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A photograph of several hands of different skin tones stacked in a circle, symbolizing unity and teamwork. The hands are positioned in the left and center of the page, with some wearing business attire like a white shirt and a dark suit jacket.

# 2010 Employment Equity Narrative Report

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## I. General Overview

*“We have defined diversity as the acknowledgement and appreciation that each individual has unique perspectives and life experiences. By embracing and respecting these visible and invisible differences, we create an environment where each employee feels empowered to achieve his or her best.”*

Duncan Hawthorne, President & CEO

Bruce Power is North America’s largest nuclear facility. Our 2,300-acre site is located on the eastern shore of Lake Huron between the towns of Port Elgin and Kincardine, Ontario and houses the Bruce A and B generating stations, which each hold four CANDU reactors. Six of those units are currently operational and produce more than 4,700 megawatts, which is enough to power every fifth hospital, home and school in Ontario. We are also in the process of restarting the remaining two units at Bruce A, which will provide another 1,500 megawatts of emission-free electricity. Bruce Power employs over 3,900 regular workers in addition to hundreds of temporary workers during peak Outage periods.

In 2010, we recognized that although our Employment Equity program had not always been properly sustained, Bruce Power does embrace and respect diversity and we strive to create an environment where each employee feels empowered to do their best. Throughout a Human Rights Commission Employment Equity audit process that took place in late 2009, we discovered some key opportunities for improving our performance in the area of employment equity. Specifically, those areas include recruitment, training, promotions, communication and accessibility. As we work to remove the barriers that were identified, our goal is to go beyond meeting basic Employment Equity legislative requirements and to become an employer of choice, thereby experiencing the benefits of a diverse and inclusive workforce.

As we moved through another challenging year, our workforce maintained our mission of providing safe, reliable, affordable and environmentally sound electricity. Bruce Power was not affected by a strike during the reporting year nor did we participate in any acquisitions or mergers in 2010.

## II. Quantitative Information

Workforce diversity data is collected through the electronic Bruce Power Employee Self Service (ESS) portal on our intranet and through paper surveys that are provided to employees as requested. Employees are able to confidentially self-identify as Aboriginal Peoples, members of visible minorities or persons with disabilities. We already have gender information in our system as a result of paperwork completed upon hire so this information is not asked for in the Workforce Survey.

The response rate to our workforce survey in past years has been around the 60% mark despite yearly campaigns to promote and dispense the survey. In 2010, efforts were ramped up by the Employment Equity and Diversity Lead through regular follow-ups with those who had not responded. In addition, we integrated employment equity education efforts into our Corporate Orientation sessions in the summer of 2010 which take place every other Monday throughout the year. At these full-day sessions, employment equity is a standing agenda item and the Employment Equity and Diversity Lead presents the employment equity topic to the new hires. During this time, the workforce survey is provided to the new hires with some information around the purpose for collection of the data and the mutual benefit of responding to the survey. We are finding that this is an effective method in raising awareness about employment equity and ensuring every new employee has the opportunity to self-identify.

Table 1 illustrates the year-over-year record of representation of the four designated groups within the Bruce Power workforce. The total workforce size is based on the peak workforce population each year and includes both regular and temporary workers. The relevant external labour pool percentage is provided by Human Resources Skills Development Canada (HRSDC). The results column is a reflection of the ratio between representation in Bruce Power's workforce and availability in the labour market.

Another view of the progression of the designated group representation at Bruce Power is provided in Table 2 which illustrates the year-over-year statistics for the four designated groups. When compared to the target representation, it is clear that the increase in representation of members of the four designated groups is minimal. However, with a renewed focus on Employment Equity and diversity in recruiting, promotions and retention practices and with the use of the newly developed Human Rights Commission Maturity Model, we will see improvements in representation within our workforce over time.

Table 1

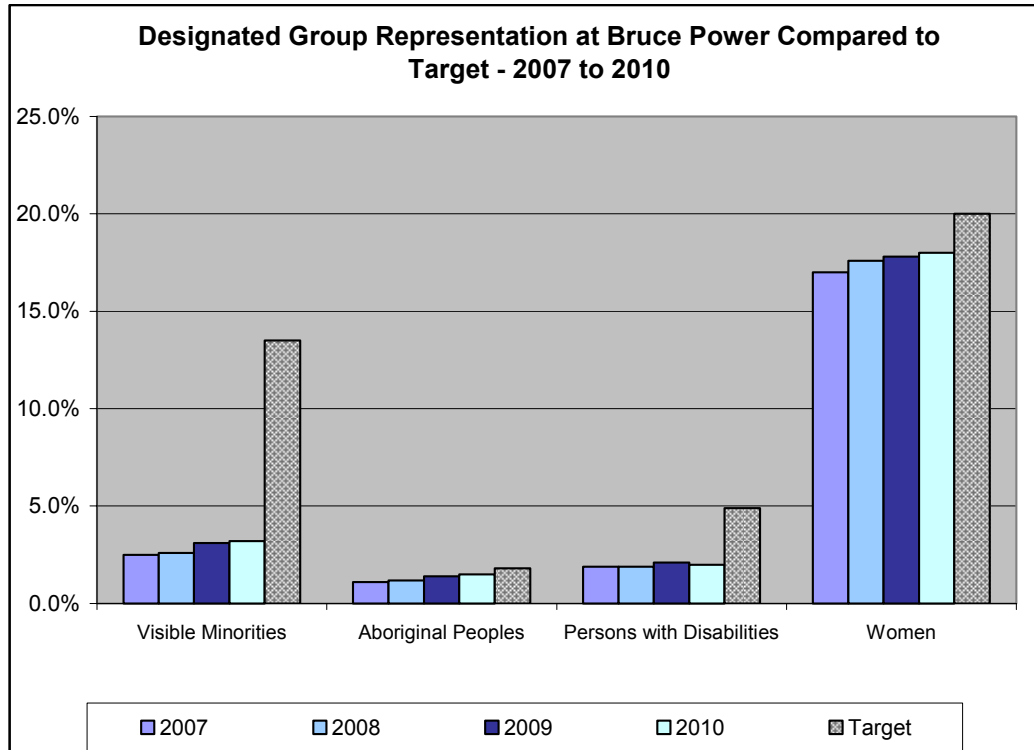
Year-Over-Year Record of Representation of the Four Designated Groups at Bruce Power

