

ANNUAL
REVIEWS



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YEAR IN REVIEW



THE PORT OF QUÉBEC IN NUMBERS...



+ 2 BILLION \$

in economic benefits annually



+ 8 000 JOBS

created directly and indirectly in
the greater Québec City region



+ 1 000 SHIPS

per year that anchor at one of
our 14 port terminals



154 000

cruise passengers, 28 cruise companies
and 41 different ships that made
a stopover at the Port of Québec



15-METRE

water depth at low tide to accommodate
large vessels

MISSION

The mission of the Québec Port Authority is to promote and develop maritime trade, to serve the economic interests of the Québec City region and of Canada, and to ensure the Port of Québec's profitability in a way that respects both the community and the environment.

2035 VISION

To be a port recognized by citizens for its responsible management of port lands and its activities, as well as respect for the environment and protection of biodiversity, while positioning itself as a global leader in establishing sustainable supply chains for a more resilient economy.

The best of four worlds :

- ▶ Become a leader in community engagement ;
- ▶ Innovate and consolidate our position as a global player and port at the forefront of change ;
- ▶ Commit to a more sustainable world by becoming a trailblazer in the energy transition and the fight against climate change ;
- ▶ Move forward together by becoming an employer of choice that is humanly committed.

A WORD FROM THE CHAIR OF THE BOARD OF DIRECTORS



**Marie-Hugnette
Cormier**

Chairwoman of the Board
of Directors

Québec Port Authority

2023 marks the launch of the Port of Québec's 2035 Vision and, by extension, a new destination that has been welcomed with open arms.

The 2035 Vision shows how uses and spaces can co-exist as never before. It paves the way for decarbonization and electrification, as well as modernizing our practices and ways of doing things.

It combines growth with community development.

It interweaves the past, the present, and progress.

The new strategic plan for 2023–2026 sets the foundation for an exciting future marked by challenges and opportunities that the Port of Québec must seize. In addition, the plan provides a roadmap to follow in the pursuit of its mission and redefines relations between its trading partners, citizens, and stakeholders.

For the Port of Québec, 2023 is synonymous with innovation, on multiple levels.

This translates into trusted partnerships that make the organization more agile, more efficient, and more connected.

This has concrete repercussions in the ways of doing things, in the way of approaching issues and in interactions with citizens. It is important to do more, to do things better and, sometimes, to do things differently. This is how we improve and live more in harmony with those around us.

In terms of governance, innovation guides us on a daily basis.

The Board of Directors embraces new realities and social change : we have put ESGDD (environmental, social governance and due diligence) at the basis of our actions. Moreover, a consultant specialized in ESG issues provided training that highlighted emerging trends and associated risks in the maritime industry. Thanks to his expertise, the members of the Board of Directors obtained a thorough analysis of the current and future challenges faced by port sector players. With a focus on sustainable practices, regulatory compliance and innovation opportunities, this training enlightened members on the essential strategies for navigating an ever-changing marine landscape, while integrating ESG imperatives into business operations.

In fact, the team around me on the board of directors is looking at the Port, which belongs above all to the community, with fresh eyes. We are the trustees of a lever for prosperity that we must make ever more relevant and at the service of our community. To this end, the members of the Board of Directors completed various trainings in 2023. One specific training helped raise awareness of the latest trends in cybersecurity and deepened their understanding of this area. By highlighting the issues specific to the Port of Québec, this training gave members the opportunity to gain a better understanding of cybersecurity in marine and port contexts. The training also highlighted the protection of systems and data within the port infrastructure.

Above all, the Port of Québec is intimately linked to the economic and social development of the region. We have shaped its history.

Our businesses depend on inputs that pass through our waterway at one time or another. These same companies also need a window on the world and port infrastructure to conquer the international market. A visit to the Jean-Gaulin refinery, operated by Valero, provided a valuable opportunity for board members to deepen their understanding of the operations at this industrial facility. By exploring the facilities and observing the processes in action, they gained a tangible perspective on the operator's activities. This allowed them not only to visualize the different stages of transforming raw materials into finished products, but also to grasp the challenges and innovations specific to this sector.

Our fellow citizens, who dream of wide-open spaces and access to the river, will find a fantastic playground for sporting and recreational activities, such as walks along the river.

I think it is important to stress that the port is also the right place to embody efforts to protect the environment and combat climate change, while reminding us that marine transport remains the greenest mode of transport in the world.

This annual report summarizes the main achievements that mobilized the organization. Every day, the Port, our users, our skilled workers and our employees work to build Québec's maritime ecosystem. This is the result of the commitment and collaboration of all members of our team. Of course, I must emphasize the essential contribution of our President and CEO and his management team, as well as that of the members of the Board of Directors with whom I sit. We often work behind the scenes, but we're proud to put our work in the spotlight.

You will discover an agile organization that is determined, committed and focused on the common good.

Yes! An organization... that innovates!



Marie-Hugnette Cormier
Chairwoman of the Board of Directors
- Québec Port Authority

MEMBERS OF THE BOARD OF DIRECTORS AND COMMITTEES



Marie-Huguette Cormier
Chair of the Board of Directors



Olga Farman
Vice-Chair of the Board of Directors
Governance, Human Resources and Public Communications Committee



Edwin Bourget
Member of the Environment and Social Responsibility Committee
Member of the Governance, Human Resources and Public Communications Committee



Jacques Jobin
Member of the Environment and Social Responsibility Committee
Member of the Audit Committee



Claudine Gros Louis
Chair of the Audit Committee



François Amyot
Member of the Governance, Human Resources and Public Communications Committee



Denis Desbiens
Director until October 1st
Member of the Audit Committee
Member of the Environment and Social Responsibility Committee

A WORD FROM THE PRESIDENT AND CEO



Mario Girard

President and CEO

FROM HERE, WE SEE FAR AHEAD...

This tagline, which accompanies our new brand image, has been carefully chosen to better represent what drives us as an organization.

Seeing far ahead, means thinking about the future, doing things differently and raising the bar. With its 2035 Vision, unveiled in 2023, the Port of Québec has laid the foundations for the port of tomorrow: a port that is firmly committed to its community, recognized by citizens for its responsible management of port lands and its activities, and its respect for the environment and protection of biodiversity. An innovative and modern port, recognized as an essential link to increase the resilience and sustainability of supply chains.

Seeing far ahead means translating our 2035 Vision into a strategic plan with specific, concrete and ambitious objectives.

Seeing far ahead, means letting it be known that the Port of Québec is a true hub for the regional economy and for Canada. Each year, more than 1,000 ships from 50 countries around the world dock at one of our 14 terminals. In 2023, 27.8 million tonnes of cargo were transhipped at the Port of Québec—a year comparable to the last two and which confirms a certain level of stability in Quebec's supply chains.

Beyond tonnage data, it is above all the strategic nature of the materials passing through the port that we must underscore. Fuels, grains, sugar, iron—all the necessary raw materials that form part of an impressive number of by-products and that meet citizens' daily needs.

In terms of cruises, we had a most impressive season. 2023 demonstrated that the pandemic is clearly behind us. More than 154,000 cruise passengers, 28 cruise lines and 41 separate ships visited us and resulted in 131 stopovers during the season, from April 25th to November 5th. Moreover, as a sign of the times, our first visitor was the Viking Octantis, which is equipped with an electrical system. A reminder that we are entering another era that is greener and more environmentally responsible, and that we have a duty to prepare ourselves appropriately for it.

With this top of mind, 2023 called for a review of the international cruise model in order to reap the full benefits of responsible, sustainable development.

We also received the award for the best cruise destination on the Canada/New England route for 2023, presented by the magazine Porthole Cruise and Travel. Québec City was the only Canadian destination to win this award in 2023. We join, in this list, other renowned destinations such as Amsterdam, Bora Bora, Istanbul, and Singapore. That's nothing to scoff at!

Seeing far ahead means ensuring the sustainable development of our activities for the benefit of future generations.

In line with our commitments to biodiversity, we have set up a working group dedicated to the development of eco-systems on the port territory in conjunction with the Capitale-Nationale Conseil régional de l'Environnement (CRE). In particular, I would like to commend the contribution of the Ville de Québec and the Huron-Wendat Nation, as well as that of other organizations and institutions involved in the initiative.

Seeing far ahead also means adapting our governance and our ways of doing things to new standards. In this regard, we worked in 2023 to develop an ESGDD Action Plan for 2024–2028. This ambitious plan, aligned with the United Nations Sustainable Development Goals, will allow us to implement significant environmental, social, and governance actions.

Seeing far ahead means planning the refurbishment, upgrading and development of our infrastructure with an eye to the distant future, and taking their lifespan into consideration. In this respect, investments linked to the energy transition will be of prime importance. We recently filed applications for financial assistance from the federal and provincial governments to accelerate the completion of our wharf electrification projects.

Seeing far ahead means putting innovation at the heart of our actions. In the past year, we have developed partnerships with strategic players in the innovation ecosystem in Québec, including 2 Degrés, Novarium, and MT Lab. We also participated in a number of activities and events that open the port territory to numerous companies and start-ups, for whom the port is developing into a large laboratory.

Seeing far ahead means recognizing that our mandate transcends port activities and includes accessibility to the river and our spaces for the community.

