

Boldness and Prosperity



ALLIED FOR PROSPERITY

The mission, vision and values of the Quebec Employers Council

Mission

The mission of the Quebec Employers Council is to ensure that companies and employers can have the best possible conditions in Quebec – particularly regarding human capital – to prosper sustainably in a context of global competition.

Vision

The point of convergence of employer solidarity, the Employers Council, through its leadership, is the indispensable reference in its fields of intervention and exerts a constructive influence for a more prosperous society, in which entrepreneurship, productivity, wealth creation and sustainable development are the necessary conditions to increase the standard of living of the entire population.

Values

Rigour and pragmatism ■ Importance of human capital ■ Responsibility ■ Creativity ■ Entrepreneurship ■ Solidarity ■ Openness ■ Passion and Commitment.

Quebec Employers Council's main bodies as of December 31, 2010

The Board of Directors

Chairman

– Jean-Yves Leblanc, Corporate Director

Outgoing president

– John LeBoutillier, Chairman of the Board, Industrial Alliance, Insurance and Financial Services Inc.

Vice-Chairman

– Pierre Pomerleau, President and Chief Executive Officer, Pomerleau inc.

Directors

- Claude Beaudin, Vice-President, Human Resources, Bombardier Aerospace
- Gaëtan Boucher, President & CEO, Fédération des cégeps
- Paul Dénoimée, Vice-President, Corporate Controller, Metro inc.
- Pierre Després, Vice-President, Communications, Global Primary Products, ALCOA
- Johanne Desrochers, President and CEO, Association des ingénieurs-conseils du Québec
- Yves-Thomas Dorval, President, Quebec Employers Council
- Michel Hémond, President, Pyradia inc.
- Gaston Lafleur, President, Retail Council of Quebec
- Jacques Légaré, President & CEO, Conseil de la transformation agroalimentaire et des produits de consommation
- Jean-François Mérette, President & CEO – Eastern Canada, Eacom Timber Corporation

– Pierre Karl Péladeau, President and Chief Executive Officer, Quebecor inc.

– Norman M. Steinberg, President, Ogilvy Renault

– Alain Tascan, General Manager and Founder, EA Group

– Dan Tolgyesi, President and Chief Executive officer, Quebec Mining Association

– Denis Turgeon, President CRT Construction inc.

Permanent Staff

- Yves-Thomas Dorval, President
- Daniel Audet, Executive Vice-President
- Carmel Laflamme, Vice-President – Occupational Health and Safety
- Jacques Leblanc, Vice-President – Human Resources Development Policy
- Louis-Paul Lazure, Vice-President – Communications
- Norma Kozhaya, Director of Research and Chief Economist
- Chantale Lavoie, Director – Legal Affairs
- Dominique Malo, Executive Consultant – Occupational Health and Safety
- Patrick Lemieux, Consultant – Communications
- Suzanne Cyrenne, Administration
- Chantal Picard, Coordinator – Member and executive services
- Kathy Chasles-Bélec, Administrative Assistant – Occupational Health and Safety
- Geneviève Le May, Administrative Assistant – Events and Communication



Chairman's Message

It was with considerable enthusiasm that I accepted the chairmanship of the Quebec Employers Council board of directors in November 2010. Fulfilling such a role in such a prestigious and influential organization, while helping to mobilize Quebec's employers around the major challenges facing our society as a whole, is an ideal opportunity for me to get involved in support of Quebec's prosperity.

This report provides an overview of the many interventions the Council has conducted in the past year and the gains that have been made for Quebec employers. It is imperative that employers continue to converse with decision-makers and the general public in a strong and unified voice, and that the entire business community forms a common front by joining the Quebec Employers Council and getting involved in its main organizational bodies, in a spirit of employer solidarity.

