

THE INNOVATOR

LE GROUPE MAURICE'S MAGAZINE

DECEMBER 2021 | #7

committed



Commitment

At a time of heightened concerns about climate change and rising social tensions, the word *commitment* conveys hope for a better future.

Whether it's on the community, political, humanitarian or individual level, engagement is always synonymous with solidarity. And the mobilization of citizens and businesses—often on a volunteer basis—generally serves one and the same objective: to fight against inaction on poverty, environment, intimidation, healthcare and other issues.

When challenges mount, voices must rise up.

15

E.S.G.

Environmental
Social
Governance

17

E.S.G.

Operations

From words
to actions

23

E.S.G.

Human
Resources

Everything starts
with employees!

27

E.S.G.

Construction

One brick
at a time

TABLE OF CONTENTS

04

Editorial

06

Businesses that
are committed

12

Even more
committed
than before

48

Never stop
learning

52

Giving seniors
a real voice!

56

Chef's
recipe

58

What does
engagement
mean to you?

62

National
Seniors Day

33

E.S.G.

Marketing

The art of
engagement

37

E.S.G.

Legal
Affairs

Strengthening
our credibility
and negotiating
capacity

41

E.S.G.

Finance


Investing
in sound
governance

45

E.S.G.

Information
Technology

Mission
“Electronic waste”



EDITORIAL

Dive in head first

I have always been drawn to adventure, daring pursuits and calculated risk. My impulsive personality immersed me in things, forced me to innovate and, to push harder. As far back as I can recall, I've put my heart, body and soul into the projects that moved me. I became increasingly involved with my loved ones and friends... and ultimately, with you. It is because I plunged head first into building retirement residences that I am here today. And you know what? Despite some rough seas along the way, I've never regretted a single dive.

”

**IT IS BECAUSE I PLUNGED HEAD
FIRST INTO BUILDING RETIREMENT
RESIDENCES THAT I AM HERE TODAY.**

Because for me, it's all about making the commitment. Taking that leap and the promise that comes with it: to accomplish something, to advance a cause, to give a little of yourself to improve the lot of humanity. To make the dive, at the risk of making a mistake. "We gain nothing without trying," as my grandmother often told me.

If there is a generation that understands precisely what this means, it is that of my grandparents. They stepped up time and again, with heart and soul, to move forward. They married, joined the military, fought for their rights. But each generation has to deal with their own unique difficulties and responsibilities. Today, population density, widening gaps between the rich and poor, and environmental issues, are situations we must strive to manage. Finding solutions to these major challenges requires the same type of courage mustered by those who came before us. Courage that will need to be deployed by generations to come. I think of it as our obligation, whenever I launch myself into new commitments.

There comes a time to act.

Of course, the post-pandemic era obliges us to take action. I couldn't have our Groupe collectively sit back, disengaged, knowing full well what's at stake. There is much to be done. So although the challenges seem insurmountable at times, you have to roll up your sleeves, sign moral or implicit contracts on the go, and accomplish one positive thing at a time.

This is why we, at Le Groupe Maurice, want to invest in the principal of ESG (Environmental, Social and Governance). We'll move forward one step at a time, with others, to improve and support sustainable development initiatives. To do our part. To help, once again.

My desire in publishing this issue of The Innovator, is to sow the seeds of change and inspire others to do the same. I want us to work together to help people, the environment and society as a whole.

So here's to us!

When we all become a little more engaged... every one of us benefits.

— Luc Maurice



ESG 2021



Businesses that are committed

Are you familiar with ESG criteria? The acronym refers to environmental, social and governance factors in business: values that are increasingly found at the heart of executives' business decisions and actions. But why do businesses no longer have a choice when it comes to engaging, these days?

The world is changing and no one can close their eyes to today's environmental, societal and economic challenges. Like individuals, businesses have to think about the role they can play with an eye to improving society's future. Companies are now demonstrating greater responsibility and concern for ensuring good governance, while focusing on the well-being of their employees. These values are found in ESG criteria, which are much talked about these days, primarily in the corporate world. And for good reason: beyond desiring to change things, businesses know full well that environmental, social and governance factors are also tied to economic ones. By better managing certain risks, they ensure their own sustainability.

Furthermore, statistics clearly attest to this. According to a recent study, **64%** of consumers say that they might adopt a brand solely for its social or political position. In addition, **86%** of those believe that authenticity is a decisive factor when it comes to choosing and supporting a brand. Finally, **81%** need to trust a brand before buying its products.

A number of studies clearly illustrate the benefits of applying ESG principles in business. For example, with regard to the social aspect, we now know that diversity within an organization has the effect of encouraging innovation, because it allows bold ideas to emerge. But that's not all. According to a 2018 report from the McKinsey firm, companies with employees from diverse cultures have a **35%** greater chance of posting a financial return higher than the average in their sector of activity.

Another study, carried out by Deloitte in 2017, reveals that businesses that are inclusive in their hiring, promotion, training, leadership and team management practices generate revenue per employee up to **30%** higher than the norm. It's obvious: we

86%

**OF CONSUMERS BELIEVE
THAT AUTHENTICITY IS
A DECISIVE FACTOR
WHEN IT COMES
TO CHOOSING AND
SUPPORTING A BRAND.**



”

**IN THE PAST, (ESG)
WAS A BIT LIKE A
VOICE CRYING IN
THE WILDERNESS,
WHILE THESE DAYS,
IT'S LITERALLY ON
EVERYONE'S LIPS.**

JEAN-PHILIPPE RENAUT,
EXECUTIVE DIRECTOR OF ÆQUO

can no longer ignore the fact that introducing ESG criteria into the management of a company has a positive impact, not only for its employees, but also for society as a whole.

A cry in the wilderness

However, it hasn't always been that way. ***“In the past, it was a bit like a voice crying in the wilderness, while these days, it's literally on everyone's lips,”*** says Jean-Philippe Renaut, executive director of Æquo Shareholder Engagement Services, a company that assists and advises asset managers with respect to responsible investing.

Claude Francoeur, a professor in the Department of Accounting at HEC Montréal, agrees. ***“It's really a strong trend. ESG norms have become essential. Businesses can no longer ignore them and claim they're not important. For example, there are rankings that list the most responsible companies or that assign an ESG score. So it's a criterion that receives a lot of attention,”*** he points out. He says that this is the result of an evolution that has taken place over a number of years, but that now the public expects businesses to behave like good corporate citizens, acting in an ethical manner. This encompasses numerous parameters like sustainable development, good governance and various social factors.

For example, boards of directors were long closed networks, and some still are. ***“These days, however, people want them to be more representative of the client base and society. Furthermore, it's been demonstrated that a diversified board of directors will generally make better decisions,”*** says Mr. Francoeur.



Some examples of how businesses are doing the right thing



Focusing on renewable natural gas made from organic material resulting from food waste.



Using sustainable and recycled materials.



Encouraging the purchase of locally produced biofuel to power transportation.



Working closely with other communities to find sustainable solutions, such as improving relations with First Nations and remediation of contaminated land.



Implementing corporate strategies to limit global warming to 1.5 °C, as mandated by the Paris Agreement, and make this the new internal standard, as well as for supply chains.



Reducing one's greenhouse gas emissions, helping create a circular economy for materials and protecting and preserving water sources.



Producing more renewable energy than what is being used, thanks to a network of wind turbines and solar panels.



Rolling out ad campaigns that focus on self-esteem, protection of the environment and respect for others.

...etc.

81%

**OF CONSUMERS NEED TO
TRUST A BRAND BEFORE
BUYING ITS PRODUCTS.**



Pressure points

According to Jean-Philippe Renaut, a number of factors are causing businesses to jump on the ESG criteria bandwagon. ***“There are numerous pressure points. These include regulations governing residual waste, the use of plastic, and even the use of child labour in supply chains. Consumers are more educated, and there is an increased awareness on the part of executives who now want to do their part. People are also starting to question the business model, and even the raison d’être, of a product. The change is significant,”*** he says. In addition, investors and shareholders represent other pressure factors, because these groups can exert real influence on companies’ policy.

In the opinion of Déborah Cherenfant—president of the Junior Chamber of Commerce, television and radio commentator, and Regional Director, Women Entrepreneurs, Québec and Atlantic, for TD Bank—the thinking surrounding social responsibility has also broadened over the years. ***“We came to realize that the business constituted a whole that includes people who have values, which raises issues regarding equity, diversity and inclusion. This is part of a reflection that has implications for work organization and business culture as a whole,”*** she says. She adds that while respect for ESG criteria was once viewed from the outside (social impact, support for causes, etc.) these days there’s also interest in what a company is doing on the inside: how it’s taking care of its employees, for example. ***“There’s been a significant turnaround in that respect,”*** she notes.

In addition, companies can no longer ignore this reality in a market where competition for talent is becoming increasingly fierce. Because, in order to attract the best people, it will be necessary

to offer them good working conditions, while ensuring they'll evolve in a structure that respects their values. ***"Members of the new generation want to work for employers they trust,"*** says Jean Philippe Renault.

Mr. Renault also points out that consumers carry more weight than they think when it comes to corporate decisions. With social networks, it's easy to call for a boycott of a company or a product, something businesses are well aware of. —

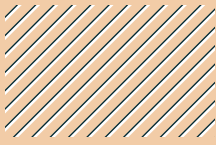
64%

**OF CONSUMERS SAY
THAT THEY MIGHT ADOPT
A BRAND SOLELY FOR ITS
SOCIAL OR POLITICAL
POSITION.**

SMALL LEXICON

Some examples illustrating the meaning of the three letters of the acronym ESG.

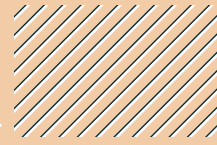
E.



