



# 19 ACTIONS

SUSTAINABLE DEVELOPMENT REPORT

MAY 2010



Here's to a  
healthy planet



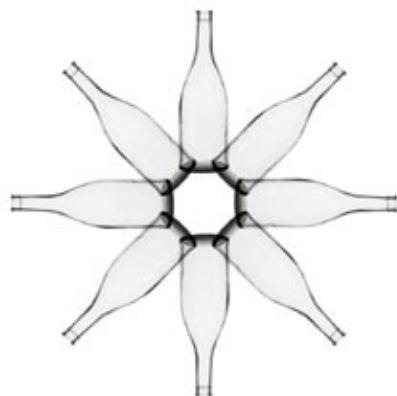


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p.4	<b>ACTION I</b> Increase energy efficiency and energy savings in SAQ buildings	p.16	<b>ACTION II</b> Implement practices and activities consistent with the provisions of the Quebec policy for eco-responsible government
p.5	<b>ACTION 2</b> Make the transportation operations more energy-efficient	p.17	<b>ACTION I2</b> Organize activities that advance the Quebec government's awareness and training plan for public service personnel
p.6	<b>ACTION 3</b> Fit out the SAQ's buildings in accordance with sustainable development principles	p.18	<b>ACTION I3</b> Integrate sustainable development principles into human capital management practices
p.8	<b>ACTION 4</b> Manage waste materials in accordance with the 4R-D principle (reduction, reuse, recycling, recovery and disposal)	p.19	<b>ACTION I4</b> Conduct a study on optimizing occupational health and safety management and develop an action plan
p.9	<b>ACTION 5</b> Set up a uniform, integrated environmental management system	p.20	<b>ACTION I5</b> Encourage unions to support the Sustainable Development Action Plan
p.10	<b>ACTION 6</b> Define market strategies for organic products, locally bottled products and greener packaging	p.22	<b>ACTION I6</b> Incorporate eco-responsible criteria into the Donation and Sponsorship Policy
p.11	<b>ACTION 7</b> Minimize the impact of packaging	p.23	<b>ACTION I7</b> Encourage employees to become socially involved
p.12	<b>ACTION 8</b> Define internal and external management strategies for responsible alcohol consumption	p.24	<b>ACTION I8</b> Incorporate sustainable development concepts into the SAQ Management Plan
p.13	<b>ACTION 9</b> Promote responsible consumer behaviour	p.25	<b>ACTION I9</b> Adopt a sustainable development communications strategy
p.15	<b>ACTION 10</b> Set up a responsible procurement and supplier management program for the products carried		

## OUR VISION

Stand out as one of Quebec's top retailers in the area of sustainable development



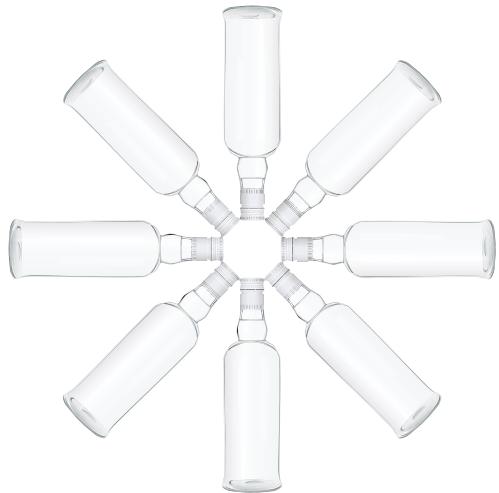


Sustainable development prescribes actions that are aimed at improving the environment, empowering individuals and enriching communities. Fairness, partnership, prevention and preservation are among its main themes. The SAQ is committed to these forward-looking principles and, as a government corporation that is well rooted in its milieu and determined to take part in Quebec's development, it draws great motivation from them.

Although the SAQ's mandate is, first and foremost, commercial in nature, the company wants to generate pride among its employees and all Quebecers and enthusiasm among its customers by positioning itself as one of Quebec's top retailers in the area of sustainable development.

To accomplish this, it submitted its first Sustainable Development Action Plan to the Quebec government in October 2008. Combining ambition and pragmatism, the plan sets out clear courses of action and concrete solutions while leaving the door open to innovation and creativity. It is the direct reflection of the people who shape the SAQ every day and is marked by their dynamism and coloured by the enthusiasm that drives them. The SAQ's mission of providing superior service to Quebecers and offering them quality products is now joined by a commitment to contribute even more to community life in Quebec.

At the end of the second year of implementation, which has seen the enthusiastic participation of employees, suppliers, customers and partners, we are proud to present 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.



