



25 YEARS OF PROGRESS

WE ARE HERE FOR LIFE



2023-2024 Annual Report

MISSION

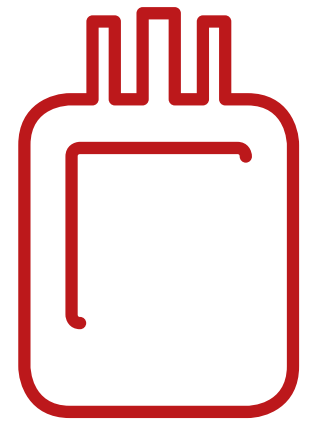
To efficiently meet the needs of the Québec population for quality blood and other biological products of human origin.

VISION

To become a strategic partner for the Québec health system.

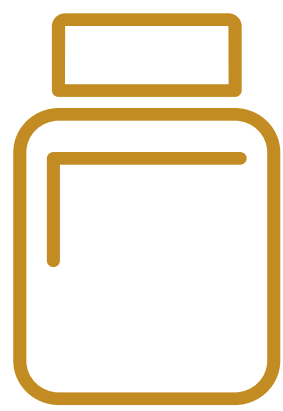


SECTORS OF ACTIVITY



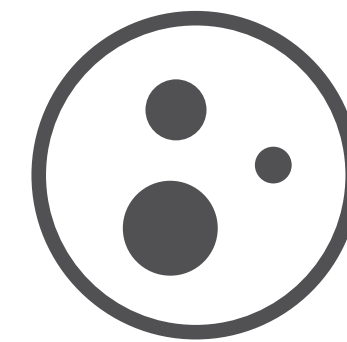
Blood products

Blood is the fluid that flows through the body's veins and arteries. It is made up of plasma, in which three types of cells are suspended: red blood cells, white blood cells and platelets.



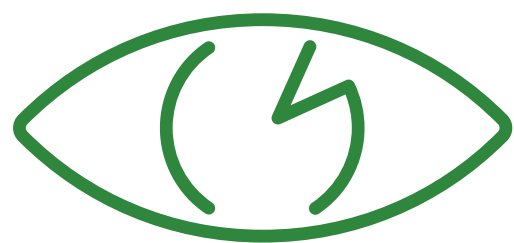
Stable products

Stable products are medications that are manufactured primarily from plasma, the liquid part of blood that transports blood cells and nutrients in the body.



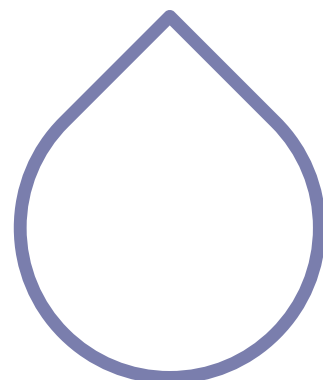
Stem cells

Stem cells, found in bone marrow, peripheral circulating blood and umbilical cord blood, are the "parent" cells from which all other blood cells develop.



Human tissues

Human tissues – e.g., ocular tissues, heart valves, skin tissues, arterial tissues and musculoskeletal tissues – can be collected for transplantation purposes.



Mother's milk

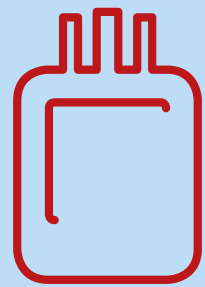
Collected mother's milk is particularly beneficial for infants born extremely preterm who cannot be breastfed by their mother. It reduces the risk of developing a serious intestinal disease.



Specialized laboratory services

Héma-Québec provides specialized laboratory services to its Québec healthcare system partners. In this role, it is recognized as a referral centre in the field of transfusion medicine.

THE YEAR 2023-2024 AT A GLANCE



148,376
blood donors

300,478
blood products delivered



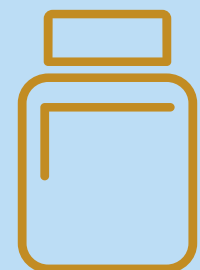
55,680
enrolled individuals
to the Stem Cell Donor
Registry

2,582
cord blood donors

135
non-related transplants,
including 20 cord blood
transplants

235,642
blood, plasma, stem
cell, cord blood, human
tissue, and mother's milk
registered donors

778,453
products distributed
(all types of products)



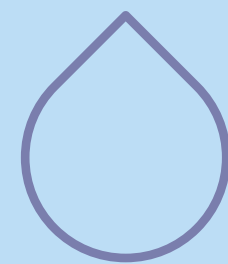
26,963
donors of plasma for
fractionation

453,376
stable products delivered



991
human tissue donors

5,400
human tissues
distributed



1,050
mother's milk donors

19,064
bottles of mother's
milk distributed

THOUSANDS
of volunteers who generously
contribute to our mission

1,901
employees

\$557M
annual revenues

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LEADERS' MESSAGE



Building on the past, for the future

Anniversaries are always privileged moments to take a step back, consider how far we came and look to the future. This is especially true when we reach an important milestone, as Héma-Québec did last September when we blew out our 25th candle. Our feeling when we think of all the organization's accomplishments in this quarter-century is, first and foremost, pride! This is what we celebrated last fall with our staff, volunteers, donors and partners: pride in seeing our organization grow, achieve its goals and reinvent itself, always finding new ways to serve the Québec population.

Loyalty to the past

Over the past 25 years, together we have opened donation centres across the province and added new sectors to our mission: human tissues, stem cells, mother's milk and specialized laboratory services. These sectors now constitute pillars of the Québec healthcare system. There is no better example of this success than Héma-Québec's Public Mothers' Milk Bank, which celebrates its tenth anniversary in 2024 and is now a key player in the Québec neonatal field. Like all our activities, its success is 100% based on human generosity.

This deeply human aspect has been highlighted in the promotional campaign launched to mark our 25th anniversary. To accompany these touching images, no better song than *Gens du pays*, which Gilles Vigneault graciously allowed us to use.

Both feet anchored in the present

What a busy anniversary year for Héma-Québec! In particular, we modified the eligibility criteria for exposure to variant Creutzfeld-Jakob disease, better known as mad cow disease. This change means that people who spent time in some Western European countries are now eligible to donate. Same as in 2022, when we adopted a gender-neutral questionnaire, we have opted for a cautious yet ambitious approach, enabling us to further increase our pool of potential donors, without ever compromising the safety of our products.

This proven approach is also reflected in our plasma collection results. Since improving our plasma self-sufficiency resides at the core of our strategic objectives, we are very pleased to note that in 2023-2024, 22% more plasma was collected than in the previous year. An encouraging leap, as is the opening of three new donation centres in the province over the next few years, exclusively dedicated to plasma donations. Our targets are high, and we are taking the necessary steps to reach them! In the same spirit, we have concluded new collective agreements with our employees: we are proud to offer them improved working conditions.

Looking into the future

Another key challenge this year was our new mandate as sole distributor of human tissues, coming into effect by the end of 2024. This past fiscal year, we prepared in advance to embrace this new responsibility of supplying all human tissues to Québec hospitals: we obtained data on purchasing volumes from hospitals, led market studies, met with suppliers and began negotiations. As specialists in the field of human tissue donation, we also talked at the public hearings of the Commission de la santé et des services sociaux of the National Assembly of Québec to facilitate organ and tissue donation. We are a force for positive change in all the challenges that come our way.

The same sense of responsibility led to the decision to extend the reference period of our strategic plan by two years, to 2027. Our goals were ambitious, we stand by them but need to take the time to do things right to ensure we move forward on a solid path. Out of respect for all accomplishments by all those who have contributed to Héma-Québec's success over the past 25 years, we owe it to ourselves to continue our tradition of excellence, building on yesterday's achievements, to progress further.



Anne Bourhis, PhD

Chair of the Board of Directors



Nathalie Fagnan, CPA, IAS.A

President and Chief Executive Officer

Héma-Québec, a deeply human professional environment

Héma-Québec is made up of some 1,901 hand-picked, qualified people who are committed to the cause of the gift of life!

OUR VALUES

- **INTEGRITY/HONESTY**
- **RESPECT • COMMITMENT**
- **EMPOWERMENT**



A people-focused organizational culture and a workforce dedicated to a noble cause

Every day, we work together to save lives! Shaped by a common mission of humanity, our work environment is based on respect, openness and collaboration. This is why the well-being and aspirations of our employees are at the heart of the directions that guide us.

By taking care of our people, we enable them to take care of others by contributing to the cause of the gift of life! Members of our team share a deep respect for the mission, and a passion and dedication that is constantly renewed. We tip our hat to their outstanding commitment!

A work environment of growth

Héma-Québec promotes diversity, equal job opportunities and encourages the internal mobility of talented people. The employee experience is in evolution mode. By acting positively on the life of people, we strive to create a work environment that is as rewarding as it is stimulating, for professionals from all sectors and all levels. The quality of human and interprofessional relationships, listening and collaborating are the foundations on which our culture rests.

Collaborative work methods adapted to the new reality

With offices in Montréal and Québec City and its 11 donor centres, Héma-Québec is an employer that is present in many regions - a territory which will expand, since several new centres are planned in the next few years.

Héma-Québec has listened to its employees and provides broad work flexibility. Our telework policy allows for many possibilities, combining the occasional presence in the office with technological telework options, based on the employees' job and the needs of their department.

A matter of benefits

Héma-Québec offers individuals who join its team conditions and a range of benefits that represent great added value:

- A complete social benefits program
- A defined benefit pension plan
- Four weeks vacation starting in the first year for most employees, in addition to statutory holidays and personal leave
- A personal work-life balance policy for many positions
- A well-established training and development program
- Reimbursement of a portion of academic courses, sports activities and public transit fees
- An onboarding and integration program for new employees
- Various recognition programs for years of service, retirement and good deeds
- A telemedicine program accessible at all times

For people and the planet

We take our responsibilities seriously and make our staff aware of the importance of acting in a spirit of social responsibility and sustainable development. In a desire to move forward even further, this approach is one of the organization's six priorities identified in the 2021-2027 Strategic Plan.

Our people are mobile and grow:

30%
of positions are filled internally.





An integrated organization A variety of positions

As a truly integrated business, all job functions intersect within Héma-Québec:

- Blood Products and Mother's Milk
- Customer Experience and Communications
- Corporate Secretariat, Risks and Auditing
- Finance and Infrastructure
- Information Technology and Digital Strategy
- Medical Affairs and Innovation
- People, Culture and Leadership
- Quality and Regulatory Affairs
- Supply Chain
- Transfusional Medicine

The broad range of talent found here creates an extremely rich and inspiring environment where very diverse skills and expertise interact.

Training that enhances skills

Our talents are willing to develop and pursue their careers with us. Our training programs give our employees the tools needed to enhance their professional career. Whether it is our four-step leadership program, regulatory training or professional development, we put everything in place to support our employees' expectations and ambitions.

Diversified and inclusive daily work

Within our teams, diversity and inclusion are not mere abstract concepts. Today, 18% of our staff members come from ethnocultural minorities. Our policy of equity, inclusion and access to diversity guarantees equal opportunity for all, reflecting the openness and welcoming quality of our organization, which views differences as a true wealth. We focus first and foremost on skills and passion.

Our structure includes more than

400

types of jobs and offers a vast array of opportunities.

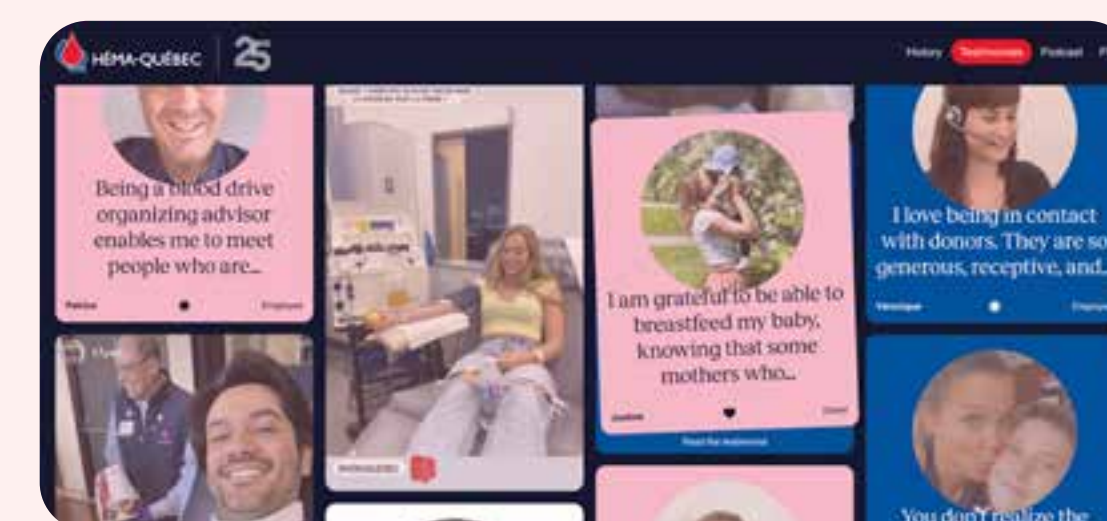
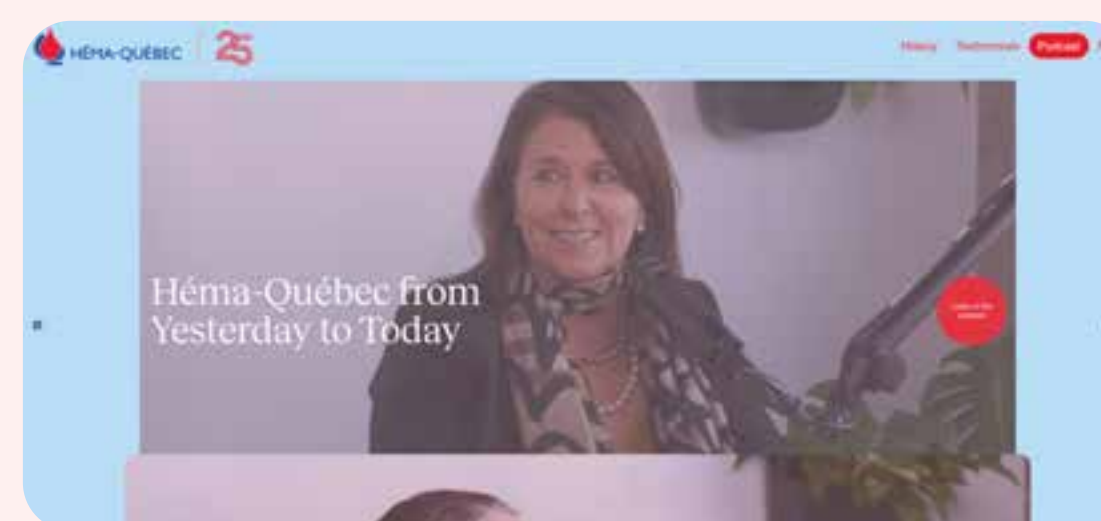


WE WANT TO BUILD THE FUTURE WITH COMPETENT, DIVERSIFIED AND MOBILIZED TEAMS!

Discover our stimulating careers [here](#).

CELEBRATING TOGETHER 25 YEARS OF SERVICE TO THE QUÉBEC POPULATION!

Since its inception on September 28, 1998, Héma-Québec's shape has changed significantly, but its core – the mission and values of the organization and its people – remains as strong as ever. The last four months of 2023 were thus marked by a number of activities designed to celebrate its evolution. Apart from highlighting the company's mission through discovery, and even rediscovery, of all its fields of expertise, the celebration organization team wished above all to emphasize its fundamentally human side. Here are some key highlights of this important milestone.



GIVING MEANING

On September 20, 2023, a week preceding the anniversary, the celebratory microsite *Celebrating 25 years of the gift of life* goes online. It explores the wide diversity of people at the heart of the Héma-Québec's mission and history. Through its lively timeline peppered with highlights and videos, its collection of testimonials and the nine episodes of the podcast series *Meaning makers* it hosts,

this site focuses on the recipients, donors, volunteers, employees, partners and healthcare professionals who have enabled Héma-Québec to achieve what it became today. The video *We are Héma-Québec* sums up its importance in today's world.

[Visit the microsite](#)

"C'EST À TON TOUR DE TE LAISSER PARLER D'AMOUR"

For the general public, one of the highlights of Héma-Québec's anniversary was the broadcast of the video *On est là pour la vie* featuring Nathan, Mai and Jean, who continued to blow out their candles surrounded by loved ones, thanks to donations of biological products collected by Héma-Québec. In an exceptional gesture, Gilles Vigneault made it possible for the everlasting *Gens du pays* to be used.



[View the video](#)



A season of success for Héma-Québec and its President and Chief Executive Officer

This key milestone in Héma-Québec's journey was also an opportunity for Nathalie Fagnan, President and Chief Executive Officer since 2019, to address the public and promote the organization's mission – and remind everyone that it goes far beyond blood donation.

So she published an [open letter](#) in the newspaper *La Presse* on the same day of the 25th anniversary, September 28, in which she invited the Québec population to become plasma donation champion. On December 4, she delivered a [keynote address](#) to the Montréal business community at the Canadian Club as part of the prestigious forum *Rendez-vous avec nos PDG*. Finally, last fall, she was also awarded two important distinctions: the [Médaille du lieutenant-gouverneur du Québec pour mérite exceptionnel](#), in recognition of her remarkable leadership during the COVID-19 pandemic, received on October 19, as well as the title of [Diplômée émérite 2023](#) awarded by HEC Montréal and the Association des diplômés de l'École, on November 15.

Héma-Québec's 25th anniversary was also featured in a [special issue of its magazine](#) published on October 2023.

A great gathering celebrated in gratitude

In October and November 2023, four major employee gatherings were held in Québec City and Brossard. For half a day, the vast majority of employees got together to recount the highlights of Héma-Québec’s history. The event was also an opportunity to talk about the present and reflect on the future.

These occasions for reunion and recognition were necessary to highlight the efforts of all men and women who shape Héma-Québec, both in the past and in the future.



25 YEARS IN ACHIEVING SUCCESS

Accomplishments by activity sector



Félix-Antoine,
plasma recipient



BLOOD PRODUCTS

As the exclusive supplier of blood products in Québec, Héma-Québec is responsible for recruiting donors and for collecting, testing, processing and delivering products to hospitals.

175,339

registered donors
(all types of donations combined)

211,943

whole blood donations

1.61

whole blood donations on average per donor per year

1,806

blood drives

412,402

visits to collection sites
(all types of donations combined)

151,580

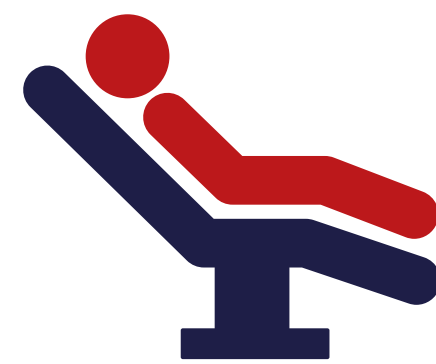
apheresis donations

299,467

blood products delivered to hospitals

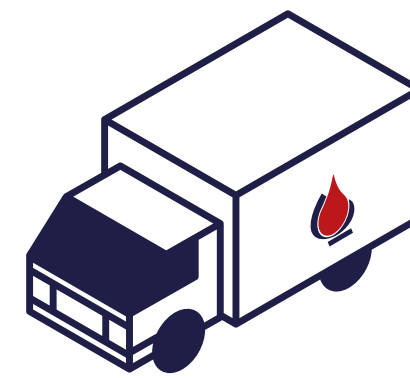
Blood donation

The blood collection lasts about ten minutes. In addition to the blood bag, sample tubes are collected for testing.



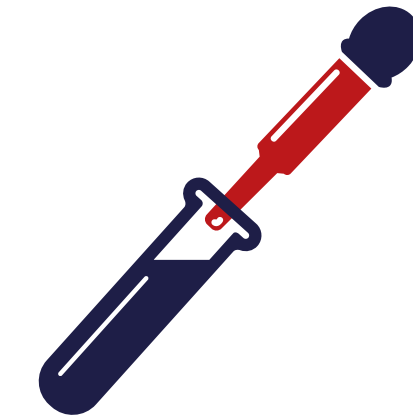
Transportation

The blood bags and samples are sent to one of Héma-Québec's laboratories.



Analyses

The samples are sent to a qualification lab to determine the donor's blood group and to screen for the presence of infections.

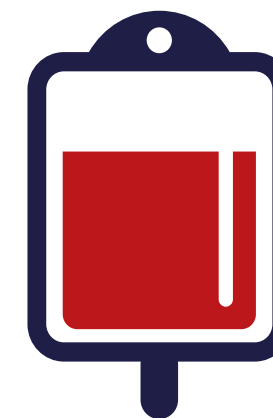


FROM DONATION TO DISTRIBUTION



Separation of blood

The blood is separated into its different components (red blood cells, platelets, plasma).



Storage

Compliant products are labelled and stored, ready to be sent to hospitals.

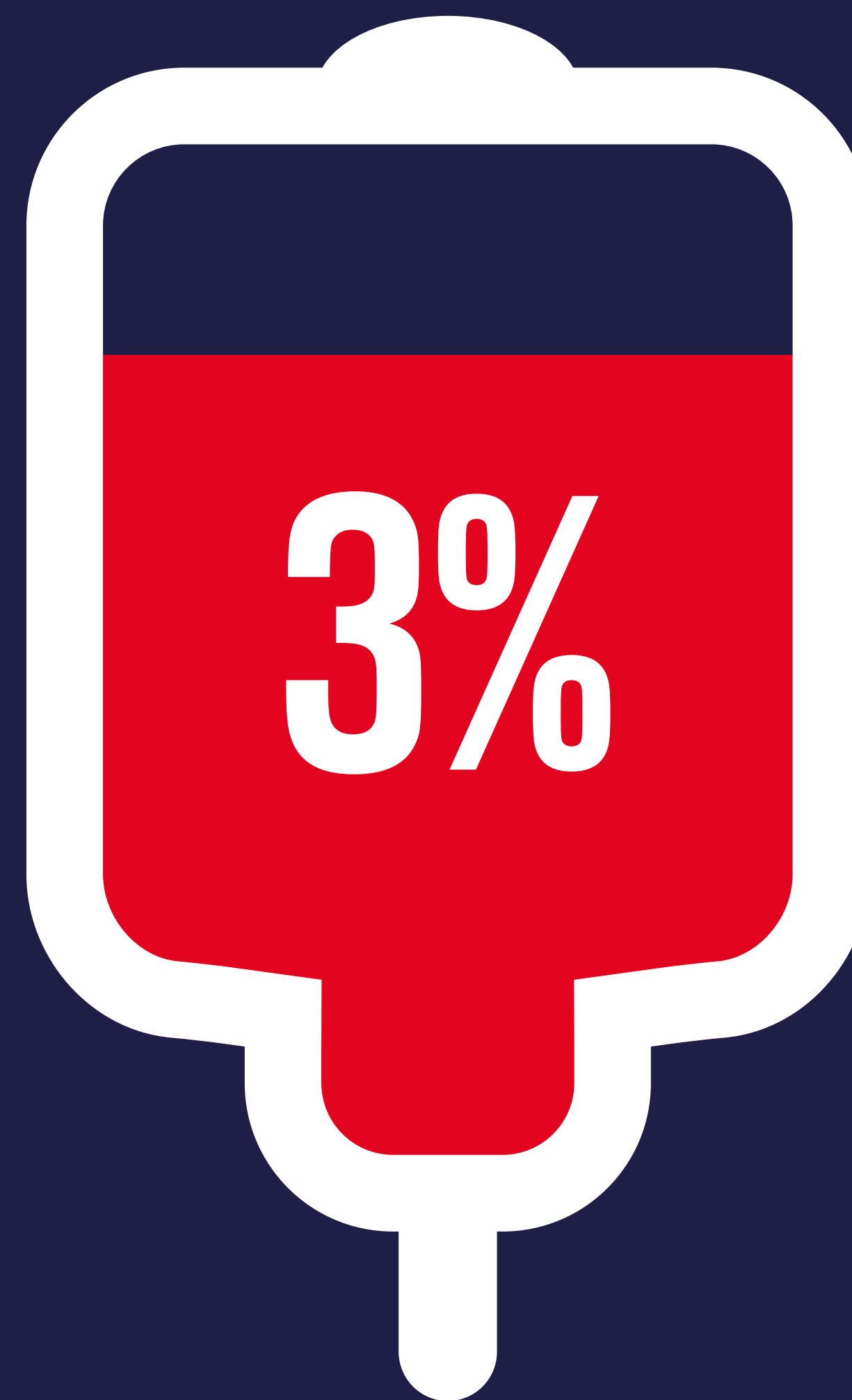


Delivery

The products are delivered to hospitals. The components used vary depending on patients' needs.

**EVERY 80 SECONDS,
SOMEONE IN QUÉBEC
NEEDS BLOOD.**

**It may be following an
accident, during a surgery
or to treat an illness. Only 3%
of Québec's adult population
gives blood.**





STABLE PRODUCTS

Héma-Québec is the exclusive distributor of stable products for Québec. It is responsible for supply strategies, purchase of medications manufactured primarily from plasma, inventory management and product distribution to hospitals. It also looks after donor recruitment, collection and testing, and sending a part of the plasma it collects for fractionation.

26,963
registered plasma donors

152,610
litres of plasma supplied
for the manufacture of
medications

27%
intravenous (IVig)
and subcutaneous (SCig)
immunoglobulin
self-sufficiency rate

453,376
stable products delivered

Plasma donation

Plasma donations are collected in donor centres by appointment. The collection lasts approximately 45 minutes. Plasma can be donated every six days, up to 52 times a year.



Freezing

Plasma is quickly frozen after collection. The faster it is frozen, the more protein can be extracted from it.



Analyses

Samples are sent to the qualification laboratory. All donations are tested.



FROM DONATION TO DISTRIBUTION



Fractionation

Plasma is sent to fractionation plants. These high-tech plants extract the proteins and use them to manufacture medications.



Return of products and storage

The finished products are then returned to Héma-Québec and stored, ready for shipment to hospitals.



Delivery

The products are delivered to hospitals.

THOUSANDS OF PEOPLE IN QUÉBEC NEED PLASMA-DERIVED MEDICATIONS.

They are used to treat various illnesses, including neurological disorders, immune deficiencies and other diseases, such as hemophilia. The drug manufacturing process can take up to 12 months.





STEM CELLS

Stem Cell Donor Registry

Héma-Québec is responsible for recruiting and qualifying donors, as well as managing the Stem Cell Donor Registry for Québec. This computerized registry contains the records of more than 55,000 enrolled individuals who are likely to consent to donating. Héma-Québec's Registry is certified as meeting the highest international standards and is part of the World Marrow Donor Association's (WMDA) global network, thus benefitting from access to more than 40 million potential stem cell donors.

55,680
enrolled individuals
to the Registry

3,166
new registrations
in 2023-2024

135
patients in Québec
received an unrelated
donor transplant*
(including 20 from cord
blood)

10
donors in Québec donated
stem cells (one of these
donations were destined for
a patient in Québec)

478
autologous peripheral
stem cells** distributed to
hospitals

* In an unrelated transplant, the stem cell graft is derived from a donor who is not a relative of the patient.

** For autologous peripheral stem cells, the graft is obtained from the patients themselves. The stem cells are collected before the patient receives a major dose of chemotherapy to treat cancer. Afterwards, the patient receives a graft of his or her own cells.

Registration

Any person who qualifies can enroll in the Registry.



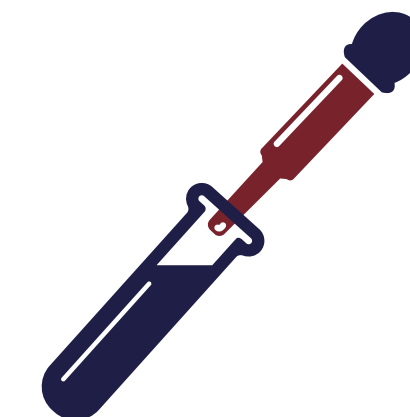
Determination of genetic profile and addition to the registry

Samples returned to Héma-Québec are used to determine the genetic profile of the potential donor, who is then added to the international registry.



Confirmation of compatibility

If a person is potentially compatible with a patient, Héma-Québec conducts advanced tests to confirm their genetic compatibility with the patient.



FROM REGISTRATION TO DONATION



Preparing for the donation

The potential donor undergoes a general physical examination to confirm whether their health status allows them to donate.



Donation

If all conditions are met, the donation can take place. Two types of donations are possible: bone marrow or peripheral stem cells.



Post-donation follow-up

The donor is followed up until full recovery.

**FOR SOME PATIENTS,
STEM CELL TRANSPLANTS
ARE THE ONLY CHANCE
OF SURVIVAL.**

**The treatment of last resort
consists of replacing the patient's
stem cells with those of a healthy
person. For three out of four of
them, there is no compatible
donor in the family.**





STEM CELLS

Public Cord Blood Bank

Umbilical cord blood is very rich in stem cells. The Public Cord Blood Bank (PCBB) provides access to a complementary source of stem cells, other than those from bone marrow or peripheral blood. Like Héma-Québec's registry of adult donors, the PCBB is an integral part of the international registry of the World Marrow Donor Association. It is the first operational public cord blood bank in Canada.

