

# Strategic Plan

2027→  
2029



For  
responsible  
consumption





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# Our business at a glance

**Over the last three years**  
(the period covered by our 2024-2026 Strategic Plan)<sup>1</sup>

**55,201,000**  
customer guidance interactions

**438**  
metric tons of cannabis products sold legally

**798,758**  
deliveries carried out by the three delivery services offered

Nearly **50,000** hours of training completed, partially developed with the Ministère de la Santé et des Services sociaux

**\$1,102,600,000**  
in total financial contributions to the two levels of government, of which **\$887,400,000** went to Québec

1. These figures include the results of the first two years of the Strategic Plan 2024-2026 and provisional data for 2026, which was in progress at the time of writing.

**At present<sup>2</sup>**



**1,343**  
employees

**110**  
stores



Québec Grown<sup>3</sup> products make up **63%** of the catalogue, which is entirely composed of Canadian cannabis products

2. As at December 17, 2025.

3. To obtain the Québec Grown identifier, a product must meet several criteria, including being composed of no less than 65% cannabis grown in Québec. At the time of writing, only certain product categories are eligible for this certification: dried and ground flowers, pre-rolled, hash and kief.

### Message from the Chair of the Board of Directors



**True to the conviction it has held since its founding, the SQDC has continued evolving to fulfill its mission to lawfully distribute and sell cannabis with a focus on public health and safety.**

**H**aving been involved in the creation of the Société québécoise du cannabis (SQDC), I can attest that this evolution has been accompanied by an unshakeable commitment to doing things right. From day one, the SQDC has built its model on sound management and a deeply held sense of responsibility. Over the years, the company has earned a reputation as a credible organization, known for its high standards and responsible approach, providing inspiration that reaches beyond Québec's borders.

In the period covered by the preceding strategic plan, the SQDC built on its key role in the legal cannabis ecosystem without ever losing sight of its *raison d'être*. By making health protection central to its activities and building a reputation as an employer of choice, the company has demonstrated its ability to create value for its customers, teams and, more generally, Québec society. Today, the company is launching a new three-year plan founded on renewed orientations that will further enhance its ability to fulfill its mission.

In recent months, the management team, with the support of the Board, has been working to define the major orientations for this new plan. Based on a rigorous collaborative approach, this development process is founded on a detailed analysis of the market and environment in which the SQDC operates, including careful consideration of the landscape and close coordination with its teams and stakeholders. The Board of Directors wishes to thank everyone who contributed to the development of this new plan.

The Strategic Plan 2027–2029 defines a clear trajectory for the SQDC. It is fully aligned with the company's mission: to convert users to the legal market without encouraging cannabis use. This requires, among other things, ensuring access to high-quality, lower-risk products and adapting organizational practices to effectively meet the needs of a rapidly changing market.

This work is made possible by the strong ties the SQDC has been able to forge and maintain with all its stakeholders. More than ever, this collective strength is reflected in social contributions that increase the company's value for Québec: more than 1,300 jobs province-wide, collaboration with dozens of suppliers from Québec and the rest of Canada and regular contributions to the Fonds de lutte contre les dépendances.

The Board reaffirms its commitment to working with management to ensure that this plan is implemented in accordance with the organization's core values, with health and safety always given top priority. By acting responsibly and consistently, the SQDC is continuing to establish itself as Québécois' trusted destination.

**Johanne Brunet**  
Chair of the Board of Directors

### Message from the President and Chief Executive Officer



**The conditions are right for implementing this plan: we have an agile organization, competent teams, a clear vision and the drive to improve our ability to face tomorrow's challenges.**

**S**ince its inception, the Société québécoise du cannabis (SQDC) has succeeded in fulfilling its mission diligently and responsibly. Together, we have built a solid and credible organization with committed teams and exemplary management.

To achieve this, we have expanded our reach to better serve our customers and launched employee mobilization initiatives while also raising awareness of the SQDC and its achievements. The progress made with our preceding strategic plan has allowed us to increase our presence in the province and build on the trust placed in us by the Québec public.

Today's conditions encourage us to go farther. To fully accomplish our mission, we need to better structure our organization by equipping ourselves with the right tools, processes and technology while highlighting the unique contributions of our talented people. To that end, we will continue our work on a solid foundation. In a nutshell, this new strategic plan is grounded in tried and true practices, promising projects and recognized expertise, all of which are and will remain invaluable assets. The plan aims to optimize the elements that create value while supporting the conversion of customers to Québec's only legal cannabis distributor, the SQDC.

