

# A Responsible Energy Transition

Sustainable Development Plan  
2024-2028

April 30, 2025



# Table of contents

- 3 **Message from the President and Chief Executive Officer**
- 4 **Hydro-Québec at a glance**
- 5 ***Action Plan 2035 – Towards a Decarbonized and Prosperous Québec***
- 6 **Sustainability governance**
- 7 ***Sustainable Development Plan 2024–2028***
- 8 **Responsible procurement**
- 9 **Biodiversity**
- 10 **Sustainable Indigenous communities and other communities**
- 11 **Responsible energy use**
- 12 **Decarbonization**
- 13 **Circular economy**
- 14 **Responsible governance**
- 15 **Sustainable and resilient infrastructures**
- 16 **Human resources**
- 17 **Appendix 1: Summary of *Sustainable Development Plan 2024–2028* actions and targets in relation to the *Government Sustainable Development Strategy 2023–2028***
- 20 **Appendix 2: Some Hydro-Québec plans and policies that contribute to sustainable development**

Legal deposit, Bibliothèque et Archives nationales du Québec, 1st quarter 2024  
ISBN : 978-2-550-97287-7 (PDF Eng. version)  
ISBN : 978-2-550-97192-4 (PDF Fr. version)

Legal deposit, Bibliothèque et Archives nationales du Québec, 2nd quarter 2025  
ISBN : 978-2-555-01006-2 (PDF Eng. version)  
ISBN : 978-2-555-01005-5 (PDF Fr. version)

# Message from the President and Chief Executive Officer

Our times are marked by the need to fight climate change—and with that, the realization that we must phase out fossil fuels—but also by legitimate expectations on the part of all Quebecers in terms of economic development. Our renewable energy is a major asset. Used efficiently, it has the power to secure a prosperous and sustainable future in a decarbonized Québec.

This is precisely the spirit informing the development of Hydro-Québec's [Action Plan 2035 – Towards a Decarbonized and Prosperous Québec](#), which aims to reduce greenhouse gas emissions while meeting the anticipated growth in electricity demand brought about by the energy transition—all while improving the quality of the services it delivers to customers.

Work on these fronts is already well underway. Our access to renewable, low-carbon energy sources positions us to play a key role in the development of a sustainable economy. The present plan attests to our commitment to fight climate change and conserve biodiversity in our operations and undertakings.

Achieving these aims will involve working closely with local communities. And it will only be possible with the participation of Indigenous communities, with whom we have launched an economic reconciliation process to ensure they receive a fair share of the benefits from energy development.

As a United Nations Global Compact signatory, we are guided by the principles of sustainable development in the areas of human rights, labor standards, environmental protection and the fight against corruption. The *Sustainable Development Plan 2024–2028* constitutes our formal pledge to integrate these fundamental principles into our development strategies, business practices and management processes.

What drives us above all is the desire to build a sustainable and responsible tomorrow for future generations of Quebecers. In this sense, our contribution to the collective wealth has never been so valuable.

**Michael Sabia**

# Hydro-Québec at a glance

## OUR MISSION

We deliver reliable electric power and high-quality services tailored to our customers' needs at competitive prices. By developing renewable energy sources, we contribute to Québec's collective wealth and play a central role in the emergence of a green, sustainable economy.

As recognized leaders in hydropower and large transmission systems, we help neighboring markets reduce their carbon footprint by leveraging the attributes of our energy.

Firm believers in the power of innovation, we develop state-of-the-art solutions and share our expertise to help decarbonize the economy and optimize energy use.

## KEY FIGURES LINKED TO OUR OPERATIONS IN QUÉBEC (2024)

**98.8%**

of electricity derived from renewable sources for customers supplied by Hydro-Québec's main grid

Installed capacity in Québec of

**37,407 MW**

62 hydropower generating stations (36,854 MW)  
24 thermal generating stations (543 MW)  
2 photovoltaic generating stations (10 MW)

**34,900 km**

of transmission lines

**229,283 km**

of distribution lines

**\$4.0B**

in contributions to Québec government revenue

**\$19.7M**

in donations and sponsorships

**\$6.0B**

of investments made in Québec

**25 Mt CO<sub>2</sub> eq.**

of GHG emissions avoided thanks to the electrification presented in the *Action Plan 2035*

