

40 years influencing the future



ALLIED FOR PROSPERITY

The mission, vision and values of the Quebec Employers Council (QEC)

Mission

The mission of the Quebec Employers Council is to ensure that companies 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 Quebec 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.

QEC's main bodies as of December 31, 2009

The Board of Directors

Chairman

- 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 and CEO, Fédération des cégeps
- Nathalie Bourque, Vice-President, Public Affairs and Global Communications, CAE
- 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
- Gilles Lafond, President, Lalema inc.
- Jacques Légaré, President and CEO, Conseil de la transformation agroalimentaire et des produits de consommation
- Jean-François Mérette, Senior Vice-President, Forest Products, Domtar
- Pierre Karl Péladeau, President and CEO, Quebecor inc.
- Réal Raymond, corporate director
- Alain Robert, President, Groupe TNT – Merceron inc., and representative of the Association des constructeurs de routes et grands travaux du Québec
- Norman M. Steinberg, President, Ogilvy Renault
- Alain Tascan, General Manager and Founder, EA Group
- Dan Tolgyesi, President and CEO, Quebec Mining Association

Permanent Staff

- Yves-Thomas Dorval, President
- Daniel Audet, Executive Vice-President
- Dominique Malo, Vice-President – Occupational Health and Safety
- Jacques Leblanc, Vice-President – Human Resources Development Policy
- Patrick Leblanc, Vice-President – Communications
- Norma Kozhaya, Director of Research and Chief Economist
- Pascale Gauthier, Legal Advisor
- Patrick Lemieux, Coordinator – Events and Communications
- Suzanne Cyrenne, Executive Assistant
- Chantal Picard, Administrative Assistant
- Rita Lefebvre, Administrative Assistant
- Kathy Chasles-Bélec, Administrative Assistant
- Geneviève Le May, Assistant – Events and Communications
- Valérie Leblanc, Accounting Manager

President's Message

The Quebec Employers Council in 2009: forty years influencing the future



By a fortunate coincidence, I took the helm of the Quebec Employers Council (QEC, or Conseil du patronat du Québec) in March 2009, the 40th anniversary of this unique organization's founding! The idea of marking this anniversary had already been planted and I enthusiastically mobilized our team to make this a memorable event worthy of such an anniversary. Mission accomplished – because in December we brought together over 200 employer representatives for a prestigious event of the kind the QEC had not experienced for many years. In addition to honouring the personalities who had chaired the Board of the QEC over the years, we took the opportunity to pay special tribute to the QEC's former president who had made the greatest contribution to giving the organization the reputation it continues to enjoy: Ghislain Dufour. We also assembled a prestigious panel of three former Finance Ministers, two of whom also served as Prime Minister or Premier (Paul Martin, Bernard Landry and Monique Jérôme-Forget); the three political personalities discussed and debated our governments' current challenges regarding public finances and the role of employer associations like the QEC. Held in the presence of the Minister of Labour and Minister of Employment and Social Solidarity, this celebration of four decades of efforts and results to influence Quebec's economic future will be remembered and I thank everyone who contributed to make it such a success.

Updating and invigorating the Quebec Employers Council

More important for the future, we initiated a process upon my arrival to modernize and invigorate the QEC by adopting a strategic plan for 2010-2013. The exercise was conducted seriously and rapidly by the entire staff, and our Board of Directors ratified the final version of this plan in November.

In addition to updating our organization's mission, vision and values (see inside cover on the opposite page), this strategic plan generated five main objectives to achieve so that companies in Quebec can have better conditions to prosper sustainably in a context of global competition:

- **Availability of a sufficient quantity of quality labour** (education, training, mobility, employment incentives, etc.);
- **Employment of productive human capital at competitive costs** (compensation, taxes and payroll contributions, occupational health and safety, labour standards, labour relations, regulation of labour and construction, incentives for productivity and performance, etc.);
- **Better regulation intelligently affecting corporate operations** (labour and employment legislation, manpower training, tax laws, free trade, free enterprise and entrepreneurship, equity/balance in bargaining power between stakeholders, harmonization/simplification, etc.);
- **Healthy public finances favouring economic growth and competitive taxation** (public spending, economic growth, government revenues);
- **Business environment favouring a sustainable economy, in support and in collaboration with other stakeholders** (modern infrastructures, innovation and value added, commercialization and new markets, responsible exploitation of natural resources, renewable energy, etc.).

