

Reinventing aerospace



ACTIVITY
REPORT
2022



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the
A WORLD CENTRE FOR AEROSPACE
Québec



1st rank

QUÉBEC EXPORTS

MORE THAN

75%

OF CANADIAN R&D IN AEROSPACE
IS CONDUCTED IN THE GREATER
MONTREAL REGION

NEARLY

230

 ENTREPRISES

5
OEMs

15
Tier 1 partners, equipment manufacturers and
maintenance, repair and overhaul companies

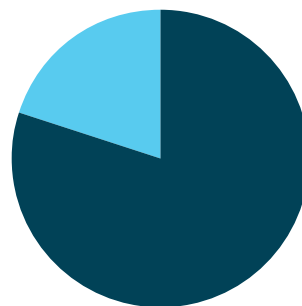
207
specialized suppliers

\$15.2B

IN REVENUES

35,000

HIGHLY SKILLED WORKERS



80%
OF QUÉBEC'S
AEROSPACE
PRODUCTION
IS EXPORTED

Mobilizing our members to build the future



Steve Lavoie

Chair of the Board of Directors of Aéro Montréal
and President of Bell Textron Canada

Once again this year, Aéro Montréal has demonstrated that the pooling of complementary strengths and collaborative efforts can lead to remarkable results when it comes to developing Québec's aerospace ecosystem. Aéro Montréal's vision and boldness are firmly reflected in the strategic role the organization plays in tackling the industry's major challenges, head on. In 2022, Aéro Montréal offered many solutions to make aerospace companies more competitive and ensure their sustainability, both in Québec and internationally, despite the crisis.

Our companies have faced an especially difficult environment these past few months. Whether it is the war between Ukraine and Russia or the emerging international tensions between China and the United States, the geopolitical context has impacted our ecosystem significantly. The crises in energy, raw materials and electronic components have been followed by a rise in interest rates and an inflationary environment which, as I write, continues

to affect our companies. The labour shortage has also jeopardized organizations' daily operations. By making it more difficult to obtain supplies, to anticipate production costs, or simply to fulfil orders, these various events have hampered the growth of many companies in the cluster.

Faced with this context, Aéro Montréal has made sure to raise awareness among governments and has addressed these critical issues at key events such as the International Aerospace Innovation Forum. It has played a key role for our members by prioritizing the labour shortage challenge in its activities. In 2022, the cluster brought together more than 50 companies to develop a nearly year-long major communication campaign to promote training and employment opportunities in the sector.

Aéro Montréal has been exceptionally proactive. It has closely monitored areas of growth to stay ahead of the curve. Given the tense geopolitical context, various countries have bolstered their aircraft fleets to protect their sovereignty and the defence sector has experienced strong expansion. At the same time, the space and advanced air mobility sectors have warranted attention. Companies have invested heavily in the research and development of advanced technologies in order to explore new horizons and provide new opportunities for communications and Earth observation. Many companies have also accelerated research and development in eVTOL aircraft and drones. Aéro Montréal has championed these three areas as it continues its mobilizing work around related strategic issues. It has been sufficiently



proactive in ensuring they are further developed in Québec through specific projects. For example, during the launch of the Cybersecurity initiative, the cluster introduced a directory of the country's space capabilities and brought together experts in advanced air mobility during International Aerospace Week in September.

More generally, the organization has been supporting innovation in all its forms. Whether related to technology, manufacturing or the environment, innovation serves as a catalyst for companies and research centres, and the cluster has made it a priority to pursue the development of strategic projects such as the Québec Aerospace Innovation Zone (ZIAQ).

All of these efforts are made possible by a dedicated and passionate team. Whether it is the members of the Board of Directors, the volunteers in the working groups and committees, or the Aéro Montréal team, everyone has worked with passion and conviction to support the development of the cluster, and I would like to thank them all very much.

After two years as Chair of Aéro Montréal, I am more convinced than ever that Québec's aerospace cluster will continue to be a leader in every respect. Faced with the prospects of a global air traffic revival, building a more sustainable future, developing new sectors, and recruiting the next generation of workers, Aéro Montréal is in an excellent position to lead the industry in meeting tomorrow's challenges.





Suzanne M. Benoît
President of Aéro Montréal

Québec's aerospace sector has gone through an unprecedented downturn. It is with some pride that I can recount the extraordinary measures the cluster has taken to support its members in the face of this turbulence. Bolstered by an encouraging global outlook, we ended the year with hopes for a fresh start for companies in the sector. Experts agree that the global airline industry will return to profitability in 2023. The manufacturing sector will undoubtedly benefit from the positive impact of increased passenger demand, which should return to 85.5% of its 2019 level.

For Québec, this good news is inextricably linked to our combined efforts to prepare for the recovery. Taking stock of Aéro Montréal's activities during this pandemic illustrates just how powerful a cluster can be for an industry that is vulnerable to such crises.

Providing customized support through four strategic initiatives

Each brick we have laid since Aéro Montréal's creation has provided a solid foundation for companies of all sizes and for thousands of current and future workers. In a time of recovery, we have bolstered companies' competitive edge. Accordingly, we launched four strategic initiatives for our companies in 2022.

By introducing the Eco-responsibility initiative, we have demonstrated our desire to support major changes in smaller-sized organizations. By assisting SMEs, we are facilitating the development of new green products, new processes, and new markets.

We also recognize the need to address the challenge created by the labour shortage by helping our members strengthen their organizations. This includes opening up our companies and highlighting the many career opportunities in the industry to minorities. With the Inclusive Succession Planning initiative, Aéro Montréal is taking concrete steps to promote the development of a diversified workforce.

Shaping more sustainable organizations also means ensuring their security. The Cybersecurity initiative was launched to provide support and training for companies and, in the long term, to enable SMEs in the sector to obtain and maintain the certifications now required by governments and cybersecurity providers.

These developments in the ecosystem – and the cluster’s commitment to the future – deserve to be recognized internationally. Through the International Outreach and Growth initiative, we are ensuring the presence of Québec delegations at international events.

Creating a new, ground-breaking communication campaign to support companies

Since the cluster’s inception, we have leveraged our working groups to meet the needs of the industry and underscore the capabilities and know-how of our ecosystem. Since 2006, we have created a cohesive network that is growing stronger every day, and this year in particular has been a testament to that. At a time when the sector was facing an unprecedented labour shortage, we skillfully brought together more than 50 companies, training centres and organizations around Aéro Montréal to launch the cluster’s biggest-ever communication campaign. We all joined forces to increase the visibility of Québec’s aerospace industry and to attract and retain workers in the sector.

Promoting Québec internationally

The cluster also made its mark in 2022 by promoting Québec on many occasions at the international level. After a remarkable participation in the Farnborough Air Show, we launched one of the most successful editions of the International Aerospace Innovation Forum. With over 1,500 participants and more than 150 well-known speakers, the discussions focused on Québec’s many advantages when it comes to sustainable growth.

I am delighted to invite you to read more about the year’s achievements in this report. I would also like to express my appreciation and sincere thanks to our team of full-time employees who were instrumental in carrying out these many projects. I would also like to thank the Board of Directors and our members for their active participation and unwavering support of our initiatives.

Over the past 16 years, I have watched our cluster grow from just two people to what it is today, and it is with considerable pride that I can look back at the journey we have made together and our many accomplishments. Thank you all for the trust and commitment you have shown to Aéro Montréal, which is enabling us to strengthen the position of Québec’s aerospace industry on the world stage, each and every day.



BOARD OF DIRECTORS



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Steve Lavoie

President
Bell Textron Canada
(1) (2) (3) (4)



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Executive Director
GE Aviation
(2)



André Cléroux

Vice President, Business
Aviation, Regional and Urban
Mobility Aircraft
Thales Canada, Avionics



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Patrick Champagne

Vice President,
Corporate Strategy and
Government Relations
CMC Electronique
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Jacques Bellemare

General Manager
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Maud Cohen

Executive Director
Polytechnique Montréal



TREASURER

Jean Blondin

President
Abipa international
(1) (2)



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General Manager Canada
Safran Canada
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Pascal Désilets

Director École nationale
d'aérotechnique (ÉNA)
and Strategic Advisor
to the *Centre technologique
en aérospatiale (CTA)*



SECRETARY

Suzanne M. Benoît

President
Aéro Montréal
(1) (2) (3) (4)



Louis Brunet

Managing Director, Canada
Collins Aerospace



Jean-François Dupont

President and CEO
AV&R



Alain Aubertin

President and CEO
*Consortium for Research
and Innovation in Aerospace
in Québec (CRIAQ)*



David Chartrand

Canadian General
Vice President
AIMTA



Hélène V. Gagnon

Chief Executive Officer
of Sustainability and Senior
Vice President, Stakeholder
Engagement
CAE (3)



Janie Béïque

President and CEO
Solidarity Fund QFL



Richard Chénier

General Manager
Centech



Alexandre Gagnon

Senior Director, Business
Development and
Government Affairs
Pratt & Whitney Canada



Denis Giangi
President
Rolls-Royce Canada



Hugue Meloche
President and Chief
Executive Officer
Meloche Group
(1)



Nancy Venneman
President
Altitude Aerospace



Eric Ibanez
General Manager
and Chief Operating Officer
Stelia Aerospace Canada



Joris Myny
Senior Vice President
Digital Industries
Siemens Canada



Hiroaki Yamamoto
President and Chief
Executive Officer
MHI RJ Aviation ULC



Stephen Kearns
President and CEO
Avior Integrated Products



Ugo Paniconi
Managing Director
L3Harris Technologies



Ibrahim Yimer
Vice President, Transportation
and Manufacturing Division
*National Research Council
Canada (NRC)*



Amer Khouri
Vice President,
Satellite Systems
MDA



Philippe Rainville
President and CEO
Aéroports de Montréal



Gilles Labbé
Executive Chairman
of the Boards
Héroux-Devtek



Mario Sabourin
Executive Director (Acting)
*Aerospace Workforce Sector
Committee of Québec
(CAMAQ)*



OBSERVER
Jonathan Gignac
Assistant Deputy Minister
for Strategic Industries and
Major Economic Projects
*Ministère de l'Économie, de
l'Innovation et de l'Énergie (MEIE)*



Enrick Laflamme
President
Laflamme Aero



Benoît Schultz
President and CEO
Airbus Canada



OBSERVER
Corinne Guenette
Regional Director General
(Québec)
*Innovation, Science
and Canada Economic
Development (CED)*



Ève Laurier
Vice President,
Communications, Public
Affairs and Marketing
Bombardier



Ray Townsend
Senior Director, Business
Operations and Strategy
Lockheed Martin Canada

- 1 Executive Committee
- 2 Finance and Audit Committee
- 3 Human Resources Committee
- 4 Governance, Ethics and Risk Management Committee

PILLAR LEADERS

ON THE BOARD OF DIRECTORS



GROWTH PILLAR

Supporting business strategy,
market access and industry
consolidation

Hugue Meloche

President and Chief Executive Officer
Meloche Group



WORKFORCE PILLAR

Supporting businesses
and educational institutions
to address the major
challenges of succession
and aerospace workforce

Hugo Brouillard

Chief Operating Officer
Stelia Aerospace



INNOVATION, COMPETITIVENESS AND PRODUCTIVITY PILLAR

Coordinating the efforts
of the entire Québec aerospace
value chain around impactful
projects to make it innovative,
productive and competitive

Patrick Champagne

Vice President, Corporate Strategy
and Government Relations
CMC Electronics



IMAGE AND SUSTAINABLE AVIATION PILLAR

Industry promotion
and outreach

Hélène V. Gagnon

Chief Sustainability Officer and Senior Vice President,
Stakeholder Engagement
CAE



Growth Pillar





Working Group Objectives

01

Reinforce synergies within the cluster and ensure its global expansion.

02

Increase the growth of the Québec aerospace cluster to maintain its status as a global player in an increasingly competitive market.

03

Strengthen the strategic positioning of Québec companies and their presence in the world.

04

Promote the consolidation and growth of Québec companies.



Jean-Charles Raillat, President, Partnerships and Growth and Chief Operating Officer and Executive Vice President, Groupe DCM

In 2022, the activities and strategic discussions within the Partnerships and Growth Working Group enabled us to lay significant foundations for the growth of Québec companies in the sector. By focusing on our core Issues, we are committed to implementing sustainable actions to reinforce the gradual transformation of our supply chain, making it more agile and consolidated.

The involvement of major customers in our strategic discussions and the pursuit of international outreach activities have enabled us to focus on one priority for our Québec SMEs: an efficient and sustainable recovery. The actions planned for 2023 will help to generate tangible benefits for companies in an ever-changing economic environment.



in 2022

WORKING GROUP MEMBERS

Jean Blondin

President
Abipa international

Vincent Cadran

Executive Program Manager
FDC Aero Composites

Frédéric Centazzo

Assistant President and Vice President
Sales and Operations
Alphacasting

Susan Dabrowski

Strategy, Government Relations
and Business Development
DragonflyWorld

Martin Fournier

Vice President and
Chief Financial Officer
Meloche Group

Guillaume Gasparri

Executive Vice President,
Business Development
DCM Group

Xavier Kauza

Sales Director
Thermetco

Joseph Laflamme

President
Vestshell

Eric Parent

President and Chief Executive Officer
FDC Aero Composites

Emmanuel Polman

Business Development and Strategic Planning
Pratt & Whitney Canada

Jean-Charles Raillat

Chief Operating Officer
and Executive Vice President
DCM Group

Stéphane Roy

Strategic Product Manager
Presagis

Eduardo Ruiz

President
Ruiz Aerospace

Tommy Trudel

Business Development Director
Delastek

Stéphane Turcotte

President and Co-owner
Nétur

Alexandre Verdon

Vice President, Business Development
Héroux-Devtek

activities

MAIN ACTIVITIES OF THE YEAR

- In 2022, the resumption of international activities enabled the Partnerships and Growth Working Group to implement concrete actions designed to raise the sector's profile through the organization of two major trade missions:
 - **Farnborough Mission**
 - **Aeromart Mission Toulouse**
- The continued development of existing programs and the creation of new initiatives have built a strong foundation for direct company support:
 - **Launch of the Preferred Supplier Initiative**
 - **Launch of the International Outreach & Growth Initiative**
 - **Continuation of Accelerator 360°:** By offering tools and expert support to accelerate industry consolidation, Accelerator 360° has become a key initiative for players in the Québec aerospace industry.



Dawn-Marie Turner, Transition Consultant, AHI

Hemmingford Aerospace is more than just a company - it's a real family story. When it came time to think about the next steps in the growth of the organization, the support provided by Accelerator 360° was a great help. Selling a company is a long process, and it is important to have the best allies by your side. Innovation and excellence are at the heart of our DNA as an SME, and we wanted to ensure that our adventure would continue within this Québec ecosystem that we hold so dear. The strategic guidance and financial support offered by the program helped us to ensure the company's sustainability by selling to a company that reflects our family values: Meloche Group.

