



Advancing Gender Diversity in Canada's Electricity Sector: A Compendium of Success Stories



About the Leadership Accord

The Leadership Accord on Gender Diversity is a public commitment by Canadian employers, educators, unions and governments to promote the values of diversity and inclusion within their organizations.

It's no longer a surprise that diversity is healthy for business—leading to increased performance and profitability. Yet still, women represent a much smaller component of the workforce than they should—and in many instances they continue to face barriers that limit their advancement or their entry into their career of choice. These barriers may include conscious or unconscious discrimination, a lack of female role models, and/or workplace culture and practices that erode an inclusive workplace. Integrating women into workplaces that employ skilled workers requires more than just opening the doors to female employees. Paradigm shifts require repeated focus and attention.

Few of us reach our goals without the support of others. Normalizing women in trades and technology careers will take industry and educational leadership and commitment, as well as individual ownership for change, to ensure our industry becomes truly reflective of the society that we live in.

There are two prominent ways to be involved and act towards change, either as an **Accord signatory** or an **Accord advocate**. Both acknowledge that united action is required to ensure the support and advancement of women, along with equality and fairness for the entire workforce.

Michelle Branigan, CEO Electricity Human Resources Canada (EHRC)

While the proportion of women in the electricity industry is finally rising, it remains well below the Canadian average. I see that truth reflected across the country, be it attending conferences or in a boardroom. As a result, on International Women's Day 2017, we launched our Leadership Accord on Gender Diversity, which is a public commitment by Canadian employers to promote the values of diversity, equality and inclusion, and increase the representation of women in their organizations.

My call to action for everyone across all industries—women and men—would be to look to themselves when it comes to changing the landscape.

For the women: to provide a strong support and information network to each other and to act as mentors and sponsors whenever they can. For the men: to become advocates of change, and call out when they encounter biases, conscious or unconscious.



From our founding signatory, Alectra Utilities

"Alectra is honoured to have been the first to sign Electricity Human Resources Canada's Leadership Accord on Gender Diversity. We did so because we wanted to signal our strong commitment to advancing gender diversity, and our desire to be a leader. Having a workforce that reflects the diverse communities we serve makes Alectra a progressive company that is best equipped to serve our customers and meet the energy needs of the future. We'll continue to stand shoulder to shoulder with EHRC and other like-minded organizations."

Brian Bentz, President and CEO, Alectra

"The Accord lays out a clear path for achieving equality, respect, and inclusion at all levels and for all participants, and offers greater potential for women to thrive within the electrical industry"

**Kathy Lurette, Vice President of Business Transformation at Alectra and
Chair of the Board of Directors for Electricity Human Resources Canada**



Ontario Power Generation

OPG is proud to be one of the first signatories to the leadership Accord on Gender Diversity. The Accord encourages employers to take action to drive measurable changes, so we launched our first ever Equity, Diversity & Inclusion Blueprint for 2019-21. This comprehensive plan gives voice to our ambitions to foster a supportive workplace based on three priority pillars: Equity, Diversity & Inclusion (ED&I).

Our plan is bold, and it speaks to our commitment, how we will get there and what approach we will take. While there is no easy formula to guarantee success, we are working to embed ED&I principles at all levels of the organization. Some of OPG's initiatives include the Indigenous Opportunities in Nuclear (ION) program, which aims to link Indigenous candidates to available careers at OPG and with their vendor partners; the By Stander program, which provides opportunities to employees with training to advocate against workplace bullying; and other programs focused on ensuring ED&I principles are incorporated into succession and performance measurement processes.

It's a team effort. From executives, to unions, to all employees across the province, we are in this together! We look forward to broadcasting our successes through the evaluations that will take place as part of our signing of the EHRC's Leadership Accord.

**ONTARIO POWER
GENERATION**

Algonquin College

Algonquin College is proud to be among the founding signatories to the Leadership Accord on Gender Diversity and the first Educational Institution to sign. Algonquin College is already making strides towards a more diverse future, and it starts in their classrooms. The college introduced a program called *We Saved You a Seat*, an initiative focused on increasing the number of women taking programs currently dominated by men. Through this program, Algonquin has committed to reserving 30% of available seats in four of its most popular technology programs for women who meet the minimum admission standards.

