

## 2020 – 2030

**ONTARIOPOWER**  
GENERATION



# Honouring traditional territory

We acknowledge that all of OPG's facilities are located on the treaty and traditional territories of Indigenous Peoples. To acknowledge the traditional territories is to recognize a history that predates the earliest European colonies, and the significance for Indigenous Peoples who lived and continue to live on this land. As a company, we remain committed to fostering positive and mutually beneficial relationships with Indigenous Peoples and communities. We also recognize that the privileges and benefits we enjoy as citizens of Canada are rooted in long standing treaties and historical relationships between Indigenous and non-Indigenous Peoples.

*Beadwork by Amanda Laliberte, Ashley Copage, Ashley McKenzie-Dion, Didi Grandjambe, Jennelle Doyle, Joelle Charlie, Kyla Woodward, Lenore Augustine, Marissa Magneson, Mellz Compton, Monique Jolly, and Rena Laboucan.*

We are all treaty people and accept our responsibility to honour all our relations.







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# Message from our President and CEO



On behalf of the Enterprise Leadership Team, I am pleased to present OPG's Equity, Diversity and Inclusion (ED&I) Strategy, supporting our long-term goal of building a diverse, committed, healthy and agile workforce in a dynamic and changing industry. Our commitment to this work reflects the long-term need for individual and organizational-level leadership and accountability.

We know that diverse, engaged workforces are at the core of creating and maintaining work environments where everyone can work safely and to their full potential every day. As the world continues to evolve, OPG is adapting to meet the needs of our communities and stakeholders.

As we continue to progress ED&I at OPG, I would like to acknowledge all the passionate ED&I champions across the organization. I am proud of all we have accomplished together. At the same time, creating equitable, diverse and inclusive workplaces is an ongoing process; we must continue working together to drive progress. This Strategy will grow and evolve with OPG to maintain our momentum in the years to come.

I look forward to reporting on our journey to ED&I excellence and remain committed to ensuring ED&I is a corporate priority.

A handwritten signature in black ink that reads "Ken Hartwick". The signature is fluid and cursive.

Ken Hartwick

**President and CEO,  
Ontario Power Generation**



# Our ED&I Promise

To accelerate **equity**, celebrate **diversity**, and foster a culture of **inclusion**.

At OPG, we are committed to our mission statement of **POWER WITH PURPOSE**: Providing low cost power in a safe, clean, reliable and sustainable manner for the benefit of our customers and shareholder. Delivering on our mission statement means living our organizational values of safety, integrity, excellence, and people and citizenship. These values, along with OPG's ED&I Promise, guide our decisions and reflect the culture mindset we need to exceed our business imperatives, strategic objectives and leadership targets.

Our ED&I Promise represents our priorities and underpins the ED&I Strategy. The Strategy is a living document that will be adapted to reflect achievements, evolving trends and changing organizational needs.



**Equity** – Ensure our workforce is reflective of the communities we serve



**Diversity** – Attract, retain and celebrate employees with unique backgrounds, skills and characteristics



**Inclusion** – Create an inclusive culture where everyone can connect, belong and grow





# Measuring progress

Over the next several years, the Strategy will serve as a roadmap for OPG's journey towards ED&I excellence. To hold ourselves accountable, measure progress and ensure advancement of the Strategy, OPG will rely on two external benchmarks:

**By 2023 – Become one of Canada's Best Diversity Employers.** This designation is awarded by the Globe & Mail to Canadian employers that demonstrate successful, innovative ED&I programming. Globe & Mail editors review submissions and identify a shortlist of noteworthy employers and their initiatives. Shortlisted programs are compared to others in the same field and finalists are chosen as diversity leaders in their respective industries and regions of Canada.

**By 2030 – Become a global ED&I best practice leader.** The Global Diversity, Equity and Inclusion Benchmarks (GDEIB) is published by the Centre for Global Inclusion and helps organizations measure ED&I progress across 15 key business areas, such as recruitment, leadership and supply chain. The GDEIB uses 200+ benchmarks to assess organizational progress in these key areas using a five-point scale from inactive to best practice leader. OPG is committed to reaching levels four and five, the highest levels, in all applicable areas by 2030.

