

# 2022 Annual ESG Report

Discovering the possibilities



## About Alectra

**Alectra Inc.** (Alectra) is an investment holding company with a head office in Mississauga, Ontario. Alectra owns 100 per cent of the common shares of each of **Alectra Utilities Corporation** (Alectra Utilities) and **Alectra Energy Solutions**, which in turn has two wholly-owned subsidiaries: **Alectra Energy Services Inc.** and **Alectra Power Services Inc.** **Alectra Energy Services** has two wholly-owned subsidiaries – **Util-Assist Inc.** and **Holland Power Services**.

By integrating our people, processes, and systems, Alectra has emerged as one of Canada's leading energy companies, driving energy innovation while maintaining a strong balance sheet and endeavouring to deliver maximum value for our employees, customers, shareholders, and communities.

## Who We Are

**Alectra Utilities Corporation (Alectra Utilities)** is the second-largest municipally-owned local distribution company (LDC) in North America, providing electricity distribution services to more than one million homes and businesses across a 1,924 square kilometre service territory in 17 Ontario communities, including Alliston, Aurora, Barrie, Beeton, Bradford West Gwillimbury, Brampton, Guelph, Hamilton, Markham, Mississauga, Penetanguishene, Richmond Hill, Rockwood, St. Catharines, Thornton, Tottenham, and Vaughan. Alectra Utilities also operates a commercial rooftop solar photovoltaic generation business.

**Alectra Energy Solutions Inc.** provides wholesale metering services for commercial properties, as well as bulk meter testing, verification and installation.

**Alectra Energy Services Inc.** provides sub-metering services (electricity, water, gas, and thermal) for condominium and commercial properties, as well as consulting, installation, operation, and maintenance of distributed energy resources.

**Alectra Power Services Inc.** provides high voltage and street lighting services.

**Util-Assist Inc.** is a recognized innovator in technology and data-driven solutions for utilities that merge technology with a strategy to streamline processes, boost productivity, enable data-driven business decisions, and deliver enhanced customer experiences, thereby transforming how utilities operate and deliver value to their customers.

**Holland Power Services (HPS)** operates throughout eastern Canada and the United States to provide emergency power restoration services to regional utilities coping with electricity service interruptions caused by severe weather events.

**Vision:** We will be your trusted energy partner empowering a sustainable and brighter future

**Mission:** To provide innovative and reliable energy solutions which deliver lasting value for all

Our values are safety, customer focus, respect, excellence, and innovation



# Our sustainability commitment

As a sustainable company, Alectra is committed to meeting the needs of current and future generations by empowering our customers, communities, and employees, protecting the environment, and embracing innovation.

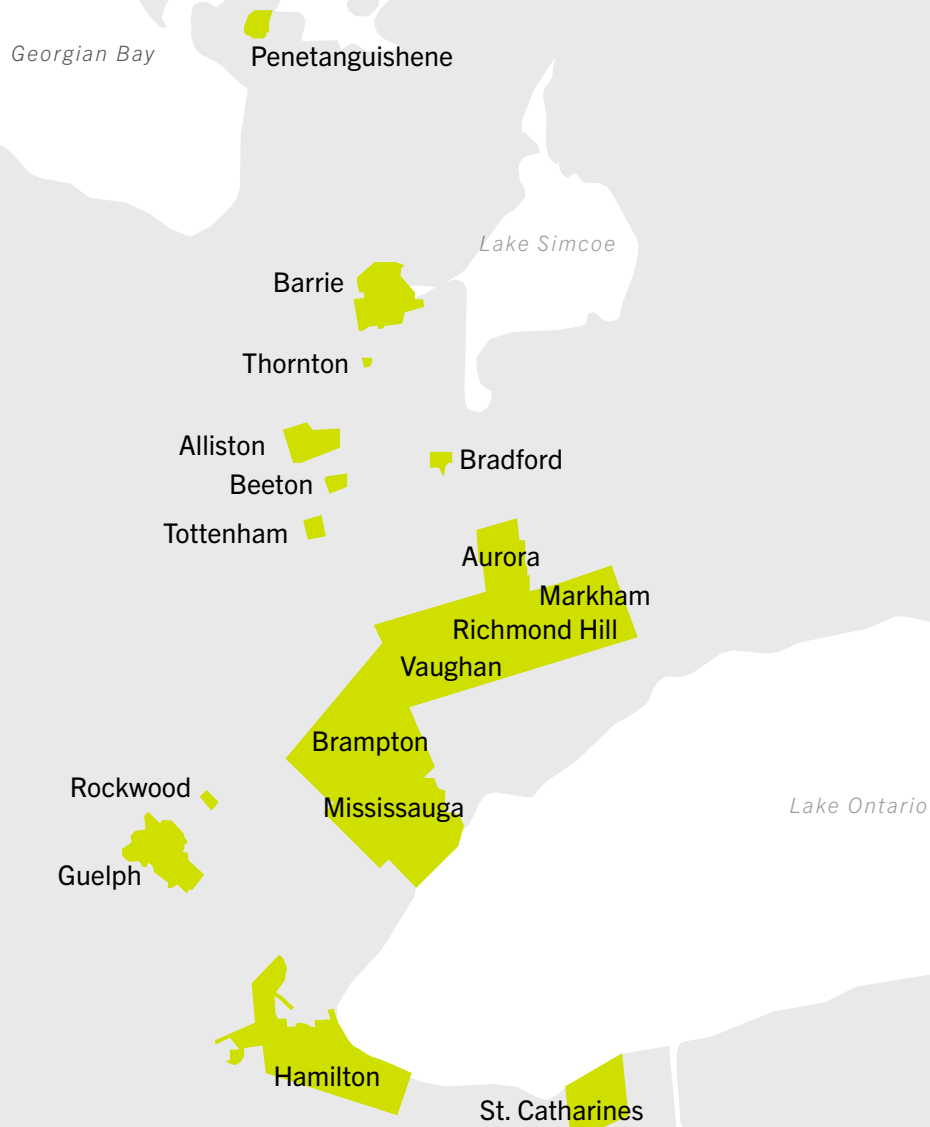


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# Land Acknowledgement

Alectra acknowledges that its operations occur on traditional Indigenous territories throughout Ontario and beyond, and we recognize that Indigenous peoples have inhabited and cared for this land for thousands of years, and continue to be stewards of the land, today and into the future.



# Materiality Assessment

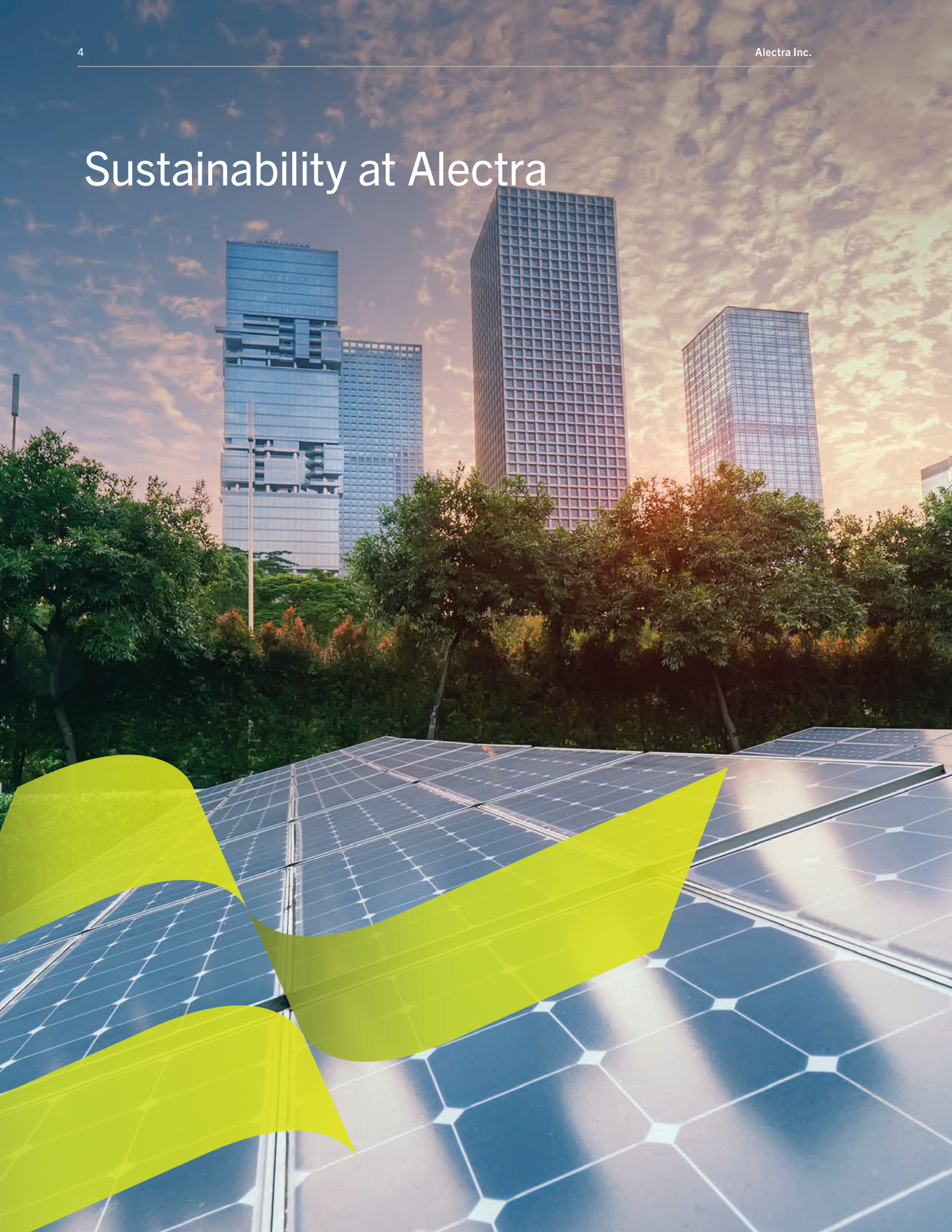
Alectra is a company that prioritizes its social purpose and values its connection to the communities it serves. Its board and leadership team understand the importance of environmental, social, and governance (ESG) issues and regularly conduct materiality assessments to ensure that their sustainability reporting addresses the most significant ESG topics for their stakeholders and business.

In 2022, Alectra conducted a comprehensive review of material topics. The survey asked participants to prioritize the most significant ESG issues and provide their perspectives on the concerns that mattered most to them. Of the 2,106 individuals who responded to the survey, more than 85 per cent were customers of Alectra.

## Materiality Matrix – Top ESG topics



# Sustainability at Alectra



## Our sustainability framework —

# #alectraCARES

The AlectraCARES framework integrates sustainability principles into our fundamental business strategy and operations, thereby contributing to the creation of long-lasting value.



Clockwise from top left to right: Shelley Parker, Vice President, Metering, Danielle Diaz, Executive Vice President and Chief Financial Officer, Dennis Nolan, Executive Vice President, Legal, Government Relations and Corporate Secretary, Brian Bentz, President and Chief Executive Officer, and Amanda Bentz.



I see us as a facilitator of sustainability. We'll be at the forefront of providing services for customers who will be taking advantage of new technologies such as electric vehicles.

