



MARITIME EMPLOYERS ASSOCIATION
ASSOCIATION DES EMPLOYEURS MARITIMES

ANNUAL REPORT

2025



TABLE OF CONTENTS

A Word from Our Leaders	1
2025 Highlights	3
<i>Ports of Trois-Rivières and Bécancour</i>	3
<i>Port of Montréal</i>	5
<i>Port of Hamilton</i>	8
<i>Port of Toronto</i>	9
<i>Information Technologies</i>	10
<i>Finance and Accounting</i>	10
<i>National Maritime Group</i>	11
<i>Human Resources</i>	11



A WORD FROM OUR LEADERS



Nicola Dolbec
President

The year 2025 was marked by the commitment of the MEA staff and the strengthening of our foundations in an operational environment that continues to evolve. We continued upgrading our systems in both finance and information technologies, resulting in improved data quality, faster execution, and greater overall efficiency in our processes.

With respect to the activities central to our mission, several advances were made to further strengthen labour relations. In Montréal, the special mediation process with the Longshoremen's Union evolved into binding arbitration, an important milestone that reflects our commitment to improving the work environment in order to maximize business opportunities. In an atmosphere of strong mutual trust, negotiations in Trois-Rivières and Bécancour resulted in a solid agreement, while in Hamilton, the signing of a collective agreement at the beginning of the year completed the renewal cycle for the entire Great Lakes region.

The current economic environment is forcing organizations to adapt quickly and effectively to changing market realities. The MEA has always positioned itself as an agile and essential player in the maritime industry in Québec and Ontario. By continuing to modernize our practices, we are strengthening our ability to support the organization's growth while maintaining the high standards of productivity and efficiency that inspire confidence among our domestic and international clients and provide them with the stability they seek.

I would like to take this opportunity to thank all employees for their professionalism and adaptability during a year marked by internal change. Throughout 2025, we built a strong foundation that will enable us to continue our commitment to excellence.

A WORD FROM OUR LEADERS



Chris Fournier

Chair of Our Board of
Directors

On behalf of the Board of Directors, I am pleased to present the 2025 Annual Report. First, I would like to recognize the dedication of MEA employees who, under the leadership of President Nicola Dolbec, played a pivotal role in implementing the strategic directions established by the Board.

Whether through modernizing our tools, strengthening our management practices, or supporting operations in an evolving port environment, the professionalism and diligence of the MEA's corporate teams enabled the successful completion of several key initiatives while maintaining a high level of service to our members. Despite operating with a leaner organization, we increased our productivity and agility, thereby supporting our operations in a market affected by significant tonnage fluctuations resulting from geopolitical tensions and tariff changes.

I would also like to thank the terminal operators and our partners for their continued collaboration. Together, we navigated a demanding year, one that nevertheless delivered tangible progress.

2025 HIGHLIGHTS

Ports of Trois-Rivières and Bécancour

The year 2025 marked an important milestone for the ports of Trois-Rivières and Bécancour, where the MEA strengthened its operational capabilities. In the area of health and safety, a major achievement was reached with the internalization of respiratory protection fit testing. This new in-house capability improved regulatory compliance, enhanced operational responsiveness, and enabled personalized follow-up directly at the work sites.

Our teams provided diligent follow-up support to employees who suffered workplace injuries, offering them temporary modified work assignments that enabled them to maintain their full salary and preserve their employment relationship.

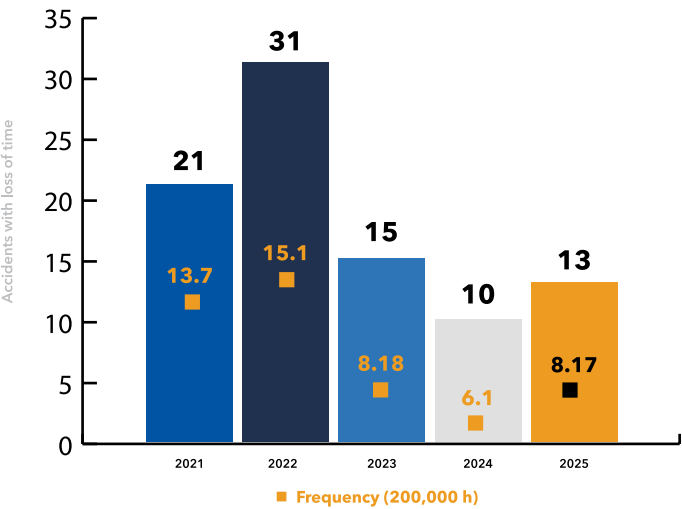
Recruitment remained a central priority. Eighteen longshore workers were hired in Trois-Rivières and Bécancour, complemented by approximately forty occasional workers mobilized during the summer to meet strong demand and ensure the smooth flow of operations during peak periods. To support recruitment efforts, targeted initiatives were implemented, including promotional materials, social media campaigns, and updates to the website to better reflect organizational information.

