



2011
Employment Equity
Narrative Report

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I. General Overview

“We have defined diversity as the acknowledgement and appreciation that each individual has unique perspectives and life experiences. By embracing and respecting these visible and invisible differences, we create an environment where each employee feels empowered to achieve his or her best.”

Duncan Hawthorne, President & CEO

Bruce Power is North America’s largest nuclear facility. Our 2,300-acre site is located on the eastern shore of Lake Huron between the towns of Port Elgin and Kincardine, Ontario and houses the Bruce A and B generating stations, each holding four CANDU reactors. Six of those units are currently operational and produce more than 4,700 megawatts, which is enough energy to power every fifth hospital, home and school in Ontario. We are also in the process of restarting the remaining two units at Bruce A, which will provide another 1,500 megawatts of emission-free electricity. Bruce Power employs over 4,000 regular workers in addition to hundreds of temporary workers during peak Outage periods.

As an organization we have and will continue to embrace and respect diversity. We are constantly striving to create an environment where all employees feel empowered to do their best. In 2011, significant attention was placed on the Employment Equity program to take it to the next level and give it a more focused approach throughout the organization. We worked to remove barriers and focused our diversity efforts on recruitment, training, communications and accessibility. Our goal is to go beyond meeting the basic legislative requirements and to become an employer of choice, thereby experiencing the full benefits of a diverse and inclusive workforce.

In 2011, 31 per cent of all full time employees hired were from one of the four designated groups. Although we continue to see significant progress in our Employment Equity program, we are still discovering opportunities where we can improve and build the overall portfolio.

II. Quantitative Information

Workforce diversity data is collected through the electronic Bruce Power Employee Self Service (ESS) portal on our intranet and through paper surveys that are provided to employees as requested. Employees are able to confidentially self-identify as Aboriginal Peoples, members of visible minorities or persons with disabilities. We already have gender information in our system as a result of paperwork completed upon hire so this information is not asked for in the Workforce Survey.

In past years the response rate to our workforce survey has been approximately 63 per cent. In 2011, a significant focus was placed on improving our workforce survey response rate and an overall rate of 82 per cent was achieved by the end of the year. This increase of 30 per cent was achieved by the Equity and Diversity (E&D) Committee integrating employment equity education into our new hire Corporate Orientation sessions and in departmental meetings throughout the organization. The Bruce Power Executive Team supported this initiative and assisted in promoting the survey and its importance to their employees. Although we are pleased with our current response rate of 82 per cent, we will continue to work towards increasing this percentage in 2012.

Table 1 illustrates the year-over-year record of representation of the four designated groups in the Bruce Power workforce. The total workforce size is based on the peak workforce population each year and includes both regular and temporary workers. The relevant external labour pool percentage is provided by Human Resources Skills Development Canada (HRSDC). The results column is a calculated ratio of representation in Bruce Power's workforce to availability in the labour market.

Table two presents another view of the progression of the designated group representation at Bruce Power and illustrates the year-over-year statistics for the four designated groups. When compared to the target representation, it is clear that the increase in representation of women and persons with disabilities is minimal, however we did experience an increase in representation of visible minority employees and we are now above target with representation of Aboriginal Peoples. This increase in representation can be attributed to targeted recruiting strategies, diversity awareness initiatives and increased participation in our workforce survey. We continue to focus on employment equity and diversity in our recruiting, promotion and retention practices and we will continue to see improvements in representation within our workforce over time.

Table 1

Year-Over-Year Record of Representation of Four Designated Groups

	Total Number at Bruce Power	Internal Representation	Relevant External Labour Pool	Results*	
2011 Workforce Size: 5730 (Including temporary & permanent)	WOMEN	1010	18.2%	20%	91%
	ABORIGINAL PEOPLES	103	1.8%	1.7%	105.9%
	PERSONS WITH DISABILITIES	155	2.7%	4.9%	55.1%
	VISIBLE MINORITIES	325	5.7%	14.5%	39.3%
2010 Workforce Size: 5422 (Including temporary & permanent)	WOMEN	975	18.0%	19.7%	91.3%
	ABORIGINAL PEOPLES	81	1.5%	1.8%	83%
	PERSONS WITH DISABILITIES	110	2.0%	4.9%	42.9%
	VISIBLE MINORITIES	173	3.2%	13.5%	23.6%
2009 Workforce Size: 4954 (Including temporary & permanent)	WOMEN	882	17.8%	19.7%	90.4%
	ABORIGINAL PEOPLES	71	1.4%	1.8%	79.6%
	PERSONS WITH DISABILITIES	105	2.1%	4.9%	42.9%
	VISIBLE MINORITIES	152	3.1%	13.3%	23.3%
2008 Workforce Size: 4487 (Including temporary & permanent)	WOMEN	798	17.8%	20.2%	88.1%
	ABORIGINAL PEOPLES	54	1.1%	1.8%	61.1%
	PERSONS WITH DISABILITIES	88	2%	4.9%	40.8%
	VISIBLE MINORITIES	119	2.6%	13.8%	18.8%

Table 2

Designated Group Representation at Bruce Power Compared to Target



In 2011, our permanent workforce increased to 4071 employees from 3,960 in 2010. We hired 309 full-time permanent employees and 20 part-time permanent employees. Women accounted for 25 per cent of our new hires in 2011, a slight increase from 23 per cent in 2010. In 2011 Bruce Power set individual goals to increase the hiring of the four designated groups while targeting four separate job postings, Nuclear Operator in Training, Shift Control Tech, Radiation Protection Tech and Engineering. Within these four job categories, 80 full time and 28 temporary vacancies were targeted. 31 per cent of the new hires were from one of the four designated groups and 21 self identified as members of a visible minority. This well exceeded the hiring target of 19 per cent of new employees from one of the four designated groups.

In 2011 our overall promotion rate was 7.8 per cent. Of the 318 total promotions 19.5 per cent were women, 1.5 per cent Aboriginal Peoples, 1.5 per cent people with disabilities and 4 per cent members of visible minorities.

Women

The number of women employed by Bruce Power continues to remain below the relevant external labour pool of 20.0 per cent only slightly increasing to 18.2 per cent in 2011 from 18.1 per cent in 2010. Bruce Power recognizes the importance of focusing on the development of women and supports networking opportunities and other development programs for women. Combined with the existing measures and programs, such as sponsorship of Women in Nuclear (WiN) events, a more concerted effort will be made to continue increasing the overall representation of women throughout all levels of the organization.

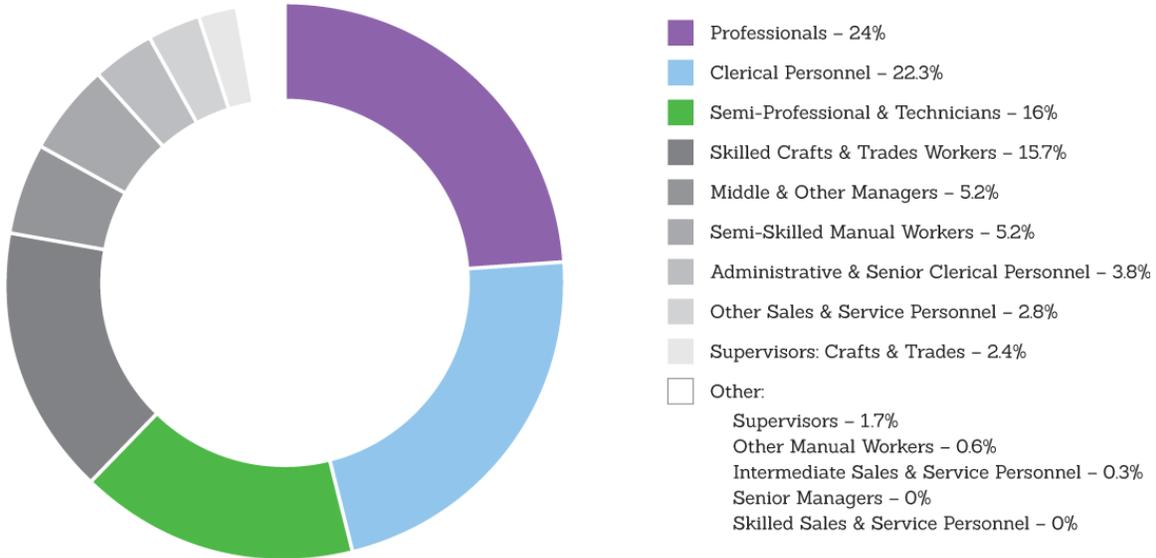
In 2011 there was an initiative aimed at identifying female candidates in middle management roles for participation in the Executive Coaching program at Bruce Power. This program provides specific leadership development support for managers who have a willingness to advance beyond their current roles. Participants of the 2011 program will be continuing with Executive Coaching support into 2012.

Of the 828 women currently employed in permanent positions at Bruce Power, 22 per cent are in clerical occupations and 26 per cent are in Professional Occupations. Other common positions held by women are those in the Semi-Professionals and Technicians Occupational Group (13 per cent) and Skilled Crafts and Trades Workers (14 per cent).

Among the 77 newly hired women in 2011, 31 per cent were in professional positions and 24 per cent were hired into clerical positions.

Table 4

Representation of Women in Occupational Groups – 2011



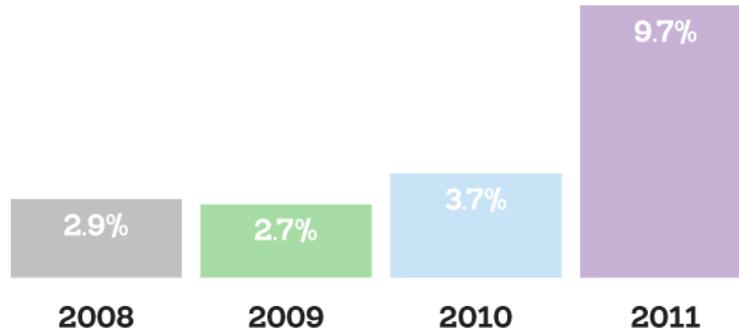
Members of Visible Minorities

In 2011 members of visible minorities represented 5.7 per cent of the workforce at Bruce Power, an increase from 2010 where employees represented 3.2 per cent of our workforce . Throughout 2011, Bruce Power hired 30 new employees who self-identified as members of a visible minority. This resulted in a significant increase from 2010. (See table five for four year statistics) This increase can be attributed to the targeted hiring goals for the four designated groups, diversity awareness amongst recruiting staff, outreach recruitment, our partnership with Equitek, and an increase in our response rate for the workforce survey.

Our representation of visible minority employees continues to be well below the external labour market representation target of 14.5 per cent. Even though this increase is an improvement from previous years, we will continue to focus our recruitment efforts in this particular area.

Table 5

Visible Minority New Hire 2008-2011



Aboriginal Peoples

In 2011, 1.8 per cent of our workforce self-identified as Aboriginal Persons, a slight increase from 2010, which was 1.5 per cent. This employee representation falls in line with relevant external labour pools. However, increasing local Aboriginal employment is a key initiative for the organization and will continue to be seen as a high priority for Bruce Power in the future.

In 2011 the position of First Nations and Métis Relations Leader was filled and the priority throughout the year was to develop a comprehensive and inclusive plan, which contains clear objectives and holds managers within the company accountable. The leader acts as the company liaison with the Aboriginal communities and continues to build and strengthen our relationships. There are currently protocol agreements in place with both local First Nations communities and the local Historic Saugeen Métis community that include reference to training, education and employment of their Aboriginal Peoples.

Persons with Disabilities

In 2011 Bruce Power had 2.7 per cent of our workforce self-identify as persons with disabilities, this is a slight increase from 2010, which was 2.0 per cent. This increase can be attributed to four new hires and 41 employees updating their workforce survey information. We continue to be challenged by the fact that employees do not feel comfortable self-identifying their disabilities through our survey process. Currently there appears to be a misperception that this information might restrict workers from future career advancement opportunities. In 2012 we look to changing workforce perception through education on the importance of accurate self-identification information.

In 2011 approximately 478 people received workplace restrictions because of some form of disability, both temporary and permanent. This means that 11.7 per cent of our

full-time workforce population had some form of restriction guideline due to disability. Of that 478, an average per month of 265 workers (4.6 percent) required an accommodation, or modification to their regular jobs, based on medical restrictions. The ratio to permanent and temporary accommodations changes month by month as we continue to work with employees and their healthcare providers to ensure we provide appropriate work based on their current abilities. We focus on rehabilitation and return to full capability wherever possible; while ensuring employees are working safely within their restrictions.

III. Qualitative Measures

A. Communications

Site wide communications and promotion

In 2011, the Diversity Lead and the E&D Committee worked closely with our Employee Communications department in the development of a communications plan to actively promote and educate employees on Bruce Power's Equity and Diversity program. The communications efforts that took place throughout the year included articles and advertisements promoting diversity and the importance of the workforce survey in the weekly internal magazine, a segment in the September Monthly Video and advertisements on the internal Bruce Power TV network and intranet. Employees were also encouraged to view the information on the Equity and Diversity webpage that is updated on a regular basis. The site includes a statement by the CEO about the importance of embracing differences as well as information on multicultural dates, the E&D Committee and the workforce survey..

Survey

We measured the engagement level of our workforce through a pulse Employee Engagement Survey conducted in 2011 that surveyed 480 employees. The survey covered many areas including equity and inclusiveness. The results from the survey were positive and no significant changes in results were seen compared to those received in the 2010 survey. Over 86 per cent of the employees surveyed believe that Bruce Power provides a working environment that is accepting of ethnic, racial and gender differences as well as Aboriginal Peoples, and is accepting of people with disabilities. These results will continue to act as a baseline against which we can compare future survey results, conduct trend analyses and develop plans for addressing shortfalls.

White Ribbon Campaign

The annual White Ribbon Campaign took place in early December. This is an event sponsored by Bruce Power that has volunteers handing out white ribbons for employees to wear symbolizing a commitment to end violence against women. In conjunction with

this event the E&D Committee distributed information packages to all employees regarding the Neighbours, Friends and Families (NFF) campaign, a public education campaign funded by the Ontario Government designed to raise awareness of the potential warning signs of domestic violence. This event reinforced the company's position related to workplace violence and harassment and our commitment to creating a workplace that is safe.

External Communications

The Bruce Power external website includes information regarding our commitment to diversity and inclusion and how we recognize, support and value employment equity and diversity throughout our organization.

B. Recruitment

Internal Job Postings

In 2011, we continued to communicate our internal job postings to all employees through our Global email system. This allows employees the opportunity to browse available opportunities quickly through a summary list rather than having to log into the e-Recruit system which allows for a more in-depth job search. We encourage employees to explore opportunities to broaden their experience and contribute to other departments within the company.

External Job Postings

In 2011, Bruce Power re-developed its recruitment strategies and created a new in-house recruitment team. This team is comprised of individuals with diverse backgrounds, experience in recruiting and interviewing for diversity, as well as knowledge about special measures, accommodations and cultural differences in the workforce. The focus now is on gap reduction and on setting and meeting targets for diverse hiring within our workforce. These are not quotas but are goals, flexible and rational targets, which like all business goals, we can use to plan and evaluate our programs.

In April 2011 our e-Recruit application system was enhanced to include voluntary self-identification for the four designated groups. This information allows recruiters to track and measure whether we are receiving a diverse group of applicants for all job postings. It also allows us to better measure the effectiveness of our outreach recruiting efforts in helping us reach the results we want to achieve.

We continued to use our traditional method of posting jobs on the Bruce Power website as well as continuing our partnerships with Workopolis and Equitek online recruiting agencies that advertise our jobs, our company and our geographical area. These partnerships also allow Bruce Power to reach the untapped talent pool of applicants from designated groups that are not typically reachable through our traditional

recruitment methods. Equitek helps to maximize our recruiting reach by broadcasting our jobs daily to over 800 outreach partners across Canada; accessing a hidden multi-cultural talent pool which is representative of Canada's diversity. In 2011, 18,390 requests were made on our Bruce Power Equitek client page.

In 2011 a separate external website (www.brucepowercareers.ca) was developed specifically to showcase Bruce Power careers. It allows visitors to get a realistic preview of career options at Bruce Power. The site also highlights the organizations' dedication and support of diversity in the workforce.

The Diversity Lead continues to work very closely with the Recruiting Team to help identify targeted hiring goals and help bridge the gaps across all four designated groups.

Fair and Equitable hiring practices

Formal audit reviews were completed throughout the year to ensure consistent interview formats are in place and that all interview questions are developed in advance along with appropriate responses agreed to by the panel of interviewers.

Training Opportunities

Members of the Recruiting Team also participated in a full day workshop titled 'Are you Ready.' During this session participants learned about cultural biases that may exist when sourcing candidates, conducting resume and telephone screening and interviewing. The workshop also provided information on how employers can reduce or eliminate employment barriers to effectively recruit and select skilled immigrants.

In addition, throughout the year the Recruiting Team participated in webinar training opportunities which included topics of 'Working in Multicultural Teams: How to Leverage Diversity and Building Intercultural Competence.'

Development Student Program

The Development Student program provides training and experience to students directly related to their academic program or skills training at the post-secondary level. The placements are typically four or eight months in duration and can include both formal and non-formal co-operative positions. The disciplines covered by this program could be in any of the following areas: Information Technology, Engineering, Operations, Finance, Business Improvement, Corporate Communications, Marketing and Human Resources.

Intern Program

The Intern Program provides students with a twelve or sixteen month placement that increases the intern's understanding of current business issues at the corporate and departmental level while providing insight into the work involved in specific functional areas of the business. The disciplines covered by this program could be in any of the

following areas: Information Technology, Engineering, Operations, Finance, Business Improvement, Corporate Communications, Marketing and Human Resources.

Summer Student Program

The Summer Student Program provides opportunities for post-secondary students to work in the areas of clerical and civil maintenance during their summer break from school. In 2011 there were two positions designated for local Aboriginal students and in 2012 this number is expected to increase.

High School Coop Program

Co-op opportunities exist at the Bruce Power site for senior students from the local school boards. The full semester four-credit program provides students with valuable experience, essential skills, and career exploration for a pathway to college, university or an apprenticeship program.

C. Retention and Termination

Corporate Orientation

During Corporate Orientation at Bruce Power, new hires receive a presentation with respect to equity and diversity and what this means at Bruce Power. The presentation includes an introduction to E&D Committee members, our various affinity groups on-site, the multi-cultural events in which they are encouraged to become involved, as well as instruction on completing the workforce Employment Equity questionnaire. New hires are informed of the purpose and use of this confidential information and are also informed of our corporate obligation with respect to reporting to the Federal government.

Programs for Women

Bruce Power actively supports the nuclear industry's employee resource group for women, "Women in Nuclear (WiN)." We have not only supported the local chapter of this international organization, but also have seconded an employee who has served as Executive Director of WiN-Canada. The WiN-Canada Executive Director also serves on the Bruce Power E&D Committee. We have also provided sponsorship to several WiN initiatives including the annual conference and the new position paper launch and printing.

A pilot project entitled "*Taking the Stage*", by the Humphrey Group, which began in the fall of 2010 was completed in the spring of 2011. Bruce Power sponsored 15 women who participated in this four session workshop. The training was designed to help women who wish to become strong leaders, speak confidently and to establish a presence in their workplace. Based on positive feedback, Bruce Power offered the next level of this program, "*Succeeding on Stage*" to a group of nine women who learned skills and awareness to help them advance their careers and move into senior level

positions. The planning for this next course was completed by the end of 2011 for the program to run in January 2012.

Bruce Power has provided female mentors for elementary and secondary students for the past four years at the Skills Canada – Ontario Young Women’s Conference. The conference typically has 350 students in attendance for two days where participants learn about “a day in the life” of various tradeswomen at Bruce Power and in the nuclear industry. As a result of these mentorship opportunities, we are seeing an increase in the number of women registering for apprenticeships in Canada; an increased level of engagement of tradeswomen as they are able to share their stories and inspire young women to enter skilled trade and technology careers; and increased retention levels as women feel valued in this experience. Bruce Power mentors participate in the “Skills Work! for Women Networking Dinner” held in each of the past five years locally in November bringing together over 100 female secondary school students from local schools.

Bruce Power encourages young girls to continue in math and sciences by supporting the GIRLS Science Club/Camp, a program that is organized by WiN. WiN hopes to ignite scientific curiosity in female students so that they:

- ask intelligent questions about such issues as climate change and energy options;
- connect scientific knowledge to their world;
- consider a career in science and hopefully come back to us as nuclear workers to help with Human Resource crunch in industry.

Bruce Power has set up a monetary award for 13 secondary schools in Grey and Bruce Counties (Public and Separate boards) for females entering a skilled trade or technology field of study. In 2011 a pilot was started at three area secondary schools, Kincardine District Secondary School, Saugeen District Secondary School and Walkerton District Secondary School.

Exit Interviews

When exit interviews are conducted, employees are asked to rate Bruce Power on how the organization promotes an inclusive and diverse workplace. As well, interviewees are asked to indicate whether they experienced discrimination or harassment on the basis of gender, race, or disability. This information is reviewed by the Diversity Lead and the appropriate follow up action is taken.

D. Equity Environment

Multicultural Day Celebration

On May 25, 2011, the ninth Annual Multicultural Celebration was organized by the Kincardine Multicultural Celebration Committee with full support from Bruce Power, the

Bruce Power E&D Committee, local schools and the municipality. Over 1,700 people attended and more than 30 countries/cultures were represented including many employees from our workforce. Information booths were setup to showcase the various cultures, ethnic groups and countries that were represented. Culturally distinctive food, dress and dance were also featured. Our participation and support reflects our corporate values of Respect and Recognition as well as the company's commitment to supporting a diverse workforce, free of discrimination.

Aboriginal Day Celebration

In June 2011, Bruce Power sponsored the annual on-site Aboriginal Day Celebration hosted by Bruce Power's Native Circle. All employees were encouraged to participate in order to gain knowledge of Aboriginal culture and traditions. This event served to educate our employees and instil a sense of cultural pride in those members of our workforce of Aboriginal heritage.

Prayer Room

Bruce Power recognizes that some employees are required by their faith to conduct group prayers on a daily or weekly basis. The company provides a location on-site to support this practice and to accommodate those who would otherwise be required to travel off-site. It is the first of many steps in creating an inclusive workplace that respects all religious differences among our employees.

Legal Leaders for Diversity

The Bruce Power Law Division was one of the first signatories to the Canada wide "Legal Leaders for Diversity" initiative. In subscribing to this initiative our Law Division joined what has now become a group of over 40 in-house law departments of major Canadian corporations committed to practice and promote diversity and inclusion in the workplace.

Leadership Training

In 2011, a half-day segment on Diversity and Inclusion was included in the Leadership Fundamentals Program at Bruce Power. The training focused on gaining an awareness and understanding the issues surrounding workplace diversity. In particular, participants discussed diversity within their teams, ways to appreciate the diversity of their team members and colleagues, and issues of accommodation. Biases, stereotypes and perceptions were explored in an effort to gain awareness both of one's own perspective and the perspectives of others. The session was offered twice in 2011. The Leadership Fundamentals Program is offered to permanent full-time Bruce Power employees who are at the FLM (first line manager) level or higher and have at least one direct report.

E. Reasonable Accommodation

Accommodation of Persons with Disabilities

In 2011 we continued to support and accommodate disabled workers. Our Disability Management and Accommodation team includes both on site medical professionals and external resources.

Examples of accommodations we provide include, but are not restricted to, the following:

- Hours of work;
- Shift work restrictions;
- Modified work hours;
- Barrier-free parking;
- Trans-Gender Accommodations;
- Custom orthotic safety shoes;
- Work location;
- Elevator keys to avoid use of stairs;
- Use of scooters and bicycles to travel to work locations;
- Re-assignment to alternate work on a temporary basis;
- Work with our Union Representatives to arrange permanent accommodation if required;
- Temporary or permanent work restrictions for physical activity;
- Ergonomic assessments;
- Repetitive Strain Injury (RSI) software;
- Foot mouse and other alternate mouse options; and,
- Any others that could apply on a case by case basis.

Employee Wellness Programs

Bruce Power provides ongoing, proactive support to its workforce by way of time off for medical appointments, sick leave, and above average vacation entitlement. We also work to ensure all employees enjoy a work-life balance that engages them in their workplace responsibilities while respecting their time away from work to enjoy family, friends, community involvement, and to re-energize mind and body.

We encourage physical activity and healthy eating as a way to reduce the risk of injury and disease through regular communication of health events such as Diabetes Month and Cancer Awareness Month. We also hold a Wellness Fair each year to help raise awareness of wellness issues and inform employees of the resources available both internally and in the community to support a healthy lifestyle.

Bruce Power Employee Wellness operates a medical walk-in clinic to support urgent medical issues and employees who do not have a local family physician. We also have an onsite Physiotherapy Clinic that treats both occupational and non-occupational illness

and injury patients. We have a Diabetic Nursing Specialist and Registered Dietician onsite on a monthly basis to counsel those who need assistance in terms of disease and/or diet management.

F. Community Investment Program

Bruce Power is dedicated to being an active partner in our community. We are proud to support programs that focus on health and safety, youth development, the environment and community engagement. As part of our Community Investment and Sponsorship Program, we support many organizations, programs and events that focus on the issues and needs of diverse populations in our region and across Ontario.

Of the over \$1.3 Million we invest in charities and causes each year, over \$430,000 or 33 per cent of total donations focus on issues and programming relating to Aboriginal Peoples and their communities, women’s issues, people with disabilities and activities promoting diversity. (See Table 6)

Table 6



Aboriginal Sponsorship

Bruce Power has always been at the forefront in providing assistance for First Nation communities throughout Ontario. Each year, we enhance the cultural strengths of our Aboriginal communities through a vibrant sponsorship program that demonstrates our belief that corporate citizenship is central to business success. In 2011 over \$160,000 was donated to Aboriginal Communities and some of our recipients included the Nawash Health Care Youth Program, Right to Play Nawash and Saugeen, Nawash Rec Centre, Aboriginal Scholarship Program, Wunnumin Lake Literacy Camp, Attawapiskat First Nation, Anishinaabe Racers, Aboriginal Activators, Star Pathways Hockey, and most recently the Promoting Life-skills for Aboriginal Youth (PLAY) program.

Through encouragement and celebration of the culture and contributions of Aboriginal people, Bruce Power hopes to show its workforce, its community and Canada that these initiatives will make a difference and pave the way for a brighter future for all.

Helping to improve the lives of people with disabilities

Each year, Bruce Power, its suppliers and partners come together to support a variety of fundraising events for children with both physical and mental disabilities through Easter Seals Ontario and Unity for Autism. In 2011 the Easter Seals events that Bruce Power supported raised more than \$637,000. The money raised at these events provides families with financial assistance to purchase costly mobility and communication devices, and it also gives kids with physical disabilities the opportunity to participate in recreational programs and fully-accessible Easter Seals camps.

In addition to the fundraising events, Bruce Power made a significant multi-year financial contribution of \$375,000 that concluded in 2011 towards a new fully accessible multi-sport centre at Easter Seals' Camp Woodeden near London. The Bruce Power Recreation Centre will be used by children and youth with physical disabilities who attend Easter Seals camp, as well as by individuals of all ages and levels of ability.

Women's Issues

One of Bruce Power's longest standing relationships in the community is with the Women's House serving Grey and Bruce counties. The charity is the region's main women's shelter and resource centre for women and children that have experienced violence and abuse in their lives. It provides women with a secure home where they can take time to assess their situation and make choices for their future that will allow them to live in a nonviolent environment.

In an effort to further combat violence against women, Bruce Power began funding the Men's Program counseling service in Owen Sound. The four month group counseling sessions help abusive males who want to change their attitudes and behaviour.

Health and wellness is a cornerstone of the community investment program at Bruce Power. Substantial funding has been provided for equipment purchases and infrastructure upgrades in our local hospitals. In 2011, Bruce Power committed \$100,000 to the mammography program at the Owen Sound Hospital which will go towards the purchase of new digital equipment, help in the detection of breast cancer and provide a critical medical service to women across our region.

Fostering messages of global citizenship

The company has fostered a local culture of inclusivity with the grants that it provides to local causes. In 2011, \$15,000 was spent on regional events that focus on cross-cultural understanding, equality and compassion towards fellow citizens.

Our support for the "Me to We" clubs at local schools enables them to host events and activities that promote the power of young people to change the lives of others through

understanding. One such event brought Jackson Katz to Kincardine. Katz, an educator, author, filmmaker and social theorist, is recognized as one of America's leading anti-sexist male activists.

Bruce Power is proud of its efforts building a more robust employment equity program and its work towards closing the gap on identified deficiencies in our plan. As an organization we continue to focus on creating additional programs and challenging our employees to foster a more diverse and inclusive workplace.

IV. Constraints

Self-Identification of Applicants

The Bruce Power online application process includes a self-identification survey. The information provided by the survey enables us to identify candidates who are members of the designated groups. However, the self-identification questionnaire is completed on a voluntary basis and does not provide us with certainty that applicants will respond. Although the survey data provides us with valuable information on designated groups, it can only be considered as a baseline. We believe there could be up to 25-50 per cent of candidates in certain designated groups who have not self-identified.

Geographical Location

As Bruce Power is located in rural southwestern Ontario, identifying and attracting diverse candidates creates a significant recruiting challenge.

V. Consultation

Joint Equity and Diversity Committee

Bruce Power seeks to raise awareness on employment equity through a variety of mediums and consultation with our workforce. A multi-partite union and management E&D Committee provides feedback, makes recommendations and supports Bruce Power in achieving the goals defined in Bruce Power's Employment Equity Action Plan. The E&D Committee is pivotal to effective consultation with our labour unions on key Employment Equity and diversity issues. The members of the Committee include representatives from the three principal unions at Bruce Power as well as management. The E&D Committee meets a minimum of ten times a year.

Equity and Diversity Steering Committee

In the first quarter of 2011, the Equity and Diversity Steering Committee held its inaugural meeting. The Committee is comprised of members of the Bruce Power Executive Team and is committed to ensuring that the Employment Equity Plan is aligned with organizational strategy. Members are asked to use their influence and authority to assist in achieving the desired outcomes of the plan. The E&D Steering Committee meets quarterly.

VI. Future Strategies

Employment Equity at Bruce Power is founded on a compelling business case that reflects the need to tap the underutilized segments of the Canadian workforce and to capitalize on the benefits of diversity.

A. Communication

Web Resources

Bruce Power will continue to use its corporate website to showcase our commitment to Employment Equity and provide useful information on what our company is doing to continuously improve in the areas of diversity and inclusion.

Communication Campaign

Future internal communication strategies will focus on continuing the education of our workforce on Employment Equity and diversity, inclusion, tolerance and the importance of Employment Equity as it relates to our overall business goals.

B. Equity Environment

Retention

A process will be established to address reasons why employees exit the company and ensure there are no trends that would suggest a disproportionate number of exits are occurring among members of designated groups.

Sponsorship of Various Events

Bruce Power continues to sponsor and host events on and off-site in an effort to foster a corporate environment that supports employment equity. These events include International Women's Day, Aboriginal Day Celebration, the White Ribbon Campaign, and the annual Multicultural Day event.

Continued Efforts to Accommodate Differences

Through the work of the E&D Committee, the differing needs of our diverse workforce will continue to be highlighted with appropriate measures put in place to accommodate those needs.

Internal and external partnerships

A plan will be developed to create partnerships with our internal and external affinity groups throughout the year. These groups are an untapped resource and can be used to help promote awareness of diversity throughout the organization.