



# SUSTAINABLE DEVELOPMENT APPROACH

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FOR AN ECORES  
PONSIBLE  
FUTURE

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## & partners



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Harnois Énergies includes the following brands:



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**October 2020**

# PREAMBLE

## Our vision - a word from the president



Through its commitment to the community and its various ecoresponsible initiatives, the extended Harnois Énergies (HÉ) family is laying the foundations for increasing its sustainable development (SD) and social responsibility strategy.

Much more than your multi-energy supplier, Harnois Énergies is your partner.

### THIS IS WHAT GUIDES US ON A DAILY BASIS:

Our mission is to efficiently provide sources of energy, specialty products and quality services with a distinguished customer experience. Our vision is to be a leading supplier in Canada in all our business sectors.

### SINCE 1958, THE EXTENDED HARNOIS ÉNERGIES FAMILY HAS ADHERED TO THE VALUES CHERISHED BY OUR FOUNDER:

Passionately strive for ingenuity | Honour my commitments  
Act with authenticity | Enjoy success through smart collaboration

As Canada's benchmark supplier, HÉ is your beacon that leads you step-by-step through change. Past experiences with the introduction of diesel exhaust fluid (DEF), electric charging stations, auto-propane and most recently hydrogen prove it.

With our one-stop-shop approach to meeting all your energy needs and our mission to deliver a user-friendly shopping experience, our sustainable development vision can be summed up as follows:

Harnois, a local family that guides you through change while keeping future generations in mind.

### HARNOIS ÉNERGIES IS COMMITTED TO:

- ◆ Being constantly on the lookout for new energy trends and ecoresponsible best practices;
- ◆ Meeting current and future energy and related needs by providing technical support and flexible service in line with market developments;
- ◆ Continuously monitoring environmental regulations and standards to ensure compliance while continuing to protect our ecosystems;
- ◆ Continuing to contribute to the social and economic well-being of the community;
- ◆ Promote the well-being of our employees and help them reach their full potential.

And so, it is with great pride that we present this report, which will help us maintain our sustainable development approach so that we may promote our vision.

Serge Harnois  
President and Chief Executive Officer

# PREAMBLE

## Inspired by GRI requirements - Preparing the first report



As Harnois Énergies is a private company, rather than a public company, we have taken inspiration from the **Green Reporting Initiative (GRI)** standards in order to structure this first report on our SD approach. The purpose of this approach is to ensure that our report contains substantially the same type of information as those of publicly traded companies, where appropriate. This not only allows us to build on best practices in SD communications, but also to keep a watchful eye on industry developments.



Of course, we do not meet all GRI requirements. However, we have identified, using the following icon, the sections that tend to meet GRI requirements. You will find it in the left margin of the page.



# HARNOIS ÉNERGIES THROUGH THE YEARS

A family business connected to people

## 1958

Claude Harnois started his home fuel oil distribution business under the B/A brand. Acting alone in his new business, the founder quickly developed his clientele and added loyal employees in the early 1960s. His wife, Lise Robitaille, played a leading role in the business from 1960.

Over the years, Claude Harnois has never failed to see the company grow through the services offered to an ever-increasing residential and agricultural clientele. The products he sold first came from B/A then from Gulf and, finally, from Texaco.

## 1980

The founder sold part of his operations (retail sale of fuel oil) to a cousin. The new company was named Pétroles Harnois.

## 1990

The company experienced a new boom with the arrival of the independent Harnois banner. At that time, the eldest son, Luc, who had been with the company for 4 years, already played an important role with his younger brother Serge. Together, and always well advised by the founder, they developed the Harnois and Shell banners in parallel (until 1996) in the Lanaudière region. Claudine joined the company in 1991.

## 1996

The company built its head office as well as its petroleum product supply centre in Saint-Thomas. In July 1996, the family business played an important role in what is now known as the “barrel affair”. This event took place during a price war that was raging in Quebec.

## 1998

The Harnois family laid the groundwork for what will become its network of corporate convenience stores. The first Le magasin convenience store was launched. It met the needs of its customers while offering an inviting and warm decor, popular with the Quebec clientele.

## 2004

The company signed an agreement with Imperial Oil and subsequently became a distributor of the Esso retail brand in several regions of Quebec. From then on, the company marketed the Harnois and Esso brands.

## 2006

The company returned to its roots in July 2006 and acquired Les Pétroles Harnois, a company specializing in the sale of home fuel oil. Other similar acquisitions followed.

## 2007

Partnering with Esso, the team intensified its activities in the home fuel oil market and the lubricant product sector. The company first became a distributor of Esso fuel oil later a distributor of Esso and Mobil™ lubricants.

## 2009-2010

The organization built a distribution centre in Saint-Thomas and began its packaging activities, while developing a network of sub-distributors.

## 2011-2012

The team acquired businesses in remote areas and built partnerships with Lubri-Expert, Pétroles Delaney and Pétroles J-C Trudel. It also signed commercial agreements with fast-food chains.

## 2014

Harnois Énergies began marketing its private brand of complementary H-Go products across Canada. While acquiring Pétroles Porlier inc. of Sept-Îles, Harnois Énergies opened a depot in Labrador City with a capacity of 2 million litres of fuel.



# HARNOIS ÉNERGIES THROUGH THE YEARS

A family business connected to people

## 2015

While developing complementary H-Go products, Harnois Énergies expanded its distribution centre to 80,000 square feet. That same year, the company concluded a major transaction with the acquisition of the assets of Pétroles Therrien (Péto-T) and signed a partnership with Produits pétroliers Merrill Allard in Charny.

## 2016

Following an agreement with Imperial Oil, Harnois Énergies acquired 36 Esso sites in the Quebec City and Montreal metropolitan areas.

Harnois Énergies also acquired the clientele of Distributions Pétrolières Therrien, in addition to entering into a petroleum product distribution agreement with the Fiducie pour l'approvisionnement en hydrocarbures des municipalités de la Moyenne et de la Basse-Côte-Nord.

## 2017

In 2017, Harnois Énergies decided to modernize its digital image: a brand new corporate website was launched.

Harnois Énergies also decided to start distributing propane and to install 10 charging stations for electric vehicles in its service station network, a preliminary step toward the development of multi-fuel stations.

Harnois also became a key partner of Carburants Avtech, which greatly benefits its customers in the aviation industry.

## 2018

On the eve of its 60<sup>th</sup> anniversary, Harnois Énergies expanded its presence in new regions of Quebec by acquiring Pétroles J.G Poupart, in the Montérégie area, and Pétroles Turmel, in the Estrie area. Additionally, Lubri-Expert, a joint venture since 2012 headquartered in Laval, joined the extended Harnois Énergies family. From this point on, 850 employees made it possible to distribute more than 2.1 billion litres of fuels, lubricants and complementary products annually.

After electric stations and auto-propane, it was hydrogen's turn to enter into the Harnois Énergies product portfolio. In fact, the company joined forces with the Government of Quebec and Toyota to announce the first multi-energy station in Quebec City, which was opened in early 2019.



[Harnois Groupe pétrolier became Harnois Énergies \(in french only\)](#)

## 2019

Harnois Énergies chose the name Proxi to bring together all its convenience store banners (Le magasin, Marché Express, Quali-T, Le dépanneur and Proxi, in the Quebec City area) under a single corporate entity. This new brand will have a clear advantage: standardization, same products, same specials and same signage on all sites. This new image will make it easier to break into the English-speaking market. From now on, a single banner, a single name on everyone's lips: Proxi!





# SUSTAINABLE DEVELOPMENT

## ORGANIZATION PROFILE

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FOR AN ECORESPONSIBLE  
FUTURE

# ORGANIZATION PROFILE

## Activities, brands, products and services



<p><b>01</b> Name of the organization</p>	<p>Harnois Énergies</p>
<p><b>02</b> Activities, brands, products and services</p> 	<p>Specializing in the wholesale and retail sale of petroleum products, Harnois Énergies is a distributor and retailer of petroleum products with over 60 years of experience in the field. This Quebec-based company includes more than 400 Harnois, Pétro-T and Esso gas stations. Through its various brands and banners, such as Mobil, Énergies Express, H-Go, Proxi/Proxi Extra and AFS Aviation, Harnois Énergies offers a variety of products and services to its customers in the commercial, industrial, residential, automotive and aviation sectors. Its range of products includes gasoline and diesel fuel, commercial, industrial and automotive lubricants, aviation fuels and lubricants, fuel oil, propane, as well as some complementary products (diesel exhaust fluid, windshield washer fluid, antifreeze, solvent, etc.).*</p> <p>According to the North American Industry Classification System (NAICS), the two main Canadian industry classifications for Harnois Énergies are:</p> <ul style="list-style-type: none"> <li>• 447110 - Gasoline stations with convenience stores, which represent establishments primarily engaged in retailing automotive fuel while operating a convenience store offering a limited range of products such as milk, bread, soft drinks and snack foods (Statistics Canada, 2018a).</li> <li>• 412110 - Petroleum and petroleum products merchant wholesalers, which includes establishments primarily engaged in selling crude oil, liquefied petroleum gas, home fuel oil and other refined petroleum products (Statistics Canada, 2018b).*</li> </ul> <p> <b><u>Harnois Groupe pétrolier, energy to spare!</u></b> (in french only)</p>

\*Ref.: HE Ulaval Intervention report 2020



# ORGANIZATION PROFILE

## Activities, brands, products and services



**03** Geographical location of the head office and distribution centre where H-Go products are manufactured

Saint-Thomas, QuEbec

**04** Geographical locations of business sites and markets served

 **VCI Territories**



Regional offices (excluding head office and distribution centre): Amqui Regional Office | Bathurst Regional Office | Bonaventure Regional Office | Campbelton Regional Office | Doaktown Regional Office | Drummondville Regional Office | Îles-de-la-Madeleine Regional Office | Lac Mégantic Regional Office | Matagami Regional Office | St-Félicien Regional Office | St-Georges Regional Office | Sept-Îles Regional Office | St-Rémi Regional Office | St-Tite Regional Office | Témiscouata-sur-le-Lac Regional Office | Val-d'Or Regional Office | Dubois Propane Division | AFS Aviation Subsidiary | NRJ Propane Subsidiary Terminal 611 YQB

Fuel and lubricant depots and resellers:

Quebec City Airport Depot | Amqui Depot | Blanc Sablon Depot | Caraquet Depot | Doaktown Depot | Harrington Harbour Depot | Havre St-Pierre Depot | Îles-de-la-Madeleine Depot | L'Anse-au-loup Depot | La Romaine Depot | La Tabatière Depot | Labrador City Depot | Lac Mégantic Depot | Matagami Depot | Pabos Depot | Pointe-à-la-Croix Depot | Senneterre Depot | St-Augustin (North Shore) Depot | St-Félicien Depot | St-Louis-du-Ha!-Ha! Depot | St-Thomas Depot | St-Tite Depot | Sept-Îles Depot | St-Rémi Depot | Tête-à-la-Baleine Depot | Val-d'Or Depot

Resellers :

Billette et Vincent | Caron Lubrifiants | Cormier Chauffage | Gaz Bar St-Patrice | Les huiles Lord | Les Pétroles Archambault | Les Pétroles Bélisle & Bélisle | Les Pétroles Paul Larouche | Location Louis-André Pelletier | Merrill Allard Inc | Michaud Petroleum | Nutrinor | Pétroles Chouinard | Pétroles M.J. Inc. | Pétrole Pagé | Pétroles RL | Pierre & Camille Dupuis | Richard Lortie et Fils

Propane depots:

Bécancour, La Tuque, Terrebonne

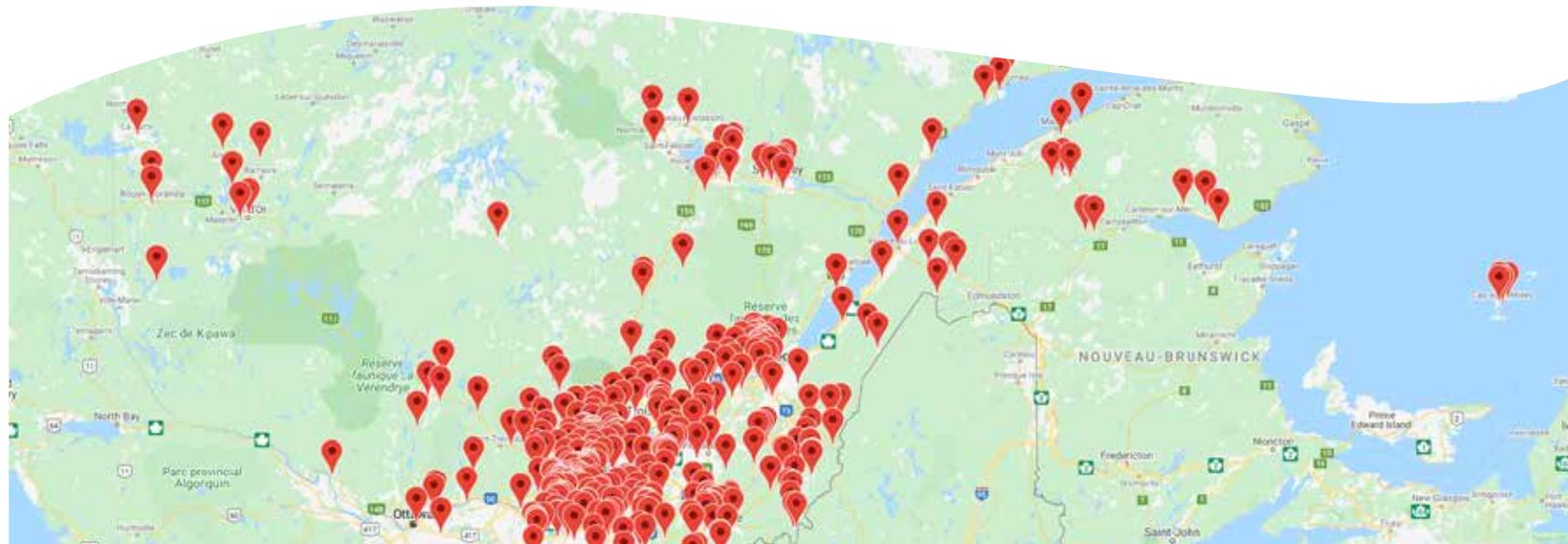


# ORGANIZATION PROFILE



## Miscellaneous

<p><b>04</b> Geographical locations of business sites and markets served</p>	<p>More than 400 service stations throughout Quebec represented by the Esso, Harnois, Pétro-T, Shell and Turmel banners. Corporate service stations are either operated by Harnois or by an agent, while our affiliated service stations are operated by franchised retailers.</p>
<p><b>05</b> Capital and legal form</p>	<p>Joint-stock company</p>
<p><b>06</b> Organisation size</p>	<p>Harnois Énergies distributes more than 2.1 billion litres of fuels, lubricants and complementary products annually.</p>
<p><b>07</b> Information regarding employees and other workers</p>	<p>More than 1,000 employees</p>
<p><b>08</b> Supply chain</p>	<p>Esso service stations: ExxonMobil (Imperial Oil Limited)   Harnois and Petro-T service stations: Valero Energy   Mobil products: ExxonMobil</p>



# ORGANIZATION PROFILE

## Organization and supply chain modifications



### HARNOIS ÉNERGIES' ACHIEVEMENTS TO DATE IN SUSTAINABLE DEVELOPMENT

-  [Leaflet publicising our SD successes](#)
-  [Installation of a network of charging stations for electric vehicles \(FLO\) \(in french only\)](#)

## HARNOIS ÉNERGIES IN NUMBERS

 **16**  
CHARGING  
STATIONS INCLUDING  
8 RAPID ONES

**2018**  
LUNCH OF FIRST  
**MULTI-ENERGY  
STATION**  
IN QUEBEC 

  
UP TO  
**26 %**  
LESS GHG  
**PROPANE  
VS. GAS**

  
**+65**  
THAN  
TANKS OF  
WINDSHIELD WASHER FLUID  
**IN BULK**  
AVAILABLE IN QUEBEC

 **3** NEW PRODUCTS  
REUSABLE AND  
**RECYCLABLE**  
AVAILABLE SINCE SUMMER 2020

### AN INCREASINGLY GREEN OFFICE: THE ACCOUNTS PAYABLE DEPARTMENT AIMS TO BE 100% DIGITAL

In 2019, Harnois Énergies implemented the Viridem document management software, designed by Loginnove, for archiving, filing and digital viewing of company documents.

From an SD perspective, incoming invoice scanning and work flow automation have had a direct impact on the use of material, human and financial resources by:

- ◆ Reducing the use of paper, folders, ink, labels, etc;
- ◆ Reducing the use of filing cabinets and increasing floor space;
- ◆ Increasing productivity by automating certain data entry processes, electronic approvals and invoice archiving;
- ◆ Reducing data loss and errors.



# ORGANIZATION PROFILE

## Organization and supply chain modifications



### HEAT RECOVERY AT THE DISTRIBUTION CENTRE

In the spring of 2020, the heat produced by machinery in specific areas of the distribution centre was captured in order to redistribute it inside the building in the winter, and to expel it outside in the summer. One example is the recovery of heat from the packaging compressor to heat a room. This practice may be extended to other areas of the building over the next few years.

“This initiative meets an economic challenge, allowing us to reduce heating costs by redistributing the heat produced in one place to heat another. We are therefore reducing [our] ecological footprint by lowering [our] consumption of natural gas.”

More importantly, it addresses an occupational health and safety issue by improving the working environment for employees in both the summer and winter, resulting in better heat redistribution inside the building.

### WASHING CUBES IN A CLOSED CIRCUIT (WASHING CENTRE)

For some years now, HÉ has been recovering and reusing the waste water used to wash the cubes and barrels from its own facilities, instead of subcontracting it to a third party. This initiative has enabled HÉ to eliminate the transportation costs and ecological footprint associated with this operation. Furthermore, by eliminating delays in the distribution chain and freeing up storage space we have increased the efficiency of the operational system.

Recycling wastewater is mandatory for environmental reasons, as no wastewater can be discharged in the septic tank. With the addition of a Paratherm-style solution in the wash water, oil is separated from water on the surface. With a collector, all the oily part that floats on the surface is removed in a cube, leaving a soap and water solution suitable for new uses. **This wash cycle can last more than a month.**



Left: Heat recovery | Right: Closed-circuit cube washing



# ORGANIZATION PROFILE

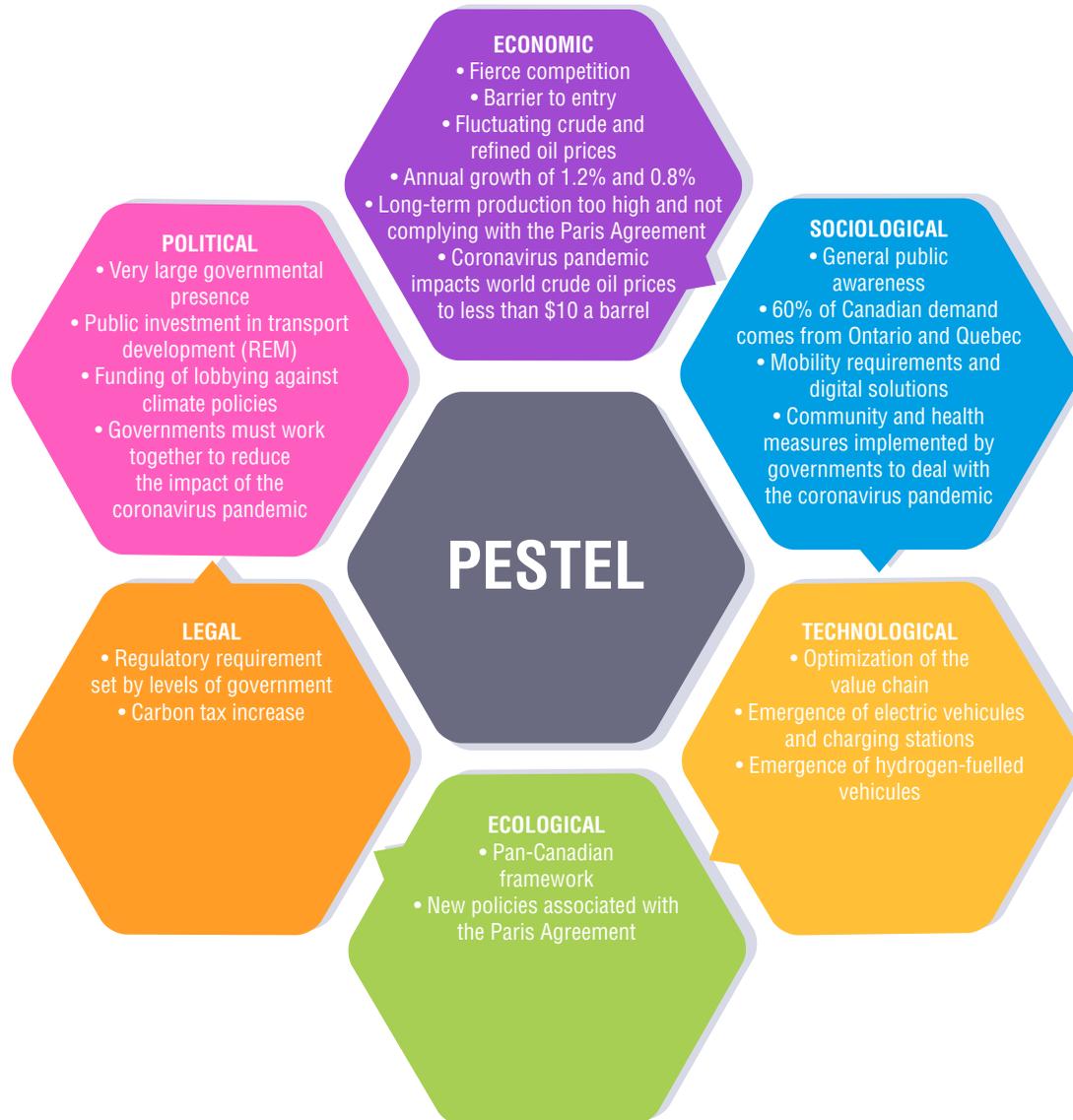
## Precautionary principle or preventive approach



As part of their business intervention project (MNG-6510) for Université Laval's Faculty of Business Administration, Bélanger-Huot, Nadeau et al. completed a macro-environmental analysis according to the PESTEL model in their intervention report\*. This was done in order to analyze the organization's external environment.

*The PESTEL model is a strategic analysis tool that divides the organization's external environmental influences into six main categories: political, economic, sociological, technological, ecological and legal. Note that only factors that could influence the organization were presented.*

Here is a summary:



\*Ref.: HE Ulaval intervention report 2020, p. 19



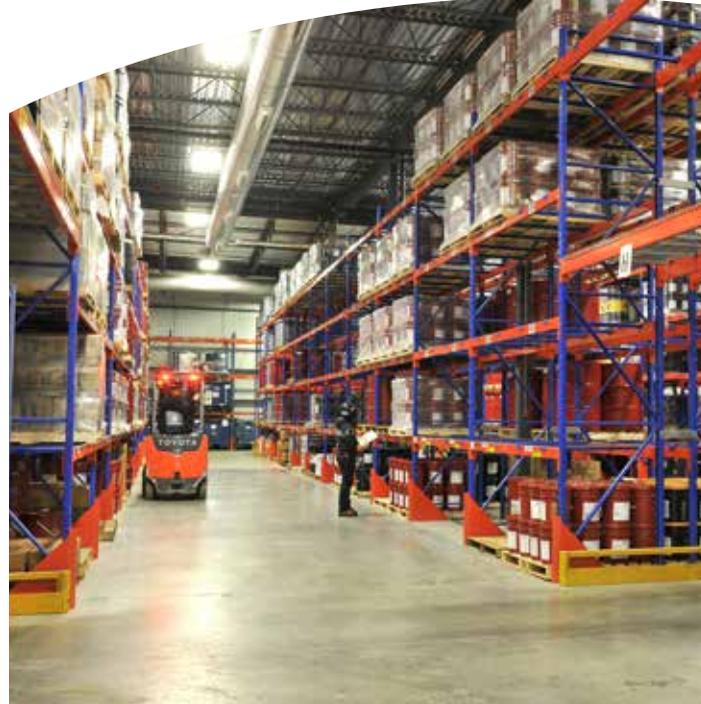
# ORGANIZATION PROFILE

## Precautionary principle or preventive approach

Harnois Énergies is shaping its modest SD approach based on its understanding of our external environment and the pressures of the six realms of activity (political, economic, sociological, ecological, technological and legal).

