



Sustainable Development Action Plan 2009–2013



Sustainability, a Corporate Culture



The *Sustainable Development Action Plan 2009–2013* was produced by Hydro-Québec and is available on our Web site at www.hydroquebec.com/sustainable-development.

Message from the President and Chief Executive Officer

With the *Sustainable Development Action Plan 2009–2013*, Hydro-Québec reaffirms a longstanding commitment. For many years, in fact, we have made the principles of sustainable development an integral part of our activities. From the establishment of the company's first environment committee in 1970 to the publication of this Action Plan, we have taken many steps along the road to sustainability.

Hydro-Québec originally adopted the concept of sustainable development in 1989, and published its first Environmental Performance Report in 1995. We began setting up ISO 14001–certified environmental management systems in 1997; today, these systems cover the activities of more than 18,000 employees. Since 2002, we have published an annual Sustainability Report that reviews our record in this regard. As well, our continuous-improvement approach, which is incorporated into our governance principles, fits in perfectly with Québec's *Government Sustainable Development Strategy 2008–2013*.

The Action Plan lays out 10 actions which we intend to maintain or introduce over the next five years. These actions are in keeping with the company's three main areas of focus, namely energy efficiency, hydropower projects complemented by support for wind power, and technological innovation. We also plan to adopt sustainable practices as regards procurement and events organized or sponsored by the company.

In the energy choices it makes, Hydro-Québec promotes sustainability while providing Quebecers with a secure supply of electricity. Through this Action Plan and through all the company's activities, we want to continue our efforts to protect the environment, contribute to society and foster economic development.

Hydro-Québec boasts a well-established culture of sustainability, and can rely on the skill and motivation of all its employees to achieve the objectives of this Action Plan.

We invite you to read through the *Sustainable Development Action Plan 2009–2013*, which reflects our determination to contribute to sustainable development for the good of both present and future generations.



Thierry Vandal

President and Chief Executive Officer

The *Sustainable Development Action Plan 2009–2013* consists of 10 actions described in the following pages. In addition to these actions, we have identified improvement targets and indicators to measure our performance. Each action is related to a corporate objective.

The descriptions of some of the actions also include the specific initiatives we will implement to achieve the target. Every year, in our Sustainability Report, we will take stock of our performance in carrying out these initiatives and the entire Action Plan.

The actions presented in this document must contribute to reaching the objectives laid out in Québec's *Government Sustainable Development Strategy 2008–2013*. To make it possible to quantify the results of that strategy, each action must be linked to a single objective, even if it actually targets more than one. Accordingly, each description indicates only the main government direction and objective that the action contributes to fulfilling.

**Action
1**

Build hydropower projects and contribute to the development of wind power.

Hydro-Québec, a government-owned business corporation, has a responsibility to ensure a secure supply of electricity in Québec. It carries out projects that are profitable, environmentally acceptable and favorably received. Each project undergoes rigorous environmental assessment and follow-up. The company also works with Aboriginal and other communities to establish agreements and partnerships related to the projects, thus ensuring that they are acceptable to the host communities.

Hydro-Québec considers wind power a logical complement to its output. Like hydropower, wind power is a clean, renewable means of generation.

Action 1 calls for completing the Chute-Allard (62 MW) and Rapides-des-Cœurs (76 MW) developments, and continuing the Eastmain-1-A/Sarcelle/Rupert project. The latter project, which represents output of more than 8.5 TWh, was launched in 2007 by Société d'énergie de la Baie James. Its main components are as follows:

- Eastmain-1-A powerhouse (768 MW)
- Sarcelle powerhouse (150 MW) at the outlet of Opinaca reservoir
- The Rupert diversion, which will direct some of the river's flow toward the five generating stations located downstream

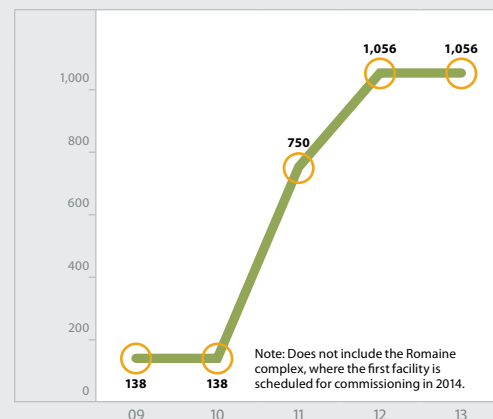
This action also entails starting up construction of the Romaine hydropower complex. This \$6.5-billion project involves building four generating stations with a total installed capacity of 1,550 MW and annual output of 8 TWh. Hydro-Québec plans to break ground on the project in the second quarter of 2009, subject to the necessary government approvals.