Our commitment to workers was also demonstrated through employee recognition and community engagement activities, including a baseball tournament organized by a longshore worker in support of the Kidney Foundation, as well as invitations to attend Trois-Rivières Lions hockey game during the winter and Trois-Rivières Aigles baseball game during the summer. At the same time, the MEA reaffirmed its zero-tolerance policy toward workplace harassment, a position upheld through an arbitration decision, sending a clear message about the importance of maintaining a healthy and safe work environment.

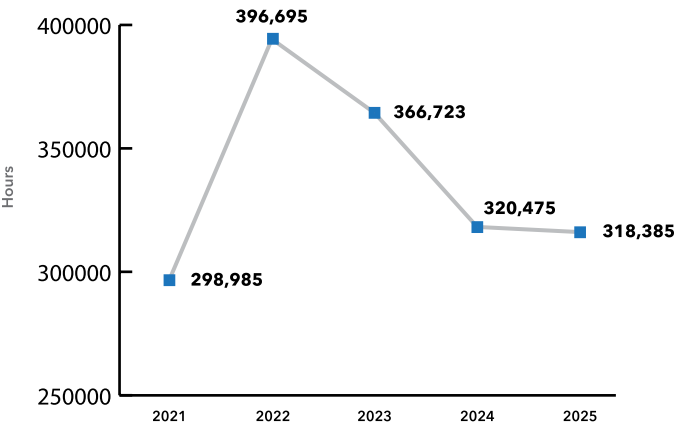
From an operational standpoint, the arrival of two new pneumatic unloading cranes at the Trois-Rivières facilities represented a major strategic investment. This equipment improves the unloading process for alumina destined for the Deschambault aluminum smelter. The MEA played a central role in posting positions, selecting candidates, and organizing the initial training sessions.



Accidents with loss of time at the ports of Trois-Rivières and Bécancour



Longshoring Hours at the ports of Trois-Rivières and Bécancour



Finally, the year concluded with a significant round of collective bargaining. Negotiations for the renewal of the collective agreement began in February and proceeded in a spirit of respect and collaboration. A tentative agreement was reached before the end of 2025, and the majority of outstanding grievances were resolved, providing stability and predictability for the next six years.

Training Hours

Trois-Rivières and Bécancour	
2025	4,800
2024	8,310
2023	4,000
2022	13,343
2021	8,654



Port of Montréal

In 2025, the MEA implemented a key initiative aimed at strengthening the proactive management of grievances at the Port of Montréal. Following consultations with several members, an enhanced dispute-tracking mechanism was introduced. This collaborative approach provided greater visibility into ongoing issues and enabled faster, more targeted, and better-coordinated resolution of cases.

Efforts related to the renewal of the collective agreement for longshore workers represented by local 375 of the Canadian Union of Public Employees also continued. For four months, a mediator appointed by the Canada Industrial Relations Board assisted the parties by supporting discussions. Although this process did not result in a negotiated agreement, the matter has now advanced to binding arbitration. Several hearing and mediation sessions have already taken place, and a resolution is anticipated in 2026.

In this challenging environment, the organization ensured the delivery of clear and consistent public communications, revised the Negotiations Updates section and the bargaining timeline on its website, and maintained regular communication with partners regarding the arbitration process. Meetings with chambers of commerce and other stakeholders also helped sustain an active dialogue and preserve the organization's credibility.

In parallel, the MEA worked with checkers represented by local 1657 of the International Longshoremen's Association (ILA) to establish joint labour relations committees focused on specific issues. These committees strengthened communication, resolved various operational irritants, and harmonized certain

practices, contributing to a more stable and predictable work environment.

