

Sustainability Guide for Suppliers



How to use this guide

Functionality

-  You can move your cursor over the **tooltips** to see the definitions of the many sustainable development best practices described in this guide.
-  Clicking on the **tool** hyperlinks will take you to templates that you can complete based on your company's specific needs.
-  Clicking on the **cross-reference buttons** will take you to a summary table in the appendix of the document presenting the level of effort required to implement the sustainable development best practices covered in this guide, as well as some potential grants and funding.
-  You can move your cursor over the **Tips and Tricks** icon to view the available functions.
-  Clicking on the **hyperlinks** for additional information opens an external link.

IMPORTANT!

It is essential to download and review this guide in Adobe Reader to access all the interactivity features.

Navigation

-  Access bookmarks
-  Go to Table of contents
-  Back to last page viewed

SUSTAINABILITY GUIDE | GOVERNANCE

6290 Management of ESG, sustainable development and social responsibility functions 

The ESG function (also known as the sustainability or corporate social responsibility) can be managed internally by company staff or externally in collaboration with service providers or specialized partners. The choice between internal and external management depends on the specific characteristics of each company: its resources, culture and objectives. Some prefer a hybrid approach involving internal management for some initiatives and external management for others. It is essential to assess the advantages and disadvantages of each option to determine which one best meets your company's needs.

Management of ESG, sustainability or social responsibility functions may fall to different entities such as:

- One or more internal committees
- A community of practice, i.e., an internal or external grouping where people help each other and share, learn and develop best practices in an area they have in common
- A department or sub-department of the company
- Dedicated resources (e.g., staff specialist (including head office), external consultant, etc.)
- An issue table, i.e., an advisory group made up of people whose mandate is to propose structuring guidelines to steer the company's sustainability efforts

The table below summarizes the advantages and disadvantages of each of these approaches.

Management	Benefits	Drawbacks
Internal	<ul style="list-style-type: none"> • Full control over initiatives • Simplified alignment with culture and values • Employee engagement 	<ul style="list-style-type: none"> • Financial investment to recruit dedicated resources • Risk of lack of sustainability expertise
External	<ul style="list-style-type: none"> • Access to specialized expertise and integration of best practices • Flexibility and rapid adaptation to expressed needs • Reduced workload for internal teams 	<ul style="list-style-type: none"> • Less control over activities, requiring greater coordination • Additional costs for external services

HYDRO-QUÉBEC / 13

Introduction.....	4
Why is a sustainability approach so important?.....	5
The starting point: a diagnosis.....	6
Tools.....	7

Governance	8
6286 ESG Certification	9
6287 Formal commitments regarding the environment, social responsibility and governance.....	10
6288 Management of ESG risks associated with the supply chain and with suppliers' and subcontractors' practices	11
6289 Identification of sustainable development partners	12
6291 Training in ESG, sustainability and social responsibility or initiatives promoting employee health.....	12
6290 Management of ESG, sustainable development and social responsibility functions	13
Environmental issues.....	14
6303 Renewable energy.....	15
6304 Type of energy used for employee travel and delivery of goods	15
6305 Reduction in travel-related greenhouse gas emissions.....	16
6306 Reduction and offsetting of GHG emissions	17
6307 Practices to reduce the environmental impact of operations.....	17
6308 Reducing raw material consumption and improving waste management	18
Social aspects.....	19
6309 Social purpose	20
6310 Community engagement	21
6311 Equity, diversity and inclusion (EDI) principles	22
6328 and 6329 Businesses that are First Nations or Inuit owned or that employ First Nations or Inuit workers	23

Appendix 1 — Summary of funding available and levels of effort required to implement the practices assessed	24
Appendix 2 — Grant and funding descriptions	39
Appendix 3 — Glossary	41

Disclaimer

For the purpose of readability, the wording used on the sustainable development questionnaire found in this guide may at times be complete or it may represent a summary. The wording is provided for information purposes to assist with the understanding of the concepts. The wording used in the questionnaire available on the external partner's platform is complete and up to date and, as such, in the event of a discrepancy, it shall prevail over all other versions.

Introduction

Supporting a responsible energy transition is one of Hydro-Québec's priorities. With this in mind, we want to strengthen our supply chain by implementing sustainable solutions that meet environmental, social and governance (ESG) criteria and contribute to the development of local, inclusive, responsible and low-carbon supply chains.

To promote a safe environment focused on sustainability, we invite bidders to complete a questionnaire assessing their practices. This questionnaire, consisting of 16 questions, focuses on best practices in governance, environment and social responsibility. It allows us to recognize the efforts made by our partners with respect to sustainability.

The purpose of this guide is to provide you with ideas for action and reflection on the environmental, social and governance issues addressed in the questionnaire. It is designed as a tool you can refer to help you develop responses and improve your practices.

Although not exhaustive, the information it provides will deepen your knowledge of ESG, help you meet Hydro-Québec's expectations in this regard and prepare you to respond to similar requests from other prime contractors.

At the end of this document

You will find in Appendix 1 a table indicating the level of financial and human investment and the time horizon required to implement the practices assessed. This table also lists the grants available to companies wishing to take these steps.

[See Appendix 1](#) 

Why is a sustainability approach so important?

Sustainable development is based on the principle that human societies must meet their present needs without compromising the ability of future generations to meet their own needs. In concrete terms, the idea is to structure society so as to ensure its long-term sustainability by integrating the environment, natural resources and social and economic equity.

Adopting a sustainability approach will help you make informed decisions that take environmental, social and economic considerations into account.

Such an approach will help enhance the quality of living environments, improve workplace safety, promote the adoption of environmentally friendly practices and boost the company's environmental performance. It will enable you to better meet stakeholder expectations and may act as an element of differentiation, attractiveness and workforce or customer retention. In addition, it will allow you to stand out among prime contractors, who are increasingly incorporating sustainability requirements into their supplier selection processes



The starting point: a diagnosis

Integrating sustainability into your business model is an important decision. The key steps to achieving this are:

Diagnosis of existing practices

Start by assessing the steps you have already taken in the areas of sustainable development (social, economic, environmental). You probably have practices in place without fully realizing it, and you can have these practices recognized.

Senior management commitment

Get senior management involved at the earliest stages of the project. Engage with staff and stakeholders as well to foster buy-in and ensure success.

Data collection and strategic issue identification

Establish a committee or designate a person responsible for gathering data and prioritizing strategic issues.

Stakeholder analysis and understanding of their expectations

Identify stakeholders (e.g., customers, shareholders, employees, suppliers, local community, etc.) and assess their expectations and needs. This understanding is essential to continuously improve your sustainability journey.

