

Breakfast CLUB of Canada ™

2022–2023
ACTIVITY REPORT

Present for Children, Today and Tomorrow

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Message from the President and CEO

Just over a year ago, Breakfast Club of Canada was sounding the alarm, anticipating major challenges linked to inflation. Unfortunately, we continue to navigate troubled waters despite the great generosity of many stakeholders. The cost of goods, transportation and labor increase at a fast pace and revenues are not following as quickly.

In such a context, difficult decisions had to be made. Wanting to maintain the same level of service to children already reached, the Club chose to focus on existing programs. Thanks to the incredible school teams and volunteers, as well as to donors, partners and governments, thousands of breakfast programs were still able to be supported in the past year.

Nutrition is essential to children's health, wellness, and learning. Every day, we see the tangible impact that a nutritious breakfast can have on the life of a child.

To this day, the creation of a National School Food Program remains a priority to ensure access for all youth across Canada. A recent study commissioned by the Club demonstrated that 84% of Canadians believe that the government should honor its promise as soon as possible.

Together, let's continue to help children access a nutritious breakfast every morning to succeed today and tomorrow.

Tommy Kulczyk
President and Chief Executive Officer



Message from the Chair of the Board

Over its nearly 30 years of existence, Breakfast Club of Canada has always called upon the generosity of its network. Yet, donations to the Club have never been more crucial than today. The pressures on our budgets are at a peak while the number of schools throughout Canada requesting access to a comprehensive school food program continues to rise.

Breakfast programs are open to all children of the school so they can access them no matter the reason, whether it's the lack of time, a precarious family situation or the lack of access to nutritious foods.

The Club is proud to be able to rely on a network of important donors, partners and governments. Our goal remains to reach all children in the country.

There are many ways to support the Club's mission. A financial contribution is one of them but joining our group of volunteers, soliciting employee participation or encouraging businesses that you know to become partners are other ways to support our work.

Providing breakfast at school is an easy and efficient way to make sure children reach their full potential and is an essential tool for a fair and equitable society.

Jacques Mignault
Chair of the Board

MISSION

We give children a chance to reach their full potential by starting every school day with nutritious food.

VISION

A country where all children can access nutritious food at school.

VALUES

CHILDREN ABOVE ALL

Children's best interests are at the heart of our intentions, objectives and decisions. We always put children above all.

INTEGRITY

We act in accordance with the highest principles of ethics, transparency and accountability. We operate with integrity.

COMMUNITY

Our approach is inclusive, collaborative and sustainable. Together, we are part of the community.

ENERGY

Led by our creativity and our determination, we push our cause further. We think outside the box, and we do it with energy.

2023–2026 Strategic plan

Over the past year, Breakfast Club of Canada (the "Club") completed a strategic planning process spanning the 2023–2026 period. This is a significant milestone for the Club in order to continue its growth and achieve its long-term objectives.

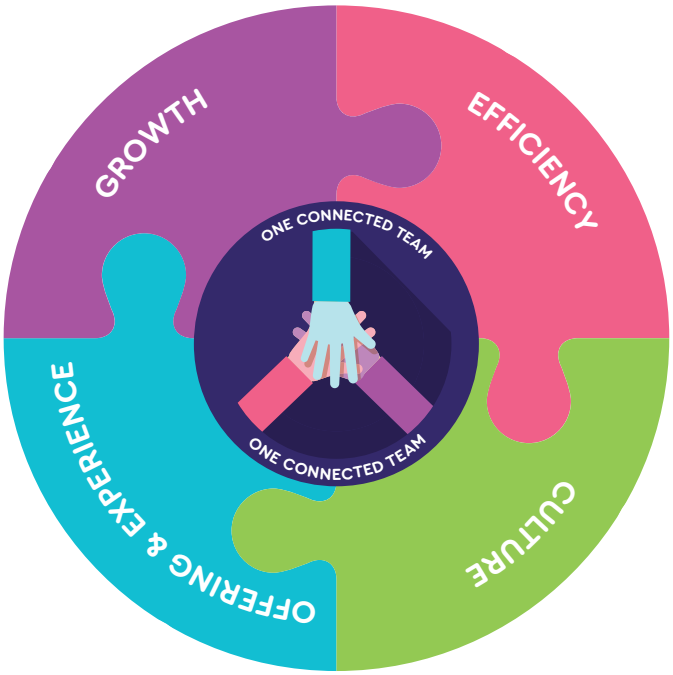
This reflection process, led by the management team with the participation of employees across Canada, resulted in stimulating discussions and interactions. The goal was to define a clear direction for the Club and establish strategic priorities for the coming years in order to move our mission forward.

GROWTH

Leverage **philanthropy and multi-sectorial partnerships** to deepen and **expand our footprint** across Canada.

EFFICIENCY

Improve **organizational capabilities** to support our ambitions.



OFFERING AND PROGRAM EXPERIENCE

Adapt on current offering and build a **stronger program experience to generate profound engagement.**

CULTURE

Continue to develop a **collaborative, trustful and enjoyable culture** for employees and this, in a pleasant environment.

2022–2023 by the Numbers

OUR PROGRAM-RELATED ACTIVITIES

3,196
SCHOOL NUTRITION PROGRAMS

426,594
CHILDREN REACHED EACH MORNING

INDIGENOUS COMMUNITIES*

359
SCHOOL NUTRITION PROGRAMS

45,976
CHILDREN REACHED EACH MORNING

*Programs in Indigenous communities or public schools where at least 50% of the school population is Indigenous.

DONATIONS RECEIVED AND THEIR DISTRIBUTION

WHERE DO DONATIONS GO?

82% Investments in breakfast programs (food, transportation and equipment costs) and future support to schools [1][2]

18% Fundraising, education, awareness and administration

WHERE DOES OUR FINDING COME FROM?

36% Government grants

24% Corporate and foundation donations

16% Fundraising campaigns and activities

14% Donated goods and services

6% Individual and unsolicited donations

4% Contributions from Indigenous communities and other revenue

These figures come from Breakfast Club of Canada's audited financial statements for 2022–2023.

[1] At the end of every fiscal year, an amount is set aside to ensure that we are able to start the next school year comfortably and meet the future needs of children.

[2] Excluding non-recurring federal government grants from the Emergency Food Security Fund.

Financial Statements - We take our pledge to children very seriously, which is why we sought out and earned accreditation under the Imagine Canada Standards Program. The Imagine Canada Trustmark certifies that the funds we raise are invested in order to benefit children. We strive to manage every dollar with great care, so that we can continue to offer services to the thousands of children who count on the BCC every day.

