

# NINE

# TEEN

# 19

# actions

**REPORT  
ON SUSTAINABLE  
DEVELOPMENT**  
MAY 2009



Here's to a  
healthy planet







## 19 ACTIONS

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## TOGETHER, FOR THE FUTURE

The SAQ's Sustainable Development Plan is as ambitious as it is realistic. It sets out clear courses of action and concrete solutions, but also leaves the door open to innovation and creativity. It represents an inspiring opportunity for the SAQ and all its employees: the opportunity to go even further.

The plan is a direct reflection of the people who, every day, make the SAQ what it is. The plan is marked by their drive and dynamism, infused with the passion that propels them. Our mission of serving Quebecers well and offering them quality products is now joined by a commitment to contribute even more to community life in Quebec.

## AN INFORMED PROCESS

The SAQ took great care in developing its first Sustainable Development Action Plan. To delineate as clearly as possible the issues on which it would focus its process, the SAQ assessed its current situation and performed benchmarking. It also identified the main global trends in sustainable development in the retail sector. Based on these results, it established seven key-issue categories that provided a framework for the action plan and helped the SAQ define its vision and strategic positioning with greater clarity.

At the close of the first year of implementation, which has seen the enthusiastic participation of employees, suppliers, customers and partners, we are proud to submit this report on a process that is already having an impact on the environment, on the quality of life in the company and, indeed, on all Quebecers.

# OUR VISION:

**TO STAND OUT AS  
ONE OF QUEBEC'S  
TOP RETAILERS  
IN THE AREA OF  
SUSTAINABLE  
DEVELOPMENT.**

# A WHALE OF A THANK YOU!



By buying the SAQ's  
reusable bags, you're doing  
wildlife a favour.



Fondation  
de la faune  
du Québec





## OBJECTIVES

### Government Objective

Encourage reduction in the quantity of energy, natural resources and materials used to produce and market goods and services

### Organizational Objective

Continue minimizing the environmental impact of the SAQ's operations

ACTION	MEASURES	FOLLOW-UP
Increase energy efficiency and energy savings in SAQ buildings	• Continue applying the energy savings program	Ongoing
	• Publish a report on greenhouse gas (GHG) emissions	To come
INDICATOR	Energy efficiency of SAQ-owned buildings <sup>1</sup> (GJ/m <sup>2</sup> )	
TARGET	Reduce energy consumption by 2% every year between now and 2012	
2008 RESULTS	Energy consumption in 2008–2009 was 1.0394 GJ/m <sup>2</sup> , equivalent to a 2.6% drop from 2007–2008.	

Various measures have achieved significant energy savings:

- Continued application of the energy savings program, which led to several alterations in the various administrative buildings, warehouses and retail outlets:
  - installation of automated building management systems enabling, among other things, automated, time-of-day control of lighting and ventilation/heating systems;
  - use of new, more energy-efficient ceiling fixtures;
  - installation of motion and light-level sensors for control of lighting;
  - replacement of HID light fixtures in warehouses;
  - replacement of air-conditioning units with more energy-efficient models that use solar preheating.
- SAQ partnership in the Partenaires efficaces project of the Association québécoise pour la maîtrise de l'énergie (AQME) with National Bank, Mouvement Desjardins, Sobeys, Transcontinental and others to set a shared goal, namely to achieve a 30% reduction in energy consumption by 2013.<sup>2</sup>

1 In 2008, the SAQ owned ten buildings. It leases all of its other facilities and, in most cases, has no control over the building's energy consumption.

2. Reference year: 2003

# 2

OBJECTIVES		
<p><b>Government Objective</b> Encourage reduction in the quantity of energy, natural resources and materials used to produce and market goods and services</p> <p><b>Organizational Objective</b> Continue minimizing the environmental impact of the SAQ's activities</p>		
ACTION	MEASURES	FOLLOW-UP
<p><b>Make the SAQ's transportation operations more energy-efficient</b></p>	<ul style="list-style-type: none"> <li>• Train drivers to operate their vehicles responsibly</li> </ul>	Under way
	<ul style="list-style-type: none"> <li>• Study innovations for reduced energy consumption</li> </ul>	Under way
	<ul style="list-style-type: none"> <li>• Publish a GHG report</li> </ul>	To come
<b>INDICATOR</b>	Energy efficiency of SAQ-owned truck fleet (L/100 km)	
<b>TARGET</b>	Improve energy efficiency despite the increased laden weight of vehicles	
<b>2008 RESULTS</b>	42 L/100 km	

