

SOCIAL

At ENMAX, we never lose sight of health, safety and well-being as our top priorities. Through the course of our daily activities, we act with others in mind, whether they are our fellow coworkers, customers, Indigenous or local communities, or the general public. Within our organization, our actions are guided by the vision of providing a safe and supportive work environment where everyone feels like they belong.

Outside our organization, we endeavour to ensure our customers are supported through access to safe, reliable and cost-effective electricity services, and to create a positive impact on the communities where we live and work by giving back in meaningful ways that align with our values.

For further information and to view the full report, you can access ENMAX's 2020 Environmental, Social and Governance report at enmax.com/esg

Employee safety

Keeping our employees safe is of paramount importance to us. At ENMAX, safety goes well beyond following the rules—it is a core value which underpins our company culture. Our robust safety policies, procedures and systems guide our work so that everyone can go home safe at the end of the day.

Safety culture

At ENMAX, we encourage a proactive safety culture where every individual takes responsibility and ownership for safety, regardless of their position or work environment. We believe that by working together with safety as a priority, we can achieve our goal of an injury-free ENMAX.

Our safety culture empowers our employees to communicate when they feel unsafe or see an unsafe activity. We encourage them to stop work so we can re-schedule, modify the work or otherwise address the issue.

Versant Power's expectation is to "speak up, listen up, follow up" if our team members see an unsafe act. In Maine, we continue to advance employee communication about safe work and engaged a third-party expert to train team members on difficult conversations and peer-to-peer safety communications. Versant Power has been actively shifting its safety focus from a reactive (focused on lagging indicators) to a proactive culture (focused on leading indicators). In Maine, we are tracking proactive incident rate (PAIR), which includes proactive measures such as hazardous conditions near miss reports (including home-based reports), safety job observations (including internal contractor observation), and safety discussions by Maine's executive management team. The PAIR metric is a balanced scorecard item and one of Versant Power's target goals linked to performance for all team members.

Over the years ahead, ENMAX plans to continue evolving our overall safety culture to a fully proactive culture supported by company-wide leading indicators and programs to encourage positive safety mindsets and behaviours.

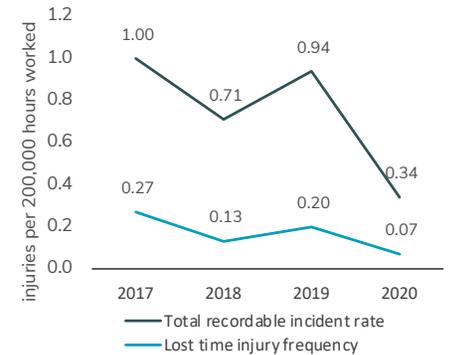
Rules to live by

Our Occupational Health and Safety handbook sets out our grounding rules, called the "Rules to Live By". All field employees review these when they join ENMAX. The Rules to Live By (commonly referred to in other industries as lifesaving rules) cover the most critical safety hazards that have caused serious injury or worker loss of life in our industry. The rules are intended to be simple, succinct reminders of the most important safety guidelines that we expect our workers to follow.

Leveraging technology for hazard identification

Before any worker completes work, they must complete a field-level hazard assessment to proactively identify and control hazards in their work areas. In ENMAX Power, these are called tailboards and are completed by our Alberta field teams in real-time on iPads. The iPads also enable access to all procedures, standards and mapping systems. We regularly audit the completed hazard assessments, analyze hazard data and look for trends, then address top hazards through our communications and safety meetings. Within our ENMAX Energy teams, they are called work permits.

Safety Statistics



In the last four years, we have reduced our total recordable incident rate by 66 per cent and our lost time injury frequency by 74 per cent. Note these statistics exclude Versant Power.

25,352 electronic hazard assessments (tailboards) completed in 2020

Tailored safety programs

To continuously improve our safety performance, we have customized safety programs to target both our most significant and our most common injuries: driving risks, electrical contact, and slips, trips and falls.

Driving

While ENMAX's overall driving incident levels have decreased over the years, we work in a dense urban environment and experience some off-road/rough terrain, low speed and backing up-related incidents. We have a multifaceted approach to mitigate driving risks and keep our employees safe (see infographic on the next page). Given Versant Power's large service territory, employees must drive long distances for work (5.8 million km in 2020). To reduce the risk of vehicle accidents, the company is diligent about auditing qualifications for specific driver class licenses, reinforcing driver training skills in its apprenticeship program and assisting workers with driver training. In 2021, we are planning fleet enhancements and driving expectations, including holding in-person driving refreshers on topics such as backing up with trailers.

Electrical contact

While only about half our employees complete work that has associated electrical hazards, it is a high-risk activity for our field and front-line workers. We follow all relevant occupational health and safety compliance requirements and have strict lockout/tagout requirements. Lockout/tagout procedures are used to ensure equipment is safely shut down, isolated or disconnected from energy sources to protect workers from unexpected releases of energy.

Workers can only perform activities for which they are adequately trained, certified and have sufficient experience. Before working near electricity, ENMAX Power's apprentice training program provides new workers with proper supervision and support. Our Alberta powerline technicians go through annual reviews and assessments of key high-risk activities as part of our journeyman refresher program. In 2021, we plan to roll out an Assigned Competency Evaluation program to annually assess every worker for the work they do.

Versant Power has an exceptional in-house four-and-a-half-year apprenticeship program for line workers, delivered in their own training station. In 2020, five apprentices received their First-Class Line Worker status, 33 have completed the program and 38 are currently in various stages of progression. In addition to apprenticeship training, in 2020, 160 field employees received additional training on topics such as testing, troubleshooting and grounding procedures for underground residential distribution systems.

ERGONOMICS AT VERSANT POWER

More than half of Versant Power's injuries are soft tissue injuries, such as shoulder injuries for line workers. To help address these, in 2020, the company developed a field ergonomics program in collaboration with an athletic trainer. The program assessed field workers completing tasks and recommended improvements.



Slips, trips and falls

Slips, trips and falls are a common source of injuries for our operational team members (meter readers, for example) who regularly work on previously unvisited properties where uneven ground and dynamic scenarios can contribute to the risk of injury. Slips, trips and falls are a common cause of injuries in Alberta and Maine, compounded by winter weather. At our facilities, we invest in housekeeping efforts such as in ploughing and salting. We provide frequent up-front messaging prior to known hazards, such as wind storms or heavy snowfall. We send out bulletins and notifications to leaders to speak at safety meetings and provide reminders about common hazards and behaviours. ENMAX and Versant Power each have employee-based safety committees that provide opportunities to discuss these notifications, along with incidents that have occurred, lessons learned and recommendations. Both ENMAX Power and Versant Power encourage the use of traction controls or aids, such as proper footwear (like ice cleats) and the use of salt-de-icers to place onto snow and ice in high-traffic areas. Versant Power provides traction control aids (such as ice creepers) and ice melt personal containers to all employees.