2,582
mothers enrolled
in 2023-2024

12,170
units available for transplant

6
partner hospitals

16
units distributed
worldwide in 2023-2024
(including 6 in Québec)

218
units distributed
worldwide since 2008

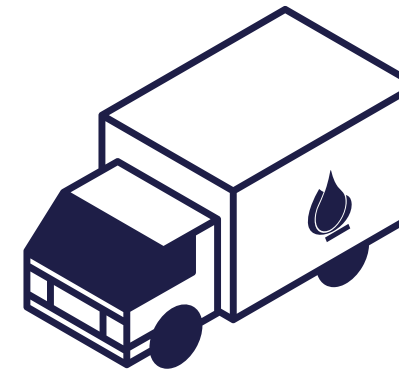
Donation

Umbilical cord blood is collected after the birth of a baby in partner hospitals.



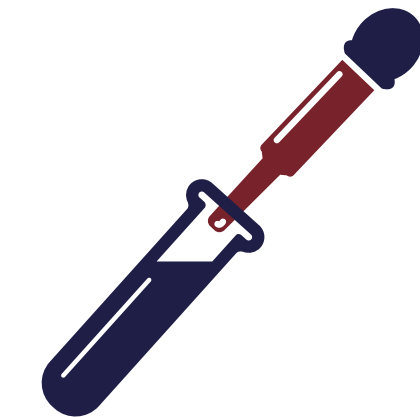
Transportation

Cord is transported to Héma-Québec.

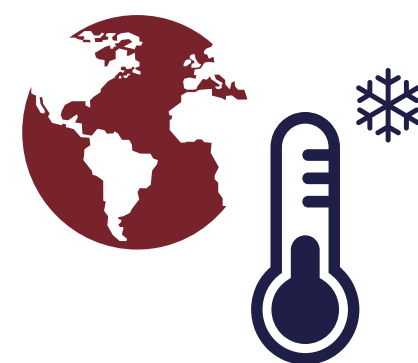


Qualification

Cord blood is qualified based on strict criteria.



FROM DONATION TO TRANSPLANTATION



Processing and storage

Cord blood is processed, frozen at -150°C and stored for 15 years. The units of cord blood are made available to an international registry.



Search for compatible units

When a call is received within Québec or elsewhere in the world, Héma-Québec conducts a search for a unit that is compatible with a patient awaiting a stem cell transplant.



Transplantation

The patient is transplanted.

**CORD BLOOD IS RICH IN STEM CELLS
THAT ARE PARTICULARLY VALUABLE IN
THE TREATMENT OF OVER 80 DISEASES.**

**While Héma-Québec is responsible for
donor registration and qualification,
the collection itself is done in partner
hospitals. Upon receipt of the collected
cord blood, Héma-Québec processes,
analyzes and cryopreserves, or banks
the cord blood units.**



HUMAN TISSUES

Héma-Québec manages the Public Human Tissue Bank for Québec. It is responsible for collecting, processing, qualifying and distributing human tissues to meet hospital needs. One of the team's missions is to raise awareness among healthcare professionals of the importance of identifying and referring potential donors following their death.

991
tissue donors

5,780
donor referrals received

5,400
tissues distributed to hospitals

Donor referral

Health professionals refer donors to Héma-Québec.



Consent

Consent registries are checked. It is important for the donor to share their decision to consent to donating tissue with family members, since they are the ones who speak on behalf of the donor after death.



Qualification

Héma-Québec conducts a thorough evaluation to verify the donor's eligibility.



FROM DONOR REFERRALS TO TRANSPLANTATION



Collection

Héma-Québec collects the tissues.



Processing and storage

The tissues are processed and stored until they are transplanted. Most tissues can be preserved for up to five years, with the exception of corneas, which can be preserved only 14 days.



Transplantation

The surgeon transplants the tissues. One donor of human tissues can help up to 20 people.

**ONE TISSUE DONOR
CAN HELP UP TO
20 PEOPLE.**

**For example, to restore
sight with a corneal
transplant or to treat
serious burns using
skin grafts.**





MOTHER'S MILK

Héma-Québec operates the Public Mothers' Milk Bank for Québec. Its mandate is to provide pasteurized human milk to infants born preterm at 32 weeks' gestation or earlier who require medical care and whose mother cannot breastfeed. The organization is responsible for donor recruitment and qualification, processing and analysis of milk, as well as its distribution to hospitals.

1,050
registered donors
in 2023-2024

19,645
bottles distributed

Donation

Héma-Québec supplies bottles; mothers collect their milk at home and freeze it.



Pick-up or drop-off

Depending on the region, the bottles of milk are collected at the donor's home or brought by the donor to a drop-off point.



Pooling of donations

Héma-Québec mixes the donations of several donors by lot.



FROM DONATION TO DISTRIBUTION



Pasteurization

The milk is pasteurized to eliminate viruses and bacteria.



Microbiological analyses and storage

Héma-Québec tests the milk to ensure that it is safe for recipients. If the results are compliant, the milk is frozen and stored for one year from the date of the first donation.



Delivery

The milk is distributed to hospitals and destined for extremely preterm babies who cannot be breastfed by their mother.

MOTHER'S MILK SAVES LIVES.

**Each year in Québec, some
1,000 premature babies whose
mother cannot breastfeed
benefit from milk donated to
Héma-Québec's Public Mothers'
Milk Bank.**





SPECIALIZED LABORATORY SERVICES

In addition to meeting the needs of the Québec population as a supplier of biological products of human origin, Héma-Québec provides specialized laboratory services to its Québec healthcare system partners. In this role, it is recognized as a referral centre in the field of transfusion medicine.

32,624
tests conducted for
Québec hospitals

4,969
patient requests referred to
the reference laboratories

25,011
phenotyped packed red
blood cells delivered to
Québec hospitals

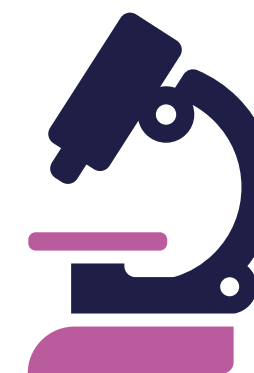
Request and samples

Health professionals send requests for testing and samples to the reference laboratories.



Analyses

Based on the type of request received, various tests may be performed, including identifying irregular antibodies, phenotyping, genotyping, and HLA typing.

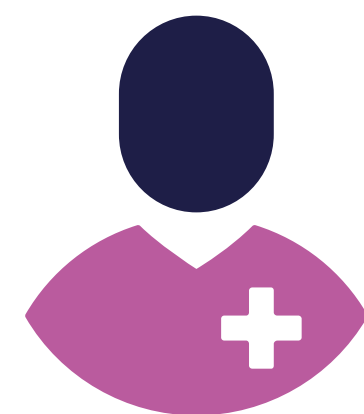


Report

Once the tests are completed, the results are sent to the health professional who initiated the request.



FROM REQUEST TO SPECIALIZED PRODUCTS AND SERVICES



Specialized products and services

Based on the results, the health professional contacts Héma-Québec to find an adult donor or cord blood units for stem cell transplantation, or to provide specialized products, such as phenotyped packed red blood cells, washed blood, rare blood or typed platelets.



Screening of stem cell and blood product donors

To ensure the supply of specialized products, the reference laboratories constantly perform screening tests of Stem Cell Registry donors, cord blood units and blood product donors to find a compatible person eligible to donate.

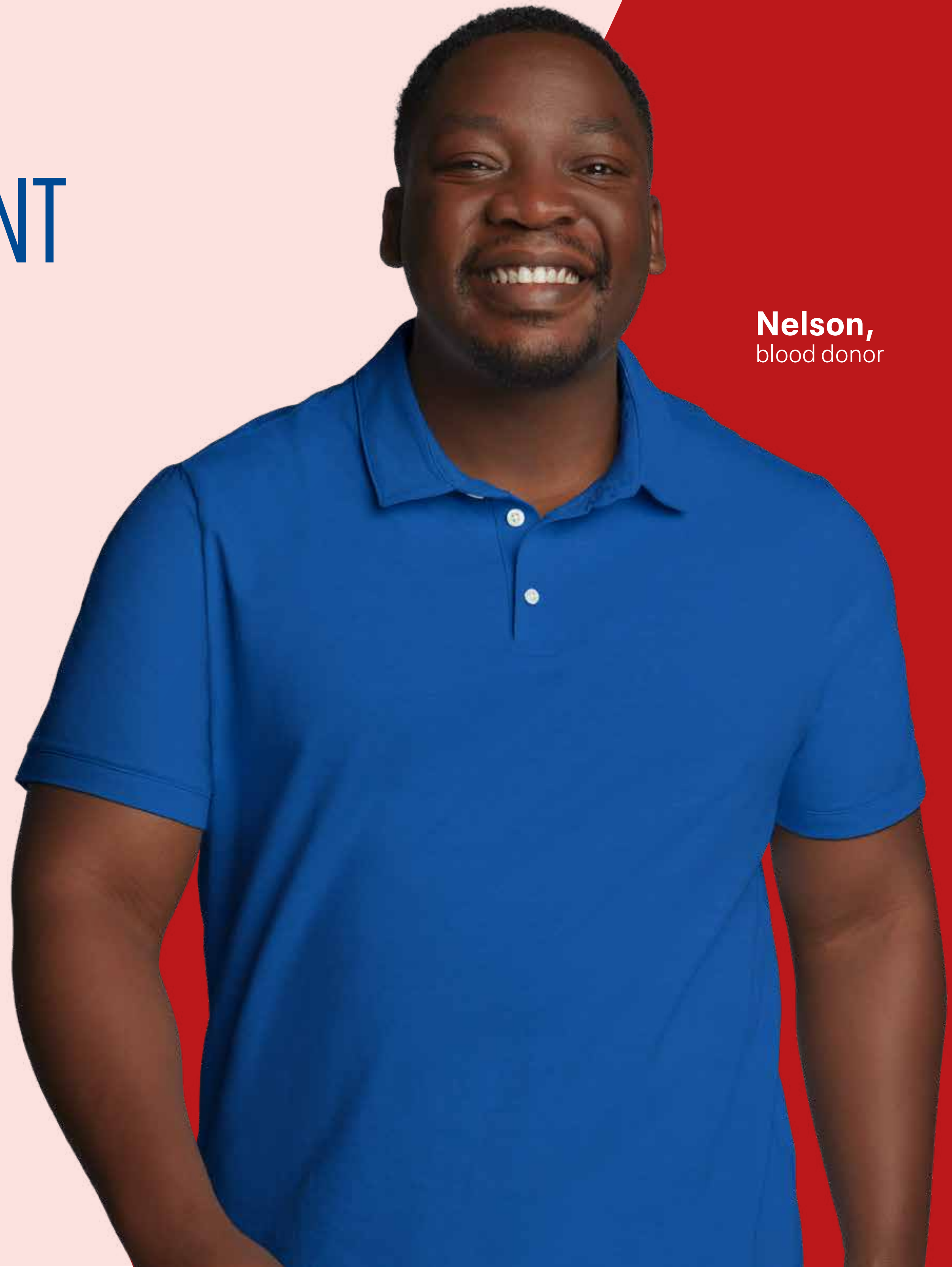
**SPECIALIZED LABORATORY
SERVICES PROVIDE SOLUTIONS
TO COMPLEX TRANSFUSION
MEDICINE ISSUES.**

**They provide the expertise
healthcare professionals need to
ensure the safety and well-being
of their patients.**



25 YEARS IN IMPROVEMENT

Innovation, continuous
improvement and research



Nelson,
blood donor

EXPERIENCE IMPROVEMENT

Clientele

Withdrawal of Creutzfeldt-Jakob disease donation exclusion criteria

On December 4, 2023, with Health Canada's approval, Héma-Québec withdrew from its list of blood product donation exclusion criteria the one relating to potential exposure to variant Creutzfeldt-Jakob disease (vCJD). Specifically, this ban affected people who had lived or travelled in certain countries, such as France and the UK, during the 1980s and 1990s. The ban aimed to prevent transfusion transmission of vCJD, more commonly known as "mad cow disease". Authorities now consider it safe to lift the ban.

In anticipation of the vCJD criterion removal, Héma-Québec reached out to everyone with a ban on their file to notify them they might now be eligible. Marketing campaigns also focused on affected groups to inform them on the restriction removal.

This withdrawal is in line with Héma-Québec's efforts to render blood products donation as inclusive as possible, just as the preceding year's adoption of a gender-neutral questionnaire allows the organization to select anyone interested in donating blood, platelets and plasma by asking the same questions, regardless of gender or sexual orientation.

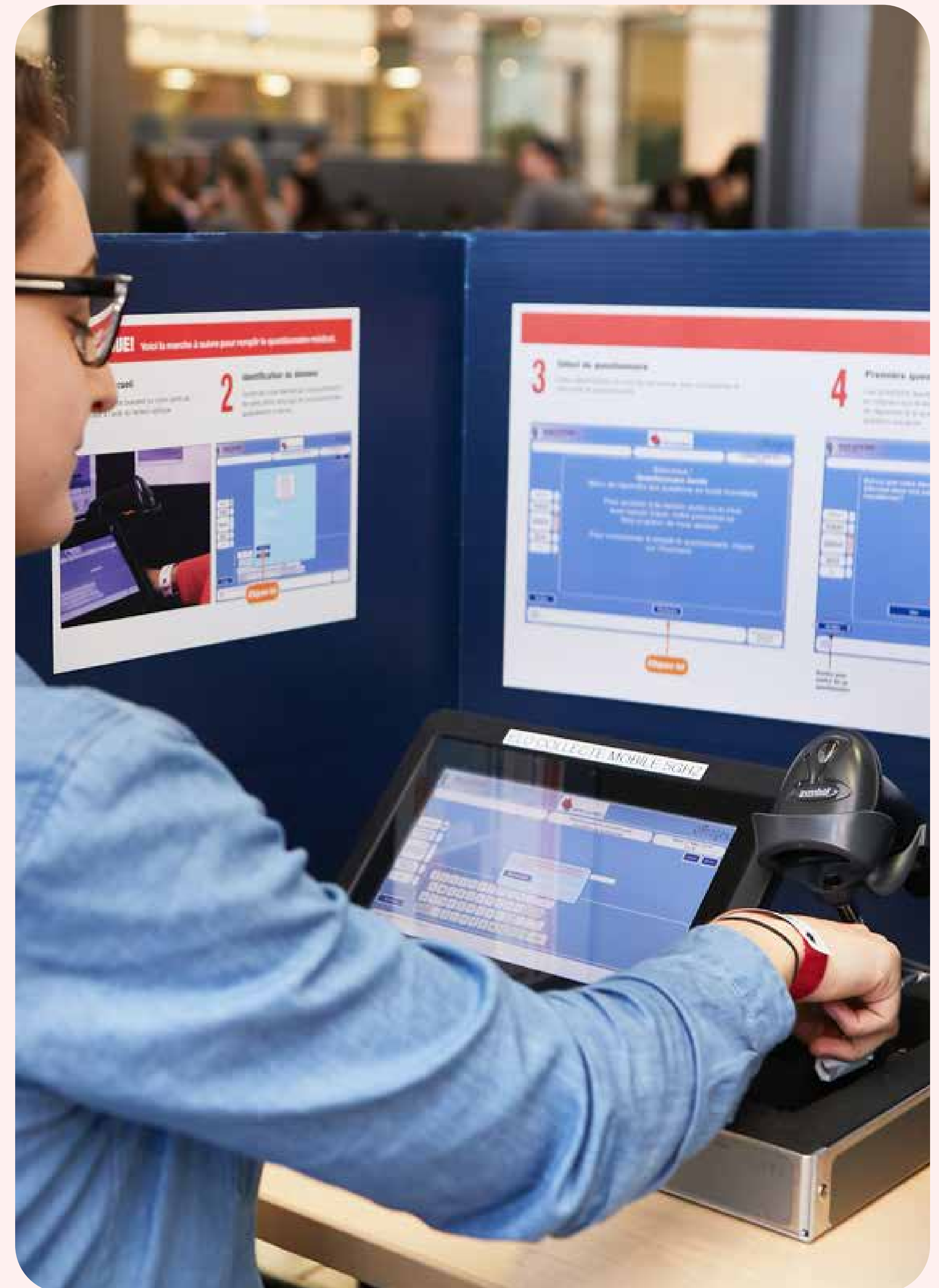
**BLOODY
GOOD NEWS.
YOU CAN NOW
D  NATE.**



First year of gender-neutral questionnaires

The transition to gender-neutral questionnaires for eligibility to donate blood products was progressively implemented in the fall of 2022. This decision enabled Héma-Québec to discontinue the three-month exclusion period for men who have sexual relations with other men, and who are sexually active. Blood donation eligibility is now based on an individualized evaluation of risk behaviours, rather than on an assessment of targeted groups.

Over a year later, both positivity rates for tests detecting blood-borne infections and deferral rates resulting from the criteria on high-risk sexual relations show that the gender-neutral questionnaire transition has not affected blood products safety. As for public perception, a survey of 1,000 people carried out in March 2023 showed that over 90% of those surveyed felt comfortable with the move, and over 80% felt that the transition had not resulted in any added risk to the safety of blood products.





ANNIVERSARIES OF FIVE DONATION CENTRES

Alongside its own 25th anniversary, Héma-Québec also celebrated many milestones achieved by several of its centres by lighting a number of candles in 2023-2024.

- The Centre de donneurs de Saint-Bruno turned 1 year in October.
- The Salon PLASMAVIE in Trois-Rivières turned 10 years in November.
- The Centre GLOBULE in Sainte-Foy turned 20 years in November.
- The Centre GLOBULE in Brossard turned 10 years in December.
- The Centre GLOBULE in Laval turned 15 years in December.

A special evening was held on each occasion, enabling the team to celebrate the anniversary and the achievements. Volunteers and donors were also honoured. All guests enjoyed a slice of birthday cake and listened to testimonials from blood products donors or receivers, emphasizing how significant Héma-Québec's mission was in their lives.

Recognition events for donors and volunteers

Between September and November 2023, nine evening events were held across Québec for donors of blood products, donors of mother's milk who reached a milestone, and stem cell donors. By 2023, more than 1,630 people had been recognized at these ceremonies.

To be invited, a donor must have reached a new milestone between August 1 and July 31 of the previous year. The number of donations made by donor guests at the recognition events in 2023 stands at 315,500! For invited mother's milk donors, nearly 22,000 bottles of milk were supplied during this period!

In the spring of 2023, 13 events were also held for volunteers from the organizing committees, as well as for Héma-Québec's permanent volunteers and those from the Association des bénévoles du don de sang (ABDS).



CREATION OF A VIRTUAL REALITY TOOL

Héma-Québec launched a virtual reality experience in the fall of 2023, aiming to demystify the blood donation process and to lessen public fears. The organization enlisted the help of a specialized firm to carry out an immersive project designed to illustrate to potential new donors its seamless experience and supportive staff.

Using virtual reality headsets and remote controllers, users are immersed in an animated universe that replicates a realistic Héma-Québec donation centre. Users of this virtual experience accelerate through all stages of a blood donation, from reception to collection. Avatars representing the centre staff guide them along the way, providing information on donation and its process.

In the first wave of the pilot project, volunteers from the Association des bénévoles du don de sang (ABDS) brought the helmets with them to recruitment events across Québec. From January to April 2024, the experience was also deployed at donation centres, CEGEPs and universities. Feedback elements received serve as the foundation for creating a new version of plasma donation experience, to be available in 2024.



Tenth anniversary of the Public Mothers' Milk Bank

In 2013, Héma-Québec's team was entrusted with the task of implementing the Public Mothers' Milk Bank, a service then non-existent in Québec. In February of the following year, for the first time, a mother enrolled as a mother's milk donor, and two months later, in April 2014, the very first bottle of mother's milk was supplied to a neonatal unit in Québec. Each year since then, some 1,000 premature babies have been fed this natural product, not only helping them to develop, but also preventing them from potentially fatal intestinal diseases.

In the spring of 2024, this major anniversary was marked by a special fifth issue of Héma-Québec Magazine (released in March) and by a series of interviews posted on social media featuring key players in this decade of maternal solidarity.



Chanel,
mother's milk donor

Enhanced recruitment process for the Stem Cell Donor Registry

Last year, Héma-Québec has enhanced its recruitment process for its Stem Cell Donor Registry. Previously, booth volunteers primarily served to provide information about stem cell donation. Interested parties would then visit the Héma-Québec website, fill out a form, wait for the buccal swab kit to be mailed to them, and return it. From now on, you can receive, use and return your buccal swab kit on site, a far quicker and more efficient process. Results speak volumes: registrations at booths already account for 32% of all entries in the Registry.

FACT-JACIE accreditation for cryopreservation of autologous stem cell donations

For several years, Héma-Québec closely collaborated with the Centre hospitalier de l'Université de Montréal (CHUM), one of Héma-Québec's clients for autologous peripheral stem cell cryopreservation service. The two organizations currently work together to earn accreditation from the Foundation for the Accreditation of Cellular Therapy (FACT). Last fiscal year, FACT inspected the stem cell laboratory in February 2024; their report will be filed later this year. With this final step in the process, Héma-Québec expects to receive FACT-JACIE accreditation in 2024, as planned.

This accreditation will certify quality standards for all processes involved in transplantation, from apheresis collection, manufacturing and cryopreservation to patient administration. This joint certification will

also promote development of further enhanced partnerships between the two institutions. Achieved improvements will also benefit the other autologous stem cell transplant centres that rely on Héma-Québec's stem cell laboratory services, namely the Jewish General Hospital, the CHUS Fleurimont and Hôpital Sacré-Cœur.

Sickle cell anemia: major efforts to raise awareness

Sickle cell anemia is an inherited blood disorder that especially affects black communities. This chronic disease causes a number of complications, among them repeatedly painful attacks. One treatment to improve their quality of life is blood exchange (erythroperesis), which substitutes the affected person's red blood cells with those of healthy donors.

The challenge is magnified by the fact that people who undergo frequent transfusions risk developing antibodies that translate into adverse transfusion reactions. To minimize adverse reactions, it has proven advantageous for both donor and recipient to possess a similar genetic background.

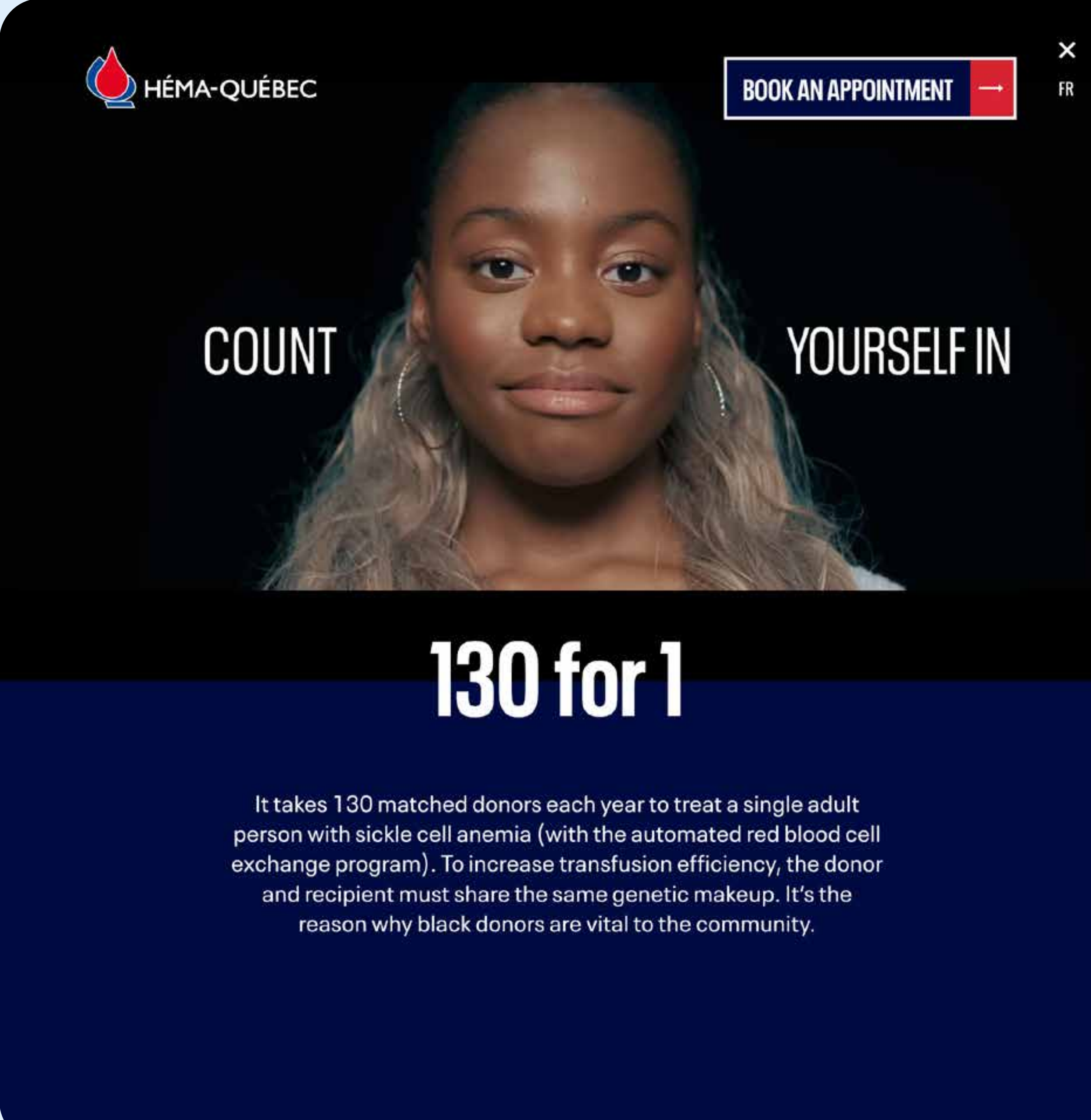
Results are encouraging, since the 2009 launch of the sickle cell anemia awareness program, but the number of people affected who require blood exchange is increasing, now standing at around 200. Each year, potentially 26,000 blood donations are needed to improve their quality of life.

Sickle cell anemia: “130 for 1” campaign

This campaign – named to reflect that an average of 130 separate donors are needed to treat one person with sickle cell anemia in one year – provided an opportunity for the organization to increase, broadly and ambitiously, awareness.

Broadcast since 2022, the “130 for 1” campaign video is a key tool in raising awareness, illustrating its challenge from the recipient’s perspective. Its quality has been recognized internationally, notably by the Global Blood Fund, an organization committed to bridging the global gap in blood safety and supply. In particular, it records the organization’s best practices like Héma-Québec around the world, especially in Africa, where sickle cell anemia represents a significant problem. In 2024, the Global Blood Fund adapted the video to African realities, and this new version was disseminated by various organizations across the continent, namely blood banks.

In February 2024, a marketing campaign was launched to mark Black History Month. Héma-Québec approached a dozen influential figures from Black communities in Québec to take the floor. Among them people whose families were closely affected by sickle cell anemia. These personalities committed to giving a try to the donation experience, often a first time. The initiative was also championed by two Montréal radio stations, whose hosts featured the cause on air.



HÉMA-QUÉBEC

BOOK AN APPOINTMENT

COUNT YOURSELF IN

130 for 1

It takes 130 matched donors each year to treat a single adult person with sickle cell anemia (with the automated red blood cell exchange program). To increase transfusion efficiency, the donor and recipient must share the same genetic makeup. It's the reason why black donors are vital to the community.

Staff

Employee experience project

Launched in 2022 in collaboration with HEC Montréal, the Employee experience project seeks to build employee loyalty, engage staff members and enhance their well-being by fostering a fruitful work environment with rewarding and fulfilling opportunities.

Last financial year, a strong employee response was received for the second wave of the survey. Analysis of the results, coupled with the first wave of the survey, enabled us to consolidate data on actual and desired experience. It was thus possible to pinpoint the strengths and winning practices that set Héma-Québec apart, as well as certain constraints that require mitigation and integration into action plans. Results of the survey's second wave are currently being circulated through various communication channels. The final objective of this project is investing in successful leadership practices, so that day-to-day experience of employees and candidates allows them to build ties with our organization that promote mobilization, development and make the choice to remain actively committed.

Policy against psychological harassment

The policy aims to ensure that Héma-Québec's personnel work in an environment free of all forms of harassment. To reach this goal, the policy relies on prevention, training and complaint management to oversee the handling of problematic situations and minimize their effect on the individuals and teams involved. As of December 31, 2023, all three elements (prevention, training, complaints management) were fully in place to support those who may request intervention.

RELOCATION OF QUÉBEC CITY FACILITY CENTRE

Héma-Québec opened a new facility centre in Québec City in October 2023 for all staff operating mobile clinics in Eastern Québec.

Besides serving as a warm and friendly facility point, it also offers offices, a conference room and training facilities.

Digital

Implementation of a new Synapse integrated management software

The transition to a new enterprise resource planning (ERP) system plays an essential part in the 2021-2027 strategic plan. This program, a true cornerstone of the organization's technological foundation, will enhance Héma-Québec's exchanges with its partners by drawing on adapted digital technology. Eventually, the organization's employees will enjoy modern, efficient and secure technological solutions.

Once the selection of an integrator partner was made, the project was officially launched in September 2022, followed by an exploration period ending in March 2023. Last fiscal year, two major projects substantially progressed.