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## Monitoring and reporting

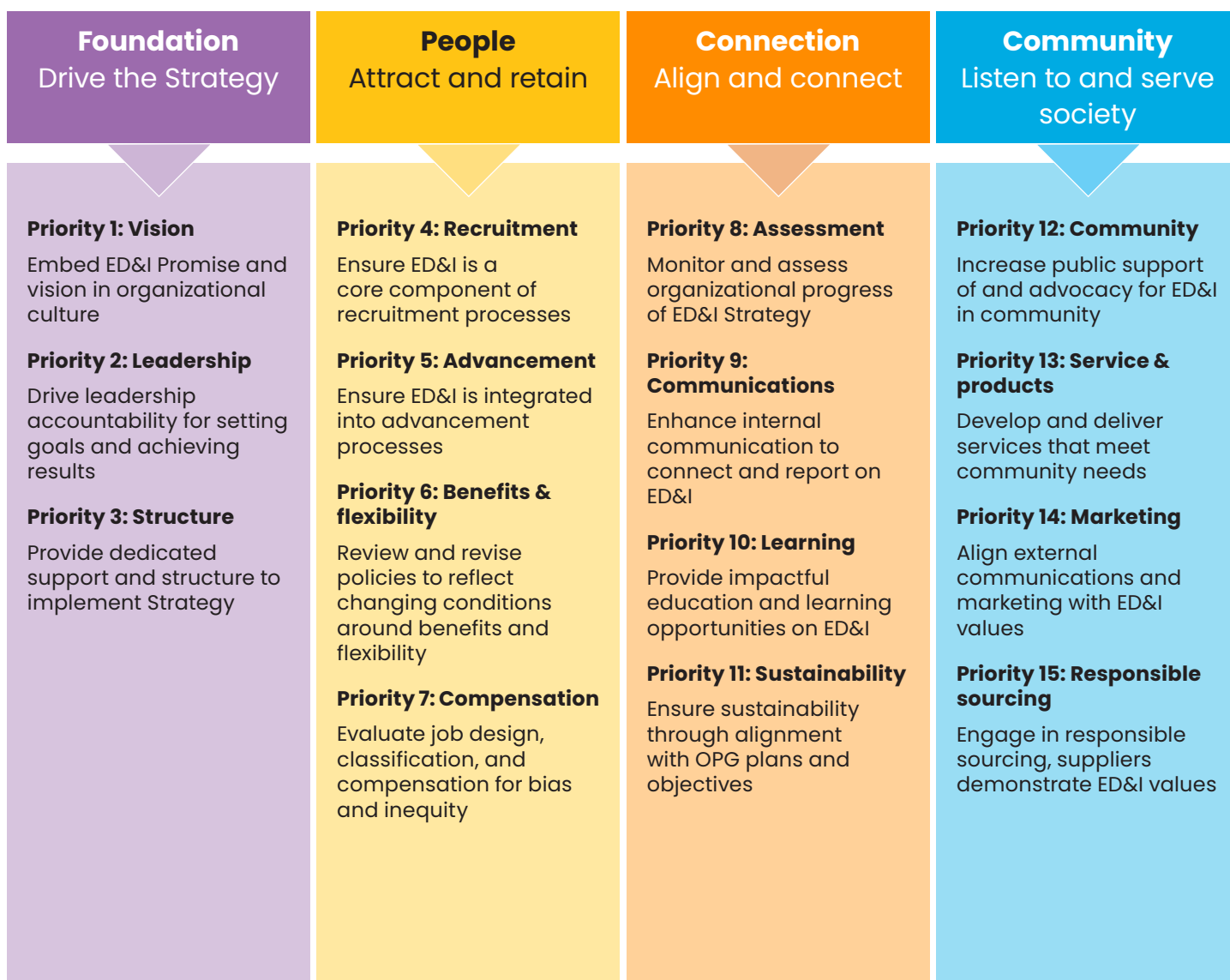
The GDEIB will be used to gauge and assess progress. To ensure transparent monitoring and reporting practices, the Ethics & Equity Office will monitor the ED&I Strategy in preparation for assessment of external benchmarks and report on its progress on an annual basis to all levels of OPG.