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“One way we can channel our passion is by becoming the most inclusive and diverse institution possible. This is important to me, and I know it is important to you, too. Why? Because it speaks to our College values of Caring, Learning, Integrity and Respect. Those values can only exist in an environment that promotes inclusion and diversity.”

- Claude Brulé, President and CEO of Algonquin College

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ALGONQUIN
COLLEGE

Society of United Professionals

We are very proud to have signed the Leadership Accord on Gender Diversity because we believe strongly in the power of diversity, and wanted a framework that would allow us to develop robust and inclusive workplace.

There is a general lack of diversity in the industry overall, particularly at the senior leadership level.

In pushing for greater gender diversity in our union, we hope that our actions will serve to encourage our member employers to enact policies that will expand gender diversity practices in their own organizations.

We look forward to building on our current success so that other organizations will be inspired to improve not just the representation of women, but the representation of more marginalized women, such as women of colour and Indigenous women.

The Society is also promoting the Leadership Accord to other companies through its *Breaking Barriers for Women* in STEM project, which aims to increase the number of women in STEM careers by developing tools and promoting policy recommendations for the workplace.

We're committed to the success of the Leadership Accord because we know for a fact that diversity builds stronger, safer workplaces.



SOCIETY *of*
UNITED PROFESSIONALS
IFPTE 160

Hydro Ottawa

Hydro Ottawa is proud to be a Founding Partner of Electricity Human Resources Canada's Leadership Accord on Gender Diversity. Diversity and inclusion are a priority for Hydro Ottawa: we've been actively focusing on the diversity of our workforce and creating a culture of inclusivity since the launch of our first Diversity Plan in 2014. Signing the Leadership Accord was a natural progression to the work we've been undertaking for several years.

The Leadership Accord has helped us identify where to direct our efforts, whether it be targeted training for women, ensuring we have safety related clothing available in women's sizing, evaluating the physical side of our trades and technical positions and identifying tools and techniques to overcome potential barriers, or participating in community and organizational initiatives designed to empower the next generation of female leaders in the electricity sector.

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“Hydro Ottawa is committed to attracting, engaging and retaining female talent. Ensuring we have diverse perspectives at the table not only spurs innovation and growth but helps us better understand our customers and the communities we serve.”

- Lyne Parent-Garvey, Chief Human Resources Officer at Hydro Ottawa

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Oakville Enterprises Corporation

In 2018, Oakville Enterprises Corporation (OEC) proudly signed the Leadership Accord on Gender Diversity. The Accord shone a light on our company's motivation and commitment to create a workplace that is reflective of our Canadian mosaic.

The development of a Diversity Committee and a multi-year program strategy were some of the first changes to take place at OEC after signing the Accord. During the past year, we have been sharing our gender diversity stories, establishing local teams and identifying champions to drive change, throughout our group of companies.

Leadership is a key component to creating diversity throughout an organization. Rob Lister, CEO of OEC, was honoured to be the first male panelist at the Ontario Energy Association's Women and Energy Conference.

"Diversity breeds innovation, improves morale, and strengthens employee retention", says Rob Lister. "The advantages of diversity are clear, but overcoming the challenges of even our own unknown biases can hinder advancement."

The journey to diversity and inclusion is well underway at OEC. Our organization is proud to be a signatory of the Accord. The face and future of OEC not only looks bright, but it also looks right.



Bruce Power

The Leadership Accord is a catalyst for change and Bruce Power is proud to be part of it. We believe diversity and inclusion help us drive innovation and productivity for our future. We believe that diversity enhances our processes, introduces new ways of working, strengthens our team dynamics and improves our decision-making processes.

The Accord, combined with Bruce Power's Diversity Strategy, ensures we have new potential, diverse thinking, increased safety, and better overall performance—we are thrilled to be a part of this united action and we take it seriously.

When we signed the Accord, we were signing on to a commitment to ensure we were challenging ourselves to be bolder with our action plans and continue to make progress with our diversity and inclusion strategy—specifically in the areas of gender diversity. One of the first steps we took was evolving our recruitment strategy. Our recruitment team have revamped our sourcing strategies to ensure we are attracting the best talent to our postings and ensuring all our promotional material is representing the workforce we strive to achieve. We also continue to take it one step further by ensuring we are participating in targeted events within the Industry focusing on diversity and inclusion.

