CANADA
GROCERY
CODE

Office of the Grocery Sector Code of Conduct

Fall Report 2026



COVERAGE PERIOD: **JUNE 1 – OCTOBER 31, 2026**

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Message from the President & Adjudicator

The first ten months of full implementation of the Canada Grocery Code (the "Code") has continued to be a period of learning and engagement for the Office of the Grocery Sector Code of Conduct (OGSCC or the "Office) as well as for supplier and retailer members of the Office. Since the publication of the OGSCC Spring Report 2026, the Office has shifted from establishing the framework for the Code toward using that framework more actively: gathering intelligence from OGSCC members and associations on systemic Code-related issues, engaging in consultations with members and beginning focused work on commercial practices that warrant closer examination. This period has provided the Office with a growing body of information about how the Code is operating and where additional attention is needed to ensure its application by OGSCC members.



This Fall Report covers the period from June 1 to October 31, 2026, and is intended to stand on its own while building on the Spring Report. The Code applies to commercial relationships between retailers and suppliers who voluntarily choose to become members of the OGSCC. The Office administers the Code, supports members in understanding and applying it, identifies emerging and systemic issues, and provides confidential reporting and formal dispute resolution pathways.

During this reporting period, the Office launched a consultation on draft guidance for non-compliance charges, began exploratory work on forecasts, purchasing practices and fill rates, expanded the ways in which members and industry associations can share information with the Office, and launched the first annual Code compliance survey for OGSCC members. The Office also continued to strengthen its governance through the establishment of the Code Review Advisory Group as well as the appointment of Cathy Loblaw as the OGSCC's first Independent Chair.



A recurring theme in the Code's implementation remains the importance of industry participation. The OGSCC can act most effectively when members and associations share sufficient information to help identify patterns, understand how practices impact different commercial relationships, and determine where OGSCC guidance, analysis or other actions may be appropriate. At the same time, the Office recognizes that confidence in new processes develops over time and continues to emphasize confidentiality, engagement, and early resolution wherever possible.

The Code is most effective when members understand how it applies and use it as a framework in their commercial discussions. When retailers and suppliers support the same principles, provisions, and defined terms, they share a common set of standards and a common vocabulary. This can help parties resolve issues directly and reduce the need for formal dispute resolution. The more consistently members use the Code as a practical tool, the greater its influence will be in shaping business practices across the grocery sector.

The experience of this reporting period has reinforced that the Office's role extends beyond formal dispute resolution. Information shared through a range of channels is helping the OGSCC identify broader issues, engage constructively with members to influence Code-related behaviours, and determine where a more systemic response may be appropriate to improve retailer and supplier practices in the grocery sector.

As we approach the end of the Code's first full year of implementation, the most important development has been the transition from establishing the Code framework to putting it into practice and learning from that experience. Entering 2027, our priority will be to build on that foundation: strengthening participation in the Code, continuing to gather information about its application, and focusing the Office's efforts for the greatest impact. The effectiveness of a voluntary Code depends on the engagement of all its members, and the OGSCC will continue to work with members and industry associations to support a Code that is understood, used and responsive to the realities of commercial relationships between retailers and suppliers.

Independence of Reporting

This report has been prepared independently by the OGSCC in accordance with its mandate to administer and oversee the Code. The OGSCC Board of Directors does not participate in the preparation, review, or approval of the report, nor does it receive advance copies or have an opportunity to provide input on its contents. The findings, observations and commentary presented in this report are those of the Office and reflect its independent assessment of matters arising in the administration of the Code.



1. Observations from the Reporting Period

1. Information is increasingly shaping the Office's priorities

Concerns raised through confidential submissions, one-to-one conversations, information gathering exercises, and discussion with industry associations are being considered together rather than as isolated inputs. This has helped the Office identify systemic practices requiring broader attention, including non-compliance charges, forecasting, and fill-rate practices, as well as recurring issues in the fresh fruit and vegetable sector.

2. Members are sharing information, although often at a general level

Two of five Issue Centre submissions received during the reporting period were anonymous, demonstrating that the anonymous option introduced in May 2026 is being used. The overall volume of submissions remains modest, consistent with previous observations about member hesitation to use formal reporting channels identified in the Spring Report. Direct conversations with members and associations remain an important source of intelligence for the Office.

Through direct discussions, OGSCC members have shown a strong willingness to share information with the Office on a confidential basis. These conversations provide candid descriptions of the issues and practices causing concern, but members do not necessarily identify the organizations involved or provide specific examples or details. This more generalized information helps the Office identify recurring themes, compare experiences across the sector, and take proactive approaches through guidance, research, or broader engagement. However, there are limits to what the Office can do if sufficient detail is not provided.