# OPG's ED&I Strategy

Building on the key business areas identified in the GDEIB, OPG's ED&I strategy is organized into **four areas of focus** and **15 priorities** that will guide our strategic work:



The following pages outline short-term, medium-term, and long-term **ED&I initiatives** that will help advance the priorities in each of the four areas of focus.



# Foundation

## Drive the Strategy



### Priorities:

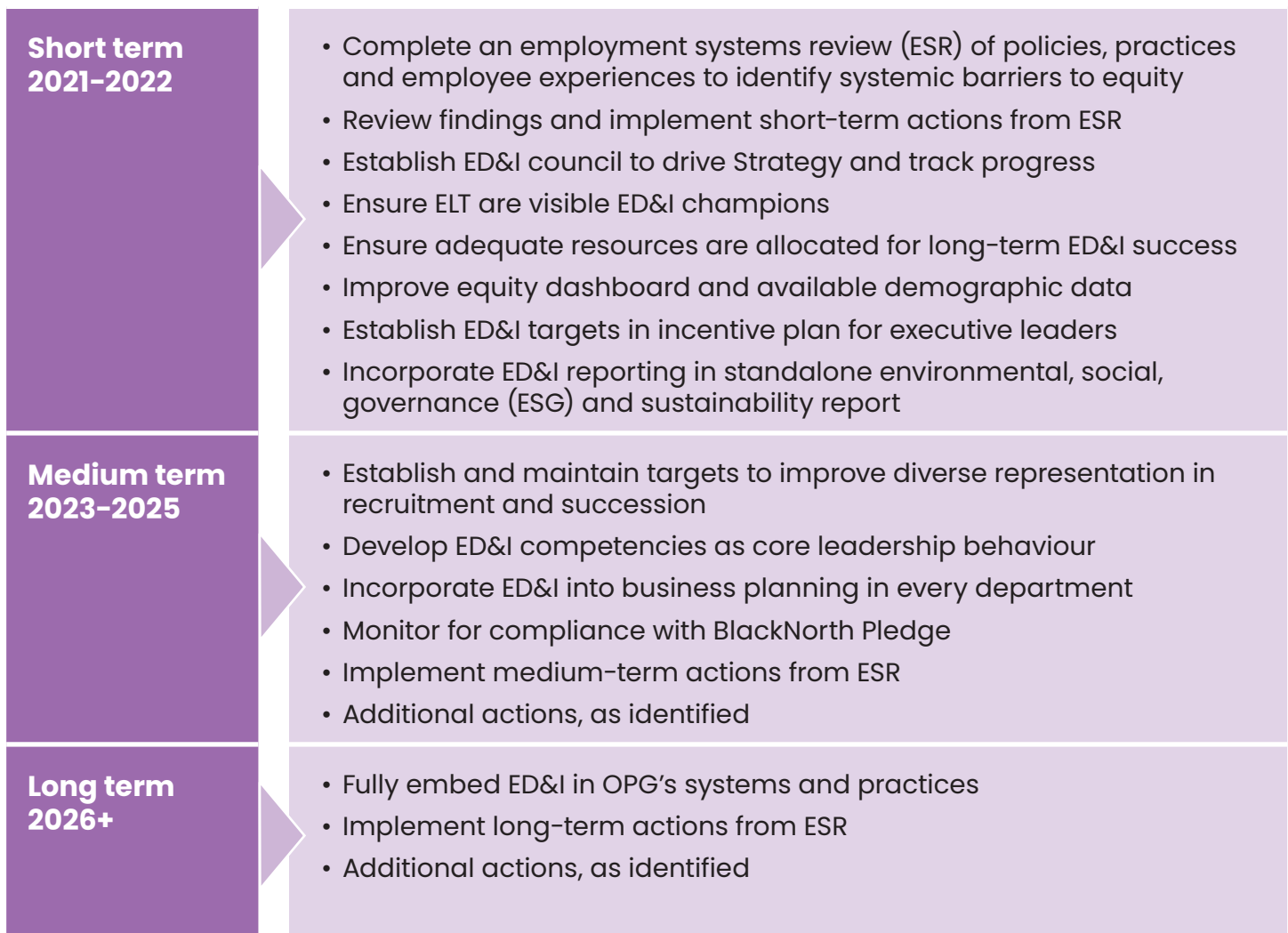
- 1. Vision:** Embed ED&I Promise and vision in organizational culture
- 2. Leadership:** Drive leadership accountability for setting goals and achieving results
- 3. Structure:** Provide dedicated support and structure to implement Strategy