# Action Plan 2035 – Towards a Decarbonized and Prosperous Québec

In the face of the climate crisis, all Quebecers must rally to accelerate the energy transition and ensure a sustainable future. The need to meet these imperatives while offering a more streamlined, more reliable and affordable electricity service led to the development of Hydro-Québec's *Action Plan 2035 – Towards a Decarbonized and Prosperous Québec*, whose clear and ambitious initiatives focus on five priorities:

1. Improve service quality.
2. Help our customers make better use of electricity.
3. Increase our power generation capacity.
4. Partner with Indigenous communities.
5. Become an agile, innovative and transparent organization.

Why the urgency? Consider this: though our hydropower generation gives us a head start in the global race toward decarbonization, nearly 50% of local energy comes from fossil fuels that emit greenhouse gases (GHGs). Achieving the net-zero emissions target that Québec has set itself for 2050 will involve gradually replacing these polluting sources with renewable energy—an objective that implies a major electrification drive, primarily for transportation, buildings and industry. Naturally, this will bring about a significant spike in electricity demand. Indeed, we predict that consumption in Québec will double by 2050.

While 75% of the additional 8,000 to 9,000 MW expected to be needed by 2035 will be linked to decarbonization, the society-wide endeavor that is the energy transition is also an excellent opportunity to generate wealth, as new industries arising from the transition stimulate entrepreneurship and create jobs in promising sectors across Québec. In short, the three pillars of sustainable development—the environment, the economy and society—are at the heart of the Action Plan 2035.

# Sustainability governance

Hydro-Québec is a sustainable development pioneer. Already in 1973, well before the concept had even been given a name, we were applying sustainability principles to our many operations as we set about building structures and frameworks to support our aims.

Sustainability governance is overseen by our Board of Directors, supported by its Human Resources Committee, whose members are independent directors. Hydro-Québec's President and CEO attends its meetings as a guest. The committee examines an entire array of questions through the lens of sustainability, from social acceptability to communications, the environment, governance and ethics, community and Indigenous relations, and workplace safety.

Hydro-Québec's management committee follows up on the decisions made by the Human Resources Committee, ensuring that company guidelines and actions align with the expectations of the government. For example, it mobilizes all the teams responsible for the design and implementation of strategies aimed at securing social acceptability for Hydro-Québec's projects and operations. It also oversees the realization of the *Sustainable Development Plan* to ensure that employees across the company consider environmental, social and governance issues, and it is responsible for performance monitoring.

# Sustainable Development Plan 2024–2028

The *Sustainable Development Plan 2024–2028*<sup>1</sup> is the result of extensive consultation with internal and, in some cases, external stakeholders along with an in-depth review of best practices.

It goes without saying that the commitments outlined in the pages that follow support the energy transition. Corresponding to nine distinct themes, they will allow us to concretely integrate sustainability into the full range of our operations and, more broadly, contribute to decarbonizing Québec.

These commitments and actions also echo the priorities of the *Action Plan 2035*. For example:

- Major investment in strengthening grid reliability and climate change resilience will cut the number and duration of power outages, thereby improving service quality.
- Promoting more responsible electricity use among our customers while boosting our output of renewable energy will contribute significantly to Québec's decarbonization.

- Infrastructure projects that align with sustainable development principles—particularly with regard to biodiversity, the long-term operability of our facilities, working with local communities and partnering with Indigenous communities—will improve living conditions across Québec and secure a sustainable energy supply for generations to come.
- Hiring more people from diverse backgrounds, including Indigenous communities, while continually improving our workplace health and safety practices will help us build a safer, healthier and more inclusive organization.

For each commitment in the *Sustainable Development Plan 2024–2028*, we indicate how it contributes to the 17 Sustainable Development Goals put forth by the [United Nations Development Programme](#), the United Nation's lead agency on international development. We also specify the Government Sustainable Development Strategy subgoal corresponding to each action item in the Plan.

1. From January 1, 2024, to December 31, 2027, in accordance with Hydro-Québec's fiscal year. The company's current commitments and statements can be found in this version of the *Sustainable Development Plan*, which takes precedence over all previous versions.

