

# 2024 Environmental, Social and Governance Report

Discover the possibilities





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# Message from the Chair

Alectra Inc. continued to successfully advance corporate initiatives in 2024 that focused on modernizing our customer experience programs, reinforcing our community investments with front-line social service agencies, health care and educational institutions, and delivering strong financial results for the year. Alectra was recognized as a Greater Toronto Area Top Employer for the fifth consecutive year; a Corporate Knights Canada's Best 50 Corporate Citizen ranked 1st in Canada in the electricity transmission and distribution sector, and 8th overall among businesses with over \$1 billion in annual revenue and received PRISM Certification by Imagine Canada for our AlectraCARES program that touches every community across our service territory.

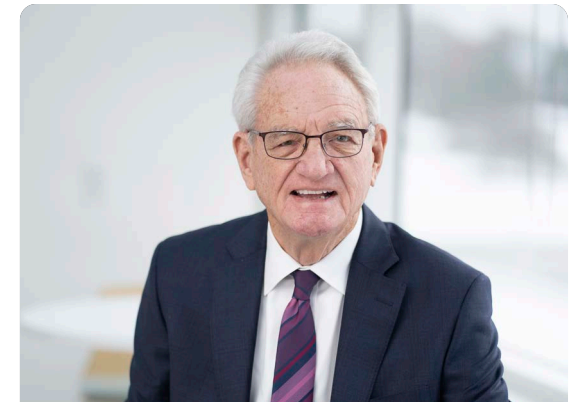
Strategically, Alectra works closely with federal, provincial, and municipal government officials and regulatory agencies to provide our perspectives and advice on the challenges facing the industry. Alectra prioritizes customers who are experiencing financial challenges, and we have strengthened our partnerships with municipal and community support groups to help those in need manage their energy bills. Our commitment to addressing Equity, Diversity, and Inclusion in our workplace is part of the cultural fabric of the company.

Operationally, consolidated net income for the year was \$167 MM and we invested \$460 MM in net capital. These investments are resulting in reliable and safe electricity service to the homes and businesses we serve. Corporately, Alectra Inc. has delivered solid returns to our shareholders while maintaining the important balance between growing shareholder value, supporting our communities and providing reliable, affordable service.

Our 2024 Annual ESG Report highlights Alectra's commitment to trustworthy and ethical business operations and recognizes the important work that our employees carry out professionally and courteously every day.

We are "Discovering the Possibilities" of the energy transition and looking forward to helping create a sustainable and environmentally responsible future for all our customers.

**Norm Loberg,**  
Chair



"Operationally, our consolidated net income for the year was \$167 MM and we invested \$460 MM in net capital. These investments are resulting in reliable and safe electricity service to the homes and businesses we serve."

— Norm Loberg



# Message from the President and Chief Executive Officer

The provincial government and its energy agencies are forecasting a shift from fossil fuels to electrification, driven by the need to reduce the carbon emissions of transportation, building heating, and industrial processes. To meet the expected growth in electricity demand there is interest in developing localized distributed energy resources (DERs) and load control options on the grid, at homes and in commercial buildings. To this end, Alectra Utilities Corporation (AUC) has successfully piloted neighbourhood scale “non-wires alternative” technologies in partnership with the Independent Electricity System Operator (IESO) and NRCan to explore DER applications under real-time customer electricity load conditions.

Alectra Utilities provides critical “last mile” grid connections and account services to more than 1 million homes and businesses across 17 communities. In 2024 we completed a detailed survey of more than 45,000 customers to ask their opinions about where future investments in the distribution system should be directed. Our capital plans reflect the feedback we have received, and they address the following core areas: renewing and replacing aging infrastructure, meeting growing electricity demand, increasing the resiliency of the grid, and modernizing the system to accommodate evolving energy management options.

Additionally, we are updating our customer account platforms to provide more self-service and digital options to the homes and businesses we serve.

