

**Ontario Power Generation Inc.**  
**2011 Employment Equity Narrative Report**

**I. GENERAL OVERVIEW**

OPG is an Ontario-based electricity generation company with a mandate to reliably and cost-effectively produce electricity from its diversified portfolio of generating assets, while operating in a safe, open, and environmentally responsible manner. OPG's vision is to be a leader in clean energy generation and to have a major role in leading Ontario's transition to a more sustainable energy future.

The following are overviews of the main events that influenced the activities of OPG in 2011:

- mining of the Niagara Tunnel was safely completed;
- construction on the Lower Mattagami Project progressed well, while planning for other projects including Little Jackfish, New Post Creek, and Mattagami Lake Dam moved ahead in consultation with OPG's First Nations and Metis partners;
- Thermal repowering projects moved ahead with a Minister's Directive to convert Thunder Bay Generating Station to natural gas, application for environmental approvals for biomass conversion at Atikokan Generating Station, and discussions with Union Gas on natural gas supply options and studies for Lambton and Nanticoke plants;
- OPG's post-Fukushima response was timely and effective, assuring site communities, governments, regulators, and Ontarians of the safety and stability of its nuclear operations;
- a federal Joint Review Panel concluded that new build at the Darlington facility is not likely to cause significant adverse environmental effects with necessary mitigation measures;
- Business Transformation initiative launched to reduce costs and become more efficient, agile and effective across the entire organization; and
- safety performance was the best in OPG's history and plant performance was solid.

**II. QUANTITATIVE INFORMATION**

- The total number of employees (including temporary) decreased slightly from 12,656 to 12,286. The number of temporary employees peaked in September 2011 with 655 staff.
- At 2011 year-end, of the 11,362 permanent full-time and 33 permanent part-time employees, about 57.6% were represented by the Power Workers' Union, 31.6% by The Society of Energy Professionals and the remaining 10.8% were un-represented. The total number of permanent part-time employees decreased slightly from 35 to 33. As a result of flexible work arrangements, employees could change their employment status from permanent part-time to full-time and vice versa during the year.
- As compared to the year 2010 representation levels, representation in OPG's workforce increased slightly from 12.8% to 12.9% for visible minorities. The representations for women and Aboriginal Peoples remained the same while that for persons with disabilities decreased slightly from 2.4% to 2.3%.
- The following table summarizes all the representation, hiring, promotion and termination results for the year 2011 at one glance:

Summary of Representation and Staff Movement by Designated Groups for Year 2011				
	Representation	Hiring Rate	Promotion Rate	Termination Rate
Women	22.9%	21.9%	24.2%	22.0%
Aboriginal Peoples	1.2%	0.9%	1.9%	1.2%
Visible Minorities	12.9%	7.9%	11.6%	8.4%
Persons with Disabilities	2.3%	1.4%	1.2%	5.0%
Total no. of Employees	11,395	215	422	604

- Overall representation of women and Aboriginal Peoples has remained the same as last year because of hiring and termination rates proportional to their representation levels.
- Representation of visible minorities has increased slightly because of lower termination rates despite a lower hiring rate.
- Representation of persons with disabilities dropped slightly as a result of a proportionately much higher termination rate and low hiring rate.

### **Explanation of Year to Year Variances**

Based on the definitions of significant variances (change in number of employees greater than or equal to + or – 5 and the percentage change greater or equal to + or – 15%), there are two areas that require explanation:

The explanation to account for the variance in year-to-year salary comparison for part-time employees in Employment Equity Occupational Group 2 is: the three employees have worked slightly less than the scheduled hours of work for regular full-time employees and hence have a much higher salary compared to others in this group.

With regards to the variance in year-to-year comparison for full-time employees in Employment Equity Occupational Group 11, there are no employees in this group for the year 2011.

## **III. QUALITATIVE MEASURES**

### **Employment Equity and Diversity**

OPG's 2012-2014 Employment Equity Plan is based principally on feedback from the implementation of the Corporation's 2009 - 2011 employment equity plan which has been ongoing since 2010 and results from a survey distributed to designated group members in 2011. Work began in early 2010 on a new employment equity plan in consultation with the Corporate Tripartite Diversity Committee and Human Resources Consultants representing OPG's Corporate, Hydroelectric, Thermal and Nuclear business units. The implementation of the new plan will begin in 2012.

Through the Corporate Tripartite Diversity Committee, the site diversity committees, and the intranet, OPG's Employment Equity Plan is communicated to employees. In addition, various awareness initiatives took place in 2011 which focused on the designated groups and the promotion of diversity and inclusion at OPG. Events included recognition of the White Ribbon Campaign, International Women's Day, National Aboriginal Day, Women in Nuclear, Black History Month, Unity & Diversity Week, and National Gay and Lesbian Pride Month.

## **Communications**

Many of the initiatives detailed in this report are maintained and promoted on OPG's intranet. They are also communicated through diversity committees, executive presentations, and employee events. Current and past Employment Equity Narrative Reports are published on the intranet to raise awareness of the measures and results for employment equity initiatives at OPG. A variety of communication activities took place in 2011, including the following:

- Newsletter articles were written to raise awareness of OPG's commitment to diversity and employment equity including two new segments in Power News: 1) a First Nations & Metis Relations Column introduced to provide general information about Aboriginal Peoples in Ontario, and 2) a feature entitled "Have Your Say" intended to provide employees with an opportunity to voice their opinions on questions like, "What does diversity mean to you?" Topics for articles published in company newsletters also included the Employment Equity Survey, OPG's Employee Family Assistance Program, 2011 Code of Business Conduct requirements, Universal Human Rights Month, the Weekly Diversity Dimension article at Nanticoke Generating Station, and various dates of interest to employees, like Robert Burns Day and Ash Wednesday.
- Diversity and wellness posters are available online and posted throughout the Corporation.
- An online multicultural calendar is maintained to highlight religious and cultural dates.
- Seminars were provided on topical issues like valuing difference in the workplace and the Accessibility for Ontarians with Disabilities Act.
- A Communication Plan was implemented to support the roll-out of the revised Diversity and Human Rights Policy and the revised Human Rights and Harassment Procedure.
- Videos, such as "A Class Divided" were utilized to raise awareness about prejudice and to examine the realities about discrimination and OPG's new employee orientation video was used to promote an equitable work environment.
- Information on integrated health resources to address the mental, physical and social health issues that may affect employees and their families was posted on OPG's mental health intranet sites.
- Sharepoint team sites for OPG's Pride Network, employees with disabilities and the Empowered Women Program, were utilized to communicate various events of interest to these employee resource groups.

## **Equity Environment**

OPG's Senior Vice President, Human Resources and Chief Ethics Officer is the executive sponsor of the Corporate Tripartite Diversity Committee and a member of the Executive Leadership Team. OPG's Senior Advisor - Diversity, a member of the Corporate Tripartite Diversity Committee, continues to be a key driver of OPG's diversity initiatives. The Corporate Tripartite Diversity Committee, comprised of representatives from Management, The Society of Energy Professionals and the Power Workers' Union, meets regularly to assist OPG in the development, implementation, evaluation and communication of employment equity and workplace diversity and human rights policies, procedures, programs and plans at OPG. The committee participates in 1) promotion of diversity, employment equity and inclusion at OPG, 2) identification and resolution of problems and issues of OPG significance in regard to diversity, human rights, employment equity and/or associated corporate issues, and 3) participation in the development, promotion and implementation of OPG workplace diversity, human rights and

employment equity programs. The Corporate Tripartite Diversity Committee reports quarterly to OPG's President and CEO and other members of the Tripartite Advisory Committee. Information presented includes data on representation of designated groups in OPG's workforce and updates on the Committee's work program in support of employment equity.

OPG demonstrated its support for and membership in Pride at Work Canada, (a professional organization created to support Human Resource professionals, diversity specialists and allies to effect positive change for lesbian, gay, bisexual and transgendered employees in Canadian workplaces), by participating in the Toronto Pride March in 2011 for the second year in a row. In 2011 OPG's Pride Network participated in Durham Pride for the first time.

Every year OPG's commitment to learning and accessible education is highlighted through its Corporate Citizenship Program, which offers the following scholarships to members of the designated groups:

- University Engineering Award: one annual award per Ontario university to be granted to a member of the designated groups.
- Community College Technician/Technology Award: one annual award per Ontario community college to be granted to a member of the designated groups.
- Negahneewin Incentive Award at Confederation College: five annual awards granted to full-time students of Native ancestry at Confederation College.
- Lakehead University Native Award: five annual awards granted to full-time students of Native ancestry at Lakehead University.
- John Wesley Beaver Award: two annual awards granted to one male and one female of Native ancestry at an Ontario community college or university.

In 2011, OPG employees participated in computer-based training for the Code of Business Conduct to raise awareness and ensure compliance with the Code including sections addressing diversity, human rights, harassment and a violence-free workplace. In addition, in 2011 the Compliance Awareness Training Program, which provides training in diversity, employment equity, accommodation, human rights and inclusive, respectful workplaces free from harassment and violence, was delivered to 375 supervisors in OPG's Nuclear, Thermal, Hydro, and Corporate Business Units. The program is delivered by employees specifically trained in each area of the curriculum.

### **Employment Systems**

In 2011, to provide input for OPG's Employment Equity Plan, the Leadership and Organizational Development Department supported the distribution of a survey to OPG employees who had self-identified as members of a designated group and had indicated that they were willing to participate in additional consultation or research conducted by OPG. This initiative was led by OPG's Senior Advisor - Diversity. The survey was designed to identify barriers to employment that exist in the way OPG recruits, selects, hires, develops, trains, promotes, retains, terminates and accommodates its employees. The results of the survey contributed to the creation of OPG's Employment Equity Plan for 2012-2014.

OPG complies with its employment policies and practices review periods. In 2011, the Health and Safety Board-level policy was reviewed and approved by OPG's Board of Directors. The

Diversity and Human Rights Presidential-level Policy was also reviewed and revised to provide more clarity reflecting Human Rights, Health and Safety, and Employment Equity legislation and included changes required for compliance with the Accessibility for Ontarians with Disabilities Act. The Policy was approved by the President and CEO. In addition, the Security Risk Management Policy was approved with no changes, however, security governance procedures and standards, including the Violence-Free Workplace procedure, were reviewed and updated as required by legislation. Both the Diversity and Human Rights Policy and the Security Risk Management Policy were posted in OPG facilities.

To comply with the Accessibility for Ontarians with Disabilities Act (“AODA”), OPG established a cross-functional committee, the AODA Planning Committee, chaired by the Senior Advisor – Diversity. This committee provided input on the Customer Service Standard, governance required by the AODA, to address the provision of accessible services to people with disabilities and on the training materials mandated by the AODA. OPG developed and rolled out two levels of training, one for all its employees and a more detailed level of training for the groups of employees described in the AODA. OPG’s Customer Service Standard and AODA training materials were reviewed by OPG’s group of employees with disabilities and their input was incorporated in the materials.

## **Initiatives for Designated Groups**

### **Women**

OPG recognizes the value of increasing diversity at senior levels of the organization. OPG’s Empowered Women Program, a leadership development and communications program for female employees, was established in 2008. To date, 468 women have participated in the program, 153 of whom completed the program in 2011. Thus far, 15% (70) of the program participants have been promoted. The program is facilitated by trained OPG graduates of the program. The program includes a mentoring component, pairing graduates of the program with male and female mentors at OPG. The Empowered Women Program is supported by an OPG intranet site which includes information about all aspects of the program, profiles of the graduates of the program and leadership resources and networking opportunities for women.

Through OPG’s Corporate Citizenship Program, OPG supported and participated in various educational programs aimed at encouraging young women to build self-esteem, pursue their studies and consider careers in math, science, engineering, business, technology and the trades. Programs included Girls Inc., Go ENG Girl, Scientists in School, First Robotics, Junior Achievement as well as a variety of girls’ science and engineering camp programs at Ontario Universities.

Some additional highlights and accomplishments for 2011 include:

- Focus groups conducted with women leaders in the Nuclear organization to determine barriers to representation of women at senior levels of the organization;
- Participation in Women in Nuclear (WiN), an external employee network for women; and
- An OPG-sponsored award for Influential Women of Northern Ontario.

### **Persons with Disabilities**

OPG is committed to supporting employees with disabilities through workplace accommodations that include flexible work arrangements, assistive technologies and devices as well as other resources that help accommodate their needs. In 2011, a team site for employees with disabilities was accessed by members as a place to share experiences and practices and offer advice, resources and articles of interest to other team site members. Through OPG's Corporate Citizenship Program, OPG has partnered with a variety of organizations that provide valuable support services for persons with disabilities such as the Abilities Centre Durham, Sports for the Disabled, Pathways Health Centre, Easter Seals Ontario, and Special Olympics Ontario.

Other highlights and accomplishments in 2011 include:

- Employee participation in "Abilities Walk" with Community Living Oshawa/Clarington on the Darlington Trail; and
- OPG employees in Northwestern Ontario provided valuable volunteer support for the 2011 Ontario Special Olympics Winter Games held in Thunder Bay.

### **Visible Minorities**

OPG strives to have a workforce that reflects the communities in which it operates. OPG's commitment is demonstrated in its internal and external communications and events. Ads for OPG's corporate water safety program included print and broadcast translations in Italian, Portuguese, Hindi, Chinese, Russian and Spanish. At a local level, diversity is commemorated through support of internal cultural events that celebrate and recognize OPG's diversity, including special events for the Iranian New Year, Persian New Year, Caribbean Festival, Thai Pong, Diwali and Eid al Fitr.

Other highlights and accomplishments in 2011 include:

- Support for the National Society of Black Engineers through OPG mentors for students; and
- Continued relationships with Skills for Change and Career Edge, non-profit organizations that seek to improve job prospects for recent graduates, internationally qualified professionals and graduates with disabilities.

### **Aboriginal Peoples**

OPG is committed to nurturing long-term partnerships with Aboriginal peoples and their communities. In 2011, OPG continued to invest in various Aboriginal communities by strengthening their commitment to training initiatives, bursaries, scholarships, employee resource groups, career fairs, literacy programs and outreach. OPG partnered on several training initiatives, including the Aboriginal Apprenticeship Board of Ontario, to promote and facilitate opportunities for Aboriginal students to consider a career in the skilled trades and construction industry. OPG attended meetings to exchange ideas, collaborate, and further strengthen the relationship it continues to build with Grand River Employment and Training and the Six Nations Aboriginal community.

OPG also undertook a variety of employment, recruitment, awareness-building and development programs to support Aboriginal peoples. Activities in 2011 included support for library reference materials for First Nation communities to assist in job search and skill development (i.e. resume writing and interviewing skills), career fairs and job sourcing programs through key agencies,

colleges and universities. Many of these activities resulted in hiring of employees and summer students from this designated group. Other highlights and accomplishments in 2011 include:

- Aboriginal Awareness Sessions provided to OPG employees;
- Support for the Native Circle, an employee resource group;
- Support for over 89 Aboriginal grass roots community partnerships through the Corporate Citizenship Program in focus areas such as education (student awards, literacy programs, career fairs) as well as, cultural initiatives like pow-wows and festivals in a number of First Nation communities across Ontario;
- Support for the National Aboriginal Achievement Awards and for the Union of Ontario Indians Evening of Excellence Awards; and
- The Native Circle organized and hosted National Aboriginal Day celebrations at several OPG sites.

### **Recruitment**

OPG posts its external job postings through a variety of networks, including OPG's career website mypowercareer.com, local papers and, in some communities, postings are faxed directly to Band offices and First Nation communities along with an invitation to assist potential applicants through the application process. In 2011, a voluntary tracking tool for OPG's online application system was introduced to allow candidates to self-identify as a member of a designated group. This information has helped measure outreach efforts and results.

Also in 2011, OPG consulted with the Electricity Sector Council and Citizenship and Immigration Canada to develop and launch *Plugged In: Accessing the World's Talent - A Resource Kit for Hiring and Retaining Internationally Trained Workers*. The kit is aimed at providing employers with the appropriate resources and tools to compete with other industries to better recruit and retain this increasingly important labour pool.

### **Training and Development**

Training and Development is vital to employee performance, engagement and succession planning. OPG supports its employees by aligning their development plans with varied internal and external opportunities to learn and develop for current and future roles. Some of these opportunities include rotations, mentoring, seminars, webinars, conferences, courses and diploma programs at colleges and universities.

### **Promotion**

OPG tracks representation of Employment Equity groups in its succession plan on an annual basis. Between 2010 and 2011 the numbers of employees currently holding key positions and designated as successors including watch list for key leadership positions in OPG remained relatively stable dropping slightly from 22.4% to 21.8% for women and from 8.9% to 8.5% for visible minorities. Representation in the succession plan remained the same for Aboriginal Peoples and persons with disabilities.

### **Retention and Termination**

OPG encourages employee retention through a number of initiatives designed to meet the diverse needs of employees. Development plans and discussions are included in performance reviews and, through this process, competencies are reviewed and developed. Employee Resource

Groups also support retention efforts by providing a readily available supportive network of contacts to employees in some of the designated groups.