Year	Workforce Size (Including temp and permanent)	Women				Aboriginal Peoples			
		Total # at Bruce Power	Internal Rep. (%)	Relevant External Labour Pool (%)	Results* (%)	Total # at Bruce Power	Internal Rep. (%)	Relevant External Labour Pool (%)	Results* (%)
2010	5422	975	18.0	19.7	91.3	81	1.5	1.8	83.0
2009	4954	882	17.8	19.7	90.4	71	1.4	1.8	79.6
2008	4487	798	17.8	20.2	88.1	54	1.1	1.8	61.1
2007	4886	812	16.6	19.6	84.7	51	1.0	1.8	58.0
2006	4646	783	16.9	19.7	85.8	49	1.2	1.8	66.7

Year	Workforce Size (Including temp and permanent)	Persons with Disabilities				Visible Minorities			
		Total # at Bruce Power	Internal Rep. (%)	Relevant External Labour Pool (%)	Results* (%)	Total # at Bruce Power	Internal Rep. (%)	Relevant External Labour Pool (%)	Results* (%)
2010	5422	110	2.0	4.9	41.4	173	3.2	13.5	23.6
2009	4954	105	2.1	4.9	42.9	152	3.1	13.3	23.3
2008	4487	88	2	4.9	40.8	119	2.6	13.8	18.8
2007	4886	92	1.7	4.9	34.7	116	2.4	13.8	17.4
2006	4646	80	1.7	4.9	34.7	103	2.2	13.5	16.3

\* Results: ratio between representation in Bruce Power's workforce and availability on the labour market.

Table 2



In 2010, our workforce increased to 3,960 employees from 3,777 in 2009. We hired 348 full-time employees and 16 part-time employees. Our promotion rate was down slightly from 2009 with 5.4% or 213 promotions occurring in 2010; 2009 saw 5.5% of the workforce being promoted. There was a decrease in the number of terminations between 2009 and 2010. In 2010, we recorded 176 terminations compared to 241 in 2009.

In 2010, six people changed occupational groups after returning from extended leaves of absence which resulted in their appearance into certain Employment Equity Occupational Groups (EEOGs) without an explanation. In addition, one person disappeared from our reports “for no reason” which was the result of a backdated termination. Further employee work status changes occurred in 2010 and are detailed on the following table.

Table 3

Full-Time to Part-Time	Full-Time to Temp	Full-Time to Other	Full-Time to Casual	To Full-Time for no Reason	Part-Time to Full-Time	Temp to Full-Time	Other to Full-Time
2	27	14	0	6	17	4	2

## Women

Women in the workforce increased marginally to 18% from 17.8% in 2009 and remain below the relevant external labour pool of 19.7%. Bruce Power recognizes the importance of focusing on developing women and supports networking opportunities and other development programs for women. Along with the existing measures and programs in place such as sponsorship of Women in Nuclear (WiN) events, a more concerted effort will be implemented to continue on the path to achieving good results.