# Responsible procurement

Reinforce our responsible supply chain by implementing sustainable solutions that meet environmental, social and governance (ESG) criteria.

We will spur the development of local, inclusive, responsible and low-carbon supply chains.

Action	Indicator	Starting measurement (year/period)	2027 target (Government Sustainable Development Strategy subgoal)
Increase the share of our sustainable procurement. <sup>1</sup>	Proportion (%) of contracts incorporating new sustainability components <sup>2</sup>	New indicator	50% (5.4.1)
Increase the business opportunities made available to social economy enterprises.	Number of social economy enterprises with a contract or active order for the current year <sup>3</sup>	75 (2023)	112 (3.1.2)

## Some of the initiatives in this category

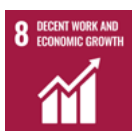
- Ensure that suppliers in targeted purchasing categories have undergone due diligence and apply human rights risk mitigation measures.
- Establish an eligibility criterion related to occupational health and safety and apply it to the supplier selection process by requiring a pass mark in targeted procurement categories.

1. This action targets all contracts entered into by the Direction principale – Approvisionnement stratégique.

2. Our procurement practices already feature a number of responsible components. This indicator concerns new components such as the circular economy and reduced GHG emissions.

3. Excluding oil cooperatives.

## UN Sustainable Development Goals





# Biodiversity

Manage and protect the land and aquatic habitats on our properties that support biodiversity, ensure ecosystem connectivity and incorporate biodiversity-friendly features into our facilities.

We will redouble our efforts to protect, restore and enhance biodiversity in tandem with Indigenous communities and other local communities.

Action	Indicator	Starting measurement (year/period)	2027 target (Government Sustainable Development Strategy subgoal)
Determine the conservation potential of our properties so as to help attain government biodiversity conservation objectives.	Cumulative number of hectares targeted for conservation	New indicator	1,000 (2.1.1)
Improve habitats by incorporating additional measures aimed at promoting biodiversity for projects that are subject to an environmental impact study.	Cumulative number of additional measures incorporated into projects	New indicator	12 (2.1.2)

## Some of the initiatives in this category

- Draw up a biodiversity action plan.
- Develop tools and methods for increasing awareness of the ecological value of our properties and determining their conservation potential.

### BIODIVERSITY ACTION PLAN

Hydro-Québec is working on a biodiversity action plan that would enable us to:

- articulate commitments and establish targets for protecting and enhancing biodiversity
- promote close collaboration with municipalities and external stakeholders to protect vulnerable or threatened species and areas with high ecological value, all while ensuring grid reliability
- integrate biodiversity protection throughout the activities provided for in the *Action Plan 2035*, from project planning to asset operation
- actively contribute to Québec's efforts to achieve the goals it has set in terms of biodiversity protection

UN Sustainable Development Goals



# Sustainable Indigenous communities and other communities

## Work to enhance the living environment and collective well-being of all Quebecers by taking their interests into account.

We want to work with Indigenous communities to increase their participation in our energy projects, to turn the latter into sources of sustainable prosperity. We also intend to make room for, value and leverage Indigenous potential and support its development in all our spheres of activity: as a partner, an employer, a supplier and a purchaser of goods and services. In addition, through our activities and programs, we plan to support communities by facilitating their input in regional vitality and promoting access to services and resources that meet their needs.

Action	Indicator	Starting measurement (year/period)	2027 target (Government Sustainable Development Strategy subgoal)
Obtain Gold-level certification under the Canadian Council for Indigenous Business's (CCIB) Partnership Accreditation in Indigenous Relations (PAIR) program.	Certification level	Silver (2023)	Gold (N/A)
Support Indigenous women entrepreneurs.	Annual number of Indigenous women entrepreneurs receiving personalized support	424 (2023)	1,300 (3.2.2)
Work with municipalities to implement projects that foster biodiversity in our transmission rights-of-way.	Cumulative number of hectares developed	10.2 (2023)	100 (4.1.1)

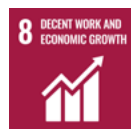
### Some of the initiatives in this category

- Apply the new social acceptability framework to new generating facilities.
- Promote our guide to [fostering biodiversity in power line rights-of-way](#) (in French only), which we published for municipalities.