Reporting Period at a Glance

5
Issue Centre submissions

2
consultations

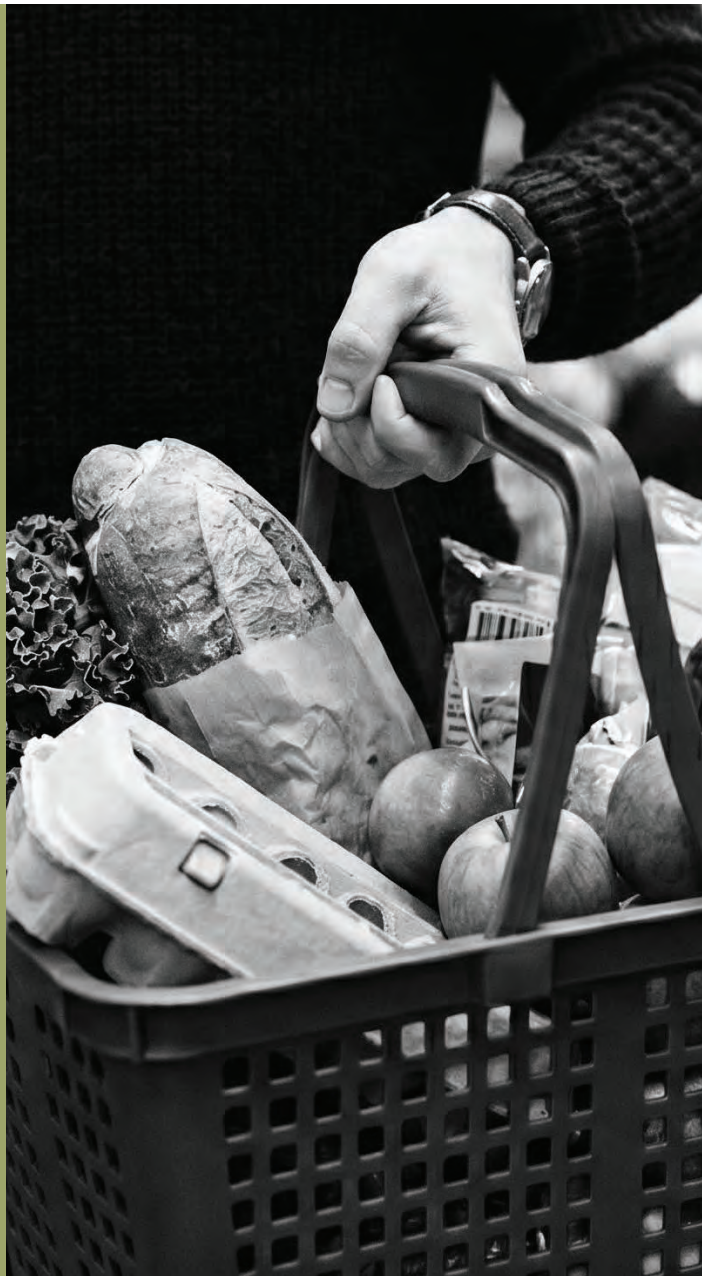
10
confidential interviews (fill rate study)

18
new members registered

35
one to one meetings

8
events attended

For example, members often raise changes to customer policies and commercial agreements as a source of concern in their commercial relationships but do not share the details of those documents. Without access to the policies or agreements themselves, it is difficult for the Office to assess whether the related practices are consistent with the Code.



3. The Office's role extends beyond formal disputes

During the reporting period, the Office did not receive any formal complaints through the Dispute Resolution Management Process (DRMP). This is consistent expectations about how the Code would operate in practice. The DRMP is an important avenue for formal disputes, but it was not anticipated to be the first step in addressing concerns.

The Code is an industry-led framework built on cooperation, fair dealing and good-faith conduct. It envisions a graduated approach where parties first try to resolve issues directly with one another, then seek assistance from the Office where appropriate, and only turn to the formal DRMP if early, less formal, interventions are unsuccessful.

As such, the absence of DRMP applications should not be interpreted as an indication that the Code is not being used. The DRMP is an option which remains available to members where a formal process is needed. DRMP activity should be considered alongside the Office's broader engagement with members, issues raised through the Issue Centre and other channels, and member survey results when assessing implementation of the Code and members' confidence in the processes available to them.

4. Membership growth requires renewed industry leadership

Following strong early registration, membership growth has plateaued. All large retailers and most large suppliers have joined the OGSCC, but only a small share of eligible small and medium-sized enterprises (SMEs) have done so.

Broader participation remains important to the credibility and practical reach of a voluntary Code. The Code's principles, provisions, and dispute resolution process apply only when both parties to a commercial relationship are OGSCC members. Members also have access to the Office's guidance, the confidential Issue Centre and direct support. A company that has not joined cannot use these tools, and cannot rely on the Code to support their business dealings.

The next phase of recruitment will therefore include placing greater emphasis on industry-led calls to action, member advocacy within business networks, and clear communication about the practical value and responsibilities of membership.



2. Code Compliance and Industry Intelligence

Supporting implementation of the Code and promoting compliance with its principles and provisions remain the Office's primary operational focus. The OGSCC uses several complementary channels: confidential and anonymous issue reporting, direct engagement with members, information received from industry associations, as well as information gathering exercises and consultations. Each channel serves a purpose, information is assessed collectively to identify systemic Code related issues and appropriate areas for action.

2.1 Issue Centre

The Office received five submissions through the Issue Centre during the reporting period. One concerned payment terms, two concerned non-compliance and program charges, one concerned audit charges and one concerned a situation between a supplier and a wholesaler. The fifth matter fell outside the scope of the Code because the Code applies to commercial relationships between retailers and their suppliers.

The small number of submissions received during this reporting period does not, by itself, establish the absence of Code-related issues across the sector. Rather, it likely points to the continued hesitancy by OGSCC members to report concerns in an official way to the Office. This hesitancy is often rooted in concerns about the potential impact on commercial relationships, even where submissions are made on a confidential or anonymous basis. As a relatively new resource, the Issue Centre also continues to gain visibility and familiarity across the sector, which may account in part for the modest volume of submissions to date. Notwithstanding these factors, the Issue Centre remains an important source of intelligence for the Office and must be considered alongside other inputs, including direct discussions with members, input from industry associations, targeted consultations, and the annual code compliance survey, to form a complete picture of Code-related issues affecting the sector.