Corporate objective	Continue developing Québec's hydropower potential.
Targets	<ul style="list-style-type: none"> ■ Increase output by close to 10 TWh and capacity by 1,056 MW by completing projects already in progress. ■ Start construction on the Romaine project.
Indicator	<ul style="list-style-type: none"> ■ Capacity and energy available (MW and GWh).

CONTRIBUTION TO THE GOVERNMENT SUSTAINABLE DEVELOPMENT STRATEGY 2008-2013

Government direction	3	Produce and consume responsibly.
Government objective	8	Increase the share of renewable energies having less impact on the environment (biofuels, biogas, biomass, solar energy, hydroelectricity, etc.) in Québec's energy consumption.

PLANNED CUMULATIVE INCREASE IN HYDROPOWER CAPACITY (MW)



Action
2

Increase the capacity of existing hydroelectric generating stations.

Replacing some of our current equipment through refurbishment and refitting projects can lead to gains in output or peak capacity. Gains can also be achieved by modifying existing hydraulic components to increase turbine efficiency, through such measures as the MATH project (MATH is short for Modèles d'analyse des turbines hydrauliques, or hydraulic turbine analysis models).

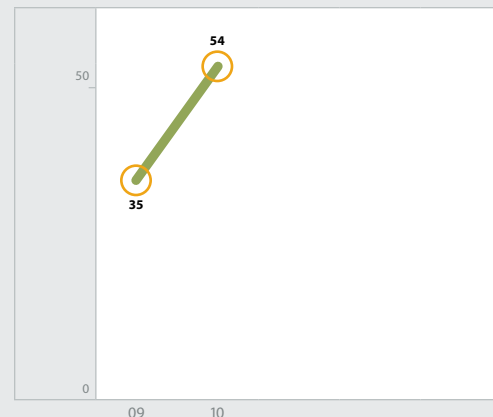
Refitting at Outardes-4 generating station in Manicouagan and La Tuque generating station in Mauricie will continue until the winter of 2009–2010. These projects will yield gains of 14 MW and 38 MW, respectively, for a total of 52 MW. Work carried out at Bersimis-2 in 2008 generated additional gains of 2 MW.

Corporate objective	Continue developing Québec's hydropower potential.
Target	<ul style="list-style-type: none"> Optimize three existing stations to increase peak capacity by 54 MW by 2010.
Indicator	<ul style="list-style-type: none"> Gains in peak capacity (MW).

CONTRIBUTION TO THE GOVERNMENT SUSTAINABLE DEVELOPMENT STRATEGY 2008–2013

Government direction	3	Produce and consume responsibly.
Government objective	8	Increase the share of renewable energies having less impact on the environment (biofuels, biogas, biomass, solar energy, hydro-electricity, etc.) in Québec's energy consumption.

PLANNED CUMULATIVE GAINS IN PEAK CAPACITY (MW)



**Action
3**

Step up energy efficiency initiatives.

Under Hydro-Québec’s Energy Efficiency Plan (EEP), the goal for 2010 is 5.8 TWh in recurring energy savings. Our target for 2015, incorporating all of our initiatives, is 11 TWh. These savings are the equivalent of the annual consumption of about 383,000 households that heat with electricity. That is our contribution to implementing the *Québec Energy Strategy 2006–2015*.

The EEP focuses on energy conservation measures and includes programs tailored to residential customers, commercial and institutional markets, small and medium industrial customers, and large-power customers.