Project 1 *S4 HANA*

The first project relates to stable products integrated management. Following an exploratory and integrated testing period, the project team started to configure a solution, a step expected to be completed in the fall of 2024, followed by full solution testing, documentation and user training. A decision was also made to add functionality to this rollout to cover the single distributor mandate for human tissues. Full implementation is scheduled for late 2024.

Project 2 *Training management system*

The second project aims to implement a new training management system, called *Espace formation*.

By March 31, 2024, profile redesign, training design and delivery, master data creation, acceptance testing, team allocation to different audiences, personalized change coaching and the creation of support material for internal and external learners were achieved. The final step is the ultimate data migration.



Redesign of controlled documents

Still in progress, Héma-Québec's documentation redesign project involves more than 4,000 regulated or administratively controlled documents. Built on the premise of continuous improvement, its main goals aim to standardize documents and, specifically, to:

- build a documentation structure consistent with the chronology of cross-functional processes;
- clarify the roles and responsibilities of stakeholders in the process;
- verify quality control items in documents;
- clarify tasks execution to be performed in a standard and exact fashion, compliant with a logical series of operations;
- combine all controlled administrative documents in the same IT tool, along with controlled regulatory documents.

In fiscal 2023-2024, besides the ongoing document overhaul across the organization, the team also focused on areas covered by the Synapse project, whose processes are all under examination: training, procurement, logistics, sales, quality assurance and finance. As of March 31, 2024, 12% of processes had completed all steps of the documentation redesign, representing more than 480 revised or drafted documents.

HÉMA-QUÉBEC'S DOCUMENTATION REDESIGN PROJECT INVOLVES MORE THAN 4,000 REGULATED OR ADMINISTRATIVELY CONTROLLED DOCUMENTS.

Horizon project: Automatization of qualification laboratory

Horizon project targets the replacement of glass sampling tubes by plastic ones, along with the introduction of a pre-analytical chain in the qualification laboratory. Glass sampling tubes have come to the end of their useful life, and plastic tubes are now the industry standard. This change makes business continuity easier, as new plastic sampling tubes are readily available from several suppliers and easily replaceable.

The pre-analytical line is an automated solution that automatically uncorks and sorts tubes, avoiding unnecessary gestures and injuries to staff, while enhancing the management of sample tube packaging for regulatory analysis. Héma-Québec anticipates substantial productivity savings and ergonomic benefits thanks to this project, which was implemented in May 2023. A second phase allowing tube self-registration is scheduled for 2025.



eProgesa software update

In use since 2015, the eProgesa software solution (successor to the Progesa 2005 solution) is the IT system that supports the operational needs of blood banks and blood transfusion facilities. It handles the safety and traceability of blood products and derivatives, from collection to distribution. Last fiscal year, Héma-Québec paved the way for the eProgesa software upgrade by rolling out new mobile blood drive equipment to replace obsolete hardware unable to support the new software.

Innovation

Validation of a new blood product transport box

In February 2024, Héma-Québec concluded the validation of the VIP PCM5 box, a new packaging process designed to transport whole blood from collection sites. The project was initiated to develop a new packaging process with a thermoregulatory system for the transportation of whole blood that meets the needs of Héma-Québec's operational sectors and complies with Canadian Standards Association (CSA) standards.

The outcome of several years of research and development work by the vice-présidence Affaires médicales et innovation is a unique transport box that complies with the most rigorous requirements for long-term transportation in extreme conditions (between -30 and 40 degrees Celsius). Considering the nature of products carried by Héma-Québec, long distances covered (particularly for blood collection in remote regions), and extreme fluctuations in the province's weather, this project is vital for our operations' long-term viability.

SCIENTIFIC RESEARCH

The vice-presidence Affaires médicales et innovation and Médecine transfusionnelle teams pursued their research and development activities, while ensuring support and advising on Héma-Québec's operations. These teams have helped position Héma-Québec as an exemplary model of innovation on an international scale for all activities linked to its fields of activity.

The teams carried on with their day-to-day activities of innovation, development and support for the organization's product lines and services which include numerous projects covering labile blood products, stem cells, mother's milk, human tissues and reference laboratories.



In the fourth year of its publication, Héma-Québec's Scientific Activities Report provides an overview of all studies and projects conducted between January 1 and December 31, 2023. To learn more about the organization's achievements, please read it [here](#). The report illustrates the cooperation of Héma-Québec team members in the publication of 52 scientific papers over the period under review.

WITHDRAWAL OF CREUTZFELDT-JAKOB DISEASE DONATION EXCLUSION CRITERIA

Since variant Creutzfeldt-Jakob disease (vCJD) may be transmitted by blood transfusion or infusion of plasma-derived products, before lifting the relevant criterion, a careful assessment of the effects of this decision was necessary. Héma-Québec thus carried out a study to examine existing data on the observed and modelled risks of vCJD transmission by transfusion. It concluded that risks are very low, as suggested by the absence of transfusion-transmitted cases worldwide over the past 20 years. The current trend to reappraise or, in some countries, completely remove vCJD deferral criteria for blood donation therefore appears both justified and safe, and could significantly widen access to blood donation.

Furthermore, in collaboration with Canadian Blood Services, Héma-Québec created a risk simulation model to determine the relevance of the deferral criteria maintained in various countries regardless of this trend. The model hypothesized lifting current deferral criteria for vCJD, and accounted for a number of parameters: prevalence of vCJD, donor travel history, genotype and demographic profile, and type of labile blood product collected. Based on this model, Héma-Québec was in a position to remove the vCJD prohibition criteria at the end of 2023, with no effect on transfusion safety, while broadening the pool of potential donors.



Continued evaluation of the effects of extending eligibility for blood product donations to MSM patients

In the course of 2023, Héma-Québec achieved several initiatives in line with its objective of increasing blood donation inclusiveness. Héma-Québec also pursues its evaluation of eligibility extension effects to donate blood products to men who have sex with men (MSM), a fundamental change that came into effect in 2022.

In spring 2023, in collaboration with Canadian Blood Services, Héma-Québec organized an international symposium on eligibility criteria related to sexual orientation. This event was an opportunity for the organization to keep up to date with developments in various countries that have removed such criteria, and to share best practices with other bodies.

Evaluation of pathogen inactivation technology (PIT)

Over the past fiscal year, Héma-Québec has also undertaken the evaluation of pathogen inactivation technology (PIT), which lowers the risk of transmitting infections through transfusion and could eventually allow us to alleviate - or even eliminate - certain exclusion criteria for blood donations. This change will significantly influence all of Héma-Québec's activities, and must therefore be carefully prepared and validated.

In order to fully understand PIT potential benefits, Héma-Québec set up a model that estimates the residual risk of transmission of various viruses after PIT implementation and without bans associated with donors' sexual behaviour.

Under the most likely scenario considered, and assuming withdrawal of the exclusion criteria in the presence of PIT, the risks of HIV, HBV and HCV transmission were all lower than the current risk. This modelling analysis indicates that PIT substantially diminishes the residual risk of transfusion-related HIV, HBV and HCV transmission, and may permit the removal of sexual-behaviour-related donation exclusion criteria. Héma-Québec currently leads a project to establish product collection parameters and preparation with PIT, and further understand the effects on its processes.

New granulocyte isolation and collection method

Granulocyte concentrates are a treatment for people with severe neutropenia and infections uncontrolled by pharmacological treatments (antibiotics or antifungals). Presently, Héma-Québec collects granulocytes by apheresis, employing a starch-based solution to separate blood components. Given supply issues for this product, Héma-Québec is exploring the possibility of introducing a new method for granulocyte concentrate preparation, similar to what is used in certain European countries. This new method allows the collection of the granulocyte-rich residual leukocyte layer found in regular blood donations.

Adoption of this method would enable recycling of a normally rejected by-product, residual leukocytes, and would simplify the overall granulocyte collection process, eliminating the need to recruit donors just for this purpose: 10 regular blood donations would yield the equivalent of one granulocyte donation by apheresis. First trials will be carried out in the

spring of 2024 to assess cell viability and functionality, as well as product sterility, with the aim of making the full switch to the new method in the autumn of 2026.

Increased plasminogen drops production

In August 2013, Héma-Québec's research department introduced a technique for isolating plasminogen, a plasma protein, and producing a concentrated solution. The product was tailor-made to suit the needs of a young patient suffering from woody conjunctivitis (a very rare disease that can result in blindness) who did not respond to the usual treatment of plasma drops. The production of plasminogen drops has expanded over the last ten years, and especially last fiscal year. In fact, Héma-Québec needed to stimulate production, since it must now offer this specialized medication to six people in the province.

Catherine,
plasma donor



25 YEARS IN COLLABORATING

Strategic partnerships serving
the health system

Charlie,
blood recipient



STRATEGIC PARTNERSHIPS

SERVING THE HEALTH SYSTEM

Research partnerships

Organization of the Canadian Society for Transfusion Medicine Congress

Héma-Québec was co-organizer of the 2023 edition of the congress of the Canadian Society of Transfusion Medicine which was held in May in Montréal. This four-day event gathered more than 400 health professionals across the country, especially some Héma-Québec members of scientific and medical teams, who presented talks on various peak topics in the field. Other members from the organization also contributed to the congress logistics (sponsorships, communication, field facilitation, etc.), which was, as every year, a great opportunity to promote local expertise, and collaboration with people from across the country.

Symposium on cell therapy

Héma-Québec cooperated with the Réseau de thérapie cellulaire, tissulaire et génique du Québec (Thécell) to organize a symposium which is part of the broader framework of the organization's thought on cell therapy. *Ensemble pour la thérapie cellulaire et la médecine régénératrice* was held online on September 22, 2023. The various panelists, specialists in translational research, clinical research,

pharmacoeconomics, pharmacy and company development, reflected on the global repercussions of these therapies from three different angles:

- scientific and technical challenges;
- ethical and regulatory matters as well as technologies and treatments assessments;
- financing challenges, production capacity and patients treatment of patients of pharmacoeconomics.

At the initiative of Héma-Québec and ThéCell, the symposium panelists will release a report in 2024 summarizing the productive discussions that took place during this symposium, aiming at guiding new policies development for cell therapies and regenerative medicine treatments in Québec.

International symposium on eligibility criteria based on sexual orientation

In association with Canadian Blood Services, Héma-Québec organized a free international virtual symposium on April 20, 2023. This one-day event addressed strategies for reducing the risk of transfusion-transmitted infections as part of the removal of selection criteria based on sexual orientation. Specialists from several countries adopting gender-neutral individualized risk assessment shared their experiences and the steps taken to document outcomes of this paradigm shift. Participants highlighted similarities and differences in eligibility criteria between countries, and motives for applying these criteria.



Publication of an immunohematology guide for blood banks

Héma-Québec took part in the drafting of the first edition of an immunohematology guide in cooperation with the Ordre professionnel des technologistes médicaux du Québec (OPTMQ), the Association professionnelle des chargés de sécurité transfusionnelle du Québec (APCSTQ) and several members of the Association des médecins hématologues et oncologues du Québec (AMHOQ). Created from a desire to adapt practices to the rapid evolution of transfusion medicine, the guide is designed to reinforce the quality and safety criteria applicable to activities carried out in a blood bank laboratory, with a focus on the welfare and protection of patients, and blood safety and protection of patients, as well as improved quality of service.

Hematology residents training update

The 2023-2024 cohort of hematology residents from Québec's four faculties of medicine will be the first to benefit from a new training program set up by Héma-Québec last fiscal year. This medical training complements their transfusion medicine internships in hospitals. From now on, for the first time, this training course will be offered in two modules:

- An online training module. This component includes a dozen video clips totalling 8.5 hours of material recorded with Héma-Québec specialists. These clips went online in February 2024 on the Éducation Héma-Québec platform.
- An in-person tour of Héma-Québec facilities. Each resident cohort will get the opportunity in the spring to visit the organization's laboratories and a donation centre, and to interview the specialists who took part to the clips.

Partnership with the Biovigilance Committee

Participation to the biovigilance forum on donors' compensation

Hosted in November 2023 by the Biovigilance Committee in association with the Ministère de la Santé et des Services sociaux and Héma-Québec, the 8th Biovigilance Forum was devoted to the topic of human plasma donors' compensation. Specialists from Québec, Canada and abroad delivered talks on plasma market evolution, as well as ethical, legal and medical aspects of compensation for plasma donations.

Partnerships for plasma and blood donations

Partnerships are vital to mobilizing existing donors and recruiting new ones. Various kinds of partners collaborate with Héma-Québec to secure an adequate supply of blood products.

Many private and public organizations help us hold blood drives, by encouraging their staff to donate, by promoting events or by providing space on their premises.



Romy,
blood recipient

Community and social groups, for their part, can integrate collections into their ongoing activities, or rely on their volunteers to organize them. Police and fire departments are also valued partners in fostering the gift of life.

Furthermore, numerous organizations rally their teams around promotional and recruitment activities intended to entice people to donate at a Héma-Québec centre. Everywhere in Québec, companies and associations alike improve the daily lives of patients by partnering with Héma-Québec. Such partnerships are key to raising public awareness of blood and plasma donation. They constitute a major asset on which Héma-Québec draws to accomplish its primary mission, year after year.

In 2023-2024, 1,806 blood drives were held thanks to the collaboration of organizing committees from private and public organizations, schools and community groups.

TARGETED MOBILIZATION FOR PLASMA DONATION

College and university student groups, as well as companies, are important partners in plasma donation, a form of donation available exclusively at Héma-Québec donation centre. Schools can organize friendly competitions between faculties, or enlist sports teams support. In 2023-2024, many regional organizations were approached and successfully responded. Their contribution is decisive in spreading the word about this type of donation and increasing Québec plasma self-sufficiency, a top priority in Héma-Québec's strategy.

The fiscal year saw 186 partnerships leading to 3,402 plasma donations by 2,330 people, including 690 persons for their very first donation. Considering those who already donate blood, we can conclude that 52% of people who donated plasma as part of a partnership were new donors, for a total of 1,213 individuals.



Rare blood program

Sourcing a rare blood compatible with someone in need of a transfusion can be highly complex, since less than 1 in 1,000 people with rare blood will be compatible. For this reason, Héma-Québec, whose rare blood bank has some 2,000 frozen units, is seeking diversification and growth. To this end, the objective of the rare blood program, whose pilot project was introduced in January 2022 in partnership with nine hospitals, is to secure individuals' consent, in cooperation with their caregivers, so that Héma-Québec can connect with them.

The official provincial launch of the program was carried out in June 2023. A total of 59 patients with rare blood were identified since the program's outset: 22 during the pilot phase and 37 since the program's official launch.

While step 1 of the project consisted of contacting patients identified as having rare blood as well as their families, step 2 will involve reaching out to Héma-Québec donors already identified with rare blood (estimated at around 250 people) to encourage them to donate more often. This outreach could also provide Héma-Québec with an opportunity to approach these people's siblings, who may also be rare-blood donors. At the end of the last fiscal year, the program team was finalizing a follow-up plan for these donors.

PARTNERSHIP WITH THE DEPARTMENT OF SEXOLOGY AT UQAM

Héma-Québec is dedicated to better understanding and improving its experience towards LGBTQ+ communities. To that end, since 2017, it has worked with the Department of Sexology at the Université du Québec à Montréal (UQAM), helping to identify avenues for improvement and progressively implement diversity and inclusion measures. This partnership was instrumental in Héma-Québec's transition to gender-neutral questionnaires (GNQ) in 2022. In 2023-2024, this partnership was leveraged primarily through two projects. First, a survey among trans and non-binary people to obtain their opinions on future options for registering to donate blood, modified procedures and content on the website created for them. The survey gathered a number of results, revealing ways to continue improving diversity and inclusion at Héma-Québec. Findings are currently being analyzed by an internal Héma-Québec working group.

Second, Héma-Québec staff and volunteers were surveyed on their evolving experience at donation centres and mobile clinics since the introduction of gender-neutral questionnaires. Results of this survey will be available in 2024, and enable Héma-Québec to identify ways of optimizing staff training in diversity and inclusion.

Partnerships for human tissues

Human tissues sole distributor mandate

Twenty years after it first began collecting and processing human tissue, the Ministère de la Santé et des Services sociaux granted Héma-Québec exclusive management of human tissue procurement for the entire healthcare network. Until then, the organization supplied the majority of these products, through its own collections or purchases, but hospitals could also deal directly with international suppliers.

To fulfill these new responsibilities, critical to its mission, Héma-Québec will set up a centralized purchasing system. Within the framework of this mandate, a centralized registry for product traceability and adverse reaction monitoring will be introduced, in accordance with a recommendation made by the Biovigilance Committee.

Hospital centres will be required to finalize the integration of their supply processes into the new system during the transition period, which will conclude a few months after the mandate is implemented, on December 2, 2024. Meanwhile, Héma-Québec puts the required structures in place to broaden its activities.

Paule and Sophie,
mothers of human tissue
donors



Last financial year, the organization introduced a new team responsible for tissue procurement. Created in April 2023, this division has conducted exploratory meetings with different suppliers on the market and finalized the procurement strategy to be pursued as part of the sole distributor mandate, based on consultations with transplant physicians as specialists.

This strategy has already been deployed and, since the end of the fiscal year, Héma-Québec's Human Tissue Procurement Strategies management had already issued calls for tender and entered into negotiations with a number of suppliers, so that the organization can fulfill its mandate as sole distributor as planned by the end of 2024.

Involvement in a parliamentary commission on organ and tissue donation

In January 2024, Héma-Québec appeared at public hearings of the Commission de la santé et de services sociaux of the National Assembly of Québec, mandated to study ways of facilitating organ and tissue donation, notably by introducing presumption of consent. In its role as an organization responsible for the distribution of human tissues in the province, Héma-Québec asserted its expertise by submitting a brief, answering the commission's questions and joining in the discussions on improving Québec organ and tissue donation system.

Regional partnerships for human tissues procurement

As a result of new collaborative agreements, human tissue procurement and development coordination functions were open in 2023 at the Centre intégré universitaire de santé et de services sociaux de l'Estrie – the Centre hospitalier universitaire de Sherbrooke, the CIUSSS de la Mauricie-et-du-Centre-du-Québec and the CHU de Québec-Université Laval. Every coordinator is in charge of ensuring all potential tissue donors in the region are identified and referred to Héma-Québec. Moreover, as required, the incumbent is able to coordinate the donation process by qualifying individuals, as well as performing eye tissue collection on site, since this type of collection requires no specific facilities as for other types of collection.

Mirroring the model deployed at the Centre intégré de santé et de services sociaux de Chaudière-Appalaches, these agreements ensure our close cooperation with care teams to coordinate all aspects of the process, from identification to donation. Such partnerships save precious time, reducing retrieval times and ensuring better-quality tissue.

Partnership agreements have also been reached with establishments in the Greater Montréal area. As a result, Héma-Québec will have eye tissue collection officers at the following centres: McGill University Health Centre, Glen site; Hôpital Pierre-Le Gardeur; Centre multiservice Claude-David, and Hôpital Maisonneuve-Rosemont.

Partnership with the Bureau du Coroner

Héma-Québec liaison officer's presence at the Bureau du Coroner during daytime and nighttime hours enables the organization to move quickly to link with families of recently deceased persons in events requiring the intervention of a coroner. In 2023-2024, this collaboration, which substantially shortens the time required to receive permission to harvest human tissues, thus maximizing their potential for transplantation, resulted in:

- 167 recommendations from files processed by the Bureau du Coroner (all sources combined).
- 110 recommendations from Bureau du Coroner liaison officers only.
- 193 persons sampled in cases handled by the Bureau du Coroner.

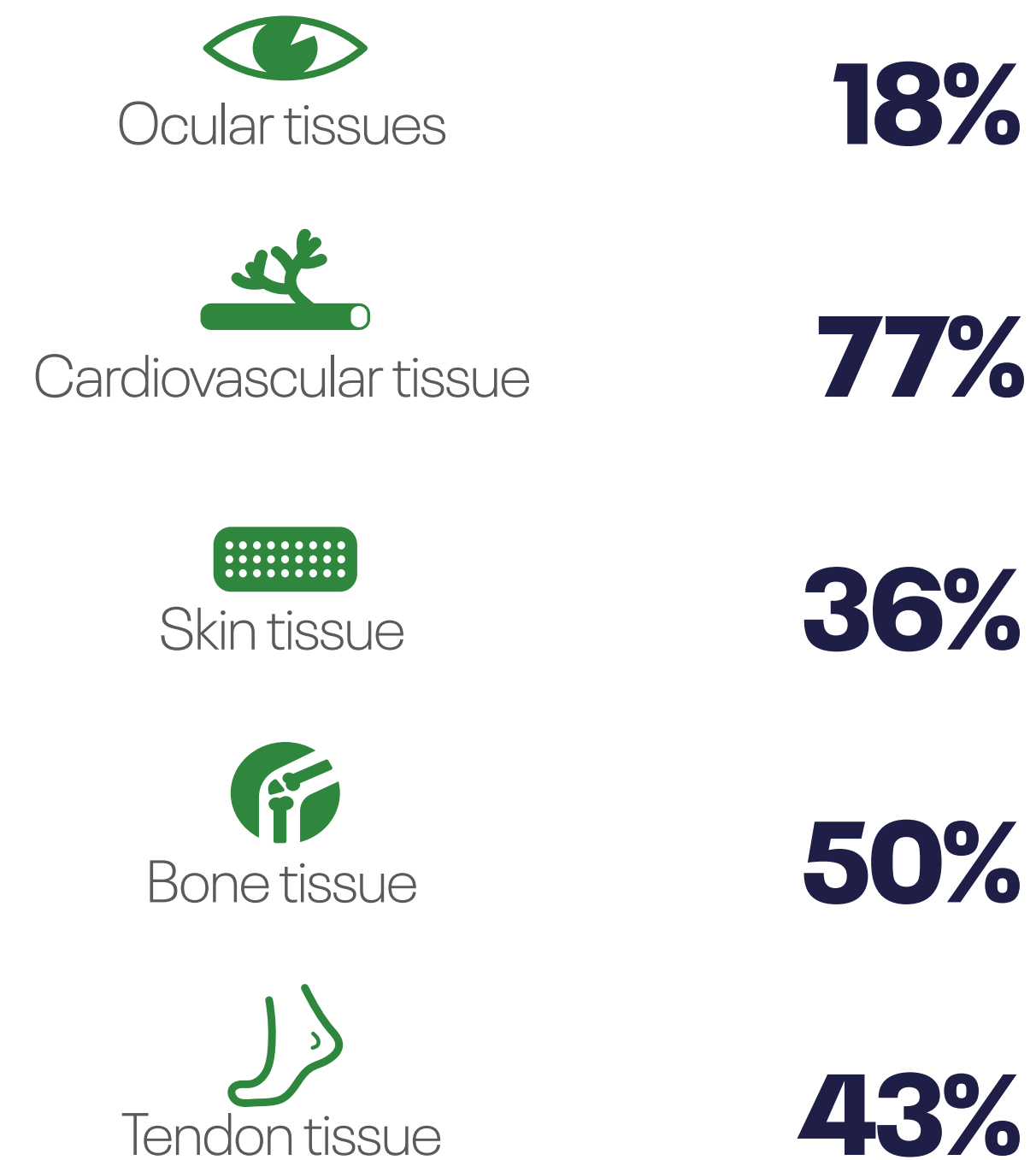
The number of files viewed in the Bureau du Coroner case management system has slightly risen over last year. The number of persons sampled remained virtually identical, at 193 in 2023-2024 (196 in 2022-2023).

Partnership with the Unité de coordination clinique des services préhospitaliers d'urgence (pre-hospital emergency services clinical coordination unit) (UCCSPU)

In 2023-2024, caregivers at the Unité de coordination clinique des services préhospitaliers d'urgence (UCCSPU) referred 1,158 donors to Héma-Québec, an increase of 11% over the previous year.

SAMPLES FROM DEATHS REPORTED TO THE BUREAU DU CORONER (by tissue)

2023-2024





Partnership with the Centre hospitalier de l'Université de Montréal (CHUM)

This partnership yielded in results in 2023-2024, similar to last year's (310 recommendations in 2023-2024 as compared to 311 in 2022-2023). This model is inspiring other establishments in their work to consolidate the process of identifying and referring potential tissue donors.

Tissue donation in the context of medical assistance in dying (MAID)

The number of deaths taking place in Québec within the framework of medical assistance in dying (MAID) has risen since the *Act respecting end-of-life care* took effect in 2015. Consequently, between April 1, 2022, and March 31, 2023, 5,211 people used MAID, representing 6.8% of all deaths in the province. A 15% growth is expected in 2023-2024. MAID no longer constitutes a rare or marginal treatment. The existence of this new end-of-life option leads health professionals to offer people who request it an opportunity to express wishes for organ and tissue donation.

A new procedure for referring potential MAID tissue donors was developed in conjunction with various partners, notably a group of MAID physician administrators from Lanaudière region. Steps involved in developing this tool (meetings with transplant physicians, partnership with the Interdisciplinary Support Groups (ISGs), etc.) were staggered over the course of the year. This procedure will enable MAID care teams to address the topic with their patients. They will also be better acquainted to provide an early recommendation based on exclusion criteria and patients' wishes. This type of referral offers numerous benefits, both for the donor and in terms of tissue qualification and administrative procedures.



ANALYSIS SERVICE FOR TRANSPLANT QUÉBEC

Héma-Québec specialized laboratories assist Transplant Québec by running qualification tests to determine whether a candidate for organ donation carries blood-borne infections.

These tests must be completed rapidly, before organ harvesting for transplantation. They are performed using specialized equipment and reactants unavailable in hospitals.

166

**samples handled for
Transplant Québec in 2023-2024**

Working group for optimized cardiac tissue management

In 2023-2024, 30 hearts were collected thanks to this working group's revised process, accounting for 24% of cardiovascular tissue collected in the fiscal year.

With a view to boosting the recruitment of heart tissue donors, a committee was appointed in December 2021, comprising representatives from Héma-Québec, the Association des pathologistes du Québec, the Bureau du Coroner, the Institut universitaire de cardiologie et de pneumologie de Québec - Université Laval, the CHUM and the McGill University Health Centre, as well as the Laboratoire des sciences judiciaires et de médecine légale. This group came up with solutions to make pulmonary valve retrieval possible, while enabling pathologists and coroners to properly establish cause of death using residual heart tissue.

Stem cell partnerships

Partnerships developed with six hospitals for cord blood donation

Héma-Québec has decided in recent years to restrict the number of cord blood collection centre in an effort to optimize its own resources and those of hospitals, ultimately aiming to expand the quantity, quality and ethnic diversity of cord blood units banked.

There are now six cord blood collection centres: Centre hospitalier universitaire (CHU) Sainte-Justine, Hôpital de la Cité-de-la-Santé of the Centre intégré de santé et de services sociaux (CISSS) de Laval, McGill University Health Centre (MUHC), St. Mary's Hospital Centre, LaSalle Hospital and the Jewish General Hospital.

Partnership with Swab the World

The Swab the World Foundation (STW) is a non-profit organization in Montréal committed to broadening the ethnic diversity of the world's stem cell registries in order to increase the likelihood of a match for all. The foundation assists patients around the world seeking compatible donors to conduct a successful recruitment campaign. With its extensive online presence and visibility on school campuses, STW provides Héma-Québec with additional reach to meet its target audiences.

The partnership between Héma-Québec and the Swab the World Foundation paves the way for the two organizations to pool their recruitment efforts to expand and diversify the stem cell donor registry.

Under this partnership, Héma-Québec enables STW, for instance, to install donor recruitment kiosks near its university blood collections, and provides STW with buccal swab kits that allow registration on the Registry.

In fiscal year 2023-2024, STW held 111 events, including 40 kiosks offering on-site buccal swabs.

NEW PARTNERSHIP WITH A HOSPITAL CENTRE FOR CRYOPRESERVATION OF AUTOLOGOUS STEM CELLS

A new hospital, Hôpital Charles-Le Moyne, has joined the list of clients for Héma-Québec's autologous stem cell cryopreservation services.

Service is scheduled to start in 2024. The four other centres are: the CHUM, the Jewish General Hospital, the CHUS Fleurimont and Hôpital Sacré-Cœur.



Partnership for mother's milk

Advisory Committee for the Public Mother's Milk Bank

The Breastfeeding Advisory Committee unites representatives from Héma-Québec, the Ministère de la Santé et des Services sociaux (MSSS) and specialists from the province's hospital centre that handle banked mother's milk. They meet two to three times a year to discuss issues surrounding public banking and the use of mother's milk in hospitals. Héma-Québec co-organizes this committee with the MSSS to seek advice from specialists in the field and stay up to date on specialized hospital practices, as well as to monitor its partners' evolving needs.

Mandate to manage the **Système d'information intégré sur les activités transfusionnelles et d'hémovigilance (SIIATH)**

Since May 2018, the vice-présidence aux technologies de l'information et à la stratégie numérique is in charge of SIIATH asset management for the entire healthcare network. This software solution fulfills a vital task in managing blood product inventories, from receipt at the hospital to transfusion. More specifically, it provides traceability of all transfusion activities carried out by Québec blood banks.

Under its mandate from the Ministère de la Santé et des Services sociaux, Héma-Québec concluded the upgrade and migration of SIIATH to a new private cloud platform in 2023. Migration is now complete for the 93 hospitals operating blood banks in the Québec network.