Environmental

Protect the environment by fighting climate change, opting for sustainability, avoiding wastage of water and materials, **etc.**

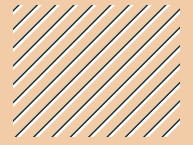
S.



Social

Be geared toward social responsibility and respect for human rights, consider the implications for the community, emphasize health and safety, inclusion, diversity, equity, **etc.**

G.



Governance

Demonstrate the independence and sense of responsibility of the board of directors, implement anti-corruption measures, control the compensation structure of executives, **etc.**

LE GROUPE MAURICE

Even more committed than before

At a time of growing climate change risks, we need to put an end to wasteful consumption and self-centred behaviours that harm the environment and refocus our efforts on altruism, collaboration and empathy. Together, it's our responsibility to make the world a better place to live and protect our future and our children's future. We must safeguard what we've long taken for granted. To step up our commitment, Le Groupe Maurice has decided to embrace the ESG philosophy.



Engagement: words and actions

Is addressing social, environmental and economic challenges even a choice anymore? Supporting a noble cause greater than ourselves is essential if we want a promising future.

It's common for companies to put on a "green" label to show that they support sustainable development. But nowadays, companies need to offer more than promises: they must be sincere and act in line with their principles to stay credible.

Luckily, Le Groupe Maurice has always honoured its commitments and made rigorous efforts to ensure that our words translate into actions. It's about keeping our promise to those who place their trust in us. Therefore, the company didn't need to radically alter how it operates to become more engaged—it has always been this way. But despite our involvement, efforts and activism, a question remains: "Is it enough?"

Engagement: incorporating ESG principles

Because the ESG philosophy aligns perfectly with the company's values, management decided to officially adopt ESG principles with the aim of stepping up our engagement and contributing more effectively and sustainably to the development of a healthy and prosperous society.

It's encouraging to note that the company had already applied many of these same principles before the term "ESG" became well known. Environmental, social and governance criteria have been important considerations for Le Groupe Maurice for a long time. Joining the ranks of companies that follow ESG principles will help it act more effectively, build a structure around its values (like it did several years ago with the creation of the Luc Maurice Foundation) and ensure its health and sustainability.

Engagement: leading by example

Is Le Groupe Maurice perfect? Of course not. But management agrees that "ESG" shouldn't become an empty buzzword. Our promise needs to be sincere. And integrity, transparency and humility are the qualities that will help us boost our credibility and exercise a positive influence. The point isn't to be perfect, but to keep taking action.

Soon we'll present the ESG criteria to our teams so they're familiar with the concepts and roadmap. To help the process along, an interdepartmental committee will be formed to define a vision for each department and turn it into an action plan. And since you can't improve what you can't measure, we'll also be producing an annual report to outline what we've accomplished and present our plans for the future.



Engagement: everyone's business

On its own, adopting the ESG philosophy isn't enough to set a company apart. Perhaps that was the case a while ago, but today these challenges concern each and every one of us. Because the need is so great, we must act together.

That's why committing to the ESG philosophy is everyone's business. In fact, it's surprising that this approach isn't better known, accessible and widespread given what we now know as a society about the precarious state of the planet. Sustainable development and other approaches that promote flourishing communities today and tomorrow must become the norm, not the exception. The democratization of these practices is vital.

By articulating our intentions, the company hopes to influence other players to do the same. More than ever, our priorities are collaboration, adaptation, mutual assistance and respect for others. Because without others, we would be nothing. We're not just suggesting it anymore; we're **DEMANDING** that our peers do their part too. —



environmental social governance

As you now know, Le Groupe Maurice has made a commitment to uphold ESG (environmental, social and governance) principles. This past summer, the team at The Innovator invited vice-presidents and department leaders to a virtual roundtable to discuss their points of view about this important philosophy. They were motivated by the opportunity to make an even greater difference, and they spoke eloquently and openly about the company's impact on our society, today and in the future. It's important to remember that every action counts, no matter how small. We hope you enjoy reading this summary (short as it may be) of these enriching conversations.



CHANTAL BEAULIEU
INTERIM VICE-PRESIDENT
OPERATIONS



MARC OUIMET
ASSISTANT VICE-PRESIDENT
OPERATIONS AND RELATED SERVICES



ELENA MAFTEI
ASSISTANT VICE-PRESIDENT
HEALTH

OPERATIONS




From words to actions

Le Groupe Maurice's Operations Department plays a monumental role at the company, intersecting with areas like recreation, health-care provision, food service, sales and the customer experience. This past summer, the team at The Innovator invited vice-presidents and operations managers to a virtual roundtable to discuss the ESG philosophy. The members of this large team proved they are more motivated than ever to keep improving our practices.

85%

**OF THE PRODUCE
WE USE IN OUR
KITCHENS IS
LOCAL.**



Over the years, Le Groupe Maurice has adopted new methods and practices in line with the ESG philosophy, even if we didn't always use that terminology. These included waste separation, installing LED lights, creating more competitive work conditions and repairing and maintaining equipment, to name just a few examples. Beyond a doubt, the most important milestone was the launch of our Fresh Traditions program five years ago, which aligned perfectly with ESG criteria.

Fresh Traditions has a positive impact on the environment through our purchase of local products, but it also benefits the community by contributing to the local economy. In addition to these two crucial points, Le Groupe Maurice is committed to offering residents the highest quality food in an enjoyable social setting.

“About 85% of the produce we use in our kitchens is local,” says Maurice Chartrand, Food Service Manager. “It represents a firm commitment by the company, which is leveraging its significant purchasing power to support local producers and suppliers. And I don’t shy away from discussing our menus with nutritionists. In fact, I’m very proud of what we do because we’re elevating the industry’s standards.”

Walking the talk

Everyone present at the meeting agreed that the ESG philosophy must not become a passing fad. During the interview, the expression “walk the talk” was on everyone’s lips. Chantal Beaulieu, Interim Vice-President of Operations, was particularly enthusiastic about the company’s embrace of this new concept.

“Le Groupe Maurice has chosen to engage in this process and I find that extraordinary, especially since I know that it’s not about money or about image. The goal isn’t to look good. We do these things out of conviction



because we know that they will have a real impact on our daily lives in the short and long term. This engagement represents a profound and well thought-out commitment.”

Ever since Le Groupe Maurice was founded in 1998, the company has been recognized for its innovation, its ability to adapt and its agility. One example of this was the launch of the Famileo project, which allowed residents living in care units to stay in contact with their families through a virtual photo album during the pandemic. Today, everyone agrees that Famileo has been a success and should be continued as a permanent project at the residences as a means to promote well-being and recovery for persons dealing with health problems.

“We often see amazing initiatives at the residences. And the creative ideas very often emerge from the ground up,” Marc Ouimet, Assistant Vice-President, Operations and Related Services, humbly says.

Horizontal governance

Le Groupe Maurice now wants to inspire its employees to adopt better practices and suggest ideas that go beyond the established regulatory framework.

“We need management to be more and more horizontal rather than vertical. Working in silos is a bad idea,” says Émilie Casey, Director of Sales, Operations. ***“Personally, I chose a highly collaborative style with my team. Over time, I learned to let go of control and, most importantly, share my knowledge. These are practices we’d all benefit from adopting.”***

“Meeting ESG criteria requires exceptional rigour,” says Elena Maftei, Assistant Vice-President, Health. ***“It will drive us to go further. There’s work to be done in order to meet all our objectives. But as always, Le Groupe Maurice is committed to building a future with transparency, wisdom and strength. Right now we’re laying the groundwork by setting the quality parameters.”***

Why commit to do better?

It's 2021, and environmental, social and governance (ESG) practices are now a must. All the participants agreed on this point. And the pandemic has forced everyone to reconnect with what is most essential.

Like his colleagues, Marc Ouimet is already a strong believer in the ESG philosophy. ***“Our ESG commitment is a logical step, in my opinion. Whenever we make a decision or develop a project, we need to think about the future. We must be aware of the impacts of our current and future actions.”***

And there's no shortage of ideas. From rooftop gardens to urban beehives, solar panels, growing our own herbs, monetizing waste and developing a circular economy, the possibilities are practically endless! The role of management in the current environment is to examine every proposal through the lens of the ESG philosophy. Managers, meanwhile, are responsible for providing tools to the people on the ground. ***“We need to be facilitators,”*** summarizes Maurice Chartrand.

“Operations is where it all plays out. It's the moment of truth where we have to match our words and commitments with actions. We deliver promises on the ground, because no matter what your ideas, words or convictions are, they only have value if you put them into practice,” Chantal Beaulieu concludes. ▬



”

→ **LE GROUPE MAURICE IS
COMMITTED TO BUILDING A
FUTURE WITH TRANSPARENCY,
WISDOM AND STRENGTH.**

ELENA MAFTEI
ASSISTANT VICE-PRESIDENT, HEALTH

”

**THE GOAL ISN'T TO LOOK GOOD.
WE DO THESE THINGS OUT OF CONVICTION
BECAUSE WE KNOW THAT THEY WILL HAVE A
REAL IMPACT ON OUR DAILY LIVES IN
THE SHORT AND LONG TERM.**

CHANTAL BEAULIEU
INTERIM VICE-PRESIDENT, OPERATION

”

**OUR ESG COMMITMENT IS A LOGICAL STEP, IN MY OPINION.
WHenever WE MAKE A DECISION OR DEVELOP A PROJECT,
WE NEED TO THINK ABOUT THE FUTURE. WE MUST BE AWARE
OF THE IMPACTS OF OUR CURRENT AND FUTURE ACTIONS.**

MARC OUIMET
ASSISTANT VICE-PRESIDENT, OPERATION AND RELATED SERVICES



ANNE GRENIER

VICE-PRESIDENT
HUMAN RESOURCES

HUMAN RESOURCES



Everything starts with employees!