In the next few years, we will step up our marketing efforts. For residential customers, we will develop an integrated approach targeting multiple-unit buildings as well as an approach specifically designed for low-income households. For small businesses, we will promote energy-efficient commercial refrigeration equipment, vending machines, and refrigerators and freezers.

In addition to measures aimed at customers, we will make improvements to the distribution grid to achieve further savings. A prime example of this is the CATVAR project, to be completed by 2015; it involves setting up a system for voltage regulation and reactive power control in order to reduce energy losses.

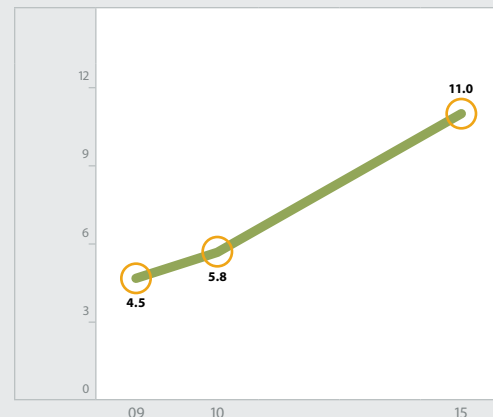
For this project, we will be installing approximately 2,000 capacitors and 1,000 remotely monitored voltage transformers on the grid. The capacitors’ role is to minimize losses by reducing the flow of reactive power, and to raise the end-of-line voltage. This will make it possible to further lower the substation voltage and reduce customer consumption. The CATVAR system will be rolled out on about 2,000 lines and controlled by distribution system operating software.

Corporate objective	Step up energy efficiency initiatives.
Target	<ul style="list-style-type: none"> ▪ Achieve savings of 11 TWh by 2015.
Indicator	<ul style="list-style-type: none"> ▪ Annual energy savings achieved (TWh).
Specific initiatives	<ul style="list-style-type: none"> ▪ Continue rolling out the Energy Efficiency Plan. ▪ Complete the CATVAR project.

CONTRIBUTION TO THE GOVERNMENT SUSTAINABLE DEVELOPMENT STRATEGY 2008–2013

Government direction	3	Produce and consume responsibly.
Government objective	7	Promote reduction in the amount of energy, natural resources and materials used to produce and market goods and services.

CUMULATIVE ANNUAL ENERGY SAVINGS TO BE ACHIEVED UNDER THE ENERGY EFFICIENCY PLAN (TWh)



**Action
4**

Continue to help low-income customers.

According to Statistics Canada, a household is considered “low-income” when it is likely to spend a greater percentage of its income on food, shelter and clothing than the average household. The income of approximately 40,000 Hydro-Québec customers in heavy collection situations is below Statistics Canada’s low-income cut-off.

Hydro-Québec has established various measures to help low-income customers and customers experiencing payment difficulties so that their access to electricity can be maintained. Many of these measures were developed in collaboration with consumer associations and community groups specialized in low-income households, and include:

- sliding-scale payment arrangements
- awareness training for collection staff about the issue of poverty

Corporate objective	Take customer concerns into consideration.
Target	<ul style="list-style-type: none"> ■ Increase the number of payment arrangements with low-income customers.
Indicator	<ul style="list-style-type: none"> ■ Number of arrangements¹ with low-income customers.
Specific initiatives	<ul style="list-style-type: none"> ■ Continue cooperation with consumer associations and community groups. ■ Continue improving assistance for low-income customers and those with payment difficulties by implementing further initiatives and programs, once approved by the Régie de l'énergie.

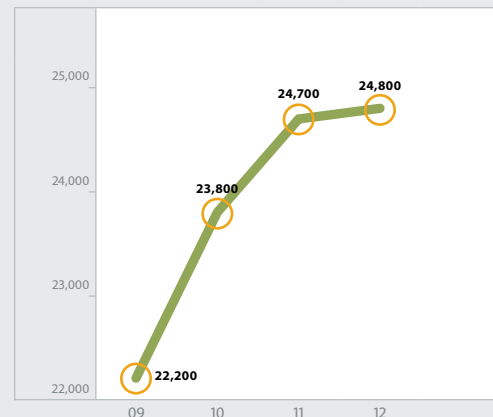
1. Including long-term arrangements.