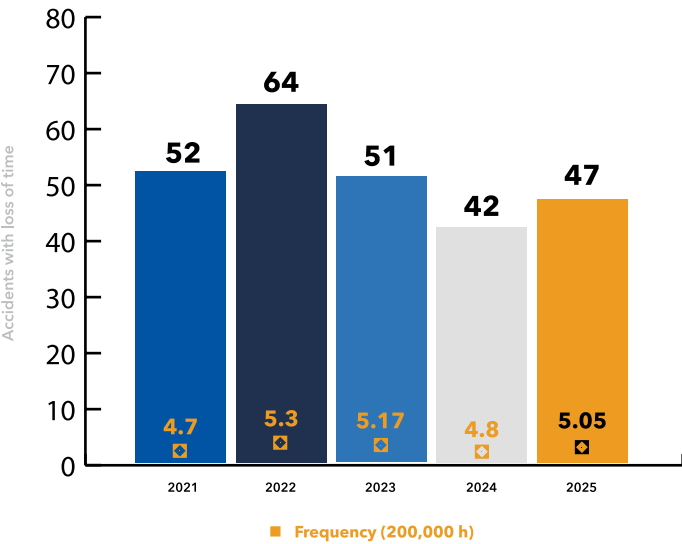
The organization also adopted a new policy governing the use of social media by longshore workers and checkers at the Port of Montréal. The policy outlines expected standards of conduct and aims to reduce problematic behaviour observed on digital platforms while protecting the professional image of the port community.

Employee relations remained a key focus in 2025. The MEA participated in filming initiatives showcasing the day-to-day reality of field operations, organized two team-building activities during home games of the Alouettes, and provided contributions to selected events organized for longshore workers, thereby strengthening a sense of belonging and fostering closer ties with teams.



Finally, in order to effectively support operations and labour relations, the year was marked by significant progress in data management and tool modernization. The automation of pension and welfare contribution calculations for the Montréal Longshoremen’s Union using Power BI made it possible to secure the processing of this critical information, reduce the risk of manual errors, and ensure strict compliance with the organization’s social obligations. We communicated with and provided support to port employees in Montréal, Trois-Rivières, and Bécancour during the transition to the new unified UKG application. The transition proceeded smoothly.

Accidents with loss of time at the Port de Montréal



Our teams provided rigorous follow-up support to employees who suffered workplace injuries, offering them temporary modified assignments that allowed them to maintain their full salary and preserve their employment relationship. Several meetings were also held to support cases involving employees on CNESST leave, in close collaboration with operators and the Maritime Data Centre. In addition, follow-ups were conducted with employees who had been absent for more than two years to update

their medical files and to explore, through a structured and human-centred approach, the possibility of a return to work.

In health and safety, all checkers received training covering regulatory requirements, hazard recognition, and safe work practices.

The MEA implemented a system to track inactivity in equipment assignments in order to identify extended periods of inactivity and introduce appropriate measures, such as refresher training.

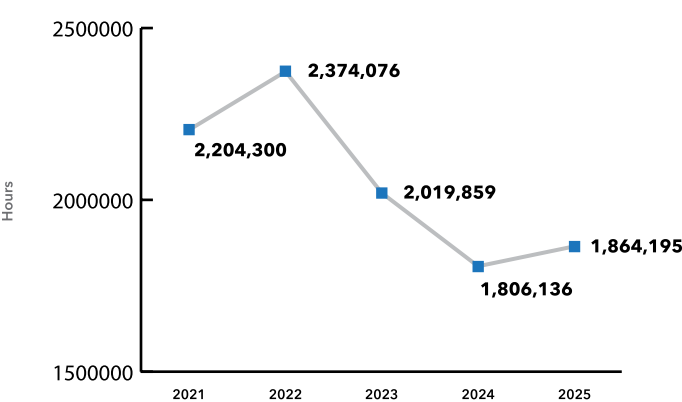
A safety glasses program for maintenance employees was also introduced in collaboration with member companies.

