

2019 LONDON HYDRO

REPORT ON *PROGRESS*



**London
Hydro**

Powering London.
Empowering You.

As I write this, we find ourselves in the midst of the COVID-19 pandemic and I am reminded, once again, of what an outstanding team we have here at London Hydro. Many of us must continue to go into work to ensure the uninterrupted and safe supply of electricity to our customers. Many others, like the team who made this report a reality, are working remotely, yet at the same time working closely together, to find solutions to the barriers and challenges this terrible outbreak has created.

So, given our current circumstances, I think it's entirely fitting that our 2019 Report on Progress theme is **"teamwork and collaboration"**.

At London Hydro, our core strategic mission is to distribute electricity safely, reliably and efficiently, and it's a responsibility all 325 employees take very seriously. As a result of their dedication, we are well on our way to having an open, fully digital, highly-automated and fault-tolerant electric power distribution system, with many innovative tools and applications designed to give our customers more control over their energy use.

Underpinning all of the progress we have made is the corporate culture we have created that values safety, respect, trust and teamwork above all. It is precisely because of this cultural foundation that our employees and leaders have been able to bring together the collaborative interdisciplinary teams needed to make London Hydro the robust, industry-leading and technically-advanced utility it is.

As you read through the 2019 accomplishments in this Report, I am sure you will see clearly, as I do, the thread of collaboration and teamwork that runs through them all. From Phase II of the downtown revitalization, to the new J.U.M.P. portal, and the digital transformation of our OMS network, none of it would have been possible without the incredible teamwork and collaboration, between employees and departments and with our community partners, that are a pillar of our organization.



Vinay Sharma,
CEO
V Sharma

YTD RESULTS FOR THE PERIOD ENDED

Financial Highlights	ACTUAL 31-Dec-19	ACTUAL 31-Dec-18
Energy Distributed - Gigawatt Hrs	3,310.8	3,178.4
(in thousands of \$'s)		
Sale of Energy	\$366,746	\$342,046
Distribution revenue	69,726	68,676
Other revenue	11,778	13,121
Cost of power	368,249	356,921
Operating expenses	44,229	43,709
Amortization expenses	20,180	19,168
Net earnings before regulatory adjustments	7,906	(4,147)
Regulatory adjustment	4,064	17,066
Net earnings after regulatory adjustments	11,970	12,919
Operating Expenses as a % of Distribution Revenue	63.4%	63.6%
Return on Equity	7.0%	7.9%
Number of customers	160,599	159,040

**OUR MOST RECENT
CUSTOMER SATISFACTION
SURVEY GAVE US A**

92%
SATISFACTION LEVEL AMONG
RESIDENTIAL CUSTOMERS

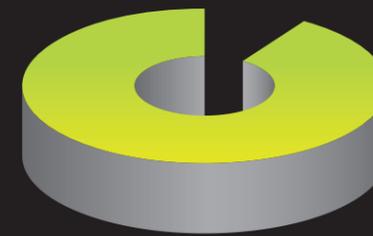
ONCE AGAIN, THANK YOU FOR GIVING US AN "A" IN CUSTOMER SATISFACTION

Each year we conduct our annual customer satisfaction survey and, once again, you told us that the hard-working men and women of London Hydro have come through with flying colours. While we are always working to improve our level of service, it's gratifying to hear that we're definitely meeting your expectations.

In March of 2019, we reached out to 3,012 customers for their input. A total of 475 residential, small business and large commercial customers agreed to participate and gave us their feedback on London Hydro's overall performance and customer interactions.

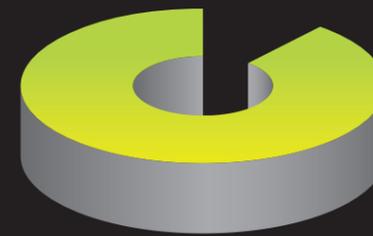
You'll notice some of the specific performance indicators highlighted throughout this year's report, but perhaps the one of which we are most proud is **93% of respondents believe that their utility provides excellent quality services.** That's significantly higher than the national average of 86% and the provincial average of 87%.

Being able to deliver exceptional customer service is a collaborative effort between our employees, our community partners and our customers. As good as this year's results are, you can be certain that we are working diligently to ensure a repeat performance in 2020.



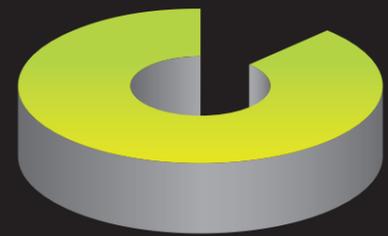
91%

OF RESPONDENTS BELIEVE LONDON HYDRO DELIVERS ITS SERVICE COMMITMENTS



89%

OF RESPONDENTS BELIEVE LONDON HYDRO IS A TRUSTED AND TRUSTWORTHY COMPANY



88%

OF RESPONDENTS BELIEVE THAT WE'RE CUSTOMER FOCUSED AND BEHAVE LIKE WE VALUE OUR CUSTOMERS



88%

THE CUSTOMER EXPERIENCE PERFORMANCE RATING GIVEN TO US BY RESPONDENTS



87%

BELIEVE THAT LONDON HYDRO DEALS PROFESSIONALLY WITH CUSTOMERS' PROBLEMS

YOU TOLD US YOU WANTED MYLONDONHYDRO TO BE EASIER AND MORE ACCESSIBLE...AND WE LISTENED

In order to better serve our customers and community, we routinely reach out to seek their input. In late 2018, we hosted focus groups with customers who use MyLondonHydro to ask for their input on how we could make it better.