## OBJECTIVES

### Government Objective

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

### Organizational Objective

Continue minimizing the environmental impacts of SAQ operations

ACTION	MEASURES	STATUS
<b>Increase energy efficiency and energy savings in SAQ buildings</b>	<ul style="list-style-type: none"> <li>Continue applying the energy savings program</li> <li>Publish a report on greenhouse gas (GHG) emissions</li> </ul>	Ongoing To come
Indicator		
Target		
2009–2010 Results	<ul style="list-style-type: none"> <li>Energy efficiency of SAQ-owned buildings (GJ/m<sup>2</sup>)</li> <li>Reduce energy consumption by 2% every year between now and 2012</li> <li>Energy consumption in 2009–2010 was 0.99 GJ/m<sup>2</sup>, equivalent to a 4.6% drop from 2008</li> </ul>	

In year two of its Sustainable Development Action Plan, the SAQ continued its efforts to achieve energy savings in its buildings:

- Installation of motion detectors in meeting rooms;
- Installation of new, more energy-efficient ceiling fixtures;
- Centralization of ventilation units;
- Upgrading of heating units.

In 2009, the energy saving initiatives focused mainly on the administrative buildings and warehouses. Clean energy was centre stage this year, especially at the Montreal Distribution Centre, where Quebec's first glass solar panels were installed in four 20-metre rows. The air that flows through them is heated by the sun and then channelled to the building's interior by a fan.

This new, low-flow system can raise the air's temperature to 40°C. This means it will be possible to heat a flow of 28.3168 m<sup>3</sup> of cold air per minute, raising its temperature from -20°C to 20°C, without using combustible fuels or electricity.

Through its energy savings program, the SAQ has succeeded in improving its energy consumption by nearly 24%<sup>1</sup> since 2003-2004, bringing its energy balance to 0.99 GJ/m<sup>2</sup>.

1. This result is based mainly on the energy consumption of the buildings owned by the SAQ. In 2009-2010, the SAQ owned ten buildings. It leases all of its other facilities and has no control over the buildings' energy consumption.

## OBJECTIVES

### Government Objective

Encourage reduction in the amount 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 activities

## ACTION 2

### MEASURES

### STATUS

#### Make the SAQ's transportation operations more energy-efficient

- Train drivers to operate their vehicles responsibly
- Study innovations for reduced energy consumption
- Publish a GHG report

Ongoing

Under way

To come

#### Indicator

- Energy efficiency of SAQ-owned truck fleet (L/100 km)

#### Target

- Improve energy efficiency despite the increased laden weight of vehicles

#### 2009-2010 Results

- 42 L/100 km<sup>2</sup>

The SAQ began applying specific energy efficiency measures to its fleet of trucks in 2004. Having trained its drivers, installed onboard computers in all its heavy vehicles, optimized its delivery routes, modified its speed regulators and installed battery chargers to power some trucks' tailgate lifts, the SAQ maintained its momentum in 2009:

- Acquisition of its first hybrid truck, assembled entirely in Quebec, for use in making deliveries on Montreal Island. In less than one year, the truck achieved energy savings of 30% compared with a regular truck;
- Single wide-tread tires, which replace dual tires, were tested on a delivery truck. Especially appropriate for long trips, this initiative reduced fuel consumption and the mass of the tires and wheels. It also increased the vehicle's stability and, thus, its safety. The test results showed a 4% reduction in energy consumption;
- Following contract discussions and initiatives to increase the awareness of international suppliers, France's Alsace region has favoured transporting its containers by barge while California has switched entirely to intermodal carriage;
- Three shunter trucks at the Montreal Distribution Centre that are used to move trailers to unloading docks now run on B5 biodiesel;
- FMZ devices, which control engine power based on the load carried, were tested on seven trucks to assess their potential for reducing fuel consumption.

2. This increase in fuel consumption is due to the following:

- Acquisition of four new tractors with automatic transmissions (higher consumption);
- Increase in the number of kilometres travelled;
- Installation of a device to reduce GHG emissions. Testing showed that the device increased fuel consumption. As a result, its use was re-evaluated.

## OBJECTIVES

### Government Objective

Encourage reduction in the amount 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 activities

## ACTION 3

### MEASURES

### STATUS

**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
- Preserve our built heritage

Under way

Ongoing

**Indicator  
Target**

- Number of buildings developed in compliance with environmental criteria
- By 2016, secure green certification for 25 retail outlets and all administrative buildings
- Outlets: An SAQ Signature and SAQ Sélection outlet are currently awaiting LEED CI certification.

**2009-2010 Results**

- In February 2010, the SAQ inaugurated two new flagship outlets. Combining the SAQ Signature and SAQ Sélection banners under a single roof, these new Quebec City stores were built with an eye to sustainable development in order to comply with the evaluation framework for obtaining LEED CI (Commercial Interiors) certification. The LEED CI criteria include energy efficiency, water consumption efficiency, the use of locally sourced recycled-content materials, the recycling of work site waste and the application of an air quality management plan.