Training Hours

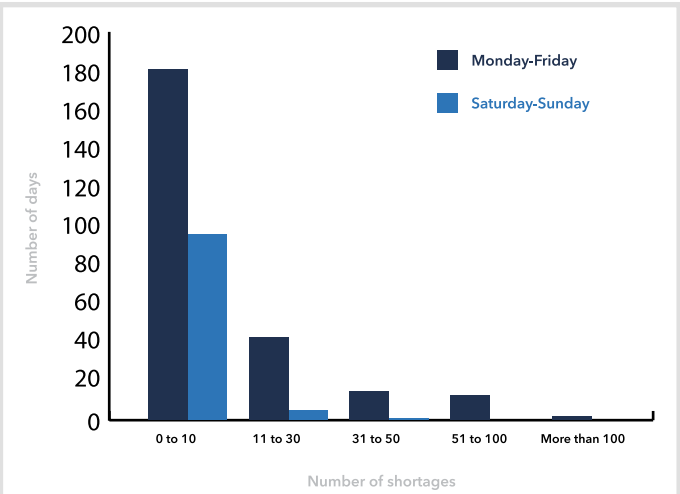
Montréal	
2025	16,480
2024	15,190
2023	44,000
2022	43,000
2021	22,244

The port operators’ training and development program, launched in 2024, continued to produce encouraging results. Common standards were established with crane trainers, and a train-the-trainer program was implemented.

Longshoring Hours at the Port of Montréal

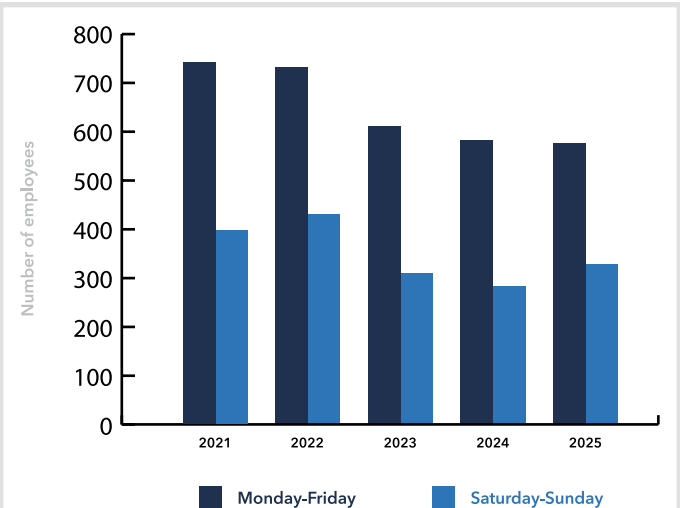


Port of Montréal - Labour Shortages



December was among the worst months in terms of refusals and absences, particularly in the days leading up to the holiday break.

Port of Montréal - Labour orders



No labour order was issued on October 26, 2025, a first in several years.

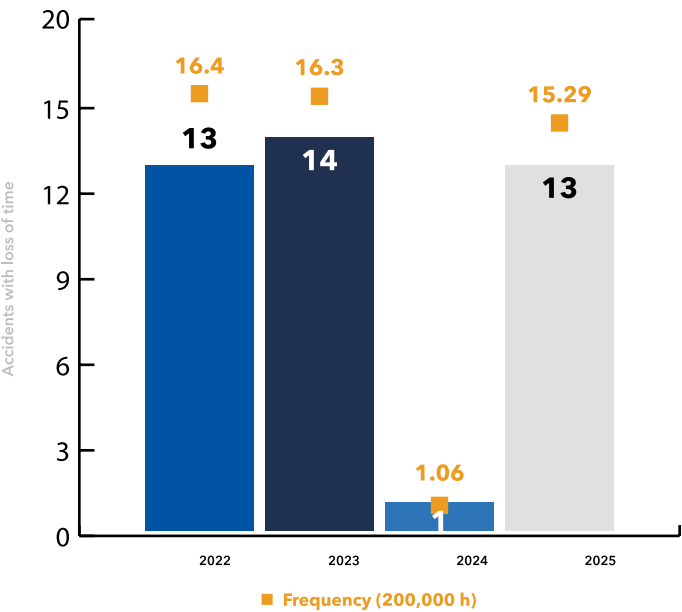


Port of Hamilton

In 2025, the Port of Hamilton made significant progress in strengthening labour relations and supporting its operational strategy. One of the major achievements was the renewal and consolidation of the collective agreement with the ILA local 1654, merging two separate agreements into a single contract effective through March 31, 2028. This modernization enhances operational flexibility while preserving the key provisions specific to each group.

