



BNQ 9700-021/2011

Sustainable Development – Guidelines for the  
Implementation of Principles for Management of  
Enterprises and Other Organizations



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Sustainable Development – Guidelines for the  
Implementation of Principles for Management of  
Enterprises and Other Organizations

*Développement durable – Guide d'application des  
principes dans la gestion des entreprises et des autres  
organisations*

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Except for the notes presented as **normative notes** that contain mandatory requirements and are stated only in the lower part of figures and tables, all other **notes** are **informative** and provide useful information pertaining to the understanding or intent of a requirement, or to add some clarification or details.

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## FOREWORD

This consensual document was adapted from the French reference document, "SD 21000" (see Annex H), with the agreement of the Association française de normalisation (AFNOR), which published the first edition in May 2003.

In the framework of the **61st session of the Commission permanente de coopération franco-québécoise (France-Québec permanent cooperation commission)** sponsored by the Ministère des Relations internationales du Québec (MRI) and the Service de coopération et d'action culturelle of the Consulat général de France, the Bureau de normalisation du Québec (BNQ) and AFNOR remarked the importance of increasing the Francophone presence in the ever-growing sphere of international standardization. To do that, AFNOR and the BNQ have undertaken to share expertise developed on specific subjects by the different Francophone standardization groups.

Today, the sharing of expertise has taken a tangible form with the tailoring of the reference document, "SD 21000" to the Québec context, based on the principles of the *Sustainable Development Act*. To undertake this venture, the BNQ formed a standards development committee that was asked to pronounce itself on the contents of the reference document. The outcome is designed to help organizations, seeking to redefine their business strategy, to position themselves as citizen organizations by taking into account the principles of the *Sustainable Development Act*.

The notion of the self-evaluation chart (see Annex D) and the strategic chart (see Annex E), which are used in this standard, stems from the results of a mandate given by NeuvAction<sup>1</sup> to the Desjardins Chair in Sustainable Development Management of the Faculty of Administration of the Université de Sherbrooke in 2008. That agency undertook research to complete a diagnostic tool, the RSE 360 approach (see Annex G), from which grew a complementary tool, the self-evaluation chart, mainly inspired by the reference document, "SD 21000", the guidelines of the Global Reporting Initiative (GRI), the United Nations' Global Compact and the *Sustainable Development Act*.

The BNQ would like to thank the Ministère des Relations internationales du Québec (MRI), the Consulat général de France, the Ministère du Développement durable, de l'Environnement et des Parcs (MDDEP), the Ministère du Développement économique, de l'Innovation et de l'Exportation (MDEIE), NeuvAction and the Université de Sherbrooke.

The BNQ is especially grateful to AFNOR and its sustainable development and social responsibility team for its welcome, availability, cooperation and generosity.

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1. NeuvAction is a non-profit organization that, with a unique expertise in best management practices for sustainable development, guides Québec companies, in particular by marketing its RSE 360 approach.



This document was approved by a Standards Development Committee, whose voting members were:

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\* At the time of publication of this guide, the aforementioned person no longer worked for this organization.





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The standard development committee would like to thank Jonathan Gagnon of HKDP\*, Kevin McMahon of Takt-etik\* and Marie Hanquez of the UQAM research Chair on social responsibility and sustainable development\* for their participation throughout this process.

The BNQ would like to mention the participation of some specialists and researchers who worked under the supervision of Jean Cadieux (head researcher of the Chaire Desjardins), Francine Craig and Haykel Najlaoui (Neuvaction):

