



# AN EVER GROWING INFLUENCE

# THE MISSION, VISION AND VALUES OF THE QUEBEC EMPLOYERS COUNCIL AS OF DECEMBER 31, 2013\*

**Mission** – The mission of the Employers Council is to ensure companies can have the best possible conditions – particularly regarding human capital – to be able to prosper in a sustainable manner in a global competition context.

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

**Values and beliefs** – Rigour and pragmatism / Importance of human capital / Responsibility / Creativity / Entrepreneurship / Solidarity / Openness / Passion and commitment.

## THE COUNCIL'S MAIN AUTHORITIES AS OF DECEMBER 31, 2013\*

### Board of Directors

#### Chairman

Jean-Yves Leblanc, Corporate Director

#### Vice-Chairman

Georges Dick, Global Managing Director – Hydroelectricity and Dams, AECOM Consultants inc.

#### Directors

Jean Beauchesne, President-CEO, Fédération des cégeps

Louis-Marie Beaulieu, Chairman of the Board and CEO, Groupe Desgagnés inc.

Ève-Lyne Biron, Chairperson of the Board and CEO, Biron Groupe Santé

M<sup>e</sup> Robert Bonhomme, National Co-Managing Partner, Heenan Blaikie

Caroll Carle, Vice-President, Employees and culture, Gaz Métro

Paul Dénommée, Vice-President, Corporate Controller, Metro inc.

Yves-Thomas Dorval, President, Quebec Employers Council

Stéphane Gauthier, President, Groupe TCI

Gilbert Grimard, outgoing president, Association de la construction du Québec

Alain Harvey, Vice-President, Human Capital, Industrial Products Division, Kruger

Jean-François Michaud, President and CEO, Québec Furniture Manufacturers Association

Nathalie Pilon, President, Canada, Thomas & Betts

Éric Prud'homme, Québec Director, Canadian Banking Association

John Rosato, outgoing president, Association des propriétaires et administrateurs d'immeubles / BOMA Québec

Richard G. Roy, President and CEO, Uni-Sélect inc.

Jean Simard, President and CEO, Aluminium Association of Canada

Alain Tascan, President and CEO, SAVA Transmédia

### Permanent staff

Yves-Thomas Dorval, President

Khedidja Bechir, Coordinator, accounting activities and administrative services

Cynthia Janssens, Assistant – Events and Communications

Norma Kozhaya, Director of Research and Chief Economist

Carmel Laflamme, Vice-President – Occupational Health and Safety

M<sup>e</sup> Guy-François Lamy, Director – Legal Affairs

Louis-Paul Lazure, Vice-President – Communications

Jacques Leblanc, Vice-President – Human Resources Development Policy

Julie Lefebvre, Administrative Assistant – Occupational Health and Safety

Geneviève Le May, Administrative Assistant

Patrick Lemieux, Senior Consultant – Communications

Dominique Malo, Executive Assistant – Occupational Health and Safety and Labour Relations

Chantal Picard, Coordinator – Member and Executive Services

\* The Employers Council divulged its new platform, new strategic plan and the new composition of its authoritative bodies at the annual general meeting of its members in 2014.



“ ... I would like to hail the tremendous work the organization has done over the last few years... ”

## CHAIRMAN'S MESSAGE

As my mandate as chairman of the board of the Quebec Employers Council draws to a close, I would like to hail the tremendous work the organization has done over the last few years – and especially in 2013 – to consolidate the Employers Council's distinction as the indispensable spokesperson for employers and the business community on the main socio-economic issues in Québec, Canada, and even at the international level. As the Council completed its strategic planning tasks for the 2010-2013 period one is struck by the fact it reached, and even surpassed at every level, the objectives it had set.

I would first like to sincerely thank the Quebec Employers Council's employer associations and member-businesses for their confidence, solidarity and unceasing support. Without them, the Council would not be able to fulfill its mission and ensure that Québec has the best possible conditions to enable employers and businesses to prosper in a sustainable manner. We need you and the entire business community more than ever to attain our objectives and ensure that your voice is heard on the issues that concern you.

I would also like to express my gratitude to my colleagues on the board of directors who, through their constant help and active participation in the Employers Council's authoritative bodies, have helped in gaining exposure for the organization with the employer community in every activity sector in Québec. The reformation of the Council's board of governors, which was completed this year, will enable this momentum to continue, further reinforcing the notoriety of the organization with business leaders.

I would like to note the remarkable work being done by the Council's president and spokesperson, Yves-Thomas Dorval, who, in the last five years, has contributed significantly through his leadership, openness, and pragmatic approach to make the Council a veritable growing force, whose opinion is heeded by governmental decision-makers and the general public.

In closing, I would be remiss if I did not single out the concerted and often Herculean efforts made by the Employers Council's small but dynamic permanent staff, whose daily contribution has helped to make the organization more influential and respected than ever in its priority areas of intervention.