In line with the vision of being one of Canada's benchmark suppliers in all its areas of activity, HÉ has proposed, and includes in its action plan under review, many ecoresponsible initiatives for the benefit of its customers and our environment.

Given the company's field of activity, a preventive approach is required for any emergency that may arise. This includes, among other things, the implementation of a variety of emergency response plans in order to take any action required in the event of environmental disasters or incidents, thereby meeting various legal requirements (laws, standards, regulations).



Through its environmental and occupational health and safety policy, HÉ adopts a management approach for protecting the environment as well as its employees, products and services, based on planning, diligent implementation, performance evaluation and a desire for continuous improvement.

### COMPLIANCE WITH STANDARDS AND REGULATIONS

By the nature of its activities and areas of operation, Harnois Énergies must comply with the regulations and standards of the different levels of government. To do so, the health, safety, compliance and environment team monitors the legal aspects of transportation and operations activities. The same diligence is applied to new acquisitions or installations.



# ORGANIZATION PROFILE

## External initiatives

### HARNOIS ÉNERGIES, A PROUD CONTRIBUTOR TO THE GREEN FUND

In 2013, Quebec established a cap-and-trade system for greenhouse gas emission requirements to fight climate change. Its main objective is to encourage businesses and citizens to innovate and change their behaviour in order to reduce GHG emissions.

In 2014, Quebec tied its system to California's under the *Western Climate Initiative*, creating the largest carbon market in North America and the first one to be designed and managed by subnational governments from different countries. This market was further expanded with the signing of an agreement with Ontario in September 2017, which formalized the links between the Quebec, California and Ontario markets on January 1, 2018. Despite the withdrawal of this province, which repealed the regulation relating to its cap-and-trade program on July 3, 2018, Quebec and California continue their close cooperation and are committed to maintaining and developing their regional carbon market.

Since December 3, 2013, the Ministère de l'Environnement et de la Lutte contre les changements climatiques (Ministry of the Environment and Climate change action) has held a quarterly auction during which it sells greenhouse gas emission units. **All revenues from these sales are paid into the Green Fund.**

As a distributor of fossil fuels used in Quebec, Harnois Énergies must cover, since 2016, the GHG emissions generated by the use of the products it distributes. In addition to the initiatives implemented and those under study as part of this initiative, Harnois Énergies is actively doing its part. For the year 2019, reporting was done in accordance with the Regulation respecting mandatory reporting of certain emissions of contaminants into the atmosphere (RMRCECA), as amended in December 2018.



### CAP-AND-TRADE SYSTEM: A SUSTAINABLE DEVELOPMENT TOOL

In short, by establishing a carbon price and allowing the purchase and sale of emission allowances, the cap and trade system becomes the cornerstone of an integrated environmental approach intended to encourage the most economically efficient GHG emission reduction projects and to help the Quebec economy become more carbon efficient and less dependent on hydrocarbons. It therefore lays the foundations for an economic strategy focused on the development of a green economy.

Ref.: <http://www.environnement.gouv.qc.ca/changements/carbone/documents-spede/in-brief.pdf>

Here is an excerpt:\*

- ◆ *All affected fuel distributors are also subject to the Regulation respecting a cap-and-trade system for greenhouse gas emission allowances.*
- ◆ *Distributors are required to report greenhouse gas emissions from the combustion or use of fuels as long as the quantity distributed is not less than 200 litres for four consecutive years.*

\*Ref.: [http://www.environnement.gouv.qc.ca/air/declar\\_contaminants/carburant-combustibles/declaration-en.htm](http://www.environnement.gouv.qc.ca/air/declar_contaminants/carburant-combustibles/declaration-en.htm)



# ORGANIZATION PROFILE

## External initiatives



◆ *Distributors must use the primary point of distribution as a measuring point for fuels from outside Quebec. Any volumes held in inventory must not be reported if they were not actually distributed during the 2019 calendar year.*

The following is a summary of the greenhouse gas emission units purchased by HÉ and the total value paid by the company for these units for the reference year:\*

Year	Amount paid	Units required	GHG emitted (T CO <sub>2</sub> )
2018	\$1,013,521.37	53,343	5,134,419
2019	\$1,765,825.80	92,938	5,350,189

Explanations: The increase in GHG emissions is directly related to the increase in the quantity of products delivered in 2019 versus 2018.

Here is a breakdown of GHGs by emission type:\*\*

Products	T CO <sub>2</sub>		T CH <sub>4</sub>		T N <sub>2</sub> O	
	2018	2019	2018	2019	2018	2019
Automotive Gasoline	2,775,082	2,843,131	168	173	26	27
Diesel Fuels	1,865,388	1,918,896	77	79	105	108
Aviation Gasoline	54,624	93,214	51	87	5	9
Fuel oil	426,877	466,029	32	35	1	1
Hydrogen**	-	-	-	-	-	-
Propane	12,448	28,920	5	12	0	1

\*Protocol QC.30 of Schedule A.2 of the Regulation respecting the mandatory reporting of certain emissions of contaminants into the atmosphere: <http://legisquebec.gouv.qc.ca/en/ShowDoc/cr/Q-2,%20r:%2046.1> / According to the rates per product issued by the Guide de quantification des émissions de gaz à effet de serre of the Ministère de l'Environnement et de la lutte contre les changements climatiques. Reference to quote (exception: Fuel oil): MINISTÈRE DE L'ENVIRONNEMENT ET DE LA LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES (MELCC). Guide de quantification des émissions de gaz à effet de serre, 2019, 107 p. Mazout: [http://www.regie-energie.qc.ca/audiences/3471-01/Memoire/Mem3471\\_FCSQ-AGPI-2doc8.pdf](http://www.regie-energie.qc.ca/audiences/3471-01/Memoire/Mem3471_FCSQ-AGPI-2doc8.pdf).

\*\*Hydrogen is produced mostly from energy sources by reforming fossil fuels (natural gas, liquid hydrocarbons and coal). As a result, its production is a significant source of GHG emissions. However, the production of hydrogen by water electrolysis is not included in the calculations. Note that in Quebec, electricity is almost entirely generated from renewable sources.



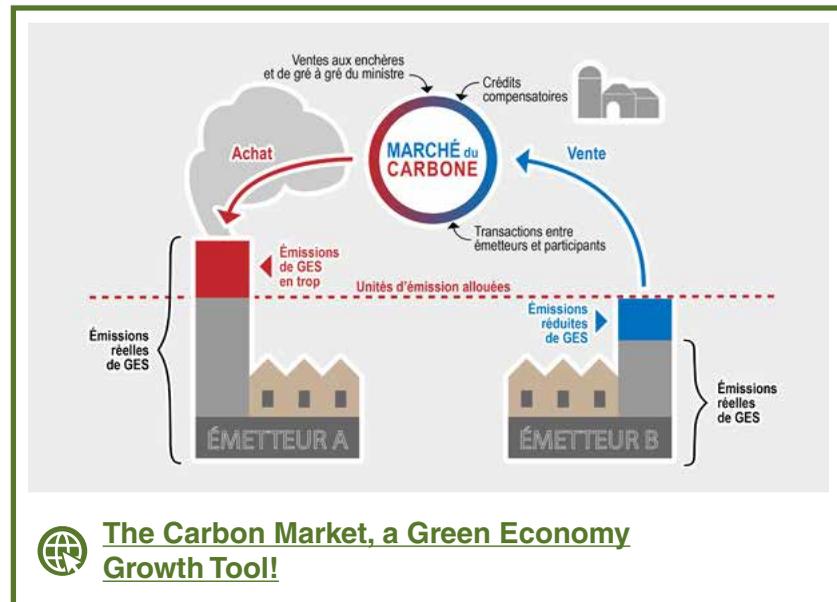
# ORGANIZATION PROFILE

## External initiatives

The more substantial and non-proportional increase in the amount paid out in 2019 compared to the increase in the quantity of products distributed is explained by, among other things, the following:

- ◆ The new calculation rules of the Ministère de l'Environnement et de la lutte contre les changements climatiques for the purchase of emission allowances for the year 2019;
- ◆ The growth in the price of the units increasing by 5% plus inflation;
- ◆ The holding of auctions;
- ◆ The Ministère's over-the-counter sales to emitters who would have difficulty obtaining sufficient allowances to comply with their regulatory obligations.

From this total, we have isolated the quantity of GHGs produced specifically by our petroleum product distribution fleet.



Tonnes of GHGs (CO<sub>2</sub>) emitted during the transport of petroleum products (heavy vehicles) by our fleet (excluding our subcontractors):

Year	2018	2019
Total (L)	1,933,998.04	2,431,117.08
Total vehicles	68	102
GHG - CO <sub>2</sub> (T)	5,047.73	6,345.22

Other GHG emissions for transparency purposes/Tonnes of GHGs emitted for heating our building in 2019:

Type of fuel	Metric	CO <sub>2</sub> (T)	CH <sub>4</sub> (T)	N <sub>2</sub> O (T)
Natural gas	M <sup>3</sup>	82,400.79	1.62	1.54
Electricity	KwH	1,350.65	0.14	0.07
Fuel oil	L	77,543.06	1.41	1.59
Propane	L	8,480.47	0.13	0.61

# ORGANIZATION PROFILE

## Our initiatives



### MEET THE ENERGY AND RELATED PRODUCT NEEDS OF TODAY AND TOMORROW, WHILE PROMOTING A FAMILY BUSINESS.

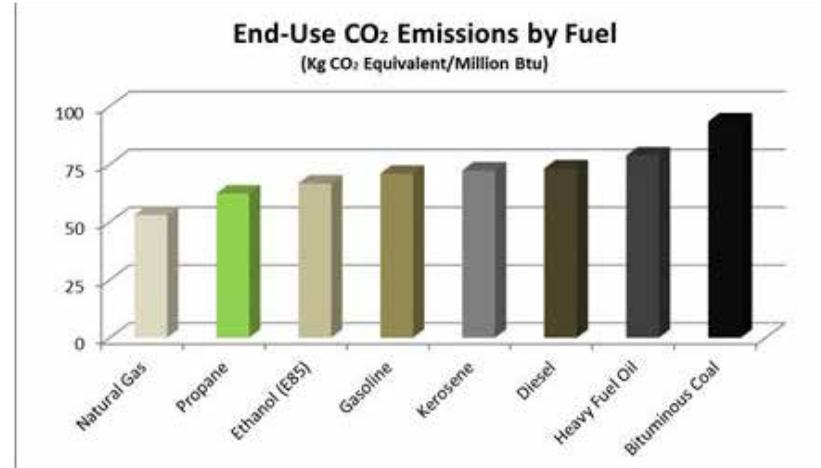
HÉ guides its customers through the energy transition. While exploring and offering the alternative energies of tomorrow (electricity and hydrogen), HÉ provides propane (auto-propane) vehicle supply and refuelling services, as well as turnkey propane conversions for your light vehicles and fleets.

#### Vehicles converted to propane (in french only)

DES ÉCONOMIES  
RÉELLES DE  
**10 000\$**  
PAR VÉHICULE

#### Propane conversion with BL Énergie (in french only)

*“Recognized in the Canadian Alternative Fuels Act for its small environmental footprint and low emissions, propane is one of the cleanest and most versatile fuels available. Studies have shown that propane can emit up to 26% fewer GHGs than gasoline in vehicles, 38% fewer GHGs than fuel oil in furnaces, and half the carbon dioxide emissions of coal barbecues. GHG emissions from propane are significantly lower than those from gasoline, diesel fuel, coal or fuel oil. When considering upstream emissions, the case for using propane is even more compelling”\**



“Propane can emit up to 26% fewer GHGs than gasoline in vehicles.”

Propane supply is now easily available throughout Quebec and its regions, unlike electric charging stations and hydrogen stations that will fill the Quebec of tomorrow. We remain open to long-term opportunities, but believe that propane can do its part for the environment in a cost-effective and responsible manner.

Since Harnois Énergies is the only company that can offer a one-stop shop for all your energy-related needs, you will save time and make the work of your employees easier by having someone dedicated to your projects. You will also be supported by a team of experts who will measure your benefits through reports for all your energy consumption.