I would like to thank my predecessor, John LeBoutillier, for his immeasurable contribution to the Quebec Employers Council and his governance over the last four years, and his support and counsel throughout the transition process. I would also like to acknowledge the involvement of the board members whose mandate is ending and welcome the people joining the Council this year. I extend my congratulations to the permanent staff of the Quebec Employers Council for their dedication and the diligent work they do on a daily basis to serve our members and help enhance the exposure of the organization.

A handwritten signature in black ink that reads "Jean-Yves Leblanc". The signature is fluid and cursive, written in a professional style.

Jean-Yves Leblanc
Chairman of the Board



President's Message

The Employers Council: More than ever the crossroad of employer solidarity in Quebec

From every standpoint, 2010 has been a memorable year for the Quebec Employers Council. Again this year – 41 years after its inception – the organization has demonstrated its leadership, credibility and relevance as the Quebec business community spokesperson, with governments, employers, unions, the media and general public. As Quebec prepares to confront the major challenges that will have an unprecedented impact on its ability to create wealth and prosperity, it becomes essential for employers to be bold and take an active part in finding solutions as major players in a Quebec society that now evolves in a global economic environment.

Active and committed participation in debates and decision-making processes

An observer tracking the organization's interventions will have noted that, more than ever, the Quebec Employers Council has steadfastly participated in all the major debates and represented the employers with rigour and pragmatism on the main issues that have gripped Quebec society over the last 12 months. Health and work safety, labour relations, federal and provincial budgets, university funding, shale gas, the construction industry, innovation, payroll taxes, the Port of Montreal: these are some of the many dossiers in which the Council's contribution brought added value to the public debate.

Effective, mobilizing representation on behalf of stakeholders

In defending the employers' position in many dossiers in 2010, the Quebec Employers Council endeavoured to conduct sustained and repeated representations to all of the parties involved. In addition to annual meetings with political party caucuses in Québec City and Ottawa and occasional meetings with the ministers and affected opposition spokespeople, the Quebec Employers Council then went on various tours, jointly with other employer representatives; the tours were based around a series of major issues for the employers, particularly labour relations in the construction industry, funding of employment insurance and updating the occupational health and safety plan.

Development of significant and pragmatic content

Along with adopting a new strategic plan and platform for the 2010-13 period, in 2010 the Quebec Employers Council published assorted briefs, studies and surveys which substantially helped in raising public debate on many issues. The flagship publication of the last year was definitely the *Report Card on Quebec Prosperity*, which drew on a comprehensive analysis and validated data to provide a fair and overall portrait of the creation of wealth and prosperity in Quebec.

Dynamic and constructive communication with its target audience

The Quebec Employers Council gave itself a fine makeover in 2010 by adopting a dynamic and contemporary visual identity, a new signature tagline ("Allied for Prosperity") and by raising its visibility on the Internet, refreshing its website (www.cpq.qc.ca) and reinforcing its presence in the social media. These tangible actions, back by sustained and significant interventions in current events, allowed the Quebec Employers Council to increase its presence in the electronic and print media and on the Internet by 140%, so that the voice of the business community could be heard.

An organization in better health and with enhanced value

The arrival of many newcomers to the Quebec Employers Council's permanent staff and board of directors in 2010 generated a renewed energy and vibrancy in the organization, and this contributed to its success. The work of the Quebec Employers Council in the dossiers in which it was involved brought measurable results in regard to the organization's financial situation in 2010, with the fiscal year end showing a current operating surplus of \$189,700 and \$279,422 once all of the Quebec Employers Council's financial obligations were taken into account.

The Quebec Employers Council is solidly positioned to boldly, energetically and enthusiastically tackle the many challenges waiting it in the coming year. As the president of the Quebec Employers Council, I urge the entire business community to show employer solidarity and ally for prosperity by joining our organization, so it can continue, more than ever, to be the indispensable reference in Quebec's business community.