Happy reading!

Jean-Yves Leblanc

Chairman of the Board



“ ...the Council distinguished itself in many areas, becoming an essential force in our society. ”

## PRESIDENT'S MESSAGE

Again this year, the Employers Council was especially active in defending the interests of Québec employers and conveying the concerns of its members. Whether it was through its active and committed participation in debates and in authoritative bodies, its effective, mobilizing representations, relevant content and pragmatic proposals, or its dynamic and constructive communications, the Council distinguished itself in many areas, becoming an essential force in our society.

The Council had more media visibility than ever in 2013. In fact, a report done by an independent firm on behalf of the Council shows, among other things, that the number of articles and reports on the organization's stance on specific issues over the last year increased by an impressive 17% compared to 2012, and 375% over the last five years! This confirms that employers' concerns are being amply covered by the media in Québec because of the public interventions by the Employers Council.

The Employers Council also participated in many public consultations throughout the year. Some examples of these include the debates preceding the Higher Education Summit; the discussions to ensure the sustainability of the various pension plans; consultations to modify the *Charter of the French language*, revising occupational health and safety regulation; cleaning up public finances and controlling public spending; and numerous consultations regarding the responsible and sustainable exploitation of Québec's natural and energy resources.

In an international economic context marked by uncertainty and in the face of the many issues Québec will have to deal with in the coming years, the Employers Council has used the last few months to continue its funding efforts to launch a massive prosperity campaign. This long-term initiative is aimed at promoting a better understanding of the direct link between maintaining and improving citizens' standard of living and the success tied to the growth and development of businesses and entrepreneurs.

Today, I am inviting every Québec employer to be a part of this unique engagement. And I urge them to support the Employers Council to enable it to not only reinforce its role as spokesperson for Québec's business community but also to become a real engine of change, thereby making Québec's economy a model that is known and admired worldwide.

Yves-Thomas Dorval

A handwritten signature in dark ink that reads "Yves-T. Dorval". The signature is written in a cursive, flowing style.

President



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Quebec Employers Council president, Yves-Thomas Dorval, at discussions preceding the Summit on Higher Education.

## ACTIVE AND COMMITTED PARTICIPATION IN GOVERNMENT BODIES

Quebec employers can count on the active and committed participation of the president and other Employers Council spokespersons with the various authoritative bodies where the policies affecting companies are developed. In 2013, the Council's employer representations notably included:

- on the board of the Commission de la santé et de la sécurité du travail (CSST) and the Institut de recherche Robert-Sauvé en santé et en sécurité du travail (IRSST), and on the many CSST work committees;
- on the board of directors of the Commission des partenaires du marché du travail (CPMT) and the Commission's many work groups; at the Comité consultatif du travail et de la main-d'œuvre (CCTM);
- at the Comité de suivi en matière d'allégement réglementaire et administratif, a follow-up committee to reduce administrative and regulatory red tape;
- at the Comité des intervenants économiques, a committee which made representations to the Minister of Immigration and Minister in charge of the *Charter of the French language*;

- among MNAs and MPs through an annual tour of political party caucuses in the National Assembly and the House of Commons;
- at the Comité national des programmes d'études professionnelles et techniques, a professional and technical studies committee;
- at the Tripartite Round Table comprised of Human Resources and Skills Development Canada, the Canadian Employers Council and the Canadian Labour Congress on international labour standards.

Along with this statutory and regulatory participation, the Employers Council continued to monitor and conduct energetic and ad-hoc interventions with other political and government bodies whose decisions affect businesses. Here, by area of interventions, are the main representations made by the Council at the provincial level in 2013.

### Quality and availability of manpower

- **Governance and funding of universities** – Comments submitted and presented in January and August in conjunction with the third thematic meeting to prepare for the Summit on Higher Education and the work-paper consultation on the funding of universities policy, respectively.
- **Contribution of educational institutions and research to the overall development of Québec** – Comments submitted, in January, at the fourth thematic preparatory meeting for the Summit on Higher Education.
- **Employment insurance** – Meetings and letter sent, in July, in conjunction with the consultation conducted by Commission nationale d'examen sur l'assurance-emploi.



Yves-Thomas Dorval with, notably, Jean-François Lisée, the Minister of International Relations, the Francophonie and External Trade, and Diane De Courcy, the Minister of Immigration and Cultural Communities, at the announcement of the *Stratégie commune d'intervention pour le Grand Montréal 2013-2015*.

### Competitive costs of human capital

- **Collective bargaining in the construction industry** – Public interventions and letter sent, in June, to all National Assembly members in conjunction with collective bargaining and the labour dispute on construction sites.
- **Pension plans** – Brief submitted and presented, in August, in conjunction with the public consultation of the Commission des finances publiques de l'Assemblée nationale on the report by the committee of experts on the future of pension plans.
- **Voluntary retirement savings plans** – Brief submitted and presented, in September, in conjunction with the public consultation of the Commission des finances publiques de l'Assemblée nationale on Bill 39, *Voluntary Retirement Savings Plans Act*.