Spotlight on driving safety

Our practices and programs to foster safe driving across ENMAX

We audit driver abstracts to ensure our drivers have the correct class of license for the vehicles that they drive. Any individuals without the adequate license level are flagged.

All ENMAX fleet vehicles (from cars to aerial trucks) also have an installed Geotab, an electronic device that uses real-time data to measure fleet performance. The devices enable us to track data on driver behaviour, which helps to reduce unsafe driving.

Due to the increased risk of serious safety incidents with our heavy fleet (greater than 11,749 kg), we have extra safety measures in place.

- Licence class audits
- Demerits above a certain level are flagged
- Drivers of heavy-duty vehicles must complete five annual courses covering driver safety, load security, securement, weights and dimensions, daily vehicle pre-trip inspections and dangerous goods.



We require all drivers to read and acknowledge our fleet handbook when they join ENMAX to understand our policies and safety procedures, vehicle features and operation, and driver responsibilities



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We have a driving simulator that teaches about distractions.



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Following any driving incidents, managers also have the ability to put a driver through online external driver training.



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» Looking forward: Safety

Our approach

Our vision is to be a leader in proactive safety. The next step in our safety evolution is the advancement of a highly proactive safety culture that is unified across all ENMAX companies and operations to continue our journey to an injury-free workplace. We plan to focus on anticipating and preventing hazards, enhancing our capacity to manage complexity and variability, and building robust and resilient processes and approaches that prevent hazards and minimize the consequences of errors and system failures. This will involve:

- Sharing safety and operational expertise and wisdom to strengthen our processes, procedures and practices
- Increasing our focus on psychological safety to encourage early identification and reporting of hazards and operational risks
- Developing leading indicators that focus on proactive behaviours and enable early identification of areas for improvement

Next steps

In 2020 and to date in 2021, our efforts were primarily directed toward the health and well-being of all team members in Alberta and Maine throughout the COVID-19 pandemic and keeping our teams safe during critical work. Future safety activities include:

1. Align

Align our health and safety policies and standards to support our commitment to proactive physical and psychological safety

2. Engage

Work with our field, operations and office staff to identify areas of focus to advance proactive approaches and increase safety program effectiveness

3. Prevent

Develop and implement a hazard and near miss reporting incentive program

4. Measure

Develop a suite of proactive measures and gather baseline data

Contractor safety

Contractors are an essential part of our workforce. We work with individual contractors, who work as an extension of ENMAX. In some of our business units, we also work with contracted companies, which are third parties that do work on our behalf.

Individual contractor safety

In our ENMAX Energy-operated generation facilities, the majority of our workforce is made up of individual contractors. The site management teams perform regular site observations and undertake a process called Hazard Assessment Coaching between three to five times per week. Similar to site observations, Hazard Assessment Coaching is conducted to verify that safety protocols and procedures are being followed and that work is safe.

At our Alberta corporate office locations, contractors may include, for example, security guards, cleaners or crews completing facility upgrades to ENMAX Place or our South Service Centre. We oversee contractors working at our office locations to verify that they are performing daily field-level hazard assessments and that they have the proper hazard reporting protocols in place.

Working with safe companies

At ENMAX Power, we work with contracted companies that provide construction, maintenance and other services. We hold all contracted companies we work with to high standards of safety.

Choosing safe contractors

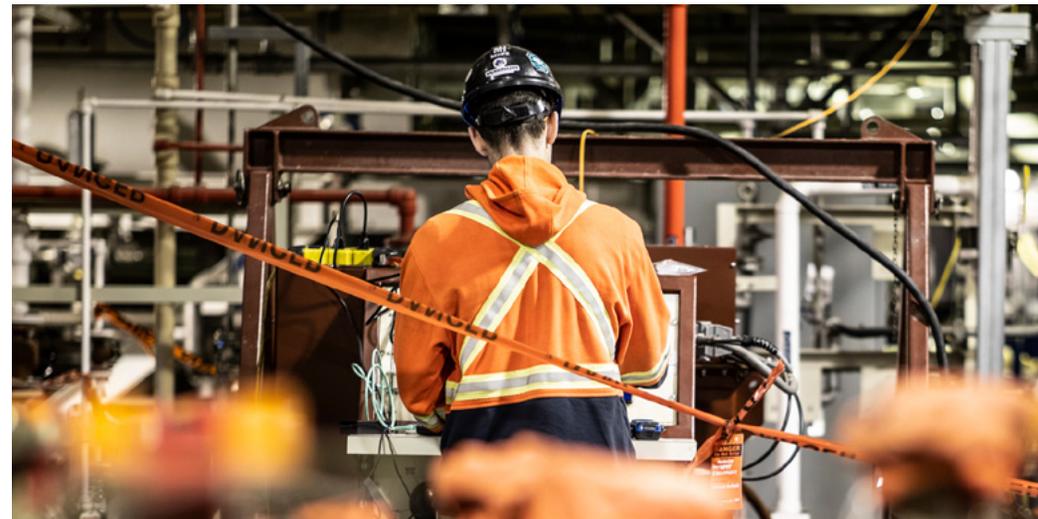
As part of ENMAX's contractor selection process, each contractor must be registered with [ISNetworld](#), an online contractor and supplier management platform used to pre-qualify and monitor contractors. Each contracted company must fully demonstrate technical capabilities, adequate safety practices and have appropriate insurance in place. We meet with selected companies to audit these items and review that they have adequate safety and environmental management systems in place. In 2021, Versant Power plans to start the implementation of ISNetworld with the support of ENMAX.

Contractor management

To promote a consistent approach from the third parties that do work on our behalf:

- Our field inspectors are on-site daily to verify that contractors use the procedures approved under the Master Service Agreement.
- We hold monthly meetings with contracted companies, including a scorecard review between the contracted company's management and our safety team and management to review incidents, hazard reporting and the status of any corrective actions.
- We monitor all contracted companies to confirm that any incidents are followed up with an investigation, corrective actions and preventative measures.

While our contractor management processes are currently handled separately, we are presently developing a contractor management plan to bring all areas of the business under one unified Contractor Management Program. We expect to have this program implemented in the next few years.



Public safety

Conducting our business while keeping the public safe is a non-negotiable priority for our organization. We are active in promoting electrical safety through public events and safety awareness campaigns.