### ECONOMIC RECONCILIATION STRATEGY

In collaboration with First Nations and Inuit, in 2024 we drew up an economic reconciliation strategy that includes partnership opportunities and other means for these communities to draw autonomous sources of income from energy projects that they can allocate to priorities of their own choosing.

### UN Sustainable Development Goals



# Responsible energy use

Offer innovative energy efficiency programs and activities to encourage our customers to treat electricity as a valuable resource that should be used wisely.

We are working to raise customer awareness of the importance of using less electricity by opting for energy-efficient technologies and adopting responsible consumption habits, particularly during peak periods. We will support them in this by offering financial incentives and advisory services adapted to their needs, all in an effort to limit the number of new assets deployed to meet growing demand for electricity.

Action	Indicator	Starting measurement (year/period)	2027 target (Government Sustainable Development Strategy subgoal)
Achieve the 21-TWh energy savings target by 2035 through our energy efficiency programs.	Cumulative gross terawatt-hours (TWh) saved	0.84 (2023)	5.15 (1.1.3)
Free up 3,500 megawatts (MW) of electricity that can be shaved or shifted by 2035 through our demand response offerings. <sup>1</sup>	Potential number of megawatts shaved or shifted through our demand response offerings	2,041 (2023-2024) <sup>2</sup>	2,744 (1.3.2)

## Some of the initiatives in this category

- Enhance our incentives to speed up the rollout of energy efficient equipment.
- Expand our rate offerings to encourage desired behaviors.

1. Demand response offerings include dynamic pricing, Hilo products and services, the Demand Response Option and Interruptible Electricity options. Other offers like the Additional Electricity Option also help optimize power demand.  
 2. Annual measurement of demand response performance covers parts of two winters.

### UN Sustainable Development Goals



# Decarbonization

## Accelerate the decarbonization of our operations.

In addition to contributing to the decarbonization of Québec through our *Action Plan 2035*,<sup>1</sup> we will develop advanced knowledge of how our operations impact GHG emissions, integrate decarbonization into our decision-making and business processes and influence our suppliers to do likewise.

We will also stimulate the growth of sustainable mobility in Québec and encourage our workforce to shift to travel options that contribute to decarbonization.

Action	Indicator	Starting measurement (year/period)	2027 target (Government Sustainable Development Strategy subgoal)
Increase electricity supply to help reduce the energy intensity of transporting people and goods.	Number of fast-charge stations in Québec for light- and heavy-duty vehicles	897 (2023)	1,800 (4.2.2)
Reduce direct GHG emissions from our buildings and infrastructures. <sup>2</sup>	Percentage (%) reduction in tonnes of CO <sub>2</sub> equivalent	362,820 (2015-2020 average)	-11% (5.6.1)
Gradually convert our fleet of gas-powered vehicles to low- or zero-emission models.	Proportion (%) of light vehicle fleet electrified <sup>3</sup>	39% (2023)	61% (5.8.1)

## Some of the initiatives in this category

- Continue to work on converting our off-grid systems to renewable, low-carbon energy sources.
- Determine the carbon cost of current internal operations.

1. The reduction of gross GHG emissions through the electrification of transportation, residential and commercial buildings and industrial activities will be on the order of 25 Mt CO<sub>2</sub> eq. in 2035.

2. This action targets GHG emissions produced by our thermal power plants as well as from other sources related to our infrastructure such as our equipment containing SF<sub>6</sub>. Note that Hydro-Québec uses only renewable energies (zero CO<sub>2</sub>-eq. emissions) to meet the heating and electricity needs of its administrative buildings.

3. Based on the light vehicle fleet (hybrid, electric, plug-in and dual-energy) as at December 31 of the current year, excluding light vehicles weighing more than a half-ton, full-size SUVs and vehicles whose load capacity or range do not meet operational criteria or whose price is excessive (due to a monopoly or lack of competition).

## UN Sustainable Development Goals



# Circular economy

Promote a circular approach to materials and energy to reduce pressure on resources.