The Productivity Committee, bringing together the union, the MEA, and employers, continued its work on workforce planning, improving attendance, and optimizing training approaches. These efforts were particularly important in a context of unprecedented changes in cargo profiles, including the major decrease in steel plate handling and an increase in bulk cargo volumes.

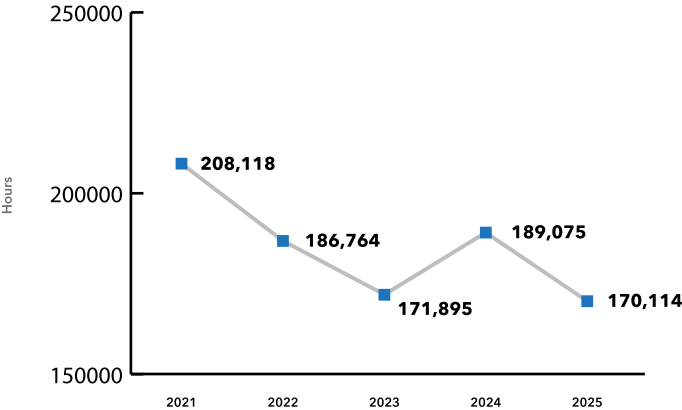
Accidents with loss of time at the Port of Hamilton



Health and safety remained a top priority. Targeted initiatives were implemented to strengthen prevention practices, including stricter personal protective equipment requirements and enhancements to various safety protocols. Monthly communications were introduced to raise employee awareness and promote a strong culture of safety and prevention.

In collaboration with the Hamilton-Oshawa Port Authority, the MEA also organized an employee recognition event that brought together employees and their families at a Hamilton Tiger-Cats game in September.

Longshoring Hours at the Port of Hamilton



Port of Toronto

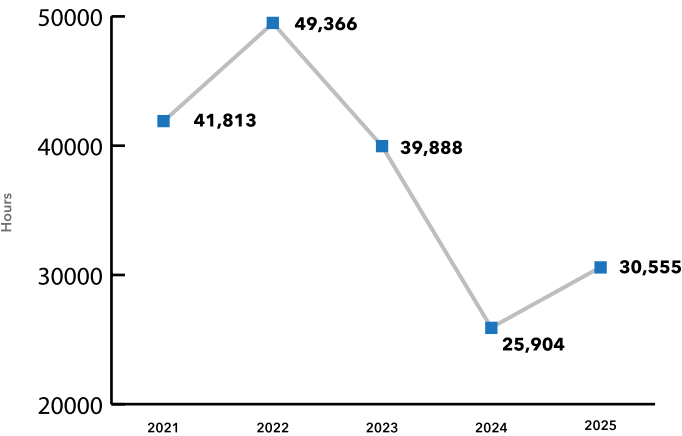
In 2025, the collective agreement for Toronto longshore workers (ILA local 1842) was officially signed, providing a stable and predictable labour framework through March 31, 2028. Despite uncertainty surrounding tariffs, the year saw notable growth of more than 15% in tonnage-related revenues, demonstrating the resilience of operations and the sector’s ability to maintain strong performance in a changing environment.

Training Hours

Hamilton and Toronto	
2025	2,016
2024	2,879
2023	1,966
2022	812
2021	2,236

The MEA continued its training initiatives to support skills development and reinforce best practices across the industry, contributing to the maintenance of high standards in operational efficiency and safety.

Longshoring Hours at the Port of Toronto



PortsToronto

Information Technologies

In 2025, the organization continued its modernization journey, aligned with the organization's objectives of efficiency, innovation, and compliance. Each quarter was marked by tangible progress aimed at strengthening systems, improving data quality, and directly supporting operational activities.

The advancement of business intelligence was a key focus area. Legacy automated processes were rewritten, while new Power BI dashboards were developed to support decision-making in critical areas such as training, health and safety, and workforce management. The integration of financial reporting and the automation of pension calculations enhanced data accuracy, supported by parallel validation processes that ensured a secure transition to full automation.