\*Ref.: <https://propane.ca/environmental-benefits/>



# ORGANIZATION PROFILE

## Our initiatives

### HYDROGEN: TWO BUSINESS MODELS TO SERVE YOU BETTER

In partnership with Transition énergétique Québec, Toyota Canada and Natural Resources Canada, Harnois Énergies helped launch Quebec's very first multi-energy station in 2018, by offering the general public facilities for refuelling hydrogen-powered cars.

The station is located on Wilfrid-Hamel Boulevard in Quebec City and has been completely redesigned to make it possible to provide gasoline, diesel fuel, hydrogen and electricity all in one place. Hydrogen is produced on site by water electrolysis using a process that is free of GHG emissions. The resulting product is therefore clean. The electricity used to produce the hydrogen is from a renewable source, so this exciting project is completely green.



This hydrogen station will supply the first 50 Toyota Mirai's purchased by the Quebec government. In short, HÉ believes in the following statement: the right energy for the right vehicle, i.e. the cohabitation of vehicle types and energies to respond as adequately as possible to market demand. This confirms HÉ as a leader in energy diversification in Eastern Canada.\*

has created an alliance with HTEC to add eight hydrogen stations to its network of service stations. This alliance will enable Harnois Énergies to benefit from HTEC's expertise, which will be mandated to complete the projects and operate the stations. Basically, Harnois Énergies will not

have to invest any capital in these projects and will lease plots of land to HTEC. It will be HTEC's responsibility to obtain the necessary subsidies to carry out the projects.

### ELECTRICITY: A SOURCE OF PRIDE FOR QUEBECERS

With its network of 16 electrical charging stations, more than 10,400 sessions were recorded between February 1, 2020 and January 31, 2021 representing 117,465 kWh, or more than 780,000 kilometres travelled.

“With its network of 16 electric charging stations, more than 10,400 sessions have been recorded, representing more than 780,000 km travelled.”

“Our retail network is the first in Quebec to make rapid vehicle charging accessible. Attentive to consumers and sensitive to arguments in favour of the energy transition, Harnois Énergies has chosen to be a proactive and strategic player by installing its first terminals on busy roads,” explains Serge Harnois, President and CEO of HÉ. Two charging stations have also been installed at the head office for employees and visitors.

\*Ref.: <https://www.toyota.ca/toyota/en/safety-innovation/hydrogen-fuel-cell-mirai>



# ORGANIZATION PROFILE

## Association memberships

Each year, Harnois Énergies chooses to invest in the community through donations, sponsorships or other types of support to organizations or projects in the cultural, sports or social sectors.

Here are some of the activities and causes supported by Harnois Énergies:

Festival Mémoire et Racines | Festival St-Côme en glace | Fondation pour la santé du nord de Lanaudière | Grand défi Pierre Lavoie | Jet Triathlon Les 24 heures de vélo de Lanaudière | Opération Nez rouge | Patinoire Bleu Blanc Bouge | Relais pour la vie (NDP), Canadian Cancer Society

HÉ and the Fondation Richelieu de Joliette have also set up the Fondation Harnois-Richelieu to help the underprivileged and support the full development of young people, whether economically, academically, culturally, athletically, socially or emotionally.

To do so, it conducts various fundraising activities, including the Richelieu-Harnois Classic.

To date, more than \$2.5 million has been raised and donated to organizations in need, such as:

Camp Papillon | Camp Richelieu | Centre culturel Desjardins | La Manne Quotidienne | La Soupière | Moisson Lanaudière | Village des jeunes de St-Côme



## THE MEANING OF THE HARNOIS-RICHELIEU FOUNDATION'S LOGO



The colours are those of the Harnois Énergies and Fondation Richelieu de Joliette logos, the FHR directors being part of one and/or the other. The arch, taken from the Richelieu-Harnois Classic logo, also symbolizes shelter and protection. The three silhouettes represent the diversity of the people who can benefit from the Foundation's assistance (man, woman, child).

## BOARD OF THE H-R FOUNDATION

Six directors work on a volunteer basis to collect and respond to requests for support submitted to the Foundation, in addition to coordinating its various fundraising activities.

- Claudine Harnois** (Harnois Énergies), Chairwoman
- Jean-Paul Perreault** (GOP CPA inc.), Vice Chairman
- Bryan MacEachern** (Raymond Chabot Grant Thornton), Treasurer
- Jean-Claude Chagnon** (retraité), Secretary
- Claude Gaudet** (Club de golf Montcalm), Director
- Elisabeth Karam** (Harnois Énergies), Director





# SUSTAINABLE DEVELOPMENT

ETHICS AND INTEGRITY

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FOR AN ECORES  
PONSIBLE  
FUTURE

# ETHICS AND INTEGRITY

## Values, principles, standards and rules of conduct



The organization's mission is to efficiently provide sources of energy, specialty products and quality services through a user-friendly buying experience (Harnois Énergies, 2020). In fact, the organization aims to be one of Canada's benchmark suppliers in all its areas of activity. To achieve this, Harnois Énergies encourages a culture that is expressed in four main values:

- ◆ Passionately strive for ingenuity
- ◆ Act with authenticity
- ◆ Honour my commitments
- ◆ Enjoy success through smart collaboration

**Passionately strive for ingenuity** means showing initiative, resourcefulness, inventiveness, agility.

*Daily:* I look for and propose new ways of doing things if I discover areas for improvement, while respecting the people around me | am enthusiastic and open to new ideas and suggestions for improvement expressed by my colleagues | I am willing and able to act quickly to solve problems, with the means at my disposal and in full cooperation | I am always looking for solutions for the benefit of our customers

*Skills related to this value:* Self-confidence | Creativity | Resourcefulness | Flexibility | Customer orientation | Sense of initiative  
Sense of innovation

**Act with authenticity** means that we are real, natural, good people, that we don't play "games".

*Daily:* I communicate honestly, directly and sincerely | I say what I think, even if my opinion is different I am mindful of actions and decisions that are incompatible with the company's values | I take calculated risks I admit my mistakes quickly | I seek what is in the best interests of the company first, and not just for my own benefit or that of my colleagues | I know how to make compromises to take into account the suggestions or limitations of my colleagues, customers and employees

*Skills related to this value:* Ability to "challenge" | Communication skills  
Integrity | Good judgement | Interpersonal relations

**Honour my commitments** means that we place a high value on the commitments we make with each and every person we deal with in the course of our work, whether they are colleagues, customers or employees.

*Daily:* I respect and value my colleagues, customers and staff, whom I listen to and empathize with | I do my work with attention to quality in order to ensure customer satisfaction | I use good judgement in my decision-making process | I respect established deadlines and budgets I show up on time and take an active part in meetings | I keep my promises

*Skills related to this value:* Active listening | Empathy | Collaborative spirit | Good judgement | Respect | Sense of planning and organization  
Attention to quality



# ETHICS AND INTEGRITY

## Values, principles, standards and rules of conduct



**Enjoy success through smart collaboration** means achieving our goals while maintaining a high level of cooperation, harmony, solidarity and courtesy, in a light and pleasant atmosphere.

*Daily:* I encourage and acknowledge the good work of my colleagues | I work in cooperation with my colleagues and our customers | I use my energy, perseverance and good humour to serve my team | I celebrate our victories | I take the time to help others | I make a positive contribution to the working atmosphere

*Skills related to this value:* Courtesy and discernment | Empathy  
Collaborative spirit | Team spirit | Interpersonal relations

### MECHANISMS FOR ADVISING AND MANAGING CONCERNS ABOUT ETHICAL ISSUES

Harnois Énergies is committed to respecting its employees, customers, suppliers and all of its partners by offering them quality products and services, a safe environment and a workplace based on integrity and honesty.

To make this commitment a reality, Harnois Énergies has adopted an integrity policy. This policy is a guarantee of good management based on the values of respect and responsibility. All members of the HÉ team are committed to this policy. The effectiveness of this policy depends on the cooperation of all employees who must report any situation contrary to this policy and the ethics it embodies.





# SUSTAINABLE DEVELOPMENT

GOVERNANCE

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FOR AN ECORESPONSIBLE  
FUTURE

# GOVERNANCE

## Governance structure

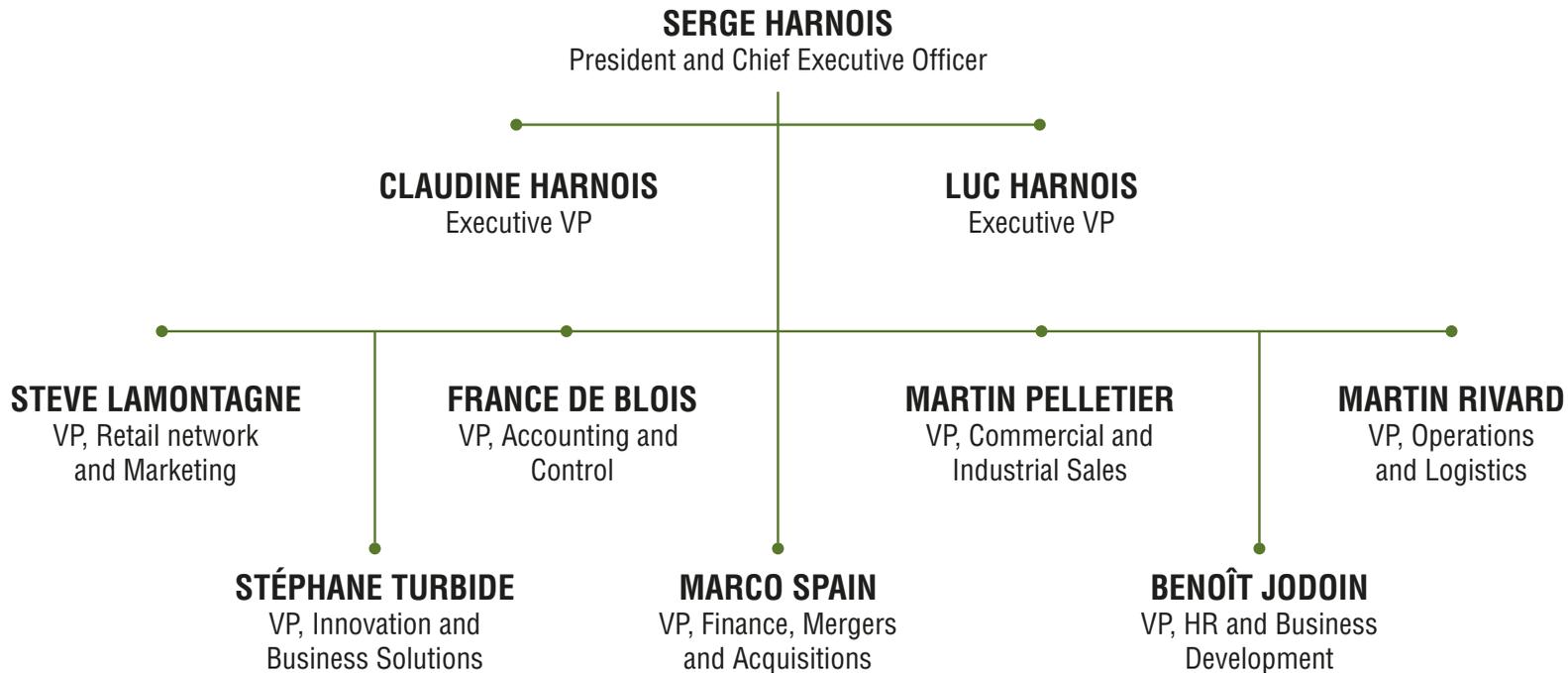


In terms of corporate structure, HÉ is composed of a Board of Directors whose objective is to ensure that the company's strategic orientations are respected by the members of the Executive Committee in their decision to manage the company's operations (Harnois Énergies, 2017f).

The Executive Committee is composed of the President and CEO, Serge Harnois, and the organization's 10 vice-presidents. Harnois Énergies has adopted a market segment structure. The company's sales, development and operations activities are segmented into five (5) major divisions

that include more than 1,000 people: fuel, lubricants, alternative energies and special products, transportation and distribution, and retail network. The following figures illustrate the company's organizational structure. the structure of the Board of Directors as well as that of the shareholders.\*

\*Ref.: HE Ulaval Intervention report 2020



# GOVERNANCE



## Governance structure



**SERGE HARNOIS**  
PRESIDENT AND CHIEF EXECUTIVE OFFICER

Serge Harnois joined the company in 1990, after studying business administration at the École des Hautes Études Commerciales (HEC) of the Université de Montréal. As President and CEO, he is always on the lookout for new opportunities. His most significant achievements include the acquisitions of Pétro-T, Distributions Pétrolières Therrien, a large

group of Imperial Oil's assets in Quebec (Esso), as well as six petroleum depots from the Basse-Côte-Nord trust.

