

Employees

ENMAX has built a dynamic, high-performance work environment and we've been successful in attracting people who are committed, energetic and focused on delivering results. In 2008, our workforce grew significantly, as we hired more than 500 new employees to help us support the expansion of our generation and renewable energy portfolios. Additional information about ENMAX's employee practices is contained in our [Health and Safety](#) section.

Read our Disclosure on Management Approach for [Labour Practices](#). *Note:* We have not included a Disclosure on Management Approach for Human Rights in this report.

Composition of Workforce

As of December 31, 2008, ENMAX employed 1,739 people. The International Brotherhood of Electrical Workers (IBEW) and the Canadian Union of Public Employees (CUPE) are the two unions representing unionized employees. Non-unionized employees are classified as Management Professionals (MP).

As of December 31, 2008, the majority of ENMAX employees worked in Alberta and eight individuals worked in our BC operations.

	FULL-TIME REGULAR	PART-TIME REGULAR	TOTAL REGULAR	FULL-TIME TEMPORARY	PART-TIME TEMPORARY	TOTAL TEMPORARY	TOTAL ALL
IBEW	402	0	402	24	0	24	426
CUPE	663	38	701	38	11	49	750
MP (non-union)*	540	8	548	6	9	15	563
	1,605	46	1,651	68	20	88	1,739

* Management professional

Number of employees covered by collective bargaining agreements: 1,176

Training and Development

The ongoing training, development and provision of learning opportunities for our employees are priorities at ENMAX. In 2008, our workforce participated in a total of 78,266 hours of training and development activities, which averaged approximately 46 hours per employee. In addition, on an annual basis, ENMAX employees receive regular performance and career development reviews.

Employee Turnover

The following chart indicates ENMAX's employee turnover rate by age group, gender and region. Overall, our company's combined voluntary and involuntary turnover rate for both full-time and part-time regular employees is 9.1%. This represents a slight decrease over ENMAX's turnover rate in 2007, which is in part attributed to the repatriation process undertaken during 2008 among call centre employees.

TURNOVER RATE*	<20	20-34	35-44	45-54	55-59	60+	TOTAL	MALE	FEMALE
							Percent	Percent	Percent
IBEW	0	7	3	3	6	3	5.5	5.5	0.0
CUPE	2	50	9	8	1	1	10.1	10.9	9.6
MP (non-union)†	0	15	20	15	8	0	10.6	10.3	11.0
Turnover rate (a4 groups)							9.1	8.5	10.0

* Includes voluntary and involuntary departures.

† Management professional

TURNOVER COMPARISON	2008	2007
IBEW	22	36
CUPE	71	32
MP (non-union)*	58	40
Total	151	108
Rate	9.1%	9.4%

* Management professional

Although there was an increase in the absolute total employee turnover, the rate decreased as the number of permanent employees grew from 1,155 in 2007 to 1,651 in 2008.

Employee Benefits

ENMAX views benefits programs as an integral facet of employee compensation and strives to offer flexible choices for employees.

BENEFITS PROVIDED TO EMPLOYEES	FULL-TIME	PART-TIME**	LIMITED TERM
Employee life insurance	Company paid	Company paid	Company paid
Spousal/child life insurance	Employee paid	Employee paid	Not offered
Short term disability	Company paid	Company paid	Company paid
Long term disability	Employee paid	Employee paid	Employee paid
Extended health	Company paid	Company paid	Company paid
Dental	Company paid	Company paid	Company paid
Vision	Company paid	Company paid	Company paid
Provincial health care	Employee paid	Employee paid	Employee paid
Employee accidental death and dismemberment (AD&D)	Employee paid	Employee paid	Not offered
Spousal/child AD&D	Employee paid	Employee paid	Not offered
Flex time	Company paid	Company paid	Company paid
Pension plan	Company paid / Employee paid	Company paid / Employee paid	Not offered
Maternity leave with top-up	Company paid	Company paid	Not offered
Paternity leave	Employee paid	Employee paid	Not offered
Employee assistance	Company paid	Company paid	Company paid
Child care	Employee paid	Employee paid	Employee paid
Fitness facility	Company paid	Company paid	Company paid
Training & educational assistance	Company paid	Company paid	Not offered
Health spending account	Company paid	Company paid	Company paid

■ Company paid
 ■ Employee paid
 ■ Not offered

** Part-time must work more than 20 hours per week to be eligible for benefits.

Union Representation

As indicated above, a large portion of ENMAX's workforce is unionized and we have two collective agreements with members of the IBEW and CUPE. ENMAX has a stated labour relations philosophy that includes recognizing and respecting the unions' association and presence in our company, and supporting employee involvement with the unions.

