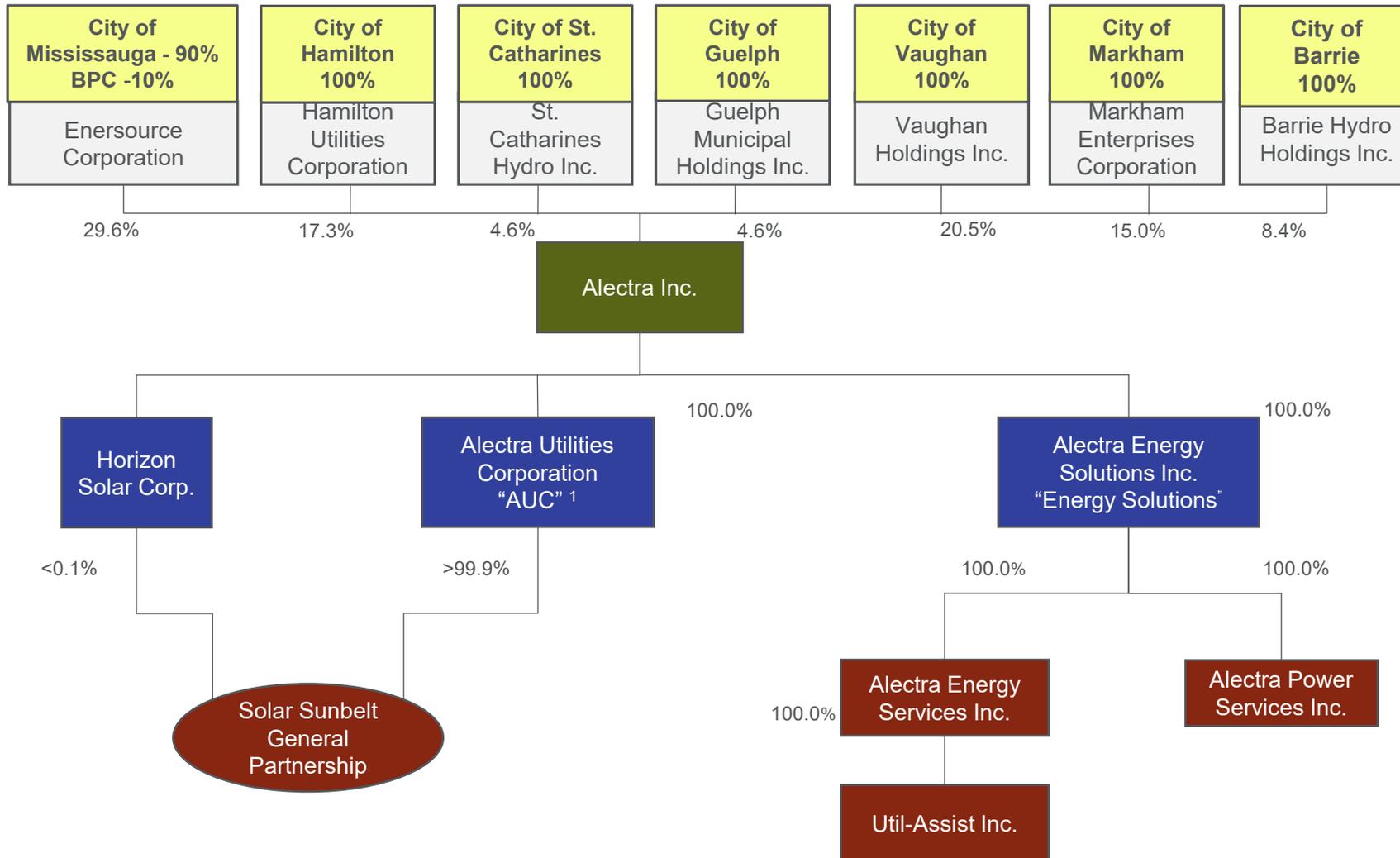**CORPORATE CULTURE & CHANGE RISK MANAGEMENT**