Serge Harnois served on the Board of the Association des distributeurs d'énergie du Québec for six years, including two as Chairman. In 2007, he received the Order of Merit from the Ministère du Développement économique for his contribution to the development of retail businesses in Quebec. Thanks to Serge's hard work, HÉ received the Desjardins Entrepreneur Award in the big business growth category. Under his leadership, HÉ has received numerous Excelsior awards from the Grand Joliette Regional Chamber of Commerce.



**FRANCE DE BLOIS, CPA, CA**  
VP, ACCOUNTING AND CONTROL

Holder of a Bachelor's degree in Administration from the Université du Québec à Montréal and a certified accountant, France De Blois has more than 25 years of experience in financial operations management and supervision. Before joining the Harnois Énergies team, she was Vice President, Finance at Ovivo, Chief Financial Officer at GL&V and Controller at Transcontinental.

France is also involved, as a volunteer, as treasurer of the Fondation de la Maison du père and the Maison des jeunes de l'Est de Laval.



**BENOIT JODOIN**  
VP, HR AND BUSINESS DEVELOPMENT

Benoit Jodoin joined Harnois Énergies in 2002 and was part of the development team for the network of affiliated service stations for six years. In 2008, he was entrusted with the start-up of the lubricants sales and operations division. In 2012, he was appointed VP, Transport, Operations and Logistics, until his recent appointment to Commercial and Industrial Sales.

Holder of a certificate in leadership and management skills from the Leadership Institute, Benoit also studied business administration at the Université du Québec à Trois-Rivières and economics at the Université de Montréal.



**STEVE LAMONTAGNE**  
VP, RETAIL NETWORK AND MARKETING

Driven by a great passion for retail operations, Steve Lamontagne has been working in the field for 30 years now, as a manager. After 8 years at Sobeys in different functions, he joined Loblaw limited 16 years ago as Market Manager. In 2007, a new challenge was offered to him in the position of District Manager,

which he saw as a good opportunity to return to the privilege relationship shared between a retailer and his customer.

Steve has completed a Business Administration academic training at Schulich School of Business in York University in 2014. That same year, he was appointed to the position of Group Manager at Provigo and was in charge of operations for franchised and affiliated retailers throughout Quebec and Atlantic provinces. In 2020, he also became responsible for

# GOVERNANCE



## Governance structure



operations for Provigo corporate stores. During his career, Steve worked in close collaboration with many retailers' associations such as RCC, Food Retailer Association and QPMA



**MARTIN PELLETIER, ENG.**  
VP, COMMERCIAL  
AND INDUSTRIAL SALES

Vice President since August 2017, Martin Pelletier has been with Harnois Énergies since January 2016. Holder of a Bachelor's degree in Mechanical Engineering from Université Laval in 1987, Martin obtained his Certification as a Lubrication Specialist (CLS) in 1998. He has several years of experience in the field of

business development, including 16 years with Imperial Oil and 8 years with Akzonobel decorative painting in various retail network management positions. He was also responsible for the implementation of the IBP (Integrated Business Planning) management method in Canada and the United States. Before joining the Harnois Énergies team, Martin worked at Suncor from 2013 to 2016.



**MARTIN RIVARD, ENG.**  
VP, OPERATIONS AND LOGISTICS

Holder of a Bachelor's degree in Chemical Engineering from Université Laval in Quebec City, Martin Rivard has over 25 years of experience in the management and supervision of logistics and manufacturing operations. He has worked in the chemical and petrochemical industry for manufacturing companies serving the Canadian and North American regions

with responsibilities in production, logistics, engineering, purchasing and R&D.

Before joining the Harnois Énergies team, he was Vice President, Operations at Pelican, Senior Director of Operations at Total Canada and Senior Director of Operations at Akzonobel Canada.



**MARCO SPAIN, CPA, CA**  
VP, FINANCE, MERGERS  
AND ACQUISITIONS

With Harnois Énergies since January 2012, Marco Spain began his career at Deloitte & Touche, where he earned the titles of Chartered Accountant (CA) and Certified Management Accountant (CMA). Recruited by the forest sector, he was promoted as Director of Investment Management at Rexfor's head

office, and then Vice President, Finance, a position he held for 10 years.

With a Bachelor's degree in Accounting Sciences from the Université du Québec à Trois-Rivières, Marco was awarded the CPA Émérite 2015 for the Lanaudière region, both for the quality of his work and for his involvement, particularly through his work with young deaf skiers for more than 20 years. Throughout his career, Marco has been a director and member of audit and management committees for a dozen companies, including a publicly traded company.

# GOVERNANCE



## Governance structure



### STÉPHANE TURBIDE, MBA VP, INNOVATION AND BUSINESS SOLUTIONS

Holder of an MBA from the Université du Québec à Montréal, Stéphane Turbide has more than 20 years of experience in information technology management. He began his career as IT manager at Groupe Papineau. He was then appointed General Manager of Maddocks Systems in Montreal and Vancouver, then Senior Director of Information Technology at

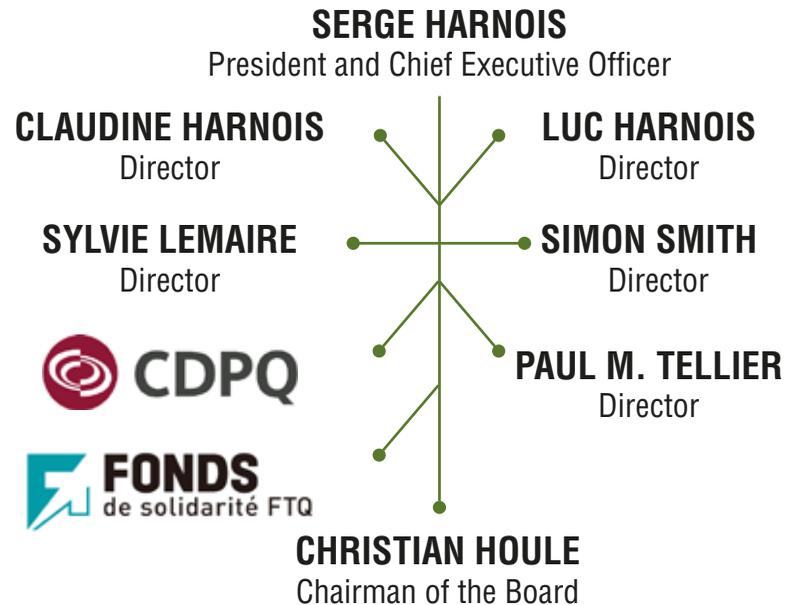
Belron Canada Inc. where he was responsible for the technological integration of 300 sites acquired across Canada. He then worked in the Business Solutions and Performance Indicators Department at TC Transcontinental.

Before joining Harnois Énergies, Stéphane also worked in the manufacturing sector at Pratt & Whitney Canada, where he set up the Productivity and Information Management Department. Finally, he also worked in the financial field at Professionals' Financial as VP, Information Management and Technology.

Ref.: <https://harnoisenergies.com/en/company/managers/>

The Board of Directors comprises:

**Harnois Énergies is still a family business.** Following a planned transition that was completed in the mid-90s, Harnois Énergies became the property of the founders' three children. The brothers Serge and Luc Harnois, together with their sister Claudine Harnois, hold the majority of the company's shares. The other shareholders are the Caisse de dépôt et de placement du Québec and the Fonds des travailleurs du Québec.



# GOVERNANCE



## Economic, environmental and social issues



### MANAGEMENT'S RESPONSIBILITY IN RELATION TO ECONOMIC, ENVIRONMENTAL AND SOCIAL ISSUES

The shareholders, the Board of Directors and the Executive Committee uphold the values of the organization and their commitment to the well-being of the community at large.

"Even if the term 'sustainable development' has only been used recently at Harnois Énergies, its three components (the economy, the environment and society) have always been at the centre of the company's modus operandi."

Through its commitment to the community and its various ecoresponsible initiatives, Harnois Énergies is laying the foundations for its sustainable development and social responsibility strategy.

### STAKEHOLDER CONSULTATION ON ECONOMIC, ENVIRONMENTAL AND SOCIAL ISSUES

Harnois Énergies is highly transparent with regard to the strategy adopted within the organization. In fact, the organization involves the various teams extensively in the strategic planning process since it believes it is crucial to determine the pulse of the organization, and the internal and external issues as well as their support of the objectives that will be set during the planning exercise.

To ensure its sustainability, the organization encourages negotiations with its partners as well as acquisitions that meet its standards of environmental excellence and social responsibility.





# **SUSTAINABLE DEVELOPMENT**

## **STAKEHOLDER INVOLVEMENT**

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FOR AN ECORESPONSIBLE  
FUTURE

# STAKEHOLDER INVOLVEMENT



Much of our strength comes from the solid partnerships we have established with companies that share our values.

All of our partnerships have helped increase our presence throughout Quebec.

## PARTNERSHIP WITH EXXONMOBIL AND ITS SUBSIDIARY IMPERIAL OIL LIMITED IN CANADA AS A RETAILER AND DISTRIBUTOR OF THE ESSO AND MOBIL BRANDS

Commercial agreements, associations and partnerships have been ongoing since 2001, including an agreement with Imperial Oil in 2004 that resulted in our becoming a distributor of the Esso retail brand in several regions of Quebec.

In 2007, we expanded our activities in the home fuel oil market and in the lubricant products sector by first becoming a distributor of Esso fuel oil and later a distributor of Esso and Mobil™ lubricants.

## MORE THAN 175 STATIONS SERVING QUEBECERS

The Esso network operated by Harnois Énergies includes traditional, full-service and self-service gas stations, convenience stores, as well as car washes and fast food outlets. Always expanding, our network is spread throughout Quebec, including the metropolitan areas of Montreal and Quebec City.

## EXXONMOBIL AND IMPERIAL OIL LIMITED'S SUSTAINABLE DEVELOPMENT PRIORITIES

Imperial provides the energy solutions people need while reducing environmental impacts and demonstrating a shared commitment to improving the quality of life in Aboriginal and operational communities.\*



↓GHG - more than 20 % reduction in oil sands operations over the last 6 years



\$2.6B invested in aboriginal businesses over the last 10 years



Safety management with an overall incident rate of 0.27 in 2018



\$38 million invested in Canadian communities in 2018



91 properties whose profitability has been increased, either through sale or rental



More than \$2.1 billion invested in R&D over the last 20 years



\$1.5 billion paid in wages and benefits in 2018



Since 2017-2018, a 10% increase in the number of women in managerial and supervisory positions



283 emergency responses conducted in 2018



90% reduction in the frequency of drinking water usage in our operations since 1985



\$4.7 billion spent on goods and services in 2018, 95% of which was spent in Canada



18,000 trees planted in Kearsal in 2018

ExxonMobil is committed to the development of energy and chemical products essential to modern life, economic development, and the improvement of living standards. At the same time, we are also committed to protecting our employees, the environment, and the well-being of the communities in which we operate. In this Highlights of the 2018 Sustainability Report, we provide a summary of the key dimensions of sustainable development, including our environmental, social and governance performance.\*\*

\*Excerpts from the 2018 Corporate sustainability report. Ref.: <https://www.imperialoil.ca/en-CA/Sustainability/Sustainability-report>

\*\*ExxonMobil: 2018 Sustainability Report Highlights <https://corporate.exxonmobil.com/-/media/Global/Files/sustainability-report/publication/2018-Sustainability-Report.pdf>

# STAKEHOLDER INVOLVEMENT



## EXXONMOBIL AND IMPERIAL OIL LIMITED PRODUCTS IMPROVED FOR THE ENVIRONMENT

Our petroleum products are synonymous with trust: Imperial Oil, our supplier and manufacturer of Mobil™ lubricants, is among the companies most recommended by original equipment manufacturers (OEMs). In addition to meeting the latest environmental standards, our fuels are adapted to the latest low-emission engines. Above all, our products meet performance requirements.

Esso Synergy Gasoline is one of the finest quality fuels for your engines. Its additives reduce fuel consumption, improve engine responsiveness, lower emissions and improve detergent properties for superior cleaning power.