Over the next three years, we will take the time to assess all our projects, seize opportunities that arise and standardize our work processes to better respond to the market. We will also ensure that social responsibility remains a core consideration in our strategic decision making, with the aim of generating positive impacts for the entire community. By staying alert and always innovating, we will improve our capacity to fulfill our mission: to sell lower-risk cannabis products with a focus on protecting health while converting users to the legal market without encouraging cannabis use. None of that would be possible without the strength and commitment of our teams, who bring our mission to life every day.

What we work on together will have a real impact and we will do it fairly, properly and responsibly, so that we can continue to earn the trust of the Québec public and all of our stakeholders.

**Suzanne Bergeron**  
President and Chief Executive Officer

# Context



The wider context for the Strategic Plan 2024–2026 was the continued conversion of cannabis users to the legal market and the public’s growing trust in the company. During that period, the SQDC was evolving as a developing organization that needed to define its practices while meeting ever greater customer expectations. We succeeded in delivering on an ambitious plan that allowed us to lay the foundations for a proven model and establish our credibility in the legal cannabis market.



Over the last three years, we have focused our efforts on three major areas, each in response to challenges posed by our environment.

In response to the accelerated transformation of the job market, we used our employer brand (*Avoir la flamme*) to improve our ability to attract and retain committed talent. We also enhanced our teams using innovative programs like *Enraciner les talents* and launched our leadership DNA initiative. The latter lays out a path to a management style tailored specifically to us: one based on collaboration, proximity and innovation. By investing in our organizational culture, we have helped create a stimulating working environment that fosters team members’ professional growth.

During the same period, we also took several actions to strengthen our teams’ engagement and satisfaction. These entailed implementing three structuring systems, including a human resources information system (HRIS), leading to improvements in operational effectiveness and the employee experience. These initiatives are bearing fruit, as evidenced by overall employee satisfaction.



We also adapted our offer and services in response to rapid changes in markets and purchasing behaviour. The introduction of new subcategories of extracts, including resin, rosin, infused pre-rolleds and vaping products, is aimed at making our offer more relevant and accessible while also providing a safer and more responsible alternative to the unregulated market.

Again with the aim of incentivizing consumer migration to the legal market, we opened 14 new stores in addition to renovating and relocating five others to adopt a flexible concept with features such as optimized spaces, open-concept designs and small stores. The objective is to improve the customer experience and provide better guidance.

In addition, expanding our 90-minute and same-day delivery services and adjusting the hours of several stores resulted in closer alignment with customers’ needs. As a result of these strategic choices, we expanded our presence at key points in the customer journey, helping to reduce use of the illegal market while meeting a growing demand for flexibility.



These efforts have resulted in annual increases in the legally sold tonnage, mainly due to conversion from the illicit market. This demonstrates the trust our customers have in the company.

4. Data from the SQDC employee experience survey (2025).

5. Data from the SQDC customer survey (2025).

**76%**  
Public approval of the SQDC's mission<sup>6</sup>

We are aware of our role in the cannabis ecosystem and, more generally, Québec society. Accordingly, we have increased our efforts to raise our profile, with the ultimate aim of improving the social acceptability of our mission.

To that end, we have stepped up our communications with stakeholders, taken part in more than 50 public events, forums and conferences and welcomed several international delegations interested in learning about our unique model. In the run-up to the launch of vaping products, we worked closely with the Ministère de la Santé et des Services sociaux to develop a training program for our teams, enabling them to give our customers responsible and knowledgeable guidance.

All these initiatives have supported social acceptance of our mission and model, based on protecting public health. The ongoing implementation of our Sustainable Development Action Plan (SDAP) is also an integral part of this commitment.

The results to date are a testament to the relevance of our strategic choices and reflect the high quality of the work done by our teams since the SQDC's inception. These achievements have been decisive in meeting the majority of the success indicator targets of the preceding Strategic Plan, several of which are on track to be exceeded. This solid foundation allows us to move forward with confidence.



# The SQDC in the current landscape

More than seven years after the legalization of cannabis, the legal market has achieved a certain level of maturity. The SQDC is well established in the Québec landscape and enjoys the support of the majority of the population. Among Québécois who use cannabis, nearly 70% make at least some of their purchases at the SQDC<sup>7</sup>.