- In 2009, the implementation of green measures in the fitting out of the Quebec City Distribution Centre was switched to the Canadian LEED certification system from the U.S. system. The recently created Canadian system is managed by the Canadian Green Building Council.
- A catalogue of materials to be used (carpeting, tiles, paint, lumber, etc.) was created to enable the SAQ's technical teams to make more responsible, greener choices for maintenance and renovation projects.
- A diagnostic study of energy consumption in three Montreal administrative buildings was carried out to assess their potential for LEED EB:O&M certification and the efforts required to obtain it.

- To comply with various requirements of the LEED EB:O&M program and ensure optimal use of earth-friendly cleaning products, the sanitary maintenance staff were trained on implementing more responsible practices at work. The training covered the safe, ecological and efficient use of various biodegradable products and new equipment. The training focused on, among other things, promoting recycling and hand hygiene as well as residual materials management.



## OBJECTIVES

### Government Objective

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

### Organizational Objective

Continue minimizing the environmental impacts of the SAQ's activities

## ACTION 4

### MEASURES

### STATUS

**Manage waste materials in accordance with the 4R-D principle (reduction, reuse, recycling, recovery and disposal)**

- Continue applying the internal waste materials management plan (implementation in retail locations)
- Recover compostable materials from cafeterias

Ongoing

**Indicator  
Target**

- Recovery rate of waste materials generated in house
- By 2015<sup>3</sup>:
  - Recycle 70% of residual paper, paperboard, metal glass and plastic (fibre and MGP)
  - Process 60% of residual compostable organic materials (e.g. by composting)
- Fibre and MGP: 79% in administrative buildings, 54% in outlets
- Compostable materials: 30% in administrative buildings, N/A in outlets

Begun

**2009-2010 Results**

- To more effectively control the amount of materials it disposes of, the SAQ carried out a characterization study of its residual materials in 2009 and found that the overall recovery rate was 79% in its administrative buildings and 54% in its outlets<sup>4</sup>.
- The SAQ also implemented a recovery system for materials (fibre, metal, glass and plastic) generated in its outlet network. Although several outlets had already set up their own independent recovery programs, the company wanted to standardize the process in order to better track materials management.

Moving forward with its initiatives for managing the residual materials it generates in house, the SAQ acquired an industrial composter and installed it at the Quebec City Distribution Centre, where it will be used to transform leftover food from the cafeteria. This was the first equipment of its type to be purchased and installed in Quebec and Canada. The first bag of compost will be produced in 2010.

- To encourage employees to reduce their consumption of bottled water, all 15- and 20-litre water containers were removed from SAQ buildings. Drinking fountains connected to the municipal water supply have been equipped with filtration systems.
- An automatic aerosol refilling system has been installed in the Quebec City Distribution Centre. In addition to being convenient and safe for employees, the system has made it possible to switch to spray cans that can be refilled hundreds of times. The initiative has reduced the number of cans to be disposed of and cut acquisition costs by more than 60%.

3. This target is taken from the draft 2010–2015 Quebec Residual Materials Management Policy.

4. The recovery rate in outlets is related to the fact that in 2009 half of the outlets were part of the SAQ's residual materials management program.

## OBJECTIVES

### Government Objective

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

### Organizational Objective

Continue minimizing the environmental impacts of the SAQ's operations

## ACTION 5

### MEASURES

### STATUS

#### Set up a uniform, integrated environmental management system

- Implement an automated environmental management system (data centralization)
- Conduct external audits to assess compliance with environmental standards

Under way

Completed (biennal)

#### Indicator

- Year in which environmental management system becomes operational

#### Target

- 2010-2011

#### 2009-2010 Results

- Acquisition of software

In 2009, the SAQ acquired a environmental management software package for its operations. The system was initially implemented in the laboratory and will be gradually implemented in the other units concerned.

Use of this type of platform facilitates the centralizing of detailed data on various environment-related aspects such as airborne emissions, liquid effluents (including waste water), hazardous materials (including residual hazardous materials), petroleum products and environmental emergencies.

This collection of documents (history, procedures, permits, etc.) makes it possible to carry out a more thorough analysis of the risks involved, as the risks are ranked by priority. The software will also allow for more thorough monitoring of various practices, helping to prevent non-compliance and avoid notifications.