Association des bénévoles du don de sang (ABDS)

Active throughout Québec with its 13 regional chapters, the mission of the Association des bénévoles du don de sang (ABDS) is to support new donors recruitment, in partnership with Héma-Québec. Over 800 kiosks were deployed at blood clinics last fiscal year, resulting in more than 26,000 appointments. The ABDS also hosted over 500 activities and recruited around 100 volunteers. Such record mobilization is surely no coincidence with the excellent plasma donation results posted by many centres.

One of the most noteworthy developments over the past fiscal year has been the expansion of the ABDS's commitment to stem cell recruitment. At the 35 donation awareness booths set up in CEGEPs and universities between September 2023 and March 2024, prospective donors could, for the first time, register directly with the Stem Cell Donor Registry and take a buccal swab on site. A total of 600 registrations were registered this way in the past year!

Initiated in the midst of the pandemic, the ABDS youth unit grew to over 200 active members by March 31, 2024. A number of them also belongs to the student associations of the Université de Montréal, the Comité Sang-Cible, and McGill University, the McGill Students' Blood Donors Association (MSBDA). In the past fiscal year, work moved forward on the creation of a third university association, at Concordia University.

Numerous projects in the past year included two blood drive events at Université Laval and Complexe Desjardins de Montréal, the Gift of Life event and the Plasma Challenge. Furthermore, the Comité Sang-Cible and the MSBDA held local activities to promote awareness among students at their respective universities.



But our two largest projects were the *Foire du don de soi* and the Plasmattaque interuniversity competition. The fair, an initiative of the Comité Sang-Cible, was held on February 7, 2024, at the Université de Montréal, where 7 different booths showcased all of Héma-Québec's sectors of activity. The Plasmattaque competition, won this year by students from the Université de Sherbrooke, prompted participants to make nearly 540 donations across the province in two weeks. Both events offer an opportunity for ambassadors to promote all forms of donation, network and to produce new awareness-raising content for release by the ABDS.

Héma-Québec Foundation

The Héma-Québec Foundation conducts fundraising events and financially supports Héma-Québec's innovative and strategic projects in its different areas of activity: blood products, stable products, stem cells, human tissues and mother's milk.

In particular, it assists the Association des bénévoles du don de sang (ABDS) in its mission to recruit new donors and raise public awareness of the importance of blood donation. During the last fiscal year, the Foundation also provided \$15,000 for a state-of-the-art training project for erythrocyte immunology technicians, and \$50,000 to fund a fetal rhesus factor test project.

In 2023-2024, the Foundation also witnessed major changes: the appointment of a new chairman of the Board in June 2023, and the arrival of a new Executive Director in November of the same year. The Board of Directors also developed a strategic plan for transformation and growth, with ambitious projects such as the creation of a new group of delegates in various regions of the province, modernization of communications and a review of philanthropic activities.

FINANCIAL CONTRIBUTIONS OF HÉMA-QUÉBEC TO EVENTS

In fiscal year 2023-2024, Héma-Québec's financial contributions to events (whether through ticket purchases, donations of promotional items or financial support) reached a total of \$24,856.90.

Here is the list of associations that received contributions:

- Sickle Cell Anemia Association of Québec
- Fondation Émergence
- Interligne
- Gala Dynastie
- Swab the World
- Black Month History Roundtable

Institutional partners

As part of its mission, Héma-Québec is mandated to develop and maintain partnerships that encourage the sharing of information and the advancement of related knowledge and techniques. The importance of these partnerships is enshrined in the *Act respecting Héma-Québec and the biovigilance committee*, which states that the organization must maintain such links with counterpart organizations in Canada and elsewhere.

Héma-Québec wishes to recognize the many partners with whom it has had the opportunity to collaborate during 2023-2024.

- AABB
- Alpha-1 Canada
- America's Blood Centers
- American Association of Tissue Banks
- American Red Cross
- American Society for Apheresis
- American Society of Histocompatibility and Immunogenetics
- Americas' SAP Users' Group
- AOH Québec
- Association d'anémie falciforme du Québec
- Association de thérapie génique du Québec
- Association des bénévoles du don de sang (ABDS)
- Association des médecins hématologues et oncologues du Québec
- Association des patients immunodéficients du Québec (APIQ)
- Association for Blood Donor Professionals (ADRP)
- Association professionnelle des Chargés de sécurité transfusionnelle (CST) du Québec (APCSTQ)
- Banque d'yeux du Centre universitaire en ophtalmologie
- Banque d'yeux du Québec
- Biomedical Excellence for Safer Transfusion
- Bureau du coroner
- Canadian Association for Porphyria
- Canadian Blood Services
- Canadian Hemophilia Society
- Canadian Hemophilia Society – Québec Chapter
- Canadian Hereditary Angioedema Network (CHAEN)
- Canadian Organ and Tissue Donors Association
- Canadian Society for Transfusion Medicine
- Cell Therapy Transplant Canada (CTTC)
- Centre de recherche évaluative en santé (CRES)
- Centre de traitement des inhibiteurs
- Centre hospitalier de l'Université de Montréal (CHUM)
- Chambre des notaires du Québec
- CIUSSS du Saguenay–Lac-Saint-Jean
- COCQ-SIDA
- Comité consultatif national de médecine transfusionnelle
- Commission de la santé et des services sociaux des Premières Nations du Québec et du Labrador (CSSSPNQL)
- Consortium for Blood Group Genes
- Cord Blood Association
- Corporation des thanatologues du Québec
- CSA Group

- Douglas – Bell Canada Brain Bank
- Établissement français du sang
- Fondation Émergence
- Fonds de recherche du Québec – Nature et technologies
- Fonds de recherche du Québec – Santé
- Foundation for the Accreditation of Cellular Therapy (FACT)
- GBS/CIPD Foundation of Canada
- Groupe de travail sur l'immunité face à la COVID-19 (GTIC)
- Health Canada
- Héma-Québec Foundation
- Institut national d'excellence en santé et en services sociaux (INESSS)
- Institut national de la recherche scientifique
- Institut national de santé publique du Québec (INSPQ)
- Institut universitaire de cardiologie et de pneumologie de Québec (IUCPQ)
- International MakSystem User Group (IMUG)
- International Plasma Fractionator Association (IPFA)
- International Society of Blood Transfusion (ISBT)
- International Society of Hematology
- Laboratoire des sciences judiciaires et de médecine légale
- Leucan
- Leukemia and Lymphoma Society of Canada
- Market Research Bureau (MRB)
- McMaster University
- Ministry of Health of Ontario
- Mitacs
- National Advisory Committee on Blood and Blood Products (NAC)
- Natural Sciences and Engineering Research Council of Canada
- Network of Rare Blood Disorder Organizations (NRBDO)
- Ordre professionnel des technologistes médicaux du Québec : Formaline
- Plasma Protein Therapeutics Association (PPTA)
- Platelet Immunology Working Party (PIWP)
- Régie de l'assurance maladie du Québec (RAMQ)
- Regroupement des directeurs des cliniques des traitements de l'hémophilie du Québec
- Réseau de thérapie cellulaire, tissulaire et génique du Québec (ThéCell)
- Safe Blood for Africa Foundation
- The Canadian Donation and Transplantation Research Program
- Transplant Québec
- Unité de coordination clinique des services préhospitaliers d'urgence (UCCSPU) de l'Hôtel-Dieu de Lévis
- Université du Québec à Montréal (UQAM)
- University of Alberta Hospital
- Urgences-santé
- World Federation of Hemophilia (WFH)
- World Marrow Donor Association (WMDA)

25 YEARS IN RISK ANTICIPATION AND REDUCTION

Risk management



Melissa,
mother's milk donor

RISK MANAGEMENT

Safety and quality of products distributed and services rendered are of prime consideration. Héma-Québec endeavours to manage risk in an integrated manner at all levels of the organization, inspired by best practices.

Blood product supply

Blood products demand evolution

In the past fiscal year, Héma-Québec kept a close monitoring on changes in blood products demand so as to adapt its supply to hospitals needs. While higher than the previous year, the quantity of red blood cells distributed in fiscal 2023-2024 remains 4% lower than in the 2019-2020 pre-pandemic period. Proportion of demand for group O Rh+ blood cells is constantly increasing, putting pressure on collection activities. Demand for platelets climbed by around 6% this year, just like demand for cryoprecipitate, which ended the year at a distribution level 7% higher than the previous year. Finally, plasma used for transfusion purposes fell by 6.4%. Héma-Québec efficiently satisfied all hospital needs for blood products.



SOLID PUBLIC RESPONSE TO APPEALS FOR DONATIONS

To maintain an optimal reserve, Héma-Québec had to appeal for a few donations in 2023-2024. Yet donor response to the targeted appeals, as well as to the public relations and marketing initiatives, was outstanding.



NEW CENTRES OPENING

Opening of new plasma donation centres will start in 2024. This will enable the organization to reach as many potential donors as possible, and improve plasma donation services in regions not currently exploited.

To select the most appropriate locations, Héma-Québec conducted a province-wide market study, targeting three high-potential regions: Drummondville, whose new centre will open in early 2025, and two others in the following years.

Supply of stable products

Strategies to reach plasma self-sufficiency

Evaluation of various strategies

To meet its target of plasma self-sufficiency, Héma-Québec has adopted three main strategies. Since plasma donation by apheresis is only done at donation centre and not through mobile blood drives, the strategies are based on optimization of 11 current centres, opening of new centres and a strategic analysis of techniques and technologies used for the plasma collection and freezing process.

Optimization of current centres

Optimization of our centres is aimed at maximizing unused capacity. A team was set up for this purpose last fiscal year. This team, which includes an optimization coordinator and donor recruitment advisors, will devote its full time to finding tailor-made solutions for improving plasma collection results.

Strategic analysis of techniques and technologies used for the plasma collection and freezing process

Héma-Québec launched an invitational call for tenders in 2023 to renew all its apheresis collection equipment, ending with the selection of new equipment, currently undergoing performance evaluation at the end of the last fiscal year. If conclusive, a pilot project lasting several months will be carried out in one donation centre before the full rollout of the new equipment, expected to occur fiscal year 2026-2027. Advantages of this technology in terms of speed and efficiency will further enhance Héma-Québec's plasma self-sufficiency.

Héma-Québec currently assesses the best technologies for plasma freezing to obtain efficiency benefits by adopting international best practices in this field.

Evolution of the plasma market in Québec and internationally

As a distributor of stable products, Héma-Québec is required to meet the needs of hospitals while also ensuring security of supply and product safety. That's why the organization constantly monitors market trends to adapt its supply strategies in line.

This vigilance is vital especially for polyvalent intravenous immunoglobulin (IVIg), a plasma product for which demand has risen sharply in recent years. IVIg accounts for around 65% of the stable products dispensed by Héma-Québec. Since January 2023, after two years of controlled allocation as a result of worldwide plasma supply issues that emerged with the onset of the COVID-19 pandemic, IVIg distribution is back to normal. Thus, no restrictions were placed on the supply of immunoglobulin to hospitals, last fiscal year. While plasma collections by Héma-Québec in 2023-2024 were 22% higher than prior years, hospital demand for IVIg rose by close to 10% for the same period.

Globally, while market is slightly more stable due to better plasma collection results following the resolution of the pandemic period, demand for immune globulin continues to evolve around the world.

**IVIg ACCOUNTS FOR AROUND
65% OF THE STABLE PRODUCTS
DISPENSED BY HÉMA-QUÉBEC.**

Plasma fractionation plant in Québec

Héma-Québec is closely monitoring the construction of a plasma fractionation plant near its Montréal facility.

Indeed, the private company Grifols intends to open a state-of-the-art plant in the next few years. This promising project will allow plasma fractionation in Québec for the first time.



Distribution of new innovative medication

Ever mindful of responding efficiently to the Québec population's needs, Héma-Québec pursued its distribution of two new drugs, monoclonal antibodies. The first is used to treat severe hemophilia A with or without factor VIII inhibitors, while the second serves as a prophylactic treatment for hereditary angioedema. The integration of these two new drugs (not yet complete in the first instance) is progressing very well. With a good medical community's response, there is still a great deal of interest for these two products.

Specialized laboratory services

Establishment of a new genotyping platform

Héma-Québec's reference laboratories, offering various analysis services to Québec hospitals, acquired a new genotyping platform in March 2024. Immucor's state-of-the-art BioArray platform is approved by Health Canada and offers a host of features. It enables more detailed analysis, which in turn helps teams to better characterize various blood types and platelet antigens. Moreover, the kits run on this platform eliminate the need for manual analysis, leading to efficiency gains. Thanks to this new technology, reference laboratories can deliver better service to the province's hospitals.

Integrated Risk Management System (IRMS)

Implemented in previous years, Héma-Québec's Integrated Risk Management System (IRMS) aims to identify, evaluate and treat organizational risks upstream, and thus to react quickly and effectively when they materialize. In 2023-2024, IRMS fully illustrated its relevance by successfully contributing to the rapid adaptation to the various challenges encountered: labour shortage, cybersecurity threats, inventory variations and adaptation of real estate infrastructure, in line with best practices.

Quality, development and medical affairs

Modifications to qualification criteria

Withdrawal of Creutzfeldt-Jakob disease donation exclusion criteria

On December 4, 2023, with Health Canada authorization, Héma-Québec removed the potential exposure to variant Creutzfeldt-Jakob disease (vCJD) from its list of blood donation exclusion criteria. Specialists now consider that it is safe to drop this exclusion.

Modification of diabetes criterion

Another change, the diabetes criterion, came into effect on December 4, 2023, allowing more people with diabetes to donate blood products. This flexible approach makes it easier to apply the criterion in blood drives, and better targets the risks for both donors and recipients of blood products. The amendment separates into three parts:

- People with type 1 diabetes qualify for donation provided they show no risk factors compromising their safety or that of the recipient.
- For type 2 diabetes, the criterion now targets cases predisposing persons to a higher risk of adverse events after donation or with a risk of silent bacterial infection in their blood.
- For other types of diabetes, the person's condition is now subject to an evaluation by a medical director or a delegate so the safest approach is determined.

Modification of the criterion for pre-exposure prophylaxis (PrEP) and post-exposure prophylaxis (PEP)

Pre-exposure prophylaxis (PrEP) and post-exposure prophylaxis (PEP) consist in drug treatments for HIV prevention. Low levels of HIV in people's blood using these treatments may remain undetected, with risk of transmission through transfusion. This criterion was adjusted to include the arrival on the American market of the drug in injectable form. Now people using these medications can donate blood four months after taking the last tablets or two years after the last injection, as the case may be.



Inspections and audits

Conclusions drawn from periodic inspections and audits of Héma-Québec's operational processes by regulatory agencies reflect the level of quality control that the organization illustrates over its operations. Conclusions of last inspections carried out attesting to the maintenance of Héma-Québec's compliance status are still in force.

INSPECTIONS AND AUDITS

Activity sector	Organization	Scope	Date	Conclusion
Blood products Reference laboratories	Health Canada CCSN ISO 15189- BNQ	Héma-Québec Donation Centre at Saint-Bruno	June 2023	Initial inspection
		Québec City facility	November 2023	Site licenses and/or registration renewed in compliance with Blood Regulations
		Globule Versailles	December 2023	Renewed license - safety compliance inspection
		Montréal facility	August 2023	Certification renewed in accordance with standard ISO 15189 Molecular biology laboratories
		Immunology laboratory: patient analysis (Montréal and Québec City)	May 2023	
Stem cells	FACT-JACIE	Peripheral stem cell laboratory in Montréal	February 2024	First inspection to obtain FACT-JACIE accreditation
Stable products	Health Canada	Montréal and Québec City facilities	September 2023	Site licenses for wholesale activities (Good manufacturing practices)
		Montréal facility (virtual)	June 2023	Site license for activities as a distributor of class IV medical instruments (Flo seal)
Human tissues	American Association of Tissues Banks	Human tissues	November 2022	Renewed accreditation Official report received in 2023
Blood products	Health Canada	Héma-Québec Donation Centre at Saint-Bruno	June 2023	Initial inspection Site licenses and/or registration renewed in accordance with the Blood Regulations

Hemovigilance of donors

Héma-Québec documents all post donation reactions, regardless of severity. Adverse reactions are infrequent and mostly benign. Data analysis enables us to adopt preventive measures to minimize potential reactions and promote a positive blood donation experience.

HÉMA-QUÉBEC DOCUMENTS ALL POST DONATION REACTIONS REGARDLESS OF SEVERITY.

In 2023-2024, adverse reactions remain limited. We have seen a decline in adverse reactions since 2022-2023. Adverse reactions were declared in 4.8% of 359,151 donations, and 92.4% of these were benign.

OVERVIEW OF ADVERSE REACTIONS

Change in reactions of

-3.9%
compared with the previous year

Reactions observed in

4.8%
of donations

92.4%
of reactions were benign

RATE AND TYPE OF COMPLICATIONS POSSIBLE PER 100 DONATIONS

3.0
vasovagal reactions of which 2,9 were mild

1.0
moderate or severe reaction to citrate*

0.7
arm reaction (e.g., hematoma, ecchymosis, allergies)

*These reactions may occur solely during apheresis donation.

Donations confirmed positive by communicable disease marker

Héma-Québec tests all donations that it collects for blood-borne diseases. If a positive result is obtained, the donation is destroyed and the donor is notified. There were no significant variations in the number of donor infections this year, and is in line with the trend observed in recent years.

DONATIONS CONFIRMED POSITIVE BY COMMUNICABLE DISEASE MARKER

HIV	0
HCV	8
HBV	19
HTLV	3
Syphilis	23
<hr/>	
Total donations tested (HIV, HCV, HBV)	359,151
<hr/>	
Total donation tested (Syphilis and HTLV)	230,318

Prevalence of HIV and HCV in donors compared to the population

The prevalence of HIV and HCV in blood donors remains largely below that observed in the population. These results show that the use of the blood donation qualification questionnaire is an effective safety measure.

PREVALENCE OF HIV AND HCV IN DONORS COMPARED TO THE POPULATION

	Population	Héma-Québec
HIV	0.2% (1/500)	0.0000% (0/359,151)
HCV	0.54% (1/185)	0.0022% (8/359,151)

Workforce shortage

Strategies and efforts deployed by Héma-Québec

In 2023-2024, Héma-Québec continued its efforts to mitigate the risks arising from the labour shortage that has plagued Québec for the past 10 years. Several strategies were implemented, such as international recruitment initiatives, development of relationships with targeted educational institutions, and enhancement of referral and internship programs.

With the aim of integrating best retention practices and contributing to a healthy and rewarding work environment, Héma-Québec values feedback and prioritizes certain employee surveys to better establish winning practices and organizational obstacles, an important data to help managing the risk of talent loss.

Finally, Héma-Québec offers a variety of rewarding careers and professional paths that are essential to achieve its mission. The organization's approach aims to promote sound resource management by developing internal talent to mobilize it and ensure knowledge retention. It also improves the organization of work to meet expressed needs and retain or attract new talent. This strategy is based on four axes: welcome and integration, skills and leadership development, developing the next generation and diversity and inclusion.



Welcome and integration

Welcome and integration is a critical period for delivering on the promise made to a candidate who is hired. Several Héma-Québec teams work in symbiosis to provide a positive experience for recruits, whatever their sector of activity. From the interview, to training in the first few days, to induction, they make every effort to encourage the retention of new employees.

Skills and leadership development

Héma-Québec has set up standardized training programs to stimulate the learning and development of its personnel, and thus promote the attraction and retention of its workforce. These programs are aimed at professionals and managers, and enable them to :

- support talents in their career paths and the achievement of organizational targets;
- support the development of managers in their role as leaders;
- deliver the expected employee experience.

As part of its new professional skills development program, Héma-Québec offered several training courses this year aimed at developing key skills. More than 500 people took part in various training courses.

Developing the next generation

In 2023-2024, certain activities in support of succession development were continued, and individual development plans to accompany targeted talent for succession to critical and key positions underwent an evolution. Finally, managers received coaching to update succession plans.

Diversity and inclusion

To provide a welcoming and inclusive environment, and to encourage a diversity of profiles company-wide, Héma-Québec is currently developing a new integrated diversity and inclusion program, which will be implemented in 2024.

Renewal of collective agreements

Héma-Québec works with nine union certification units representing various groups of workers in the Greater Montréal and Québec City areas. Last fiscal year, Héma-Québec renewed three collective agreements, first in September 2023 with the Syndicat du personnel infirmier d'Héma-Québec (SPI-CSQ), whose members work in the Greater Montréal area. This agreement runs until March 31, 2025.

Subsequently, in December 2023, Héma-Québec signed collective agreements with the Syndicat des travailleuses et travailleurs de la région de Montréal (STTHQ-MTL) and the Syndicat des travailleuses et travailleurs de la région de Québec (STTHQ-QC). In preparation for the next fiscal year, Héma-Québec will be negotiating the renewal of collective agreements with seven of the nine union units.

25 YEARS IN PLANNING

Results relative to the
2021-2027 Strategic Plan



Patrick,
plasma donor

1 FOUNDATIONS

PRIORITIES

1.1 | Quality and compliance — Adopt improved quality practices, including a compliance culture shift

A major initiative, the realignment of quality requirements, is under way. This initiative consists of reviewing our foundations for training, job descriptions and processes to ensure the enhancement of the quality culture. It also includes the addition of a qualified workforce to comply with the cycle times of events affecting quality (non-compliance and corrective and preventative actions). Other initiatives, such as remediation projects (quality and validation agreement) and the overhaul of the controlled document systems, are also under way.

1.2 | Technology — Acquire adapted, effective and safe technological solutions for our processes in line with our mission and support services, including the integrated management software package (PGI)

For PGI, the SGF (LMS) and S4 phase 1 projects schedule is at risk. The deployment of the new Espace Formation has been successfully completed. A delay is anticipated for the rollout of stable products and the addition of human tissues to the next one. Planning has been reviewed, and replanning is underway. The program management approach has also undergone some mitigation, and the addition of resources is currently being evaluated.

After an in-depth review of the scope and estimated effort, the QMS (Quality Management System) project is now set to start in fiscal 2024-2025, with a revised completion date of 2028.

1.3 | Management — Improve our management methods and information

The governance structure, which includes the Strategic Initiatives Portfolio Management Office, has undergone final adjustments. Further improvements to organizational capacity modelling have enabled more effective sequencing and management of structuring projects.

Also, dashboards are currently in development to release information associated with programs and projects within Héma-Québec's portfolio. Work will be deployed for consistency across sector dashboards and to create a single corporate one.

Solidify our foundations (quality, processes, technology, governance, risk assessment and audits)

MEASURES OF SUCCESS

Indicator	Current status*	Progress to date	2027 target
Compliance with prescribed quality event timelines	To be monitored	80%	100%
Deployment of the new PGI	At risk	20%	80%
Deployment of a dashboard to evaluate the performance of the various activity sectors	Under control	40%	100%
Deployment of the office of strategic initiatives	Under control	100%	100% (end of 2022)

*Under control: the timetable for achieving the target by 2027 is being met.
 To be monitored: measures must be applied in order to achieve the target in 2027.
 At risk: achievement of the 2027 target is at risk.

1 FOUNDATIONS (CONT'D)

Solidify our foundations (quality, processes, technology, governance, risk assessment and audits)

PRIORITIES

MEASURES OF SUCCESS

1.4 | Supply — Optimize key supply processes

During 2023-2024, Héma-Québec continued the well-initiated evolution of its procurement processes, notably by incorporating notions of responsible sourcing into contract invitations. The process review was completed, paving the way for procurement management to undertake the major digital transformation that will materialize with the implementation of Synapse phase 1, enabling all procurement to be managed according to industry best practices.

1.5 | Governance — Optimize governance

A review of Héma-Québec’s governance was initiated. The first stage, which dealt with the operations evaluation of the Board of Directors and its committees, has been completed, based on best practices. The second stage of the governance review, which will deal specifically with the overhaul of the general rules and Board committees chart, should be completed in fiscal year 2024-2025.

1.6 | Risk management — Adopt a fully integrated risk management system

The deployment of an integrated risk management system was pursued, with the adoption of ten of its twelve subsystems. The Integrated Risk Management Committee has met regularly and submitted executive summaries to the Executive Committee and the Audit Committee of Héma-Québec’s Board of Directors. Underlying the resilience policy, the reworking of the crisis management plan was completed and is currently awaiting approval. Finally, a new strategic management plan in the event of a digital incident is nearing completion.

1.7 | Internal audit function — Proceed with the development of the internal audit function

Risks identified relative to schedule: the mandate to assist with the development of internal audit services (including a benchmarking exercise in line with best practices) was assigned as planned to a consultant (Deloitte) on schedule, but the start was postponed due to other priorities and a lack of available resources. At this point, work is scheduled for completion in the second quarter of 2024, rather than the last quarter of 2023, the original target.

Indicator	Current status*	Progress to date	2027 target
Deployment of a service offering for the internal audit function	To be monitored	60%	100% (in 2023)
Updating of Héma-Québec’s general regulations in line with best practices	Under control	40%	100% (in 2024)

*Under control: the timetable for achieving the target by 2027 is being met.
 To be monitored: measures must be applied in order to achieve the target in 2027.
 At risk: achievement of the 2027 target is at risk.

2

PLASMA SELF-SUFFICIENCY AND SAFE PRODUCT SUPPLY

Ensure an optimal supply of our products and increase self-sufficiency

PRIORITIES

MEASURES OF SUCCESS

2.1 | Plasma self-sufficiency — Implement the plasma self-sufficiency program

Héma-Québec has reached 98% of its 2023-2024 aggressive target for plasma collection. The exact action plan for optimizing the current fixed centres, mainly the Globule centres in the Montréal region, is in deployment. Plans to open three new Héma-Québec donation centres and replace apheresis equipment are currently ongoing. Héma-Québec plays an influential role in controlling the demand for immunoglobulins, in collaboration with the Ministère de la Santé et des Services sociaux.

2.2 | Human tissues — Identify and deploy human tissue development projects

Preparations continue in the human tissues sector in anticipation of the start of its unique distributor role granted to Héma-Québec by the Ministère de la Santé et des Services sociaux, planned for the end of 2024. To support this mandate, the human tissues sector was prioritized on the ERP deployment roadmap. Various procurement and partnership strategies are being evaluated to optimize purchases while promoting self-sufficiency in tissues collected in Québec.

2.3 | Supply — Enhance planning and supply processes

Planning cycles for human tissues and reference laboratories were added this year, alongside those for labile blood products, mother's milk and stable products, which were further matured.

This optimized alignment of various functions along the donor-recipient axis for each sector and enhanced the accuracy of planning activities.

2.4 | Blood drive operations — Review the planning of blood drives and the deployment of stable teams

An automated planning process was designed to allow better load-capacity evaluation. A review of several job structures to promote workforce stability is ongoing. Deployment is getting closer, but cross-functional issues are holding up the project and will weigh on deadlines.

Indicator	Current status*	Progress to date	2027 target
Percentage of plasma self-sufficiency – Self-sufficiency in intravenous immunoglobulins (IVIg) only	To be monitored	33%	42%
Strategic planning cycle performed each quarter for all activity sectors (in compliance with the deployment timeline)	Under control	90%	Strategic planning cycle performed quarterly for all activity sectors

*Under control: the timetable for achieving the target by 2027 is being met.
 To be monitored: measures must be applied in order to achieve the target in 2027.
 At risk: achievement of the 2027 target is at risk.

3

DONOR EXPERIENCE AND PARTNERS

Mobilize Québec society to support Héma-Québec's mission

PRIORITIES

3.1 | Acquisition, retention and donor experience — Attract new donors and reinforce the commitment and retention of donors through an enhanced experience

Relaxation of some eligibility criteria and ongoing promotional efforts helped us reach our targets for new blood and plasma donors' acquisition, but the results were nevertheless lower than last year. The customization of new donor intake programs for the plasma donor segment allowed Héma-Québec to offer a more engaging donation experience and encourage donor retention and loyalty.

3.2 | Recognition — Increase the recognition and influence of Héma-Québec and its activities in Québec, Canada and internationally

Héma-Québec's awareness rate remains stable among the Quebec population. Awareness of specific areas of activity, such as plasma, cord blood and stem cells, has also risen. The 25th anniversary of Héma-Québec was an opportunity to celebrate the organization's mission by strengthening its positioning as an organization serving the Québec population.

3.3 | Acquisition, retention and volunteer experience — Attract and retain our pool of volunteers while ensuring the relevance of our volunteer model

Volunteers remained generous supporters of activities at permanent centres, mobile blood drives and public events. They played an active role in recruiting blood donors by running appointment booths. Also, they organized booths to advertise plasma donation and the stem cell registry, thereby contributing to enrolment targets in these areas.

3.4 | Healthcare network — Consolidate our ties with healthcare network stakeholders, mainly hospitals and the Ministère de la Santé et des Services sociaux

As planned, two cord blood collection centres were reactivated, bringing the total to six. Guidance provided to the human tissue team in rolling out the single human tissue distributor mandate continues.

MEASURES OF SUCCESS

Indicator	Current status*	Progress to date	2027 target
Acquisition: Percentage of new blood and plasma donors enrolled	To be monitored	Whole blood: 20%	22%
		Plasma for fractionation: 11.9%	13%
Recognition: Percentage of spontaneous recognition of Héma-Québec	Under control	84%	80%

***Under control:** the timetable for achieving the target by 2027 is being met.
To be monitored: measures must be applied in order to achieve the target in 2027.
At risk: achievement of the 2027 target is at risk.