To achieve these objectives, the QEC adopted five strategies:

- more active and committed participation in the debates and within the bodies where it is represented;
- effective and mobilizing representation with the stakeholders;
- development of relevant and pragmatic content in its priority fields of intervention;
- dynamic and constructive communication with its target audiences;
- a healthier organization with greater value added.

On the strength of this new game plan, the QEC was already at work in 2009. I invite you to learn about our main results by looking through this report, especially pages 6 and 7.

A well-managed organization

Because the resources available to us are crucial, I am especially happy to inform you that, despite the still uncertain economic climate of 2009, the QEC, for the fourth consecutive year, by prudent management of its financial resources, ended 2009 with a slight current operating surplus of \$20,265. For the first time in several years, it should be noted, we also ended 2009 with a surplus of \$71,941, once all of the QEC's financial obligations were taken into account.

I hope that the overview of our recent achievements, about which you will read in the following pages, will induce you not only to renew your confidence in the Quebec Employers Council, but to convince other employers to show solidarity with each other and join our organization.

A handwritten signature in blue ink that reads "Yves-T. Dorval". The signature is fluid and cursive.

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 the other spokespersons of the Quebec Employers Council with various bodies where the policies affecting companies are developed. In 2009, the QEC 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;
- in dealing with the MNAs and Members of Parliament by an annual tour of political caucuses.

Since this year, the President of the QEC also represents employers on the Comité des intervenants économiques (Committee of Economic Stakeholders) of the Deputy Minister of Immigration.

Parallel to this statutory and regular participation, we have continued to be watchful and make vigorous ad hoc interventions with other political and government bodies whose decisions affect businesses. By field of intervention, here are the main representations made in 2009 by the QEC at the provincial level.

Quality and availability of labour

- **Countering poverty and social exclusion: the fundamental role of training and employment** – Submitted a brief and participated in June in the national component of Rendez-vous de la solidarité 2009 of the Quebec Minister of Employment and Social Solidarity.
- **University governance and funding: for more autonomous institutions** – Submitted a brief and presented to the Committee on Culture and Education of the National Assembly within the context of the parliamentary committee hearings held in September on Bill 38.
- **Access to education and access to educational success in a perspective of education for inclusion** – Submitted a brief in October within the context of a consultation by the Conseil supérieur de l'éducation du Québec.
- **Increasing the flexibility of the supply and terms of financial support to improve access to continuing education** – Submitted a brief in December within the context of a consultation of the Comité consultatif sur l'accessibilité financière aux études of the Conseil supérieur de l'éducation du Québec.

Competitive costs of human capital

- **Bill 35, An Act to modify the occupational health and safety regime, particularly in order to increase certain death benefits and fines and simplify the payment of the employer assessment** – Submitted a brief in May and made representations to the Quebec Minister of Labour.
- **Third consecutive increase in the contribution rate to the Quebec Parental Insurance Plan** – Submitted a written representation in August to the Quebec Minister of Employment and Social Solidarity.
- **Elements to ensure a strengthened and more equitable Quebec Pension Plan** – Submitted a brief and made a presentation to the Committee on Health and Social Services of the National Assembly within the context of the parliamentary committee hearings held in September on the future of the QPP.
- **Development of a CSST intervention framework in prevention-inspection** – Submitted a brief in November and made representations in the wake of the adoption of Bill 35.