A reconfigured dashboard, credit card payment option and customizable High Usage Alert feature are just a few of the improvements we implemented to provide users with more convenience and control.

New design puts important information at your fingertips

The redesigned dashboard features a simplified, clean look and feel with a tiled interface and customized banner. MyLondonHydro users can now toggle seamlessly and quickly between their usage and cost for water and electricity. A detailed billing breakdown of water and electricity charges is easily accessible and includes

a summary section. A three-year history of billing, payments and account transactions is readily available for viewing and download. Important notifications are included such as due dates, notices and alerts. And now your MyLondonHydro account is mobile accessible via your smartphone or tablet.

We're always working to create a better customer experience

Once we launched our new MyLondonHydro dashboard, we wanted to know if you were happy with the result and enjoying a better experience. Post-launch surveys showed that it was a success with users:

- 81% of respondents find it easy to understand;
- 86% find the information easy to find and access;
- 84% find the Billing Summary easy to understand; and
- 88% will use the Billing Breakdown feature

Improved customer service is always our goal and we will continue to seek your input to help us find innovative new ways to improve, refine and enrich your online experience with London Hydro.

WE SEND YOU ALERTS WHEN YOUR ELECTRICITY USAGE IS HIGH SO YOU CAN TAKE ACTION

At London Hydro, we believe that working in collaboration as a team with our customers will help our community become more energy efficient.

As part of the new MyLondonHydro dashboard launch in July of 2019, we introduced an innovative new High Usage Alert feature that gives you the information you need to better manage your energy usage and control costs.

You told us you wanted more timely usage information

The High Usage Alert feature does just that. As a MyLondonHydro customer, you can set your own personal usage threshold that you do not want to exceed. It's based on your average weekly energy use (you must have at least 12 weeks of historical data for the threshold function to work). Once the threshold you set is threatened, the alerts are sent on a weekly basis either by text or e-mail.

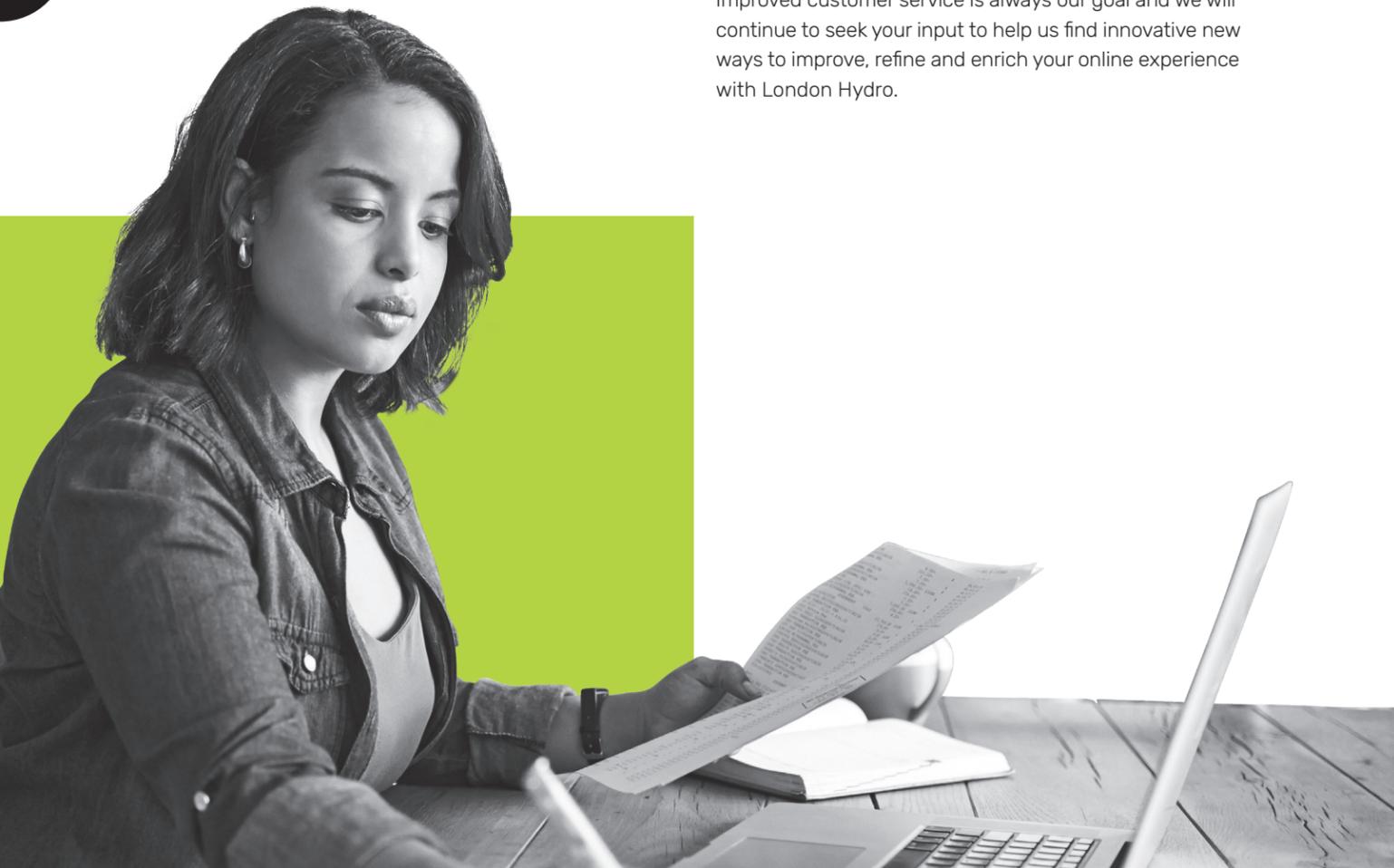
Avoid the shock of high energy bills

High Usage Alerts is one of the many useful tools London Hydro provides to our customers to help them become more knowledgeable about their energy usage, adjust their consumption patterns, and balance or even reduce their monthly bills.



