



PEOPLE

A better world shaped by our people

We are a passionate, skilled and committed team that thrives on building a better world for tomorrow. By offering an enviable work environment, fair compensation and an opportunity to make a difference, Innergex is able to attract and retain leading talent in all regions where we conduct business. By investing in our greatest asset, we nurture a healthy workplace culture that creates long-term value for our stakeholders and shareholders. No matter what field they excel in, they all share a common belief in the three P's –People, our Planet and Prosperity.



Workforce Data

Our Human Resources team works hard to ensure our compensation and benefits remain in line with or above those of industry peers. By offering fair compensation, attractive working conditions, a generous benefits package,

a safe and inclusive working environment, a good work/life balance, fair and equal treatment, and opportunities for advancement, we are able to attract and retain a skilled and passionate workforce.



— As at December 31

	2020			2019			2018		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
By employment type									
Full-Time	112	251	363	100	217	317	62	211	273
Part-Time	3	4	7	1	9	10	15	9	24
By employment contract									
Permanent	110	244	354	96	215	311	72	213	285
Temporary	5	11	16	5	11	16	5	7	12
By region									
Canada	103	221	324	93	202	295	72	202	274
USA	7	22	29	3	14	17	1	11	12
France	5	12	17	5	10	15	4	7	11
TOTAL	115	255	370	101	226	327	77	220	297

Note: The workforce data do not include the employees at Energía Llama, a Chilean renewable energy company in which Innergex owns a 50% stake as it is managed separately.



Compensation and Benefits

	Canada	United States	France
Base salary	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Bonus	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Life Insurance	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Short- and long-term disability coverage	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Extended health care	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Sick days and personal days	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Vacation time beyond statutory requirements	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Group registered retirement savings plan with employer contributions	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Employee share purchase plan	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■

- Full-time employees
- Part-time employees
- Fixed-term employees with contract of two years or more
- Fixed-term employees with contract of less than two years



\$48.6 M

Our employees received fair and competitive compensation with **\$48.6 million¹** in wages and benefits paid out in 2020

77%

In 2020, **77%** of eligible employees participated in the Employee Share Purchase Plan

Innergex's contributions to employee RRSPs in 2020 totalled

\$1.2 M

Through its executive compensation practices, the Corporation seeks to attract and retain the talented and experienced executives the Corporation needs to achieve its strategic objectives and to motivate and reward executives whose knowledge, skills and performance are critical to the Corporation's short and long-term success. It also seeks to align the interests of the Corporation's executives and shareholders by motivating executives to increase shareholder value and preserve a stable dividend while building for the future which means integrating Environmental, Social and Governance factors at all levels.

¹ Compared with \$46.0 million in 2019. Includes wages and benefits expenses capitalized to projects under construction or development, and wages and benefits expenses recharged to joint ventures and associates.

In **2020**, a tranche of **10%** of the Annual Incentive was attributed to Corporate Objectives based on Environmental, Social and Governance (ESG) factors as part of the **28% to 30%** attributed to development objectives.

Training and Development

Supporting our employees with the tools necessary to advance their careers in their respective field of expertise is integral to moving Innergex forward. It is also one of the smartest investments we can make.

Innergex offers both internal and external learning opportunities to allow employees to reach personal and professional goals.

Innergex also offers the decision makers of tomorrow experience through paid internships while they complete their studies. Not only do these internships introduce a new generation to the many possibilities in the renewable energy sector, but they also expand our succession planning opportunities by showcasing the benefits of working with a respected and growing industry player.



Average Hours of Training per Year per Employee — As at December 31

	2020			2019			2018		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Senior Management ¹	27	27	27	40	24	30	20	28	26
Other Management ²	44	29	35	62	28	44	29	24	26
Professionals	57	48	52	44	37	40	56	25	32
Administration	52	55	53	46	10	43	20	37	24
Operations	17	35	34	11	33	32	4	24	23
Total hours divided by the number of employees	48.2	36.6	40.2	47.9	31.8	36.3	28.7	24.9	26.0

¹ Includes Vice Presidents and Senior Directors.
² Includes Directors, Senior Managers and Managers.

Employee Retention

Innergex takes great care to create an environment where people are engaged, feel safe, and remain passionate about carrying out their daily activities. Upon recruitment, the onboarding process ensures new employees are ready to make a contribution in their first days at Innergex. Support, recognition, training opportunities and career development follow an employee throughout their journey at Innergex. Retaining key talent is a long-term strategy that ensures the continuity of our knowledge base and allows us to benefit from the experience and knowledge of our team of experts.



Average number of employee training hours in 2020

40.2 hours

240 employees

received training in 2020

9,208 hours

logged in training in 2020

Our 2020 employee pulse survey had a

81% response rate



Employee Turnover Rate — As at December 31

	Voluntary Turnover Rate	New Hires
	2020	2020
Female	3.0%	33
Male	3.5%	48
Total	6.5% ¹	81

¹ Total average turnover rate

Note: 2020 is the first year that Innergex has calculated turnover rate. Retirements and ends of contract excluded.