CONTRIBUTION TO THE GOVERNMENT SUSTAINABLE DEVELOPMENT STRATEGY 2008-2013

Government direction **9** Prevent and reduce social and economic inequality.

Government objective **26** Prevent and fight poverty and social exclusion.

ANTICIPATED NUMBER OF PAYMENT ARRANGEMENTS WITH LOW-INCOME CUSTOMERS



Action
5

Reduce transport-related GHG emissions.

According to Québec’s inventory of greenhouse gas emissions, in 2006, the electricity industry accounted for only 0.5% of GHG emissions in Québec, compared to 40.0% for transport and 33.6% for industry in general.

Overland travel is the second-highest source of GHG emissions at Hydro-Québec, after thermal generating stations. This issue will be addressed through several initiatives. We are continuing to implement the environmental program we introduced in 2006 for our vehicle fleet, and have raised its targets. This is in line with the *Québec Energy Strategy 2006–2015*, the Québec government’s climate change action plan and the proposed Québec policy for sustainable government.

The program includes employee education on more environmentally respectful driving practices, the purchase of more fuel-efficient vehicles, and the integration of electric and hybrid vehicles into our fleet. We will also be educating employees on the environmental impacts of business-related travel.

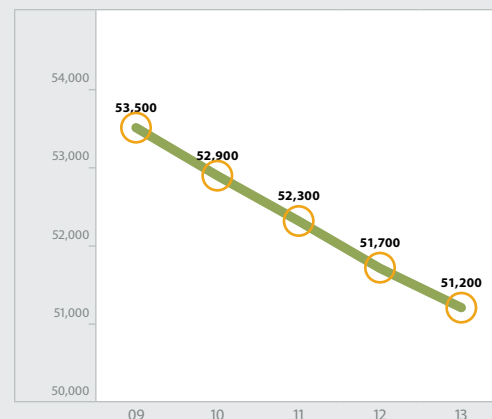
Alongside these efforts, we are continuing our participation in the *allégo* initiative to promote means other than single-occupant vehicles for getting to and from work, in keeping with the *Québec Public Transit Policy*.

Corporate objective	Reduce GHG emissions from our activities.
Target	<ul style="list-style-type: none"> ▪ Raise the GHG emission reduction target for the vehicle fleet from 5% to 10% (compared to 2005).
Indicator	<ul style="list-style-type: none"> ▪ Atmospheric emissions from the vehicle fleet (tonnes).
Specific initiatives	<ul style="list-style-type: none"> ▪ Continue the vehicle fleet environmental program. ▪ Continue participating in the <i>allégo</i> initiative. ▪ Bolster employee education on the impact of business-related travel.

CONTRIBUTION TO THE GOVERNMENT SUSTAINABLE DEVELOPMENT STRATEGY 2008–2013

Government direction	3	Produce and consume responsibly.
Government objective	7	Promote reduction in the amount of energy, natural resources and materials used to produce and market goods and services.

TARGETED CO₂ EMISSIONS FROM HYDRO-QUÉBEC’S VEHICLE FLEET (in tonnes)



Action
6

Promote reduction at source, reuse and recycling.

The ISO 14001–certified management systems we have introduced since 1997 have led to improvements in our management of residual materials. In conjunction with the *Québec Residual Materials Management Policy 1998–2008*, we developed a work plan in 2003 for the reduction at source, reuse, recycling, reclamation and disposal (4R-D program) of waste produced in the company’s administrative buildings.

Under this plan, we have set up a number of programs, including activities for recovering residual hazardous materials, recycling metals, restoring power-line hardware and recycling corporate waste (paper, cardboard, food containers, etc.). For example, every year we reuse approximately 3 million litres of insulating oil from our transformers, or more than 90% of the annual total recovered. Our promotion of Online Billing allowed us to avoid the printing and mailing of close to 2.4 million bills in 2008.

