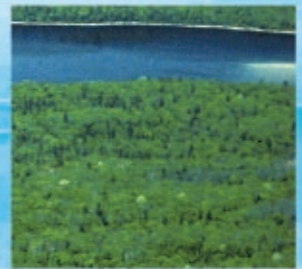




Outlook  
on Sustainability  
**2008**



**02** **President's Message**

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## Alcoa Canada Primary Metals

This sustainability report provides a **summary** of the achievements of Alcoa Canada Primary Metals in 2008 in Québec. Additional information can be found in the Sustainability section of the Alcoa Canada website at [www.alcoa.com/canada](http://www.alcoa.com/canada).

In Québec, Alcoa Canada Primary Metals operates the Baie-Comeau, Bécancour\* and Deschambault smelters, as well as the Bécancour Rod Plant. All four facilities are certified ISO 9001:2000 and ISO 14001:2004, and have an annual production capacity of over one million metric tons of ingots, castings, billets and aluminum rods. Alcoa Canada Primary Metals employs more than 3,200 people, and its activities generate economic spin-offs of over \$1.6 billion\*\* annually in Québec.

Our activities are grounded in the three pillars of sustainability as we continually seek to improve our environmental performance, play an active role in the development of our employees and the communities where they live and work, and create wealth in Québec, notably in regions.

	1) Baie-Comeau Smelter	2) Bécancour Smelter*	3) Deschambault Smelter	4) Bécancour Rod Plant
Start-up	1957	1986	1992	1992
Construction costs (billions \$)	1.65	1.65	1.00	\$49 million
Production	T-ingots Rolling ingots Billets Rod	T-ingots Rolling ingots Billets	T-ingots	Rod
Production capacity (metric tons/year)	382,000	418,000	260,000	90,000
Total spin-offs in Québec in wages, taxes and purchases (millions \$)	630	518	361	36
Including local spin-offs (millions \$)	277	225	111	16



## Alcoa at a Glance

	Alcoa	Alcoa Canada	Alcoa Canada in Québec	Alcoa Canada Primary Metals in Québec
Number of employees	87,000	4,351	3,520	3,242
Revenues (billions \$)**	28.7	3.2	3.0	2.9
Other statistics	Present in 35 countries	13 facilities and plants	8 facilities and plants	5 facilities and plants



Head Office  
Alcoa Canada Primary Metals, Montréal

\* The Bécancour Smelter Inc. (ABI) is 74.95% held by Alcoa and 25.05% by Rio Tinto Alcan.

\*\* All of the numbers in this document are expressed as at December 31, 2008. When required, U.S. dollar amounts were converted into Canadian dollars at the average exchange rate for the year 2008 (US\$1 = CA\$1.066).

## 2008, a Key Year for our Future

In March 2008, we announced the signature of an agreement with the Government of Québec for the modernization of the Baie-Comeau Smelter, the renewal of our energy supply contracts, the availability of blocks of energy for future expansion projects, and the continuation of discussions regarding the expansion of the Deschambault Smelter. With this agreement, our growth and wealth creation plan for Québec was sealed, and confirmed by supply contracts signed with Hydro-Québec in December 2008.

Between these two milestone events, the financial crisis took hold. The aluminum industry was heavily impacted, with the price of our metal losing more than 60% of its market value in less than six months. It was in this particularly difficult economic context that we headed into 2009 with a commitment to step up our efforts to reach the targets that we set in each of the three areas of sustainable growth.

### Environment

We signed three important agreements in 2008 that structure our environmental initiatives. One agreement with the Government of Québec relates to our environmental performance, while another renews our commitment to voluntarily reduce our GHG emissions for the 2008-2012 period after exceeding the targets of the last agreement. The third agreement, with Environment Canada, covers polycyclic aromatic hydrocarbons (PAH) emissions at the Baie-Comeau Smelter.

In 2008, we aimed to reduce the amount of waste landfilled by 50% compared to 2000. This was very nearly achieved, with a reduction of 49%, mainly attributable to the significant progress made at the Baie-Comeau and Bécancour smelters, where we are well on our way to achieving the even more ambitious goal set for 2009: a 60% reduction.