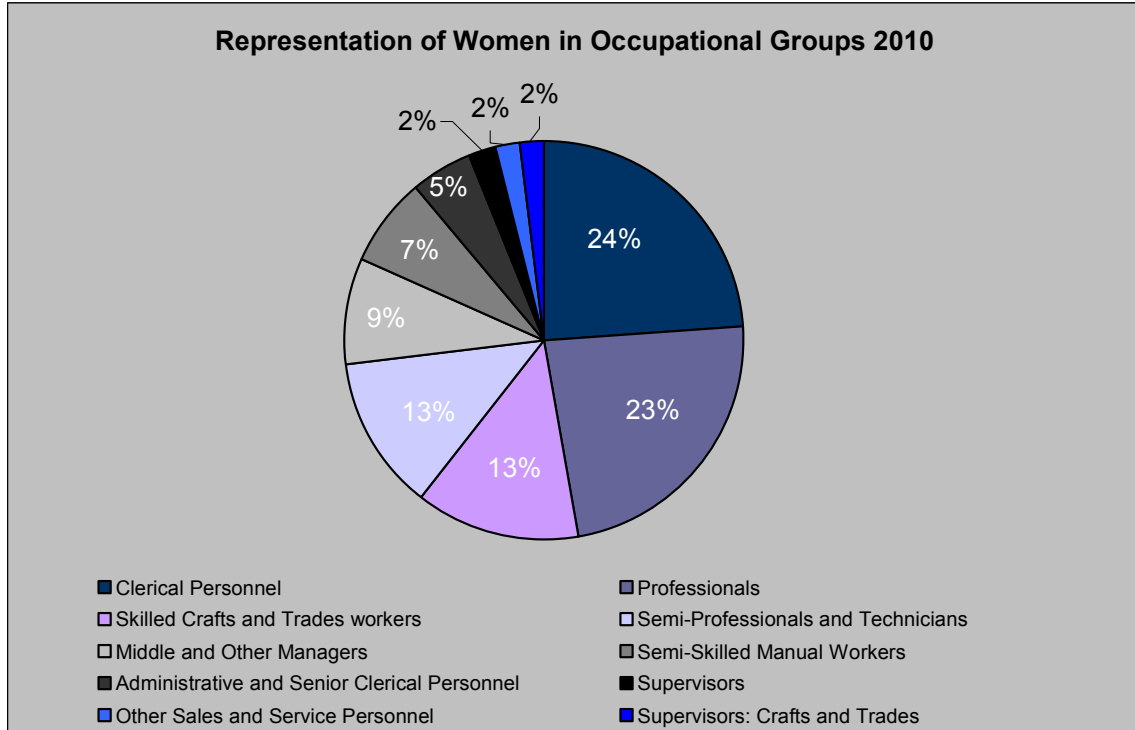
Initiatives are currently being investigated that will provide specific support and focus for women in middle management roles, pivotal to the nuclear industry who have a willingness to advance beyond their current role. The plan is for a specific and targeted initiative involving: individual coaching, networking support and with a specific senior management sponsor.

Of the 786 women currently employed in a permanent position, twenty four per cent are in Clerical occupations and twenty three per cent are in Professional occupations. Other common positions held by women are those in Semi-professionals and Technicians occupations (13%) and Skilled Crafts and Trades Workers (13%).

Among the newly hired women in 2010, thirty per cent were in Professional occupations and thirty per cent were hired into Clerical occupations. The remaining forty per cent

were hired into Skilled Crafts and Trades, Semi-professional, Administrative and Middle Management occupations.

Table 4

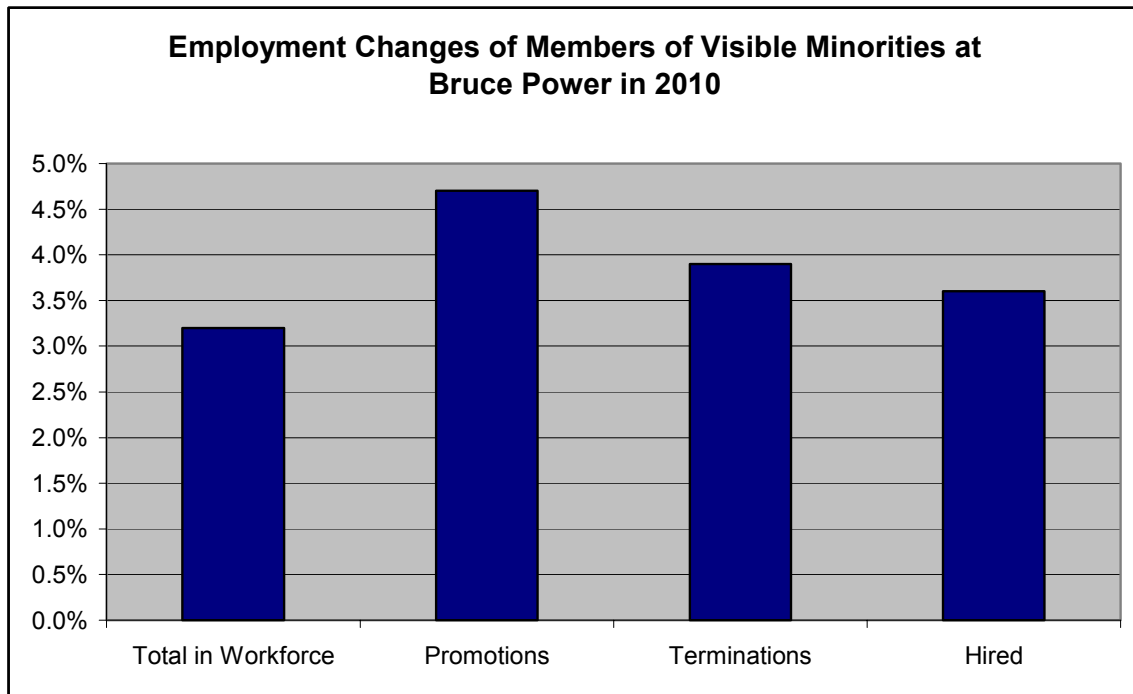


### Visible Minorities

Members of visible minorities represented 3.2% of the 2010 workforce at Bruce Power up slightly from 3.1% in 2009. This figure falls well below the external labour market representation of 13.5% and clearly identifies the need for Bruce Power to focus its recruitment efforts in this area. Recently, Bruce Power partnered with Equitek in an effort to reach the untapped talent pool of applicants from designated group members that are not typically reachable through traditional recruitment methods.