International Outreach & Growth

The Outreach initiative aims to ensure the presence of Québec delegations at international events, while offering support to companies in the preparation and organization of B2B meetings.

CATEGORY	Commercialization and consolidation
YEAR OF CREATION	2022
OBJECTIVE	Ensure the presence of Québec delegations at international events, while providing support to companies in the preparation and organization of B2B meetings
PARTNER	Canada Economic Development for Québec Regions
FINANCING	A \$670,000 initiative over 2 years

mission

INTERNATIONAL MISSION

Participation in Aeromart Toulouse - delegation of 18 Québec companies in collaboration with Investissement Québec International (IQI)

- 18 Québec companies in the aerospace ecosystem
- Networking reception in honour of the economic delegation sponsored by Airbus Canada, Aerospace Valley, IQI and the Government of Canada
- 7 visits to industrial sites or innovation centres
- 1 workshop focused on mergers & acquisitions & establishment in France
- 316 B2B meetings organized as part of the convention



What are your main projects for 2023?

In 2023, the Partnerships and Growth Working Group plans to pursue its objectives by ensuring the renewal of the 360° Accelerator program and by enabling companies to maintain financial support for these highly strategic initiatives. By deploying the Preferred Supplier Initiative, the Working Group will support our Québec SMEs in their quest for excellence.

The Working Group intends to organize major international missions and undertake concrete outreach and networking measures designed to enhance the sector's global competitiveness in an extremely competitive context.



DEFENCE AND SECURITY WORKING GROUP



The Canadian government continued its major defence investment program in 2022. More than C\$20 billion in contracts were awarded during the year. Numerous major contracts are scheduled to come in the next few years. Defence and security companies will have the opportunity to continue to position themselves on the major procurement projects of the Department of National Defence.

At a time when Québec and its companies must seize these Canadian and global business opportunities, the Defence and Security Working Group is an indispensable group that will help enhance the Québec industry's share of this market.

Working Group Objectives

02

Represent the industry to governments on strategic issues involving major equipment acquisition projects and the Industrial and Technological Benefits (ITB) policy.

01

Improve the competitiveness of the Québec industry in the aerospace defence and security market by helping them obtain Cybersecurity Canada and CMMC certifications.

03

Support the industry to position itself in promising export markets such as the United States, Europe and NATO.

04

Continue to support companies in entering the defence market by ensuring the sustainability of the SDQuébec portal.



WORKING GROUP MEMBERS

David Acco

President
Acosys

Marc Bigaouette

Senior Director - Optimized Weapon
Systems Support CH-146
Bell Flight

Philippe Bisailon

Director, Business Development,
Land Systems, C4ISR
*General Dynamics Missions Systems -
Canada*

Luc Boucher

Vice President - Operations,
North & South America
Ocean Software

Phil Cole

Vice President, Business Development
Marivent

Richard Crépeault

Account Manager, Business
Development
Héroux Devtek

Francois Cyr

Vice President Business
Development & Marketing
PCM Innovation

Cynthia Dega

Director, Technology Innovation
CTT

William DeKeyser

General Manager
UAS Centre of Excellence

Éric Dion

Vice President and
Chief Operating Officer
AAA

Véronique Maheu

Director, Business Development
and Partnerships
INO

Nicolas Duguay

Director, Business Development
IN-SEC-M

Harold Dumur

President
OVA

Marie-Christine Flibotte

Marketing Communications
and Internal Sales Specialist
Solaxis

Fabrice Garro

CEO, Canada
AKKA

Manon Gaudet

Director, Aviation Cybersecurity
IATA

Joe Gazalé

Manager, Business Development
and Economic Impact
L3 Harris Technologies

Mario Iacobelli

Senior Product Manager
Mannarino

Chip Laingen

Vice President, Midwest
LSI

Éric Lefebvre

Assistant Director, Continuing Education
and Business Services
NEST

Véronique Maheux

Application Scientist, Defence, Security
and Aerospace Unit
INO

Véronique Mailloux

Specialized Advisor, Exports, Aerospace,
Defence and Security
Investissement Québec

Lorenzo Marandola

President
M1 Composites Technology Inc.

Vincent Marcotte

Director, Sales and
Business Development
Optima Aerospace

Jessica Martel

Director, Government Affairs
*Canada Economic Development
for Québec Regions*

Francesco Norante

President
Leonardo Canada

Ugo Paniconi

Managing Director
L3Harris Technologies

Denis Pelletier

Director, Business Development
CAE Canada

Patrick Pharand

Director, Business Development,
Mission Systems
Collins Aerospace Canada

Laurent Pieraut

President
CS Canada

Pierre Rochefort

President
Cirrus Research

Jean-Marc Rochon

Coordinator, Aerospace, Transport
and Sustainable Mobility
*Ministère de l'Économie, de l'Innovation
et de l'Énergie (MEIE)*

Stéphane Roy

Director of Operations for the Center
of Excellence
*General Dynamics Missions Systems -
Canada*

Alain Thilloz

Director Systems
MTLS Aerostructure

Ray Townsend

Chief Operating Officer
Lockheed Martin Canada

Erica Zoia

Senior Advisor, Space & Defence
Levio



Ugo Paniconi
President of the Defence and
Security Working Group and CEO of
L3Harris Technologies



Our Working Group supports the direct involvement of Québec companies in major defence and security procurement projects in Canada. Since 2016, Québec has distinguished itself by winning more than 40% of defence and aerospace government contracts in Canada. Our goal is to continue in this direction by promoting the participation of Québec SMEs in major procurement projects.





Erica Zoia
Senior Advisor Space & Defence, Levio

Thanks to the events, and especially the working groups set up by Aéro Montréal, we are always able to innovate, and to innovate is to move forward. I would like to thank the entire team for the exchanges and opportunities that are allowing us to stay at the forefront in an ever-changing world.

activities

MAIN ACTIVITIES OF THE YEAR

7th Canadian Defence and Security Market Symposium

2022

Theme

“To better understand the evolution of the defence markets in Canada, the United States and Europe. and internationally, in a context of international geopolitical tensions and the end of the pandemic.”

The event was organized by Aéro Montréal and Sous-Traitance Industrielle Québec (STIQ) in collaboration with Canada Economic Development for Québec Regions. The Symposium is Québec's largest annual event in defence and security. In 2022, more than 270 people gathered to hear over 40 speakers who addressed topics such as market trends, integration of foreign workers, Government of Canada investment projects and responsible and inclusive procurement approaches.

Study on Defence Investment Incentives in Canada

This study, conducted on behalf of Aéro Montréal, aimed to identify opportunities to improve the incentives for attracting defence and security investments in Canada. A major component of these incentives is the Industrial and Technological Benefits (ITB) policy.

The study analyzed the Canadian model, compared it to other international models, and provided some understanding of the elements that could be improved upon and enhanced. As a result of the analysis of the results, the following recommendations were made:

- Encourage D&S companies to invest in innovation in strategic niches for Canada and for the long-term benefit of the economy (internal R&D).
- Establish a system to better track outstanding obligations that is visible to all stakeholders.
- Reduce the administrative component of the ITB Policy which is cumbersome, creates costs, causes delays and adds additional risks that hinder participating companies. It needs to be improved to attract more foreign investment.
- Evaluate opportunities to create (or use) a single federal procurement entity. At a minimum, the multiple departments involved in major procurements should better align their sometimes competing or conflicting objectives.
- Develop and implement a defence and security industrial strategy for Canada. This would promote the development of Canadian companies.

As part of the implementation of the recommendations, Aéro Montréal, the Institute of Public Administration of Canada (IPAC) and the Aerospace Industries Association of Canada (AIAC) collaborated to identify a series of recommendations to improve the Industrial and Technological Benefits (ITB) policy. This consensus is a major achievement, as it allows the industry to speak with one voice and make clear, specific, and realistic recommendations to improve policy.

Funding for new initiatives

The members of the Defence and Security Working Group worked actively and successfully in 2022 to secure funding for the Diversification Security Defence Québec - Horizon 2026 initiative. This initiative will ensure the sustainability of the SDQuébec portal for many years.



What are your main projects for 2023?



The Defence and Security Working Group will continue to support cluster members in their diversification plans in 2023 when many growth opportunities are within reach. In particular, the Working Group will focus on:

- Implementing the Diversification Security Defence Québec - Horizon 2026 initiative
- Deploying the second phase of the Aerospace Cybersecurity Initiative
- Implementing the recommendations of the Investment Incentives in Defence study

MRO

GROWTH PILLAR

Québec’s MRO sector occupies an eminently important place in our ecosystem, and in 2022 it was essential to implement strong support measures to maintain a pool of competitive companies capable of seizing major opportunities. While we are developing in a highly competitive segment internationally, constrained by a lack of human resources, it is necessary to promote sustainable collaboration among our key players in Québec. The implementation of these objectives will require stronger representation of MRO players within our entities, and will allow us to pursue selected projects with strong benefits for Québec.

Working Group Objectives

01

Ensure the sustainability and outreach of the MRO sector to strengthen its position as an international player in an increasingly competitive market.

02

Promote the appeal of MRO shops.

03

Strengthen the strategic positioning and competitiveness of Québec companies offering MRO services.

04

Work to ensure that regulation does not hamper the sector’s growth.



Louis-Philippe Mallette
Vice President, Operations
AJW Technical



Québec’s MRO sector made significant strides in 2022 thanks to the strategic discussions held within the Working Group. Solid foundations have been laid for the sector’s gradual transformation, but there is still a need to strengthen cooperation between all players in the ecosystem to ensure the long-term growth of Québec expertise. The sector’s major companies have an important role to play in supporting Québec SMEs in their development on international markets, and to ensure an efficient and sustainable recovery. The outlook for 2023 is promising, with actions planned to promote concrete spinoffs in Québec for companies in a rapidly changing economic context.



in 2022

WORKING GROUP MEMBERS

Jean-Pierre Bastien

Vice President, Operations
Pole Air Aviation

Sabino Buontempo

Director of Operations
Rolls-Royce Canada

Arnaud Cautru

Financial Director
AJW Technique

Geneviève Dalcourt

Director, Continuing Education
and Business Services
Cégep Édouard-Montpetit

Jean-Marc Dufour

President and CEO
*Association québécoise du transport
aérien (AQTA)*

Matthieu Duhaime

President and Chief Operating Officer
Avianor

Michael Fedele

President
Innotech-Excaire Aviation Group

Guillaume Gasparri

Executive Vice President,
Business Development
DCM Group

Toby Gauld

Founder & President
Optima Aéro

Eric Gendron

Director, Operations
L3Harris Technologies

Sébastien Godart

Director, Business Development
Altitude Aerospace

Benjamin Hamel

Head of Business Development,
DataHub - Americas
SITA OnAir

Brigitte Labelle

President and Chief Executive Officer,
Shockform Aeronautics

Francis Labonté

Director, Technical and Quality
Luxia Innovation

Denis Mailloux

Director, Quality and PRM
CanRep

Louis-Philippe Malette

Vice President, Operations
AJW Technical

Guillermo Moyano

Senior Advisor, Aerospace,
Defence and Security
Investissement Québec

Michael Nault

Director, Commercial Programs
Bell Textron Canada

Gilles Néron

Vice President, Strategic Sourcing
and Real Estate
Air Canada

Yves Patrice

Vice President, Business Development
Lufthansa Technik

Patrick Phillips

Vice President, Business Development
Tulmar

Marie-Noëlle Pronovost

Director, Commercial Operations
Air Inuit

Stéphane Rochette

Vice President, Operations
AAR

Wayne Tessier

General Manager
AURAY Sourcing

Jean Trépanier

Director, Quality Assurance
and Technical Training
Air Transat

activities

MAIN ACTIVITIES OF THE YEAR

Organization the MRO Americas Mission in Dallas

- A major event for the MRO community, held annually in the United States and attended by several hundred exhibitors.
- Québec delegation of about 15 companies, organized in collaboration with Investissement Québec International and the Québec Office in Houston.
- 14,215 participants, 88 countries.
- Québec Aerospace pavilion, B2B meetings, conferences and trade show.
- Organization of three (3) networking activities dedicated to the delegation.



achievements

MAIN ACHIEVEMENTS

- MRO Directory: continued deployment of the tool in the industry, with an activity to promote it during the MRO Americas 2022 mission. This directory lists all the companies working in the MRO sector and helps to showcase Québec's expertise in this field.
- Launch of a study on A220 aftermarket benefits, which will highlight opportunities for Québec MRO players to remain globally competitive while remaining attractive to major international players looking for maintenance work, thus attracting foreign investment. (The study should be delivered by the end of the first quarter of 2023).



What are your main projects for 2023?

- Organization of a mission with Investissement Québec International for the MRO Americas event in Atlanta (April 18-20, 2023).
- Completion of part 2 of the A220 aftermarket benefits study.
- Continued mobilization and promotion of the MRO sector to the workforce.



RPAS

GROWTH PILLAR

Working Group Objectives

01

Create synergies within the RPAS community in Québec to represent and promote the harmonized interests of the stakeholders with a common voice while contributing to the industry's vitality.

02

Develop the positioning and representation of the Québec RPAS sector at the provincial, national and global levels.

03

Promote the adoption and commercialization of UAV technologies and services by coordinating technology demonstrations with end users.

05

Promote ESG best practices through the involvement of all stakeholders from the academic, university, public and private sectors.

04

Plan and coordinate efforts related to security, operations and infrastructure for the deployment of the advanced air mobility ecosystem in the region in order to attract new players and investments.



William de Keiser

President of the Working Group, Director of the ACCORD civil and commercial drones centre of excellence Acting Director UAS Centre of Excellence



By continuously monitoring market dynamics, increasingly promoting new collaborative models, supporting strategic projects and strengthening links with end-user needs, this multidisciplinary community aims to add value to locally developed technologies, facilitate their operational demonstration and accelerate their commercialization. The long term vision of the members is to create a fertile ground for the growth of sustainable advanced air mobility by positioning the Québec ecosystem as an international epicentre.



activities

MAIN ACTIVITIES OF THE YEAR

Business Intelligence Committee

The objectives of this committee are to:

- Support operators and technology developers in their representations to end-users in five high potential sectors: agriculture, forestry and environment; logistics and transport; infrastructure inspection; fire fighting; and mobility.
- Identify projects for the operational demonstration of drone capabilities.

Advanced Air Mobility Committee

The objectives of this committee are to:

- Educate, inform and promote AAM in Québec as well as to respond to social acceptability challenges.
- Identify key incentives to ensure the attractiveness of new players, talent and investors.
- Promote the main business cases for Québec.
- Identify/engage local governments and stakeholders to create a strong, common message that will resonate to position Québec as a key player.

