

# INFO-CADRE

FOR OVER 50 YEARS



## SUMMARY

WORD FROM THE PRESIDENT	2
GENERAL MANAGER'S EDITORIAL	3
A WORD FROM THE OFFICE	4
LABOUR RELATIONS FOCUS	8
COLLECTIVE ISSUES	9
STRATEGIC WATCH	11
ASSOCIATION LIFE : YOUR APER BENEFITS	12

A clear-eyed edition grounded in the realities facing managers: unclear mutualization, growing pressure, high expectations, and at times (often) contradictory signals.

This March edition acknowledges an increasingly difficult management climate and offers practical points of support. Don't miss the update on the steps being taken by APER.

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**JOE VIEIRA**  
President

## WORD FROM OUR PRESIDENT

### Holding together when the ground is shifting

After more than a year, the reality of Santé Québec is increasingly affecting our day-to-day work. This reform was intended to improve access to health and social services and to make the system more efficient. Clearly, and with some hindsight, we can all say that Santé Québec's priority is not services to the population, but rather the government's finances.

How can anyone imagine improving access to care while at the same time reducing staffing levels and disrupting frontline teams? We, as middle managers, have learned through successive reforms that, unfortunately, every reform comes with its share of instability and cuts.

I often ask myself the following question: did the previous reforms, the creation of the CSSSs, and later the CISSSs and CIUSSSs, improve access to care? Or even, did these reforms actually generate savings? The answer to both questions is the same: NO. Every year, the budget allocated to health and social services increases, while access continues to decline. And yet, thanks to us, the middle managers, the system is still standing.

With all the uncertainty currently hanging over us, particularly around the mutualization of services, it is more important than ever for us to stand together as APER members. Expectations placed on managers are becoming increasingly intense. We are being asked to do more with much less, and without real support.

In this context, APER is here to help and support us in our daily reality. Whether through continuing education, coaching offered by Dominique and Patrick, the valuable guidance of the permanent team, the support of our two career counsellors and therapist, or Michelle's review of your salary classification and compensation, at least we are not alone.

Now more than ever, we should not hesitate to reach out to the APER team. Although Santé Québec may say otherwise, it appears that Employee Assistance Program services have been reduced and limited in several institutions. APER is the only association that truly understands your day-to-day reality, because the permanent team comes from the network itself.

**With that, I wish us all a great deal of courage and resilience for the coming months, which are sure to be very intense.**



## GENERAL MANAGER'S EDITORIAL

### Mutualization: Santé Québec's word of the moment

Mutualization, such a beautiful word...

According to the *Larousse* dictionary, this is what it means:

Mutualization refers to the act of pooling resources, means, or services in order to optimize their use, reduce costs, and improve efficiency. It can apply in various fields, including the economy, information technology, and public services.

#### PATRICK ECCLES General Manager

No one can oppose the optimization of resources, means, or services, that is what we, as managers, have been doing for decades. There is nothing new about that. The problem with Santé Québec's version, however, is that once again, the vision seems to be to tear down everything that already existed and start over from scratch... while we must still continue delivering health and social services to the population. This vision also shows a serious lack of prior reflection and assessment of which resources, means, or services would actually benefit from mutualization **while genuinely generating savings and improving efficiency.**

**You cannot carry out this many mutualization initiatives without first conducting at least a minimal assessment of the advantages and disadvantages, together with the real experts, our management teams in the field.** Successive governments, through the Couillard, Barrette, and Dubé reforms, have all launched major reforms without then taking the time, afterward, to evaluate the savings generated, if any, or the promised gains in efficiency. For those of us working in the field, we all know that efficiency has declined significantly since the Barrette reform, because everything now depends on centralized processes that require an enormous amount of time, energy, and repetition.

Just imagine all administrative services being centralized at Santé Québec's head office... even though that head office is not yet fully structured or fully operational. As a result, what is currently solid, the institutions themselves, is being dismantled while the head office is still not functional. That is poor planning and poor management. And in the meantime, you are being pressured to perform, while resources from both administrative and local support services are being taken away. We are told to practise proximity management, yet at the same time, we are expected to navigate the administrative maze of Santé Québec's head office. We had been promised a small agency close to the field...!