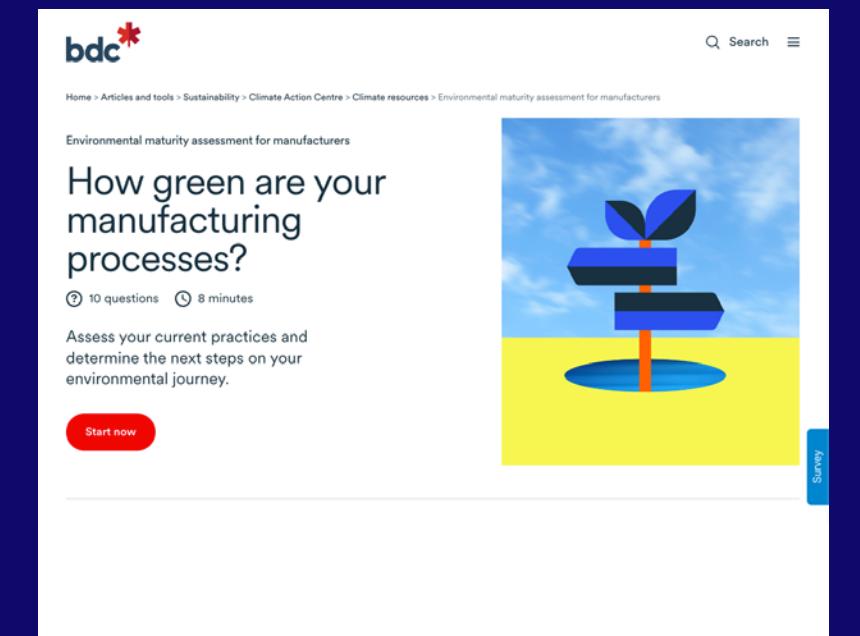
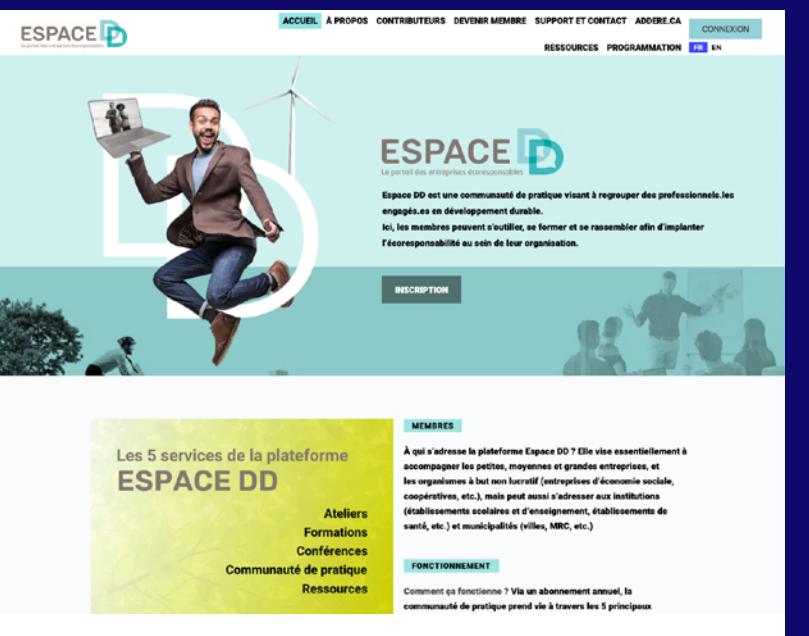
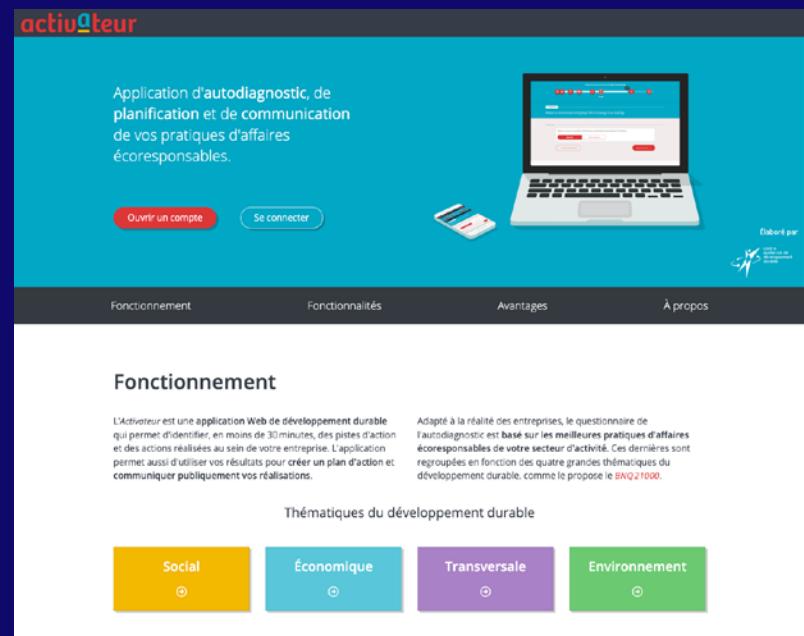
In short, integrating sustainable development is a collective responsibility that requires a thoughtful approach and genuine commitment.

The key is to undertake this process with a vision of continuous improvement. This will allow you to identify priorities based on your company's values, business sector, and the resources available, while acting rapidly to make tangible improvements.

Tools

Several resources are available on the web.

Here are some examples of diagnostic tools you can use to help guide you:



L'Activateur (The Activator) [in French only], created by the Centre québécois de développement durable, is an app designed to facilitate self-diagnosis and the planning and communication of environmentally responsible business practices at your company.

Espace DD (SD Space) [in French only] by ADDERRE Service-conseil is a platform providing access to multiple tools and resources for companies wishing to embark on a sustainability journey.

BDC's Environmental Maturity Assessment for Manufacturers allows you to assess your current practices and help you determine next steps.

Evol's Guide de réflexion sur l'intégration du développement durable en entreprise (Reflection guide on the integration of SD in business) [in French only] provides a framework for thinking and avenues for integrating sustainable development into your business strategy.

I Governance

Sustainability governance focuses on how this function is integrated into the company's activities and processes. It covers internal and external commitments, risk management, compliance, transparency and disclosure.

This may mean obtaining certifications attesting to a clear operating framework for integrating certain sustainability practices and publishing policies or a code of conduct. Governance also includes the structure of the sustainability function at the company as well as the training that is available.

6286 ESG Certification

There are a number of recognized certifications in Québec, Canada and internationally that attest to corporate sustainability practices. These certifications can provide tangible evidence of a company's commitments in this regard.

Here is an overview of the most relevant certifications you might consider obtaining.