Infrastructure modernization also remained a top priority. Enhancements to system monitoring and resilience increased the organization's responsiveness and operational reliability. The successful management of a temporary Azure global outage, resolved without data loss or disruption to operations, demonstrated the robustness of the continuity measures in place.

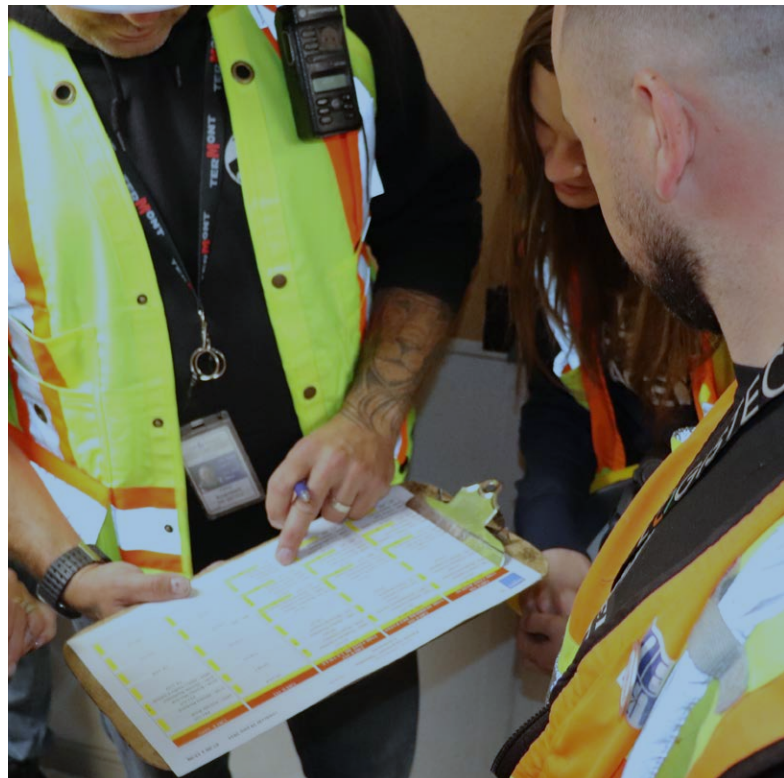
In parallel, the WPS application underwent continuous improvements thanks to employee involvement, particularly to optimize payroll processing and workforce planning. This collaboration helped ensure system stability.

Finally, governance and compliance played a central role throughout the year. The consolidation of software licences, the completion of audits, and alignment with the *Act to modernize legislative provisions as regards the protection of personal information* strengthened the responsible management of technology resources and reinforced a culture focused on data protection. The year reflects a continued commitment to innovation in support of operations and the strategic vision of the MEA.

Finance and Accounting

The MEA continued its optimization efforts by achieving significant progress in the accuracy and automation of financial processes. A comprehensive cleanup of the accounting records was completed, including the write-off and update of fixed assets. This initiative ensures that the financial statements now accurately reflect the true value of the organization's asset base.

From a budgeting perspective, the integration of vendor-specific budgets into the Xpens. AI platform marked an important milestone. This new tool enables more granular expense tracking and strengthens the organization's ability to meet the financial targets established for each business partner.



National Maritime Group

In 2025, the MEA continued to play an active role within the National Maritime Group, which remained an important strategic partner for the organization.

The NMG helps us anticipate changes and work with industry partners. This ensures that the MEA remains informed, influential, and well positioned to support the long-term success of the maritime sector.



Human Resources

The team successfully completed a major renegotiation of the group benefits plan with Sun Life. While a 31% premium increase had initially been projected, a strategic approach combined with targeted adjustments eliminated the increase entirely without compromising the quality of coverage provided to employees.

In June 2025, the MEA completed its pay equity exercise in accordance with Pay Equity Act. Two separate pay equity plans were developed to reflect the organization's structure and ensure fair treatment between predominantly female and predominantly male job categories. This exercise ensures compensation remains compliant, equitable, and aligned with the employer's legal obligations.

Finally, the employment equity report required by Employment and Social Development Canada was completed, demonstrating the MEA's commitment to maintaining a structured, responsible, and compliant workplace environment.