4

SCIENTIFIC EXPERTISE, RESEARCH AND INNOVATION

Reinforce and deploy our position as a leading scientific player

PRIORITIES

4.1 | Positioning — Strengthen our position in matters of services and reference laboratory expertise with target groups

Héma-Québec took part in the first edition of an immunohematology guide intended for hospital blood bank staff. The implementation of the integrated planning cycle has led to the deployment of performance indicators, which were presented by the reference laboratories management to partner hospitals.


4.2 | Stem Cells — Define and structure Héma-Québec’s role in the stem cell and cell therapy sector and obtain the ministerial mandate for the stem cell registry

Partnering with an external firm, a survey was launched among Quebec's cell therapy and stem cell transplant community to gather their thoughts on Héma-Québec's current and future role in this ecosystem. Concurrently, a benchmarking study of international practices was carried out. In 2024-2025, next steps will involve an internal stakeholder consultation and the definition of Héma-Québec's future role in cell therapy and stem cell transplantation.

4.3 | Human Tissues — Develop research collaborations

Discussions are in progress with a potential partner to expand the range of human tissue products not currently offered by Héma-Québec. This initiative is intended to maximize the number of products produced from tissues collected in Quebec. The innovation team is also developing a process for decellularizing valve allografts.

MEASURES OF SUCCESS

Indicator	Current status*	Progress to date	2027 target
Definition of the service offering for cell therapies and stem cells to network partners	Under control	75% 	100%

*Under control: the timetable for achieving the target by 2027 is being met.
 To be monitored: measures must be applied in order to achieve the target in 2027.
 At risk: achievement of the 2027 target is at risk.

4

SCIENTIFIC EXPERTISE, RESEARCH AND INNOVATION (CONT'D)

Reinforce and deploy our position as a leading scientific player

PRIORITIES


MEASURES OF SUCCESS

4.4 | New scientific services — Assess and deploy new leading-edge scientific services and a new range of biological products

- a) RhD fetal: Rental arrangements have been completed and equipment acquired. Discussions are now ongoing with the Ministère de la Santé et des Services sociaux to find a technological solution for Héma-Québec's transmission of results to hospitals. The project has been paused in 2023 and will be reactivated later, depending on the sequencing of organizational priorities.
- b) BioArray genotyping platform: Owing to technological issues, partial commissioning took place in March 2023. Full commissioning is scheduled by the end of 2024.

4.5 | Leading-edge scientific projects — Pursue research, studies and projects with high potential

- a) Research into emerging pathogens, epidemiology: Projects are under way, one of which will take place in 2024 to determine babesiosis prevalence with blood donors at Héma-Québec.
- b) Reduction of pathogens: the optimization of the Intercept (Cerus) technology is under way by the innovation sector, and it is anticipated to be completed by the end of 2024, which will allow, in 2025, a transfer to operations, applying technology on part of the platelet inventories destined for transfusion.

Indicator	Current status*	Progress to date	2027 target
Deployment of services provided by fetal RhD and the BioArray genotyping platform	Under control	40% 	100%

*Under control: the timetable for achieving the target by 2027 is being met.
 To be monitored: measures must be applied in order to achieve the target in 2027.
 At risk: achievement of the 2027 target is at risk.

5 TALENT

Build the future with competent, diversified and mobilized teams

PRIORITIES

MEASURES OF SUCCESS

5.1 | Employee experience — Retain, mobilize and enhance the well-being of employees by providing a work environment that offers enriching and rewarding opportunities in which our talent can progress

Surveys were undertaken and findings circulated to all employees. In addition, 15 initiatives to employee experience enhancement were rolled out.

5.2 | Talent and succession management — Plan, acquire, develop and mobilize talent with a recognized employer brand

The pool of potential replacements has widened. Moreover, the annual cross-functional review of critical and key positions could not be conducted in 2023 but will be in 2024. The analyses for the creation of a strong employer brand will also be finalized in 2024.

Indicator	Current status*	Progress to date	2027 target
Action plans to diagnose the employee experience deployed	Under control	50%	80%
Action plans implemented and reviewed annually for all critical and key positions	Under control	50%	95%

*Under control: the timetable for achieving the target by 2027 is being met.
 To be monitored: measures must be applied in order to achieve the target in 2027.
 At risk: achievement of the 2027 target is at risk.

5 TALENT (CONT'D)

Build the future with competent, diversified and mobilized teams

PRIORITIES

MEASURES OF SUCCESS

5.3 | Skills development — Stimulate employees' learning and professional development of leadership skills and regulatory and professional competencies

The implementation of a new training management system, Espace formation, has been completed. A total of five leadership development paths are available for managers at all levels; 85 managers have completed their course.

5.4 | Environment, work organization and methods of collaboration — Enhance management culture and practices to provide an inspiring professional environment that fosters a balance between the needs for collaboration, organizational performance and socialization

Several ongoing initiatives are aimed at improving the organization of work and are being undertaken with the cooperation of several sectors as well as union partners.

5.5 | Inclusion and diversity — Provide a welcoming and inclusive environment and foster the cultural diversity of profiles and prospects at all levels of the organization

The self-identification survey for the Commission des droits de la personne et des droits de la jeunesse has been completed. The 2023-2024 action plan for the integration of people with disabilities was submitted.

Indicator	Current status*	Progress to date	2027 target
Participation of managers at all levels in a comprehensive path to a new leadership development program	Under control	41%	85%
Development and professional training program deployed	Under control	60%	100%
Implementation of an enhanced introductory regulatory training program for new employees	Under control	80%	80%

*Under control: the timetable for achieving the target by 2027 is being met.
 To be monitored: measures must be applied in order to achieve the target in 2027.
 At risk: achievement of the 2027 target is at risk.

6

SOCIALLY RESPONSIBLE ENTERPRISE

Consolidate our position as a socially responsible enterprise

PRIORITIES

6.1 | Governance — Acquire clear governance (roles and mechanisms) in line with our priorities as a socially responsible enterprise

Since September 2023, corporate social responsibility governance has strategically been positioned and supported by the vice-présidence Expérience clientèles et communications, following an organizational change.

6.2 | Communication and accountability — Review our approach to internal communications and accountability

Two information sessions were held on sustainable development: one focused on the nine actions included in the 2023-2028 Sustainable Development Action Plan, while the other dealt with sustainable mobility, waste management and reduction at source.

The 2023-2024 annual accountability report for the 2023-2028 Sustainable Development Action Plan is detailed in the legislative requirements section of this report.

6.3 | Aspirations and mobilizing actions — Showcase our achievements, develop a new five-year plan in line with the *Sustainable Development Act* and deploy actions to achieve tangible results

The Direction des relations gouvernementales et de la responsabilité sociale drew up the 2023-2028 Sustainable Development Action Plan filed within required timelines in October 2023 with the Ministère de l'Environnement, de la Lutte contre les changements climatiques, de la Faune et des Parcs.

MEASURES OF SUCCESS

Indicator	Current status*	Progress to date	2027 target
Percentage of achievement of the 2023-2028 five-year sustainable development plan	Under control	20%	40%
Measurement of employee commitment to activities (survey)	Under control	54%	70%

*Under control: the timetable for achieving the target by 2027 is being met.
 To be monitored: measures must be applied in order to achieve the target in 2027.
 At risk: achievement of the 2027 target is at risk.

25 YEARS IN LEADERSHIP

Governance



Samer,
signed up for the Stem Cell
Donor Registry

BOARD OF DIRECTORS

Héma-Québec's activities are governed by a board of directors made up of members representing a balance of experience and expertise aligned with the organization's activities, as well as various stakeholders in the transfusion chain.

Mandate

The Board of Directors mandate is to adopt the organization's strategic plan, as well as its budget and financial statements. The Board also ensures the implementation of effective control and risk management systems. To fulfill its mandate, the Board is supported by three standing committees (the Governance and Ethics Committee, the Audit Committee, and the Human Resources and Compensation Committee), as well as by an Information Resources Committee. In addition, the Board receives recommendations from three advisory committees established under the Act respecting Héma-Québec and the biovigilance committee (the Recipient Representatives Advisory Committee, the Safety Advisory Committee, and the Scientific and Medical Advisory Committee), in addition to delegating its decision-making power to a Research Ethics Committee. The composition of all these committees is presented in detail in this section of the annual report.

Members of the Board of Directors

- 12 members named by the government
- Héma-Québec President and CEO

Composition of the Board of Directors

Members come from the following categories:

- Product recipient associations
- Product donors and volunteer fundraisers
- Collège des médecins du Québec
- Scientific research community
- Business community
- Public health community
- Ordre des comptables professionnels agréés du Québec
- Héma-Québec (President and CEO)

Mr. Marc Jutras, member of the Ordre des comptables professionnels agréés du Québec, was named an independent member of the Board of Directors by the government on October 18, 2023, for a four-year term.

Nomination process

- Applications are sought from persons and communities in these categories.
- Applications are analyzed by the Governance and Ethics Committee based on certain criteria:
 - source of nominations according to the categories listed above;
 - professional skills profiles, in particular finance and accounting, governance and ethics, transfusion medicine (or other relevant specialty), information technology, human resources, public and government relations, legal and judicial affairs, production and operations.
- Recommendation of the Governance and Ethics Committee to the Board.
- Submission of the applicants' files to the government, which makes a selection from among the applications submitted.

Activities and main areas of interest in 2023-2024

In addition to more specific areas of interest covered in the standing committee reports, the Board also dealt with the following matters:

- Follow-up to the 2021-2027 strategic plan.
- Status of the reserve for labile blood products and plasma intended for fractionation.
- Cybersecurity roadmap.
- ERP Project follow-up.
- Strategy for implementing Héma-Québec's new mandate as exclusive distributor of human tissues in Québec.
- Changes to donation eligibility criteria.
- Follow-up on bills and government initiatives that affect Héma-Québec.
- Governance review.

Mandates of the members

- Four-year term renewable twice, consecutively or not
- Five-year term for the President and CEO

Parity

The composition of the Board complies with gender parity:

- Seven women
- Five men

Breakdown by age group

- 40 to 49: two
- 50 to 59: four
- 60 and over: six
- Average age: 60

Independence and remuneration of members

All Board members are independent from Héma-Québec, with the exception of the President and CEO.

They are compensated under the terms of the *Act respecting the governance of state-owned companies* and Government Order-in-Council 221-2023.

The table below shows the remuneration of Board members for duties performed during the period of April 1, 2023, to March 31, 2024.

Members

Jean-Frédéric Lafontaine	\$32,175
Jean-Marie Leclerc	\$24,300
Daniel Tremblay	\$20,100
Patricia Hudson	\$20,100
Patricia Pelletier	\$15,900
Jacques Gédéon	\$15,900
Marc Jutras	\$13,200
Anne Bourhis	\$ -
Stéphanie Austin	\$ -
Caroline Barbir	\$5,025
Caroline Banville	\$ -
Nathalie Fagnan	\$ -
Total	\$146 700

Some of the Board members did not receive any compensation since they are or have been employed by a public sector organization or since they have renounced compensation.

Meetings in 2023-2024

- Eight Board meetings: six regular meetings, one special meeting and one joint meeting with the Executive Committee (management).
- 35 Board committee meetings: 26 regular meetings and 9 special meetings.
- Attendance rate* at Board and committee meetings: 90.2%.

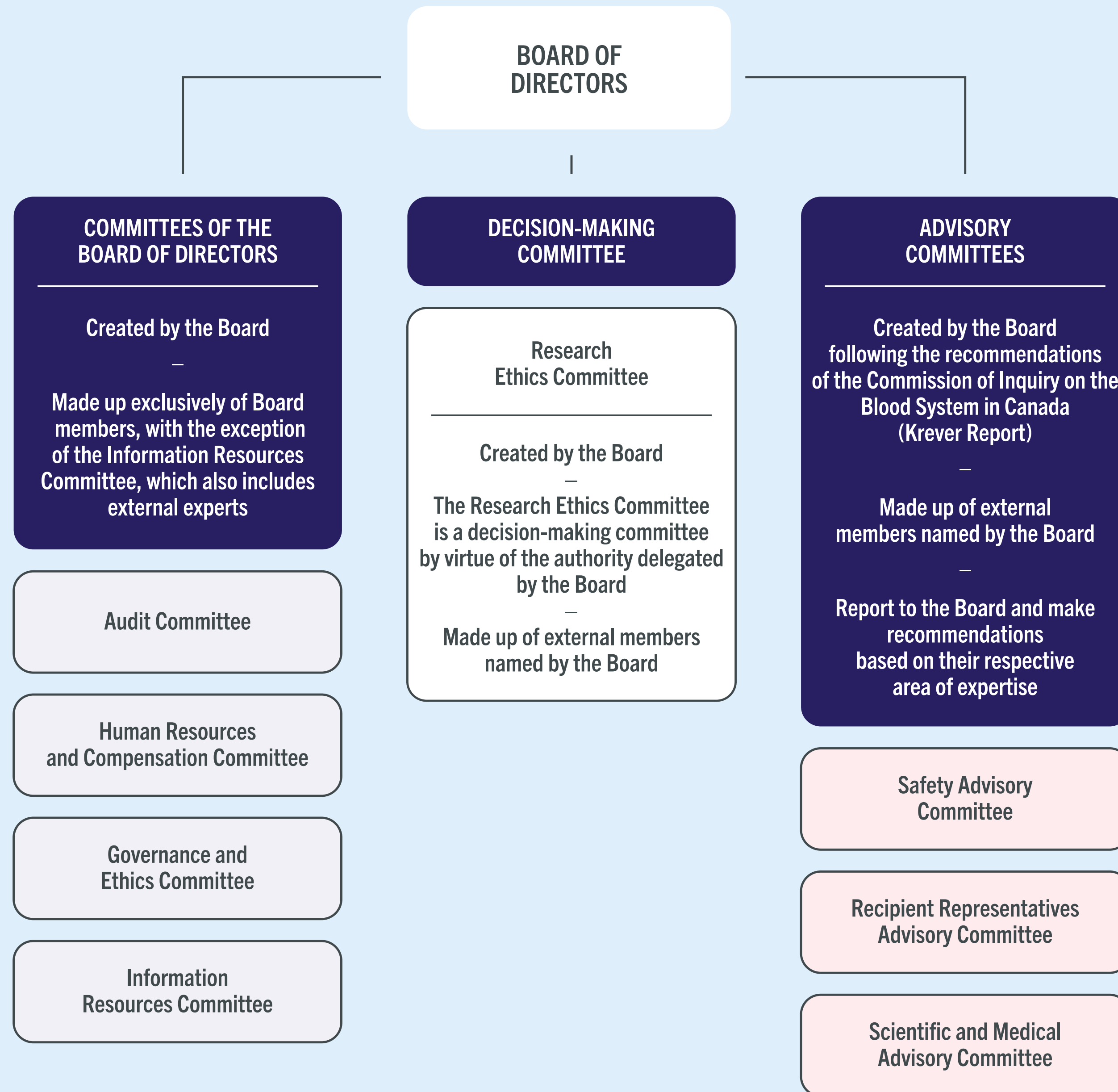
Board and committee meetings comprise an in-camera discussion, without the presence of senior management. However, part of the in-camera discussion takes place in presence of the President and CEO.

Directors	Number of Meetings	Attendance
Anne Bourhis	8	8
Jean-Frédéric Lafontaine	8	7
Nathalie Fagnan	8	8
Daniel Tremblay	8	8
Patricia Hudson	8	6
Caroline Barbir	8	5
Jacques Gédéon	8	8
Jean-Marie Leclerc	8	8
Patricia Pelletier	8	7
Stéphanie Austin	8	8
Caroline Banville	8	6
Marc Jutras**	3	3

* Section 3.18 of the general regulations provides that directors may dismiss a director who, during a period of 12 consecutive months, is absent from more than three meetings.

** Member since October 18, 2023.

ORGANIZATIONAL CHART OF THE BOARD OF DIRECTORS AND ITS COMMITTEES



MEMBERS OF THE BOARD OF DIRECTORS



Scientific research community

Anne Bourhis

Chair

Full Professor
Human Resources Management
Department, HEC Montréal



Business Community

Jean-Frédéric Lafontaine

Vice-Chair

Lawyer and founder of MEDIATOR
Strategy, Governance, Legal, Negotiation



Héma-Québec

Nathalie Fagnan

Secretary

President and CEO
Héma-Québec



Public health

Patricia Hudson

Member

Scientific Director
Direction des risques biologiques
Institut national de santé publique du Québec



Presidents and CEOs
and executive directors
of public institutions*

Caroline Barbir

Member

President and General Manager
Centre hospitalier universitaire
Sainte-Justine**



Collège des médecins du Québec

Jean-Marie Leclerc

Member

Hematologist-Oncologist

* Within the meaning of the *Act respecting health services and social services*. ** Until January 17, 2024. She was recently appointed as a member of the Transition Committee for the implementation of Santé Québec.

MEMBERS OF THE BOARD OF DIRECTORS (CONT'D AND END)



Collège des médecins du Québec

Patricia Pelletier

Member

Director of the Transfusion
Medicine Department
McGill University Health Centre



Scientific research community

Stéphanie Austin

Member

Full Professor
Département de gestion des ressources humaines
École de gestion, Université du Québec à Trois-Rivières



Recipients

Daniel Tremblay

Member

Member
Fondation de la greffe de moelle
osseuse de l'Est du Québec



Donors and volunteers

Jacques Gédéon

Member

President
Association des bénévoles du don de sang,
section Outaouais



Ordre des comptables professionnels
agrés du Québec

Marc Jutras

Member

Retired Associate, KPMG



Business community

Caroline Banville

Member

Partner
Consulting and Deals
PricewaterhouseCoopers

BIOGRAPHIES OF MEMBERS OF THE BOARD OF DIRECTORS



Anne Bourhis, PhD

Anne Bourhis holds a PhD in Organizational Behaviour from the University of Illinois and an MSc in Human Resources Management from HEC Montréal. She has worked in the field since 1999. She is currently a full professor in the Department of Human Resources Management and education director of the University Competitions Service. Previously, she served as department head (2006-2012) and director of the Master of Management Sciences program (2013-2016).

Her area of specialty focuses primarily on new staff recruitment and selection practices. An invited speaker at many professional and scientific symposia, she is a member of several scientific associations.



Nathalie Fagnan, CPA, IAS.A

Nathalie Fagnan holds a Bachelor's in Business Administration from HEC Montréal, is a member of the Ordre des comptables professionnels agréés du Québec and is certified as a corporate director by the Institute of Corporate Directors. She has held several executive-level positions within internationally renowned companies.

Among these, she was executive vice-president and chief operating officer at Publicis North America. Previously, she served as executive vice-president and chief operating officer at the firm Raymond Chabot Grant Thornton (RCGT), and executive vice-president and chief financial officer at Publicis Canada. She has been president and CEO at Héma-Québec since 2019.



Jean-Frédéric Lafontaine, BSc, LL. B., LL. M., IAS.A

Jean-Frédéric Lafontaine holds a Bachelor of Science degree (Neurobiology) from McGill University, as well as a Bachelor and a Master of Laws from the Université de Sherbrooke. He is also certified as a corporate director by the Institute of Corporate Directors.

He has sat or sits on multiple boards of directors, including the Fédération des chambres de commerce du Québec, Héma-Québec, BioQuébec, the Regroupement en soins de santé personnalisés au Québec (RSSPQ), the NEOMED Institute, and Arion Orchestre Baroque. Among other things, he was involved in creating and expanding the NEOMED Institute and, more recently, in aligning Montréal's artificial intelligence sector with the pharmaceutical industry.



Patricia Hudson, MD, FRCPC

Dr. Hudson holds a degree in medicine from the Université de Montréal (1985) and obtained a master's in public health degree from Columbia University (1998). In 1999, she focused on public health and completed her residency in community medicine at McGill University (2004). In 2005, she assumed the position of coordinator of infectious diseases at the Direction de santé publique de Laval. From 2007 to 2016, she held similar positions at the Direction de santé publique de la Montérégie. Since 2016, she has been the scientific director of the Bio-Risk Department at the INSPQ.

BIOGRAPHIES OF MEMBERS OF THE BOARD OF DIRECTORS (CONT'D)



Caroline Barbir, MSc, Adm. A., CHE, ASC

Caroline Barbir is an experienced administrator and has been a member of the Ordre des administrateurs agréés du Québec since 1998. She holds a Bachelor of Biology (Human Genetics) degree (1979) and a master's in health administration degree (1982). In 1984, she served as director of hospital, technical and placement services at the Montréal Chest Institute. From 1989 to 2015, she successively held the position of chief executive officer at six different health institutions. From 2015 to 2018, she was president and CEO of the CISSS de Laval. Retired from the CHU Sainte-Justine, since January 17, 2024, she was recently appointed as a member of the Transition Committee for the implementation of Santé Québec.



Patricia Pelletier, MD, FRCPC

After graduating in medicine from McGill University (1998), Dr. Pelletier chose to specialize in hematology to perfect her knowledge of cellular therapy research before pursuing her studies at the New York Blood Center, with a fellowship in transfusion medicine and additional training in immunogenetics and histocompatibility.

She has been working at the McGill University Health Centre as a hematologist and director of transfusion medicine since 2007. She also holds the position of RUIS expert in transfusion medicine for McGill University.



Jean-Marie Leclerc, MD, FRCPC

A pediatric hematologist-oncologist, Dr. Leclerc recently retired after 35 years with the CHU Sainte-Justine, where he helped establish clinical research programs for various pediatric diseases.

From 1996 to 2012, he reduced his clinical activities at the CHU Sainte-Justine to concentrate on developing new drugs for the Canadian pharmaceutical industry. Upon his return full-time to the CHU Sainte-Justine, he put this experience to work for the benefit of patients. Since January 2022, he has also acted as consultant on various pharmaceutical and medical projects.



Stéphanie Austin, PhD

Stéphanie Austin holds a PhD in psychology and a Master's in Epidemiology from the Université Laval. Since 2010, she has held the position of professor in the Department of Human Resources Management at the Université du Québec à Trois-Rivières (UQTR). In 2016, she obtained tenure and manages the Groupe de recherche Motivation Mieux-Être. To date, she has published 50 scientific articles and book chapters on the health of individuals and organizations.

She also acts as a resource person for governance (École de gestion de l'UQTR, board of directors of the Séminaire Saint-Joseph) and research, especially as a reviewer at the Social Sciences and Humanities Research Council (SSHRC).

BIOGRAPHIES OF MEMBERS OF THE BOARD OF DIRECTORS (CONT'D AND END)



Daniel Tremblay, BSc

Daniel Tremblay holds bachelor's degrees in IT management and bioagronomy and has developed expertise in new technologies. He contributed to the computerization of numerous government agencies and departments. From 2013 to 2016, he headed the Direction des infrastructures et du soutien aux utilisateurs of the Commission administrative des régimes de retraites et d'assurances. He was also a member of the Biovigilance Committee from 2003 to 2019 and served as its chair from 2005 to 2017.

For several years now, he has been increasingly involved with the Fondation de la greffe de moelle osseuse de l'Est du Québec.



Marc Jutras, CPA, ASC

Mr. Jutras earned a bachelor's degree in business administration. He is a member of the Ordre des comptables professionnels agréés du Québec since 1985, and is retired from KPMG. He possesses more than 30 years of professional experience in auditing private companies and public and not-for-profit organizations. He was a member of the Board of Directors of Maison de soins palliatifs St-Raphaël and of Leucan, where he has served as treasurer and chairman of the Audit Committee for about 10 years, and as a member of the Governance Committee.

He also served on the Board of Directors of Ambulance St-Jean - Conseil du Québec for a dozen years, and as treasurer, vice-president and president of this organization during the same period.



Jacques Gédéon

Jacques Gédéon is very involved in the field of communications. He spent 18 years at the Canadian Broadcasting Corporation (CBC/Radio Canada) in a variety of positions, including reporter and assistant manager of French-language television programming in the National Capital Region. From 1991 to his retirement in 2007, he managed the National Capital Commission's radio and television section.

Since then, he has devoted his time as president of the Ottawa chapter of the Association des bénévoles du don de sang (ABDS). He also shares his vast experience in support of several community activities in his region.



Caroline Banville, Eng.

A graduate of Polytechnique Montréal (1993), Caroline Banville began her career as a senior engineer at Teleglobe Canada. She went on to work in the United States at Teleglobe USA and Startec Global Communications, subsequently holding various positions as assistant IT director (Nextel Communications) and IT director at Sprint Nextel and YRCW Technologies.

Upon her return to Canada in 2007, she assumed the position of vice-president in the consulting services department of CGI. After nine years with this business consulting company, she became the national consulting leader for the technology, media and telecommunications practice at PricewaterhouseCoopers.

INFORMATION OF PUBLIC INTEREST ABOUT MEMBERS OF THE BOARD OF DIRECTORS

Member	Date of nomination	End of mandate	Place of residence	Age	Seniority	Membership in boards of directors of other associations
Anne Bourhis	September 13, 2017	September 13, 2021*	Montréal	56	7 years and 7 months	Investissement Québec
Jean-Frédéric Lafontaine	March 26, 2016 (renewed: June 29, 2022)	June 29, 2026	Boucherville	55	8 years	Q-CROC, Arion Orchestre Baroque
Nathalie Fagnan	January 30, 2019 (renewed: March 23, 2022)	March 22, 2027	Montréal	58	5 years and 3 months	La Presse, Groupe La Veillée (Théâtre Prospero), Héma-Québec Foundation
Daniel Tremblay	January 29, 2020	January 29, 2024	Québec City	66	4 years and 3 months	None
Patricia Hudson	December 13, 2017	December 13, 2021*	Montréal	62	7 years and 4 months	None
Caroline Barbir	October 19, 2016 (renewed: June 29, 2022)	June 29, 2026	Montréal	66	8 years and 6 months	Centre hospitalier universitaire Sainte-Justine
Jacques Gédéon	January 29, 2020	January 29, 2024	Gatineau	74	4 years and 3 months	Association des bénévoles du don de sang (ABDS) – section de l'Outaouais, Fondation Culture Outaouais, Mixmédiarts
Jean-Marie Leclerc	February 26, 2014 (renewed: January 29, 2020)	January 29, 2024	Laval	70	10 years and 2 months	None
Patricia Pelletier	September 13, 2017	September 13, 2021*	Montréal	49	7 years and 7 months	None
Stéphanie Austin	January 29, 2020	January 29, 2024	Trois-Rivières	46	4 years and 3 months	Conseil d'administration du Séminaire Saint-Joseph, Trois-Rivières
Caroline Banville	September 13, 2017	September 13, 2021*	Montréal	53	7 years and 4 mois months	None
Marc Jutras	October 18, 2023	October 18, 2027	Montréal	62	5 months	Leucan

* Upon expiry of their mandate, members remain on the Board until they are either replaced or nominated again.

BOARD COMMITTEES

The Board of directors and its committees assume the statutory responsibilities described in the general regulations and under the *Act respecting the governance of state-owned enterprises*. These bodies deal with files specific to each fiscal year.

GOVERNANCE AND ETHICS COMMITTEE

Jean-Frédéric Lafontaine, Chair

Patricia Hudson

All committee members are independent.

Mandate

The Governance and Ethics Committee is tasked with establishing the rules of governance, the competency and experience profiles for the nomination of Board members, and the criteria for evaluating the operation of the Board.

Activities and main projects

The topics addressed over the year essentially derive from the Committee's mandate, such as a follow-up on the Board's composition and its committees, the solicitation process for Board candidates (based on established profiles) and the evaluation of the Board's operations.

In this respect, an evaluation of the Board's operations was conducted in October 2023, and the results identified a number of areas for enhancement that will be included in the governance review process, although no major issues were raised in terms of overall governance. Otherwise, the committee monitored bills that could affect Héma-Québec and revised the annual report, suggesting changes where necessary.

Individual attendance of directors at committee meetings:

Directors	Number of meetings	Attendance
Jean-Frédéric Lafontaine	7	7
Patricia Hudson	7	7

AUDIT COMMITTEE

Marc Jutras, Chair

Jean-Frédéric Lafontaine

Jean-Marie Leclerc

Caroline Banville

All committee members are independent.

Mandate

The Audit Committee is tasked with recommending the adoption of an annual internal audit plan to the Board, ensuring that internal control mechanisms and a risk management plan are in place, examining financial statements with the Auditor General and the external auditor named by the government, and recommending approval to the Board.

An audit plan of the financial statements is first presented to the Audit Committee by the Auditor General of Québec's representative and the external auditors (before examination of the financial statements later in the year). This plan includes various headings, such as the scope of the audit and the auditors' fees. For fiscal 2023-2024, they amount to \$158,600 before taxes - \$85,840 for the financial statement audit mandate, \$52,500 for the strategic thinking mandate in cellular therapy, \$18,010 for support with financial analyses of the unique distributor mandate for human tissues (DUTH) and \$2,250 for a study mandate in regards to the Héma-Québec Foundation.

Activities and main projects

The Audit Committee carried out various follow-ups and took note of certain reports on the following topics:

- Budget and finance: budget monitoring (e.g., government authorization expected) and other budget cycle milestones (budget assumptions, projections and financial results, recommendation of budget adoption by the Board of Directors, etc.);
- Accountability: action plan in response to recommendations by the Auditor General of Quebec (performance audit), 2021-2027 strategic plan, labile blood products and plasma for fractionation dashboard, annual update of labile blood products shortage plan, service contracts over \$25,000 (under the *Act respecting workforce management and control*);

- Risk management: integrated risk management reports and summary of integrated risk management committee activities, insurance coverage, cybersecurity action plan;
- Audit activities: schedule and timetable for internal audits, report on regulatory inspection observations and resulting action plan (with draft indicators for monitoring), process for developing the internal audit function.