BrucePower[™]

Innovation at work

IESO

Independent Electricity System Operator (IESO) signed the Accord because we believe in the power of an inclusive workplace with opportunity for all, where employees treat each other with respect and are given space to flourish. Leadership is a key component to creating diversity throughout an organization.

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“Becoming a signatory to the Leadership Accord has provided us with both an opportunity and a call-to action. It signifies IESO publicly putting a stake in the ground and making a commitment to do better. It also gives us the structure for a focused and meaningful assessment of where we are in terms of gender diversity and where we can improve.”

- Peter Gregg, CEO and President of IESO

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We recognize that success in this area will not come solely from actions or decisions taken by senior leadership, but that it must also come from everyone who works in the organization. I am very encouraged and pleased with the establishment of an IESO employee driven Diversity & Inclusion Committee. The efforts of the committee, in partnership with the senior leadership team, are instrumental in supporting and sustaining diversity and inclusion in the long term. I am proud that we are a signatory to the Accord.



TOTAL
EMPLOYEES =
1520

BOARD OF
DIRECTORS

34%
FEMALE

34%
FEMALE

SENIOR
MANAGEMENT

EMPLOYEES

33%
FEMALE

LEADING BY

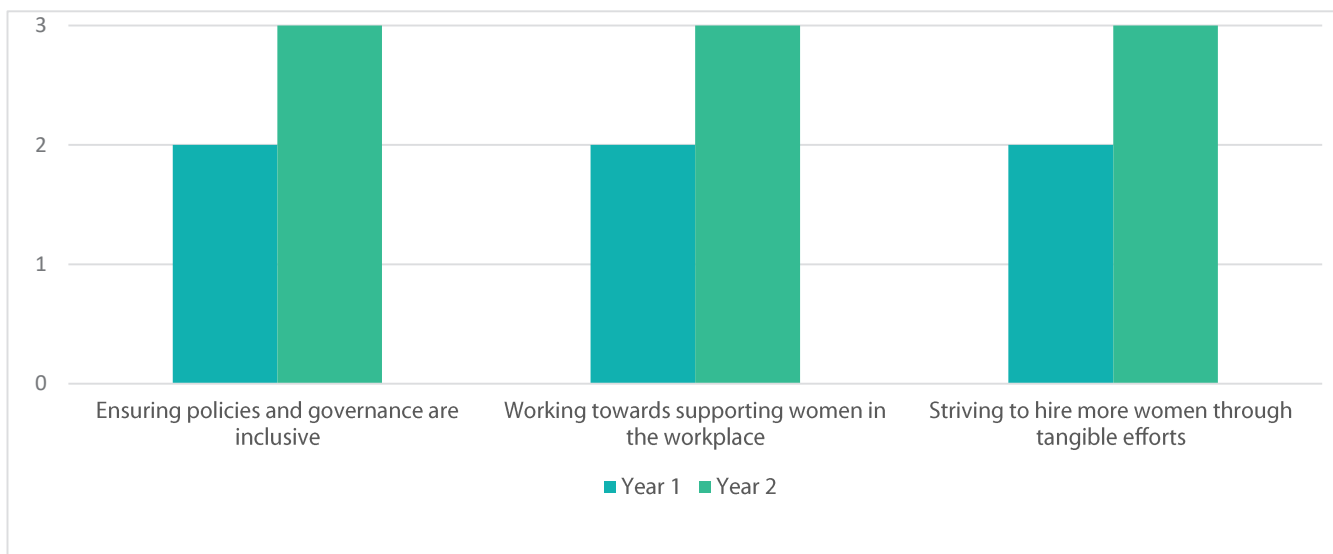
Alectra Utilities



Alectra Utilities signed the leadership Accord in March 2017. Here is some of Alectra's progress as a result of their diversity and inclusion efforts:

Leadership Accord Scoring Scale:

| No Action Taken | Commitment | Achievement | Excellence | Not Applicable |
|-----------------|------------|-------------|------------|----------------|
| 0 | 1 | 2 | 3 | N/A |



EXAMPLE

Algonquin College

Algonquin lives their commitment to equity and diversity by taking visible action. Their *We Saved You a Seat* pilot project aims to increase the enrollment of women in STEM programs.

30%



Reserving 30% of classroom seats for qualified women in four programs: Electrical Engineering Technician, Mechanical Engineering Technology, Electro-Mechanical Engineering Technician, and Computer Systems Technician.