Without a doubt, the HR Department plays a critical role at Le Groupe Maurice. We see employees as the heart—and the arms—of the company. That's why adopting ESG principles seemed like a natural step for Anne Grenier, Vice-President, Human Resources, and Lucie Lelièvre, Director, Global Compensation. The Innovator sat down for a chat with Anne and Lucie, two compassionate women for whom sustainable development is not just a choice but a lifestyle.

Anne and Lucie, tell us about HR's commitment to ESG principles. Where should you be focusing your efforts?

ANNE GRENIER I've been part of the big Le Groupe Maurice family for five years now, and I'm very pleased to say that ways of thinking and doing things have evolved in a very positive direction in the last few years. Nowadays, we clearly understand that employees are just as important as clients. And everyone agrees that the current labour shortage has made employees an even more precious resource. After all, everything starts with them! So I no longer need to convince anyone of the importance of investing in ways to build employee loyalty at the company. We need to be creative and mindful in our approaches to recruitment and the employee experience.

What do you think your biggest challenge will be?

A. GRENIER Maintaining employee loyalty remains our biggest challenge. It was the key issue for us even before we started talking about the ESG philosophy. While offering a competitive salary is important, it's no longer enough. Young people entering the job market today attach just as much importance to a company's human and social values and recognition by peers and superiors. The work environment also plays an enormous role. Managers need to be accessible. They must be mobilizers and quickly create a rapport with new employees. These days, the HR department is the cornerstone of any company. It's our biggest priority. It's not complicated: without employees, there are no services! And without services, the residences as we know them wouldn't be viable.

That's why training managers is so important. For example, managers must have the ability to detect when an employee is less content in their job, has difficulty adapting or is going through personal issues. At the same time, they need to recognize when an employee is interested in advancing within the company. We've established programs to facilitate integration for new employees and those returning from sick leave. Details like this might seem trivial, but they can make all the difference for an employee's well-being and how engaged they feel at Le Groupe Maurice.

LUCIE LELIÈVRE This year, the labour shortage is also playing out on a whole new level as companies have been dealing with more employees going on sick leave since the start of the pandemic. Mental health has become a more important factor. What we've seen in the last couple of years is exceptional. People are doing a lot of soul searching. This issue is a major concern for us. We've been building awareness in a variety of ways, like monthly columns on the topic of well-being and other initiatives aimed at promoting a safe and healthy work environment. We can't afford to wait until it's too late to help a person in distress. That's why we strongly encourage staff to take advantage of our employee and family assistance program and the telemedicine service available to them.

A. GRENIER We live in a multicultural society where it's important to create a more equal environment for everyone. At Le Groupe Maurice, another one of our priorities is to encourage diversity and inclusion. These values are part of our DNA, but do we have all the tools to put them into practice? Delivering a human-centred and enriching experience is part of our culture as a company. That's why we partnered



up with a specialist to help us design a program to promote diversity and inclusion. In the last two years, we also hired 15 workers from Cameroon. We did this not only to address our shortage of care staff but also to offer a better future to individuals who left family and friends back home. It's an important responsibility and we must do everything we can to not let them down.

And what do you do in terms of governance and the environment?

L. LELIÈVRE On the topic of pay, I can safely say that we're very competitive. Commitment to equity is one of our values as a company. Our policies are clear and we make sure to follow them to the letter. We also consider work-life balance to be extremely important. At head office, we encourage working from home. Naturally, remote work is much more difficult to implement at the residences since the employees need to be physically present to perform their jobs. This has been a central topic of discussion since the start of the pandemic. I continue to believe that by offering this flexibility and demonstrating our capacity to adapt, we're helping to attract and retain employees. Not to mention the positive impact of remote work on the environment.

And on a personal level? What are your personal goals this year?

A. GRENIER Inclusion and diversity. It's important for me personally, but also enriching and beneficial for the company. I've travelled extensively and in my opinion, Canada is one of the best countries in the world to live in. Let's live up to that vision!

L. LELIÈVRE Personally, I'm going to keep focusing on health overall, and especially mental health. More than a corporate challenge, this is a social crisis. Can we act sooner? Can we offer more support, resources and favourable conditions, at every level? I intend to act on this issue. There's still a lot to be done, starting with educating people about the importance of mental health.

A. GRENIER We all like contributing to causes that are greater than ourselves. I want to find innovative ways to support our employees who want to donate time, rather than money, to community organizations. We want to put in place programs that will make it possible for everyone to lend a helping hand. The Director of the Luc Maurice Foundation and I will prioritize this goal in the coming months.

Why do you say that we have no choice but to be engaged in 2021?

A. GRENIER Honestly speaking, we don't know what the future holds for our planet anymore with everything that's happening with climate change and social inequality. We must act—and urgently! All companies need to put in place structures to steer actions and protect human values. We also have a role to play by using our influence wisely. Communicating our intentions and actions more effectively to our employees and Québec society would already be a great start. —



FRANCIS GAGNON
VICE-PRESIDENT
REAL ESTATE DEVELOPMENT

CONSTRUCTION



One brick at a time

Francis Gagnon, Vice-President, Real Estate Development, oversees the development of Le Groupe Maurice's residences with the support of his passionate team. Faced with today's environmental challenges, rising construction costs and the evolving needs of an aging clientele, Francis draws on his strong values and takes concrete actions to continue creating innovative and sustainable residences.

“There’s an art to it,” Francis Gagnon explains as he praises the work of his colleagues. “Sometimes it might seem simple, but a real estate development team needs to have a lot of knowledge and expertise, whether it’s in urban planning, architecture or engineering.” You start with just a plot of land, trees, a field and an ownership deed, so you need to be a visionary and have specialist expertise to envision a real estate development on a vacant lot. And in order to build a harmonious residence that’s a welcoming community space serving the needs of seniors today and tomorrow, you have to know your clientele really well. “We create a lot of economic value, but also a lot of human value,” says Francis Gagnon. “We want to enrich what we do and transform the environment into a great place to live for everyone. For each project, we know that we’ll need to appeal to a mostly independent clientele aged 75 and older. But the community is where the project will really shine and make a difference.”

”

**WE PLANT MANY
TREES AND PAY
PARTICULAR
ATTENTION
TO GARDENS**

YVELINE ROC,
DEVELOPMENT DIRECTOR



Building on strong values

According to Francis Gagnon, Le Groupe Maurice has always prioritized building locations in urban settings which have access to shops, services, major roads, community networks and public transportation. It’s one of the keys to successful integration for residents moving into their new **“home sweet home,”** since they have the ability to stay independent for a long time and continue to enjoy their preferred lifestyle.

When it comes to landscape design, Le Groupe Maurice has very high standards. **“We plant many trees and pay particular attention to gardens,”** says Development Director Yveline Roc. **“This has enormous benefits for residents and makes their living environment more beautiful. We also ensure that the architectural quality of our buildings blends well with the environment from an aesthetic perspective. We often don’t realize the importance of beauty. It brings a lot of joy to every day.”**



Le Groupe Maurice is also committed to building residences that address environmental challenges. Recently, the Caléo residence in Boucherville was awarded Silver LEED certification, which attests that the building was constructed in accordance with sustainable building principles using high-quality environmentally friendly materials. **“We want to address environmental issues while also serving the needs of our clientele, without ever compromising affordability for them. That’s where the challenge lies,”** Yveline Roc adds.

Being a part of the community

To illustrate the importance of working together with the community, Éric Burns, Assistant Vice-President, Development, gives the example of the SEVÄ residence in Candiac. SEVÄ is surrounded by green spaces and borders a marsh with a large variety of trees, shrubs and other plants. **“The city partnered with us and we did some work on the marsh to protect it. There’s now a pedestrian footbridge over the marsh as well as observation and rest areas. It’s a win for the residents, but the entire population of Candiac also benefits,”** says Éric.

Another factor that sets Le Groupe Maurice apart is that our residences allow families of residents to use facilities like swimming pools, recreation areas and green spaces. **“That creates community engagement,” says Francis Gagnon. “Connections between generations are essential. The residences turn into places full of life, meetings and conversations.”** As examples, he mentions grocery stores and pharmacies located next to residences, which lets people do their shopping and visit family at the same time.

Residents are also increasingly conscious of environmental issues. **“They want to see composting, recycling, organic food and efficient energy systems at their residence,” Yveline Roc explains. “Some even want access to car sharing services. That’s why we initiated a partnership with Communauto.”** —



Engagement on all levels

When Francis Gagnon and his team design a new residence, taking care of employees is also part of their mission. For example, carefully chosen materials can simplify daily maintenance tasks, and a well-designed work environment can increase efficiency. ***“Employees who waste less time and who are happier in their jobs are more engaged and are better able to take care of residents,” says Francis Gagnon. “Everyone wins.”***

Le Groupe Maurice has many initiatives in place that are making a significant positive difference, not only for residents and employees but also for society at large. ***“Unfortunately, not many people know about all the things we do and the benefits they’re having. We need to talk about this more often, and most importantly, never stop generating ideas. Besides, doing this helps the planet, and we all have to do our part,”*** adds Yveline Roc.

