



Reconciliation Action Plan

2022
Annual Report

ONTARIOPOWER
GENERATION

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ABOUT ONTARIO POWER GENERATION



Ontario Power Generation (OPG) is a climate change leader with one of the most diverse generating portfolios in North America, meeting about half of Ontario’s power needs. We invest millions in local economies and employ thousands of people to operate and maintain a modern, sophisticated energy fleet. We partner with local and environmental groups to improve the well-being of our many site communities. And our ground-breaking development partnerships with Indigenous partners are creating lasting economic benefits.

Having delivered one of the world’s single largest climate change actions by closing our coal stations, OPG is now focused on [becoming a net-zero company by 2040, and enabling a net-zero economy by 2050](#). We’re investing in new technologies to grow this clean economy through transportation electrification, Small Modular Reactors (SMRs), energy storage, hydrogen production, and hydroelectric projects.

We aim to achieve all these initiatives while prioritizing people and partnerships. This includes continuing to make progress on our [Reconciliation Action Plan](#), as well as our [Equity, Diversity, and Inclusion \(ED&I\) strategy](#).

OUR GOALS

PILLAR 1: LEADERSHIP

Commit to reconciliation as a journey and track progress on accountability with metrics and targets around commitments.

PILLAR 2: RELATIONSHIPS

Build positive and mutually beneficial relationships with Indigenous communities and peoples based on respect and understanding.

PILLAR 3: PEOPLE

Create an engaged and inclusive workforce that reflects the broad diversity of Indigenous communities and peoples across our company.

PILLAR 4: ECONOMIC EMPOWERMENT

Advance economic reconciliation with Indigenous communities and businesses through meaningful engagement, collaboration and partnership.

PILLAR 5: ENVIRONMENTAL STEWARDSHIP

Be a trusted partner in environmental stewardship and an ally in addressing climate change.

When OPG launched our first Reconciliation Action Plan (RAP) a year ago, we set out several ambitious goals to meaningfully advance reconciliation with Indigenous Nations and communities, businesses, and organizations.

One year later, all of our 9,500-plus employees remain committed to our roadmap and vision as we continue to listen, learn, and build momentum to meet our goals and support the Truth and Reconciliation Commission's Call to Action #92, which urges corporate Canada to help create a better future.

Our primary goals include growing OPG's economic impact for Indigenous communities and businesses to \$1 billion over the next 10 years, increasing Indigenous representation at all levels across our company, strengthening environmental stewardship, and improving awareness and understanding of Indigenous culture, history, and perspectives within the company.

In this annual report, we provide updates on our RAP performance from October 2021 to October 2022, with updates on the plan's five key pillars – Leadership, Relationships, People, Economic Empowerment, and Environmental Stewardship.

In a year of much learning, we are proud to be on track to complete all of our 2022 goals. This includes delivering approximately \$77 million in economic benefits to Indigenous communities and businesses, with \$56 million in Indigenous procurement and \$21 million in distributions from our equity partnerships to our Indigenous partners. In addition, we have hired skilled Indigenous employees through our Indigenous Opportunities



Network and increased funding for Indigenous community initiatives.

It hasn't been easy. Meeting our ambitious targets has required all of us to think innovatively and, sometimes, change the way we do things. We continue to educate our employees and business units across the company on how they can advance the RAP's goals, and we are developing new ways to identify and enable Indigenous business participation in OPG projects.

Despite the challenges, the RAP has made a definite impact on the culture of our company, starting at the top with our Board of Directors, whose members now share land acknowledgments and personal reflections at each meeting. We are also seeing reconciliation champions rise up across our company as employees support important events, such as the National Day of Truth and Reconciliation



and Orange Shirt Day, and projects like our Darlington New Nuclear Project working to incorporate Indigenous knowledge and perspectives into their methodologies and processes.