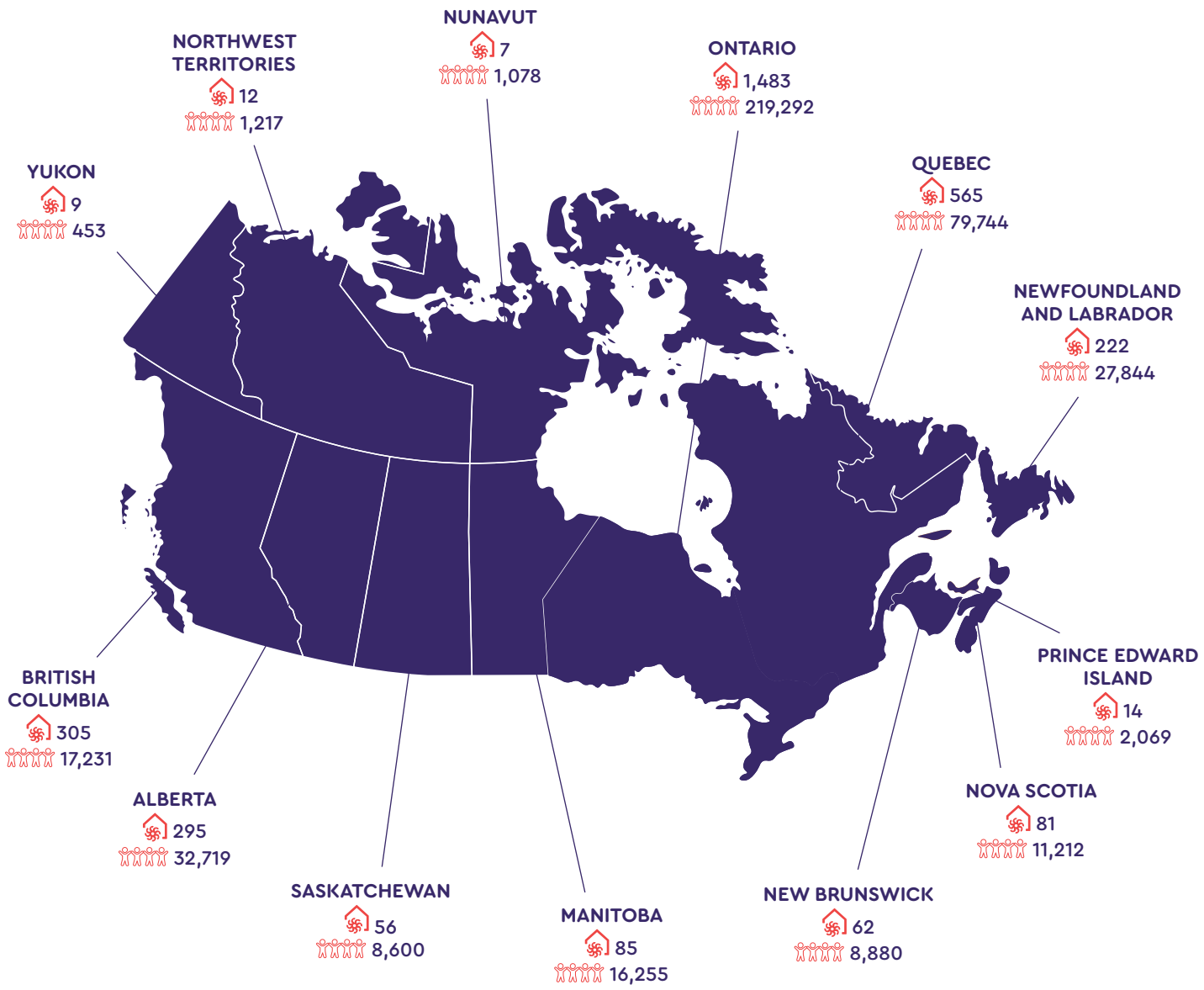
Our financial statements for 2022–2023 can be found on our website.

OUR FINANCIALS →

Provincial and Territorial Numbers

LEGEND

Number of programs
Children reached every day



TOTAL IN CANADA

3,196
426,594



MAKING A REAL AND LASTING DIFFERENCE

Breakfast programs offer children an equal opportunity to learn, in a warm and caring environment. These programs also have a positive impact on schools, families and entire communities, as they feed the potential of the next generation.



"Each and every year we have been lucky enough to be able to benefit from a wonderful breakfast program at our school. When the kids arrive at the school and enter the building at 8:00 am the first thing they do is head toward the breakfast foods that have been laid out for them in the classroom. For many kids our school breakfast program is where they can access their first meal of the day. For others who may have already had a bite to eat they are able to enjoy a little snack with a friend, or top-up their bellies. This year, more than any in the past, my class has not only used the breakfast program, but have needed the breakfast program to get their day started, and to be ready to learn. The breakfast program at our school is essential for some students to be able to learn. Thank you so much for the support of the programming, and our community school's coordinator for allowing so many of our students to be successful."

Grade 3 educator, Geary Elementary Community School (New Brunswick)

"We have an increasing number of students for whom the BCC breakfast is an essential part of their morning and a part which they look forward to. We are seeing rising levels of food insecurity in our community, and the BCC program allows us to address this without stigmatization and in a way that promotes a 'family' atmosphere in the school. Teachers who were reluctant to make time for breakfast now see the benefit of this essential part of the school day. Some of our students are intrigued by new food and are becoming more adventurous, which is wonderful to see, and the fact that we work hard to offer this service to the students is appreciated by families, who can be assured that regardless of what is in the refrigerator at home, their child will not start the day hungry. We have a growing population of children of temporary foreign workers, who have different breakfast cultures. We are hoping to be able to engage these families next year to promote understanding and broaden the culinary horizons of our students."

Kathy Napier, Vice Principal, Drummondville Elementary School (Quebec)

"When speaking with a staff [member] of our breakfast program, who is also a parent at the school, the outcome that they cherish the most is seeing the communication and socialization of the students in the morning. Students are willing to try new food because their friends like it, students are helping one another – especially the younger students. Making sure that everyone has someone to sit with and everything they need to eat. It is such a positive beginning to their morning that has lasting effects on the entire day!"

Jolene Boult, Principal, Greenway Elementary School (Manitoba)



"These are some of the successes we have observed regarding our breakfast program, and which are worth mentioning. For example, the program has helped increased students' attendance. Some parents appreciate our program and most of them remarked that the program has lessened their food burden—especially providing food in the morning. In addition, we have integrated the breakfast program in our health and wellness agenda. Every morning, for instance, CJYS students sit at a round-table and enjoy breakfast together. This is the moment students are reminded and encouraged to respect themselves and others. This gathering we do every morning in addition to a few minutes of exercise at the gym or fitting room get their minds ready for the day's instructional activities. Some of the times, I use the opportunity to ask students one by one to tell me the time they slept last night, their home experiences, and other things they feel comfortable to share. Interestingly, some of the students have changed their sleeping time and have testified about the health benefits they derive from early sleeping."

Sylvester Boadi, Principal, Chief Julian Yendo School (Northwest Territories)

"The biggest challenge we have experienced this year is trying to find the best deals at the grocery stores to make our funding stretch as far as it can. With the price of groceries going up, it has been more difficult to make the funding stretch and last the entire year. We are so grateful for the Breakfast Club at our school. I have seen so many of our students gain success with having access to this program and the meals it offers. It feels amazing to know that we are able to help our students receive healthy and nutritious meals that they may otherwise not receive in their day."

Vicky Barclay, Grade 5 Teacher, Sifton School (Alberta)

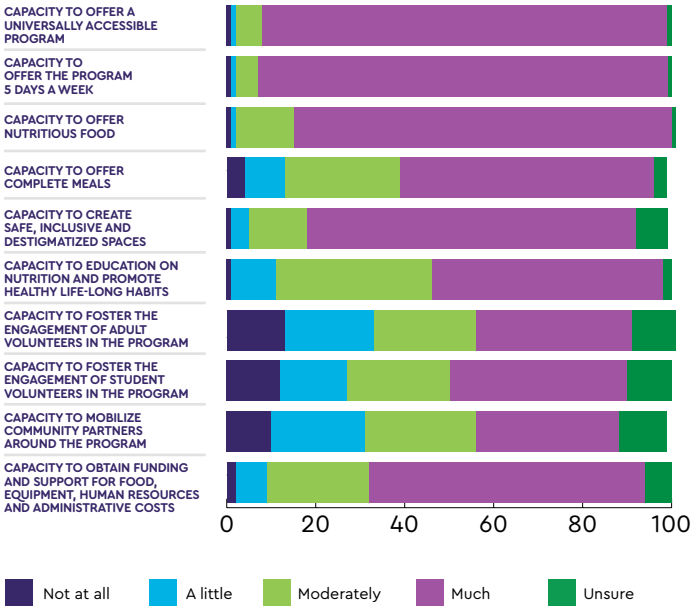
THE CLUB'S IMPACT AND APPROACH

The Club's impact on schools' capacities to implement impactful breakfast programs

According to a recent evaluation of the Club's approach conducted by the consulting firm Credo between 2019 and 2022, the Club's most direct impact lies in helping its various school and community partners build the capacities they need to implement breakfast programs that generate positive outcomes for students and school communities. In light of this information, the Club set out to better assess its performance with respect to building the capacity of its partners in order to improve its approach and increase its impact. In 2023, more than 970 schools working with the Club across the country were asked to evaluate the Club's contribution to building these capacities.