Although we cannot reveal everything at this point, know that APER has undertaken a wide range of actions to push back against these mutualization efforts, especially while Santé Québec's head office remains unable to answer our questions, the questions of CEOs and Deputy CEOs, HR Directors, and HR teams, the real specialists in these matters, which is unfortunately the case at present.

All Santé Québec seems to want is to "reduce the Québec government's deficit," "prevent non-compliant practices," and "centralize and control everything from head office." That sounds far more like government rhetoric than the message of an organization whose mandate is to ensure quality health and social services for the people of Québec. Personally, I am deeply discouraged by this centralizing vision. When will you truly be allowed to do your work and practise real proximity management? Please know that APER is not abandoning you. We are working very hard and knocking on every possible door to make sure your voice is heard.



## A WORD FROM THE OFFICE

Through the fog: the messages APER is bringing forward

Whew! After managing a global pandemic, mass vaccination efforts, employee strikes, collective agreement negotiations, and the negotiation of your own working conditions, one would think you had more than earned a period of calm... apparently not.

Every government, regardless of political stripe, seems determined to leave its mark by rebuilding our health and social services system from scratch. And so here we are again, heading into yet another reform that we were told would ensure proximity-based management... as for proximity, we will have to wait and see!

### Me ANNE-MARIE CHIQUETTE

We were also told that Santé Québec would be a small agency close to the field... frankly, it is unbelievable. While institutions are being prohibited from posting vacant positions, automatically shifting additional responsibilities onto your shoulders, Santé Québec's head office has become enormous and already unmanageable. So much for planning.

In this context, we have held several meetings with members of Santé Québec's board of directors. At the beginning of February, we requested a meeting with Ms. Biron and Ms. Germain to discuss the mutualization measures planned for administrative services. We are still waiting for a response. **You can read the letter we sent them on the following pages.**

It reflects rather poorly on these two women that they have not taken the time to meet with the association representing close to 2,000 managers. **In the absence of any response from them, we decided to write directly to the members of Santé Québec's board of directors** to summarize the discussions we have had with CEOs and Deputy CEOs, Human Resources Directors, and HR management teams from several institutions.

The conclusion is stark: these mutualization initiatives are too broad and moving too quickly. With its head office still unstable, Santé Québec is clearly not securing the support of the network for its current approach.

What is more, Santé Québec has plainly failed to take into account the network's capacity, particularly that of managers, to absorb the additional responsibilities associated with the proposed mutualization measures, on top of their core responsibility of ensuring quality services for the people of Québec, which is this organization's primary mandate. As mentioned at the beginning of this column, managers and employees are exhausted and are only just beginning to come up for air after five years of constant upheaval.

Could your employer not at least take the time to assess the capacity of the people already in place to determine whether you are truly able to go through another chaotic period simply to satisfy civil servants in Québec City? Santé Québec's leaders would do well to learn from the middle managers in our network, who have long understood that if they want to deliver quality services to the public, they must first take care of their people. Managers, for their part, take care of their teams, knowing they will be better able to provide quality services if their own leaders have first taken care of them.

I have been saying it for decades: users come second, and staff, including managers, come first, so that they can do their work better in a very difficult environment.

At APER, you come first because we take care of our own. We are here for you, and we will support you throughout this reform. Let us not forget that the elections are fast approaching. We are currently meeting with the political parties to understand their position on Santé Québec. You will be kept informed and will no doubt be called upon.

## LETTER SENT TO SANTÉ QUÉBEC (PAGE 1)

Greenfield Park, February 9, 2026

**Ms. Geneviève Biron**

Chair of the Board of Directors  
Santé Québec

**Ms. Christiane Germain**

President and Chief Executive Officer  
Santé Québec

**Subject: Request for a Meeting**

Madam Chair,  
Madam President and Chief Executive Officer,

The Association du personnel d'encadrement du réseau de la santé et des services sociaux (APER), which represents close to 2,000 managers, has reviewed Santé Québec's 2025–2028 Strategic Plan with great interest, and we are in a position to confirm our satisfaction with the third strategic direction, which aims to guide your actions by ensuring the establishment of a more humane organization.