These are all signs of progress on OPG's reconciliation journey, which began more than two decades ago with the development of a formal framework to assess and resolve historic grievances related to the adverse impacts on First Nation lands from hydroelectric development.

Since then, OPG has reached final settlement agreements and delivered formal apologies to 21 First Nations, completed equity partnerships with five First Nations on four new generation projects, and received Gold Certification through the Canadian Council of Aboriginal Business' Progressive Aboriginal Relations program in 2021.

We are proud of how far we have come on our journey, but acknowledge there is still much more we need to do.

In following our RAP strategy and continuing to work towards our goals for 2023, we remain steadfast in our commitment to taking real, measurable actions on reconciliation. Working together with all our partners, we will continue to encourage healing and build prosperity through respectful dialogue and understanding.

Through it all, we will be transparent, honest, and most importantly, open to listening.

Thank you.

Handwritten signatures in blue ink for Wendy Kei and Ken Hartwick.

Wendy Kei,
Board Chair

Ken Hartwick,
President & CEO

PILLAR 1: LEADERSHIP

Commit to reconciliation as a journey and track progress on accountability with metrics and targets around commitments

| Commitment | 2022 Target | Status | Detail |
|---|---|----------------------|---|
| Leadership Committee (LC) responsible for overseeing OPG's strategy, actions and results regarding the RAP formed by Dec 2022 | LC is established with a clear Terms of Reference | Complete | LC consists of Executive and Senior Leadership Team members and Terms of Reference are established |
| Establish operational team responsible for delivering OPG's RAP strategy, actions and results by Dec 2022 | RAP Working Group (RAP-WG) established | Complete | RAP-WG established |
| Indigenous cultural competency training for the Board and Executive Leadership Team by Dec 2022 | Annual Indigenous cultural competency training for Board and Executive Leadership Team | Complete | Cultural competency training was delivered in June by Stan Wesley who shared personal insights about Cree culture, kinship, treaty and connection to the land |
| Commence every Board meeting with a Land Acknowledgement | Land Acknowledgements and personal reconciliation reflections incorporated into Board meetings | On track/ Ongoing | Land Acknowledgments are a regular occurrence at Board meetings with the addition of personal reflections |
| Incorporate RAP actions and commitments into People Leader annual performance plan goals by Dec 2022 | Actions and commitments included in annual performance plans | Complete | People Leaders are required to identify and support 2-3 actions as part of their Performance Reviews each year |
| Review and update OPG's Indigenous Relations (IR) Policy to reflect reconciliation principles in 2021 and annually | IR Policy updated to reflect reconciliation principles | Complete/ Ongoing | Policy is reviewed annually and references reconciliation principles |
| Continue to ensure OPG's policies are aligned with and support reconciliation principles as part of the ongoing review process | Develop a resource guide to support the consideration and incorporation of reconciliation principles as part of regular policy review process | Complete | Resource guide developed |

PILLAR 2: RELATIONSHIPS

Build positive and mutually beneficial relationships with Indigenous communities and peoples based on respect and understanding

| Commitment | 2022 Target | Status | Detail |
|---|--|----------------------|---|
| Enhance support for Indigenous initiatives | 10% increase to overall annual Indigenous investment program | On track | The Corporate Citizenship Program (CCP) will meet its 2022 target of a 10% increase in Indigenous Community Investment in 2022 |
| Enhance Indigenous community outreach and collaboration within OPG's dam safety program and initiatives | Identify and assess opportunities and initiatives | Complete | Three initiatives are identified: <ol style="list-style-type: none"> 1. Providing signage around dam sites in Indigenous languages of the region; 2. Having an OPG book regarding dam safety translated into Indigenous languages; 3. Creating internships for Indigenous youth that will focus on Emergency Management and dam safety |
| Ensure consistent and transparent engagement with local Indigenous communities covering the four pillars of the Canadian Centre for Nuclear Sustainability (CCNS) | Quarterly Indigenous Advisory Committee meetings | Complete/ Ongoing | Quarterly meetings are held with the Indigenous Advisory Committee |
| | Economic Development Officer in role | | New hire is onboarded and oriented to OPG |