SRIKANTH

“ Working on the customer engagement initiatives was a great experience. I got to work with my fellow employees on the IT team and it was very satisfying to work on **projects designed to better serve our customers.** ”

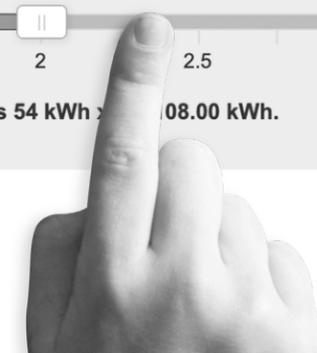


HIGH USAGE ALERT SETTINGS

Your average weekly usage, based on your last 12 weeks of historical data, is **54 kWh**.

You can set the notification threshold to receive high usage alerts by multiplying a factor with your average weekly usage. The lower the threshold, the more often you will receive an alert.

Your notification threshold is **54 kWh x 2 = 108.00 kWh**.



WE WERE THE FIRST UTILITY IN ONTARIO TO OFFER A NO-FEE CREDIT CARD PAYMENT OPTION

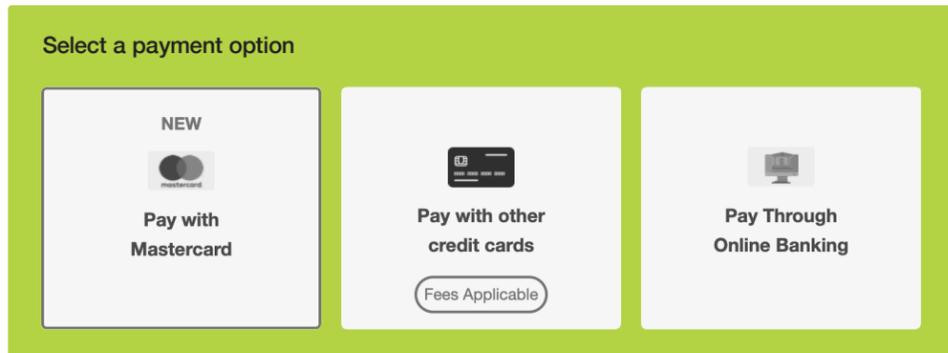
WHILE WINNING AWARDS ISN'T THE GOAL, THEY'RE A GOOD INDICATOR WE'RE HEADED IN THE RIGHT DIRECTION

A 2017 study conducted by the Ontario Energy Board showed that 57% of ratepayers would appreciate the option of paying their energy bills by credit card but that they wouldn't do so if there was a service fee associated with it.

In July of 2019, as part of the newly redesigned MyLondonHydro dashboard launch, London Hydro introduced the Mastercard no-fee credit card payment option to all MyLondonHydro account holders with paperless billing.

Just enroll on MyLondonHydro and sign up for paperless billing to take advantage

By joining the growing number of customers who are opting for the convenience and control of MyLondonHydro and choosing the paperless billing option, you can use your Mastercard to pay utility bills free of charge. You also start collecting Aeroplan Miles with each paperless bill sent, plus whatever reward points you receive as a Mastercard holder.



At London Hydro, we take great pride in being respected as one of Canada's leading utilities and we all work every day to make sure our customers and our community are receiving the best possible service. So, when we receive an award, whether it's from our community or our industry, we want you to know about it because it shows we're working to be the kind of utility of which you can be proud. In 2019, we were honoured to receive the following awards.

My Water Usage feature wins CS Week's Digital Customer Engagement Award

On April 11, 2019, London Hydro and the City of London were presented CS Week's Expanding Excellence Award for Digital Customer Engagement for our innovative My Water Usage feature. Accessible to MyLondonHydro account holders through our online portal, My Water Usage provides hourly, daily, weekly and monthly views of water usage in an easy-to-understand graph.



The more finite and granular data enables customers to better understand their consumption patterns. So far, it has resulted in an 18% reduction in billing enquiries; a 23% reduction of high/low bill enquiries; and a 50% improvement in customer interaction with the City.

Youth Project wins the CEA Centre of Excellence Youth Project Designation Award

London Hydro was presented with the Canada Electricity Association (CEA) Award for youth involvement at Parliament Hill on May 14, 2019. It recognized the work of our student interns from the University of Toronto, University of Ottawa and Western University and their contribution to the success of our Regulated Price Plan Pilot that concluded in April of 2019. The students worked in testing Internet of Things (IoT) devices, mobile app development (Trickl), Application Program Interface (API), and support documentation.