**Norm Loberg** — Chair, Alectra Inc. Board of Directors

## About Our 2022 Annual ESG Report

Formed from a group of progressive legacy utilities, Alectra Inc. is a relatively new company that has quickly built a proud tradition of reliable service to customers, coupled with a deep commitment to the communities it serves, all while providing a strong performance for its shareholders.

With significant challenges, such as the ongoing pandemic, inflation, supply chain disruptions, and severe weather events, Alectra's performance has been impressive, providing value to its shareholders while remaining focused on delivering low-cost, essential services and preparing for a transition to a lower-carbon future. Alectra is well-positioned to support our ambitious growth plans.

Despite inflation and supply chain challenges, Alectra remains financially robust and well-positioned to support its ambitious growth plans. This sixth Sustainability-based Annual Report — now an Annual ESG Report — provides a comprehensive overview of Alectra's significant social, economic, and environmental initiatives that have had a meaningful impact on the communities it serves. Informed by a Materiality Assessment, this report addresses issues that are of significant interest to Alectra's shareholders. It invites readers to learn about the company's efforts in areas such as health and safety; public health; infrastructure modernization; community engagement; climate change; customer service; energy affordability; waste and materials management; equity, diversity, and inclusion; employee well-being, engagement, and development; energy efficiency; and financial performance.

Alectra's success is rooted in its people, who are passionate about their work, their customers, their communities, and each other. The 2022 Annual ESG Report highlights their story and commitment to excellence and service.

# Keeping the Lights On, Supporting Communities, Looking to the Future

## Environmental

We are committed to reducing our environmental footprint.

## Corporate Knights

Leading the Way to Decarbonization

“A profound global transition towards reliable, clean electricity is necessary to cope with the climate crisis, and Alectra is committed to leading by example.”

2022 Corporate Knights – Best 50 Corporate Citizens in Canada

2022 ClimateWise – Most Innovative Leader

## Social

A commitment to people is at the heart of our values. It extends beyond our employees into the communities we serve.



Caring Company (Imagine Canada)

2022 Top Employer GTA

2022 OEA – Company of the Year

## Governance

At Alectra, performance means delivering value to the one million customers we serve, while generating dividends to our community shareholders.



Partnership with the DeGroot School of Business, Alectra Equity, Diversity and Inclusion (ED&I) Scholarship

2022 customer satisfaction targets equal or better than LDC benchmark



The current era is experiencing significant transformation, driven by the climate emergency and the urgent need to shift to a low-carbon future. Energy companies play a crucial role in facilitating this change by promoting electrification and fostering clean energy growth. Alectra is determined to be a leader in this transition, investing in necessary infrastructure and innovative technologies to offer its customers greater flexibility and choice during these challenging times. Even as it pursues this goal, Alectra remains steadfast in its commitment to providing reliable, safe, and affordable electricity. The company recognizes its responsibility to the communities it serves and demonstrates this through corporate donations, sponsorships, and the dedicated volunteer work of individual Alectra employees.

## 23.1%

reduction in corporate  
controllable carbon emissions  
from 2016 baseline

## 85%

reduction in carbon emission  
from grid operations

Graduate Fellowship in Sustainability  
Management (MScSM) at the University  
of Toronto Mississauga (UTM)

## HydraGEN™

program to reduce carbon  
emissions from diesel vehicles

## 43,000 kWh

clean electricity at the  
Henley Rowing Centre

OEN Sustainable Development  
Scholarship

## \$1.3M

invested in our communities  
through AlectraCARES

## \$296M

capital enhancements  
in the grid

Partnership with York University to  
establish a scholarship program for  
BIPOC students pursuing degrees in  
environmental and urban studies

## Official Energy Supplier

Niagara 2022 Canada  
Summer Games

## \$1.68M

invested in local  
hospitals and health care

Alectra employees volunteered to sort,  
pack and distribute 10,000 lbs. of food  
to local families

## 94%

customer satisfaction

## Majority Independent

Board of Directors

Partnership with the DeGroot  
School of Business

## Net Zero

committed to  
achieving by 2050

## Hybrid

employee policies on  
remote work

Funding Canada's first energy sector  
survey on ED&I in collaboration with  
other industry partners

## Message to Our Stakeholders

# Creating a cleaner, brighter future.

A conversation with Norm Loberg, Chair of Alectra Inc.'s Board of Directors, and Brian Bentz, President and Chief Executive Officer of Alectra Inc. about how Alectra navigated through a year of change and challenge, as well as how Alectra is continuing to support customers, employees and stakeholders through this profound transition.

### What do you see as some of the greatest successes for Alectra in 2022?

**NORM LOBERG** Our employees have done an outstanding job under very difficult conditions: the lingering effects of the pandemic, the economic environment of inflation and supply chain issues. We were able to manage the core business very well, while keeping a focus on the future. All 1,500+ employees need to be congratulated. The service levels were maintained, customer satisfaction was improved, and financial performance was excellent.

**BRIAN BENTZ** A significant change was the transition to a hybrid workplace in June. After the majority of our people were working from home for more than two years in a very different environment, we brought them back in a thoughtful, caring way. It was paramount to establish a culture of safety and wellness first.

I was and I am very proud at how the employees worked through COVID-19, looking out for each other and for our customers. Also, I believe all the charitable work we did, particularly with food banks, is notable. The spirit of giving was there and endures within the company. Since our inception, Alectra has been community driven. We'll never lose the heart and soul of our local communities, and we're committed to supporting them in meaningful ways.

The team did a very good job in terms of striking a balance between maintaining operations on a day-to-day basis, keeping the grid operational, while looking forward and making investments for both today and tomorrow.

### What do you see as the greatest challenges Alectra faced in 2022?

**NORM LOBERG** The supply chain became a major disruptor during 2022, as it was for everyone. There were delays in receiving equipment as we dealt with longer lead times. Although those issues continued throughout the year, our employees were still able to maintain service levels. Again, it was our employees who performed so well under very trying conditions.

**BRIAN BENTZ** The Omicron wave of COVID-19 presented another challenge for us. The intention was to bring people back to the office early in the year. Omicron changed that. We had to be adaptable and flexible while still continuing to support employees through that time.

### Considering Alectra's focus on sustainability and on ESG (Environmental, Social, Governance), how did the company perform in those areas?

**NORM LOBERG** In my view, ESG is part of our DNA. We were operating in an ESG mode well before ESG became as widely known as it is now. We've definitely been ahead of the curve. Equity, Diversity and Inclusion (ED&I) has also been a focus for several years, but we continue to expand our initiatives in that area. We see it paying off in terms of the employees we're attracting and retaining to the organization. We are very cognizant of ED&I, and we've taken initiatives to broaden representation at the board level.



Left to right: Brian Bentz, President and Chief Executive Officer of Alectra Inc. and Norm Loberg, Chair of Alectra Inc.'s Board of Directors



We recognize that it's our dedicated employees who continue to build Alectra's success. They embody our strong work culture and support the many causes and communities we serve.

**Brian Bentz** — President and Chief Executive Officer of Alectra Inc.

**BRIAN BENTZ** I think we made significant strides in the goals that we've set for greenhouse gas (GHG) emission reduction targets. The board supported those targets, and the team has made excellent progress. There were some challenges in 2022 due to the supply chain issues. We're adapting and looking at alternative solutions with an expectation of making equally significant progress in 2023. Our new building on Kennedy Road, which is opening in 2023, has a number of GHG emission-saving measures as well as being built to a Gold LEED certification level, which will show real leadership.

#### What are your priorities for 2023 and beyond?

**NORM LOBERG** I think we'll continue along the path we've already set for ourselves, just getting better at what we're doing, and expanding our initiatives. That means the continued involvement of the GRE&T Centre to help drive innovation and growth from a technology point of view. Battery storage and electric vehicles are areas we want to continue to develop and understand better. When we think about the changing grid, there are aspects that we need to address, all focused on the overriding issue, which is decarbonization, which in turn leads to electrification, which in turn leads to decentralization. We know there's going to be change, but we certainly want to be ahead of the curve in terms of the impact of change on the organization. And I think we are.

**BRIAN BENTZ** It's a transitional year, a pivotal year. We're in the midst of an energy transition and we know that with electrification and decarbonization, the demand for electricity is going to increase over the next decade. We need to be very forward-thinking in terms of how we build the grid of tomorrow, which is going to be more interactive, with more resources at the edge of the grid and more two-way power flow, as well as more decarbonized. We need to manage the growth intelligently; we need to optimize all of the resources we have today so that we have social licence to build greater capacity tomorrow. It is essential that we always keep our focus on the consumer, giving them excellent value with price and reliability.

Consumers are becoming "pro-sumers", both producing their own power, which includes managing their own power through demand response and conservation programs, as well as consuming power off the grid. So, they need their utility to be a trusted partner to help them with these integrated energy solutions. This is our goal with Strategy 2.0. We will become their trusted, integrated energy provider and partner as we move through the energy transition. It's an exciting time to be in the energy sector. And we have a great team to do it. We're well positioned to be a leader not only in Canada but in North America.

# Environmental



## Decarbonization – Leading the Way

As a leader among Canadian utilities in the fight against climate change, Alectra plays a vital role in reducing greenhouse gas (GHG) emissions, conserving natural resources, and protecting the environment. The energy sector is rapidly shifting towards cleaner and more sustainable sources of power, and Alectra is committed to being a net zero emitter of GHG by 2050.

In 2022, Alectra made progress towards achieving its commitment by reducing utility controllable GHG emissions by 23.1 per cent below 2016 baseline levels. However, global supply chain issues, higher costs and inflation have slowed Alectra's efforts, causing a delay in the company's plans to electrify its fleet.

A profound global transition towards reliable, clean electricity is necessary to cope with the climate crisis, and Alectra is committed to leading by example. The company's efforts to reduce GHG emissions, foster energy innovation, and facilitate its customers' shift to a low-carbon future are all critical to achieving this goal.

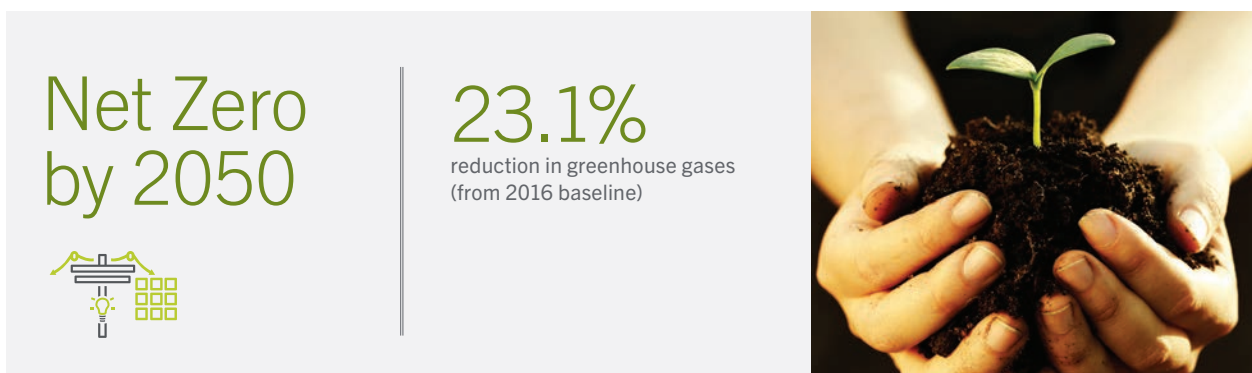
Progress continues for Alectra's new operations centre (opening Autumn 2023), located on Kennedy Road in Brampton. This new operational centre will reinforce the company's corporate commitment to reduce Alectra's energy usage and carbon footprint. This new facility will have several GHG reduction measures as well as being LEED (Leadership in Energy and Environmental Design) certified to Gold Standard. This centre will be the home base for 400 Alectra employees serving Mississauga and Brampton.