Our commercial entity, Alectra Energy Solutions (AES), expanded its storm response operations through its affiliate Holland Power Services (HPS) with the acquisition of Gagnon Line Construction (Gagnon), a private company based in New Brunswick. HPS and Gagnon provide power restoration support to Canadian and US utilities in the wake of power outages caused by severe weather events, and together they are now one of the largest emergency outage response contractors in Eastern Canada. AES is also advancing in Battery Energy Storage System installation projects as part of the IESO’s Long Term Planning process.

Alectra Inc. launched a series of sustainability initiatives, prioritizing Equity, Diversity, and Inclusion training, along with fostering Indigenous awareness and sensitivity among our employees. These initiatives are complemented by workforce engagement programs that emphasize health, safety, and well-being.

Alectra Inc. is delivering solid returns to shareholders, and our electricity rates have remained advantageous to customers since we began operations in 2017. The successes achieved are due in large part to the advice and guidance provided to management by our Board of Directors, and the support received from our Shareholders. We appreciate the guidance that the Board provides and the strategic insights that each Director brings to the company.

Our 2024 Annual ESG Report highlights Alectra’s commitment to excellent service, the provision of safe and reliable electricity supply, and the innovative mindset that marks our support for Ontario’s energy transition. Through strategic investments and customer focussed planning, we are building a stronger, smarter, and more resilient electricity grid that meets the evolving needs of the communities we serve.

**Brian Bentz**  
President and CEO



“Our capital plans reflect the feedback we have received, and they address the following core areas: renewing and replacing aging infrastructure, meeting growing electricity demand, increasing the resiliency of the grid, and modernizing the system to accommodate evolving energy management options.”

— Brian Bentz



# 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 AUC and AES which in turn has two wholly owned subsidiaries: Alectra Energy Services Inc. (AESI) and Alectra Power Services Inc. (APSI). AESI has two wholly owned subsidiaries – Util Assist Inc. (UA) and Holland Power Services Inc. (HPS). HPS has two subsidiaries: Holland New England and Gagnon Line Construction.

**Alectra Utilities Corporation** is the second-largest municipally-owned local distribution company in North America, based on the number of customers served, 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.** is a progressive and customer focused energy partner to our communities, stakeholders and customers through services provided in each of its key divisions.
- **Alectra Power Services Inc.** provides high voltage and street lighting services.
- **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 behind-the-meter distributed energy resources.
- **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 Inc.** and its subsidiaries provides emergency power restoration services to public and private utilities located throughout eastern Canada and the United States.



Shelly Watson and other Alectra employees volunteered at: “Black Girls Be Seen, Be Heard” which focuses on strengthening wellness and relationships for young Black girls.



Alectra staff volunteered their time to help build homes in the community through Habitat for Humanity.



## Where We Operate



### Land Acknowledgement

We acknowledge that Alectra's facilities are on the traditional territories of Indigenous nations in southern Ontario. We extend our utmost respect to First Nations, Métis, and Inuit communities, affirming our commitment to cultivating a meaningful relationship. Aligned with the Truth and Reconciliation Commission's Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples, we recognize this land and water as a symbol of our unwavering dedication to reconciliation.

Expressing gratitude for the privilege to work, learn, and grow on this land, we recognize and honour the enduring cultural contributions of Indigenous peoples. Living and working here is a privilege, and we dedicate ourselves to continual learning, active listening, and vigorous participation in the spirit of truth, reconciliation, and collaboration.

### 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.

### Sustainability Framework

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

### 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.

### Values

Safety, customer focus, respect, excellence, and innovation.





# Highlights and Achievements

As a leading energy company, Alectra embraces its critical role in powering the lives of its customers and communities while balancing affordability, reliability and sustainability. With customers at the centre of its decision-making, Alectra is investing prudently in innovative technologies and infrastructure to offer customers enhanced flexibility while modernizing the grid to meet growing demand. Alectra doesn't just power homes and businesses in the communities it serves, it helps enrich them by giving back – supporting vulnerable people by partnering with community organizations, raising money for cancer research and providing scholarships to the next generation of leaders. Governed by integrity, transparency and accountability, Alectra continues to enhance its culture of operational excellence and sustainable progress.