In addition to these projects, the Audit Committee also monitored the ERP progress, the implementation strategy for the new single human tissue distributor mandate, and the operational planning and assignment management project. The committee also reviewed the annual report, mainly to ensure compliance of the financial information (including the financial statements) contained therein.

Individual attendance of directors at committee meetings:

Directors	Number of meetings	Attendance
Marc Jutras*	2	2
Jean-Marie Leclerc	9	9
Caroline Banville	9	9
Jean-Frédéric Lafontaine	9	9

* Member since October 18, 2023.

HUMAN RESOURCES AND COMPENSATION COMMITTEE

Anne Bourhis, Chair

Stéphanie Austin

Caroline Barbir

All committee members are independent.

Mandate

The Human Resources Committee is tasked with examining human resources orientations and policies, reviewing and recommending the approval of staff working conditions to the Board, evaluating the President and CEO and making recommendations to the Board in this regard, and approving vice-president nominations upon the recommendation of the President and CEO.

Activities and main projects

As part of its above-mentioned mandate, the committee looked into the following issues, among others:

- Requests for a mandate from the Conseil du trésor on salary structure and classifications.
- Status report on collective agreement negotiations.
- Annual salary parameters review for managerial, professional, technical and administrative support staff.
- Review of critical and key positions (integrated talent and succession management program) and succession process for senior executives.
- Recruitment process for vice-president positions.
- Presentation of a range of new and enhanced programs: employee experience project, health and wellness program, action plan for integration of people with disabilities 2023-2024.
- Impacts of the ERP project.

Individual attendance of directors at committee meetings:

Directors	Number of meetings	Attendance
Anne Bourhis	5	5
Stéphanie Austin	5	5
Caroline Barbir	5	5

BOARD COMMITTEES

INFORMATION RESOURCES COMMITTEE

Caroline Banville, Chair

DIRECTOR MEMBERS

Daniel Tremblay

Sonia Israel¹

Chief Technology Officer, Nurau

EXTERNAL MEMBERS

Adrian Glaman¹

Vice-President, Consulting Services, Transportation & Logistics, Life science, CGI

All committee members are independent. ¹ Member since December 1, 2022.

Mandate

The Information Resources Committee mandate consists of ensuring good governance of the information resources, more specifically that the information held by Héma-Québec is protected, available and complete, that the technological solutions meet operational needs, and that the management of sums intended for information resources is transparent and rigorous.

Activities and main projects

In accordance with its mandate, the committee dealt mainly with the following topics:

- Héma-Québec’s digital transformation plan.
- Status report on various projects involving information resources (operational planning and assignment management project, physical and digital access governance project and ERP project).
- Cybersecurity strategy and roadmap.
- eProgesa dashboard.

Individual attendance of directors at committee meetings:

Directors	Number of meetings	Attendance
Caroline Banville	6	6
Daniel Tremblay	6	6
Sonia Israel	6	4
Adrian Glaman	6	6

ADVISORY COMMITTEES

RECIPIENT REPRESENTATIVES ADVISORY COMMITTEE

Fields represented	Members
ASSOCIATION DES PATIENTS IMMUNODÉFICIENTS DU QUÉBEC	Geneviève Solomon , <i>Chair</i>
	Martine Allard
SICKLE CELL ANEMIA ASSOCIATION OF QUÉBEC	Marlin Akplogan
	Wilson Sanon
LEUCAN	Pierre Verret
BOARD OBSERVER	Daniel Tremblay

All committee members are independent.

SAFETY ADVISORY COMMITTEE

Fields represented	Members
PUBLIC REPRESENTATIVE	David Page , <i>Chair</i> Consultant, Safety and Supply of Coagulation Products, Canadian Hemophilia Society, Montréal, Canada
	Dr. Susan Stramer Vice-President of Scientific Affairs, Biomedical Services, American Red Cross, Gaithersburg, Maryland, United States
	Dr. Hans L. Zaaijer Professor, Blood-borne Infections, Sanquin Blood Supply Foundation, University Medical Centers, Amsterdam, The Netherlands
INFECTIOUS DISEASES	Dr. Louis M. Katz Chief Medical Officer Emeritus, ImpactLife Blood Services, Davenport, Iowa, United States Adjunct Clinical Professor of Infectious Diseases and Medicine, Roy and Lucille Carver College of Medicine, University of Iowa, United States
	Dr. Steven Kleinman Biomedical Consultant, Victoria, Canada Clinical Professor, Department of Pathology, University of British-Columbia, Vancouver, Canada
EPIDEMIOLOGY	Dr. Luiz Amorim President and Chief Executive Officer, Hemorio, Rio de Janeiro, Brazil
	Dr. Rebecca Cardigan National Head of Component Development, NHS Blood and Transplant, Cambridge, United Kingdom
	Dr. Pierre Tiberghien Professor of Medicine, Immunology, Université de Franche-Comté, Besançon, France Senior Advisor for Medical and Scientific Affairs, Europe and International, Établissement français du sang, La Plaine Saint Denis (Paris), France President, European Blood Alliance (EBA)
CANADIAN BLOOD SERVICES	Dr. Steven Drews Associate Director, Microbiology, Canadian Blood Services Associate Professor, Laboratory Medicine and Pathology, University of Alberta, Edmonton, Canada
BOARD OBSERVER	Dr. Patricia Pelletier Director of Transfusion Medicine, McGill University Health Centre, Montréal, Canada

All committee members are independent.

ADVISORY COMMITTEES

SCIENTIFIC AND MEDICAL ADVISORY COMMITTEE

Fields represented	Members
IMMUNOLOGY	<p>Yves St-Pierre, Chair Full Professor, Centre Armand-Frappier Santé Biotechnologie, Institut national de la recherche scientifique. Laval, Canada</p>
IMMUNOHEMATOLOGY, GENOTYPING	<p>Greg Denomme Laboratory Director and Head of Research and Development, Grifols Laboratory Solutions Inc., San Marcos, Texas, United States</p>
EPIDEMIOLOGY OF TRANSFUSION	<p>Dean Fergusson Assistant Director and Senior Scientist, Ottawa Hospital Research Institute, Ottawa, Canada Full Professor, Departments of Medicine and Surgery, and School of Epidemiology and Public Health, University of Ottawa</p>
TRANSFUSION, CELLULAR THERAPIES, IMMUNOLOGY	<p>Dr. Magali Fontaine Professor of Pathology and Medicine, Director of Transfusion Services, University of Maryland School of Medicine, Baltimore, United States</p> <p>Dr. Jean-Sébastien Delisle Medical Director, Centre of Excellence in Cell Therapy (CETC), Hôpital Maisonneuve-Rosemont - Institut universitaire d'hémo-oncologie et thérapie cellulaire Full professor, Department of Microbiology, Infectiology and Immunology, Faculty of Medicine, Université de Montréal, Montréal, Canada</p>
TRANSFUSION MEDICINE	<p>Dr. Richard Kaufman Medical Director, Transfusion Service, Brigham and Women's Hospital, Boston, Massachusetts, United States Associate Professor of Pathology, Harvard Medical School, Cambridge, Massachusetts, United States Editor-in-Chief, <i>Transfusion</i></p> <p>Dr. Vincent Laroche Hematologist and co-director of the blood bank, Director of the therapeutic apheresis and stem cell collection unit, CHU de Québec-Université Laval Medical expert in transfusion medicine, Réseau universitaire intégré de santé (RUIS) de l'Université Laval, CHU de Québec-Université Laval Québec City, Canada</p> <p>Pieter van der Meer Senior Scientist, Department of Product and Process Development, Sanquin Blood Bank, Amsterdam, The Netherlands Research Coordinator, Hematology Department, Haga Teaching Hospital, The Hague, The Netherlands</p>
BIOLOGY, IMMUNOLOGY, (MOLECULAR) HEMATOLOGY	<p>Tarik Möröy Director, Hematopoiesis & Cancer Research Unit, and Full Research Professor, Montréal Clinical Research Institute, Montréal, Canada</p>
TRANSFUSION, PRENATAL TRANSFUSION MEDICINE (BLOOD OPERATOR)	<p>Dr. Chantale Pambrun Senior Medical Director, Innovation and Portfolio Management, Medical Affairs and Innovation, Canadian Blood Services</p>

All committee members are independent.

DECISION-MAKING COMMITTEE

RESEARCH ETHICS COMMITTEE

Fields represented	Members
	<p>Clermont Dionne, Chair Full Professor and Director, Department of social and preventative medicine, Faculty of Medicine, Université Laval Researcher, Centre de recherche du CHU de Québec – Université Laval, population health and optimal health practices axis, Québec City, Canada and Centre d'excellence sur le vieillissement de Québec (CEVQ), CIUSSS de la Capitale-Nationale, Québec City, Canada</p>
SPECIALISTS IN THE FIELDS OF RESEARCH	<p>Patrick J. Rochette Full Professor, Department of ophthalmology and ENT, head and neck surgery, Faculty of Medicine, Université Laval Researcher, Centre de recherche du CHU de Québec, Université Laval, regenerative medicine axis, Québec City, Canada</p> <p>Jacques J. Tremblay Full professor, Department of obstetrics, gynecology and reproduction, Faculty of Medicine, Université Laval Researcher, Centre de recherche du CHU de Québec – Université Laval, reproduction, mother and child health axis, Québec City, Canada</p>
LAW	<p>Geneviève Cardinal, Atty, Vice-Chair Head, Bureau de l'éthique de la recherche, Chair of the Research Ethics Committee, Centre hospitalier universitaire Sainte-Justine, Montréal, Canada</p>
LAW, SUBSTITUTE LAWYER	<p>Alexandra Sweeney-Beaudry Attorney, Bureau de la sécurité privée, Montréal, Canada Lecturer in the Master's in Health Law and Policy program, Law Faculty, Université de Sherbrooke, Sherbrooke, Canada</p>
BLOOD DONORS	<p>Pierre Galarneau Donor and volunteer, Association des bénévoles du don de sang, Montréal, Canada</p>
RECIPIENT REPRESENTATIVES ADVISORY COMMITTEE (substitute member)	<p>Pierre Verret Senior Lecturer, Faculty of Nursing Sciences, Université Laval, Québec City, Canada Associate member of Leucan</p>
SUBSTITUTE ETHICIST	<p>Johane de Champlain, Atty Vice-Chair and Ethics Advisor, Comité central d'éthique de la recherche (MSSS), Montréal, Canada</p>

All committee members are independent.

EXECUTIVE COMMITTEE



Nathalie Fagnan

CPA, IAS.A

President and Chief Executive Officer



Dr. Marc Germain

MD, PhD, FRCPC

Vice-President, Medical Affairs
and Innovation



Sébastien Gignac, Atty

BA (Hons), MA, BCL, LL.B.

Vice-President, General Secretariat,
Risks and Auditing



Annie Gingras

BSc, MBA

Vice-President, Quality
and Regulatory Affairs



Patrick Hardy

MSc, MBA

Vice-President, Information
Technology and Digital Strategy



Geneviève LeBrun

MSc

Vice-President, Customer Experience
and Communications

EXECUTIVE COMMITTEE (CONT'D AND END)



Luc Lévesque

Vice-President, Blood Products and Mother's Milk



Christine Ouimet

Eng., MBA

Vice-President, Supply Chain



Dr. Nancy Robitaille

MD., FRCPC

Vice-President, Transfusion Medicine



Dawn Singerman

CPA

Vice-President, Finance and Infrastructure



Roselyne Zombecki

CRIA

Vice-President, People, Culture and Leadership

The composition of the Executive Committee complies with gender parity: seven women, four men.



REMUNERATION OF SENIOR EXECUTIVES* - FOR THE YEAR ENDED MARCH 31, 2024

Name	Position	Basic remuneration paid ¹	Contribution to retirement plans assumed by Héma-Québec	Other benefits paid or granted ²	Total remuneration for the fiscal year
Nathalie Fagnan	President and Chief Executive Officer	\$393,778	\$27,772	\$20,585	\$442,135
Marc Germain	Vice-President, Medical Affairs and Innovation	\$378,389	\$27,491	\$16,359	\$422,239
Roselyne Zombecki	Vice-President, People, Culture and Leadership	\$324,162	\$26,132	\$16,256	\$366,550
Geneviève LeBrun	Vice-President, Customer Experience and Communications	\$315,315	\$24,489	\$16,228	\$356,032
Annie Gingras	Vice-President, Quality and Regulatory Affairs	\$306,407	\$26,175	\$16,386	\$348,968

¹ Héma-Québec does not offer a variable remuneration program.

² This amount includes sums paid by Héma-Québec for group insurance, the health spending benefit and annual health check-up.

25 YEARS IN LAW COMPLIANCE

Legislative requirements

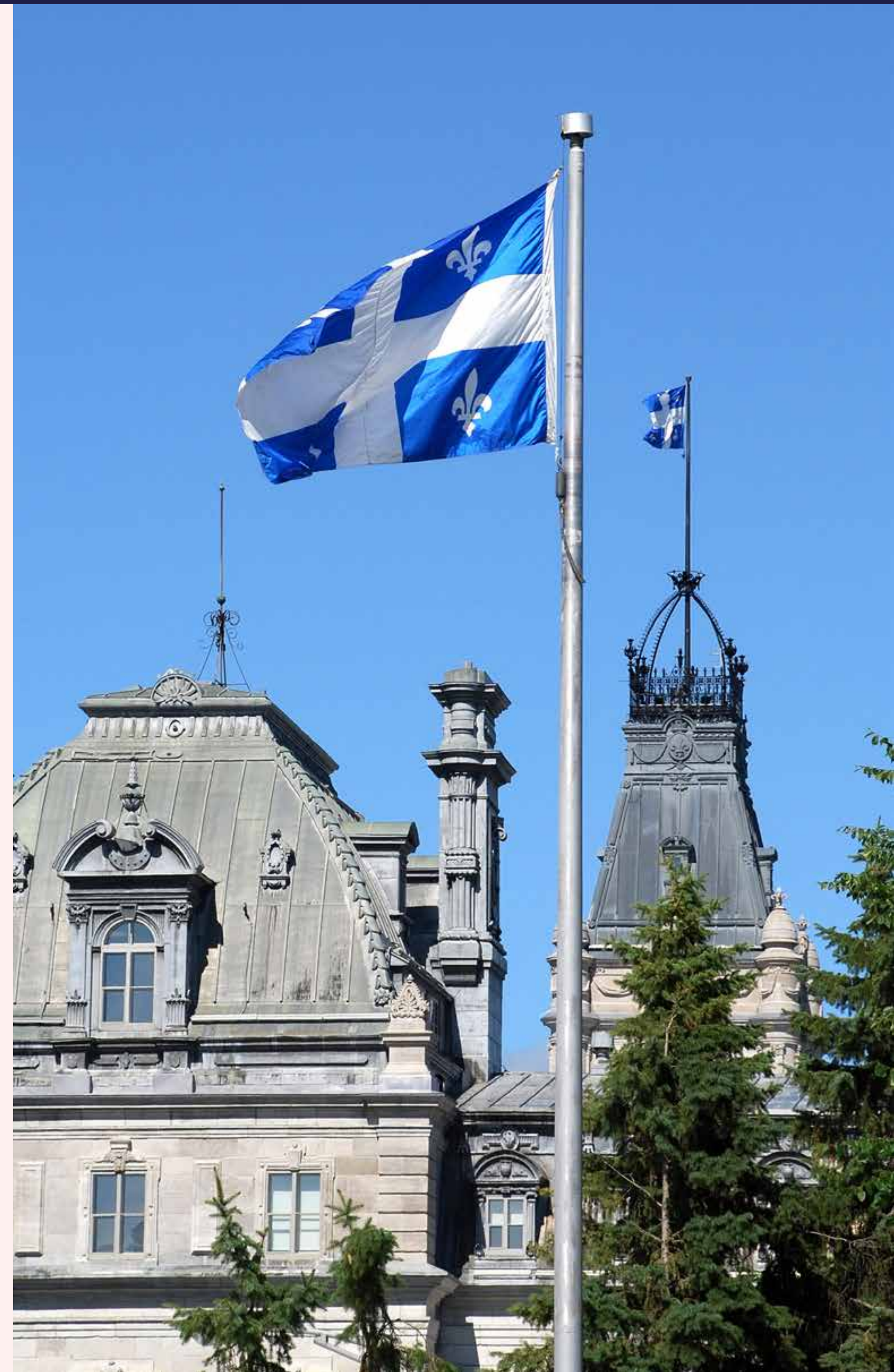


Patrick,
cornea recipient

COMPLIANCE WITH LAWS

List of laws, regulations and policies that contain the accountability obligations of Héma-Québec:

- *Sustainable Development Act*
- *Act respecting the Ministère du Conseil exécutif*
- *Act facilitating the disclosure of wrongdoings relating to public bodies*
- *Charter of the French Language*
 - *Politique linguistique de l'État*
 - *Directive du ministre de la Langue française relative à l'utilisation d'une autre langue que la langue officielle par l'Administration*
- *Regulation respecting the distribution of information and the protection of personal information*
- *Politique de financement des services publics*
- *Act respecting contracting by public bodies*
- *Act respecting workforce management and control within government departments, public sector bodies and networks and state-owned enterprises*
- *Act respecting the governance and management of the information resources of public bodies and government enterprises*



Sustainable Development Act

As part of the follow-up to the implementation of the Government Sustainable Development Strategy 2023-2028, all the ministries and public agencies concerned must report annually on the results achieved in relation to the targets set out in the Sustainable Development Action Plan 2023-2028.

Here are the results achieved, as of March 31, 2024, for the nine actions listed in Héma-Québec's 2023-2028 Sustainable Development Action Plan.

RESULTS OF THE 2023-2028 SUSTAINABLE DEVELOPMENT ACTION PLAN

GSDS* Sub-objective number	Actions	Indicators	Target 2023-2024	2024 Result	Final text
3.1.1	1. Increase plasma self-sufficiency	Self-sufficiency rate for intravenous immunoglobulins (IVIg) (new measurement)	33%	33%	The percentage of self-sufficiency in intravenous immunoglobulins (IVIg) achieved is 33%, matching the projection and the established progression. In brief, a third of specialized IVIg drugs manufactured from plasma and distributed to patients in Quebec for 2023-2024 comes from plasma collected in Héma-Québec centres.
5.1.1	2. Assess sustainability of structuring interventions	Proportions of our structuring interventions subject to a sustainability assessment (new measure)	50%	N/A	There was no structuring intervention during the period covered.
5.4.1	3. Measure the percentage of acquisitions incorporating responsible components or criteria	Percentage of acquisitions featuring responsible components (baseline measure 1.6% of total contract volume)	20%	45%	Héma-Québec introduced a measurement method over the past year that enables us to properly identify the responsible components or criteria in the contracts covered by acquisitions. Almost half (45%) of the contracts involved integrate one of these characteristics, mainly related to local sourcing and procurement, and the employment of Quebec-resident workers for services such as transportation, technology and construction.
5.5.1	4. Measure the responsible digital maturity index	Responsible Digital Maturity Index (starting measurement: 22%)	Moderate level (20-39%)	23%	This index measures the environmental performance of our digital systems. As expected, it is in the moderate range, with a value of 23%.

* Government Sustainable Development Strategy.

RESULTS OF THE 2023-2028 SUSTAINABLE DEVELOPMENT ACTION PLAN (CONT'D AND END)

GSDS* Sub-objective number	Actions	Indicators	Target 2023-2024	2024 Result	Final text
5.6.1	5. Improve energy efficiency by lowering greenhouse gas (GHG) emissions in buildings occupied by Héma-Québec	Annual GHG emissions (new measure)	Between 739 and 898 tons	685 tons	Last year, Héma-Québec’s buildings emitted 54 fewer tonnes of GHGs, for a total of 685 tonnes, an annual cut of 8%. The number of GHGs achieved is within the lower limit of the target range (739-898 tonnes). Even though our buildings occupy the same surface area since 2018-2019, and the volume of products distributed has shrunk by 3.5% over the period, Héma-Québec has lowered its buildings’ GHG emissions by 31%.
5.6.2	6. Introduce eco-responsible clauses into renovation contracts to be signed for our new centres	Cumulative number of new centres opened post March 2025. Certain contracts take into account eco-responsible criteria (new measure)	N/A	N/A	N/A
5.7.1	7. Implement the deployment of RecycQuébec’s ICI on recycle + program	Cumulative number of sites and permanent centres with a “Performance” level certificate from the ICI on recycle + program from Recyc-Québec (new measure)	2	2	Héma-Québec was awarded the “ICI On Recycle +” certification, Performance level, for the two centres located in Kirkland and Saint-Bruno-de-Montarville.
5.8.1	8. Establish replacement target for obsolete vehicles based on the GHG reduction target	Percentage of light electric or hybrid vehicles (measure at start: 36%)	36%	36%	Héma-Québec’s fleet of light vehicles remain unchanged this year as anticipated.
5.8.2	9. Offer employees information and awareness activities on sustainable mobility	Number of information activities offered (new measure)	2	1	Héma-Québec hosted an information and awareness event about sustainable mobility. This activity also dealt with the management of residual materials and reduction at source. A video of this communication activity is posted on the organization’s intranet, providing easy access for colleagues who were unable to attend the event live. A survey followed this communication activity to measure staff commitment to the 2023-2028 Sustainable Development Action Plan and collect suggestions, especially for improving residual materials management.

* Government Sustainable Development Strategy.

Act respecting the Ministère du Conseil exécutif

Héma-Québec directors are held to the highest ethical and professional standards, thereby fostering and preserving public trust and transparency in the management of Québec's biovigilance system.

Under the *Regulation respecting the ethics and professional conduct of public office holders*, Héma-Québec directors adopted a directors' code of ethics. It is reviewed annually by the Governance and Ethics Committee, and the directors sign a form every year attesting that they undertake to comply with it.

The directors' declarations of interests are verified at the beginning of every board or committee meeting and included in the minutes. Furthermore, no case has ever been brought forward under the directors' code of ethics, and no breach was reported in 2023-2024. Héma-Québec's directors' code of ethics can be consulted on page 122.

Act facilitating the disclosure of wrongdoings relating to public bodies

Public trust in Héma-Québec stems not only from its ability to distribute safe, high-quality biological products of human origin, but also from every action taken and decision made. The organization's integrity is founded on sound financial management and the implementation of organizational values (integrity and honesty, respect, commitment and empowerment).

To earn this trust and to comply with the *Act facilitating the disclosure of wrongdoings relating to public bodies*, Héma-Québec maintains a policy governing the disclosure of wrongdoings. The aim of this policy is to encourage and facilitate the disclosure by its staff of wrongdoings relating to Héma-Québec that have been or are about to be committed, while protecting whistleblowers from reprisals.

During the year, no such disclosures or information communication were received by the person in charge of monitoring these disclosures.

Politique linguistique de l'État et Directive du ministre de la Langue française relative à l'utilisation d'une autre langue que la langue officielle par l'Administration

The emissary of the French language ensures the implementation of the government's language policy within Héma-Québec. In accordance with the *Directive du ministre de la Langue française relative à l'utilisation d'une autre langue que la langue officielle par l'Administration*, which came into effect on June 1, 2023, Héma-Québec has used a language other than the official language in its activities only in situations provided for in this directive.

As at March 31, 2024, Héma-Québec had 582 positions for which knowledge or a specific level of knowledge of a language other than French was required or wished for.

Regulation respecting the distribution of information and the protection of personal information

Pursuant to Division III of the *Regulation respecting the distribution of information and the protection of personal information*, Héma-Québec attests to having published the required documents and information on its website.

Access to information

In 2023-2024, six requests for access to documents held by Héma-Québec, ten requests for access to personal information, and one request for corrections to personal information were received and processed within the timelines prescribed by the *Act respecting access to documents held by public bodies and the protection of personal information*.

PROCESSING OF ACCESS REQUESTS

Nature of the request	Processing time		Decision rendered	
Administrative documents	0-20 days	2	Accepted	1
	21-30 days	4	Partially accepted	2*
	31 days or more	0	Refused	3*
Total		6	Total	6
Personal information	0-20 days	9	Accepted	10
	21-30 days	0	Partially accepted	0
	31 days or more	1	Refused	0
Total		10	Total	10
Corrections	0-20 days	1	Accepted	1
	21-30 days	0	Partially accepted	0
	31 days or more	0	Refused	0
Total		1	Total	1
Total number of access requests subjected to reasonable accommodation measures				0
Number of review notices received from the Commission d'accès à l'information				1

* Provision of the act justifying the decision rendered 15, 21, 22, 23 and 27.

Information Security Committee and Access to Information and Privacy Committee

The Information Security Committee (ISC) provides governance and support for information security management and coordination activities. In particular, it oversees the measures put in place to ensure the integrity, security and confidentiality of information collected and held by Héma-Québec. It sits jointly with the Committee on Access to Information and Privacy (CAIP) and, in accordance with the Regulation respecting the distribution of information and the protection of personal information, staff in charge of information security, access to documents and protection of personal information sit on these committees.

Over the year, these committees closely monitored the integration of the new requirements of the Act to modernize legislative provisions as regards the protection of personal information into the organization's processes, and in particular adopted a new Privacy Policy and an employee privacy training and awareness plan. The CSI-mandated Information Security Awareness Committee also continued to roll out awareness campaigns and phishing tests on a regular basis, as well as defining reinforcement strategies adapted to this growing risk for healthcare organizations.

Policy for the funding of public services

This section highlights information pertaining to Héma-Québec's fees to which the Policy for the funding of public services applies. Billing to parties other than Québec hospitals represents approximately 0.8% of the organization's total billing.

As a non-profit organization, the minimum targeted funding level is 100%. In 2023-2024, Héma-Québec's financing is made up of:

- 84.7% of billing;
- 13.9% of grant income; and
- 1.4% other income, such as interest and sales discounts.

Fees are reviewed on April 1 of each year and indexed based on budgeted costs and volumes. Fees are set for each sector.

Labile products

Héma-Québec uses an activity-based accounting model to determine production and distribution costs, which are used to set fees (total cost) for each labile product. These costs are presented to the Centre d'acquisitions gouvernementales (CAG), the agency designated by the Ministère de la Santé et des Services sociaux to manage pooled procurement, and approved by the CAG.

Stable products

Héma-Québec uses full cost-plus pricing to set the fees for stable products charged to a third party other than Québec hospitals to cushion itself against a potential increase in costs.

Héma-Québec acts as the distributor of these products. It purchases the products through calls for tenders and manages the reserve. Several suppliers are located in the United States; as such, Héma-Québec’s purchases are subject to fluctuations in the exchange rates.

Innovative products (human tissues, stem cells and specialized services of reference laboratories)

For other activity sectors, the fees are mainly determined on a market-oriented basis since Héma-Québec does not have exclusive rights to distribute these products in Québec.

Billing other than Québec hospitals	Revenues	Costs	Funding level achieved
Labile and stable product sectors	\$1,872,320	\$1,778,642	105%
Innovative product sectors (human tissues, stem cells and specialized services of reference laboratories)	\$2,034,861	\$7,425,658	27%
Total	\$3,907,181	\$9,204,300	42%

Act respecting contracting by public bodies

In an effort to strengthen the transparency of the contract management process and to inform the public about the measures being applied to ensure this, the organization publishes its Purchasing Policy and contract conditions on its website and reports on these to its board of directors annually.

A series of measures dealing with the application of rules of ethics and conduct in the management of contracts by employees, the handling of complaints, and accountability are based on principles of accessibility, integrity, transparency and imputability that form the underpinnings of the *Act respecting contracting by public bodies*. This Act reinforces the accountability of senior executives of public bodies and fosters the sound management of public funds.

The Act mainly to promote Québec-sourced and responsible procurement by public bodies, to reinforce the integrity regime of enterprises and to increase the powers of the *Autorité des marchés publics*, authorized by the National Assembly on June 2, 2022, amended Héma-Québec’s status under the *Act respecting contracting by public bodies* as of this date. Héma-Québec remains subject, nevertheless, to the provisions of this act for certain contracts that applied to it prior to this date.

For the reference period, 29 authorization files were submitted to the Secrétariat du Conseil du trésor. In addition, expenditures made on public contracts covered by the *Act respecting contracts by public bodies* amounted to \$310.5 million, reflecting a total of 275 contracts with a value greater than \$25,000.

Act respecting workforce management and control within government departments, public sector bodies and networks and state-owned enterprises

The *Act respecting workforce management and control within government departments, public sector bodies and networks and state-owned enterprises* was adopted by the National Assembly in December 2014 to strengthen the mechanisms for managing and controlling the workforce of public bodies.







Héma-Québec confirms that it has complied with the provisions of the Act that apply to it. In accordance with the prescribed terms and conditions, the organization communicated the required information about authorized service contracts to the Conseil du trésor.

The organization also periodically informed the ministre de la Santé et des Services sociaux about its staffing level, providing a breakdown by job category, in accordance with the terms and conditions determined by the Conseil du trésor.

The target set at Héma-Québec for the year 2023-2024 is the same as that for the year 2022-2023.