In our operations, one of the most significant risks to public safety is electrical contact with underground or overhead distribution lines or transformers. In addition to participating in public awareness events (see sidebar at right), we strive to do our part to protect, educate and inform the public about electrical safety risks through the following:

Sharing information with the public

As power outages can also impact public safety (for example, if traffic lights go out), we maintain the [ENMAX Power Trouble Response Hotline](#) for reporting outages and offer our [Calgary Outage Portal map](#) to publicly communicate outage location, cause and estimated time of restoration. We also promote our Calgary Outage App, in which customers can sign up to receive instant notification of a power outage affecting their site. Versant Power also has a [live outage map](#) with outage information and estimated restoration times.

Damage prevention

Any kind of digging or ground disturbance (excavations) may pose hazards to the public, workers and the environment. In Alberta, before excavating, we encourage individuals to use [Alberta One-Call](#), a free service that notifies an ENMAX team of the activity. Additionally, our [underground disturbance guidelines](#) document provides requirements that companies and individuals must comply with when exposing buried ENMAX cables or equipment. In Maine, Versant Power is a member of the Dig Safe® system, a communication network similar to Alberta One-Call that notifies Versant Power prior to any intended ground disturbance by the public.

Promoting safe behaviours

ENMAX has developed and shared a free safety video tutorial to show the public and first responders how to work safely near electrical infrastructure in Calgary and what to do if there is a failure in the system. The [Hazardous Electrical Awareness Tutorial \(H.E.A.T.\)](#) is available to the public. To further promote power safety awareness, ENMAX's safety team has, for many years, been providing the same important messages in a one-and-a-half-hour presentation to contractors and first responders, such as fire fighters and police officers. Versant Power has a public safety team composed of volunteer employees who provide safety training for fire and police departments (including the Maine State Police Academy), Emergency Medical Technicians and other civic organizations. Prior to the pandemic, the company completed more than 400 public safety training sessions with these agencies.

BRINGING AWARENESS TO ELECTRICITY SAFETY

We participate in several annual public events to bring awareness to electricity safety. While these events were cancelled in 2020 due to COVID-19, we have since seen their return in 2021 and have participated virtually.

Safety Expo

This annual event teaches school-aged children the proper safety measures around electrical lines and equipment. We partner with members of the Calgary community, such as fire and police departments and other power generation and utility companies.

Disaster Alley

This free public emergency preparedness event teaches people simple steps to prepare for emergencies like power outages, floods and severe weather events. We participate in this event alongside the Calgary Fire Department, Calgary Search and Rescue Association, Helicopter Air Watch for Community Safety and more than 40 exhibitors.

Lineman Rodeo

Prior to the pandemic, we regularly hosted this annual event for powerline technicians, their families and the public. Powerline technicians are tested on their skills such as injured-person rescue, pole climbing and others—exercises that help the public understand how these technicians work safely with power lines and electricity.

Diversity, inclusion and belonging

At ENMAX, we believe a diverse and inclusive workforce fosters a wealth of backgrounds and unique perspectives that enhance our culture, spark creativity, foster innovation and create value. Across our organization, we strive to build and maintain a culture of inclusion that embraces this diversity and allows everyone to feel respected, valued and like they belong.

Board Diversity Policy

We set the tone beginning with our Board of Directors. Our [Board Diversity Policy](#) guides our efforts in this regard and includes aspirational diversity targets whereby at least 30 per cent of our Directors are women and at least one member of the Board is from an underrepresented group, relative to the communities served by ENMAX. Read more about our gender diversity efforts on the next page, under "Women in leadership and in the workforce" and on page 52 of our Governance section.

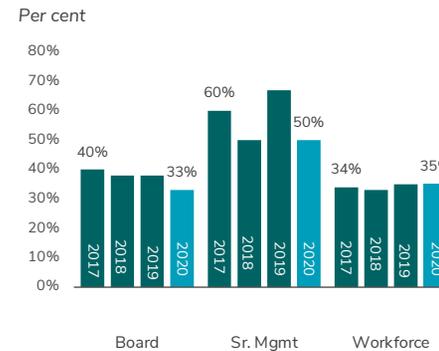
Diversity, Inclusion and Belonging Executive Steering Committee

Across ENMAX, we have a shared vision of attracting and retaining a workforce that is reflective of our communities and that creates an environment where everyone has a sense of belonging. To progress and provide governance on this scope of work, we established a Diversity, Inclusion and Belonging Executive Steering Committee, and have begun executing a plan in 2021 to inform the development of a roadmap and strategy for the upcoming few years. To solidify our aspirations, we have set a vision and targets (read more on page 41).

Versant Power's Diversity and Inclusion Policy

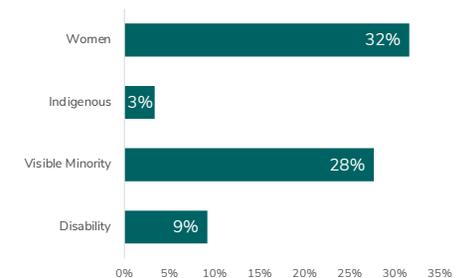
Versant Power maintains a Diversity and Inclusion Policy and is committed to the principles and practices of equal employment opportunity. As a federal contractor, Versant Power is required to take affirmative actions to employ and promote the advancement of qualified persons with disabilities, minorities, women and veterans. Versant Power maintains an objective external third-party audit and completes an annual filling of our Equal Employment Opportunity and Veterans' Employment and Training Service reports. We also develop an Affirmative Action Plan that sets specific targets to increase our underrepresented populations through outreach efforts and training programs.

Women at various levels



We have gender balance in senior management roles, but will continue working on promoting diversity, inclusion and belonging across the entire organization.

Representation in our workforce (2021)



These statistics are based on 81 per cent of our employees who participated in our 2021 survey. The survey provided the opportunity to self-disclose in these areas.

Respect in the workplace training

We do not tolerate any form of harassment at ENMAX. Our Safe and Respectful Workplace Standard guides our efforts around fostering a healthy and respectful workplace. Team members complete training to understand this standard when they join the organization and undertake refresher training each year.

Women in leadership and in the workforce

At ENMAX, we believe the full potential of the workforce can be achieved if we help to remove barriers and create opportunities for women. As a reflection of our commitment to diversity, ENMAX has been a signatory to Electricity Human Resources Canada's [Leadership Accord on Gender Diversity](#) since 2017. In addition, ENMAX is a member of the [30% Club Canada](#), an organization that supports businesses having an aspirational goal of maintaining or exceeding a board and executive composition in which at least 30 per cent are women.