## Environmental

Committed to reducing our environmental footprint

### Highlights



Corporate Knights: Annual Best '50'  
Corporate Citizens Ranking

- Alectra ranked #1 amongst Transmission & Distribution Companies in Canada.
- Alectra ranked #8 amongst 484 Canadian Businesses with revenues greater than \$1 billion in 2024.



## Social

Committed to having people at the heart of our values, extending beyond our employees and into the communities we serve

### Highlights



2024 Greater Toronto's Top Employers recognizes employers that provide exceptional places to work



PRISM Certification from Imagine Canada for ongoing support in the communities we serve.



## Governance

Committed to performance means delivering value to the over one million customers we serve, while generating dividends to our community shareholders

### Highlights



Ontario Energy Association

OEA Leader of the Year – **Brian Bentz**



Outstanding leadership in advancing Ontario's energy industry focused customer-centric innovation and sustainability.



## Environmental

# Balancing Affordability, Reliability and Sustainability

Alectra's customers are at the centre of its operations as it balances affordability, reliability and sustainability. Alectra refined its investments to focus on:

- Renewing and replacing infrastructure
- Meeting growing electricity demand
- Increasing the resiliency of the existing grid and modernizing for the future

### Renewing and replacing infrastructure

Alectra is more than poles and wires—it's a business investing in the equipment that powers homes, businesses, and communities. In 2024, Alectra Inc. invested \$460M to renew and replace grid components, including:

- An overhead network of 270,000 poles, transformers, and switches
- 50,795 km of primary and secondary circuits, and
- A network of smart meters to ensure accurate billing

## 21.1%

reduction in GHG emissions over 2023

### Meeting growing electricity demand

As customers adopt electric vehicles and heat pumps, demand for electricity rises. To keep pace, Alectra continues to expand capacity by:

- Upgrading substations and feeder lines
- Accelerating new connections and system upgrades for customers
- Enhancing local grid flexibility by exploring distributed energy resources (DERs) with the IESO and NRCan

Alectra also collaborated with municipalities and government agencies to relocate infrastructure, supporting development and roadwork.

### Increasing resiliency and modernization

Extreme weather events are increasing in frequency. To reduce outage times for customers, Alectra is strengthening the grid by:

- Deploying smart-grid technology to enhance monitoring
- Upgrading emergency restoration systems to minimize storm damage

### Reducing greenhouse gas emissions

Sustainability is at the core of Alectra's operations, with a goal of net-zero emissions by 2050. Alectra reduced GHG emissions by 21.1 per cent from 2023 levels, marking a 10.6 per cent decrease from the 2016 baseline. Key initiatives included:

- Optimizing fleet operations to curb fuel-related emissions
- Enhancing energy efficiency through projects such as the Kennedy Road Solar Array
- Improving grid management with better inspection and triage processes
- Exploring SF<sub>6</sub> alternatives in partnership with Electricity Canada
- Alectra's progress shows sustainability and operational growth go hand in hand, working toward a resilient, efficient and customer-focused energy future.

[View Alectra's commitment to protecting the planet.](#)







## Social

# Strengthening Communities

Alectra does more than power homes and businesses – it helps strengthen communities by supporting health care, housing, food security and sustainability. The AlectraCARES Community Support Program invested \$1.39 MM in 2024, benefiting more than 150 programs that improve lives across its service area.

## Community partnerships in health, housing & well-being

Healthy communities are strong communities. Alectra's partnerships focused on expanding access to health resources, mental health support and social services including:

- Funding for Royal Victoria Hospital's Health & Social Innovation Fund, new sterilization containers for Guelph General Hospital and mobile mental health nursing clinics at St. Joseph's Healthcare Foundation
- Supporting transitional housing projects such as YWCA's Niagara Oakdale Commons, The Grove Hub youth wellness center and Armagh House women's shelter
- Strengthening food security and housing efforts with \$200,000 to over 20 charities, distributing 1.7 million pounds of food to 188,000 people and investing in shelters across the region

## Alectra employees give back

People are at the heart of Alectra's values, from its employees to the communities it serves. Alectra employees raised an additional \$247,500 in 2024 including:

- \$180,000 through the Ride to Conquer Cancer, supporting Princess Margaret Hospital Foundation
- Employee payroll deductions – matched by Alectra – to support the United Way
- Other smaller employee fundraising amounts including Walk a Mile in Their Shoes and Coldest Night of the Year

Alectra employees have raised over \$780,000 for the Princess Margaret Hospital Foundation cancer research campaigns since 2017.