### Initiatives:

**Completed  
2017-2020**



- Established ED&I as strategic priority
- Established dedicated ED&I roles
- Established ED&I people leader goals for annual performance reviews
- Established community partnerships including with BlackNorth Initiative, 30% Club and Leadership Accord
- Established and expanded ED&I Committees across the business
- Created employee resource groups (ERGs) to support equity groups
- Created equity data dashboard to inform business decisions
- Increased ED&I reporting in Management's Discussion and Analysis, and Board of Directors reports



### Outcomes:

- ED&I is embedded in OPG's culture, rather than being a standalone program
- Leaders are change agents and recognized as being fair and inclusive
- OPG provides resources, staffing and support to continue implementation and adoption of ED&I Strategy



# People

## Attract and retain



### Priorities:

- 4. Recruitment:** Ensure ED&I is core component of recruitment processes
- 5. Advancement:** Ensure ED&I is integrated into advancement processes
- 6. Benefits & flexibility:** Review and revise policies to reflect changing conditions around benefits and flexibility
- 7. Compensation:** Evaluate job design, classification, compensation for bias, inequity

### Initiatives:

#### Completed 2017–2020



- Implemented artificial intelligence to reduce bias in hiring
- Updated talent platform to improve candidate accommodations
- Established targets to close employment equity gaps
- Applied ED&I lens to campus plan and other renovations (i.e. lactation rooms, prayer space, etc.)
- Launched Indigenous Opportunities in Nuclear (ION) to increase representation of Indigenous people in energy sector
- Provided recruiters with equity data to review with hiring managers
- Delivered all-employee training on diversity fundamentals, bias, bystander intervention, etc.
- Delivered all-employee training on Indigenous cultural awareness
- Established Mentoring Plus program to support advancement of racialized employees
- Conducted OPG-wide sexual and gender-based harassment and discrimination assessment and established team to address findings

<b>Short term 2021-2022</b>	<ul style="list-style-type: none"> <li>• Relaunch Mentoring Plus with increased focus on sponsorship</li> <li>• Give leaders metrics, tools for more equitable succession planning</li> <li>• Conduct exit interviews and analyze data for equity trends, patterns</li> <li>• Partner with recruiting organizations to increase representation of equity-seeking candidates where gaps exist</li> <li>• Diversify hiring panels to support inclusive hiring practices</li> <li>• Deliver all-staff anti-racism training with additional support for leaders and racialized employees</li> <li>• Diversify training program methods to support various learning styles</li> <li>• Create ED&amp;I learning library to drive self-study and group discussions</li> <li>• Conduct management pay fairness analysis to assess for gender bias</li> <li>• Advance and implement actions from Nuclear Employment Equity Plan</li> <li>• Launch redesigned and expanded employment equity census</li> <li>• Implement applicable short-term actions from ESR</li> </ul>
<b>Medium term 2023-2025</b>	<ul style="list-style-type: none"> <li>• Ensure diverse representation in leadership development programs</li> <li>• Include special programs considerations in labour relations and workforce planning</li> <li>• Build ED&amp;I into design and delivery of training</li> <li>• Establish plan to attract candidates from equity-seeking groups</li> <li>• Apply ED&amp;I lens to recruitment and succession planning</li> <li>• Implement applicable medium-term actions from ESR</li> <li>• Additional actions, as identified</li> </ul>
<b>Long term 2026+</b>	<ul style="list-style-type: none"> <li>• Implement long-term actions from ESR</li> <li>• Additional actions, as identified</li> </ul>