The London Hydro Santa Claus Parade float won two community awards

Volunteering over 420 hours of personal time, our 21-member Parade Float team created an award-winning masterpiece. Building on the Disney classic "Frozen", the team created a float complete with a glittering castle, live characters Anna, Elsa, Olaf and Sven in full hand-made costumes, music and thousands of lights. It was recognized with the Committee's Choice Award at the November 9th London Santa Claus Parade and as the Best Commercial Float at the annual Hyde Park Santa Claus Parade on November 30th.

57%

OF RATEPAYERS TELL US THEY WOULD LIKE TO PAY ENERGY BILLS BY CREDIT CARD, WE LISTENED BECAUSE WE ARE ALL ON THE SAME TEAM



Connie, Carlos and Chris proudly display CEA Youth Project Award

PILOT PROGRAM EXAMINES LINK BETWEEN BEHAVIOUR CHANGES AND REAL-TIME ENERGY USAGE UPDATES

The London Hydro Regulated Price Plan (RPP) Pilot wrapped up in May of 2019. It was a close collaboration between London Hydro and a group of customers that studied the changes in consumption patterns. It involved 1,800 customer participants being provided with in-home devices that supplied them with energy usage updates in real time to see if real-time information about their usage would alter their energy usage.

To keep participants engaged in the program, six open house sessions were held throughout the year to reinforce the lessons learned, underscore the link between certain behaviours and spikes in energy consumption, provide helpful tips on how they could realize energy savings, and to ensure participants understood how to use their in-home devices.

Four unique groups designed to examine three different strategies for usage management

The group was divided into four different sub-groups:

- One group received Real-Time (RT) information on energy consumption via a mobile application called Trickl, which included consumption data, energy-saving tips, and notifications when overall consumption exceeded that of their peers
- The second group received Critical Peak Pricing (CPP) only. In exchange for a slightly discounted Off-Peak Time-of-Use rate, this group was subjected to 18 one-hour critical peak pricing periods over the course of the summer. They received notification of the Critical Peak Pricing events only 15 minutes before they occurred
- The third group received both the Real-Time (RT) updates and the Critical Peak Pricing (CPP) to study the impact on consumption patterns when both factors were involved in decision making
- A fourth group consisted of participants who applied to be part of the program but were not enrolled. This group served as a control group, effectively acting like the placebo group, so that the pilot could be evaluated as a randomized control trial

Key findings show a clear change in consumption patterns & reduced usage

The pilot program revealed some interesting findings. Chief among them include:

- CPP participants delivered On-Peak and Mid-Peak savings with a higher degree of certainty
- CPP and CPP/RT participants reduced their daily On-Peak consumption by roughly 5% and their Mid-Peak usage by about 3% on average
- CPP participants also made changes to their consumption behaviour by limiting their energy usage in the hours leading up to an anticipated CPP events – well before they received the 15-minute notifications
- RT-only participants showed a lower degree of energy savings with just over a 2% reduction in their On-Peak consumption
- Savings were driven primarily by two things – a desire to limit exposure during anticipated CPP periods and the ongoing educational component provided by London Hydro

Valuable insights that will guide our decision making going forward

As an industry leader, London Hydro is always looking for new and innovative ways to provide our customers with the tools that will help them better manage their energy use and control costs.

We're grateful to all the customers who took part in the pilot program. Your willingness to help us learn and make our system better, more efficient and more responsive is critical. Studies such as this give us important data that will ensure we make sound and cost-effective decisions that will benefit our utility, our customers and the community going forward.



80%

OF PILOT PARTICIPANTS TOOK **ADDITIONAL ACTIONS** TO REDUCE THEIR ENERGY USAGE



75%

OF PILOT PARTICIPANTS ARE **INTERESTED IN PARTICIPATING** IN SIMILAR FUTURE PROGRAMS



OUR INTERVAL DATA CENTRE'S GA TRACKER HELPS INDUSTRIAL CUSTOMERS MANAGE USAGE & SAVE

The Ontario Industrial Conservation Initiative (ICI) is designed to promote conservation efforts among mostly industrial customers with a monthly peak demand greater than 3MW through the Global Adjustment (GA) portion of their bill.

Our Global Adjustment Tracker feature enables Class A customers to track and manage their energy usage and take steps to reduce consumption at peak times to lower their energy bills.

Every customer is either a Class A or Class B

Class B customers pay for their energy consumption according to their usage patterns and the prevailing rates at time of usage. Customers eligible for Class A designation are any customers with high monthly peak usage who make the commitment and the effort to reduce consumption at critical peak times.