Among its many innovative features:

- Upgraded dedicated outdoor air systems, reducing GHG emissions by approximately 43 per cent beyond LEED Gold standards
- 500kW in rooftop solar power generation, which will help meet building power requirements
- More than 30 electric vehicle-charging stations, for use by Alectra fleet vehicles, employees and the public

The new Kennedy Road centre will be the fifth LEED certified facility in Alectra's portfolio of buildings.

	2016	2017	2018	2019	2020	2021	2022
Scope 1 – Fleet fuel (Diesel & Gasoline), Natural Gas and SF <sub>6</sub>	8,899	8,500	8,223	7,001	6,508	6,906	<b>6,533</b>
Scope 2 – Electricity, District Heating and Cooling	659	371	824	878	727	732	<b>799</b>
Total tCO <sub>2</sub> e	9,558	8,871	9,046	7,879	7,235	7,639	<b>7,332</b>
% Reduction	0%	7%	5%	18%	24%	20%	<b>23%</b>



### Notes:

- 1 GHG emissions are calculated following the principles and requirements of ISO 14064-1, and the Greenhouse Gas Protocol – a Corporate Accounting and Reporting Standard.
- 2 The calculations took into account 10 facilities, comprised of three corporate offices in Mississauga, Vaughan, and Hamilton, and seven service centres in Markham, Brampton, Mississauga, Barrie, St. Catharines, Hamilton, and Guelph. Excluded are substations and transformer stations.
- 3 Emission factors are derived from the latest release of Canada's National Inventory Report: Greenhouse Gas Sources and Sinks in Canada and verified by Sustainable Leadership (Ontario).
- 4 Sustainable Leadership (Ontario) verified the emission factors for the Hamilton provider of district cooling and district heating to Alectra's Hamilton corporate office.
- 5 Alectra's 2020 operations were influenced by COVID-19 (temporarily reduced GHG emissions).

## Environmental

# How We'll Get to Net Zero

Alectra is dedicated to reducing GHG emissions by setting an example through its actions. In order to achieve this goal, Alectra assessed its Scope 1 and 2 GHG corporate operations emissions and established a 2016 baseline, which revealed that 63 per cent of its GHG emissions were due to its fleet of vehicles, 26 per cent from the operating of its buildings, and 11 per cent from fugitive SF<sub>6</sub>\* gas released from distribution stations and other equipment.

To reduce emissions from its fleet and facilities, Alectra initiated several programs. The Fleet GHG emissions reduction program targeted vehicle maintenance, driver behaviour (including anti-idling policies and smooth starts/braking training), right-sizing of vehicles, ride-sharing, effective replacement strategies, and the adoption of new supportive fuel technologies. Additionally, Alectra launched an ambitious pilot project to cost-effectively reduce GHG emissions from its larger diesel vehicles, which represent more than 38 per cent of its overall GHG emissions. In early 2022, Alectra began testing technology from Canadian green tech company dynaCERT with their HydraGen™ system. Due to limited capital and supply chain issues, a pilot program with 15 diesel vehicles was included in the initiative with the plan to expand the use of the technology if significant results materialized.

The pilot program resulted in an over 12 per cent improvement – i.e., reduction – in both fuel consumption and generated carbon dioxide, and based on this success, Alectra expanded its program to include an additional 73 vehicles. In total, Alectra fitted 88 vehicles with the HydraGEN™ Technology Units to reduce carbon emissions, maintenance, and fuel costs.

Alectra's proactive environmental efforts with its fleet vehicles were recognized with the 'Most Innovative Leader Award' at the Windfall Ecology Centre ClimateWise Business Network's awards in York Region for its implementation of leading-edge clean technology.

\*Sulfur hexafluoride



## Greening Our Facilities – Alectra's Green Canopy

In 2022, Alectra continued the 'Greening' of its property in Guelph (Southgate Drive), which houses our Green Energy & Technology Centre (GRE&T Centre). This initiative included restoring the existing pollination garden and planting over 50 trees such as oaks, maples, walnuts, pines and spruces that are indigenous to the area and are excellent candidates to reduce carbon dioxide emissions (CO<sub>2</sub>).

In addition to greening our sites and reducing GHG emissions at our facilities, several key projects were conducted to reduce electricity and gas consumption.

By year end, approximately 80 per cent of all building lighting was retrofitted with Light Emitting Diodes (LEDs) specifically for buildings in our East and Central regions. Alectra removed and, in accordance with environmental regulations, disposed of 6,114 light tubes and 934 pot bulbs.

The building lighting retrofits are expected to reduce 155,397 kWh of electricity usage, and save \$93,000 annually in operating costs.

Other energy efficiency initiatives were:

- Light motion sensors
- Reduced the temperature setting on all building HVAC Units after hours and weekends (which are natural gas fired)

- Overhead doors were replaced in Hamilton (Nebo) and Barrie (Patterson) buildings. The new installations are better insulated and now offer rapid closing technology, reducing gas consumption for heaters within the garages

In addition to 'greening' our facilities, Alectra invested \$161,700 to support environmental initiatives in the community. These include local initiatives for youth such as Outward Bound in the Greater Hamilton Area and the Earth Rangers School Assembly Program, large-scale sponsorships such as Guelph General Hospital's sterilization containers to help reduce hospital waste, and our ED&I scholarship for Black and Indigenous students enrolled in York University's Faculty of Environmental and Urban Change.

Alectra Utilities launched the "Green Looks Good on You" paperless billing campaign in partnership with Forests Ontario, with the goal of planting 10,000 trees to help protect and restore green spaces in Alectra communities. The campaign resulted in over 31,000 new registrations and increased paperless billing subscribers to more than 35 per cent of the customer base, which reduced Alectra's monthly paper, printing and postage costs by more than \$300,000.







## Grid Modernization

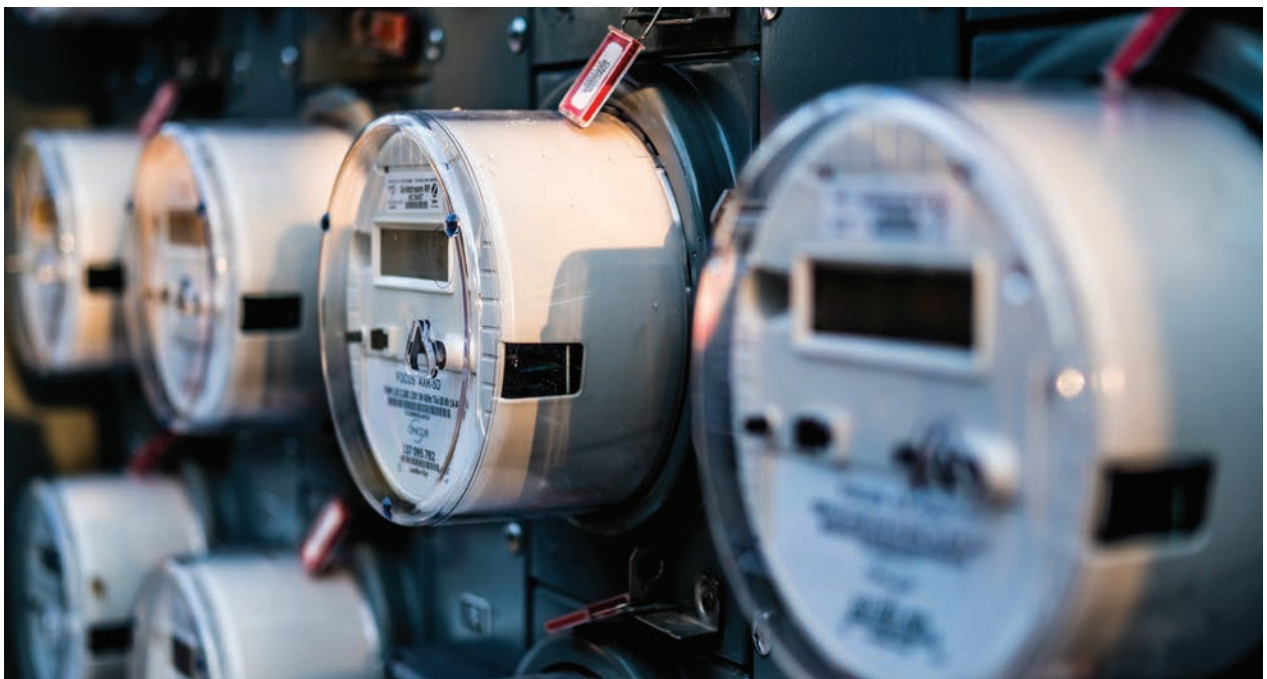
In 2022, Alectra established a new grid modernization function, demonstrating its dedication to preparing for the intricate demands of the future electricity grid. With Strategy 2.0, Alectra is emphasizing its readiness for a future energy market that involves a two-way flow of power and includes Distributed Energy Resources (DERs).

A critical component of grid modernization is the next generation of electrical meters and associated Advanced Metering Infrastructure (AMI). In partnership with Hydro One, Alectra successfully procured a leading-edge technology at a reduced price that can be shared with other Ontario utilities. The selected vendor, Itron, will enable Alectra to explore grid modernization initiatives, including direct interface applications on the meter such as grid edge, DER management, and EV readiness.

Another crucial element of grid modernization is expanding the use of automatic switching. Alectra aims to install around 100 switches annually for the next 20 years to increase distribution system automation. The switches enable Alectra's control room operators to bypass or isolate any problem areas that may cause an outage rather than dispatching a crew and vehicle to address each issue, which, in turn, minimizes greenhouse gas emissions from operating vehicles. This effort significantly improves reliability for customers and results in shorter outages and faster restoration of power service.

Moreover, automatic switches offer more flexibility in dealing with two-way power, which will become necessary as homeowners and businesses begin to generate and send power back into the electricity system. Alectra works closely with its customers, offering innovative solutions that grant greater freedom to make their energy choices while ensuring superior service.

Alectra aims to facilitate necessary changes to ensure the energy market and utilities can operate effectively and efficiently during the energy transition. Alectra's grid modernization function is just one example of its efforts to prepare for the complex demands of the future electricity grid.



# Electrification

Alectra acknowledges the proliferation of electric vehicles (EVs) in the years to come and completed a report in 2022 that analyzed the implications for the electrical system in the next two decades. The company is proactively preparing for this momentous change and the broader shift towards electrification across the economy. Alectra's focus is to ensure that the electricity system is ready to respond to the increase in demand.