By achieving energy savings of 349 GWh, we surpassed our 2008 target of 65 GWh by more than five times. The Bécancour and Deschambault smelters delivered exceptional performances that paved the way for their initiation into the Hydro-Québec *Écolectrique* network. We continue in our efforts to direct the maximum amount of energy towards aluminum production. As for our use of industrial and potable water, the current economic context has forced us to postpone the implementation of a new action plan designed to help further reduce our consumption.

In the area of air emissions, the Baie-Comeau Smelter's prebake plant became a worldwide benchmark within Alcoa in 2008 for the lowest GHG emissions related to anodic effects. The performance of the smelter's Söderberg plant leaves to be desired, however, and we continue our efforts to improve the situation until this technology has been entirely replaced as part of the modernization.

### Social commitment

We are committed to contributing to the well-being of our employees and the communities where we live and work. Providing a healthy and safe working environment is a top priority for us, a fact that becomes apparent when you look at the significant decrease in recordable injuries during recent years. Although good results were achieved in 2008, we were unfortunately unable to maintain this trend. Our call to vigilance and the various measures we have implemented are aimed at duplicating – or even improving upon – the exceptional performance recorded in 2007.

We maintained, and actually slightly increased, the financial support provided by the Alcoa Foundation and Alcoa Canada to the communities where we operate to help local organizations respond to increased demand for their services. Alcoa employees get personally involved in the communities where they live and work, as demonstrated by their increased participation in our volunteer support programs.

The fact that we have achieved a measure of success despite the economic challenges we have faced since the fall of 2008 is attributable to our employees and to our partners.

### **Economic development**

Our activities resulted in economic spin-offs of more than \$1.6 billion in Québec in 2008. To this we can add the Baie-Comeau Smelter modernization project, which represents an investment of \$1.2 billion between now and 2015. This project is already underway. At the end of 2008, in response to the weak global demand for aluminum, we decided to dismantle one of the Söderberg pot rooms sooner than planned. This initiative helped us maintain employment levels by reassigning a number of workers to this task.

In conjunction with the modernization project, we announced the creation of a \$5 million Heritage Fund. Over the next few years, economic and social decision-makers in the Baie-Comeau region will be invited to participate in the program to respond to workforce requirements and try to halt – or even reverse – the exodus of the younger generation from the area.

In June 2008, we announced the creation of Alcoa Innovation to provide a framework for our efforts to promote the use and processing of aluminum in Québec. One of its first initiatives, the “Aluminum Innovates at Home” design competition, was a great success both in terms of the quantity and quality of the entries received.



### **Acknowledgements**

The fact that we have achieved a measure of success despite the economic challenges we have faced since the fall of 2008 is attributable to our employees, who spared no effort; to our suppliers who adapted to our reality; to the Government of Québec, which acted swiftly in taking efficient measures to help us maintain our operations; and to the municipalities in which we operate, particularly Baie-Comeau, which has remained a true partner.

In fact, they are all valued and respected partners. Their commitment enables us to fully realize our role in creating wealth and supporting the communities where we operate. We thank all of them.

**Jean-Pierre Gilardeau**  
President, Alcoa Canada

## Governance

### Alcoa

Alcoa has a worldwide reputation for the quality of its governance and for its commitment towards sustainability. It has been part of the Global 100 Most Sustainable Corporations in the World since the index was created in Davos in 2005, and has been included in the North-American Dow Jones Sustainability Indexes for the last seven years. The Ethisphere Institute ranked Alcoa among the most responsible corporations in the world again in 2008, and the company was rated number one in the Basic Resources category by Covalence Ethical Ranking, which also placed Alcoa among the top 10 organizations all categories combined.

### Alcoa Canada Primary Metals

In 2008, we completed the implementation of ESS across all of our facilities. This environmental compliance management software provides a register of all applicable regulatory obligations, as well as a tracking system to ensure compliance.