## Promoting Equity, Diversity and Inclusion (ED&I)

Alectra fosters an inclusive workplace where employees feel safe, valued and empowered. Alectra expanded its People Deal initiative and invested \$191,000 to support organizations promoting equity and inclusion.

[Learn more about Alectra's impact on Be the Change and other community partners.](#)

## \$1.39 MM

invested through #AlectraCARES  
Community Support Program

## Advancing Indigenous Partnerships and Reconciliation

Alectra is dedicated to fostering meaningful relationships with Indigenous communities, strengthening these connections through initiatives including:

- Supporting Six Nations of the Grand River
- Engagement in the Partnership Accreditation in Indigenous Relations (PAIR)
- Renewing support for The Odeiwin: Connect Community Project which, creates spaces for elders, knowledge keepers, and community healing

## Environmental conservation

With sustainability as an integral part of Alectra's operational philosophy, it invested \$132,000 in reforestation projects, green space initiatives and education programs.



## Supporting future leaders

Alectra invests in talent through scholarships that promote sustainability, equity and innovation:

- **OEN Sustainable Development Scholarship:** awarded to Yazan Zamel, a 2022 Diana Award recipient who helped over 4,000 refugees by initiating the "Ray of Hope" program.
- **Alectra Equity, Diversity and Inclusion Scholarship:** recognizing Kaella-Marie Earle, an Anishinaabekwe from Wiikwemkoong Unceded Territory and Aroland First Nation engineer at Enbridge.
- **Alectra ED&I Undergraduate Awards Scholarship at York University's Faculty of Environmental and Urban Change:** awarded to Erika Masuku and Quincy Johnson.

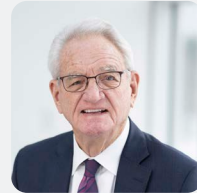
"The Alectra EDI Undergraduate Awards creates opportunities for Black and Indigenous students and helps create positive change in our communities and the world around us." — Brian Bentz



## Governance

# Board of Directors

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 – Board of Directors



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



**Gerry Beasley**  
Chair of Audit,  
Finance & Risk  
Management  
Committee



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



**Mayor Steven  
Del Duca**



**Sean Donnelly**  
Chair of the  
Development  
Committee



**Jennifer Fang**  
Chair of the Corporate Governance  
& Nominating Committee



**Councillor Matt  
Harris**



**Mayor Andrea  
Horwath**



**John Knowlton**



**Shari Lichterman\***



**Mayor Alex Nuttall**



**Mayor Frank  
Scarpitti**



**Nadira Singh**

[Click to view biographies of Alectra Inc. Board of Directors.](#)

\*Term on Alectra Board effective January 31 to August 1, 2024



# Executive Committee

Under the leadership of Alectra’s President and CEO, our executive team is committed to a strategic vision that integrates operational excellence with a steadfast dedication to Environmental, Social, and Governance principles.

Strong corporate governance is fundamental to Alectra’s mission to deliver innovative, reliable, and cost-effective energy solutions while creating lasting value for the communities it serves. Alectra’s governance framework – rooted in integrity, transparency, and accountability – drives continuous improvement, enhances shareholder value and reinforces its position as a trusted leader in the energy sector.



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



**Danielle Diaz**  
Executive Vice  
President and Chief  
Financial Officer



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



**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



**Vinay Mehta**  
Executive Vice  
President, Legal,  
Strategy and  
Corporate Secretary



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

[Click to view biographies of Alectra Inc. Executive Committee.](#)



# Financials

## Selected consolidated financial information<sup>1</sup>

Year Ended December 31, 2024 (C\$M)	2024	2023
<b>Operations</b>		
<b>Revenue</b>		
Distribution revenue	797	716
Electricity sales	3,306	3,032
Other revenue	266	208
	4,369	3,956
<b>Expenses</b>		
Cost of power	3,356	3,055
Operating expenses	452	403
Depreciation and amortization	208	195
	4,016	3,653
<b>Income from operating activities</b>	353	303
Net finance costs	(108)	(96)
Loss on derecognition of property, plant, and equipment and intangible assets	(12)	(6)
Loss on fair value of contingent consideration	(4)	0
Share of net loss of joint venture	0	(1)
<b>Income before income taxes</b>	229	200
Income tax expense	(62)	(54)
<b>Net Income</b>	167	146

Year Ended December 31, 2024 (C\$M)	2024	2023
<b>Balance Sheet Summary</b>		
Total assets	6,611	6,077
Loans and borrowings (includes short-term debt)	2,874	2,612
Total shareholders' equity	1,886	1,801
Property, plant & equipment, goodwill & other intangible assets	5,699	5,318
<b>Cash Flow Summary</b>		
Cash at beginning of year	21	48
Net cash from operating activities	507	564
Net cash used in investing activities	(555)	(493)
Net cash from (used in) financing activities	67	(98)
Cash, end of year	40	21
<b>Other Financial Statistics</b>		
Net income (before net movements in regulatory balances) <sup>2</sup>	139	140
Adjusted funds from operations	282	368
EBITDA (before net movements in regulated balances) <sup>3</sup>	462	417

[For detailed financial information, please view Alectra Inc. 2024 Consolidated Financial Statements.](#)

[For more insights and information, please view Alectra Inc. 2024 MD&A.](#)

1 Consolidated financial information is derived from the audited consolidated financial statements for Alectra Inc.  
2,3 These balances are calculated based on Modified IFRS as determined by the OEB, which includes certain other regulatory balances not recognized for financial statement purposes under IFRS.



# Customer Bill Breakdown

## Customer Bill Breakdown

**Alectra's Delivery Charge:** This is approximately 25 per cent of a customer's 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:** This includes the Harmonized Sales Tax HST at 13 per cent.

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

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

### Alectra Utilities Sample Monthly Bill (Based on monthly usage of 750 kWh)

Account Number:  
000 000 000 000 0000

Meter Number:  
00000000

#### Your Electricity Charges

##### Electricity

Off-Peak @ 7.6 ¢/kWh	36.48
Mid-Peak @ 12.2 ¢/kWh	16.47
On-Peak @ 15.8 ¢/kWh	21.33