The transition to electrification is expected to result in a substantial increase in demand for electricity in the future. This underscores the importance of investing in the necessary infrastructure to ensure reliability while also supporting economic growth, job creation, and enabling community development.

## EV Initiatives

Alectra has taken significant steps towards promoting the adoption of electric vehicles by installing more than 200 public EV charging stations throughout its service territory. Alectra's efforts are aimed at encouraging EV usage and reducing carbon emissions, and it has partnered with municipalities to install charging stations in various locations where customers work, play and gather.

To further support this initiative, Alectra received a \$250,000 investment from the federal Ministry of Natural Resources in 2022 to install 50 Level 2 EV chargers across St. Catharines, Barrie and Markham. The funding was provided through the

Natural Resources Canada (NRCan) Zero-Emission Vehicle Infrastructure Program, and Alectra contributed an additional \$710,000, bringing the total project investment to \$960,000.

Alectra has also collaborated with the City of Mississauga to install 10 Level 2 EV charging stations at the Mississauga Central Library. These chargers provide more rapid charging service to EV batteries and are a practical option for public charging applications.

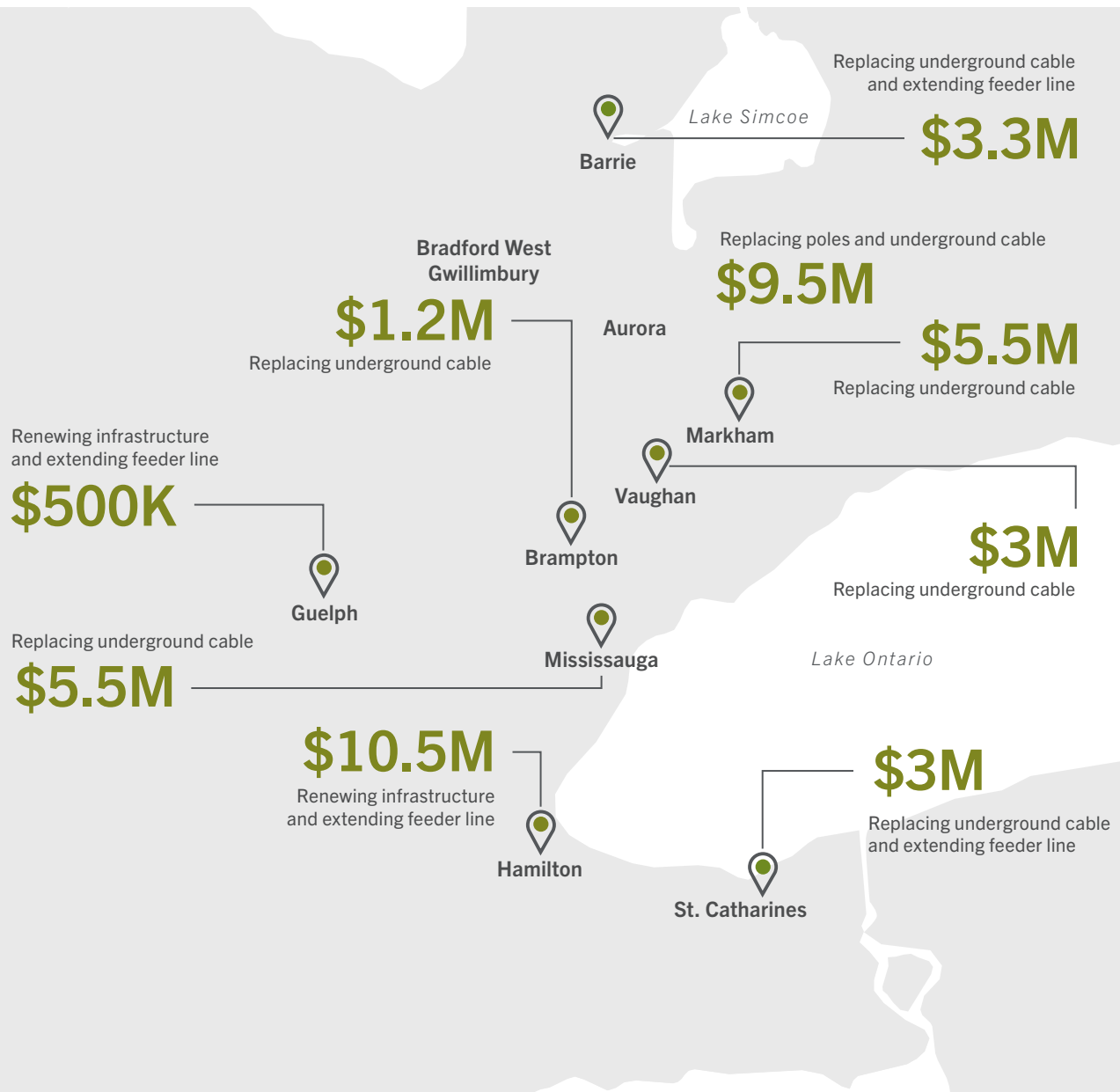
Alectra's multi-year pilot program, AlectraDrive @Work, aims to explore the potential of managed smart charging in reducing customer bills and the need to upgrade infrastructure. The first phase of the project involved installing chargers at the Markham Civic Centre and Alectra's Head Office. The AlectraDrive @Work pilot program is financially supported by the Independent Electricity System Operator's (IESO's) Grid Innovation Fund and NRCan, through its financial support of the Charge the North Project led by Geotab.



Alectra Inc. President and CEO, Brian Bentz, joined Mississauga Mayor, Bonnie Crombie, to officially announce the installation of 10 Level 2 EV charging stations in the underground parking lot of the Mississauga Central Library.

# Capital Investments

Alectra dedicated approximately \$300 million in 2022 for capital enhancements throughout its service area, covering system renewal initiatives. This amounts to nearly \$1 million per day to replace obsolete equipment and establish new infrastructure capable of accommodating rising electricity demands. Alectra is allocating funds to upgrade the power grid across all 17 communities it serves, aiming to promote economic growth and deliver secure and dependable service.



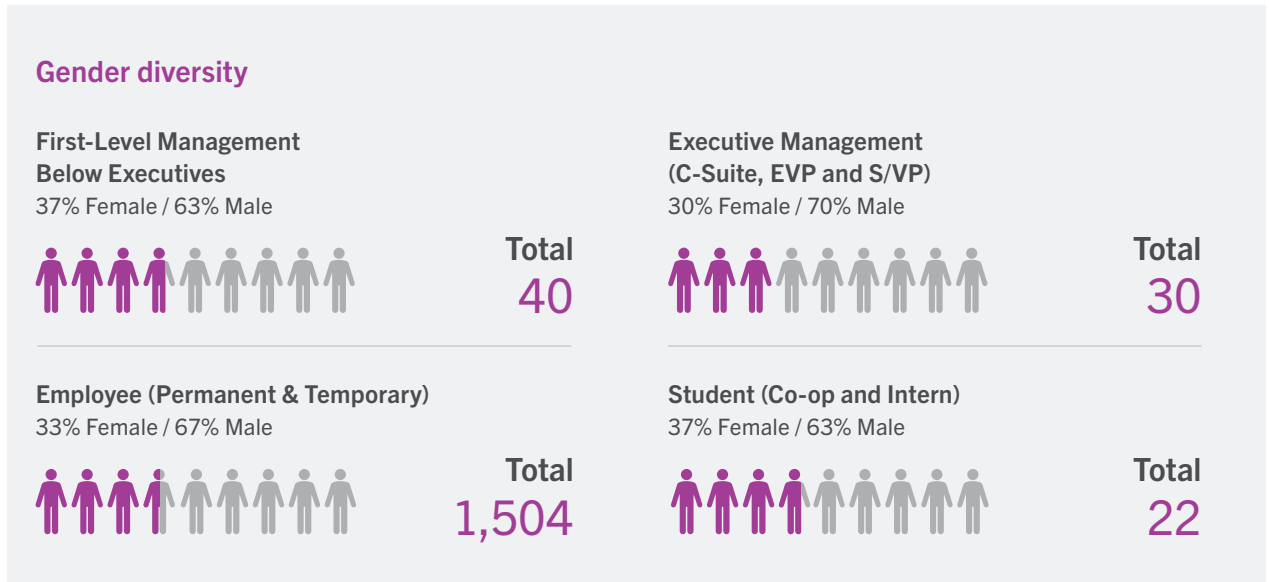
# Social



Alectra values its people as the foundation of its success. The workforce is committed to providing exceptional service to customers and giving back to the communities they serve. Sustainability, employee well-being, community engagement, customer service, and diversity are central to Alectra’s long-term success.

The company is committed to fostering a safe, inclusive, and welcoming workplace for everyone. AlectraCARES is an umbrella program that focuses on building strong relationships with employees, customers, shareholders, and communities while being responsible stewards of the environment.


In 2022, Alectra demonstrated its commitment to its communities through the AlectraCARES Community Support Program, which invested \$1,337,990 to support and strengthen the areas it serves.



Includes: Alectra Utilities Corporation, Alectra Energy Solutions, Alectra Power Services and Alectra Inc.

# \$1.3M

invested in our communities in 2022 by  
AlectraCARES Community Support Program




## Social

# Partnership, Research & Collaboration

Strengthening its focus on digitalization for energy transformation. In 2022, Alectra launched a new Digital & Innovation team. This realignment has increased the focus of digital transformation to support Alectra's strategic journey.

### Partnerships in Research and Development

#### New Ultra-Low Overnight Price Plan Option Announced

Our Advantage Power Pricing (APP) pilot which tested various electricity pricing options provided the inspiration for the new Ultra-Low Overnight Price Plan. The new electricity rate, which was announced in February 2022, will be available for all electricity customers across Ontario in 2023 and will benefit EV drivers who typically charge their EVs at home overnight. This is just one example of how a utility can help its customers. It is proof that Alectra can support the transition to a cleaner e-mobility landscape.

#### Growing EV Charging Infrastructure

We are expanding EV charging infrastructure across our Alectra service territory to support our customers and the growing e-mobility market. This includes various e-mobility pilots and initiatives that are investing in public charging infrastructure as well as delivering federal incentives to customers deploying charging infrastructure for public or fleet usage.

#### GRE&T Centre Pilot Projects

The GRE&T Centre is pleased to have completed major pilot projects over the course of 2022. These pilots have provided immense learnings and demonstrated Alectra's leadership in empowering customers to exchange energy from energy assets, like solar panels and EVs for financial rewards (GridExchange) and supporting businesses with managed charging solutions for employees, customers, and the general public (AlectraDrive @Work). Work continues on various other pilot projects, including, for example, our POWER.HOUSE and Power.House Hybrid projects, which are exploring ways to retrofit homes to support customers with the transition to net zero.

### Partnerships in Sustainability

In the effort to decrease greenhouse gas emissions (GHG), Alectra collaborated closely with local and regional business networks, including Sustainability Leadership in the Central and West Region, and ClimateWise in the East Region.

Sustainability Leadership is a non-profit social enterprise that provides support to both businesses and citizens.

Alectra has been a member of the Sustainability Leadership Program since 2017.

Meanwhile, ClimateWise is committed to assisting businesses in evaluating, tracking, and minimizing their greenhouse gas emissions, and Alectra has been working with ClimateWise since 2019.

### Partnerships in Transit Renewal and Electrification

Working within its service territories, Alectra is actively involved in Metrolinx's rapid transit electrification plans and is committed to being a community partner in the effort. In the City of Mississauga, Alectra has worked closely with Metrolinx making significant progress in the Hurontario Light-Rail Transit (LRT) and GO Expansion projects by relocating overhead assets at multiple railway crossings to enable GO Train electrification. Designs for the entire 18 km initiative and the associated relocation of 10 km of pole lines and underground cables have been completed.

Across its service territories, Alectra is also collaborating with Metrolinx on the Hamilton LRT, Yonge Subway Extension, Eglinton Crosstown West Extension, Queen Street & Highway 7 Bus Rapid Transit (BRT), and with the City of Mississauga for the Dundas BRT and Lakeshore BRT in 2023. These critical electrification projects are expected to significantly reduce GHG emissions across Ontario.



Alectra now has over 200 public EV charging stations in operation or in development across our service territory. We're proud to partner with municipalities including Barrie, Markham and St. Catharines to install chargers in places our customers work, play and gather, as we strive to be part of the solution in fighting climate change.

**Brian Bentz** — President and CEO, Alectra Inc.



Brian Bentz (President and CEO) joined Chris Bittle (MP for St. Catharines) to announce a \$250,000 investment by the Government of Canada in Alectra Energy Services to install 50 Level 2 EV chargers across St. Catharines, Barrie, and Markham.

## Social



I aim to work with carbon intensive organizations in the utilities, finance, and building sectors to contribute to their green transition. I will especially focus on the challenges faced by the BIPOC communities in accessing climate finance. I have identified during the past five years that climate justice can only be achieved by allocating capital towards a zero-carbon planet. I will use my management and social science background to create positive impact in the society.

**T.N. Pisharam** — winner of Alectra’s Graduate Fellowship in Sustainability Management, University of Toronto Mississauga

### Partnerships in Education

#### Alectra Graduate Fellowship in Sustainability Management

With Alectra’s support, the University of Toronto Sustainability Management graduate program is nurturing talent and training the next generation of experts to help tackle climate change. Recipients of the Alectra Graduate Fellowship in Master of Science in Sustainability Management (MScSM) benefit from the educational foundation and opportunities provided by one of the best universities in North America. Students and graduates explore innovative ideas that can help build a more sustainable future. Many go on to pursue a career that can advance the field of sustainability management, ultimately making communities and ecosystems more resilient.

#### Tushar Nellampani Pisharam is the 2021–2022 Alectra Fellow

While completing his undergraduate degree, Tushar discovered that business and sustainability were not natural partners. His work and studies focused on the development of sustainable business practices to help companies reduce their carbon footprint.

All graduates of this program are part of a broader cohort representing the next generation of experts to help tackle climate change.

#### OEN Sustainable Development Scholarship Sponsored by Alectra

The Ontario Energy Network (OEN) Sustainable Development Scholarship, sponsored by Alectra, is granted to an Ontario undergraduate university or college student in sustainable development, engineering or electronics, with a major focus on sustainable development or environmental studies, and who has demonstrated leadership and a commitment to community service.

The 2022 Sustainable Development Scholarship winner is Katerina Vovk, a third-year Engineering Science student at the University of Toronto (U of T). Katerina is passionate about the environment and sustainability. At U of T she has participated in the UTWind turbine design team and “Hack the Globe,” an international initiative aimed at finding solutions to world challenges.



From right, Lynn Williams, Director, Strategy and Sustainability, Alectra Inc., presents Tushar Nellampani Pisharam with the Alectra Graduate Fellowship in Sustainability Management at the MScSM annual banquet in 2022.

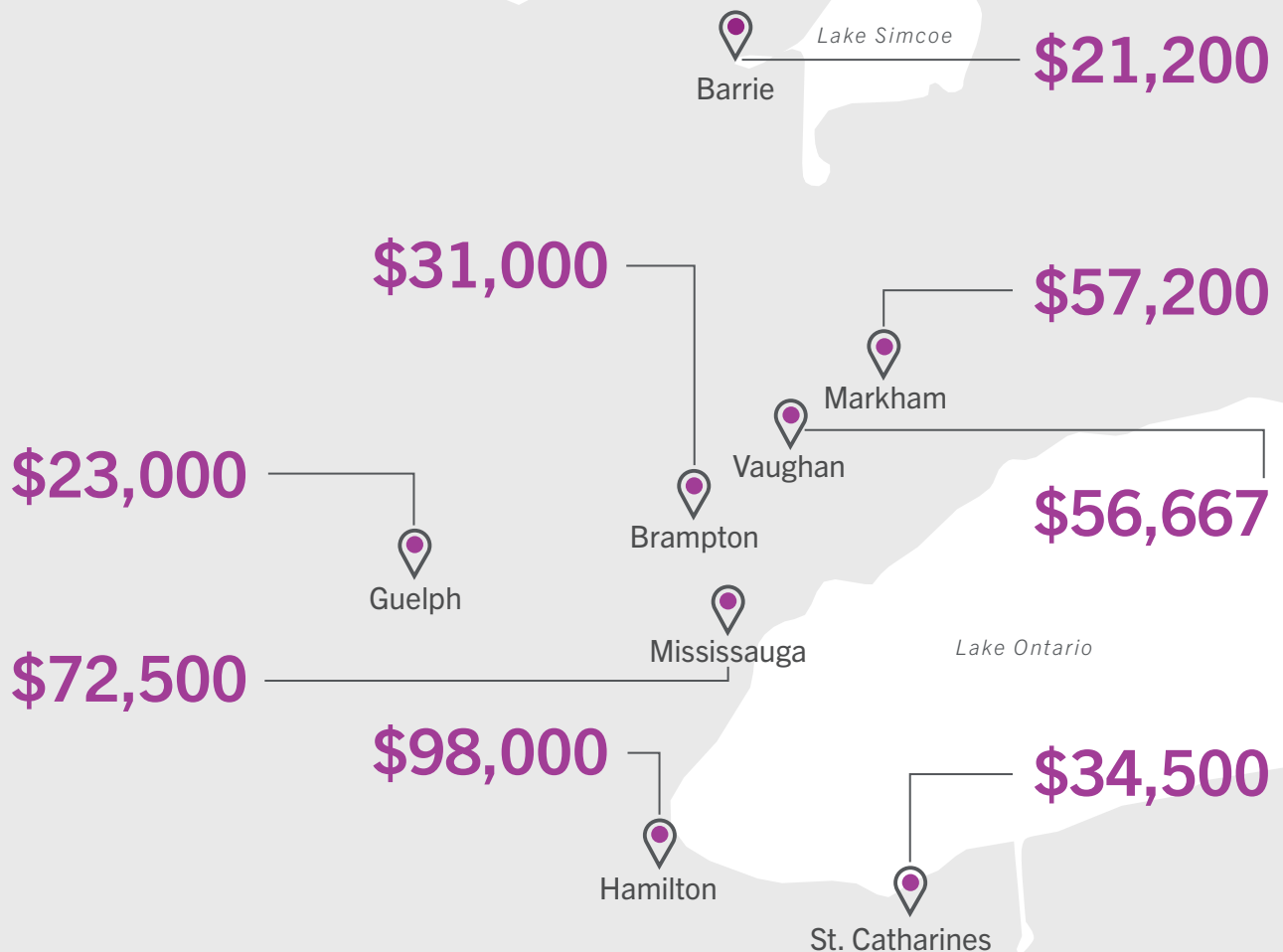


Katerina Vovk – recipient of the \$5,000 Ontario Energy Network’s (OEN) Sustainable Development Scholarship, sponsored by Alectra.



# Community Development

Alectra cares about their customers and the communities they serve. In 2022, Alectra invested \$1.3 million into empowering and enhancing the quality of life in their communities. The company’s community support efforts include sharing the power of their people through customer service excellence, volunteerism and supporting charities and not-for-profit organizations that promote sustainability, diversity and community well-being.



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## Social

# Community Investment and Economic Impact

Alectra's mission is grounded in its commitment to responsibility toward its employees, customers, communities, and society at large. This commitment is reflected in the utility's actions, including meaningful contributions of volunteerism, support, and expertise that provide tangible benefits beyond its traditional role.

Alectra has donated \$1.05 million to Trillium Health Partners' Institute for Better Health (IBH) over seven years. The funding aims to support research and innovation to enhance the mental health care system. IBH plans to use the funding to recruit a Clinician Scientist with expertise in mental health service delivery to conduct research in key areas, such as patient and family-centred care, population health, implementation and evaluation science, and Learning Health System.

Alectra has pledged its support to Guelph General Hospital by contributing \$180,000 to purchase a new sterilization container system on World Health Day. The new system will reduce medical waste generated from operating room surgeries by eliminating single-use disposable wraps traditionally used to protect the sanitization of surgical instruments. This will not only save the hospital money, but also significantly reduce the amount of medical waste

that is sent to landfills. Additionally, Alectra has committed to contributing over \$105,000 to Guelph community programs in 2022 through its AlectraCARES Community Support Program.

Alectra and the Royal Victoria Regional Health Centre (RVH) Foundation have partnered to establish the 'Alectra Fund for Health and Social Innovation,' with the aim of improving health outcomes for individuals facing barriers within the community. Over the course of five years, Alectra will provide \$500,000 to sponsor multiple studies through the RVH Research Institute. These studies will examine the relationship between health and social issues, particularly those affecting vulnerable populations, such as homelessness, mental health, addiction, and isolation. The research findings will be used to guide RVH and community partners in enhancing care, services, and programs for these individuals.



The ongoing pandemic has resulted in increased mental health awareness for our communities, and with Peel being one of the hardest-hit regions, we are especially proud to align with Trillium Health Partners' (THP) Institute for Better Health. We know there is no 'one-size-fits-all' approach to mental health, and we are committed to working with THP to make mental health care accessible to everyone.

**Brian Bentz** — President and CEO



The pandemic has disproportionately impacted the most disadvantaged residents in our region, especially those with mental health issues. Thanks to this most generous gift from Alectra, Institute for Better Health scientists will be able to work with patients, families, as well as our local mental health providers and leaders, to create a new kind of mental health care that is patient-centred and equitable for the best possible outcomes.

**Dr. Robert Reid** — Hazel McCallion Research Chair in Learning Health Systems and Chief Scientist, IBH and Senior Vice President Science, THP



In attendance for the announcement of the \$1,050,000 donation from Alectra were (left to right): Dr. Robert Reid, Chief Scientist, Institute for Better Health and SVP, Bonnie Crombie, Mayor of Mississauga, Caroline Riseboro, President and CEO, Trillium Health Partners Foundation, Brian Bentz, President and CEO, Alectra, Norm Loberg, Chair of the Board for Alectra Inc.

## Social

### Food Security

Alectra provided \$111,500 to support several grassroots food security programs, including:

- Food Bank of York Region, Food Assistance for Food-Insecure Households
- Mission Services of Hamilton's The Good Food Centre
- Barrie Pride's Community Food Pantry
- Life of Hope Foundation's Food Relief for Low-Income Families



### Company of the Year and Best 50 Corporate Citizen

Alectra was named Company of the Year by the Ontario Energy Association, partly due to its community-giving efforts spanning five years. Additionally, Alectra was recognized as one of the Best 50 Corporate Citizens in Canada by Corporate Knights for its efforts in sustainability.



### Niagara 2022 Canada Summer Games

Alectra was named the Official Energy Supplier for the Niagara 2022 Canada Summer Games and also installed advanced solar technology and electric vehicle chargers on the roof of the Henley Rowing Centre. The solar system will generate approximately 43,000 kWh of clean electricity annually, effectively meeting the centre's energy needs.



### Employees Giving Back through Fundraising and Volunteerism

Alectra employees raised \$10,090 for the Red Cross to support Ukraine and its people, which was then matched and topped up by Alectra, resulting in a total donation of \$25,180. Additionally, during the annual United Way Campaign, employees donated \$56,000, which was matched by Alectra, bringing the total donation to \$112,000.

Alectra's culture includes a commitment to giving back to the community. Recently, employees from the Internal Audit and Business Transformation teams volunteered their time and effort to sort and pack more than 10,000 pounds of food, which will provide over 11,000 nutritious meals to families in need.

### Community Mental Health

Alectra allocated a total of \$304,500 to support 14 community-based mental health initiatives in the areas we serve. Alectra is a strong supporter of the Ross Tilley Burn Centre at Sunnybrook Hospital. As a utility, we rely on their medical knowledge and expertise to help all of our colleagues in the electrical sector with the physical and mental recovery associated with electrical injuries. The centre continues to focus on developing innovative research that will assist in recovery.

Alectra's continued partnership with Sunnybrook's Ross Tilley Burn Centre will support research on post-traumatic stress disorder (PTSD) and mental health rehabilitation for burn survivors.

## Ride to Conquer Cancer

Team Alectra, including two survivors, participated and fundraised over \$53,000 for the fifteenth annual Ride to Conquer Cancer in support of life-changing cancer research.

On Saturday June 11th, 2022, 15 riders from Alectra set off at Exhibition Place in Toronto and then made their way across the Golden Horseshoe to Hamilton and up to Niagara Falls on Sunday. Some riders participated in the one-day event to Hamilton, while others powered through for an additional day to reach the falls.



## Walk a Mile in Their Shoes

In September 2022, Alectra team members from across our service territory stepped up to fundraise \$10,938 for the YWCA Hamilton's annual Walk a Mile in Their Shoes event. As a result, Alectra won the Biggest Team award with more than 25 team members.

The Annual Walk a Mile in Their Shoes events help raise the critical funds and awareness needed to help end gender-based violence. Through the AlectraCARES Community Support Program, Alectra sponsored two Walk a Mile events run by YWCA Hamilton and Women and Children's Shelter of Barrie.



## Wesley Autumn Harvest

Wesley is a local non-profit, offering support for people experiencing poverty, homelessness, and barriers in Hamilton, Halton and Brantford. This agency offers Children, Youth & Family Services, Housing & Homelessness Services and Newcomer, Employment & Community Services. Through AlectraCARES, Wesley Autumn Harvest provided special fall meals to the homeless community in Hamilton. Wesley Day Centre is a program that supports approximately 1,000 people who are living on the streets and in homeless encampments, many of whom are facing critical untreated mental health and addictions and without access to housing. In the past year, Wesley provided a record 226,824 meals to community members.



## Stevenson Memorial Hospital

With Alectra's contribution, the Stevenson Memorial Hospital in Alliston was able to purchase a Dialysis Ultrasound Vascular handheld device, which helps healthcare professionals locate patients' veins more efficiently during dialysis treatment, reducing wait times and backlogs.



## Scientists in School

Alectra contributed \$5,000 to support 17 virtual STEM (Science, Technology, Engineering, and Mathematics) enrichment workshops in Bradford, Hamilton, Penetanguishene, and St. Catharines, providing almost 350 elementary-aged children with the opportunity to explore careers in science.

## Social

# Employee Health, Safety and Wellness

### Safety

There were no critical injuries reported in 2022, consistent with the previous year and in accordance with the Occupational Health and Safety Act. Medical aid incidents have remained steady over the past few years, with a decrease from pre-pandemic levels, and a trend towards lower severity incidents. Alectra will prioritize leading preventative measures and metrics to reduce the frequency of incidents.

### Wellness

This year, Alectra continued to prioritize employee well-being through its holistic Wellness Framework, offering various programs and policies to support employees' mental, emotional, and physical health. Some of the initiatives included:

- Introducing two new employee wellness programs, People Connect and Self-Help Works, which were also available to employees' spouses and dependents.
- Implementing the 'Disconnecting from Work Policy' to encourage employees to take breaks and disconnect from work-related activities outside of work hours.
- Facilitating a smooth Return to Office (RTO) transition by providing Employee and People Leader checklists, an FAQ document, People Leader Handbook, and live Q&A sessions.
- Conducting staff check-ins through regular pulse surveys to gauge employee sentiment and identify areas for improvement.

Alectra also integrated its Wellness Strategy with its Health and Safety Strategy, emphasizing the importance of managing not only employees' physical safety, but also their psychological safety and overall well-being. To promote a psychologically safe culture and inclusive work environment, Alectra developed and launched Psychological Safety eLearning for People Leaders, with a completion rate of 97 per cent. To embed these values into its operations, Alectra also launched a Cultural and Behavioural Commitment program, which included an eLearning component that achieved an employee completion rate of 95 per cent.

### Employee Learning

Alectra employees continued to prioritize continuous learning through our LinkedIn Learning platform in 2022, with almost 3,000 hours of online training completed, a 20 per cent increase from the previous year. Popular content included productivity in a hybrid work environment, sustainability, and stress management. Overall, Alectra employees completed approximately 38,842 hours of training in safety/environment, leadership, and job-specific areas. Our leaders also participated in leadership development programs, such as Leading and Managing in a Unionized Environment and Leading Hybrid Teams. Additionally, a new business writing training program was rolled out for engineers, including one-to-one coaching sessions.

In 2022, Alectra extended its mentorship program to new leaders and professional engineers, which received positive feedback. A coaching program was also piloted with the People and Transformation team and will be extended in 2023. Furthermore, Alectra created an Engineer in Training (EIT) development program, which provided training on project management, time management, and career development.

### Empowering learning for the next generation of powerline technicians

Alectra supported the Cambrian College Powerline Technician program by donating a bucket truck, which will provide practical training opportunities for aspiring Powerline Technicians. The 14-year-old (2008 model) International 7400 bucket truck, fitted with a Posi-Plus Double Bucket 63 Foot Aerial Device, was identified as a valuable addition to Cambrian College's training needs and was part of Alectra's fleet replacement cycle.

“We know students will benefit from these additional resources that are sometimes outside the reach of program budgets and we’re proud to contribute to the Powerline Technician training program at Cambrian College. It’s rewarding to provide support for the training of future powerline professionals that will serve our industry and communities in the future.”

**Brian Bentz** — President and CEO, Alectra Inc.

“The support of our industry partners is instrumental in providing Cambrian College powerline students with the tools and learning opportunities that will lead to their future success.”

**Brian Lobban** — Dean, Schools of Skills Training and Engineering Technology, Cambrian College

“One of the best components of the Cambrian Powerline program is being able to use a wide variety of equipment that we would use in a real work environment. Having an additional bucket truck allows our class to do more in the training field and learn more of the vital skills that we need!”

**Brett Bond** — Third semester Powerline Technician student at Cambrian College

“We are grateful to Alectra for today’s generous donation of this aerial device and greatly appreciate their ongoing support for our students and program.”

**Al McNeilly** — Program Coordinator, Cambrian College



Featured left to right: Kevin Townsend (Supervisor, Fleet, Alectra), Brian Lobban, (Dean of the Schools of Skills Training and Engineering Technology, Cambrian College), Paul Drone (Director, Operations, Alectra), Al McNeilly (Program Coordinator, Cambrian College), Scott Fraser (Vehicle and Plant Mechanic, Alectra)

## Social

# Equity, Diversity & Inclusion (ED&I)

## ED&I

In 2022, Alectra assessed its Executive hiring practices and job descriptions from an equity, diversity, and inclusion perspective. It conducted educational sessions for its Board of Directors and recognized the need to continuously diversify the directorial ranks. Alectra's

Balanced Scorecard metric, representing employee satisfaction, resulted in a score of 80.7 per cent. In addition to the employee satisfaction survey, all employees participated in cultural and behavioural commitments (CBC) workshops.



Alectra honoured women's achievements with a message to share from some of the powerful and talented women at Alectra. We're proud to support women-focused initiatives and events across our service territory. This video can be viewed at: [youtube.com/@alectranews](https://youtube.com/@alectranews)





We are grateful for Alectra’s contribution to our shared values and are enthusiastic about welcoming future scholarship recipients to our program.

**Dr. Khaled Hassanein** — Dean, DeGroote School of Business

Alectra’s priorities for the year were based on the findings of employee surveys, which included focusing on wellness, mentoring, safety, and learning and development. Additionally, Alectra recognizes the importance of promoting ED&I in its communities. Alectra has partnered with York University to establish a scholarship program for Black and Indigenous students pursuing undergraduate degrees in environmental and urban studies. Alectra will contribute \$84,000 (over four years) to support two domestic undergraduate Black and Indigenous students and create positive change in our communities. Alectra has also launched several ED&I initiatives, supported local anti-racism programs, and sponsored a scholarship program for racialized students.

Recognizing not only the importance of supporting education, Alectra supports ED&I in the boardroom. In partnership with The DeGroote School of Business, Alectra supports a scholarship that offers more racialized individuals the opportunity to attain governance education and certification, by completing The Directors College’s Chartered Director (C.Dir.) Program, a DeGroote Executive Program.

“At DeGroote, we recognize the importance of supporting our diverse community. We are thrilled about the opportunity to foster a more inclusive environment as a result of this partnership,” said Dr. Khaled Hassanein, Dean, DeGroote School of Business. “We are grateful for Alectra’s contribution to our shared values and are enthusiastic about welcoming future scholarship recipients to our program.”

Alectra will be funding the annual scholarship, awarded to one Ontario-based individual who identifies as racialized, each calendar year between 2021 and 2025 and will cover all five modules of the C.Dir. Program.

“Equity, diversity and inclusion are embedded in Alectra’s culture. Breaking down barriers and expanding possibilities through this scholarship program will provide under-represented individuals with new tools to lead,” said Brian Bentz, President and CEO, Alectra Inc. “It’s an important step in achieving greater diversity for today and in the future.”

Furthermore, Alectra has collaborated with StepUp, the Independent Electricity System Operator (IESO), Hydro One, and other partners to fund Canada’s first energy sector survey on ED&I. By supporting research and promoting dialogue around ED&I issues, Alectra is playing a pivotal role in fostering positive change in the energy sector and beyond.



We apply an ED&I lens to everything we do and it is ingrained into the culture at Alectra. It’s the start of the journey, but we are seeing tremendous progress.

**Barb Gray** — Executive Vice President, People and Transformation

# Governance



# Board Overview

Strong corporate governance is fundamental to Alectra's long-term success. Alectra's governance practices and performance highlight our commitment to transparency, accountability, and responsible decision-making. We recognize the critical role we play in delivering reliable and affordable energy to our customers, while also contributing to the communities we serve. Our governance practices are essential in ensuring that we fulfill our obligations and meet the expectations of our stakeholders. We are pleased to share our progress over the past year and our plans for the future.

Through holding companies, Alectra is owned by seven municipal shareholders – the cities of Barrie, Guelph, Hamilton, Markham, Mississauga, St. Catharines, and Vaughan, as well as the BPC Energy Corporation, which is part of the Ontario Municipal Employees Retirement System (OMERS). The Alectra Board of Directors and Management team are committed to the highest standards of corporate governance and business ethics. Alectra's governance practices ensure that all aspects of our business are conducted with integrity and transparency to improve the company's performance and enhance shareholder value.

## Board Oversight

Effective corporate governance is a critical component of Alectra's business strategy. As part of their mandate to govern Alectra Inc., the Board of Directors sets strategic direction and risk tolerances. Our Board of Directors also provides the leadership and guidance that drives our sustainability efforts and helps us achieve our mission to provide customers with smart and simple energy choices, while creating sustainable value for our shareholders, customers, communities, and employees.

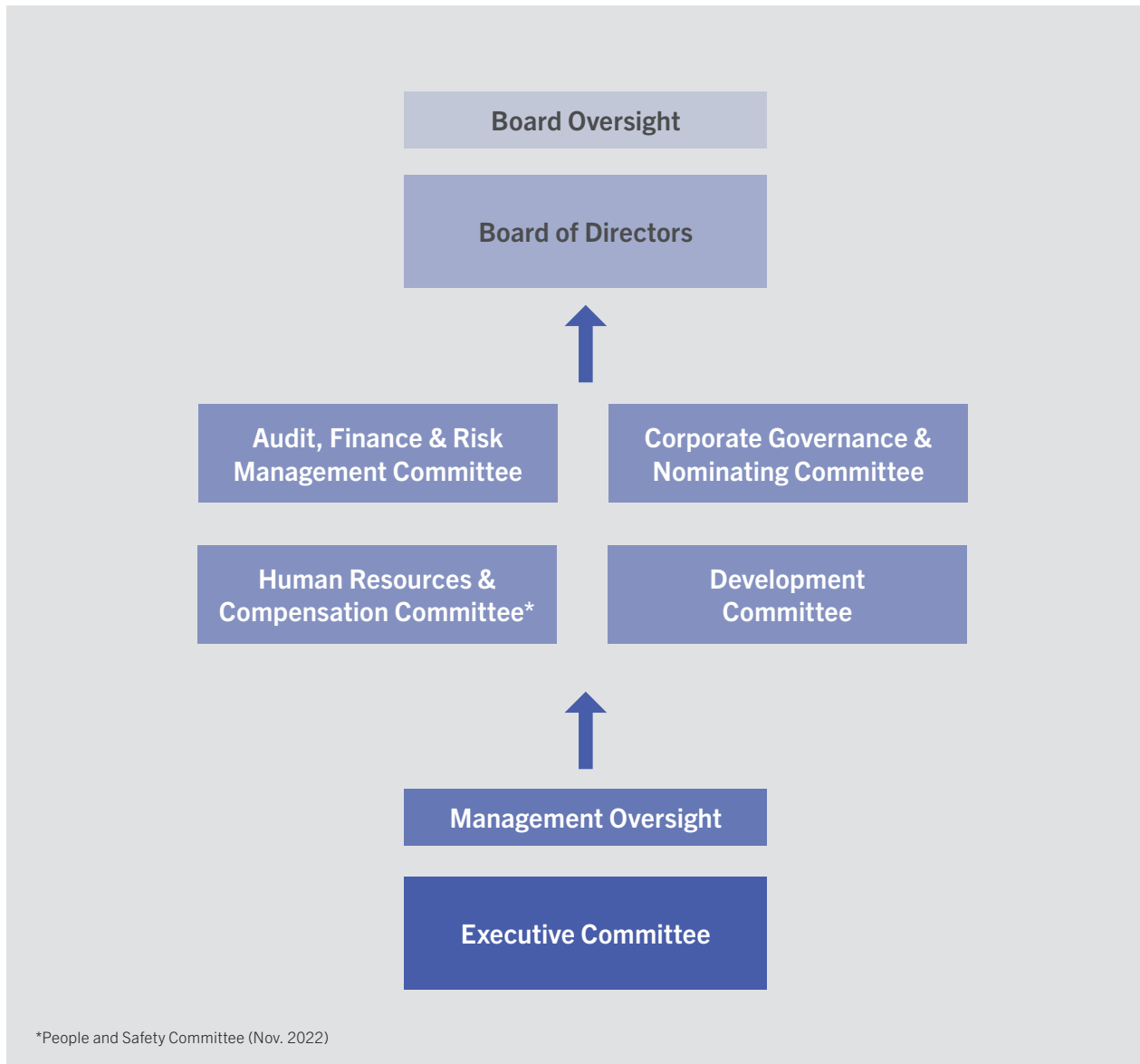
Given the importance of managing climate-related risks and opportunities, we have a strong governance structure that provides oversight and transparency.

A strong governance structure provides oversight and transparency in managing climate-related risks and opportunities, supported by a mature enterprise risk-management program and robust strategic and business planning processes.

Environmental	Social	Governance
Climate Change Resiliency and Preparedness	Community Development	Corporate Governance
Energy Efficiency	Equity, Diversity, and Inclusion	Customer Experience
Greenhouse Gas Emissions	Employee Engagement and Development	Cybersecurity
Grid Modernization	Health, Safety and Well-being	Ethics and Integrity
Emergency Preparedness and Response	Partnerships, Research and Collaborations	Sustainability Commitments
Environmental Management	Public Consultation	
	Socio-economic Impact	
	Energy Affordability	

## Governance

The Board discharges its responsibilities either directly or through four committees: Corporate Governance and Nominating (CG&N) Committee; the Audit, Finance and Risk Management (AFRM) Committee; Development Committee (opportunities); and the Human Resources and Compensation (HR&C\*) Committee.



\*People and Safety Committee (Nov. 2022)

## Board of Directors

Alectra is governed by a 14-member Board of Directors, which is accountable to the shareholders for establishing effective corporate governance and achieving the company's mission, vision, and purpose. The Board sets Alectra's strategic direction and oversees the President and CEO, as well as the corporation's performance, culture, and ethical integrity.

The President and CEO of Alectra is responsible for the overall direction and strategy related to climate change and sustainability. The company has established a sustainability committee comprising of critical internal leaders, including senior management, who work together to ensure that Alectra's ESG intentions match its actions. Alectra monitors and reports quarterly to the Executive Committee and the Board's Corporate Governance and Nominating Committee on its annual targets for Corporate Operational GHG reduction and operational performance.

Alectra's governance practices are essential to fulfilling its obligations and meeting stakeholder expectations. The company is committed to delivering reliable and affordable energy to customers while contributing to the communities it serves. The Board and management team remain committed to the highest standards of corporate governance and business ethics, ensuring integrity and transparency in all aspects of the business to improve performance and enhance shareholder value.

## Executive Committee

Alectra's strategic direction and daily operations are overseen by a seasoned and progressive Executive Committee, which functions as the primary decision-making body for the organization's key functions and serves as its steward.

## Enterprise Risk Management

At Alectra, managing risk is an essential aspect of our business, and it is the responsibility of all business units. In conjunction with our robust governance model, we ensure that risks are consistently taken into account in all decision-making processes. To learn more about our Enterprise Risk Management process and how we manage risks, please refer to the accompanying management's discussion and analysis information (MD&A).



Left to right: Brian Bentz, President and Chief Executive Officer of Alectra Inc. and Norm Loberg, Chair of Alectra Inc.'s Board of Directors

## Governance

Strong corporate governance is fundamental to Alectra's long-term success as a profitable organization dedicated to providing our customers and our communities with safe, reliable and innovative energy solutions.



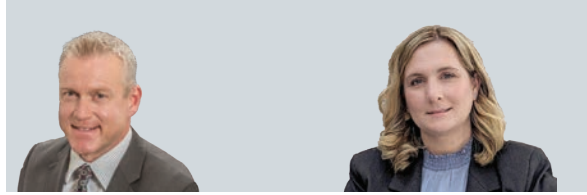
Alectra has a strong governance model that is focused on sustainability and promotes diversity and inclusion. Board representation from our municipal shareholders, blended with commercially minded independent directors, gives our Board a very broad perspective. This ensures that the needs of our customers and our communities are well represented in decision-making.

**Norm Loberg** — Chair, Alectra Inc.  
Board of Directors

## Executive Committee



**Brian Bentz**  
President and CEO



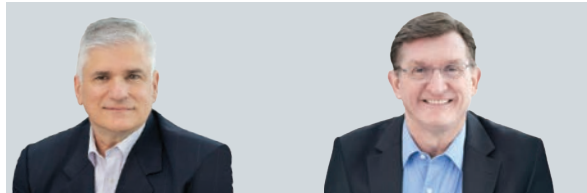
**John Basilio**<sup>1</sup>  
Executive Vice President and Chief  
Financial Officer

**Danielle Diaz**<sup>2</sup>  
Executive Vice President and Chief  
Financial Officer



**Dennis Nolan**  
Executive Vice President, Legal,  
Government Relations and Corporate  
Secretary

**Barb Gray**  
Executive Vice President,  
People and Transformation



**John Matovich**  
Executive Vice President,  
Energy Solutions and Growth

**Mike Matthews**  
Executive Vice President,  
Asset Strategy and Operations



**James Douglas**  
Executive Vice President, Customer  
Experience

**Julia Zhu**  
Executive Vice President,  
Chief Digital & Innovation Officer

## Board of Directors



**Norm Loberg**  
Chair of Board



**Jane Armstrong**  
Chair of People & Safety Committee



**Gerald Beasley**  
Chair of Audit, Risk &  
Finance Committee



**Maurizio Bevilacqua**<sup>3</sup>



**Bonnie Crombie**



**Dr. Giuseppina D'Agostino**  
Chair of GRE&T Centre



**Sean Donnelly**  
Chair of Corporate Governance &  
Nominating Committee



**Fred Eisenberger**<sup>4</sup>



**Jennifer Fang**



**Matt Harris**



**John Knowlton**



**Don Lowry**  
Chair of Development Committee



**Frank Scarpitti**



**Ron Stevens**<sup>5</sup>



**Steven Del Duca**<sup>3</sup>



**Andrea Horwath**<sup>4</sup>



**Alex Nuttall**<sup>5</sup>



**Jeff Lehman**<sup>6</sup>

<sup>1</sup> John Basilio retired December 2022. <sup>2</sup> Danielle Diaz was named (Interim) Chief Financial Officer in October 2022. She was subsequently named Executive Vice President and Chief Financial Officer. <sup>3</sup> Maurizio Bevilacqua replaced by Steven Del Duca November 2022. <sup>4</sup> Fred Eisenberger replaced by Andrea Horwath November 2022. <sup>5</sup> Ronald Stevens (April–December 2022) replaced by Alex Nuttall November 2022. <sup>6</sup> Jeff Lehman resigned April 2022.

## Governance

# Customer Experience

### Affordability

Despite the challenges posed by the pandemic and rising inflation in 2022, Alectra has maintained its commitment to prioritizing the needs of its customers. The company understands that many of its customers are experiencing financial difficulties, and it continues to offer support through various means.

Alectra continues to support its most vulnerable customers who are behind on their bills through the Low-income Energy Assistance Program (LEAP). Note that LEAP has changed for 2022: Eligible customers may now apply for and receive LEAP more than once per year. The maximum value of grant amounts has been increased to \$1,000. This year Alectra dispersed \$1,203,655 in funding to 1,577 low-income customers who qualified through our local community support agencies (Note: this includes \$1,046,270.46 in grants – average grant = \$663 – plus \$157,384.65 in administrative fees).

In cases where customers don't qualify for LEAP, Alectra is always willing to work out creative payment options. The company also strives to keep its customers informed of all available resources that can help them. For instance, Alectra proactively informed customers in January about temporarily discounted electricity rates, the newly launched Ontario Business Costs Rebate Program, and the expanded eligibility criteria for LEAP.

### Innovative Energy Services

As part of our Strategy, Alectra is committed to enhancing the customer experience through digital channels. The Information Technology Services team (IT) and customer service teams have been upgrading the customer care and billing system throughout 2022, with a go-live date set for the first quarter of 2023. While Alectra remains available to customers who prefer to speak with representatives directly, digital options such as text, email, and the website are becoming increasingly popular, and Alectra is continuously improving these channels to enhance efficiency and user-friendliness. To promote sustainability, Alectra is encouraging customers to switch to paperless billing, though paper bills remain available.

As well, in anticipation of the provincial government's Green Button program, which will enable customers to access their energy usage data digitally, Alectra has laid the groundwork for implementation, with a scheduled launch in November 2023. The program will provide personalized energy-saving recommendations to help customers reduce demand on the energy system and save money on their monthly energy bills.

### Cybersecurity

The employee programs to raise awareness of cyber and security initiatives were facilitated by Alectra's IT Security and Risk Team as part of their security roadmap initiatives. Due to the new hybrid work arrangements, there was continued focus on cyber health and development of strong linkages to cyber diligence and resilience. Employee engagement and experience with cyber initiatives were positively demonstrated through strong performance on compliance training, security education, testing, and participation in activities coinciding with Cybersecurity Awareness Month in October.

Several initiatives were undertaken, such as the installation of Alectra's new telephone system and the launch of Microsoft Teams Calling Feature for over 900 staff working remotely. Integration of the former Guelph Hydro system with Alectra's Supervisory Control and Data Acquisition system was achieved, and the Go Evo implementation was completed, allowing for efficient contact tracing, employee attendance tracking, and vaccination status reporting. The consolidation of Alectra's Graphical Information System Mapping was also completed, and a new application was rolled out to the business.





We’re going into an exciting time. As customers invest in their homes there will be new rate models from the government and our investments in the new Customer Experience platform will make it easier for consumers to understand those rates and to take advantage of them. We need to be their trusted energy partner.

**James Douglas** — Executive Vice President, Customer Experience

### HOW YOUR BILL BREAKS DOWN

Alectra’s Delivery Charge is approximately 23 per cent of a bill, which covers Alectra’s costs; however, Alectra is responsible for 100 per cent of the bill including paying the cost of generation, transmission, taxes, etc. to others even when bills are not paid.

**Delivery Charge:** The cost of building and maintaining the distribution system, including overhead and underground power lines, poles and transformer stations, as well as meter reading, billing, customer service and account maintenance, and general utility operations.

**Transmission Charge:** Costs paid to Hydro One to operate and maintain the high-voltage transmission system carrying electricity from generating stations to Alectra’s territory.

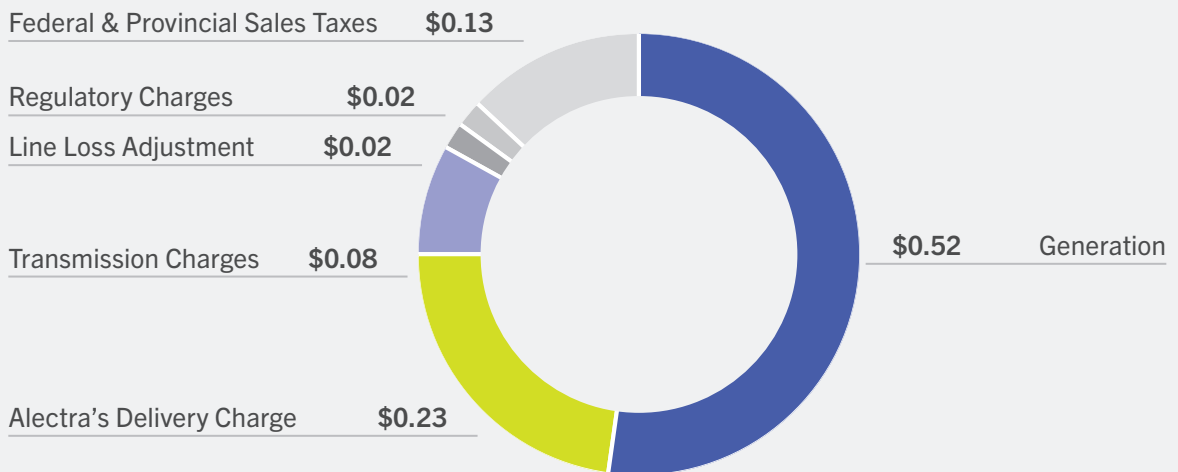
**Line Loss Adjustment:** It is normal for a small amount of power to be lost as it travels over the utility’s power lines to your home or business.

**Taxes:** Charges is the Harmonized Sales Tax HST at 13%.

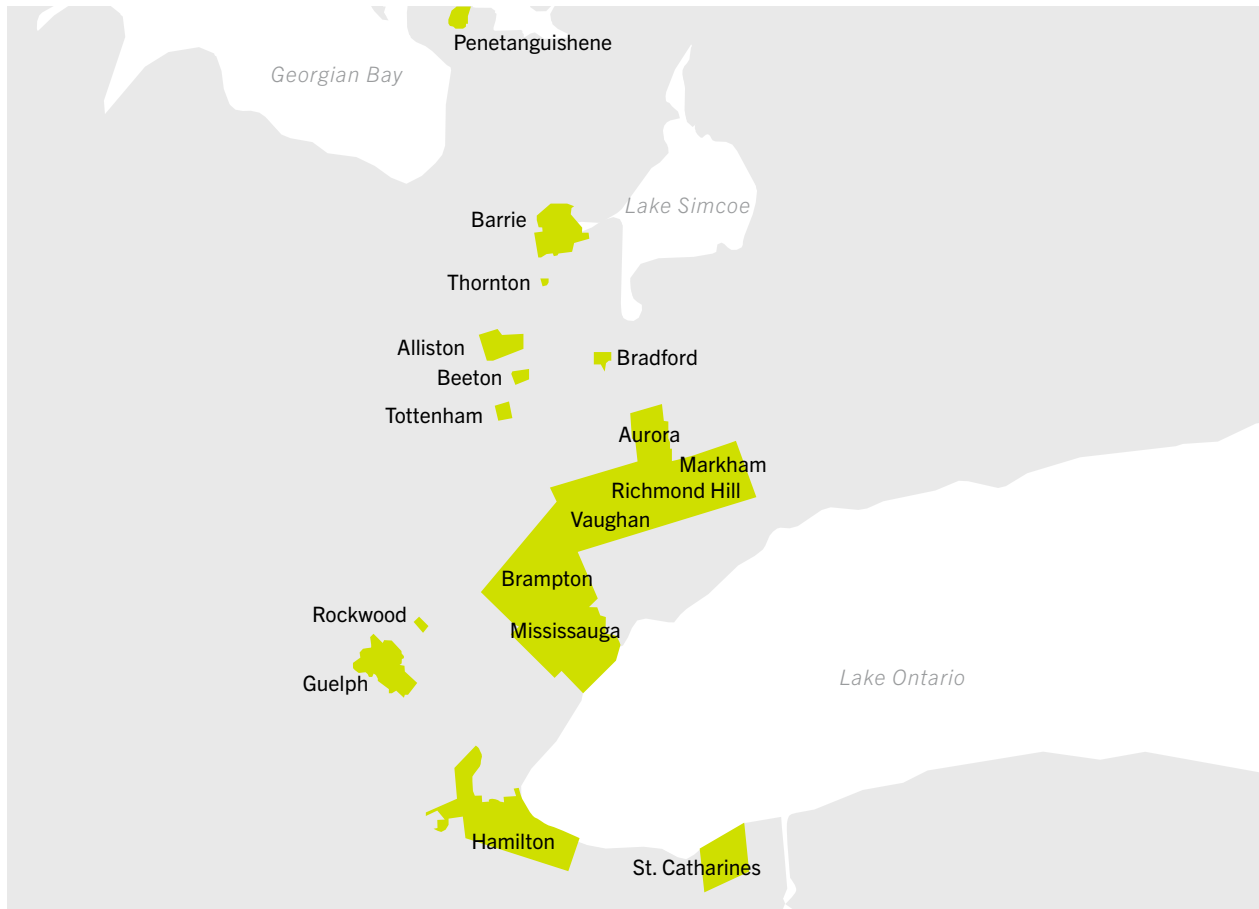
**Regulatory Charges:** are additional charges that are set by the OEB and others.

**Generation:** These costs are for the electricity generated by various power producers that are consumed.

### Where Your Electricity Dollar Goes



## Alectra Fast Facts



# 1,076,538

Total Number of Customers

# 1,526

Total Number of Employees\*

# 1,924

Service Territory (sq. km)

# \$5.72B

Total Assets

# A/A-

Credit Rating

# 1.07

System Average Interruption  
Frequency Index – SAIFI

# 0.88

System Average Interruption  
Duration Index – SAIDI

# 26,980,416

Delivery (MWh)

# \$296 M

Total Capital Expenditures

# 21,684

Total Primary Circuit (km)  
Overhead & Underground

# 14

Transformer Stations

# 149

Municipal Stations

# 127,149

Distribution Transformers

# 50,795

Total Primary and Secondary  
Circuits (km)

# 136,452

Poles and Pole Structures

# 560

Fleet Vehicles

# 61%

Of Employees Represented  
by Unions

\*Includes only AUC, AES, APS and Alectra Inc. This figure does not include affiliates such as Util-Assist and Holland Power Services.



## 2022 Annual ESG Report

Alectra's family of energy companies distributes electricity to more than one million homes and businesses in Ontario's Greater Golden Horseshoe area and provides innovative energy solutions to these and thousands more across Ontario and beyond.



Please contact us for more information about Alectra and our efforts to create sustainable value in the energy sector.

**Alectra Head Office**  
2185 Derry Road West  
Mississauga, ON L5N 7A6  
[alectra.com](http://alectra.com)

