# DESCRIPTION OF CORPORATE SUPPORT FUNCTIONS

## 1. Introduction

This Attachment describes the corporate functions that support nuclear production and whose costs are assigned or allocated to the nuclear business and form part of the nuclear revenue requirement.

## 2. Chief Information Office

The Chief Information Office ("CIO") group oversees OPG's information management and information technology needs. The CIO is accountable for the strategic planning, management, and operations of all business and technical information systems, except for process computers that control plant systems and operations. The CIO also administers OPG's information management and governing documents framework.

### 2.1 CIO Services

CIO services are provided through a combination of internal staff and an outsource service contract with New Horizon System Solutions ("NHSS"), owned by Cap Gemini. NHSS delivers application and infrastructure management services across OPG. OPG's CIO provides application management services to Corporate Business Development and Strategy due to the commercially sensitive nature of the applications, as well as specific infrastructure and application management services to staff at the hydroelectric sites.

### 2.2 NHSS Services

NHSS services, which include Infrastructure Management, Application Maintenance, and Data Centre Services, are described in more detail below.

#### Infrastructure Management

Infrastructure Management provides services such as network management for both data and voice and end-user services such as service desk management and desktop support. It also provides IT security, disaster recovery and business continuity planning.

Application Maintenance

Application Maintenance provides day-to-day support for OPG's business applications including: application maintenance and support, applications operations and monitoring, application upgrades, and database and middleware support. The CIO also works closely with application owners to plan for patches and technical upgrades, life cycle planning, release management, testing and commissioning, and overall demand management.

Data Center Services

Data Centre Services provides management of the mainframe and servers, storage and backup system, capacity planning and performance tuning, system operations and monitoring, and IT facilities.

Other Services

The Other Services category includes costs for remote technician expenses.

2.3 CIO Support Services

The CIO Support Costs category includes internal IT support group costs of providing IT Services, IT Projects, IT Strategy Enterprise and Architecture, Cyber Security and Shared Services. Each of these activities is explained below.

It Services

IT Services provides delivery oversight (for NHSS and others), application development and maintenance for Commercial Operations, IT change management, IT asset management, information management, telecom contracts management and IT emergency response.

IT Projects

IT Projects manages the delivery and execution of IT projects.

IT Enterprise Strategy and Architecture ("ES&A")

ES&A manages OPG's IT architecture at an enterprise level (including applications, data and technology managed by IT to support the objectives of the corporation), works with the

business to provide enterprise business relationship management, and manages the digital innovation strategy (including the IT Strategy, IT Portfolio planning and business planning). ES&A also includes the CIO Business Office, which is responsible for managing the outsourcing contract with NHSS and the CIO ICOFR program.

Cyber Security

Cyber Security is responsible for the implementation of the management system for cyber security of IT and Operation Technology across OPG's operating units. IT Security Operations is responsible for identity and access management, threat and vulnerability management, disaster recovery, business continuity, security incident response, NERC CIP compliance, CSA N290 compliance, security support for industrial control systems, and training and awareness.

Telecom/Hardware/Software

Telecom/Hardware/Software includes telecom services from external service providers along with associated hardware purchases and software maintenance contracts.

2.4 Shared Services

Shared Services provides a suite of administrative services to OPG clients including, pay services, human resources service centre, shared reporting systems management, handling accounts receivables and payables, records management and storage, document processing, graphics and printing services, mail and courier service, audio/visual, office equipment and supplies, library services, and administrative support. These services are provided to staff located at OPG Head Office, Pickering, and Darlington, as well as other nuclear groups at office locations in Durham Region.

## 3. **Real Estate**

The Real Estate group provides centralized support services through Real Estate Services, Facilities Services, and Projects and Accommodations.

### 3.1. Real Estate Services

On a corporate-wide basis, Real Estate Services acquires, manages and disposes of real estate rights and interests; manages all commercial leases; consults on municipal planning issues; maintains real estate and property documents; develops and implements accommodation strategies to meet space requirements outside the generating stations; and, provides property tax services for all property owned by OPG. In addition, this group manages the Heritage Assessment program, waterfront leasing, and the employee relocation program.

### 3.2. Facilities Services

Facility Services provides property management services including maintenance and inspection of buildings and technical site infrastructure at OPG's facilities. The systems and facilities addressed include mechanical, electrical, fire/life safety, plumbing, waste management, lighting, parking lots, roadways and bridges. Custodial services, grounds maintenance (snow clearing and landscaping), and food services are also provided by this group. In addition, Facilities Services operates three garages, which provide inspection and maintenance for all motorized work equipment at the nuclear sites.

### 3.3. Projects and Accommodations

Projects and Accommodations is responsible for developing the long-range facilities and accommodations plans, managing employee office moves and the budgeting, planning and executing of all facility construction, maintenance, demolition and workplace reconfiguration projects. Oversight of contractors involved in facility and reconfiguration projects is also provided by this group.