MEARIE Conference

June 21, 2019

B. Gray

PRINCIPAL CORPORATE STRUCTURE
(AS OF JANUARY 1, 2019)

ALECTRA UTILITIES CORPORATION

17 communities served

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Discover the possibilities

Penetanguishene

Barrie

Thornton

Alliston
Beeton
Tottenham

Bradford

Aurora
Markham
Richmond Hill
Vaughan

Brampton

Rockwood
Mississauga

Guelph

LAKE ONTARIO

Hamilton

St. Catharines

14,000 kilometres of underground cables

7,000 kilometres of overhead lines

14 transformer stations

157 municipal substations

120,000 distribution transformers

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Corporate Culture

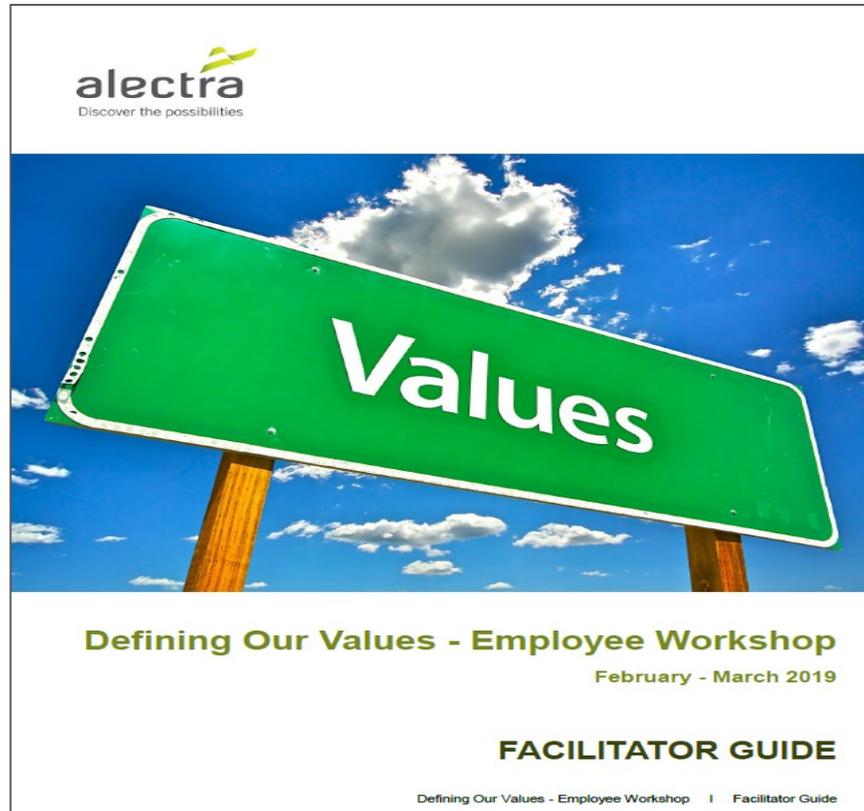- Alectra is two years old with a 100-year history.

- Culture is the top identified risk.

- Inherited or default culture vs. desired culture

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Current position

Redefining Our Values

#alectraCARES

Integration Projects

Connecting the possibilities

Refining our Organizational Structure

Community Involvement

alectraSAFE

New collective agreement as of June 1, 2019

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Key issues/challenges

Defining Our Values - Employee Workshop
February - March 2019
FACILITATOR GUIDE
Defining Our Values - Employee Workshop | Facilitator Guide

- Legacy mindset
- Dispersed geography
- Moving from small to larger business
- Integration activities and secondments
- New leaders in middle management
- Unclear accountabilities as we refine org. structure
- Move from Integration to Transformation

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Future Focus

- Turning Organizational Culture into a Competitive Advantage
- Align HR processes and programs to desired culture
- Link Culture to Strategy through behaviours
- Equip Senior leaders to Drive Engagement
- Communicate Culture focus to the organization
- Inform, Interact, Involve (McLean's)

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Discover the possibilities