Participation in Transport Canada's CanaDAC committees

Aéro Montréal was invited to sit on two select committees set up by Transport Canada's "CanaDAC" (Canadian Drone Advisory Committee) to tackle advanced air mobility social acceptability challenges.

Participation in the work of the brand image committee led by the Ministère de l'Économie, de l'Innovation et de l'Énergie (MEIE) and the Ministère des Relations internationales et de la Francophonie (MRIF)

The objective is to create a brand image and a microsite presenting Québec's drone ecosystem, including its capabilities, successes, major projects and export opportunities.

MAI N ACHIEVEMENTS achievements

- Signed a framework agreement with VPorts and its partners to support the design, construction and operation of advanced air mobility (AAM) infrastructure and an international electrified air corridor (Québec/USA).
- Established working committees to accelerate the actions of the Working Group in the short, medium and long terms.
- Adjusted the StartAero 360° initiative, in collaboration with the AUDIAS committee of the civil and commercial drones centre of excellence, to support commercial pre-feasibility studies and operational demonstrations of drone technologies.
- Implemented an initial project in the mining sector.

Trade Mission

Participation in AUVSI XPONENTIAL

AUVSI XPONENTIAL is the largest and most comprehensive trade show in North America for unmanned and autonomous systems. It is the premier international event that brings together industry leaders to forge new partnerships, reach end-users, and discover the latest technology breakthroughs. Approximately 6,500 attendees were present at the 2022 edition from April 25 to 28 in Orlando, Florida.

Mission objectives

Participation in this show was motivated by several objectives related to Aéro Montréal's strategic planning and more specifically to the Innovation Pillar:

- Monitor new trends and new technological capabilities developed around the world.
- Identify and meet with possible end-users in the sectors with potential identified by the Business Intelligence sub-committee of the RPAS Working Group.
- Promote the technological capabilities of Québec companies and the strengths of our ecosystem to international players, partners, investors or potential customers.
- Attract talent, investors and new companies as part of the sector branding developed by the MEI and MRIF.
- Promote our initiatives and identify potential innovative and pre-commercialized target companies.
- Promote our work in progress as well as our upcoming events.



What are your main projects for 2023?

- Connect potential end-users in northern communities (companies, entrepreneurs, individuals, groups, consortia, associations and institutions) with the innovative technologies and services offered by members of the Aéro Montréal drone community (RPAS).
- Accelerate the development of projects for the advanced air mobility ecosystem: test infrastructures, demonstrations, air corridor.
- Deploy the brand image created by the MEIE and MRIF to enhance outreach.
- Draft a framework agreement to support the development of the drones centre of excellence and strengthen collaborations in technology commercialization projects.





Innovation, competitiveness and productivity

Pillar



Working Group Objectives

01 **Target, analyze and communicate** changes and transformations in global supply chains.

02 **Deploy** tools, mechanisms and resources based on changing industry needs and realities.

03 **Ensure** the planning and implementation of a concerted action plan to enhance competitiveness.



Louis Marc Pinard, President of the Green and Intelligent Supply Chain Working Group and Chief Operating Officer, AP&C



This has been a milestone year for the Green and Intelligent Supply Chain Working Group, which has taken a new step in supporting companies. With the launch of the Eco-Responsibility Initiative, we have provided a customized roadmap for SMEs, empowering our members and ensuring synergy between the sustainable manufacturing vision of the future and the strengthening of our ecosystem.



in 2022

WORKING GROUP MEMBERS

Marc Bigras

Vice President and
Chief Operating Officer
Meloche Group

Jacques Bonaventure

Supply Chain Expert
Consultant

François Cyr, MBA

Vice President, Business
Development and Marketing
PCM Innovation

Jacques Dodier

Senior Director, Product Cost
Pratt & Whitney Canada

Eric Faucher

President and Chief
Executive Officer
Hutchinson Aeronautics and Industry

Maxime Freson

Senior Director of Procurement
Bombardier

Pascale Lefebvre

Strategic Project Manager
Pratt & Whitney Canada

Louis Marc Pinard

Chief Operating Officer
AP&C

Jean Proteau

CoPresident
APN

Catherine Robert

Supply Chain Director
Bombardier

Danielle Savage

Senior Purchasing Manager
Bell Textron Canada

Alexandre Verdon

Vice President
Business Development
Héroux-Devtek



activities

MAIN ACTIVITIES OF THE YEAR

The global aerospace supply chain is undergoing rapid change. This transformation poses significant challenges, but also opportunities for the Québec industry, whose members are recognized for their expertise and ingenuity.

- Implement the Large Manufacturer Vision action plan.
- Establish an action plan for the Surface Treatment Strategic Roundtable.
- Operationalize the MACH FAB 4.0 Phase II initiative.

achievements

MAIN ACHIEVEMENTS

The Working Group focused on holding many MACH FAB 4.0 webinars as well as on establishing a process for labeling companies.

What are your main projects for 2023?

- In 2023, the Working Group wants to complete the implementation of the labeling process for our companies. This process will recognize and promote the most competitive companies in our ecosystem.
- In addition, although the priority will be to support our companies through the Working Group's initiatives, we will refresh our support service offering to enhance the competitiveness and productivity of companies past 2024.

INNOVATION MONITORING AND STRATEGY WORKING GROUP

In 2022, the Working Group focused mainly on the Québec Aerospace Innovation Zone (ZIAQ) project, in collaboration with more than 100 partners from industry, educational institutions, research centres and associations.

Working Group Objectives

01

Establish a process to develop an aerospace innovation strategy for Québec.

02

Identify and coordinate initiatives to structure projects in support of the innovation strategy.

03

Work together with other organizations involved in innovation to ensure coordination and avoid duplication of effort.

04

Monitor industry needs and trends and seek to promote the accelerated commercialization of local innovations.



Fassi Kafyeke
Senior Advisor, Research, Innovation and Collaborations, Bombardier
and Project Manager of the Québec Aerospace Innovation Zone,
Aéro Montréal



In 2022, the Innovation Monitoring and Strategy Working Group focused on collaboration to stimulate innovation. In particular, it worked on the development of the Innovation Zone by advancing the Longueuil, St Laurent and Mirabel hub projects. The Working Group also held the International Innovation Forum to take stock of our priorities, decarbonization and advanced air mobility: two subjects that will lead us to collaborate with many other industrial sectors.

WORKING GROUP MEMBERS

Houssam Alaouie

Senior Director
Research & Development
Programs and Relations with Higher
Education Institutions
CAE

François Arrien

Vice President, Robotic Finishing
and CTO
AV&R

Alain Aubertin

President and CEO
Consortium for Research and Innovation
in Aerospace in Québec (CRIAQ)

Francis Archambault

General Manager
Centre technologique en aérospatiale
(CTA)

Mathieu Boulanger

Scientific Advisor
Centre technologique en aérospatiale
(CTA)

Mikaël Cardinal

Vice President, Program Management,
Organ Delivery Systems
Unither Bioelectronics

Patrick Champagne

Vice President, Corporate Strategy
and Government Relations
CMC Electronics

Cyrille Chanal

President and Chief Executive Officer
Fusia Group

Phil Cole

Vice President, Business Development
Marinvent Corporation

Jean Colpin

Industry Advisor, Institute
of Aerospace Engineering
McGill University

Mathieu Demers

Maintenance Business Unit Manager
(MRO and Interiors)
Avianor

Michel Dion

Senior Manager, Innovation
Bell Textron Canada

François Garnier

Professor, Department of Mechanical
Engineering, Director of AÉROÉTS
École de technologie supérieure (ÉTS)

Fassi Kafyeke

Senior Advisor, Research, Innovation and
Collaborations, Bombardier and Project
Manager of the Québec Aerospace
Innovation Zone - Aéro Montréal

Orlin Kerin

Instrumentation and Control Engineer
Rolls-Royce Canada Ltd.

Denis Lacroix

Scientific Advisor
Centre technologique en aérospatiale (CTA)

Sylvain Larochelle

Manager, Technology
Collaboration Office
Pratt & Whitney Canada

Éric Laurendeau

Professor, Department
of Mechanical Engineering
Polytechnique Montréal

Louis-Philippe Lemaire

Account Manager
Creaform Ingénierie

Jonathan Lévesque

Director, Business Development
and Partnerships - INO

Xavier Louis

Technical Lead
Thales Canada, Avionique

Mouhab Meshreki

Director, Aerospace Manufacturing
Technology Research Centre
National Research Council Canada (NRC)

Christian Moreau

Professor, Department of Mechanical
and Industrial Engineering, Director
of CIADI
Concordia University

Kahina Oudjehani

A220 - R&T Leader Sustainability
and Innovation
Airbus

Dany Paraschivoiu

Program Manager, Aeronautical
Product Development Technologies
National Research Council Canada
(NRC)

Marius Paraschivoiu

Professor, Department of Mechanical
and Industrial Engineering, Director
of CIADI
Concordia University

Hélène Pepin

Industrial Technology Advisor, Industrial
Research Assistance Program (IRAP)
National Research Council Canada (NRC)

Eric Peterson

Manager, Research and
Development, Engineering
L3 MAS Canada

David Rancourt

Assistant Professor and Director
of AéroUdeS
University of Sherbrooke

Peter Rosenthal

Industrial Technology Advisor, Industrial
Research Assistance Program
National Research Council Canada (NRC)

Dominique Sauvé

Director
Coalition for Greener Aircraft
SA²GE

David Torres

Director of Development - Connected
Aviation Solutions
Collins Aerospace

OBSERVERS

Rosalie Masella

Economic Analyst - Québec Region
Innovation, Science and Economic
Development Canada / Government
of Canada

Philippe Sabat

Advisor, Industrial Development,
Transportation and Sustainable
Mobility Branch
Ministère de l'Économie, de l'Innovation
et de l'Énergie (MEIE)

activities

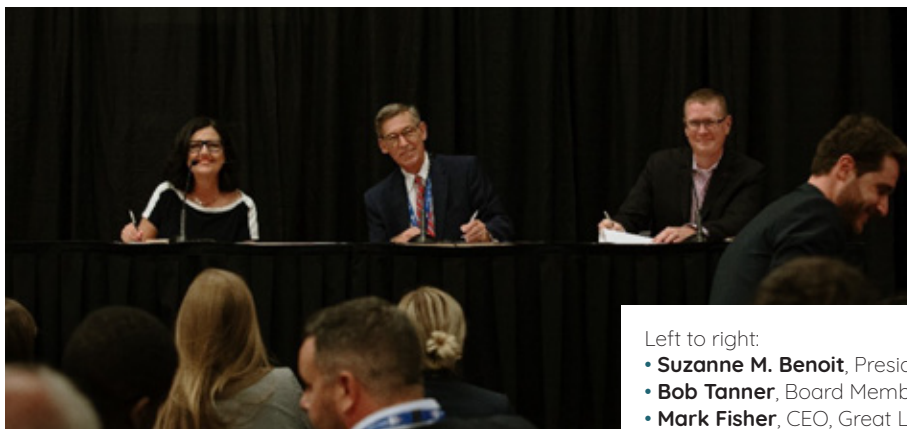
MAIN ACTIVITIES OF THE YEAR

Much of the year was devoted to continuing the collaboration between our members and the Québec government to define the structure, partners and projects that would constitute the beginning of the proposed aerospace innovation zone. This included responding to requests for more information and arranging site visits for the government teams in charge of the zone so they could interact with mobilized partners. 2022 was a year in which the members of the Working Group felt they had made great strides in demonstrating the importance of becoming an innovation zone.

achievements

MAIN ACHIEVEMENTS

- **Launch of the Binational Aerospace Technology Alliance** by founding members Aéro Montréal, the Ohio Aerospace Institute and the Council for the Great Lakes Regions to provide a forum to explore industry trends, strengths, challenges and gaps. The Alliance will also work actively to promote a coordinated response to attract new collaborations, partnerships and investments to the region to accelerate trade and progress in decarbonization and innovation.



Left to right:
 • **Suzanne M. Benoit**, President, Aéro Montréal
 • **Bob Tanner**, Board Member Ohio Aerospace Institute
 • **Mark Fisher**, CEO, Great Lakes Region Council



- **International Aerospace Innovation Forum 2022**

Entitled “Journey to the Heart of Eco-Responsible Air Mobility”, the 8th edition of the Forum was a great success, attracting local and international innovators, aerospace decision-makers and other enthusiastic participants to discuss key trends and challenges in the technology landscape related to decarbonization.



JOURNEY TO THE HEART OF
**SUSTAINABLE
AIR MOBILITY**

SEPTEMBER
6 & 7
2022



At PALAIS DES CONGRÈS DE MONTRÉAL,
during the International Aerospace Week
Montreal 2022

- **Québec Aerospace Innovation Zone (ZIAQ)**

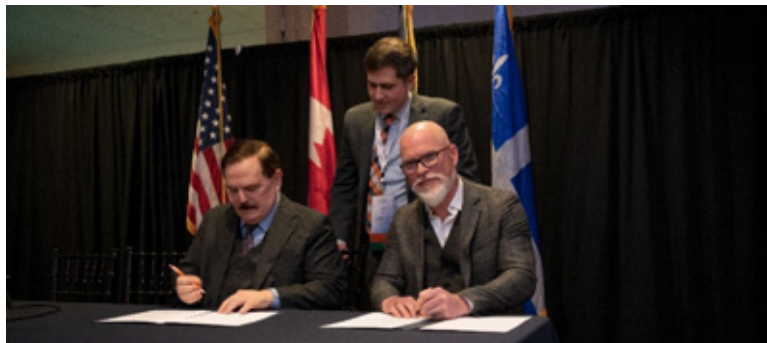
Following the tabling of the Québec aerospace innovation strategic proposal, with a focus on sustainable and intelligent air mobility, the project team welcomed project stakeholders and mobilized members and government representatives at the three hubs that make up the Zone (St Laurent, Longueuil and Mirabel). Details of the flagship projects were shared as well as the expected benefits, potential operations and the importance of this initiative for local industry.



Workshop for the St. Laurent hub (CCIAM - Centre Collaboratif d'Innovation en Aérospatiale et Mobilité)



March 22, 2022 (Plattsburgh NY) Québec - New York Transportation Rendez-vous & B2B organized by the North Country Chamber of Commerce in partnership with Aéro Montréal and Propulsion Québec.



Left to right:

- **Garry Douglas**, CEO, North Country Chamber of Commerce
- **Joel Wood**, Director North American Center of Excellence for Transportation Equipment (NAMTrans)
- **Jarrold Morley**, Director of Innovation, Competitiveness and Productivity, Aéro Montréal

During this cross-border mission, Aéro Montréal also had the pleasure of hosting a panel on the emergence of eVTOL technology with two vehicle designers and manufacturers, BETA and Jault Air Mobility.