Intelligent regulation

- **Bill 25, Act to amend the Pay Equity Act** – Submitted a brief and made a presentation in March to parliamentary committee hearings of the Committee on Labour and the Economy of the National Assembly.
- **Modernization of the labour regulations in the construction industry** – In September, the QEC obtained from the Quebec Minister of Labour the creation of a parity labour committee on which it participated throughout the autumn to modernize the labour regulations in the construction industry.
- **Bill 63, Business Corporations Act** – Submitted a brief and made a presentation in November within the context of parliamentary committee hearings of the Committee on Public Finance of the National Assembly.

Healthy public finances and competitive taxation

- **QEC pre-budget position** – Submitted and presented a brief in February to the Quebec Minister of Finance within the context of the 2009-2010 pre-budget consultation.
- **Responsibility and vision, for sound management of public finances** – Submitted and presented a brief in December to the Quebec Minister of Finance within the context of the 2010-2011 pre-budget consultation.

Sustainable economy

- **Quebec biopharmaceutical strategy** – Submitted written representations in May to the Quebec Minister of Finance and the Quebec Minister of Economic Development, Innovation and Export Trade.





The President of the QEC, Yves Thomas Dorval, and the Prime Minister of Canada, the Right Honourable Stephen Harper.

The Quebec Employers Council on the federal scene

The Quebec Employers Council, which is independent of any Canada-wide organization, intervenes regularly, with full latitude to defend the interests of Quebec employers to federal authorities. In 2009, it participated in the following consultations:

January

- 2009-2010 pre-budget consultation of the Prime Minister of Canada

February

- Consultation by Human Resources and Skills Development Canada resulting from the work of the International Labour Organization

March

- Consultation by the House of Commons Standing Committee on Human Resources on Bill C-265 with the aim of improving the employment insurance regime
- Consultation on the pension plans conducted by the Financial Sector Policy Branch of the Department of Finance Canada

May

- Consultation by the Department of Labour Canada on the labour standards of the *Canada Labour Code*

October

- Consultation by the House of Commons Standing Committee on Bill C-50 with the aim of improving the employment insurance regime
- 2010-2011 pre-budget consultation by the House of Commons Standing Committee on Finance

The Quebec Employers Council also made written representations in the following matters:

- Motion M-294 to amend the *Canada Labour Code* to prohibit the use of replacement workers: letter of the Members of the House of Commons (April)
- Bill C-32 to amend the *Tobacco Act*: letter to the Minister of International Trade (August)
- Illicit trade in tobacco products: letter to the Standing Senate Committee on Social Affairs, Science and Technology (November)

Many tangible gains for employers

The interventions and representations made by the Quebec Employers Council in 2009 were not without payoffs, and we are happy to report many tangible results and gains for employers. Here are ten examples in three of our five fields of expertise.

Competitive costs of human capital

- **Occupational health and safety** – In 2009, the CSST and the Minister of Labour accepted several QEC proposals, which translated into gains regarding the cost of occupational health and safety for employers (see box on page 7).



The Chairman and CEO of the CSST, Luc Meunier, and the President of the QEC, Yves-Thomas Dorval.

- **Pension plan funding** – In January, the Minister of Employment and Solidarity obtained the adoption of Bill 1 with the aim of mitigating the effects of the financial crisis on supplemental pension plans and allowing the companies concerned to preserve their liquidity to deal with the financial crisis and the economic slowdown. This bill is the direct result of representations made by the QEC in autumn 2008.
- **Employment insurance contributions** – The Minister of Finance Canada, in the context of the financial crisis and the recession, accepted the proposal of the QEC and other employer associations in the rest of Canada to freeze the employer contribution rate to the employment insurance program for 2009 and 2010.



Supreme Court of Canada

- **Labour laws: the QEC at the Supreme Court** – In November, the Supreme Court of Canada ruled in favour of the position supported by the QEC, which intervened in the *Wal-Mart* case to uphold the right of employers to shut down their business for any reason. The QEC intervenes regularly before the highest court in the land. In December, the QEC, intervening in the hearing in *Solicitor General of Ontario v. Fraser*, defended the right of the National Assembly to adopt labour laws maintaining a social and economic balance.