The results show that, on average, 90% of schools recognize that the Club contributes to building each of these capacities, and 62% of them rate this contribution as significant. These results give us a better understanding of the areas in which the Club will need to focus in order to consolidate and increase its impact with schoolpartners.

Extent to which 973 schools believe that the Club contributes to building the capacities they need to implement a high-impact breakfast program.



More than 860 schools also shared what they appreciated most about the Club's capacity-building approach:

- Coordinators' guidance, collaboration, and availability
- Access to tools, information resources, teaching materials, and success stories
- Funding, funding flexibility, and funding consistency
- Provision of equipment and supplies
- Provision of nutritious and varied food
- Adaptability to meet local needs
- Facilitating the creation of local links, knowledge exchange, and partnerships with other stakeholders
- Sharing nutrition resources (recipes, menu examples, nutrition tips, etc.)

"I value the resources that are provided to our school. Breakfast [Club of Canada] provides funding for our nutrition program and it also supports us by providing resources and professional development. This is what I like the best about the program; some funding groups send money to operate programs without having any guidance or ways to assess how successful the program is. With the [Club], the [support allows] everyone [to keep up] to date on what a successful program looks like and I very much appreciate this as the manager of the school."

School Principal, Saskatchewan

"What I appreciate most about the Club's approach to capacity building is the fact that it provides access to comprehensive and tailored resources and tools. The coordinator's support is also remarkable and provides invaluable guidance and practical advice to maximize the effectiveness of our actions. This combination of access to resources and personalized support contributes greatly to our success and development as a team."

School principal, Quebec

"Several students from one class were coming to the breakfast [program]. The teacher thought it would help more in the classroom and decided to have breakfast in their room together, as a whole class, to start their day, to build a sense of community and connection. This has made a very visible positive change in the classroom dynamic, and the teacher has seen a growth in the students' ability to be productive and engage in their learning."

Youth Care Worker, British Columbia

"There are so many positive changes brought forth by this program. The students all take turns participating in the food preparation throughout the year. They come up with healthy menu ideas, calculate costs to respect budgets, and develop independent living and math skills. The students are more attentive in class, as they have had a healthy start to their day. This program has been life changing for so many of our students."

Counselor, Quebec

Breakfast Programs' Impacts on Students and School Communities

School nutrition programs are recognized for their many beneficial effects on children, school environments, and local communities. These programs contribute positively to the education, health, and well-being of children as well as to the economic development and food systems of communities. In 2023, more than 910 schools working with the Club across the country shared the most significant impacts they observed thanks to their breakfast program.

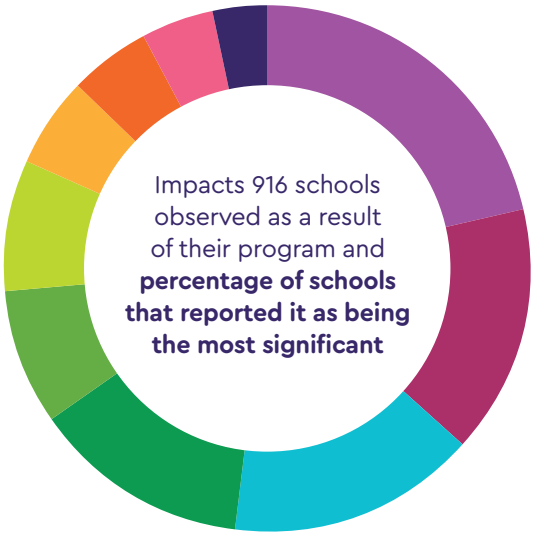
5,2%
Providing support to parents

6,7%
Improved nutrition and health

7,2%
Youth engagement and development of skills

8,2%
Increased attendance and punctuality

12,1%
Providing a safe, inclusive, and destigmatized environment



12,3%
Improved wellbeing, mood, and behaviour

19,7%
Building a positive school climate, relationships, and a sense of community

22,8%
Ensuring students have reliable access to nutritious food

22,8%
Meeting students' basic need for food and reducing hunger

31,4%
Improved learning capacities and academic achievement

Unsurprisingly, the most commonly reported significant impacts are in the areas of learning, hunger and access to nutritious food. However, it is interesting to note that many schools also report impacts relating to student well-being, school climate and interpersonal relationships.

Although there are a multitude of reasons why schools want to implement a school breakfast program, and each of these reasons is sufficient, student well-being and social enrichment school communities are certainly two that deserve much more attention and recognition.

HIGHLIGHTS

Over the course of the year, the Club's employees work on numerous projects and initiatives to help children access a nutritious breakfast each morning. It takes a team to advance our mission. Below are a few highlights from the past year.



PROGRAMS AND OPERATIONS

WORKING TO BUILD STRONGER PROGRAMS ACROSS THE COUNTRY

Our team of coordinators continued to strengthen breakfast programs by offering various types of innovative support to schools to help them run highly effective and impactful nutrition programs. After two years of pandemic, our coordinators returned to making in-person visits to schools to help build relationships with the school staff running programs, to be able to provide live support to schools, and to be better able to assess the needs of school nutrition programs across the country. Our coordinators visited hundreds of programs during the last school year and are looking forward to more of these important visits in the school year to come. As well, our team has begun utilizing online platforms for webinars, open houses, training, and working groups to provide more opportunities to interface with schools and to allow schools to connect with each other. Sharing stories of challenges and successes between schools is often a key piece of support that helps to build stronger nutrition programs.

NUTRITION GUIDELINES

Breakfast Club of Canada's Nutrition Committee drew on school food policies from different provinces as well as recommendations from trusted sources such as Health Canada, the World Health Organization, and Dieticians of Canada to update our nutritional guidelines to remain aligned with best practices in school nutrition. These guidelines are an important reference tool for our procurement team, who develop the various menus that schools receive from our centralized distribution centre and serve as a resource for schools and community partners in their local food purchases.

The new nutritional guidelines reflect a more global vision of food, including the food environment and sustainable food. They aim to enable schools and partners to make informed food choices.

BREAKFAST CHAMPIONS

Leading up to volunteer week in April, the Programs team solicited stories from schools across the country asking them to highlight the breakfast champion in their school who goes above and beyond make the breakfast program a reality for students. We were overwhelmed with responses from hundreds of schools from every corner of the country with stories of resilience, dedication, resourcefulness, and a passion to support the students in their community. For a full week, we showcased these stories on the Club social channels the share these amazing stories with our entire network and to thank the network of dedicated breakfast champions that help to support students every day of the school year.

Fundraising Campaigns

BACK-TO-SCHOOL CAMPAIGN

From August to October 2022, the Club launched its biggest fundraising campaign of the year to maximize its visibility across Canada and to collect donations. With the rising cost of food, transportation, and living expenses having a significant impact on the Club's operations, these messages were broadcast to raise awareness of the impact of donations. Many of the Club's partners and donors across the country rallied to the cause using various strategies: online and in-store fundraising, a video highlighting the challenges facing the Club and its ambassadors, internal and external newsletters, influencer marketing, and more. These strategies enabled the Club to exceed its donation target for the period and acquire new monthly donors.