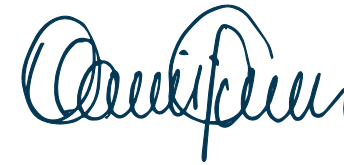
In this sense, 2023 was a particularly fruitful year: the opening of the La Cale du Port de Québec and the return of the Port of Québec Oasis, the Port of Québec Nordik Village and the family-friendly Maritime Festival, not to mention our popular sugar shack. Success on all fronts, enshrining a truism: the river belongs to the people, and it's our duty to make it more accessible.

Seeing far ahead also means imagining how our supply chains can be more efficient both in terms of efficiency and greenhouse gas (GHG) reductions.

Collaboration between the ports of Montreal, Québec City and Trois-Rivières has never been stronger. From the moment we all realized that we had more in common than our individual corporate interests, the possibilities increased tenfold. Whether we are in Montréal, Québec City or Trois-Rivières, we all work with the same development tool: the St. Lawrence River, our marine corridor.

This is why we have created several working groups allowing us to exchange on best practices and aiming at the joint realization of operations beneficial to all stakeholders. In this regard, 2024 has some great surprises as we work to take this collaboration even further by focusing more specifically on supply chain resiliency.

Ultimately, whether it is to support our port partners, to improve our supply chains, to anchor ourselves in our community or to propel our region, there is only one certainty: From here, we see far ahead.



Mario Girard

President and Chief Executive Officer
- Québec Port Authority

EXECUTIVE COMMITTEE

As of December 31, 2023



Mario Girard
President and CEO



**Marie-Andrée
Lemelin-Breton**
Vice-President, Organizational
Development and Human
Resources



Hugues Paris
Vice-President, Sustainable
Development



Geneviève Lemaire
Vice-President, Head of Finance



Patrick Robitaille
Vice-President, Business
Development and Innovation



Josiane Paulin
Vice-President,
Port Infrastructures



Pascal Raby
Vice-President, Operations



Yannick Landry
Vice-President, Operations
and Legal Affairs



Marc Drouin
Director, Technological
Infrastructures
and Telecommunications

MANAGEMENT TEAM

As of December 31, 2023



Éloïse Richard-Choquette
Director, Community Relations



Steeve Couture
Director, Health and Safety



Cathy Ménard
Director, Accounting, Property and Purchasing



Frédéric Lagacé
Director, Communications



Patrick Turcotte
Director, Cruise Operations and Events



Pierre-Luc Gosselin
Director, Business Intelligence



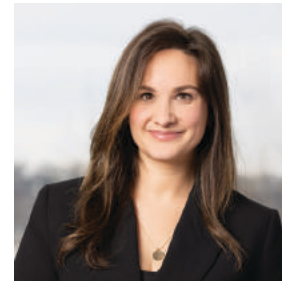
Kathleen Paré
Director, Marina



Jean-François Beaulieu
Harbour Master and Director, Port Services



Philippe Charest-Gélinas
Director, Environment



Marie-Andrée Blanchet
Director, Cruise Development and Business Ecosystem



René Castonguay
Director, Security

FINANCIAL STATEMENTS



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PORT ACTIVITIES

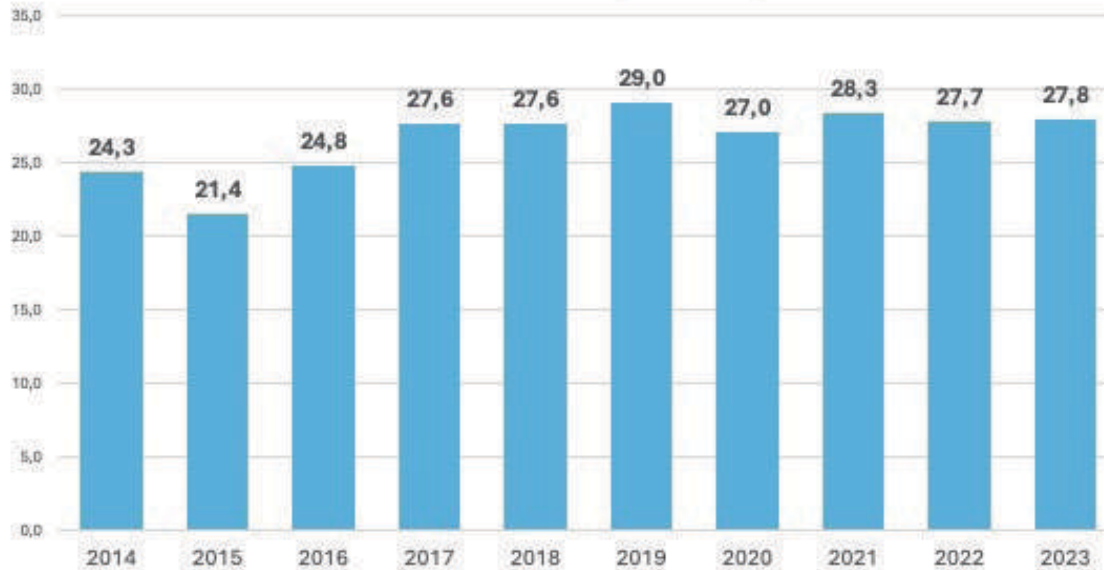


BUSINESS OPPORTUNITIES

COMMERCIAL POSITIONING AND HIGHLIGHTS

Globally, 2023 was an excellent year for the Port of Québec. In terms of tonnage, the port recorded a slight increase over last year, with a transshipment volume of approximately 27.8 million tonnes of cargo, compared to 27.7 million tonnes in 2022. This marks the third best performance in the last 10 years.

Total cargo handled, in metric tons, at the Port of Québec from 2014 to 2023 (x1 000 000)



SUPPLY CHAINS

The Port of Québec occupies a central and crucial position in supply chains, playing an essential role in securing the imports and exports that fuel the national economy. As a strategic hub, our terminals facilitate the smooth transit of goods, contributing to the creation of collective wealth for the Canadian economy. Beyond its economic role, the Port of Québec also supports the daily activities of Québécois by supplying various sectors of activity. Goods transshipped through the Port of Québec are vital for many industries, from manufacturing to agriculture, demonstrating the essential role these goods play in everyday life. By supporting resilient and efficient supply chains, the Port of Québec remains a fundamental pillar of economic prosperity in Canada.

AGRI-FOOD

The agri-food industry, one of the Port of Québec's major sectors of activity, plays an essential role in meeting global food needs, requiring robust logistics to ensure a continuous supply of agricultural raw materials. The Port of Québec is a key player in this supply chain, facilitating the efficient transportation of grain for animal and human consumption, raw sugar, fertilizer and salt. The Port, particularly for its G3 and Sollio operators, is actively committed to supporting the agri-food industry by providing state-of-the-art port infrastructure and adapted logistics services. This ensures smooth operations and helps to create an economically dynamic region. By focusing on operational efficiency and sustainability, G3, Sollio and the Port of Québec contribute to the sustainability of the agri-food industry, with volumes 19% higher than in 2022.



TRANSPORT, ENERGY AND PETROCHEMICALS

The Port of Québec plays an essential role in the transportation and petrochemical sector, contributing significantly to the smooth functioning of activities related to these fields. As a strategic hub, the port offers several transshipment points, facilitating the efficient movement of goods and resources. It is also home to the wharf of the largest refinery in Québec and major players such as IMTT and Parkland, all of which benefit the Port of Québec's state-of-the-art infrastructure for their operations, reinforcing its position as a key catalyst for regional industrial development. The two terminals dedicated to the transshipment of refined products experienced a 4% lower level of traffic in 2023 compared to 2022. Road salt quantities, however, remained constant in 2023 compared to the previous year. These volumes are continually dependent not only on the impact of winter conditions, but also on salt demands beyond the regional market as well as domestic production.

In addition, the port is actively involved in the transition to more sustainable energy sources by promoting the transport of wood pellets, contributing to the development of the renewable energy sector and a reduced carbon footprint. In 2023, wood pellet exports reached a record level in this niche, replacing coal for electricity generation. This diversification of activities underscores the Port of Québec's crucial role in promoting a robust and sustainable economy.

The Jean-Gaulin refinery, the second largest in Canada, is also located on the Port of Québec's wharves. Its marine terminal generates considerable marine traffic on the St. Lawrence River, making it a crucial pillar in Québec's energy security. In 2023, the use of ethanol, integrated into gasoline production, reduced GHG emissions from the transportation industry. Finally, chemical transport volumes remained stable over the same period.

IRON AND STEEL

The steel industry, anchored in the Great Lakes region, forms part of Canada's economic backbone. The steel sector saw a stable level of traffic compared to 2022. It should be noted that this industry, mainly concentrated in the Great Lakes region, generates several million tonnes of volume per year for the Port of Québec and its partner, QSL, in addition to calling on Canadian marine carriers. These volumes, which are entirely transhipped, do not require truck transport. Notably, the inward and outward flows of goods, such as iron pellets, are handled by companies in the Great Lakes region, which export their production to Europe and Asia. These materials are then transformed for use in numerous industries, such as the construction and automotive industries.