Nevertheless, there remain hindrances to converting some cannabis users, and the illegal market is more active and creative than ever, offering attractive but unregulated products and distribution methods. This dynamic demands that we continuously innovate and adjust our strategic approach to stay relevant, efficient and responsible, in keeping with our mission and the applicable laws.

According to the Enquête québécoise sur le cannabis 2024, 46% of cannabis users over the age of 21 make all their purchases at the SQDC, an increase from the previous survey. Although this progress illustrates our ability to attract and retain customers, it also points to opportunities for improving our market capture rate.

That is why the SQDC is pursuing its evolution into an ever more efficient and innovative organization that can meet the changing expectations of Québec society as well as cannabis users. This transition is essential to the fulfilment of our mission: selling cannabis while focusing on protecting health, with the aim of attracting users to the legal market and retaining them there without encouraging cannabis use.

6. Data from the SQDC general public survey (2025).

7. As at October 15, 2025. Figures come from the 2025 Enquête québécoise sur le cannabis, a survey of 15,103 persons conducted between February and July 2025, documenting changing cannabis use habits compared with the previous survey.

# What guides the SQDC

## Mission

Sell cannabis products in conformance with the *Cannabis Regulation Act* and with a focus on health protection in order to attract and retain users from the illegal cannabis market without encouraging cannabis use.

## Vision

### Be the trusted destination for cannabis

By reaffirming the central role of our mission so we can continue capturing the illegal market

By facilitating access to the legal market and improving the customer experience in a responsible manner to foster lasting migration

By strengthening our internal capabilities to support our evolution and better accomplish our mission

## Values

### Responsibility

Responsibility forms the basis of who we are as a company. At all times, we place customers' health at the centre of our actions. We advise and support them to reduce the risks related to cannabis use. We are also committed to efficiently and effectively managing our business so our profits can benefit all Québécois.

### Simplicity

We strive to make the right choices and solve problems at the source. Every day throughout the company, our determination to keep our processes simple and do things more efficiently guides our decision making.

### Proximity

At the SQDC, the notion of proximity is pervasive. Whether it is between colleagues, with our partners or through guiding customers, we establish a relationship of trust so we can all go further together.

### Excelling

Every day, we work to build the SQDC by being bold and courageous. Our passion for our work and our collective desire to succeed drive us to move beyond stigmas, encourage initiative and give our all.

# Challenges



## Challenge 1

**There are still barriers to attracting and retaining legal-market customers**

## Challenge 2

**Our organizational capabilities need to evolve in a manner consistent with the company's stage of development**

## Challenge 1

**There are still barriers to attracting and retaining legal-market customers**



More than seven years since the company was founded, the legal cannabis market has grown more stable. Yet obstacles remain to providing equitable, straightforward and coherent access to the SQDC's products and services, both in-store and online. These barriers take the form of uneven geographical coverage, the attendant logistical challenges and an in-person and online experience that needs to be updated to meet constantly changing customer expectations while also reducing the stigma still attached to cannabis use. Despite the progress made to date, we must continue our work to fully realize our mission and retain the trust of cannabis users in a responsible, non-promotional manner.

During the period covered by the new strategic plan, the SQDC will focus on optimizing its existing network. Now that we have established a presence in much of the province, we will prioritize improvements to existing stores to ensure they are adapted to our evolving operations and constantly changing environment. This approach involves logistical improvements, particularly for stores in remote areas, a refresh of the customer journey and the review of various store concepts with the aim of improving the customer experience and providing a more uniform quality of service across Québec while also taking regional particularities into account.

These realities are compounded by the fact that one of our main challenges is no longer initial attraction but the ability to retain users who decide to try the legal market. In addition to attracting users who continue to buy some or all of their cannabis on the illegal market, we must retain the trust of those who have already made the switch by offering them an experience that convinces them to remain in the legal market. Retention is essential in a context of ongoing fierce competition.

The illegal market is constantly attempting to reinvent itself and evade current laws. Their tactics include diversified product offers, attractive distribution models and an optimized purchasing experience: online ordering, mobile apps, free delivery, rewards programs and sales via social media. These unregulated channels often provide direct access to other illegal substances, resulting in heightened risks for the public. On the digital side, several platforms offer optimized, professional-looking interfaces, perpetuating confusion over the legality of cannabis purchases.