Our plants, all of which are certified ISO 9001:2000 and ISO 14001:2004, frequently produce outstanding results during external and internal audits. In fact, the Baie-Comeau Smelter was recognized for its financial management following a 2008 internal Alcoa audit.

During the year, we also continued the implementation of several of the **initiatives** that were launched following discussions with our Sustainability Advisory Committee on the issues of community support, wealth creation and local procurement, succession management, the environment and communication.



2008 Objectives	Results	Comments
Successful Sarbanes-Oxley audits at the Baie-Comeau, Bécancour, and Deschambault smelters.		
Implementation of the ESS environmental compliance management software.		
Sustainability training for management.		Completed for the management teams of all three smelters, Montréal office team to follow.

### 2009 Objectives

- Successful Sarbanes-Oxley audits at the Baie-Comeau, Bécancour, and Deschambault smelters.
- Successful completion of unannounced Alcoa internal audits.

## Environment

The Alcoa Canada Primary Metals Environment team in Québec is made up of several professionals and technicians. Each smelter has its own Environment team, while a regional team works on common issues. A variety of committees enable the sharing of best practices, which has resulted in the 2008 achievements described below. In addition, we signed three important agreements with government in 2008: an agreement with Environment Canada to reduce polycyclic aromatic hydrocarbons (PAH) at the Baie-Comeau Smelter, and two agreements with the Québec government, one to voluntarily reduce greenhouse gas (GHG) emissions and the other regarding environmental performance. These agreements will orient our activities over the coming years.

### Material use and recycling

We pursued our efforts to reduce landfilled waste in 2008. With a 49% reduction compared to the base year of 2000, we came close to achieving our target of 50% thanks primarily to the considerable progress made at the Baie-Comeau Smelter.

Our 2008 efforts to reduce, recover, recycle and reuse enabled us to keep close to 4,500 metric tons of waste from going to landfill compared to the year 2000.

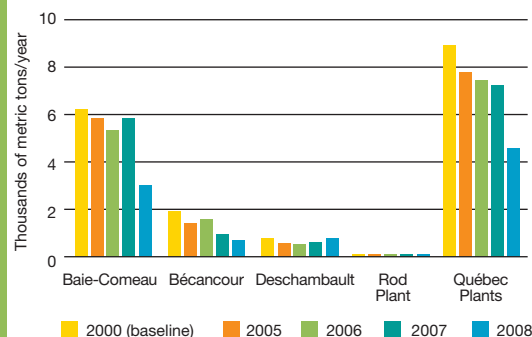
Recycling of dross remains an issue for our facilities because some of our suppliers had to cease operations in 2008.

As part of the "Défi, on recycle" (Recycling Challenge), the Bécancour Smelter (ABI) has been working with other economic stakeholders in the region since 2007 so that a new **waste management coaching program** could be offered to small and medium-sized enterprises (SME) from the Bécancour and Nicolet-Yamaska county regional municipalities.

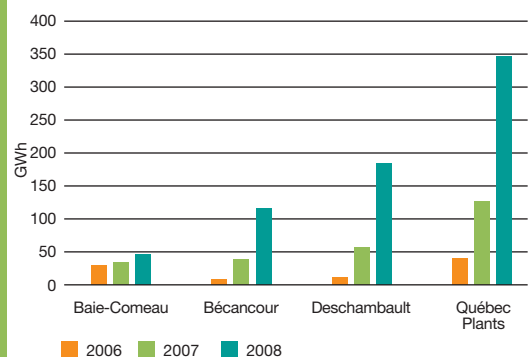
### Energy

Our Québec smelters made significant progress in energy efficiency over the last few years, especially in 2008, when we surpassed our targeted savings by five times, with a total of 349 GWh saved. In fact, our Deschambault and Bécancour smelters were both admitted to the Hydro-Québec *Écoélectrique* network in 2008, a network that gathers energy efficiency leaders among Québec corporations.