Trained 40+ faculty with a custom training program to help professors understand how to help women excel in STEM programs.



Providing program support including mentoring and peer connections to increase program persistence. They also host a *Coffee Club for Women in Tech* every month.



Establishing financial supports to increase access for women regardless of socio-economic background.

Driving awareness of the opportunities available for women in STEM using social media and webcasts to speak to young women about the opportunities available to them.



ALGONQUIN
COLLEGE

K-Line

Signing the Leadership Accord has sparked a conscious effort to become a more inclusive workforce, as well as affirmed our commitment delivering our very best results for customers. K-Line is already proving its commitment to creating a gender inclusive workplace and has seen an increase in the number of women taking on leadership roles across the organization.

We are now striving to implement measurable targets and initiatives surrounding hiring practices, promotional opportunities and community outreach. Such mindfulness has resulted in an increase of female employees in non-traditional roles.

Since signing the Accord, our management team has increased to 25% female representation, in addition to an increase in women in trade-based positions. The greatest benefit from implementing these initiatives are the promotion of creativity and innovation resulting in enhanced organizational performance.

If a company fails to assist in breaking down barriers to the advancement of women, they fail to progress and benefit from the value women bring to the table. We will not be one of these companies and are proud to be an inclusive employer.



K-LINE
GROUP OF COMPANIES

Burlington Hydro

Diversity in the workplace and the creation of an inclusive corporate culture are important pillars in Burlington Hydro's philosophy. By establishing a corporate culture that focuses on employee well-being, diversity and inclusivity, Burlington Hydro has been recognized as a Hamilton-Niagara Region 2019 Top Employer by the editors of Canada's Top 100 Employers.

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“We are proud to say that since signing the Leadership Accord on Gender Diversity in May 2018, Burlington Hydro is now in the top 5.5% of companies in Canada with the highest representation of women on their board of directors. We have moved from board parity to women now holding most board positions.”

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Burlington **hydro** inc.

Nova Scotia Power

At Nova Scotia Power we strive to be a place where everyone feels safe, respected and included. That's why in 2017, we asked our employees to help create a diversity and inclusion strategy and many came forward to help.

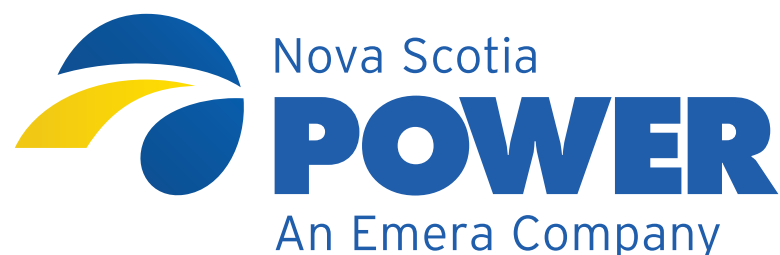
Now, in 2019, nearly 100 employees in our Diversity & Inclusion Network across our business (including our president and CEO) help lead a strategy focused on four diversity and inclusion pillars:

- Celebrating diversity
- Attracting talented candidates to our business
- Educating our teams
- Measuring our progress

We continue to look at our attraction methods and build external partnerships to ensure we are supporting a welcoming workplace for all. Signing the Leadership Accord is one of the ways that help us measure how we are doing.

Welcoming diversity in the workplace helps Nova Scotia Power consider different perspectives and this leads to better, more creative decisions. Our leaders recognize that leveraging the thoughts of a diverse workforce helps us to be innovative, which in turns helps us to provide the best service to our customers.

Indeed, we are proud of our progress, though we understand we are on a journey. We have had many positive moments where someone shares how what we do makes a difference at work or home. Our employees find new ways to connect by celebrating diversity and encouraging everyone to bring their true selves to work.



Schneider Electric

We signed the Leadership Accord because diversity is at the core of our company value, and we believe that creating an environment that is safe for everyone will bring more innovation to the table, as well as better reflect the customers we serve.

We have two strategic initiatives that we are driving within Schneider. Firstly, the commercial leadership program: working with the best universities in Canada and engineering societies to bring in the best talent in our organization so they can be trained with the breadth of experience they need to succeed in our industry.