HOLIDAY SEASON CAMPAIGN

Canadians are particularly generous during the Holiday season. Their generosity enabled the Club to collect donations for the cause and even exceed its target. In fact, the Club's touching marketing offensive reached out emotionally to donors, whose generosity was on full display.



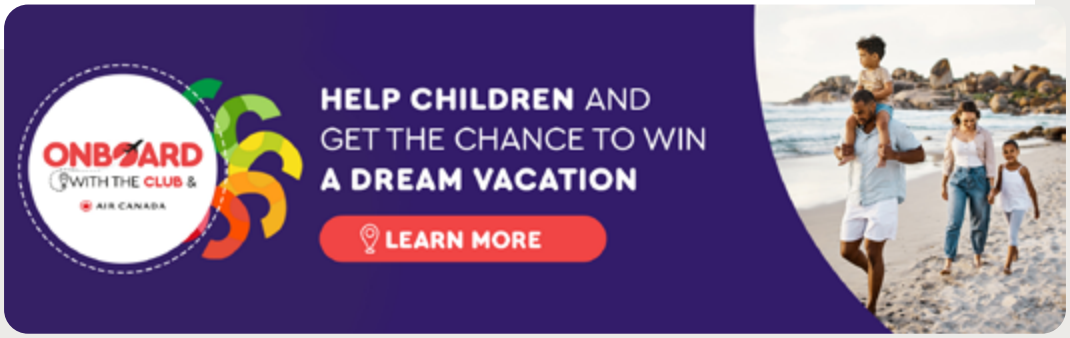


NATIONAL INDIGENOUS HISTORY MONTH

Throughout the month of June, the Club celebrated the important contribution of volunteers, school teams and community members across Canada to breakfast programs and highlighted the heritage, history, and diversity of First Nations, Inuit, and Métis peoples across the country. Donations received in June enabled the Club to support communities in the pursuit of their school feeding projects.

ONBOARD WITH THE CLUB AND AIR CANADA DRAW

To diversify its fundraising methods, the Club launched a major draw held in Quebec last April: Onboard with the Club and Air Canada. For its first edition, the Club worked with trusted partners such as Air Canada, Amazon and Metro to offer enticing prizes to participants. The contest was promoted on Rouge FM by the initiative's ambassadors: Benoît Gagnon, Geneviève Everell, and Pierre Hébert.



Signature Events

FATBIKE CHALLENGE

For the second year in a row, the Fat Bike Challenge, presented by Keurig Dr. Pepper Canada and Patrick Morin, saw bike lovers take to the slopes of Parc de la Coulée in Prévost (Quebec) on February 18, 2023. Over $50,000 was raised for the Club, marking a significant increase in the number of participants compared to the event's first edition the previous year.



DÉJEUNER DES GRANDS EVENT

On April 6, 2023, over 460 members of the business and academic communities gathered in style at the Hôtel Mortagne in Boucherville, Quebec, for the 17th edition of the Déjeuner des Grands. Presented by Emballages Carrousel, the event raised the largest amount ever in its history, over $150,000. The success of this year's event was largely due to the remarkable commitment of the organizing team.



GOLF AND BIKE CLASSIC

Since 1996, the Club has brought together its ambassadors and partners for its Golf and Bike Classic signature event signed by Claude Lacas. To mark the 25th anniversary of this event, over 200 participants gathered at Le Mirage Golf Club in Terrebonne on June 12, 2023. For the occasion, several public figures and athletes were present to support the Club's mission. Thanks to major partners such as Fortier Auto, JLL, Auto Groupe Grenier – Subaru Laval, Raymond Chabot Grant Thornton and many others, over $162,250 was raised for the benefit of children!



Philanthropic Activities

CANADIAN HICKORY FARMS, LTD. – HOLIDAY GIFT BASKET TO NOURISH CHILDREN'S POTENTIAL

Since 2017, Hickory Farms has been a valued partner of the Club and nutritious food for children across Canada. From October to December, across its stores, Hickory Farms puts on sale the Holiday Sweet & Snack Gift Basket to benefit the organization. Highly popular, the sale of baskets helps provide nutritious breakfasts for school children and helps spread the Club's mission and raise awareness of the cause.

"We love knowing that we are helping to provide the necessary food fuel children need to excel in their day-to-day lives."



A FUNDRAISER IN HONOR OF A MOTHER AND FORMER VOLUNTEER

In memory of wife and mother Eva Cheung, who passed away in April 2023, the family selected the Club as the beneficiary of this special fundraiser. Prior to her retirement, Eva worked as a special education assistant at Sir William Osler High School and had a very deep love for the kids and people that she worked with. This love was so deep that she would go in early to volunteer with the breakfast club that was organized by the school. It was important to the family that donations went to an organization that helps to ensure that all students have reliable access to nutritious food in a safe and supportive environment, to positively impact health and learning. Over $4,800 was raised.



Government Relations



UNITED FOR CHILDREN

We firmly believe that all children deserve a good start to every morning. That's why we've stepped up our efforts to increase awareness of school nutrition programs and their importance across the country. As you may know, for the past several years, the school nutrition ecosystem has faced serious challenges, including rising inflation, increasing demand and program participation, declining purchasing power due to rising food and transportation costs, and reduced/stagnant funding.

By mobilizing all sectors of society—including individual donors, corporate partners, food companies, school communities, and governments—we have been able to maintain our impact and reach over 420,000 children every morning.

The Club's collaboration with governments—whether federal, provincial or municipal—plays a crucial role in realizing our vision and mission. As a strategic ally, the Club is proud to support governments in their goal of improving children's health and well-being, fostering their learning and academic success, while encouraging local agriculture and contributing to regional economic development.

LACK OF FEDERAL FUNDING

Since the end of the Emergency Food Security Fund in September 2022, the federal government has not moved forward with the implementation and funding of a National School Food Program, as promised during the 2021 election. Despite our sustained efforts to sensitize political decision makers to the importance of such a program, no funding has been allocated for the 2022–2023 school year. We continue to advocate for adequate funding so that we can offer a nutritious meal to all school children who need it.

OUR EFFORTS TOWARDS THE DEVELOPMENT OF CANADA'S SCHOOL FOOD POLICY

At the Club, we understand the importance of strong collaboration with federal departments to achieve our common goals. That's why we're committed to working closely with the Department of Family, Children and Social Development and the Department of Agriculture and Agri-Food Canada to contribute to the creation of a National School Food Program.

We were also pleased to share our expertise and ideas during the public consultations on Canada's school food policy and program. We actively participated in these consultations and ensured that our local and regional collaborators were also included so that their important perspectives could be taken into account. We commend the federal government's willingness to develop a national school food policy and are eager to see investments as soon as possible. We will continue to work with governments, stakeholders, and private partners to ensure that the growing needs of our network are properly supported.

84% OF CANADIANS SUPPORT A NATIONAL SCHOOL FOOD PROGRAM

For the third year, the Club commissioned an omnibus survey to discover how Canadians perceive food challenges. This year's survey revealed that 84% of Canadians want the government to quickly fulfill its election promise to invest $1 billion over five years in a National School Food Program.

In addition, 88% of Canadians agree that federal, provincial and municipal governments should make child and youth hunger and malnutrition a priority.

BREAKFAST ON THE HILL

This year, we had the unique opportunity of hosting the first edition of our Breakfast on the Hill event at Parliament. The initiative brought together ministers, senators, and MPs from all political parties to stress the importance of a national school food program. As part of this event, we were able to share our expertise and discuss possible solutions to overcome the challenges facing school nutrition, including the lack of funding. The initiative successfully raised awareness among political decision makers and boosted enhanced their commitment to our cause.

FIRST PRE-BUDGET SUBMISSION FOR QUEBEC

For the very first time in its history, the Club took part in the Quebec government's pre-budget consultation.