### Intelligent regulation

- **French language** – Brief and additional comments submitted and presented, in March, in conjunction with the public consultation of the Commission de la culture et de l'éducation de l'Assemblée nationale on Bill 14, *An Act to amend the Charter of the French language, the Charter of human rights and freedoms and other legislative provisions*.
- **Access to information** – Brief submitted, in March, in conjunction with the public consultation of the Commission des institutions de l'Assemblée nationale on the 2011 five-year report of the Commission d'accès à l'information du Québec.
- **Cape Town Convention and Aircraft Protocol** – Letter sent, in March, to Québec Premier Pauline Marois on the subject of adopting a bill allowing the Cape Town Convention and Aircraft Protocol to come into effect in the province of Québec.

- **Unsolicited public takeover bids** – Comments submitted, in July, in conjunction with a consultation by the Autorité des marchés financiers in relation to defence measures adopted in the context of unsolicited public takeover bids.
- **Professional laws in the field of applied sciences** – Letter sent to the Justice Minister, Bertrand Saint-Arnaud, in conjunction with the public consultation of the Commission des institutions de l'Assemblée nationale on Bill 49, *An Act to amend various legislation respecting the professions and other legislative provisions in the field of applied sciences*.
- **Family policy** – Comments submitted in conjunction with the Forum on the Québec family.
- **Sports, leisure and physical activity** – Letter sent to parliamentary assistant of the Minister of Education, Leisure and Sports (leisure and sports sector), Sylvain Pagé, in conjunction with a consultation on the green book aimed at developing a national sports, leisure and physical activity policy.

### Healthy public finances and fiscal competitiveness

- **Land registry fees** – Letter sent, in July, to the Minister of Finance and the Economy, Nicolas Marceau, regarding the impact on employers of the fee hike at the Land Registry.



Luncheon-meeting in the company of Québec Premier Pauline Marois at the 2013 annual general meeting of the Employers Council.



Yves-Thomas Dorval at the launch of the Coalition in support of the Enbridge 9B pipeline reversal.

## Sustainable economy

- **Industrial policy** – Comments submitted and presented, in February, in conjunction with the consultation of the Minister for Industrial Policy and the Banque de développement économique du Québec, Éline Zakaïb, in view of the development of Québec's industrial policy.
- **Mining royalties** – Comments submitted and presented, in March, at the Forum on mining royalties.
- **Banque de développement économique du Québec** – Brief submitted and presented, in May, in conjunction with the public consultation of the Commission de l'économie et du travail de l'Assemblée nationale on Bill 36, *Act respecting the Banque de développement économique du Québec*.
- **Mines** – Brief submitted and presented, in September, to the Committee on Agriculture, Fisheries, Energy and Natural Resources of the National Assembly in conjunction with the special consultations and public hearings on Bill 43, *Mining Act*.
- **Energy** – Comments submitted and presented, in October, in conjunction with the public consultation of the Commission sur les enjeux énergétiques du Québec.
- **Forests** – Comments submitted, in November, in conjunction with Rendez-vous national de la forêt québécoise.
- **Pipelines** – Brief submitted and presented, in November, at the public consultation of the Committee on Agriculture, Fisheries, Energy and Natural Resources of the National Assembly on the Enbridge project to reverse Line 9B.



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Yves-Thomas Dorval with the Prime Minister of Canada, Stephen Harper.

## EMPLOYERS COUNCIL **ACTIVE ON** **THE FEDERAL SCENE**

Since it is independent from any Canadian-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 2013 notably included:

### March

- Joint letter sent by the Quebec Employers Council, the Fédération des chambres de commerce du Québec, the Canadian Federation of Independent Business and the Québec Manufacturers and Exporters to the International Trade Minister, Ed Fast, in support of the reaching of a global economic and trade agreement between Canada and the European Union.

### July

- Brief submitted to the Supreme Court of Canada in view of its intervention in the legal case between Walmart Canada and United Food and Commercial Workers, Local 503, in regard to Article 59 of the *Québec Labour Code*.
- Brief submitted in conjunction with the consultation by the federal Minister of Finance on phasing out the labour-sponsored venture capital corporation tax credit.
- Letter sent to Canadian Prime Minister, Stephen Harper, on the priority issues for employers in view of the 2013 Throne Speech.

### August

- Letter sent to Canadian Prime Minister, Stephen Harper, regarding regulation pertaining to wireless telecommunications in Canada.
- Comments submitted and presented, in August, in conjunction with the National Energy Board on Enbridge Pipelines' Line 9B reversal and Line 9 capacity expansion project.