Since 2004, the SAQ has applied specific energy efficiency measures to its fleet of trucks, which transport merchandise to retail outlets and permit holders such as restaurants, bars and hotels:

- Acquisition of our first hybrid truck, assembled entirely in Quebec, which will be used primarily in the Montreal urban area;
- Installation of onboard computers in all heavy vehicles for daily optimization of delivery routes and better monitoring of operators' driving;
- Training of all drivers to improve their driving practices and help them become more responsible drivers (e.g. strategies to reduce fuel consumption, avoid idling);
- Modification of truck speed regulators: restricted to 95 km/h on the highway with a top speed of 98 km/h for passing;
- Installation of battery chargers on selected trailers to avoid having to idle truck engines in order to raise and lower the tailgate when unloading orders at retail locations;
- Participation in research and development projects with the non-profit organization Groupe FÉRIC in order to gather reliable data on technologies for reducing fuel consumption and greenhouse gas emissions in road transport.

Through all these initiatives combined, energy consumption in our transport operations has decreased from 46 L/100 km in 2004 to 42 L/100 km in 2008, despite an increase in the number of kilometres travelled due to the addition of some 20 retail outlets during the same period.




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OBJECTIVES		
<p><b>Government Objective</b> Encourage reduction in the quantity of energy, natural resources and materials used to produce and market goods and services</p> <p><b>Organizational Objective</b> Continue minimizing the environmental impact of the SAQ's activities</p>		
ACTION	MEASURES	FOLLOW-UP
Fit out the SAQ's buildings in accordance with sustainable development principles	• Fit out our buildings in accordance with LEED® (Leadership in Energy and Environmental Design) certification program criteria	Under way
	• Preserve our built heritage	Ongoing
INDICATOR	Number of buildings developed according to environmental criteria	
TARGET	By 2016, secure green certification for 25 retail outlets and all administrative buildings	
2008 RESULTS	<ul style="list-style-type: none"> <li>• Registration for and implementation of several of the green actions required to achieve LEED EB:O&amp;M (Existing Buildings, Operations and Maintenance) certification at Quebec City Distribution Centre</li> <li>• Awarding of contracts to build the SAQ's first two LEED CI (Commercial Interiors) certified retail outlets</li> <li>• Incorporation of green criteria drawn from LEED certification programs into the planning and development of outlets and administrative buildings</li> </ul>	

In addition to pursuing LEED certification for its Quebec City Distribution Centre, the SAQ has moved forward with a number of green initiatives in its other buildings, such as the addition of a second green roof and two white roofs<sup>1</sup> at the Montreal Distribution Centre and the incorporation of green criteria into the construction material selection process for all its buildings. As an early adopter of a new U.S. certification program (LEED EB:O&M) that has yet to emerge in Canada, the SAQ currently faces significant challenges. Considerable R&D efforts have been invested with the Canada Green Building Council to adapt the U.S. program for the Quebec market.

The SAQ is also mindful of the importance of heritage preservation. To this end, it is an active partner in the ongoing discussions regarding the project to revitalize Notre Dame Street, with a commitment to minimizing the project's impacts on the Pied-du-Courant historic site.

1 This multi-ply roof membrane system protected by white aggregate leads to significant reductions in the thermal load from sun radiation on roof structures and helps reduce the heat-island effect in cities.



**Composting  
reduces the amount  
of waste that  
would otherwise go  
to landfill by 40%.**

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OBJECTIVES		
<p><b>Government Objective</b> Encourage reduction in the quantity of energy, natural resources and materials used to produce and market goods and services</p> <p><b>Organizational Objective</b> Continue minimizing the environmental impacts of the SAQ's activities</p>		
ACTION	MEASURES	FOLLOW-UP
<p><b>Manage waste materials in accordance with the 4R-D principle (reduction, reuse, recycling, recovery and disposal)</b></p>	<ul style="list-style-type: none"> <li>Continue applying the internal waste materials management plan (implementation in retail locations)</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>Recover compostable materials from cafeterias</li> </ul>	Begun
<b>INDICATOR</b>	Recovery rate of waste materials generated in house	
<b>TARGET</b>	To come – pending the new Quebec Residual Materials Management Policy	
<b>2008 RESULTS</b>	To come – waste materials characterization studies of our buildings to be conducted soon (summer 2009), which will enable us to calculate the recovery rate.	

Since 2006, the SAQ has been following a plan to manage waste materials that it generates in house. The plan was implemented in several phases, first in Montreal administrative buildings and warehouses in 2006, followed by Quebec City in 2007. In 2008, a committee was tasked with developing a recovery procedure for materials generated in the retail outlets, which have limited access to municipal curbside recycling systems.