Left to right:

- **Jarrold Morley**, Director of Innovation, Competitiveness and Productivity, Aéro Montréal
- **Blain Newton**, Chief Operating Officer of Beta Technologies
- **Martin Peryea**, Chief Executive Officer of Jault Air Mobility



The theme of this year's conference – Powering Forward in the Great Lakes Economic Region: Our Prosperity. Our Sustainability. Our Future – emphasizes the importance of the region's binational economic strengths, revival, and ability to lead the new global economy.



June 27-29, 2022 - Chicago IL - Great Lakes Economic Forum
<https://councilgreatlakesregion.org/great-lakes-economic-forum-2022/>

Left to right:

- **Stephen J. Petras**, U.S. Director, Canada-US Law Institute, Case Western Reserve and moderator of the panel "Reaching New Heights: Building a Globally Competitive Great Lakes Aviation & Space Technology Cluster"
- **John Sankovic**, CEO, Ohio Aerospace Institute
- **Jarrod Morley**, Director of Innovation, Competitiveness and Productivity, Aéro Montréal
- **Fassi Kafyeke**, Senior Advisor, Research, Innovation and Collaborations, Bombardier and Project Manager of the Québec Aerospace Innovation Zone, Aéro Montréal



What are your main projects for 2023?

- The Working Group will continue to work with its members, its local and international partners and the Québec government on its main objective of being officially designated an Innovation Zone. Following the designation, the operationalization of the new entity (recruitment, implementation of infrastructures and outreach) will be priority actions requiring oversight by the Working Group.
- The Working Group will also focus on developing a white paper outlining the rapidly evolving technology trends, challenges, needs, approaches and recommendations for aerospace innovation needed to meet the industry's commitment to reduce its carbon footprint.
- The Working Group will also develop a mapping of aerospace research in Québec.
- Finally, we will launch the Advanced Air Mobility (AAM) Committee to position Québec as a leader in AAM by creating and deploying a sustainable ecosystem, in particular by promoting a legal, regulatory, technical and socio-economic framework that attracts talent and new companies to ensure success in Canada and globally.



Workforce Pillar





Working Group Objectives

01

Attract and mobilize young people and encourage them to develop a passion.

02

Facilitate recruitment.

03

Implement the recommendations of the various white papers to support current and future workforce development.

04

Promote the intergenerational transfer of knowledge to ensure succession and company competitiveness.

05

Bring together the various industry partner organizations in order to respond in a concerted manner to growing workforce needs.



Caroline Maso, President of the Working Group,
Vice President, Human Resources, Business Engines,
Pratt & Whitney



The aerospace industry is evolving rapidly and we are working with our partners to prepare the next generation of workers. We are committed to putting diversity, equity and inclusion at the heart of our actions to provide jobs of the future in a stimulating environment that reflects our communities.

HUMAN RESOURCES WORKING GROUP MEMBERS

Ahde Mouafikoune

Manager, Business Development,
Business Services
Polytechnique Montréal

Ali Aidibe

Researcher and lecturer
ETS

Andréane Martel

Executive Director
CAMAQ

Anne-sophie Parenteau

Senior Director, Human Resources
Bell Flight

Anne-Renée Meloche

Vice President, Human Resources
and Communications
Meloche Group

Carole El Ayoubi

Senior Lecturer and CIADI Director
of Education
Concordia University

Caroline Maso

Vice President, Human Resources
Pratt & Whitney Canada

Claude Picard

Director, Work Organization
and Training
Pratt & Whitney Canada

Clothilde Petitjean

Program Director
CRIAQ

Éric Dionne

Director
ÉMAM

Geneviève Dalcourt

Director of Continuing Education
and Business Services
Cégep Édouard-Montpetit

Geneviève Nantel

Head of Organizational Development
Airbus Canada

Sébastien Lagües

Assistant Director, Partnerships
and Business Development
ESG UQAM

Isabelle De Bellefeuille

Consultant, Talent Acquisition
L3Harris Technologies

Jennifer Vaughan

Leader, Talent Acquisition
CAE

Jessica Roy

Director, Human Resources
and Communications
ATLAS Aéronautik

Jocelyne Dujmovic

Human Resources Director
Hutchinson

Julie Cantin

Director of Human Resources,
Talent and Culture
Starlink Aviation

Julie Godin

Industry Liaison Manager
McGill University

Karine Mercier

Assistant Director of Studies
Cégep Édouard-Montpetit

Manon Fafard

Vice President, Human Resources
Bombardier

Nadine Nantel

Director, Human Resources
STELIA Aerospace

Nicka Lavallée

Director, Human Resources
Sonaca Montréal

Pascal Labelle

Director, Human Resources
Bombardier

Pierre Gillard

Director of Operations
QAM

Rita Haddad

Partner, Human Resources
Rolls-Royce Canada

Solange Fresneau

Vice President, Corporate Affairs
and Administration
PCM Innovation

Sonia Pérusse

Director, Human Resources
Héroux-Devtek

Mélanie Janssens

Human Resources Consultant
AJW Technical

Elodie Ferretto

Human Resources Manager
Altitude Aerospace

Luna Dansereau

Advisor, Educational Institution Relations
Bombardier

Mariane Chouinard

Training Coordinator
CAMAQ

Christine Bordeleau

Coordinator, Internships and Jobs
Polytechnique Montréal

Marie-Josée Villeneuve

Recruitment Consultant
Sonaca Montréal

Caroline Levesque

Human Resources Director
AJW Technical

Katia Bedard

Head of Talent Acquisition
Airbus

Liza Ross

Senior HR Consultant, Talent Acquisition
L3Harris Technologies

Vitrines May 7, 2022

In its 5th edition, the Vitrines 2022 event enabled the general public to learn about the numerous career, employment, internship and training opportunities currently available in Québec's aerospace sector. Held at the Montréal Science Centre on Saturday, May 7, 2022, Vitrines 2022 had the following objectives:

- **Attract the next generation of workers by promoting careers and training in aerospace.**
- **Recruit talent by connecting recruiters and job seekers.**
- **Inform the next generation of workers as well as experienced workers.**
- **Promote a positive and forward-looking image of the aerospace industry.**
- **Mobilize young Quebecers and help them better understand our industry.**

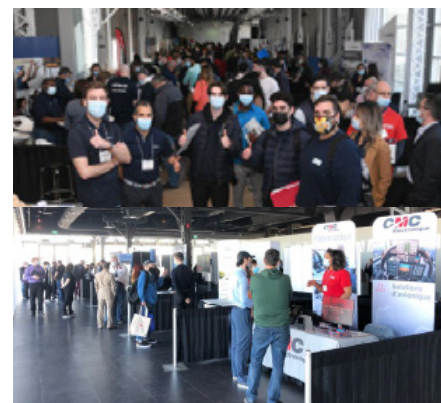
The Vitrines event featured many complementary activities: a job fair, a student lounge, conferences and panels on current topics, a student competition on sustainable development, and networking and learning opportunities.

1,000 participants

52 exhibitors, totalling 183 representatives of companies and training programs

20 speakers and panelists

3 student teams in a student competition



RRAM activities

The Working Group also continued to oversee RRAM activities, which now boasts 24 ambassadors:

- 4 virtual meetings were held in 2022.
- RRAM has been very helpful at Aéro Montréal events throughout the year, both in terms of logistical support and in preparing content for our panels.



Virtual event to mark International Women’s Day

March 8

Aéro Montréal, the CCAA and the Cosmosdôme join forces to celebrate International Women’s Day



AÉRO MONTRÉAL EVENT

March 8, International Women’s Day, is a day of worldwide recognition and celebration of the social, economic, cultural and political achievements of women and girls, and of the work that remains to be done.

On this annual occasion, Aéro Montréal and its Regroupement Relève (RRAM) are organizing a rallying event to raise awareness among students and teachers of the importance of the Role of Women in Aerospace.

This initiative highlights the career paths of a number of female speakers from different backgrounds and areas of expertise (maintenance, engineering, piloting, educational diplomacy, entrepreneurship, politics, research, etc.) in the form of a panel discussion and inspiring testimonials.

Participation in the Girls and Science event with CAMAQ

November 19, 2022





Participation in the Salon de l'emploi et de la formation in Montréal

(October 5 and 6)

Aéro Montréal hosted an Aerospace Pavilion at the Job and Continuing Education Fair that took place on October 5 and 6 at the Palais des congrès de Montréal. 9,000 visitors attended the fair, including 1,100 “engineering” candidates.





Montréal Relève - Business Classes

Montréal Relève is a not-for-profit organization, a subsidiary of the Chamber of Commerce of Metropolitan Montréal (CCMM), which is committed to developing innovative projects to prepare the next generation of skilled workers for the Greater Montréal area.

Each year, the organization assists more than 2,000 young Montrealers in their choice of studies or career by offering concrete career exploration activities.

In 2022, Aéro Montréal partnered with Montréal Relève to support the development of talent and skills in science and technology among third and fourth year high school students.

This support included:

- Identifying a resource person within Aéro Montréal to act as a partnership manager and leverage the organization's expertise on issues related to the employment sector;
- Sharing of virtual content;
- Supporting the recruitment of mentors in their industry, including virtual meetings and summer internships.

Three members opened their doors to welcome young people: Tecnickrome Aéronautique Inc, CAE and the École des Métiers de l'Aérospatiale de Montréal.

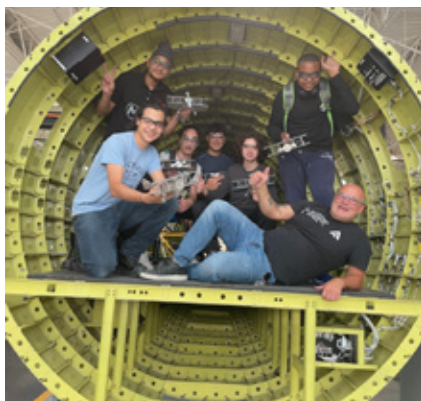






Image and Sustainable Aerospace

Pillar





As the crisis drew to a close, Québec’s aerospace industry was quickly confronted with the growth of a phenomenon it had already been experiencing for several years: the labour shortage. At a time when the industry is undergoing a revival, it is critical that the shortage of manpower does not impede the drive to recovery. With the creation of the Image, Influence and Marketing Committee, Aéro Montréal wanted to make a tangible commitment to support its members in the face of this challenge.

Accordingly, the sector’s communication professionals rallied together to undertake a major new campaign aimed at highlighting the training and employment opportunities available in Québec.

Throughout the year, the Committee also relied on the various working groups to bring the challenges and needs of the industry to the attention of governments and the media.

Committee Objectives

01

Create and implement a major communication campaign aligned with the needs of the industry.

02

Support Aéro Montréal’s various working groups in carrying out their mandates.

03

Promote Québec’s aerospace sector to cluster members and the public locally, nationally and internationally.

04

Promote and support the creation of content for the cluster’s various events.

05

Highlight the services available to current and potential members of Aéro Montréal with a view to attracting, satisfying and retaining members.

Showcase the cluster’s sustainability commitments by providing compelling event content



Throughout the year, the Committee positioned the cluster on key issues by creating networking and discussion opportunities. For example, Aéro Montréal participated in the Strategic Forum on Transport and Logistics hosted by the Chamber of Commerce of Greater Montréal.

This was an excellent opportunity to highlight the cluster’s vision for reducing greenhouse gas emissions. The organization of a panel for the International Economic Forum of the Americas was also an opportunity to highlight the sector’s efforts to decarbonize the industry.

A presentation to the BEcome a Leader program and the creation of a panel for the Canadian Club of Montréal highlighted diversity, equity and inclusion practices.

Finally, throughout the year, Aéro Montréal’s participation in the Council on International Relations (CORIM) and the signing of international agreements with new partners bolstered the cluster’s commitment to position Québec internationally by showcasing its local aerospace expertise.



Hélène V. Gagnon
Chief Sustainability Officer and Senior Vice President,
Stakeholder Engagement
CAE (3)



In just a few months, we managed to bring together more than 50 companies to launch one of the cluster’s largest workforce recruitment and retention campaigns. Through the work of the agency Bleublancrouge (BBR), we developed a modern and attractive creative concept. We used novel channels, working with influencers on social media to engage the next generation. This bold move allowed us to communicate the fact that Québec has many training courses and jobs that will help build the aerospace sector of tomorrow. By championing diversity, equity and inclusion in our organizations, we have also shown the next generation that we are not just offering jobs of the future, we are also creating a work environment conducive to their development.

in 2022

COMMITTEE MEMBERS

Ani Armenian

Senior Manager, Communications
Thales

Patricia Bergeron

Manager, Communications
Bell Textron Canada Ltée

Julie Blain

Project Manager
CAMAQ

Rosalie Côté

Vice President, Marketing
and Communications
Drakkar

Catherine Cunningham

Associate Director, Public Relations
& Communications
Pratt & Whitney Canada

Annabelle Duchesne

Head, Communications
Airbus Canada

Marie-Andrée Dupont

Creative Content Manager
Airbus Canada

Hélène V. Gagnon

Chief Sustainability Officer
and Senior Vice President,
Stakeholder Engagement
CAE (3)

Julie-Claude Gauthier

Deputy Director, Marketing, Web
and Student Recruitment
ETS

Janie Mercky

Manager, Public Affairs
and Global Communications
CAE

Peggy Perrier

Talent Acquisition Consultant
MDA

Catherine Saucier

Communications and Government
Relations Advisor
*CÉGEP Édouard-Montpetit
ENA*

Nathalie Scott

Senior Advisor, Public Relations
and Media
MHI RJ

Fabrice Tremblay

Communications Consultant
Bombardier

The time I discovered the **aerospace** recruitment campaign.



activities

MAIN ACTIVITIES OF THE YEAR

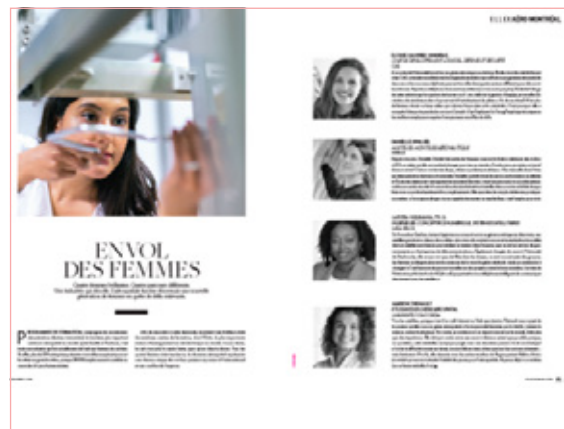
Create and implement a major communication campaign to promote the training and job opportunities available in Québec.