Of the existing workforce, the promotion rate among members of visible minorities is trending positively (see table 5). Overall, the promotion rate exceeded the representation of visible minorities. This is an indicator of the ability for employees to advance within the company once they are hired. The Employment Systems Review (ESR) that was conducted in 2010 indicated that the promotional system is working well for designated group members in that they are being promoted in the same proportion as they are represented in the organization. Bruce Power recognizes that members of visible minorities are largely under-represented and continues to investigate opportunities to improve in this area going forward.

Table 5



### Aboriginal Peoples

Following on the heels of the Human Rights Commission audit during the summer of 2010, Bruce Power was determined to improve upon its performance. A precursor to developing both short and long term employment strategies for Aboriginal Peoples was the hiring of both the Employment Equity and Diversity Lead and a First Nations and Métis Relations Leader. Putting leaders in place who can work with all sectors of the business and who can build positive relationships with the local First Nation communities was a key first step. Over the past four months possible strategies have been discussed within the company. A comprehensive and inclusive plan is the focus for development in 2011 – one that not only contains clear objectives, but also holds Managers within the company accountable to execute it.

Each year, we enhance the cultural strengths of our Aboriginal communities through a vibrant sponsorship program that demonstrates our belief that corporate citizenship is central to our ultimate success. Some of our sponsorship recipients include the Wunnumin Lake Literacy Camp, the Starpathways (Aboriginal AAA hockey), the Little NHL, the Anishinabek Child and Youth Pow Wow, the Cape Croker Grade 8 Science and Tech Award, the Cape Croker School Nutrition Program, the Kabaeshiwin respite Women's Shelter, the Historic Saugeen Metis, the Nawash Pow Wow Committee, the Saugeen First Nation Recreation Department and the Christmas Hamper initiatives for Nawash, Saugeen and the Owen Sound Native Friendship Centre.

## **Persons with Disabilities**

On an average monthly basis in 2010, approximately 431 people received a workplace accommodation due to some kind of disability. That is, 11.3% of our full-time population had some form of accommodation due to disability. The ratio of permanent and temporary accommodation changes month by month as we continue to work with employees and their healthcare providers to ensure that we provide appropriate work based on their current abilities. We also focus on rehabilitation and return to full capability in all cases to ensure that employees are working safely in their capacity and to assist as much as possible to a return to the normal activities of life.

### **III. Qualitative Measures**

#### A. Communications

##### ***Website***

In 2010, the Employment Equity and Diversity Lead was hired and took on the responsibility of maintaining the Employment Equity and Diversity internal website as part of our commitment to educate our workforce of our plans and progress as they relate to Employment Equity and Diversity. This site also includes information on multicultural dates, the E&D Committee, the workforce survey and a statement by the CEO about the importance of embracing differences.

##### ***Survey***

We conducted an Employee Engagement Survey in 2010 to measure the engagement level of our workforce. This extensive survey covered many areas including equity and inclusiveness. With the results from this initial survey, we now have a baseline against which we can compare future survey results, conduct trend analyses and develop plans for addressing shortfalls.

##### ***White Ribbon Campaign***

The annual White Ribbon Campaign took place in early December. This is an event sponsored by Bruce Power where managers handed out white ribbons for employees to pin to their shirts which symbolizes a commitment to ending violence against women. As a lead up to this event, the E&D Committee chose to display a tribute made up of over 300 pairs of shoes in our Support Building lobby. These shoes served as a tribute to honour Ontario women, their children, friends and families who lost their lives at the hands of a trusted spouse, partner or parent. This event reinforced the company's position related to violence and harassment and our commitment to creating a workplace that is safe.

## B. Recruitment

### ***Internal Job Postings***

In 2010, we continued to communicate our internal job postings to all employees through our Global email system. This allows them to browse available opportunities quickly via a summary list rather than having to log into the eRecruit system which allows for a more indepth job search. We encourage employees to explore opportunities to broaden their experience and contribute to other departments within the company.

### ***External Job Postings***

Bruce Power acknowledges that following the analysis of its EE program, brought about by the CHRC audit, it was determined that gaps exist in many EEOGs for all designated group members. As a result Bruce Power is currently re-developing its recruitment strategies beginning with the on boarding of a new in-house recruitment team. This team is comprised of individuals with diverse backgrounds, has experience in recruiting and interviewing for diversity, and has knowledge about special measures, accommodations and cultural differences. It is also important that as the EE plan matures, measures become 'EEOG specific' and target more closely areas that may still have outstanding gaps. We are now at the point where we are focusing on gap reduction and on setting and meeting targets for diverse hiring within our workforce. These are not quotas but are goals (flexible and rational targets) which like all business goals, we can use to plan and evaluate our programs.

In late 2010, we began reaching out beyond our traditional method of posting jobs on the Bruce Power website; we developed a relationship with Workopolis and Equitek which are online recruiting agencies that advertise our jobs, our company, and our geographical area.

We are including the Employment Equity and Diversity Lead in discussions to highlight the gaps in the workforce as they relate to each targeted job family. A gap analysis has been conducted on the four designated groups by EEOG for each line organization. It is important to note that in many instances, there are gaps across all four designated groups for most EEOGs. Each recruiter now has this report for the line organizations they support. This is to increase awareness and also allows them to have conversations with the Hiring Managers on how to decrease this gap.