In light of our social role and the scope of our operations, we intend to instill a circular value chain and make the circular economy a true business strategy. Such a strategy must focus on reducing the use of raw materials, efficient and sustainable use of materials and energy sources and recirculating resources that have reached the end of their useful life.

Action	Indicator	Starting measurement (year/period)	2027 target (Government Sustainable Development Strategy subgoal)
Increase the number of circular initiatives involving construction, renovation and demolition (CRD) waste at our various worksites.	Cumulative number of new initiatives	0 (2023)	6 (5.6.2)

## Some of the initiatives in this category

- Develop partnerships, especially with municipalities, to improve our circularity rate for target materials.
- Increase the reclamation rate for materials and the recycling rate for residual materials in our buildings and on our worksites.
- Help implement the government's 2022-2027 circular economy roadmap.

## UN Sustainable Development Goals



# Responsible governance

Instill sustainability in our teams' DNA so that it is taken into account in our decision-making processes and mechanisms at every link in our value chain.

We want to set the benchmark in responsible governance. That's why we're integrating environmental, social and governance (ESG) criteria into our management practices, decision-making mechanisms and all activities, including the selection process for our partners and suppliers.

Action	Indicator	Starting measurement (year/period)	2027 target (Government Sustainable Development Strategy subgoal)
Provide our subsidiaries with a plan to support the implementation of the <i>Government Sustainable Development Strategy</i> .	Proportion (%) of active subsidiaries with a plan	0 (2024)	100% (1.1.1)
Assess the sustainability of our new strategic planning activities, our new financial assistance programs and our existing programs when updated, as well as our projects involving an environmental impact study.	Percentage (%) of structuring initiatives that have undergone a sustainability assessment	New indicator	85% (5.1.1)
Integrate sustainability criteria into our donation and sponsorship evaluation and selection processes.	Percentage (%) of donation/sponsorship recipients that meet sustainability criteria	New indicator	80% (5.3.4)
Integrate sustainability criteria in the new financial assistance programs and when updating existing programs.	Percentage (%) of financial assistance programs with at least one additional sustainability criterion	New indicator	80% (5.3.4)
Integrate climate risks in our targeted processes.	Cumulative number of processes	1 (2024)	23 (N/A)

## Some of the initiatives in this category

- Incorporate mechanisms and tools into our management processes so that we may seize every opportunity to make projects sustainable.
- Improve the consideration of ESG criteria in our decision-making.

### UN Sustainable Development Goals



Our commitment to responsible governance is in line with the 17 UN goals.

# Sustainable and resilient infrastructures

Encourage employees to participate in our efforts to adapt to climate change and factor sustainability principles into our building, land and infrastructure life cycle management.

Science and best practices will continue to inform our actions to adapt our operations to climate change. Our efforts in this regard will sync with our other sustainable development goals as we make our value chain more resilient and apply a sustainable outlook to building, operating and safeguarding our infrastructures.

Action	Indicator	Starting measurement (year/period)	2027 target (Government Sustainable Development Strategy subgoal)
Obtain BOMA BEST 4.0 <sup>1</sup> certification, which includes the performance of residual materials management in our administrative buildings.	Cumulative number of BOMA BEST-certified buildings (version 4.0)	0 (2023)	4 (5.7.1)
Optimize the total output of generating units in order to maximize the use of existing infrastructure while accelerating maintenance.	Cumulative added capacity in MW	New indicator	81 (1.1.2)

## Some of the initiatives in this category

- Maximize the use of climate and hydrological data to determine the facility design and performance criteria for optimally incorporating climate change into our projects.
- Pursue efforts to obtain our first ENVISION<sup>2</sup> designation for the Hochelaga 315/25-kV transformer substation.

1. BOMA BEST certificates are valid for three years. In 2023, Hydro-Québec carried out activities in 21 certified buildings.
2. ENVISION provides a consistent, consensus-based framework for assessing infrastructure sustainability and resilience while supporting higher performance through more sustainable choices.

## UN Sustainable Development Goals



# Human resources

Make occupational health and safety (OHS) a pillar of our corporate performance. Create a work climate where the pooling of ideas and talents constitutes a vital source of energy that is recognized and supported each day.