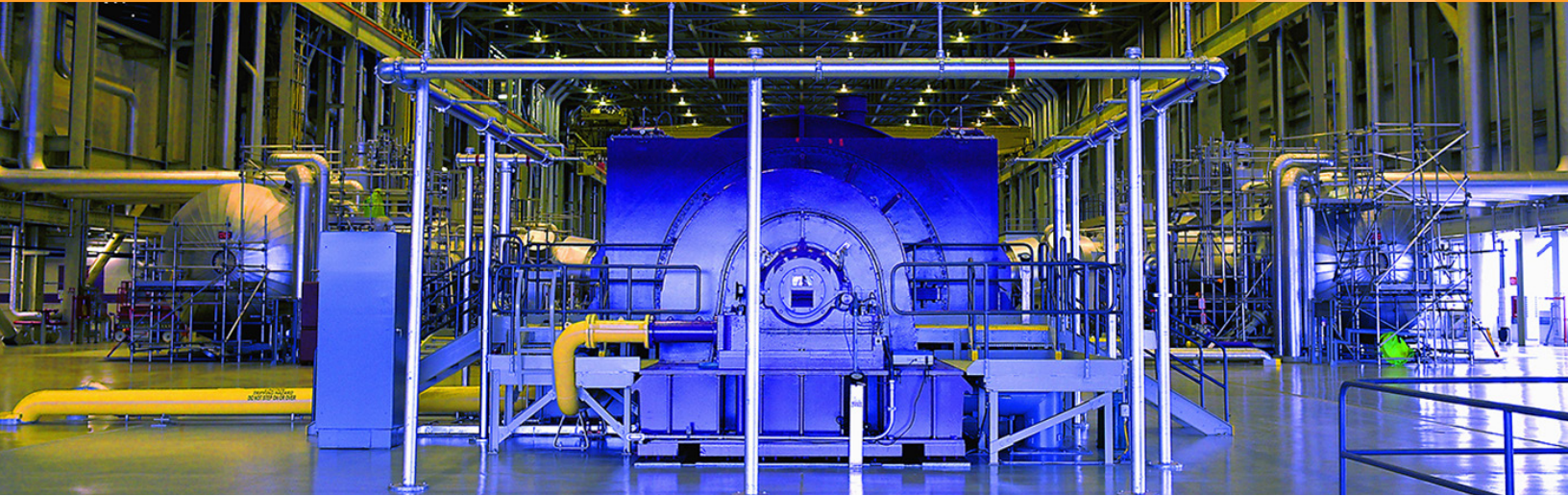
## Outcomes:

- Attraction and hiring processes result in measurable, transparent, and equitable recruitment and retention
- Talent management and advancement processes are fair
- Benefits adapt to changing conditions and priorities
- OPG demonstrates equitable job design, classification, and compensation practices



# Connection

## Align and connect



### Priorities:

**8. Assessment:** Monitor and assess organizational progress of ED&I Strategy

**9. Communications:** Enhance internal communication to connect and report on ED&I

**10. Learning:** Provide impactful education and learning opportunities on ED&I

**11. Sustainability:** Ensure sustainability through alignment with OPG plans, objectives

### Initiatives:

**Completed  
2017-2020**



- Developed ED&I Blueprint to provide overview of work and priorities
- Participated in communities of practice to stay current on ED&I issues
- Led design of ED&I statement for Electricity Human Resources Canada
- Launched external OPG ED&I webpage
- Promoted ED&I via OPG-wide events and platforms