The brief submitted by the Club recommends the full deployment of school breakfast programs in underprivileged areas, which include 668 schools with a socio-economic environment index (SEI) of 8, 9 or 10.

To promote our brief, we visited schools along with several National Assembly Members from the Quebec government. These visits proved valuable in demonstrating the importance and positive impact of school breakfast programs on children.

Since 2018, the Club has been able to rely on financial support from the government of Quebec, notably benefiting public elementary and secondary schools and those in Indigenous communities, and more recently for educational childcare services. However, there are still 668 schools in disadvantaged areas across Quebec that need to be served. We are working to convince the government to ensure equity for all disadvantaged children across the province. There's still much work to be done.



(1) This public opinion survey conducted by Maru Group on behalf of the Club was carried out by sampling and data collection experts from Maru/Blue. A total of 1,517 randomly selected Canadian adults, all of whom are Maru Voice Canada online panelists, were surveyed from May 24 to 25, 2023. The results of this survey were weighted depending on education, age, gender, and region (plus language in Quebec) to match the population according to census data. This ensured that the sample was representative of the entire adult population of Canada. For comparison, a probability sample of this size has an estimated error margin (sampling variability) of +/– 2.5%, 19 times out of 20. When compared with data tables, discrepancies in or between totals are due to rounding.

STEERING COMMITTEE FOR A UNIVERSAL SCHOOL NUTRITION PROGRAM IN QUEBEC

We also focused our efforts on the steering committee for a Universal School Nutrition Program (Chantier PASUQ). In partnership with local organizations and community stakeholders, such as the Collectif québécois Coalition for Healthy School Food, l'Association québécoise de la garde scolaire, La Cantine pour tous, le Système alimentaire montréalais, Équiterre, La Tablée des Chefs and The Depot community food centre, worked tirelessly to promote the adoption of a program that would ensure all Quebec school aged children equitable access to nutritious food.

The Chantier PASUQ project was developed to evaluate, provide, and document recommendations for implementing a universal school nutrition program in Quebec. The project is supported by partners who work in the fields of school nutrition, food security, sustainable development and childcare. Over the past year, we've been consulting, coordinating, and engaging with stakeholders to move this crucial initiative forward, and we're pleased with the progress we've made so far. In January 2024, the first recommendation will be submitted to the government.

OUR QUEBEC PARTNERSHIPS

The Club is proud of its partnerships with various Quebec ministries involved in the fight against childhood hunger. These partnerships have been essential in maintaining our scope and ensuring that every child is provided with the healthy food they need to learn and grow during their school day.

Ministère de la Famille [Ministry of Families]: In June 2018, the Club was approached by the Ministry of Families of Quebec to evaluate the possibility of opening breakfast programs in educational childcare services. Implementing such a program enabled the Club to reach even more children and a wider age range, from 0 to 18. In March 2023, the Club announced that, thanks to the support of the Ministry of Families of Quebec, it would continue its work to reach even more children in the province with the implementation of 19 new breakfast programs in Childcare Centres (CPEs). This reinforces the Club's position as an essential companion in the development and well-being of children. Additionally, this news helps promote access to local, culturally appropriate and environmentally responsible foods to more children.

Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec [Ministry of Agriculture, Fisheries and Food of Quebec] (MAPAQ): In May 2023, we highlighted the collaboration between the Club, Aliments du Québec and the MAPAQ, as the Club supports MAPAQ in achieving the objective of the Stratégie nationale d'achat d'aliments québécois [National strategy for the purchase of Quebec foods] (SNAAQ) in public institutions. During a visit to a primary school in the Quebec City region, the Minister announced that 442 additional public schools would participate in the SNAAQ through their breakfast programs. The Club recognizes the importance of highlighting Quebec foods to promote healthy, local and sustainable nutrition in Quebec breakfast programs.

Secrétariat aux relations avec les Premières Nations et les Inuits [First Nations and Inuit Relations Secretariat]: we are proud to renew our agreement with the Secretariat to ensure the sustainability of Indigenous clubs in Quebec. The project aims to maintain the services offered in the 64 Indigenous clubs by establishing partnerships with the community, ensuring the supply of nutritious, quality products, providing the necessary equipment and offering technical and administrative support, including warehouse management and transport logistics.

FOOD FOR THOUGHT: A BRAINSTORMING JOURNEY

At the dawn of a new phase of its growth, the Club is now more than ever aware of the ecological and social context in which it operates. The inevitable question we're trying to answer is the following: "How can the Club become an even greater force for socio-ecological transition to achieve its vision of a country where all children have access to nutritious food at school?"

Accordingly, it was with great enthusiasm that we embarked on a brainstorming journey to take a critical look at how we operate and to challenge our beliefs. This six-phase process will ultimately enable us to identify what sustainable food practices we should integrate into our activities, to support our continuous improvement efforts.

During this journey, we are fortunate and grateful for the support of Isabelle Marquis, a professional nutrition, food marketing, and communications specialist. As a firm believer that the health of individuals is intimately linked to that of our environment, Isabelle has been studying the relationship between the two for several years. She leverages her knowledge to engage with the agri-food sector and inspire it to adopt best practices across the board.

In the spring of 2023, inspiration meetings were held with key players in the agri-food ecosystem and over a hundred avenues for reflection emerged. We are currently preparing a report on the lessons learned from these meetings and the improvement areas that should be prioritized.

ESSENTIAL SUPPORT TO EXPAND THE REACH OF BREAKFAST PROGRAMS

We would like to thank our government and Indigenous partners. Their support is crucial to expand the scope of our action with students. By these partnerships, they demonstrate their commitment to education and well-being of young people, contributing thus to build a more just and prosperous society.

GOVERNMENT AND INDIGENOUS PARTNERS

Québec Montréal

Cree School Board

Cree Board of Health and Social Services of James Bay

Ministère de l'Éducation
(Québec's Ministry of Education)

Secrétariat aux relations avec les Premières Nations et les Inuit (anciennement Secrétariat aux affaires autochtones (Québec's Indigenous Affairs Secretariat)