To these ends, we will continue to work toward making our health and safety culture a source of pride for our teams. We will also deploy measures to promote responsible business practices throughout our workforce. Our emphasis on health also extends to encouraging our employees to adopt active transportation.

Action	Indicator	Starting measurement (year/period)	2027 target (Government Sustainable Development Strategy subgoal)
Improve workplace safety by adopting measures to reduce accident risks.	Frequency of work-related accidents involving lost time and/or death, per 200,000 hours worked at Hydro-Québec <sup>1</sup>	1.17 (2023)	0.99 (N/A)
Increase the share of active, collective or alternative transportation used as compared to single-occupancy vehicle use.	Percentage % of modes of transport other than single-occupancy vehicle travel	50% (2024) <sup>2</sup>	52% (5.8.2)

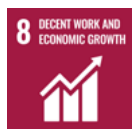
## Some of the initiatives in this category

- Improve access for all by implementing measures like building adaptation and digital accessibility.
- Improve management of the main hazards—particularly those linked to energy sources—by introducing simple prevention measures consistent with on-the-ground realities.

1. This rate applies to Hydro-Québec employees and thus excludes supplier personnel.

2. Based on a survey conducted with employees who work in buildings able to accommodate at least 150 people.

## UN Sustainable Development Goals





# Appendix 1: Summary of *Sustainable Development Plan 2024–2028* actions and targets in relation to the Government Sustainable Development Strategy 2023–2028

The table below presents an overview of the actions, indicators and targets of Hydro Québec's *Sustainable Development Plan 2024–2028* as they pertain to subgoals of the Government Sustainable Development Strategy (GSDS) 2023–2028.<sup>1</sup>

GSDS subgoal	Action	Indicator	Starting measurement (year/period)	2024 target	2025 target	2026 target	2027 target
<b>Sustainable procurement</b>							
<b>5.4.1</b> Increase the share of sustainable procurement.	Increase the share of our sustainable procurement.	Proportion (%) of contracts incorporating new sustainability components	New indicator	10%	20%	35%	50%
<b>3.1.2</b> Support community groups and social economy enterprises.	Increase the business opportunities made available to social economy enterprises.	Number of social economy enterprises with a contract or active order for the current year	75 (2023)	82	90	100	112
<b>Biodiversity</b>							
<b>2.1.1</b> Enhance and ensure the long-term conservation of Québec's protected areas.	Determine the conservation potential of our properties so as to help attain government biodiversity conservation objectives.	Cumulative number of hectares targeted for conservation	New indicator	0	75	925	1,000
<b>2.1.2</b> Improve the state of Québec's plant and wildlife species.	Improve habitats by incorporating additional measures aimed at promoting biodiversity for projects that are subject to an environmental impact study	Cumulative number of additional measures incorporated into projects	0 (2023)	3	6	9	12

1. The Government Sustainable Development Strategy 2023–2028 is published in French only. Translation of subgoals and other excerpts is provided by Hydro-Québec as a courtesy.

GSDS subgoal	Action	Indicator	Starting measurement (year/period)	2024 target	2025 target	2026 target	2027 target
<b>Sustainable Indigenous communities and other communities</b>							
N/A	Obtain Gold-level certification under the Canadian Council for Indigenous Business's (CCIB) Partnership Accreditation in Indigenous Relations (PAIR) program.	Certification level	Silver (2023)	Gold	Gold	Gold	Gold
<b>3.2.2</b> Support entrepreneurship among women, Indigenous people and people from diverse backgrounds.	Support Indigenous women entrepreneurs.	Annual number Indigenous women entrepreneurs receiving personalized support	424 (2023)	850	1,040	1,200	1,300
<b>4.1.1</b> Help municipalities take sustainable action in their jurisdictions.	Work with municipalities to develop projects that foster biodiversity in our transmission rights-of-way.	Cumulative number of hectares (ha) developed	10.2 (2023)	40	60	80	100
<b>Responsible energy use</b>							
<b>1.1.3</b> Support the development of green industries and clean technologies.	Achieve the 21 TWh energy savings target by 2035 through our energy efficiency programs.	Cumulative number of gross terawatt-hours (TWh) saved	0.84 (2023)	1.77 (+0.93)	2.81 (+1.05)	3.95 (+1.14)	5.15 (+1.20)
<b>1.3.2</b> Facilitate responsible and local consumption options.	Free up 3,500 megawatts (MW) of electricity that can be shaved or shifted by 2035 through our demand response offerings.	Number of megawatts of electricity that can be shaved or shifted through our demand response offerings.	2,041 (2023-2024)	2,152	2,424	2,580	2,744
<b>Decarbonization</b>							
<b>4.2.2</b> Reduce the energy intensity of transporting people and goods.	Increase electricity supply to help reduce the energy intensity of transporting people and goods.	Number of fast-charge stations in Québec for light- and heavy-duty vehicles	897 (2023)	1,120	1,345	1,575	1,800
<b>5.6.1</b> Improve sustainability of buildings and infrastructures.	Reduce the direct GHG emissions resulting from our buildings and infrastructures.	Percentage (%) reduction of tonnes of CO <sub>2</sub> equivalent	362,820 (2015-2020 average)	-5%	-5%	-9%	-11%

