



Indigenous Procurement Strategy

Hydro-Québec believes that Indigenous companies represent a major driver of economic development not just within their communities and nations, but for Québec society as a whole. Since our activities and projects provide a broad range of growth opportunities for them, we are determined to act as a catalyst of their development.

That is why we have decided to implement a procurement strategy aimed at developing and strengthening our business relations with Indigenous companies. This strategy, which is in line with the reconciliation initiatives we have launched, will contribute to the collective prosperity and development of Indigenous nations and communities, in keeping with the principles of responsible procurement and sustainable development.

More specifically, we have set the following four objectives to value and help develop entrepreneurship in Indigenous communities:

1. **Work in collaboration** with economic development stakeholders and companies within Indigenous communities.
2. **Be proactive and creative** in designing and implementing our business models.
3. **Provide additional support** to our internal teams at every stage of the procurement process.
4. **Provide additional support** to Indigenous companies at every stage of the procurement process.



Our commitments regarding each of these objectives are outlined below.

1 **Work in collaboration with economic development stakeholders and companies within Indigenous communities.**

In our desire to create sustainable mechanisms to support communication and collaboration with all Indigenous economic stakeholders, we commit to:

- Adopt a long-term approach for planning our projects and awarding contracts with high potential for Indigenous communities.
- Continue to set up discussion forums with the economic stakeholders in Indigenous communities and nations to:
 - Inform them of our upcoming requests for proposals and identify contracts that could be awarded to Indigenous companies;
 - Help them analyze qualifications and other contractual requirements in order to prepare development plans for markets identified as promising.

- Diversify the niche markets in which contracts could be awarded to Indigenous companies by developing appropriate business strategies.
- Continually update our registry of Indigenous companies.
- Create a platform reserved for Indigenous companies on our website and post the services available to them.



2 **Be proactive and creative in designing and implementing our business models.**

In our desire to act in a proactive and creative manner, we commit to:

- Explore and seize innovative economic opportunities that support Indigenous communities and companies in their development.
- Contribute to initiatives designed to promote Indigenous entrepreneurship.
- Integrate into some of our contracts clauses designed to maximize the direct and indirect economic benefits of our activities for Indigenous communities.

3 Provide additional support to our internal teams at every stage of the procurement process.

In our desire to offer tailored support to our teams that work with Indigenous companies, we commit to:

- Implement a communication plan to inform all employees who work with Indigenous companies about the procurement process and applicable contract management methods.
- Create a multidisciplinary committee to adequately meet the needs of Indigenous companies.



4 Provide additional support to Indigenous companies at every stage of the procurement process.



In our desire to optimize our business relations with Indigenous companies, we commit to:

- Create a program to support the development of Indigenous companies and provide them with administrative assistance that is tailored to their needs at every stage of the procurement process (bid submission, negotiations, performance of contracts, hiring and invoicing).
- Provide training and possibilities for collaboration to Indigenous communities and companies offering services that can meet our recurring needs.

To facilitate the fulfillment of commitments 3 and 4 and ensure the success implementation of our strategy, we will create a specialized team whose mandate will be to provide quality support to both Indigenous companies and staff members who deal with them, based on a flexible, scalable approach.

These four objectives reflect Hydro-Québec's ambition to value and help develop Indigenous potential in every aspect of our activities, as a partner, a supplier and a purchaser of goods and services.