## OBJECTIVES

### Government Objective

Provide the reference points necessary to make enlightened, responsible consumer choices and, as required, 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 6	MEASURES	STATUS
Define market strategies for organic products, locally bottled products and greener packaging	<ul style="list-style-type: none"> <li>Create a separate section in retail outlets for organic products</li> <li>Create the eco-practical category for products packaged in alternative containers (plastic, aluminum, bags and cardboard)</li> </ul>	Completed Completed
Indicator		
Target		
2009-2010 Results	<ul style="list-style-type: none"> <li>Market share of organic table wines (%)</li> <li>Maintain constant growth of market share in terms of sales and the number of table wines in the general catalogue</li> <li>Market share: organic table wines form 0.55% of the table wine category</li> </ul>	
In 2009, various environmental-type descriptions began appearing on product labels. While not legally responsible for checking claims related to environmental certifications, the SAQ nonetheless wanted to set up an internal label evaluation procedure. The procedure was developed in accordance with the standards of the Canadian Standards Association and Competition	<p>Bureau Canada as specified in special publication PLUS 14021, <i>Environmental Claims: A Guide for Industry and Advertisers</i>.</p> <p>As the SAQ wants to meet its customers' demands that its stocking practices be more responsible, it needs to ensure that the information provided by its suppliers is credible and not misleading.</p>	<ul style="list-style-type: none"> <li>In response to requests from customers, six Fair Trade Certified<sup>5</sup> (FTC) wines were introduced in 2009 and a FTC rum will be added soon. Although there is no specific section for these products, they are identified by a shelf label with one of the FTC logos.</li> </ul>

5. Fairtrade Labelling Organizations International (FLO) is the organization that coordinates Fairtrade labelling at an international level and sets international fair trade standards. TransFair Canada is the exclusive manager of the fair trade certification system for Canada that is recognized by the FLO.

**Note:** In contrast to developing countries, developed countries have in place various control mechanisms for maintaining a good quality of life and thus have no need for fair trade certification.

## OBJECTIVES

### Government Objective

Increase awareness of the external costs and benefits associated with the production and consumption of goods and services

### 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 7

### MEASURES

### STATUS

#### Minimize the impact of packaging

- Support research and development projects
- Perform life-cycle analysis of containers and packaging
- Eliminate single-use bags from our retail outlets
- Promote recycling

Ongoing

Under way

Completed

Ongoing

#### Indicator

- Overall recovery rate for SAQ containers

#### Target

- Recover 70% of glass by 2015<sup>6</sup>

#### 2009-2010 Results

- The current recovery rate for SAQ glass containers in the residential sector is 74% (84% in single-family homes).<sup>7</sup>

Concerned about the environmental impact of its products, the SAQ was involved in several projects in 2009:

- Two life cycle analyses were carried out by the Interuniversity Research Centre for the Life Cycle of Products, Processes and Services (CIRAIQ). One focused on the various wine containers; the other compared selective collection and refundable deposit systems.
- Quebec restaurants, bars and hotels were called on to join the Table pour la récupération hors foyer. In all, more than 1,300 signed on.

- To take part in on-site residual materials management at Quebec fairs and festivals, the SAQ renewed its partnership with the Consortium Écho-Logique.
- The SAQ established a partnership with the Chaire en éco-conseil at the Université du Québec à Chicoutimi to research ways of optimizing the collection of the residual materials generated in its retail outlets.
- The SAQ was also a member of the implementation assessment committee for PACT, an assistance program for Quebec sorting centres.

- Seeking to evaluate the market for light glass, the SAQ conducted a detailed review of the literature to keep abreast of current trends. To discuss the prospects for using light glass containers for wine, it is currently taking part in a pan-Canadian committee involving all government liquor boards. It is also holding discussions with various glass suppliers.

6. This target is taken from the draft of the 2010-2015 Quebec Residual Materials Management Policy.

7. This result appeared in the *Bilan 2008 de la gestion des matières résiduelles au Québec* published by RECYC-QUÉBEC.

## 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 8	MEASURES	STATUS
Define internal and external management strategies for responsible alcohol consumption	<ul style="list-style-type: none"> <li>• Strengthen our sales ethic</li> <li>• Optimize our involvement in awareness programs</li> </ul>	Ongoing Under way
Indicator	<ul style="list-style-type: none"> <li>• Sales ethic application rate during quarterly visits by underage mystery customers</li> <li>• 100%</li> <li>• Yearly average (four quarters): 92.2%</li> </ul>	
Target 2009-2010 Results		

To improve the sales ethic application rate in its outlet network, the SAQ took various initiatives as part of a master plan covering the years 2009 to 2012. These included:

- Implementing an employee mobilisation plan, which took the form of an 18+ Forum (first-person videos, sharing of tips, etc.);
- Setting up a sales ethic ambassador program in retail outlets;
- Integrating the sales ethic into outlets' priority controls (logging of age checks in outlets, maintaining a record of employees who have received training about or been made aware of the sales ethic, checking that materials have been installed and directives are being followed);

- Continuation of the internal and external sales ethic communication campaign ("18 years and over, by law");
- Ramping up the employee training and awareness program.

For 20 years now, the SAQ's preferred means of promoting responsible consumption has been through Éduc'alcool. In 2009-2010, it raised and donated \$2.7 million to this organization, which develops and deploys prevention, education and information programs aimed at helping young people and adults make responsible, enlightened choices about alcohol consumption.

The anniversary also provides an opportunity to note Quebecers' healthy relationship with alcohol. The two decades' worth of studies show that Quebecers drink more frequently than their Canadian counterparts but in smaller quantities.