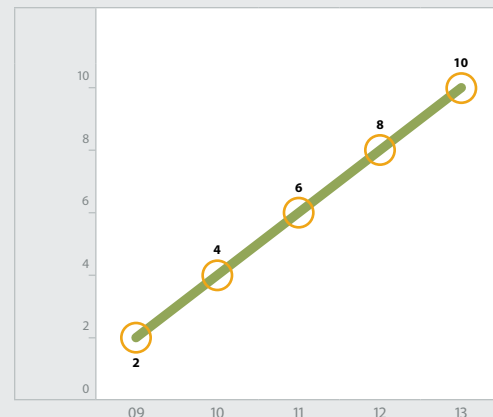
To contribute to Québec’s policy for sustainable government, Hydro-Québec will continue its efforts to reduce at source or reclaim surplus material, residual hazardous materials and other waste resulting from its activities. The goals of our initiatives are to promote at-source reduction, expand our recovery services so that they reach more people, set up new reclamation programs and increase participation in existing programs.

Corporate objective	Improve our sustainable practices.
Target	<ul style="list-style-type: none"> Improve the performance of administrative centres, substations and generating stations in terms of reduction at source and reclaiming of 10 types of waste, surplus material and residual hazardous materials by 2013.
Indicator	<ul style="list-style-type: none"> Number of at-source reduction or reclamation programs introduced or optimized.
Specific initiatives	<ul style="list-style-type: none"> Continue printing on both sides of paper. Maintain multi-material recycling units. Improve recycling and waste-to-energy reclamation of residual hazardous materials.

CONTRIBUTION TO THE GOVERNMENT SUSTAINABLE DEVELOPMENT STRATEGY 2008–2013

Government direction	3	Produce and consume responsibly.
Government objective	6	Apply environmental management measures and an ecoresponsible procurement policy within government departments and agencies.

NUMBER OF AT-SOURCE REDUCTION OR RECLAMATION PROGRAMS TO BE INTRODUCED OR OPTIMIZED



**Action
7**

Establish specifications for sustainable procurement.

Hydro-Québec makes use of many types of material and equipment, whether in the construction and operation of facilities or in providing services to customers. In fact, the magnitude of our annual purchases of goods and services has given rise to a flourishing electricity industry in Québec.

Our procurement of goods and services totaled \$2,660 million in 2008. Hydro-Québec gives preference to local suppliers, and adheres to environmental provisions when acquiring goods and services.

In the last few years, we have therefore adopted various measures such as purchasing recycled paper and ink cartridges, furniture and carpets containing recycled materials, EcoLogo–certified paint and ENERGY STAR® qualified office equipment, and using EcoLogo–certified cleaning products. In 2006, for example, Hydro-Québec decided to use FSC-certified, 100% recycled paper for printing and copying—a practice that is very beneficial to the environment.

To contribute to the implementation of Québec’s policy for sustainable government, we intend to maintain our practices and continue our efforts to integrate other sustainable specifications (environmental, ethical, economic) for commonly used products.

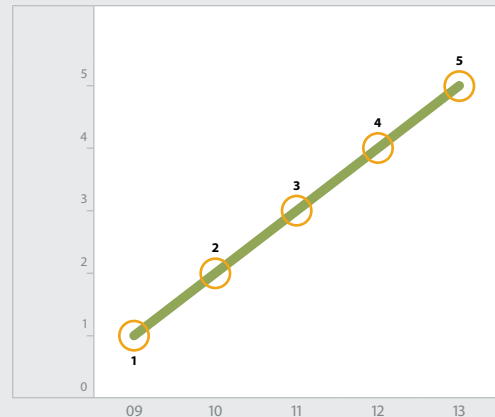
To do so, Hydro-Québec will develop specific tools to reinforce standard practices for buying sustainable products by 2013 and to encourage our suppliers to adopt sustainable practices.

Corporate objective	Improve sustainable practices.
Target	<ul style="list-style-type: none"> Implement sustainable specifications for five more commonly used products by 2013.
Indicator	<ul style="list-style-type: none"> Number of product purchasing guides that include sustainable specifications.
Specific initiatives	<ul style="list-style-type: none"> Continue purchasing FSC-certified, 100% recycled paper. Increase purchases of recycled ink cartridges.