### September

- Comments presented to the International Labour Organization, as a member of the Canadian Employers Council, on the framework proposed by the ISO 260 international human resources management standardization work group.

### November

- Brief submitted and presented in conjunction with the pre-budget consultations of the House of Commons Standing Committee on Finance.

# MANY TANGIBLE GAINS FOR EMPLOYERS

Many of the interventions and representations the Employers Council made in 2013 led to productive results and tangible gains for employers. Here are some examples:



Norma Kozhaya at discussions preceding the Summit on Higher Education.

## Higher education

Active, constructive and repeated representations by the Employers Council and employers to decision-makers and the general public in discussions preceding the Higher Education Summit, in February, at least led to an indexing of tuition fees. It should be noted there had been considerable pressure, notably from the student associations to extend the tuition freeze, introduce free tuition, and even introduce new payroll taxes for employers.

## Manpower training

Following the federal government's announcement, in March, of the creation of the Canada Job Grant program, the Employers Council made the MPs and high-ranking federal public service officials aware of the importance of Québec continuing to be the manager in terms of manpower employment and training, while supporting the relevancy of the federal government's objectives on the need to have more training linked to employment and to strengthen accountability in this regard. Year-long representations by the employers led to the Québec and federal governments reaching an agreement, in March 2014, to renew the Canada-Québec Agreement on the labour market, while making all of the partners aware of the importance of investing in continuing education, as the Employers Council and employers had advocated for many years.

## Payroll taxes

The Council's repeated interventions with government decision-makers in recent years to make them aware of the negative impact repeated payroll tax increases have on job creation and economic growth, continued to be productive in 2013. In fact, while a third consecutive reduction in the employers' contribution rate to the Health and Workplace Safety Fund, in 2014, was announced in May, the premium rate payable to the Parental Insurance Plan was frozen for a second straight year. In addition to these significant gains, a three-year freeze of employment insurance premium rates, followed by the implementing, starting in 2017, of a new mechanism which will set the EI premium rate in relation to the needs of the program. Lastly, active representations by the Council led to the short-term averting of an increase in premium rates payable to the Quebec Pension Plan and the Canada Pension Plan, following the annual meeting of finance ministers from Canada, the provinces and territories, in December. All of these tangible gains will enable Québec's employers to save hundreds of millions of dollars in payroll taxes in the coming years, or limit the increases.



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A colloquium on psychological health in the workplace given by the Employers Council in February.

### Pension plans

In 2013, the Employers Council continued its efforts to make decision-makers and the general public aware of the urgency to act so that there is sustainability for the various types of pension plans, in Québec and Canada. Along with urging the parliamentarians not to move ahead with the implementing of a longevity pension – one of the measures proposed in the D'Amours report tabled in April – the Council pressed MNAs all year long to swiftly implement the report's main recommendations regarding defined benefit pension plans.

In addition to defining a relevant regulation on targeted pension plans, the representations led to the Minister of Employment and Social Solidarity, Agnès Maltais, announcing, in December, a government action plan on pension plans, and the setting up of work forums – including one on pension plans in the private sector on which the Employers Council sits – notably composed of employer and union representatives to identify the potential solutions to the issue which will lead to the adopting of bills in 2014.

In 2013, the Council also supported the creation of Voluntary Retirement Savings Plans (VRSP), which will allow employers who don't already have a pension plan to offer one to their employees, with the employer not required to contribute, and thereby encourage better financial security when workers retire.

### Regulatory and administrative simplification

In January, the Minister of Finance and the Economy, Nicolas Marceau, announced the setting up of a follow-up committee – on which the Employers Council was invited to sit – to oversee the implementation of the recommendations in the report issued by Groupe de travail sur la simplification réglementaire et administrative. In tandem with this, the President of the Treasury Board, Tony Clement, continued on with the federal government's action plan to reduce the red-tape burden on businesses, notably by applying the "One-for-One" rule, whereby the introduction of any new regulatory and administrative obligation must automatically be offset by removing another one.

### Cape Town Convention and Aircraft Protocol

In March, the Employers Council made representations to the Québec government to urge it to swiftly adopt the bill allowing the Cape Town Convention and Aircraft Protocol to enter into force in Québec, as of April 1, so that companies conducting business in the aerospace industry in Québec can remain globally competitive. These efforts were fruitful and led the Minister of International Relations, the Francophonie and External Trade, Jean-François Lisée, to announce the required regulatory changes at the end of March.



### Charter of the French Language

In 2013, the debate surrounding the revision of French-language regulation in businesses stirred a lot of emotions. The Council and employers were especially active to make the minister in charge of the *Charter of the French language*, Diane De Courcy, and the opposition parties aware of the negative impact of a broadening and adding to businesses' regulatory and administrative loads in this regard, and the current problems in the regulation already in force. After failing to gain enough support in the National Assembly, the bill died on the order paper.