## OBJECTIVES

### Government Objective

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

### Organizational Objective

Promote a responsible consumption model and environmentally respectful and sustainable behaviours

## ACTION 9

### MEASURES

### STATUS

#### Promote responsible consumer behaviour

- Showcase our eco-responsible products
- Create a new logo to make identifying responsible products and actions easy
- Create a sustainable development section on the SAQ.com website

Ongoing

Completed

Completed

#### Indicator

- Level of agreement with the statement that the SAQ promotes responsible behaviour

#### Target

- 70% of the general public

#### 2009-2010 Results

- In 2008, 71% of the public agreed that the SAQ promotes responsible behaviour.

Several new initiatives were implemented in 2009 to continue encouraging consumers to make more responsible choices when purchasing SAQ products:

- Promotions of organic, “eco-practical” (alternative container) and local products were held;
- The “Natural Pairing” circular dedicated exclusively to organic, eco-practical and local products was published in the spring of 2009. It contained information capsules about these types of products;

- The new “Here’s to a healthy planet” logo was used on outlet shelves to promote the most eco-responsible products;
- Sidebars were added to *Tchin Tchin* magazine to make customers aware of and provide information about selective collection, the sales ethic, donations and sponsorships, glass recycling and organic and eco-practical products;
- The spring 2009 issue of *Cellier* magazine featured a selection of organic wines, while the summer 2009 issue included an information page on organic wines;

- To remind customers to bring their reusable bags with them, posters were installed in the parking facilities of several outlets;
- Adapting to new trends, the SAQ developed an iPhone application that provides access to a search engine for products, taste tags and recipes;
- The free gift boxes offered to customers are now made entirely from recycled post-consumer fibre.



## OBJECTIVES

### Government Objective

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

### Organizational Objective

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

## ACTION 10

### MEASURES

### STATUS

**Set up a responsible procurement and supplier management program for the products carried**

- Develop a responsible procurement policy for the products carried
- Add environmental criteria to calls for tenders to recognize responsible producers

Under way

**Indicator Target**

- Percentage of suppliers that meet the sustainable development criteria
- 2009-2010: Get a snapshot of the current situation and establish targets
- 2010-2011: Define the acceptable percentages for the purpose of measuring progress
- 69.5% of suppliers that submitted bids in response to calls for tenders met the sustainable development criteria.<sup>8</sup>

**2009-2010 Results**

Wanting to develop a responsible procurement policy applicable to its suppliers of alcoholic products, the SAQ hired an external firm to assist it in analyzing the issues involved in such a process:

- Controlling the social and environmental risks related to the supply of alcoholic products;
- Identifying the possibilities (ecological container design, local economic development, etc.);

- Dealing with a large number of extremely diverse suppliers based in every corner of the globe;
- Obtaining information on suppliers' practices;
- Assessing the various ways of encouraging suppliers that have good practices;
- Using credible tools and procedures (e.g. recognized certifications) to better control information.

To encourage suppliers' sustainable development initiatives, an analysis was performed to update the sustainable development criteria that had been added to the selection grid for regular and specialty products sold at the SAQ and the related weightings.

This work will continue in fiscal 2010-2011.

8. This corresponds to 1,435 suppliers out of a total 2,065 that replied to calls for tenders. In 2008-2009, the percentage was 66%.

## OBJECTIVES

### Government Objective

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

### Organizational Objective

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

ACTION	MEASURES	STATUS
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
Indicator	<ul style="list-style-type: none"> <li>Number of measures targeting responsible goods and services procurement practices</li> </ul>	
Target	<ul style="list-style-type: none"> <li>Taking the actions recommended by the government for evaluating administrative performance<sup>9</sup></li> </ul>	
2009-2010 Results	<ul style="list-style-type: none"> <li>EPEAT certification is now part of calls for tenders for purchases of desktop and portable computers and monitors.</li> </ul>	
	<ul style="list-style-type: none"> <li>In 2009, the SAQ analyzed its information technology resources with a view to continuously upgrading its computer equipment based on current trends and best practices.</li> <li>For 2009, the inventory of computer hardware (desktops, portables and monitors) shows that more than 80% of this equipment is EPEAT certified. Next year will bring the start of a process to replace older equipment, which should raise the percentage of certified devices.</li> </ul>	<ul style="list-style-type: none"> <li>As part of its initiatives to fit out its buildings in ways compatible with LEED EB:O&amp;M certification, the SAQ has implemented responsible procurement procedures that incorporate the following objectives:           <ul style="list-style-type: none"> <li>Reduce purchases of new products (encourage reuse, lease instead of buy or, when appropriate, purchase used or reconditioned equipment);</li> <li>Purchase sustainable or reusable products and equipment;</li> <li>Give priority to local purchases;</li> <li>Favour products with a low impact on health and/or the environment (VOC-free, mercury-free, made from quickly renewable and/or recycled materials, recognized certifications, etc.);</li> <li>Minimize unnecessary packaging and transport (wholesale or bulk purchases).</li> </ul> </li> <li>The SAQ also hired a specialized resource person to support its efforts in the area of responsible procurement of goods and services.</li> </ul>

9. 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 Ministère du Développement durable, de l'Environnement et des Parcs (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.