More than 56 tonnes of paper, 50 tonnes of plastic, glass and metal, and 305 tonnes of paperboard were recovered from our distribution centres and administrative buildings in 2008.

Following on our green cafeteria initiatives, a new recycled-glass counter for sorting compostable materials was installed at the Montreal Distribution Centre. Similar counters will be making their debut in the two other administrative building cafeterias in 2009.

A team of employees led an initiative to reuse the paperboard boxes used to prepare orders for permit holders (bars, hotels and restaurants). More than 25,000 boxes were recovered as a result. More than 50% of new boxes are now reused every evening.

Studying candidate résumés online instead of printing them out saved more than 60,000 sheets of paper in 2008 (180,000 sheets to date), counting only job offers received through the outlet network.

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OBJECTIVES		
<p><b>Government Objective</b> Encourage reduction in the quantity of energy, natural resources and materials used to produce and market goods and services</p> <p><b>Organizational Objective</b> Continue minimizing the environmental impacts of the SAQ's operations</p>		
ACTION	MEASURES	FOLLOW-UP
Set up a uniform, integrated environmental management system	• Implement an automated environmental management system (centralized data)	Begun
	• Conduct external audits to assess compliance with environmental standards	Completed (biennial)
INDICATOR	Year in which the environmental management system becomes operational	
TARGET	2010–2011	
2008 RESULTS	Evaluation of environmental management software	

The SAQ has been applying environmental management to its operations for several years now. It adopted its first Environmental Policy in 1988, updating it in 1997 and again in 2007. The most recent version is far more comprehensive than its predecessors, as it comprises an action plan covering management of waste and hazardous materials, water, air, soil and environmental compliance as well as risk management.

Every two years, the SAQ assesses its compliance with environmental standards by commissioning audits from outside firms. This audit of course enables corrective actions to be taken to limit the environmental impacts of the company's activities.

The need to adopt an integrated environmental management system is especially important from a document management standpoint, since data must be standardized and centralized. This will make it easier to gather information for preparing annual environmental reports and evaluating avenues for continuous improvement.

## 6

## OBJECTIVES

**Government Objective**

Provide the reference points required to make enlightened, responsible consumer choices and promote goods and services certification

**Organizational Objective**

Stimulate innovation, development of sustainable beverages and containers as well as the positioning of local products, while maintaining the quality and safety standards to which consumers are accustomed

ACTION	MEASURES	FOLLOW-UP
Define market strategies for organic products, locally bottled products and greener packaging	• Create a separate section in retail outlets for organic products	Under way
	• Create the <i>eco-practical</i> category for products packaged in alternative containers (plastic, aluminum, bags and cardboard)	Under way
INDICATOR	Market share of organic meal wines (%)	
TARGET	Maintain constant market share growth in terms of sales and number of meal wines in the general catalogue	
2008 RESULTS	0.6% organic meal wines in the meal wine category (0.59% in 2007)	

In response to the evolving market, current trends and consumer demand, the SAQ introduced two new product categories now found in all Quebec retail outlets:

*Organic*<sup>1</sup>: about 100 products made from organically farmed produce, including ten new regular products since January 2009, are available in outlets, making the SAQ's the widest such selection in Canada.

*Eco-practical*<sup>2</sup>: 18 products in alternative containers are now sold. To assess the environmental impact of these types of containers, the SAQ has partnered with CIRAIG, a research chair that conducts product life-cycle analyses. The results will follow in 2009.

- 1 Product from a specific agricultural system that excludes the use of synthetic fertilizers, herbicides and pesticides as well as genetically modified organisms. Producers who farm organically rely on, for example, green manure, composting and pest control using natural substances.
2. Alternative container/packaging made from materials other than the traditional glass bottle (aluminum, PET plastic, bags and cardboard). These containers have various benefits; for example, they are light and unbreakable. While appreciated by consumers, these features also have a definite environmental impact, such as lowered greenhouse gas emissions during transport.