Indeed, after the disaster that was the Barrette reform, all stakeholders agree on the need to rebuild the trust of those working within our network by valuing, retaining, and developing talent and leadership, while fostering engagement through team stability and the development of a healthy, safe, and sustainable work environment that promotes well-being.

We can only fully support these commitments made by Santé Québec toward its workforce, including managers. Santé Québec's mandate is to ensure the delivery of quality health and social services to the population of Québec, and in order to carry out this mandate, staff and managers are essential and central to that success. We believe that matters relating to staff and managers fall first and foremost under the responsibility of Santé Québec's Board of Directors, since it remains accountable for fulfilling the mandate entrusted to it and cannot succeed without its own workforce.

More broadly, managers and staff have clearly demonstrated their ability to deliver quality services despite the implementation of multiple reforms (Couillard, Barrette, and Dubé) and the management of a global pandemic. We believe they have clearly proven their resilience and capacity in the face of additional challenges.

## LETTER SENT TO SANTÉ QUÉBEC (PAGE 2)

That said, APER wishes to bring to your attention major concerns expressed by its members regarding the labour relations approach taken toward managers and the managers' associations, including APER. This approach appears more akin to the completion of the Barrette reform than to the values, directions, and objectives set out in your Strategic Plan.

APER recognizes the importance of rigorous management of public funds and the need to ensure the optimal use of collective resources. These objectives are essential. However, pursuing them requires caution, clarity, transparency, and predictability, particularly in a context where the network is already subject to significant organizational and budgetary constraints.

APER has been working collaboratively with its counterparts at Santé Québec since last April to modernize the Regulation respecting working conditions. Imagine our surprise when, in late December 2025, we learned that Santé Québec had unilaterally decided to split the Regulation into three (3) documents:

- The Regulation
- A Management Manual
- Management Policies

In this regard, we question the legality of such a decision, given that the authority under the law rests with the Minister. We also question the approach taken by our counterparts, who, without prior notice and since last April, had us working on proposed amendments to the Regulation respecting working conditions while, behind closed doors, they were developing three (3) separate documents that alter working conditions without any prior discussion with us.

Furthermore, at our January 2026 meeting, our Santé Québec counterparts tabled a bundle of various Management Policies and working conditions integrated into the Management Manual, even though these documents are dated September 2025.

We are highly skeptical of Santé Québec's genuine willingness to engage in meaningful discussions about the working conditions of its managers in the current context and through methods that are more in line with those used during the Barrette reform than with your Strategic Plan.

We also wish to bring to your attention major concerns expressed by our members regarding the mutualization of administrative services.

## LETTER SENT TO SANTÉ QUÉBEC (PAGE 3)

On the ground, local administrative support services have already been significantly weakened by the cuts currently underway. Middle managers are having to cope with reduced resources and limited access to administrative support services, in a context where they are continuously expected to balance day-to-day operations with the implementation of major structural projects. This reality places considerable pressure on their ability to act and on their role as proximity managers, which runs counter to Santé Québec's stated intentions.

Moreover, although work has clearly been underway for more than a year within the vice-presidencies through internal working committees and/or the support of external consultants, our members are finding it particularly difficult to identify a clear, structured, and understandable action plan regarding the next steps. The absence of precise parameters, concrete timelines, and a shared operational vision is fuelling a growing climate of uncertainty. Managers are expressing real fatigue in the face of this lack of visibility and transparency, even as they are expected to reassure their teams and maintain service continuity.

In the area of human resources, the service offer presented to the associations by the VPTCE appears, overall, to be well defined in its intent with respect to operational service centres and centres of expertise. However, it introduces additional intermediate layers for managers. In addition, local HR support functions, particularly on-site support and strategic HR advice aligned with local realities, remain, at this stage, less clearly established, which raises concerns about their continuation and actual accessibility.

Middle managers are a key pillar of the network's performance and of the success of the transformations currently underway. However, their commitment cannot be taken for granted in the absence of clear reference points, adequate support, and a readable vision of what lies ahead. In a spirit of frank dialogue and shared responsibility, APER wishes to arrange a meeting with you in order to discuss these issues, share the concrete concerns being experienced in the field, and discuss the necessity of the mutualization initiatives.