For fiscal year 2023-2024, we report a volume of hours above the target, of 408,698 hours. This rise results from the need for hours necessary to deploy Héma-Québec's upgrade initiatives and strategic projects.

STAFF BREAKDOWN BY PAID HOURS FOR THE PERIOD FROM APRIL 1, 2023, TO MARCH 31, 2024

	Category	Hours worked	Overtime hours	Total paid hours	Full-time equivalent	Number of employees at March 31
	Managerial staff	446,353	266	446,619	245	245
	Professional staff	839,082	8,105	847,187	465	493
	Nursing staff	324,422	12,557	336,979	185	228
	Office staff, technicians and related staff	1,197,777	53,369	1,251,146	687	842
	Labourers, maintenance and service staff	120,630	13,361	133,991	74	70
	Students and interns	16,898	6	16,904	9	23
TOTAL 2023-2024		2,945,162	87,664	3,032,826	1,665	1,901
TOTAL 2022-2023		-	-	2,716,593	1,493	1,677

Act respecting the governance and management of the information resources of public bodies and government enterprises

In respect of the requirements of the *Act respecting the governance and management of the information resources of public bodies and government enterprises*, Héma-Québec pursued the major upgrade of various critical elements of its technological assets, notably by updating its blood management software package.

Our enterprise resource planning (ERP) upgrade program plays an important role in our 2021-2027 Strategic Plan, as it is one of the pillars for enhancing our foundations (systems, processes and compliance). Updating the main IT platforms reached an important milestone in fiscal 2023-2024 with the continuation of the first project in the organization's ERP update program, and the start of the second project.

Héma-Québec's new website project team is at work to revamp our hema-quebec.qc.ca website. Its redesign aims to better meet the personalized needs of our various clientele, such as current and potential donors, current and potential volunteers, recipients, healthcare professionals, companies, organizations and partners, as well as job applicants. Concretely, this new site will offer more relevant and clearer content, and improve user experience by focusing more on our clientele's expectations.

Since December 2023, DocuSign constitutes the validated electronic signature solution for affixing a regulatory signature to final documents. The e-signature project is part of our drive for process compliance, an important element of our current strategic plan. The e-signature project was implemented in response to the need to offer all employees, whether in the office or working from home, a reliable, simple and efficient e-signature solution, while meeting the regulatory obligations and standards to which Héma-Québec is subject.

Apart from necessary technological upgrades, achieving the objectives of Héma-Québec's strategic plan requires the implementation of dozens of IT projects each year to support the organization's orientations, from updating the foundations to enhancing donor and employee experience, and improving plasma self-sufficiency.

To accomplish all these projects, Héma-Québec keeps developing its IT teams and accelerates its shift to cloud computing. Consequently, the majority of deployed or upgraded systems now use these new technologies.

In addition, as part of the digital transformation plan, Héma-Québec is working at developing its practices and its digital culture, inventorying its data and exploring the opportunities brought by artificial intelligence technologies.

Security of operations and IT assets

Héma-Québec is continuing to implement its six-step strategy aimed at strengthen cybersecurity:

1. Annual review of the governance and risk management plan regarding cybersecurity and adaptation to new operational threats and realities;
2. Increased robustness of current assets, ensuring constant updating and eliminating obsolete systems;
3. Reinforcing controls and monitoring assets and the extended network perimeter;
4. Integration and regular review of identity and access controls;
5. Operation of response and backup plans. Sharing of information and collaboration with various government and private sector partners;
6. Awareness raising among users aimed at developing their reflexes to better detect threats and avoid falling into hacking traps.

Despite a growing threat environment, cybersecurity needs are continuously prioritized with the addition of artificial intelligence-based threat detection and response technologies, internal resources and partnerships, among others. A cybersecurity program has been drawn up and approved by the various governance bodies, based on organizational security posture and main threats, in order to determine priority projects to mitigate risks. In addition, a cybersecurity dashboard has been developed to visualize Héma-Québec's security posture, track improvements and support decision-making.



DIRECTORS' CODE OF ETHICS

Preamble

Héma-Québec's mission is to efficiently provide adequate quantities of safe, optimal blood components and substitutes, human tissues and cord blood to meet the needs of all Quebecers as well as to provide and develop expertise along with specialized and innovative services and products in the fields of transfusion medicine and human tissue transplantation. This mandate is pursuant to the *Act respecting Héma-Québec and the biovigilance committee* and to the recommendations of the Commission of Inquiry into the Blood System in Canada, headed by the Honourable Horace Krever.

Héma-Québec's directors, who are public administrators in accordance with the *Act respecting the Ministère du Conseil exécutif* (R.S.Q. M-30), are held to the highest ethical and professional standards, thereby fostering and preserving public trust and transparency in its mission.

Code of Ethics

1. General provisions

Definitions

In this code of ethics, unless the context dictates otherwise, the terms and expressions below are used as follows:

- 1.1 "Director or member of the Board of Directors": Person appointed to the Héma-Québec Board of Directors by the government, as well as the President and Chief Executive Officer, who is an ex officio member of the Board of Directors and acts as Secretary;

- 1.2 "Conflict of interest": Any real, apparent, potential or future situation in which a director may be inclined to give preference to his or her personal interest, or the interest of a related party, to the detriment of Héma-Québec;
- 1.3 "Board": Héma-Québec's Board of Directors;
- 1.4 "Related party": Individuals related by blood, adoption or marriage, or who have been living in a conjugal relationship for at least one year, as well as any organization, partnership or other entity in which the director or his/her friends and family may have a controlling interest.

Application and interpretation

- 1.5 This code of ethics applies to Héma-Québec's directors.
- 1.6 The code of ethics is not a substitute for any statutory, regulatory or ethical provision applicable to Héma-Québec directors, including those set out in the *Regulation respecting the ethics and professional conduct of public office holders*.

Where such provisions differ, Héma-Québec directors shall abide by the more stringent provision. Moreover, in case of doubt, they must act in the spirit of the principles described in the provisions.
- 1.7 The code of ethics in no way rules out the drafting of additional guidelines or rules pertaining to certain more specific sectors of activity or situations.

2. Management duties

- 2.1 Directors are appointed to contribute to the fulfillment of Héma-Québec's mission as part of their mandate. In carrying out their duties, they must adhere to the obligations imposed upon them by the laws, the constitution and the rules and regulations and act within the limits of the power conferred upon them.

2.2 The director must perform his/her duties with care and reserve:

- 2.2.1 The director must be rigorous and independent, and act in the best interests of Héma-Québec.
- 2.2.2 The behaviour of a director must be impartial.
- 2.2.3 The director must act within the limits of his/her mandate.
- 2.2.4 The director must be courteous and his/her relationships must be characterized by good faith so as to maintain the trust and consideration required by his/her role.
- 2.2.5 The director must not in any way participate in illicit activities.
- 2.2.6 In the carrying out of his/her duties and responsibilities, the director must make decisions without regard for any partisan political consideration. Moreover, he/she must demonstrate restraint in the public expression of personal opinions in matters directly concerning the activities of Héma-Québec and in which the Board of Directors has been involved.

2.3 The director must act with honesty, loyalty and solidarity:

- 2.3.1 The director must act with integrity and impartiality in the best interests of Héma-Québec.
- 2.3.2 The director must actively take part in the development and implementation of the general directions of Héma-Québec, which in no way precludes his/her right to dissent.
- 2.3.3 The director must be loyal and upstanding to his/her colleagues and honest in his/her dealings with them.
- 2.3.4 The director must dissociate the fulfillment of his/her duties from the promotion or exercise of his/her professional or business activities, save for the President and Chief Executive Officer, who is at the exclusive service of Héma-Québec.

2.4 The director must act with skill, diligence and efficiency:

- 2.4.1 The director must exercise his/her skills and abilities, demonstrating diligence and effectiveness in carrying out his/her mandate. He/she must also demonstrate independent professional judgment.
- 2.4.2 The director is responsible and accountable for all his/her actions taken in the performance of his/her duties.
- 2.4.3 The director must make informed decisions, taking into account any necessary expertise if need be and considering each file in its entirety.
- 2.4.4 All members of the Board of Directors must actively participate in the Board's work and attend meetings regularly. They must also be assiduous when taking part in Board committees.
- 2.4.5 The director must show discernment in the courses of action and choices he/she favors.

2.5 The director must act according to the rules of confidentiality:

- 2.5.1 The director must respect the confidential nature of any information that comes to his/her attention in the course of his/her duties or by virtue of his/her position.

The first subparagraph is not intended to restrict necessary communications between Board members.
- 2.5.2 The director must not use confidential information that comes to his/her attention during the course of his/her duties for the purpose of obtaining a direct or indirect advantage, now or in the future, for him/herself or a related party.

3. Conflicts of interest

General provisions

- 3.1 The director must at all times maintain a high level of independence and avoid any situation in which there could be a personal advantage, direct or indirect, either now or in the future, which could jeopardize his/her independence, integrity or impartiality.
- 3.2 The director must prevent any conflict of interest or appearance thereof and avoid putting him/herself in a position that could ultimately prevent him/her from fulfilling his/her duties.
- 3.3 The director must avoid any situation which could compromise his/her capacity to fulfill his/her duties in an impartial, objective, professional and independent manner.
- 3.4 The director shall not commingle the assets of Héma-Québec with his/her own; he/she shall not use the assets of Héma-Québec for his/her personal gain or the gain of a related party.
- 3.5 The director may not use Héma-Québec's services or information for his/her personal benefit or for the benefit of a related party.
- 3.6 The director may not exercise his/her duties in his own interest or in the interest of a related party.
- 3.7 The director must not accept a current or future advantage from anyone if he/she has knowledge, evidence or reason to believe that this current or future advantage is granted to him/her for the purpose of influencing his/her decision.
- 3.8 The director shall not make a commitment to a third or related party nor grant that party any guarantee with regard to a vote he/she may be required to cast or to any decision whatsoever that may be made by the Board of Directors.
- 3.9 The director must avoid any situation in which he/she could be in a conflict of interest. Without limiting the scope of the foregoing, the director:
 - 3.9.1 Is in a conflict of interest when the interests in question are such that he/she may be brought to show preference for some of them to the detriment of Héma-Québec, or where his/her judgment and loyalty could be negatively affected.
 - 3.9.2 Is not independent from a given decision if there is a personal advantage or advantage to a related party, now or in the future, as described in article 3.1.

Preventive measures

- 3.10 At the start of each meeting, the director must declare any existing conflict of interest to the Chair and ensure the disclosure is recorded in the minutes.
- 3.11 The President and Chief Executive Officer may not, under penalty of dismissal, have a direct or indirect interest in a corporate body, partnership or other entity which could lead to a conflict of interest between him/herself and Héma-Québec. However, dismissal shall not be invoked if the interest is devolved upon the President and Chief Executive Officer by succession or gift, provided he/she renounces it or disposes of it promptly.

Any other director having a direct or indirect interest in a corporate body, partnership, or other entity which could lead to a conflict of interest between him/herself and Héma-Québec must, under penalty of dismissal, declare this interest in writing to the Chair of the Board and, if need be, abstain from participating in any deliberation or decision related to said corporate body, partnership or other entity in which he/she has an interest. The director must also withdraw from the meeting for the duration of the deliberations and vote concerning the matter.
- 3.12 The director must demonstrate impartiality:
 - 3.12.1 The director shall not solicit, accept or demand any gift, favor, other advantage or consideration, for him/herself or a related party, either directly or indirectly, now or in

the future, which could compromise his/her independence, integrity or impartiality; such is the case of gifts, favors, advantages or considerations other than what is customary and of modest value.

- 3.12.2 The director must not award, offer to award or promise to award to a third party a gift, favor or other advantage or consideration that could compromise his/her independence, integrity or impartiality.

4. Political activities

- 4.1 Any director who intends to run for public office must inform the Chair of the Board of Directors.
- 4.2 A Chair of the Board of Directors or President and Chief Executive Officer who wishes to run for public office must tender his/her resignation.

5. Post-mandate measures

- 5.1 After his/her mandate expires, the director must maintain confidentiality and refrain from disclosing any non-public data, information, debate or discussion to which he/she was privy by virtue of his/her position at Héma-Québec.
- 5.2 In the year following the expiration of his/her mandate, the director may not participate, either on his/her own behalf or that of a third party, in a procedure, negotiation or other operation to which Héma-Québec is a party and with regard to which he/she has information that is not available to the public.

As well, the director must refrain from offering advice based on information that is not publicly available regarding Héma-Québec or another corporate body, partnership or entity with which he/she has had significant direct dealings in the course of the year preceding the conclusion of his/her mandate.

- 5.3 A director who has relinquished his/her duties must act in such a way so as not to reap undue advantage from his/her previous duties in the service of Héma-Québec.

6. Responsibilities and sanctions

- 6.1 Compliance with the code of ethics is an integral part of the duties and obligations of directors.
- 6.2 A director who observes an ethical failure, perceived or real, must inform the Chair of the Board of Directors. If this failure involves the Chair of the Board of Directors, the director must inform the Chair of the Governance Committee.
- 6.3 The Chair of Héma-Québec's Board of Directors or, in the cases involving him or her, the Chair of the Governance Committee, must investigate to ensure that the code of ethics is respected and applied.
- 6.4 A director who infringes upon any of the provisions in the code of ethics leaves him/herself open to the sanctions outlined in the Regulation respecting the ethics and professional conduct of public office holders, in accordance with the procedure established in said regulation.
- 6.5 Héma-Québec's Board of Directors shall revise this code of ethics on an annual basis to ensure that it adequately reflects changes in the laws, rules, regulations and situations specific to Héma-Québec.
- 6.6 Each director undertakes to sign the code of ethics agreement form appended hereto at the start of his/her mandate and every year thereafter.

This code was adopted by the Board of Directors on May 7, 2014.

25 YEARS OF BEING RIGOROUS

Financial statements

Marie-Hélène,
plasma donor



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MANAGEMENT'S REPORT

The financial statements of Héma-Québec in this Annual Report were drawn up by Management, which is responsible for their preparation, presentation and the significant judgments and estimates included therein. This responsibility involves the selection of appropriate accounting policies that comply with Canadian Public Sector Accounting Standards. The financial information presented elsewhere in this Annual Report is consistent with that provided in the financial statements.

To fulfil its responsibilities, Management maintains a system of internal accounting controls designed to provide reasonable assurance that assets are safeguarded and that transactions are duly approved and properly recorded on a timely basis and in a manner suitable for preparing reliable financial statements.

Héma-Québec recognizes that it is responsible for conducting its affairs in accordance with the statutes and regulations governing it.

The Board of Directors monitors the manner in which Management carries out its financial reporting responsibilities and approves the financial statements. It is assisted in its responsibilities by the Audit Committee whose members are not part of Management. The Committee meets with Management and the Auditor General of Québec, reviews the financial statements, and recommends their approval to the Board of Directors.

The Auditor General of Québec has audited the financial statements of Héma-Québec in accordance with Canadian generally accepted auditing standards. Her independent auditor's report states the nature and scope of the audit and expresses her opinion.

The Auditor General of Québec has full and unrestricted access to the Audit Committee to discuss any matter related to her audit.



Nathalie Fagnan, CPA

President and Chief Executive Officer



Dawn Singerman, CPA

Vice-President, Finance and Infrastructure

Montréal, June 14, 2024



INDEPENDANT AUDITOR'S REPORT

To the National Assembly

Report on the Audit of the Financial Statements

Opinion

I have audited the financial statements of Héma-Québec (the "Entity"), which comprise the statement of financial position as at March 31, 2024, and the statement of operations and accumulated surplus, statement of remeasurement gains and losses, statement of change in net debt and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2024, and its results of operations, its remeasurement gains and losses, its changes in net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the ethical requirements that are relevant to my audit of the financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on Other Legal and Regulatory Requirements

As required by the *Auditor General Act* (CQLR, chapter V-5.01), I report that, in my opinion, these accounting standards have been applied on a basis consistent with that of the preceding year.

On behalf of the Auditor General of Québec,

Daniel Martel, CPA auditor
Audit Principal

Montréal, June 14, 2024

STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS FOR THE YEAR ENDED MARCH 31, 2024 (in thousands of dollars)

	2024 BUDGET	2024 ACTUAL	2023 ACTUAL
REVENUES			
Blood products (note 4)	436,169	453,377	407,711
Grants from the Gouvernement du Québec (note 10)	84,715	79,871	54,171
Innovative products	12,688	15,915	12,653
Interest	345	2,503	1,765
Other	3,914	5,503	4,801
	537,831	557,169	481,101
EXPENSES (note 5)			
Stable products	312,596	300,717	282,412
Labile products	169,326	179,428	150,291
Innovative products	54,192	56,844	43,823
SIIATH expertise	1,717	1,655	1,586
Expenses related to COVID	-	-	1,730
	537,831	538,644	479,842
ANNUAL OPERATING SURPLUS (note 6)	-	18,525	1 259
ACCUMULATED OPERATING DEFICIT, BEGINNING OF YEAR	-	(18,525)	(19,784)
ACCUMULATED OPERATING SURPLUS, END OF YEAR	-	-	(18,525)

The accompanying notes are an integral part of the financial statements.

STATEMENT OF REMEASUREMENT GAINS AND LOSSES FOR THE YEAR ENDED MARCH 31, 2024 (in thousands of dollars)

	2024	2023
ACCUMULATED REMEASUREMENT GAINS (LOSSES), BEGINNING OF YEAR	7,333	(2,104)
Unrealized gains (losses) attributable to:		
Derivatives	5,701	(1,265)
Exchange rates	11	(8)
Amount reclassified to operating surplus		
Derivatives	(7,341)	10,737
Exchange rates	8	(27)
Net remeasurement (losses) gains for the year	(1,621)	9,437
ACCUMULATED REMEASUREMENT GAINS, END OF YEAR	5,712	7,333

The accompanying notes are an integral part of the financial statements.

STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2024 (in thousands of dollars)

	2024	2023
FINANCIAL ASSETS		
Cash	10,990	14,358
Accounts receivable (note 7)	10,544	10,180
Inventories held for sale (note 8)	129,984	126,474
Derivatives	5,701	7,341
	157,219	158,353
LIABILITIES		
Line of credit (note 11)	37,651	55,063
Accounts payable and accrued liabilities (note 9)	62,022	51,776
Grants transferable to the Gouvernement du Québec (note 10)	16,270	10,323
Non-interest bearing advance from the Gouvernement du Québec	39,968	54,706
Debt (note 12)	40,373	32,520
Employee future benefit liability (note 13)	12,929	12,924
Asset retirement obligations (note 14)	1,338	1,260
	210,551	218,572
NET DEBT	(53,332)	(60,219)
NON-FINANCIAL ASSETS		
Tangible capital assets (note 15)	49,350	38,697
Prepaid expenses	5,204	5,448
Supply inventories	4,490	4,882
	59,044	49,027
ACCUMULATED SURPLUS (DEFICIT)	5,712	(11,192)
Accumulated annual operating surplus (deficit) (note 6)	-	(18,525)
Accumulated remeasurement gains	5,712	7,333
	5,712	(11,192)
Contractual commitments (note 17)		
Contingencies (note 18)		

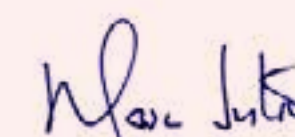
The accompanying notes are an integral part of the financial statements.

ON BEHALF OF THE BOARD OF DIRECTORS,



Anne Bourhis

Chair of the Board of the Directors



Marc Jutras

Chair of the Audit Committee

STATEMENT OF CHANGE IN NET DEBT FOR THE YEAR ENDED MARCH 31, 2024
(in thousands of dollars)

	2024 BUDGET	2024 ACTUAL	2023 ACTUAL
ANNUAL OPERATING SURPLUS		18,525	1,259
Changes due to tangible capital assets:			
Additions	(20,650)	(18,842)	(14,844)
Amortization for fiscal year	7,730	6,842	6,435
Loss on disposal and write-off	-	1,378	63
Remeasurement of asset retirement obligations	-	(31)	16
	(12,920)	(10,653)	(8,330)
Changes due to other non-financial assets:			
Acquisition of prepaid expenses		(9,507)	(8,586)
Use of prepaid expenses		9,751	7,076
Acquisition of supply inventories		(17,530)	(18,484)
Use of supply inventories		17,922	18,558
		636	(1,436)
Net remeasurement (losses) gains for the year		(1,621)	9,437
Decrease (increase) in net debt	(12,920)	6,887	930
NET DEBT, BEGINNING OF YEAR	(60,219)	(60,219)	(61,149)
NET DEBT, END OF YEAR	(73,139)	(53,332)	(60,219)

The accompanying notes are an integral part of the financial statements.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED MARCH 31, 2024
(in thousands of dollars)

	2024	2023
OPERATING ACTIVITIES		
Annual operating surplus	18,525	1,259
Items not affecting cash		
Amortization of tangible capital assets	6,842	6,435
Effective rate debt adjustment	(14)	(13)
Loss on disposal and write-off of tangible capital assets	1,378	63
Accretion expense - Asset retirement obligations	47	61
Unrealized foreign exchange gain on cash and non-cash working capital items denominated in foreign currencies	19	(35)
	26,797	7,770
Changes in assets and liabilities related to operating activities		
Accounts receivable	(364)	(3,430)
Inventories held for sale	(3,510)	6,593
Accounts payable and accrued liabilities	9,591	3,014
Grants transferable to the Gouvernement du Québec	5,947	2,463
Advance from the Gouvernement du Québec	(14,738)	(44,945)
Employee future benefit liability	5	(97)
Prepaid expenses	244	(1,510)
Supply inventories	392	74
Cash flows related to operating activities	24,364	(30,068)
CAPITAL ACTIVITIES		
Additions to tangible capital assets	(18,187)	(13,476)
Cash flows related to capital activities	(18,187)	(13,476)
FINANCING ACTIVITIES		
Line of credit	(17,412)	1,753
Increase in debt	16,333	12,540
Debt repayment	(8,466)	(9,131)
Cash flows related to financing activities	(9,545)	5,162
CHANGE IN CASH	(3,368)	(38,382)
CASH, BEGINNING OF YEAR	14,358	52,740
CASH, END OF YEAR	10,990	14,358
ADDITIONAL INFORMATION		
Interest paid	1,000	578
Interest received	2,364	1,686
Additions to tangible capital assets funded by accounts payable and accrued liabilities	3,593	2,938

The accompanying notes are an integral part of the financial statements.

Accompanying notes to financial statements – Year ended March 31, 2024 (tabular amounts are in thousands of dollars, unless otherwise indicated)

1. INCORPORATION AND NATURE OF OPERATIONS

Héma-Québec, constituted on March 26, 1998 by letters patent issued under Part III of the *Companies Act* (CQLR, chapter C-38), is continued in accordance with the provisions of the *Act respecting Héma-Québec and the biovigilance committee* (CQLR, chapter H-1.1). Héma-Québec's mission is to efficiently meet the needs of the Québec population for quality blood and other biological products of human origin. Héma-Québec operates in a regulated environment in compliance with the requirements of the *Food and Drugs Act* (R.S.C. 1985, c. F-27) and its related regulations. To fulfil its mission, Héma-Québec also meets the requirements and regulations of several Canadian and international standards. Under the *Income Tax Act* (R.S.C. 1985, c. 1 (5th Supp.)) and the *Taxation Act* (CQLR, chapter 1-3), Héma-Québec is not subject to income taxes.

2. ACCOUNTING CHANGE

Adoption of a new accounting standard

PS 3400, Revenue

On April 1, 2023, Héma-Québec adopted the requirements of new Section PS 3400, Revenue which establishes standards on how to account for and report on revenue-generating transactions. More specifically, it differentiates between revenue arising from transactions that include performance obligations (referred to as "exchange transactions") and transactions that do not have performance obligations (referred to as "non-exchange" transactions).

The main new features of the new section are as follows:

- Performance obligations are enforceable promises to provide specific goods or services to a specific payor;
- Revenue from transactions with performance obligations should be recognized when (or as) Héma-Québec satisfies a performance obligation by providing the promised goods or services to a payor;
- Revenue from transactions with no performance obligations should be recognized when Héma-Québec has the authority to claim or retain an inflow of economic resources and identifies a past transaction or event that gives rise to an asset.

For exchange transactions, Héma-Québec should identify which goods or services (or which bundles of goods or services) are distinct and should be accounted for separately. When Héma-Québec identifies more than one performance obligation, it should use a method to allocate the transaction price. Héma-Québec uses the selling price of the goods or services specific to each performance obligation, when it is known; if it is not known, Héma-Québec makes an estimate using the information available to perform the allocation.

The adoption of this standard had no impact on the results or financial position of Héma-Québec.

3. SIGNIFICANT ACCOUNTING POLICIES

Basis of accounting

For purposes of preparing its financial statements, Héma-Québec mainly uses the *CPA Canada Handbook – Public Sector Accounting*. The use of any other source in the application of accounting policies must be consistent with the foregoing.

Use of estimates

The preparation of the financial statements of Héma-Québec in accordance with Canadian public sector accounting standards requires Management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the recognition of revenues and expenses for the financial statement reporting period. The main estimates consist of the useful life of capital assets, the liability associated with asset retirement obligations, the valuation of inventories held for sale, the allowance for pay increases and pay equity adjustments and the employee future benefit liability. Actual results could differ from Management's best estimates.

Measurement uncertainty

The liability associated with asset retirement obligations is subject to measurement uncertainty and may vary due to the constantly evolving technologies used in asset retirement activities and to differences between the assumptions used for measuring the liability and the actual results. The main assumptions made include the estimate of current retirement costs, the planned schedule of work, the inflation rate of costs and the discount rate. In addition, the requirement to safely dispose of the asbestos in the buildings is subject to measurement uncertainty due to the inherent limits of measuring quantities of asbestos present and because the work timeline is unknown when no building retirements are planned.

Financial instruments

Financial instruments comprise financial assets and liabilities, as well as derivatives. Their measurement depends on their classification, as described below.

Cash	Cost
Trade and other receivables, and discounts receivable	Cost
Line of credit	Cost
Trade accounts payable, salaries payable and accrued vacation	Cost
Grants transferable to the Gouvernement du Québec	Cost
Advance from the Gouvernement du Québec	Cost
Derivatives	Fair value
Debt and accrued interest payable	Amortized cost using the effective interest method

Héma-Québec uses derivative financial instruments to manage currency risk. Unrealized gains and losses on foreign exchange contracts are recognized until the settlement period in the statement of remeasurement gains and losses, and upon settlement, the accumulated balance of remeasurement gains or losses is reclassified as a foreign exchange gain or loss under expenses in the statement of operations and accumulated surplus.

Fair value evaluation hierarchy

Financial instruments recorded at fair value are classified using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy requires the use of observable market data whenever available. The fair value hierarchy has the following levels:

Level 1: Calculation of the fair value of the instrument is determined using quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: Calculation of the fair value of the instrument is determined using inputs other than quoted prices included within Level 1 that are observable either directly (i.e., as prices) or indirectly (i.e., derived from prices).

Level 3: Calculation of the fair value of the instrument is determined using inputs that are not based on observable market data (unobservable inputs).

Derivative financial instruments are classified within Level 2 of the fair value hierarchy (the fair value of derivatives is based on inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices)).

Accompanying notes to financial statements – Year ended March 31, 2024 (tabular amounts are in thousands of dollars, unless otherwise indicated)

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

REVENUES

Revenues resulting from the sale of goods and services are transactions with performance obligations for which Héma-Québec must render a service or provide a specific good in exchange for the amount received from its clients. These revenues are recognized as and when the obligation is satisfied, either at a point in time or over time. Revenues resulting from the sale of blood products and innovative products are recorded at the time of the sale. Revenues resulting from the sale of services are recorded as the services are rendered.

Revenues derived from Gouvernement du Québec grants are recognized in the period where events giving rise to such revenues occurred, provided the grants are authorized and all eligibility criteria, if any, are met.

EXPENSES

Employee benefit plans

Héma-Québec offers its employees defined benefit pension plans. Contributions are made by both Héma-Québec and plan members. Certain employees also have defined contribution plans. In addition, Héma-Québec provides its employees with certain post-employment benefits reported under "other plans" as well as health and life insurance benefits for certain retirees.

The cost of retirement benefits for the period is actuarially determined using the projected benefit method prorated on service. The cost of retirement benefits is measured using net current period benefit cost, amortization of actuarial gains and losses, and employee future benefit obligation interest expense, less the expected return on plan assets. Plan amendments give rise to a past service cost, which is recognized as an expense in the year of the amendments, net of the unamortized balance of discounted gains or losses, if any.

Employee future benefit obligations are actuarially determined using the projected benefit method prorated on services and Management's best estimates as to the expected rate return on plan investments, inflation rate, discount rate, rate of compensation increase, employee retirement ages and assumed health care cost trends.

Assets and expected return on plan assets are valued using a five-year smoothed market value method.

Actuarial gains or losses arise from, in particular, the difference between the actual return on plan assets and the expected return on plan assets, as well as the difference between plan experience and the actuarial assumptions used to determine the employee future benefit obligation, as well as changes to these assumptions. Actuarial gains and losses are amortized over the average expected remaining service life of participating employees.

A valuation allowance is recorded for any excess of the adjusted value of the accrued benefit asset (that is, the value of the accrued benefit asset less unamortized net actuarial losses) over the expected future benefit (that is, any withdrawable surplus or reduction in future contributions).