Notably, two issues submitted through the Issue Centre during the reporting period were submitted anonymously, indicating that members are beginning to make use of this newer reporting option. The Office introduced the option for members to submit issues anonymously in May 2026, in direct response to its observation that members remained reluctant to raise concerns through the Issue Centre due to fears about confidentiality and the potential impact on commercial relationships. While it remains early to draw firm conclusions, the fact that submissions were made anonymously suggests that the option is helping to address some of these concerns and may encourage greater participation in the issue-reporting process over time. The Office will continue to monitor uptake of anonymous reporting as a measure of members' evolving comfort with the Issue Centre.

5

submissions received between June 1-October 31

2

submitted anonymously

4

distinct issue areas

Issue Centre at a Glance

2.2 Follow-Up on Systemic Issues Raised By Members

During the reporting period, the Office became aware of three issues involving policies or practices of specific companies that appeared to have broader implications for multiple members. These concerns were brought to the Office's attention through direct discussions with members and industry associations, rather than through formal complaints. Consistent with its mandate to support Code compliance through education, awareness and early intervention, the Office engaged directly with the companies involved to address these potentially systemic concerns before they escalated into formal complaints or disputes.

In one matter, the Office received feedback from multiple sources about how a retailer policy was being implemented. The concerns related to the transparency and verification of deductions, suppliers' ability to review and dispute charges, the allocation of responsibility after products entered the retailer's system, and the information available to support forecasting and supply planning. The Office raised these themes with the retailer to promote awareness and early dialogue, while making clear that it had not reached any finding or conclusion about the concerns.

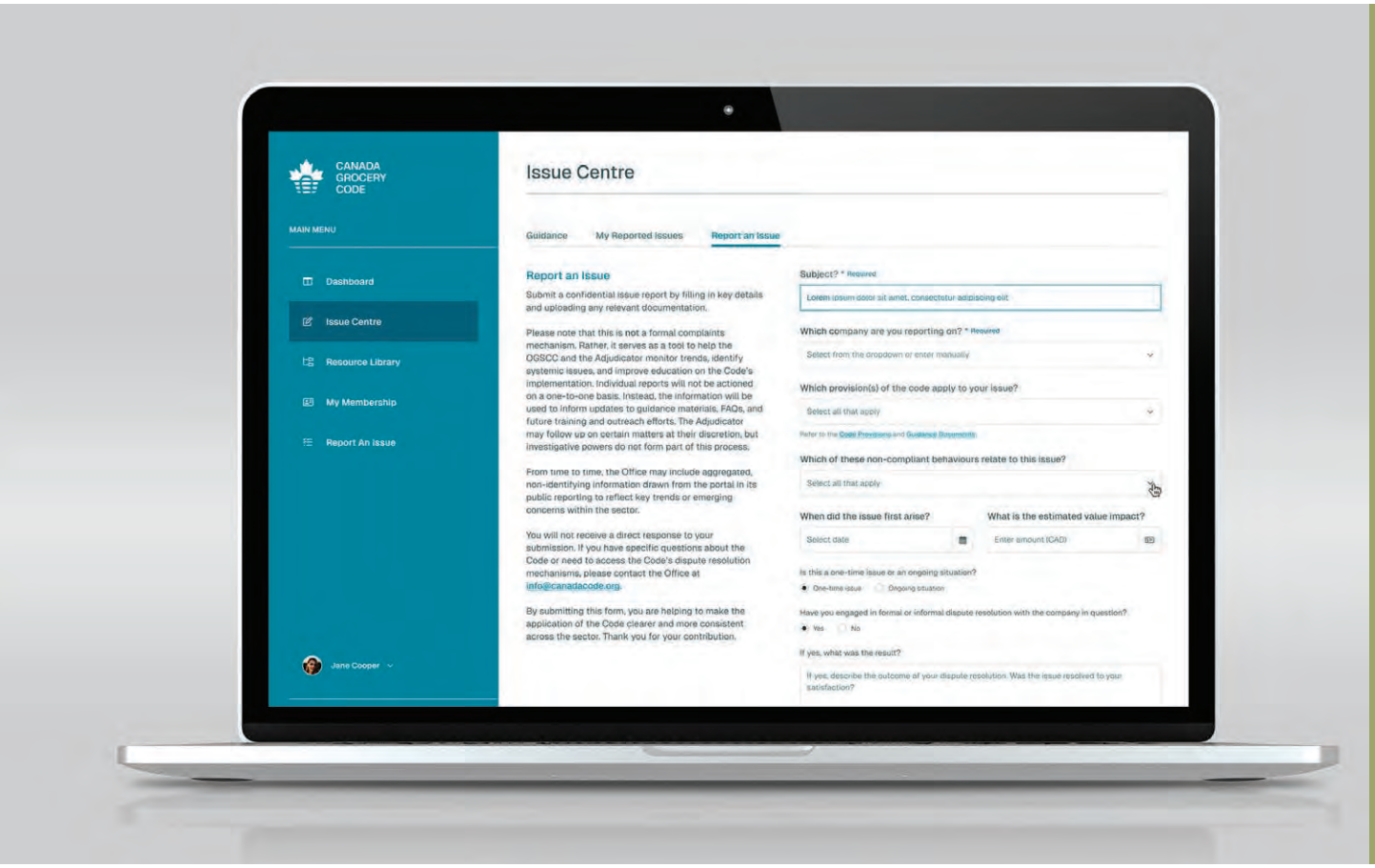


The retailer responded constructively by reviewing both the policy and its operation in light of Code provisions, engaging more directly with suppliers, considering greater flexibility where requirements may be difficult to meet, and examining whether its approach to administrative charges required additional clarity. Subsequent feedback received by the Office was positive regarding the direction of the discussions and the openness to dialogue. The Office is allowing those discussions and any resulting adjustments to develop and plans to follow up to assess whether the concerns have been satisfactorily addressed.