We thank you for your attention to this request and remain available to arrange a meeting at a time convenient to you.

Please accept, Madam President and Chief Executive Officer and Madam Chair, the expression of our distinguished regards.



General Manager



## LABOUR RELATIONS FOCUS

What we're being asked most often right now

In recent weeks, several members have reached out to us with the same concerns. Here are some pointers on five highly relevant questions that keep coming up, and, above all, when to consult APER.



**DOMINIQUE FORTIER** CRIA  
Director of Professional  
Services

### 1) Moving to another institution: what are my rights?

If you are a middle manager and obtain another middle-management position in a different institution within the network, you will not be subject to a new probation period if you have already successfully completed one. However, if you move into a senior management position, a probation period does apply. In addition, your accumulated vacation time transfers in full, as do your years of service as a manager.

### 2) Premiums / allowances: payroll updates and retroactive payments

Normally, the premiums or allowances provided for in the Regulation should now be reflected in your pay, in line with the ministerial order of July 18, 2025, published in the *Gazette officielle* on August 6, 2025. Santé Québec has, however, advised us that retroactive payments related to these adjustments will be issued at a later date. Keep an eye on your pay slips, retain them, and if an expected amount does not appear, or if a premium seems inconsistent, contact us so we can review your situation.

### 3) Premiums and remote work: my premium was removed

In some cases, the premium updates have resulted in certain individuals losing a premium while working remotely. Since these situations depend on the type of premium involved and the applicable eligibility criteria, if your situation concerns you or if the way it is being applied seems inconsistent or unjustified, contact us.

### 4) Salary recovery

Under the Regulation, when an employer determines that a manager has been overpaid, it may recover only the salary overpaid during the six months preceding the notice sent to the manager. Ask for a detailed breakdown of the calculation, the period covered, and the proposed repayment terms, such as a repayment schedule. If significant amounts are involved or if the notice is unclear, write to us.

### 4) I work 70 hres/week

A recurring workload of 70 hours is a warning sign. Very often, this is not just an individual issue; it is also an organizational one. Document your reality and draw on our expertise to support you.

#### When to contact APER

Reach out to us early. Don't face it alone, and don't wait until the situation gets worse.

## COLLECTIVE ISSUES

### THE ESSENTIALS ON RETIREMENT, INSURANCE, PAY EQUITY, AND HEALTH AND SAFETY

Even when progress is limited, these issues warrant continued vigilance.

#### The PPMP ?

The PPMP is the pension plan for managers in the health and social services network.

It provides you with a retirement pension in addition to the Québec Pension Plan (QPP) and Old Age Security (OAS).

#### Who's taking care of the PPMP ?

The PPMP Pension Committee oversees the plan's financial health. It is responsible for the administration and oversight of the plan.

It is made up of representatives of both plan members and the employer, and acts in the interest of contributors, with the goal of ensuring the plan's long-term sustainability and financial stability.

APER's Executive Director sits on this committee.

#### NEED MORE CLARITY ?

Pension plans can be complex, and that is perfectly normal.

APER offers its members free meetings to help them better understand their pension plan, plan their financial future, and ask all their questions, without the jargon

To schedule an appointment, contact **Nathalie: [association@aper.qc.ca](mailto:association@aper.qc.ca)**

#### LATEST ANALYSIS OF THE PPMP

The PPMP's 2025 investment results were published following the announcement of the returns of the Caisse de dépôt et placement du Québec (CDPQ).

#### RESULTS

The plan is in very good financial health.

14,4 G

Total plan assets

9,4 %

PPMP return in 2025

The PPMP generated a 9.4% return in 2025, and its net assets reached \$14.4 billion.

Over a longer horizon, for a pension plan, what matters most is performance over several years, not just in a single year. The PPMP's annualized return remains strong:

5.4% over 5 years and 6.6% over 10 years.

In other words, the plan continues to perform well over the long term.

#### IN BRIEF

1

For 2026, 2027 and 2028, the PPMP contribution rate is decreasing from 12.67% to 11.23%.