### ***Outreach Efforts within the Security Division***

The Bruce Power Security Division routinely attends college vocational job fairs and makes presentations to a large number of Law and Security students at many institutions to provide exposure to our program. We routinely send officers from a diverse background and try to deliver the message that one does not have to have a university degree in technical disciplines such as engineering, physics and nuclear science to be employed at a nuclear power plant like Bruce Power. The Security Division

is one of many areas within our organization that allows 'non-nuclear' trained people an employment opportunity.

We attended a Six Nation's Community event with First Nation's officers to reinforce this exact point that there are employment opportunities for their younger community members without an Honours, Masters or PhD from university.

All of these above mentioned presentations are very well received and contribute to our success of having several hundred applications for a handful of vacancies every year, therefore allowing us to be selective in hiring the very best.

### C. Retention and Termination

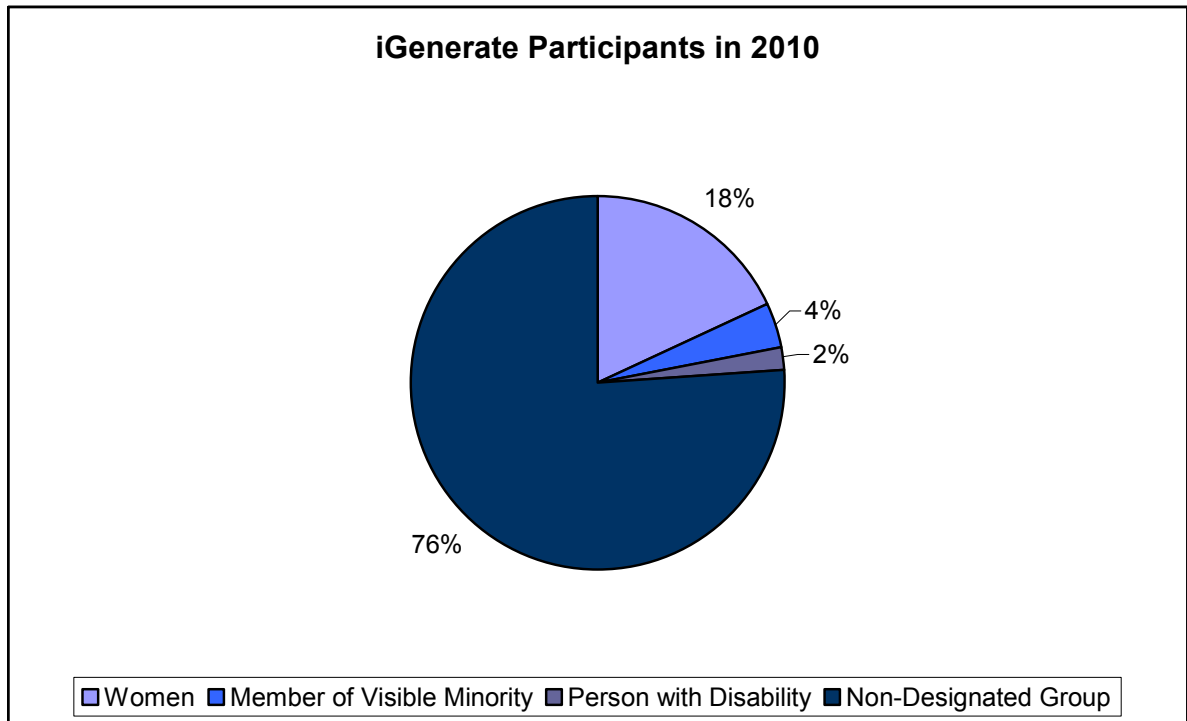
#### ***Corporate Orientation***

During Corporate Orientation at Bruce Power, new hires receive a presentation with respect to equity and diversity and what this means to be inclusive at Bruce Power. The presentation includes an introduction to Equity & Diversity (E&D) Committee members, our various affinity groups on-site, the multi-cultural events that they are encouraged to become involved in as well as instruction for completing the workforce Employment Equity questionnaire. The new hires are informed of the purpose and use of this confidential information and about our obligation with respect to reporting statistics to the Federal government.

#### ***iGenerate***

The objective of the iGenerate leadership development program is to identify internal individual contributors (i.e., non-managers) who have an interest in applying to management level positions. The pilot phase of the iGenerate program ran in 2010 with 50 participants completing the full five-day training program. Applications were voluntary and open to regular Bruce Power individual contributors. This focused assessment and learning opportunity helped participants develop their skills and awareness around management and leadership roles and identify career path interests related to a move into a management role. This program encourages a diverse group of employees to apply for this program and the iGenerate team works closely with the Employment Equity and diversity program to ensure that this is a focal point for participant inclusion.

Table 6



***Programs for Women***

In the fall of 2010, Bruce Power sponsored 15 women to participate in a pilot project entitled “Taking the Stage” by the Humphrey Group. This four session workshop was designed to help women who wish to become strong leaders, speak confidently and to establish a presence in their workplace. Based on positive feedback, Bruce Power is considering future sessions to support our efforts in advancing women.