Workplace Diversity

ENMAX strives to be an employer of choice by offering a work environment that is healthy, secure and respectful.

As an organization, we recognize that the imagination, energy, capability and commitment of our employees are critical to our business success. We value highly the backgrounds, experience, viewpoints and talents of our employees. ENMAX is committed to hiring and employment practices that do not discriminate on the basis of race, gender, culture of origin, age, religion, marital and family status, physical disabilities or sexual orientation.

The following demographic profile indicates key characteristics of ENMAX's workforce, by age group, employment and/or union category and gender.

BY UNION	<20	20-34	35-44	45-54	55-59	60+	TOTAL	MALE	FEMALE
Permanent & limited term employees									
IBEW	2	131	78	148	48	19	426	425	1
CUPE	9	359	180	147	33	22	750	296	454
MP (non-union)*	0	143	188	172	48	12	563	357	206
	11	633	446	467	129	53	1,739	1,078	661

* Management professional

BY EMPLOYMENT CATEGORY	<20	20-34	35-44	45-54	55-59	60+	TOTAL	MALE	FEMALE
Permanent & limited term employees									
Executive and senior management	0	0	5	10	7	1	23	20	3
Middle management	0	30	79	85	27	7	228	160	68
Individual contributor	11	603	362	372	95	45	1,488	898	590
	11	633	446	467	129	53	1,739	1,078	661

The following chart indicates the salary ratio of men to women throughout ENMAX as of December 31, 2008, by employment category and is calculated by dividing the average male salary by employment category by the corresponding average female salary by category. Salary levels at ENMAX are determined using an objective and equitable process that considers market data, employee education and experience.

BY EMPLOYMENT CATEGORY	NUMBER OF MALES	NUMBER OF FEMALES	TOTAL	SALARY RATIO MALE TO FEMALE
Permanent & limited term employees				Percent
Executive and senior management	20	3	23	132
Middle management	160	68	228	115
Individual contributor	898	590	1,488	131
	1,078	661	1,739	129

Employee Programs

In-House Call Centre Established

ENMAX completed the process of re-establishing its customer care and call centre functions within the organization in 2008, after having previously used a third-party call centre provider. ENMAX's approach to this process emphasized the importance of informing employees and thoroughly explaining the transition process. All active employees of the outsourced firm who provided services to ENMAX were offered employment with ENMAX's customer care division, while retaining their existing pay, service and employment levels. No grievances or labour disputes were raised during the transition process.

New ENMAX Employee EcoRebate Offer

In late 2008, ENMAX announced a program designed to introduce ENMAX Energy's alternative technologies to our own employees. A series of rebates, which vary according to the technology selected, are being offered to employees to cover the up-front cost of installation. By being early adopters and among the first in their communities to install ENMAX Energy solar photovoltaic panels, solar domestic hot water systems or micro-wind turbines, it is hoped our employees will generate local interest in ENMAX Energy's development of a renewable energy product line and select ENERGY STAR rated home appliances and encourage other homeowners to consider these less carbon-intensive power generation options.



Top 40 Employer

ENMAX was named one of Alberta's Top 40 Employers for 2009 by the editors of Canada's Top 100 Employers. The criteria used in evaluating companies that apply for the award include the quality of the physical workplace, work atmosphere, social, health, financial and family benefits, vacation and time off, employee communications, performance management, training and skills development and community involvement. This is the third year ENMAX has earned this level of recognition.

Women at ENMAX

ENMAX is committed to ensuring that there are no systemic barriers to the advancement of talent within our organization. To that end, ENMAX has taken steps to advance women's initiatives within our organization in an effort to promote business knowledge sharing and integration, leadership development, informal mentorship and succession candidate development.

In Calgary, we are supporters of the Famous Five and Women of Influence Luncheon series. Our process involves partnering senior women with less experienced female employees as guests at the luncheons. The purpose is to provide broader exposure of female talent in the organization and create mentoring opportunities. ENMAX is also represented at WINC – Women's Initiative Calgary, an organization that works to advance equal career opportunities for women. ENMAX is in the process of developing our own internal women's network, which will be led, managed and administered by volunteers within the business, and is targeted for launch in the first half of 2009.