In support of our commitment to gender equality, our ENPower Professional Development Network has been in place since 2014. This employee-led group grew to more than 300 members in Alberta in 2020. It is targeted to women, while inclusive of all. It offers external and internal learning events to help grow and develop professional skills, and last year the group offered virtual events related to networking, learning and development, and sharing new experiences.

To foster the development of a diverse talent pipeline, our ENMAX ENPower Scholarship is awarded annually to a University of Calgary undergraduate student enrolled in the Schulich School of Engineering and actively participating in the Women in Science and Engineering student group. The scholarship is based on academic merit and financial need and was established on behalf of ENMAX's former President and Chief Executive Officer Gianna Manes, in recognition of her commitment to the advancement of careers in engineering.

Creating a more inclusive customer experience

Our vision to advance diversity, inclusion and belonging as an organization extends to our customers. We are actively exploring ways to provide a more inclusive customer experience.

As of 2016, Alberta's population consisted of 21 per cent immigrants, with an average annual growth of just over 40,000 people⁶. While the vast majority of immigrants are able to converse in one of Canada's national languages, 6.8 per cent of immigrants reported not being able to conduct a conversation in French or English⁷.

In 2020, the ENMAX customer care team began a partnership with Multilingual Community Interpreters Service Language Solutions, a non-profit organization that specializes in helping remove language barriers. This partnership creates an important bridge to help all Albertans by providing interpretation services in more than 300 languages to our customers. Since July 2020, customers accessed translation services 135 times, selecting 23 of 364 different languages offered. This figure is expected to grow as more customers become aware of this service.

“I think about the language challenges people may have coming to a new country. If we can take away just one of those challenges, I think we have an obligation to do that. This service benefits both our customers and our business through supporting the diversity of the communities we serve.”

- Wayne Calder,
Director of Customer Care

6 <https://www12.statcan.gc.ca/census-recensement/2016/as-sa/fogs-spg/Facts-pr-eng.cfm?Lang=Eng&GK=PR&GC=48&TOPIC=7>

7 <https://www150.statcan.gc.ca/n1/daily-quotidien/171025/dq171025b-eng.htm?indid=14428-1&indgeo=0>

Fostering mental health, wellness and resiliency

Since 2017, we have developed programs that foster mental health and resiliency and contribute to holistic wellness for our employees. We believe strong mental health is foundational for developing a culture of inclusion and that the skills we gain from having difficult conversations related to mental health make our culture more welcoming.

In 2020, the COVID-19 pandemic presented new opportunities for supporting our team members' wellbeing. We worked rapidly to seamlessly transition about 1,200 employees to work from home (70 per cent of our employees). Our team showed resiliency and an ability to adapt to these new circumstances. Given the significant changes our team members were experiencing, we provided additional support during the early months (read more about our COVID-19 response on page 26) and continue to invest in our team's mental and physical wellbeing. To create a space where we promote psychological safety and wellbeing, we have offered the following initiatives:

The Working Mind

To raise awareness and help to destigmatize mental health, we have hosted several workshops with the Mental Health Commission of Canada. Since we launched the first session in September 2018, we have had 433 employees participate in 27 sessions. Last year, we invited one of the facilitators from The Working Mind to speak at our town hall on the topic of mental health. The discussion focused on understanding the Mental Health Continuum Model, which was originally created by The Department of National Defense and uses green, yellow, orange and red coloured indicators to represent the stages of the mental health continuum.

Sharing stories of resilience

To lead by example, ENMAX leaders courageously shared personal "stories of resilience" surrounding their own experiences with mental health in 2020. These stories were shared on our employee intranet site and virtually during our employee town halls.

Building resiliency skills

In response to the COVID-19 pandemic, we offered access to headversity for our employees and their families. The headversity app provides video and audio lessons, articles and practice tools to help employees build key resiliency skills and mental health awareness.

Healthy Workplace Month

Each year, we organize a month of activities and offerings devoted to wellness, with one of the weeks dedicated to mental wellness. In October 2020, we held sessions on The Science of Happiness and resilience for all employees. Other activities included nutrition sessions, a healthy recipe contest and a bingo card of wellness activities that employees could complete and submit for prizes.

Access to Best Doctors

To support our employees with health or mental health issues, we provide access to Best Doctors by Teledoc, a medical second opinion service. Last year, we also incorporated the Mental Health Navigator module to support mental health. Both program components cover employees, their dependents, their parents and their parents-in-law.

Physical wellness

To support employees working from home during the COVID-19 pandemic, we provided virtual ergonomics assessments and sent out any required IT and office equipment. We also hosted webinars with fitness experts on topics like stretching at home and offered all employees access to an online library of fitness classes. Although currently closed, we have in-house fitness centres at our four Calgary office locations, through which we have offered fitness instructors and a schedule of activities available for sign up like yoga, Zumba, weight training and massage.

Financial wellness

In collaboration with our partners, we provided financial literacy courses through Credit Counseling Society and Sun Life Financial.

Isolation celebration

Social connection is an important part of our culture and an element of wellness. The challenges brought on by the pandemic limited our ability to gather and continue to build our culture. As a result, last year, our teams became more creative in their approach to fostering social connection. Our customer care and field services teams hosted online physical and mental health challenges, called Isolation Celebrations, to keep employees engaged and well. Each week, the groups issued new challenges and activities such as push-ups, arts and crafts, photo sharing and mental health exercises.

» Looking forward: Diversity, inclusion and belonging

Vision

ENMAX aims to attract and retain a workforce that is reflective of our community and create an environment where everyone has a sense of belonging.

Focus

Meaningfully embed diversity, inclusion and belonging into our people and business practices to drive how we attract, retain, and grow team members and engage our customers and communities.

Targets

- Complete a third-party assessment of our HR policies to identify additional opportunities to remove bias and promote equal access to opportunities in 2021.
- **100%** of senior leaders (director and above) to complete inclusive leadership competency training in 2021, and all other leaders to complete the training in 2022.
- Complete an assessment of our customer and vendor practices by 2023 to identify further opportunities to advance inclusive customer experiences and vendor management processes.

Our approach

The approach our organization plans to take in order to foster diversity, inclusion and belonging has four pillars. The pillars are sequential and move our organization along a continuum towards achieving our vision.

PILLAR

1. Awareness

Gain awareness by gathering multiple inputs including data (internal and external) and employee feedback. Awareness requires ongoing assessment.

2. Enhance

Strengthen our organizational programs, talent practices and policies to build a diverse workforce and to facilitate an environment of belonging. Support external initiatives and education programs that foster the development of a diverse talent pipeline including the advancement of technical, power industry-specific and science, technology, engineering and mathematics (STEM) skills.