## 7

## OBJECTIVES

**Government Objective**

Increasingly reveal the externalities associated with goods and services production and consumption

**Organizational Objective**

Stimulate innovation and development of sustainable beverages and containers as well as the positioning of local products, while maintaining the quality and safety standards to which consumers are accustomed

ACTION	MEASURES	FOLLOW-UP
<b>Minimize the impact of packaging</b>	• Support research and development projects	Ongoing
	• Perform life-cycle analysis of containers and packaging	Under way
	• Eliminate single-use bags from our retail outlets	Completed
	• Promote recycling	Ongoing
<b>INDICATOR</b>	Overall recovery rate for SAQ containers	
<b>TARGET</b>	To come – pending the new Quebec Residual Materials Management Policy	
<b>2008 RESULTS</b>	The current recovery rate for SAQ containers in the residential sector is 74% (84% in single-family homes). <sup>1</sup>	

For each bottle that it sells, the SAQ donates \$0.02 to the Fonds environnemental SAQ, which is dedicated to supporting the environmental glass chain: collection; transportation; sorting; processing; conversion; research and development; and awareness-raising. More than \$2.6 million was invested in 2008. In connection with this investment, the SAQ has partnered with the Table pour la récupération hors foyer, which provides financial support to municipal organizations, recyclable materials collection firms and bar, hotel and restaurant owners for implementing a selective collection program.

In February 2008, the SAQ announced its plan for complete elimination of single-use bags from its outlet network by the end of the year. Launched in June 2005, this go-green initiative generated a succession of alternative solutions that promoted the use of reusable bags by customers. Close to three million SAQ-branded reusable bags have been sold (at cost) or given away as part of promotions. With the cooperation of everyone involved, reusable bags have now replaced the 80 million single-use bags formerly distributed each year.

R&D: In November 2008, the SAQ joined forces with CIRAIG, an international research chair, to conduct life-cycle analyses of its various types of wine containers. The results will be obtained in 2009. The SAQ also renewed its partnership agreement with the Chaire SAQ sur la valorisation du verre dans les matériaux at the Université de Sherbrooke through 2013.

1 The SAQ's container recovery rates are taken from the December 2007 document *Caractérisation des matières résiduelles du secteur résidentiel au Québec 2006-2007* prepared by RECYC-QUÉBEC and Éco Entreprises Québec in collaboration with Dessau and NI Environnement.

## 8

## OBJECTIVES

**Government Objective**

Continue developing and promoting a culture of prevention and define conditions to improve health, safety and the environment

**Organizational Objective**

Promote a responsible drinking model and environmentally respectful and sustainable behaviour

ACTION	MEASURES	FOLLOW-UP
Define internal and external management strategies for responsible alcohol consumption	Strengthen our sales ethic	Ongoing
	Optimize our involvement in awareness programs	Under way
<b>INDICATOR</b>		Sales ethic application rate during quarterly visits by underage mystery customers
<b>TARGET</b>		Over 90%
<b>2008 RESULTS</b>		Yearly average (four quarters): 86.6%

To ensure that the sales ethic is fully applied across the entire network, an administrative action plan was implemented in spring 2008. Its main initiatives include:

- creation of a sales ethics committee tasked with developing strategies and implementing actions to improve application of the sales ethic network-wide;
- development of a mystery customer program to evaluate the SAQ's performance;
- rollout of a new sales ethic campaign (internal and external) in the fall of 2008: *18+ c'est la loi tout le temps* (18 years and over, by law);
- drafting of a new internal directive on applying the sales ethic;
- employee training and awareness program;
- launch of an in-store action strategy.

The SAQ has decided to channel its involvement in the promotion of responsible drinking through the Éduc'alcool organization. In 2008–2009, the company collected and donated \$2.6 million to Éduc'alcool for use in developing and implementing prevention, education and information programs to help young people and adults make responsible, informed decisions regarding alcohol consumption.







## OBJECTIVES

### Government Objective

Provide the reference points required to make enlightened, responsible consumer choices and promote goods and services certification

### Organizational Objective

Promote a responsible consumption model and environmentally respectful and sustainable behaviours

ACTION	MEASURES	FOLLOW-UP
Promote responsible consumer behaviour	• Showcase our eco-responsible products	Ongoing
	• Create a new logo to make identifying responsible products and actions easy	Completed
	• Create a sustainable development section on the SAQ.com website	Completed
INDICATOR	Level of agreement with the statement that the SAQ promotes responsible behaviour	
TARGET	70% of the general population	
2008 RESULTS	In 2008, 73% of the population agreed that the SAQ promotes responsible behaviour.	

Several initiatives, internal as well as external, have been implemented to promote sustainable development and prompt consumers to make responsible choices when purchasing SAQ products:

- development of a visual platform, including the new “À la santé de la planète”/“Here’s to a healthy planet” logo, for all sustainable development communications tools;
- reduction in print materials:
  - 6.4% reduction in the amount of print materials;
  - 8% reduction in the number of circulars;
  - removal of recipe cards and hanging banners.
- all circulars are now printed on greener stock (Enviro100 100% post-consumer fibre paper) and using vegetable ink;
- implementation of a sustainable marketing ethics plan to raise the Marketing team’s awareness;
- two new sections created on the SAQ.com site:
  - sustainable development [www.saq.com/sustainabledevelopment](http://www.saq.com/sustainabledevelopment)
  - information on eco-practical and organic wines;
- various news briefs published in circulars and *Tchin Tchin* and *Cellier* magazines;
- studies of consumer expectations and perceptions regarding sustainable development, in three phases: responsible procurement; the product offering; and communication.