In a second matter, an industry association and individual members raised concerns involving pallet requirements, specifically, the amount of non-compliance charges being imposed in relation to those requirements by one retailer. The discussion with the organization involved was positive and constructive. Because the Office is already examining non-compliance charges more broadly, including looking at fairness and reasonableness of charges, it is not undertaking extensive follow-up on this individual matter until that guidance has been issued.

However, the discussions also highlighted broader challenges related to pallet requirements that appear to extend beyond any one organization and may be more widespread across the industry. These issues may benefit from an industry-led dialogue among suppliers, retailers and pallet manufacturers. Such a dialogue could help clarify technical and operational realities, address possible misunderstandings arising from discussions occurring in isolation, and identify opportunities for greater shared understanding that could prevent additional concerns.

In a third matter an industry association, as well as some members directly, raised concerns about the communication of supplier price changes and a perceived lack of reasonable notice provided by the supplier. The Office discussed the issue with the supplier to better understand its approach, without drawing any conclusion about whether the Code's requirements had been met. The supplier was confident that reasonable notice had been provided, while the discussion suggested that the practical issue may be whether communications are consistently received, identified and reviewed by the intended recipients rather than whether they are sent. The supplier indicated that they would examine their communication methods before their next planned price increase. In each of these matters, the OGSCC members contacted by the Office responded promptly, positively and treated the concerns seriously. They reviewed, or committed to review, the issues raised and, where appropriate, had already taken action or were planning steps to address them. This is an encouraging early indication that Office engagement can help bring attention to concerns and support constructive dialogue without the need for a formal dispute resolution process to be engaged. The OGSCC will continue to monitor these matters and seek further feedback to assess whether the actions taken are sufficient to address the underlying issues. A constructive initial response is important but does not by itself establish that a concern has been fully resolved.





2.3 Issues Falling Outside the Code

Throughout this reporting period, the Office received a number of concerns directly from suppliers regarding a retailer's commercial initiative involving product assortment decisions and related requests for supplier investments. While the Office recognizes the significance of these concerns to the suppliers involved, the matters raised have largely related to commercial decisions that fall outside the scope of the Code.

It is important to note that the Code was not designed to interfere with commercial negotiations or decisions regarding which products retailers choose to carry, which products suppliers choose to offer, or the pricing, listing fees and trade investments associated with those commercial relationships. These remain matters for individual businesses to determine. While the Office continues to listen to concerns raised by members and to assess whether any aspects of the practices described raise concerns in the context of specific provisions of the Code, it is important to recognize the boundaries of the Code and the Office's mandate.

2.4 Consultation on Non-Compliance Charges

On July 30, the OGSCC launched a consultation on draft guidance on non-compliance charges in light of sections 1.1, 1.2, 3.5 and 3.6 of the Code. The consultation was in response to concerns and observations raised by OGSCC members and industry associations about the basis for charges, implementation processes, the magnitude of certain charges, and consistency with the Code's expectations regarding commercial certainty, Good Faith, as well as fair and ethical dealing.

Members were invited to provide comments until September 30, 2026.

In total, the Office received seven responses, reflecting different perspectives from across the grocery supply chain.

At the time of this report, the OGSCC is analyzing the responses and considering whether revisions to the draft guidance are warranted. The Office expects to release final guidance before the end of 2026.

Code Provisions

1.1. Parties to the Code have an obligation to negotiate with one another in Good Faith and conduct business in the spirit of fair and ethical dealing.

1.2. If two or more Parties wish to enter into an Agreement, such Parties will have an obligation to negotiate and conclude Agreements by mutual consent.

3.5. A Party may levy non-compliance charges if an Agreement provides that Party with the right to do so and sets out the specific framework for such charge, or, if not specified in an Agreement, then in order for a Party to levy such charge it must first:

a. Provide the other Party with Reasonable Notice prior to taking steps to execute the charge.
b. Provide reasonable substantiation in sufficient detail and in an effective format sufficient to allow each Party to verify the deduction or invoice.
c. Allow the other Party the ability to dispute the charge through the dispute resolution process within the Reasonable Notice period, and Parties should make best efforts to resolve the dispute before the end of the Reasonable Notice period.
d. Where a dispute cannot be resolved within the Reasonable Notice period, the other party shall not deduct the disputed sum from a trading account or otherwise from money owed for Products until the challenge is resolved, unless the charging Party demonstrates, acting reasonably, that the challenge is vexatious or wholly without merit.

3.6. Subject to section 3.5, for payments outside of the scope of an Agreement, the Parties must negotiate and agree on the item prior to taking any charge through deduction or invoicing.

2.5 Forecasts, Purchasing Practices and Fill Rates

Beginning in June, the Office undertook an exploratory information gathering exercise on forecasts, purchasing practices and fill rates. Through this work, the OGSCC conducted one-on-one interviews with members to better understand commercial practices related to fill-rate expectations and related deductions, forecasting, supply allocation and associated commercial processes. These subjects engage sections 4.3 to 4.7 of the Code and may operate differently across categories and commercial relationships.

To date, the Office has held 10 confidential interviews with a cross-section of members (both suppliers and retailers). These one-on-one discussions are ongoing, and are helping identify recurring themes, operational realities and potential Code-related issues. The Office expects to continue its information-gathering activities through mid-December, with the intention of publishing a "What We Heard" report, in early January 2027, summarizing the key themes identified through these discussions.