3. Grow

Create awareness for the value of diversity and develop competence in inclusive behaviours.

4. Integrate

Embed inclusive practices into daily processes.

Next steps

In 2021, we plan to focus on documenting our baseline data, driving a foundational understanding of our processes and taking actions towards awareness.

The steps in our journey include:

- Offer diversity, inclusion and belonging discussion sessions for any employee who would like to attend. The purpose of these sessions is to normalize conversations about differences to foster inclusion and provide an opportunity for team members to share lived experiences in their workplace and personal lives.
- Develop a three-year diversity, inclusion and belonging roadmap for our organization.

Employee engagement and development

Powering the potential of our people is critical to our success as an organization. In the highest performing companies, employee engagement is ingrained in daily practices to support businesses to excel. Engaged employees have fewer safety incidents, are healthier and more customer focused, and feel valued, respected and invested in their own success. As learning and development are critical factors in employee engagement, our programs aim to support employee growth by providing opportunities for career development.

Taking actions towards engagement

At ENMAX, we care about our people's well-being and how committed, invested and engaged they are. In 2019, we held our first employee engagement survey through [Gallup](#). To enable transparency and informed action planning, all employees received access to the survey results and were involved in action planning within their teams. The survey showed that ENMAX's culture is close, with long-standing relationships and a foundation of respect. ENMAX showed strength in questions relating to connection including, "My supervisor, or someone at work, seems to care about me as a person", "People care about one another" and "I have a best friend at work".

Between 2019 and 2020, we took several actions to increase engagement:

- We reviewed the results and targeted key areas for improvement.
- Each business unit team was tasked with developing and implementing an action plan in response to the results.
- Our managers completed external training to help address their employees' needs and improve productivity.
- Our leaders have clear accountability to follow through on their action plans, since we embedded employee engagement into their annual performance objectives.

For our second fielding of the survey in 2020, we achieved an employee participation rate of 88 per cent, exceeding Gallup's utility industry participation average of 84 per cent, and observed improvements across Gallup's core engagement questions. In both our first and second fielding of the survey, we chose to add several questions surrounding "a culture of inclusion" to understand how confident team members are that company practices are ethical, that their voice is heard, and they are treated inclusively and with respect. This data will be leveraged in the development of our Diversity, Inclusion and Belonging roadmap.

Providing learning and development opportunities

When employees see opportunities to develop their strengths and purpose into a career, they are more engaged. At ENMAX, we promote learning and development through internal programs and experiences, as well as providing support for our employees to pursue external development opportunities. In response to the pandemic, we pivoted our learning and development offerings to a virtual format that included short webinars, as well as learning programs targeted for specific development needs. In 2020, 156 individuals participated in five learning programs, which are multi-week sessions spanning a day or more. One example is our internal mentorship program, which matched 35 mentors and mentees in 2020, establishing mentoring relationships over the course of six months.

Versant Power offers competitive wages, a benefits program, professional development, and human resources programs and practices such as employee engagement surveys, succession planning for key positions and a tuition reimbursement policy. The company's talent acquisition practice is to source talent from the local service territory.

Engaging and supporting remote teams

At the beginning of the COVID-19 pandemic, ENMAX shifted quickly to support our team members to excel in a remote, disrupted environment, while continuing to meet business needs. We successfully transitioned about 70 per cent of our employee population to work from home and continued to deliver electricity safely and without interruptions. To thrive in this remote environment, we supported our leaders and teams through:

Webinars

We offered a new webinar series which provided an opportunity for front line leaders and employees to connect and develop key skills that aligned with organizational needs. Over 500 people participated in 49 webinars that covered many topics such as team connection, agility, communication in a remote environment, change management and mental health.

Workshops

To meet specific organizational needs, workshop topics were determined through consultation with our human resources business partners and included topics such as courageous conversations and emotional intelligence. Over 350 participants engaged in seven workshops, which also provided important opportunities for skill building, peer learning and social connection with other team members.

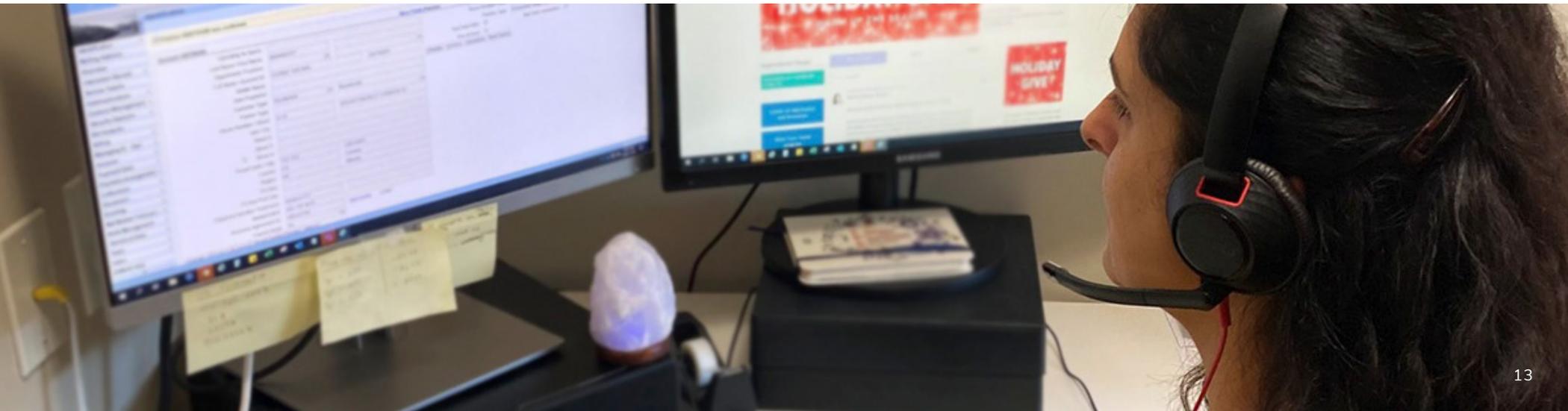
Employee communications

With the majority of our workforce transitioned to work from home in March 2020, COVID-19 response information remained among our top-viewed communications throughout the year. To maintain engagement and respond to the need for frequent updates, we expanded our corporate communications efforts. We increased intranet stories by 40 per cent (over 2019 numbers), shared 62 videos, and held four virtual town halls to bring remote and field workforces together.