# 10

OBJECTIVES		
<p><b>Government Objective</b> Apply environmental management measures and an eco-responsible procurement policy to departments and government agencies</p> <p><b>Organizational Objective</b> Take advantage of the SAQ's purchasing power to promote responsible practices all along the company's supply chain</p>		
ACTION	MEASURES	FOLLOW-UP
<p><b>Set up a responsible procurement and supplier management program for the products carried</b></p>	<ul style="list-style-type: none"> <li>Develop a responsible procurement policy for the products carried</li> </ul>	To come
	<ul style="list-style-type: none"> <li>Add environmental criteria to calls for tenders to recognize responsible producers</li> </ul>	Under way
<b>INDICATOR</b>	Ratio of suppliers that meet the sustainable development criteria to the total number of suppliers	
<b>TARGET</b>	<ul style="list-style-type: none"> <li>2009–2010: Get a snapshot of the current situation and establish targets</li> <li>2010–2011: Define acceptable ratios for measuring progress</li> </ul>	
<b>2008 RESULTS</b>	N/A	

Although the responsible procurement policy has yet to be detailed or implemented, some initiatives along these lines were taken in 2008:

- New environmental selection criteria introduced in calls for tenders for our regular and specialty products;
- Suppliers and agents were made aware of sustainable development issues at various organized meetings;
- Diagnostics were performed to assist in identifying SAQ suppliers in at-risk countries;
- A survey was conducted to ascertain customers' expectations around responsible procurement.



## OBJECTIVES

### Government Objective

Apply environmental management measures and an eco-responsible procurement policy to departments and government agencies

### Organizational Objective

Take advantage of the SAQ's purchasing power to promote responsible practices all along the company's supply chain

ACTION	MEASURES	FOLLOW-UP
Implement practices and activities consistent with the provisions of the Quebec policy for eco-responsible government	<ul style="list-style-type: none"> <li>Develop a responsible goods and services procurement policy</li> </ul>	To come
<b>INDICATOR</b>		Number of measures targeting responsible procurement practices
<b>TARGET</b>		Taking the actions recommended by the government for evaluating administrative performance <sup>1</sup>
<b>2008 RESULTS</b>		<ul style="list-style-type: none"> <li>All fine paper used by the SAQ is now 100% recycled stock containing 100% post-consumer fibre (22,076,500 units purchased).</li> <li>Environmental criteria are now part of calls for tenders (especially for LEED buildings).</li> <li>Two days' training in responsible procurement was provided to some 30 employees involved in purchasing products, goods and services.</li> </ul>

In addition to complying with the government objectives, the SAQ made a number of eco-responsible acquisitions during 2008:

- New event banners made from Bioflex vinyl (Bioflex breaks down in three to five years, 80% of its constituent materials are derived from non-petroleum sources, and it contains no heavy metals, pesticides, whiteners, glycol or known carcinogenic colouring agents);
- Envelopes made from 60% recycled paper stock, including 50% post-consumer fibre, Forest Stewardship Council certified;
- More than 1,050 litres of VOC-free paint used;
- More than 300 ink cartridges recycled;
- Conventional cleaning products replaced by biodegradable, Environmental Choice-certified products (toilet, carpet and floor cleaning products, degreasing compounds, disinfectants, deodorizers and strippers);
- Boxes, separators and corrugated paperboard made from 75% recycled, 72% post-consumer stock;
- 1,089,873 gift cards made from biodegradable cornstarch-based material were purchased.

<sup>1</sup> Administrative performance is measured, using various indicators, by the Bureau de coordination au développement durable (the sustainable development coordination bureau or BCDD), which reports to the Minister of Sustainable Development, the Environment and Parks (MDDEP). With respect to responsible procurement, the government asks that at least three of the initiatives listed in a questionnaire sent to all government departments and agencies be implemented.

