



# ONE MORE STEP TOWARDS TRANSITION

# MESSAGE FROM THE EXECUTIVE TEAM

Quebec is one of the only jurisdictions in the world to generate electricity that is almost 100% renewable. This exceptional asset can serve as a foundation to inspire local businesses to achieve both economic and environmental leadership. We pointed out this competitive advantage back in 2016, when we founded Quebec Net Positive, a non-profit organization whose mission is to accelerate Quebec's economic transition to a low-carbon future.

In 2021 – at the dawn of a post-pandemic economic recovery – this purpose has taken on its full meaning.

With support from the McConnell Foundation, we established a permanent office for our NPO on March 1, 2021. Moreover, with a grant from the Government of Canada, as well as support from Desjardins Group as our main partner and from many other collaborators, we undertook a number of significant projects. We have already made hundreds of people aware of how important it is for businesses to place themselves on a transition pathway aligned with a global warming limited to well below 2°C and to help reduce greenhouse gas emissions in Quebec and beyond. During this intensive start-up period, we also articulated our bold vision for 2050 and defined the foundations of our approach as well as our theory of change.

**“Any reduction in emissions that we collectively contribute to – no matter where on the planet – is significant and necessary because climate change has no borders.”**

In this inaugural report, we would like to thank all those who believe in our mission and have invested time and resources in it, including Michael Novak, Founding Director, and the Novalex team for their invaluable expertise and generosity. Thanks to Élyse Gariépy, who rose to the challenge of project management in start-up mode, and to Rachel Lefrançois, whose arrival marked a turning point in our ability to bring forth new knowledge from the wealth of information collected since our inception.

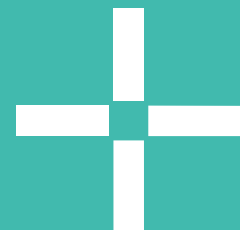
Finally, our heartfelt thanks to everyone who engaged in a constructive dialogue and collaboration with us since 2016 and to those who will engage with us in the future. With each new relationship and discussion, we gain a better understanding of diverse perspectives and together, take one more step toward transition.

Anne-Josée Laquerre  
Executive Director and Co-Founder

Alexandru Iordan  
Vice-Chair of the Board of Directors and Co-Founder

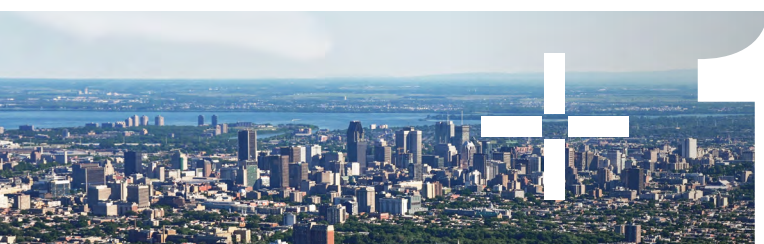


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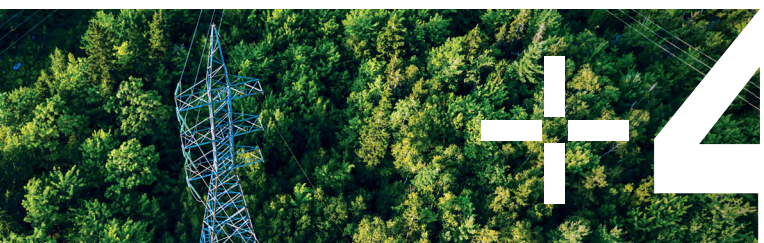


## 2020-2021 HIGHLIGHTS

Quebec Net Positive is an independent think tank founded in 2016. Our purpose is to accelerate Quebec's economic transition to a low-carbon future. This inaugural report highlights our approach, our activities in 2020-2021 and our key achievements since inception.



**Co-initiated awareness  
and engagement program:**  
[www.lowcarbonsme.ca](http://www.lowcarbonsme.ca)



**Virtual  
workshops**



**Partners  
and collaborators  
mobilized**



**Participants in our  
workshops and webinars**

# OVERVIEW

## Our purpose

To accelerate Quebec's economic transition to a low-carbon, "net positive" future.

## Our mission

To raise awareness, mobilize and equip **businesses** to enable them to seize new business opportunities from the low-carbon economy, go beyond mitigating risks and achieve their full potential to create positive impacts on society and the environment.

## Our bold vision

By 2050, Quebec will be the first "net positive" jurisdiction in America. In other words, Quebec will provide more services to the planet than its population and businesses need to live and operate.

## Our values

### Boldness

We have a bold vision and imagine a "net positive" Quebec by 2050.

We are committed to creating new alliances, some of them temporary and complex, that can **dispense with old models to establish a thriving low-carbon economy.**

### Humanity

We value each other's balance, the connection with others and with nature.

We celebrate diversity within organizations and the community. We enjoy working with people with diverse skills and backgrounds, in an **inclusive atmosphere where all differences are welcome.** We appreciate this unique "light" that makes every living being, every moment and every landscape exceptional.

### Leadership

We work from the perspective of "opportunities to be seized", rather than "problems to be solved".

We are constantly on the lookout for opportunities to mobilize key influencers and the resources needed for Quebec's **economy to benefit from the transition** to a low-carbon economy on a global scale. Our **optimistic approach remains realistic and rigorous**, we are committed to a job well done, grounded in scientific knowledge and relevant insights from recognized sources.

### Commitment

We help businesses take one more step towards transition.