Employee Health and Wellness remain a high priority at OPG. An array of work/life balance initiatives are offered that include flexible work hours, modified work schedules, job rotations and special leaves. OPG's Employee Family Assistance Program provides confidential information on work/life issues. Access to tools and resources that support healthy living and help employees with stress management can be found on the intranet. In addition, wellness seminars were delivered at OPG in 2011 on topics including mental health, seasonal affective disorder and work/life balance.

### **Accommodation**

OPG's commitment to an inclusive, supportive and accessible workplace is communicated in its workplace accommodation guideline and shared with employees through the intranet. In 2011, OPG supported approximately 548 modified work plans for employees returning from a major medical absence, and eleven returned-to-work assignments for employees returning from Long Term Disability. OPG continued its partnership with the Canadian Council on Rehabilitation and Work for job accommodation assessment services, and other service providers for ergonomic assessments for employees, to meet emerging accommodation requests in complex accommodation cases. In addition to modified work plans and job accommodation services, OPG supported employees' need for workplace accommodations that included accessible technology, devices, ergonomic assessments, and building improvements.

## **IV. CONSTRAINTS**

As OPG celebrates its achievements, senior leaders have recognized that external and internal forces have drastically altered the environment in which OPG operates. 2011 marks the third consecutive year in which OPG has seen a decline in production. It was also the lowest production ever in the history of OPG resulting in a significant impact on revenue. At the same time, OPG's costs are rising as it invests billions of dollars in generation development and asset modernization to meet Ontario's electricity needs. As a result, OPG has launched a Business Transformation initiative to reduce costs and become more efficient, agile and effective across the entire organization.

Achieving OPG's 2012-2014 business planning targets, including a reduction in OM&A of approximately \$200 million over the three-year period, is crucial to these efforts. By managing its costs, OPG can continue to moderate electricity prices and be Ontario's low-cost generator of choice.

Against this backdrop, a few of the challenges that may impede progress in achieving a fully diverse and representative workforce include:

- Limited external hiring due to Business Transformation and the planned closure and conversion of units at Thermal stations.

- Supply challenges with respect to external qualified applicants from the designated groups for certain occupational groups, particularly in certain geographic regions in which OPG has operations.
- Lack of technology in remote regions and language differences that can also present barriers to recruitment.

## V. CONSULTATIONS WITH EMPLOYEE REPRESENTATIVES

OPG consults with its employee representatives through the Corporate Tripartite Diversity Committee. In 2011 the Committee met three times face-to-face. In addition, a new sub-committee of the Corporate Tripartite Diversity Committee was formed and met twice to review the Committee's terms of reference and to provide alignment with OPG's Tripartite Advisory Committee that oversees OPG's health and safety, diversity and partnership working committees. In 2011 the Committee's activities focused on:

- **Education:** Workshops were delivered by Human Resources and Social Development Canada. The workshops commemorated the Week of Solidarity with the Peoples Struggling Against Racism and Racial Discrimination and presented The Business Case for Racial Diversity.
- **Communications:** The Committee provided comments on the Power News segment on diversity and an inclusive workplace.
- **Compliance:** A presentation was delivered to the Committee on the Code of Business Conduct Annual Report for 2010 as well as OPG's Violence Free Workplace Procedure. The Committee reviewed the 2010 Employment Equity Report, the Diversity and Human Rights Policy, the Human Rights and Harassment Procedure, and the draft AODA governance. The Committee also reviewed and commented on the plan to update the Employment Equity Plan. In addition, The Tripartite Investigator/Mediator Selection Sub-Committee met six times in the selection process for human rights investigators, mediators and workplace restoration/assessment consultants, resulting in the presentation of a recommended roster of human rights investigators, mediators and workplace restoration/assessment consultants which were approved by the Committee.

In addition, there are site diversity committees at six of OPG's sites that assist with the implementation of various initiatives at all levels and locations in the organization to increase awareness of and support for employment equity, diversity and inclusion at OPG.

## V. FUTURE STRATEGIES

In 2012, OPG will continue its focus on making OPG more inclusive by implementing OPG's 2012 – 2014 Employment Equity Plan. OPG will endeavor to improve the response rate to its Employment Equity Survey in order to accurately reflect the representation of the designated groups in its workforce. OPG will continuously monitor its employment systems, policies and practises with a focus on supporting an accommodating and inclusive workplace.