# 12

OBJECTIVES		
<p><b>Government Objective</b>                      Make people increasingly aware of the sustainable development concept and principles, and promote knowledge and experience sharing in this area and the assimilation of the knowledge and know-how facilitating its implementation</p> <p><b>Organizational Objective</b>                      Set up sustainable development training and awareness programs for all employees and improve health and safety performance</p>		
ACTION	MEASURES	FOLLOW-UP
Organize activities that advance the Quebec government's awareness and training plan for public service personnel	• Set up an employee awareness program	Under way
	• Incorporate sustainable development concepts into existing training programs	To come
INDICATOR 1	Percentage of employees who demonstrate sustainable development awareness	
TARGET 1	80% by 2011	
INDICATOR 2	Percentage of employees who have received sustainable development training	
TARGET 2	50% by 2011	
2008 RESULTS (TARGET 1)	<ul style="list-style-type: none"> <li>• Plan submitted to all managers (other than outlet managers)</li> <li>• Sustainable development section added to the intranet and accessible by more than 90% of employees</li> <li>• Several internal items and initiatives</li> </ul>	

More than 7,000 people work for the SAQ in its retail outlet network, Montreal and Quebec City distribution centres and various administrative departments. To ensure employees rally around and support sustainable development, it is essential to raise their awareness and then provide training. Here are a few examples of awareness-raising initiatives taken in 2008:

- The sustainable development section of the corporate intranet, which is accessible by more than 90% of employees, was continuously updated;
- A forum on the Sustainable Development Action Plan was held to obtain employee input;
- Two articles were published in the internal newsletter (10 issues a year, available to all 7,000 employees) focusing directly on the Sustainable Development Action Plan and of around 30 articles listing various achievements related to the Plan, totalling close to 18% of all articles published in 2008;

- The Sustainable Development Action Plan was submitted to all administrative department and warehouse managers (24% of all managers);
- Two lunch-and-learn conferences involving two company departments, Human Resources and Logistics and Distribution, were held (7% of employees from the departments took part).

With respect to training employees on their role and the impact they can have on sustainable development, it was agreed to consider incorporating sustainable development concepts into existing training programs (definitions, principles and examples of applications in the training context). This will help increase understanding of sustainable development and thus make it easier for the concepts to be better integrated into employees' daily tasks.

## 13

## OBJECTIVES

**Government Objective**

Make people increasingly aware of the sustainable development concept and principles, and promote knowledge and experience sharing in this area and the assimilation of the knowledge and know-how facilitating its implementation

**Organizational Objective**

Set up sustainable development training and awareness programs for all employees and improve health and safety performance

ACTION	MEASURES	FOLLOW-UP
<b>Integrate sustainable development principles into human capital management practices</b>	<ul style="list-style-type: none"> <li>Provide a quality work environment to employees, from recruitment through departure (e.g. recognition programs, career planning)</li> </ul>	Under way
<b>INDICATOR</b>	Use of the Quebec government's <i>Guide de prise en compte des principes</i> (guide to integrating sustainable development principles)	
<b>TARGET</b>	Yes	
<b>2008 RESULTS</b>	Guide was used to develop the principles of the employee recognition program	

That sustainable development principles should be integrated into human resources management goes without saying. To ensure that they are, an initial inventory of the various programs was conducted as prescribed in the *Guide de prise en compte des principes* published by the Quebec government's BCDD (sustainable development coordination bureau). This overview of activities made it possible to identify the directly related principles.

Twice yearly, the SAQ conducts an employee satisfaction and mobilization survey. Some of the survey questions deal directly with sustainable development principles such as health and quality of life, ethics and social solidarity, participation and involvement, subsidiarity, and access to knowledge. Once the results from the latest survey become available (in 2009), the mobilization index will indicate whether sustainability principles have been sufficiently integrated and will point to avenues for improving the existing programs.

14

OBJECTIVES		
<p><b>Government Objective</b> Continue developing and promoting a culture of prevention and define conditions to improve health, safety and the environment</p> <p><b>Organizational Objective</b> Set up sustainable development training and awareness programs for all employees and improve health and safety performance</p>		
ACTION	MEASURES	FOLLOW-UP
<p><b>Conduct a study on optimizing occupational health and safety management and develop an action plan<sup>1</sup></b></p>	<ul style="list-style-type: none"> <li>• Conduct a study on optimizing health and safety management</li> </ul>	Under way
	<ul style="list-style-type: none"> <li>• Implement a health and well-being program</li> </ul>	Under way
INDICATOR	Coming in 2009	
TARGET	Coming in 2009	
2008 RESULTS	N/A	

This action is an updated and expanded version of the action in the Sustainable Development Action Plan submitted in the fall of 2008. The steps involved in carrying out a study to optimize occupational health and safety management are:

- conduct an external audit (to come);
- implement an action plan based on analysis of back and upper limb injuries (to come);
- continue organizing prevention activities with a view to developing an occupational health and safety culture (ongoing);
- implement an automated occupational accident management system (begun; currently in the evaluation phase).