“Le Groupe Maurice has always been engaged and that’s not going to change now. On the contrary, it’s an integral part of our company culture,” Francis Gagnon concludes. “After all, the past is the key to our future, and the future is the inspiration for our present.” —



”

**CONNECTIONS BETWEEN GENERATIONS ARE
ESSENTIAL. THE RESIDENCES TURN INTO PLACES
FULL OF LIFE, MEETINGS AND CONVERSATIONS.**

FRANCIS GAGNON
VICE-PRESIDENT, REAL ESTATE DEVELOPMENT

”

**THEY WANT (THE RESIDENTS) TO SEE COMPOSTING, RECYCLING,
ORGANIC FOOD AND EFFICIENT ENERGY SYSTEMS AT THEIR
RESIDENCE.**

YVELINE ROC
DEVELOPMENT DIRECTOR

”

**BUT THE COMMUNITY IS WHERE THE PROJECT WILL REALLY SHINE
AND MAKE A DIFFERENCE.**

FRANCIS GAGNON
VICE-PRESIDENT, REAL ESTATE DEVELOPMENT



RITA KATAROYAN

VICE-PRESIDENT
MARKETING AND COMMUNICATIONS

MARKETING



The art of engagement

Rita Kataroyan, Vice President, Marketing and Communications, is leading a project to integrate ESG principles at Le Groupe Maurice. While she speaks about the project with passion, poise and eloquence, getting the right commitment going forward is no easy task. Rita Kataroyan spoke to The Innovator about an idea that's been a long time in the making and is finally being realized.

A far-reaching project

According to Rita Kataroyan, many people only think of the environment when it comes to sustainable development. ***“This vision is much more limited than the actual scope of ESG, which is broader and more complex than it might seem. It’s a concept that we need to integrate in all of our thoughts, actions and projects. It has to be part of the lifeblood of the company.”***

You don’t accomplish this plan by creating an independent team charged with imposing new methods. Instead, you have to target specific behaviours: which ones to drop, and which ones to maintain in order to nurture new practices that will integrate naturally with work methods. The goal is to make them second nature, in each department and for every employee.

Rita Kataroyan feels confident about the task. After all, Le Groupe Maurice has been following some of these principles for a long time, even before the term ESG became well known. ***“We’re not starting from zero, which is really promising when it comes to communicating and implementing this philosophy. As brand guardian, I would never allow us to talk about the ESG approach if I wasn’t convinced with all my heart that it’s already being practised on the ground.”***

In the eyes of marketers

The marketing department is responsible for demystifying ESG principles so that everyone gets the information they need in order to integrate them. Luckily, this team is undeniably talented at explaining concepts in ways that everyone can understand. To achieve this, the team draws on two of its key strengths: awareness and observation.

“In marketing, we have the ability to see things that might seem invisible or trivial. We can pick up on initiatives, realities or messages that catch our attention and shine the spotlight on them. We don’t create organizational realities: we simply interpret and communicate existing situations or behaviours. It’s a bit like when an artist creates a work of art inspired by a situation that, at first glance, might seem too trivial or tragic to be illustrated.”

That’s what happened, among other things, when we worked on Le Groupe Maurice’s latest advertising campaign, inspired by the consequences of the pandemic. The pandemic put the seniors’ care crisis into sharper focus, and the marketing team decided it was time to wake people up to this sad reality. How? By coming up with a message that everyone could relate to. And what could be more poignant than to remind each and every one of us that we’ll all be seniors one day?



“The impact of the pandemic gave the team’s creative thinkers the ammunition they needed to create initiatives to fight ageism with even greater conviction. Since then, the company has more firmly defended the cause of aging well in its brand image, communications and actions.”

A promise is a promise

Once the decision is made—that is, once the artist unveils their work—a commitment and promise is made. ***“Now that we are the standard bearers for seniors’ causes, and more recently, now that we have announced our commitment to ESG principles, we have no other option but to fulfil our commitment. I’m very happy to say that we’re destined to keep doing more!”***

A new series of podcasts that give a voice to seniors and the biannual publication of The Innovator Magazine are just two examples of this commitment. ***“More visibility means more accountability, since the company’s influence gives us responsibility for using our communication platform intelligently. We are privileged to have a platform, and our duty is to do the right thing.”***

We can go further together

Nothing is more powerful than strength in numbers, and the success of any corporate initiative, no matter how positive, depends on neither the amount of money you invest nor the quantity of effort you put in. Ultimately, success relies on the engagement of every employee, supplier and investor.

“Even if we were the only ones engaged in the ESG project, we’d still do it because we firmly believe in it. But nowadays our role is more about being an influencer. Therefore, we need to get our ideas out there so people will rally around them. Going forward, our responsibility is to ensure that everyone is on board with us,” Rita Kataroyan concludes with a smile. “One thing is for sure: being engaged today is not just necessary, it’s vital. I wouldn’t be able to look my kids in the eyes if we acted differently.” —



ISABELLE NANTAIS

VICE-PRESIDENT
LEGAL AFFAIRS AND CORPORATE SECRETARY



Strengthening our credibility and negotiating capacity

A lawyer specializing in commercial, corporate and real estate law, Isabelle Nantais, Vice-President, Legal Affairs and Corporate Secretary, has been very familiar with the ESG (environmental, social and governance) philosophy for many years now. She understands the importance of ESG issues when it comes to the future of organizations and protecting the environment and human rights. But that's not all: Isabelle Nantais also believes that adopting ESG principles will strengthen Le Groupe Maurice's credibility and negotiating capacity. The decision to align the company with this philosophy will have an impact on the opinions of business partners and even governments.

It's widely recognized that Le Groupe Maurice has contributed and continues to contribute in many ways to the cause of aging well. For example, we fought for an increase in the tax credit for caregivers. This extremely important issue has had a major and direct impact on seniors' ability to choose where they will write the next chapter in their life story.

“Over the years, we initiated a number of efforts to combat ageism and defend the rights of seniors at several government ministries and organizations. In fact, we’ve been intensely campaigning with various decision-makers to tackle injustice toward seniors, because we’re sensitive to the vulnerability of our clientele. Officially incorporating ESG principles will strengthen our advocacy efforts because we will have even more credibility,” reiterates Isabelle Nantais, who also serves as chair of the board of directors of the Quebec Seniors' Housing Group (QSHG).

Carrying on our commitment

Since the company's founding almost 25 years ago, Le Groupe Maurice's activism has only increased as social problems affecting seniors have grown. We've even become their spokesperson, in a way. ***“Over the pandemic, I’ve lost count of the number of times we’ve reached out to government ministries to ask for an easing of certain rules that we considered to be a violation of individual rights and freedoms. At Le Groupe Maurice, we are committed to giving a voice to residents, and to senior citizens more broadly,”*** says Isabelle Nantais.

Besides contributing to respect for seniors by society at large, Le Groupe Maurice's activism in various spheres of influence also helps protect the lon-



gevity of Québec's private seniors' residences. ***"We should remember that seniors' residences are an important part of the solution to the unprecedented demographic challenge that Québec will have to face in the coming decades,"*** explains Isabelle Nantais, whose mission includes managing various types of risks at the company.

Helping seniors of today and tomorrow

All that said, Luc Maurice's philosophy is not—and never was—about maximizing profit, says Isabelle Nantais. Rather, it's about making a positive change in society. ***"How many times have we landscaped and planted trees outside our property to improve life in the neighbourhood? How many times have we gotten municipalities to install speed bumps or modify traffic lights near our homes to better protect citizens of any age? It might seem trivial, but these efforts are essential. At Le Groupe Maurice, we're always closely monitoring problematic situations."***

Isabelle Nantais is unequivocal: while adopting ESG principles requires a commitment by the company, the various authorities (governments, cities, organizations, etc.) must also demonstrate openness. She recalls, among other examples, the story of a chef at one of the residences who wasn't allowed to cook tomatoes that he himself grew at his workplace because of applicable regulations. ***"What a pity not to be able to bring this beautiful freshness to the plates of our residents and employees while making a nice ecological gesture! Without the collaboration of the different decision-making bodies, we wouldn't be able to fulfil our compassionate mission the way we want to,"*** concludes Isabelle Nantais.

Needless to say, Le Groupe Maurice wants to do things differently. To ensure a healthy and prosperous future for today's and tomorrow's seniors, the time has come for open-mindedness, action and collaboration. —



HUGUES JACQUIN
CHIEF FINANCIAL OFFICER

FINANCE



Investing in sound governance

For Hugues Jacquin, Chief Financial Officer, being accountable comes with the job description when you control the purse strings of an organization like Le Groupe Maurice. But like all the members of the executive committee, Hugues has a vision that goes far beyond filing reports and performing mandatory controls.

While the role of Chief Financial Officer may be more typically associated with ethics and governance, social and environmental issues are also among Hugues Jacquin's concerns. He is pleased that he's able to improve the well-being of seniors together with his team and other senior managers at the company. ***"I was in a place where I wanted to contribute to a better world in my professional life,"*** he says.

Hugues Jacquin joined Le Groupe Maurice almost a year ago. ***"I admired the fact that the management committee was composed of equal numbers of women and men. It confirmed to me that the company was keeping up with the times and that it upheld values like equity, which was a positive sign for things to come,"*** he explains.

As soon as Hugues arrived at the company, he faced an important challenge: new investor Ventas, a public company from the United States, required the finance team to make significant changes to their work methods. ***"We had to implement the SOX compliance method required by our new partner. This method involves more stringent controls which are aimed at preventing fraud and misappropriation in order to ensure that all published financial information is true and accurate. It was a lot of work, but it's extremely positive for the company because it's the most effective verification system that exists to date."***

Responsible control mechanisms

In the early 2000s, the United States imposed new governance criteria on public companies and required them to perform audits in an effort to strengthen the trust of ordinary investors.

To comply with Sarbanes-Oxley Act (SOX) criteria, Le Groupe Maurice's finances must now be audited by a third party—in this case, auditing firm KPMG.



“These verification procedures necessarily entail more work, since in addition to producing reports every three months, I have to present a big summary every year. However, you sleep much better at night when you have SOX principles in practice at your company,” says Hugues Jacquin.