With this campaign, Aéro Montréal wanted to underscore the diversity of the industry and share common messages that met the objectives of customers, equipment manufacturers, subcontractors and suppliers in fields as diverse as electrical and electronic systems and machining, maintenance and repair, surface treatment, information technology, testing and control, interior completion, plastics, composites and optics.

The campaign targeted students (18-22), young workers (18-30) and immigrants. Part of the campaign was specifically aimed at girls and young women.

Creative work was carried out in collaboration with the agency Bleublancrouge to define the concept “The time when...”. This concept, based on well-known social media codes, focused on the idea of surprise and amazement and facilitated the creation of a wide range of characters.

Once the creative work was completed, a project was launched to redesign and harmonize all platforms. The aim was to redirect the target audiences to rich, relevant content. The Committee wanted to offer a modern platform that would provide information on available training and jobs, as well as the quality of work in Québec. All this content was hosted on the Ose l’aéro (Rise to the Future) site, while the Aeroportal site was updated to ensure consistency between the various tools that were created.





The time I learned that the **aerospace** industry was on an upswing.



The time I told him I was working in **aerospace**.



The time I learned I could help build a more eco-responsible world.

The first phase of this campaign was the subject of a media blitz and was launched at the International Aerospace Innovation Forum on September 7, 2022.

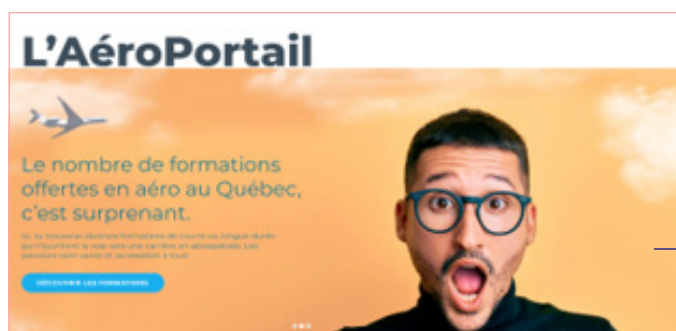
A massive investment was made to ensure the digital visibility of the concept, in various forms: retargeting of website visitors on social networks or advertising placements on Facebook, LinkedIn and Instagram. The use of native banners and social media tiles was also favoured. A partnership was also established with Météo média, one of the most visited mobile sites in Québec.

In addition, contextual placements were made in the form of editorial articles for sites such as Jobboom and immigrer.ca. These articles highlighted the labour needs in Québec and promoted certain trades specifically in short supply.

For the first time ever, the Committee also collaborated with Urbania magazine to create four original portraits of industry workers. The jobs of airplane painter and engineer and the director of an electric aircraft program were in the spotlight between September and December 2022. The first video, which was posted in the magazine, on Facebook, Tik Tok and Instagram, generated 88,300 views.

The Committee also worked with Elle Québec magazine to feature four portraits of women in the industry. More than 224,000 Québec women were reached through the print version of Elle Québec magazine. The publication was also relayed through social media and the Elle Québec website.

Finally, to get a little closer to its target audience, the Image, Influence and Marketing Committee chose to work with two influencers: Massi Mahiou and Farah Alibay. A graduate of Polytechnique Montréal, Massi Mahiou highlighted Québec's training programs in the aerospace sector on TikTok and Instagram.



The number of training programs offered in aerospace in Québec is surprising.

activities

MAIN ACTIVITIES OF THE YEAR

Create and implement a major communication campaign to promote the training and employment opportunities available in Québec.

This made it possible to reach a technology and science-oriented network. The campaign also benefited from the high profile of Farah Alibay, who took to Instagram to support messages focusing on Québec's high employability rate. Thanks to her broad network, the content was able to reach both a specialized and a novice audience.

The first phase of the digital campaign, which ended on November 15, 2022, attracted more than 39,000 visitors to the website and generated 41,000 sessions.

To close out the year and keep the campaign visible during the holiday season, the Committee created a customizable outreach kit based on the creative elements designed for the campaign. This kit was promoted and distributed to members to enable them to promote the jobs available in their companies.

Support the creation of a brand image for the Québec Aerospace Innovation Zone

The Image Influence and Marketing Committee was mandated by the Québec Aerospace Innovation Zone Governance Committee to work on the project's brand image. An Initial graphic design and a website were created. Over the course of the year, the project evolved and the team had to rethink the brand image to ensure it would maintain consistency between the proposed project and the associated image. To do so, various workshops, led by members of the Committee, were organized.



Promote Québec's aerospace sector to cluster members and the public locally, nationally and internationally

The Image, Influence and Marketing Committee offers a variety of content, in line with the needs of companies to share, discover and promote the activities of its members in the media and on social media.

THE YEAR RESULTED IN NEW RECORDS IN TERMS OF MEDIA VISIBILITY OF THE AEROSPACE CLUSTER

18 press releases published or co-published

35 media interviews

598 mentions of Aéro Montréal in the media

4 special reports published in the media (portfolio on aerospace in La Presse +)

250 newsletters

24,000 defence delegations from 66 countries

Promote media visibility of the sector on sustainability issues

The Committee also worked with the Image, Influence and Marketing Committee to promote the industry's vision on these issues.

On the occasion of the 2022 International Aerospace Innovation Forum, it collaborated with the newspaper La Presse to publish a special Sustainable Horizon section. Many members were featured in this special report.

The Committee also supported the Image, Influence and Marketing Committee in the creation of a major campaign to attract and retain employees. The aim was to develop content on sustainability and the related professions of tomorrow. The Green and Sustainable Recovery Committee contributed to the production of a video portrait of Stella Filippatos, Engineer, Director of Electric Aircraft at CAE.



Hélène V. Gagnon
Chief Sustainability Officer and
Senior Vice President, Stakeholder Engagement
CAE (3)



By bringing together our sector experts, the Green and Sustainable Recovery Committee acted as a catalyst to promote all of Québec's sustainable development innovations. In particular, it created a roadmap to showcase the sector's capabilities and vision for reducing greenhouse gas emissions. In the coming year, it will expand its mandate to cover all three aspects of an ESG approach with the same commitment. To achieve our goal of becoming the most innovative cluster in the world and to engage our next generation of industry leaders, we will need to play a key role in stimulating SME interest in the cluster's strategic initiatives on this subject.

in 2022
COMMITTEE MEMBERS

Annabelle Duchesne

Head of Communications
Airbus Canada

Kahina Oudjehani

Head of R&T and Sustainable Innovation
Airbus Canada

Stefanie Rondou-Pontbriand

Senior Director, Climate Change
and Aircraft Noise
Air Canada

Martin Massé

Vice President Sustainable Development
and Communications
Aéroport de Montréal

Fassi Kafyeke

Senior Advisor, Research, Innovation
and Collaborations - *Bombardier*
and Project Manager of the Québec
Aerospace Innovation Zone
Aéro Montréal

Marion Chivot

CSR Manager, North America
Air France

Ursula Johansson Rivero

Intern - Sustainable Development
and SAF, Industrial Affairs
Bombardier

Leo Knaapen

Head, Industrial Affairs
Bombardier

Hélène V. Gagnon

Chief Sustainability Officer and Senior
Vice President, Stakeholder Engagement
CAE

Robert Cadieux

Director, Environment
Héroux-Devtek

Dominique Sauvé

Founder and President
IODS

Karim Zaghib

Strategic Advisor
Investissement Québec

Olivier Chéret

Associate Partner
McKinsey & Company

Jean Paquin

President and Chief Executive Officer
SAF + Consortium



achievements

MAIN ACHIEVEMENTS OF THE YEAR

The Green and Sustainable Recovery Committee, set up during the pandemic crisis, continued its efforts to promote the Québec aerospace industry's contribution to Canada's transition to a sustainable economy.

Québec has an abundance of renewable resources that are underexploited by the sector, a consolidated ecosystem concentrated mainly in the Greater Montréal area, but also the main components and expertise required to manufacture an aircraft. By building on these many assets, leveraging what has already been achieved, and offering a vision for the future, Aéro Montréal is committed to accelerating the industry's strategic positioning towards a genuine recovery among all stakeholders.

The Green and Sustainable Recovery Committee's goals include:

- Conducting a strategic monitoring at the local and international level of programs and support available to support the green recovery.
- Consolidating and disseminating the sector's key messages to emphasize its commitment to a green recovery.
- Tactically showcasing the industry's efforts.

activities

MAIN ACTIVITIES OF THE YEAR

Contribute to the cluster's outreach on the subject of sustainability

In 2022, the Green and Sustainable Recovery Committee mobilized to raise the cluster's profile on issues related to the reduction of greenhouse gas emissions in Québec's aerospace sector. In particular, it contributed to the creation of content for the various events in which Aéro Montréal participated throughout the year. For example, Aéro Montréal was represented by several members of the Committee at the Forum on Transport and Logistics organized by the Chamber of Commerce of Metropolitan Montréal.

Hélène V. Gagnon, head of the Green and Sustainable Recovery Committee, also took part in the panel discussion **Blue Skies on the Horizon: Decarbonization of the Aeronautics Sector**, moderated by Charlotte Laramée, Vice President Operations of Aéro Montréal.

Harmonize representations of the sector's efforts

The Committee actively developed two tools: a guide with key messages and a roadmap to promote the positioning and the efforts undertaken by companies in Québec's aerospace sector.

These tools have helped to pool the interests of Québec sector experts and underscored the importance of increasing the industry's visibility on these subjects. They have also illustrated the need to ensure better knowledge of the emissions of companies in the sector in Québec.

What are your main projects for 2023?

In 2023, the Committee plans to broaden its mandate to cover the three pillars of an ESG approach. Accordingly, it has set the following objectives:

- Improve the cluster's positioning on the subject of sustainable aviation fuels.
- Encourage the commitment of the cluster's SMEs to an eco-responsible approach.
- Promote ESG recognition and involvement by the cluster's SMEs.
- Enhance the perception of EDI within the Québec aerospace sector.
- Monitor Aéro Montréal's commitment to the Eco-Responsibility initiative.
- Engage Aéro Montréal's Board of Directors in ethical integrity and leadership.



New Initiatives

Cybersecurity Initiative



The Cybersecurity Initiative was established to help aerospace companies to become cyber-resilient and obtain the cybersecurity certifications required by government customers and prime contractors.

Main activities of the year

- Aerospace Cybersecurity Committee
- Cybersecurity Canada and CMMC training and support
- Sharing circles and awareness events
- Cyber security awareness event during the 2022 Canadian Defence and Security Market Symposium
- 2 group training cohorts
- Launch of the CyberAéro portal
- Operationalization of individual training and coaching



The aerospace cyber security Initiative gives a major boost to our efforts to strengthen our processes and methods for preventing and managing cyber incidents. We realize how significant the impact can be for a small business should it fall victim to a cyber-attack.

François Guilbault
President, Solaxis



Eco-Responsibility Initiative

The Eco-Responsibility initiative, backed by Canada Economic Development for Québec Regions (CED), supports the environmental commitment of Québec aerospace companies and the development of new environmentally responsible products, processes and markets. By providing the expertise and tools necessary to reduce lifecycle impacts, this initiative improves the competitiveness of companies while promoting local partnerships.

Main activities of the year

- Launch of the Eco-Responsibility initiative
- Eco-Responsibility booth at the Aéro Montréal Golf tournament
- Sustainable Development Awareness Workshop on December 14
- Various training webinars on environmental awareness
- Eco-Responsibility breakfast with Longueuil companies in partnership with Développement économique Longueuil (DEL)
- Aéro Montréal joins the IAEG (International Aerospace Environmental Group)

Main achievements

- Completion of the first two Eco-Responsibility diagnostics
- Creation of the Eco-Responsibility label
- Collaboration on a thesis on Eco-Innovation in Québec
- Creation of the Eco-Responsibility platform for participating companies
- Identification of priority issues in the sector
- Implementation of an environmental strategy for the cluster

Programs and initiatives

Eco-Responsibility Initiative:

- ESG maturity assessment
- Carrying out an environmental assessment
- Co-creation of a roadmap
- Project financing

Eco-Responsibility Initiative (continued)



It was a very interesting and instructive process that allowed us to better understand environmental responsibility and our impact in various areas. The diagnostic, and in particular the action plan, will help us to prioritize the cultural changes we need to make in the coming years.

- **Éric Deconninck**, Director of Operations, Abipa International

What are your main projects for 2023?

- Strengthen the Eco-Responsibility Committee and involvement by SMEs.
- Identify priority environmental issues for cluster companies.
- Create a “state of the aerospace industry” dashboard on greenhouse gases, residual materials and supply risks.
- Implement a pilot project at the Québec level on an environmental challenge (biodiversity, global warming, circular economy, etc.).
- Open a discussion channel with French SMEs to promote the sharing of best practices.
- Participation in IAEG working groups.
- Assist 40 companies in their environmental initiatives.
- Organize an Eco-Responsibility event - discover the resources available in Québec and discuss future challenges.
- Increase communication about the label and future environmental requirements.
- Collaborate and partner with sustainable development organizations in other sectors in Québec.
- Create the Eco-Responsibility course for the Aéro Montréal organization.
- Increase the initiative’s visibility at events inside and outside the cluster.
- Work with the Inclusive Succession Planning initiative to address sustainable development.



Preferred Supplier Initiative

Announced as part of the latest Québec Aerospace Strategy (QAS 2022), the Preferred Supplier Initiative is designed to specifically support Québec champions in the aerospace value chain to enable them to achieve the status of “preferred supplier” with major industry customers.