**54%**

**Of cannabis users continue to make some or all of their purchases on the illegal market<sup>8</sup>**

The situation is concerning: 56% of Canadians do not know how to recognize a legal site<sup>9</sup>. The Institut de la statistique du Québec (2024) stresses that some persons in Québec who purchase cannabis online for non-medical purposes from suppliers other than the SQDC are convinced that the practice is legal. Knowingly or not, some 24% of persons who use cannabis have purchased it via unauthorized online sources, and the proportion is even higher among more frequent users<sup>10</sup>. The predominance of the Web in illegal sales, combined with high expectations for speed and simplicity, underscores the need to clarify our role to customers and optimize our digital offer to remain on the cutting edge.



At the same time, customer expectations are changing rapidly, a fact directly reflected in satisfaction levels. While the promise of access to the desired products and services at the SQDC achieves an overall satisfaction level of 78%, this figure varies with the customer profile: it is 86% among those who purchase exclusively from the SQDC and 61% among those who also purchase elsewhere<sup>11</sup>. Although overall satisfaction is 95% among our exclusive clientele, it is just 80% among those who also buy elsewhere<sup>12</sup>. Similarly, the Net Promoter Score (NPS) reaches +62 among satisfied customers, but drops to -44 among those who are less satisfied<sup>13</sup>. These discrepancies demonstrate the decisive impact of satisfaction on our ability to attract customers to the legal market and retain them, as well as the importance of enhancing the experience to diminish the relative appeal of the unregulated illegal market.

In short, the SQDC must deal with persistent barriers, changing expectations and extremely active illegal competition. To maintain our relevance and sustain lasting migration to the legal market, we must continue evolving by focusing on agility, innovation and our influential role in the cannabis ecosystem and by facilitating access to high-quality, lower-risk products.

8. Data from the Enquête québécoise sur le cannabis 2024.  
 9. Data from the Enquête canadienne sur le cannabis 2024.  
 10. Data from the Enquête québécoise sur le cannabis 2024.  
 11. Data from the SQDC customer survey (2025).  
 12. *Ibid.*  
 13. *Ibid.*

Challenge 2

**Our organizational capabilities need to evolve in a manner consistent with the company's stage of development**



The SQDC is entering a new phase of its development. After a period focused on building our sales network following the legalization of cannabis, we are beginning a stabilization phase in which we will consolidate our achievements and optimize our processes. This transition leads us to direct our energy to the right places so that our resources are fully aligned with our ambitions for capturing the illegal market while maintaining a focus on health protection.

To succeed, we must examine the use of our resources, standardize our work processes and simplify our practices in order to maintain our agility and innovativeness. Sound management and adapted operating procedures will be essential to ensuring the long-term viability of our business model.

This rethinking is also necessary given that the SQDC has transitioned from its start-up phase into a more mature organization. That means we need to be better organized to maximize our productivity on a daily basis, and focus our efforts on activities that produce real value in keeping with our organizational priorities while also considering the societal and environmental impact of each of our actions.

**110**

**stores<sup>14</sup> opened in less than eight years since the company's founding, providing a presence in every administrative region of Québec**

14. Number of new stores planned by the end of the 2025-2026 fiscal year.



While our culture remains solid and several strengths are firmly in place, certain capabilities would benefit from being upgraded now that our operating rhythm affords us the time to give them more attention. This involves modernizing our tools and aligning our processes to work more efficiently and take advantage of the unique expertise that sets us apart. Moreover, teams with access to effective technology tools have an engagement rate of 91%<sup>15</sup>, confirming the positive impact of modernization on employee motivation. Recent analyses also show that engagement remains higher when an organization facilitates work and supports adaptation to change<sup>16</sup>.

Our employees' professional aspirations must also be aligned with our long-term strategic orientations. To that end, employees need an inclusive environment that fosters collaboration, recognition, learning and innovation. Currently, 72% of our employees say they are satisfied with their opportunities to advance and contribute<sup>17</sup>, which we take as encouragement to continue our efforts to support these aspects within our teams.

Undoubtedly, optimizing our practices, tools and work organization is the path to creating winning conditions for maintaining our agility and supporting our collective progress. These changes will be crucial to our efforts to keep fulfilling our role and letting our raison d'être guide each of our actions.

15. Data from the 2022 Qualtrics report on employee experience trends. Although presented more qualitatively, more recent reports (2024–2025) confirm the trend: technology that simplifies work remains a key factor in employee engagement.