Class A is all about the savings

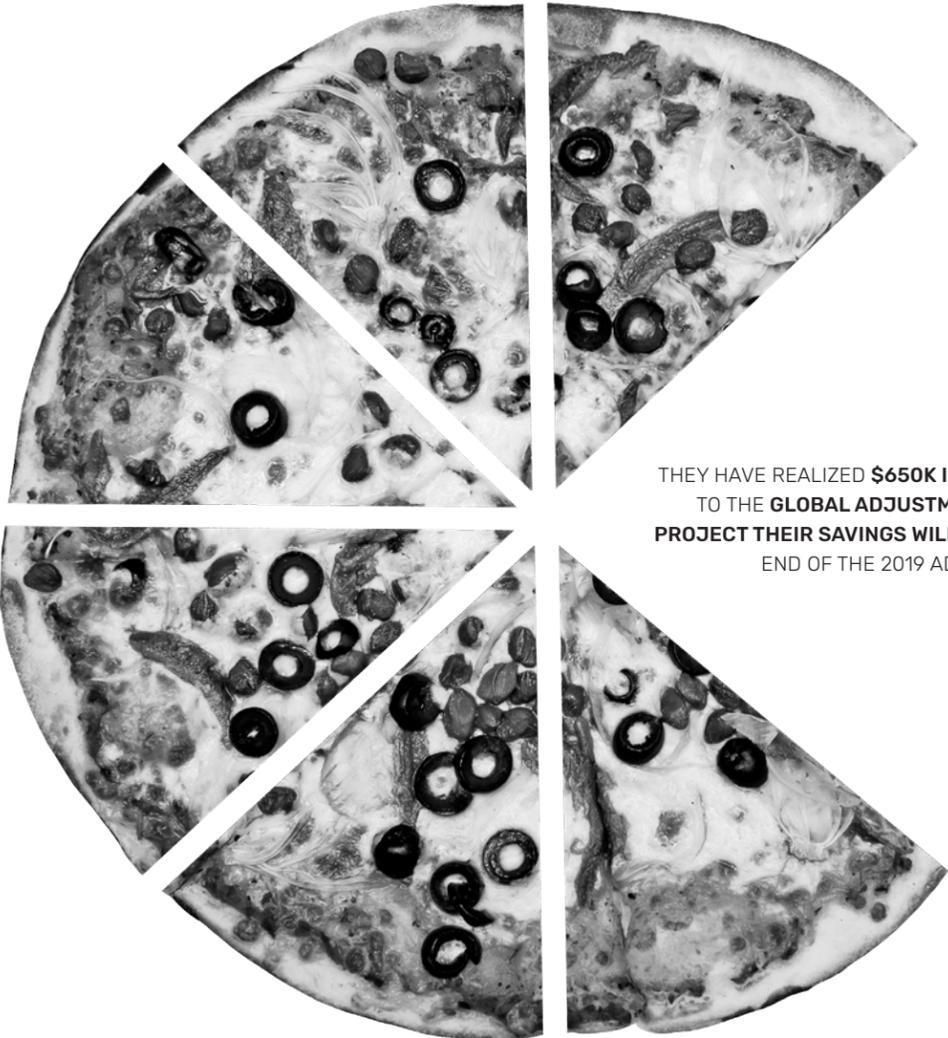
London Hydro Class A customers are able to utilize our Interval Data Centre Global Adjustment Tracker to review their performance on peak days, view trending Average and Peak Demand Factors to ensure the best possible GA outcome, and evaluate various curtailment efforts to reduce consumption. In other words, they can use the GA Tracker to predict when to shut the power off or shift it to different off-peak times to take advantage of the government's Global Adjustment feature.

London Hydro also works with Class A customers to develop curtailment strategies and tactics, such as retrofit lighting or process and system updates, tailored to their unique circumstances.

Dr. Oetker is a perfect profile in Class A savings

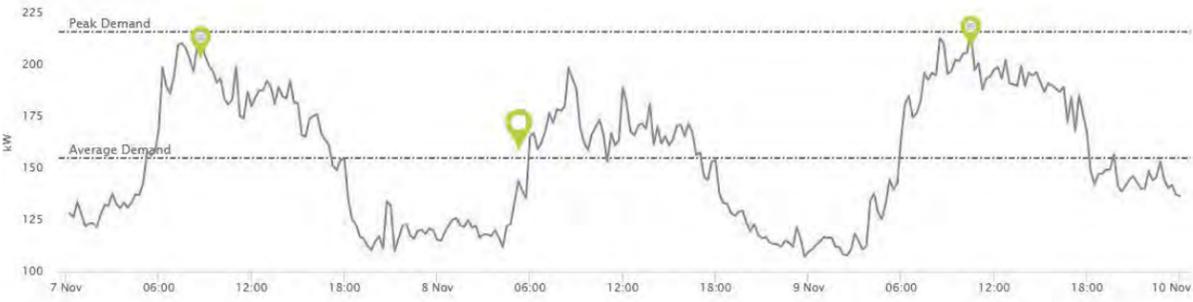
The local Dr. Oetker manufacturing facility produces high-quality frozen pizzas for the Canadian, U.S. and Australian markets, and they rely on the GA Tracker to know exactly when to implement their "peak avoidance" program.

The company switched from Class B to Class A status in 2017 and during the first year developed a strategy for curtailing their energy usage during peak times. In 2018-2019, they realized \$650K in savings thanks to the GA Tracker and project their savings will be \$750K by the end of the 2019 Adjustment Period.



THEY HAVE REALIZED **\$650K IN SAVINGS** THANKS TO THE **GLOBAL ADJUSTMENT TRACKER** AND **PROJECT THEIR SAVINGS WILL BE \$750K** BY THE END OF THE 2019 ADJUSTMENT PERIOD

Each month, the Independent Electricity System Operator (IESO) collects about \$1 billion for managing the province's power system. Yet only about 19% of that total comes from Class A customers.



GOING DIGITAL HAS MADE OUR UTILITY MORE EFFICIENT, MORE RESPONSIVE AND MORE RELIABLE

2019 marked the culmination of a 5-year transition to make our field crews fully digital. What began in 2014 as a Mobile Workforce pilot project for the Overhead Line Department was fully realized in 2019. Now all London Hydro field crews are digitally connected which has completely transformed how we work.