Code Provisions

4.3. Parties are encouraged to document in Agreements their forecasting procedures, order/acceptance policies, lead times, minimum and maximum order quantities, communication protocols, service level compliance arrangements, safety stock requirements and other considerations designed to bring increased certainty and clarity around forecasting and ordering procedures.

4.7. Where total demand Products exceeds available supply, Suppliers will take into consideration all requested orders from all retailers.

The Office will seek feedback on this "What We Heard" report to ensure that the findings accurately reflect the current practices and to identify any additional considerations or gaps that may warrant further examination. Depending on the feedback received, the Office may undertake targeted follow-up discussions or seek additional information to address outstanding questions. This process will inform the Office's assessment of whether further action is warranted and, if so, the most appropriate course of action. The Office anticipates concluding this phase of work by the first quarter of 2027.

2.6 Fruits and Vegetables Primary Producer Liaison Group

Launched in April 2026, the Fruits and Vegetables Primary Producer Liaison Group brings together national and provincial fruit and vegetable grower associations and Class A fruit and vegetable producers who are members of the OGSCC. The Group helps to identify systemic Code-related issues that fruit and vegetable producers face in their commercial dealings with retailers. Its input informs the Office's outreach and compliance-support activities.

In July 2026, the Liaison Group identified six issues that it considers systemic for fruit and vegetable producers across Canada. These relate to (1) fees and deductions, (2) product rejections at warehouses, (3) long-term forecasting and request for proposal processes, (4) order cancellations and changes, (5) payment terms, and (6) the negotiation of commercial agreements. The Liaison Group noted that these issues have a particular impact on primary producers whose products are perishable have long lead times and are dependent on weather conditions.

As a first step, the Office has shared an aggregate summary of the Liaison Group's concerns directly with the five large retailers. The Office is also reviewing the issues raised to determine whether further discussion, guidance or other action may be appropriate under the Code. This includes examining how the Canada Grocery Code interacts with the rules of the Fruit and Vegetable Dispute Resolution Corporation, with a view to avoiding duplication with the regulated dispute resolution system that applies to fresh fruits and vegetables.

2.7 Association Portal and Systemic Reporting

Industry associations play an important role in alerting the OGSCC to systemic Code-related issues, in supporting awareness of the Code within their networks and encouraging their members to join the OGSCC. During the reporting period, the Office developed an Association Portal, launched on September 24, 2026, through which associations can access OGSCC resources and shareable communications materials. The Association Portal also includes a Systemic Issue Centre for associations to report systemic Code-related issues they are hearing from their members.

The Association Portal is separate from the OGSCC Members' Portal and membership registration. It supports associations in their intermediary role but does not confer member status or access to member-only materials. The Code continues to be applicable only to the commercial relationships of those businesses that are eligible and choose to become OGSCC members. Associations can therefore support their own members and contribute to the Code's effectiveness by encouraging eligible organizations within their networks to become OGSCC members.

Association Portal at a Glance

7

association accounts created

10

users added to the association contact list



2.8 Open Consultations Page and Ongoing Review of the Code and DRMP

On August 6, 2026, the OGSCC introduced an Open Consultations page in the Members' Portal which serves as a central location where members can view current and ongoing consultation opportunities, access consultation materials, and contact the Office regarding consultation-related questions or feedback. As consultations are launched, they will be posted on this page to help members stay informed and engaged in the development of OGSCC resources.

As part of this initiative, the OGSCC introduced a "Canada Grocery Code and Dispute Resolution Management Process Review" consultation for members to submit feedback on the Code and DRMP on an ongoing basis. Feedback is intended to identify Code gaps or emerging concerns, unclear language, unintended consequences, operational challenges, inconsistencies between the English and French versions, or other opportunities to improve clarity and effectiveness. Submissions from members and associations will help establish priorities for the annual review of the Code undertaken by the OGSCC Code Advisory Group.

2.9 Dispute Resolution Management Process

No requests were made during the reporting period for pre-application discussions, mediation, adjudication, or other services under the DRMP. The Office continues to encourage members to raise and resolve issues directly where possible and to contact the Office for information about the available pathways. The DRMP remains available for bilateral Code-related disputes that fall within its scope.

2.10 Annual Code Compliance Survey

During this reporting period, the OGSCC worked with Advantage Group International to develop its first annual Code compliance survey for OGSCC members. The survey, which is largely based on the UK Groceries Code Adjudicator (GCA) Annual Survey, is intended to establish a baseline of member perceptions of Code compliance, identify provisions that present practical challenges, and better understand members' likelihood of raising Code-related issues with the OGSCC, including the reasons some may choose not to do so.

The survey was launched on September 17, 2026, with a closing date of November 6, 2026, and was sent to the designated Code Representatives of all OGSCC members. Individual responses will be held by Advantage Group International and reported to the OGSCC only in aggregate.

The findings from the survey will help the OGSCC identify emerging issues and better understand members' experiences with the Code and its implementation. High-level results will be published in the OGSCC Annual Report in early 2027.

The survey results will also help inform the OGSCC's priorities for 2027, including identifying areas where additional guidance or engagement may be warranted. Importantly, the findings will establish a baseline against which the Office can track changes in supplier and retailer perceptions and experiences with the Code over time. By conducting the survey annually, the OGSCC will be better positioned to assess whether the voluntary Code is achieving its intended objectives, identify areas of progress and determine where further attention may be needed.



3. Outreach and Engagement

3.1 Summary of Outreach and Engagement

The summer is traditionally a quieter period for conferences, association meetings, and other industry events, resulting in fewer external engagement opportunities throughout the reporting period. As such, the Office deliberately devoted more of its capacity to compliance-support work, issue management, consultations, and member support.