An employee future benefit asset or liability is presented in the statement of financial position to reflect the difference at year-end between the value of employee future benefit obligations and the value of plan assets, net of unamortized actuarial gains and losses and valuation allowance.

FINANCIAL ASSETS

Cash

Héma-Québec's policy consists in presenting in the cash line item bank balances, including bank overdrafts whose balances fluctuate from being positive to overdrawn and are used to make up for cash deficiencies when they are held by the same institution.

Inventories held for sale

Inventories held for sale, consisting of stocks of blood products (labile and stable) and innovative products (cord blood and human tissues), are measured at the lower of cost and net recoverable amount, with cost determined using the average cost method. The net recoverable amount is the estimated selling price less costs to sell.

Inventories of plasma for fractionation are inventories in the process of being manufactured from the plasma collected by Héma-Québec and processed by a fractionator to produce a finished product. They are measured at the lower of cost and net recoverable amount, with cost determined using the average cost method. The net recoverable amount is the difference between the cost of the fractionation service and the market selling price of the finished product.

LIABILITIES

Advance from the Gouvernement du Québec

The Ministère de la Santé et des Services sociaux (MSSS) annually confirms a budgetary level with Héma-Québec for the acquisition of blood products by hospitals. Héma-Québec therefore records, under Advance from the Gouvernement du Québec, the amounts received from the MSSS, which acts as a third party payor for the purchase of labile and stable products on behalf of hospitals. Any payment below the proceeds from sales of blood products to hospitals becomes an amount receivable from the government, while any payment exceeding the sales of blood products to hospitals is recovered in accordance with a timeline agreed upon between the MSSS and Héma-Québec.

Asset retirement obligations

An asset retirement obligation is recorded when all the following conditions are met:

- there is a legally enforceable obligation requiring Héma-Québec to carry out specific activities related to the permanent retirement of an asset that require an outflow of economic resources;
- the obligation results from the acquisition, construction, development and/or normal use of the asset;
- specific asset retirement activities are expected to be carried out;
- the costs related to this obligation can be reasonably estimated.

The asset retirement costs are capitalized to the cost of the assets concerned and amortized on a straight-line basis from the date of the legal obligation until the expected time for carrying out asset retirement activities.

The carrying amount of the obligation is initially measured using the estimated discounted cash flows necessary to carry out the asset retirement activities. The cash flows are adjusted based on inflation and discounted using the discount rate that reflects Management's best estimate of the cost of funds needed to settle the obligation on its due date, whether it is known or estimated.

Following initial recognition, the carrying amount of the obligation is increased by the annual accretion expense to account for the passage of time. The carrying amount is also adjusted to account for changes in timing or the amount of the original estimate of undiscounted cash flows or the discount rate. These adjustments are recognized as an increase or decrease in the asset's carrying amount. The revised carrying amount of the asset is amortized on a go-forward basis.

NON-FINANCIAL ASSETS

By their nature, the non-financial assets of Héma-Québec are normally used to provide future services.

Tangible capital assets

Tangible capital assets are recorded at cost, which consists of expenses directly attributable to their acquisition and related retirement costs, if applicable. Amortization is calculated on a straight-line basis over their useful lives commencing on the date they are ready for commissioning, using the following periods:

Building, betterment to building and other	between 10 and 40 years ¹
Machinery and automotive equipment	5 and 10 years ²
Office furniture and equipment	5 and 10 years
Computer hardware and software	3 years
Systems development	5 and 7 years

¹ The asset retirement costs capitalized in the buildings category are amortized over a period of 63 years.

² The asset retirement costs capitalized in the machinery and automotive equipment category are amortized over a period of 27 to 30 years.

Accompanying notes to financial statements – Year ended March 31, 2024 (tabular amounts are in thousands of dollars, unless otherwise indicated)

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

NON-FINANCIAL ASSETS (CONT'D)

Tangible capital assets (cont'd)

Land and tangible capital assets under construction or development are not amortized.

When conditions indicate that a tangible capital asset no longer contributes to Héma-Québec's ability to provide goods and services, or that the value of future economic benefits associated with the tangible capital asset is less than its net carrying amount, the cost of the tangible capital asset is reduced to reflect the decline in the asset's value. Write-downs are accounted for as expenses for the year in the statement of operations and accumulated surplus and are not subsequently reversed.

FOREIGN CURRENCY TRANSLATION

Foreign currency transactions are accounted for at the average monthly exchange rate. Monetary assets and liabilities denominated in foreign currency are translated at the exchange rate in effect on the statement of financial position date, whereas non-monetary items are translated at the historical average monthly exchange rate. Exchange rate fluctuations give rise to foreign exchange gains or losses that are recognized until the settlement period in the statement of remeasurement gains and losses and, upon settlement, the accumulated balance of remeasurement gains or losses is reclassified as a foreign exchange gain or loss under expenses in the statement of operations and accumulated surplus.

INTER-ENTITY TRANSACTIONS

Inter-entity transactions are transactions entered into between entities controlled or subject to joint control by the Gouvernement du Québec.

Assets received for no consideration from a Gouvernement du Québec reporting entity are recognized at their carrying amount. Services received at no cost are not recognized. The other inter-entity transactions were carried out at the exchange amount, which is the amount of the consideration agreed for the item transferred or service provided.

4. BLOOD PRODUCTS

The budgeted prices for all blood products are submitted every year to the Centre d'acquisitions gouvernementales (CAG), which is the joint procurement group designated by the Minister of Health and Social Services under Division VI of the *Act respecting Héma-Québec and the biovigilance committee*. Following consultations with the Blood System Procurement and Financing Management Committee (PFMC), the budgeted prices are confirmed by CAG. The PFMC is an advisory committee to the Direction de la biovigilance, which falls under the purview of the Direction générale des services de santé et médecine universitaire. The PFMC's role is to make recommendations on financial and accounting issues relating to the supply of blood products.

5. EXPENSES

					2024	2023
	STABLE PRODUCTS	LABILE PRODUCTS	INNOVATIVE PRODUCTS ¹	SIATH EXPERTISE ²	TOTAL	TOTAL
Stable products	263,319	-	-	-	263,319	250,835
Salaries and benefits	8,580	152,286	17,761	1,480	180,107	146,787
Blood drives	2,088	16,369	292	-	18,749	17,720
Medical supplies	95	10,428	5,760	-	16,283	16,702
Purchased services	19,218	(23,981)	22,997	162	18,396	15,081
Buildings and premises	73	13,954	403	-	14,430	13,200
Purchase of cord blood, stem cells, labile products and human tissues	-	-	8,897	-	8,897	7,100
Freight and shipping	70	6,404	899	-	7,373	6,983
Amortization of tangible capital assets	663	5,769	409	1	6,842	6,435
Advertising and public relations	25	5,943	39	-	6,007	5,997
Information technology	-	9,541	1	8	9,550	5,834
Other expenses	93	4,664	556	4	5,317	5,160
Insurance	-	1,569	-	-	1,569	1,363
Other interest and bank charges	279	5,522	711	-	6,512	779
Interest on long-term debt	-	1,019	-	-	1,019	588
Loss on disposal and write-off of tangible capital assets	-	1,369	9	-	1,378	63
Accretion expense - Asset retirement obligations	-	47	-	-	47	61
Foreign exchange gain	(6,258)	(195)	(197)	-	(6,650)	(11,315)
Subtotal	288,245	210,708	58,537	1,655	559,145	489,373
Plasma for fractionation ³	30,938	(30,938)	-	-	-	-
Change in inventories ⁴	(18,465)	(342)	(1,693)	-	(20,501)	(9,531)
Total	300,717	179,428	56,844	1 655	538,644	479,842

¹ Innovative products comprise the following activity sectors: stem cells, human tissues, mother's milk and reference laboratories.

² SIATH expertise includes activities related to the Système d'information intégré sur les activités transfusionnelles et d'hémovigilance awarded by the MSSS.

³ Some expenses related to plasma extraction are reallocated to stable products based on litres of plasma shipped to the fractionator.

⁴ Change in inventories includes plasma for fractionation, labile products, cord blood and human tissues.

Accompanying notes to financial statements – Year ended March 31, 2024 (tabular amounts are in thousands of dollars, unless otherwise indicated)

6. ACCUMULATED OPERATING SURPLUS

As required by the provisions of section 25 of the *Act respecting Héma-Québec and the biovigilance committee*, any funding surpluses resulting from the application of prices are paid into the General Fund of the Consolidated Revenue Fund, unless a prior agreement between the Minister of Health and Social Services and Héma-Québec is entered into on the use of the surplus.

7. ACCOUNTS RECEIVABLE

	2024	2023
Trade accounts receivable	3,653	3,191
Commodity taxes	3,929	2,616
Discounts receivable	1,320	3,013
Other receivables	1,642	1,360
	10,544	10,180

8. INVENTORIES HELD FOR SALE

	2024	2023
Stable products	57,147	74,138
Plasma for fractionation	64,714	45,867
Labile products	2,804	2,843
Human tissues	3,674	1,155
Cord blood	1,645	2,471
	129,984	126,474

9. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2024	2023
Trade accounts payable	23,202	26,398
Salaries payable and accrued vacation	35,331	20,382
Benefits	2,460	4,026
Deferred revenues	960	920
Accrued interest payable	69	50
	62,022	51,776

10. GRANTS TRANSFERABLE TO THE GOUVERNEMENT DU QUÉBEC

	2024	2023
Grants transferable, beginning of year	10,323	7,860
Grants received	85,818	64,494
Grants recognized as revenue	(79,871)	(54,171)
MSSS recovery	-	(7,860)
	16,270	10,323

11. CREDIT FACILITIES

Héma-Québec was authorized by the Minister of Health and Social Services to establish a borrowing plan under section 78 of the *Financial Administration Act* (CQLR, chapter A-6.001). Under this borrowing plan, Héma-Québec may borrow over the short term or under line of credit from financial institutions or the Québec Minister of Finance, as manager of the Financing Fund, and over the long term from said Minister.

The authorized amount for the April 1, 2024 to March 31, 2027 period is for requirements not exceeding \$207 million. The authorized amount for the previous plan ending March 31, 2024 was \$133.9 million. The borrowings provided

for under this plan serve primarily to fund bank overdrafts, asset acquisitions and renewals, loan renewals and the implementation of product safety improvement projects. Héma-Québec's borrowing terms comprise rates similar or equivalent to Gouvernement du Québec rates. Under this plan, Héma-Québec drew down \$38 million on its line of credit as at March 31, 2024 (\$55 million as at March 31, 2023). The interest rate for this line of credit was 4.9% as at March 31, 2024 (4.5% as at March 31, 2023).

Héma-Québec also has a \$15 million revolving line of credit with a financial institution under terms that may be changed at the bank's option. As at March 31, 2024 and 2023, this line of credit, which is repayable at any time, was undrawn. The line of credit bears interest at the bank's prime rate less 0.25%.

12. DEBT

	2024	2023
Borrowings from the Financing Fund repayable in monthly instalments of \$717 (principal only) (\$684 in 2023), at fixed rates ranging from 0.73% to 4.90% (0.73% to 4.18% in 2023), maturing from 2025 to 2046	40,373	32,520
	40,373	32,520

Assuming renewal under the same terms, principal repayments on debt over the upcoming fiscal years are as follows:

2025	8,431
2026	7,633
2027	5,781
2028	5,125
2029	4,337
2030 and thereafter	9,187

13. EMPLOYEE FUTURE BENEFIT LIABILITY

Héma-Québec has several funded and unfunded defined benefit plans to ensure that pension, post-retirement and post-employment benefits are paid to most employees. Actuarial valuations of the retirement plans were carried out as at December 31, 2022. The employee future benefit obligations shown as at March 31, 2024 and retirement benefit expense for the fiscal year then ended are based on an extrapolation of the latest actuarial valuations.

The defined benefit plans are based on years of service and final average salary. They also provide for partial indexation of pension benefits based on inflation.

The other plans consist of the post-retirement benefit plan and the post-employment benefit plans. The actuarial valuations of the post-retirement benefit plan and the post-employment benefit plans were carried out as at March 31, 2022 and March 31, 2024, respectively. The employee future benefit obligations shown as at March 31, 2024 and retirement benefit expense for the fiscal year then ended are based on an extrapolation of that latest actuarial valuation.

Héma-Québec also has defined contribution plans under which the commitment is limited to the total value of the individual accounts of plan participants. No expense was recognized in these plans during the year.

Actuarial gains and losses are amortized over the expected average remaining service life of active participating employees, which is 12 years for the unionized employee pension plan, 15 years for the non-unionized employee pension plan, 6 years for the supplemental pension plan, 11 years for post-retirement benefits and 3 years for post-employment benefits.

Accompanying notes to financial statements – Year ended March 31, 2024 (tabular amounts are in thousands of dollars, unless otherwise indicated)

13. EMPLOYEE FUTURE BENEFIT LIABILITY (CONT'D)

CLASSIFICATION OF EMPLOYEE FUTURE BENEFIT LIABILITY

	2024	2023
Pension plans	6,060	5,962
Other plans	6,869	6,962
Total employee future benefit liability	12,929	12,924

RECONCILIATION OF FINANCIAL POSITION

	2024		2023	
	PENSION PLANS	OTHER PLANS	PENSION PLANS	OTHER PLANS
Pension plan assets	350,906	-	329,244	-
Employee future benefit obligation	304,290	5,476	282,886	5,492
Surplus (deficit) position	46,616	(5,476)	46,358	(5,492)
Unamortized actuarial gains	(9,478)	(1,393)	(17,873)	(1,470)
Valuation allowance	(43,198)	-	(34,447)	-
Employee future benefit liability, end of year	(6,060)	(6,869)	(5,962)	(6,962)

EMPLOYEE FUTURE BENEFIT OBLIGATION

	2024		2023	
	PENSION PLANS	OTHER PLANS	PENSION PLANS	OTHER PLANS
Employee future benefit obligation, beginning of year	282,886	5,492	277,997	5,710
Current period benefit cost	18,183	5,535	15,902	4,480
Interest expense on obligation	17,000	94	15,272	87
Benefits paid	(13,137)	(5,722)	(12,070)	(4,773)
(Actuarial gain) actuarial loss	(642)	77	(14,215)	(12)
Employee future benefit obligation, end of year	304,290	5,476	282,886	5,492

PENSION PLAN ASSETS

	2024		2023	
	PENSION PLANS	OTHER PLANS	PENSION PLANS	OTHER PLANS
Pension plan assets, beginning of year	329,244	-	313,481	-
Employer contributions	12,499	-	10,866	-
Employee contributions	9,174	-	7,174	-
Expected return on plan assets	20,011	-	17,406	-
Benefits paid	(13,137)	-	(12,070)	-
Actuarial loss on assets	(6,885)	-	(7,613)	-
Pension plan assets, end of year	350,906	-	329,244	-

FAIR VALUE OF PLAN ASSETS AS AT MARCH 31

	2024		2023	
Bonds	38,560	11%	39,729	13%
Other	307,423	89%	272,003	87%
Total	345,983	100%	311,732	100%

ACTUAL RETURN ON PLAN ASSETS

	2024	2023
Expected return on plan assets	20,011	17,406
Actual return on plan assets	13,126	9,793
Actuarial loss on assets	(6,885)	(7,613)
Actual rate of return	3,94%	3,09%

EMPLOYEE FUTURE BENEFIT EXPENSE FOR THE YEAR

	2024		2023	
	PENSION PLANS	OTHER PLANS	PENSION PLANS	OTHER PLANS
Current period net benefit cost	9,009	5,535	8,728	4,480
Amortization of actuarial gains	(2,152)	-	(1,637)	-
Change in valuation allowance	8,751	-	6,019	-
Benefit expense	15,608	5,535	13,110	4,480
Interest expense on obligation	17,000	94	15,272	87
Expected return on plan assets	(20,011)	-	(17,406)	-
Benefit interest expense	(3,011)	94	(2,134)	87
Total benefit expense	12,597	5,629	10,976	4,567

SIGNIFICANT ASSUMPTIONS

	2024		2023	
	PENSION PLANS	OTHER PLANS	PENSION PLANS	OTHER PLANS
Employee future benefit obligation as at March 31				
Discount rate	5.97%	4.20%	5.96%	3.60%
Rate of compensation increase	3.35%	3.35%	3.25%	3.25%
Inflation rate	2.10%	-	2.00%	-
Benefit expense for the years ended March 31				
Discount rate	5.96%	3.60%	5.50%	3.10%
Expected rate of return on plan assets	5.96%	-	5.50%	-
Rate of compensation increase	3.25%	3.25%	3.25%	3.25%
Demographic factors				
Mortality	CPM-2014 projected using improvement scale CPM-B		CPM-2014 projected using improvement scale CPM-B	

Accompanying notes to financial statements – Year ended March 31, 2024 (tabular amounts are in thousands of dollars, unless otherwise indicated)

14. ASSET RETIREMENT OBLIGATIONS

Héma-Québec's primary asset retirement obligation is for the removal of asbestos from the head office building. Other asset retirement obligations relate to the disposal of irradiators.

CHANGES IN ASSET RETIREMENT OBLIGATIONS

	2024			2023
	ASBESTOS REMOVAL	OTHER	TOTAL	TOTAL
Opening balance	1,012	248	1,260	1,215
Accretion expense	37	10	47	61
Revisions to estimates	34	(3)	31	(16)
Closing balance	1,083	255	1,338	1,260

SIGNIFICANT ASSUMPTIONS

Asbestos removal from the building represents 80.94% (80.32% in 2023) of the total liability associated with asset retirement obligations. The main assumptions used for these obligations are the following:

	2024			2023
	ASBESTOS REMOVAL	OTHER	TOTAL	TOTAL
Discount rate	4.19%	4.44% and 4.97%	5.54%	4.05% and 4.18%
Remaining discount period	9 years ¹	2 and 15 years	10 years ¹	3 and 16 years
Inflation rate	2.52%	From 1.99% to 6.60%	2.93%	From 1.96% to 6.66%

¹ The remaining discount period presented takes into account the estimated duration of the retirement activities, which are typically spread over one year.

The undiscounted estimated costs for performing the retirement activities as at March 31, 2024 and included in the measurement of the liability amounted to \$1.509 million (\$1.525 million as at March 31, 2023).

15. TANGIBLE CAPITAL ASSETS

	2024						
	LAND	BUILDING, BETTERMENT TO BUILDING AND OTHER	MACHINERY AND AUTOMOTIVE EQUIPMENT	OFFICE FURNITURE AND EQUIPMENT	COMPUTER HARDWARE AND SOFTWARE	SYSTEMS DEVELOPMENT	TOTAL
Cost							
Opening balance	2,140	56,425	35,163	4,991	14,473	22,988	136,180
Additions	-	1,741	3,917	84	2,076	11,024	18,842
Disposals and write-offs	-	-	(210)	-	(102)	(1,477)	(1,789)
Remeasurement of asset retirement obligations	-	34	(3)	-	-	-	31
Closing balance*	2,140	58,200	38,867	5,075	16,447	32,535	153,264
Accumulated amortization							
Opening balance	-	39,919	25,251	4,344	11,535	16,434	97,483
Amortization for the year	-	2,846	2,011	119	1,426	440	6,842
Disposals and write-offs	-	-	(199)	-	(100)	(112)	(411)
Closing balance	-	42,765	27,063	4,463	12,861	16,762	103,914
Net carrying amount	2,140	15,435	11,804	612	3,586	15,773	49,350

2023

	LAND	BUILDING, BETTERMENT TO BUILDING AND OTHER	MACHINERY AND AUTOMOTIVE EQUIPMENT	OFFICE FURNITURE AND EQUIPMENT	COMPUTER HARDWARE AND SOFTWARE	SYSTEMS DEVELOPMENT	TOTAL
Cost							
Opening balance	2,140	53,251	32,647	4,773	12,497	17,758	123,066
Additions	-	3,174	4,207	218	2,015	5,230	14,844
Disposals and write-offs	-	-	(1,675)	-	(39)	-	(1,714)
Remeasurement of asset retirement obligations	-	-	(16)	-	-	-	(16)
Closing balance*	2,140	56,425	35,163	4,991	14,473	22,988	136,180
Accumulated amortization							
Opening balance	-	37,219	25,162	4,235	10,291	15,792	92,699
Amortization for the year	-	2,700	1,701	109	1,283	642	6,435
Disposals and write-offs	-	-	(1,612)	-	(39)	-	(1,651)
Closing balance	-	39,919	25,251	4,344	11,535	16,434	97,483
Net carrying amount	2,140	16,506	9,912	647	2,938	6,554	38,697

* The closing balance includes the following tangible capital assets under development:

	LAND	BUILDING, BETTERMENT TO BUILDING AND OTHER	MACHINERY AND AUTOMOTIVE EQUIPMENT	OFFICE FURNITURE AND EQUIPMENT	COMPUTER HARDWARE AND SOFTWARE	SYSTEMS DEVELOPMENT	TOTAL
2024	-	1,951	2,410	26	915	14,148	19,450
2023	-	614	780	-	762	5,413	7,569

16. RISK MANAGEMENT AND FINANCIAL INSTRUMENTS

Risk management

In the normal course of its operations, Héma-Québec is exposed to various financial risks, described below. Management assesses these risks and implements strategies to minimize their impact on its performance.

I. Credit risk

Credit risk is the risk that one entity's failure to discharge an obligation under a financial instrument will cause a financial loss for the other entity. Héma-Québec is exposed to credit risk resulting from the possibility that parties may default on their financial obligations, where there is a concentration of transactions with a same party or a concentration of third party financial obligations with similar economic characteristics that would be affected in the same way by future developments. Héma-Québec's financial instruments exposed to credit risk include the following line items: cash, trade accounts receivable, discounts receivable, other receivables and derivatives.

The credit risk associated with cash is limited as the counterparty is a Canadian chartered bank which has been assigned a high credit rating by national rating agencies.

Credit risk arising from trade accounts receivable is limited as they primarily involve public bodies that are Gouvernement du Québec reporting entities. Such receivables are collectible during the following year.

Accompanying notes to financial statements – Year ended March 31, 2024 (tabular amounts are in thousands of dollars, unless otherwise indicated)

15. RISK MANAGEMENT AND FINANCIAL INSTRUMENTS (CONT'D)

I. Credit risk (cont'd)

Discounts receivable are amounts receivable under contractual agreements with suppliers. Credit risk is limited as these discounts receivable are provided for under the contracts and Héma-Québec has met its purchase obligations. These amounts are collectible within 60 days after the end of the fiscal year.

Other receivables include amounts receivable from the Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST), interest receivable and advances to suppliers. Credit risk is limited as these receivables are collectible during the following year.

Derivative financial instruments are subject to a degree of credit risk in the event that the counterparty fails to comply with its obligations. Héma-Québec minimizes this risk by dealing with the Québec Financing Fund.

The carrying amount in the statement of financial position of Héma-Québec's financial instruments exposed to credit risk represents the maximum amount of credit risk to which the organization is exposed and totalled \$23.3 million (\$30.9 million in 2023). None of these financial instruments was impaired and Management estimates that the credit quality of all instruments which have not been impaired or are not past due is strong as at the date of the financial statements (none as at March 31, 2023).

II. Liquidity risk

Liquidity risk is the risk that Héma-Québec will not have the necessary funds to meet a demand for cash or fund its obligations associated with financial liabilities as they come due. Liquidity risk also includes the risk that Héma-Québec will not be able to liquidate its financial assets on a timely basis at a reasonable price.

Héma-Québec actively manages its cash generated from its operations and believes it has sufficient liquidity and credit facilities to ensure the necessary funds to meet its current and long-term financial obligations at a reasonable cost, if required. Credit facilities are disclosed in note 10.

As at March 31, 2024 and 2023, the contractual maturities of the financial liabilities were as follows:

	2024			TOTAL	CARRYING VALUE
	2024	2025	2026 AND THEREAFTER		
Trade accounts payable, salaries payable and accrued vacation	58,533	-	-	58,533	58,533
Line of credit	37,651	-	-	37,651	37,651
Advance from the Gouvernement du Québec	39,968	-	-	39,968	39,968
Grants transferable to the Gouvernement du Québec	16,270	-	-	16,270	16,270
Interest on debt	1,271	1,013	2,405	4,689	4,810
Debt	8,431	7,633	24,430	40,494	40,373
Total non-derivative financial instruments	162,124	8,646	26,835	197,605	197,605

	2023			TOTAL	CARRYING VALUE
	2024	2025	2026 AND THEREAFTER		
Trade accounts payable, salaries payable and accrued vacation	46,780	-	-	46,780	46,780
Line of credit	55,063	-	-	55,063	55,063
Advance from the Gouvernement du Québec	54,706	-	-	54,706	54,706
Grants transferable to the Gouvernement du Québec	10,323	-	-	10,323	10,323
Interest on debt	799	631	1 806	3,236	3,343
Debt	7,733	5 938	18 956	32,627	32,520
Total non-derivative financial instruments	175,404	6,569	20,762	202,735	202,735

III. Market risk

Market risk is the risk that the market value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is threefold, comprising interest rate risk, currency risk and other price risk.

Héma-Québec is exposed to interest rate risk and currency risk.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flow of a financial instrument will fluctuate because of changes in market interest rates.

Héma-Québec is exposed to the risk associated with changes in interest rates with respect to its line of credit bearing interest at a variable rate. As at March 31, 2024, if the interest rate in effect had increased or decreased by 10%, the variation in operating surplus would not have been material.

Héma-Québec's debt bears interest on a fixed rate basis. Accordingly, Héma-Québec's exposure to interest rate risk related to its cash flows is minimal, as Héma-Québec does not intend to early repay debt.

Currency risk

In the normal course of operations, Héma-Québec purchases its stable products primarily in U.S. dollars and is therefore exposed to fluctuations in that currency. Héma-Québec has established a currency risk management policy and enters into derivative financial instruments to manage currency risk exposures particularly through foreign exchange contracts. To manage the currency risk related to the purchase of stable products, medical supplies, blood drive supplies, stem cells, cord blood and human tissues, Héma-Québec entered into 26 foreign exchange contracts to cover 90% of its expected foreign currency requirements in an amount of US\$166 million at a rate of 1.3207 for the period from April 4, 2024 to March 20, 2025 (in 2023, 26 foreign exchange contracts for an amount of US\$130 million at a rate of 1.2968 for the period from April 6, 2023 to March 21, 2024).

As at March 31, 2024, unrealized gains on foreign exchange contracts in the amount of \$5.7 million were recognized in the statement of remeasurement gains and losses (unrealized gains of \$7.3 million as at March 31, 2023) and were measured based on the difference between the foreign currency contract purchase rates and the rate of 1.3550 on quoted prices (unadjusted) in active markets for identical instruments (1.3533 as at March 31, 2023).

The statement of financial position includes the following amounts in Canadian dollars with respect to financial assets and liabilities denominated in foreign currencies:

	2024	2023
U.S. dollars		
Cash	4,146	4,933
Trade accounts receivable and other receivables	408	594
Trade accounts payable	923	6,592
Euros		
Trade accounts payable	233	96
Other currencies		
Trade accounts receivable and other receivables	-	3
Trade accounts payable	1	2

Based on the financial assets and liabilities denominated in foreign currencies held by Héma-Québec as at the date of the financial statements, a 0.8% change in the U.S. dollar exchange rate (3.9% in 2023), corresponding to market volatility in the last 12 months, would not have any material effect on the operating surplus or on the remeasurement gains and losses.

Accompanying notes to financial statements – Year ended March 31, 2024 (tabular amounts are in thousands of dollars, unless otherwise indicated)

17. CONTRACTUAL COMMITMENTS

Héma-Québec has entered into long-term leases expiring at various dates over the next 15 years for its operating facilities and administrative premises. In some instances, the leases for premises include renewal options of up to 10 years. The lease expense for the premises for the year ended March 31, 2024 amounted to \$4.3 million (\$3.8 million in 2023).

Future minimum payments under long-term leases total \$26.9 million (\$26.4 million as at March 31, 2023) and are as follows:

2025	3,922
2026	3,741
2027	3,156
2028	3,005
2029	2,356
2030 and thereafter	10,752

18. CONTINGENCIES

Héma-Québec is exposed to various claims and legal actions in the normal course of operations. Management believes that potential outlays arising from those disputes have been sufficiently provisioned. A provision for pay equity adjustments has been made following an unfavourable decision by the Administrative Labour Tribunal. Management foresees no other adverse material effect on the financial position or results of Héma-Québec.

19. RELATED PARTY TRANSACTIONS

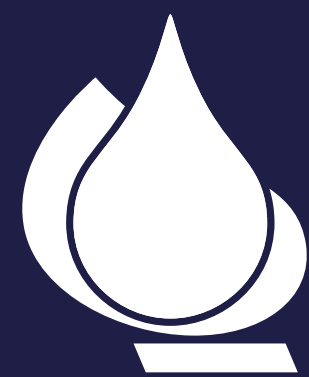
Héma-Québec is related to all entities controlled or jointly controlled by the Gouvernement du Québec. It is also related to its key management personnel, their close relatives and to entities for which one or more of these persons have the power to determine the financial and administrative decisions. Key management personnel consist of members of the Board of Directors and Management Committee and the President and Chief Executive Officer of Héma-Québec.

Héma-Québec has not entered into any significant transactions with related parties at a different value from what would have been established had the parties not been related.

20. COMPARATIVE FIGURES

Certain prior-year figures have been reclassified to conform to current-year presentation.

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