CONTRIBUTION TO THE GOVERNMENT SUSTAINABLE DEVELOPMENT STRATEGY 2008–2013

Government direction	3	Produce and consume responsibly.
Government objective	6	Apply environmental management measures and an ecoresponsible procurement policy within government departments and agencies.

PLANNED NUMBER OF PRODUCT PURCHASING GUIDES THAT INCLUDE SUSTAINABLE SPECIFICATIONS



Action
8

Inform and educate employees regarding sustainability and the company's approach. Help employees learn to apply sustainability principles to their daily activities.

At Hydro-Québec, many communication, education and skill acquisition activities related to sustainability are already in place. According to the findings of the annual internal survey conducted at the end of 2008, a large percentage of employees stated that, in the course of their work, they do things that contribute to sustainability. To step up our efforts in this regard, we will develop plans or programs that will contribute to the implementation of the awareness and training plan for government employees.

In order to reach the government target, Hydro-Québec will educate all of its employees on the concept of sustainability, as well as on the company's approach and achievements in this field.

Moreover, we will design skill development programs and work tools for distribution to employees whose activities have an important impact in terms of sustainability.

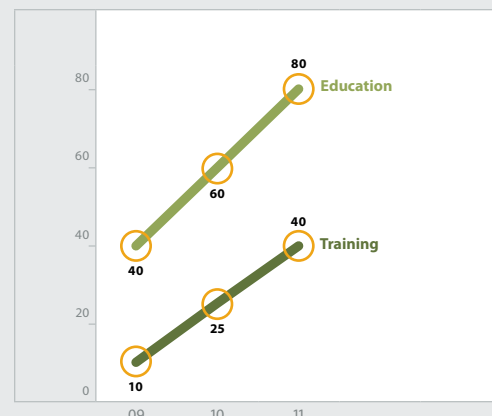
These plans or programs will be based on the continuation of existing activities and on using recognized in-house education, skill acquisition and operational control tools.

Corporate objective	Educate employees about sustainability and the company's approach, and promote the use of sustainability principles in Hydro-Québec's day-to-day activities.
Target	<ul style="list-style-type: none"> Educate 80% of employees by 2011, ensuring that 50% of that number have enough knowledge about sustainability to incorporate the principles into their day-to-day activities.
Indicators	<ul style="list-style-type: none"> Annual percentage of employees educated. Annual percentage of employees having sufficient knowledge about sustainability.
Specific initiatives	<ul style="list-style-type: none"> Create and distribute a multimedia tool using non-technical language to explain the concept of sustainability and the company's approach. Continue the <i>Mérite de l'environnement et du développement durable</i> contest.

CONTRIBUTION TO THE GOVERNMENT SUSTAINABLE DEVELOPMENT STRATEGY 2008-2013

Government direction	1	Inform, make aware, educate, innovate.
Government objective	1	Make people increasingly aware of the sustainable development concept and principles. Promote knowledge and experience sharing in this area and assimilate the knowledge and know-how facilitating its implementation.

PLANNED PERCENTAGE OF EMPLOYEES EDUCATED AND TRAINED IN SUSTAINABLE DEVELOPMENT



**Action
9**

Improve vegetation control methods on the distribution system to better protect biodiversity.

When Hydro-Québec builds dams, generating stations, power lines and substations, it affects areas that may contain ecosystems of interest in terms of their biological diversity. These areas may also be home to rare or threatened species. Over the years, we have conducted many studies and implemented various measures.

Vegetation control is necessary to ensure continuity of service. These operations cover around 100,000 km of distribution line rights-of-way in Québec. Vegetation accounts for about 40% of all the power failures on the distribution system. The annual program for vegetation control has a significant maintenance budget (\$60 million).

This action is in line with Québec’s biodiversity strategy. Its main goal is to contribute to reinforcing biodiversity affected directly or indirectly by Hydro-Québec’s distribution system.

It involves integrating specific directives that will be applied during vegetation control operations in line rights-of-way and will help improve habitats. These improvements should have a positive impact on a variety of species and help promote biodiversity.