Effective management at every level

To implement SOX principles at the company, the finance department had to work in close collaboration with the IT department. ***“There’s a whole component related to IT that you can’t overlook,”*** says Hugues Jacquin. ***“For example, you don’t want everyone to have access to payslips.”*** The two departments worked together to establish a series of mechanisms and IT systems that are more efficient and highly secure.

“I see us as business partners,” says Hugues. ***“We’re here to support the other divisions of the company. We even participate in the preliminary planning phase.”*** Hugues Jacquin is convinced he has a role to play when it comes to protecting the environment, both individually and as the head of finance of a large company. He believes that large cities need to rethink the way they approach real estate development. ***“Building 50-storey glass towers doesn’t help bring down greenhouse gas emissions,”*** he says. ***“Approaching each project holistically helps profitability. And from the point of view of management, bringing all the skills together around one table lets you have more impact and reach a better balance.”***

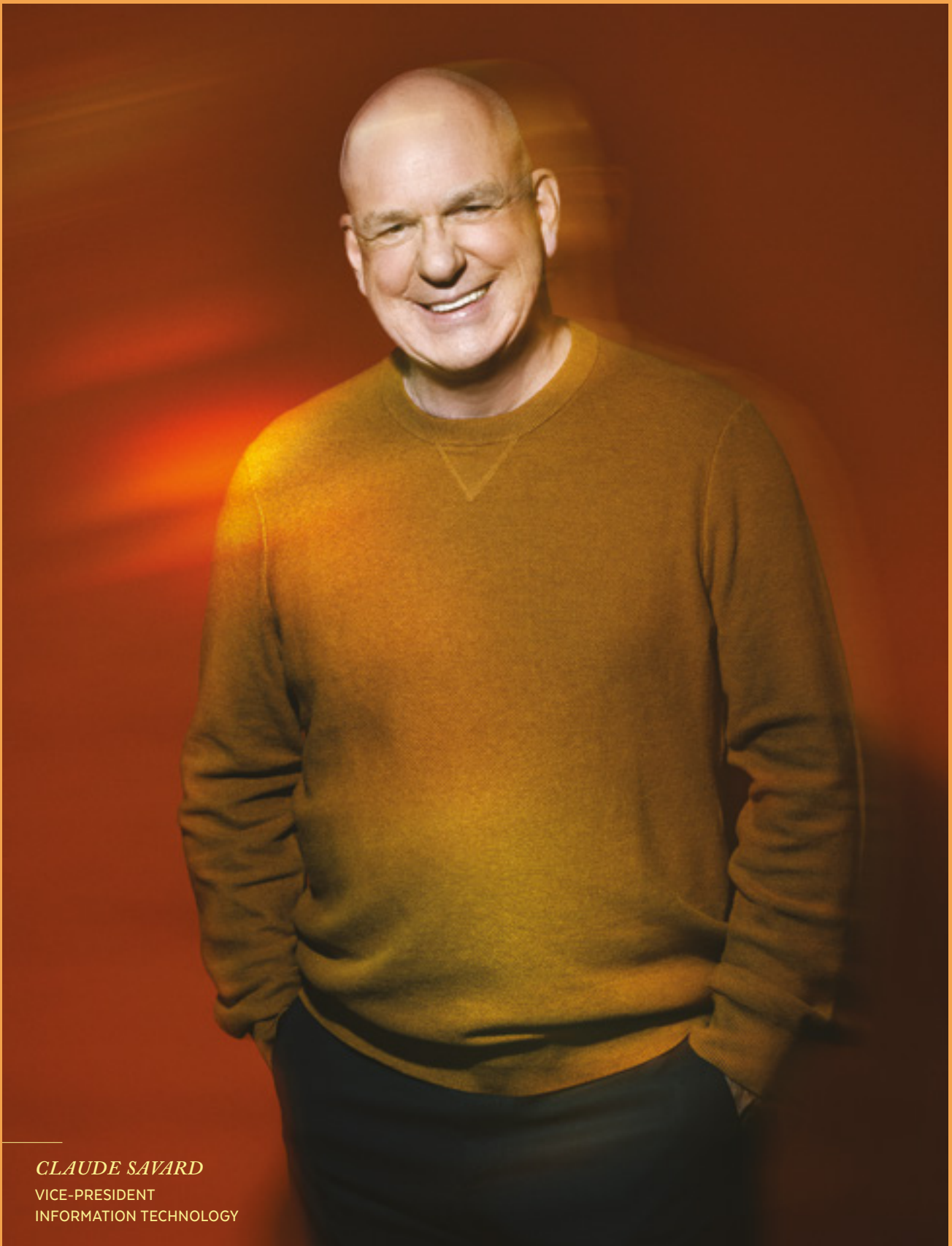
Hugues Jacquin is optimistic and pleased to work at a company that innovates and isn’t afraid of taking on challenges to stay at the forefront of the private seniors’ residences sector. He concludes, ***“We’re not perfect, but we’re lucky to work with and for seniors. We have an important social mission that addresses a real need. And our governance is among the industry’s best. In my view, the company’s future is more than promising.”*** —

”

**WE’RE NOT
PERFECT, BUT
WE’RE LUCKY
TO WORK WITH
SENIORS.
WE HAVE AN
IMPORTANT
SOCIAL
MISSION THAT
ADDRESSES A
REAL NEED.**

HUGUES JACQUIN
CHIEF FINANCIAL
OFFICER





CLAUDE SAVARD

VICE-PRESIDENT
INFORMATION TECHNOLOGY



Mission

“Electronic waste”

Claude Savard oversees all of Le Groupe Maurice’s information and technology activities. With responsibility for the administration of over 2,000 computers, hundreds of pieces of telecommunications equipment and more than 300 emergency power systems that use high-performance batteries, the Vice-President, Information Technology juggles daily with the environmental and digitalization challenges facing the company.

A recycling program with a social mission

“We’ve been committed to fighting technological waste for a long time,” says Claude Savard. “But we want to do even more. The ESG vision will only help us with this mission.” Since his arrival at Le Groupe Maurice, Claude Savard and his team have implemented an electronic waste management system to ensure that technological waste is reused or recycled whenever possible. ***“Before I arrived at Le Groupe Maurice, I always worked with companies that were involved in social reintegration or employed persons with disabilities when reusing or recycling our electronic waste,”*** he explains. At Le Groupe Maurice, we adopted this approach by teaming up with Uni-Recycle. Created by young entrepreneurs in 2016, this Québec-based company collects old equipment for recycling or reuses components to build new devices for various community organizations. ***“The majority of the profits go to organizations like Mira, Leucan and the Breakfast Club,” Claude adds. “Its mission also embodies another value of mine, which is helping others.”***

By unifying all electronic recycling operations at a single supplier, Claude has been able to simplify processes and optimize results. He considers it critical that as few components as possible end up in a landfill. ***“We’ve even adopted an internal policy of not giving away old equipment to employees,” he explains, “because we know that in the majority of those cases, it will end up in the garbage. And that goes against my values.”***

Wear and tear

Le Groupe Maurice’s electronic equipment gets a lot of usage, often in environments that expose it to damage. This is true, among other things, for electronic devices used in the dining room and kitchen. These devices are handled by kitchen staff and can get soiled by food or even damaged by water spills. ***“Sometimes it’s more expensive to repair the damaged equipment than it is to replace it,”*** says Claude Savard.

The devices have an average lifespan of three to five years. ***“My philosophy is to buy equipment that will have a longer life,” Claude Savard explains. And the approach is paying off. In the end, spending more ends up costing less. To help him with this task, Claude decided to unify the equipment and acquire robust material. “We stopped replacing, throwing away, replacing again and throwing away again,” Claude says with pride. “It is cost-effective over the life cycle.”*** He adds that by devoting as little time as possible to a device—whether to repair it or replace it—his team has more time to respond to the needs of employees and residents.

Investing in solid equipment

When it comes to reducing the carbon footprint of the company’s IT infrastructure, Claude Savard has lots of ideas. But computers aren’t the only things contributing to waste at the residences. Our emer-



gency power systems, which are activated in the event of a power outage, currently use high-performance lead acid batteries that have a life cycle of only two years. These batteries are essential because they keep security systems functioning during an outage, protecting our residents.

Claude Savard's ecological solution has been to start prioritizing lithium batteries. ***"Thanks to this technology, which has a life cycle of approximately 10 years, we won't have to replace thousands of lead acid batteries. In a year, my team might replace over a hundred lead acid batteries at the residences. It's becoming very difficult to manage the waste and you don't always know where it will go. It often ends up in the environment,"*** laments Claude. The positive environmental impact of lithium batteries is clear. However, suppliers are few and the acquisition cost is much higher than for lead acid batteries. Despite the greater difficulty in procuring lithium batteries, the effort really pays off from an environmental standpoint.

"We're all inspired to know that the company is committed to investing more in principles like ESG. It allows us to move forward with our initiatives and support our ecological vision of the company's IT department," Claude Savard concludes. "It encourages all of us to adopt new habits and new processes." It's the same philosophy that's driving the company to introduce collaborative, modern and efficient work tools to support its remote work policy and offer employees a better work-life balance. **—**

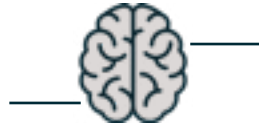


”

IN MY PERSONAL LIFE, I'VE ALWAYS BEEN CONSCIOUS OF ENVIRONMENTAL AND SOCIAL ISSUES. IT'S ALSO IMPORTANT TO INTEGRATE THEM IN MY PROFESSIONAL LIFE. I KNOW IMPORTANT THINGS TAKE TIME AND HARD WORK, BUT I FEEL LIKE WE'RE ON THE RIGHT TRACK.