ISO 14001 (Environment)

 Learn more:
[ISO 14001:2015](#)

ISO/IEC 27001 (Information Security)

 Learn more:
[ISO/IEC 27001:2022](#)

ISO 37001 (Anti-Bribery)

 Learn more:
[ISO 37001](#)

ISO 45001 (Occupational Health and Safety)

 Learn more:
[ISO 45001:2018](#)

ISO 50001 (Energy Management)

 Learn more:
[ISO 50001](#)

B Corp (Environmental and social performance, transparency)

 Learn more:
[Three steps to becoming a certified B Corp](#)

BNQ 9700-800 (Healthy Enterprise)

 Learn more:
[Healthy Enterprise](#)

Ecocert (Eco-Responsible Program)

 Learn more:
[Ecocert certification](#)

FairTrade (Fair trade)

 Learn more:
[Fairtrade Canada](#)

Global Reporting Initiative (GRI) (Assessment and disclosure of ESG impact data)

 Learn more:
[Global Reporting Initiative](#)

IFRS S1-S2/SASB (Disclosure of financial information related to sustainable development and climate change)

 Learn more:
• [IFRS](#)
• [SASB](#)

6287 Formal commitments regarding the environment, social responsibility and governance

The company can formalize its commitment to sustainability and ESG through various documents or initiatives. Here are some examples:

Policy, mission statement or other commitment document respecting ESG, sustainable development or social responsibility

 [Modèle de politique en développement durable \(sustainable development policy template\) \[in French only\]](#)

Appropriate references in the employee code of conduct or code of ethics

 [Code of conduct template- BDC](#)

Voluntary and public commitment regarding standards or recognized directives in ESG, sustainable development or social responsibility

 Learn more:

- [BNQ 21000 Standard](#)
- [Sustainable Development Goals \(SDGs\)](#)
- [United Nations Guiding Principles \(UNDP\)](#)
- [United Nations Global Compact](#)

ESG, sustainable development or social responsibility report, or section on this subject in the annual report

Equity, diversity and inclusion (EDI) policy



- [Questionnaire d'auto-évaluation en matière de gestion de la diversité culturelle \(Cultural diversity management self-assessment questionnaire\) \[in French only\]](#)
- [Gabarit de politique EDI \(EDI policy template\) \[in French only\]](#)

 Learn more:

[Creating an Equity, Diversity and Inclusion \(EDI\) Plan – Canada Economic Development](#)

6288 Management of ESG risks associated with the supply chain and with suppliers' and subcontractors' practices

Managing your partners' ESG risks is essential to:

- Protecting your company's reputation by ensuring that supplier practices align with your values and sustainability commitments
- Reducing supply risks in an ever-changing environment by creating a more resilient supply chain
- Positively influencing your suppliers' culture regarding human rights and responsible practices by integrating ESG criteria into the supplier selection and management process

There are a number of ways in which companies can encourage their partners to adopt sustainability practices. Here are some ideas to explore among the options proposed in the sustainable development questionnaire.

Supplier audits in areas related to the environment, social responsibility or governance

Traceability protocol for establishing input sources

Policies and directives regarding child labour, occupational health and safety (OHS) and work schedules

-  [Modèle de politique de santé et mieux-être – CRHA \(Health and wellness policy template\) \[in French only\]](#)
- [Zero tolerance policy template – BDC](#)

Formal reporting mechanism in the event of unethical behaviour (e.g., whistleblower)

Code of conduct to be signed by suppliers and subcontractors

-  [Modèle de code de conduite fournisseurs – MSSS \(Supplier code of conduct template\) \[in French only\]](#)

Advantage granted to suppliers and subcontractors that demonstrate the implementation of recognized best practices in governance, environmental management or social responsibility in their bids

Responsible procurement policy

 [Modèle de politique d'approvisionnement responsable – ECPAR \(responsible procurement policy template\) \[in French only\]](#)

"Voice of the employees" survey

 [Learn more: Sondage: que pensent vraiment vos employés ? \("What do your employees really think?" survey\) \[in French only\]](#)

Capacity-building program to strengthen suppliers' and subcontractors' ESG, sustainability and responsible procurement capabilities

Doing business with a social economy enterprise, a First Nations or Inuit company, a diverse company, or an organization focused on sustainable development

6289 Identification of sustainable development partners

If you check "*We do business with a social economy enterprise, a First Nation or Inuit company, a diverse company or an organization focused on sustainable development*" on the questionnaire, you will have the opportunity to specify the type of organization you are dealing with among the four listed below.

Social economy enterprise

-  Learn more:
- The [Akcel buyer directory](#) [in French only] produced by the Chantier de l'économie sociale
 - [Regional social economy cluster directories](#) [in French only]
 - [Chantier de l'économie sociale](#) (social economy network) [in French only]

First Nations or Inuit company

 Learn more:

- [Government of Canada's Indigenous Business Directory](#)
- [Indigenous Business Directory of the First Nations of Québec and Labrador Economic Development Commission \(FNQLEDC\)](#)
- [Quebec-Labrador Aboriginal Business and Communities Directory](#)

Diverse company

Non-governmental organization (NGO), association, or non-profit organization (NPO)

6291 Training in ESG, sustainability and social responsibility or initiatives promoting employee health

Sustainability training for employees is a smart investment for businesses. It helps boost sustainability, profitability and social responsibility. Benefits include reduced costs, reputational gains, regulatory compliance and workforce attractiveness.

Training and awareness activities

 Learn more:

- [Sustainability Fundamentals for Your Business](#)

Support measures for employee psychological and physical health

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| Environmental issues

The environmental factors assessed relate to the company's direct or indirect impact on the environment. These include greenhouse gas (GHG) emissions, energy and natural resource use, waste and hazardous materials management, water management, and biodiversity impacts.

6303 Renewable energy

The United Nations defines renewable energy as “energy from natural sources that are replenished at a higher rate than they are consumed.”

It is desirable to maximize the use of renewable energies (e.g., from hydroelectric, wind or solar sources) rather than fossil energies for heating, air conditioning, ventilation, lighting and equipment operation. Renewable energy use emits far fewer GHGs than fossil fuel combustion, making it an essential lever in the fight against climate change.

Reducing energy costs with modern equipment and energy-efficient technologies frees up resources to grow your business. These improvements increase company productivity, boost competitiveness and enhance your brand image with customers and employees.

If your company wants to take steps to optimize its energy use, keep in mind that Hydro-Québec offers support to its customers through the following initiatives:

- The [Efficient Solutions Program](#) provides financial support to businesses to implement measures to optimize energy consumption. This allows them to rapidly recoup their investment and reduce their electricity bills through recurring savings.
- The [Demand Response \(DR\)](#) option provides a credit to businesses that reduce their electricity consumption during peak events. Hydro-Québec also offers financial incentives for installing and programming automation systems that facilitate the implementation of energy-saving measures and help maximize available credits.