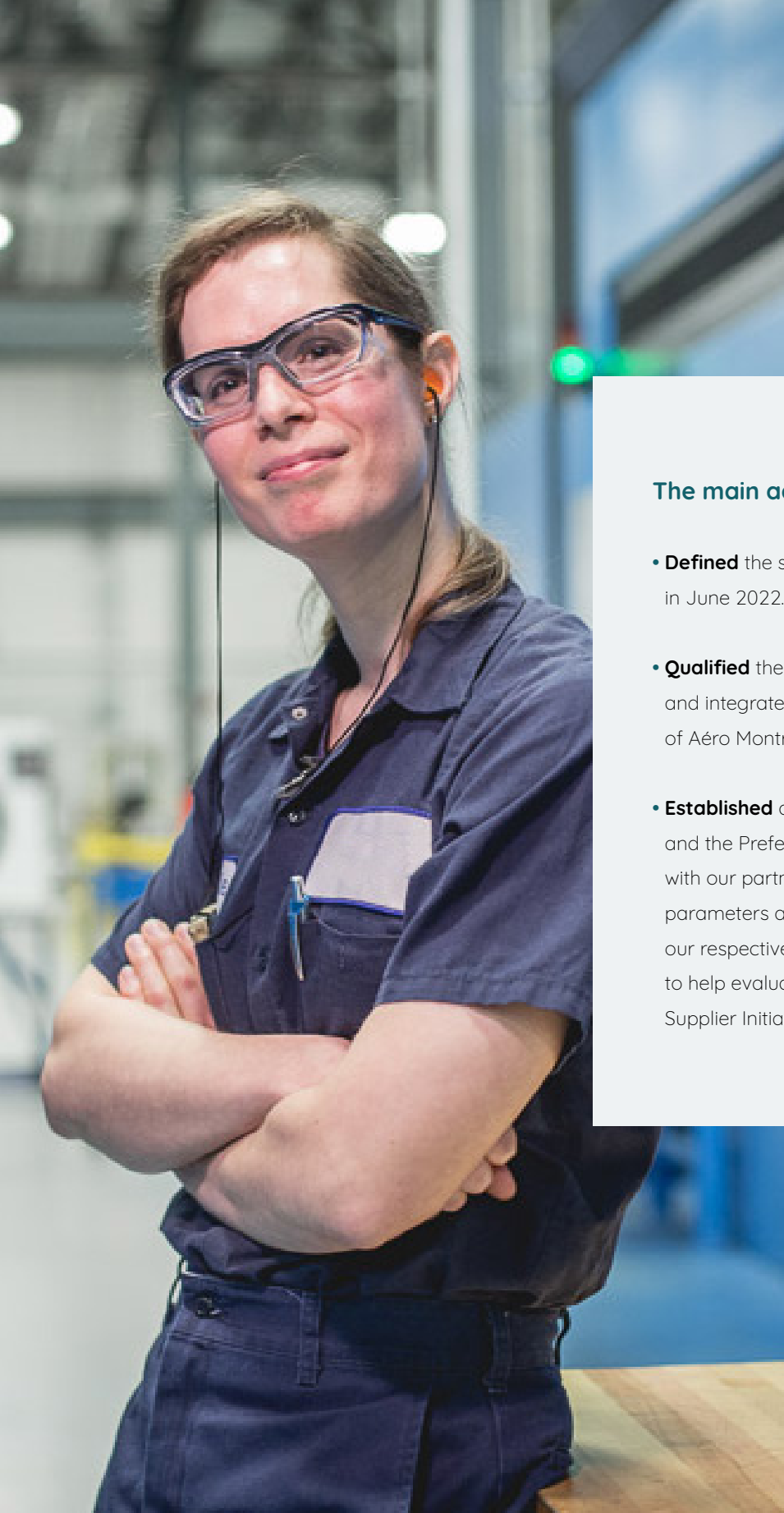
This special status enables a company to transform its supplier-buyer relationship into a true business partnership, mutually beneficial and with a long-term impact.

Specifically, this relationship allows for:

- Greater operational predictability;
- Quicker skills development;
- More innovation;
- Enhanced competitiveness;
- More efficient economic growth.

This initiative, in a pilot phase until March 2024, aims to provide targeted support to companies with high growth potential, enabling them to maintain their role in the value chain and gain market share in national and international markets.

A wider pool of companies may be supported over the long term. Thanks to the knowledge gained from large manufacturers through their relationships with preferred suppliers, this approach may prepare Québec SMEs to better meet the expectations of large manufacturers. It could also offer them acceleration programs specific to their operational needs with a view to helping them qualify for these excellence programs.



The main activities of the year

- **Defined** the strategic direction of the initiative in June 2022.
- **Qualified** the Preferred Supplier service offering and integrated it into the strategic service offering of Aéro Montréal and its initiatives.
- **Established** a committee to define the audit and the Preferred Supplier Excellence framework with our partners. It aims to define the diagnostic parameters and determine what audits within our respective organizations can be used to help evaluate companies under the Preferred Supplier Initiative.

Inclusive Succession Planning Initiative

The Inclusive Succession Planning Initiative was officially launched at Working Groups Day in June 2022. The initiative will develop an effective action plan to address the major workforce challenges facing Québec companies as part of the implementation of an inclusive succession planning strategy.

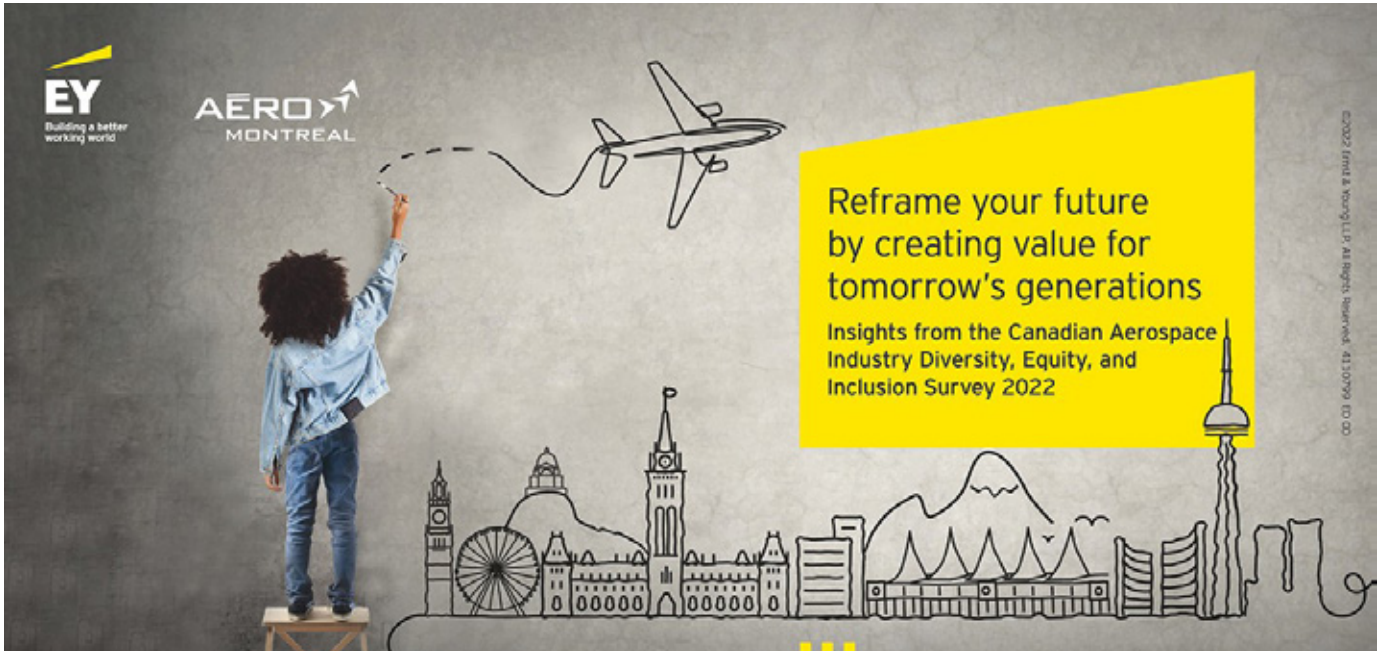
More specifically, the objective of the succession component is to implement awareness and promotion activities for training and careers in Québec's aerospace industry among a diverse audience. The company component's goal is to provide participating companies with tools for recruitment and the development of best practices in EDI.



Main achievements

- Two meetings of the Diversity Committee. The committee's mandate is to encourage discussion and the sharing of ideas and best practices in order to attract a diverse workforce to the aerospace industry.
- Launch of the company recruitment campaign emphasizing EDI. Coaching is provided by URelles: a diversity, equity and inclusion consulting firm.
- Participation in the major communication campaign, launched last September, to promote diversity and highlight the scarcity of trades people in the sector in Québec;
- First awareness-raising activity on the theme of EDI held during the holiday aerospace event on December 14.
- Unveiling of the results of the EY study commissioned by Aéro Montréal: "Insights from the Canadian Aerospace Industry Diversity, Equity and Inclusion Survey 2022."





What are your main projects for 2023?

- Enhance the virtual advisor to better guide target audiences in their training and career choices. This project also aims to make the visual more inclusive. The upgrade is expected to be completed by the end of spring.
- Establish a partnership with CAMAQ to organize visits to the ÉMAM and ÉNA.
- Begin the coaching process to improve management practices for Diversity, Equity and Inclusion of participating companies and ultimately to help them renew their workforce by tapping into a wider talent pool.



Board of Directors

Aéro Montréal's Board of Directors (BOD) is composed of the top executives of the Québec aerospace sector from industry, educational institutions, research centres, associations and unions. It meets four times a year to discuss and act on major industry issues. The Board is composed of 35 members divided into 4 electoral colleges including three partners from related sectors: Aéroports de Montréal (air carrier component), CENTECH (startup component) and Fonds de solidarité FTQ (financing component).

In addition to the Executive Committee, three committees of the Board ensure that Aéro Montréal's legal and fiduciary obligations are met: the Governance, Ethics and Risk Management Committee; the Finance and Audit Committee; and the Human Resources Committee. Their accomplishments are described in the following sections and the list of members is presented on pages 8 and 9 of this annual report.

Governance, Ethics and Risk Management Committee

The Governance, Ethics and Risk Management Committee, which meets quarterly, is chaired by Sylvain Boisvert, General Manager of Safran Canada. During the year, the committee monitored the following issues for which it is responsible: quarterly update of the Risk Management Dashboard; progress on the migration of data from Aéro Montréal's server to the SharePoint cloud platform; development of the Annual Board Evaluation Survey and implementation of an action plan to better meet the expectations of directors; compliance of the signing of the Code of Ethics by employees and directors within the required timeframe; welcoming new Board members with a welcome kit; continuously updating the Board skills matrix according to changes in the Board and closely monitoring the attendance rate at Board meetings. The committee also provided training to directors on recent trends in governance and strategy.



Finance and Audit Committee

The Finance and Audit Committee, which meets quarterly, is chaired by Jean Blondin, President of Abipa Canada. In 2022, the committee prepared budgets and performed its internal audit work and quarterly monitoring of the organization's finances. The committee also worked on updating the Description of Internal Controls to better reflect current practices, the quarterly review of the financial Risk Management Dashboard, and the renewal of directors' insurance. The committee diligently monitors the financial status of all of our current initiatives and takes into account the financial impact of any new initiatives that have been submitted and are under review by government funders.

Human Resources Committee

The Human Resources Committee, chaired by Patrick Champagne, Vice President, Corporate Strategy and Government Relations at CMC Electronics, met many times in 2022 to discuss issues related to the strategic management of human resources such as employee salary adjustments, benefit enhancements and succession planning.

Working Group Day 2022

Aéro Montréal held its 4th edition of Working Group Day at the offices of our partner Norton Rose Fulbright on June 16, 2022. Aéro Montréal took this opportunity to announce the launch of four new initiatives in response to the needs of the Québec aerospace sector, with a total investment of nearly \$7.9 million aimed at building the carbon-neutral supply chain of the future thanks to the financial support of Canada Economic Development for Québec Regions (CED) and the Québec government.

The Honourable Pascale St-Onge, Minister of Sports and Minister responsible for CED, took advantage of her presence at Working Groups Day to announce a non-repayable contribution of \$6.3 million. This financial support is designed in part to ensure the eco-responsible recovery of the Québec aerospace industry and the implementation of the four Aéro Montréal initiatives. It will also help continue the StartAéro 360° project, which enables innovative start-ups to improve their value proposition and better position themselves in the aerospace sector. The funds were granted under the Aerospace Regional Recovery Initiative (ARRI), which was specifically put in place to respond to the challenges identified by aerospace companies during the crisis.

The day brought together nearly 100 participants who are members of Aéro Montréal's working groups. The cluster team would like to thank all the people involved in its working groups and committees for their contributions and their strong mobilization.





Annual General Meeting 2022

The Annual General Meeting (AGM) was held at the offices of the International Civil Aviation Organization (ICAO). It was chaired by Steeve Lavoie, Chair of the Board of Directors of Aéro Montréal and President of Bell Textron Canada, and was attended by 150 participants. The members ratified all the decisions taken by the Board of Directors.

For the occasion, Pierre Fitzgibbon, Québec Minister of Economy and Innovation, announced funding of \$85 million for the realization of three aerospace initiatives. The event was held in the presence of 150 top executives from the business, education and research sectors, as well as organizations from the aerospace ecosystem. During this gathering of aerospace industry players, Minister Fitzgibbon announced an envelope of \$12.77 million to enable Aéro Montréal to launch the second phase of the MACH FAB 4.0 initiative as well as to participate in the “Preferred Supplier” initiative. Launched in 2016 as part of the 2016-2026 Québec Aerospace Strategy, the MACH FAB 4.0 initiative was created to foster the integration of digital and advanced manufacturing technologies within SMEs.

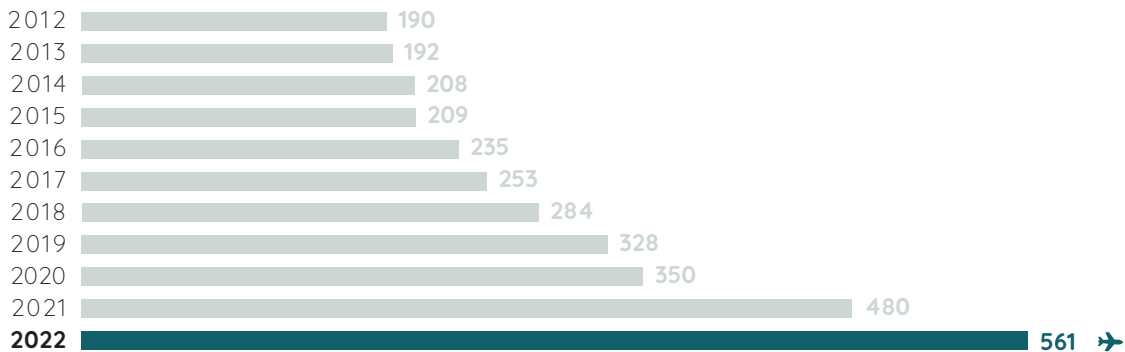


MOBILIZATION AND PARTICIPATION

The great strength of Aéro Montréal is the hundreds of women and men who, day after day, participate in its work and activities. This commitment is demonstrated by their involvement in its many entities: board, working groups, committees, events, etc. Their strategic support and valuable collaboration unquestionably contribute to the cluster's vitality. It is their participation that gives relevance to Aéro Montréal's actions.

The following charts are a snapshot of the energy they devote to Aéro Montréal and the growth of our industry.