The result has enabled London Hydro to move to a paperless system. Service orders, updates, field audits, permits and reports are now accessible in real-time across a streamlined, seamless, transparent and mobile platform for all field departments including Overhead Line, Forestry, Electrical Underground Services (EUS), Construction, Substation Maintenance, Electric Meter, Dispatch and Collections.

Prior to 2014, we were buried under a mountain of paperwork

Pre-2014, London Hydro was heavily reliant on a paper trail of service orders to assign, perform and record daily activities. Backlogs of data entry, service and work orders existed in multiple locations across several departments. Monitoring and reporting was a time-consuming and resource-draining task. We knew we had to modernize and centralize to improve our efficiency and effectiveness as an organization and better serve our customers.

It quickly became clear to us that Mobile Workforce technology was the answer

With the success of the initial pilot program in 2014, other field departments were systematically brought online over the next four years. Highlights include the 2016 transitions of EUS which enabled crews to receive and complete service orders digitally for connections and disconnections, reconnect, cable faults and underground inspections.

In 2017, Control Room operators could assign work directly to off-hours/on-call Line and EUS crews and receive progress updates from the field in real time. And in 2018, London Hydro's award-winning Builder's Portal meant that Construction crews could receive service orders digitally, perform trenching and meter installation work in real-time, and update instantly to facilitate faster inspections and shorter turn-around times.

In June 2019, Substation Maintenance crews were brought online which enabled them to inspect local substations utilizing iMobileLink and, by the end of 2019, all Electrical Safety Authority inspections and documentation became available on field devices to help field crews coordinate services with customers and 3rd party contractors.



TONY

“ A big ‘thank you’ to everyone involved in making our **Mobile Workforce digital system a reality**. I work in the field and it has **made me so much more productive**. While we all benefit, I think our customers will benefit the most. ”

The benefits and advantages were both immediate and lasting

Operational efficiency and productivity improved exponentially. Turn-around times fell dramatically. Costs dropped with the elimination of paper and printing. Communication between field staff and customers was immediate and accurate. Employees were engaged and empowered while customer satisfaction increased significantly. Even the production of required executive and time-sensitive regulatory reports was greatly enhanced.

The result is a safer, more reliable and more cost-effective system

Because we now work on a completely digital platform, repairs and inspections are done faster and are much easier to track. Crews are able to respond more quickly to outages and make repairs because they are alerted immediately of problems and have all the information they need to perform their work safely and efficiently. And perhaps most importantly, our customers benefit from shorter outage times, more responsive service, real-time updates, less frustration and greater confidence in their utility.



KIRBY

“ Changing from paper service orders to digital ones with **Mobile Workforce** makes us so much more **efficient, cost-effective, accurate, environmentally-responsible and responsive** to our customers. It's just fantastic. ”



GHISLAINE

“ A successful initiative given the **engagement of the business and enthusiasm demonstrated by the entire team** in preparation for the roll out of Mobile Workforce to the Collections department and through its full implementation. ”

OUR DUNDAS PLACE TRANSFORMATION IS NOW COMPLETE, CREATING A WORLD-CLASS DOWNTOWN

Originally conceived in 2015, the goal was to create a flexible, thoroughly revitalized, pedestrian-friendly downtown core where Londoners and visitors could gather to enjoy large-scale special event as well as multiple dining and entertainment options in a safe, vibrant and welcoming environment.

Without close collaboration and teamwork this achievement wouldn't have been possible

This massive and complex undertaking required close collaboration and teamwork with a diverse set of stakeholders. Several departments within London Hydro came together and worked closely with the City of London, Union Gas, Bell, Rogers, business owners and residents.

Phase I was completed in 2018 and Phase II began early in 2019 and was completed in November.

Phase II involved more complex work with more co-ordination in a shorter timeline than Phase I

Encompassing the area between Talbot and Richmond Streets, Phase II involved the complete removal and replacement of infrastructure that was installed over 70 years ago. It was done in conjunction with the City of London as they simultaneously worked to replace all large water mains and water services.

While demanding, compressing 10 years of work into 2 years provides significant cost benefits to London Hydro, our customers and the community. It was an opportunity to redesign the downtown network and reap the benefits of using advanced technology years ahead of schedule.

The downtown supply was separated into sections supplied by SCADA controlled automated switchgear which improves both efficiency and reliability. Advanced systems enable us to better manage and optimize load flows and fault levels. Enhanced smart grid technologies make the entire system more responsive, more reliable and flexible. Multiple safety improvements including explosion proof manhole lids and switchable transformers that can be operated from above ground, make it much safer for employees and for the general public.

16



“

From design to execution, the Dundas Flex Street project is **a great example of interdepartmental teamwork**. Because everyone worked so hard together, we were able to accomplish so much in such a short timeframe. ”

GABE



We now have the reliable capacity needed to accommodate future growth and expansion

Creating a world-class network in our downtown core makes our City more attractive to new business investment, more desirable as a place to live and work, and more user-friendly for our entire community. Some of the highlights of the Phase II project include:

- Replacement of 21 manholes that include many new safety features
- Installation of one new vault
- Removal of 1,220 metres of lead cable
- Installation of 850 metres of new 27.6kV primary cable
- Installation of over 730 metres of main duct bank
- Installation of 600 metres of service ducts
- Replacement of 3,800 metres of secondary network cables, and
- Three new electric vehicle charging stations increasing the total number to six

A major accomplishment that will transform the future of our City

The completion of this project represents the culmination of years of planning, countless hours of work, unprecedented co-ordination and, perhaps most importantly, the support of everyone in our community.