Esso Diesel Efficient Fuel for vehicles and fleets helps improve fuel system performance in on-road and off-road applications. The advanced fuel has been designed to improve fuel economy and engine performance, and has been tested in a variety of applications under real world operating conditions.\*

### ESSO DIESEL EFFICIENT

- ◆ 2% reduction in CO<sub>2</sub> (carbon dioxide) emissions
- ◆ 11% reduction in NO<sub>x</sub> (nitrogen oxide) emissions
- ◆ Reduction of particulate emissions for trucks that are not equipped with DPFs

\*Ref.: Esso Diesel Efficient product data sheet available at <https://www.esso.ca/en-ca/diesel-efficient>

#### Esso Diesel Efficient benefits:



\*Applies to Diesel Efficient-branded fuel compared to diesel fuel without detergent additive. Vehicle testing showed an average fuel economy improvement of 2%. Actual benefits and fuel economy will vary depending on factors such as vehicle/engine type, engine conditions, driving style and diesel fuel previously used. Customer testimonials have reported seeing lower DEF consumption during Diesel Efficient fleet trials.

## MOBILE HIGH PERFORMANCE HYDRAULIC OILS

Mobil DTE 20 Ultra series oils can double oil life, extending oil change intervals by approximately twice as much as similar competitive oils. While this allows the consumer to save money on hydraulic oil, it also helps reduce harmful effects on the environment.

With their outstanding hydraulic performance, Mobil DTE 10 Excel series oils may reduce energy consumption compared to conventional hydraulic oils. The long life of the lubricant helps reduce the amount of waste oil that needs to be discarded.

EAL Mobil SHC™ hydraulic series oils are readily biodegradable and non-bioaccumulative, and have low toxicity; capabilities that help minimize environmental impact. In OECD 301B tests measuring degradability by CO<sub>2</sub> content, Mobil SHC EAL series hydraulic oils are readily biodegradable, with each ISO VG degrading more than 60% in less than 28 days. The biodegradability and low toxicity of these oils enable them to meet the requirements of many industry environmental standards.

# STAKEHOLDER INVOLVEMENT



## THE RANGE OF MOBILE ENGINE OILS

Mobil 1 Extended Performance oils meet or exceed the strictest industry standards and are specially formulated to protect the engine during extended service intervals. They provide excellent overall wear protection to extend engine life up to 25,000 kilometres between oil changes. While this reduces the consumer's hydraulic oil costs, it also helps reduce harmful effects on the environment.



## SYNTHETIC WIND TURBINE GEAR OIL

With wind turbines located in the most remote locations and under extreme conditions, as well as extreme loads with increasingly compact gearboxes, the Mobil SHCTM Gear 320 WT oil helps provide exceptional protection.

Based on the results of low aquatic toxicity (no toxicity to aquatic organisms according to the IMO 493/02 standard), the Mobil SHCTM Gear 320 WT oil is not classified under GHS and EU regulations. Long oil life can help minimize the need for disposal of used products and packaging, and long oil change intervals can help control the risk of spills.

## SYNTHETIC GREASE FOR WIND TURBINES

We are proud to contribute to a more environmentally responsible future by distributing Mobil SHC Gear 320 WT and Mobilgear SHC XMP 320 oils to more than 70% of the wind farms in Quebec. The excellent wear protection and structural stability offered by these oils help limit the environmental impact by minimizing the disposal of used equipment and disposable oil.

## AIR COMPRESSOR OILS

The extended service intervals offered by Mobil SHC Rarus air compressor oils help limit the potentially dangerous interaction between employees and equipment, which can improve workplace safety.

Additionally, long lubricant life helps reduce the amount of used oil discarded, which can limit the environmental impact of your operation.



Ref.: <https://www.mobil.ca/en-ca/lubricants>



Photo : Denis Piché, Cartier Énergie Anse-à-Valleau, Gaspésie, june 2013

# STAKEHOLDER INVOLVEMENT



## Other partners and suppliers

Avtech | Circuit électrique | DND Petroleum | HTEC | Hydrogenics  
Ressources naturelles Canada | Toyota Canada | Transition énergétique  
Québec

### OUR RESELLERS

Billette et Vincent | Cormier Chauffage | Les huiles Lord | Les Pétroles  
Archambault | Les Pétroles Bélisle & Bélisle | Location Louis-André  
Pelletier | Merrill Allard Inc. | Michaud Petroleum | Nutrinor | Pétroles  
Chouinard | Pétroles M.J. Inc. | Pétrole Pagé | Pétroles RL | Pierre &  
Camille Dupuis | Richard Lortie et Fils

### LOCAL SUPPLIERS (NON-EXHAUSTIVE LIST)

**Communications & Marketing:** APCHQ Lanaudière | Blanko | Chambre  
de commerce de L'Assomption | Corporation American Banknote | Créations  
Style Plus | Enseigne Lambert | Fêtes Gourmandes de Lanaudière  
Imprimerie Durand | Imprimerie Performance | Imprimerie Solisco  
Indiana Communication | ISABO | Kiwi Graphique | Kiwi Média | Lamcom  
Le Groupe Solist Technologies | L'Écho du transport | Les impressions  
d'Autray | Lexis Média | Merlicom | Newcom | Outfront Media  
Productions Tuxedo | Produits promotionnels Michel Gagnon (PPMG)  
Rodéo Créatif | SM médias | Tessier

**Accounting and Control:** Alliance Exp | Altus Groupe Limited | BCF  
S.E.N.C.R.L. | Cain Lamarre, S.E.N.C.R.L. | Deloitte S.E.N.C.R.L. | Dunton  
Rainville | Ecce Terra Arpenteurs-Geometre | Enviro-Accès inc. | Fasken  
Martineau DuMoulin LLP | HLRV S.E.N.C. | Huissiers Sherbrooke inc.  
Mallette S.E.N.C.R.L. | McCarthy Tétrault S.E.N.C.R.L. | Normandin  
Beaudry | PCI-Perrault Conseil Inc. | Pinchin Ltd | Pricewaterhouse-  
Coopers s.r.l. | Raymond Chabot Gestion Risques | Roy et Asselin inc.

**Innovation & Business Solutions:** Kabesa | Logic Animation | LOGIQ  
Realisys | Santel | SIR Solutions | Solis | Synovatec

**Human Resources & OSH:** Atman | Biron, clinique | Cira | Coffret  
Prestige | Cognibox | Corine Lambert, Avocate | Crédit Express  
Énergie Cardio | Ergomat | Fellice | Groupe Premier Médical | Humania  
Husky | Intergo | Jobillico | Jocelyn Roy, Avocat | Kabesa | Lab eau  
air-sol | MatTech | Medisys+ | Monsieur Excel | Qualitemps | Santinel  
Sécurité Lanaudière | Sécuro Vision | Service-conseil GAP | Solution  
Apprentissage | SST en ligne.com | Synetik | Technologia | Tremplin  
Marketing | Urgence vie | Versalys | Via Prévention

**Transport & Operations:** Absorbpur | Acorr | Aesus | Altium Packaging  
Ampak | Avantis Packaging | Azelis | Balance Industriel Montreal (BIM)  
Belmag | Boyaux Plus Lanaudière | Bruneau Electricque | Cascades  
Canada | Centre de Lavage N. Smith | Certiflo | CertiPropane | Coventa  
DD Distributions | Denis Goyet | Distribution DAB | Distribution Robitaille  
Diversco | Équipements Industriels Joliette | Fabrication WeldPro | Hi  
Sharp Products | Imprimerie Durand | Industries Armapro | Industries  
Dumak | Instruments Megatec | Joliette Hydraulique | KMD Distributions  
L'ébénisterie MD | Le Groupe Master | Leo Mailhot Palettes | Les  
Contenants Jos Lebel | Les Industries Pro-Pals | LH Plante & fils  
Location Marcel Malo | Lubequip | Lubrimax | Lumen | Mijo Labels  
Mirage 2000 | MS Peinture | National Energy Equipement | Oil Dri  
Canada | Patio Drummond | Patrick Morin | Petro Montestrie | Pièces  
d'auto Joliette | Portes de Garage Lapierre | Produits Injection Laurentide  
Produits Lubri-Delta | Recochem | Réseau Sans-fil Otodata | Réservoirs  
d'Acier Granby | Sany | Sécurité Lanaudière | Serrurier Vincent | Services  
Fluentis | Sherby Trois-Rivières | Techno Diesel | Thermomax | Univar  
Canada | Véolia | Wolseley Canada

**Property Operation & Development:** A.P. Guay service | ABC Environne-  
ment | ABC Services Climatisation & Réfrigération | ABL inc. Serrurier  
Acier Concept | Acier St-Denis | Actair | ADL Annie De Lisio | Advic Sécurité  
Agence AX Design Inc. | AIM Éco-Centre St-Augustin | Air Confort Dodier Inc.  
Alarme Astrinocorp Augustin | Alarme Beaudry | Alarme Chanitec Inc. | Alarme  
Clément Pelletier | Alarme CSDR | Alarme Desmarais électronique | Alarme  
Desmarais Sorel | Alarme Dynamique | Alarme G Protégé | Alarme Groupe  
Conseil VCS | Alarme La-Sar Inc. | Alarme Mauricienne | Alarme MD Surveillance

# STAKEHOLDER INVOLVEMENT



## Other partners and suppliers

Alarme Micro7cur | Alarme PMC | Alarme Protechnique | Alarme Protectron  
Alarme Sécur Tech | Alarme SécurAlarme | Alarme Sécurité BC | Alarme  
Sécuri-Tech | Alarme Technicalarme | Alarme Technicomm | Alarmes  
Communication RCL | Alarmes Multi-Tech Inc. | Aménagement Genon  
Armoires Laurin Inc. | Arpentage Côte-du-Sud | Ascenseurs Cloutier | Asphalte  
Grey Rock Services Inc. | Asphalte Henri Laberge inc. | Asphalte Lanaudière  
Asphalte Nicolas Lachance | Asphalte Patrick Sirois | Asphalte, réparation  
Jacques Aubut | Atelier Adam & Frères | Atelier SBL Inc. | Au royaume du  
tapis | Aubin Pélissier | Aurel Harvey & Fils | Bandes et tags essences Bol-  
dergraphics | Batterie Expert Joliette | BBP Énergies | Beaumont-Robitaille  
Service | Bellavance Électrik | Bellemare Couverture | Benoit Charron | Benoit  
Goyet | Béton Bourgeois | Béton Bycon | Béton Nicoletti | Bétonel Joliette  
Bionest | Bisson Conteneurs | BMA Architecture de Paysage | Bô Store Design  
Bon-Air Net | Bonair SD Climatisation & Réfrigération | Boulay Auvent Camping  
Boutique du Serrurier | Boyaux Plus Joliette | Brault Maxtech | Bruneau Luminaire  
& Déco | Buanderie Normand & Fils Enr. | Bureau en Gros | Café Napoléon  
Camrack | Canadian Furniture Supplies | Canadian Tire | Cantest Solutions inc.  
Carquest | Carrière Joliette | Carrosserie Sylvain Houle | Castonguay Robitaille  
Harnois Arpenteurs Géomètres | CB Construction | Centel | Centrale D'alarme  
ADT | Centrale D'alarme RCL | Centre Entretien Extincteurs | Certiflo | Certi-  
propane inc. | Cervo Polygaz | Chalut Auto | Chariot Shopping | Chauffage  
Mazout François Boisvert & Associés | Chauffage/Climatisation/Plomberie Janiel  
Chaussures Husky Ltée | Choquette CKS four, friteuse, steemeuse | Claude  
Bédard Réfrigération/Climatisation | Claude Pedneault | Clifford Underwood  
Climatisation Chauffage Sorel-Tracy | Climatisation Construction TBC | Climatisa-  
tion Cytech Corbin mécanique du bâtiment | Climatisation Manseau & Perron inc.  
Climatisation Maurice Leclerc | Climatisation Premium | Climatisation RCS  
Clôture GP | Clôture Joliette | Clôture MT | Clôture Solival | Coffre Robert  
St-Onge | Compresseur GDG inc. | Construction Bernard Malo | Construction  
Bruneau Martel | Construction Christian Duchênes | Construction Claude Tessier  
Construction Deshaies & Raymond | Construction Éric Bonenfant | Construction  
GDN | Construction Gérard Itée | Construction Gesconov | Construction Gilles  
Malo inc. | Construction Jean-Maxime Rhéaume | Construction LC 2000  
Construction N. Martel | Construction Pierre Blouin | Construction Pronovost  
Construction Recam | Construction RIC | Construction Richard Vadnais  
Construction SM | Construction SML | Construction Spedec inc. | Construction  
Sylvain Rouleau | Construction Taiga Concrete | Contour Dcoupe | Couche-  
Tard inc. | CRGH Arpenteurs-géomètres Inc. | Cristal innovation | CroVap