<b>Short term 2021-2022</b>	<ul style="list-style-type: none"> <li>• Revitalize ED&amp;I intranet page for improved access, content and visibility</li> <li>• Enhance ED&amp;I data collection and sharing with new technology</li> <li>• Implement observation and coaching tool to measure ED&amp;I behaviours</li> <li>• Develop internal and external ED&amp;I communications plan</li> <li>• Develop and launch Indigenous Reconciliation Action Plan (RAP)</li> <li>• Achieve Progressive Aboriginal Relations (PAR) gold designation</li> <li>• Complete GDEIB assessment to measure progress</li> <li>• Clarify framework for ED&amp;I committees and ERGs</li> <li>• Deliver sexual, gender-based harassment workshops to people leaders</li> <li>• Deliver ED&amp;I training and workshops to OPG's Board of Directors</li> <li>• Add ED&amp;I award to Power of You employee recognition program</li> <li>• Implement applicable short-term actions from ESR</li> </ul>
<b>Medium term 2023-2025</b>	<ul style="list-style-type: none"> <li>• Conduct assessments to measure attitudes, behaviours, experiences</li> <li>• Support investments in ED&amp;I research, communities, groups, etc.</li> <li>• Seek opportunities for partnerships with subject matter experts</li> <li>• Ensure internal and external communications are accessible</li> <li>• Implement mid-term actions from RAP</li> <li>• Complete 2024 PAR application process</li> <li>• Complete GDEIB assessment to track progress, communicate ratings</li> <li>• Implement applicable mid-term actions from ESR</li> <li>• Additional actions, as identified</li> </ul>
<b>Long term 2026+</b>	<ul style="list-style-type: none"> <li>• Implement long-term actions from RAP</li> <li>• Complete periodic GDEIB assessments to measure progress</li> <li>• Implement applicable long-term actions from ESR</li> <li>• Additional actions, as identified</li> </ul>

## Outcomes:

- Regular ED&I assessments measuring behaviour, attitude and perception are conducted and results are incorporated into Strategy
- ED&I topics and content are quickly and easily located on both internal and external webpages and are available in accessible formats
- Challenging topics such as racism, sexism, ableism and bias are addressed with sensitivity, conviction and compassion
- ED&I is seen as integral to the sustainability of OPG and its stakeholders



# Community

## Listen to and serve society



### Priorities:

**12. Community:** Increase public support of and advocacy for ED&I in community

**13. Service & products:** Develop and deliver services that meet community needs

**14. Marketing:** Align external communications and marketing with ED&I values

**15. Responsible sourcing:** Engage in responsible sourcing, suppliers demonstrate ED&I values

### Initiatives:

**Completed  
2017–2020**



- Partner with Black Business and Professional Association to provide science, technology, engineering, and math scholarships
- Founding member of the Nuclear Against Racism initiative
- Collaborated with Indspire to expand Indigenous scholarship program
- Collaborated with United Way Greater Toronto to support a new Black, Indigenous, People of Colour Equity Fund
- Partnered with Ontario Chamber of Commerce and Ryerson University to fund research on the impacts of COVID-19 on women

<b>Short term 2021-2022</b>	<ul style="list-style-type: none"> <li>• Identify and support education programs (Skills Ontario, First Robotics)</li> <li>• Develop STEM tutoring, mentorship programs for underserved students</li> <li>• Become founding partner in BlackNorth Initiative's BIPOC Recruitment Platform for racialized candidates in STEM</li> <li>• Leverage Canada Helps charity campaign to align with ED&amp;I principles</li> <li>• Establish Supply Chain Diversity program with annual spend targets</li> <li>• Implement short-term actions from RAP</li> <li>• Implement applicable short-term actions from ESR</li> </ul>
<b>Medium term 2023-2025</b>	<ul style="list-style-type: none"> <li>• Establish community partnerships for mutually beneficial business</li> <li>• Foster and build partnerships with post-secondary institutions to improve diverse representation in STEM programs</li> <li>• Build and expand community partnerships to support advancement of equity-seeking groups</li> <li>• Implement applicable medium-term actions from ESR</li> <li>• Implement medium-term actions from RAP</li> <li>• Additional actions, as identified</li> </ul>
<b>Long term 2026+</b>	<ul style="list-style-type: none"> <li>• Implement applicable long-term actions from ESR</li> <li>• Implement long-term actions from RAP</li> <li>• Additional actions, as identified</li> </ul>