- rational and original idea for the self-evaluation chart: Jean Cadieux\*\* (Université de Sherbrooke) and Dominique Wolff\*\* (Groupe ESCEM, France);
- associate professors from the Chaire Desjardins en gestion du développement durable de l'Université de Sherbrooke (issue number): Michel Dion (1.1 and 1.3), Andrée-Anne Chénier (1.2), Denyse Rémillard (1.5), Jean Desrochers (2.1, 2.2 and 2.3), Alain Boivin (2.4), Jie He (2.5), Jean-Maurice Trudel (3.1, 3.2, 3.3 and 3.4), Lise Desmarais (3.5), Michel Pérusse (3.5), Mario Roy (3.5) and Manon-Ghislaine Guillemette (issue not addressed); editing: Michel Lafleur and Jacques Préfontaine, holder of the Chaire Desjardins;
- special collaboration from UQTR: Brigitte Prud'homme (1.4);
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\* At the time of publication of this guide, the aforementioned person no longer worked for this organization.

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# SUSTAINABLE DEVELOPMENT — GUIDELINES FOR THE IMPLEMENTATION OF PRINCIPLES FOR MANAGEMENT OF ENTERPRISES AND OTHER ORGANIZATIONS

## INTRODUCTION

The idea of conserving resources, of sharing them and acting in such a way that future generations profit from the same, or even better, conditions, have marked certain development modes and activities. Since the advent of the industrial era, the use of resources has intensified and, with the globalization of trade, it is increasingly difficult to perceive the impacts associated with our activities. In reaction to that, and through necessity, sustainable development presents itself on a global scale as a common reference to act in the face of this situation at the onset of this 21st century.

As noted by Francesco di Castri (1920-2005) [see Annex H], Director of Research at the CNRS in Montpellier and Director-Founder of UNESCO's Man and the Biosphere Program:

*"The concept of sustainable development stems especially from the rejection of a certain development model, in which the degradation of the environment is too intense, the social and geopolitical injustices and inequalities too flagrant, the motivation and understanding of local populations [...] and of citizens [...] too neglected." (Translation)*

In the same vein, Kofi Annan stated:

*"Far from being a burden, sustainable development is an exceptional opportunity - economically, to build markets and create jobs; socially, to bring people in from the margins; and politically, to give every man and woman a voice, and a choice, in deciding their own future." (Kofi Annan, 2002.)*

Sustainable development is gaining in scope, both in content and through the diversity of actors who are now promoting it. Several major international meetings and their conclusions have helped sustainable development take root as a concept. It has since been implemented at several levels by different organizations in a number of countries.





Today, States and organizations can no longer think of the economy without taking into account environmental and social impacts. This change in paradigm must take root in a coherent fashion, in particular, through responsible modes of production and distribution of goods and services and through responsible consumer behaviour.

At the level of organizations, changes are already visible and new management models have begun to appear. Managers are now seeking to achieve the right balance among multi-dimensional issues.

Accordingly, freedom to do business must be conjugated with social responsibilities, intra- and inter-generational equity and an efficient use of resources, whether renewable or not. These elements must be transformed into concrete actions in a credible approach, which is the aim of this guide, resolutely focused on the implementation of a sustainable development process IN organizations BY organizations.

The implementation of sustainable development principles is generating new labour models and an increase in performance, and should enable organizations to better adapt to new expectations by society. New behaviours stemming from this approach are taking form in organizational management, in particular through management plans involving labour practices, business strategy, communications and the design of goods and services.

## **1**        **PURPOSE AND SCOPE**

The purpose of this guide is to encourage and facilitate the implementation of the principles of the *Sustainable Development Act* in all types of organizations.

This document is not intended for the purpose of conformity assessment or certification.

## **2**        **NORMATIVE REFERENCE**

For the purpose of this document, the following reference document (including any amendment, errata, corrigenda, etc.) contains necessary requirements and is referred to in appropriate places in the text:

QUÉBEC. *Sustainable Development Act*.

## **3**        **DEFINITIONS**

For the purpose of this document, the following definitions shall apply:

**certification**, n. Third-party attestation related to products, processes, systems or persons. (Reference: ISO/IEC 17000, Clause 5.5 [see Annex G].) French: *certification*.

NOTE — The certification of a management system is sometimes also designated under the name **registration**.