Intelligent regulation

- **Companies Act** – The Minister of Finance, in the final version of Bill 63, the *Act to amend the Quebec Companies Act*, now known as the *Business Corporations Act*, accepted three amendments which the QEC had proposed to the November parliamentary committee to favour the maintenance of head offices in Quebec. As mentioned in the March-April 2010 edition of *Québec inc.* magazine: “[...] only the Quebec Employers Council spoke on behalf of the business community within the context of this consultation.”



The Minister of Finance, Raymond Bachand, and the President of the QEC, Yves-Thomas Dorval.

- **Pay Equity Act** – The Minister of Labour, in the final version of Bill 25 amending the *Pay Equity Act*, accepted the proposals submitted by the QEC during the March parliamentary committee hearings. The new Act, adopted in May, contains more flexibility for employers who have not yet completed their first pay equity exercise.
- **Labour relations in the construction industry** – In 2009, a committee of the QEC’s Board of Directors concluded its work on labour relations in the construction industry. The concrete result of these efforts was to bring together all players in the construction field (contract givers and contractors’ associations): in 2009, for example, and for the first time, the Association de la construction du Québec organized a consultation of the QEC’s leading contract giver members with a view to renewal of the sector’s collective agreements. Also, in November, the QEC brought together several dozen players related to this industry; this mobilization will facilitate the QEC’s representations with the aim of modernizing labour relations in the construction sector.



Photo : Martin Alarie

Sam Hamad, Minister of Labour and Minister of Employment and Social Solidarity.

- **1% law on employee training** – In the first report of the Minister of Employment and Social Solidarity, tabled in February, over 80% of the employers who obtained their training initiatives quality certificate issued by Emploi-Québec under the new 1% law had obtained it with the QEC’s support.

Healthy public finances and competitive taxation

■ **In Quebec** – The 2009-2010 budget (tabled in March 2009) and the 2010-2011 budget (tabled in March 2010) both responded to proposals made by the QEC during pre-budget consultations conducted in February and December 2009, in particular the government's intention to restore fiscal balance quickly by limiting the growth of its expenditures.



The Honorable
Jim Flaherty, Minister
of Finance Canada.

■ **In Ottawa** – Similarly, at the federal level, the 2009-2010 budget (tabled in January 2009) and the 2010-2011 budget (tabled in March 2010) responded to proposals made by the QEC during pre-budget consultations conducted in January and October 2009, particularly the government's decision to stay the course on reduction of the corporate tax rate to 15% in 2012 (rate reduced to 19% in 2009 and 18% in 2010).

The undeniable leadership of the Quebec Employers Council in occupational health and safety

Thanks to its effective representations to various CSST bodies, the Quebec Employers Council obtained many tangible gains for employers in 2009.

- In June, the QEC succeeded in limiting the increase in the employers' CSST contribution rate to 4% for 2010, a savings of about \$150 million compared to the rate initially proposed. This gain followed a QEC luncheon discussion with the CSST's Chairman and CEO, Luc Meunier. The objective of this event was to submit the four CSST scenarios for the average contribution rate for 2010 to a hundred major employers and thus allow more informed participation by the employers in the development of QEC's position on the contribution rate. Also on the issue of rating, companies benefited in 2009 from a third consecutive reduction in the contribution rate, resulting in an aggregate saving of about \$44 million for all Quebec employers.
- In November, after repeated interventions by the QEC, the CSST withdrew the *Table of maximum consolidation periods* adopted in 2007 and returned to a cost sharing method that received more support from employers.
- In June, the QEC obtained some concessions for employers in the final version of Bill 35, which aimed to increase the fines for offences. In particular, these concessions included:
 - a longer delay for the new legislation to come into force;
 - assurances regarding the criteria for imposing fines (for this purpose, the QEC submitted its representations in November regarding the CSST's new intervention framework in prevention-inspection).
- The adoption of Bill 35 also ensures the application, starting in 2011, of a new contribution collection method, which will result in annual savings of about \$75 million in administrative formalities effective 2011. The QEC had called for this change repeatedly to alleviate the formalities imposed on employers.
- Finally, the QEC obtained that the mandate of the parity working group on the modernization of the occupational health and safety regime be amended so that it generates other tangible gains for employers. The QEC is actively supporting the representations of the employer members of the group with this aim.