Yves-Thomas Dorval
President

Active and committed participation in government bodies

Quebec employers can count on the active and committed participation of the president and other Quebec Employers Council spokespersons with various bodies where the policies affecting companies are developed. In 2010, the Quebec Employers Council represented employers on the following bodies in particular:

- the Board of Directors of the CSST and the IRSST, and the many committees of the CSST;
- the Board of Directors of the Commission des partenaires du marché du travail and the Commission's many working groups;
- the Conseil des partenaires économiques;
- the Conseil consultatif du travail et de la main-d'œuvre;
- the Comité des intervenants économiques du sous-ministre de l'Immigration;
- MNAs and Members of Parliament, notably through an annual tour of political party caucuses.

Since 2010, the Quebec Employers Council also represents employers on the tripartite roundtable comprised of Human Resources and Skills Development Canada, Canadian Employers Council, the Canadian Labour Congress on international labour standards and at the national Committee program of professional and technical studies.

Along with this statutory and regular participation, the Quebec Employers Council has continued to monitor and conduct energetic ad hoc interventions with other political and government bodies whose decisions affect employers. Here, by area of intervention, are the main representations made by the Quebec Employers Council at the provincial level in 2010.

Quality and availability of manpower

- **Bill changing the pedagogical regime for Adult Education** – Representations in February to the Conseil supérieur de l'éducation du Québec president
- **Pact for the competitive funding of our universities** – Participation by the Quebec Employers Council as a signing party of the Pact
- **Funding of universities** – Recommendations expressed by the Quebec Employers Council in conjunction with the Meeting on the Future of Universities and their contribution to the development of Quebec

Competitive cost of human capital

- **Fourth consecutive increase in the contribution rate to the Quebec Parental Insurance Plan** – Representation in August to the Quebec Minister of Employment and Social Solidarity

Intelligent regulation

- **For a Safe Maternity Experience program** – Representations in June to all Members of the National Assembly underscoring the need, after 29 years of existence, to reconsider the program
- **Pay equity commission** – Representation, along with three other organizations, to the Minister of Finance, Minister of Labour and the Minister in charge of Infrastructures demanding a review of the government's decisional processes regarding the abolition of this organization.

- **Domestic helpers** – Representations to the Minister of Labour on the expressed intention of introducing a bill subjecting domestic helpers to the *Act respecting industrial accidents and occupational diseases*
- **Bill 123 on the amalgamation of the Société générale de financement du Québec and Investissement Québec** – Submitting of a brief and presentation in November before the National Assembly's Public Finance Commission
- **Production machinery and labour relations in the construction industry** – Brief prepared following work done by a construction industry partners' study group expressing the position of job providers, and a tour with the government's main ministers and deputy ministers
- **Replacement workers and Labour Code** – Open letter to premier Jean Charest on the provisions of the *Labour Code* pertaining to replacement workers
- **Conseil consultatif du travail et de la main-d'œuvre** – Brief presented to the members of the CCTM outlining potential solutions to improve the performance of the organization.

Healthy public financing and competitive taxation

- **Bill 107, Act respecting l'Agence du revenu du Québec** – In September, the submitting of a brief and presentation before the National Assembly's Public Finances Commission

Sustainable economy

- **Sustainable development of the shale gas industry in Quebec** – In October, a brief and presentation in conjunction with the Bureau d'audiences publiques sur l'environnement (BAPE) consultation
- **User's Guide to the recovery** – Comments issued in January in conjunction with the Quebec government's 2010 Economic Meeting



Quebec Finance Minister
Raymond Bachand

Normand Huberdeau, NH Photographes



The Quebec Employers Council active on the federal scene

As it is independent from any Canada-wide organization, the Quebec Employers Council intervenes on a regular basis, with full latitude, to defend the interest of Quebec employers to federal authorities. Some of the consultations in which it participated in 2010 included:

January

- Roundtable with Canadian Prime-Minister Stephen Harper and the Minister of Natural Resources and the prime-minister's Quebec lieutenant, Christian Paradis, focusing on the economic situation, implementing Canada's economic action plan, and the return to balanced budgets

March

- Tripartite roundtable on social dialogue, the ratification of International Labour Organization (ILO) agreements and follow-up of the ILO's Global Jobs Pact, organized by Human Resources and Skills Development Canada