Developing talent in our organization

ENMAX's succession program enhances cross-functional awareness of our talent pool, identifies development areas and mitigates risk of unexpected leadership vacancies. Development plans are in place for all roles at the director level and above. We have implemented targeted development opportunities from offering education to address specific needs to providing opportunities for leaders to gain exposure and experience for skill development.

In 2020, we adapted our business structure in Alberta through the consolidation of our business units, which necessitated the loss of some positions. We work with care and respect to support departed employees and relocated staff where possible. We also aimed to retain key talent and to keep our employees engaged throughout this difficult process.





Unions

We welcome the contributions of organized labour and respect the right of our employees to associate. More than 60 per cent of our workforce is represented by union members of the International Brotherhood of Electrical Workers (IBEW) Local 254 and the Canadian Union of Public Employees (CUPE) Local 38. Approximately, 55 per cent of Versant Power's workforce is represented by the IBEW.

Maintaining collaborative relationships

We endeavour to be proactive in our communications, honest and transparent as decisions are made, and engage early to build trust. We consult with union representatives in advance of any policies or business initiatives that directly impact union members.

Collective bargaining agreements for both unions have a well-defined and documented process for raising grievances. Some of the most common matters we work with our unions on are compensation, job stability and outsourcing. We strive for open two-way dialogue to enable effective issue resolution. To promote collaborative union relationships in Alberta, some of the structures we have in place include:

Employee Relations Council

This council (which is a bargaining item within the IBEW) is a way to work through issues or concerns that need to be resolved outside of active bargaining.

Bid Committee

This committee, which includes representation from IBEW and ENMAX management, meets as required to discuss any changes to job descriptions or qualifications.

Job Evaluation Committee

Any significant changes to job descriptions go to this committee for discussion and agreement. The committee includes representation from CUPE and the ENMAX labour relations and total rewards teams.

»» WORKING TOGETHER TO PREPARE FOR COVID-19 IMPACTS

Given the unique situation presented by COVID-19 and our need to continue to provide an essential service, we worked very closely and collaboratively and were able to establish a special agreement with our unions. The agreement included plans to enable staff to be housed on-site or perform essential roles from home, so that we could continue to operate and keep essential services on in the event of extremely high COVID-19 numbers.

The ability to collaboratively come to this unique arrangement demonstrates that our long-held and strong relationships with our unions are based on trust and respect.

Energy affordability

Electricity is an essential need, and energy affordability is critical to our customers' quality of life. An evolving energy landscape and the heightened economic pressures experienced throughout 2020 put increased financial strain on our customers. Our current and future efforts in this area aim to support customers and communities at each stage of the energy-affordability lifecycle.

We have a range of community partnerships and customer programs in place to improve access to energy:

Helping customers understand and optimize energy use

For customers who have chosen a competitive retail plan with ENMAX Energy, we offer My Energy IQ™, a free tool to enable customers to take greater control over how they use energy via monthly reports on their energy use, bill comparisons, energy saving tips and more. To support changing energy needs during seasonal changes, we also publish our Winter Wise and Summer Smart energy tips series to help customers implement energy usage reductions through simple, low-cost ideas tailored to Alberta's unique climate and weather patterns.

Providing support to vulnerable customers

In Alberta, our local customer care team offers payment arrangements or installment plans to assist customers who may be struggling to pay their electricity and/or natural gas bill. To further support vulnerable customers with utility needs, we have in place long-standing relationships with [Trellis](#), [Distress Centre Calgary](#), [United Way of Central Alberta](#) and [Bissell Centre](#) (Edmonton). Our connection and support to these agencies allows us to direct people to organizations to get the help they need.

In Maine, Versant Power works closely with state and county programs that qualify customers to receive assistance for heating. When customers apply for federally funded heating assistance, they are also qualified to receive assistance through Versant Power's [Low Income Assistance Program](#), which provides an annual credit on electric bills for income-qualified applicants each year they apply. Low-income residential customers who fall behind on electricity bills may also be eligible for the company's [Arrearage Management Program](#), which applies a forgiveness credit to overdue balances for on-time payments of current bills.

Spotlight: COVID-19 support and relief

Recognizing the need to support and care for our customers in new ways due to the additional financial strain brought on by the COVID-19 pandemic, we were the first utility in Alberta to offer a COVID-19 Relief program. The program offered payment deferrals, increased flexibility for payment installment plans, and suspended collection-related activities and disconnections for non-payment. Read about our community investments in this area on page 47.

ENERGY POVERTY IN ALBERTA

A household experiences energy poverty when they struggle to meet their home energy needs (electricity and home heating fuels).

Most Canadian households spend less than three per cent* of their after-tax income on their energy needs. Households that spend more than twice this value (i.e., more than six per cent of their income) on home energy needs are thought to experience energy poverty.

In Calgary, 16 per cent of households experience a high home energy cost burden, a key indicator of energy poverty (approximately 63,800 households).**

We provide financial support and industry knowledge to agencies conducting research on energy poverty in Alberta to allow for a collective understanding between government, utilities and non-profit agencies of the evolving energy needs in our province.

* According to the Canadian Urban Sustainability Practitioners (CUSP)

** Using CUSP's Energy Poverty and Equity tool based on 2016 Census data

» Looking forward: Energy affordability

Vision

ENMAX's goal is to eliminate barriers for vulnerable customers that may impact or inhibit access to safe, reliable and affordable energy.

Focus

Support vulnerable customers through programs, resources and partnerships.

Targets

- Spend at least **30%** of our community investment budget each year on activities and organizations that support customers at the various stages of the energy affordability lifecycle. By 2025, increase the proportion of spending in this area to 40%.
- Deliver **1,000** energy saving kits to Albertans by 2022.
- By 2025, conduct **four** pilot projects to test programs or solutions that work towards removing barriers to energy access and affordability.

Our approach

Our energy affordability efforts will be geared towards supporting customers at each stage of the affordability lifecycle (noted below), incorporating efforts from across business units in Alberta and Maine, informing community investment strategies and laying the groundwork for advocacy with policymakers and regulators in an effort to advance broader strategies in the years ahead.

SUPPORTING CUSTOMERS IN THESE STAGES

1. Affordability

Provide sustainable energy solutions, including tools, education and awareness

2. Prevention

Invest in programming to reduce barriers to affordable-energy access across all our operating communities

3. Crisis Management

Provide relief to customers in energy-need crisis through agency partnerships

Next steps

In the coming year, we plan to focus on developing and enhancing programs, tools and resources to inform and empower our customers. Programming will be developed to facilitate increased energy literacy and enable energy efficiency awareness. The first steps are to:

- Expand current energy management tools to help customers make more knowledgeable energy decisions;
- Offer community-based energy efficiency workshops; and
- Deliver energy saving kits to select households to increase awareness and support them in their energy savings efforts. The kits are a collection of items that may include LED light bulbs and other energy-saving tools (such as thermostats), as well as information to promote energy savings.