#### Landfilled waste excluding spent potliners and casthouse dross



#### Energy efficiency savings



## Water

All wastewater quality parameters measured remained stable, except for suspended solids at the Bécancour Smelter, which increased. Nevertheless, the levels recorded remain well below the limits established by the province of Québec.

Water consumption at our Québec plants remained relatively stable. Due to the current economic situation, Alcoa has had to review its water consumption reduction action plan.

## Biodiversity

The Alcoa-wide 10 Million Trees program is very active in Québec, where more than 54,500 trees and shrubs have been distributed since 2001. We have also maintained our partnerships with the Centre de la biodiversité de Bécancour and the new Manicouagan-Uapishka World Biosphere Reserve, within which the Baie-Comeau plant is located. As part of the Alcoa-Earthwatch Institute sponsorship agreement, another of our Québec employees had the opportunity to participate in an Earthwatch expedition in 2008.

## Air emissions

Absolute GHG emissions for Alcoa Canada Primary Metals remained stable in 2008, while the intensity of emissions per metric ton of aluminum increased due to operating difficulties at the Söderberg pot rooms at the Baie-Comeau Smelter. This increase was, however, offset by the shutdown of one of the Söderberg pot rooms last November. The Baie-Comeau Smelter's prebake plant became a worldwide benchmark in 2008 within Alcoa for its low perfluorocarbon (PFC) emissions related to anodic effects (0.03 t CO<sub>2</sub>eq/t Al).

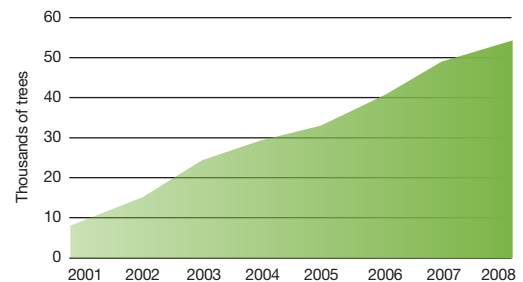
An external auditor confirmed that PAHs emissions at the Baie-Comeau Smelter met the requirements of the agreement with Environment Canada.

### Water quality at Québec plants

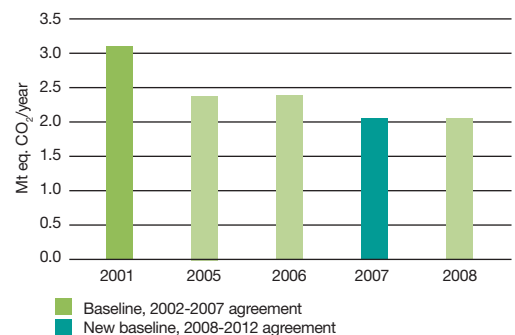
	Fluorides	Aluminum	Suspended Solids	Oils and Grease
Baie-Comeau				
Bécancour				
Deschambault				
Rod Plant	–			

- All results below established limits, average value comparable to previous years
- All results below establish limits, average value superior to previous years
- At least one result exceeds established limits

### 10 Million Trees program



### Greenhouse gas emissions



2008 Objectives	Results	Comments
Zero non-compliances with environmental laws and regulations.	9	
35% reduction in the intensity of perfluorocarbon emissions (PFCs) compared to 2006.	33%	
Signature of a voluntary agreement with the Government of Québec to reduce greenhouse gas emissions (GHG) for the 2008-2012 period.		
Signature of an environmental performance agreement with the Ministère du Développement durable, de l'Environnement et des Parcs for the 2008-2015 period.		
Signature of a voluntary agreement with Environment Canada to reduce polycyclic aromatic hydrocarbons (PAHs) emissions at Baie-Comeau.		
50% reduction of waste landfilled in 2008 compared to 2000.	49%	
Development of a water consumption reduction plan.		The plan has been developed but, in light of the economic crisis, the implementation schedule is being revised.
Completion of energy efficiency projects to achieve total savings of approximately 65 GWh.	349 GWh	
Evaluation of the potential of improving the energy efficiency of casthouse furnaces.		
Evaluation of the potential of using biogas.		Evaluation completed, results inconclusive.