 Learn more:

- [Hydro-Québec Efficient Solutions Program](#)
- [Greenhouse Gas Emissions Quantification Guide](#)

6304 Type of energy used for employee travel and delivery of goods

According to Québec's 2022 GHG emissions inventory, more than 43% of emissions are generated by the transportation sector. Road transportation alone accounts for 32% of GHG emissions in Québec. This subsector is the main source of the province's GHG emissions. Targeted improvements in this area can therefore have a significant impact on Québec's environmental performance. Companies can contribute to these efforts by electrifying their fleets.

 Learn more:
[Electrify your vehicle fleet](#)

6305 Reduction in travel-related greenhouse gas emissions

The Government of Québec has set ambitious targets for sustainable mobility, including a 40% reduction in the use of petroleum products by 2030. To achieve these goals, it is essential that companies adopt a sustainable mobility strategy based on the RTI (reduce, transfer, improve) approach.

This approach consists of:

- Reducing trips by limiting unnecessary travel, optimizing delivery routes, maintaining fleets and training employees on ecodriving
- Transferring trips to other greener modes of transport
- Improving transportation, by optimizing vehicle efficiency

By adopting the following practices, companies can reduce their carbon footprint, improve employee and community quality of life, and play an active role in sustainable development.

The following table lists various options for reducing GHG emissions from employee travel or the delivery of goods, as well as links to resources and programs to support companies in adopting greener practices.

Ways to reduce GHG emissions	Resources and programs
Ecodriving training for employees	<ul style="list-style-type: none"> • Ecomobile • Transportez vert – Formation à l'écoconduite (ecodriving training*)
Incentives to use lower GHG emitting vehicles	Running Electric Program Funding and subsidies See also: Running Electric Companies that subsidize electric vehicles
Use of renewable fuel (e.g., biodiesel, low-carbon-intensity fuel, renewable diesel)	Programme d'aide à la réduction des GES dans le transport routier des marchandises (écocamionnage) – Liste des technologies admissibles au financement (GHG reduction assistance program for on-road freight (ecotrucking) – List of technologies eligible for funding*)
Measures to encourage telework or reduce commuting	
Carpooling incentives (e.g., ridesharing platform)	
Measures to encourage use of public transit (e.g., transit discounts, shuttle service)	<ul style="list-style-type: none"> • Discounts offered by your local transportation company. For example: <ul style="list-style-type: none"> – Montréal area: OPUS & Cie et OPUS+ entreprise – City of Québec area: RTC – Services aux entreprises (RTC – Business services*)
Measures that support active mobility (e.g., secure bicycle parking)	<ul style="list-style-type: none"> • Vélo Québec Bicycle parking • Vélo Québec Mouvement vélosympathique (Bike-friendly movement*) • Bike share programs such as BIXI and àVélo
Bicycle delivery	<ul style="list-style-type: none"> • Programme d'aide à la réduction des GES dans le transport routier des marchandises (écocamionnage) – Section 10 (GHG reduction assistance program for on-road freight (ecotrucking) – Section 10)* • Running Electric Program Funding and subsidies
Installation of charging stations reserved for staff	<ul style="list-style-type: none"> • Propulsion Québec Charge+ • Transportez vert – Volet Borne de recharge rapide en courant continu (DC fast-charging station component*)
Optimization programs or measures: routes, packaging, dimensional weight of deliveries	

* In French only

6306 Reduction and offsetting of GHG emissions

Companies can make broader contributions to the fight against climate change by working to reduce their overall GHG emissions. In this process, the following steps must be taken:

1. **Measure emissions** on the basis of a recognized standard, such as the GHG Protocol, which groups emissions into three categories:
 - Scope 1: Direct emissions from company operations
 - Scope 2: Emissions associated with energy purchases
 - Scope 3: Indirect emissions from the supply chain and product life cycle
2. **Set quantifiable GHG reduction targets** and implement measures to achieve them and track progress.
3. **Offset emissions that cannot be reduced** by purchasing credits on the carbon market.

-  Learn more:
 - [BDC's GHG emissions calculator](#)
 - [Calculateur de GES d'Investissement Québec](#) (Investissement Québec GHG calculator)
[in French only]

6307 Practices to reduce the environmental impact of operations

All activities related to the production or use of manufactured goods results in environmental impacts at each stage of the product life cycle. These include the extraction of raw materials, toxic emissions, generation of end-of-life waste, etc.

Environmental impact management involves identifying and reducing environmental impacts through measures such as extending product life, using recycled materials, limiting the use of virgin raw materials, and replacing chemicals with biosourced products.

The following is an overview of the practices companies can adopt to reduce the environmental impact of the goods they use.

Lower toxicity products (e.g., Greenguard, Ecologo)

Repair or end-of-life recovery services

Products with recycled content

Circular economy practices

-  Information complémentaire:
[Québec circulaire](#)

Product life cycle assessment available

Environmental product declaration (EPD) available

-  Learn more:
[Diminuer l'impact environnemental de mon entreprise](#) (Reducing my company's environmental impact) [in French only]

6308 Reducing raw material consumption and improving waste management

A company's efforts to reduce its use of raw materials and manage waste more effectively may be officially recognized in a variety of ways. In this regard, reduction at the source remains the first option to consider, as it has more positive effects. Reducing waste of materials, water and energy at every stage of the product or service life cycle is another good practice to implement.

When a good reaches the end of its life cycle, responsible management of waste involves all of the following solutions before the asset is sent to landfill:

- **Re-use or reconditioning:** operation by which a good is restored to working condition for the same use it was originally designed for
- **Recycling:** processing of waste in such a way that it can be recovered and used in the manufacture of another product
- **Recovery:** e.g., treatment that generates energy from waste, composting of organic waste

 Learn more:
[Saine gestion des matières résiduelles](#)
(Sound waste management) [in French only]

LEED, BOMA BEST or Envision certifications

"ICI on recycle +" certification

 Information complémentaire:
[Programme de reconnaissance ICI on recycle +](#)

Efficient use of resources and waste reduction (e.g., reduction of water and energy consumption; reduction of raw materials per unit product; Lean Six Sigma method, agile methods, etc.)

Measures to reduce water consumption

Measures to reduce energy consumption

 Information complémentaire:

- [Energy analysis \(Hydro-Québec\)](#)
- [Efficient Solutions program \(Hydro-Québec\)](#)

Waste management program, plan or measures

I Social aspects

The social component of ESG includes factors that can impact communities, employees and the value of a company, such as equity, diversity and inclusion, and community relations.

6309 Social purpose

Some organizations incorporate their social purpose directly into their mission. As a government corporation, Hydro-Québec supports the government's commitment to responsible procurement and to better integration of sustainability considerations into its contracting processes. This includes, in certain contexts, partnerships with businesses whose social purpose is part of their mission.

Social purpose can be expressed in a number of ways, including:

- Legal status as a social economy enterprise under the Social Economy Act (s. 3) of the Government of Québec or under regulations of similar scope in another province or country
- A mission exclusively focused on social development, environmental protection or governance ethics
- An accreditation from Emploi-Québec or Services Québec as a member of the Collectif des entreprises d'insertion du Québec (CEIQ) or the Conseil Québécois des Entreprises Adaptées (CQEA) or an equivalent certification from another country

The [Collectif des entreprises d'insertion \(CEIQ\)](#) [in French only] represents workplace integration companies in Québec. Its mission is to support the social and professional integration of people in vulnerable situations and to contribute to the growth of integration businesses and their unique model.

The [Conseil Québécois des Entreprises Adaptées \(CQEA\)](#) promotes, with its members, the creation and maintenance of jobs adapted for people with disabilities.

If a company does not have a social purpose per se, it may still hold a social performance certification. For example, [Buy Social Canada certification](#) attests to companies' commitment to responsible, ethical and inclusive business practices and to supporting community causes. It recognizes the efforts of those who sell goods and services while reinvesting their profits in a social mission.

6310 Community engagement

Community engagement is essential for businesses that want to engage in a sustainable development approach. This commitment has many benefits:

- Increased partner and customer trust – By getting involved in the community, companies demonstrate social responsibility to the local population and environment, which builds customer and stakeholder trust.
- Reputational enhancement – Supporting local causes and participating in community initiatives helps build a positive image. Today, success is measured not only by earnings and profits, but also by one's behaviour and contribution to society.
- Contributing to the local economy – By focusing on local partners and supporting community-based projects, a company can boost the local economy and strengthen ties to the community in which it operates.
- Influence on quality of services – Community engagement can improve quality and use of services. By expanding diversity and community representation in both policy and practice design, businesses can better respond to local needs.

In short, community engagement is not only a marketing tool, it is also a core value that contributes to the well-being of society and to business sustainability.

This commitment may take various forms:

- Partnerships with local charities
- Promoting community engagement (volunteering) among employees
- Corporate philanthropy program (patronage, sponsorship, donations of financial, human or material donations) in sectors such as arts, sports and recreation, culture, science, etc.
- Partnerships for improving the situation of underrepresented social groups (Catalyst, Pride at Work Canada, etc.)
- Responsible socio-economic development or sustainable development activities (investments in major projects and partnerships)

6311 Equity, diversity and inclusion (EDI) principles

The principles of equity, diversity and inclusion (EDI) aim to integrate all individuals by identifying and removing barriers to their participation and contribution to society.

Measuring diversity in an organization provides key information about equal opportunity. Promoting EDI has many benefits for the organization, its employees and society as a whole, including:

- Access to a high-quality talent pool
- A stronger reputation
- Creation of a rewarding work environment.

Companies that promote equity, diversity and inclusion companies may:

- Be owned or majority-led by immigrants, visible minorities, women, persons with disabilities, or members of the LGBTQ+
- Implement formal practices that promote equal employment opportunities, workplace integration and the development for individuals from often underrepresented groups
- Encourage the formation of affinity groups, i.e., groups of employees from or sensitive to underrepresented communities, to organize activities and provide a space for dialogue and reflection to accelerate their inclusion

- Be a member of associations such as the Réseau des femmes d'affaires du Québec, La Gouvernance au Féminin, WeConnect (women-owned businesses), Women's Business Enterprise Council (WBEC), Women's Business Enterprise National Council (WBENC), National Minority Supplier Development Council (NMSDC), Canada's 2ELGBTQI+ Chamber of Commerce (CGLCC), National Veteran Business Development Council (NVBDC), etc.
- Hold [9825-900 Remarkable Employer – Ethnocultural Diversity](#) certification from the Bureau de normalisation du Québec, which recognizes companies that promote diversity and inclusion in their workplace

 Learn more:
[Gestion de la diversité et inclusion de la main-d'œuvre](#) (Workforce diversity and inclusion management) [in French only]

6328 and 6329 Businesses that are First Nations or Inuit owned or that employ First Nations or Inuit workers

Hydro-Québec is mindful of the acceptability of its activities to First Nations and Inuit peoples. It recognizes the need for an approach that considers Indigenous cultural features and governance structures. It is committed to building and maintaining relationships based on mutual respect, partnership, and meaningful First Nations and Inuit participation.

Hydro-Québec has also undertaken the [PAIR certification](#) (Partnership Accreditation in Indigenous Relations) process developed by the Canadian Council for Aboriginal Business. In order to promote the inclusion of First Nations or Inuit community members in the activities of its goods and services suppliers, it seeks to include partner businesses that:

- Are wholly or partially First Nations or Inuit owned
- Have First Nations or Inuit employees

Learn more:

- [Aboriginal Business Directory](#)
- [Aboriginal Business Directory of the Commission de développement économique des Premières Nations du Québec et du Labrador](#)
- [Quebec-Labrador Business and Indigenous Communities Directory](#)

Appendix 1

Summary of funding available and levels of effort required to implement the practices assessed

1. Governance

Code	Question and choice of answers	Level of effort	Grant
④ 6286	<p>Has your company obtained ESG certification under a recognized standard that has been audited by a third party or does it disclose its ESG data in accordance with an internationally recognised framework or standards?</p> <p>ISO 14001 (Environment)</p> <p>ISO/IEC 27001 (Information Security)</p> <p>ISO 37001 (Anti-Bribery)</p> <p>ISO 45001 (Occupational Health and Safety)</p> <p>ISO 50001 (Energy Management)</p> <p>B Corp (Environmental and social performance, transparency)</p> <p>BNQ 9700-800 (Healthy Enterprise)</p> <p>Ecocert (Eco-Responsible Program)</p> <p>Fairtrade (Fair trade)</p> <p>Global Reporting Initiative (GRI) (Assessment and disclosure of ESG impact data)</p> <p>IFRS S1-S2/SASB (Disclosure of financial information related to sustainable development and climate change)</p>	\$\$\$ ●●●	Fonds Écoleader (Ecoleader fund*) 

*In French only

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1. Governance (Continued)

Code	Question and choice of answers	Level of effort	Grant
④ 6287	Has your company made formal commitments regarding environmental protection, social responsibility and governance?		Fonds Écoleader (Ecoleader fund*) 
	Specific policy, mission statement or other engagement document on ESG, sustainable development or social responsibility	\$ \$ \$ ● ● ●	
	Appropriate references in the employee code of conduct or code of ethics	\$ \$ \$ ● ● ●	
	Voluntary and public commitment regarding standards or recognized directives in ESG, sustainable development or social responsibility such as BNQ 21000, SDG (ODD), UNGP (PDNU), IFC (SFI), ILO (OIT), OECD, Fair Labour, UN Global Compact, etc.	\$ \$ \$ ● ● ●	
	Specific policy, mission statement, or other engagement document in ESG, sustainable development or social responsibility, that is publicly available.	\$ \$ \$ ● ● ●	
	Equity, diversity and inclusion (EDI) policy	\$ \$ \$ ● ● ●	

*In French only

1. Governance (Continued)

Code	Question and choice of answers	Level of effort	Grant
 6288	<p>Does your company have procedures, mechanisms or tools in place to control ESG risks associated with the supply chain and with suppliers' and subcontractor's practices?</p> <p>Auditing of suppliers in a field related to the environment, social responsibility or governance</p> <p>Traceability protocol for establishing input sources</p> <p>Policies and directives on child labour, occupational health and safety and work schedules</p> <p>Formal reporting mechanism in the event of unethical behaviour (e.g. whistleblower)</p> <p>Code of conduct to be signed by suppliers and subcontractors</p> <p>Advantage granted to suppliers and subcontractors who demonstrate the implementation of recognized best practices in governance, environmental management or social responsibility in their bids</p> <p>Responsible procurement policy</p> <p>"Voice of the Employees" survey</p> <p>Program for developing supplier and subcontractor competencies in ESG, sustainable development and responsible procurement</p>	<p>\$\$\$\$</p>  <p>\$\$\$\$</p>  <p>\$\$\$\$</p>  <p>\$\$\$\$</p>  <p>\$\$\$\$</p>  <p>\$\$\$\$</p>  <p>\$\$\$\$</p>  <p>\$\$\$\$</p>  <p>\$\$\$\$</p>  <p>\$\$\$\$</p>  <p>\$\$\$\$</p> 	<p>Fonds Écoleader (Ecoleader fund*) </p>

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1. Governance (Continued)

Code	Question and choice of answers	Level of effort	Grant
🕒 6289	Identification of sustainable development partners <ul style="list-style-type: none"> • Social economy enterprise • First Nations or Inuit company • Diverse company • Non-governmental organization (NGO), association, non-profit organization (NPO) with a mission clearly focused on sustainable development 	\$\$\$ ●●●	n/a
🕒 6291	Does your company provide staff with training in ESG, sustainable development or social responsibility (e.g. ethics, eco-design, responsible procurement) or take initiatives to improve workers' health? Mandatory OHS training is not considered an ESG initiative.	\$\$\$ ●●●	Fonds Écoleader (Ecoleader fund*) ➤
	In-house training		
	External training	\$\$\$ ●●●	
	Support measures for the staff's psychological and physical health (reimbursement of physical activity expenses, awareness campaigns, employee assistance program, etc.)	\$\$\$ Time horizon: Variable, depending on selected measure	

*In French only

1. Governance (Continued)

Code	Question and choice of answers	Level of effort	Grant
④ 6290	How is the ESG, sustainable development or social responsibility function managed at your company?		Fonds Écoleader (Ecoleader fund*) 
	By one or more internal committees		
	By a community of practice (internal or external)		
	By a company department or sub-department		
	By dedicated resources – staff specialist (including head office), external consultant, etc.		
	Issue table		

*In French only

2. Environment

Code	Question and choice of answers	Level of effort	Grant
🕒 6303	What percentage of renewable energy sources (hydro, solar, wind, etc.) is used in the main building in connection with your potential activities with Hydro-Québec?	Variable depending on selected measure	Efficient Solutions Program ➤ - Hydro-Québec Electricity Management Systems Program ➤ - Hydro-Québec Demand Response Option ➤ - Hydro-Québec Fonds Écoleader (Ecoleader fund*) ➤ Programme Bioénergies (bioenergy program*) ➤ - Government of Québec Programme ÉcoPerformance, Volet management de l'énergie (Eco Performance program, energy management component*) ➤ - Government of Québec
🕒 6304	What percentage of business trips and goods deliveries is done using electric or rechargeable hybrid vehicles?	Variable depending on selected measure	Programme Transportez vert (Green transport program*) ➤ - Government of Québec Roulez Vert-Remboursement pour une borne de recharge au travail (Rebate for the acquisition of a workplace charging station*) ➤ - Government of Québec

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2. Environment (continued)

Code	Question and choice of answers	Level of effort	Grant
④ 6305	Do you use other methods to reduce the production of greenhouse gases during deliveries or to encourage sustainable mobility among your staff		
	Employees receive ecodriving training	\$\$\$\$ ●●●●	Fonds Écoleader (Ecoleader fund*)  Programme de soutien au secteur privé pour le déploiement de bornes de recharge rapide publiques (Support program for the deployment of public charging stations*)  - Government of Québec
	Incentives for using vehicles with lower GHG emissions	\$\$\$\$ ●●●●	Programme Transportez vert (Green transport program*)  - Government of Québec
	Use of renewable fuel	\$\$\$\$ ●●●●	Subvention aux entreprises pour l'installation de bornes de recharge électrique (Subsidy for companies to install electric charging stations*)  - Ville de Montréal
	Measures that promote telework or reduce commuting	\$\$\$\$ ●●●●	Roulez Vert-Remboursement pour une borne de recharge au travail (Rebate for the acquisition of a workplace charging station)  - Government of Québec
	Carpooling incentives	\$\$\$\$ ●●●●	Assistance in implementing sustainable mobility measures for your Montréal employees  - Board of Trade of Metropolitan Montreal
	Measures that support active mobility (e.g. secure bicycle parking)	\$\$\$\$ ●●●●	
	Measures that promote awareness of sustainable mobility	\$\$\$\$ ●●●●	

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Table continued
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2. Environment (continued)

Code	Question and choice of answers	Level of effort	Grant
 6305 (suite)	Bicycle delivery	(\$) Variable, depending on fleet and volume of deliveries 	
	Installation of charging stations reserved for staff	\$\$\$ 	
	Optimization programs or measures: routes, packaging, dimensional weight of deliveries	\$\$\$ 	

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2. Environment (continued)

Code	Question and choice of answers	Level of effort	Grant
④ 6306	<p>Do you have commitments for reducing or offsetting your GHG emissions?</p> <p>We calculate our GHG emissions each year.</p> <p>In the last two years, we have set specific GHG reduction targets for ourselves.</p> <p>In the last two years, we have offset our GHG emissions.</p>	  	<p>Fonds Écoleader (Ecoleader fund*) </p> <p>Programme ÉcoPerformance, Volet management de l'énergie (Ecoperformance program, energy management component*) </p> <p>- Government of Québec</p> <p>Programme ÉcoPerformance, Volet Mesures visant la réduction des émissions de GES (GHG reduction component*) </p> <p>- Government of Québec</p>

*In French only

2. Environment (continued)

Code	Question and choice of answers	Level of effort	Grant
④ 6307	Regarding the assets you will use in your potential activities with Hydro-Québec, do you have practices in place to reduce their environmental impact?		
	Lower toxicity	(\$) Variable depending on selected measure Time horizon: Variable depending on selected measure	Fonds Écoleader (Ecoleader fund*)  Fonds Moins c'est + (Less is more fund*)  - RECYC-QUÉBEC Circular Economy Fund*  - Fondaction
	Repair or end-of-life recovery services	\$\$\$ 	
	Products with recycled content	\$\$\$ 	
	Circular economy practices	\$\$\$ 	
	Analysis of product life cycle available	\$\$\$ 	
	Environmental product declaration (EPD)	\$\$\$ 	

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2. Environment (continued)

Code	Question and choice of answers	Level of effort	Grant
④ 6308	<p>Have you established innovative measures for reducing raw material consumption and improving waste management (as the owner or the tenant of the building)?</p> <p>LEED, BOMA BEST or Envision certification</p> <p>"ICI on recycle +" attestation</p> <p>Efficient use of resources and waste reduction (e.g., reduction in water and energy consumption, reduction in raw materials per unit product, Lean method, Six Sigma, agile methodology, etc.)</p> <p>Measures in place for reducing water consumption associated with operating the main building in connection with your potential activities with Hydro-Québec</p> <p>Measures in place for reducing energy consumption associated with operating the main building in connection with your potential activities with Hydro-Québec</p> <p>Waste management program, plan or measures</p>	<p>\$\$\$\$ ●●●</p> <p>\$\$\$\$ ●●●</p> <p>(\\$) Variable depending on selected measure ●●●</p> <p>\$\$\$\$ ●●●</p> <p>\$\$\$\$ ●●●</p> <p>Variable depending on selected measure</p>	<p>Fonds Écoleader (Ecoleader fund*) ➤ Fonds Moins c'est + (Less is more fund*) ➤ - RECYC-QUÉBEC</p> <p>Circular Economy Fund* ➤ - Fondaction</p> <p>Programme de soutien à la gestion des matières organiques dans le secteur des industries, commerces et institutions (ICI) (Support program for the management of organic matter in the industrial, commercial and institutional sector*) ➤ - RECYC-QUÉBEC</p> <p>Bioenergy Program ➤ - Government of Québec</p> <p>Programme ÉcoPerformance, Volet management de l'énergie (EcoPerformance program, energy management component*) ➤ - Government of Québec</p> <p>Efficient Solutions Program ➤ - Hydro-Québec</p> <p>Electricity Management System Program ➤ - Hydro-Québec</p> <p>Demand Response Option ➤ - Hydro-Québec</p>

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3. Social

Code	Question and choice of answers	Level of effort	Grant
🕒 6309	Does your company have a social purpose?		n/a
	Yes, we are a social economy enterprise under the <i>Social Economy Act</i> (s. 3) of the Government of Québec or under any other regulation of similar scope in another province or country.	n/a	
	Yes, our mission focuses exclusively on social development, environmental protection, or governance ethics.	n/a	
	Yes, we are accredited by Emploi-Québec or Services Québec as a member of the Collectif des entreprises d'insertion du Québec (CEIQ) or the Conseil Québécois des Entreprises Adaptées (CQEA) or hold equivalent certification from another country.	n/a	
	No, our company does not have a social purpose as such, but we hold a specific social performance certification (e.g. Buy Social Canada)	n/a	

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3. Social (continued)

Code	Question and choice of answers	Level of effort	Grant
🕒 6310	Has your company made a commitment to the community, by tangibly supporting causes or participating in community initiatives?		n/a
	Partnerships with local charities	\$ \$ \$ ● ● ●	
	Promoting community engagement (volunteering) among employees	\$ \$ \$ ● ● ●	
	Corporate philanthropy program (patronage, sponsorship, donations of financial, human or material resources) in sectors such as arts, sports and recreation, culture, science, etc.	\$ \$ \$ ● ● ●	
	Partnerships for improving the situation of underrepresented social groups (Catalyst, Pride at Work Canada, etc.)	\$ \$ \$ ● ● ●	
	Responsible socio-economic development, sustainable development (investments in major projects and partnerships)	\$ \$ \$ ● ● ●	

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3. Social (continued)

Code	Question and choice of answers	Level of effort	Grant
🕒 6311	Is your company familiar with the principles of equity, diversity and inclusion (EDI)?	n/a	
	Yes, our company is owned or majority-led by people who are either immigrants, visible minorities, women, people with disabilities, or people from the LGBTQ+ community.	n/a	
	Yes, we apply formal practices that promote access to equality in employment, integration into the company and the development of persons in the categories mentioned in the previous option.	\$\$\$ ●●●	
	Yes, we encourage and support the forming of affinity groups, i.e. groups of employees from or sensitive to underrepresented groups (the LGBTQ+ community, persons with disabilities, people from cultural minorities, etc.).	\$\$\$ ●●●	
	Yes, our company holds BNQ 9825-900 Remarkable Business – Ethnocultural Diversity certification.	\$\$\$ ●●●	
	Yes – our company is a member of associations such as the Réseau des femmes d'affaires du Québec, La Gouvernance au féminin, WeConnect (women-owned businesses), Women's Business Enterprise Council (WBEC), Women's Business Enterprise National Council (WBENC), National Minority Supplier Development Council (NMSDC), Canada's 2SLGBTQI+ Chamber of Commerce (CGLCC), National Veteran Business Development Council (NVBDC), etc.	(\$) Variable, depending on selected measure ●●●	

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3. Social (continued)

Code	Question and choice of answers	Level of effort	Grant
🕒 6328	Businesses owned in whole or in part by First Nations or Inuit people	n/a	Northern Indigenous Economic Opportunities Program (NIEOP) > Aboriginal Entrepreneurship Program – Access to Capital >
🕒 6329	Inclusion of First Nations or Inuit people in your company's workforce	n/a	n/a

Other grant and funding programmes are available through the directories below:

- Government of Canada:
[Canada.ca - Business Benefits Finder](#)
- Government of Québec:
[Energy Transition | Home Page](#)
- [Indigenous climate and environmental funding](#)
- [Fonds d'action québécois pour le développement durable](#)
 (Québec action fund for sustainable development) [in French only]

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Appendix 2

Grant and funding descriptions

1. Efficient Solutions Program – Hydro-Québec

The [Efficient Solutions Program](#) provides financial support to businesses to implement measures that optimize electricity consumption. By taking concrete steps to improve energy consumption, participating organizations lower their electricity bills and boost their competitiveness while also reducing their carbon footprint.

2. Demand response programs

[Demand response programs](#) provide financial support for implementing automation measures that facilitate participation in peak demand events.

3. Electricity Management Systems Program – Hydro-Québec

The [Electricity Management Systems \(EMS\) program](#) provides financial assistance to companies engaged in industrial activities for implementing electricity management systems (EMS) in their buildings. This type of system allows companies to determine the steps they need to take to optimize energy use at a plant without having to purchase new equipment.

4. Fonds Écoleader (Ecoleader fund)

The [Fonds Écoleader](#) [in French only] provides grants to companies seeking to establish environmentally responsible business practices and acquire clean technologies. Financial assistance is available for diagnostics, studies, action plans and support whose purpose is to improve economic performance while addressing environmental issues.

5. Fonds Moins c'est + – RECYC-QUÉBEC

The [Fonds Moins c'est +](#) (Less is more fund) [in French only] is a joint initiative by RECYC-QUÉBEC and La Ruche to reduce waste at the source by supporting innovative waste management projects.

6. Circular Economy Fund by FONDACTION

The [Circular Economy Fund](#) [in French only] finances and supports start-ups throughout Quebec in their efforts to reduce and recover waste.

7. Programme de soutien à la gestion des matières organiques dans le secteur des industries, commerces et institutions (ICI) – RECYC-QUÉBEC

The [Programme de soutien à la gestion des matières organiques dans le secteur des industries, commerces et institutions \(ICI\)](#) (Support program for the management of organic matter in the industrial, commercial and institutional sector) [in French only] aims to promote the re-use and recovery of organic waste in the industrial sector, businesses and institutions (ICI) by encouraging the purchase of recovery, pre-processing and recycling equipment.

8. Government of Québec Bioenergy program

The [Bioenergies](#) (bioenergy) program [in French only] is available to companies, institutions and municipalities that use fossil fuels and are committed to measurably and sustainably reducing their consumption through the implementation of bioenergy conversion measures.

10. Programme ÉcoPerformance – Government of Québec

The [EcoPerformance](#) program [in French only] provides support for the implementation of energy management systems. This approach aims to improve the overall energy performance of a site or organization. It covers the development and maintenance of energy policies, energy planning, system implementation and the application of performance indicators.

11. Transportez vert program – Government of Québec

The [Transportez vert program](#) (green transport program) [in French only] provides financial assistance to help businesses, municipalities and public organizations with vehicle fleets implement solutions that reduce vehicle fuel consumption and GHG emissions.

12. Roulez Vert program – Government of Québec

The [Roulez Vert program](#) [in French only] provides financial assistance to businesses, municipalities and organizations interested in installing workplace charging stations.

13. Programme de soutien au secteur privé pour le déploiement de bornes de recharge rapide publiques –Government of Québec.

The [Programme de soutien au secteur privé pour le déploiement de bornes de recharge rapide publiques](#) (private sector support program for the deployment of public fast chargers) [in French only] provides financial assistance to private sector companies for the purchase and installation of public DC charging stations.

14. Subsidy for companies to install electric charging stations - Ville de Montréal

This [Ville de Montréal program](#) provides up to \$100,000 in financial assistance to businesses to install charging stations in their parking lots.

15. Assistance in implementing sustainable mobility measures for employees - Chamber of Commerce of Metropolitan Montreal

[Mentoring](#) for companies in implementing travel management plans and concrete sustainable mobility measures.

16. Northern Indigenous Economic Opportunities Program (NIEOP)

The [Northern Aboriginal Economic Opportunities Program \(NIEOP\)](#) supports greater participation by northern Inuit, First Nations and Métis communities and businesses and enables them to pursue opportunities for employment, income, and wealth creation.

This program includes the Entrepreneurship and Business Development (EBD) component, which provides support to Aboriginal entrepreneurs and businesses.

17. Aboriginal Entrepreneurship Program

The [Aboriginal Entrepreneurship Program](#) provides ongoing funding to small and medium-sized Indigenous businesses. Individual Indigenous entrepreneurs may receive up to \$99,999 in financial assistance, and eligible Indigenous community businesses up to \$250,000.

Appendix 3

Glossary

Certification

Third-party evaluation of products, processes or services.

Source: <https://vitrinelinguistique.oqlf.gouv.qc.ca/fiche-gdt/fiche/26506651/certification>

Sustainable development

Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development is based on a long-term vision that takes into account the inseparable nature of the environmental, social and economic dimensions of development activities.

Source: <https://vitrinelinguistique.oqlf.gouv.qc.ca/fiche-gdt/fiche/2067322/developpement-durable>

Social economy

“Social economy” means all the economic activities with a social purpose carried out by enterprises (a cooperative, mutual society or not-for-profit organization) whose activities consist, in particular, in the sale or exchange of goods or services, and which are operated in accordance with the following principles: social purpose, collective responsibility, management autonomy, economic viability, management of surpluses and redistributive rules of dissolution rules that preclude personal gain.

Source: [Guide de référence sur l'économie sociale](#) et [Guide sur l'approvisionnement en économie sociale](#)

Equity, diversity and inclusion (EDI)

Equity: The guarantee of fair treatment and equal access to opportunities for employment or advancement. This principle also refers to efforts to identify and remove barriers to inclusion.

Diversity: Diversity is a broad concept that refers to our differences and the plurality of our experiences. It has multiple markers. These include ethnic origin or belonging to a religious or racialized community. But they may also be other characteristics, such as age, social condition, disability, gender identity or expression, language, sexual orientation, political beliefs, sex.

Inclusion: It is the act of creating and promoting environments where everyone feels welcomed and respected in their differences, so that they can participate fully in all activities of their community.

Source: <https://www.hec.ca/en/about/equity-diversity-inclusion/understanding-edi/understanding-edi.html>

ESG

Environmental, social and governance factors: Factors used to assess a company based on its governance practices and its impact on the environment and society from a socially responsible investment perspective.

Source: <https://vitrinelinguistique.oqlf.gouv.qc.ca/fiche-gdt/fiche/26557052/facteurs-environnementaux-sociaux-et-de-gouvernance>

Greenhouse gas (GHG):

A naturally occurring or man-made gas present in the atmosphere that absorbs infrared radiation and radiates it back to the Earth's surface.

Source: <https://vitrinelinguistique.oqlf.gouv.qc.ca/fiche-gdt/fiche/8356147/gaz-a-effet-de-serre>

Sustainable mobility

A mobility approach based on implementing land-use planning and management policies that meet society's need for freedom of movement within a sustainable framework.

Source: <https://vitrinelinguistique.oqlf.gouv.qc.ca/fiche-gdt/fiche/26506642/mobilite-durable>

Stakeholders

An individual or group that has an interest in an organization's decisions or activities.

Source: <https://vitrinelinguistique.oqlf.gouv.qc.ca/fiche-gdt/fiche/26506658/partie-prenante>

Energy transition

Gradual transition away from the use of fossil fuel-derived energy to clean and renewable energy for human activities.

Source: <https://vitrinelinguistique.oqlf.gouv.qc.ca/fiche-gdt/fiche/26557368/transition-energetique>