No matter where businesses and socio-economic stakeholders are on their own transition pathway, we establish a constructive dialogue with them to promote profitable and sustainable climate action. Our spirit of collaboration is driven by **respect for and recognition of each other's reality, with the aim of generating mutual benefits and shared value in the short and long terms.**

# ACCELERATING THE TRANSITION TO A LOW-CARBON, “NET POSITIVE” ECONOMY

In response to the urgent need for action highlighted by the **Intergovernmental Panel on Climate Change (IPCC)**, a growing number of countries are committed to achieving carbon neutrality by 2050, including Canada and Quebec. According to the United Nations, it is possible to achieve net zero emissions, provided credible and ambitious interim reduction targets are set.

The transition to a low-carbon global economy generates as many business opportunities to seize as challenges to overcome. To that end, we need a collective dialogue where each region and each sector of the economy foresees what will be its contribution to tomorrow's economy – an economy geared towards a more sustainable and fairer prosperity, respectful of people's health and the limits of the Earth.

Why not take advantage of the ongoing mobilization to imagine now “net positive” transition pathways towards 2050?

## Businesses: Vectors for accelerating the transition

By placing themselves on a transition pathway that is compatible with a global warming limited to well below 2°C, even “net positive”, businesses can ensure their long-term sustainability while becoming themselves vectors for further accelerating the transition. A prime example is **Cascades**, which manufactures, processes and markets packaging and paper products made primarily from recycled and fully recyclable fibre. Corporate Knights has ranked Cascades 17th among the 100 most responsible companies in the world. Another is **GHGSat**, whose satellites detect and measure methane emissions from space around the world, providing strategic data to industries committed to reducing their carbon footprint.

Our approach aims to maximize the contribution of Quebec businesses to the reduction of GHGs on a global scale, while optimizing economic and social benefits at the local level.

## Business ecosystem: Interdependence and synergies

No company can singlehandedly change the paradigms of an industry, let alone those of an entire economy. To ensure the success of the systemic transition under way, we must recognize the interdependence of public and private actors, pool resources and optimize synergies in a spirit of “coopetition” – collaboration and cooperation between competitors.

It is essential to recognize and support low-carbon businesses in all sectors and to facilitate their access to local, national and international markets. In addition to meeting new investor requirements, such businesses will enjoy a global showcase for their products and expertise, enhancing exports while attracting investment and talent from around the world. The low-carbon virtuous circle is an economic movement with a promising future.

## Leaders: Initiators of the transition

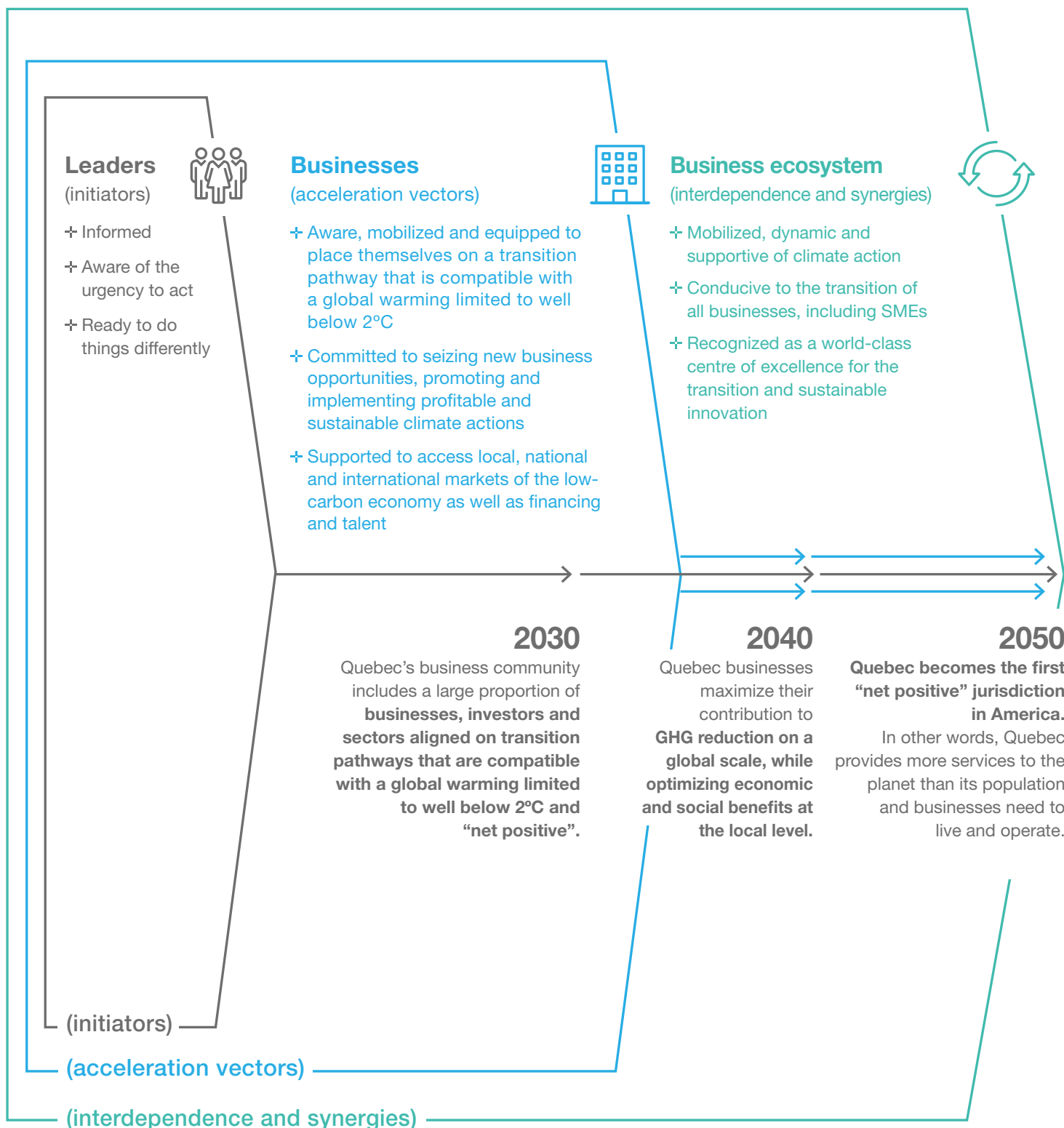
Businesses and their ecosystems are ultimately people-driven. Our collective success hinges on the commitment of courageous, informed leaders who are aware of the urgent need for climate action and ready to act and innovate, for the common good.