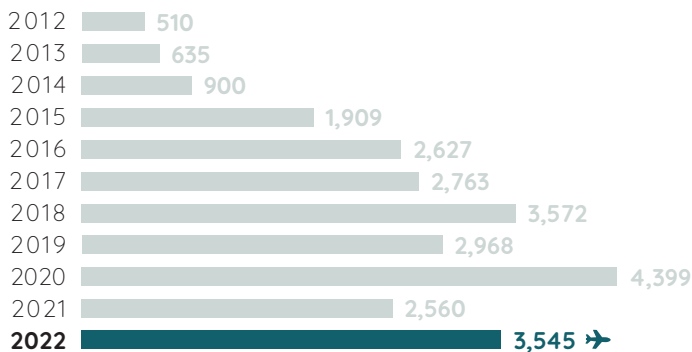
INDUSTRY MOBILIZATION



Number of participants

In 2022, more than 3,500 people participated in our SME events, which is seven times more than the result achieved a decade ago, in 2012. The year included International Aerospace Week, which attracted a very high number of participants to its various events (International Aerospace Innovation Forum, Defence and Security Day).

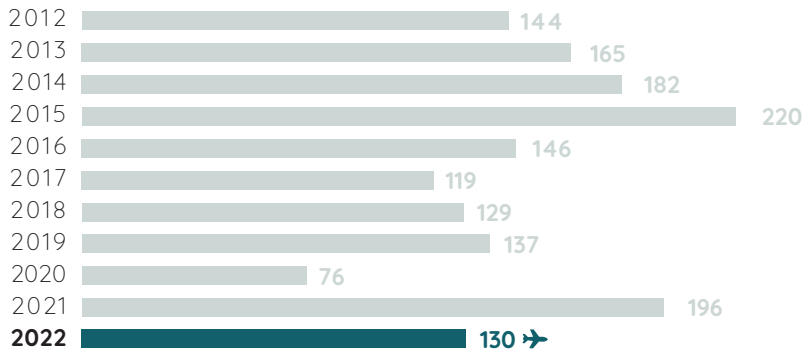
PARTICIPATION IN SME EVENTS



Number of participants

ATTENDANCE AT THE ANNUAL GENERAL MEETING OF MEMBERS

In 2022, the number of participants at the AGM totalled nearly 150. During the AGM, members had the opportunity to meet in the beautiful ICAO hall and talk with Minister Pierre Fitzgibbon, who took advantage of this event to announce an \$85-million budget for the implementation of three structuring initiatives for the industry.



Number of participants (*Years COVID-19)

PROJECTS GENERATED BY THE MACH INITIATIVE IN 2022

1,095

IMPROVEMENT PROJECTS
COMPLETED OR UNDERWAY
TO DATE:

303

projects carried out with internal resources

403

projects requiring specific expertise

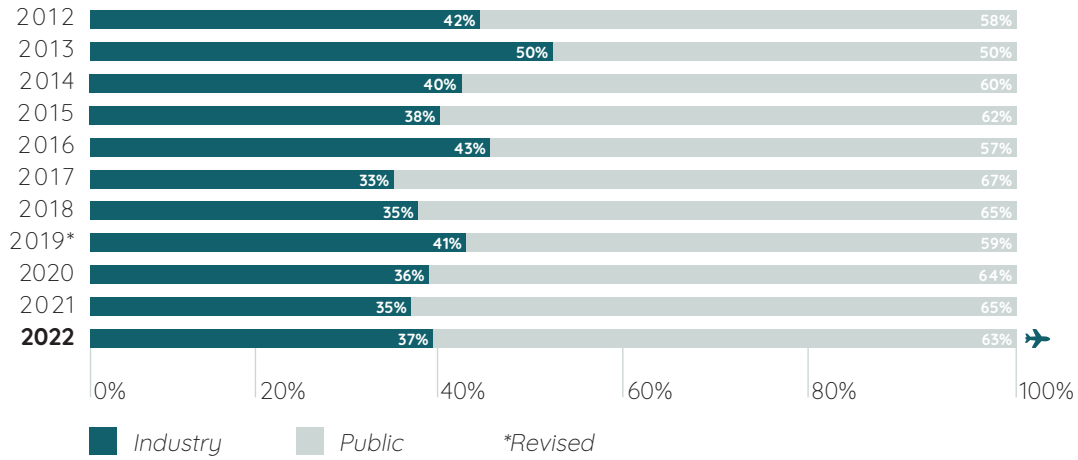
389

skills development projects



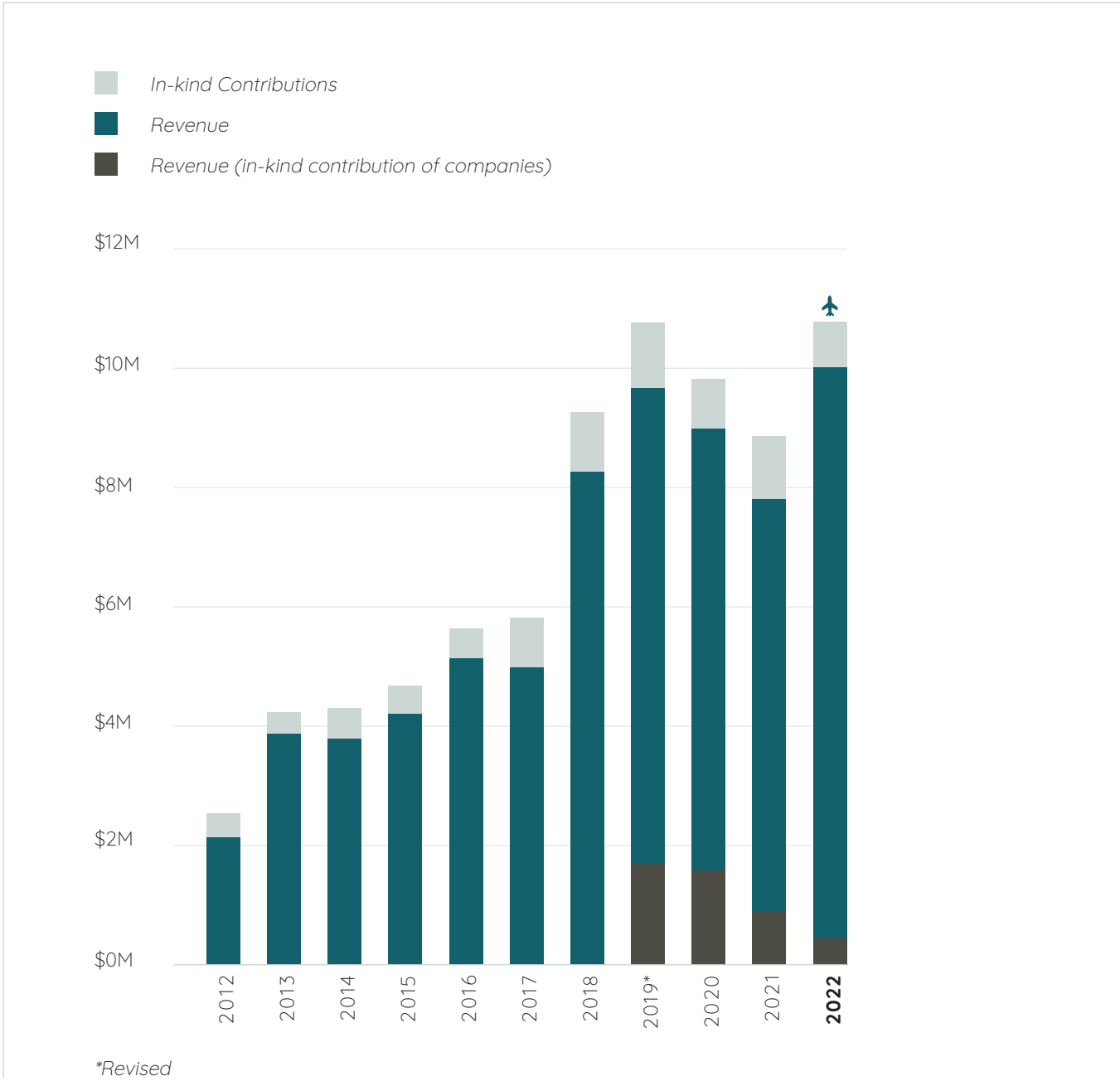
MOBILIZATION AND PARTICIPATION

DISTRIBUTION OF TOTAL CONTRIBUTIONS FROM THE PUBLIC SECTOR AND INDUSTRY (2007-2022)





CHANGES IN TOTAL CONTRIBUTIONS (2006-2022)



IN-KIND CONTRIBUTION BY SECTOR 2022

COMMITTEES AND MEETINGS	NUMBER OF MEETINGS	DURATION (in hours)	NUMBER OF PARTICIPANTS (average)		RATE (\$/hour/participant)	SUB-TOTAL INDUSTRY	TOTAL (industry and public)
			TOTAL	PRIVATE			
Board of Directors	5	11.5	23	18	\$400	\$78,200	\$100,000
Pillars Presidents' Committee extended to Executive Committee	4	4	6	6	\$400	\$8,800	\$8,800
Executive Committee	3	1.5	5	5	\$400	\$3,000	\$3,000
Finance and Audit Committee	5	10	5	5	\$400	\$20,000	\$20,000
Governance, Ethics and Risk Management Committee	3	3	5	5	\$400	\$5,600	\$5,600
Human Resources Committee	1	1	3	3	\$400	\$1,200	\$1,200
Annual General Meeting (AGM)	1	2	130	101	\$200	\$40,400	\$52,000
Working Groups Day	1	4	67	48	\$200	\$38,400	\$53,600
Innovation Working Group	4	10	20	8.5	\$200	\$16,200	\$39,000
Innovation Forum (organizing committee)	5	7.5	9.8	6	\$200	\$9,000	\$14,700
ZIAQ: GOVERNANCE COMMITTEE	3	6	9.3	3.7	\$200	\$3,600	\$11,900
Collaborative Webinar Committee (Hamburg Aviation)	2	3.5	14	6	\$200	\$6,000	\$13,200
ZIAQ: INTERDEPARTMENTAL CONSULTATION	5	19.5	15	4.8	\$200	\$23,000	\$61,700
SME & INNOVATION COMMITTEE	3	4	9	7	\$200	\$5,800	\$7,400
Defence and National Security Working Group	4	9	27	19	\$200	\$33,900	\$48,100
Partnerships and Growth Working Group	3	4.5	11	11	\$200	\$10,200	\$10,200
MRO Working Group	3	4.5	16	13	\$200	\$11,700	\$14,400
Accelerator 360° Committee	3	4.5	18.7	18.7	\$200	\$16,800	\$16,800
RPAS Working Group	4	8	20	13	\$200	\$20,400	\$32,000
Business Intelligence Committee	1	1	19	14	\$200	\$2,800	\$3,800
Advanced Air Mobility Committee	1	1	16	13	\$200	\$2,600	\$3,200



COMMITTEES AND MEETINGS	NUMBER OF MEETINGS	DURATION (in hours)	NUMBER OF PARTICIPANTS (average)		RATE (\$/hour/participant)	SUB-TOTAL INDUSTRY	TOTAL (industry and public)
			TOTAL	PRIVATE			
Supply Chain Working Group	3	4.5	9	9	\$200	\$8,100	\$8,100
Scientific and industrial committee	8	16	5	3	\$200	\$9,300	\$15,700
Surface Treatment 2022 Committee	4	4	9	7	\$200	\$6,500	\$8,200
MACH Initiative - Engagement of active in-kind sponsors	5	205	6	6	\$125	\$205,000	\$205,000
Green and Intelligent Supply Chain Working Group	3	4.5	9	9	\$200	\$8,100	\$8,100
Eco-Responsibility Committee	4	7.5	4.75	4.75	\$200	\$7,700	\$7,700
Human Resources Working Group	4	8	21	11.8	\$200	\$18,800	\$33,600
Passion from Within and Passion for Flight Steering Committee	8	10.5	5.6	0	\$200	\$0	\$12,000
Heritage Committee	3	3	6	3.3	\$200	\$2,000	\$3,400
Diversity Committee	2	2.5	16	10	\$200	\$4,700	\$7,700
Regroupement Relève Aéro Montréal (RRAM) Committee	9	9	8	7	\$20	\$1,240	\$1,420
Image, Influence and Marketing Committee (IIM)	3	4.5	8	7	\$200	\$6,300	\$6,900
Workshop - Communication campaign	5	6.5	11	9	\$200	\$11,700	\$14,000
Green and Sustainable Recovery Committee	3	4.5	9	9	\$200	\$8,100	\$8,100
GRAND TOTAL			\$573	\$422		\$655,140	\$860,520

*** Notes for the MACH Initiative - In-kind engagement of active sponsors:**

- The total number of participants is the number of active sponsors
- Duration (in hours) is an estimate of the number of in-kind support hours of sponsors
- The number of hours varies by cohort
- Rate (\$/hour/participant) is the hourly rate of the sponsors
- The total (industry and public) is an estimate of the value of in-kind support of the sponsors



In 2022, the team distinguished itself by its commitment and mobilization to serve the interests of its members and the cluster. The team has strengthened its efforts to support the industry, set up new initiatives and propose innovative approaches to help the Québec aerospace ecosystem grow and shine.