Between June 1 and October 31, the Office participated in eight industry events, including conferences, association meetings, and sector roundtables, and held 35 one-to-one meetings with members, prospective members, and industry stakeholders. These discussions addressed organization-specific questions, implementation experiences, current consultations, and emerging commercial issues.

8

industry events attended

↳ **6**

presentations

35

one-to-one meetings held

Outreach at a Glance



Code Provisions

5.1. All Parties to the Code shall identify and make available, when required, a representative empowered to make decisions on relevant matters, for all issues pertaining to the Code and its administration. This includes points of contact for informal discussion, dispute resolution and overall communication between Parties.



3.2 Code Representative Session

Section 5.1 of the Code requires all parties to the Code to identify and make available a Code representative. This includes serving as a point of contact for informal discussion, dispute resolution, and overall communication between parties. The OGSCC is working to support Code Representatives in this role and to foster a community that encourages communication, collaboration, and constructive resolution of Code-related issues.

Supporting the role of Code Representatives was identified as a priority in the OGSCC's Spring Report. The report outlined the Office's intention to facilitate greater communication, collaboration, and issue resolution among Code Representatives and, as an initial step, to host a virtual session in Fall 2026 focused on the practical operation of the Code.

On September 17, the OGSCC delivered on this priority by hosting "Code Representative Session: Supporting Effective Code Application," a webinar designed to equip designated Code Representatives with practical insights and peer perspectives to support consistent application of the Code and constructive resolution of issues. The members-only webinar attracted 67 registrants.

The program included a fireside chat with two UK Grocery Code Compliance Officers, who shared perspectives from organizations operating under a more mature grocery Code framework, as well as presentations from two Canadian Code Representatives on their experience during the Code's first year of implementation. The session also provided an opportunity to strengthen connections among Code Representatives and support the development of the community envisioned in the Spring Report.

Building on this initial session, the OGSCC will continue to explore opportunities to bring Code Representatives together to strengthen relationships, encourage open communication and support more constructive interactions between suppliers and retailers. An important part of this work will be to normalize discussions between Code Representatives as a routine and constructive part of managing commercial relationships, rather than something that signals an escalation of a dispute.

The Office recognizes that there may be reluctance to engage Code Representatives out of concern that doing so could be perceived as a formal escalation of an issue. By encouraging earlier and more regular engagement, the OGSCC hopes to reinforce the role of Code Representatives as a resource for addressing questions, clarifying expectations, and resolving concerns before they develop into more significant disputes.

Resources for Code Representatives

Code Representatives can access the Code Representative Directory in the Members' Portal, which includes contact information for the designated Code Representatives of active OGSCC members. A Code Representative best practices document is also available in the Resource Library to support Code Representatives carry out their role effectively.



4. Membership

Broad participation is essential to the effectiveness of a voluntary Code. Membership grew rapidly during the initial implementation period in 2025 and early 2026 but has since plateaued. Recruitment will continue to be a priority of the Office into 2027.

4.1 Membership Profile

As of October 31, the OGSCC had a total of 216 organizations register for membership, 18 of which joined during the reporting period. Of the 18 new registrant organisations, 28% were Class A Primary Producers.

The membership totals above reflect all organizations that have registered with the OGSCC, regardless of where they are in the onboarding process. However, not all registered organizations have completed onboarding requirements. Organizations with outstanding payments may have their accounts suspended or deactivated following this reporting period. Only organizations that have completed the onboarding process and are members in good standing are included in the member directory on the OGSCC public website.

During the reporting period, two member accounts were deactivated upon the members' request. These voluntary deactivations have been reflected in the membership totals reported.