We are grateful to our customers most affected by the disruption for their co-operation and patience, to our community partners and to the subcontractors who worked with us to ensure a first-class network.

Working together, we have revitalized our downtown core and that is an accomplishment of which all of us can be very proud.

17

IN TOTAL

92

INDIVIDUAL PROPERTIES WERE IMPACTED AND OVER 4.6 KM OF NEW CABLE WAS INSTALLED DURING PHASE II

JUMP HAS IMPROVED COMMUNICATION WITH OUR TELECOMMUNICATION PARTNERS BY LEAPS AND BOUNDS

21 VOLUNTEERS DONATED OVER 420 HOURS TO MAKE OUR CHRISTMAS FLOAT A DAZZLING SUCCESS

The Joint Use Management Portal (JUMP), launched in June of 2019, dramatically improved the ease of communication between our Engineering Department and local phone, cable and internet companies that piggyback London Hydro utility poles.

This new portal provides full and real-time visibility into the status of any specific permit application as well as the customer's complete permit history. Our telecommunications customers can use an interactive map connected to the London Hydro Geographic Information System to locate and select poles and then submit an application for the necessary permits.

Once approved, permits are automatically generated in the portal and the customer can upload the corresponding purchase order. Customers can upload all the required documentation and we can send automatic e-mail notifications to customers when pending action is required.

A faster, more streamlined process that eliminates the use of paper

This new process replaces an old, time-consuming process that relied heavily on paperwork and back-and-forth e-mail correspondence. The new centralized online system is faster, more accurate and much more efficient. By creating a much better user experience for our customers, they, in turn, can offer the community they serve a higher level of customer service so everybody wins.

The holiday season tends to bring out the best in all of us and nowhere is that more evident than on our volunteer Santa Claus Parade float committee. Every year, they happily donate their free time to make our float a symbol of our commitment to the community, and one of which all London Hydro employees can be very proud.

The outstanding result of their hard work is a valuable reminder to all of us that, when we work together as a team towards a common goal, anything is possible.

The theme for 2019 was "A Cartoon Christmas" and the committee quickly settled on "Frozen"

Once they had their creative inspiration, the team threw themselves into their work to bring their vision to life. A design was created and a prototype built. Materials were chosen, much of which were recycled, and then 420 hours of building, decorating, wiring, paper mache-ing, painting, and costume making ensued until, just days before the big event, the final touches were applied and the float was taken out for a safety test drive.

A spectacular float that featured a glittering ice palace, costumes and thousands of lights

November 9th arrived and Anna, Elsa, Olaf, Kristoff and Sven were all there dressed in beautiful, hand-made costumes while London Hydro employee volunteers walked along side handing out thousands of candies to delighted children lining the route. The float was such a big hit that it was also entered in the Hyde Park Santa Claus Parade on November 30th.



When it gives you such a feeling of joy, it doesn't feel like giving at all

Despite all the hours of work and late nights, our employee volunteers would do it all again in a heartbeat because giving back to the community in which we live and work is part of the culture created by everyone at London Hydro.

JEFF

“ Working on the Santa Claus parade float was great. I got to meet and work with **co-workers from different departments**. It was a lot of work but a lot of fun too and it felt good to **give back to the community**. ”



BY WORKING COLLABORATIVELY WITH OUR *telecommunications partners* TO REMOVE BARRIERS AND IMPROVE OUR INTERACTIONS, THEY, IN TURN, CAN OFFER THE COMMUNITY A *higher level of customer service* SO EVERYBODY WINS.



FOR ANY ORGANIZATION TO SUCCEED, YOU HAVE TO TAKE CARE OF YOUR MOST VALUABLE ASSET

AS CUSTOMER DEMAND FOR ELECTRIC VEHICLES GROWS, LONDON HYDRO IS PLANNING FOR THE INCREASE IN DEMAND

At London Hydro, that asset is our employees. And there is nothing in our organization that has a higher priority than the health and safety of the 325 men and women who make up our workforce, as well as the contractors and partners with whom we work in the community.

It's why London Hydro is committed to ensuring that safety is the #1 top-of-mind priority for every employee in every situation every day. That every work environment they enter is the safest it can possibly be. And that they have access to the most current training, methods, equipment and documentation to perform their jobs safely.

Beyond each of us looking out for our own safety, we all look out for each other too

In addition to individual responsibility, at London Hydro our culture of teamwork and collaboration means that we all work together to ensure everyone is safe. Not only are we stronger and more productive when we work together, we are safer too.

Three-year COR initiative came to successful conclusion in May of 2019

In September of 2016, London Hydro began a journey toward achieving the Certificate of Recognition (COR) from the Infrastructure Health & Safety Association (IHSA).

The designation not only recognizes London Hydro as an organization that lives and breathes safety, it helps us keep our safety culture top of mind in the workplace and beyond. In December of 2018, we received word that we had successfully passed the internal audit and would be moving to the final external audit in 2019.

In May 2019, a 3rd party consultant from the IHSA came and conducted a week-long audit of health and safety programs that involved crew visits, observations, 30 staff interviews, inspections and document review.

On December 13th 2019, London Hydro was officially awarded the COR designation from the IHSA.

