



SUSTAINABLE DEVELOPMENT ACTION PLAN 2016 – 2018



2016 – 2018 SUSTAINABLE DEVELOPMENT ACTION PLAN

Sustainable development fits naturally into the mission of the Caisse de dépôt et placement du Québec, which seeks to ensure both the continuity of depositors' funds and Québec's long-term development.

La Caisse's Sustainable Development Action Plan, prepared under the terms of Québec's *Sustainable Development Act*, is designed to help implement the current Government Sustainable Development Strategy. It provides an opportunity to present our initiatives and position them as part of an integrated effort. This is la Caisse's third action plan.

The plan takes into consideration the environmental, social and economic aspects of development activities. It is based on the five government directions listed below and helps la Caisse carry out four essential activities identified in the government's strategy. Each direction has objectives that serve as responses to the basic issues in sustainable development, and the strategy defines a total of 27 such objectives. La Caisse has emphasized some of these objectives in its action plan, developing them into specific actions and measures.

The retained government directions (the following numbers correspond to those established in the Government Sustainable Development Strategy) are as follows:

- ① Strengthen sustainable development governance in the public service
- ② Develop a sustainably prosperous economy: green and responsible
- ③ Manage natural resources responsibly while respecting biodiversity
- ④ Foster social inclusion and reduce social and economic inequalities
- ⑧ Encourage the production and use of renewable forms of energy as well as energy efficiency to reduce greenhouse gas emissions

The following pages describe new actions, as well as actions taken under the previous plan to be continued by la Caisse over the next three years. La Caisse reserves the right to extend its action plan to 2020. Lastly, it should be noted that this plan covers actions that will be carried out by both la Caisse and its subsidiaries

A number of government directions and objectives are not relevant to la Caisse's mission or sphere of activity. When actions cover more than one government objective, we have given priority to the action that seemed most appropriate.

APPENDIX A presents the list of directions and objectives that were not retained for the Sustainable Development Action Plan.

Legend






Actions taken in response to one of the nine results targeted under Objective 1.1 (several actions may be taken in the interests of attaining a single targeted result).



Actions taken in response to Agenda 21 for culture.

STRENGTHEN SUSTAINABLE DEVELOPMENT GOVERNANCE IN THE PUBLIC SERVICE

Objective 1.1		Strengthen eco-responsible practices in the public service
	Action 1	Carry out eco-responsible actions related to current material resource management operations
	Measures	<ul style="list-style-type: none"> • Take stock of procurement practices • Propose measures to improve practices, as required
	Action 2	Apply best practices in material resource and waste management (Ivanhoé Cambridge)
	Measures	<ul style="list-style-type: none"> • Set objectives for increasing the waste diversion rate at managed properties • Set objectives for reducing the material resources used at managed properties
	Action 3	Encourage the adoption of eco-responsible practices in document management
	Measures	<ul style="list-style-type: none"> • Continue implementing the Information Management and Security program for la Caisse as a whole • Continue reducing the mass of paper documents • Raise awareness among employees and inform them about the adoption of good document management practices as well as the Information Management and Security program and its continued development • Train new employees on good document management practices
	Action 4	Encourage employees to adopt sustainable mobility
	Measures	<ul style="list-style-type: none"> • Take stock of how employees travel for their professional trips, in and outside the city of Montreal • Develop a communications plan targeting employees' work-related and personal travel habits • Develop an action plan for employees, including a new awareness campaign



Action 5 Carry out construction, renovation and leasehold improvement work in an eco-responsible manner (Ivanhoé Cambridge)

- Measures
- Conduct a review of the occupation strategy at Centre CDP Capital
 - Foster eco-responsible practices when developing and redeveloping commercial buildings (environmental certifications)



Action 6 Improve eco-responsible management of the IT infrastructure

- Measures
- Develop indicators for measuring eco-responsible management of the IT infrastructure
 - Integrate specific environmental and sustainable development criteria for products specified in tenders
 - Encourage the use of cloud services in order to provide IT services in a shared environment and reduce the internal footprint (equipment, energy)
 - Optimize employee work stations, in favour of mobile and more efficient IT equipment, and continue its deployment
 - Ensure that an eco-responsible process is implemented for dealing with IT equipment that has reached its end of life



Action 7 Adopt best practices for organizing eco-responsible events at la Caisse

- Measures
- Provide training to designated employees on how to manage events responsively
 - Take stock of la Caisse's current practices and see where they can be improved
 - Develop an action plan for implementing best practices