Community investment

We are committed to supporting our communities in Alberta and Maine through sponsorships, donations, partnerships and employee volunteerism. Our investments and employee volunteer contributions make a positive impact in the communities where we operate. We continually strive to do our part to build stronger and more resilient communities.

Giving back to the community

As part of our commitment to making a difference in the communities we serve, we aim to annually invest at least one per cent of our pre-tax profits in our communities. We achieved this goal in 2020. ENMAX engages the London Benchmarking Group Canada (LBG) to review our community investment performance. LBG's assessment includes ENMAX's cash donations, donations in kind and employee volunteer time, resulting in a more holistic view of our overall community contribution. According to LBG criteria, last year ENMAX contributed \$2.75 million in cash, in kind and through employee donations to local agencies.

Of those funds, \$115,000 was dedicated to the COVID-19 Community Response Fund, a program implemented by The City of Calgary, CEMA, and the United Way of Calgary and Area in support of community agencies that work with vulnerable populations at increased risk due to the pandemic. As the COVID-19 pandemic evolved, ENMAX remained deeply committed to ensuring continued assistance to communities and customers. ENMAX provided support to the community by proactively approaching long-standing agency partners to provide additional relief funding. We were also one of the founding donors to the COVID-19 Community Response Fund.

In Maine, Versant Power commits \$440,000 USD (approximately \$550,000 CAD) each year to charities, sponsorships and other community investments, while offering matching funds for employees' volunteer and fundraising activities. In 2020, Versant Power shifted its charitable giving efforts to focus on supporting basic needs in the communities it serves. As a result of the pandemic, organizations reported increased demand to address food insecurity and provide services for vulnerable citizens, especially seniors and families in need of programs to support reliable education and childcare. Seventy-five per cent of the company's total community investment program was directed to charitable giving in 2020, with most funding targeted to programs responding directly to pandemic-related community needs.

\$3.18 million contributed in cash, in kind and through employee donations to Alberta and Maine's community organizations in 2020

Our Community Partners

We endeavour to support our community service agency partners with both their immediate and long-term needs. Some of these agencies include:

Alberta

- Bissell Centre
- Distress Centre Calgary
- Federation of Calgary Communities
- Inside Education
- Trellis
- United Way Calgary and Area
- United Way Central Alberta
- Relay Education
- Scholarships

Maine

- Good Shepherd Food Bank
- United Ways of Eastern Maine and Aroostook County
- Eastern Area and Aroostook Area Agencies on Aging
- Educate Maine
- Downeast Community Partners
- Penquis & Aroostook Community Action Programs
- Six YMCAs across the Versant Power service territory

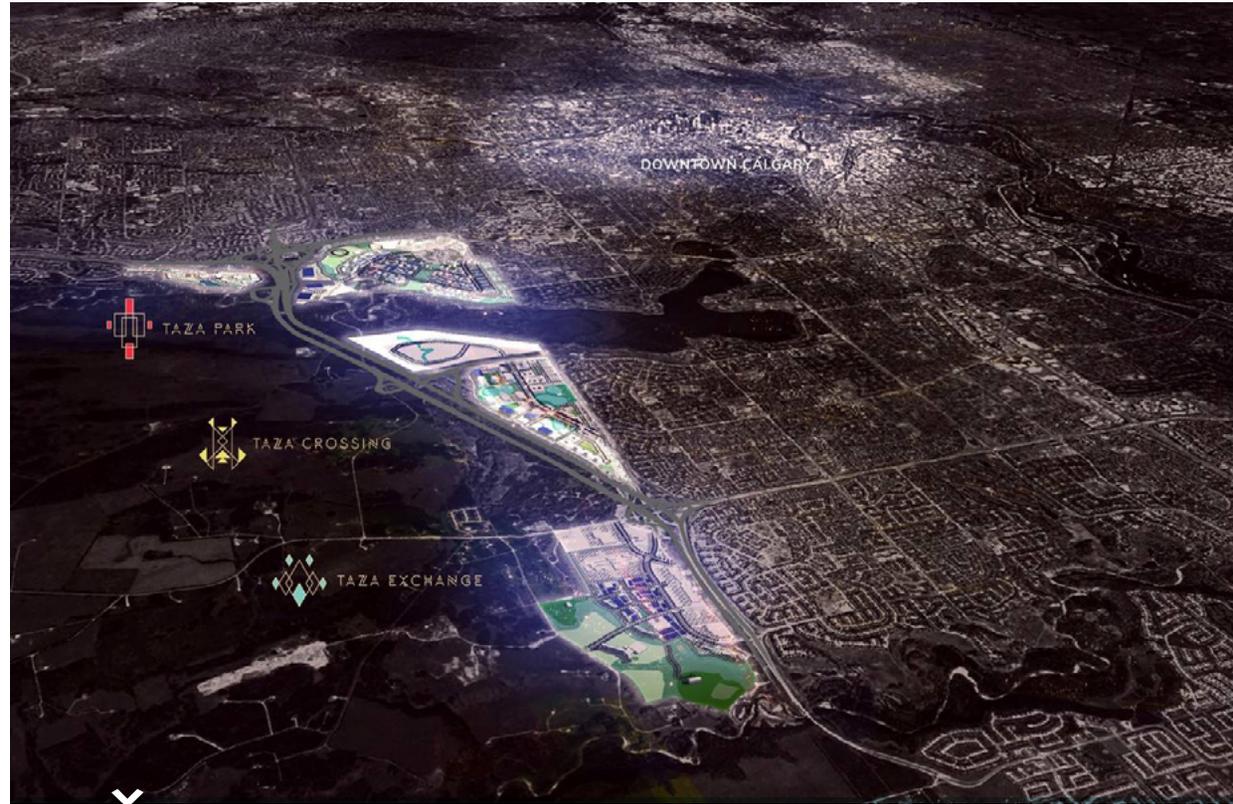
Employee volunteerism and giving

Due to the restrictions on in-person gatherings, our employees participated in virtual, skills-based volunteering opportunities. This approach will continue into 2021 until in-person volunteering can resume safely. We also offer an employee giving program that provides our employees the chance to give back and engage with their community in ways that matter to them. ENMAX supports this giving through its commitment to match employee donations. In 2020, employees had the opportunity to nominate a charity of their choice to receive a \$1,000 donation from ENMAX. More than 20 different agencies received funding.

