

Performance Outcomes	Performance Categories	Measures	YoY Δ	YTD Jun2023	YTD Jun2022	2022	2021	2020	2019	Target		Distributor Trend (5yr Avg.)	
										Industry	Internal		
Customer Focus Services are provided in a manner that responds to identified customer preferences	Service Quality	Performance Measure Definitions for Service Quality											
		New Residential Services Connected on Time (DSC s7.2)	▶▶	99.71%	93.71%	95.83%	99.50%	100.00%	99.56%	90.00%		98.92%	
		Appointments Scheduled (RRR 2.1.4.2)	▶▶	99.91%	100.00%	100.00%	99.91%	99.96%	95.88%	90.00%		99.13%	
		Scheduled Appointments Met on Time (RRR 2.1.4.3)	▶▶	100.00%	100.00%	100.00%	100.00%	99.51%	98.40%	90.00%		99.58%	
		Reconnections Conducted on Time (DSC s7.10)	▶▶	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	85.00%		100.00%	
		Emergency Response (RRR2.1.4.1.8)	▶▶	100.00%	100.00%	98.04%	100.00%	100.00%	97.92%	80.00%		99.19%	
		Emergency Response - Average Time to Respond (mins)	⬆️	31.33	34.00	36.30	35.25	32.27	48.39			36.87	
		Underground Cable Locates	▶▶	99.90%	100.00%	100.00%	99.96%	100.00%	95.88%	90.00%		99.15%	
		Telephone Accessibility-Answered within 30 seconds (RRR 2.1.4.5)	▶▶	81.33%	86.04%	82.96%	90.18%	92.53%	90.40%	65.00%		87.48%	
		Telephone Accessibility-Abandoned Calls (RRR 2.1.4.6)	▶▶	1.63%	1.33%	1.55%	1.89%	2.51%	2.21%	10.00%		1.96%	
		Telephone Accessibility - Average Time to Answer (sec)	⬇️	22.00	17.67	20.05	14.05	10.45	13.20			16.05	
		Telephone Accessibility - Average Call Length (mins)	⬇️	3.95	3.72	3.49	3.48	3.14	2.53			3.54	
		Customer Satisfaction	Performance Measure Definitions for Customer Satisfaction										
	First Contact Resolution		▶▶	99.98%	99.90%	99.89%	99.95%	99.95%	99.93%	98.00%		99.94%	
	Billing Accuracy		▶▶	99.91%	99.84%	99.87%	99.83%	99.90%	99.88%	98.00%		99.88%	
	Biennial Customer Satisfaction Survey Results		⬇️	TBD	B+	B+	B+	A	A			0.00%	
	Written Response to Inquiries (RRR 2.1.4.7)	▶▶	99.80%	98.80%	99.56%	99.86%	99.46%	99.90%	80.00%		99.72%		
	Employee Satisfaction	Performance Measure Definitions for Employee Satisfaction											
		Employee Satisfaction Survey Results		TBD	72.70%	72.70%	N/A	N/A	N/A			72.70%	
	Engagement	Performance Measure Definitions for Engagement (Internal)											
		All Staff Engagement Activities (number of YTD activities)	⬇️	5.00	6.00	17.00	23.00	N/A	N/A			15.00	
		Community Engagement Activities (number of YTD activities)	⬇️	7.00	7.00	12.00	1.00	N/A	N/A			6.67	
		Customer Service Logged Call Data	⬇️	43,400	42,906	82,718	72,023	87,555	102,697			77,679	
	Social Media - Total - posts	⬆️	427	360	655	804	1,164	926			795		
	IT & Metering	HelpDesk Statistics Logged (number of tickets)	⬇️	651	492	853	1,245	1,199	957			981	
		HelpDesk Statistics Outstanding (number of tickets)	⬆️	13	78	142	143	19	0			63	
		Average Response Time for IT Tickets		TBD	N/A	N/A	N/A	N/A	N/A			0.00	
	Human Resources Attendance	Performance Measure Definitions for Human Resources (Internal)											
		Total Days Absent (Union)	⬇️	204.95	152.52	258.94	174.89	248.84	262.14			229.95	
		Total Days Absent (Mgmt)	⬇️	30.00	25.00	43.88	34.19	22.00	38.64			33.74	
		Average Days Absent per Occurrence (Union)	⬆️	8.70	12.50	8.97	5.90	8.47	8.29			8.06	
	Average Days Absent per Occurrence (Mgmt)	⬇️	3.21	1.31	1.39	3.44	2.51	2.59			2.63		
Environmental Actions to address climate change are achieved through sustainable business practices	Carbon Emissions (TCO2e)	Performance Measure Definitions for Carbon Emissions (Internal)											
		Carbon Emissions (TCO2e)		TBD	N/A	N/A	N/A	N/A	N/A				

▶▶ On Target
◀◀ Not On Target
⬆️ Increase
⬇️ Decrease
⬇️ Steady
▲ Fully or Partially Implemented
▲ Not Implemented Yet