Objective 1.2 Strengthen consideration of sustainable development principles by the government ministries and bodies	
Action 8	Improve how sustainable development principles are taken into account in Caisse activities
Measures	<ul style="list-style-type: none"> • Prepare and distribute informative articles and documents on specific issues related to responsible investment • Organize internal activities on various subjects related to responsible investment
Action 9	Develop a new generation of business leaders by facilitating access to knowledge
Measures	<ul style="list-style-type: none"> • Continue and improve the internship program to develop a new generation of professionals • Continue hiring students each summer, offering them quality jobs in a large organization
Action 10	Develop the visibility and representation of women in all Caisse activities
Measures	<ul style="list-style-type: none"> • Continue developing a culture that promotes diversity by training team leaders and holding them accountable at key moments in an employee's HR life cycle • Based on the gender diversity profile developed for each department, develop measures to enhance the representation of women, as required • Propose, support and promote women candidates and employees at CDPQ to enhance their visibility provincially, nationally and internationally
Objective 1.4 Continue developing knowledge and skills on sustainable development in the public service	
Action 11	Engage employees' interest and enhance their knowledge on sustainable development
Measures	<ul style="list-style-type: none"> • Prepare and distribute informative articles on sustainable development • Organize internal activities on various subjects related to sustainable development

Objective 1.5	Strengthen access to and participation in cultural life as a lever of social, economic and territorial development	
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Action 12	Give pride of place to Québec arts and culture by promoting la Caisse's art collection and providing greater access to it
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| Measures | <ul style="list-style-type: none"> • Organize guided visits for employees and members of the greater community • Invite artists for lunchtime conferences • Protect and restore works in the CDPQ art collection |
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Action 13	Raise awareness of Québec's cultural heritage among national and international partners
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| Measures | <ul style="list-style-type: none"> • Participate in the internationalization of culture by promoting Québec art in CDPQ's various places of business |
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Action 14	Recognize the role played by art and culture as a driver of democracy
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| Measures | <ul style="list-style-type: none"> • Develop employees' critical thinking through workshops that encourage dialogue and interaction • Encourage CDPQ employees to become involved in the promotion of Québec art and culture |
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Action 15	Improve the cultural quality of the environments we live in by appropriately presenting and protecting Québec's cultural heritage and by showcasing public art, architecture, design and distinctive landscapes (Ivanhoé Cambridge)
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| Measures | <ul style="list-style-type: none"> • Integrate cultural considerations into decisions on leasehold improvements and property modernizations and restorations • Develop partnerships with various organizations in order to protect and showcase our cultural heritage (e.g. the City of Montreal's <i>Bureau d'art public</i>, Héritage Montréal, the McCord Museum) • Promote Montréal's landmark building, Place Ville Marie |
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Objective 1.6	Cooperate on sustainable development nationally and internationally, in particular within the Francophonie
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Action 16	Participate in collective responsible investment initiatives with other investors or groups in the financial community
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| Measures | <ul style="list-style-type: none">• Regularly scan the environment for undertakings in which la Caisse could participate as part of the Principles for Responsible Investment (PRI) initiative as well as with other relevant groups• Identify relevant initiatives for la Caisse and participate in them |
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Action 17	Participate in collective initiatives with other actors in the industry and take part in various sustainable development associations (Ivanhoé Cambridge)
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| Measures | <ul style="list-style-type: none">• Renew commitments to various associations: Canada Green Building Council, France Green Building Council• Participate in the sustainable development committees of professional associations (BOMA, ICSC, RealPAC) |
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Direction 2

DEVELOP A SUSTAINABLY PROSPEROUS ECONOMY: GREEN AND RESPONSIBLE

Objective 2.1 Support the development of green and responsible business practices and models

Action 18 Encourage Québec companies to develop or continue a sustainable development process

- Measures
- Continue the responsible investment approach in Private Equity
 - Support the development of an ecosystem that supports businesses in the social economy (e.g. SVX)

Action 19 Help increase the number of businesses that have embarked on a sustainable development process (Ivanhoé Cambridge)

- Measures
- Implement the Green Space Leader program
 - Develop and implement a green lease

Objective 2.3 Foster investment and financial support to ease the transition to a green and responsible economy

Action 20 Promote responsible investment

- Measures
- Hold an annual conference on responsible investment
 - Continue developing responsible investment requirements for external managers

Direction 3

MANAGE NATURAL RESOURCES RESPONSIBLY AND WITH RESPECT FOR BIODIVERSITY

Objective 3.1 Efficiently manage natural resources in a concerted manner to support economic vitality and maintain biodiversity