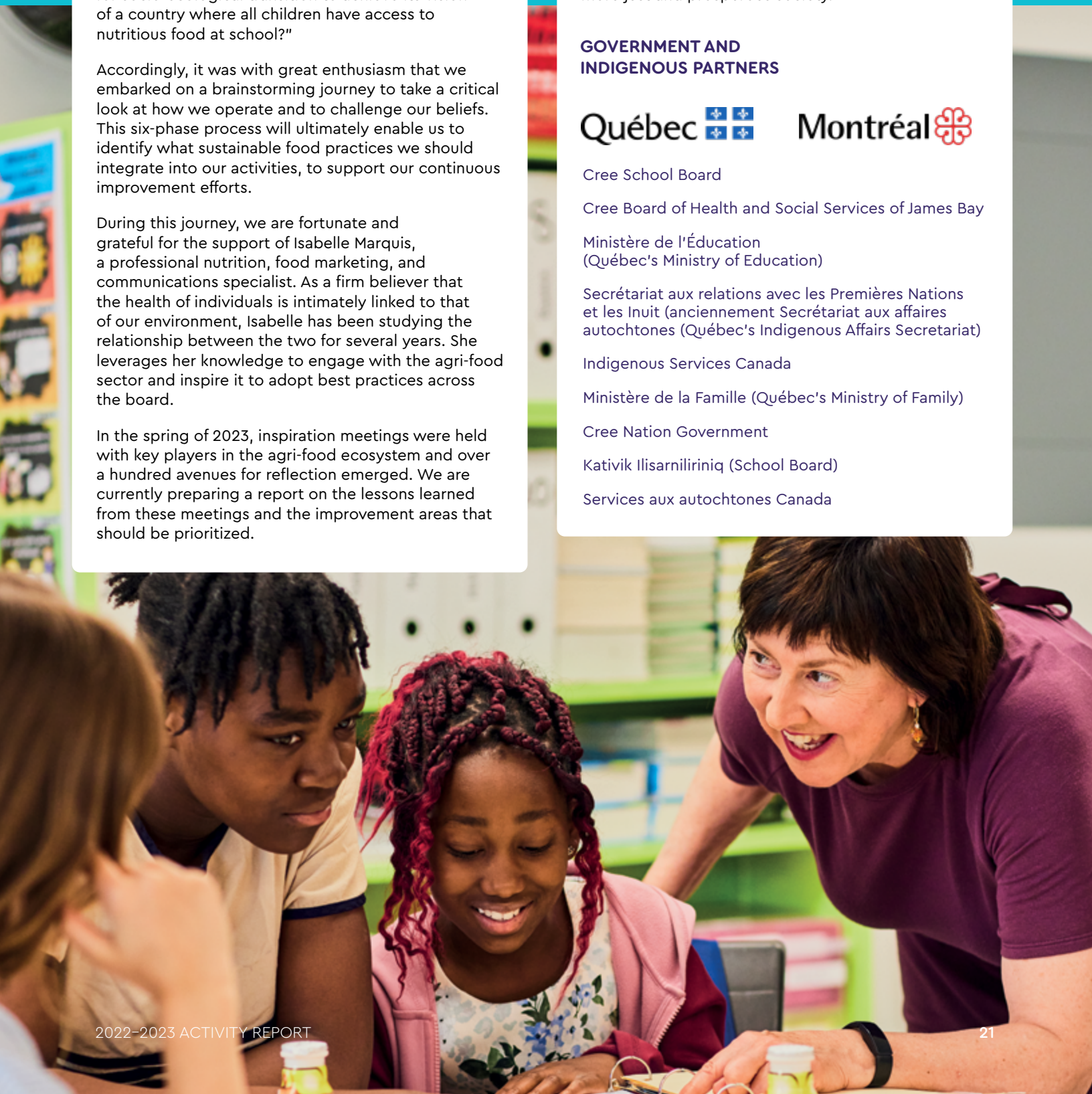
Indigenous Services Canada

Ministère de la Famille (Québec's Ministry of Family)

Cree Nation Government

Kativik Ilisarniliriniq (School Board)

Services aux autochtones Canada



Our Presence on Social Media

As part of the Club's ongoing efforts to increase its impact and broaden its reach, our presence on social media is vital.

Social media helps us raise awareness regarding our cause, mobilize support, raise funds, and ultimately increase the impact on the children we feed.

It provides a powerful platform for sharing inspiring stories about children, highlighting the dedicated volunteers involved in the programs, and raising awareness of the issues surrounding childhood food insecurity.

By cultivating an engaged online community, the Club fuels its ability to recruit like-minded donors and partners who share the goal of fuelling children's potential while expanding our network of influence.

OVERALL, THE CLUB HAS OVER

55,000 SUBSCRIBERS

(+ 8,1 %) ON ITS VARIOUS ONLINE PLATFORMS

This year, our accounts generated

14 MILLION IMPRESSIONS

+ de 115,000 INTERACTIONS

OUR INSTAGRAM ACCOUNTS HAVE OVER
+ 12,000 SUBSCRIBERS (+5,1%)

OUR X ACCOUNTS HAVE OVER
5,400 SUBSCRIBERS (+0,5%)

OUR LINKEDIN ACCOUNT HAS OVER
7,100 SUBSCRIBERS (+29,2%)

OUR FACEBOOK ACCOUNT HAS OVER
+ 31,000 SUBSCRIBERS (+7,1%)

MAKING IT THE LARGEST COMMUNITY AMONG OUR ACCOUNTS.

It's also the platform that generates the highest number of impressions and engagements, which gives us great visibility.

- More than 94,000 interactions
- More than 12 million impressions
- More than 290 fundraising events organized on this platform

At the Heart of our Work





To meet the growing need for talent within our organization, the Club carried out an exercise to define its employer brand, leveraging on the key vectors for attracting, retaining and engaging staff while ensuring everything was consistent with its values and organizational culture.

As part of this process, the Club defined its Employee Value Proposition (EVP), i.e., the total of everything a member of staff receives and experiences within an organization. To do this, the Club met staff members from coast-to-coast-to-coast.

Find your calling; how far will your heart take you? At Breakfast Club of Canada, we put our hearts into our work. Our determination helps build a better society and a brighter future for children nationwide.



Board of Directors

We are fortunate to be able to count on the experience and expertise of a Board of Directors made up of men and women strongly committed to children and the Club's mission. We are sincerely grateful for their involvement and unwavering support in all our activities.

Jacques Mignault
CHAIR OF THE BOARD
President and Chief Executive Officer, McDonalds France

Louis Frenette
President and Chief Executive Officer, Colabor

Barry Baker
Consultant

Ian Gilmour
Consultant, KPMG Canada

Lisa Cabel
Partner, National Leader, Employment & Labour Law, KPMG Law LLP

Celina Stoyles
CFRE, Executive Director, Kids Eat Smart Foundation Newfoundland & Labrador

Isabelle Rayle-Doiron
Senior Vice President, General Secretary and General Counsel, Danone Canada

Anne Fortin
Executive Vice President, Direct Distribution and Chief Marketing and Communications Officer, Intact Financial Corporation

Susan Muigai
Chief Human Resources Officer, Transunion

Ron Margolis
President, Margolis Capital – Commercial Mortgage Professionals

Matthew Langford
Vice President, General Counsel and Corporate Secretary, Copper Mountain Mining Corporation

COMMITTEES

Governance, Ethics and Audit Committee
Ron Margolis (chair)
Barry Baker
Matthew Langford

Human Resources Committee
Isabelle Rayle-Doiron (chair)
Lisa Cabel
Susan Muigai

Government Relations Committee
Louis Frenette (chair)
Anne Fortin
Ian Gilmour
Celina Stoyles

Executive Committee
Louis Frenette
Jacques Mignault
Ron Margolis
Isabelle Rayle-Doiron

Ambassadors

The Club's ambassadors and public figures, who join their voices to the cause, help advance our mission and are dedicated to promoting access to a nutritious breakfast for children across the country. They represent the values and heart of the organization. Their involvement enables the Club to benefit from their notoriety, as well as fostering a greater sense of closeness with the public. Here's a glimpse of them in action.



During the 2022 Back-to-School Campaign, some of the **CLUB'S AMBASSADORS** joined forces to help raise awareness and funds for the cause through a **PROMOTIONAL VIDEO**.

FOUR-TIME OLYMPIC CHAMPION CHARLES HAMELIN visited the breakfast program at Antoine-Brossard High School with our President Tommy Kulczyk and a representative of Amazon, a proud partner of the Club.



In February 2023, **TELEVISION HOST DOMINIC ARPIN** joined the Fat Bike Challenge (one of the Club's signature events) as a spokesperson.



At the 17th edition of the Déjeuner des Grands, a number of public personalities took part in the Club's signature event, including **COMEDIAN AND CLUB AMBASSADOR LAURENT PAQUIN, SINGER-SONGWRITER FRANCE D'AMOUR AND HOST AND ACTRESS MARIE-SOLEIL DION.**



Ambassadors

FASHION DESIGNER, TELEVISION HOST AND PHILANTHROPIST JOAN KELLEY WALKER ALONG WITH OTHER REPRESENTATIVES OF HER ORGANIZATION, THE GIVE BACK COLLECTIVE, took time to visit a school in Ontario to serve breakfast and to see the impact of breakfast programs in person.