Create an engaged and inclusive workforce that reflects the broad diversity of Indigenous communities and peoples across our company

| Commitment | 2022 Target | Status | Detail |
|---|---|----------|---|
| <p>Continue to communicate current Indigenous cultural celebration events and learning opportunities and promote participation</p> | <p>Hold three company-wide events per year</p> | Complete | <p>Held three company-wide events in 2022:</p> <ul style="list-style-type: none"> • A celebration for National Indigenous Peoples Day in June and a company-wide, virtual initiative to promote awareness about the diversity of Indigenous languages in Ontario • Livestreamed a company-wide event on September 30 for National Truth and Reconciliation Day/Orange Shirt Day • Two employee education sessions to promote Treaty Week in November |
| | <p>Ongoing lunch-and-learn sessions</p> | | <p>Lunch-and-learn sessions have been occurring on an ongoing basis throughout the year as requested by various lines of business</p> |
| <p>Provide resources to all OPG employees to increase knowledge, understanding and learning</p> | <p>Reconciliation Knowledge Hub established</p> | Complete | <p>Reconciliation Knowledge Hub was established to provide ongoing access to resources and information to support employee education and learning</p> |
| <p>Enhance current strategic approaches to Indigenous recruitment</p> | <p>Establish annual work plan to grow Indigenous talent through the Indigenous Opportunities Network (ION) program, with quarterly review</p> | Complete | <p>Work plan includes:</p> <ul style="list-style-type: none"> • A partnership with Ontario Tech University and Durham College to build a diverse pipeline of graduates for the energy sector in skilled trades, and Science, Technology, Engineering and Math (STEM) fields • Partnered with Indspire to expand number of John Wesley Beaver Award recipients and providing internship opportunities to all recipients • Promoting interest in trades through camps and programs |
| | <p>Place 20 candidates per year</p> | Complete | <p>Placed 21 candidates in 2022</p> |

PILLAR 4: ECONOMIC EMPOWERMENT

Advance economic reconciliation with Indigenous communities and businesses through meaningful engagement, collaboration and partnership

| Commitment | 2022 Target | Status | Detail |
|--|---|----------|--|
| Continue to grow our economic impact for Indigenous communities and businesses through our operations, projects and initiatives | Reach \$1 billion in economic impact through Indigenous procurement and ongoing equity partnership revenues by 2031 | On track | Annual Indigenous procurement targets were established by Supply Chain and our equity partnerships saw distributions of approximately \$21 million between October 2021 and October 2022 |
| Implement an IT platform to improve Indigenous procurement, tracking and outreach | Accurately reflect Indigenous procurement spend and promote use of Indigenous businesses | Complete | Ability to Track Tier 1 Vendors Complete |
| Invest in dedicated resources to achieve procurement goals across the business | Dedicated Supply Chain team for Indigenous procurement | Complete | Supply Chain resources were identified and assigned as members of the team for Indigenous procurement in early 2022 |
| Develop outreach strategies to engage Indigenous businesses and improve internal processes and opportunities | Increase Indigenous vendors and procurement spend | On track | A Supply Chain Indigenous engagement strategy is being developed which will ensure alignment across OPG with the overall Indigenous relations strategy and support Indigenous business contract awards |
| Increase spend with Indigenous vendors to build capacity and experience | 30 purchase orders issued to new Indigenous vendors | Complete | Supply Chain is attending Indigenous events and setting up regular meetings with new Indigenous vendors. All vendors are being added to the OPG vendor database |