CONSTRUCTION

The construction industry is a mainstay of economic activity, and the Port of Québec plays a crucial role to ensure its smooth operation. At the heart of this dynamic is construction materials traffic, wherein the port constitutes a strategic link. With volumes reaching nearly two million tonnes per year, the Port of Québec facilitates the transportation of these essential materials for Québec City and Great Lakes companies, such as Béton Provincial and QSL. The construction sector had an excellent year in 2023, with volumes totalling nearly 1.3 million tonnes. Thanks to its modern infrastructure and its strategic geographic position, the Port of Québec contributes to maintaining the fluidity of trade and supporting the growth of the construction industry, in support of regional and national economic development.

MINING AND METALS

The mining industry, mainly in Canada's North, occupies an important place in the national economy with major operations led by companies like Glencore. Mining activities provide essential resources for various industries around the world. However, the efficient routing of these resources to global markets is essential to ensure the smooth operation of different sectors of activity. This is where the Port of Québec comes into play. Traffic in 2023 was at a record high, particularly with respect to crews' replenishment needs for mines in Canada's North. For the port, this niche occupies a significant space and integrates well with the sector's vocation since general goods, containerized or not, generate small volumes compared to bulk traffic.

Nationally, the Association of Canadian Port Authorities (ACPA) ports trade more than 340 million tonnes with more than 170 countries. With nearly 28 million tonnes handled in 2023 and serving many strategic industries, Québec City plays an essential role in Canada's port network.

If we consider the indirect impact (suppliers of goods and services to the Canadian Port Authorities [CPAs]) and the induced impact (direct or indirect employees who return their wages to the general economy) of CPAs, the picture becomes clearer: in total, CPAs generate \$53 billion annually in economic output and \$25 billion in GDP. Ports also generate significant tax revenues, with approximately \$2.1 billion paid by port employers and employees, as well as port authorities themselves, to various levels of government.

OPERATORS



Béton Provincial

[Béton Provincial](#), a Québec family business, stands out for the diversity and exceptional quality of its products and services in Eastern Canada. Its goal is to become a leader in the Canadian concrete sector, whether through acquisitions, partnerships, or expansions of its production capacity.

- ▶ Béton Provincial played a crucial role in Québec's energy transition in 2023, notably through its partnership with TERCIM to provide sustainable concrete to various projects such as the Champlain Bridge and the Réseau express métropolitain (REM).
- ▶ The company is committed to the construction of the battery sector in Bécancour, mobilizing a ready-for-commissioning concrete plant to reduce the sector's environmental impact and associated CO₂ emissions.
- ▶ Béton Provincial has also contributed to major projects such as the Apuiat wind farm on the North Shore and the CHU de Québec university medical centre, using innovative materials and promoting diversity by recruiting international workers.



Corporation des pilotes du Bas Saint-Laurent

The [Corporation des pilotes du Bas Saint-Laurent \(CPBSL\)](#) has the crucial responsibility of ensuring the safe transit of ships within electoral district No. 2 of the Laurentians region, the oldest in Canada, encompassing the section of the St. Lawrence River between Les Escoumins and the Port of Québec. It contributes significantly to propelling the region's economic growth, while consolidating Québec City's reputation as an essential destination for freight and passenger transportation.

- ▶ With public interest top of mind, the CPBSL ensured the safe operation of ships between Québec City and Les Escoumins. Proudly committed to maritime transport, CPBSL's 78 licenced pilots and shareholders ensured safety on the St. Lawrence and Saguenay rivers.
- ▶ The Corporation is proud to have adopted a corporate governance model backed by a board of directors of seven active pilots.
- ▶ As of December 31, 2023, nearly 7,608 pilotage assignments were carried out by the pilots.



Corporation des pilotes du Saint-Laurent Central

The [Corporation des pilotes du Saint-Laurent Central \(CPSLC\)](#) brings together pilots operating between the Québec City and Montréal ports. Responsible for guiding ships subject to pilotage obligations, pilots ensure safe and efficient navigation on the river. The pilots' constant commitment to maritime safety contributes significantly to preserving the environment and promoting sustainable development in the region.

- ▶ 2023 marked an important milestone for the CPSLC, which celebrated its 150th anniversary.
- ▶ CPSLC's pilots completed a total of 14,491 missions in 2023, including 6,432 in the Québec City area. Their expertise and commitment have been essential to ensuring the safety of ships, while preserving the environment and promoting sustainable development.
- ▶ The CPSLC also renewed its Portable Pilot Units (PPUs), a computer system that serves as a decision-making support for navigation in constricted waters and during port maneuvers.

Davie

[Davie](#) is Canada's leading shipbuilder and a world leader in the construction of specialty vessels critical to the missions of a diverse clientele, including government and commercial clients. It is committed to building and maintaining Canadian vessels with an eye to safety, above all, by leveraging global expertise at the country's largest shipyard. Davie strives to provide tailored solutions that respond to renewal and maintenance requirements throughout the operational life of the Canadian fleet.

- ▶ Davie joined Canada's National Shipbuilding Strategy (NSS) in April 2023, with \$8.5 billion in contracts for shipbuilding programs.
- ▶ A liaison committee was created in June 2023 to facilitate exchanges on topics such as traffic, the environment, and projects under development.
- ▶ Davie acquired Helsinki Shipyard, a world leader in shipbuilding in the Arctic, in November 2023, establishing headquarters in Québec City and opening up new opportunities for exports.

DAVIE



Desgagnés

[Desgagnés](#) is a leading Québec group, distinguished by the excellence of its maritime and land operations. Its versatile fleet includes tankers, cargo ships, passenger and cargo carriers, as well as roll-on/roll-off ships and tugboats. The group also offers charter, ship repair, bail-out, heavy machinery and road transportation services. Its reputation as a leader in the merchant marine industry stems from its unwavering commitment to quality and efficiency.

- ▼ Desgagnés management was proud to announce the addition of another vessel to its fleet. Acquired on June 15, 2023, the vessel docked on June 29, 2023, at the Port of Québec, where it was registered under the flag of Canada. Destined to join Desgagnés' Arctic fleet and to serve Nunavut, Nunavik and the international market, it was named Marcellin A. Desgagnés.
- ▼ The 9th Défi Kayak Desgagnés, held in August 2023, was a success, with the participation of 180 kayakers who, during their 250-kilometre crossing on the St. Lawrence River, raised more than \$475,000 to support more than 1,500 children from at-risk backgrounds that threaten their holistic development.
- ▼ In 2023, Desgagnés made significant progress in marine mammal research, making 400 observations of these animals since 2015. This data was shared with the Marine Mammal Observation Network (MMON) to support research on the habits of St. Lawrence whales. In addition, 17 ships from the Desgagnés fleet recorded their underwater acoustic signature in 2023, to advance studies on the impact of noise on marine mammals.

Fednav

[Fednav](#) has made a name for itself as Canada's largest international bulk shipping company, occupying a leading position in the industry. Its unwavering commitment to innovation and leadership in marine transportation is behind its practical and forward-thinking transportation solutions. As a leader in maritime transport in the Great Lakes and the Canadian Arctic regions, Fednav remains the world's largest operator of ice-class laker bulk carriers.



- ▼ In 2023, Fednav welcomed the first of 10 new super-eco lakers, the most efficient in its fleet to date. These ships are 7% more fuel efficient.
- ▼ Fednav is collaborating on a dockside electrification project with the Port of Québec. The project stems from a joint mission to reduce GHGs and other air emissions.



G3

[G3](#), a Canadian company, aims to establish a more promising path from the farm to global markets. Today, G3 is revolutionizing grain transportation with a growing network of facilities that set new standards for speed, safety, and reliability. The company puts the efficiency of its operations at the heart of its priorities, providing business opportunities to its customers across Canada and around the world.

- ▼ In 2023, G3 announced the renewal of its long-term partnership with the Port of Québec. Following a successful collaboration dating back more than 50 years, the strategic alliance was extended for another 30 years, consolidating Québec City as a major hub for agri-food exports in Eastern Canada.

Glencore

[Glencore](#) is one of the world's leading diversified natural resources companies, distinguishing itself as a leading producer and trader of more than 60 commodities that contribute to improving the quality of everyday life. Guided by a holistic vision to significantly reduce carbon emissions, its commitment to sustainability and environmental responsibility lies in the responsible sourcing of raw materials.

- ▼ In 2023, Glencore continued its efforts to reduce the environmental footprint of its operations at the Port of Québec, which are certified ISO 14001 and by the Green Alliance program.
- ▼ The VISION system, an advanced technology for monitoring and optimizing unloading, was a key innovation in 2023. This initiative allows for more accurate and efficient unloading, resulting in a smaller environmental impact.

GLENCORE



Groupe Océan

As a nationally integrated marine service provider, [Ocean Group](#) is committed to maintaining its leading position on the St. Lawrence and expanding its reach internationally. Ocean Group's reputation is based on the ingenuity of the maritime solutions it offers. The Group aspires to conduct its activities in harmony with its environment by constantly striving to adopt sustainable and innovative practices in all its activities.

- ▼ In 2023, Ocean Group began renewing its fleet of vehicles and, in doing so, prioritized the purchase of hybrid vehicles to reduce its environmental footprint and contribute to the transition to sustainable transportation. Electric charging stations have also been installed at its two sites.
- ▼ Ocean Group also launched a major fundraising campaign to modernize the respirators available in the neonatal intensive care unit at the CHU de Québec university medical centre.
- ▼ Ocean Group continued its efforts to draw attention to Indigenous realities and ensure they are taken into consideration by offering trainings led by First Nations trainers and developing recruitment tools adapted to the various nations, among others.