## 4. Supply Chain

Supply Chain is responsible for procuring products and services, managing commercial contracts, and performing inventory management. Supply Chain focuses on maintaining the integrity of the procurement process with a goal of delivering value for money by leveraging enterprise spend across many different categories of products and services to support OPG's operations. The Supply Chain operating model for procuring products and services is supported by:

- Category Management team – conducts market analysis to develop and executes product and service category strategies to take to market with a goal of establishing commercial contracts/agreements.
- Inventory & Materials Management – manages the OPG Inventory catalog/sku (stock-keeping unit) item list; assures appropriate purchasing standards and procedures; and confirms that stocking parameters are accurate and up to date.
- Fleet Purchasing – Issues Purchase Orders utilizing established commercial contracts/agreements as well as standalone purchases.
- Warehousing & Logistics – manages the care and custody of OPG's material inventory held within the central warehouse facility and the internal station warehouse stores located at Pickering and Darlington.

## 5. Finance

Finance provides strategic advice, services, and support in the areas of treasury, finance and controllership, assurance and risk management and fund management.

### 5.1. Treasury

The Treasury group is responsible for OPG's financing, cash management, financial exposure management, capital structure management, credit market risk and insurance. The insurance department is responsible for both insurance contracting and claims processing.

### 5.2. Controllership

The Finance and Chief Controllership includes Controllership, Business Planning and Reporting and Income Tax.

Controllership provides services directly to Nuclear, Hydroelectric and Support Services groups. Staff are directly assigned to the business units and are located at the production sites they support.

The Business Planning and Reporting group provides external reporting, business planning, actuarial calculations and forecasting, and generation and revenue planning. Within Business

Planning and Reporting, the External Reporting and Policy group prepares consolidated financial statements, external reporting, and maintains accounting policies and procedures in accordance with U.S. Generally Accepted Accounting Principles.

Income Tax deals with tax returns and compliance, provides OPG's business unit support and consulting, and offers tax code advice to OPG's accounts payable, accounts receivables and procurement teams.

### 5.3. Assurance and Enterprise Risk Management

The Assurance group includes Internal Audit and Enterprise Risk Management. Internal Audit provides independent, objective assurance of the organization's operations; evaluates the effectiveness of governance and controls; and, maintains a strategic audit plan which includes key risk audits, mandatory audits, cyclical audits, major project audits, contract audits and other audits and reviews. The Enterprise Risk Management function assesses, reports and provides risk mitigation recommendations focused on the enterprise and specific business activities.

### 5.4. Fund Management

Fund Management is responsible for management and oversight of OPG's Nuclear Used Fuel Fund, Nuclear Decommissioning Fund, and OPG's Pension Fund. The investment management of these three funds has been outsourced to third party investment managers. Management and oversight of the three funds includes recommending the strategic asset mix for each of the funds, monitoring compliance with legislation and agreements, selection of investment managers, carrying out due diligence audits, and providing monitoring and oversight of the fund activities.

## 6. Human Resources

Human Resources ("HR") enables OPG and its leaders to build a productive, engaged workforce with the right people, possessing the right skills, in the right roles to achieve business results. The Human Resources function is responsible for labour relations, compensation and benefits, enterprise HR strategy, talent programs, leadership training, and recruitment. Its specific accountabilities by organization are described below.

### 6.1. HR Nuclear, Renewable Generation and Corporate

Human Resources provides strategic advice to the business units and leads the implementation of Human Resources programs across OPG.

### 6.2. Labour Relations

The Labour Relations group oversees OPG's collective bargaining efforts, manages all labour relations activities to ensure compliance with collective agreements and labour legislation, and to ensure policies for represented staff are applied consistently and correctly.

### 6.3. Compensation and Benefits

The Compensation and Benefits group develops and manages the compensation and benefits program to achieve the company's business objectives and provides analytical support related to work force planning and HR program management.

### 6.4. Enterprise Human Resources Strategy

The Enterprise Human Resources Strategy team leads business changes from a human resource perspective, manages talent and change, provides human resources process re-engineering and continuous improvement. The HR Systems Projects group implements new systems, enables process changes and maintains current systems.

### 6.5. Talent Programs and Leadership Training

Talent Management and Leadership Training acts to develop and retain staff with the skills and experience required to meet the company's needs. It co-ordinates succession planning to ensure that critical skills and business knowledge are maintained and that corporate leadership requirements are met.

### 6.6. Recruitment

Recruitment works to recruit talent and successfully onboard skilled staff. It ensures that staff successfully settle in their roles and are able to thrive within OPG's environment.

## 7. Environment and Health & Safety

The Environment, Health & Safety (EHS) organization develops and maintains EHS managed systems, programs and initiatives that support all employees in the company. The group provides expertise and operational support to OPG facilities, projects and functions to meet EHS compliance obligations. It acts to minimize EHS risks and impacts, and advises on management of environmental issues, health and safety hazards, prevention of workplace injuries, and wellness to support a strong safety culture and overall employee health. The group reports on OPG's environmental and health & safety performance, seeks opportunities for EHS leadership and innovation. Finally, it provides assessment and specialist support in the areas of aquatic and terrestrial biology, contaminated land and groundwater, radiological management, air and water emissions, waste and spills management, safe work planning, psychosocial hazards, permits and approvals, regulations, licenses, orders to comply, and legislative monitoring.