### Wireless telecommunications

In August, the Council made Canadian Prime Minister Stephen Harper aware of the importance of correcting the discrepancies in wireless telecommunications regulation in Canada. While expressing its approval of more competition in the industry, the Council expressed its concerns that such regulation should not unduly disadvantage Canadian companies to promote foreign companies.

### Public finances

In 2013, the Employers Council continued its representations to the Québec and the federal government to reiterate the importance of controlling public expenses and stay the course in getting back to a balanced budget as soon as possible. The message was heard, notably by the federal Finance Minister, Jim Flaherty, who, in March, proposed a budget plan that addressed these concerns.

### Energy and natural resources

In 2013, the Employers Council was at all the main debates dealing with the responsible and sustainable exploitation of Québec's natural and energy resources, everything from mining and forestry resources to oil and gas and hydrocarbons. Through its numerous and pragmatic interventions, the Council made decision-makers and the general public aware of the positive social and economic impact ensuing from the unleashing of the vast potential that Québec has in this regard, and the Council also presented fact-substantiated arguments to support this approach. The Council's interventions also helped to avert – notably in the mining industry – a heavier regulatory burden and contributed to limiting tax increases in the mining sector. Along with these interventions, the Council enthusiastically supported the Enbridge 9B pipeline reversal because of its potential economic benefits for Québec. These interventions led the Québec government to react favourably toward the project, under certain conditions.

### Economic development

In the autumn of 2013, the Québec government presented a series of policies, notably to promote employment, the development of the manufacturing sector, innovation, trade and better use of Québec's hydroelectric potential. The Employers Council was not critical of the proposed measures because they respond to some of the business community's long-expressed concerns, although the measures rely, in large part, on an intervention by the state, and the actual ability to deliver conclusive results is questionable.

### Canada-European Union free trade

In October, the federal government, backed by the support of the overall business community and the Employers Council in particular, announced the signing of an agreement in principle with the European Commission leading to an economic and global trade agreement between Canada and the European Union. This historic agreement, which is the result of active and repeated interventions by Québec employers for many years, will have long-term benefits for Québec, whether in terms of business opportunities or the movement of goods and people. It is noteworthy that Yves-Thomas Dorval was the only Québec business community representative invited to Brussels for the signing of the agreement in principle between Canadian Prime Minister Stephen Harper and European Commission President, José Manuel Barroso.



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Yves-Thomas Dorval with the Minister of Employment and Social Solidarity, Agnès Maltais at the 2013 occupation and health and safety summit meeting.

## THE EMPLOYERS COUNCIL'S INDISPUTABLE LEADERSHIP IN TERMS...

### ... OF OCCUPATIONAL HEALTH AND SAFETY

As a result of its productive representations to the various authoritative bodies and employer mobilizations in partnership with other associations, the Council was particularly active in 2013 on every employer file relating to occupational health and safety:

#### Updating the occupational health and safety system

Despite a political context which wasn't overly conducive to implementing major reforms, the Employers Council, in 2013, continued its representations to MNAs and high-ranking public service officials, and in the public forum, to update the occupational health and safety system so that it would be better adapted to the new job-market realities and refocused on these objectives.

#### CSST contribution rate for 2014

In May, the CSST announced a \$0.06 reduction in the average employer contribution rate for 2014, dropping the premium rate to \$2.02 per \$100 of payroll, the lowest rate level in 10 years. This marks the third straight reduction of the rate, which combined with the two previous reductions represents \$215 million in premium savings for Québec employers overall. It should be

noted this result is due in part to the productive efforts of the Council and employer delegation on the CSST's board of directors, who, in 2010, had proposed changes to the CCST's capitalization policy in an effort to stabilize employers' contribution rate and introduce effective practices to better manage the chronic problem.

#### Asbestos management

In 2013, the Employers Council led various representations to MNAs, high-ranking public service officials and to the CSST in conjunction with changes brought to the provisions in *Regulation on occupational health and safety* pertaining to the management of asbestos and to the developing of a guide for employers to this effect by the CSST. The Council notably stressed the importance of having the changes be based around the principles of intelligent regulation and not lead to a heavier regulatory and administrative burden for businesses.



© ACRGTQ

Employers Council president, Yves-Thomas Dorval, at the annual convention of the Association des constructeurs de routes et grands travaux du Québec.

## ... OF LABOUR RELATIONS

### Updating the Labour Code

In 2013, the Employers Council led repeated representations to the Québec government to make MNAs and high-ranking public service officials aware of the negative impact a broadening of the *Labour Code* provisions aimed at prohibiting the use of replacement workers would have on employers. The Council also reiterated the need to revise the overall *Labour Code* to establish a relative balance in the labour relations system in Québec.