To date, we have established three major directives:

1. Selective clearing, intended to preserve trees and shrubs which are compatible with the system, thus benefiting many species
2. Managing vegetation waste on-site to encourage the creation of microhabitats useful to various species (mushrooms, plants, insects, etc.)
3. Preserving some dead trees (snags) which, as they break down on-site, will benefit several species in particular

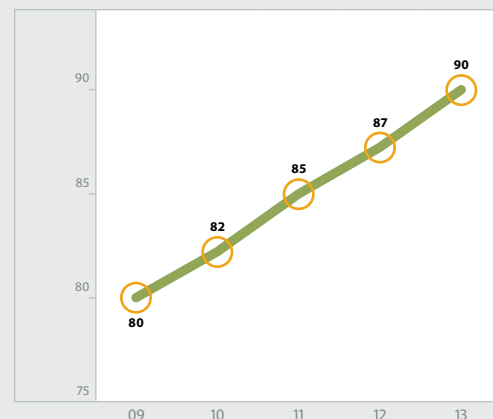
Other directives will be developed and tested to complete the portfolio. They will mainly involve targeted pruning, snag creation and planting of compatible shrubs.

Corporate objective	Protect and enhance the natural and archaeological heritage.
Target	<ul style="list-style-type: none"> ■ By the end of 2013, incorporate specific biodiversity reinforcement directives into 90% of planned vegetation control operations.
Indicator	<ul style="list-style-type: none"> ■ Percentage of vegetation control operations per year with integrated measures for promoting biodiversity.
Specific initiatives	<ul style="list-style-type: none"> ■ Share our biodiversity reinforcement program with the various local authorities (municipalities, RCMs). ■ Favor projects that promote biodiversity.

CONTRIBUTION TO THE GOVERNMENT SUSTAINABLE DEVELOPMENT STRATEGY 2008-2013

Government direction	7	Preserve and share the collective heritage.
Government objective	22	Ensure the protection and development of the natural heritage and resources.

PLANNED PERCENTAGE OF VEGETATION CONTROL PROJECTS WITH INTEGRATED MEASURES FOR PROMOTING BIODIVERSITY (%)



Action 10

Organize sustainable events and promote responsible management of events sponsored by Hydro-Québec.

Hydro-Québec organizes and sponsors many events, including meetings, conferences, conventions and trade shows. These events may have an environmental impact due to waste generation, greenhouse gas emissions and consumption of resources such as paper and food.

A sustainable event is planned so as to reduce its negative impact, particularly on the environment, and increase its positive effects (e.g., local or fair trade products, vocational integration services, event accessibility—especially for students and non-profit organizations).

To better manage these impacts and contribute to implementing Québec’s policy for sustainable government, we will step up our efforts for events we organize or sponsor.

We will develop and distribute tools to facilitate the organization of sustainable Hydro-Québec events. As for events we sponsor, we will develop different means for educating our partners and event organizers to encourage them to apply sustainable measures in the organizing process.

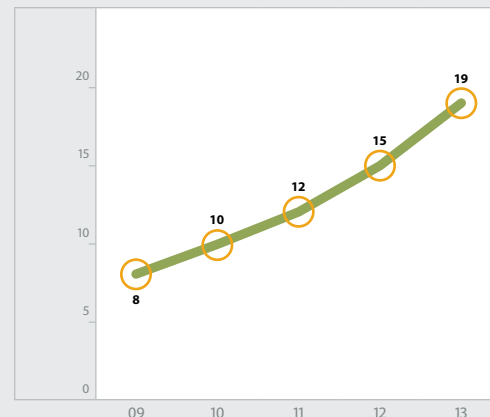
Corporate objective	Improve sustainable practices.
Target	<ul style="list-style-type: none"> Integrate, on average, 75% of the measures defined as sustainable when managing events organized by Hydro-Québec, by 2013.²
Indicator	<ul style="list-style-type: none"> Average number of contributing measures implemented among those selected for the sustainable management of events.
Specific initiatives	<ul style="list-style-type: none"> Commit, educate and communicate regarding the selected measures. Promote sustainable travel and reduce GHG emissions. Promote local purchases and responsible consumption. Reduce waste and consumption of resources.