## OBJECTIVES

### Government Objective

Increase awareness of the concept and principles of sustainable development and promote the sharing of knowledge and experience in this area as well as the acquisition of the learning and know-how necessary to facilitate its implementation

### Organizational Objective

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

## ACTION 12

### MEASURES

### STATUS

**Organize activities that advance the Quebec government's awareness and training plan for public service personnel**

- Set up an employee awareness program
- Incorporate sustainable development concepts into existing training programs

Under way

To come

#### Indicator I

- Percentage of employees who demonstrate sustainable development awareness

#### Target I

• 80% by 2011

#### Indicator 2

- Percentage of employees who have received sustainable development training

#### Target 2

• 50% by 2011

#### 2009-2010 Results (Target I)

- Around 90% of employees say they are very aware or quite aware of sustainable development<sup>10</sup>

Several initiatives aimed at increasing SAQ employees' awareness of sustainable development were carried out in 2009:

- Presentation of the sustainable development concept and of the achievements of the Sustainable Development Action Plan at lunch-and-learn conferences involving three company divisions (Human Resources, Logistics and Distribution, Procurement and Merchandising). In all, about 100 persons attended.
- Organization of Sustainable Development Week:
  - Information booths on the Sustainable Development

Action Plan in the administrative buildings and distribution centres and the handing out of a folder summarizing it;

- Presentation of the Porteur d'Espoir 2009 award during the Journée de l'environnement dans l'administration publique.
- Updating of the sustainable development section of the company's intranet as part of the site's redesign.
- Launch of two new awareness campaigns to promote:
  - the use of tap water (information provided by the Quebec government);
  - reduced paper consumption.

To meet the government target, the SAQ conducted a Web-based survey of all its employees to determine their level of sustainable development awareness:

- More than 90% said they are very aware or quite aware of sustainable development;
- More than 83% claimed they have a good or excellent understanding of the definition of sustainable development;
- Nearly 82% were able to identify the three dimensions of sustainable development (social, environmental and economic); and
- More than 80% had taken specific actions quite or very frequently.

10. This result comes from a Web-based survey of all SAQ employees (ca. 7,000), to which 1,605 persons replied between January 22 and February 4, 2010. The maximum statistical margin of error is 2.15%, 19 times out of 20.

## OBJECTIVES

### Government Objective

Increase awareness of the concept and principles of sustainable development and promote the sharing of knowledge and experience in this area as well as the acquisition of the learning and know-how necessary to facilitate its implementation

### Organizational Objective

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

ACTION 13	MEASURES	STATUS
Integrate sustainable development principles into human capital management practices	<ul style="list-style-type: none"> <li>Develop a reference tool on the principles of sustainable development to be integrated into Human Resources practices</li> <li>Improve specific Human Resources programs based on the results of the EMI survey</li> </ul>	Completed
Indicator Target 2009-2010 Results	<ul style="list-style-type: none"> <li>Employee mobilization index (biennial)</li> <li>Improve the mobilization index</li> <li>Mobilization index at I9<sup>11</sup></li> </ul>	Ongoing

- The employee mobilization survey revealed that SAQ personnel were in the start-up phase, which is to say “fairly involved.” Mobilization occurs if employees find meaning in their work and if the work’s context is motivating.
- An overview of the human resources situation in a sustainable development context was presented to the Human Resources Division with the aim of increasing awareness. The presentation covered current trends, best practices and the expectations of current and future employees regarding companies’ social responsibility.

11. The mobilization index can vary between –100 and +100, with 0 being the midpoint. The closer the index is to +100, the more the organization is mobilized, and vice versa.

## OBJECTIVES

### Government Objective

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

### Organizational Objective

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

## ACTION 14

### MEASURES

### STATUS

**Conduct a study on optimizing occupational health and safety management and develop an action plan**

- Conduct a study on optimizing health and safety management
- Implement a health and well-being program

Under way

**Indicator**

- Implement an occupational health and safety action plan

**Target**

- 2010-2011

**2009-2010 Results**

- An audit was performed. The action plan will be developed in 2010.

Under way

- An audit was performed by an external firm in order to compare the SAQ's current practices to the OSHAS 18001 standard, a continuous improvement process for controlling occupational health and safety risks. This analysis made it possible to identify the priorities necessary for implementing an occupational health and safety action plan that will serve as a new reference in the area.
- Implementing a health and safety management information system that will improve tracking of work-related and non-work-related illnesses.
- Carrying out of a statistical study on back and upper limb injuries to obtain a clear picture of the situation. The study led the SAQ to develop a training program on lifting and moving heavy loads, in particular in retail outlets. Phase 1 saw more than 900 employees being trained.

- All new warehouse employees and summer-hire students automatically receive training on basic occupational health and safety rules and on using motorized equipment.
- A quarterly online bulletin, *Sécuri-Tract*, was created for outlets to keep them informed about various prevention concepts in occupational health and safety.
- More than 400 outlet managers received training on the due diligence provisions in Act C-21.
- The SAQ provided all its employees with as much information as possible about influenza A (H1N1), including information about propagation risks, symptoms, what to do in the event of an infection and the vaccination campaign. Hand-sanitizer dispensers were also installed in all the company's buildings.

- The SAQ facilitated access to information on the hazardous materials used in the workplace by adding to its intranet a direct link to a listing of these products, which are classified by name, type, building, quantity, etc. This approach allowed the Workplace Hazardous Materials Information System (WHMIS) to be optimized.

## 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 15	MEASURES	STATUS
<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
Indicator Target 2009-2010 Results	<ul style="list-style-type: none"> <li>N/A</li> <li>N/A</li> <li>This action has been removed from the Sustainable Development Action Plan.</li> </ul>	

In 2009, the SAQ concluded that the best way to obtain unions' support of its sustainable development process was to do so during its awareness and training activities.

That is why, beginning in fiscal 2010-2011, this action will no longer appear in the 2008-2011 Sustainable Development Action Plan. The executives of the SAQ's three unions will then be part of the groups targeted in the initiatives for meeting the Quebec government's awareness and training plan for public service personnel.

The climate of cooperation with the unions was fostered through several activities based on the values of collaboration, trust and teamwork. These same values formed the basis for the long-term collective agreements that were signed with the Syndicat des Travailleurs(euses) de la Société des alcools du Québec (STTSAQ) and the Syndicat des employés de magasins et de bureaux (SEMB). Indeed, partnership principles are now an integral part of the labour agreement with the SEMB (section 1:02).



## OBJECTIVES

### Government Objective

Apply more eco-conditionality and social accountability in public assistance programs and encourage their implementation in the programs of financial institutions

### Organizational Objective

Move forward with the SAQ's social mission as a catalyst for sustainable development in Quebec

ACTION 16	MEASURES	STATUS
Incorporate eco-responsible criteria into the Donation and Sponsorship Policy	<ul style="list-style-type: none"> <li>Incorporate eco-responsible criteria into the evaluation of donation and sponsorship requests</li> <li>Raise awareness among promoters and influence them to hold greener events</li> <li>Review our criteria regarding the procurement and use of promotional materials</li> </ul>	Under way Under way Completed
Indicator	Percentage of sponsored events (fairs and festivals) that comply with eco-responsible standards	
Target	By 2011–2012, 100% of festival-type events meet at least one aspect of the eco-responsible event management standard	
2009-2010 Results	N/A (pending official publication of the eco-responsible event management standard)	
<p>• In 2009, the SAQ launched an eco-responsible process involving various fair and festival promoters. First, in order to raise the promoters' awareness, eco-responsible criteria were integrated into the event sponsorship evaluation forms:</p> <ul style="list-style-type: none"> <li>◦ Recycling: ensuring that recovery bins are accessible at all times and that the residual materials are entirely or partially managed;</li> <li>◦ Sustainable development: awareness of the company's sustainable development approach regarding events;</li> <li>◦ Transportation: ensuring that event sites encourage the use of alternative transportation (access to mass transit, shuttles, bicycles, etc.);</li> </ul> <p>◦ Supporting a cause: encouraging partnership with a cause or an organization in the community in which the event takes place;</p> <p>◦ Suppliers of products and services: encouraging local purchases.</p> <p>To improve its internal practices, the SAQ implemented several initiatives:</p> <ul style="list-style-type: none"> <li>• To improve its internal practices, the SAQ implemented several initiatives: <ul style="list-style-type: none"> <li>◦ Donation and sponsorship application forms can now be completed and submitted online;</li> <li>◦ Promoters are required to provide the SAQ with an event visibility report (media reviews, advertisements, summary report, etc.), which is often quite long, on a medium other than paper (e.g. CD, USB key);</li> </ul> </li> <li>• The volume of promotional documents sent to the retail outlets to publicize events has been cut by more than 30%. The number of outlets that receive these materials is now based on the outlets' proximity to the events;</li> <li>• SAQ promotional items (banners, pennants, etc.) are now made from recycled and/or recyclable materials.</li> <li>• To encourage promoters' interest in local and eco-practical products, the SAQ increased the number of products offered at seven major events from 22 local products and zero eco-practical products in 2008 to 52 local products and 19 eco-practical products in 2009.</li> </ul>		

## OBJECTIVES

### Government Objective

Increase citizens' involvement in their community

### Organizational Objective

Move forward with the SAQ's social mission as a catalyst for sustainable development in Quebec