Nettoyage Vapeur | Cuisine Doyon | Cytech Corbin Inc. | David Leblond Inc.  
De Castel | Décor-Resto Chaises & tables Inc. | Déneigement 9133-6081 Québec inc.  
Déneigement André Pelletier | Déneigement Asphalte TDP | Déneigement Aurel  
Harvey | Déneigement Benoit | Déneigement Cardinal Asphalte | Déneigement  
Carol Gagnon Enr. | Déneigement Claveau & Fils Inc. | Déneigement Dominic  
Alarie | Déneigement Embellissement Monaco Inc. | Déneigement et transport  
Martin Roy | Déneigement Excavation BLR | Déneigement Excavation Boulatec  
Déneigement Excavation Brien | Déneigement Excavation Guy Boissonneault inc.  
Déneigement Excavation JM Demers | Déneigement Excavation Jovanex Inc.  
Déneigement Excavation JS Lauzon | Déneigement Excavation Léo Guillemette Inc.  
Déneigement Excavation MI-12 | Déneigement Excavation Renaud Bélanger  
Déneigement Excavation S. Lemieux Inc. | Déneigement Ferme Catélie | Déneige-  
ment Ferme Joguy Paulhus | Déneigement Francis Hébert | Déneigement Gazon  
Rive-Nord Inc. | Déneigement Gazon Trois-Rivières | Déneigement Gestion  
Anne Vaillancourt | Déneigement Groupe FD Lauzon | Déneigement Groupe FVP  
Déneigement Intermodale | Déneigement Jacques Lauzon & Fils S.E.N.C.  
Déneigement Jean-Charles Groulx | Déneigement Lafontaine et fils | Déneige-  
ment Les entreprises Charles Maisonneuve Ltée | Déneigement Les Entreprises  
D. Hamel | Déneigement Luc Cossette | Déneigement Marc-André Houle  
Excavation Inc. | Déneigement Mennesson Inc. | Déneigement Michel Jolicœur  
Déneigement Mini-Machine Jean Lavoie | Déneigement Mon Pays C'est L'Hiver  
Déneigement N&L St-Denis | Déneigement Ouellet & Gagnard Ltée | Déneige-  
ment Pavage N.M.S. | Déneigement PDG | Déneigement R.B. 2009 Inc.  
Déneigement Ranaldi Inc. Entrepreneur général | Déneigement Remplissage  
Dumont | Déneigement Richard Beauregard | Déneigement Sergémarc Inc.  
Déneigement Services Prime | Déneigement Sig-Nature | Déneigement Southwest  
Garden and Snow | Déneigement Sylvain Michaud Inc. | Déneigement Toiture  
Constructions Sylvain Gravel | Déneigement Transport Roland Savard | Déneigement  
Trois-Rivières Ouest | Déneigeur Le sentier de l'érable | Déneigement Benoit  
Denicourt Arpenteurs Géomètres | Denis Bourgeois | Desdowd | Desrosiers  
la gestion efficace de l'air | DIGI Canada Inc. | Discount | Distribution Sogitex  
Distributrices du Nord | Docu-Dépôt | Drainapro | Drainnet.ca | Durabac  
E.P. Multi-Services Inc. | Ébéniste Maxime Fissette | Ébéniste Multi-Modèle  
EBI Environnement inc. | EBJ Michel Tremblay | Électricien A & R | Électricien  
Bianchi Hugo | Électricien & Enseignes MD | Électricien Alain Pelletier  
Électricien AR électrique | Électricien Benoit Babin | Électricien Bernard Bélanger  
Électricien BGE | Électricien Boréal Électrique | Électricien Bruneau Électrique  
Électricien Denis Gignac | Électricien du Nord | Électricien Éric Gadoury

# STAKEHOLDER INVOLVEMENT



## Other partners and suppliers

Électricien Fernand Roy Entr Élec inc. | Électricien Gauthier | Électricien Gougeon Électrique | Électricien Jac Électrique | Électricien Jean-Claude Lebrun | Électricien Lafontaine | Électricien Langlois électrique-la-Pérade inc. | Électricien Léo Landreville Inc. | Électricien Les Électriciens du nord | Électricien Luc Therrien Électricien Luma Électrique | Électricien Marc Cossette | Électricien Marois Électrique | Électricien Martin | Électricien Michel Trottier | Électricien Moreau | Électricien Omer Bouchard | Électricien Philippe Mercier inc. | Électricien Prowatt | Électricien R. Pagé Inc. | Électricien Réalisation Abitibi Électricien Repentigny Électrique | Électricien Robert Gingras | Électricien Rogalex | Électricien Routhier Électrique | Électricien Tremblay & Lapointe Électricien Vallée inc. | Électricien Young Électrique PERADE ET 3-RIV | Embellissement Sept-Îles | Émile Forest Inc. | Émondage Marcel Martel | Émondage St-Germain | Émondeur Paysagiste ARBEC | Énergir | Enseigne André Laverdure | Enseigne Bouchard | Enseigne Expert Sorel | Enseigne Franco Neon | Enseigne Gimatch | Enseigne Lettrage Désir | Enseigne Lettrage Flash Enseigne Média-Pub | Enseigne Néons Otis | Enseigne Prix Manuelle Denis Marcil | Enseigne Professionnelle | Enseignes Amtech | Enseignes Bouchard Néons 2000 | Enseignes Daniel Lambert | Enseignes Décor Design Enseignes EBL | Enseignes FX Boisvert | Enseignes Icubic | Enseignes Imacom Média | Enseignes Instal-Pro | Enseignes JB | Enseignes La tuque Électrique Enseignes Leco | Enseignes LitePro Laval | Enseignes Méga Watt | Enseignes NOVYC | Enseignes Pacoro | Enseignes Servico | Enseignes Servitech Enseignes Ste-Marie | Enseignes Transworld | Entrepreneur Général Réjean Mongeau et fils | Entreprise Daniel Charland inc. | Entreprise Flexfab | Entreprise Généreux | Entreprise M.R. 2000 inc. | Entreprise René Vincent | Entreprises Déneigement SL Inc. | Entretien de Lave-Auto Québec Inc. | Entretien de pelouse Auclair | Entretien Paysager - Boutique Mon Décor | Entretien paysager Jacques Lévesque | Entretien Paysager Julie Houle | Entretien-lave-auto Laval Enviro Industries | Enviro Solutions | Enviro-Experts | Environnement Sanivac EPM Mécanic | Equation Groupe Conseil | Équipement Industriel Joliette Équipement SMS | Équipements National | Etalex | Étienne Bernier Architecte Excavation E. Lavoie | Excavation Ogilvie & Fils Inc. | Excavation Raymond Robitaille | Excavation Roger Pelland | Expert Bâtiment | Expertech Lave-Auto Express Nettoyage | Exterminateur Cameron | Exterminateur DAN Exterminateur Denis St-Martin | Exterminateur Techno Contrôle Extermination ABB | Extermination BB | Extermination Denis St-Martin Enr. Extermination Joliette | Extermination Tremblay & Lemieux | Extincteurs Services St-Jérôme | Extincteur Optimum Pro | Extincteurs Alarme

& Prévention Incendie du Québec | Extincteurs Benoit Dupuis | Extincteurs Claude Gauthier | Extincteurs Félix Sécurité | Extincteurs Gallant JDL Inc. Extincteurs GMS | Extincteurs Joliette sécurité | Extincteurs Marc Brûlé | Extincteurs Michel Jodoin | Extincteurs Mobile | Extincteurs Mobile | Extincteurs PréventEX | Extincteurs Prévention incendie | Extincteurs Protection Incendie MCI Extincteurs Safety First | Extincteurs Saguenay - Lac St-Jean | Extincteurs SécuriPlus | Extincteurs Sécurité Maska | Extincteurs SPI Santé & Sécurité Extincteurs St-Jérôme | Extincteurs W.T. & fils | FCM Transport | Fédéral protection incendie | Ferblantier Expair 2013 Inc. | Fitness Dépôt | Fluoratech | Fosse septique Hugo Bérard | Frédérique P. Designer | Garage Sylvestre | Gasden inc. Gazon des Cantons | Gazon Tony Roy | Gestenv inc. | Gestion Parasitaire 2 Rives | Gestion Parasitaire Maheu & Maheu | Gestion R.E.D. Senc. | Gorrie Marqueting | Gouttière Expert | Gouttières CALPÉ | Gouttières le petit Québec Gouttières St-Thomas | GPM Services d'entretien et de conciergerie | Groupe BOD (Lave-Vaisselle) – Centrale | Groupe CODERR | Groupe de sécurité GARDA senc. | Groupe Essa | Groupe Lincora | Groupe Maska | Groupe Morency Guy Gregnier Tonte de Gazon | Harmer Serrurier Solution de Sécurité Hétu-Bellehumeur architectes inc. | Horti-Solution | HP Réfrigération | HTEC Hydrogen Technology & Energy Corporation | Hydrogenics | Irrigation Deleemans Irrigation et éclairage de la Capitale inc. | Jairco Inc. | Jaly International | Jean-Pierre Breton | Joliette Chrysler | Joliette hydraulique | Jutras Architecture | Kamco Construction | Kardtech | Lauzon Équipement | Lavage de vitres AG | Lavage Haute Pression Rive-Nord | Lavage Haute-Pression | Lavage Jet Net | Lavage, Les As du lavage à Pression | Lave-Auto Expertech | Lavytech Électrique LCL Coupe de Pelouse | Lebeau Joliette | Les Alarmes Multi-Tech Inc. Les Aménagements Ducharme | Les Beaux Gazons | Les Entreprises Chartier Inc. Les Entreprises Christian Arbour inc. | Les Entreprises Dominic Payette Ltée Les Entreprises Francis Leduc | Les Entreprises H.M.S. | Les Entreprises M. Melançon | Les Entreprises M.A. Boisvert Inc. Déneigement et pelouse Les entreprises Sébastien Grégoire Inc. | Les Entreprises Yvon Blais & Fils Inc. Les Entretien Gauthier | Les Industries Harnois Inc. | Les Installations Électriques Sylvain Durand Inc. | Les Pétroles R. Turmel Inc. | Les Services EXP inc. Lessard Munger Paysagistes | Léveillée & Tanguay | Léveillée Fosse septique Lignage Daniel Trottier | Ligne de stationnement Lanaudière | Ligne de Stationnement Services DL | Lignes de Stationnement Derko | Lignes de Stationnement François Daviault | Location Discount | Location Malo | Lou-Tec | Lumen M.B.L. Multi-Services inc. | Magasin de stores Vénitiens | Magasin des textiles Magnum Canada | Maintenance Industriel | Maintenance Sept-Iles | Maintenance