The second is global competition called *Go Green in the City*. With this initiative, we ask two people in the country (at least one must be a woman), regardless of the university they attend, to partner. This team of two are asked to bring forward ideas to create sustainable or digital cities. Schneider then works with these students to further develop their ideas to help them succeed in the competition. These competitions bring diverse talent early on in their careers into our organization.

We are very proud to say that 64% of our candidate recruitments are female. Creating an environment where people can flourish and be themselves and reach their full potential will act a growth enabler. We in businesses need to take a strong stand on this subject because it will be an essential driver to the future success of not just our industry, but our country.



ENWIN

ENWIN has long been focused on diversity and inclusion efforts; becoming a signatory to the Leadership Accord on Gender Diversity helped us solidify our commitment and share it publicly.

In 2018, we embarked on a mission to change the conversation through an initiative we called *Coffee and a Conversation*. This consisted of brief, informal staff consultations in the garage or lunchroom, where each employee was asked to anonymously indicate where they saw their place in the organization. The idea was to start a conversation, in a safe environment, without using any terms or labels, to hear what employees had to say. From this activity we created focus groups in which over 20 employees came together to discuss diversity and what it means to be included and engaged at ENWIN. The vision that was developed by our working groups is this:

“Building a culture of empowerment where all employees feel supported and inspired to realize their full potential; unique ideas are encouraged; teams collaborate, innovate and contribute in an environment that supports and values diversity and inclusion as the cornerstone of our continued success.”

We are currently refining the terms of reference for a new council called the Engaged Workforce Council (EWC,) and plan engage all employees in developing the framework and strategy to fulfill the vision of an engaged, diverse, and inclusive workplace at ENWIN.



Borealis GeoPower

Borealis GeoPower is proud to share their commitment to diversity, inclusivity, clean energy and sustainable development. A signatory to the Leadership Accord on Gender Diversity, the organization actively prioritizes the presence of women at all levels of their organization, with the majority of their employees being women and one third of board members and executives being women.

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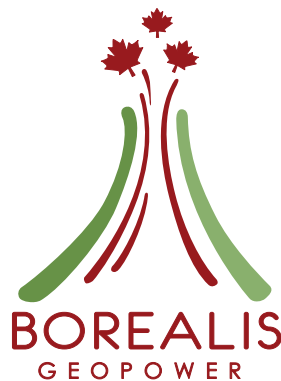
“We don’t recruit for diversity... diversity recruits for us. We tend to attract candidates who share our values.”

-- Alison Thompson, CEO of Borealis GeoPower

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A professional engineer by trade with post-graduate degrees in chemical engineering and business administration, CEO Alison Thompson believes that diversity will help drive the innovation needed for the clean-energy transformation.

BGP has scored perfectly under its assessment and has pledged its commitment to continue its efforts moving forward.



WiRE

As the electricity sector in Canada is changing, it presents a time ripe with opportunity for the support and growth of new ideas and businesses, and diversity will provide the solution for business to navigate a lot of these changes. Women are already taking up the charge—and Electricity Human Resources Canada is helping support this charge with the Leadership Accord on Gender Diversity.

"I believe that everyone should have a seat at the table. Looking at the 13 million people we have in Ontario, there are over 117 spoken languages. There is a lot of diversity and culture that we are blessed to have that we should embrace. I believe that diversity and inclusion are one, not segmented."

- Joanna Osawe, co-founder of WiRE and Global Business Development manager at DMC Power

We value the work EHRC has already done in support of women in the electricity sector. Their leadership in the development and implementation of the Leadership Accord on Gender Diversity is allowing employers across industries to set measurable targets for change within their organizations. Their work with the Clean Energy Ministerial on the Equal by 30 campaign is equally important, as well as their work developing a national online mentorship program for women to assist them in making valuable mentor/mentee connections for supports when they are needed most. The dial is moving!



BC Hydro

BC Hydro signed the Leadership Accord on Gender Diversity because we knew that it would help lead us in making our commitment to gender diversity visible to Industry. Gender diversity is still lacking in the trades and in STEM roles, and the number of women in trades, technical and operational roles needs to be increased.

We are proud to say that we have a healthy representation of women in our organization: our new Executive Vice President of Operations is a woman, bringing the female representation at the Executive Level to 38% (Board to 40%, Senior Management to 26%, Middle Management to 29% and Frontline Management to 33%).

We were already looking at diversity in our pipelines and continue assess our sourcing and selection practices to ensure they are gender neutral—this includes women on our hiring panels.