May

- Passport Canada consultation on improving the passport issuance system
- Strategic initiative for innovative manufacturing companies, letter to the Industry Minister
- Department of Finance Canada consultations on Canada's retirement income system

June

- Member of the Canadian employers' delegation at the annual meeting of the International Labour Organization in Geneva

July

- Public consultation on options for the foreign investment restrictions in the telecommunications sector

August

- Participation by Employers Council president Yves-Thomas Dorval in a roundtable on economic recovery and deficit reduction presided over by the honourable Stockwell Day, President of the Treasury Board and Minister for the Asia-Pacific Gateway

October

- 2011-12 pre-budget consultation of the House of Commons Standing Committee on Finance

The Quebec Employers Council also made representations in the following dossiers:

- Illicit tobacco trade: letter to the prime minister of Canada and all of the federal MPs (March) and letter to the Health Minister, the honourable Leona Aglukkaq (December)
- Wholesale high-speed access services: letter to the Industry Minister, the honourable Tony Clement (October)
- Labour dispute at the Port of Montreal: letter to the Labour Minister, the honourable Lisa Raitt (July)
- Pan-Canadian securities commission: letter to the Finance Minister with nine other signing parties concerning the creation of a single securities commission in Canada (May)

Many tangible gains for employers

The interventions and representations the Quebec Employers Council made in 2010 were productive. The Quebec Employers Council is pleased to report significant results and tangible gains for employers. Here are some examples:

Federal and provincial budgets

Several interventions by the Quebec Employers Council in conjunction with the 2010 pre-budget consultations in Quebec City and Ottawa led to tangible results for employers when the two budgets were announced, notably in regard to the control of public spending and the return to balanced budgets.

Labour dispute at the Port of Montreal

After a highly publicized intervention by the Quebec Employers Council, Canadian Labour Minister, the honourable Lisa Raitt, assigned the Canadian Industrial Relations Board with the mandate of summoning the Maritimes Employers Association and the union representing the Port of Montreal longshoremen to resume negotiations in the labour conflict at the Port of Montreal. This announcement brought the resumption of negotiations and led to an agreement in principle between the two parties two days later.

Contract for the renewal of Montreal's fleet of subway cars

The Quebec Employers Council closely monitored the dossier regarding the renewal of Montreal's fleet of subway cars. Its position promoting the urgency of having new subway cars as soon as possible – endorsed by many employer and union associations – contributed to the swift adoption of Bill 116, *Loi sur l'acquisition de voitures pour le métro de Montréal*, and this avoided new delays.



Office of the Premier

The president of the Quebec Employers' Council at the press conference announcing the renewal of Montreal's subway cars, with Quebec premier Jean Charest (centre) among the notables in attendance.



Yves-Thomas Dorval, president of the Employers Council, and Françoise Bertrand, president-CEO of the Fédération des chambres de commerce du Québec, presented the employers' proposals in conjunction with the work conducted by the Camiré group.

The unifying leadership of the Quebec Employers Council in the area of... ... occupational health and safety

Because of its efficient representations to various CSST bodies and the mobilization of employers in partnership with other associations, the Quebec Employers Council obtained many tangible gains for employers in 2010:

- Dating back to 2009, the employer delegation to the CSST board of directors succeeded in limiting the increase in the employers' CSST contribution rate to 4% for 2010; the employers cover the full annual cost of more than \$2.2 billion for the system. One year later, this has proven to be the right decision over other options that would have led to cost hikes in the area of 170 to 370 million dollars.
- The change to the funding policy that occurred in 2010 will stabilize the rate for a five-year period by establishing a rate cap to amortize the \$3.1 deficit related to yield losses the Caisse de dépôt et placement du Québec recorded in 2008. Without this change, it would have cost employers \$186.5 million more.
- In June, the Quebec Employers Council, capitalizing on the adoption of a unanimous motion by the National Assembly supporting the extending of the *For a Safe Maternity Experience* program to workers in businesses of federal jurisdiction, sent a letter to MNAs reminding them of certain facts about the program and its costs, and urging them to reconsider the program.
- Last fall, the Quebec Employers Council initiated a public affairs campaign on the modernizing of Quebec's occupational health and safety plan to create awareness among elected officials and the general public about the importance of adapting the plan to current workplace realities by reducing costs and making it more efficient, while ensuring workers' health and safety are maintained. The Quebec Employers Council issued 10 newsletters on the various occupational health and safety problems, including a special edition of the *InfoCPQ* newsletter. A colloquium on the subject was held in November, bringing together some 100 participants.
- In June, the Quebec Employers Council actively intervened with the Labour Minister to denounce many aspects of Bill 110 aimed at subjecting domestic helpers to the occupational health and safety plan. The Quebec Employers Council intervention led the new Labour Minister to request the ministry's civil servants to rework the draft bill, which many deemed to be discriminatory.
- In October, the Quebec Employers Council and the Fédération des chambres de commerce du Québec jointly submitted to the study group charged with making recommendations on Quebec's occupational health and safety plan the report by employer representatives providing a detailed account of problems noted in how the current system works. The document, produced in collaboration with a consultation committee comprised of 40 employer association representatives and companies from diverse economic sectors, issued 40 recommendations aimed at making the plan more efficient and less costly, while enhancing its objectives in the area of occupational injury prevention.



Office of the Labour Minister

Quebec Labour Minister Lise Thériault

... labour relations

- **Modernizing the *Labour Code*** – The Quebec Employers Council was an enthusiastic participant in the debate on modernizing the *Labour* provisions regarding replacement workers. In several press releases and in a letter to the Labour Minister, the Quebec Employers Council urged the government not to create an even greater imbalance in favour of the unions by restricting employers' rights to resort to a lock-out.
- **Labour relations in the construction industry** – In 2010, the Quebec Employers Council conducted a series of consultations and meetings to bring construction entrepreneurs and job providers together in an effort to reach a common position on some of the labour relations issues in the construction industry, including certain unproductive bonuses in the heavy machinery industry and the issue of union placement of the labour force. From the dialogue between the various employer representatives, the Association de la construction du Québec notably obtained the elimination of the presentation bonus in this sector, in contract-renewal negotiations in the construction industry in late summer.

Relevant and pragmatic content

In addition to the many briefs and other documents to support its representations to respective governments, the Quebec Employers Council prepared extensive reports and information sessions filled with relevant and pragmatic content for the benefit of its members.

Studies and documents

■ In August, the Quebec Employers Council released the first edition of its **Report Card on Quebec Prosperity**, a new instrument that compares Quebec's performance to that of other Canadian provinces and other Organization for Economic Cooperation and Development (OECD) countries in terms of wealth creation and prosperity. Publication of the document aroused considerable reaction and the press conference announcing the release of the study generated extensive coverage in the electronic and print media and on news-oriented websites.

■ In October, the Employers Council published its **Special Report on 2010 Salary Forecasts**, produced in collaboration with the top human resources consulting firms in Quebec (Aon Conseil, Mercer – Consultation en ressources humaines, Morneau Sobeco, Towers Watson). More than 120 human resources managers and professionals from industry associations and businesses of every size attended the launch of the document.

■ In May, the Quebec Employers Council published the results of a **survey among businesses on the quality of training initiatives certificate**. The survey was conducted with the support of the Commission des partenaires du marché du travail and it polled 48 businesses. It dealt with the *Regulation respecting the exemption applicable to the holder of a training initiatives quality certificate*, a regulation exempting employers that have received a training initiatives quality certificate from the *Act to promote workforce skills development and recognition* (or the 1% law). Employers and labour representatives both expressed satisfaction with the regulation and recommended to Quebec businesses which met the conditions of eligibility that they make the request.