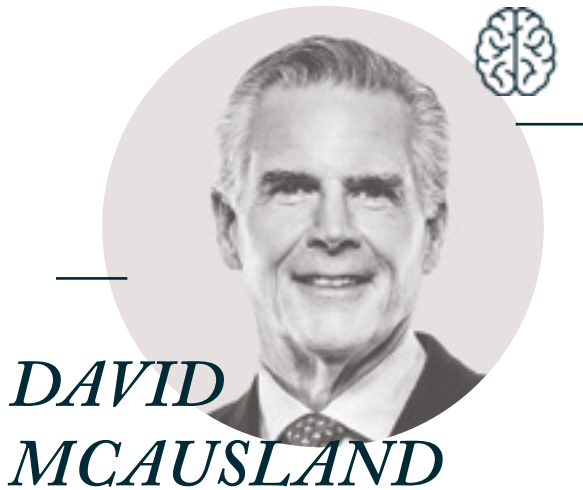
CLAUDE SAVARD
VICE-PRESIDENT, INFORMATION TECHNOLOGY

ADVISORY COMMITTEE

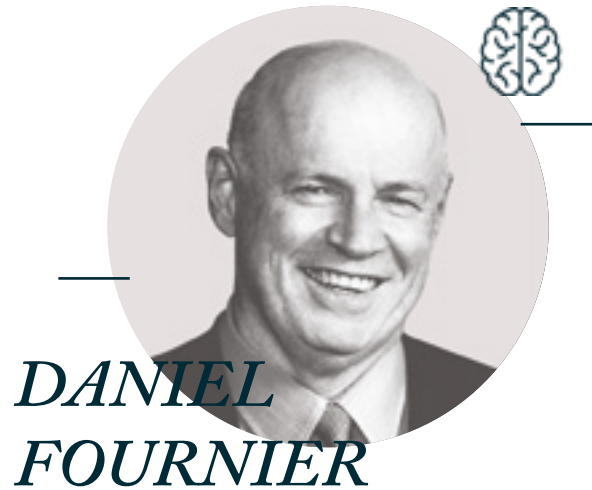


Never stop learning

Le Groupe Maurice enjoys learning, questioning and challenging itself, again and again, to improve and develop its residences and causes for seniors in Québec. That said, growing a company also means dealing with obstacles and risks, as well as capitalizing on opportunities. Desiring the best possible outcomes, Le Groupe Maurice called on the astuteness, perceptiveness and advice of a body of independent experts to help it optimize its business strategy and ensure sound governance. The Innovator met with two of these esteemed individuals: David McAusland and Daniel Fournier.



**DAVID
MCAUSLAND**



**DANIEL
FOURNIER**

This year, the stakes will be high. Wishing to export and grow while remaining faithful to its values, the evolving needs of its customers and its desire to innovate, Le Groupe Maurice realized it was time to bring in expert support. An Advisory Committee was therefore assembled for its knowledge and diverse experience to assist the management team in its business strategies. To improve company processes and ultimately benefit the entire organization, what could be wiser than calling on the wise?

“Me, a wise man?” laughs Daniel Fournier, former Chairman of the Board and CEO of Ivanhoé Cambridge. “I don’t know if I can be called that! What I do know, however, is that I sincerely wish to help. In fact, I plan on sharing my failures with you rather than my successes. Just to make sure you don’t succumb to the same traps as I did,” he says humbly.

”

... I KNEW LE GROUPE MAURICE WAS A COMPANY THAT DID WHAT WAS RIGHT, NOT WHAT IT WAS ENTITLED TO DO.

DAVID MCAUSLAND

Mr. Fournier is indeed a smiling, generous and curious man. During a virtual interview with us, he spoke about what led him to join Le Groupe Maurice as an advisor: ***“I once heard a speech from Meryl Streep, my favourite actress. She said that the roles she took on had to affect her, they had to have a meaningful and underlying purpose. ‘I have to make it count,’ she said. I feel exactly the same way! I want to be a part of projects that resonate with me, that allow me to learn and give back what I’ve been so fortunate to have received.”***

“I feel that Le Groupe Maurice does things sincerely. They respect and truly care about their seniors. I know this first-hand, because my mother actually lives in one of their residences. This is a woman who went there reluctantly, having left behind a house in which she had lived for 50 years. But she quickly got involved in all kinds of activities and made some terrific friends. She’s really happy there. I can tell you that from personal knowledge and experience.”

For David McAusland, counsel at McCarthy Tétrault and internationally recognized lawyer, to govern well is to create a climate of trust. An imposing man with a calm and deep voice, he didn’t hesitate to generously impart one of his greatest lessons to us. ***“I remember as a young lawyer having an incredible experience during a major transaction for a Canadian firm. The opposing lawyer had made an error in a financial adjustment. He called to tell me and find some common ground. He was a well-known attorney and realized that legally, they were in trouble. Although we could have taken advantage of their blunder, my recommendation***

to the client was to seriously consider their offer and accept it, which they ultimately did.”

“A few weeks later, I received a very complimentary letter from the lawyer in question. I understood then and there, that the important thing is to always ask yourself, What’s the right thing to do? We often have the right to do such and such a thing, but is that what we have to do? This is one of the reasons I’m a member of the Advisory Committee. From being involved in the Ventas buyout transaction, I knew Le Groupe Maurice was a company that did what was right, not what it was entitled to do. This nuance is very important. It’s what builds a company’s credibility and is the reason people trust it.”

So at what level do these businessmen think that they can help Le Groupe Maurice? ***“Oh! You’ll have to ask Luc!” David McAusland laughingly admits. “We’re not here to run the business. We’re here to address situations calmly and professionally. The company is fuelled by tremendous passion; and sometimes you have to reduce the power a bit, relax and observe. Our Committee will undoubtedly be able to assist management in taking a step back and staying focused on the all-important big picture. When you’re too close to things, it’s often difficult to assess the risks and the opportunities involved.”***

“In my experience as an advisor, I’ve always felt that I learned a lot. Once I fully assess the challenges at hand, I’m determined to help the team in a positive and constructive way,” adds Daniel Fournier.

Would it be daring to say that in business, you have to consider logical, human and visionary concepts in order to go further? That in the end, it's really about philosophy? ***"That, and a lot of passion," adds McAusland. "The concept is the engine, passion the oil. And Le Groupe Maurice has plenty of that. It's high octane! That's why I immediately liked Luc and the entire management team as soon as I met them. I find the retirement residence sector fascinating—especially the way the company approaches it. The values, the quality of the people, the philosophy, the passion; the whole recipe, ultimately, makes Le Groupe Maurice intriguing to me. And it's why I've remained in close contact with Luc, and why I'm keenly interested in the success of this company."***

"What Le Groupe Maurice is doing is wholly necessary," says Daniel Fournier. "I'm going to have the opportunity to see it all up close, to help keep building and doing good by doing things the right way. For me, participating in this mission is a privilege. I feel that this company is providing a service to the elderly that will become increasingly important over the next decade. If everyone could witness what I see in residence, it would change everything! People would immediately understand the importance of what they do. Today, the cause of the elderly must be present in all government discourse so that we may find solutions."

”

I WANT TO BE A PART OF PROJECTS THAT RESONATE WITH ME, THAT ALLOW ME TO LEARN AND GIVE BACK WHAT I'VE BEEN SO FORTUNATE TO HAVE RECEIVED.

DANIEL FOURNIER



SINCE THE PUBLISHING OF THIS ARTICLE, A THIRD MEMBER HAS JOINED THE GROUPE MAURICE ADVISORY COMMITTEE: FRANCE MARGARET BÉLANGER, PRESIDENT, SPORTS AND ENTERTAINMENT OF GROUPE CH.

**FRANCE
MARGARET BÉLANGER**

LAUNCH OF THE *DANS QUELQUES AÎNÉS* PODCAST

Giving seniors a real voice!



On October 1, Le Groupe Maurice launched a series of podcast episodes. Hosted by Luc Maurice, each audio episode brings together one senior citizen and one expert to discuss issues or challenges that concern seniors, such as aging, housing and money. The goal of this initiative is to give an authentic platform for seniors to speak out at a time when they are sadly misrepresented in traditional media. If we're searching for solutions, why not hear their ideas?

If you still haven't had the chance to listen to these impassioned discussions, The Innovator presents two experts* from the episode on sustainable development. In a few short paragraphs, you'll read insights by retiree Carole Minville and environmentalist Karel Mayrand: two people who are engaged, in their own ways, in efforts to promote sustainable development.

Enjoy reading!

LUC MAURICE: "Seniors are more likely to recycle than other age groups because they're concerned about protecting the planet for future generations. Do you agree with this statement?"

CAROLE MINVILLE: "In my opinion, recycling is good, but there are lots of other things we need to be doing! [...] Personally, I think seniors aren't doing enough to protect the environment. They have a lot more time to give than people who work full time. Retirees can put more pressure on politicians. They can make donations, participate in rallies and organize petitions in addition to small individual actions, which are still important. [...] For example, reducing food waste or the responsible consumption of drinking water."

L. MAURICE: "Carole, you raise a very strong point, which is the political power of seniors. Very soon, about 35% of eligible voters will be aged 65 and older. That's massive! Seniors can have an influence on environmental decisions."

C. MINVILLE: "As I already said, it's essential to be informed of what's going on in the world, especially when it concerns the environment. And so is getting involved! It can be writing to your deputy, collecting signatures for petitions or participating in public consultations—there was one recently on glyphosate. Besides being informed and getting



TO LISTEN TO THE FULL EPISODE AND ALL OTHER EPISODES, ACCESS LE GROUPE MAURICE'S PODCASTS FOR FREE ON THE FOLLOWING PLATFORMS:



* STATEMENTS WERE EDITED TO FACILITATE UNDERSTANDING AND READING.