Employee health and well-being are also among this action’s priorities, which involve:

- optimizing management of short-term disability cases (ongoing);
- organizing health and well-being activities to raise employee awareness of adopting a healthy lifestyle (ongoing);
- reviewing current policies and procedures and/or developing new ones (under way).

Although this action was under review, several health and well-being initiatives were undertaken in 2008:

- A number of in-house contests were organized in cooperation with the Heart and Stroke Foundation of Quebec;
- Employees were encouraged to take part in several activities (*Défi Santé 5/30*, *Défi J’arrête, j’y gagne !*, Oasis marathon, etc.);
- A forum where employees can exchange tips on nutrition, fitness, etc. was added to the intranet site;
- Flu vaccination campaign;
- Raising awareness of responsible alcohol consumption and the use of breathalyzers;
- Information booths on preparing a healthy lunchbox;
- The *Choix équilibrés* program: healthy meals in company cafeterias are now identified with a new logo;
- Information sheets on highly nutritional foods—*les super-aliments*—were produced;
- A monthly newsletter on various nutrition-related topics was published.

1 Following extensive discussions, it was agreed to review the wording and content of the “Implement a uniform, integrated system for managing health, safety and well-being” action in the SAQ’s Sustainable Development Action Plan.

## 15

## OBJECTIVES

**Government Objective**

Increase citizens' involvement in decision-making

**Organizational Objective**

Set up sustainable development training and awareness programs for all employees and improve health and safety performance

ACTION	MEASURES	FOLLOW-UP
<b>Encourage unions to support the Sustainable Development Action Plan</b>	<ul style="list-style-type: none"> <li>Foster a climate of cooperation with the unions through meetings focused on dialogue</li> </ul>	Ongoing
<b>INDICATOR</b>	Level of union agreement with the quality of the sustainable development approach and achievements	
<b>TARGET</b>	More than 60%	
<b>2008 RESULTS</b>	N/A	

During the initial development phases of the Sustainable Development Action Plan, the SAQ considered it very important to consult its various stakeholders regarding their sustainable development priorities.

Meetings were held with the executives of the three labour unions to gauge their expectations of the company. The Sustainable Development Action Plan was then submitted for their approval. The Plan was adopted in the fall of 2008; in the months since, their input on an alternative transportation project for employees has been sought.

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OBJECTIVES		
<p><b>Government Objective</b> Apply more eco-conditionality and social accountability in public assistance programs and encourage their implementation in financial institutions' programs</p> <p><b>Organizational Objective</b> Move forward with the SAQ's social mission as a catalyst for sustainable development in Quebec</p>		
ACTION	MEASURES	FOLLOW-UP
<p><b>Incorporate eco-responsible criteria into the Donation and Sponsorship Policy</b></p>	<ul style="list-style-type: none"> <li>• Incorporate eco-responsible criteria into the evaluation of donation and sponsorship requests</li> </ul>	Under way
	<ul style="list-style-type: none"> <li>• Raise awareness among promoters and influence them to hold greener events</li> </ul>	Under way
	<ul style="list-style-type: none"> <li>• Review our criteria regarding the procurement and use of promotional materials</li> </ul>	Under way
<b>INDICATOR</b>	Percentage of sponsored events (fairs and festivals) that comply with eco-responsible standards	
<b>TARGET</b>	By 2011–2012, 100% of festival-type events meet at least one aspect of the eco-responsible event certification standard	
<b>2008 RESULTS</b>	N/A	

Although no measurable results are available this year, it is worth mentioning the various initiatives taken in 2008:

- Signing of a sponsorship agreement with the Conseil québécois des événements ecoresponsables, which is following up on the development of an eco-responsible event certification standard;
- Taking part in the Table de concertation en développement durable des commanditaires d'événements (a sustainable development issue table for event sponsors);
- Inviting festival and event partners to take part in a training activity on eco-responsible event management;
- Signing an agreement with Ordinateurs pour les écoles du Québec (OPEQ) regarding a computers-for-schools program. More than 124 pallets of end-of-life-cycle hardware were donated to schools across Quebec for reuse;
- Donating more than 20 SAQ event banners to a group so they could be recycled into eco-responsible tote bags;
- Introducing organic and eco-practical products at several SAQ-sponsored events;
- Raising promoters' awareness about the SAQ's future sustainability criteria for sponsorship of their events.