**Business ecosystem:**  
Interdependence and synergies

**Businesses:**  
Acceleration vectors

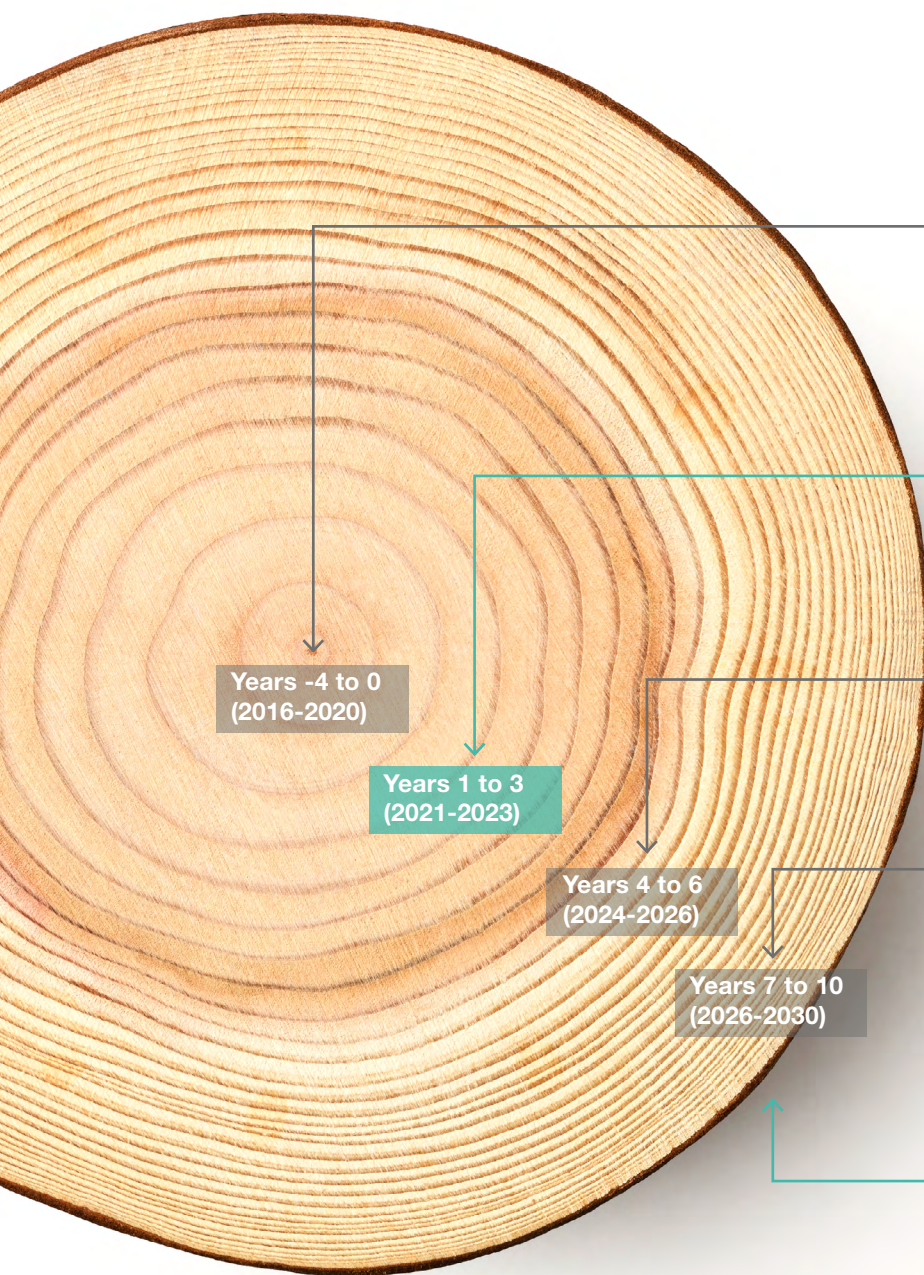
**Leaders:**  
Initiators of the transition







# ROADMAP



## FOUNDATION

[ Heartwood ]

See the progress already achieved on page 15

## ACTIVATION AND SYNERGIES

[ Duramen ]

See the progress already achieved on page 16

## LEADERSHIP

[ Sapwood ]

## REALIZING THE FULL POTENTIAL

[ Cambium ]

## BY 2050

(our bold vision)

Quebec will become the first net positive jurisdiction in America. In other words, Quebec will provide more services to the planet than its population and businesses need to live and operate.

# ONGOING STRATEGY AND INITIATIVES

It is crucial that the entire business community comes together to ensure a successful transition of society towards a low-carbon future. This unprecedented collective effort must be founded on science and it must leave no one behind.

The main challenge is to provide an ever-increasing number of businesses, especially SMEs, with relevant and easily actionable insights and tools so that they can integrate climate action into their business strategy and anticipate the impact of their decisions on climate, people, biodiversity as well as on their profitability and sustainability. This is what we are committed to contributing to.

## Strategic priorities

### 1. CARRY OUT AND COLLABORATE ON ORIGINAL RESEARCH

Bring forth actionable insights and tools, useful to Quebec businesses and investors.