216

organizations registered

+18

during the reporting period

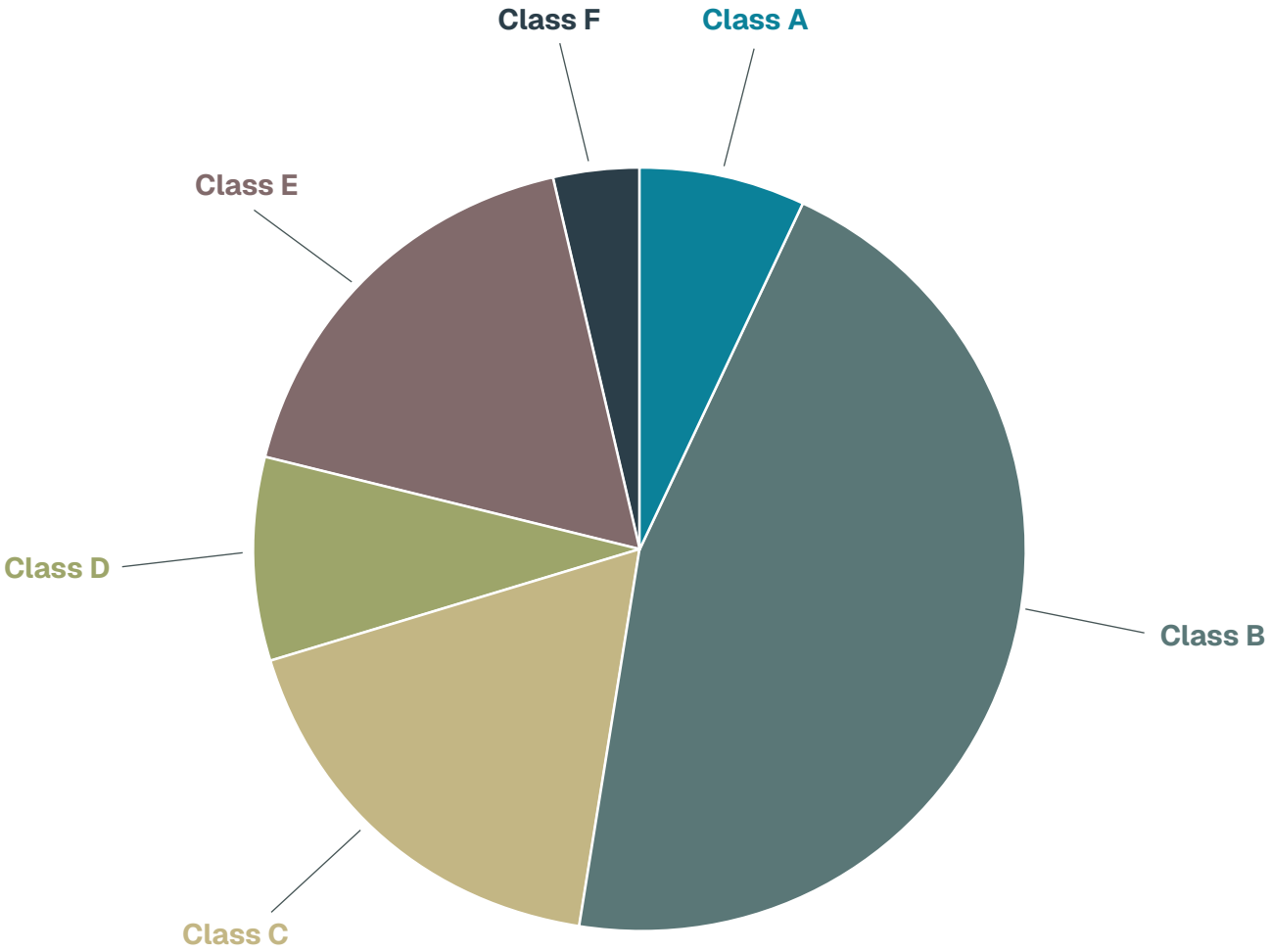
200

fully onboarded members

Membership at a Glance

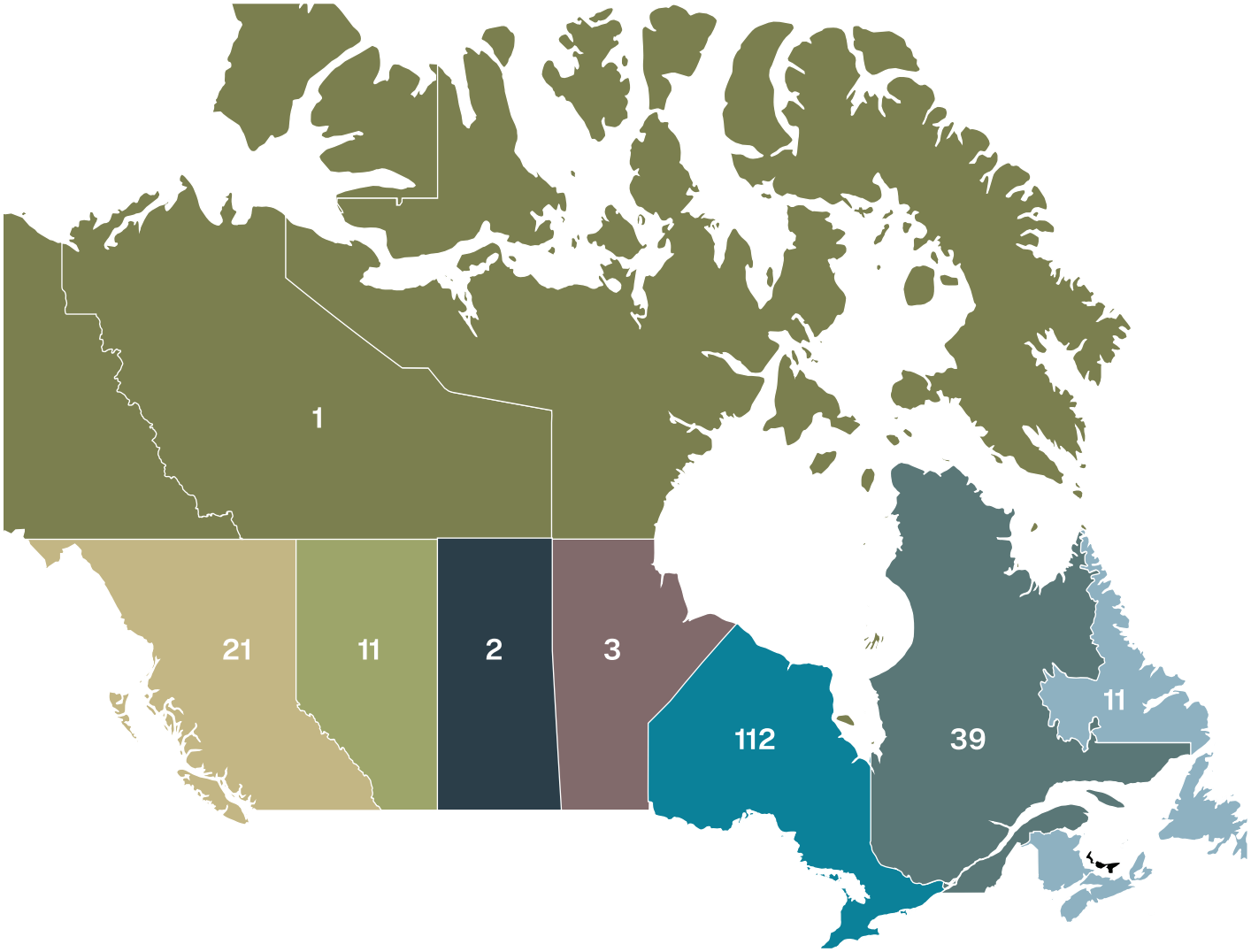
Distribution of total members by class:

- **Class A** – Primary Producers: 19 members
- **Class B** – SME Manufacturers (≤ $350M Annual Sales): 93 members
- **Class C** – Large Manufacturers (> $350M Annual Sales): 37 members
- **Class D** – Non-Affiliated Wholesalers/ Distributors: 21 members
- **Class E** – Independent Retailers (≤ $1B Annual Sales): 39 members
- **Class F** – Large Retailers (> $1B Annual Sales): 7 members



Distribution of total members geographically:

- **Ontario** – 116 members
- **Quebec** – 43 members
- **British Columbia** – 24 members
- **Alberta** – 11 members
- **Manitoba** – 3 members
- **Saskatchewan** – 2 members
- **Atlantic Canada (NB, NS, PEI, NL)** – 16 members
- **Territories (YT, NT, NU)** – 1 member



5. Communications

5.1 Communications Activities

Ongoing, clear and timely communication is essential to keeping members and industry stakeholders informed, supporting understanding of the Code, and encouraging participation in the Office's resources and initiatives. Email open and click rates have decreased from the previous reporting period, but continue to exceed industry benchmarks, suggesting sustained interest in the Office's activities.

Communications during the reporting period supported member awareness, consultations, events, and major organizational milestones. All direct communications were issued in English and French.

Channel	Activity	Engagement / Outcome
Email	4 newsletters; 2 member memos; 3 event emails; 3 Code Representative notices	41% average open rate; 5% average click rate
Website	7.5K active users	Highest-traffic pages: Home page, Member Directory, and Code of Conduct
LinkedIn	179 page visits; average of 740 organic impressions per post	721 followers, 9% increase since last report
Media	291 news mentions of the OGSCC; 2 interviews	**Main Topics:** Spring Report and Independent Chair appointment



6. Governance

6.1 Board of Directors

Since the Spring Report, the OGSCC Board of Directors has met twice, in June and October 2026. These meetings have focused on strengthening the organization's governance framework, providing strategic oversight of the Office's activities, and planning for the next phase of the OGSCC's operations.

During this period, the Board appointed the inaugural members of the Grocery Code Advisory Group, establishing representation from across the OGSCC's membership classes and enabling the Advisory Group to begin its work. The Board also completed the selection of the OGSCC's first Independent Chair, Ms. Cathy Loblaw, an important milestone in the continued development of the organization's permanent governance structure.

The Board has continued to receive regular updates on the OGSCC's operational activities, financial position, Code implementation, and emerging priorities. Directors have also provided input on the Office's strategic direction and priorities as the OGSCC moves beyond its initial implementation phase and into its second full year of operations.

At its October meeting, the Board considered the OGSCC's priorities and planned activities for the coming year and approved the Office's 2027 budget and overall strategic and operational direction. This work provides the foundation for the OGSCC's activities in 2027, with continued emphasis on supporting effective implementation of the Code and delivery of the Office's mandate.

6.2 Code Advisory Group

The Code and DRMP are subject to annual review with the first review of the Code required in 2026. The Code Advisory Group has been established to provide recommendations to the Board in relation to revisions to the Code and DRMP.

The Code Advisory Group has met twice during the reporting period, in July and September. At its initial meetings, the Group established its approach to the 2026 review cycle, considered a range of issues arising from the early implementation and application of the Code, and identified priorities for further review.

The Group's work is intended to identify areas where the Code or its supporting framework may benefit from clarification or refinement, drawing on experience from across the grocery sector. Its consideration of an issue does not mean that a change will necessarily be recommended.

The Code Advisory Group will continue its work through the fall and is expected to submit its first report to the Board for consideration at its November 26, 2026 meeting.

Code Advisory Group Members Appointed During the Reporting Period:

- Aleks Djurdjevic, Advantage Solutions Inc
- Alex Olivieri, Thomas Large & Singer
- Claudine Lemieux, La Maison Orphée
- Jatinder Chera, Lactalis Canada Inc.
- Jeff Starnaman, Georgia Main Food Group Limited
- Matt Cole, Colemans
- Michelle Solinas, TreeHouse Foods
- Richard Melvin, Melvin Farms Limited
- Robert Cardin, Metro Inc.
- Timothy Civil, PepsiCo Canada
- William Chan, Wal-Mart Canada Corp.

7. Looking Ahead

The remaining months of 2026 will focus on completing the non-compliance charges consultation, finalizing the exploratory work on forecasts and fill rates, supporting the annual review of the Code and DRMP, and strengthening membership participation. The Office will also review the results of its first annual Code compliance survey and prepare its first Annual Report, expected in early 2027.

The OGSCC will continue to use information from members, associations, consultations, and direct engagement to set priorities and determine the most appropriate response to emerging issues.

As the OGSCC enters its second year of full implementation, the focus will increasingly be on what experience tells us about how the Code is working in practice. The Office will continue to listen to members, identify emerging and systemic Code-related issues, and use the tools available to it to support greater clarity, consistency, and constructive commercial relationships. The effectiveness of a voluntary Code ultimately depends on participation and engagement across the sector, and the OGSCC will continue to work with members and industry associations to strengthen both. The experience and information gathered during 2026 will provide an important foundation for the Office's priorities and work in 2027.



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