We have also provided women mentors for elementary and secondary female students for the past three years at the Skills Canada – Ontario Young Women’s Conference. This conference typically has 350 students in attendance for two days where the participants are educated about a day in the life of various tradeswomen at Bruce Power and in the nuclear industry. As a result of these mentorship opportunities, we are seeing an increase in the number of women registering for apprenticeships in Canada; an increased level of engagement of tradeswomen as they are able to share their stories and inspire young women to enter skilled trade and technology careers; and increased retention levels as women feel valued in this experience. Bruce Power mentors participate in the Skills Work! for Women Networking Dinner held each of the past four years locally in November. This event is sponsored by the WiN-Bruce Chapter.

Bruce Power also supports the GIRLS Science Club/Camp, which is a program that is organized by WiN geared to encouraging young girls to continue in math and sciences. WiN hopes is to ignite scientific curiosity in female students so that they:

- Ask intelligent questions around such issues as climate change and energy options
- Connect scientific knowledge to their world
- Consider a career in science and hopefully come back to us as nuclear workers to help with Human Resource crunch in industry.

### ***Youth Power***

Youth Power is a student-run organization consisting of a diverse group of co-op, summer and internship students (college and university students) that are on Bruce Power's site for a set term. Youth Power's main focus is to create an atmosphere that will enhance the student experience at Bruce Power by encouraging the development of personal student goals and potential through both internal and external events. Youth Power achieves this goal by offering learning and development opportunities, enhancing student social life in Bruce County, and contributing to the local community. At work, Youth Power helps to develop students' knowledge through lunch and learns, nuclear station tours, networking opportunities, specialty training and skills development. Outside of work Youth Power supports students by facilitating community involvement and social interaction. Bruce Power assists Youth Power members by: encouraging managers to allow student time for Youth Power activities; providing an operating budget for Youth Power events and by promoting the Bruce Power executive team to devote time for interaction with students. Following is a short list of events that Youth Power has hosted: Reactor Vault Tour, Nuclear Operations Networking Session, Professional Skills Development, Problem Solving Workshops, Resume and Cover Letter Workshops, Power Marketing Lunch and Learn, Canadian Cancer Society's Relay for Life, Fuel Bay Tour, Leadership Development Workshops, and many others.

### ***North American-Young Generation in Nuclear***

The North American Young Generation in Nuclear (NA-YGN) is an international organization made up of young professionals in the industry whose goal it is to develop professionally, build networks and encourage knowledge retention and information sharing about the industry. Bruce Power is host to one of eight Canadian chapters. The Bruce Chapter of NA-YGN number over 1,000 employees of all backgrounds and cultures and has been supported by Bruce Power for seven years through the allowance of time to work on initiatives and activities, employee resources, monetary budget and conference attendance opportunities. Many of the NA-YGN activities at Bruce Power result in members being exposed to high level executives and opportunities for networking between newly hired and seasoned workers.

### ***Development Student Program***

The Development Student program provides training and experience to students directly related to their academic program or skills training at the post-secondary level. These placements are typically four or eight months in duration and can include both formal and non-formal co-operative positions. Disciplines covered by this program

could be in any of the following areas: Information Technology, Engineering, Operations, Finance, Business Improvement, Corporate Communications, Marketing and Human Resources.

***Intern Program***

The Intern Program provides students with a twelve or sixteen month placement and its purpose is to increase the intern's understanding of current business issues at the corporate and department level, and give insight into the work involved in a specific functional area of the business. Disciplines covered by this program could be in any of the following areas: Information Technology, Engineering, Operations, Finance, Business Improvement, Corporate Communications, Marketing and Human Resources.

***Summer Student Program***

The Summer Student Program provides opportunities for post-secondary students to work in the areas of clerical and civil maintenance during their summer break from school.

***High School Coop Program***

Coop opportunities exist at the Bruce Power site for senior students from the local school boards. This full semester four-credit program provides students with valuable experience, essential skills, and career exploration for a pathway to college, university or an apprenticeship program.

***Exit Interviews***

Exit interviews are conducted, with one of the focus areas related to how the employee rates the employer in promoting an inclusive and diverse workplace. As well, the interviewee is asked to indicate whether he or she experienced discrimination or harassment within Bruce Power on the basis of their gender, race, or disability. Continued efforts and use of our Employment System Review to identify systemic barriers will support us in creating solutions in 2011 and beyond.

D. Equity Environment

***Employment Systems***

Bruce Power conducted an employment systems review in 2010 to address barriers that were identified through focus group sessions. All employees were welcome to attend with members of our E&D Committee leading and documenting the discussions. During those sessions, we had almost 150 employee participants.

***Workforce Analysis***

Bruce Power conducted an in depth workforce analysis in 2010 to identify the gaps that exist in the four designated areas. This information along with the results from the Employment Systems Review was used to develop short and longer term plans for

narrowing the gaps in these areas and is what guides the recruitment team in their development of diverse sourcing strategies.

### ***Multicultural Day Celebration***

On May 11, 2010, the eighth Annual Multicultural Celebration was organized by the Kincardine Multicultural Celebration Committee with full support from Bruce Power, local schools and the municipality. The theme of this year's celebration was "See the sights, Taste the flavours and Experience our worlds". Over 1,700 people attended and more than 30 countries/cultures were represented which included many employees from our workforce. Information booths were setup which showcase different aspects about the various cultures, ethnic groups and countries that were represented. At this event, there were samples of foods, dresses, dances and other culturally exclusive items. This event reflects Bruce Power's values of Respect and Recognition and Employee and Community Engagement as well as the company's commitment to supporting a diverse workforce, free of discrimination.