### Labour relations in the construction industry

The Employers Council kept a close eye on negotiations surrounding the renewal of collective bargaining agreements in the construction industry in 2013. After a deadlock in talks between employer and union negotiators, the Council publicly intervened several times throughout the month of June, notably during the ongoing debates between National Assembly members which led to the adopting of a special law to end the labour dispute which had shut down construction sites in the industrial, institutional and commercial sectors for several weeks. The Council reiterated its support for the demands of the Association de la construction

du Québec and called on both sides to quickly reach an agreement that took the client's ability to pay into consideration. The Council also conducted a year-long monitoring of the implementation of the Commission de la construction du Québec's new referral service for workers in the industry, after the elimination of union placement at the end of 2011.



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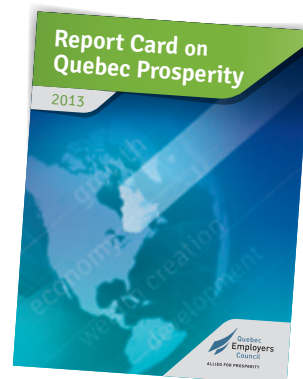
The Employers Council president organized many information sessions on the main issues for employers in 2013.

## RELEVANT AND PRAGMATIC CONTENT

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

### Surveys and documents

- In October: **Special Report on 2014 Salary Forecasts**, produced in collaboration with Quebec's leading human resources consultation firms (Aon Hewitt, Mercer, Morneau Shepell, Towers Watson). Some 150 human resources managers and professionals from sectoral associations and companies of all sizes helped in launching the document.
- **Report Card on Prosperity**  
– In September: release of the fourth edition of the **Report Card on Quebec Prosperity**, a unique tool that compares Quebec's performance to that of other Canadian provinces and OECD countries in relation to wealth creation and prosperity. Publication of the report card elicited many reactions and the press conference announcing the study generated impressive media coverage, in print and electronic media, as well as on news websites.
- The main communications tool with its members, the **InfoCPQ** newsletter was published 11 times in 2013; every newsletter summarized the Council's stance on issues and, if required, the regulatory or legislative changes that were made following these representations. A résumé of the media coverage these interventions received was also provided. **InfoCPQ** is one of the most highly read documents on the Council's website, and a survey conducted among its readership in 2012, showed it is a much-appreciated information tool.





The winners of the Employers Council's 2013 Bourses Ghislain-Dufour, with Ghislain Dufour, Jean-Yves Leblanc and Yves-Thomas Dorval.

## Online consultations

The Employers Council consulted its members online to gather their opinions and comments on various issues on which the Council took a stance, as well as on its activities. Members' opinions were also sought on:

- The governance and funding of universities.
- The contribution of Québec's institutions of higher learning and research and development.
- Industrial policy.
- The D'Amours report and pension plans.
- The member associations' evaluation of the Council's representation performance.
- The labour dispute in the construction industry.
- The Québec Charter of Values.
- Québec's family policy.

## Training and information sessions

Responsible for training 87 members from the Commission des lésions professionnelles du Québec (CLP), the Council organized a pair of two-day training sessions on their behalf; they were held in Quebec City and Montreal, respectively, in April and November. The topics covered at these sessions included:

### April

- The CLP's current issues.
- 2012 jurisprudence review.
- The concept of danger pursuant to the LSST (Occupational Health and Safety Act).

### November

- The CLP's sources and admissible evidence limitations.
- An understanding of witness credibility.
- Psychological illness stemming from a physical injury.
- Voluntary standards treatment in occupational health and safety.
- Practical cases that occurred in hearings.



### Occupational health and safety colloquiums

In February and September, more than 250 human resources and occupational health and safety managers and professionals took part in two colloquiums dealing with the problem of psychological health in the workplace. At this time, many experts and advisers, researchers and employer representatives discussed the various aspects relating to this emerging issue, the role and responsibilities of the key people involved and the possible solutions that need to be implemented to promote psychological health in the workplace.

### Colloquium on the D'Amours report and pension plans

In June, the Employers Council invited Québec employers to a colloquium on the report tabled by the committee of experts on the future of pension plans, presided over by Alban D'Amours, and on the issues related to pension plans. Besides Mr. D'Amours, the event brought together many specialists on pension plan-related issues, and they successively took to the speaker's podium to analyze and comment on the various recommendations in the report and their impact on employers.

### Luncheon-Meeting to discuss the 2014 Salary Forecasts

In October, the Employers Council organized a luncheon-meeting as it released its 2014 Salary Forecasts, and the event brought together the leading remuneration consulting firms in Québec (Aon Hewitt, Mercer, Morneau Shepell, Towers Watson). The event was hosted by Norma Kozhaya, the Employers Council's Director of Research and Chief Economist.

### Breakfast-meeting on the new requirements for employers in asbestos management

In November, the Employers Council held two breakfast-meetings, in Montréal and Québec City respectively, on the changes to *Regulation respecting occupational health and safety*. CSST management officials and employer representatives respectively spoke and outlined the regulatory changes and new requirements for employers to this effect and they also discussed the impact for employers.