This rate applies only to the portion of your salary that exceeds 35% of the Maximum Pensionable Earnings (MPE), that is, the portion already covered by the QPP. In other words, you will contribute slightly less without reducing your future benefits.

This decrease is due in part to more favourable long-term financial assumptions, a slightly younger plan membership, and better risk management through the stabilization fund.

2

In 2025, despite an uncertain global environment, the markets as a whole held up well.

PPMP funds are invested across several asset classes, which helps the plan better withstand economic cycles. Some asset classes perform less well in certain years, while others make up for it; for a pension plan, what matters most remains performance over several years.

## COLLECTIVE ISSUES

### THE ESSENTIALS ON RETIREMENT, INSURANCE, PAY EQUITY, AND HEALTH AND SAFETY

#### UPDATE FROM SANTÉ QUÉBEC'S STRATEGIC OCCUPATIONAL HEALTH AND SAFETY COMMITTEE

On February 20, an initial meeting of Santé Québec's Strategic Occupational Health and Safety Committee brought together representatives from the major union federations, managers' associations (including APER), and leadership from various institutional departments (HR, Nursing Services, etc.). Most of the individuals invited were experienced and committed, including recognized occupational health and safety partners such as ASSTSAS.

The committee's stated objective is to support a more consistent occupational health and safety approach across the network, in complement to what is already being done locally.

#### APER's position

APER welcomes both the intent behind the committee and the level of engagement around the table. That said, this first meeting mainly highlighted the need for Santé Québec to better structure the next steps: the committee's operating procedures (documents shared in advance, follow-up on discussions, deliverables) and the alliances that should be considered given the scope of the mandate (CNESST, the Ministry of Higher Education, etc.). APER also reiterated the importance of grounding the work in evidence and expertise, including research, given the university mission of many institutions.



**MICHELLE BOURGET**  
Advisor, Job Evaluation,  
Pay Equity and Labour  
Relations

#### UPDATE FROM 2021 PAY EQUITY MAINTENANCE ASSESSMENT COMMITTEE

Since the last Info Cadre, discussions at the Pay Equity Maintenance Committee have once again focused on the criteria for gender predominance and on a few disagreements regarding the evaluation of certain categories.

As for the disagreements relating to categories, these concern only professional categories, more specifically pharmacists represented by APES. Discussions were also held regarding the file of manager-physicians and the list of events during the maintenance period that had an impact on the evaluations.

The work related to these events is being carried out by a subcommittee that has established operating rules adopted by the parties.

A meeting between the managers' associations is scheduled shortly in order to establish a common position to be presented to the employer at the next Committee meeting. Lastly, a new timetable now sets the completion of the work for August of this year, provided no dispute is filed by then.

We believe that the Committee's next meeting should conclude the work relating to the evaluations so that activities can begin on determining the methodology and calculating pay gaps, as well as on the postings and any follow-up arising from them.

The 2021 pay equity maintenance exercise is now drawing to a close, and the final results will be communicated to you as soon as they are known.



**DOMINIQUE FORTIER** CRIA  
Director of Professional  
Services

## STRATEGIC WATCH

### APER Pointers

In a demanding environment, here are a few simple ideas and tools to support your reflection and help you manage your energy.

When pressure rises and familiar reference points shift, we often find ourselves managing through uncertainty, and that is exhausting. In this column, I am sharing a few simple anchors: readings that shed light on very concrete management challenges, and an easy tool to try to better understand your day-to-day energy. The goal is not to add more to your plate, but to offer a few small, useful supports.

### 3 Reads That Caught My Attention (French only)

#### Micromotivation : le puissant levier des petites victoires (Revue Gestion – HEC Montréal)

When everything feels heavy, small wins are not a minor detail, they become a lever. This piece reminds us that motivation is often rebuilt through visible progress, even modest progress. A practical takeaway: in times of overload, naming what is moving forward, for yourself and for your teams, helps preserve momentum and meaning.

#### Plafond de verre des femmes : déjouer les freins intérieurs (Revue Gestion – HEC Montréal)

A thought-provoking read on legitimacy, internal barriers, and certain dynamics that can shape one's leadership stance. Useful for managers reflecting on their own progression, but also for anyone who supports or assesses talent: it invites us to look at what is happening "inside" as much as at what is built into structures.