# STAKEHOLDER INVOLVEMENT



## Other partners and suppliers

Sherbooke Inc. | Maintenance/Entretien Paysager Benji | Marquage de lignepro  
Marquage ligne de stationnement Michel Drapeau | Martech | MasonWays  
Matrec | Mauvalain Réfrigération | Maxime Provost entretien saisonnier  
McCowan | Mécanique Générale St-Thomas | Méga Contrôle | Men in Bubble  
nettoyage pro. | Messer Canada Inc. | Meubles de patio Richard Champagne  
Microbi-Eau | Minotaure | Monco Construction | MR Paysagiste | Multi Accès  
Multi Services Experts | Multi-Paysage | Multi-Rembourrage Massé  
Multi-Service Pétrolier | Nabco - Porta Service | NEE | Nettoyage de Hotte  
Saguenay | Nettoyage de marquise et traitement des araignées | Nettoyage de  
stationnement Ferme Michel Bélanger | Nettoyage Première Générale | Nettoyage  
Vapeur Plus | Nettoyage ventilation Pierre Mayer | Nettoyeur de conduits  
Ventco | Nicoletti Pneus & Mécanique | Nuance Maison | Nummax | Nutrite  
Belle Pelouse | Opéra Électronique Inc. | Outil Mag | Pagui | Patrick Morin  
Patrick Turcotte | Pavages Good Boy Inc. | Paysagiste Portuguais | PD McLaren  
Entretien | Peinture Bertrand Ayotte | Peinture MS | Pelletier Déco Surfaces  
Pelou-Tech | Pepsico Canada | Perspective Paysage | Petit moteur Charest  
Pédro Hitech | Pédro-Service | Pédrosol inc. | Planchers Bernier Déco | Plomberie  
Chicoine | Plomberie Clip | Plomberie Danny Potvin | Plomberie de l'Anse  
Plomberie Deschênes & Fils Itée | Plomberie Diamond | Plomberie Exel  
Plomberie Fairmount | Plomberie InspecDrain Pierre Quevillon | Plomberie  
Joliette | Plomberie JP Larouche & Fils Inc | Plomberie KRTB | Plomberie La  
Sarre | Plomberie Lac St-Jean | Plomberie Levesque | Plomberie Marcel Audet  
Plomberie Mario Lalonde | Plomberie Martin Lachance | Plomberie MGF  
Plomberie P. Bertrand | Plomberie Pro Combustion | Plomberie René Gilbert  
Plomberie Robert Labbé | Plomberie Roy Itée | Plomberie Santerre | Plomberie  
Simon Paré | Plomberie Spec 360 | Plomberie Stéphane Bélanger | Plombier  
Ayotte J P inc. | Plombier/électricien Les Industries Blais | Pneus Villemaire  
Poirier Rénovation | Polywest | Pompes Villemaire | Porte de Garage Clément  
Bédard | Porte de garage Ste-Victoire | Portes de Garage Lapierre | Portes de  
Garage JPR | Portes de Garage Laliberté | Portes de Garage LG | Posimage  
Enseignes personnalisées | Pro Alarme | Produits Promotionnel MG | Pro-Fusion  
Pro-gun | Pronelmar Soudure | Protection Incendie MCI | Publiforme | Puits  
Antoine Langlois Inc. | Puits Lanaudières | Pyrogaz Combustion-Climatisa-  
tion-Chauffage | Qualinet Saguenay | Québec Fissure Radio | Sb Pro Cablage  
Radio, Sonorisation Daniel Tanguay | Ranaldi Inc. Entrepreneur général | Ray  
Réfrigération | Récupération Saguenay | Réfrigération Manseau & Perron inc.  
Réfrigération Pro-Tech 2000 | Réfrigération AC/SC | Réfrigération Amiante inc.  
Réfrigération BBG | Réfrigération Beauchemin | Réfrigération Boulet

& Dufresne Enr. | Réfrigération Bourque | Réfrigération  
Centre-du-Québec Inc. | Réfrigération Chartray | Réfrigération FrigoMar Inc.  
Réfrigération Gamma | Réfrigération Lajoie | Réfrigération MB | Réfrigération  
Nordic | Réfrigération Techniserv | Réfrigération/HVAC Méga-Air | Réfrigéra-  
tion/Plomberie GNR Corbus | Rembourrage Mobéli | Rembourrage Robert &  
Gaudet | Remorques 125 | Rénovation Réal Tremblay | Réservoir Granby  
RM Recyclage | Rona L'Entrepôt | Sacré-Davey Experts-Conseils Inc. | SAM  
Moteurs Électriques | Sani-Estrie | Sani-Nord | SANTEL | Sany | Sécurité  
Lanaudière | SerruPro | Serrurerie Alain Dumais Inc. | Serrurier Bob Larouche  
Serrurier A.B.L. | Serrurier A.Vincent | Serrurier Beauchemin | Serrurier Bédard  
Serrurier Côté Fleury | Serrurier Deschênes | Serrurier Déziel | Serrurier Dicaire  
Lionel Enr. | Serrurier Fabris | Serrurier Harmer | Serrurier L & S Blanchet  
Serrurier Laurentiens | Serrurier Mac-Tech | Serrurier Modèle | Serrurier P.  
Aubut | Serrurier Portneuf inc. | Serrurier Protec | Serrurier Roussel | Serrurier  
Serrupro | Serrurier Tony Mathieu | Service de chauffage Charbonneau  
Service Diron Inc. | Service et construction Mobile | Service FLO inc. | Services  
Pétrolier Harrisson | Services Pétroliers Junior Inc. | Services Pétroliers MT  
Services Vert et Blanc (S.V.B.) inc. | Shred-It | SIR Solution | Sirois Électrique  
Slush Puppie | Snap-On - Frédéric Tifault 9148-3875 QC inc. | Solist sécurité  
Solugaz (propane) | Solution Inox | Solution Néon | Solution Ventech | Soudure  
Mobile Pro-Mé-Tal Inc. | Spartan Installations | Spécialité commerciale  
Spi Santé Sécurité | Sport Tech Fitness | Stak Fitness | Stéphane Thérberge inc.  
Store Déco | Syri All-Inox Inc. | Syst Irrigation André Bonin | Système de  
sécurité Côté/Fleury | Système de sécurité S.D.S. | Système Irrigation André  
Boivin | Systèmes d'Arrosage J.-S.L. | Tanknology | Tapis AlSCO Corporation  
Techno Diesel | TecSol | Telus Multicom 2000 | Tenaquip | Tennant | Thermo  
Pression | Thermomax | Toiture FG | Toiture François Paris | Toiture Jules  
Therrien et fils | Toitures Excel | Tomra Canada | Total View Signs | Toyota  
Joliette | Traçage de la Rive-Nord Jocelyn Drolet | Traitement de l'eau Pierre  
Bertrand | Trappe Xpert | UNC inc./ Groupe UNC Imafix | Urbanisme Michel  
Brisson | USD Loubac | Vacuum TechVac | Vélo-Rack | Ventilation Jean Roy  
Vigie Automation | Ville de Joliette | Ville de St-Augustin de Desmaures  
Vincent Lauzon, Entretien de gazon | Vitrierie A&E Fortin | Vitrierie Coté HG  
Vitrierie Du Centre | Vitrierie du Collège | Vitrierie Fournier | Vitrierie Global  
Vitrierie KRT Inc. | Vitrierie La vitrierie | Vitrierie Lafortune | Vitrierie Lalonde  
Jacob | Vitrierie LaSarre | Vitrierie Les Entreprises Jacques Gingras | Vitrierie  
Mégantic Enr. | Vitrierie MPM | Vitrierie Norcristal | Vitrierie Serrurier Centre de  
rénovation AL | Vitrierie Smith | Vitrierie St-Jude | Vitrierie Yvon Lambert

# STAKEHOLDER INVOLVEMENT



## Other partners and suppliers

Vitres Teintées GL Inc. | VitroPlus Ziebart | VRSB arpenteurs-géomètres David Lord | Westburne électrique | Wolseley Inc.

### LOCAL AND PROVINCIAL ASSOCIATIONS

Association des distributeurs d'énergie du Québec (ADEQ) | Association québécoise du Transport Aérien (AQTA) | Association québécoise du propane (AQP) | Canadian Business Aviation Association (CBAA) | Canadian Independent Petroleum Marketers Association (CIPMA) | Comité technique de camionnage du Québec (C.T.C.Q.) | Réseau Retmeq | SAE G-12 Aircraft Ground Deicing Steering Group



### SERVICE STATIONS WITH PROXI OR PROXI-EXTRA BANNER (RETAIL NETWORK)

The Harnois Énergies retail network promotes products from local suppliers in the regions where the service stations are located.\* This is done by either including the supplier's products in the marketing of its convenience store or by allowing the installation of merchandising kiosks on its sites.

The main products come from the following categories:

Chocolate factory | Cheese factory | Fruit and vegetable stall  
Microbrewery | Ready-to-eat | Vineyard

These are some examples :

Alchimiste (microbrewery, Lanaudière)  
Appâts St-Gabriel (worms and bait, Lanaudière)  
Chalifoux (dairy and cheese factory, Sorel)  
Distribution Glace Belle-eau (ice and wood, Lanaudière)  
Distribution Pol-au-bic (prêt-à-manger, Rivière-du-Loup)  
Distribution Valin (ready-to-eat, Saguenay-Lac-St-Jean)  
Domaine Kildare (vineyard, Lanaudière)  
Fromagerie Boivin (cheese factory, Saguenay-Lac-St-Jean)  
Fromagerie Chaudière (cheese factory, Chaudière-Appalaches)  
Fromagerie Gilbert (cheese factory, Beauce)  
Fromagerie Lemaire (cheese factory, Drummondville)  
Fromagerie Les basques (cheese factory, Rivière-du-Loup)  
Fromagerie Maurice St-Laurent (cheese factory, Saguenay-Lac-St-Jean)  
Fromagerie Mirabel (cheese factory, Laurentides)  
Fromagerie Port-Joli (cheese factory, St-Jean-Port-Joli)  
Fromagerie St-Guillaume (cheese factory, Rive-Sud de Montréal)  
Fromagerie Tradition (cheese factory, Montérégie)  
L'Arrière-Boutique (ready-to-eat, Joliette)  
La Chocolaterie des Pères Trappistes de Mistassini Inc. (chocolate factory, Saguenay Lac St-Jean)  
Les coquinerries (ready-to-eat, Québec)  
La Fromagerie Champêtre (cheese factory, Repentigny)  
Vache à Maillotte (cheese factory, Abitibi)  
Vignoble Cercle d'argent (vineyard, Montérégie)  
Vignoble Lano d'or (vineyard, Lanaudière)  
Vignoble Mondor (vineyard, Lanaudière)  
Vignoble St-Thomas (vineyard, Lanaudière)



\*When possible and according to certain criteria



# SUSTAINABLE DEVELOPMENT

SD AND INNOVATION

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FOR AN ECORES  
PONSIBLE FUTURE

# SUSTAINABLE DEVELOPMENT AND INNOVATION



According to the Conseil de la science et de la technologie of the Quebec Government, there are many important issues at stake for the Quebec of tomorrow: achieving a better quality of life for the entire population; business competitiveness, including, but not limited to, the environmental industry, and the vitality of Quebec's science and innovation system (2001).

Sustainable development has often been contrasted with the economy and employment. On the other hand, sustainable development provides great opportunities for innovation, and Quebec is well positioned to take advantage of them. To achieve sustainable development, current modes of production, consumption and land use will have to be changed, and the contributions of science and innovation will be required. Science is essential for a better understanding of the complex phenomena involved. As for technology and innovation, they offer a range of solutions that not only address the many forms of pollution, but more importantly, offer solutions for the future.\* Innovation and sustainable development are therefore inseparable. This is the reason why the head of sustainable development at Harnois Énergies and its head of innovation, projects and new energies have worked synergistically on this sustainable development approach.

## THE HARNOIS ÉNERGIES MULTIDISCIPLINARY COMMITTEE ON SUSTAINABLE DEVELOPMENT

Following the authorization obtained by Harnois Énergies' Executive Committee to begin developing a sustainable development approach, a committee made up of experts from each company division or sector was set up. The first committee meeting took place in March 2020, and the committee works and meets virtually due to COVID-19.

\*Ref.: <http://www.environnement.gouv.qc.ca/developpement/etat/innovation.pdf>

## HERE ARE ITS MEMBERS AND THEIR FUNCTIONS:

### Andréanne Morin

Graphic designer, Marketing

### Guillaume Chauret

Inventory Coordinator, Transport and Operations

### Guyline Caron

Director of Human Resources, Talent and Corporate Responsibility

### Hélène Picard

Territory Manager, Retail Sales

### Jonathan Bazinet

Head of Innovation, Projects and New Energies, Talent and Corporate Responsibility

### Jonathan Trudel

Sales Representative, Commercial and industrial sales

### Jorge Ruspil (preceded by Éric Thifault and Stéphan Poitras)

Coordinator, Building Maintenance, Retail Sales

### Josée Cicchini (with the occasional participation of Julie Legros)

Financial Analyst, General Accounting, Accounting and Control

### Liza Féliz

Head of Compliance and Environment, Transport and Operations

### Mélissa Baribeau

Human Resources Advisor, Talent and Corporate Responsibility

### Renato De Castello

Senior Project Manager - Sustainable Development, Talent and Corporate Responsibility

### Simon Bonenfant-Marcel

Marketing Coordinator, Marketing

### Yann Auffret

Director of Business Architecture and Analysis, Innovation and Business Solutions