#### ONGOING INITIATIVES:

- + Mapping of the low-carbon economy ecosystem in Quebec
- + Collaboration with the McGill Sustainability Systems Initiative and the National Film Board of Canada »

### 2. RAISE AWARENESS, MOBILIZE AND EQUIP BUSINESSES

Build capacity and help businesses align with a low-carbon future.

#### ONGOING INITIATIVES:

- + “Low Carbon SME” , an awareness, mobilization and capacity-building program

### 3. FACILITATE ACCESS TO LOCAL, NATIONAL AND INTERNATIONAL MARKETS

Position and promote Quebec’s low-carbon products, services and solutions.

Equip key stakeholders who are in a position to promote Quebec to world leaders of the low-carbon economy.

### 4. COLLABORATE AND CREATE SYNERGIES

Ensure the efforts of economic actors converge to make Quebec a hub and an accelerator of the low-carbon economy in Canada.

#### ONGOING INITIATIVES:

- + Net positive leadership
- + Exploratory consultations to evaluate the potential of establishing one or more Green Economy Hubs in Quebec



# PRIORITY 1. CARRY OUT AND COLLABORATE ON ORIGINAL RESEARCH

Ongoing initiative:

## MAPPING OF THE LOW-CARBON ECONOMY ECOSYSTEM IN QUEBEC

### Overview

Published for the first time in June 2020, the mapping of the low-carbon economy ecosystem in Quebec is a visual representation that highlights growth sectors as well as existing and emerging levers that Quebec can use to create wealth and sustainable jobs, while accelerating its transition to a low-carbon future that is more just, healthy, resilient and prosperous.

### Objectives

- + Highlight growth sectors and the main existing and emerging levers of Quebec's low-carbon economy ecosystem
- + Provide an actionable tool to simplify the identification of roadblocks to and drivers of the transition and facilitate stakeholders' mobilization as well as the activation of synergies
- + Promote recognition of the acceleration of the low-carbon economy in Quebec as well as the integration of this perspective into investments, infrastructures and economic development strategies
- + Provide essential knowledge for the eventual establishment of a Quebec Green Growth Barometer to gain a better understand of the current and future value of the low-carbon economy and to establish the levels of wealth and jobs associated with sectors and businesses aligned with a low-carbon future and their growth potential



### Achievements 2020-2021

- + Updated mapping to reflect changes in the low-carbon economy ecosystem since the initial publication
- + Creation of a database to facilitate searches in all categories
- + Addition of useful definitions

### To come in 2021-2022

- + Publication of updated mapping
- + Continuous improvement of the database

### Partners



# PRIORITY 1. CARRY OUT AND COLLABORATE ON ORIGINAL RESEARCH

## Ongoing initiative:

## COLLABORATION WITH PIVOT



Project of the McGill Sustainability Systems Initiative and the National Film Board of Canada.

### Overview

**PIVOT** amplifies the voices of small business owners across Canada as they transition to the low-carbon economy.

PIVOT provides a space for SME leaders to tell stories about future-proofing their businesses, share their achievements, challenges, motivations, goals and desires, and support and inspire each other. As an action research project, PIVOT's goal is to use social networks and peer support to accelerate the large-scale adoption of sustainable business practices throughout the country. The project was conceived by researchers from the McGill Sustainability Systems Initiative and the National Film Board of Canada. Quebec Net Positive is one of the project's field collaborators.

### Objectives

- + Stimulate SMEs in embracing climate action
- + Quantify aggregate impact of SMEs by sectors or through their supply chain in terms of emissions reductions or other metrics of sustainability
- + Identify, test and pilot new, scalable sustainability solutions.
- + Assist SMEs in identifying and meeting skills/competency gaps in the face of rapidly changing economic conditions
- + Involve and empower students around climate change action
- + Fill the research gap about what SMEs can do, and what policy approaches could catalyze real world efforts.



### Achievements 2020-2021

- + Collaboration on project objectives and letter of intent
- + Promotion of PIVOT during webinars and workshops
- + Mutual exchanges of experiences and new knowledge

### To come in 2021-2022

- + Continuation of mutual exchanges and integration of new knowledge into our actions and initiatives

## PRIORITY 2. RAISE AWARENESS, MOBILIZE AND EQUIP BUSINESSES

Ongoing initiative:

### LOW CARBON SME

#### Overview

Low Carbon SME is a two-part program initiated jointly by Quebec Net Positive and CCG: climate solutions accelerator in 2021. It consists of two components: 1 Awareness and Mobilization; and 2 Capacity Building.

#### Partners



Financé en partie par :  
Funded in part by:  
**Canada**

#### Co-initiators

QUÉBEC NET POSITIF



#### Collaborators



#### Broadcasting partners



#### Youth support



Conseil canadien de la jeunesse pour le développement durable en affaires



## PRIORITY 2. RAISE AWARENESS, MOBILIZE AND EQUIP BUSINESSES

### LOW CARBON SME (continued)

#### Component 1: Awareness and Mobilization

Get Ready for a Low Carbon Future consists of five training workshops designed for Quebec SMEs as well as round tables and a 4 hours conference, of meetings and presentations. The interactive webinars and workshops provide entrepreneurs, managers and interested stakeholders involved with SMEs information about the low-carbon economy, businesses' contribution to GHG reduction and the rapid evolution of sustainable finance. Equipped with this new knowledge, the participants can engage in a constructive dialogue with their stakeholders and target their efforts so that they can access resources for the implementation of profitable and sustainable climate actions.

##### Achievements 2020-2021

- + Mobilization of partners, collaborators and launch of the initiative – **see the press release**
- + Design and dissemination of the first three training courses:
- + Webinar: Discover the Low Carbon Economy – **watch the video (French only)**
- + Two interactive workshops
- + Article: Économie sobre en carbone: Un programme spécifique pour les PME du Québec – **read on NOVAE (French only)**
- + More than 250 people reached to date

##### To come in 2021-2022

- + Design and dissemination of interactive workshops
- + Steering Your Transition: Sectorial Approach and Introduction to the ACT – Assessing low Carbon Transition® Methodology
- + Three round tables, one on sustainable finance and two on SMEs transition
- + Event: Low Carbon SME: One More Step Towards Transition, February 9, 2022

#### Component 2: Capacity Building

The second component, Thrive in a World in Transition, aims to equip SMEs for a prosperous future. For the first time in Canada, we are offering the **ACT – Assessing low Carbon Transition®** methodology, which is part of the Solutions Agenda, supported by the United Nations Framework Convention on Climate Change. The ACT® initiative assesses an organization's readiness to transition to a low-carbon economy by using a forward-looking, sectoral methodology. ACT® will be adapted for Quebec SMEs in collaboration with **ADEME** and **CDP**, which are supporting its international deployment.

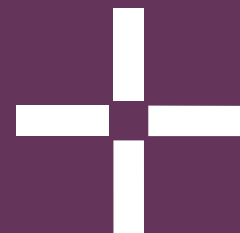
##### Achievements 2020-2021

- + **ACT®** training in collaboration with **ADEME** and **CDP**
- + Design of Strategic Climate Action Diagnostics adapted to the context of Quebec businesses, including SMEs

##### To come in 2021-2022

- + Support for SMEs to establish their strategic diagnostics or ACT® assessment, according to their level of preparedness for a low-carbon future
- + Continuous improvement of the offering to meet the needs of Quebec businesses, including SMEs

## PRIORITY 4. COLLABORATE AND CREATE SYNERGIES



Ongoing initiative:

### “NET POSITIVE” LEADERSHIP

#### Overview

Involvement in various events and consultations related to the transition to a low-carbon economy and meetings with more than a hundred stakeholders in Quebec and beyond.

#### Achievements 2020-2021

- + Became a signatory to *Assurer la prospérité du Québec par l'innovation durable*, CIRODD's submission to the Ministère de l'Économie et de l'Innovation as part of the consultation for the 2022 Quebec Research and Innovation Strategy
- + Designed and led an evening of reflections on the green recovery, Quebec Marketing Network



## PRIORITY 4. COLLABORATE AND CREATE SYNERGIES

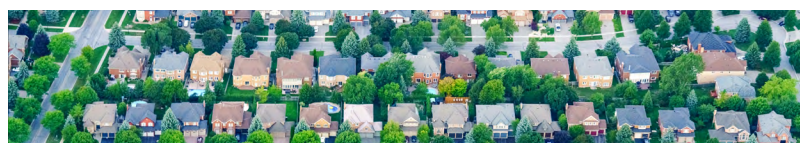
### Ongoing initiative:

## GREEN ECONOMY HUBS IN QUEBEC

### Overview

During this project, carried out in collaboration with **Green Economy Canada** and with support from **Ecoleaders Fund agents** in the targeted regions, we will hold five consultative roundtables as part of the exploratory phase with the goal of assessing the relevance of establishing one or more Green Economy Hubs in Quebec. The objective of the roundtables is to discuss the level of interest and needs of Quebec businesses, including SMEs, with regard to the transition to a low-carbon economy; identify the needs that are already being met in the regional and provincial ecosystem; the needs that are not being met; and, if a new resource was to be put in place, which services should be made available to businesses to help accelerate their transition.

In accordance with best practices established by Green Economy Canada, whose network already includes nine Green Economy Hubs across the country, each roundtable will bring together about 30 people. In the current context, it is essential that actors in the business community join forces to create a climate conducive to the transition of all businesses, including SMEs. The roundtables will bring together diverse players, including businesses, regional and provincial government officials, key suppliers and stakeholders committed to helping businesses of all sizes seize new opportunities arising from the low-carbon economy.



### Achievements 2020-2021

- + Stakeholder mobilization for five consultative roundtables: a provincial roundtable and, in collaboration with Ecoleaders Fund agents in the targeted regions, four regional roundtables, Montérégie, Montreal, Outaouais and Saguenay-Lac-Saint-Jean
- + Exploratory discussions with key stakeholders in other regions: Capitale-Nationale, Mauricie and Laurentides

### To come in 2021-2022

- + September 2021:
  - Five consultative round tables
  - Complementary individual consultations
- + Drafting of a consultation report and recommendations
- + Creation of alliances and drafting of a business plan, if the consultations show that establishing one or more green economy hubs would actually help accelerate the transition of Quebec businesses, including SMEs

### Partners







### Collaborators





# PATHWAY AND KEY ACHIEVEMENTS

<p><b>OCTOBER 2016</b> Anne-Josée Laquerre and Alexandru Iordan co-found Quebec Net Positive</p>		
<p><b>NOVEMBER 2017</b> Proposal submitted to the Energy Transition consultations led by Transition Énergétique Québec (TEQ) <a href="#">Read the proposal</a></p>		<p><b>2017</b> Stakeholder mobilization and initial financial support</p>
<p><b>NOVEMBER 19, 2018</b> Quebec in a Low-Carbon Economy: Capitalizing on a Competitive Edge Publication of studies by the Institut du Québec, initiated by Quebec Net Positive, to demonstrate that Quebec holds important assets that could be leveraged to drive economic development in the context of the acceleration to a low-carbon economy on a global scale. <a href="#">Read the press release</a>: Adopting a low-carbon strategy for Quebec's economic growth <a href="#">Read the summary</a>: Low-Carbon: To fuel Quebec's economic growth <a href="#">Read Part 1</a>: Quebec in a low-carbon economy: Capitalizing on a Competitive Edge <a href="#">Read Part 2</a>: Quebec in a low-carbon economy: Prospects for Quebec Businesses</p> <div>   </div>		<p><b>OCTOBER 2018</b> Quebec Net Positive is officially founded as a non-profit organization</p> <p><b>NOVEMBER 28, 2018</b> Open letter: "The time has come to monetize our electric advantage" Published in La Presse+ and signed by 18 Quebec leaders and all members of the Greater Montreal Attractiveness Council. <a href="#">Read the open letter</a></p> 
<p><b>MARCH 12, 2019</b> Panel on the climate emergency and how to be part of the solution Launch, Revue Gestion, Spring 2019 issue.</p>		<p><b>APRIL 11, 2019</b> Panel held during the ESG UQAM Innovation Days</p> 

**OCTOBER 3, 2019**

## Quebec Net Positive Co-Founders each receive a 2020 Clean50 award

Anne-Josée Laquerre was recognized in the Education and Thought Leadership category for the sum of her personal and professional commitments to acceleration of the green economy in Canada.

[Read the summary](#)

Alexandru Iordan was recognized in the Emerging Leaders category for having initiated and co-founded the SAF+ sustainable aviation fuel initiative, in addition to having co-founded Quebec Net Positive.

[Read the summary](#)



**APRIL 22, 2020**

## A Clean Reset for a Healthy, Just and Prosperous Canada

For our governments, #CleanReset.

The idea was initiated by Quebec Net Positive, activated by the Clean50 team and signed by more than 230 leaders from all regions of Canada.

[Read the Clean Reset plan](#)



**JUNE 5, 2020**

## Mapping the low-carbon economy ecosystem in Quebec.

We created this visual representation to highlight existing and emerging growth sectors and levers for wealth and job creation at the heart of the transformation toward a low-carbon future.

[Read the press release](#); [view the mapping](#)



**JUNE 17, 2019**

## Canadian Club of Montreal Spring Panel

Quebec as a hub and accelerator of the low-carbon economy. In addition to taking part, Quebec Net Positive actively contributed to the ideation and mobilization of stakeholders.

[Read the article in Les Affaires](#)

**NOVEMBER 2019**

Brief presented as part of the Electrification and Climate Change Plan (PECC).

[Read the brief](#)

**MAY 6, 2020**

## Virtual panel

on the imponderables of building a more responsible and sustainable economy.

Organized by Umalia.

[Watch the video](#)



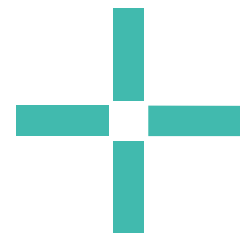
**MARCH 1, 2021**

## Full-time activities begin

Anne-Josée Laquerre becomes Executive Director.

**MARCH 9, 2021**

Evening of reflection on the green economy Quebec Marketing Network.



**MARCH 10, 2021**

### Festival Pionnières

Interview on discovering the “net positive” economy.

**MARCH 15, 2021**

### Écosphère roundtable

Expo Entrepreneurs interview on the green economy: underlying trends, sectors, issues, business opportunities and job prospects.

**APRIL 29, 2021**

Launch of Low Carbon SME.

[See the press release](#)

**PME** SOBRE  
EN CARBONE

**MAY 19, 2021**

### Webinar

Discover the Low Carbon Economy, presented during Green Economy Week.

[Watch the video](#)



**JUNE 1, 2021**

### Article

Low-carbon economy: a specific program for Quebec SMEs NOVAE.

[Read the article](#)



**JULY 21, 2021**

### Interactive workshop

How to Reduce your GHG Emissions? Profitable and Sustainable Climate Actions.

**APRIL 12, 2021**

### Hiring

Project Manager Élyse Gariépy joins the team.

**MAY 13, 2021**

### Ensuring Quebec's prosperity through sustainable innovation

Quebec Net Positive becomes a signatory of the CIRODD brief presented to the Ministère de l'Économie et de l'Innovation at the consultation on the Quebec Strategy for Research and Innovation 2022.

[Read the brief \(French only\)](#)

**MAY 25, 2021**

### Hiring

Program Coordinator Rachel Lefrançois joins the team for 12 weeks.

**JUNE 16, 2021**

### Interactive workshop

Why Reduce Your GHG Emissions? Benefits of Taking Action.





# BOARD OF DIRECTORS

The Board of Directors was composed of its three founding members in 2020-2021:



**Michael Novak, Board Chair**

Michael Novak is an investor, mentor and advisor to several start-up companies, including one that produces and distributes high-protein organic foods made with crickets, sea algae, reishi mushrooms and collagen (Landish Food), a second that is developing a test to measure the amount of cannabis / THC in the human body (Talara Bio) and a third that operates a web platform giving access to a multitude of video games to a large global community of players (Mistplay).

After two years as Chairman of the Board of the Federation of Quebec Chambers of Commerce (FCCQ), a network of 140 chambers of commerce representing more than 60,000 companies and 150,000 business people from all regions of Quebec, he is currently serving as its Governor.

Michael became accredited as a director by the Institute of Corporate Directors in 2014, obtaining the ICD.D designation, and currently sits on the boards of several NPOs, including the Quebec Business Women's Network (RFAQ), the Club Prospérité Diversité du Québec, Quebec Net Positive and Concordia University's V1 Studio. He is a member of the Group of Global Experts and a guest speaker at McGill University's Desautels Faculty of Management and a mentor for start-ups participating in Concordia University's District 3 Innovation Hub.

**"Let's put our shoulder to the wheel, learn, equip ourselves, collaborate and take action for a greener, more prosperous, more sustainable future, for ourselves and for the generations to come."**



**Alexandru Iordan, Vice-Chair and Co-Founder of Quebec Net Positive**

Alexandru is an entrepreneur committed to the fight against global warming.

He co-founded SAF+ Consortium Inc., Canada's leading company producing clean fuels from heavy industry carbon dioxide emissions. He is currently managing its technological development. He also contributed to the start-up and growth of CCG, a consulting firm specializing in reduction of carbon emissions and adaptation to global warming. Alex is also co-founder of Quebec Net Positive along with Anne-Josée Laquerre.

**"To achieve a dynamic, low-carbon economy, we need a roadmap for each sector, bold new approaches for our SMEs, and coordination and cooperation at a level never seen before. This is what Quebec Net Positive aims to contribute to."**

Previously, he led the efforts to define an environmental regulations strategy at Bombardier Aerospace and worked on the development of green technologies at the National Research Council (NRC). He has played an active role in a number of expert groups, including the Aerospace Industries Association (AIA), the International Aerospace Environmental Group (IAEG) and ICAO's CORSIA Working Group.

Alexandru holds a bachelor's degree in chemical engineering and a master's degree from the University of Strasbourg in France.



### **Anne-Josée Laquerre, ARP, M.Sc., Executive Director and Co-Founder of Quebec Net Positive**

Anne-Josée leads Quebec Net Positive after having worked for more than 25 years in public relations and corporate social responsibility at major companies: Aimia, Bombardier Aerospace, Merck Frosst, FPIInnovations, Domtar and Noranda. In recent years, she has also been a sustainability consultant at Maillon Vert and Millani.

During her tenure as Director, Social Purpose, Aimia was twice recognized by Corporate Knights as one of Canada's 50 Best Corporate Citizens. Anne-Josée is the recipient of a 2020 Clean50 award that recognizes her as one of the 50 Canadians who have contributed the most to accelerating the country's green economy.

Accredited in Public Relations (APR), she holds a master's degree (M.Sc.) in marketing and a bachelor's degree in business administration (BAA) from the École des Hautes Études Commerciales de Montréal. She has also been a Board Member of the Finance and Sustainability Initiative of Montréal and has completed the Harvard Business School executive training program: "Aligning Sustainability with Corporate Performance".

## **Board of Directors initiative**

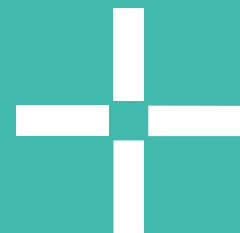
Within three years, we aim to expand the Board to nine directors committed to the success of our purpose, mission and vision.

## **Achievements 2020-2021**

- + Planning and implementation of a process to expand the Board of Directors and recruit new members
- + Mobilization of Novalex's legal experts and McGill University's JED Consulting team to establish the Board's skills matrix as well as its recruitment and appointment processes
- + Search and recruitment of candidates

## **To come 2020-2022**

- + Appointment of two to four new directors at the Annual Meeting in October 2021
- + Continued recruitment based on the competencies sought for the Board



# BALANCE SHEET

as at July 31, 2021

	2021	2020
<b>ASSETS</b>		
<b>Short-term assets</b>		
Cash	207,691	2,959
Share, Caisse d'économie solidaire Desjardins	5	5
Accounts receivable	51,739	0
Prepaid purchases	2,002	0
<b>Total short-term assets</b>	<b>261,437</b>	<b>2,964</b>
Inventory assets	0	0
<b>Total inventory assets</b>	<b>0</b>	<b>0</b>
Fixed assets	0	0
<b>Total fixed assets</b>	<b>0</b>	<b>0</b>
<b>TOTAL ASSETS</b>	<b>261,437</b>	<b>2,964</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Accounts payable	14,317	42
Accrued salaries	3,351	0
Vacation payable	2,638	0
GST/HST collected on sales	3,750	0
GST/HST paid on purchases	39	0
QST collected on sales	7,481	0
QST paid on purchases	77	0
Income received in advance	0	0
<b>Total current liabilities</b>	<b>31,653</b>	<b>42</b>
Long-term liabilities	0	0
<b>Total long-term liabilities</b>	<b>0</b>	<b>0</b>
<b>TOTAL LIABILITIES</b>	<b>31,653</b>	<b>42</b>
<b>NET ASSETS</b>		
Unused portion of funding received	229,784	2,922
Surplus (Deficit) - Previous Year	0	0
<b>TOTAL NET ASSETS</b>	<b>229,784</b>	<b>2,922</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>261,437</b>	<b>2,964</b>