BC Hydro understands that gender equity isn't achieved just by employing women; it's about supporting their growth and giving them the space to explore their fullest potential. This was demonstrated in our creation of a focus group for our Women in the Trades to discuss their work environments and lived experiences, as well as our effort to provide more visibility for our Women's Network; setting them up with an Executive Sponsor and the opportunity to meet with Senior Leadership twice a year to discuss emerging issues and systemic barriers as identified by their membership.



Gowling WLG

Gowling WLG is one of the world's largest and leading law firms who is repeatedly recognized as a top employer, and committed to diversity, inclusion and innovation.

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“We are proud to be the first law firm to sign onto the Leadership Accord on Gender Diversity. In signing the Accord, we are demonstrating to our clients and colleagues that we are committed to improving opportunities for women. The accord aligns with, and confirms, the work towards gender equality to which Gowling WLG is committed.”

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We have a new Diversity and Inclusion Council as of September 2019, set concrete targets for women in partnership roles, and committed to diversity on the panels throughout our hiring process.

We're proud to be recognized as a top employer, and actively encourage diversity and inclusion in our workplaces. Not only does this allow us to attract and retain the best talent, it also helps us attract and retain great clients, who know that motivated and engaged people produce higher quality work, approach problems with creativity and ingenuity, and will go the distance to help them succeed.



City of Vaughan

The City of Vaughan, in partnership with CIBC, held an inspiring International Women's Day (IWD) event in March of 2019.

Mayor Maurizio Bevilacqua delivered an address that spoke to the vital and enduring role that women continue to undertake in the prosperity of the city and country. To mark the occasion, the Mayor formally signed the Leadership Accord on Gender Diversity, which was unanimously endorsed and adopted by Council.

"The City of Vaughan takes great pride in being a city where people of all ages, abilities and backgrounds can thrive, so we wanted to strengthen our commitment to gender equity by signing the Leadership Accord on Gender Diversity. Diversity and inclusion is reflected in Vaughan staff as several women are in senior leadership roles. This includes Mary Reali, Deputy City Manager, Community Services, Kathy Kestides, Director, Transformation and Strategy, Wendy Law, City Solicitor and Deryn Rizzi, Fire Chief."

The City of Vaughan is the first municipality in Canada to sign onto the Leadership Accord on Gender Diversity.

Vaughan's diversity is a unifying strength, as it should be for all organizations. As a community and as an organization, the City of Vaughan has been a leader in supporting diversity and inclusion. The City is committed to being an organization that promotes diversity, and opportunity for all citizens, and supports an inclusive community life.



Stronger Together: EHRC Partners with Women Leadership Nation



Electricity Human Resources Canada is proud to partner with Women Leadership Nation (WLN) to support those organizations who have signed the Leadership Accord on Gender Diversity and are committed to taking the steps necessary to close the gender gap within their organizations.

EHRC members and Accord signatories will benefit from access to valuable resources, created to help them work towards achieving gender parity.

EHRC's partnership with Women Leadership Nation was developed with the understanding that changing the gender landscape is not easy: it takes tactical and continued efforts to effect systemic change. EHRC's vision in partnering with WLN is that those organizations who need support will be equipped with the knowledge and resources needed to identify and overcome barriers that might slow your organization's progress.

WLN are experts at delivering holistic training, measurement, and tailored support solutions to help employers become not just more diverse, but more agile and competitive.

Learn more about WLN, visit:
womenleadershipnation.com

JOIN THE MOVEMENT

[Electricityhr.ca/accord](https://electricityhr.ca/accord)

Thank you to all those organizations who are championing diversity and have signed on to the Accord. In addition, we would like to recognize all industry associations and partners who are working to support a future workforce in Canada that is truly representative of its people.



EHRC is proud to be a partner of Natural Resources Canada (NRCan) to support the Equal by 30 Campaign. That is why this international campaign has been designed to act as an umbrella under which domestic, made-in-Canada frameworks can continue to exist and evolve. Signatories of the Leadership Accord will continue to report progress directly to EHRC, based on the commitments outlined in the Accord.

For more information on how to get involved, please reach out to our Program Manager of Diversity and Inclusion, Merertu Mogga Frissa:

frissa@electricityhr.ca 613.235.5540 ext. 237

THANK YOU



Survalent.







Funded in part by:

