



SUSTAINABLE
DEVELOPMENT
REPORT

2010-2011



Here's to a
healthy planet



SAO

ACTION	Page
1 Increase energy efficiency and energy savings in SAQ buildings	2
2 Make the SAQ's transportation operations more energy-efficient	3
3 Fit out the SAQ's buildings in accordance with sustainable development principles	4
4 Manage waste materials in accordance with the 4R-D principle (reduction, reuse, recycling, recovery and disposal)	6
5 Set up a uniform, integrated environmental management system	7
6 Define a market strategy for organic products, locally bottled products and greener packaging	8
7 Minimize the impact of packaging	9
8 Define a strategy for responsible alcohol consumption	10
9 Promote responsible consumer behaviour	11
10 Set up a responsible procurement and supplier management program for the products carried	12
11 Implement practices and activities consistent with the provisions of the Quebec policy for eco-responsible government	13
12 Organize activities that advance the Quebec government's awareness and training plan for public service personnel	14
13 Integrate sustainable development principles into human capital management practices	15
14 Conduct a study on optimizing occupational health and safety management and develop an action plan	16
15 Encourage the unions to support the Sustainable Development Action Plan	17
16 Incorporate eco-responsible criteria into the Donation and Sponsorship Policy	18
17 Encourage employees to become socially involved	19
18 Incorporate sustainable development concepts into the SAQ Management Plan	20
19 Adopt a sustainable development communications strategy	21

 The business environment in which the SAQ operates is changing at a dizzying pace. Organizational pressures are increasing in areas as diverse as logistics processes, product procurement, sales practices and the social environment. The rapidity of these changes is forcing all players to be more agile and flexible. The top-performing companies are those that succeed in evolving in harmony with their business environment and, often, that anticipate trends and even initiate change. The SAQ is determined to be part of this shift through its sustainable development process, which encompasses all of its activities.

DAY AFTER DAY, THE
SAQ TAKES ACTIONS
LARGE AND SMALL,
BECAUSE EVERY
INITIATIVE COUNTS.
ALL PROJECTS
PRODUCE TANGIBLE
RESULTS AND WE ARE
PROUD OF THEM ALL,
IRRESPECTIVE OF
THEIR SCOPE.

At the end of the third year of implementation of the 2008–2011 Sustainable Development Action Plan, a year that has seen the enthusiastic participation of employees, suppliers, customers and partners, the SAQ is proud to submit this report on its accomplishments in fiscal 2010–2011. This report was originally intended to be the last under the 2008–2011 plan. However, as the SAQ would like to align its next sustainable development action plan with its 2013–2015 Strategic Plan, the company has obtained the agreement of the Ministère du Développement durable, de l'Environnement et des Parcs to extend the 2008–2011 Sustainable Development Action Plan by one year.

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 OPERATIONS

ACTION 1	INCREASE ENERGY EFFICIENCY AND ENERGY SAVINGS IN SAQ BUILDINGS
MEASURES	STATUS
Continue applying the energy savings program	Ongoing
Publish a report on greenhouse gas (GHG) emissions	To come
INDICATOR	Energy efficiency of SAQ-owned buildings (GJ/m ²)
TARGET	Reduce energy consumption by 2% every year between now and 2012
2010–2011 RESULTS	Energy consumption in 2010–2011 was 0.97 GJ/m ² , equivalent to a 2% drop from 2009 ¹

- The SAQ was awarded first prize in the Energy Efficiency INTEGRATED MANAGEMENT category in the 2010 Énergia competition organized by the Association québécoise pour la maîtrise de l'énergie (AQME).
- A solar panel system was put in operation at the Quebec City Distribution Centre, the second such system installed in an SAQ building.
- Modulating unitary infrared heaters were installed near the Quebec City Distribution Centre's unloading docks.
- Outmoded light fixtures were replaced with more energy-efficient fixtures with integrated motion detectors.
- The Tellier building's ventilation systems were upgraded.
- The company is now under the 1 GJ/m² energy consumption threshold (this refers to the consumption of pure energy (GJ) per square metre of surface area). The result corresponds to a 26% reduction in energy consumption since the 2003–2004 program reference year.

1. This result is based mainly on the energy consumption in SAQ-owned buildings. In fiscal 2010–2011, the SAQ owned 11 buildings. It leases all of its other facilities and thus has no control over those buildings' energy consumption.

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 OPERATIONS

ACTION 2	MAKE THE SAQ'S TRANSPORTATION OPERATIONS MORE ENERGY-EFFICIENT
MEASURES	STATUS
Train drivers to operate their vehicles responsibly	Ongoing
Study innovations for reduced energy consumption	Under way
Publish a GHG report	To come

INDICATOR	Energy efficiency of the SAQ-owned truck fleet (cases transported/litre of fuel)
TARGET	Improve energy efficiency despite the increased laden weight of vehicles
2010-2011 RESULTS	17 cases/litre (versus 15 cases/litre in 2003)

Since 2003, the volume of cases transported by the SAQ-owned truck fleet has risen by approximately 25%. As a consequence, the annual number of kilometres that the fleet travels has grown 9%, increasing the company's annual fuel consumption by 9.2% over the same time period.

As the SAQ has a commercial mission and has set itself the objective of increasing its sales volume, the energy efficiency of its transportation operations cannot be measured solely on the basis of fuel consumption in litres. A much better measure takes into account the number of cases transported annually. Transportation efficiency then means carrying a larger volume for each litre of fuel consumed. Accordingly, the data collected over the years show that freight transportation efficiency has improved by 13%, from 15 cases/litre in 2003 to 17 cases/litre. And that is despite the large number of detours currently caused by the extensive road work in Quebec.

Again this year, the improvement results from the various initiatives put in place:

- The use of biodiesel (B5) between March and November for the entire Quebec City vehicle fleet and during the entire year for the shunter trucks in the Montreal yards;
- Acquisition of new tractors with cab deflectors above and aluminum rims. These trucks are also equipped with a urea-injection system that eliminates the emission of nitrogen oxide particles;
- Installation of FMZ devices on 14 trucks in the SAQ fleet following tests that showed a 3% decrease in fuel consumption;
- Acquisition of high-performance tires that make it possible to reduce fuel consumption by 1% compared with rebuilt tires;
- Acquisition of new trailers equipped with side skirts.

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ORGANIZATIONAL OBJECTIVE

CONTINUE MINIMIZING THE ENVIRONMENTAL IMPACT OF THE SAQ'S OPERATIONS

ACTION 3	FIT OUT THE SAQ'S BUILDINGS IN ACCORDANCE WITH SUSTAINABLE DEVELOPMENT PRINCIPLES
MEASURES	STATUS
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 in compliance with environmental criteria
TARGET	By 2016, secure green certification for 25 retail outlets and all administrative buildings
2010-2011 RESULTS	<p>Outlets:</p> <ul style="list-style-type: none"> • Fitting out of the SAQ Signature and SAQ Sélection outlets in the Complexe Jules-Dallaire (preparation and submission of our certification application in anticipation of CaGBC); • Fitting out of the Sutton SAQ outlet in compliance with the LEED-CI certification system (certification application being prepared); • Fitting out of the Beauport SAQ Express outlet in compliance with the LEED-NC certification system (construction work under way); • Fitting out of the Gatineau SAQ Express outlet in compliance with the LEED-CI certification system (construction work under way). <p>Corporate buildings:</p> <ul style="list-style-type: none"> • Implementation of the LEED EB:O&M certification criteria for the Quebec City Distribution Centre (preparation and submission of the certification application in anticipation of the CaGBC); • Implementation of the LEED EB:O&M certification criteria for the Tellier building (integration of LEED criteria into the Tellier expansion project, setting of a schedule for certification of the entire building).

The following eco-responsible measures were as part of the Quebec City Distribution Centre expansion project in compliance with the LEED certification criteria for existing buildings:

- Implementation of a soil erosion management plan during on-site work in order to prevent contamination of the air, soil and nearby waterways;
- Landscaping, including of the rainwater runoff holding pond, with indigenous plants that are adapted to the climate, do not require watering and can provide natural habitats for insects and small animals;
- Installation of a roof made with white aggregates that reflect sunlight instead of storing it, which helps avoid creating heat islands;
- Installation of rooftop solar panels, which are used to preheat new air without consuming energy from the grid;
- Use of less harmful refrigerants, which do not contribute to the destruction of the ozone layer (HFC-410A), in air-conditioning units;
- Use of light bulbs that contain no or very little mercury;
- Recycling of residual materials from the work site, allowing a diversion rate of more than 85% to be reached.

Lacking a specific objective regarding the attainment of certification, several initiatives related to the LEED EB:O&M system were also taken in the SAQ's administrative centres:

- New landscaping designs that use indigenous plants and eliminate the need for watering;
- Using earth-friendly sanitary maintenance products and materials;
- Mandatory recycling on construction sites.

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 4	MANAGE WASTE MATERIALS IN ACCORDANCE WITH THE 4R-D PRINCIPLE (REDUCTION, REUSE, RECYCLING, RECOVERY AND DISPOSAL)
MEASURES	STATUS
Continue applying the internal waste materials management plan (implementation in the outlets)	Ongoing
Recover compostable materials from cafeterias	Ongoing
INDICATOR	Recovery rate of waste materials generated in house
TARGET	By 2015 ² : Recycle 70% of residual paper, paperboard, metal glass and plastic (fibre and MGP) Process 60% of residual compostable organic materials (e.g. by composting)
2010–2011 RESULTS	N/A ³

- The SAQ studied the most appropriate options for standardizing and simplifying the logistics necessary to implement and optimize residual materials recovery throughout its outlet network.
- Following in the footsteps of the Montreal and Quebec City distribution centres, it is now the turn of Head Office employees to do their part in recovering putrescible waste. Since October 2010, this form of waste has been sent to a waste handler for transformation into compost.
- As part of the introduction of new uniforms for outlet employees, the SAQ set up a program for collecting employees' old uniforms. Articles whose logo cannot be removed are shredded, while those without a logo or whose logo can be removed are recycled. To date, 16,508 articles of clothing have found a second life. The initiative is carried out in cooperation with the Centres de formation en entreprise et récupération (CFER), a network of business and recovery training centres.

2. This target is taken from the new 2011–2015 Quebec Residual Materials Management Policy.

3. The recovery rate is taken from a biennial residual materials recovery study. No study was carried out in 2010; the next study is scheduled for 2011.

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	SET UP A UNIFORM, INTEGRATED ENVIRONMENTAL MANAGEMENT SYSTEM
MEASURES	STATUS
Implement an automated environmental management system (data centralization)	Under way
Conduct external audits to assess compliance with environmental standards	Completed (biennial)
INDICATOR	Year in which environmental management system becomes operational
TARGET	2010–2011
2010–2011 RESULTS	The environmental management system was fully implemented in the laboratory.

Implementing the environmental management system (EMS) in the laboratory has made it possible to:

- validate the regulations currently in effect;
- collect supporting documents for regulatory compliance;
- develop action plans for addressing priorities;
- draft and implement procedures;
- train laboratory personnel about tasks with the risk of an environmental impact;
- set up an EMS committee to validate the progress of the action plans.

As part of hazardous materials management, regular inspections are carried out at the hazardous residual materials storage facility. In preparation for the implementation of the EMS at the Quebec City Distribution Centre in fiscal 2011–2012, an activity impact study was 80% completed.

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	DEFINE A MARKET STRATEGY FOR ORGANIC PRODUCTS, LOCALLY BOTTLED PRODUCTS AND GREENER PACKAGING
MEASURES	STATUS
Create a separate section in retail outlets for organic products	Revised
Create the eco-practical category for products packaged in alternative containers (plastic, aluminum, bags and cardboard)	Completed
INDICATOR	Market share of organic table wines (%)
TARGET	Maintain constant growth of market share in terms of sales and the number of table wines in the general catalogue
2010-2011 RESULTS	Market share: organic table wines form 0.70% of the table wine category

- In response to customer demand regarding their shopping habits, organic products were reintegrated into their original categories (e.g. country of origin). To make them easier to identify, a *vins agrobiologiques* (organic wines) tag was attached to the shelves.
- To improve the image of wines offered in eco-practical containers and three- and four-litre formats and to improve consumers' perception of them, the SAQ created business opportunities by encouraging its suppliers to expand their offering by bottling consumers' favourite products in these types of container.

GOVERNMENT OBJECTIVE

INCREASE AWARENESS OF THE EXTERNAL COSTS AND BENEFITS ASSOCIATED WITH THE PRODUCTION AND CONSUMPTION OF GOODS AND SERVICES

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 7	MINIMIZE THE IMPACT OF PACKAGING
MEASURES	STATUS
Support research and development projects	Ongoing
Perform life-cycle analysis of containers and packaging	Under way
Promote recycling	Ongoing

INDICATOR	Overall recovery rate for SAQ containers
TARGET	Recover 70% of glass by 2015
2010–2011 RESULTS	The current recovery rate for SAQ glass containers in the residential sector is 75%. ⁴

- The holder of the Chaire SAQ en valorisation du verre dans les matériaux at the Université de Sherbrooke signed an agreement for incorporating glass powder into concrete. Made entirely from recycled materials, this new white substrate increases concrete's resistance to compression even as it decreases its permeability, thereby helping to protect it from corrosion.
- Only three years after its creation, the Table pour la récupération hors foyer has enabled more than 2,700 restaurants, bars and hotels to take advantage of the related recovery program. As a result, some 9,000 metric tonnes of formerly discarded recyclable materials have been recovered.
- The SAQ joined with Éco Entreprise Québec to set up a task force to support the glass transformation industry.
- To stimulate innovation and the development of environmentally sustainable containers, the SAQ set up a committee that will propose a comprehensive integrated approach to alcoholic beverage containers. The approach, which enables the SAQ to stand out in the retail sector, focuses on:
 - integrating lightweight containers into outlets;
 - preparing a sheet explaining multilayer containers;
 - developing a graphic to depict containers' environmental profile.

4. This result appeared in the *Bilan 2008 de la gestion des matières résiduelles au Québec* published by RECYC-QUÉBEC and Eco Entreprises Québec. A new *bilan* should be published in 2011.

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 CONSUMPTION MODEL AND ENVIRONMENTALLY RESPECTFUL AND SUSTAINABLE BEHAVIOUR

ACTION 8	DEFINE A STRATEGY FOR RESPONSIBLE ALCOHOL CONSUMPTION
MEASURES	STATUS
Strengthen our sales ethic	Ongoing
Optimize our involvement in awareness programs	Under way
INDICATOR	Sales ethic application rate during quarterly visits by underage mystery customers
TARGET	100%
2010–2011 RESULTS	Yearly average (four quarters): 93.8%

In 2010–2011, the SAQ maintained the activities of its sales ethic master plan. These activities included:

- Continuing progress on the employee mobilisation plan by:
 - relaunching Forum 18+;
 - continuing to implement the sales ethic ambassador program;
 - launching an interactive educational game on the company's intranet;
- Maintaining the *18 years and over, by law* awareness campaign and launching two new online ads;
- Integrating the sales ethic into the new cash registers;
- Integrating the sales ethic into the new virtual training session on spirits;
- Continuing the employee training program;
- Making business partners aware of the sales ethic program at the annual meeting with various members of the industry.

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	PROMOTE RESPONSIBLE CONSUMER BEHAVIOUR
MEASURES	STATUS
Showcase our eco-responsible products	Ongoing
INDICATOR	Level of agreement with the statement that the SAQ promotes responsible behaviour
TARGET	70% of the general public
2010–2011 RESULTS	In 2010, 88% ⁵ of Quebecers agreed that the SAQ promotes responsible behaviour.

- To encourage customers to make more responsible choices, promotions featuring organic, eco-practical (alternative container), fair-trade and local products and reusable bags were held.
- Short articles were included in *Tchin Tchin* magazine to make customers more aware of and better informed about the sales ethic, donations and sponsorships, the sums donated to various organizations, and organic and eco-practical products.
- A sales ethic campaign took place with the airing of a radio message and placement of online videos to increase consumers' awareness of the importance of obeying the law.

5. In fiscal 2009–2010, the results were 71%. The difference is explained by, among other things, a different methodology (online survey in 2010, telephone survey in 2009) and a more detailed question, which included examples and reduced the number of "don't know" replies (excluded here) in the final result for 2010.

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	SET UP A RESPONSIBLE PROCUREMENT AND SUPPLIER MANAGEMENT PROGRAM FOR THE PRODUCTS CARRIED
MEASURES	STATUS
Develop a responsible procurement policy for the products carried	Under way
Add environmental criteria to calls for tenders to recognize responsible producers	Under way
INDICATOR	Percentage of suppliers that meet the sustainable development criteria
TARGET	2009–2010: Get a snapshot of the current situation and establish targets 2010–2011: Define the acceptable percentages for the purpose of measuring progress
2010–2011 RESULTS	81% of suppliers that submitted bids in response to calls for tenders met the sustainable development criteria. ⁶

- Development of a responsible procurement policy for the goods and services purchased and the products sold. The policy will be adopted in 2011–2012.
- Consultation with major product suppliers to obtain their input on the content and scope of the draft responsible procurement policy.
- Explanation of the responsible supply process and the SAQ's priorities at the annual meeting attended by all agents.
- Checking of the weight of all listed products in order to identify the heaviest bottles and determine which producers to approach in order to suggest decreasing the weight of their bottles.
- Introduction of a new selection grid that takes bottle weight into account for table wines in the 750-ml format (regular products only).
- Publication of an information bulletin for suppliers and agents regarding Canadian organic product regulations.
- Continuing discussions with the other Canadian monopolies responsible for the alcoholic beverage trade in order to establish a common position regarding light glass.

6. This corresponds to 1,894 suppliers out of a total 2,321 that replied to calls for tenders. In 2009–2010, the percentage was 69.5%.

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 11	IMPLEMENT PRACTICES AND ACTIVITIES CONSISTENT WITH THE PROVISIONS OF THE QUEBEC POLICY FOR ECO-RESPONSIBLE GOVERNMENT
MEASURES	STATUS
Develop a responsible goods and services procurement policy	Ongoing
INDICATOR	Number of measures targeting responsible goods and services procurement practices
TARGET	Implement at least three of the initiatives recommended by the government for evaluating administrative performance
2010-2011 RESULTS	<p>Recycled paper and paperboard containing post-consumer fibre constituted at least 80% of the paper and paperboard purchased;</p> <p>Eco-responsible provisions were added to certain supply agreements;</p> <p>Only recycled printer cartridges are now used for all printers and multifunction devices in the outlet network.</p>

- Development of an eco-responsible procurement policy to be adopted in fiscal 2011-2012;
- Consultation with major product suppliers to obtain their input on the content and scope of the draft responsible procurement policy.
- A survey of around 50 goods and services suppliers was carried out to gain an idea of their sustainable development practices. The results will make it possible to better orient the SAQ's procurement approach and determine which criteria to integrate into future calls for tenders;
- Drafting of texts to be appended to calls for tenders involving amounts over \$50,000. The texts will inform bidders about the company's eco-responsible criteria and the certifications applicable to various types of goods and services (paper and paperboard, computers, printers, electronic and data-processing equipment, lighting equipment, clothes and shoes, housekeeping products and wood products);
- Occasional use of a margin of preference when evaluating bids submitted in response to calls for offers in order to favour ISO 9001- and ISO 14001-certified suppliers and, in some cases, companies that are certified by the Conseil québécois des entreprises adaptées (CQEA) and employ disabled persons.

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	ORGANIZE ACTIVITIES THAT ADVANCE THE QUEBEC GOVERNMENT'S AWARENESS AND TRAINING PLAN FOR PUBLIC SERVICE PERSONNEL	
MEASURES	STATUS	
Set up an employee awareness program	Under way	
Implement a sustainable development training program	Under way	
INDICATORS	1	Percentage of employees who demonstrate awareness of sustainable development
INDICATORS	2	Percentage of employees who have received sustainable development training
TARGETS	1	80% by 2011
TARGETS	2	50% by 2013
2010–2011 RESULTS	91.4% of employees say they are very aware or quite aware of sustainable development	

- Installation of a sustainable development tent to mark the launch of the SAQ 2010–2011 fiscal year. Some of the company's achievements in its sustainable development process were presented at various information booths. More than 600 persons visited the tent.
- Beginning of work on the design of the sustainable development program, which will be made available online to employees next year.
- Presentation of the 2010 Porteur d'Espoir award as part of the Journée de l'environnement dans l'administration publique.
- Presentation of the SAQ's sustainable development process and achievements as part of integration activities for the new generation of outlet managers.
- Setting up of waste-reduction information booths as part of the Semaine québécoise de réduction des déchets.
- For a second year, a survey⁷ was carried out to gain insight into SAQ employees' level of awareness of sustainable development. This year, the results showed that 91.4% of employees say they are very aware or quite aware. Eighty-five percent of the same respondents claim to have an excellent or good understanding of the concept of sustainable development, and nearly 84% were able to correctly identify the three pillars of sustainable development. As regards their personal involvement, 85% of the surveyed employees said they took environmentally responsible actions quite often or very often at the workplace and elsewhere.

7. This result comes from a Web-based survey of all SAQ employees (ca. 7,000), to which 1,950 persons replied between January 18 and February 3, 2010. The maximum statistical margin of error is 1.89%, 19 times out of 20.

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	INTEGRATE SUSTAINABLE DEVELOPMENT PRINCIPLES INTO HUMAN CAPITAL MANAGEMENT PRACTICES
MEASURES	STATUS
Develop a reference tool on the principles of sustainable development to be integrated into Human Resources practices	Completed
Improve specific Human Resources programs based on the results of the EMI survey	Ongoing
INDICATOR	Employee mobilization index (every three years)
TARGET	Improve the mobilization index
2010–2011 RESULTS	Mobilization index of 19 ⁸

The SAQ created a mobilization committee to follow up on the practices implemented in this area in the company. The committee ensures that all divisions are implementing the action plans adopted in response to the results of the company's 2009 employee mobilization index survey. The committee's terms of reference also include supporting all responsible employee mobilisation efforts with the following main objectives in mind:

- clarify the information provided regarding the challenges facing the company so that employees will better understand how to be involved;
- provide more feedback on the quality of the work accomplished;
- enable employees to acquire experience and diversify their skills and knowledge by providing them with additional training opportunities.

8. The employee mobilization survey that should have been conducted in 2010 was postponed until 2012. Consequently, the mobilization index for fiscal 2010–2011 remained the same.

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	CONDUCT A STUDY ON OPTIMIZING OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT AND DEVELOP AN ACTION PLAN
MEASURES	STATUS
Conduct a study on optimizing health and safety management	Under way
INDICATOR	Implement an occupational health and safety action plan
TARGET	2011–2012
2010–2011 RESULTS	Development of a triennial occupational health and safety plan

- Inspired by the OHSAS 18001 international occupational health and safety standard, the three-year plan that grew out of the 2009 audit was integrated into the SAQ's Projects Bureau in order to ensure effective follow-up on its implementation.
- The training to be provided on the duty of reasonable care under Act C21 (an act amending the Criminal Code with respect to organizations' penal responsibility) was finalized.
- Besides reducing the maximum weight of cases for reasons of occupational health and safety⁹, the SAQ has trained, to date, nearly 3,300 employees on handling heavy loads, the main cause of work-related injuries to the back and upper limbs. Experts helped employees learn about proper posture, various techniques for lifting heavy loads, safe conduct and safety rules to adopt.
- In addition to holding information and follow-up sessions on office ergonomics for the administrative employees of the Logistics and Distribution Division, other actions taken by the company have produced notable results, including a 36% reduction in occupational health and safety expenditures and a 22% decrease in the number of accidents. Not only has the SAQ helped keep its employees healthy, it has achieved savings of \$3.2 million.
- Computerized management software is being introduced to simplify administrative management and efficiently obtain reliable statistics.
- The joint union-employer inspection of work sites has been reviewed to optimize the inspections and be more proactive in the area of work-related accidents.

9. The maximum number of bottles of spirits or special event wines has been decreased from 12 to six per case.

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	ENCOURAGE THE UNIONS TO SUPPORT THE SUSTAINABLE DEVELOPMENT ACTION PLAN
MEASURES	STATUS
Foster a climate of cooperation with the unions through meetings focused on dialogue	Ongoing
INDICATOR	N/A
TARGET	N/A
2010–2011 RESULTS	This action has been removed from the Sustainable Development Action Plan.

As mentioned in the 2009–2010 Sustainable Development Report, obtaining unions' support of its sustainable development process can be accomplished through presentations and consultation as part of the various initiatives. As such support is difficult to measure, this action was dropped from the Sustainable Development Action Plan in 2009.

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	INCORPORATE ECO-RESPONSIBLE CRITERIA INTO THE DONATION AND SPONSORSHIP POLICY
MEASURES	STATUS
Incorporate eco-responsible criteria into the evaluation of donation and sponsorship requests	Under way
Raise awareness among promoters and influence them to hold greener events	Under way
Review our criteria regarding the procurement and use of promotional materials	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
2010–2011 RESULTS	N/A ¹⁰

- Participation in the sponsors' roundtable of the Conseil québécois des événements écoresponsables in order to encourage sustainable development practices in cooperation with other major Quebec sponsors.
- Review of the eco-responsible criteria of the sponsorship application eligibility grid.
- Evaluation of the responsible practices put in place at sponsored events by requiring the submission of initiative reports after the events take place.
- Checking compliance with eco-responsible criteria at summer event sites.

10. As the eco-responsible standard for events was officially launched only in June 2010, festivals' compliance with the standard's criteria cannot be fully assessed until the next sustainable development report.

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	ENCOURAGE EMPLOYEES TO BECOME SOCIALLY INVOLVED
MEASURES	STATUS
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
2010-2011 RESULTS	Activity organized in association with the <i>Tablee des Chefs</i> and involving 200 SAQ employee volunteers to make breakfast cookies for Quebec food banks

- Some 200 employees, accompanied by their families and friends, answered the call and volunteered their time to make more than 25,300 breakfast cookies for the underprivileged. Coming from six Quebec cities (Longueuil, Montreal, Laval, Gatineau, Quebec City and Mont-Tremblant), the volunteers gathered for kitchen duty in November of 2010.
- This volunteer activity took place under the aegis of *La Tablee des Chefs*, an organization that seeks to get Quebec chefs, cooks and bakers involved in food preparation, the transfer of culinary knowledge, and food recovery and gleaning. The initiative helped cover part of the current food shortage at food banks. The breakfast cookie recipe was specially designed to provide a healthy, nourishing breakfast to persons availing themselves of food assistance in Quebec.
- Since September 2010, SAQ employees have been encouraged to take part in a new form of intranet-based volunteerism by sharing the ways in which they are involved in the community. The forum gives employees a platform for describing their experiences, asking for assistance in carrying out volunteer activities, posting photos of themselves in action, and becoming acquainted with the causes their colleagues care passionately about. It also informs them of humanitarian causes in which they may be interested in becoming personally involved.

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 18	INCORPORATE SUSTAINABLE DEVELOPMENT CONCEPTS INTO THE SAQ MANAGEMENT PLAN
MEASURES	STATUS
Incorporate sustainable development concepts into the company's strategic and sector-based plans and business projects	Completed
Incorporate performance indicators into the departmental dashboards	Completed
Develop a dashboard specific to the Sustainable Development Action Plan	Completed
INDICATOR	Year in which sustainability concepts were incorporated into management plans
TARGET	2008-2009
2010-2011 RESULTS	Incorporation of sustainable development elements into business project evaluations

- The SAQ integrated sustainable development elements into its decision-making process for major projects. All corporate projects with performance budgets over \$200,000 will now be assessed on the basis of these elements. The persons responsible for the projects will need to be able to answer questions such as: Are the non-commercial impacts of your project likely to be positive or negative for citizens of Quebec

and elsewhere? What means have you taken to ensure the optimal sustainability of your deliverable? Having access to such relevant information regarding the sustainable development impacts, the members of the Investment Committee will be in a position to make an informed decision on the submitted project.

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	ADOPT A SUSTAINABLE DEVELOPMENT COMMUNICATIONS STRATEGY
MEASURES	STATUS
Promote achievements internally and externally	Ongoing
Prepare and publish an annual sustainable development report	Annual
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 public
2010–2011 RESULTS	55% ¹¹ of the general public agrees with the statement that the SAQ is concerned about sustainable development.

- Publication of the quarterly *Here's to a healthy planet* e-newsletter (issues published in April, July and December 2010 and March 2011).
- In-store poster campaign (three institutional ads) to increase awareness of the SAQ's contributions to Quebec's community life.
- Sales ethic advertisement in the Operation Red Nose magazine.
- Promotion of Quebec products on *Par-dessus le marché*, a popular food show broadcast on TVA.
- Inclusion of the 2009–2010 Sustainable Development Report with the SAQ's annual report.
- Face-to-face interview on the SAQ's sustainable development process in *3RV-E* magazine.
- Distribution to outlet employees of a leaflet summarizing the results of the life-cycle analysis of alternative containers currently on the market.
- Presentation to the company's Governance and Ethics Committees of the quarterly report on the SAQ's visibility in the area of sustainable development.

11. In 2009–2010, the results were 62%. The difference is due to, among other things, a different methodology (online survey in 2010, telephone survey in 2009) and a larger number of "don't know" replies (excluded here) in the final result for 2010.