**Delivery** 51.92

**Regulatory Charges** 4.84

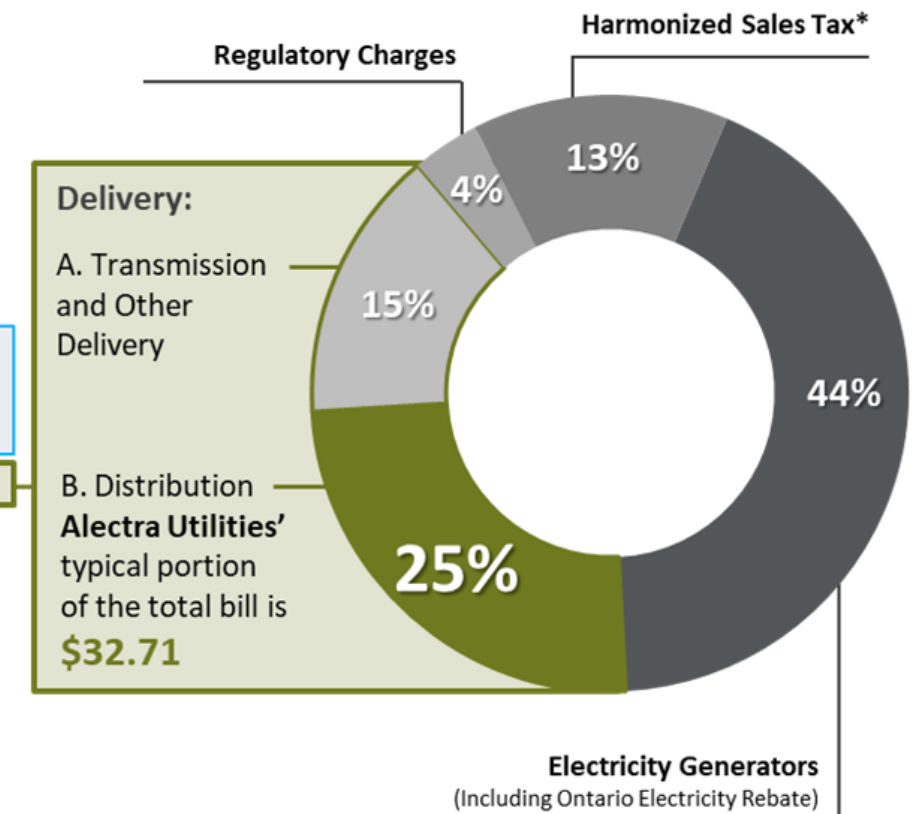
**Total Electricity Charges** \$131.03

HST 17.03

Ontario Electricity Rebate (\$17.17)

**Total Amount** \$130.90

\* HST is calculated before applying the Ontario Electricity Rebate and is therefore above 13%.



**Note:** Graph may not total 100% due to rounding.



# Performance Tables

## Operational

	Units	2017	2018	2019	2020	2021	2022	2023	2024
<b>Electric Utility</b>									
Number of customers served (AUC)	(Number)	987,000	991,103	1,054,614	1,062,041	1,069,684	1,076,538	1,082,647	1,086,178
Electricity delivered in Alectra service territory	(GWh)	24,397	25,437	26,490	26,211	26,400	26,969	26,731	27,174
<b>Energy Use</b>									
Energy Use (Facilities)	(GJ)	100,090	104,929	103,957	93,123	92,116	98,390	98,574	80,454
<b>Distribution</b>									
Total Primary and Secondary Circuits (wire)	(km)	26,421	39,705	41,937	42,072	42,888	50,795	51,073	51,137
Total Primary Circuit (wire – O/H and U/G)	(km)	19,852	19,897	21,112	21,170	21,581	21,684	21,963	22,158
Number of distribution transformers	(Number)	113,622	113,675	120,961	120,902	127,086	127,149	128,895	129,872
Number of municipal transformer stations	(Number)	159	155	155	150	149	149	149	149
Number of transformer stations	(Number)	12	13	13	14	14	14	14	14
Number of utility poles and pole structures	(Number)	167,973	123,737	134,407	134,071	135,523	136,452	137,562	136,974
<b>Power Generation</b>									
Total Solar Generation (FIT)	(MWh)	26,224	25,702	25,543	26,923	25,926	25,525	24,148	23,983





# Performance Tables

## Environmental

	Units	2017	2018	2019	2020	2021	2022	2023	2024
<b>Grid Resiliency</b>									
Net Capital Investment in Distribution System (excluding general plant)	(\$ million)	243	221	232	225	232	206	250	297
<b>Reliability</b>									
System Average Interruption Duration Index (SAIDI) (MEDs and LOS Removed)	(hours / customer)	0.8	1.04	1.07	0.95	0.98	0.88	0.83	0.75
System Average Interruption Frequency Index (SAIFI)(MEDs and LOS Removed)	(# of interruptions / customers)	1.11	1.33	1.26	1.18	1.15	1.07	1.06	1.08
<b>Water Consumption</b>									
Water Consumption	(m³)	32,712	30,063	28,518	27,696	25,418	25,940	25,456	13,788
<b>Spills</b>									
Significant Spills (over 500 litres)	(Number)	2	6	8	1	8	7	1	0
<b>GHG Emissions (AUC – Controllable)</b>									
Scope 1 Emissions	(tonnes CO <sub>2</sub> e)	8,505	8,230	7,011	6,469	6,918	6,565	9,750	7,874
Scope 2 Emissions	(tonnes CO <sub>2</sub> e)	369	819	873	722	773	799	803	665
Total GHG Emissions (AUC)	(tonnes CO <sub>2</sub> e)	8,873	9,049	7,884	7,191	7,691	7,364	10,553	8,539
<b>GHG Emissions by Source (AUC only)</b>									
Facilities	(tonnes CO <sub>2</sub> e)	2,275	2,720	2,599	2,111	2,272	2,506	2,508	2,037
Fleet	(tonnes CO <sub>2</sub> e)	5,658	5,499	5,194	4,333	4,855	4,693	4,574	4,606
SF <sub>6</sub>	(tonnes CO <sub>2</sub> e)	940	830	92	747	564	165	3,471	1,896
Total GHG Emissions (AUC)	(tonnes CO <sub>2</sub> e)	8,873	9,049	7,884	7,191	7,691	7,364	10,553	8,539
<b>GHG Emissions (AUC – Uncontrollable)</b>									
Line Losses	(kWh)	842,827,478	828,317,155	880,333,111	876,979,391	873,452,131	862,771,950	837,784,141	853,961,760
Line Losses	(tonnes CO <sub>2</sub> e)	14,646	22,746	23,294	22,304	24,859	24,555	23,844	24,305
<b>Air Quality</b>									
VOC Emissions	(tonnes CO <sub>2</sub> e)	0.087	0.087	0.079	0.063	0.068	0.079	0.079	0.063
NO <sub>2</sub> Emissions	(tonnes CO <sub>2</sub> e)	1.586	1.577	1.432	1.152	1.243	1.429	1.439	1.150
SO <sub>2</sub> Emissions	(tonnes CO <sub>2</sub> e)	0.010	0.009	0.009	0.007	0.007	0.009	0.009	0.007
Particulate Matter (PM <sub>Total</sub> )	(tonnes CO <sub>2</sub> e)	0.121	0.120	0.109	0.088	0.095	0.109	0.109	0.087