Suzanne M. Benoit*
PRESIDENT-CEO



Charlotte Laramée*
VICE PRESIDENT
OPERATIONS



Marie-Josée Kasparian*
SENIOR DIRECTOR,
STRATEGY AND
CORPORATE AFFAIRS



Delphine Pangaud*
SENIOR DIRECTOR
OF COMMUNICATIONS
AND INSTITUTIONAL
RELATIONS



Karina Aing*
EXECUTIVE ASSISTANT
TO THE CEO



Martin-Charles Boucher
PROJECT MANAGER,
INNOVATION, COMPETITIVENESS
AND PRODUCTIVITY
*Responsible for the Green
and Intelligent Supply Chain
Working Group and MACH
FAB 4.0 Initiative*



Pauline Breyton
PROJECT MANAGER,
INNOVATION, COMPETITIVENESS
AND PRODUCTIVITY
*Responsible for StartAero360°
Initiative and the SDQuébec portal*



Sharon Core
PROJECT MANAGER,
EVENTS AND SPECIAL
PROJECTS



Léa Guicheteau
EDITORIAL CONTENT
AND MEDIA RELATIONS
MANAGER
*Responsible for the Image,
Influence and Marketing
Committee and the Green
and Sustainable Recovery
Committee*



Damien Pereira
STRATEGY MANAGER
PRIVILEGED SUPPLIERS



Sylvain Lefrançois
DIRECTOR, DEFENCE
AND SECURITY
*Responsible for the
Defence and Security
Working Group*



Elizabeth Mercado
ADMINISTRATIVE
TECHNICIAN, EVENTS
AND MEMBER SERVICES



Jarrod Morley
DIRECTOR, INNOVATION,
COMPETITIVENESS
AND PRODUCTIVITY
*Responsible for the ICP Pillar
and the Innovation Monitoring
and Strategy Working Group*



Béatrice Perier-Agostini
DIRECTOR, NEXT
GENERATION
AND WORKFORCE
*Responsible for the Workforce
Pillar and the Human
Resources Working Group*



Philippe Dessertenne
PROJECT MANAGER,
ECO-RESPONSIBILITY



Anouk Warwrzyniak
DIRECTOR, GROWTH
*Partnerships, Growth
Working Group, the MRO
Working Group, the Space
Committee, and the
Accelerator 360° Initiative*

*MEMBERS OF THE MANAGEMENT COMMITTEE



DATE	EVENTS
JANUARY	
21	MAIN Accelerator Summit - StartAero 360
FEBRUARY	
7	Pacific Northwest Aerospace Association (PNAA)
17	Panel Embracing Uncertainty - Building the skilled workforce of Tomorrow
MARCH	
7	Aeronautics Sector's Virtual Mission in Europe 2022 organized by The Trade Commissioner Service
8	International Women's Day at the Cosmodôme
10	Technoscience Competition
14	B2B Aeronautics Sector's Virtual Mission in Europe 2022 organized by The Trade Commissioner Service
15	Studying aerospace in Montréal
22	QC-NY Transportation Rendez-Vous & B2B
22	Sector presentation - Career opportunities
24	Sector presentation - Resomtl
25	Expo-science - Technoscience Montréal region
APRIL	
1	Transportation and Logistics Forum of the Chamber of Commerce of Metropolitan Montréal (panel participation)
5	Webinar Montréal - Hamburg (online)
5	PNAA - Aerospace financing, M&A and Investment webinar
5	Canadian Armed Forces Outlooks - Army Outlook
6	Canadian Armed Forces Outlooks - Army Outlook
7	JCATI (Joint Center for Aerospace Technology Innovation) Annual Symposium
8	IA meetings
11	ADSS Seattle
24	MRO Americas
25	AUVSI - Xponential
29	Aéro Montréal Annual General Meeting
MAY	
7	Vitrines
8	P4IE hybrid conference
12	Virtual job and training fair
17	AI Mobility Forum
19	Become a leader

DATE	EVENTS
JUNE	
7	Creation of the Thrust Capital investment fund
10	Eureka Festival
16	Working Group Day
16	Aéro Montréal launches 4 new initiatives for the aerospace cluster recovery
27	Great Lake Economic Forum
JULY	
6	AmCham Québec's Webinar on the advances and opportunities of the aerospace industry in Québec
12	Montréal Conference (Organization of a panel)
18	Farnborough Air Show
AUGUST	
29	Aéro Montréal Golf or Cycling Classic
31	Surface Treatment Strategic Roundtable
SEPTEMBER	
6-7	International Aerospace Innovation Forum
8	Defence, Security and Space Day
13	Wichita Roadshow
21	Manufactured in Vermont - Manufacturing Summit (virtual)
24	Volaria
27	41 st ICAO General Assembly
OCTOBER	
4	National Earth Observation Forum 2022
11	Great Lakes Aviation and Space Technology Alliance
13	Aerospace Panel at the Canadian Club
26	7 th Canadian Defence and Security Market Symposium
NOVEMBER	
8	Canadian Aerospace Summit (AIAC)
9	Aéro Montréal and Aerocluster of Querétaro sign a collaboration agreement
15	Space Tech Expo 2022
17	GHG Webinar
19	Girls and Science - Polytechnique
29	Aeromart Toulouse
DECEMBER	
14	Thematic workshops (Climate change, EDI and HR)
14	Launch of the EY Study on Diversity, Equity and Inclusion commissioned by Aéro Montréal
14	Holiday Aerospace Meeting - ESG and EDI Topics
15	Aéro Montréal team volunteers for the Robin Hood organization

Aerospace meeting June 7

At the Rendez-vous de l'aérospatiale held at CENTECH, Pierre Fitzgibbon, Québec's Minister of the Economy, Innovation and Energy, announced the launch of Canada's first private equity fund dedicated exclusively to the aerospace supply chain. The fund's goal is to raise \$100 million over time and had already received \$77 million in firm commitments at its initial closing.

In response to the biggest crisis ever to hit the aerospace industry, Aéro Montréal initiated a collective approach in 2020 by creating the Alliance for the Aerospace Recovery (AAR). Among the measures submitted to the Ministère de l'Économie et de l'Innovation in November 2020, the Alliance for the Recovery had emphasized the importance of supporting company growth through the establishment of a growth and development fund. In response to this need, Thrust Capital Partners launched Canada's first private equity fund dedicated exclusively to the aerospace supply chain.

Through the historic mobilization of our members and the support of all levels of government, we have found tangible solutions to turn this crisis into a lever to build a stronger industry. The creation of a private equity fund is an excellent springboard for the growth of our SMEs. The launch of this private equity fund complements the work undertaken by Aéro Montréal, through Accelerator 360°, to support SMEs in the sector. Created in 2018, this initiative aims to encourage strategic connections and partnerships by supporting the development of SMEs on international markets.





Golf or Bike Classic August 28

The traditional Aéro Montréal Golf or Bike Classic took place on Monday, August 28. Under a bright sun, members of Québec's aeronautics industry gathered to share a sporting moment. With more than 250 participants, this unmissable event was once again a great success. The Aéro Montréal team is particularly proud to have been able to hold a new edition and would like to thank its members and partners for their participation!



Farnborough Mission

Through its Growth Working Group, Aéro Montréal's mission is to play a catalytic role in the industry and to get involved in all international aerospace forums in order to promote the expertise of Québec SMEs. More specifically, these events allow Québec SMEs to learn about foreign markets and the main current and future procurement programs, to identify strategic contacts with potential customers in order to promote their expertise, to identify and evaluate the competition, and to increase their visibility on international markets.

The 2022 edition of the Farnborough International Airshow (FIA) was an opportunity for Aéro Montréal to continue to support the Québec government in promoting the mission and providing logistical support to companies. The synergy between Aéro Montréal's teams and those of the Québec government and Canada Economic Development for Québec Regions proved to be particularly effective since it optimized the services offered to Québec companies (visibility, representation, etc.) and enabled them to better promote their expertise and know-how.

As the aerospace industry strives to achieve new goals based on the objective of carbon neutrality, the cluster's 2022 FIA exhibit focused on six key themes related to the industry's new reality. Each theme offered a unique message deemed essential for the Québec aerospace industry and the Aéro Montréal business delegation to explore the tangible links between the multiple facets of the show.

These themes were:



Sustainability



Innovation



Advanced air mobility



Space



Defence



Workforce





FARNBOROUGH 2022 IN NUMBERS:

US\$192B

OF AIRCRAFT
ORDERS

80,000 commercial visits during the five (5) days of the event representing 112 different countries

1,500 exhibitors from 48 countries, 166 were new compared to previous editions

70% of exhibitors are international

1,800 media representatives were present from 47 different nations

98 defence delegations from 66 countries

International Aerospace Innovation Forum

September 6-7

Aéro Montréal is proud to have hosted the eighth edition of this internationally renowned event at the Palais des congrès on September 6 and 7, 2022, an edition entitled “Journey to the heart of eco-responsible air mobility.”

This world-class event brought together all the players in the aerospace industry and aimed to share best practices in innovation developed by the industry, and to generate business opportunities between all participants. Aéro Montréal chose to highlight the United States as the country of honour for its leadership in promoting new technological innovations, for its critical mass in new and emerging market segments (eVTOL), and for its influence in research and development. The Forum consisted of keynote speeches, workshops, dynamic presentations, an exhibit area, networking events, and technology B2B meetings with key decision makers of the world’s aerospace industry who came to Montréal to discuss the issues and changes brought about by the new technology requirements of climate challenges and social aspects of our sector.





Under the honorary chair of the President of Aéro Montréal, Suzanne M. Benoît, and the Senior Advisor for Research, Innovation and Collaboration at Bombardier, Fassi Kafyeke, the Forum brought together more than 100 world-class speakers who spoke at 23 conferences.

The Forum also saw the presence of political representatives involved in the introduction of these new technologies in our economy:

- The Honourable Francois-Philippe Champagne, Minister of Innovation, Science and Industry of Canada;
- David L. Cohen, U.S. Ambassador to Canada;
- Valérie Plante, Mayor of the City of Montréal;
- Marie-Claude Francoeur, Québec Delegation in Boston, Ministère des Relations internationales et la Francophonie;
- Guy LeBlanc, President and CEO, Investissement Québec.

Specific activities of the Innovation Forum

In addition to addressing the broad theme of sustainable and emerging technologies, the Forum was an opportunity to bring together players on activities related to more specific niches. In this context, two additional special activities were offered to participants:

1. Québec-France meeting for aerospace innovation

Aéro Montréal, GIFAS - Groupement des Industries Françaises Aéronautiques et Spatiales and NAFRAN Aerospace held a bilateral meeting between Québec and France, with the objective of developing new synergies within the French and Québec industry and research organizations.

The event covered two main areas:

- **Transatlantic collaboration in aerospace research and innovation:** from theory to practice.
- **Commercial and industrial collaboration:** an opportunity to open up the transatlantic market.

During five presentations and moderated panels, a large number of stakeholders from research, business and French and Québec institutions shared their experience and expertise to facilitate the development of collaborations in aerospace research and innovation and to promote commercial and industrial consolidation between France and Québec.

2. Workforce workshop

This workshop entitled “How to deal with the shortage” was presented with the financial support of Services Québec de l’île de Montréal. Its objectives were to:

- Inform and equip the cluster’s SMEs in the midst of this labour shortage;
- Promote the sharing of best practices and networking between cluster members and various experts;
- Promote the services, initiatives and useful portals of our partners.

International Aerospace Innovation Forum

September 6-7 (continued)

The event featured four conferences and networking sessions that gave participants access to 15 resource experts.

The exhibition area

In the exhibition hall, 78 local and international companies, organizations, universities and government agencies presented their services and technologies. The 300 exhibitors welcomed visitors at their stands or in the central area dedicated to B2B, where tables were reserved for them to facilitate meetings.

With regard to the country of honour, we had the pleasure of welcoming several representatives from the United States, including from the states of New York, Vermont and Washington, as well as international representatives from Switzerland, the Czech Republic and France.



Defence and Security/Space Day

September 8

Defence & Security/Space Day offered participants conferences, workshops and B2B meetings.

The following themes were addressed:

Innovation in defence and security

Despite the current exceptional state of the industry, major defence and security procurement projects are on track, with more than C\$40 billion in contracts to be awarded in Canada over the next three years. Innovation is a key element in enabling defence and security aerospace companies to take advantage of the Industrial and Technological Benefits (ITB) policy and position themselves in the supply chains of major prime contractors.

The event provided a detailed overview of many aspects of innovation in the defence and security sector, such as cyber security. The B2B/B2G sessions provided an opportunity to meet with Canadian prime contractors and government representatives involved in these major procurement projects.



Defence and Security/Space Day

September 8 (continued)



Space

With the acceleration of innovation to meet the challenges of environmental change and sustainable development, the space sector is a key driver and is experiencing significant growth in its applications. Given the sector's pre-eminent role in international cooperation, space innovations are now part of our daily lives and continue to create opportunities that lead to the emergence of new actors. For example, the development of good governance tools based on space technologies provides effective solutions for monitoring and measuring climate change, crisis management and resources, thus ensuring the security of populations.

This day was an opportunity to explore how innovations with space applications play a key role in protecting people from climate change and its impacts, and how to increase the economic benefits of space for people and sustainable development. Experts and stakeholders in the development of these technologies discussed the space sector's role as a driver of sustainability and how to maximize its applications to create new opportunities for businesses and governments.



Canadian Defence and Security Market Symposium

October 26

The business community participated in the seventh edition of the Canadian Defence and Security Market Symposium. It was an opportunity to discuss the industrial and R&D capabilities in Québec that need to be developed in this new context of pandemic recovery and international tensions. The event took place on Wednesday, October 26, at the Hotel Mortagne in Boucherville. A networking cocktail concluded the event, allowing participants to continue discussions during informal B2B meetings with Québec SMEs and other defence and security stakeholders. Formal B2B meetings for specific needs took place the following day during STIQ's Prime Contractor/Supplier Day at the same location (www.jdof.ca).



Collaboration agreement entered into with the Aerocluster of Querétaro

A cooperation agreement with the Aerocluster of Querétaro was entered into in Montréal on November 9, 2022, in the presence of Veronica Méndez Magaña, President of the Aerocluster of Querétaro. Its aim is to strengthen our relationship with an innovative state committed to the growth of its aerospace ecosystem. The agreement was signed when Kuri González, Governor of Querétaro, spoke to the Montréal Council on Foreign Relations (CORIM). Mexico is Québec's fourth largest trading partner in the world. More specifically, the state of Querétaro is a prime location for several organizations in our sector: a dozen Québec aerospace companies operate there. The state alone is home to 85 companies and organizations in the sector, generating nearly 10,000 jobs.

A beneficial agreement for our members

Our respective teams have been working for several months with the Mexican and Québec authorities, the Ministère des Relations internationales et de la Francophonie (MRIF) and Investissement Québec International (IQI) to propose an agreement centered on three strategic pillars. These pillars target access to a qualified workforce, stimulating innovation in the territory and strengthening value chains. By formalizing our collaboration with the State of Querétaro, we are equipping our members to develop new business relationships. Through this collaboration, we are also demonstrating to the next generation that, in addition to offering jobs of the future, we are creating work environments that are conducive to their international development.

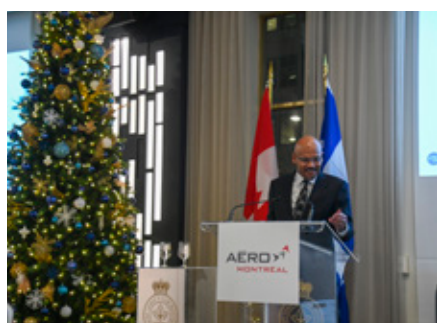
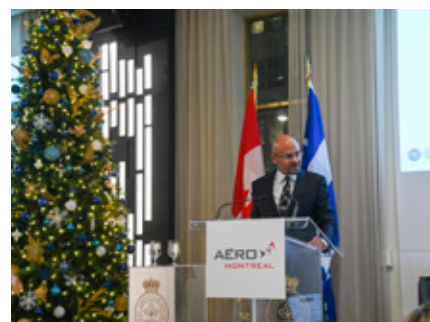




December 14 Holiday Aerospace Meeting

On December 14, Aéro Montréal held the Holiday Meeting in the presence of Pierre Fitzgibbon, Minister of Economy, Innovation and Energy.

During the evening, three inspiring leaders shared their respective experiences to further explore strategic issues: Isabelle Hudon, President and CEO, BDC; Anne-Marie Hubert, Managing Partner EST Canada, EY; and Andrée-Lise Méthot, Founder and Managing Partner, Cycle Capital.





Canada 

Québec 

 Communauté
métropolitaine
de Montréal

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