GSDS subgoal	Action	Indicator	Starting measurement (year/period)	2024 target	2025 target	2026 target	2027 target
<b>5.8.1</b> Reduce GHG emissions from government vehicle fleets (light- and heavy-duty models).	Gradually convert our fleet of gas-powered vehicles to low- or zero- emission models.	Proportion (%) of light vehicle fleet electrified	39% (2023)	47%	50%	56%	61%
<b>Circular economy</b>							
<b>5.6.2</b> Increase sustainable management of public construction and renovation sites.	Increase the number of circular initiatives involving construction, renovation and demolition (CRD) waste at our various worksites.	Cumulative number of new initiatives	0 (2023)	1	3	5	6
<b>Responsible governance</b>							
<b>1.1.1</b> Increase the number of companies that focus their business strategy on sustainable development.	Provide our subsidiaries with a plan to support the implementation of the <i>Government Sustainable Development Strategy</i> .	Proportion (%) of active subsidiaries with a plan	0 (2024)	0%	20%	50%	100%
<b>5.1.1</b> Assess the sustainability of government actions.	Assess the sustainability of our new strategic planning activities, our new financial assistance programs or our existing programs when updated, as well as our projects involving an environmental impact statement.	Percentage (%) of structuring initiatives that have undergone a sustainability assessment	New indicator	Not available	75%	80%	85%
<b>5.3.4</b> Increase the percentage of standardized programs that include sustainability criteria.	Integrate sustainability criteria into our donation and sponsorship evaluation and selection processes.	Percentage (%) of donation/ sponsorship recipients that meet sustainability criteria	New indicator	15%	25%	50%	80%
	Integrate sustainability criteria in new financial assistance programs and when updating existing programs.	Percentage (%) of financial assistance programs with at least one additional sustainability criterion	New indicator	Not available	60%	70%	80%
N/A	Integrate climate risks in our targeted processes.	Cumulative number of processes	1 (2024)	1	8	16	23

GSDS subgoal	Action	Indicator	Starting measurement (year/period)	2024 target	2025 target	2026 target	2027 target
<b>Sustainable and resilient infrastructures</b>							
<b>5.7.1</b> Improve management of government-generated waste materials.	Obtain BOMA BEST 4.0 certification, which includes the performance of residual materials management in our administrative buildings.	Cumulative number of BOMA BEST-certified buildings (version 4.0)	0 (2023)	1	2	3	4
<b>1.1.2</b> Accelerate the development of the circular economy.	Optimize the total output of generating units in order to maximize the use of existing infrastructure while accelerating maintenance.	Cumulative added capacity in MW	New indicator	7	10	30	81
<b>Human resources</b>							
N/A	Improve workplace safety by adopting measures to reduce accident risks.	Frequency of work-related accidents involving lost time and/or death, per 200,000 hours worked at Hydro-Québec	1.17 (2023)	1.12	1.08	1.04	0.99
<b>5.8.2</b> Increase the modal share of active, collective and alternative transportation over single-occupancy vehicle use by government employees.	Increase the share of active, collective or alternative transportation used as compared to single-occupancy vehicle use.	Percentage (%) of modes of transportation other than single-occupancy vehicle travel	50% (2024)	50%	50%	51%	52%