Relevant and pragmatic content

In addition to many briefs and other documents produced in support of its representations to governments, the Quebec Employers Council prepared several dossiers and several information sessions for its members rich in relevant and pragmatic content.

Studies and documents

- In October, all QEC members received a free copy of the **QEC Special Report on 2010 Salary Forecasts**, produced in collaboration with best human resources consulting firms in Quebec (Aon Conseil, Mercer, Morneau Sobeco, Towers Perrin, Watson Wyatt). A hundred human resources from companies of all sizes were on hand for the launch of the document, which also generated broad media coverage in the electronic media (TVA, RDI, LCN, Canal Argent, SRC-Radio), the dailies (*Le Journal de Montreal*, *Le Journal de Québec*, *Le Soleil*, *The Gazette*, *Le Devoir*, *Métro*, *24 Heures*, *La Tribune*) and the current events websites (Cyberpresse, Canoe, LesAffaires.com).
- In May, the QEC published **Payroll Taxes: The Quebec Disadvantage**, a backgrounder distributed widely to political decision-makers (Cabinet, MNAs, senior public servants) and the general public through the media. The President of the QEC summarized the main conclusions in an opinion piece published in *La Presse*. Columnist Peter Hadekel devoted an entire column to this issued in the *Montreal Gazette*. Above all, the document provided key arguments in the QEC's subsequent positions on the employer contribution rate to different plans: occupational health and safety, employment insurance, the QPP, etc.

- In December, the QEC published the results of a **public opinion survey conducted by Léger Marketing on behalf of the QEC**. Dealing with the Quebec government's performance in management of the main issues facing companies, the survey of 1000 Quebecers showed that the general public's perception is often very close to that of business executives in terms of observations and the solutions to be implemented.

- The main communication tool with QEC members, the **InfoCPQ newsletter** was published eleven times in 2009. Every month, the newsletter contained a summary of the QEC's positions and, if applicable, of the legislative or regulatory changes obtained following these representations. A summary of the media coverage generated by each intervention was also provided. *InfoCPQ* is one of the documents most often consulted on the QEC website.

Training and information sessions

Customized training for representatives of employer associations on the Commission des lésions professionnelles – With the responsibility for training the 84 members of the Commission des lésions professionnelles (CLP) representing Quebec employers on that body, the QEC organized five information sessions for them in Montreal and Quebec City:

- The 2008 jurisprudence review of the CLP (January);
- Recovery of benefits and recourses under another plan, and Chemical denomination of drugs and their impacts (March and April);
- The medical assessment procedure (May);
- Judicial review (September);
- Influence of personal conditions in the evolution of occupational diseases (November and December).

To supplement this training, three newsletters were produced for these employer representatives (January, May and October).

Changes to laws and regulations – So that employers are well informed of their new obligations when legislative or regulatory changes occur, the QEC regularly organizes information sessions for them. Two new laws drew our attention in 2009.

Act to amend the Pay Equity Act

In September, about a hundred employers attended the QEC information session on Bill 25, adopted in May 2009. The Chair of the Commission de l'équité salariale, Louise Marchand, and the President of the QEC addressed the employers at this information session, presented by four experts.



From left to right: Jean-François Vernier (Towers Perrin), Marie-Hélène Jetté (Ogilvy Renault), Denise Perron (AEQUITAS Group) and Pierre Lachance (Commission de l'équité salariale). On the far right: Norma Kozhaya (QEC), who designed and moderated the event.