”

IN TERMS OF SUSTAINABLE DEVELOPMENT, I TRULY BELIEVE THAT IF SENIORS SPOKE UP AND DEMANDED ACTION, THINGS WOULD MOVE MUCH, MUCH FASTER.

CAROLE MINVILLE

involved, seniors also need to speak up. [...] I think they need to show more solidarity with future generations. I'm personally very involved. [...] I've been 'green' for a long time now. Even at work. I've always done my individual part. Now that I'm retired and I have the time, I'm involved in environmental initiatives. [...] In terms of sustainable development, I truly believe that if seniors spoke up and demanded action, things would move much, much faster."

L. MAURICE: "They have a lot of political weight, on all issues. I really wish they'd utilize this influence more."

KAREL MAYRAND: "These days, we need to be capable of setting limits so we can leave more resources for generations to come. [...] The resources and products that we consume today will not be available to future generations. As an environmentalist, I often hear criticism like: "You want us to go back to the age of the horse and buggy!"

C. MINVILLE: "It's not like that at all."

K. MAYRAND: "Recently I asked myself what Canada would look like if we cut consumption by half. [...] How far back in history would we have to go? The answer left me astonished. We'd be in 1975. In that year, we had half the income we have today and consumed half the products. [...] If I told my parents, they'd say they weren't any less happy back then than they are today. [...] Happiness is about being in the company of people. It's about having a rich social life. Sure, buying a new car or redoing your kitchen can feel good. But that doesn't last long."

C. MINVILLE: "No, it doesn't last long enough."

K. MAYRAND: “I think we shouldn’t be afraid of ‘becoming poorer’. Right now in Canada, we’re in more debt than ever before. [...] Maybe we need to take another look at our values and say that we can be very happy with fewer possessions and less debt. By making this effort, we’re showing solidarity with our children.” —

” **THESE DAYS, WE NEED TO BE CAPABLE OF SETTING LIMITS SO WE CAN LEAVE MORE RESOURCES FOR GENERATIONS TO COME.**

KAREL MAYRAND



PARTICIPANT #1
Carole Minville | **AGE 66**

Carole Minville has been very concerned about climate change for a long time. She believes that seniors must act now to ensure a better future for generations to come. Carole contributes to environmental causes in various ways, like writing opinion pieces, participating in rallies and tree planting events, donating to organizations, signing petitions and more.



PARTICIPANT #2
Karel Mayrand | **AGE 49**

A proud longtime defender of the environment, Karel Mayrand has advised various governments and United Nations agencies on the challenges associated with globalization. Among other roles, he was Director General for Québec at the David Suzuki Foundation. He currently serves on the board of directors of the Climate Reality Project Canada and is Vice-President of the Société du parc Jean-Drapeau and President and CEO of the Foundation of Greater Montréal. Karel Mayrand has authored and co-authored several books on the environment and Québec’s future.

FRESH TRADITIONS
RECIPE IN PARTNERSHIP WITH



cocktail-style
**Venison
tartare**



Did you know that venison (deer meat) is excellent for your health? Unlike red and white meat that comes from grain-fed animals, venison comes from wild game that feed on grass and vegetables. That means venison is very low in fat and saturated fatty acids and rich in iron and B vitamins. Here's a recipe that your taste buds—and your heart—will love!

BON APPÉTIT !



4

Servings



INGREDIENTS

- 1 egg yolk
- 1 touch Dijon mustard
- 60 ml Rosemont gin
- 1 drizzle olive oil
- 200 grams venison (red deer) tenderloin
- 2 slices pickled beet, cut into small cubes
- ½ tsp. capers
- ¼ cup green onion
- 1 red onion
- 1 bunch parsley, chopped
- 2 pinches *Isabelle Huot Meat Seasoning* or other commercial spice blend for red meat
- 1 pinch fleur de sel

CROUTONS

- ½ baguette, sliced
- 1 tsp. butter or oil
- 1 tsp. paprika

TARTARE AND CROUTONS

1. In a large bowl, combine the egg yolk, Dijon mustard and 30 ml of gin. Add the olive oil while whisking continuously (you can use an immersion blender). Set aside.
2. Combine the venison with the remaining gin and add all the other ingredients.
3. Let marinate while you prepare the croutons.
4. Melt the butter in a skillet; add the croutons and sprinkle with paprika.
5. Turn the croutons over once they reach the desired colour.
6. Combine the meat and the vinaigrette. Arrange in a martini glass or do a classic presentation using a cookie cutter on a plate.

Serve the tartare with the croutons and add a Parmesan crisp as garnish.



Maurice Chartrand
*Food Service Manager
Le Groupe Maurice*



What does engagement mean to you?

Nowadays, engagement is everyone's business. Whether you're donating blood, participating in protests, founding a support or recreation group, offering your time or money, or even taking care of grandkids, the important thing is doing your part. We talked to some residents about what engagement means to them and the actions they take to make their world a better place, in their own way and at their own pace!*

”

VOLUNTEERING IS AN OPPORTUNITY TO BE SOCIALLY ENGAGED. I VOLUNTEER MY TIME TO MAISON MICHEL-SARRAZIN, WHERE I OFFER ASSISTANCE WITH END-OF-LIFE CARE.

Louise Gagnon-Arguin

Le Gibraltar, Québec

”

SINCE 2006, I'VE BEEN HELPING LOW-INCOME PEOPLE DO THEIR TAXES WITH L'ENTRAIDE CHEZ NOUS. I PRODUCE 400 TAX RETURNS EVERY YEAR FOR SENIORS, STUDENTS AND NEWCOMERS.

Normand Béliveau

Vast, Sainte-Julie

”

I OFFER ASSISTANCE TO HOMELESS PEOPLE WITH MY CHURCH HOCHMA. I ALSO SIGN PETITIONS TO DEFEND JUSTICE AND HUMAN RIGHTS AND TO PROTECT NATURE.

Mireille Leclerc

Elogia, Montréal



”

FOR THE PAST 15 YEARS, WE'VE BEEN HELPING OUT AT THE SAINT-EUSTACHE PARISH WORKROOM, WHERE PEOPLE CAN FIND CLOTHES, TOYS AND TABLEWARE AT VERY LOW PRICES. IT'S A GREAT COMMUNITY PROJECT.

**Louise Brien
and Claude Gobeil**
iVVi, Laval

”

AFTER MY TREATMENTS, I OFFERED TO SPEAK TO BREAST CANCER PATIENTS AND ANSWER THEIR QUESTIONS AT HÔPITAL NOTRE-DAME IN MONTRÉAL. I SPEAK TO AROUND 20 PATIENTS. I TRY TO REASSURE AND SUPPORT THEM.

Micheline Contant
Le Gibraltar, Québec

”

I HAVE ALWAYS BEEN AN ENGAGED CITIZEN. FOR EXAMPLE, SINCE THE START OF THE PANDEMIC I'VE BEEN PARTICIPATING IN RESEARCH GROUPS ON SENIORS AND AGEISM ORGANIZED BY UNIVERSITÉ LAVAL.

Rémi Beaulieu
Caléo, Boucherville

”

I'M A MEMBER OF THE BOUCHERVILLE FARMERS' CLUB. EVERY MONTH, WE MAKE QUILTS AND DONATE THEM TO SHELTERS FOR WOMEN, HOMELESS PEOPLE AND VETERANS.

Denise Paquet Chauvette
Vast, Sainte-Julie

”

I'VE VOLUNTEERED MY WHOLE LIFE WITH VARIOUS ORGANIZATIONS LIKE THE SPCA, THE SALVATION ARMY AND THE RED CROSS. I'VE MET SOME GREAT PEOPLE THERE. I ALSO STOCKED UP ON KNOWLEDGE!

Ghislaine Cousineau

Le Savignon, Lachine

”

FOR MORE THAN FIVE YEARS, I'VE BEEN FACILITATING A WRITING WORKSHOP THAT MEETS EVERY TWO WEEKS AT OUR RESIDENCE. WE PUBLISH AN ALBUM ONCE A YEAR. I ALSO STARTED A READING CLUB THIS FALL.

Marie-Blanche Dion

Quartier Sud, Lévis



”

I'VE ALWAYS ENJOYED VOLUNTEERING. OFFERING MY TIME TO VULNERABLE PEOPLE IS VERY FULFILLING TO ME. VOLUNTEERING IS A GIFT THAT YOU GIVE TO OTHERS AND TO YOURSELF.

Micheline Charette

Boréa, Blainville

* STATEMENTS WERE SUMMARIZED AND EDITED FOR LENGTH.
THANK YOU TO ALL THE PARTICIPANTS!



National Seniors Day: on the move for a cause

Grey clouds didn't stop more than 1,500 Le Groupe Maurice residents who marched on October 1 donning orange sweaters displaying the words "Old and Proud" (# Vieux et fier de l'être). Responding to the calls of their residences' recreation managers, the numerous participants in Le Groupe Maurice's inaugural Grande Marche marched in honour of National Seniors Day and made strides toward the cause of aging well.



RESPECT FOR SENIORS STARTS WITH EDUCATING KIDS



Every year, Le Groupe Maurice marks National Seniors Day in a very personal way. The event coincides with the International Day of Older Persons, established by the United Nations in 1990. This year, the company decided to do even more. On October 1, it launched the second phase of its anti-ageism campaign, it participated in the Forum Habitats walk for seniors in Montréal organized by Un et un font mille and it held its first celebratory and symbolic walks at its 33 residences. From Terrebonne to Lévis, from Saint-Jean-sur-Richelieu to Aylmer and from Quebec City to Outremont, many residents came out to march and celebrate.