■ In February, the Quebec Employers Council published the results of a public opinion poll the Léger Marketing firm conducted among 350 business leaders to assess their views about Quebec's public policies and some of the issues related to businesses.

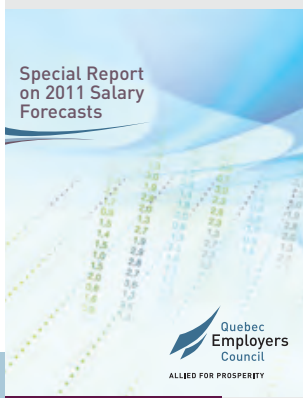
■ In December, the Quebec Employers Council released the results of a survey conducted among 500 university students on their financial situation and their opinion on some of the measures to address the problem of university funding. The results helped to put the cost of post-secondary education in Quebec into context.

■ The main communication tool with its members, the Quebec Employers Council published 11 issues of its **InfoCPQ** newsletter in 2010 (along with a special edition on Quebec's occupational health and safety plan). Each month, the newsletter contained a summary of the Quebec Employers Council's stance on issues and, if applicable, the legislative amendments or regulations obtained following its representations. A summary of the media coverage extended to each of the interventions was also provided. *InfoCPQ* is one of the most widely read documents on the Quebec Employers Council website.



Online consultations

In 2010, the Quebec Employers Council introduced an online consultation system with its members to gather their opinions and comments about different issues on which the Council was taking a stand and on their activities. The members were also polled on what they thought about the monthly association meetings, the colloquium on the occupational health and safety plan and the issues relating to education and training.



Training and information sessions

With the responsibility for training the 87 members of the Commission des lésions professionnelles (CLP) representing Quebec employers on that body, the Quebec Employers Council organized two two-day training sessions for them, in Quebec City and Montreal, respectively, in June and December. The subjects addressed at these sessions included:

- Temporary assignment (June);
- Musculoskeletal lesions - facts and controversy (June);
- 2009 jurisprudence review (June);
- The *For a Safe Maternity Experience* program (June);
- Inspectors' powers (December);
- The right of refusal (December);
- Eligibility criteria for the main musculoskeletal lesions (December);
- Recognized psychological diagnostics: what to do with this diagnostics potpourri? (December);
- The secondary effects of narcotics (December);
- Occupational illnesses of a psychological nature: Where are we at? (December).

Along with these training sessions, two information newsletters were produced for the employer representatives (January, June, September and December).

Labour relations in the construction industry

Throughout the year, the Quebec Employers Council held a series of meetings to bring the construction entrepreneurs and job providers closer together in working toward common positions in the industry's labour relations, particularly on the issue of union placement of the labour force.

Changes to laws and regulations

To keep employers well informed about their new obligations when regulatory or legislative changes occur, the Quebec Employers Council regularly organizes information sessions for them, particularly on occupational health and safety matters.



Geneviève Le May

More than 150 participants attended the Employers Council colloquium on CSST inspection in Montreal and Quebec City, May 11-13, 2010.

■ Colloquium on CSST inspection

In May, more than 150 participants, in Montreal and Quebec City, attended the colloquium the Quebec Employers Council organized, in collaboration with the CSST and Ogilvy Renault. Normand Paulin, Director General Prevention-Inspection and the partnership, and Jean Lajeunesse, Regional Director Montréal-1 to the CSST, presented the provisions planned in Bill 35, particularly the one aimed at increasing the fines for infractions. The colloquium was preceded by a luncheon-conference at which Claude Plamondon, Senior Vice-President of Aon Conseil, spoke on the topic "CSST – Funding and average rate for 2011".

■ Colloquium on the occupational health and safety plan

In November, more than 100 participants were on hand in Montreal for the colloquium on Quebec's occupational health and safety plan organized by the Quebec Employers Council, in collaboration with Ogilvy Renault. Daniel Denis, a partner at SECOR, presented the study his firm conducted on the plan for the CSST, and Bernard Cliche (Langlois Kronström Desjardins), Claude Plamondon (Aon Conseil) and Gilles Rousseau (Metro) provided an account of the report prepared by the employers side and submitted to the groupe Camiré. André Beauchemin and Bruno Labrecque, of the CSST, also delivered the exclusive announcement about the new method of insurance premium payments to the CSST.