# Performance Tables

## Social

	Units	2017	2018	2019	2020	2021	2022	2023	2024
<b>Employee and Contractor Safety</b>									
Lost Time Injury Frequency Rate (LTIFR)	(LTI per 200,000 hours worked)	0.24	0.21	0.36	0.17	0.55	0.25	0.08	0.27
Hazard-related Proactive Reporting	(Number)	92	64	71	44	52	51	113	173
<b>Employees</b>									
Total Number of Employees	(Number)	1,500	1,510	1,446	1,440	1,534	1,526	1,518	1,538
Employee Turnover Rate	(%)	N/A	7.70%	8.50%	5.70%	8.90%	9.70%	7.66%	6.47%
<b>Training and Development</b>									
Average Hours of Training per Year per Participant	(Hours)	N/A	4.15	16.50	10.10	12.70	25.44	22.40	22.30
<b>Women at Various Levels</b>									
Executive Management (C-Suite, EVP and S/VP)	(% Women)	0%	19%	19%	19%	14%	25%	32%	38%
First-Level Management (Below Executives)	(% Women)	N/A	34%	31%	31%	35%	37%	33%	33%
Student (Co-op and Intern)	(% Women)	N/A	N/A	N/A	N/A	N/A	37%	33%	39%
Total Workforce (Permanent & Temporary)	(% Women)	33%	31%	32%	32%	32%	33%	33%	34%
<b>Unions</b>									
Employees Covered by a Collective Bargaining Agreement	(%)	62%	60%	63%	61%	62%	61%	60%	59%
<b>Community Investment – Annual Budgets</b>									
Community Investment	(\$ million)	0.90	0.84	1.12	0.90	0.92	1.30	1.39	1.39



# Performance Tables

## Governance

	Units	2017	2018	2019	2020	2021	2022	2023	2024
Board ED&I	(% Women)	31%	36%	29%	29%	29%	36%	36%	39%
Board Independence	(% Out of 100%)	62%	57%	57%	57%	57%	57%	57%	62%
Customer Satisfaction									
Customer Satisfaction (UtilityPULSE)	(% Out of 100%)	88%	91%	93%	93%	92%	94%	94%	*
Customer Satisfaction (J.D. Power Index)							719	697	703**

\*Note: UtilityPULSE discontinued  
\*\*Note: In 2024, Alectra achieved an overall satisfaction of 703 on a 1000-point scale. Which is an increase in overall satisfaction from 2023. Alectra has commissioned J.D. Power to conduct customer satisfaction research on our behalf.



2024 Environmental, Social and Governance 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.

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