Marching with a message

Besides celebrating being seniors, many residents drew up signs to communicate messages that matter to them. “Respect for seniors starts with educating kids,” “Aging is about sharing life experiences, being able to take your time, passing on knowledge and learning even more,” “Aging is normal. It’s a privilege,” and “Aging means becoming wiser” were just some of the true and sincere words the participants expressed.

Acting to live an active life and to show my solidarity.





Awareness is still lacking

The walk is the latest initiative in Le Groupe Maurice's campaign against all forms of age discrimination, a troubling phenomenon that still doesn't get the public attention it deserves. National Seniors Day is an opportunity to celebrate the contributions seniors make to society, but it also highlights the importance of fighting ageism, insists Luc Maurice.

"A few days ago, I saw another instance of blatant ageism in our society." Mr. Maurice was referring to an article about the president of the United States which focused on his age rather than his experience. ***"Furthermore, policies that amalgamate all age groups and make uniform decisions for all elderly people, without distinctions between various degrees of personal autonomy, reinforce isolation and segregation. Ageism is a real danger,"*** says the founder of Le Groupe Maurice.

The event provided an excellent opportunity to get together and recognize the importance of seniors and celebrate their diversity, their uniqueness and everything they have contributed—and can still contribute—to our lives. It's like a way of saying: like it or not, we're here, we're celebrating life and therefore, it would be good to be treated with more respect. ***"We should all envy seniors because they are the jewels of our society. They have lived, fought, learned and loved longer than us. They are the people who inspire me most,"*** adds Luc Maurice.

Judging by the success of Le Groupe Maurice's first Grande Marche, we can expect even more participants to join along next year. Seeing the smiling faces, the contagious energy of the participants and how happy they were to hold their messages up high, the organizers are very enthusiastic about the future of the initiative. As Caléo resident Marie-Thérèse Dupuis aptly put it, "It's important to give our point of view as seniors."

"We hope that in addition to these walks, other ideas will emerge about ways we can honour seniors, since it's about time they were heard, loved and valued to the fullest," Luc Maurice concludes.

It's a celebration of life we hope to repeat again and again!





Live a long life.
LIVE A HAPPY LIFE.

Fondation LucMaurice.org

THE LUC MAURICE FOUNDATION SUPPORTS ORGANIZATIONS AND CAUSES THAT CONTRIBUTE TO THE WELL-BEING AND DEVELOPMENT OF QUÉBEC SENIORS.

LM | FONDATION
LUC MAURICE ^{MD}

THE INNOVATOR

DECEMBER 2021 | #7

EDITOR IN CHIEF

Catherine Darlington (LE GROUPE MAURICE)
Marie-Claude Jérôme (LE GROUPE MAURICE)
Rita Kataroyan (LE GROUPE MAURICE)

ARTISTIC DIRECTOR

Guy Paolaggi (LE GROUPE MAURICE)

EDITORS

Catherine Darlington (LE GROUPE MAURICE)
Andrée Gril
Pascal Henrard
Labo Dactylo (EDITING AND TRANSLATION)
Jaime Roussel (COMMUNICATIONS KELAZAR)
Howard Schrier (TRANSLATION)

PHOTOGRAPHY

Julia Marois
Marie-Reine Mattera
Mária Švarbová (COVER PICTURE)
Gettyimages.com

DESIGN

Julie Bisson (LE GROUPE MAURICE)
Patrick Chartrand (LE GROUPE MAURICE)
Guy Paolaggi (LE GROUPE MAURICE)

PROJECT MANAGEMENT

Marie-Claude Jérôme (LE GROUPE MAURICE)
Nicolas Gagnon (LE GROUPE MAURICE)

CONTRIBUTOR

Marie Bernard (LE GROUPE MAURICE)

PRINTING L'EMPREINTE

LE GROUPE MAURICE

2400 Des Nations Street #137,
Saint-Laurent, QC H4R 3G4

FOLLOW US

facebook.com/legroupe maurice
youtube.com/legroupe maurice
legroupe maurice.com/nouvelles

NEWSLETTER

legroupe maurice.com/infolettre

CONTACT US

innovateur@legroupe maurice.com
514 331-2788

Using **8,847 lb** of **100% recycled Rolland Enviro Print - FSC**, compared to average products in the industry made with 100% virgin fiber, helped us to reduce our environmental impact by:



16 short tons of wood
(104 trees saved)



7,925 gallons of water
(312 10-minutes showers in North America)



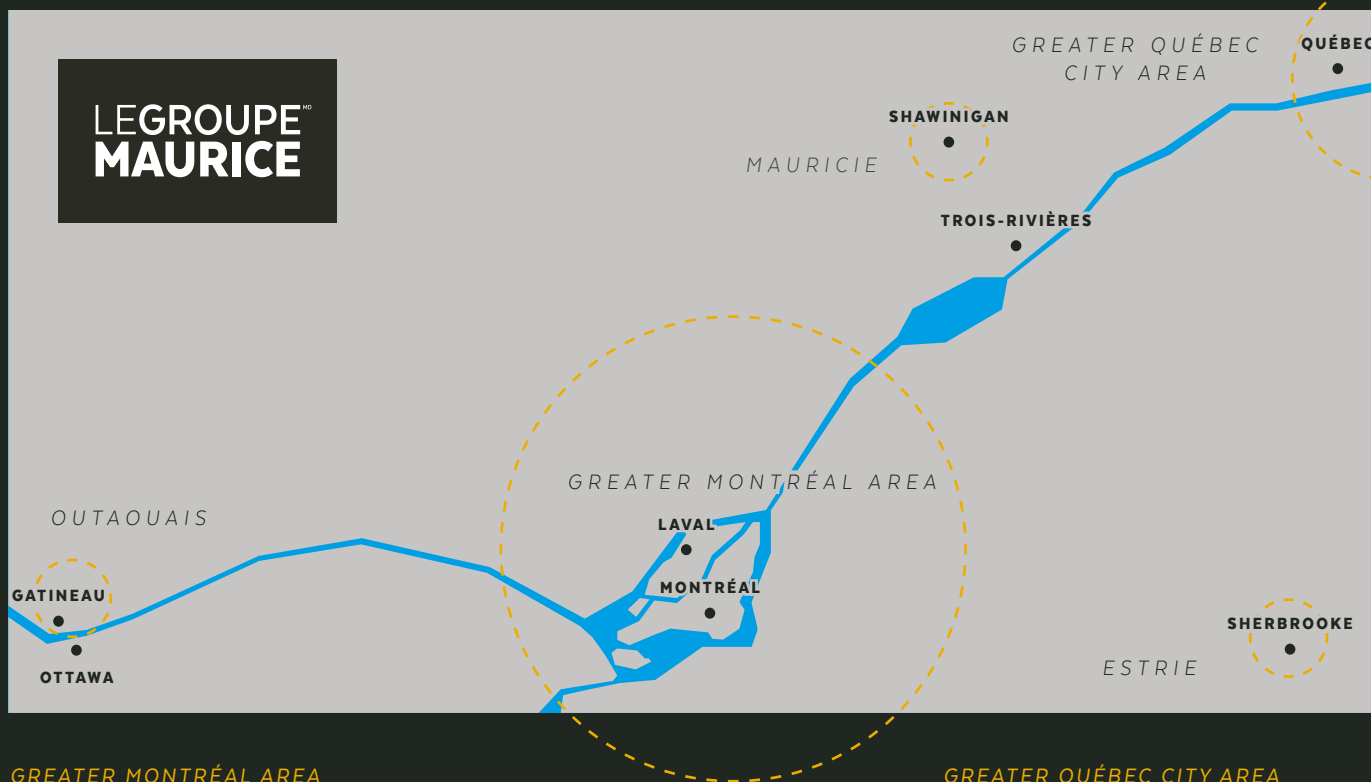
15,050 lb of CO₂
(16,903 miles driven by car)



183 MMBTU of energy
(844,953 60-W light bulbs for one hour)



75 lb of NO_x
(20,860 miles driven by car)



GREATER MONTRÉAL AREA

LE 22

Saint-Léonard

45N

Under construction
Mascouche

AMBIANCE

L'Île-des-Sœurs

L'AVANTAGE

Brossard

BORÉA

Blainville

CALÉO

Boucherville

LE CAVALIER

LaSalle

LA CITÉ DES TOURS

Saint-Jean-sur-Richelieu

CORNELIUS

Under construction
Montréal

LA CROISÉE DE L'EST

Granby

ELOGIA

Montréal

LE FÉLIX

Vaudreuil-Dorion

FLORÉA

Terrebonne

L'IMAGE D'OUTREMONT

Outremont

ivvi

Laval

LES JARDINS MILLEN

Montréal (Ahuntsic)

LILO

L'Île-Perrot

LIZ

En construction
Montréal

LE NOTRE-DAME

Repentigny

ORA

Montréal (Ahuntsic)

LES PROMENADES DU PARC

Longueuil

LE QUARTIER MONT-ST-HILAIRE

Mont-Saint-Hilaire

LES RÉSIDENCES DU MARCHÉ

Sainte-Thérèse

LE SAVIGNON

Lachine

SEVÀ

Candiac

STATION EST

Montréal

VAST

Sainte-Julie

VENT DE L'OUEST

Sainte-Genève

LES VERRIÈRES DU GOLF

Saint-Laurent

GREATER QUÉBEC CITY AREA

ÉKLA

Québec

LE GIBRALTAR

Québec

MARGO

Lévis

QUARTIER SUD

Lévis

MAURICIE

LES JARDINS DU CAMPANILE

Shawinigan

OUTAOUAIS

L'INITIAL

Gatineau (Aylmer)

ESTRIE

VÜ

Sherbrooke



MAGAZINE PRINTED ON 100% RECYCLED PAPER. MORE INFO ON [PAGE 67](#).