# DYNAMIC AND CONSTRUCTIVE COMMUNICATIONS

The Employers Council's media presence, even more extensive than in previous years, enabled the organization to gain exposure across the province of Quebec and Canada-wide. Many communication strategies were implemented.

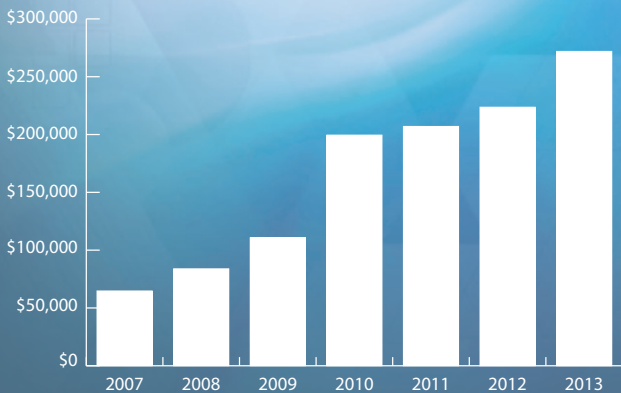
## The Employers Council in the media: public interventions more forceful than ever

**Articles and reports** – The Employers Council's stance on issues was conveyed in more than 3,356 articles and reports in the media, in 2013, an increase of about 17% over 2012, and more than 375% compared to 2009. According to an independent evaluation, this coverage had a public relations value of close to \$24 million, an



increase of some 21% over the total value garnered in 2012 and more than 300% compared to 2009.

**Public interventions** – This visibility is largely the result of 88 public interventions conducted throughout the year: 68 through press releases and 20 in the form of opinion letters.

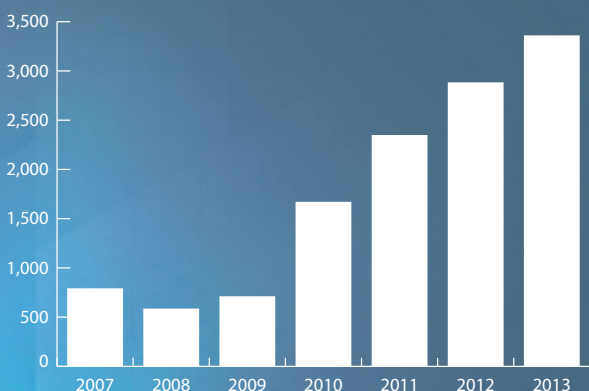


## Growth of the average value of the impact of each intervention\*

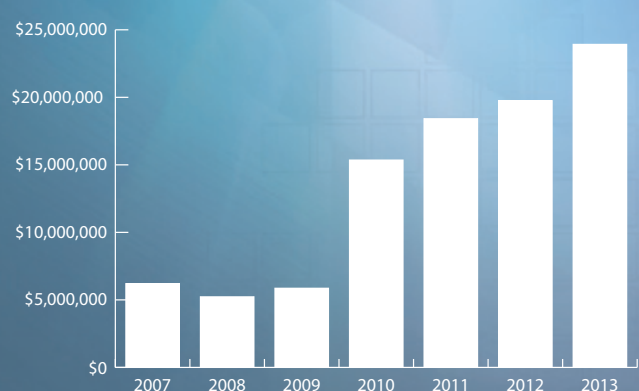
\* It is important to note this is an estimate based on the same criteria every year, and over and above the financial value shown, it attests to the significant growth in 2013.

## Employers Council media visibility growth

... in the number of articles and reports



... in "public relations" value





Yves-Thomas Dorval and Québec Premier Pauline Marois, along with the 2013 winner of the Employers Council's Prix de carrière, Jean de Grandpré, and three personalities inducted into the Council's Club des entrepreneurs: Jacynthe Côté, Yvon Charest and Dr. Sheldon Elman.

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## UNIFYING EVENTS

The Quebec Employers Council organized many unifying events that collectively mobilized Quebec employers in 2013.

### 2013 general meeting

In April, the Employers Council's 44<sup>th</sup> annual general meeting was held, with Québec Premier Pauline Marois in attendance, along with more than 200 business and employer association leaders. At the meeting, the Council awarded its 2013 Prix de carrière to Mr. Jean de Grandpré, the Founding Director and Chairman Emeritus of BCE. Three new personalities were also inducted into the Council's Club des entrepreneurs: Mr. Yvon Charest, President and CEO of Industrial Alliance, Ms. Jacynthe Côté, CEO of Rio Tinto Alcan, and Dr. Sheldon Elman, founder and CEO of Medisys. Three industrial-relations students at the university level were honored for their academic excellence in conjunction with the 2013 Bourses Ghislain-Dufour: Ms. Fanny Girard (Université de Montréal), Ms. Joanie Robert (Université Laval) and Mr. François-Alexandre Tremblay (Université de Montréal).