OEB Measures
Internal Measures

INNPOWER CORPORATION
PERFORMANCE SCORECARD - Jun2023

Performance Outcomes	Performance Categories	Measures	YoY Δ	YTD Jun2023	YTD Jun2022	2022	2021	2020	2019	Target			
										Industry	Internal	Distributor Trend (5yr Avg.)	
Equity, Diversity & Inclusion Policies and programs are developed to promote the representation and participation of employees with diverse backgrounds, experiences, skills and expertise, including equitable treatment, equal opportunities and an inclusive work environment.	Governance Practices & Organizational Policies	Performance Measurement Definitions for Governance Practices & Organizational Policies (Internal) Update mandate and mission to reflect diversity and inclusion to foster an equitable workplace		▲	N/A	N/A	N/A	N/A	N/A		▲		
		Ensure under-represented group(s) represent 10–30% of Board of Directors and senior leadership		▲	N/A	N/A	N/A	N/A	N/A		▲		
		Update policies and processes to reflect measurable diversity, equity and inclusion goals		▲	N/A	N/A	N/A	N/A	N/A		▲		
		Work with partners to advance the under-represented group(s)		▲	N/A	N/A	N/A	N/A	N/A		▲		
	Education & Workplace Readiness	Performance Measurement Definitions for Education & Workplace Readiness (Internal) Modify programs, training and work with instructors to remove barriers facing under-represented group(s)		▲	N/A	N/A	N/A	N/A	N/A	N/A		▲	
		Ensure co-op placements, internships and apprenticeships are equally provided to under-represented group(s).		▲	N/A	N/A	N/A	N/A	N/A	N/A		▲	
		Investigate potential factors limiting the under-represented group(s) successful transitioning from education and training programs into the workplace.		▲	N/A	N/A	N/A	N/A	N/A	N/A		▲	
		Provide an internal or external mentorship program to support the under-represented group(s)		▲	N/A	N/A	N/A	N/A	N/A	N/A		▲	
	Recruitment & Retention Practices	Performance Measurement Definitions for Education & Workplace Readiness (Internal) Promote occupations to attract under-represented group(s)		▲	N/A	N/A	N/A	N/A	N/A	N/A		▲	
		Ensure interview panels include representation from the under-represented groups		▲	N/A	N/A	N/A	N/A	N/A	N/A		▲	
		Track applicant and employee data through self-identification.		▲	N/A	N/A	N/A	N/A	N/A	N/A		▲	
		Strive for 30% of new hires to represent under-represented group(s)		▲	N/A	N/A	N/A	N/A	N/A	N/A		▲	
Operational Effectiveness Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	Safety Performance Measure Definitions for Safety Level of Compliance with Ontario Regulation 22/04 Public Safety 1			TBD	C	C	C	C	C				
				TBD	83.00%	83.00%	83.00%	84.00%	84.00%				
	System Reliability Performance Measure Definitions for System Reliability Average # of Hours that Power to a Customer is Interrupted - SAIDI Average # of Times that Power to a Customer is Interrupted - SAIFI		🟡	0.29	0.47	1.04	1.78	1.81	1.52			1.29	
			🟡	0.19	0.41	0.87	0.70	1.10	0.61			0.69	
	Asset Management Performance Measure Definitions for Asset Management Distribution System Plan Implementation Progress		🟡	40.17%	-12.65%	62.00%	109.00%	93.00%	110.00%				
	Cost Control Performance Measure Definitions for Cost Control Efficiency Assessment Total Customer per Km of Line (Residential, GS>50, GS<50) Total Cost per Customer Total Cost per Km of Line			TBD	3.00	3.00	3.00	3.00	3.00				
				14.42	N/A	N/A	N/A	N/A	N/A				
			TBD	961	961	897	852	847					
			TBD	13,471	13,471	12,072	11,219	10,844					
Public Policy Responsiveness Distributors deliver on obligations mandated by govt	Connection of Renewable Generation	Performance Measurement Definitions for Connection of Renewable Generation Renewable Generation Connection Impact Assessments Completed on Time		◀	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	20.00%	
		New Micro-embedded Generation Facilities Connected on Time (RRR 2.1.14)		◀	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	20.00%	
Financial Performance Financial viability is maintained; and savings from operational effectiveness are sustainable	Financial Ratios	Performance Measurement Definitions for Financial Ratios Liquidity: Current Ratio (Current Assets/Current Liabilities)		🟢	0.86	0.55	1.03	0.48	0.84	1.06		0.85	
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio		🟡	1.03	1.16	1.09	1.27	1.42	1.60		1.28	
		Profitability: Regulated Return on Equity - Deemed (included in rates)		🟡	8.78%	8.78%	8.78%	8.78%	8.78%	8.78%		8.78%	
		Profitability: Regulated Return on Equity - Achieved		🟢	TBD	12.82%	12.82%	9.26%	9.69%	10.09%		10.47%	

Notes:

- InnPower Performance Scorecard is a combination of: OEB Scorecard, RRR and SQI Requirements, and InnPower Internal Objectives
- Customer Satisfaction Survey performed September 2021
- Public Safety Customer Survey performed March 2022
- All staff engagement activities include:
 1. All Staff IPC Quarterly Meetings / OTOT Monthly Meetings
 2. All Staff Training
 3. Learning Lunches
 4. Team Building Activities
 5. Workplace Parties/Social Gatherings/Sports Events
 6. Special Days (i.e. dress-up/down days, office competitions, etc.)
 7. Recognition Programs
 8. All Staff Fundraising Events
 9. Employee Feedback Surveys