## Outcomes:

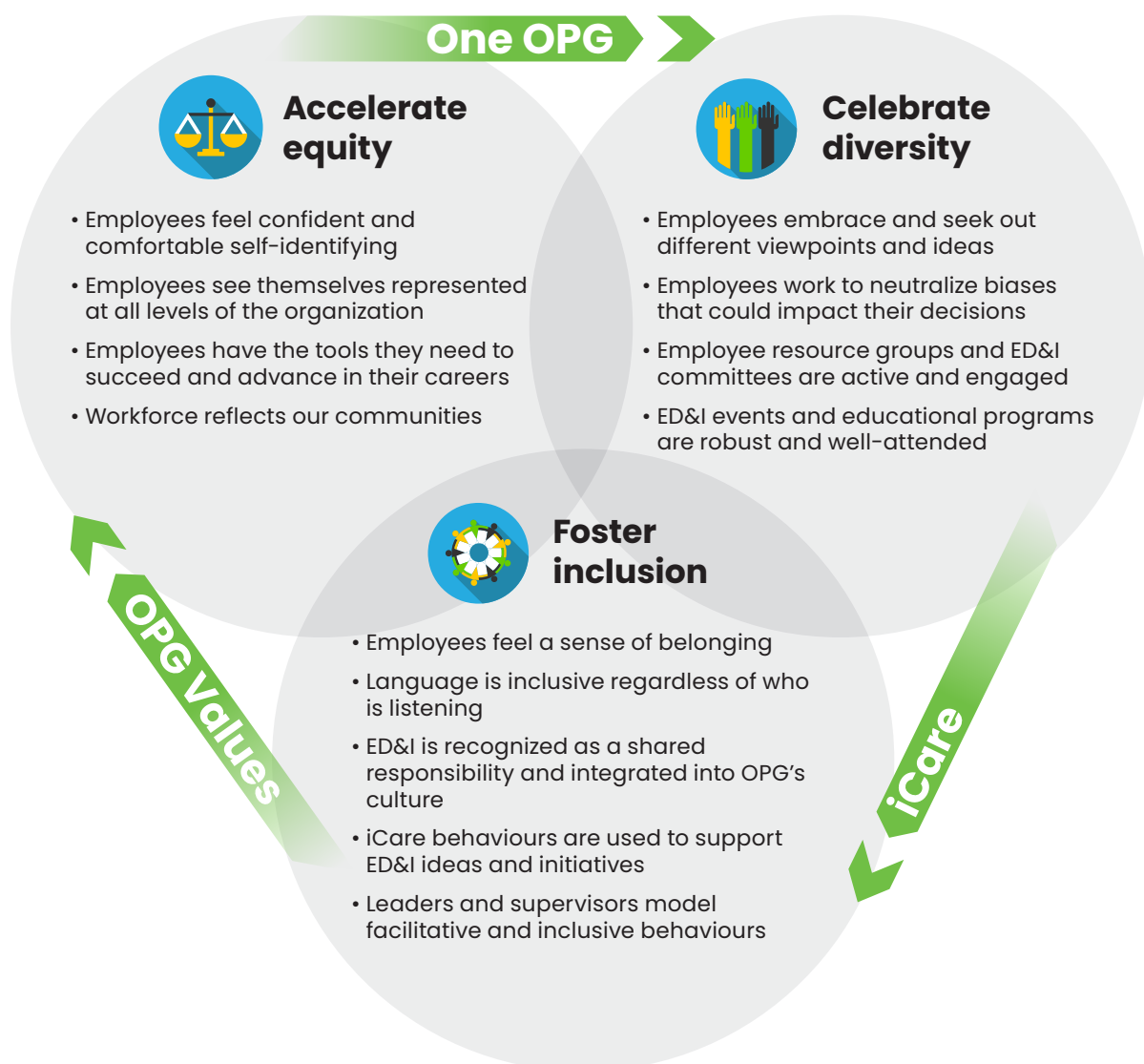
- OPG supports and advances ED&I initiatives in government and society
- OPG contributes to advancement of social and economic progress
- ED&I is incorporated into marketing material
- Sourcing policies are responsible and ethical



# What will ED&I excellence feel like?

A diverse and inclusive workforce increases employee engagement, productivity and innovation. Accelerating equity, celebrating diversity and fostering a culture of inclusion is good for business and will drive OPG towards greater organizational success.