16. Conclusion from the 2025 Qualtrics report on employee experience trends.

17. Data from the SQDC employee experience survey (2025).



# Strategic Orientations



Pillar 1

## Reduce obstacles

In response to Challenge 1

**There are still barriers to attracting and retaining legal-market users**



Pillar 2

## Strengthen our foundations

In response to Challenge 2

**Our organizational capabilities should evolve in a manner consistent with the company's stage of development**

Pillar 1



# Reduce obstacles

Challenge 1

## There are still barriers to attracting and retaining legal-market users

Strategy	Indicator	Baseline	Target 2026-2027	Target 2027-2028	Target 2028-2029 <sup>18</sup>
1.1 Demystify the SQDC in society at large and among Québec consumers	Rate of recognition of the SQDC's responsible practices	N/A	52%	53%	54%
1.2 Adapt access points in strategic locations by focusing on customer guidance and experience	Sales in metric tons (t)	165.7 t <sup>19</sup>	176.5 t	178.9 t	183.6 t
1.3 Improve our digital practices to maintain access to reliable information about the products sold by the SQDC	Number of digital strategy phases completed since the start of the strategic plan	N/A	1	2	3
1.4 Optimize the user experience on the SQDC website to meet the expectations of cannabis users and make us more competitive	Website user satisfaction rate	72%	N/A <sup>20</sup>	78%	80%

18. 53 fiscal weeks.

19. This figure is based on forecasts for 2026, in progress at the time of writing.

20. There is no specific target for the first year of the Strategic Plan 2027-2029, since the new Web platform will be rolled out starting in fiscal 2027-2028.



Above all, reducing the reach of the illegal market requires becoming more attractive to people who still purchase on the illegal market and maintaining the trust of those who have chosen the legal market. To achieve this, the SQDC will work to reduce barriers related to lack of awareness of its model, mistaken impressions concerning its offer and activities and address navigation and accessibility issues, primarily those online, by implementing tangible, inclusive solutions.

Raising awareness of the SQDC, its mission and unique role is an essential tool for increasing the company's legitimacy. Through targeted initiatives, we will highlight our responsible practices and approach to guidance with a focus on protecting public health, while delivering a positive, destigmatized customer experience. This approach aims to create a welcoming environment where each interaction is open and transparent.

Adaptation of physical access points will be central to this strategic pillar. Refreshing our network, introducing complementary channels and integrating innovations will allow us to meet cannabis users' expectations while continuing to offer a safe environment consistent with our mission.

This evolution also includes a review of certain store concepts as well as logistical improvements aimed at guaranteeing a standard experience sensitive to regional realities, including in remote areas. This is consistent with our guidance-based approach, grounded in our values of proximity, simplicity and responsibility, collectively designed to facilitate the shift to the legal market.

On the digital front, we will use our expertise to provide clear, accurate and useful information about the products we sell, taking care to ensure the information has a solid scientific basis. We will also make factual content and useful resources available. We will explore how technology, including artificial intelligence, can support our mission and inform our thinking to help us evolve our practices responsibly, while embracing our role as a reference in new digital environments.

Lastly, our website will have an important role in this approach. Its transactional section will offer an improved user experience with a seamless, efficient flow both for online purchasers and those who use the platform for information and preselection of products before visiting a store.

Pillar 2



# Strengthen our foundations

Challenge 2

**Our organizational capabilities must evolve in a manner consistent with the company's stage of development**

Strategy	Indicator	Baseline	Target 2026-2027	Target 2027-2028	Target 2028-2029 <sup>21</sup>
2.1 Optimize our internal practices for a more efficient organization	Ratio of net expenses to sales	17.1% <sup>22</sup>	< 17.5%	< 17.5%	< 17.5%
2.2 Strengthen our collaborative, proximity-based organizational culture, driven by learning and innovation	Organizational culture index <sup>23</sup>	N/A	Measurement	≥ 2026-2027	≥ 2026-2027

21. 53 fiscal weeks.

22. This figure is based on forecasts for 2026, in progress at the time of writing.

23. The organizational culture index will be calculated based on the annual employee experience survey. It will be the average of results for the six attributes characterizing the target culture: collaboration, continuous learning, proximity, efficiency, innovation and accountability, in order to measure overall adequacy.



To achieve its ambitions, the SQDC needs to align its internal capabilities with the requirements of its new development stage, with a focus on stabilizing and consolidating its achievements to date. This natural evolution will rely on solutions that facilitate collaboration, simplify daily tasks and improve access to information, so that each employee can devote their time to high value-added activities.