#### Couper en RH vous coûtera cher (Les Affaires)

In times of constraint, efficiency is often the goal. But this piece highlights a risk: when HR expertise becomes less accessible, we do not necessarily "simplify" things, we shift part of the complexity onto the field. A practical takeaway: watch for delays, the invisible workload falling back on managers, and the impact on team stability.

### Tool of the Month: Do you know your chronotype?



We do not all have the same energy rhythm. The chronotype test (lion, wolf, bear, dolphin) can be a simple self-observation tool, not to "put you in a box," but to help you identify when you are most alert, creative, or irritable, and adjust your schedule accordingly.

[Link to the test](#)

### Monthly Micro-Challenge: More Effective Meetings



For one week, apply one simple rule to one meeting a day:

- define the objective in one sentence at the beginning
- end by clarifying who is doing what, and by when

Goal: reduce meetings that take up time without providing real value, and protect your time and energy.

## ASSOCIATION LIFE YOUR APER BENEFITS

## More Value for our members: Training, Savings and Support

Member benefits are not just “extras”, they are practical levers to help you build your skills, move forward, and catch your breath.

### Upcoming trainings

Our lunch-hour training sessions are designed to offer short, practical, and applicable content. The goal is to leave with concrete tools or information, without adding to your schedule. More specifically, here is what will be available in March, April, and May:

- Our partner **Beneva** offers several training sessions, [register here.](#)
- **APER** will also offer training on succession, recent developments in case law, and budget management.

### INSCRIVEZ-VOUS ICI.



### More information about CIBC

The CIBC group banking program for APER is an exclusive offer of banking advice and solutions valued at more than \$2,900 per member.

To learn more, visit this site:  
<https://www.cibc.com/fr/group-banking/members.html>

In addition, join the webinar hosted by APER on April 14th from 12:00 to 1:00 p.m. to learn more: [The Benefits of the CIBC Partnership for APER Members, Their Families, and Their Friends](#)



## ASSOCIATION LIFE YOUR APER BENEFITS

## More Value for our members: Training, Savings and Support

Member benefits are not just “extras”, they are practical levers to help you build your skills, move forward, and catch your breath.

### Our partnership

Several benefits and discounts are available to members.

You can find the full list at this link, which will be updated regularly:  
<https://partenariataper.my.canva.site/english> **Save it to your bookmarks!**



[Version française](#)

### Our partnerships

Our partnerships provide you with access to exclusive discounts that have been negotiated on your behalf.

Enjoy them to the fullest and kindly ensure that these benefits remain within the community: they are designated for APER members and should not be distributed.



Last update : February 26, 2026

### Vanessa Mireault

Conseillère d'orientation

The services of our career counsellor and therapist, Vanessa Mireault, can provide you with a space to take stock, reflect on your professional path, or navigate a more demanding period. Write to her at: [vanessamireaultco@gmail.com](mailto:vanessamireaultco@gmail.com)



Looking for a different way to take care of yourself during these more difficult times? Take advantage of the benefits offered through our partner, [Strom Spa Nordique](#).

### Coaching Services

Because managers' realities are diverse, APER is expanding its coaching offer to better adapt to your needs.

Two complementary approaches are available. **Patrick Eccles, General manager**, offers concrete, pragmatic support at the crossroads of coaching and advisory services, particularly helpful for issues related to how the network operates and the management of day-to-day challenges. **Dominique Fortier, Director of Professional Services**, offers an approach more focused on manager development, particularly in the areas of leadership, communication, professional presence, and balance.

**This service is included in member services, at no additional cost, with no predetermined maximum duration and no required frequency.** Requests may be sent to APER ([association@aper.qc.ca](mailto:association@aper.qc.ca)), and an initial exploratory meeting will help guide you toward the most appropriate type of support.

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**We are part of your team. We've seen this before,  
and we're here to help.**

If this reform is causing you anxiety, we are here for you.  
We have been navigating reforms for more than 50  
years.

Contact us : [association@aper.qc.ca](mailto:association@aper.qc.ca)  
(514) 933-4118