In May 2023, **ARI CUI CUI, SINGER AND PROUD AMBASSADOR OF BREAKFAST PROGRAMS IN EDUCATIONAL CHILDCARE CENTRES**, visited a childcare centre in Sorel. During her visit, she sang her signature song especially for children to highlight the importance of a healthy breakfast.



Many ambassadors and friends of the Club gathered in June 2023 to take part in the Club's 25th edition of the Golf and Bike Classic, including comedian **LAURENT PAQUIN, SINGER-SONGWRITER FRANCE D'AMOUR, HOST AND DJ GENEVIÈVE BORNE, OLYMPIAN ATHLETE CHARLES HAMELIN, HOST AND ACTRESS MARINA ORSINI, SINGER-SONGWRITER SYLVAIN COSSETTE, SINGER-SONGWRITER ROCH VOISINE, HOST AND COMEDIAN KEVIN RAPHAËL, ENTREPRENEUR AND HOST GENEVIÈVE EVERELL, WORLD VICE-CHAMPION SNOWBOARDER ELIZABETH HOSKING, RACING DRIVER THOMAS NEPVEU** and many others!



In March 2023, **PROUD CLUB AMBASSADOR, FAMILY PHYSICIAN DR. STEPHANIE LIU** joined volunteers at St. Jerome Catholic School in Edmonton to serve nutritious breakfasts and discuss the positive impact of the school food programs.



Donors

GOLD CLUB
$1,000,000+

COSTCO WHOLESALE

THE GROCERY FOUNDATION
GETTING FOOD TO HUNGRY KIDS

DANONE

Walmart

PEMBINA

JADE CLUB
$500,000 - $999,999

amazon.ca

Desjardins

THE SLAIGHT FAMILY FOUNDATION

belairdirect.

Oatbox

the SPROTT FOUNDATION

EMERALD CLUB
$250,000 - $499,999

Allan & Gill Gray PHILANTHROPIES

bel

staples

CAF Charities Aid Foundation

DELICOUKI

General Mills

EGG FARMERS OF CANADA

NexGen Energy Ltd

RioTinto

STILL good

TC Energy

TURQUOISE CLUB

$100,000 - $249,999

Air Canada Foundation
Anonymous (1)
Biscuits Leclerc
Colabor
Farm Credit Canada
Gray Ridge Egg Farms/LH Gray & Son/ EggSolutions-Vanderpols Eggs/Golden Valley Eggs/ Global Egg Corporation/Sparks Eggs
JLL
Kellogg's Canada
McCain Foods Canada and The McCain Foundation
Metro Ontario Inc.
Mott's Fruitsations
National Bank
Pomme Qualité Québec
Supreme Egg Products
The Sodexo Stop Hunger Foundation

VIOLET CLUB

$50,000 - $99,999

Canadian Natural Resources Limited
Citadelle and The Québec Maple Syrup Producers
COBS Bread
Cora
Couche-Tard Inc.
DÉFI 911
Fédérations des producteurs d'oeufs du Québec
Fonds Belmira Jaime
Hickory Farms Canada
I-Nov Concept Inc
La Fondation Norman Fortier
Les Produits Malyna
Mealshare Aid Society
Nortera
Porte Homes Ltd.
Tim Hortons Advertising And Promotion Fund Canada Inc.

MAGENTA CLUB

$25,000 - $49,999

Arctic Consultants
Belron Canada
Breakthru Beverage Canada
Brio Conseils
Cargill
Cenovus Energy Inc.
CIBS Group
Circle K
Claude Saindon
Desjardins Entreprises Outaouais
Elise Marcoux
Evive
Forest Legacy Foundation
François Houde
Globo – Aldo Group
GVI Automotive Management Inc
Goodfood Market
Innergex Renewable Energy Inc.
JAN-PRO Canada
Landon Barretto
LIUNA Local 183
Maheu & Maheu
Metro Richelieu Inc.
MTY Group – Turtle Jack`s Restaurants
Multi-Prêts Mortages
Philippe & Co. and Lega Jewellery Inc.
Pomango
Première Moisson
Raymond Chabot Grant Thornton
Siemens Energy
Subaru de Laval and Action Groupe Grenier
SunCandy Citrus
The Don and Joan Walker Family Charitable Trust
Ubisoft Divertissements Inc.
Universal Rail Systems
VitroPlus Group Inc.

AMBER CLUB

$10,000 – $24,999

3 Brasseurs
A5 Hospitality
abbVie
AFL Global
Altru Foundation Inc.
Aviva Canada Inc.
BC Egg
bioMérieux Canada
Caisse Desjardins de Jonquière
Caisse Desjardins Pierre-Boucher
Caisse populaire Desjardins de la Haute-Gatineau
Calgary Sports and Entertainment Corp
Chimp Foundation
CIBC
Cima +
Collectionneurs de monnaie du Québec
Connor Gordon
Createch
cuddle + kind
Dalisa
Danielle Dubois
Délecta
Driven Brands Charitable Foundation
Egg Farmers of Alberta
Enterprise Holdings Foundation
ERFA Canada 2012 Inc.
Fondation Charles Cusson
Fondation de la Famille J. Rodolphe Rousseau
Fondation du Régime des Bénéfices Autochtone
Fondation Famille Marc Theriault
Fondation Jacques et Michel Auger
Fondation Jocelyne et Gilles Ouimet
Fondation Marisa
Fondation Serge et Rollande Archambault
Fonds de charité des employés de la Ville de Montréal
Fonds Fondation UltraGiving
Gadoua
Groupe Leclair
Home Ownership Providers of Saskatchewan
Industrielle Alliance Financial Group
Jacques Damours
Karine Joncas
Kenny U-Pull
Keurig Canada
Krops
Lactalis Canada Inc
Les Emballages Carrousel inc.
Les Fourgons Transit inc.
Loto-Québec
Lulubelle & Co
Messer Canada
Modern Beauty
Nero Bianco – Club Chaussures
Novirtus Transport Inc.
Paypal Giving Fund
Pfizer Canada
Phoenix Contact Ltd.
Power Corporation of Canada
Pratt & Whitney Canada
Research Capital Corporation
Robert Transport
RONA Inc.
Russell Hendrix
Service des loisirs Rouville
Shop Santé
solutions beyond technologies
St-Hubert Foundation
Sysco Grand Montréal
Telus Corporation
TFI International
The Port of Prince Rupert
The Temerty Foundation
Ticketaria
TMG The Mortgage Group
TotalEnergies
Transport Guilbault Inc
Trigon Pacific Terminals Limited
Trudeau Corporation International Inc
WCPD Foundation
West Island Community Shares Partage-Action