## ACTION 17

### MEASURES

### STATUS

**Encourage employees to become socially involved**

- Set up a corporate volunteer program

Under way

**Indicator**

- Number of SAQ-organized volunteer activities that involve employees

**Target**

- At least one activity per year starting in 2009-2010

**2009-2010 Results**

- Thirty-five SAQ employees took part as volunteers in a project to green the spaces under the Jacques Cartier Bridge in partnership with SOVERDI

- In the fall of 2009, 35 volunteers “attacked” the spaces under and around Montreal’s Jacques Cartier Bridge to plant various species of trees and shrubs. The plantings will have several impacts: enhancing the neighbourhood by creating a more pleasing environment for residents and visitors; improving air quality by absorbing some of the carbon dioxide produced by vehicular traffic; reducing the number of heat islands; and beautifying the cityscape around the bridge, one of the major gates of entry into the city.

This action was carried out in partnership with the Société de verdissement du Montréal métropolitain (SOVERDI), a non-profit social organization dedicated to greening the city. The SAQ took part by funding the project and encouraging its Montreal area personnel to volunteer. All employees were informed about the project and its dates. Before the event was held, those who volunteered were given training on planting techniques and the impact of the greening of the neighbourhood.

- The Entraide fundraising campaign reached a new milestone in 2009, with a 9.2% increase in the employee participation rate. In all, some 1,426 SAQ employees pledged to donate. With contributions totalling \$224,307, the goal of \$175,000 was exceeded by more than \$58,000. As usual, the SAQ matched the employees’ donation dollar for dollar. The result? A cheque for \$448,614 was presented to the campaign organizers.

## OBJECTIVES

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### Government Objective

Increase awareness of the concept and principles of sustainable development and promote the sharing of knowledge and experience in this area as well as the acquisition of the learning and know-how necessary to facilitate 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

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## ACTION 18

### MEASURES

### STATUS

#### Incorporate sustainable development concepts into the SAQ Management Plan

- Incorporate sustainable development concepts into the company's strategic and sector-based plans and business projects
- Incorporate performance indicators into the departmental dashboards
- Develop a dashboard specific to the Sustainable Development Action Plan

Completed

Completed

Completed

#### Indicator

- Year in which sustainability concepts were incorporated into management plans

#### Target

- 2008-2009

#### 2009-2010 Results

- Assessment of the indicators

An independent firm was hired to assess the strategic relevance of the selected performance indicators, in particular those related to the Sustainable Development Action Plan. This audit, which has been completed, was carried out in compliance with the provisions of the *Act respecting the governance of state-owned enterprises*, which assigns to the Quebec Auditor General the responsibility for assessing the company's effectiveness and performance measures every three years.

## OBJECTIVES

### Government Objective

Increase awareness of the concept and principles of sustainable development and promote the sharing of knowledge and experience in this area as well as the acquisition of the learning and know-how necessary to facilitate 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 19

### MEASURES

### STATUS

#### Adopt a sustainable development communications strategy

- Promote achievements internally and externally
- Prepare and publish an annual sustainable development report
- Form a stakeholder committee

Ongoing

Annual

To come

#### Indicator

- Level of agreement with the statement that the SAQ is concerned about sustainable development

#### Target

- 60% of the general public

#### 2009-2010 Results

- 62% of the general public agrees with the statement that the SAQ is concerned about sustainable development.

With a communication having been implemented in 2008-2009, fiscal 2009-2010 saw the introduction of several concrete initiatives whereby the SAQ's accomplishments in the area of sustainable development were communicated to the public:

- Poster campaign in the retail outlets to inform customers about the glass environmental chain;
- Distribution of the French edition of the 2008-2009 Report on Sustainable Development in *Les Affaires* magazine;
- Publication of a full page information advertisement on the glass environmental chain in *Le Devoir* as part of a special sustainable development section;

- Creation of *À la santé de la planète*, a quarterly newsletter covering the SAQ's initiatives. Three issues were published in 2009;
- Media relations in connection with the tree-planting activity under the Jacques Cartier Bridge in partnership with SOVERDI;
- Media relations in connection with the launch of the Quebec ciders category in retail outlets to encourage consumption of local products;
- Advertisement on the sales ethic in *La Semaine*, *Le Samedi* and *Prestige* magazines and in the Operation Red Nose publication;
- Airing of three short ads on the Météomédia network;

- Weekly columns in *La Semaine* magazine;
- Airing of sustainable development information clips on the Vins pour tous program on the V network;
- Columns on Quebec products for the *Par-dessus le marché* program on the TVA network;
- Distribution of the 2008-2009 Sustainable Development Action Plan in the SAQ annual report.



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 increasing its employees' awareness and rallying them to the cause.
- By promoting responsible consumption of alcohol.
- By fulfilling its social mission by acting as a catalyst for sustainable development in Quebec communities.



Here's to a  
healthy planet

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