Action 21 Adopt responsible practices and approaches to natural resource management (Ivanhoé Cambridge)

- Measures
- Improve how water is managed in our buildings
 - Share water, energy and air management policies with business partners

Objective 3.2 Conserve and promote biodiversity, ecosystems and ecological services by improving the company's interventions and practices

Action 22 Sustainably restore, build and promote ecosystems and favour their diversity (Ivanhoé Cambridge)

- Measures
- In partnership with CDPQ, participate in greening and biodiversity initiatives on the island of Montreal (e.g. volunteer tree planting activities, greening a schoolyard or lot)
 - Participate in national and international greening initiatives

Direction 4

FOSTER SOCIAL INCLUSION AND REDUCE SOCIAL AND ECONOMIC INEQUALITIES

Objective 4.1 Help recognize, develop and maintain skills, particularly among the most vulnerable

Action 23 Foster access to work for the most vulnerable members of society (Ivanhoé Cambridge)

Measures

- Continue social reintegration initiatives

Objective 4.2 Support and promote the activities of community organizations and social economy enterprises that make a contribution to social inclusion and reduce inequalities

Action 24 Raise the profile of the *Initiative Collectivité*, which encourages and recognizes employee engagement in the community

Measures

- Recognize employees' involvement through visibility on the internal Scoop platform or through a direct donation to the organization of up to \$1,000
- Encourage employees to share their expertise with organizations through the *Bénévoles d'affaires* platform
- Create opportunities for collective commitment in support of causes by encouraging employees who organize team volunteer activities

Action 25 Strengthen support for and promotion of community and social economy organizations that help achieve social inclusion and reduce inequalities by encouraging employee involvement (Ivanhoé Cambridge)

Measures

- Implement a volunteer program in partnership with NPOs

Direction 8

ENCOURAGE THE PRODUCTION AND USE OF RENEWABLE FORMS OF ENERGY AS WELL AS ENERGY EFFICIENCY TO REDUCE GREENHOUSE GAS EMISSIONS

Objective 8.2 Optimize the production of renewable forms of energy for the benefit of all Quebecers

Action 26 Carry out projects that optimize the production of renewable forms of energy (Ivanhoé Cambridge)

- Measures • Assess the feasibility of solar panel projects at our commercial properties

ANNEXE A – OBJECTIVES NOT RETAINED

REASONS THAT SOME GOVERNMENT OBJECTIVES HAVE NOT BEEN RETAINED IN LA CAISSE'S 2016-2018 SUSTAINABLE DEVELOPMENT PLAN

Following an analysis of the 27 objectives in the 2015-2020 Sustainable Development Strategy and discussions with key actors at la Caisse, certain objectives were not retained in the 2016 –2018 Sustainable Development Plan.

La Caisse's mission prevents it from contributing to the attainment of this objective.

- 1.3 Encourage the adoption of different approaches to public participation when establishing and implementing government policies and measures.
- 2.4 Develop and promote skills in support of the transition to a green and responsible economy
- 2.5 Help consumers make responsible choices.
- 4.3 Support and promote the development of social and economic measures for people living in poverty and the underprivileged
- 5.1 Foster the adoption of healthy lifestyles
- 6.1 Foster the implementation of good land use practices
- 6.2 Strengthen the capacity of communities to support economic and social regional vitality
- 6.3 Support public participation in community development
- 6.4 Strengthen the resilience of communities by adapting to climate change and preventing natural disasters
- 7.1 Augment the accessibility of services, places of employment and land through the practices we use and through integrated land use planning and sustainable transportation

An action under the Sustainable Development Plan already contributes to attainment of this objective.

- 2.2 Support the development of green sectors and eco-responsible goods and services produced in Quebec.

La Caisse contributes to this objective indirectly through eco-responsible actions related to current material resource management operations.

- 5.2 Act to make communities healthier and safer

La Caisse contributes to this objective indirectly through its action to carry out construction, renovation and leasehold improvement work in an eco-responsible manner.

- 8.1 Improve energy efficiency

La Caisse contributes to this objective indirectly through the action to carry out construction, renovation and leasehold improvement work in an eco-responsible manner and the action to adopt responsible practices and approaches to natural resource management.

- 8.3 Foster the use of different forms of energy that reduce greenhouse gas emissions

La Caisse contributes to this objective indirectly through the action to optimize the production of renewable forms of energy.

This objective contains actions and achievements already addressed in a large-scale project beyond the scope of the Sustainable Development Action Plan.

- 7.2 Support the electrification of various means of transportation and improve energy efficiency in this sector to develop the economy and reduce greenhouse gas emissions