■ **Act to amend the Supplemental Pension Plans Act and other legislative provisions in order to reduce the effects of the financial crisis**

In February, about thirty major employers attended the QEC information session on Bill 1, adopted in January 2009 to relax employers' funding requirements for defined-benefit pension plans in the wake of the actuarial deficits caused by the financial crisis.



From left to right: Pierre Girardin (Girardin Actuariat et Communication, guest speaker), Norma Kozhaya (QEC, who designed and moderated the event), Pierre Plamondon (Régie des rentes du Québec, guest speaker) and Alexandre Daudelin (*Avantages*, the magazine on pension fund and benefits management in Quebec, which collaborated in promoting the event).

Dynamic and constructive communication

Whether through its regular and growing media presence or via its website, the Quebec Employers Council continued in 2009 to inform public opinion effectively about the employers' needs and concerns. Our spokespersons' expertise also allowed employers to count on a strong voice in many specialized forums where it is important to be heard. Finally, by holding prestige events, the QEC was able to offer its members unique networking opportunities.

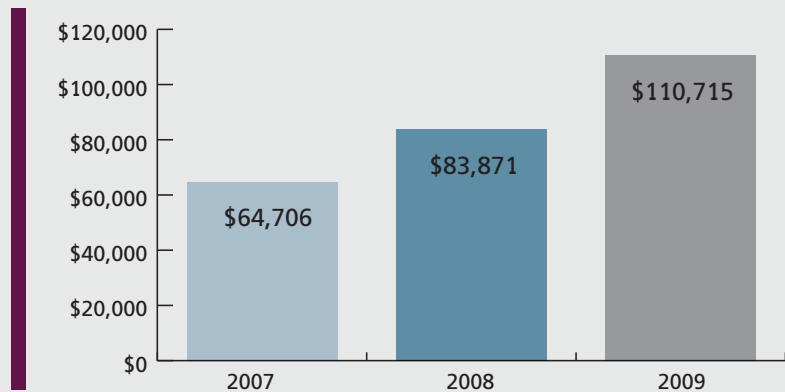
The Quebec Employers Council in the media: increasingly hard-hitting public interventions

Seven hundred articles and reports – The QEC's positions were covered in over 700 articles and reports by the media in 2009, an increase of about 20% compared to 2008. According to an independent assessment, this coverage had a public relations value of \$5.9 million, an increase of about 13% from the total value obtained in 2008.

Over fifty public interventions – This visibility is the result of over fifty public interventions throughout the year: 37 by means of press releases and 16 in the form of opinion pieces or major interviews with the President at the time of his appointment in March 2009. These opinion pieces were published in the editorial pages of dailies in every region of Quebec (*La Presse*, *Le Soleil* and other dailies of the Gesca group; *Le Journal de Montreal* and *Le Journal de Québec*; and *Le Devoir*). The interviews appeared in *La Presse*, *Les Affaires* (*Galerie des affaires*) and *Le Courrier parlementaire*.

More effective interventions – It should be noted that there was a considerable increase (about 32%) in the effectiveness of the QEC's interventions in 2009. Each of the 37 public interventions made in 2009 generated an average value of \$111,000 of coverage, compared to average spinoffs of \$84,000 for the interventions in 2008.

Growth of the average value of spinoffs from each public intervention



Prestigious events

In addition to restoring its tradition of holding a luncheon discussion each month for the executives of its member sector associations, the Quebec Employers Council also organized three major events in 2009.

Influencing the Future, 1969-2009 : a memorable event on the occasion of the QEC's 40th anniversary



The prestigious panel, composed of Paul Martin, Monique Jérôme-Forget and Bernard Landry, was moderated by Jean Lapierre.