IMTT

[IMTT](#) stands out as the leading independent provider of bulk liquid storage solutions and logistics services in North America, ensuring safety and reliability at its terminals across Canada and the United States. Its dedication to local communities is clear, with its promotion of robust economic activity and the creation of sustainable jobs. IMTT is committed to paving the way to a sustainable future, focusing on innovation to contribute to building a cleaner world.

- ▼ In 2023, IMTT continued its transition to new renewable fuels, such as biodiesel from its customers, resulting in significant GHG emission reductions.
- ▼ In addition, the acquisition of two new locomotives aims to strengthen rail operations while improving the energy efficiency of its equipment. Due to their significantly reduced GHG emissions and fuel needs, these new locomotives represent a major step forward toward environmental sustainability and increased operational performance.





LOLA

Whether it is managing the documentation required downstream of their arrival in Canadian waters with the Canada Border Services Agency (CBSA), coordinating pilotage requirements or managing ships' time wharf time, [LOLA](#) meets a range of needs on behalf of ships or their charterers. Lola is the main go-between for ships, longshore workers, and the port authority, and is central to any visit by an internationally flagged vessel to ports on the St. Lawrence seaway. With a commitment to continuous improvement, the company is solidifying its foundations to support its continued growth. This growth is illustrated by significant innovations integrated into its services, allowing Lola to offer "tailor-made success" to all its customers by leveraging the most extensive network in the marine industry.

- ▶ LOLA was involved in the first shipments of spodumene to the Port of Quebec, a strategic cargo and source of lithium, a key raw material.
- ▶ LOLA supports the Canadian and American navies as a local agent for stopovers in Québec City and Lévis.
- ▶ LOLA has a strong and direct involvement with charterers of hydrocarbon vessels at the Port of Québec.

QSL

[QSL](#) is a key player in the supply chain, playing an essential role in operations with respect to the port terminals, stowage, marine services, logistics, and transportation across North America. Its commitment to the meticulous handling of goods reflects its dedication to meeting each client's specific needs and ensuring the well-being of the communities in which it operates.

- ▶ QSL presented its first ESG report in 2023.
- ▶ The company has also obtained ISO 14001 and ISO 45001 certifications for its headquarters in Québec City and for its terminals in the Anse au Foulon and Beauport sectors.
- ▶ Robert Bellisle, President and CEO of QSL, participated in the world's largest sustainable leadership research initiative, the 12th United Nations Global Compact-Accenture CEO Study.



Sollio Agriculture

[Sollio Agriculture](#), the largest agri-food cooperative in Canada, has grown from its Québec roots to become an essential pillar of the economic landscape. With its dynamic network, the company is a leading economic driver in the agriculture, retail, and food sectors. Sollio is committed to contributing significantly to food security by ensuring the prosperity of farm families. This mission is embedded in a vision that ensures a sustainable future for all.

- ▼ In 2023, significant efforts were made to reorganize the company's fertilizer supply sources following the conflict in Ukraine and sanctions on Russian products.
- ▼ Sollio Agriculture updated its GHG emissions balance in 2023 with a view to setting reduction targets in the coming year. The facilities in the Port of Québec are a strong asset to maximize the marine transportation of grain and fertilizers and to reduce GHG emissions associated with the transportation of goods.

Valero



As Québec's leading distributor of petroleum products, Valero Energy Inc. supports 3,400 jobs and meets 70% of the province's energy needs. Wholly owned by the Valero Energy Corporation, the company is committed to operational excellence, safety, and integrity. The company is a leader in protecting the environment and contributing to community prosperity. Valero Energy Inc. has consolidated its position through strategic investments and continues to meet Québec's energy needs in a responsible and sustainable manner.

- ▼ In 2023, as the operator of the Jean-Gaulin refinery, Valero achieved a refining capacity of approximately 235,000 barrels per day.
- ▼ In addition, the refinery continued to provide products essential for current and future mobility. Valero has developed a diversified product range including ethanol gasoline, renewable diesel, and jet fuel. Thanks to this innovative project, Valero was able to reduce GHG emissions for the entire life cycle of its products by approximately 30%.



CRUISE DEVELOPMENT

CRUISE SEASON

The 2023 cruise season, the longest in our history, was marked by 154,000 cruise passengers and 41 ships from 28 different companies, totalling 131 stopovers. The port also broke a record number of boardings and disembarkations with a total of 33. This success was crowned by the award for the best cruise destination on the Canada/New England route for 2023, presented to Québec City by the renowned magazine *Porthole Cruise and Travel*.

THE FIRST WINTER CRUISES

In 2023, Québec's international cruise industry announced that it was entering a new era with the inclusion of the winter season in its offering, a first in North America. This innovative development will come to life in 2025, marking a historic turning point. An international cruise ship, led by *Le Commandant Charcot*, will welcome on board 200 passengers and winter adventurers, offering four 12-night itineraries, scheduled from the end of January to the beginning of March. These voyages will include several stops at member ports of the St. Lawrence Cruise Association (SLCA), including the Port of Québec. This new initiative received an enthusiastic welcome from the Port of Québec, which sees it as an opportunity to extend the cruise season beyond the fall. Québec City is undoubtedly a prime destination for cruise passengers, who now have the opportunity to discover its charms even in winter.

HOLLAND AMERICA'S 150TH ANNIVERSARY CRUISE SHIP

As the 2023 international cruise season was in full swing, the Port of Québec celebrated the arrival of the Holland America Line's 150th anniversary cruise ship. The Holland America Line connects New York and Boston to Québec City as part of its Canada/New England route. It is a pioneer in cruise travel outside the traditional autumn peak season, with calls beginning in May. This year, more than 30,000 passengers disembarked in Québec City from Holland America Line ships, making it one of the Port of Québec's main cruise partners. In addition, the Holland America Line has paved the way for other major cruise lines, which now include Québec City as a destination in their itineraries.





PARTNERSHIP WITH THE MT LAB

The Port of Québec announced a major partnership with the MT Lab in the field of open innovation. This partnership aims to propel these companies to new heights, while contributing to the development and promotion of the tourism industry in the region and beyond. This collaboration marks a significant milestone in the Port's commitment to innovation, an essential pillar of its 2035 Vision. By offering its port facilities as an innovation laboratory, the Port showcases the expertise and specialized knowledge of local companies, thus strengthening their global reach. As a hub for cruise activities, the Port of Québec generates significant tourist and economic benefits for Québec City and its surrounding areas. It is therefore natural for the Port to support and open its territory to innovative Québec companies in the tourism sector, both locally and internationally.

WHARF ELECTRIFICATION

The Port of Québec is resolutely committed to accelerating the electrification of its infrastructure and initiating a proactive approach modernizing its berths with a view to sustainability. With this in mind, efforts are already underway to install specialized electrical terminals on three wharves, demonstrating the Port's commitment to responsible and sustainable environmental practices. The Port has submitted its applications for financial assistance to the governments of Québec and Canada, as substantial government financial support is crucial to fully committing to the transition to sustainability.

OPERATIONS

TERMINAL 30 AND THE ROSS GAUDREAU TERMINAL

Our event halls were in high demand in 2023, reflecting a year rich in celebrations and community commitments. The Salle du Quai du Cap-Blanc was the setting for 22 matrimonial unions, in addition to hosting a number of lively festive evenings during the holiday season. Terminal 30 was the site of no less than 33 events, including non-profit initiatives such as Le Souper de la Jonquille and events organized by Patro Laval and the Kiwanis Club. In addition, the Port of Québec had the honour of presenting the 16th Rendez-vous de l'habitation and a tribute to Bob Bissonnette, attracting a dedicated audience as confirmed by the sale of 1,400 tickets. Finally, the Ross Gaudreault Terminal hosted the prestigious WAQ (Web à Québec) yearly event as part of NumériQC Week, bringing together no less than 5,000 visitors.

In 2023, the port's facilities hosted more than 285 events, demonstrating its commitment to providing a versatile and dynamic setting for all kinds of occasions.



PORT OF QUÉBEC MARINA

The Port of Québec Marina is located in the heart of the Vieux-Port historic district, on Louise Basin. A picturesque spot steps away from the city, it is the perfect place for a stopover with family and friends. It boasts modern facilities, a full range of services and, above all, a warm welcome from our staff for an unforgettable stay.

In 2023, with a home port welcoming 310 loyal members, the [Port of Québec Marina](#) was the scene of the stopover of 760 visitor boats, each enjoying a stay varying from a few nights to a few weeks. For an enhanced experience, the season was interspersed with numerous activities for boaters' enjoyment, including thematic evenings, nautical events, training sessions, sailing competitions, presentations, and many more.



PORT OF QUÉBEC NORDIK VILLAGE

The Port of Québec Nordik Village offers residents and visitors alike ice fishing activities and numerous winter activities. It is administered by the organization of the same name, whose mandate is to support this recreational tourism site at the Port of Québec through the organization of events and activities.