### ***Aboriginal Day Celebration***

In June 2010, we sponsored the annual on-site Aboriginal Day Celebration hosted by Bruce Power's Native Circle. All employees were encouraged to participate in order that to gain knowledge of Aboriginal culture and traditions. This event served to educate our employees and instil a sense of pride in those of our workforce of Aboriginal heritage.

### ***Prayer Room***

Bruce Power recognizes that some employees are required by their faith to conduct prayers as a group on a weekly basis. The company provides a location on-site to support this practice and to accommodate those who would otherwise travel off-site. This is the first of many steps to create an inclusive environment that respects all differences among our workforce.

### ***Leadership Training***

A module in our Leadership Academy program is dedicated to the topic of Multigenerational Workgroups and includes segments on cultural diversity and generational diversity.

### ***Rewards and Recognition***

Bruce Power has implemented two programs to recognize employee contributions and encourage innovation. These programs have supported our efforts in aligning our workforce with our business goals and have resulted in engaged, motivated employees that drive the results most important to the success of our company.

### ***BIG Ideas***

Bruce Power provides a forum for employees to present ideas and suggestions for improvements through our BIG Idea program. A BIG Idea is a new innovative idea for implementation in areas of safety, cost-savings, process improvement, revenue

generation, and infrastructure or community relations. It is intended to engage employees in positive change and business improvement. Ideas are generated from all different areas within the company and employees are encouraged to challenge the status quo when contemplating an idea.

Bruce Power's BIG Idea program was introduced in March 2009 and has received over 2,000 ideas from employees since inception. Employees can earn Tribute Points by submitting BIG Ideas that are selected for implementation. Employee ideas valued at more than \$6 million in annual cost savings, costs avoided or freed-up capacity have been implemented to date. This program has supported our efforts in aligning our workforce with our business goals and has resulted in engaged, motivated employees that drive the results most important to the success of our company.

### ***Tribute***

Bruce Power encourages employees to recognize their colleagues for living our company's values. In 2010, more than 22,000 recognitions were recorded in our Tribute Program, an online system that provides all employees the ability to recognize anyone in the workforce through an electronic message or through the awarding of points. These points transfer automatically to an 'I Love Rewards' account where points can be used to shop for great items ranging from movie tickets to household appliances to trips, or the points may be donated to registered charitable organizations.

## E. Reasonable Accommodation

### ***Accommodation of Persons with Disabilities***

In 2010, we trialed a foot-controlled computer mouse (a foot-mouse) to determine whether this technology can be used to assist in accommodation of disabled workers. This is an addition to the Dragon Speaking Software that we trialed in 2009. The results so far are positive and we are purchasing more "foot-mice" in 2011 as they are required. The foot-mouse has also proven useful in helping to prevent workplace issues such as carpal tunnel and other repetitive strain injuries.

The Dragon Software and the Foot Mouse are additions to our long-standing ability to accommodate disabled workers. With our team of medical professionals on site, we can provide workplace accommodation in terms of:

- Hours of work
- Ability to work shift work
- Barrier-free parking
- Work location
- Elevator keys to avoid use of stairs
- Use of scooters or golf carts to travel to work locations
- Re-assignment to alternate work on a temporary basis

- Work with our Union Representatives to arrange permanent accommodation if required.
- Temporary or permanent work restrictions for physical activity
- Any that could apply on a case by case basis

### ***Ergonomic Accommodation***

We provide Repetitive Strain Injury (RSI) prevention software to all employees who identify the need for it. Bruce Power covers the cost of this software. To date, approximately 550 employees have RSI Guard installed on their PCs.

### ***Wellness Program***

Bruce Power also provides ongoing, proactive support to its workforce by way of providing time off for medical appointments, sick leave, and above average vacation. We also strive to ensure all employees enjoy a work-life balance that engages them in their responsibilities in the workplace while respecting their time away from work to enjoy family, friends, community involvement, and just to re-energize their body and mind.

We encourage physical activity and healthy eating as a way to reduce the risk of injury and disease. This is accomplished through regular communication of health events such as Diabetes Month or Cancer Awareness Month. We also hold a Wellness Fair each year to help raise awareness of wellness issues and also inform on resources available both internally and in the community to support a healthy lifestyle.

Bruce Power Employee Wellness also operates a medical walk-in clinic to support urgent medical issues and also to support those employees who do not have a local family physician. We also have an onsite Physiotherapy Clinic that treats both occupational and non-occupational illness and injury patients. On a monthly basis, we have a Diabetic Nursing Specialist onsite to counsel those who need their assistance in terms of disease and/or diet management.

These are only a small sample of the services provided to ensure that our Wellness programs support our workforce when they face disabling issues.

### ***Mandatory Fitness Testing (Selection and Maintenance Fitness Requirement)***

The original version of the annual fitness test utilized by our Security Team included a component that was inequitable therefore disadvantaging smaller statured people, specifically women, due to the height of a wall while wearing a significantly weighted vest. We successfully argued that the wall had to be lowered so that all currently deployed Nuclear Response Team (NRT) members could make it over. The wall was lowered by 9” and abrasive substance was applied to the side to allow for better gripping.