Economic impact

As a utility, providing access to safe and reliable energy is one of the ways we enable economic development. Reliable energy access is correlated to improved economic trade and growth, increased safety, comfort and security, better employment opportunities, and is critical to supporting our overall quality of life.

In addition to our mission of providing safe, reliable, affordable energy, our extended financial strategy includes returning a stable and growing dividend to The City of Calgary. The dividend we pay to The City, in addition to municipal taxes, helps fund public transit, water supply and treatment services, and parks and recreation amenities. As part of our business, we develop infrastructure projects that create enduring improvements for the province of Alberta and future generations. We also generate value through the jobs we create, the materials we purchase and our community investments. We are transparent about our financials and share our annual reports on our website.



SPONSORSHIP AND COMMUNITY INVESTMENT IN INDIGENOUS COMMUNITIES

We look to support the economic and social development of Indigenous communities. As one of our areas of focus, we support education programs that assist Indigenous Peoples in advancing their knowledge and skills, and support the celebration of Indigenous culture. In 2020, we provided funding for the Aboriginal Friendship Centre in Calgary, which brings Indigenous-based cultural programs and services to the communities they serve; the Belcourt Brosseau Metis Awards program; the Tsuut'ina Nation Children's Halloween costume competition; and the Tsuut'ina Nation food bank.

We are also working closely with the Tsuut'ina Nation to install new electrical infrastructure for a **1,200-acre development** on the Tsuut'ina Nation reserve, which is planned to host new hospitality and entertainment venues, an innovation and research campus, office spaces, new homes, and a variety of retail and wholesale stores.

Community and stakeholder relations

We supply safe and reliable power to all our customer groups, which include residential, commercial, industrial, institutional, developers, builders and Indigenous communities. Through the course of our daily operations, we also work with many municipal elected officials, government agencies, advocacy groups and industry consultants.

ENMAX Power's electrical distribution service area spans more than 1,000 square kilometres (km²) in and around Calgary, and we consider our stakeholders to be any individuals or organizations that have distribution lines coming to their home or building, whether or not ENMAX Energy is the chosen billing provider.

Our broader stakeholders include anyone who could be impacted by our operations or who has an interest in our company, including regulators, municipalities, rural landowners, developers, new businesses, elected officials, the media and the general public.

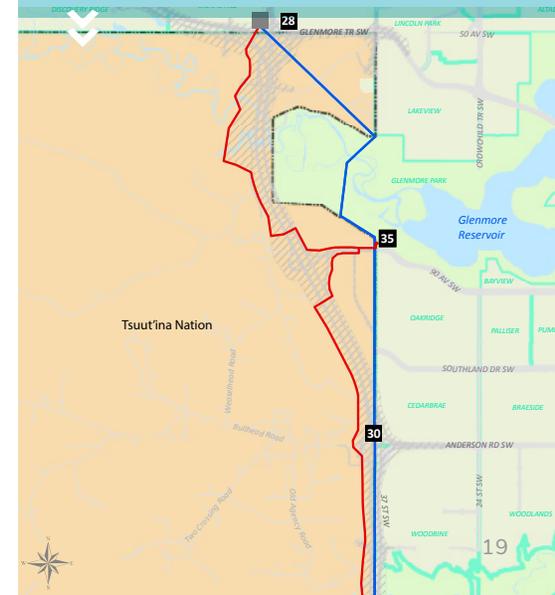
How we engage with stakeholders

We are committed to understanding the needs and interests of all stakeholders and promote two-way communication in the following ways:

- We offer a variety of contact avenues on our [contact page](#) in the areas of residential customer care, business customer care, and power and meter services.
- We elicit feedback from customers through our Voice of the Customer surveys, which started in September 2019.
- We also learn what our stakeholders want through monthly engagement activities with various advocacy groups (who represent, for example, developers, builders or electrical contractors).
- When we submit a proposal to the regulator to explain a rate increase, we make those submissions available to our customers and the public on our website.
- We disclose direct contact information on our website, including access to our Board of Directors.
- We provide advance notification of any planned outages, offer an outage map and heavily engage on social media to alert customers about outages.
- Our customer relations team handles inquiries and complaints promptly. In response to common concerns about outage locations, causes and estimated restoration timeframes, we installed a robust customer-facing interactive voice response system in 2019 to improve outage communications (see page 21 to read about our Outage Management System).
- We are open to receiving questions and concerns and encourage stakeholders to call us or get in touch with us through our Live Chat.

ENGAGING WITH INDIGENOUS COMMUNITIES

Our fundamental guiding principles—communication and trust—are instrumental in developing open, honest relationships with Indigenous communities. While our generation assets are located within the traditional territory of Treaty Seven Nations, we predominantly engage with the Tsuut'ina Nation as we operate all existing and new distribution lines on the east side of the reserve. We value our relationship with the Tsuut'ina Nation and respect their values and culture. We strive to engage early, often, and on an ongoing basis and work to support the Tsuut'ina Nation to achieve their development goals.



Consultation as part of project development

Development or alteration to transmission lines, substations, or generation facilities can impact a variety of groups. We ensure compliance with the AUC Rule 007 stakeholder consultation requirements for all our projects. Depending on the project, the rules may require notification or consultation with certain stakeholders. This may involve sending a project information package to impacted customers, door knocking to directly engage customers or even hosting an open house.

In 2020, we had 15 to 20 projects that required stakeholder consultation. To respect physical distancing as a result of COVID-19, we adjusted our approach to in-person engagement by delivering contactless project information packages to the occupant, resident or landowner along with an additional cover letter explaining the changes in our consultation approach due to COVID-19. We also redeveloped the Projects page on our website to make it easier for stakeholders to obtain project information and get in touch with us.

Stakeholders with comments or questions are encouraged to contact us through our dedicated stakeholder relations phone line and email. Our stakeholder relations team consists of three full-time ENMAX employees who work closely with our regulatory and project teams to ensure compliance with the AUC Rule 007 stakeholder consultation requirements.

Engaging with stakeholders and communities in Maine

Versant Power aims to maintain positive relationships with its stakeholders, which include property owners, municipalities, lawmakers, elected officials, regulators, advocacy groups interested in energy policy and affordability, and business and development organizations.

Nearly all of Versant Power's transmission right-of-way areas are easements (i.e., Versant Power does not own the land, but the easements provide Versant Power with access to the property). Versant Power believes in being good stewards of the land and being respectful, open and collaborative with all landowners. Any time field workers require special access through woodlands, temporary licenses or leases are obtained prior to any work being done. It is the company's practice to record before and after video inventory and to complete any mitigations or inspections with the property owner.