## 8. Corporate Centre

### 8.1. Executive Office

The Executive Office is responsible for the overall management and strategy of the company.

### 8.2. Law

In addition to Law's legal group, Law includes Corporate Governance and Corporate Secretary, and Ethics and Equity.

#### a) Law (Legal Group)

Law's legal group provides legal advice and services to support all business units across OPG, including support for various procurement activities and corporate and commercial matters. Law's legal group provides advice related to OPG's pension and nuclear funds; real estate; Bruce lease and related agreements and water resources; municipal approvals and land use planning; energy markets and regulatory matters, including the OEB payment amount application; environmental approvals and compliance; nuclear licensing; litigation; First

Nations and Métis issues; freedom of information requests; occupational health and safety compliance; and labour, employment and privacy law.

b) Corporate Governance and Corporate Secretary

The Corporate Governance and Corporate Secretary function under law supports OPG's Board of Directors and the Executive Office, and interfaces between the OPG Board, management and OPG's shareholder. It also contains the Freedom of Information and Intellectual Property (FOI&IP) function. FOI&IP provides access to information in the custody or control of OPG.

c) Ethics and Equity

OPG is committed to being an ethical company and we expect all employees to also act in an ethical manner. This means conducting ourselves and all aspects of the business with honesty and integrity. Ethics and Equity ensures that OPG remain committed to these values and creates an environment that values diversity and is inclusive to all.

8.3. Corporate Business Development and Strategy

Corporate Business Development and Strategy includes Strategic Initiatives, Finance and Commercial, and Model Development & Analytics groups.

a) Strategic Initiatives

Strategic Initiatives is responsible for developing and annually updating OPG's corporate strategy, including a growth and transformation strategy, as well as executing various elements of it. The group is also responsible for evaluating and executing opportunities for growth through business development, including hydroelectric redevelopment, and acquisitions that align with the corporate strategy and for transportation electrification, a critical element of de-carbonization of the broader economy.

b) Finance & Commercial

The Finance and Commercial group offers expert financial and analytical advice to support decision making for OPG's strategic initiatives and business development work. This group is

responsible for conducting financial assessments of major capital projects, business development opportunities, commercial contracts, and acquisitions. The group's role also includes the identification of risks and mitigation strategies, as well as options to improve financial returns of projects.

c) Model Development & Analytics

Model Development and Analytics develops and maintains the tools that are used to determine the price and quantity of OPG's offers submitted into the IESO market. The group develops electricity market simulation and forecasting models that are used to prepare OPG's generation and revenue plan and performs a variety of analytical studies that support OPG's strategic initiatives.

8.4. Corporate Affairs

Corporate Affairs comprises Corporate Communications, Indigenous Relations, Stakeholder Relations, Federal and Provincial Relations and Brand Management. Overall, Corporate Affairs supports transparency and accountability by ensuring the company's information is shared in a clear and timely manner with the public, stakeholders and community partners. Corporate Affairs' focus on educational and outreach efforts supports the company's social licence by raising awareness and understanding of the company's projects and operations and building relationships.

a) Corporate Communications

Corporate Communications supports the company's efforts to create a strong safety culture and an innovative, customer-focused workforce by delivering communications to build employee engagement across the organization.

b) Indigenous Relations

Indigenous Relations works with Indigenous communities, proximate to OPG's present and potential future operations to foster positive and mutually beneficial relationships that will create social and economic benefits through partnerships and collaboration.

c) Stakeholder Relations

Stakeholder Relations provides communications support and public and stakeholder outreach as part of ongoing efforts to ensure transparency, accountability and to earn and maintain strong local relationships and social license for OPG to operate its facilities. Major focus areas are ensuring clear and timely communications on key projects, public safety efforts, water management, and operations performance. This includes ensuring timely information sharing with safety regulators like the Canadian Nuclear Safety Commission.

d) Federal and Provincial Relations

Federal and Provincial Relations ensures an ongoing and timely flow of information to support policy and program formulation and to build awareness of key business priorities across all levels of government. Internally, this group helps ensure awareness of and alignment with government priorities and policies. This group also works to support Shareholder Relations and information access requirements.

e) Brand Management

Brand Management delivers a range of audience-focused education and information programs with an emphasis on digital and social media platforms. This includes delivering an ongoing water safety program as well as efforts to raise awareness of critical energy and environmental initiatives. This group also administers the corporate citizenship program across all site communities.

8.5. Regulatory Affairs

Regulatory Affairs is responsible for OPG's interactions with economic and grid reliability regulators. These include the OEB, IESO, CER, NPCC, NERC, and other Canadian and U.S. regulators that affect OPG’s operations. Regulatory Affairs provides strategy and advice, and also manages regulatory interactions to obtain approvals and outcomes that allow OPG to accomplish its business goals. Additionally, Regulatory Affairs develops and administers company-wide programs to ensure compliance with market and reliability rules and regulations, and is responsible for OPG’s major rate applications before the OEB.