PILLAR 4: ECONOMIC EMPOWERMENT

Advance economic reconciliation with Indigenous communities and businesses through meaningful engagement, collaboration and partnership

| Commitment | 2022 Target | Status | Detail |
|---|--|----------------------|--|
| Work with OPG vendors to promote expectations for Indigenous procurement | Tier 1 and 2 vendors will be aware of OPG's RAP goals and expectations by 2021 | Complete/ Ongoing | Vendors are aware of OPG's RAP goals and expectations through: <ul style="list-style-type: none"> Evaluation criteria in procurement process with points/ratings for vendors who have developed a Reconciliation Action Plan/Indigenous Engagement Plan Sharing of knowledge, experience and Indigenous vendor database with OPG suppliers |
| Expand opportunities for Indigenous businesses to participate in nuclear procurement | 2 Nuclear Qualified (QA Program) Indigenous vendors by 2023 | On track | 1 achieved in 2022, on track to meet the 2023 target ahead of schedule |
| Establish contracts with Indigenous businesses that support recurring procurement | 2 Indigenous Vendors of Record agreements established by 2023 | On track | 1 achieved in 2022 |
| Increase Indigenous procurement with the goal of achieving minimum 5% of total OPG spend per year, by 2025 | 2022 target = \$56M | On track | Incremental increases in spend are planned through to 2025, including the qualification of vendors to support nuclear and increased use of Indigenous businesses as sub-vendors and in joint ventures in Nuclear |
| Communicate expectations related to Indigenous procurement with OPG's Vendor community | Strategic procurement goals will be clearly communicated to all vendors | Complete | Communicated OPG's RAP goals and expectations to vendors in December 2021 |
| Establish formal commitments to RAP procurement actions from all OPG business leaders | Commitment to RAP procurement actions from all OPG business leaders by 2021 | Complete | All OPG business leaders are committed to RAP procurement actions |

Be a trusted partner in environmental stewardship and an ally in addressing climate change

| Commitment | 2022 Target | Status | Detail |
|---|---|-----------------|--|
| <p>Proactively engage with Indigenous communities and organizations on OPG’s Climate Change Plan</p> | <p>Develop Indigenous Climate Change engagement plan with clear goals and targets</p> | <p>Complete</p> | <p>A climate change engagement plan has been created with 3 priorities:</p> <ol style="list-style-type: none"> 1. Increase communication to discuss OPG’s Climate Change Plan and future climate change initiatives while seeking Indigenous professional expertise on emerging and/or changing government policies, industry standards and best practices 2. Continue to collaborate with local Indigenous communities to weave Indigenous knowledge and values into project deliverables 3. Continue to partner with Indigenous communities to fund biodiversity conservation projects that serve local Indigenous communities across Ontario |

Millwright apprentice renews her career passion through OPG's ION program



Tired of being stuck at a desk all day, Amanda Bailey sought out something different for her career.

Bailey spent seven years as a health and safety coordinator at an industrial racking company, wearing many hats in her role. But she eventually grew weary of the long days and nights spent working at the office and at home.

"Over time, it took a toll on me and I got to the point where I needed a change," she said. "I was not happy or satisfied."

Then one night, while doing a Google search for jobs, she came across an OPG ad for the company's Indigenous Opportunities Network (ION) program. ION recruits job-ready individuals and connects them to skilled trades, project management, and administrative jobs within the energy sector.



ION recruits job-ready individuals and connects them to skilled trades, project management, and administrative jobs within the energy sector.

Having experienced and enjoyed a brief stint welding in an automotive shop years before, Bailey decided to take the plunge and reply to the ad.

"I thought, 'What have I got to lose?'" said Bailey, who hails from the Tyendinaga Mohawk Territory in the Bay of Quinte.

She got a reply the next morning and began the process to join ION. Before long, she found herself enrolled in the [Introduction to Millwrighting program](#), a paid training course created by the Millwright Regional Council of Ontario and ION.

After graduating in the fall of 2021, she immediately began her journey as a millwright apprentice with CanAtom, working on OPG's Darlington Refurbishment project.