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OBJECTIVES		
<p><b>Government Objective</b> Increase citizens' involvement in their community</p> <p><b>Organizational Objective</b> Move forward with the SAQ's social mission as a catalyst for sustainable development in Quebec</p>		
ACTION	MEASURES	FOLLOW-UP
Encourage employees to become socially involved	<ul style="list-style-type: none"> <li>Set up a corporate volunteer program</li> </ul>	To come
INDICATOR	Number of SAQ-organized volunteer activities that involve employees	
TARGET	At least one activity per year starting in 2009–2010	
2008 RESULTS	N/A	

For several years now, the SAQ has supported various causes and organizations in the areas of health, education and culture through donations and sponsorships. It also allows its retail outlet teams to endorse causes of their choosing and provides a discretionary budget for the purpose. A survey shows that 350 outlets have taken part in fundraising for various organizations. The SAQ also plans fundraising activities in support of Entraide each year; more than \$332,000 was raised in 2008.

To encourage even greater social involvement within the company, the SAQ hopes to organize at least one activity per year in which it would ask its employees to become involved on a volunteer basis. To this end, a working group has been created to discuss possible incentives for encouraging greater employee involvement as well as various projects in which the company would like to take part beginning in 2009.

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OBJECTIVES		
<p><b>Government Objective</b>                      Make people increasingly aware of the sustainable development concept and principles, and promote knowledge and experience sharing in this area and the assimilation of the knowledge and know-how facilitating its implementation</p> <p><b>Organizational Objective</b>                      Ensure that the SAQ's commitment to and performance in sustainable development is recognized by all stakeholders, including Quebec's population</p>		
ACTION	MEASURES	FOLLOW-UP
<p><b>Incorporate sustainable development concepts into the SAQ Management</b></p>	<ul style="list-style-type: none"> <li>Incorporate sustainable development concepts into the company's strategic and sector-based plans and business projects</li> </ul>	Completed
	<ul style="list-style-type: none"> <li>Incorporate performance indicators into the departmental dashboards</li> </ul>	Completed
	<ul style="list-style-type: none"> <li>Develop a dashboard specific to the Sustainable Development Action Plan</li> </ul>	Completed
<b>INDICATOR</b>	Incorporation of sustainability concepts into management plans	
<b>TARGET</b>	2008 – 2009	
<b>2008 RESULTS</b>	Sustainable development indicators have been incorporated into the corporate dashboard	

In 2008, to make the sustainable development process even more tangible in the company, the SAQ:

- Incorporated the actions of the Sustainable Development Action Plan into its business plans;
- Adopted sustainable development as one of its criteria for evaluating corporate projects.

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## OBJECTIVES

**Government Objective**

Make people increasingly aware of the sustainable development concept and principles, and promote knowledge and experience sharing in this area and the assimilation of the knowledge and know-how facilitating its implementation

**Organizational Objective**

Ensure that the SAQ's commitment to and performance in sustainable development is recognized by all stakeholders, including Quebec's population

ACTION	MEASURES	FOLLOW-UP
Adopt a sustainable development communications strategy	• Promote achievements internally and externally	Ongoing
	• Prepare and publish an annual sustainable development report	Completed
	• Form a stakeholder committee	To come
INDICATOR	Level of agreement with the statement that the SAQ is concerned about sustainable development	
TARGET	60% of the general population	
2008 RESULTS	65% of the population agrees with the statement that the SAQ is concerned about sustainable development.	

The primary objective of the communications strategy is to focus first and foremost on achievements.

Here are some of the initiatives implemented in 2008:

- Developing an external communications plan regarding sustainable development;
- Preparing three inserts in *Tchin Tchin* magazine: contributions to the community; Sustainable Development Action Plan; and responsible drinking;
- Coordinating production of:
  - sustainable development clips for the *Vins pour tous* program (TQS);
  - reports on Quebec products for the *Par-dessus le marché* program (TVA);
  - sustainable development columns for *La Semaine* magazine.

The communications plan calls for several more activities during the year.



# THE SAQ AIMS TO STAND OUT AS ONE OF QUEBEC'S TOP RETAILERS IN THE AREA OF SUSTAINABLE DEVELOPMENT.

## HOW?

- By minimizing the environmental impact of its operations.
- By stimulating innovation and the development of organic beverages and earth-friendly packaging.
- By promoting responsible practices all along its supply chain and in its procurement processes for products, goods and services.
- By promoting responsible consumption of alcohol.
- By fulfilling its social mission so as to act as a catalyst for sustainable development in Quebec communities.



Here's to a  
healthy planet

[www.saq.com/sustainabledevelopment](http://www.saq.com/sustainabledevelopment)