2. Twenty-five measures have been defined, covering all aspects of managing sustainable events.

CONTRIBUTION TO THE GOVERNMENT SUSTAINABLE DEVELOPMENT STRATEGY 2008–2013

Government direction	3	Produce and consume responsibly.
Government objective	7	Promote reduction in the amount of energy, natural resources and materials used to produce and market goods and services.

PLANNED AVERAGE NUMBER OF SUSTAINABLE MEASURES PER TARGET EVENT (out of 25)



Grounds for omitting government strategy objectives from the Action Plan

The *Sustainable Development Action Plan 2009–2013* consists of 10 actions. To facilitate quantification of the results of the government strategy, each action must be linked to a single objective, even if it actually targets more than one. Our Action Plan does not contribute to all 29 objectives of the *Government Sustainable Development Strategy 2008–2013*. Three main reasons explain why some government objectives are not part of our Action Plan.

- A** The government objective is less related to the field of activities or responsibilities associated with Hydro-Québec's mission. We have therefore not planned a specific action for that objective in our Action Plan.
- B** Because of our existing priorities for the Plan period, we are unable to contribute to this objective.
- C** The objective is already covered by another action in our Plan.

GOVERNMENT OBJECTIVE	REASON	ADDITIONAL INFORMATION
Inform, make aware, educate, innovate		
2 Create and periodically update Québec's sustainable development profile.	A	
3 Support research and new practices and technologies contributing to sustainable development and maximizing spinoffs in Québec.	C	Actions 1 and 3 contribute to achieving this objective.
Reduce and manage risks to improve health, safety and the environment		
4 Continue developing and promoting a culture of prevention and define conditions to improve health, safety and the environment.	C	Action 4 contributes to achieving this objective.
5 Better prepare communities to face events that could harm their health and safety and mitigate consequences.	A	
Produce and consume responsibly		
9 Apply more ecoconditionality and social accountability in public assistance programs and encourage their implementation in financial institutions' programs.	A	
10 Provide the reference points required to make enlightened, responsible consumer choices and promote goods and services certification.	A	
Increase economic efficiency		
11 Increasingly reveal the externalities associated with goods and services production and consumption.	B	
12 Promote recourse to economic fiscal and non-fiscal incentives so that goods and services production and consumption reflect sustainable development imperatives.	A	
Address demographic changes		
13 Improve Québec's demographic profile and that of its regions.	A	
14 Promote family life and facilitate the balance between work, school and personal life.	B	
15 Increase standard of living.	A	

GOVERNMENT OBJECTIVE	REASON	ADDITIONAL INFORMATION
16 Increase productivity and the quality of jobs through ecologically and socially responsible measures.	B	
17 Keep public finances healthy for the generations to come.	A	
Practice integrated, sustainable land use and development		
18 Integrate sustainable development imperatives into land use strategies and plans and regional and local development.	C	Action 1 contributes to achieving this objective.
19 Strengthen the viability and resilience of urban, rural and territorial communities and Native communities.	C	Action 1 contributes to achieving this objective.
20 Provide access to basic services according to regional and local realities, with a view to equity and efficiency.	A	The <i>Hydro-Québec Act</i> describes the conditions associated with this objective.
Preserve and share the collective heritage		
21 Step up conservation and development of the cultural and scientific heritage.	B	
23 Step up cooperation with national and international partners on integrated sustainable development projects.	A	
Promote social involvement		
24 Increase citizens' involvement in their community.	A	
25 Increase citizens' involvement in decision-making.	C	Action 1 contributes to achieving this objective.
Prevent and reduce social and economic inequality		
27 Increase schooling, number of graduates and the population's qualification.	A	
28 Increase participation in ongoing training activities and manpower qualification.	C	Action 8 contributes to achieving this objective.
29 Support initiatives of the social economy sector aimed at the sustainable integration of people outside the job market.	A	

www.hydroquebec.com/sustainable-development

The following documents
may be obtained from our Web site
www.hydroquebec.com
or by calling 1 800 ÉNERGIE (363-7443):

*Sustainable Development Action Plan
2009–2013* (this document)

Sustainability Report 2008

Annual Report 2008

*Profil régional des activités
d'Hydro-Québec – 2008*

Financial Profile 2008–2009

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