Since then, Bailey has been learning on the job from experienced millwrights and other skilled trades, such as boilermakers, while helping to replace key components in Darlington's Unit 3 to extend its life by another 30 years. She is now training to help with Unit 1's upcoming disassembly.

"It's been an amazing experience working with different trades people," she said. "Coming into this experience, I had my own doubts and fears, but that all went away very quickly. Everyone here is super helpful, open, and they make sure I'm safe and making the right choices."

Highly trained millwrights install, maintain, diagnose and repair various industrial and mechanical equipment – from pumps and conveyors to the steam turbines that produce electricity at OPG's nuclear stations.

“Coming into this experience, I had my own doubts and fears, but that all went away very quickly. Everyone here is super helpful, open, and they make sure I’m safe and making the right choices.”

For Bailey, making her jump to the trades was daunting at first, especially as it meant leaving a secure job and an already established career. The hardest thing to get over, she said, was her own insecurities and doubts.

“I was asking myself, ‘Am I able to do this? Will I be accepted?’” she said. “Your mind plays tricks on you, making you think this is the wrong move. But it was absolutely the right move for me.”

Her message to others mulling a change is the same message she told herself just a few short months ago.

“Just go for it. Don’t listen to that little voice in your head. You have to go after it.”

About ION

Since launching in September 2018, OPG’s ION program has helped place 80 Indigenous workers in various roles at OPG and across the energy sector. OPG continues to work with Kagita Mikam Aboriginal Employment and Training, based in Tyendinaga Mohawk Territory, to help identify and assess recruits for ION.

ION is helping to support the goals outlined in OPG’s [Reconciliation Action Plan](#), which commits to increasing the representation of Indigenous employees across the company and growing the economic impact for Indigenous communities and businesses to \$1 billion over the next 10 years.



OUR STORIES

OPG responds to high water levels in northwest Ontario



During 2022’s spring freshet, northwestern Ontario experienced unprecedented high water levels and flooding.

To respond to this crisis, OPG worked closely with Wabaseemoong Independent Nation (WIN) as the company’s Whitedog Falls Generating Station (GS), Caribou Falls GS, and many dams sit in the First Nation’s back yard.

The high-water levels impeded access to the WIN community, impacted a road east of the

community, and produced flooding around WIN’s water treatment plant and pump house.

During this time, OPG had ongoing update meetings with the community’s leadership and support services. We also reinforced a nearby block dam and raised the community’s roadbed with the help of WIN joint-venture companies.

OPG also installed a water gauge to help the community monitor water levels in the future.

Indigenous-inspired landscape project continues at OPG's Saunders Visitor Centre

Guests dropping by OPG's Saunders Hydro Dam Visitor Centre in Cornwall will soon enjoy serene views thanks to an Indigenous-inspired landscaping project at the site.

Currently, the grounds around the visitor centre are undergoing work to feature a new trail, diverse gardens with plants and flora important to Indigenous people, an overlook shelter, and a medicinal herb garden with drying shed.

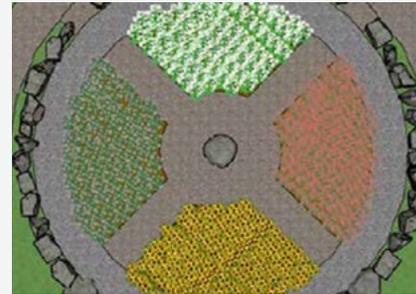
It's all part of phase two of a long-term, sustainable landscape plan for the centre, originally developed in 2012 by OPG, the City of Cornwall, the Mohawk Council of Akwesasne, and the Cornwall Horticultural Society.

The new expanded area will also include a Mother Earth and Tree of Peace feature, a medicine wheel and culinary garden, and scenic views of the St. Lawrence River and OPG's R.H. Saunders Generating Station (GS).