We have also unsuccessfully argued to have this fitness test revisited within the inter-utilities; however because the Regulator made the test very defensible it was decided not to appeal for a revamping of the test. We have since begun working with our exercise physiologist to become better educated on the premise that it will identify the technical shortcomings of the test and be more convincing to call for a review and eventually allow us to make it more relevant for all of our people. We will be discussing this further with the Inter-Utilities Security Working Group.

#### **IV. Constraints**

Bruce Power acknowledges that the implementation of its employment equity program has not always been properly sustained however after a thorough Employment Systems Review, we have identified areas for improvement and areas that challenge us to work harder to meet our Employment Equity and diversity goals.

##### ***Hiring***

Some of the constraints that affect the company's efforts in gaining measurable results include the fact that the recruitment of employees was conducted by an external service provider until late 2010. In early 2011, a new team of in-house recruiters was hired and they are now conducting all recruiting activities in alignment with Bruce Power's business goals and strategic direction.

##### ***Self-Identification of Applicants***

In our online application process, a self-identification Survey is attached to all vacancies. With this information, we are able to identify candidates who are members of the designated groups. However, this also presents challenges as some candidates are uncomfortable aligning themselves to one of the designated groups, for fear of discrimination. As well, the self-identification questionnaire is completed on a voluntary basis and does not provide us with certainty that applicants will respond. Therefore, although this data provides us with valuable information on designated groups, it can only be considered a baseline as we believe there could be up to 25-50 per cent additional candidates in certain designated groups.

##### ***Geographical Location***

As Bruce Power is located in a small rural area in southwestern Ontario, identifying and attracting diverse candidates creates a significant recruiting challenge. Furthermore, our recruitment process was streamlined significantly to create a single point of entry on the Bruce Power website for all candidates expressing an interest in a permanent role with the company. This meant that we were not advertising jobs on other websites that exist to reach a vast range of qualified, diverse candidates who might be overlooked by traditional recruitment methods. Through joint efforts with Workopolis and Equitek however, we are actively engaged in outreach activities that will ultimately reduce the challenges we face in recruiting in 2011 and beyond.

## V. Consultation

Bruce Power seeks to raise awareness on employment equity through a variety of mediums and consultation with our workforce. A multi-partite E&D Committee provides feedback, makes recommendations and support Bruce Power in achieving the actions as defined in Bruce Power's Employment Equity Action Plan. This Committee is pivotal to effectively consulting labour unions on key Employment Equity and diversity issues. The members of the Committee include representatives from the three unions at Bruce Power and management representatives.

## VI. Future Strategies

In May 2010, after an exhaustive search, the company promoted one of its employees into the full-time position of Employment Equity and Diversity Lead. This role will be responsible for maintaining the focus on Employment Equity and diversity in the workplace and for leading many of the initiatives internally that will ultimately result in improvements. Also, in 2010, a First Nations and Métis Relations Leader was hired. These dedicated resources are key in maintaining our company's focus on the very important issues.

Representation of all four designated groups at Bruce Power falls below the labour market availability with gaps identified throughout our workforce analysis. Employment Equity at Bruce Power is founded on a compelling business case that reflects the need to tap the underutilized sections of the Canadian workforce and to capitalize on the benefits of diversity.

In late 2010, we struck an E&D Steering Committee consisting of the Executive Team members that report directly to the CEO & President. The work of this Committee will commence in the first quarter of 2011 and will include ensuring the company's Employment Equity plan is aligned with organizational strategy; assisting with resolving strategic level issues related to Employment Equity and diversity; providing advice and guidance to the E&D Committee when required; using their influence and authority to assist in achieving the desired outcomes of the plan and reviewing the plan deliverables.

### A. Communication

#### **Web Resources**

The Bruce Power corporate website will undergo a redesign and will include an Employment Equity and diversity link which will take users to useful information on what our company is doing to continuously improve in the area of diversity and inclusion. The website will also be a place where we will provide education on

employment equity, highlights on diverse employees and our programs and our annual reports.

***Safety and Business Performance Videos***

Bruce Power issues a monthly Business Performance video for all employees. This is one among several methods by which information is disseminated to all employees. We will incorporate an Employment Equity and diversity segment into this video on a quarterly basis to reiterate the company's Employment Equity and diversity targets, to provide clarity around legislative requirements, to explain why Employment Equity and diversity is important and valuable to our company and how we are working to meet our targets and create an equity environment.

***Communication Campaign***

Further work is taking place to educate the general workforce about the workforce survey and the option to update one's response through the creation of a "Frequently Asked Questions" document that is available on our intranet. We are also developing an internal communication strategy with the support of our Employee Communications Department with the goal of educating our workforce about Employment Equity and diversity, inclusion, tolerance, the importance of Employment Equity and how it relates to our business goals overall.

**B. Equity Environment**

***Sponsorship of Multicultural Events***

Bruce Power continues to sponsor and host multicultural events on- and off-site in an effort to foster a corporate environment that supports employment equity. These events include the annual Aboriginal Day Celebration, the White Ribbon Campaign, and the annual Multicultural Day event.

***Continued Efforts to Accommodate Differences***

Through the work of the E&D Committee, the differing needs of our diverse workforce will continue to be highlighted with appropriate measures put in place to accommodate those needs.

**C. Training & Development**

***General Diversity Training***

Opportunities to integrate Employment Equity and diversity into the various training programs at Bruce Power are being investigated. Key hiring managers and interview panellists are being identified as candidates for this training.