Equity, diversity and inclusion are interrelated pillars, reinforced by our values, One OPG culture mindset and iCare program. By aligning the Strategy with these core components of our business, we can embed ED&I in OPG's workplace culture.



# ED&I in action at OPG

Collective and individual accountability, responsibility, and commitment are supporting the advancement of OPG's ED&I priorities



## Foundation

**Structure** – OPG utilizes ED&I Committees and ERGs to support the implementation of the Strategy. These structures provide ongoing support of employment equity, diversity and workplace inclusion policies, programs and initiatives across the organization. ED&I Committees and ERGs allow for employee engagement and feedback. This includes networking opportunities, spaces to gather for peer-to-peer discussion, and promotion of ED&I awareness.

## People

**Recruitment and advancement** – OPG launched a redesigned and expanded employment equity workforce demographic census in 2021 that has educational and data collection functions, including new data collection categories. More and better data means improved analysis and reporting, and greater insight into OPG's workforce to inform tailored ED&I approaches to programming, recruitment and advancement. In the first six months, this census surpassed the number of responses provided in the previous 10 years, signaling both a successful communications campaign and an increased willingness of employees to self-identify.







## Connection

**Learning** – OPG has invested in a variety of educational and learning resources for OPG employees. This includes access to resources from the Canadian Centre for Diversity and Inclusion and Blue Ocean Brain. OPG employees have also received training on diversity fundamentals, unconscious bias, respect in the workplace, introductory and advanced human rights and harassment topics, bystander intervention, Indigenous cultural awareness, mental health first aid, and sexual and gender-based harassment and discrimination.

## Community

**Responsible sourcing** – OPG built a Supply Chain diversity program to increase engagement with businesses owned by historically marginalized groups. In the first six months of the program, Supply Chain identified \$45M in diverse spend. OPG is building sustainability into the diversification of our Supply Chain pipeline by assessing long-term projects and increasing the pool of potential business partners by, for example, nuclear-qualifying Indigenous-owned businesses.





# Glossary of terms

The Strategy uses words and phrases that may be new to some readers. The following list provides working definitions of commonly used ED&I terms:



**Accessibility** means ensuring people of all abilities have equitable access to workplaces, programs, services and opportunities.

**Designated groups**, sometimes referred to as “equity-seeking” groups, are defined by the Employment Equity Act as:

- Indigenous Peoples who are First Nations, Inuit or Métis
- Persons with disabilities who have long-term or recurring physical, mental, sensory, psychiatric or learning needs
- Racialized people, other than Indigenous Peoples, who are non-Caucasian in race or non-white in colour
- Women

**Diversity** is about individuals and the range of unique perspectives, dimensions, qualities and characteristics we all possess.

**Equality** means equal treatment, even when people or situations are different.

**Equity** means fairness and ensuring everyone has what they need to succeed. Sometimes, equity means treating people or situations differently to achieve fairness.

**Employment equity** is the practice of engaging in proactive employment practices to increase the representation of designated groups in the workplace to be reflective of the communities we serve. Employment equity sometimes requires special measures and adaptations to achieve this goal.

**Employment Equity Act** was established to correct historic disadvantage experienced by the designated groups in relation to employment.

**Inclusion** is a sense of belonging. A culture of inclusion is an environment in which people are valued, embraced, accepted and respected for who we are.



# Resources

## **Global Diversity, Equity and Inclusion Benchmarks (GDEIB)**

<https://centreforglobalinclusion.org/gdib>

## **ED&I at OPG**

<https://www.opg.com/innovating-for-tomorrow/commitment-to-diversity>

## **OPG's Reconciliation Action Plan**

<https://www.opg.com/building-strong-and-safe-communities/indigenous-relations/reconciliation-action-plan>

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Where a brighter  
tomorrow begins.

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