"In planning this project, we consulted with the Akwesasne community on different plant species and how they're used today and 100 years ago to make sure our garden is representative of Indigenous culture and practices," said Codie Lonsberry, Project Site Manager at R.H. Saunders GS. "We want to take visitors back to the St. Lawrence River area of the late 1800s as far as Indigenous plants and medicines go."

In 2019, the first phase saw the construction of a butterfly and herb garden, populated with native wildflowers like purple coneflower and milkweed.



The garden area will help educate visitors on the uses and history of traditional Indigenous plants and herbs.

Leading the project is a joint venture between Iroquois Consulting Group, an Akwesasne-owned business, and M. Sullivan and Son Limited.

To prepare for spring planting and trail work, crews began to clear the land at the site in the fall of 2021. The work is being completed by local Indigenous subcontractors, such as Akwesasne Earth Movers and Northern Landscapes.

"Working for the past year on this project has only expanded our belief in the importance of showcasing the traditional knowledge and natural resources that have been a vital part of the communities of Akwesasne and Cornwall for centuries," said Kelly Mitchell, CEO of the Iroquois Sullivan Joint Venture.

"We are very grateful to OPG for the opportunity to be part of such an impressive and important initiative that will reintroduce plants that our ancestors used prior to European contact."

In addition to beautifying the visitor centre and surrounding space, the garden area will help educate visitors on the uses and history of traditional Indigenous plants and herbs through signs and exhibits along the trail. The area will also help improve local biodiversity by attracting pollinating insects and birds.

"It has been rewarding and encouraging to see the Elders, traditional knowledge experts, OPG staff, local sub-trades, consultants, and the joint venture collaborate on this project that is very important to the communities of Akwesasne and Cornwall," said Jeremiah Point of Point Engineering, an Akwesasne company overseeing subcontracting on the project.

OPG employees help build homes and dreams in Chippewas of Nawash Unceded First Nation



OPG employees in southwestern Ontario picked up their tools to build affordable new homes for families of Neyaashiinigiing – also known as the Chippewas of Nawash Unceded First Nation.

In the fall of 2021, staff from OPG’s Nuclear Sustainability Services in Bruce County visited Neyaashiinigiing on Oct. 27 and Nov. 10 to take part in Habitat for Humanity Grey Bruce’s latest home-building initiative.

Working with other volunteers, the OPG team helped prepare a foundation and assisted with concrete pouring on a home that had burned to the ground earlier this year. Staff also worked on four new homes being built this year.

“We had two really great days, with nice company at the build site and the support was for an important cause,” said Kris Probodiak, Manager of Business Support with Nuclear Sustainability Services. “After taking a pause due to the

pandemic last year, it was great to be back at it and helping the community. There’s still a lot of work to be done though.”

Habitat for Humanity Grey Bruce, an affiliate of Habitat for Humanity Canada, has been a leader in building affordable homes on First Nation lands. In 2017, the first-ever Habitat for Humanity house on a First Nation territory in Ontario was built at Neyaashiinigiing.

In 2018, a 25-acre subdivision known as Kaikaikngong Crescent, was developed by the community with four houses built that year. Since then, multiple homes were constructed annually with the support of numerous volunteers from the community, OPG, and other corporate partners. Today, the subdivision has 12 fully constructed homes, with four more expected to be completed this year and space for a children’s park, which will be constructed in 2022.

This success story led to other First Nation communities partnering with Habitat affiliates across Canada to help address some of their housing challenges, including the Saugeen First Nation, near Southampton, which is seeing its first four homes built this year in collaboration with Habitat for Humanity Grey Bruce.

“Volunteers play a major role in building the houses. Without them things would not get done,” said John McLachlan, Community Partnerships Co-ordinator with Habitat for Humanity Grey Bruce. “We rely on volunteers to build and companies to donate new product to the builds to keep costs low. We’re proud to host volunteers on our builds and we look forward to meeting more community-minded individuals on our work sites.”

To learn more, visit habitatgreystone.ca.

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[opg.com/reconciliation](https://www.opg.com/reconciliation)

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