BEQUESTS

Anonymous

The Estate of Claude Dufour

The Estate of Pauline Marchand

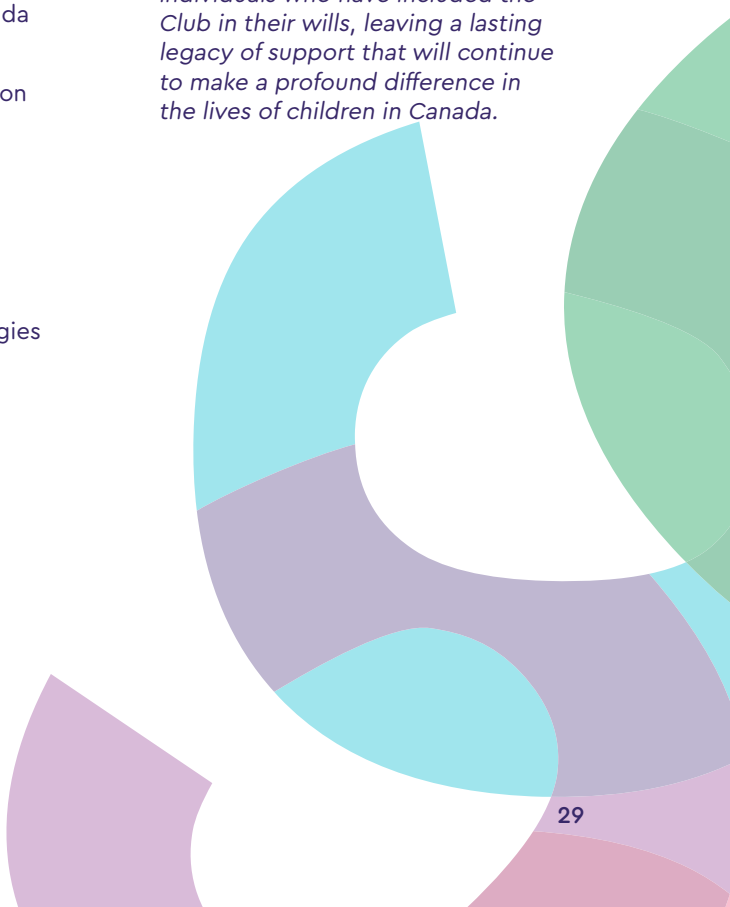
The Estate of André Montpetit

The Estate of Hélène Myre

The Estate of Marie Rose Naud

The Estate of Solange Tousignant

We are deeply grateful to acknowledge and celebrate the thoughtful and compassionate individuals who have included the Club in their wills, leaving a lasting legacy of support that will continue to make a profound difference in the lives of children in Canada.



So Many Reasons to Give

It is a privilege for the Club to be able to count on a large network of loyal donors who cherish the well-being of children. Each individual or organization has its own connection to the cause. Whatever their connection or reason for giving, we appreciate each and everyone of them!



PHILIPPE & CO

Philippe & Co. has been supporting Breakfast Club of Canada since 2021. Its president, Philippe Langlois, has been involved with the Club for nearly 15 years. In addition to volunteering for the cause when he was younger, he was a chaperone at the Club's leadership camps, where children could participate in fall and winter activities to develop their self-confidence.

"Children are vulnerable and often powerless in the face of social injustice. As an adult and the father of two young kids, I have the desire and the power to do something concrete to help. That's what got me involved. Eating is a primary need, and if I can help a few children get a better start in the morning with a good breakfast, then why not!"

Philippe Langlois, Owner, Philippe & Co

CORA

Innovation, passion, vision and caring—these are the ingredients that make the Tsouflidou family such a successful recipe.

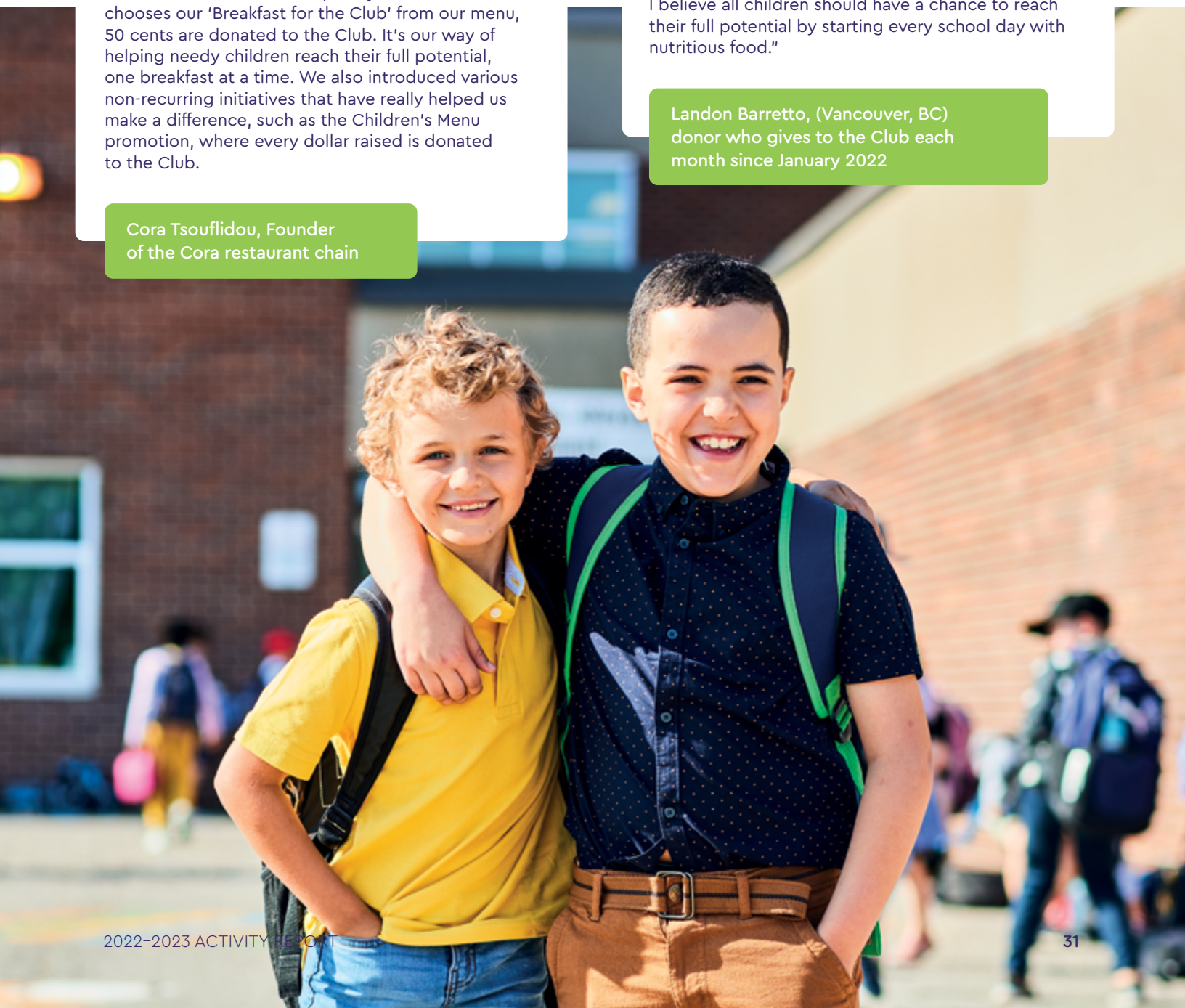
"As our network grew and children's needs increased tenfold, we decided to channel all our financial donations to a single great cause: the Breakfast Club of Canada. For 15 years now, we've been working closely with each of our franchisees to find effective ways to raise funds for the Club. Every customer in every one of our restaurants now has the opportunity to help feed children who, sadly, come to school with empty bellies. Since October 2019, every time someone chooses our 'Breakfast for the Club' from our menu, 50 cents are donated to the Club. It's our way of helping needy children reach their full potential, one breakfast at a time. We also introduced various non-recurring initiatives that have really helped us make a difference, such as the Children's Menu promotion, where every dollar raised is donated to the Club.

Cora Tsouflidou, Founder of the Cora restaurant chain

LANDON BARRETTO

"I learned about philanthropy from my mother. She would bring me along with her when she made her donation to our local food bank. This reflex to engage in philanthropy was something she instilled in me at a young age, and something I've carried with me into adulthood. Every month, I make the decision to give to Breakfast Club of Canada because I believe in the power of generosity, and I want to ensure that kids have what they need to be successful, in school and in their future. I am in the fortunate position to be able to make this donation each and every month and when I do, that goodwill is returned to me many times over. The reason I keep choosing the Club is simple: I believe all children should have a chance to reach their full potential by starting every school day with nutritious food."

Landon Barretto, (Vancouver, BC) donor who gives to the Club each month since January 2022





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