### 2009 Objectives

- Zero non-compliances with environmental laws and regulations.
- Completion of an environmental impact study for the modernization of the Baie-Comeau Smelter.
- Meet the requirements of the **Environmental Performance Agreement** with the Ministère du Développement durable, de l'Environnement et des Parcs.
- Meet the requirements of the **voluntary agreement with Environment Canada** to reduce polycyclic aromatic hydrocarbons (PAH) emissions at Baie-Comeau.
- Achieve perfluorocarbon (PFC) emissions of 0.43 t CO<sub>2</sub> eq/t Al.
- Complete energy efficiency projects totaling 115 GWh over the 2009-2010 period.
- Reduce waste landfilled by 60% compared to 2000.

## Health and Safety

### Health: 20% reduction in exposure to noise and chemicals

To reduce noise exposure, we are initially focusing on isolating employees and modifying or confining equipment that exceeds noise level regulations. Additional measures for equipment that is difficult to access or with technical constraints, are currently under review. Chemical exposure was the subject of numerous initiatives in 2008 at the Baie-Comeau and Bécancour smelters aimed at better capturing dust emissions at the source that may contain beryllium. Thanks to these efforts, we succeeded in decreasing exposure to noise and chemicals by an average of 20% over the 2006-2008 period.

### Safety: measures put in place to achieve zero injuries in 2011

Alcoa Canada Primary Metals allocated nearly \$8 million to capital investments in 2008 in support of several initiatives led by its health and safety committees. Our facilities recorded few recordable accidents once again in 2008, except for the Baie-Comeau Smelter, where the number of incidents surpassed the previous year. These results caused the rate of recordable accidents to rise from 0.5 to 0.71 per 200,000 hours worked for Alcoa Canada Primary Metals plants in Québec. Because of the low number recorded in previous years, this represented an increase of 42%. Employee safety remains a top priority, and we are sparing no effort in returning to our 2007 level of performance.

A traffic accident involving two of our employees at the Deschambault Smelter was our first lost-time accident in three years. Our focus remains firm on achieving zero injuries by 2011, and we encourage behaviours that create a safe working environment for all of our people.



2008 Objectives	Results	Comments
20% reduction in the frequency of reportable injuries compared to 2007.	+42%	
20% reduction in total injuries (including first aid).	+12%	The number of accidents increased at the Baie-Comeau Smelter mainly due to inattention and behaviors. Measures (observation programs and structured plant tours) have been implemented that should ensure a return to historic levels in 2009.
Implement observation programs, with the participation of union representatives.		Achieved at the Baie-Comeau Smelter and under development at Bécancour.
Increase the level of health and safety intervention by coaches and supervisors.		This helped minimize risks and provided a better safety framework in the plants.

### 2009 Objectives

- Reduce the number of reportable injuries by 28% compared to 2008.
- Implement a regional organizational plan to harmonize practices: focus on communication between plants, training efficiency, and the standardization of observation programs and plant tours.

## Our People

### Succession planning

Although it might seem like less of a priority given the current economic crisis, succession management is an important issue for Alcoa Canada Primary Metals. Specific measures have been taken to prepare a succession in the Baie-Comeau region, where the situation is most critical due to the need for a workforce to support the modernization project. These measures will be implemented over the next few years.

Our involvement is three-fold: internal succession planning, development of a succession among local contractors, and the Heritage Fund, which aims to provide the region with tools to attract and retain employees. The training pool for contractors is the first element being put into place. And, the results of the demographic study conducted to assess the plant's needs for the 2009-2015 period have been shared with regional stakeholders to facilitate planning.

Programs adapted to the needs of the Deschambault and Bécancour smelters are currently being developed. In addition, the renewal of the energy supply contracts for our three Québec smelters included a commitment to maintain a minimum number of jobs at each of these facilities.

### Employee engagement that does us proud

The engagement of our employees towards their work and our company is stronger than ever. In 2008, for the second consecutive year, the four Alcoa Canada Primary Metals plants were ranked at the top of the list of all Alcoa facilities worldwide and well above the benchmark for the industrial sector.