### Monthly meetings with member associations

In 2013, the Employers Council continued its series of monthly meetings with its member employer associations, so they could attend the presentations given by noted guest speakers and privately and informally discuss current issues of concern to the business community. The list of speakers who appeared at this special forum in 2013 included: Agnès Maltais, the Minister of Labour, Employment and Social Solidarity; Jean-François Lisée, the Minister of International Relations, the Francophonie and External Trade; Éline Zakaïb, the Minister for Industrial Policy and the Banque de développement économique du Québec; Denis Lebel, federal Minister of Infrastructure, Communities and Intergovernmental Affairs, and Minister of State for the Economic Development Agency of Canada for the Regions of Québec; and Diane Lemieux, the President and CEO of the Commission de la construction du Québec.

## WINNING PARTNERSHIPS

In 2013, the Employers Council continued to provide support to causes and partners that complemented its priority fields of endeavour.



## ANNUAL PRESTIGIOUS PARTNERS

The Council was able to count on three top-notch partners in staging its various events in 2013. Heenan Blaikie, Quebecor and Alcoa Canada contributed to the success of these events by respectively serving as the Platinum, Gold and Bronze partners.

*Platinum Partner*

**Heenan Blaikie**

*Gold Partner*



*Bronze Partner*



## THE EMPLOYERS COUNCIL PRESENT ON EVERY PODIUM

To directly reach its target audiences, the Employers Council regularly responds to the call of organizations that solicit its expertise and opinions. Here is an overview of events for which the president or other Council representatives were called on to speak on behalf of Quebec employers in 2013:



### January

- Conference on economic, political and economic outlooks in 2013 organized by the Institut de développement urbain du Québec.
- Workshop in conjunction with the annual convention of the Association des constructeurs de routes et grands travaux du Québec.
- Breakfast meeting in conjunction with the Institut du Nouveau Monde École d'hiver presentation on the future of higher education.
- Conference on the importance of risk management in the business community in conjunction with the annual convention of the Ordre des administrateurs agréés du Québec.

### February

- Conference in conjunction with the meeting on labour relations presented by the Ordre des conseillers en ressources humaines agréés du Québec.
- Presentation at a meeting of graduates from the Université de Montréal's political science department.
- Presentations in conjunction with the Université de Sherbrooke's first-cycle courses in labour law and political science.



Québec employers came out in great numbers to listen to remarks made by Employers Council spokespeople at various speaking engagements in 2013.

### March

- Roundtable discussion on the process to integrate the Melbourne Mandate in organizations in conjunction with a Canadian Public Relations Society conference.
- Roundtable on the insurance expectations of Quebec businesses at the 2013 Damage Insurance Day.
- Roundtable on psychological health at a seminar on psychological health in the workplace at the annual convention held by the Société québécoise de psychologie du travail et des organisations.

### April

- Presentation to the Université Laval's industrial relations department students.
- Roundtable on the theme "Les réalités économiques au cœur du changement", (economic realities at the core of change) in conjunction with the 2<sup>nd</sup> Sustainable Development Forum organized by the city of Victoriaville.
- Roundtable on the theme "La santé et la sécurité du travail: enjeu de négociation ou objet de collaboration?" (Occupational health and safety: A negotiation issue or an element of collaboration?) in conjunction with the Université Laval's 68<sup>th</sup> industrial relations convention.

## May

- Debate on the green economy organized by the Maison du développement durable and Copticom.
- Roundtable on psychological health in the workplace in conjunction with the first edition of Rassemblement pour la santé et le mieux-être en entreprise organized by Groupe entreprises en santé.
- Roundtable on adult education, professional training and continuing education at the annual colloquium of the Table des responsables de l'éducation des adultes et de la formation professionnelle des commissions scolaires du Québec.
- Conference at an orientation session for Québec's major cities organized by the Centre de ressources municipales en relations du travail et ressources humaines de l'Union des municipalités du Québec.

## June

- Presentations to the Cercle de presse du Saguenay and the Chambre de commerce du Saguenay.
- Conference on the impact of legislative and regulatory changes for businesses in the construction industry at the national convention and annual general meeting of the Canadian Institute of Quantity Surveyors.

## October


- Presentation at a networking evening held by Réseau Impact PME.
- Roundtable on maintaining the employment of experienced workers in conjunction with a retirement colloquium organized by the Cercle finance du Québec.



Yves-Thomas Dorval; speaks at the annual convention of the Ordre des administrateurs agréés du Québec.

## November

- Professional training in labour law at the École du Barreau.
- Presentation to political science students at the Université de Montréal and Université du Québec à Montréal.
- Opening address at the CSST's Grand Rendez-vous santé et sécurité du travail 2013, a summit on occupational health and safety.



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