Geneviève Le May

From left to right are the three employer representatives on the Camiré committee at the Employers Council occupational health and safety plan colloquium, November 24, 2010: Bernard Cliche (Langlois Kronström Desjardins), Claude Plamondon (Aon Conseil) and Gilles Rousseau (Metro).

Dynamic and constructive communication

Whether it was through its frequent and growing presence in the media or its new website, unveiled in June, the Quebec Employers Council, in 2010, effectively created more public awareness than ever about the employers' needs and concerns. The expertise of our spokespeople also provided the employers with a strong voice to promote their viewpoint in many of the more specialized forums where it is important that you be heard. And, by holding a number of high-profile events, the Quebec Employers Council was able to provide its members with unique networking opportunities.

In keeping with its desire to maintain a contemporary and dynamic image, the Quebec Employers Council gave itself a nice makeover on the Web with a brand new site (www.cpq.qc.ca) that has an improved design and new features. Modern, interactive and filled with original content, it allows users to access a wealth of documents and information. Barely seven months after it was put online, the statistics on the number of hits for the website are impressive: more than 20,000 Internet users visited more than 50,000 pages between June and December.

2010 also marked the Quebec Employers Council's debut on social media (Facebook, Twitter, LinkedIn and YouTube). Distributing the organization's interventions on these new platforms allows it to reach a larger audience in a quicker, interactive fashion; more than 1,000 Internet users follow the Quebec Employers Council's activities in real time on these networks.



The Employers Council in the media: public interventions that are harder-hitting than ever

One thousand seven hundred (1,700) articles and reports – The Quebec Employers Council's position on issues was reported in more than 1,700 articles and news reports by media outlets in 2010, an increase of about 140% over 2009. According to an independent assessment, this coverage had a public relations value of more than \$15 million over the total value obtained in 2009.

Seventy-seven (77) public interventions – This visibility is the result of 77 public interventions throughout the year: 59 by means of a press release and 18 in the form of opinion letters.

Growth of the average value of spinoffs from each public intervention*



* It is important to note this is an estimate based on the same criteria every year, and over and above the financial value shown, it attests to the spectacular growth in 2010.



From left to right:
Yves-Thomas Dorval,
Marc Gagnon, representing
Daniel Lamarre, Elliot
Lifson, Jacques Lamarre, Hélène
Desmarais, John LeBoutillier.

Unifying events

In 2010, the Quebec Employers Council organized many unifying events that brought all of Quebec's employers together.

A User's Guide to the Recovery: A forum to define employers' strategic plans in 2010-2013

In February, more than 150 business and association sector representatives took part in developing the areas of intervention of the Quebec Employers Council's 2010-2013 platform. The business-community representatives exchanged ideas, discussed and advocated their point of view at six workshops, set up in conjunction with a one-day forum. The theme of the forum was: "A User's Guide to the Recovery – Emerging from the recession, how do we provide Quebec with the best possible conditions to sustain prosperity in a global competitiveness context?" In addition to the workshops, participants listened to three prominent guest speakers: Quebec Finance Minister Raymond Bachand, Robert Gagné, director of the Centre sur la productivité et la prospérité and professeur titulaire à l'Institut d'économie appliquée de HEC Montréal, and Alain Dubuc, a columnist at *La Presse*.

2010 general meeting

In April, more than 70 business and association sectors delegated one of their managers to represent their respective organizations at the 41st general meeting of the Quebec Employers Council. At the meeting, Jacques Lamarre, the former president and CEO of SNC-Lavalin and now a strategic consultant at Heenan Blaikie, received the Quebec Employers Council's 2010 *Prix de carrière* award. The event was also an opportunity to induct three new members into the Entrepreneurs Club: Hélène Desmarais, chair and CEO of the Centre d'entreprises et d'innovation de Montréal, Daniel Lamarre, president and CEO of Cirque du Soleil, and Elliot Lifson, Vice-Chairman of Peerless Clothing. During the general meeting, the first Bourse Ghislain-Dufour was awarded to Christine Houle, a masters student at École de relations industrielles de l'Université Laval. Created on the occasion of the Quebec Employers Council's 40th anniversary in 2009, the award recognizes the outstanding work of a second-cycle industrial relations student in Quebec.



Consultation en vue de l'élaboration de la plate-forme 2010-2013 du **Conseil du patronat du Québec**

Winning partnerships

In 2010, the Quebec Employers Council continued to support causes and partnerships that are compatible with its priority fields of endeavour:

- **Question Retraite**, a consortium dedicated to financial security at retirement, this organization strives to promote and implement activities to create awareness among Quebecers about the importance of ensuring their financial security at retirement and guiding them toward the ways they can achieve it.
- **Innov-Âge**, an organization interested in the advancements in knowledge and research on issues related to aging.
- The **Academos** cybermentoring program, which helps young people make a career choice by putting them in touch with volunteers who guide and inform them about the realities of the working world.
- Institute for Competitiveness and Prosperity, the main Canadian partner of the **Davos World Economic Forum**, which ensures the *Global Competitiveness Report* annually published by the Forum takes the opinion of Quebec business executives into account.



An esteemed annual partner

The Quebec Employers Council was fortunate in being able to rely on the support of an esteemed partner in the successful organizing of the various events in 2010. Ogilvy Renault, the law firm that is one of Canada's leading specialists in labour law, contributed to the Quebec Employers Council's event organizing in 2010 as its year-long partner.





The president of the Employers Council, Yves-Thomas Dorval, along with Pierre Plamondon, Chief Actuary of the Quebec Pension Board, and host Stéphan Bureau, at the Question Retraite colloquium.

The Quebec Employers Council present on every podium

To communicate directly with its target audiences, the Quebec Employers Council regularly responds to appeals from organizations soliciting its expertise and point of view. Here is an overview of the events during which the Quebec Employers Council's president and other representatives were asked to speak on behalf of Quebec employers in 2010:

January

- The Quebec government's 2010 Economic Meeting
- Jury member for the Excellence in Industrial Relations competition as part of Industrial Relations Week organized by the Université de Montréal

February

- Roundtable on industrial relations held in conjunction with the Council of Industrial Relations Executives organized by the Conference Board of Canada.

March

- Roundtable on learning and higher education as part of "Canada 150", a non-partisan, Pan-Canadian conference

April

- Luncheon for the launch of Quebec Mining week organized by the Quebec Mining Association and the Quebec Association of Mining Exploration
- Conference in conjunction with Entrepreneurship and Leadership Day organized by the Haitian Young Chamber of Commerce
- National gala for Innovation in Occupational Health and Safety awards organized by the CSST

May

- Active-aging days organized by Innov-Âge

July

- Luncheon organized by the Association de la recherche industrielle du Québec sur la Stratégie québécoise de la recherche et de l'innovation 2010-2013

August

- Multi-partite discussion day on the employment insurance plan organized by the Conseil national des chômeurs

September

- Roundtable on pension plans as part of the annual Question Retraite colloquium
- Luncheon held by the Institute for research on public policy on the economic integration of immigrants

October

- Roundtable on the economic integration of immigrants organized by La Maisonnée
- Luncheon held by the Chambre de commerce et de l'industrie Les Maskoutains
- Luncheon held by the Chambre de commerce de Sherbrooke
- Major annual meeting on occupational health and safety organized by the CSST
- Roundtable on continuing education in conjunction with the annual convention of the Fédération des cégeps

November

- Luncheon held by the Chambre de commerce de Gatineau
- Meeting with the Cercle de presse du Saguenay



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