In addition, we will optimize our internal practices and adopt new tools. We will also continue to rely on proven and simplified processes, technology systems that facilitate our work and automation mechanisms. This principle is already at work in certain current projects, including the restructuring of our supply chain and merchandising, an initiative aimed at making operations more fluid, allowing us to be more responsive and make better use of available data in the decision-making process. We will also manage change proactively and with the aim of improving our agility and efficiency to better respond to the challenges of a constantly changing industry, without weighing down our internal operations.

This transition cannot come to pass without the people who make up the company. To fully realize it, we will build on our strong organizational culture founded on collaboration, proximity, learning and innovation. Though already well established, this culture will have to adapt to new realities if it is to remain a driver of engagement and collective impact.

At the heart of this approach is the continuous development of our teams' skills, supported by careful monitoring of the resources at our disposal and the orientations set by health authorities. Beyond that grounding, we strive to provide factual information and debunk myths and mistaken beliefs around cannabis.

By cultivating a close collaboration with the institutional players that are most knowledgeable in the field and being attentive to the expectations of our government partners, we will improve our ability to act in a coordinated, relevant and responsible manner.

This also applies to our management culture, which is thriving with our new leadership DNA. Based on courage, empathy, curiosity and drive, and lived authentically, this model will be a decisive tool for spreading these traits throughout our network and ensuring the success of future transformations. A new internal survey and organizational culture indicator will make it possible to monitor progress and measure impacts.

Beyond engagement at work, we want to strengthen our employer brand and offer a motivating employee experience. This includes implementing a new vision for diversity, equity and inclusion (DEI), which will become a vector for our culture and practices. At the SQDC, we seek to create an environment where each person is welcome, recognized in their uniqueness and able to grow with confidence. This commitment to inclusiveness, reflected in specific actions and shared responsibility, will contribute to enriching our collective identity and the fulfillment of our mission.

By developing our teams' skills and know-how and giving them the means to work effectively, we will contribute to the success of engaged corporate citizens who are ready to play an active role in implementing this strategic plan.

# Summary Table 2027-2029

**Pillar 1**  
**Reduce obstacles**

**Challenge 1**  
**There are still barriers to attracting and retaining legal-market users**

Strategy	Indicator	Baseline	Target 2026-2027	Target 2027-2028	Target 2028-2029 <sup>24</sup>
<b>1.1 Demystify</b> the SQDC in society at large and among Québec consumers	Rate of recognition of the SQDC's responsible practices	N/A	52%	53%	54%
<b>1.2 Adapt</b> access points in strategic locations by focusing on customer guidance and experience	Sales in metric tons (t)	165.7 t <sup>25</sup>	176.5 t	178.9 t	183.6 t
<b>1.3 Improve</b> our digital practices to maintain access to reliable information about the products sold by the SQDC	Number of digital strategy phases completed since the start of the strategic plan	N/A	1	2	3
<b>1.4 Optimize</b> the user experience on the SQDC website to meet the expectations of cannabis users and make us more competitive	Website user satisfaction rate	72%	N/A <sup>26</sup>	78%	80%

**Pillar 2**  
**Strengthen our foundations**

**Challenge 2**  
**Our organizational capabilities must evolve in a manner consistent with the company's stage of development**

Strategy	Indicator	Baseline	Target 2026-2027	Target 2027-2028	Target 2028-2029 <sup>27</sup>
<b>2.1 Optimize</b> our internal practices for a more efficient organization	Ratio of net expenses to sales	17.1% <sup>28</sup>	< 17.5%	< 17.5%	< 17.5%
<b>2.2 Strengthen</b> our collaborative, proximity-based organizational culture, driven by learning and innovation	Organizational culture index <sup>29</sup>	N/A	Measurement	≥ 2026-2027	≥ 2026-2027

24. 53 fiscal weeks.

25. This figure is based on forecasts for 2026, in progress at the time of writing.

26. There is no specific target for the first year of the Strategic Plan 2027-2029, since the new Web platform will be rolled out starting in fiscal 2027-2028.

27. 53 fiscal weeks.

28. This figure is based on forecasts for 2026, in progress at the time of writing.

29. The organizational culture index will be calculated based on the annual employee experience survey. It will be the average of results for the six attributes characterizing the target culture: collaboration, continuous learning, proximity, efficiency, innovation and accountability, in order to measure overall adequacy.

The SQDC Strategic Plan 2027-2029 is the result of an extensive collaborative process involving employees and stakeholders.

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