2008 Objectives	Results	Comments
Complete an audit of two of our plants under the "Healthy Business" standard and identify the improvements needed to remain an employer of choice.		The project was launched but delayed due to the economic context.
Complete development of the succession management strategy at the regional and provincial levels.		Completed at the Baie-Comeau Smelter only.

### 2009 Objectives

- Discuss employee engagement in times of crisis with the Sustainability Advisory Committee.
- Implement new performance management and personal development plan models for all salaried employees.
- Increase productivity to make the region more competitive, while maintaining a maximum number of jobs.

## Community

A commitment towards the communities where we live and work is a main priority for Alcoa Canada Primary Metals, as stated in the community support policy we developed in 2007 in collaboration with our Sustainability Advisory Committee.

### A team effort

Every year, our plants and head office join with the worldwide Alcoa Foundation to contribute to the development of our partner communities. Together, we invested more than \$3 million in 2008 in dozens of initiatives that support education, culture, health and sustainability in communities from Baie-Comeau to Montréal.

As part of the 400<sup>th</sup> anniversary of the founding of Quebec City, our long-term partnership with the Québec Museum of Civilization resulted in our sponsorship of the *Urbanopolis* exhibition as well as *Le potager des visionnaires* by artist Franco Dragone. Both events highlighted the genius of Quebecers while providing an excellent showcase for our commitment.

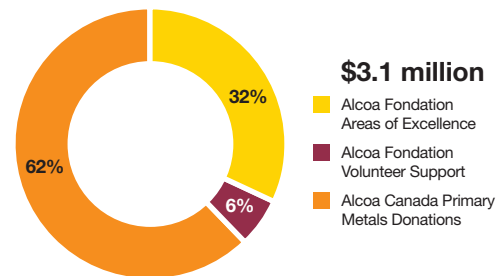
### The Alcoa Foundation

The Alcoa Foundation alone awarded nearly \$1 million in 2008 to organizations in our communities that are active in its chosen sectors of excellence.

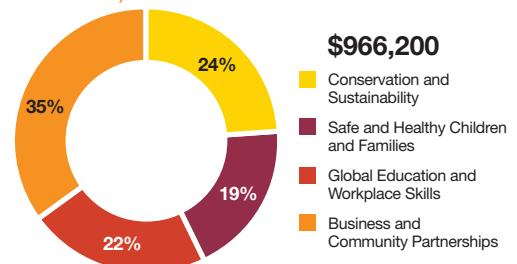
Among the actions undertaken in 2008 by the Alcoa Foundation was a donation to the Earth Day organization to create the first green wall in the Ville-Marie neighbourhood of Montréal. This green oasis in the heart of a densely populated area will offer a welcome haven for city dwellers.

The Alcoa Foundation has also been affected by the difficult economic conditions impacting the aluminum sector worldwide. This has resulted in a decrease in its endowment base and, by extension, its capacity to award grants. Regardless, it will continue its support of organizations in the area, which need assistance now more than ever.

### Total grants from Alcoa Foundation and Alcoa Canada Primary Metals (ACPM) for 2008 in their local communities



### Total of Alcoa Foundation grants in 2008 for Alcoa Canada Primary Metals facilities by Area of Excellence (excluding ACTION and Bravo! Programs, and minor and ACPM donations)



## ACTION

In addition to the grants awarded jointly with Alcoa's various facilities and the donations within its sectors of excellence, the Alcoa Foundation also contributes to communities through its two employee volunteer programs, ACTION and Bravo!

ACTION programs are initiatives in which groups of Alcoa employees choose to lend a helping hand to their favorite non-profit or non-governmental organization by donating their time. In support of these efforts, Alcoa gives the organization an amount equivalent to US\$1,500 or US\$3,000, depending on the number of employees who participated in the project. In 2008, within Alcoa Canada Primary Metals alone, 267 employees carried out 25 ACTION projects for a total of 2,360 hours of volunteering and a contribution of close to \$75,000 from Alcoa.