In December, over 200 corporate and sector association executives, political decision-makers and media representatives attended the luncheon discussion organized by the QEC to celebrate the 40th anniversary of its founding. Three former Finance Ministers, two of whom had also served as Prime Minister or Premier (Paul Martin, Bernard Landry and Monique Jérôme-Forget), testified to the QEC's important contribution throughout its history and the role it is called upon to play in the current economic context. In the presence of the Minister of Labour and Minister of Employment and Social Solidarity, Sam Hamad, the QEC thanked the personalities who had chaired the Board of Directors for the past four decades and announce the creation of the *Ghislain Dufour Scholarship*, in tribute to the President who had the greatest impact on the QEC's history.



In Quebec City: Quebec Employers Council annual evening with the Deputy Ministers

In November, a hundred corporate and sector association executives attended the third edition of the QEC annual evening with the Secretary General of the Quebec government's Conseil exécutif and nine Deputy Ministers responsible for economic and social portfolios relevant to employers.

2009 General Meeting: Dr. J-Robert Ouimet recipient of the Career Award

In April, over fifty companies and sector associations delegated one of their executives to attend the QEC's 2009 General Meeting. On this occasion, Dr. J-Robert Ouimet (Chairman of the Board of Chief Executive Officer of Holding O.C.B. Inc., Cordon Bleu International Inc. & Ouimet-Tomasso Inc.) was presented with the 2009 edition of the QEC's *Career Award*. The event was also the opportunity to induct three new members of the QEC *Entrepreneurs Club*.



From left to right: Laurence G. Pathy (President and Chief Executive Officer, Fednav), Jonathan Wener (Chairman of the Board and Principal Shareholder, Canderel), Bernard Bélanger (Chairman of the Board and Chief Executive Officer, Premier Tech), John LeBoutillier (Chairman of the Board of the QEC) and Yves-Thomas Dorval (President of the QEC). Messrs. Pathy, Wener and Bélanger joined the QEC *Entrepreneurs Club* in 2009.

Winning partnerships

In 2009, the QEC continued to support causes and partners complementary to the QEC's priority fields of action. Thus, during the year, the QEC:

- joined **Question Retraite**, a consortium dedicated to the promotion of financial security at retirement;
- continued to support the mission of the **Academos** cybermentoring program;
- continued to be associated with the main Canadian partner of the **Davos World Economic Forum**, the Institute for Competitiveness and Prosperity, to ensure that the *Global Competitiveness Report* published each year by the Forum takes the opinion of Quebec business executives into account.





The President of the QEC, Yves-Thomas Dorval, accompanied by the Chairman, Germain Archambault, and the CEO, Denise Turenne, of the Centre patronal de santé et sécurité du travail.



The President of the QEC, Yves-Thomas Dorval, presenting a mention for excellence to the representatives of Thomas & Betts ltée of Saint-Jean-sur-Richelieu: Luc Vézina (left) and Claude Proulx (centre).

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 QEC's President and other representatives were asked to speak on behalf of Quebec employers in 2009:

February

- Canadian Council on Learning Roundtable on innovation, training and competitiveness in a period of economic crisis

April

- Forum on *French, a language for everything and everyone?* organized by the Institut du Nouveau Monde and the Conseil supérieur de la langue française du Québec
- Canadian Institute conference on the measures implemented by governments to assist pension plans in the wake of the economic crisis
- Annual General Meeting of the Centre patronal de santé et sécurité du travail du Québec
- Laval University annual industrial relations conference
- CSST National Awards Gala for innovation in occupational health and safety

September

- Annual Conference Board of Canada roundtable of the on current issues in labour relations

October

- Luncheon speech at the Association des gens d'affaires de Boucherville

November

- CSST Grand Rendez-vous annuel en santé et sécurité du travail
- Roundtable on the effects of the recession on employment as part of the annual conference of the Youth Advisory Committee of the Commission des partenaires du marché du travail
- Roundtable with a delegation of the Association française des journalistes de l'information sociale as part of a visit organized by the Office franco-québécois pour la jeunesse



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