# Appendix 2: Some Hydro-Québec plans and policies that contribute to sustainable development

Document name	Guideline or objective	Link to the Government Sustainable Development Strategy 2023–2028 <sup>1</sup>
<a href="#">Action Plan 2035 – Towards a Decarbonized and Prosperous Québec</a>	This plan will allow Hydro-Québec to reduce its greenhouse gas emissions, meet the expected growth in electricity demand related to the energy transition and provide a streamlined, reliable and affordable service.	The Plan contributes directly and indirectly to the five policy guidelines of the Government Sustainable Development Strategy: <b>1.</b> Make Québec a hub for innovation and excellence in terms of a green, sustainable economy. <b>2.</b> Take steps to promote and protect nature and health. <b>3.</b> Encourage all Quebecers to contribute to Québec's sustainable development. <b>4.</b> Develop communities sustainably. <b>5.</b> Build a model government that supports innovation.
<a href="#">Our social role policy (in French only)</a>	This policy sets out Hydro-Québec's commitments regarding its social role from a sustainable development and social acceptability perspective.	<b>2.3.</b> Maximize the benefits of nature for the population. <b>3.1.</b> Ensure an equitable socio-ecological transition. <b>3.2.</b> Promote equality and diversity in our society. <b>4.1.</b> Create sustainable, inclusive and user-friendly living environments. <b>4.3.</b> Build dynamic and innovative communities. <b>5.3.</b> Invest sustainably in a way that benefits all Quebecers. <b>5.4.</b> Leverage public markets for sustainable growth
<a href="#">Our environment policy (in French only)</a>	This policy lays out Hydro-Québec's guidelines and commitments with regard to the environment and the judicious use of natural resources from a sustainable development perspective.	<b>1.3.</b> Promote responsible energy use. <b>2.1.</b> Preserve biodiversity and ecosystem services. <b>2.2.</b> Improve ecosystem health. <b>5.6.</b> Improve the environmental performance of public buildings and infrastructures. <b>5.7.</b> Reclaim residual materials. <b>5.8.</b> Bring about a shift toward more sustainable modes of travel.
<a href="#">Our acquisition of goods and services and contract management policy (in French only)</a>	This policy sets out Hydro-Québec's commitment to efficiently and responsibly acquiring the goods and services needed for its day-to-day business and strategic operations. These goods and services allow the company to fulfil its basic mission, i.e., to generate, transmit and distribute electricity.	<b>5.3.</b> Invest sustainably in a way that benefits all Quebecers. <b>5.4.</b> Leverage public markets for sustainable growth.
<a href="#">Electricity supply plan 2023–2032 (in French only)</a>	The supply plan forecasts the electricity needs of Québec customers through 2032 and sets out the means used to meet them, including electricity purchases, energy efficiency initiatives and energy transition projects for off-grid systems.	<b>1.1.</b> Support the transition toward sustainable business models. <b>1.3.</b> Promote responsible energy use. <b>5.6.</b> Improve the environmental performance of public buildings and infrastructures.

1. The Government Sustainable Development Strategy (GSDS) 2023–2028 is published in French only. Translation of subgoals and other excerpts is provided by Hydro-Québec as a courtesy.

## Head office

Édifice Jean-Lesage  
75, boulevard René-Lévesque Ouest  
Montréal (Québec) H2Z 1A4  
Canada  
[Directions](#)

© Hydro-Québec  
Affaires publiques, relations externes et  
communications.

Reproduction authorized with reference to  
source.

The original text written in French shall prevail.  
*Ce document est également publié en français.*

Legal deposit, Bibliothèque et Archives  
nationales du Québec, 1st quarter 2024  
ISBN: 978-2-550-97287-7 (PDF Eng. version)  
ISBN: 978-2-550-97192-4 (PDF Fr. version)

Legal deposit, Bibliothèque et Archives  
nationales du Québec, 2nd quarter 2025  
ISBN: 978-2-555-01006-2 (PDF Eng. version)  
ISBN: 978-2-555-01005-5 (PDF Fr. version)