## Alcoa Worldwide Month of Service

Several ACTION projects take place in September and October, during the Alcoa Worldwide Month of Service. In 2008, close to 200 employees from our various locations joined forces to build or refurbish community facilities over the weekend of September 19-21. Together with their families and friends, they donated 814 hours of volunteer time.

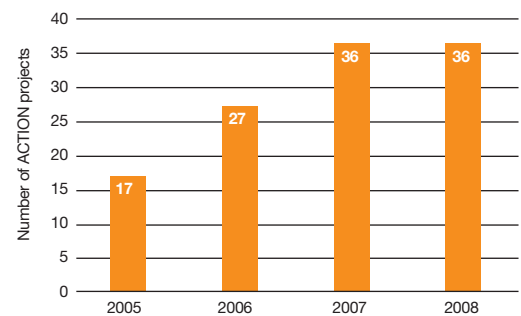
## Bravo!

The Bravo! program recognizes the contribution of any employee who devotes at least 50 hours of volunteer time a year to a non-profit or non-governmental organization. This organization receives the equivalent of US\$250 for each participating employee.

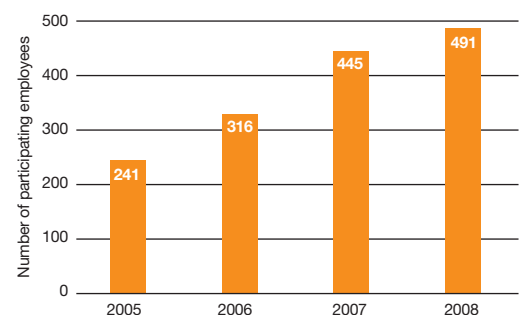
The areas of activity are as diverse as the interests of our employees, and any organization is eligible as long as it complies with the program's criteria. This vast array of causes has helped rapidly attract more and more participants – in fact the number has doubled in the last four years.

In Canada, 491 employees took part in the Bravo! program, 477 of whom are from Alcoa Canada Primary Metals, and gave 46,000 hours of their time. Alcoa awarded close to \$120,000 in Québec to the organizations favoured by participating employees.

### ACTION Program in Canada



### Bravo! Program in Canada



2008 Objectives	Results	Comments
Participation of 12% of Alcoa Canada Primary Metals employees in the Bravo! program.		Achieved a 14.5% level of participation.
Increase in the number of employees participating in regional ACTION programs during the Worldwide Month of Service.		In 2008, nearly 200 employees participated in the Worldwide Month of Service in one of the regions where Alcoa has a smelter, compared to 111 in 2007.
Establish long-term partnerships by investing in programs that have concrete goals and a significant impact in the regions where Alcoa is present.		Nine long-term partnerships were established with organizations in the communities where we are present.
Establish goals in each plant for their community support policy.		Goals were established at the Baie-Comeau and Bécancour smelters. In 2009, the Deschambault Smelter will follow suit.
Create and premier a play about sustainable development to be performed in the regions.		With support from the Alcoa Foundation, the play, <i>Acteurs de changement</i> ("Agents of Change"), was launched in April 2008 to be presented by the Regroupement des Conseils régionaux de l'environnement in Québec regions. This play-forum serves as a preface to a debate and training workshop on sustainability aimed at decision-makers.

### 2009 Objectives

- Complete 26 ACTION projects in Baie-Comeau, Bécancour, Deschambault and Montréal.
- Achieve 15% employee participation in the Bravo! program within Alcoa Canada Primary Metals.
- Increase the number of managers participating in the Worldwide Month of Service.
- Promote the Pensons climat ("Let's Think Climate") conference in each of our communities.

## Economic Development

### Alcoa seeks to create wealth in Québec... for years to come!

In March 2008, the Government of Québec and Alcoa signed an agreement that will shape our development for at least the next 40 years. The agreement involves a \$1.2-billion modernization of the Baie-Comeau Smelter by 2015; the renewal with Hydro-Québec of the basic supply contracts for our three Québec smelters, signed last December; the availability of additional blocks of electricity to enable our expansion projects; and the continuation of discussions surrounding the expansion of the Deschambault Smelter.

The modernization of the Baie-Comeau Smelter has already commenced with the creation of the project team and the current dismantling of one of the Söderberg pot rooms, a process we were able to begin ahead of schedule due to the reduction in aluminum production resulting from the unfavourable economic conditions.

Talks will continue throughout 2009 with the Québec government regarding the Deschambault Smelter expansion, which would double its production capacity.

### Global crash in the price of aluminum

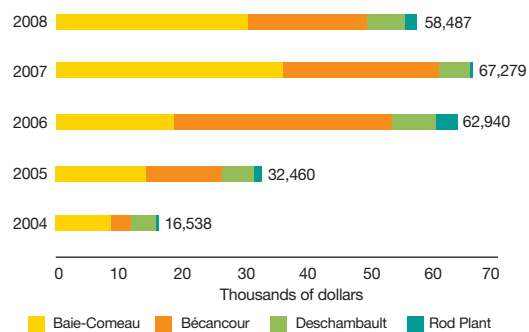
In the second half of 2008, the price of aluminum crumbled, forcing Alcoa to take vigorous and difficult measures around the world. Alcoa Canada Primary Metals was impacted in 2008 primarily by a decrease in production. Despite this, it was able to maintain its role as a driver of the Québec economy, especially in the regions where its facilities are located.

### Innovation at the heart of wealth creation

In partnership with the Centre de recherche industrielle du Québec (CRIQ) and the Centre québécois de recherche et développement de l'aluminium (CQRDA), we launched Alcoa Innovation in June 2008. The mission of this wealth creation initiative is to provide technological support to small to medium-sized enterprises (SME) to promote aluminum processing in Québec.



### Capital Projects – 2004-2008



Hydro-Québec and Alcoa Canada representatives at the signing of the electricity supply agreement

In addition to its activities with numerous SMEs, Alcoa Innovation launched the “Aluminum Innovates at Home” design competition in partnership with the Ministère du Développement économique, de l’Innovation et de l’Exportation and the Association of Industrial Designers of Québec. We received 37 submissions – a remarkable level of participation according to organizers. The winners, Charles Godbout of Topo Design in collaboration with Luc Plante, will benefit from the support of Alcoa Innovation in bringing their concept of the “Sesame” ready-to-assemble aluminum door to the pre-marketing phase.

### Encouraging sustainability

Alcoa would like its suppliers to share its passion for sustainability. Following recommendations from the Sustainability Advisory Committee, we established a pilot sustainability grading scheme to guide us in our choice of suppliers. This system will be tested during 2009. We also plan to develop measures that can help suppliers improve their performance in this area.

2008 Objectives	Results	Comments
Provide technical support to small and medium-sized enterprises in developing expertise and innovations in aluminum products.		Launch of Alcoa Innovation in June 2008.
Establish a sustainability grading scheme for suppliers, and define an approach to help them progress in this area.		A pilot sustainability grading scheme has been developed. Work will continue in 2009.
Launch a competition for the development of eco-designed aluminum products.		A contest was launched in 2008. The winner was declared in 2009.
Sign an agreement with the Government of Québec for the expansion of the Deschambault Smelter.		Negotiations will continue in 2009.

### 2009 Objectives

- Optimize our cost structure to build a stronger position for our facilities during a global economic slowdown.
- Sign an agreement and the related contracts with the Government of Québec for the expansion of the Deschambault Smelter.
- Establish a sustainability grading scheme for suppliers, and define an approach to help them progress in this area.

To reduce our environmental footprint, *Outlook on Sustainability 2008* is only available on-line.

*La version française de Regard sur le développement durable 2008 est disponible au: [www.alcoa.com/canada/fr/home.asp](http://www.alcoa.com/canada/fr/home.asp)*

When required, amounts in U.S. dollars have been converted into Canadian dollars at the average exchange rate for the year 2008 (US\$1 = CA\$1.066).

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