Our new theme "Work Safe Live Safe" clearly communicates our passion for safety

Our new message is designed to push our passion for safety beyond the boundaries of the workplace into our everyday lives. By building on our investment in safety through education, presentations from London Fire and Police Services, training and increased engagement we can help create a culture in which safety becomes a habit.

As part of that culture, our employees take the skills and behaviours learned here with them when they leave and, by incorporating them into their home and life, they help make our entire community safer, stronger and healthier.

“

We receive **continuous training** to stay current on the most up-to-date safety techniques. Because **safety is so second nature** to us, we're able to respond quickly to outages and stay safe as we do. ”

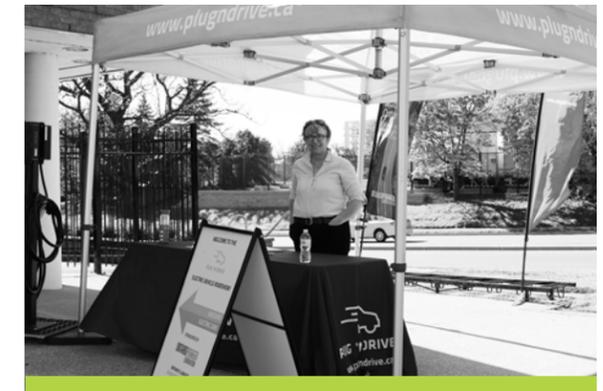
MICHAEL

Between 2017 and 2020, automakers announced 40 new Electric Vehicle (EV) models. And projections indicate that 35% of all new vehicle sales will be electric by 2040.

At London Hydro, we're already working with the city, industry experts and community partners to ensure that our system can absorb the evolving demand for charging capacity as the shift to EV use continues in our community. We're also committed to helping our customers learn the facts about the efficiency and cost-effectiveness of EV ownership.

Plug n' Drive event promotes educated ownership

On May 23rd and 25th, London Hydro hosted a Plug n' Drive event attended by 53 customers interested in learning more about EV technology and the \$1,000 government incentive to purchase a used electric vehicle. They were able to participate in four information seminars and ask questions about EV technology and ownership. Afterwards, they had the opportunity to test drive three used car models - the Mitsubishi Outlander, BMW i3 and Chevy Volt.



The shift to EV technology requires flexibility and teamwork

By continuing to work with industry experts, manufacturers, community partners and our customers, we ensure the best possible solutions. When we help our customers become more knowledgeable they make better decisions, and the continual enhancement of our advanced network of smart grid technology, distributed generation and demand response programming means we'll be ready to meet or exceed expectations.



EACH YEAR, LONDON HYDRO EMPLOYEES GIVE BACK TO THE COMMUNITY THAT GIVES US SO MUCH

Generously donating time and money to worthy causes in our community is something that has been part of our culture at London Hydro since the beginning. Here, we are truly committed to the idea that we're all in this together and that inspired us to join forces to give back in so many different ways.

The Salvation Army Christmas Hamper Program

Over the years, London Hydro employees have raised thousands of dollars for the purchase of age-appropriate toys for the Christmas Hamper Program. In 2019, employees were able to purchase 205 toys for the program. On December 16th, the London Hydro leadership team donated their time to help give out the toys to families in need.

London and Area Food Bank

For more than 20 years, London Hydro employees have held an annual food drive to help replenish the local food bank during the holidays. The 2019 drive ran from early November through December and, during that time, employees generously donated over 1,400 pounds of non-perishable food items.

Meals on Wheels

Since 1998, the Finance Department has led an annual fundraising program to generate donations that are used to ensure that 100 Meals on Wheels recipients also receive a gift bag during the holiday season. In 2019, twenty-two volunteers raised over \$1,100, which was used to purchase gift items. In addition to the purchased items, volunteers also hand-make individual crocheted or knitted items to include in each gift bag.

The Annual Santa Claus parade

Using the Disney classic Frozen as their theme, 21 volunteers donated 420 hours of their time and energy to create a truly spectacular and award-winning float for the 2019 Santa Claus Parade. Employees walked the entire route alongside the float handing out over 7,000 pieces of candy.



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I've been involved in the annual Finance & Friends Meals-on-Wheels Christmas drive since 2012 and I love it. **The group is always eager to help in any way they can.** It showcases the generosity that is so prevalent at London Hydro.

CAROLINE

The 2019 JUNO awards

Not only was London Hydro a host sponsor of the 2019 Juno awards, our employees stepped up in a big way to volunteer to ensure our city put on a first-class event.

Running from March 11th to 17th, employees volunteered to serve as hotel greeters, on red carpet set up and event registration, as JUNO side stage event support workers and as seat fillers.

As a host sponsor, the company also ran an Areoplan contest where the winner won 25,000 reward miles for signing up for paperless billing, and sponsored a draw for Londoners to win tickets to the awards show. We sponsored the Music+Video Game Collision Conference on March 14th, and, leading up to the event, we provided a banner promoting the JUNOs at Budweiser Gardens.

We also sponsored an internal raffle giving employees the chance to win tickets to the awards show as well as other JUNO events such as JUNOfest, the JUNO Comedy Show and the JUNO Cup. The proceeds from the raffle were donated to MusiCounts, a charity that puts musical instruments into the hands of kids who need them within our community.



When members of our community look for help, they can count on London Hydro employees

Traditions that began decades ago are still annual events enthusiastically embraced by all our employees because, no matter how much they give, they always feel that they receive so much more in return.



2019 LONDON HYDRO

REPORT ON
PROGRESS



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