During the 2023 season, more than 8,000 fishermen flocked to Louise Basin, where a whopping 12,000 freshly stocked trout awaited them. [The Port of Québec's Nordik Village](#) was also honoured to host Ukraine's pee-wee hockey team, along with more than 50 other teams from around the world. In addition, five Latino shows ignited the Nordik Village stage, thrilling its crowd in the gazebo. For the entertainment of all ages, themed weekends were thoughtfully planned. These themes included the traditional sugar shack, an exploration of Inuit culture, educational workshops on fishing, logger competitions, magic shows, and other performances.



PORT OF QUÉBEC OASIS

The Port of Québec Oasis is a recreational tourism site at the Port de Québec that opened on July 1, 2022. The first harbour bath in North America, the project evolved out of suggestions from citizens. This initiative is the result of a collaborative effort between the Port of Québec, the Société des Gens de Baignade, and the non-profit organization Port de Québec Nordik Village which is behind its operations.

During the 2023 summer season, the [Port of Québec Oasis](#) drew nearly 1,000 visitors every day. In addition to enjoying the swimming spot, visitors relaxed on a terrace offering a breathtaking view of the marina in specially designed areas. Following suggestions from residents, the Port has made significant improvements, such as the installation of push-off walls, the addition of floating docks around the swimming area, and the installation of locked changing rooms. The feedback collected during the satisfaction survey conducted in 2023 using the Je participe platform revealed a remarkable satisfaction rate of 97%, demonstrating the quality and appreciation of the services offered at the Port of Québec Oasis.



PORT OF QUÉBEC CALE

La Cale du Port de Québec is a recreational tourism site surrounded by a tropical setting of palm trees and pink flamingos, where there is something for everyone to sit back and relax along the shore of the magnificent St. Lawrence River.

[La Cale du Port de Québec](#) officially opened in 2023. La Cale is an exceptional space offering a magnificent view of the St. Lawrence River, in addition to being nestled in one of the most picturesque neighbourhoods of Old Québec. Despite a summer marked by abundant rainfall, the terrace and water pools at La Cale du Port de Québec were a resounding success on sunny days, attracting a considerable number of visitors, especially on weekends, for an impressive total of 72,000 people. The results of the 2023 satisfaction survey, conducted on the Je participe platform, revealed an exceptional satisfaction rate of 96%, a sign that the site is much loved by an appreciative clientele.



PORT OF QUÉBEC AGORA

The Agora is a recreational tourism site at the Port of Québec open from May to September. The Port brings music, sporting and cultural events as well as comedy shows to the stage at this festive gathering place. The non-profit organization L'Incubateur de musique francophone (IMF) operates the Agora site at the Port, in collaboration with the Association des gens d'affaires du Vieux-Port de Québec (AGAVP).

In 2023, the [Port of Québec Agora](#) hosted no less than 21 shows, to the delight of more than 76,849 spectators. This series of events injected a renewed sense of dynamism into the neighbourhood, attracting significant traffic to the surrounding shops and restaurants. This cultural and economic vitality confirms the role played by the Port of Québec Agora as a driver of urban life and local shows that bring the entire community together.



BEAUPORT BAY

Beauport Bay is a recreational tourism site at the Port of Québec. Nestled along the St. Lawrence River, it meets a diverse range of interests, including a sandy beach, water sports, hiking trails and bike paths. Operated by GesteV, Beauport Bay embodies the spirit of community and the outdoors that characterizes the Québec City region.

[Beauport Bay](#)'s 2023 summer season spanned a 156-day period, starting on May 13th and ending on October 15th. However, as early as April 15th, Beauport Bay began a partial opening before closing its operations to the public on November 12th. In the off-season, only water and land safety facilities were accessible to water sports enthusiasts. The swimming season ran from June 22nd to September 4th, or 75 days. Since the 2023 season was certainly not the warmest or sunniest, breaking precipitation records, swimming was officially opened 49 days out of 75, or 65 % of the total season.



INFRASTRUCTURE

2023 was a remarkable year in terms of infrastructure, with nearly \$18 million invested in our assets, of which \$8 million was funded through grants. The Port of Québec continued to make progress on several fronts and launched new initiatives to optimize the level of service provided by its assets. In addition, the Port carried out repairs as required, ensuring the continued operation of facilities and infrastructure.

The year was also marked by the development of several projects with a view to their realization in 2024. In addition, significant work has been undertaken to study the feasibility of wharf electrification and numerous discussions have been initiated with stakeholders and key industry players on the subject.

The Port's commitment to the proactive management of its assets is demonstrated by rigorous monitoring, underpinned by expert appraisals and meticulous surveys. This process ensures sound and efficient management of resources. In parallel, the Port has undertaken several initiatives to enrich its asset database, in addition to its ongoing work dedicated to maintaining and improving its infrastructure. 2023 saw the selection and validation of a project management tool, which is scheduled to be implemented in 2024. This approach demonstrates the Port of Québec's constant desire to optimize its practices, promote efficiency, and ensure exemplary governance.

Recent accomplishments, some of which are ongoing, include :

- ▶ Extension of the ISPS security perimeter in the Estuary sector to enhance the security of facilities ;
- ▶ Rehabilitation of a critical section of wharf 20 to ensure its sustainability and optimal functionality ;
- ▶ Development of the area behind the wharves at the junction of wharves 21 and 22 to improve operational efficiency and safety ;
- ▶ Rehabilitation of portions of wharves 29 and 30 and development of the area behind wharf 29 to optimize space usage ;
- ▶ Repair and scouring protection work at wharf 52 to ensure structural stability ;
- ▶ Repair of the cross-piece attachments at wharf 19 to maintain the integrity of the port facilities ;
- ▶ Reconstruction of the upper capped walls at Buteau, wharves 2 and 3 (interior of Louise Basin) to ensure their safety and integrity ;
- ▶ Construction of a new road infrastructure and installation of adequate lighting on the Rue du Yacht-Club de Québec to improve traffic and safety ;
- ▶ Sidewalk rehabilitation and lighting upgrades on a portion of Rue Dalhousie to improve pedestrian comfort and urban aesthetics ;
- ▶ Repair of the lookout envelope for building maintenance and to ensure the proper functioning of equipment ;
- ▶ Replacement of the Beauport gatehouse ;
- ▶ Repair of wharf 108 and construction of a work slab in the Anse au Foulon sector to maintain its structural integrity and improve worker safety ;
- ▶ Optimization of terminal spaces at wharves 104 and 105 and its electrical network for a more efficient use of the terminal ;
- ▶ Rehabilitation of the surface of the wharf 103 to ensure its sustainability and to maintain safety during operations.

INNOVATION

The strategic plan adopted last year made it clear that the Port of Québec aims to invest in innovation in a structured way. This ambition was aimed at supporting the economic development of start-ups and enabling new technologies to gain worldwide recognition. Over the past year, the Port has been exploring the innovation network, identifying strategic partners, building linkages with the ecosystem, and engaging with various companies to develop a long-term action plan.

Established in collaboration with multiple players in the innovation ecosystem, this approach helped define the elements to which the Port of Québec could contribute and to optimize its impact. In this respect, the Port aims to put its infrastructure, its network of contacts, its challenges and its opportunities at the service of innovation.

To realize this vision, in 2023, the Port of Québec worked on its “Le Phare” initiative, which will be launched in early 2024. The initiative is neither a place nor a structure, but rather a mobilization of the ecosystem around a common goal of innovation. This initiative aims to publicly affirm that the Port of Québec is a partner of choice to support and promote entrepreneurship and innovation. Depending on needs and situations, the Port may serve as a tester of new technologies, a showcase for new technologies, a partner in research and development (R&D) activities or university research, or even a first client. The Port’s involvement makes it possible to best match the needs and requirements of the market in order to maximize the chances that innovation will succeed in delivering solutions that meet the complex challenges of the industry. In all cases, the Port aims to be an actor engaged in the launch of innovative initiatives.

The ultimate goal of innovation is to solve challenges that are not easily solved by the traditional approach of seeking a specific solution to an identified problem using the tender model. In these complex cases, the Port of Québec will set out its challenges to solicit the best solutions, which sometimes require a specific new development, the integration of a new technology or the adaptation of an existing solution to the local context. These increasingly complex challenges, for which there is often no single solution, require a set of innovative solutions that must be discovered, invented, tested, and implemented.

The first step following the launch of Le Phare will be to communicate the foundations of an innovation model specific to the Port of Québec by establishing and testing the concept of the laboratory on the specific needs of the maritime and port sectors. This will refine the architecture, governance and project selection process, while identifying success measures to prioritize and implement.

The development of the innovation ecosystem is now an essential pillar of the Port of Québec’s business development. This strategic vision is based on the belief that the various initiatives put in place by the organization in 2023 will play a decisive role in the economy by leveraging the Port’s strategic position, by facilitating access to the innovation ecosystem, and by cultivating strong partnerships within this ecosystem. The Port of Québec aims to stimulate the creation of synergies with sectors outside those traditionally served by its primary mission foster close collaboration with the world of education, research and technology, bringing them closer to the maritime domain thanks to the joint action of the Port of Québec and its partners.



ENVIRONMENT, SOCIETY, GOVERNANCE AND SUSTAINABLE DEVELOPMENT



ENVIRONMENT AND BIODIVERSITY

THE SUSTAINABLE DEVELOPMENT GOALS AND THE UNITED NATIONS GLOBAL COMPACT

The Port of Québec is a proud signatory to the United Nations Global Compact. This support represents a commitment to integrate the principles of the Global Compact into its strategy, culture and day-to-day operations and to promote them within the Port's sphere of influence.

Through its 2035 Vision and its new environment, social, governance and sustainable development (ESGDD) plan, the Port intends to take action to implement the 17 United Nations Global Sustainable Development Goals (SDGs). These 17 SDGs are also linked to the 2030 Agenda of the Worldwide Network of Port Cities (AIVP), ratified by the Port of Québec in 2019.

The Port of Québec has long been actively involved in AIVP, whose objective is to improve the relationship between cities and ports in the framework of mutual cooperation for more sustainable, responsible and innovative urban, port and economic development, placing citizens at the heart of its actions.





2024–2028 ESGDD STRATEGY

In 2023, the Port of Québec developed its new Environmental, Social and Governance (ESG) strategy, in parallel with the adoption of its third Sustainable Development (SD) action plan, covering the period 2024–2028. A Sustainable Development committee was also created within the Board of Directors to monitor the progress of this new ESGDD plan. In close coordination with the 2035 Vision and strategic planning, the new plan is firmly aligned with the SDGs with the implementation of nearly 20 specific actions. These actions are organized around four priority axes :

ESG LEADERSHIP



- ▶ Make continuous efforts to improve the integration of ESG culture and practices within the organization ;
- ▶ Support up to four new innovation initiatives per year to further emerging sustainable development solutions ;
- ▶ Gradually integrate new requirements related to ESG considerations into our contracting and procurement practices ;
- ▶ Establish structured collaboration mechanisms with our business partners, targeting opportunities to adopt ESG best practices ;
- ▶ Continue to improve the sustainable development approach for all recreational and tourism activities and events.

CLIMATE RESILIENCE AND DECARBONIZATION



- ▶ Reduce GHGs and criteria air contaminants from cruise ships by at least 50 % compared to 2022 levels by 2030, through dockside electrification ;
- ▶ Reduce GHGs emissions by 40 % compared to 2022 levels across the port territory in collaboration with the port community by 2035 ;
- ▶ Reduce the Port Authority’s GHGs emissions by 40 % compared to 2022 levels by 2035 while maintaining the carbon neutrality of our operations.
- ▶ Analyze climate risks and prospects according to the standards of the Task Force on Climate-Related Financial Disclosures (TCFD) and adopt a climate resilience plan.

ENVIRONMENT AND BIODIVERSITY



- ▶ Ensure sound environmental management of the region by going beyond regulations and aiming for the highest standards of Green Marine certification;
- ▶ Carry out at least five tangible projects per year to protect and promote the environment and biodiversity in the area;
- ▶ Adopt a comprehensive greening plan that is consistent with the community's goals;
- ▶ Implement the new [Impact Assessment and Mitigation Process \(IAMP\)](#) for activities and projects on the Port territory;
- ▶ Establish objectives for ecosystem preservation, conservation, and enhancement with an ecosystem sustainability plan.

EMPLOYEES AND COMMUNITIES



- ▶ Enhance the employee experience and maintain a job satisfaction index among the best in comparable organizations;
- ▶ Increase our community involvement, notably by setting up an annual fund dedicated to citizen initiatives;
- ▶ Continue to work with stakeholders to improve air quality, particularly through active participation in the 2022-2027 action plan put forward by the Comité intersectoriel sur la contamination environnementale et la qualité de l'air dans l'arrondissement La Cité-Limoilou (CICEL);
- ▶ Carry out three projects in collaboration with local stakeholders to address the priorities identified at the citizen round tables;
- ▶ Share more relevant information about citizen concerns in an effort to be transparent;
- ▶ Foster constructive relationships with First Nations and increase their contribution to Port activities.

TRANSPARENCY AND ACCOUNTABILITY

As part of its ESGDD strategy and with a desire to improve information sharing, in 2023 the Port began a process of gradually integrating recognized reporting standards into its communications. These standards include the Global Reporting Initiative (GRI), the United Nations world Sustainable Development Goals and the Climate Change Reporting Working Group (CCRWG). To this end, an initial reference of the information contained in this report with regard to the GRI elements is available in appendix.

GREEN MARINE

The Port of Québec is a founding member of Green Marine, an ambitious environmental program for the marine industry in Canada and the United States. This voluntary initiative enables the Port to improve its environmental performance by targeting key issues related to air, water and soil quality, biodiversity protection, and community relations. To obtain this certification, the Port must meet all the requirements of the rigorous and transparent certification process. Every two years, the Port of Québec submits its results to an accredited external auditor.



In 2023, the Port of Québec maintained the highest level for each of the Green Marine certification criteria. The Port is the only one of the approximately 50 participating North American Port authorities to achieve level 5 for the sixth consecutive year. The Port of Québec once again stands out from the average of participating ports in 2023 in terms of the six criteria below.



Greenhouse gas emissions



Waste management



Usage harmonization



Environmental leadership



Spill prevention and stormwater management



Community relations

AIR QUALITY

In 2023, the Port of Québec took concrete steps to respond to the recommendations emanating from reports such as the working group on contaminants (Groupe de travail sur les contaminants atmosphériques, ACWG) (published in January 2023) and Mon environnement, ma santé (MEMS) [My Environment, My Health] from the public health directorate (DSP) under the Integrated Health and Social Services Centre (CIUSSS) for the Capitale-Nationale region (published in March 2023). These recommendations are in line with the priorities and 2035 Vision already established by the Port of Québec, including initiatives such as the electrification of wharves for cruise ships, the electrification or hybridization of port vehicles, and the promotion of the greening of its facilities and grounds.

In 2023, the Port strengthened its collaboration with the Ministère de l'Environnement, de la Lutte contre les changements climatiques, de la Faune et des Parcs du Québec (MELCCFP) and with the Ville de Québec. In 2022, following an unprecedented collaboration, the Port of Québec, the Ville de Québec and MELCCFP joined forces to set up an intensive sampling campaign from October to December, through a synchronized network of eight air quality measuring stations in the Cité-Limoilou borough. The results of this campaign were presented to the public at a press conference in August 2023.

In addition, in the interest of transparency and to facilitate public access to air quality data in Québec City, the Port has undertaken to share data from its two air quality monitoring stations, covering fine particles (PM 2.5), total suspended particulate matter (TSP) and nickel in respirable particulate matter (nickel-PM10). This data is now available on the Ville de Québec's official website. For the years to come, the Port is committed to continuing and intensifying this fruitful collaboration, an approach that remains a top priority for the Port of Québec and its partners.

CLIMATE CHANGE AND GREENHOUSE GASES

The Port of Québec aims to achieve carbon neutrality in its activities by 2050 and intends to step up the fight against climate change and accelerate decarbonization on its territory.

Since 2021, the Port of Québec has offset its GHG emissions (scopes 1 and 2) by purchasing carbon credits on the regulated market. In 2023, the Port of Québec offset the emission of 460 tonnes of GHGs emitted in 2022. In addition to offsetting its emissions, the Port of Québec has set GHG reduction targets for scopes 1, 2 and 3 by 2030 and 2035. Through its ESGDD action plan, the Port of Québec has implemented a series of measures to achieve these targets.

In 2023, the ports of Québec, Montréal and Trois-Rivières announced their joint adherence to the Net-Zero Challenge, demonstrating the marine industry's desire to decarbonize the St. Lawrence corridor. Launched in 2022 by Canada's Minister of Environment and Climate Change, the Net-Zero Challenge is a voluntary initiative that encourages companies to develop and implement credible and effective transition plans to achieve carbon neutrality by 2050.

Finally, the Port of Québec continued its collaboration with CICEL, with a particular focus on the development of the next action plan for 2022–2027.



SHORELINE CLEAN-UP

In 2023, two initiatives to clean up the Beauport Bay shoreline were successfully completed. The first, in June, was organized in collaboration with the Blue Organization during Ocean Week. The second, in September, was organized to commemorate World Cleanup Day, with the support of the water education and environmental monitoring group (Groupe d'éducation et d'écovigilance de l'eau, G3E). These events brought together a dedicated team, including Port employees as well as QSL members and many committed citizens.

The results of these joint efforts were remarkable: nearly 225 kg of waste were removed from the riverbanks, including tires, hats, shoes, golf and tennis balls, children's toys, bottles, and cans.

Since 2019, the Port has committed to organizing annual shoreline cleaning actions on its territory. Its employees, partners and citizens have come together to remove more than 4,200 kg of waste from aquatic habitats. This significant contribution demonstrates the Port's unwavering commitment to the preservation of its territory.

BIODIVERSITY

In November 2023, the Port of Québec entered into an alliance with the St. Lawrence Action Fund (SLAF) to launch an innovative partnership to fund initiatives that promote the preservation and enhancement of ecosystems in port areas. This five-year agreement provides for a total investment of \$350,000, half of which will be allocated by the Port of Québec. Each year, the two entities will work closely together to select projects eligible for this partnership. These projects will be carefully selected, focusing on their strategic impact and the benefits they can bring to the conservation and enhancement of the region's ecosystems. The Port of Québec's objective is to implement five projects each year with the aim of protecting and beautifying the environment, while preserving local biodiversity.

A new initiative has also been launched to better understand, document, monitor and promote biodiversity on port territory. This innovative project brings together various local environmental actors in a working group dedicated to the development of an ambitious action plan. The plan aims to establish concrete objectives for the preservation, conservation, and enhancement of biodiversity. Under the aegis of the environmental regional council for the National Capital region (CRE de la Capitale-Nationale), this initiative promises to lead to tangible actions to promote healthy ecosystems for years to come.





GREENING

The Port of Québec collaborated with the Centre d'enseignement et de recherche en foresterie [forestry education and research centre] (CERFO) to carry out a comprehensive study to identify the trees on its territory. This partnership has identified and classified more than 10,000 trees, which have been entered into a sophisticated data system. This approach will enable the Port to develop a coherent greening strategy, in harmony with land use planning.

Thanks to the specialized tools provided by CERFO, a greening plan focused on improving ecosystem services will be developed. This plan aims to mitigate heat islands, increase biodiversity, and increase the capture of air contaminants. Major projects are already planned for the next few years, including the first phase of construction of a screen wall in Beauport, which is intended to build on the environmental benefits provided by vegetation.

In 2023, a first initiative was launched with the planting of 44 trees in the Beauport sector and around the Louise Basin parking lot, helping to improve the area's tree cover.

IMPACT ASSESSMENT AND MITIGATION PROCESS (IAMP)

Since the adoption of its Environmental Citizen Participation Process (ECP) nearly 10 years ago, the Port of Québec has since modernized its approach to project assessment. As a result, [the new IAMP](#) now guides the implementation of projects on the port territory and goes beyond the obligations as a federal authority under the Impact Assessment Act (IAA, 2019), which requires that projects do not generate significant adverse environmental impacts.

In addition to ensuring a fair and predictable assessment of the potential impacts of projects, the IAMP now aims to include all activities likely to generate significant impacts on the community. Guided by a risk analysis and the application of appropriate mitigation measures, it also ensures that project applicants receive structured support during consultations with citizens.

This process, involving interested communities, also allows for a systematic and constructive dialogue with the affected First Nations. In this regard, the approach was discussed and developed in collaboration with the Huron-Wendat Nation to ensure that its interests are adequately reflected in the range of projects and activities submitted to the evaluation process.

EMPLOYEES AND COMMUNICATIONS

ORGANIZATIONAL DEVELOPMENT AND HUMAN RESOURCES

2023 saw the beginning of a remarkable digital transformation at the Port of Québec. First, the launch of an employer brand and the revamping of the “Careers” section of the Port’s website provided a more enjoyable experience for candidates, accurately reflecting the spirit of the Port. The Port is proud of this new image, which embodies not only the distinctive aspects of career opportunities, but also its core values of accomplishment, respect, agility, and collaboration.

The Organizational Development and Human Resources team also prioritized skills development internally, notably through the adoption of new work tools. This transition to digital technology has significantly improved the employee experience by providing continuous feedback mechanisms and instant communication accessible from anywhere.

These initiatives have undoubtedly contributed to a significant increase in employee satisfaction. As a case in point, the indicator measuring their likelihood of recommending the Port of Québec as an employer (eNPS) is increasing and even exceeds market comparisons.



OCCUPATIONAL HEALTH AND SAFETY (OHS)

The Port of Québec is pleased to have implemented effective preventive measures in 2023 and to have maintained a constant presence on the ground, resulting in a full year free of disabling accidents. The Port has successfully implemented all action plans, in addition to providing several trainings to staff and conducting risk analyses. The Occupational Health and Safety Management System (OHSMS) continued to evolve through the implementation of programs and procedures. This documentation is readily accessible and regularly updated.

The Port of Québec works closely with the various administrative departments to assess risks, implement operational procedures, and investigate incidents. The annual review is extremely positive, reflecting a culture of sharing and collaboration not only within the Port of Québec, but also with other port authorities across the province. The Port maintains a constant eye on operations in order to offer advice and support to the various departments in the adoption and implementation of safe work practices.



THE HEALTH AND WELLNESS AT WORK PROGRAM

The Rendez-vous santé program captured the attention of employees through a variety of initiatives such as presentations, clinics, interactive kiosks, and a range of physical activities. These efforts aim to encourage the adoption of healthy lifestyles within our organization. The topics discussed at these events were carefully chosen to cover key aspects of health, such as balanced nutrition, health promotion and disease prevention, and the early detection of cardiovascular disease.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

The Port of Québec continued to refine and deploy its OHS Management System with the updating of various procedures on lifting, manual handling, traffic and signage, and working near water. A new heavy vehicle program, named “*Propriétaires, exploitants et conducteurs de véhicules lourds*” [Owners, operators and drivers of heavy vehicles] was introduced to comply with the requirements of the related legislation.

In addition, numerous employees participated in trainings related to the risks present in their workplace, including risks associated with working in confined spaces, the use of forklifts and hot work procedures. In 2023, nearly fifteen training sessions were given, strengthening safety skills and raising awareness within the Port of Québec.

LOCAL OSH COMMITTEE

The Port of Québec’s local OHS committee was quite active in 2023. It participated in the development and updating of the OHS programs and procedures. In addition, the committee collaborated on the implementation of an action plan for its activities. This action plan lists planned inspections, upcoming events and investigations, the progress of the risk prevention program and the trainings to be offered.

ENVIRONMENT, HEALTH AND SAFETY COMMITTEE (EHSC)

In accordance with the work plan for 2023, the Environment, Health and Safety Committee held two important meetings, the second of which was a specialized symposium focusing on safety, health and the environment and featuring speakers. During these meetings, various key OSH topics were discussed, including fall prevention, gas detection and regulations. In addition, important information on accidents at work was shared to improve understanding and prevent such situations.

In addition, the Port organized several first aid training courses. Offered in collaboration with operators and given at the Port of Québec facilities, these training courses were designed to strengthen first aid skills and effective emergency response, thus helping to promote a safe and secure work environment for all employees.

COMMUNITY RELATIONS

NEIGHBOURHOOD ROUND TABLES

Over the past year, the Port of Québec has adopted a social innovation approach, where change is initiated by and for the community. To this end, four neighbourhood round tables were organized, providing citizens with the opportunity to freely share their concerns about port activities and discuss potential solutions. Two internal workshops were held to solicit input from Port teams on possible solutions. These tables have resulted in [74 community commitments](#), which have already begun to be implemented.

In addition, two co-creation and project ideation meetings were organized, one on the revitalization of the Anse au Foulon Harbour Walkway and the other on the creation of a citizens' initiatives fund. These meetings allowed for a fruitful collaboration with 54 citizens and members of local organizations.



PUBLIC CONSULTATIONS

Over the past year, targeted consultations were held with various stakeholders, with the aim of revising the Land Use Plan (LUP). Approximately 50 people, including citizens, port operators, and municipal and government representatives, were consulted.

A public consultation meeting for the layout of the Solstice sauna, at the Tanguay wharf, was also held. The meeting brought together more than 40 people and generated [28 recommendations](#). These were taken into consideration during the project study and were forwarded to the proponent.

In addition, three online consultations were conducted through the [citizen consultation platform *Je participe*](#) to gather users' opinions on the Port of Québec's recreational tourism sites (Agora, La Cale and Oasis). A total of 1,557 people responded to the surveys.

Finally, the *Je Participe* platform recorded 6,709 visits and an engagement rate of 34 %. Easy to use and access, this tool allows community members to share their ideas with the Port, obtain information on projects, provide comments, and make recommendations.

PORT COMMUNITY RELATIONS COMMITTEE (COMITÉ DE COHABITATION PORT-COMMUNAUTÉ)

In 2023, the community relations committee met four times, with a total of 17 members, including citizens and community stakeholders. These meetings were devoted to reviewing port issues and projects. This valuable exchange platform is fully in line with the Port's commitment to sustainable development, recognizing the vital importance of the community in developing port lands.

JEUNES À BORD COMMITTEE

In 2023, the Port set up the Jeunes à bord [Youth on Board] Committee, composed of eight individuals aged 20 to 30 from various fields, including architecture, entrepreneurship, land use planning, and more. The objective of this focus group is to connect the Port with the next generation in order to understand its aspirations and concerns regarding the marine sector and the Port of Québec, in addition to gathering their new ideas and suggestions.

FIRST NATIONS

The Port of Québec attaches paramount importance to consulting Indigenous communities in its development and infrastructure projects, in full respect of their rights and traditions. In 2023, the Port, in close collaboration with the Huron-Wendat Nation, established new foundations to enrich future communications. In addition, a partnership with Wendake Tourism has been developed to raise awareness among the thousands of visitors and cruise passengers that the port welcomes each year about the history of the First Nations, a people who pioneered navigation and trade in the waters of the Port of Québec.



SOCIAL COMMITMENT

In recent years, the Port of Québec has become deeply rooted in its community by providing significant financial support to more than 100 organizations, including the Centre Durocher, Patro Laval, the Fondation Élan, Pignon Bleu, and many others. To date, more than \$350,000 has been generously invested to support these pillars of the community. In addition, the Port actively contributes to the Centraide Québec et Chaudière-Appalaches campaign each year, mobilizing its employees to raise more than \$20,000 during the 2023 campaign.

During the holiday season, the Port organized a group kitchen with its employees to prepare and distribute meals at the Lauberivière refuge, which accommodates people in need or in difficult situations. Together, Port employees cooked up 96 pots of comforting soup, 15 loaves of banana bread, and more than a hundred energy balls, providing warmth and comfort to those in need.

Over the past year, the Port of Québec has laid the foundation for an ambitious initiative: the creation of a citizens' initiatives fund to support large-scale projects designed, led, and carried out by community members, thus opening new avenues for fruitful collaboration and positive transformation within Québec City.



SCHOOL PROJECTS

Once again this year, the partnership between the Port of Québec and Alvéole made it possible to offer enriching urban beekeeping activities to elementary school students in the region. Harvesting honey and wax every year is made possible thanks to the hives present on the territory of the port. It is true pleasure to invite children from nearby schools to participate in this exciting experience, where they can not only harvest honey, but also make candles while discovering the importance of preserving biodiversity. In 2023, no less than forty students had the opportunity to participate in these educational activities.

PUBLIC ACTIVITIES AT THE PORT

The Port of Québec has developed recreational and awareness initiatives to encourage positive interactions within the community. In 2023, in collaboration with the port operators, the 2nd edition of the family-friendly Maritime Festival was held and was a resounding success. In addition, a sugar shack activity also took place, to the delight of nearly 2,000 participants.

For its seventh season, the Port of Québec presented its Historic Pedestrian Rally, an immersive experience through 10 interactive kiosks. Open to the general public from August to October, the rally attracted the interest of more than 340 participants, contributing to the discovery and enhancement of the Port's rich history and heritage.



ACCESS TO THE RIVER

In 2023, the Port of Québec continued to improve user access to the St. Lawrence River by implementing a range of diversified activities on its recreational and tourism sites. These sites transform the river-banks into dynamic and accessible spaces for the community. The initiatives demonstrate the Port's commitment to promoting the sustainable use of riparian areas while contributing to the region's economic and social vitality.

SOUND ENVIRONMENT

In 2023, the Port and its partners made significant efforts to mitigate noise sources impacting the surrounding sound environment, mainly in the Anse au Foulon sector. Sollio Agriculture played a leading role in implementing a number of mitigation measures, which resulted in a significant reduction in noise emissions.

PaJoint actions undertaken during the year included :

- ▶ Optimization of noisy conveyors from Sollio Agriculture ;
- ▶ Replacement of a vacuum truck with better adapted and quieter equipment ;
- ▶ The installation of lubricating strips on railway equipment (trackmobiles) ;
- ▶ The establishment of a new sound monitoring station at wharf 107 ;
- ▶ The completion of an opportunity study to reduce noise pollution related to train movements ;
- ▶ The launch of an awareness campaign among truckers, preparing for the application of new regulations prohibiting backup alarms from September 2024 ;
- ▶ Continuing collaboration with the working group formed by representatives of the Jardins-Méridien consortium with the aim of minimizing negative impacts, in close collaboration with other stakeholders and land operators ;

- ▶ Constant communication with residents in the area, through public meetings, to allow for a direct and transparent exchange with the community. In addition, regular newsletters help disseminate the latest news and relevant updates. Finally, creating and maintaining a dedicated informational page on an online citizen platform provides a convenient and accessible way for residents to find important information at any time.

Since October 2023, in the interests of transparency and commitment to residents, data from sound stations located in the Anse au Foulon sector have been accessible in real time via a [dedicated web platform](#), promoting information-sharing with the community.

COMMUNICATIONS AND PUBLIC ACTIVITIES

LAUNCH OF THE 2035 VISION

In 2023, the Port of Québec's communication efforts were at the heart of several strategic initiatives aimed at strengthening its presence and impact. In the forefront, the launch of the 2035 Vision was a crucial milestone, and communications were central to its deployment. By announcing and publicizing this ambitious vision, the Port has generated the commitment and buy-in necessary to ensure the achievement of the long-term goals it lays out.

CREATION OF THE MOBILE CONTAINER

In the same vein, the development of the mobile container has been an innovative initiative to raise awareness among the general public of the essential role of the Port of Québec in their daily lives. This immersive exhibition, tracing the journey of goods from their point of origin to their point of destination, which involves a strategic passage in Québec City, demystifies port operations and highlight their contribution to the local and national economy as well as to the daily lives of the citizens of Québec City and Lévis.

WEBSITE REDESIGN

Also in 2023, the Port's website was redesigned to provide a more intuitive and user-friendly experience for users. This modernization will make information more accessible and better reflect the diversity of activities and services offered by the Port of Québec.

BRAND IMAGE CREATION FOR RECREATIONAL TOURIST SITES

In addition, a unified brand image for recreational tourism sites belonging to the Port was created. This approach aims to strengthen their attractiveness and visibility among visitors, while highlighting their link with all port activities.

COOPERATION WITH THE PORTS OF MONTRÉAL AND TROIS-RIVIÈRES

2023 saw increased cooperation between the ports in Québec City, Montréal and Trois-Rivières. This cooperation has been particularly focused on improving asset management practices and standardizing certain business processes. By joining forces, the three ports aim to promote the exchange of technical expertise in an area often unknown to the general public. This strategic initiative demonstrates a shared commitment to optimize the efficiency and sustainability of port operations, while strengthening the province's competitiveness at the international level.

VISIT OF THE PORT AND ITS TERRITORY

Finally, visits to the Port and its territory continued to be a key element of the communication strategy. By opening the Port's doors to the public and offering guided tours, the Port of Québec was able to share the day-to-day reality and importance of its port operations and its commitment to sustainable and responsible development.

GRI STANDARD CONCORDANCE

GRI STANDARD	DISCLOSURE	LOCATION/INFORMATION
GRI 2 : General Disclosures	2-1 : Organizational details	Québec Port Authority Head office located at : 150 Dalhousie, C.P. / P.O. Box 80, Haute-Ville, Québec (Québec) G1R 4M8, Canada Year in review, p.4 About the Port
	2-1 : Reporting period, frequency and contact point	From January 1 to December 31, 2023 Annual Report Contact us
	2-6 : Activities, value chain and other business relationships	Port Activities – Business Opportunities, p.14-15 Port Activities – Operators, pp.16-23 Port Activities – Cruise Development, pp.24-25
	2-7 : Employees	113 permanent employees including 45 women and 68 men
	2-9 : Governance structure and composition	Year in review - Members of the Board of Directors and Committees, p.7 Year in review - Executive Committee, p.10 Year in review - Management Team, p.10
	2-10 : Nomination and selection of the highest governance body	Members of the Board of Directors and Committees are appointed in accordance with article 4 of Letters Patent of the Québec Port Authority.
	2-11 : Chair of the highest governance body	Year in review – A Word from the Chair of the Board of Directors, p.5
	2-22 : Statement on sustainable development strategy	2024–2028 ESGDD Strategy, pp.34-35
	2-25 : Processes to remediate negative impacts	ESGDD - Impact Assessment and Mitigation Process (IAMP) p.39 ESGDD - Community Relations, pp. 38-41
	2-29 : Approach to stakeholder engagement	Port Activities – Operators, pp.16-23 Port Activities – Innovation, p.31 ESGDD - Community Relations, pp.41-45
GRI 201 : Economic Performance	201-1 : Direct economic value generated and distributed	Year in Review, p.4 Year in Review – Financial statements, p.12

GRI 203 : Indirect Economic Impacts	203-1 : Infrastructure investments and services supported	Port Activities — Infrastructures, p.30
	203-2 : Significant indirect economic impacts	Year in Review, p.4 Port Activities — Business Opportunities, pp.14-15
GRI 3 : Material Topics	3-1 : Process to determine material topics	n 2022, in order to meet the expectations of its stakeholders, the Port consulted 60 partners including 30 internal stakeholders and 30 external stakeholders. According to this consultation, stakeholders attach great importance to the role of Port:
		<ol style="list-style-type: none"> 1. As an economic motor at the local and regional level, its role in stimulating the economic impact of cruise activity, its role in ensuring the resilience of supply chains and its role as an economic motor for Québec and Canada. 2. For air quality management linked to port activities, compliance and environmental assessment. 3. To promote a coherent integration of the Port into the city, to support best practices for cruise management and other activities as well as to contribute to the reduction of nuisances caused by port activities.
GRI 305 : Emissions	305-1 : Direct (Scope 1) GHG emissions	ESGDD - Climate change and greenhouse gases (GHG), p.37 In 2023, GHG from scope 1 and 2 represent 414 tonnes of CO2 equivalent.
	305-2 : Energy indirect (Scope 2) GHG emissions	
GRI 403 : Occupational Health and Safety	403-9 : Work-related injuries	ESGDD - Occupational Health and Safety (OHS), pp.40-41
GRI 404 : Training and Education	404-3 : Percentage of employees receiving regular performance and career development reviews	A performance evaluation system is in place for all employees.
GRI 406 : Non-discrimination	406-1 : Incidents of discrimination and corrective actions taken	No incidents of discrimination have been reported in 2023.
GRI 411 : Rights of Indigenous Peoples	411-1 : Incidents of violations involving rights of Indigenous peoples	No incidents of violations involving First Nations rights were reported in 2023.