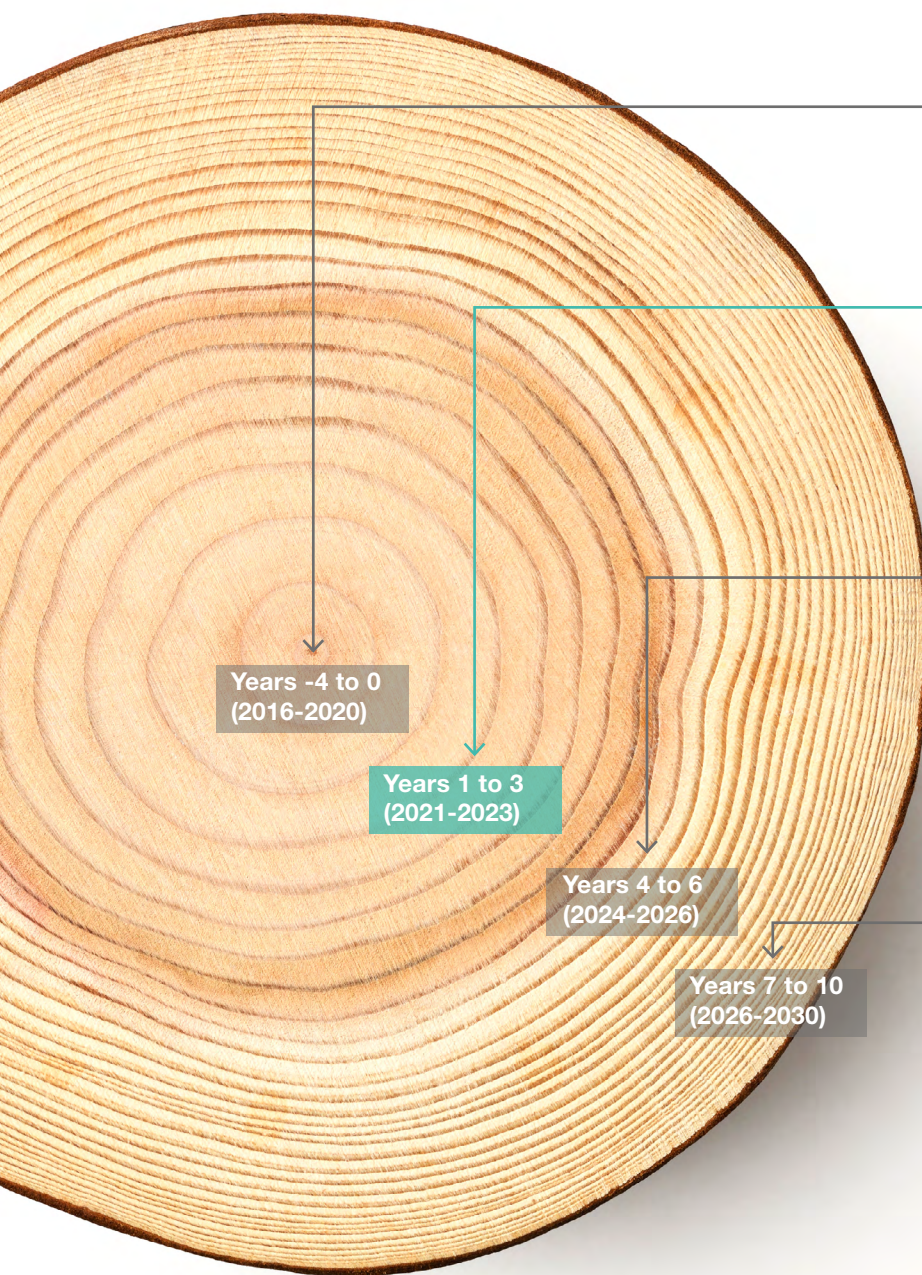
## DETAILED RESULTS

for the year ended July 31, 2021

	2021	2020
<b>PROCEEDS</b>		
<b>Net revenues</b>		
Environment and Climate Change Canada	191,125	0
Canada Summer Jobs	2,608	0
Sponsorship income	110,000	5,000
Philanthropic contributions	75,000	0
Other contributions	150	0
<b>NET REVENUES</b>	<b>378,883</b>	<b>5,000</b>
<b>EXPENSES</b>		
<b>Salaries and fees</b>		
Salaries of employees and subcontractors	62,138	0
Vacation	2,638	0
Government rebates	5,764	0
Training expenses	175	0
Payroll processing expenses	269	0
Professional fees	43,825	62
Accounting fees	3,061	425
Legal fees	0	0
<b>TOTAL SALARIES AND FEES</b>	<b>117,870</b>	<b>488 <sup>(A)</sup></b>
<b>Advertising and marketing</b>		
Advertising and promotions	14,703	863
Marketing expenses	20	0
<b>TOTAL ADVERTISING AND MARKETING</b>	<b>14,723</b>	<b>863</b>
<b>Office expenses</b>		
Insurance	667	0
Business fees and licences	420	0
Travel expenses	0	0
Meal expenses	120	0
Communication, translation, printing, production and distribution expenses	11,762	0
Mail and postal expenses	170	0
Office supplies	168	57
Information technology expenses	5,870	0
Subscriptions and web hosting	180	0
Telephone and Internet	0	0
<b>TOTAL OFFICE EXPENSES</b>	<b>19,357</b>	<b>57</b>
<b>Financial expenses</b>		
Bank charges	71	71
<b>TOTAL FINANCIAL EXPENSES</b>	<b>71</b>	<b>71</b>
<b>TOTAL EXPENSES</b>	<b>152,022</b>	<b>1,479</b>
<b>EXCESS OF REVENUES OVER EXPENSES</b>	<b>226,861</b>	<b>3,521</b>

**Note (A):** There was no salary for the period between the founding of Quebec Net Positive and February 28, 2021. The amount of \$488 in 2020 is a professional and accounting fee expense.

## BACK TO THE ROADMAP



### [ Heartwood ]

The heart is made up of the oldest cells. It is the wood that plays a supporting role.

### [ Duramen ]

The duramen is the older inactive central wood of a tree. It is usually darker than the surrounding sapwood because of the tannins, gums or pigments that permeate it.

### [ Sapwood ]

The sapwood is the physiologically active outer portion of wood and is usually lighter in colour than the heartwood. It is composed of living cells that carry sap from the roots to the leaves. The sapwood also serves as an energy reserve for the tree.

### [ Cambium ]

Each ring of growth corresponds to the wood produced by the cambium during the growing season of a given year. Each year, the cambium produces a new ring of wood that is added to the outside of the ring produced the previous year, hence the accumulation of rings over the years. The width of a ring depends on the climate conditions during its year of formation. It is therefore possible to reconstruct the climates of the past from the width of each of the rings.





## OUR PURPOSE APPEALS TO YOU? CONTACT US!

[INFO@QUEBECNETPOSITIF.CA](mailto:INFO@QUEBECNETPOSITIF.CA)



Quebec Net Positive is a member of **Accélérer 2030 Québec**, a coalition of citizens and organizations committed to accelerating the realization of the 17 United Nations Sustainable Development Goals (SDGs) to guide Quebec's prosperity between now and 2030.

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