In 2020, there were **58 employees** with at least **10 years tenure** at Innergex

In 2020, Innergex adopted a formal **telework policy** to be implemented upon the return of our employees to our offices post-pandemic

Teleworking Policy

In 2020, Innergex adopted a teleworking policy which will allow employees to work up to half of a two-week period remotely. This policy is part of our commitment to improve employee's work/life balance. All office employees will be eligible to this new program with the exception of employees on probation and a few employees for which the nature of their work can't be achieved remotely.

Diversity & Equality

Innergex is an equal opportunity employer that values each person's unique background, diversity, experiences, perspectives and talents. We are committed to providing employees with a work environment free of discrimination and harassment and base all employment decisions on business needs, job requirements and individual qualifications. The key to our success as a global corporation is to recruit, develop and retain the most talented people from a diverse candidate pool.

We value diversity of gender, ethnicity, nationality, and other attributes, and are committed to ensuring that the recruitment of the best available candidates is made without discrimination, while encouraging diversity.

We promote a corporate culture that encourages employees to not only get involved and drive opportunities, but to lead with integrity while acting responsibly. Fostering an environment of inclusivity is essential, as it drives collaboration and innovation. Supporting individual growth creates the workforce of tomorrow that proactively addresses today's challenges.



Gender Diversity by Age — As at December 31

AGE	2020			2019			2018		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
30 and under	17	42	59	8	31	39	8	26	34
31 to 50	75	159	234	69	139	208	52	144	196
51 and over	23	54	77	24	56	80	17	50	67
TOTAL	115	255	370	101	226	327	77	220	297



Gender Diversity in Management — As at December 31

POSITION	2020			2019			2018		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Vice Presidents	2	8	10	3	8	11	3	12	15
Senior Directors	6	11	17	4	10	14	2	10	12
Other Management	24	45	69	32	38	70	26	45	71
TOTAL	32	64	96	39	56	95	31	67	98

Note: Other Management includes Directors, Senior Managers and Managers.



Percentage of Women Employees at Innergex — As at December 31

2020	2019	2018
31%	30%	26%



In 2020, we had

33%

women in management positions

In 2020,

31%

of employees at Innergex were women

Engaging Employees

We engage in a three-step performance assessment process throughout the year: objective-setting, mid-year review and year-end assessment. This is an opportunity for managers and employees to discuss expectations and performance and it provides a valuable feedback process for employees to improve their performance and engagement and to pursue their professional development.

At the beginning of every year, all employees undergo an Annual Performance Assessment to review performance and career development. This aids the personal development of employees. It also contributes to skills management and to the development of human capital within the organization while enhancing employee satisfaction.

Advancing Gender Equality

Since 2019, Innergex has been a signatory to the [Equal by 30 Campaign](#) to work towards equal pay, equal leadership and equal opportunities for women in the clean energy sector by 2030. We are committed to doing more to ensure that the low-carbon transition results in growth that is inclusive, and where the benefits are shared.

As such, in April 2019, Innergex made the following six commitments:

1. Innergex Renewable Energy believes in creating an organizational culture that is supportive of women.
2. We believe in offering safe, transparent, respectful and inclusive work environments and attractive opportunities for development.
3. We are committed to providing mandatory training to all employees to avoid toxic or misogynistic working environments so that our workplaces are free of harassment, violence and bullying behaviours.

4. We are committed to providing fair compensation and equal pay for work of equal value.
5. We are committed to attracting more women in all departments while being aware that there is a shortage of women willing to perform technical or operations jobs in challenging field conditions.
6. We are committed to monitoring Innergex's performance through annual disclosure data on training assessment, gender diversity by age, gender diversity in management and pay equity ratio of women to men.

Equal Remuneration for Women and Men

Innergex seeks employees who share our culture and strong work ethic; we offer them fair wages and generous benefits. We have created a corporation-wide salary structure using a point-factor method that allows us to determine the appropriate salary bracket for each position within the Corporation with the exception of officers whose compensation is determined by the Board of Directors. Within each bracket, we determine pay equity by taking into account additional factors, such as employees' seniority, education and experience.

Factors that influence job classifications include:

- Qualifications required – training, experience, skills
- Responsibilities assumed – accountability, responsibility, supervision
- Efforts required – intellectual, physical, concentration and sensory attention
- Working conditions – physical and psychological environment



Pay Equity Ratio Women to Men — As at December 31

	2020		2019	
	Base Salary	Remuneration	Base Salary	Remuneration
CANADA				
Senior Directors	95%	96%	98%	94%
Other Management	96%	95%	97%	95%
Professionals	97%	98%	101%	101%
Administration	108%	108%	102%	102%

Note: Officers and other vice presidents are excluded from this table as their compensation is determined by the Board of Directors.

Note: Operations are omitted from this table as there were no figures to report due to there being only one gender or no employees reportable in each jurisdiction.

Note: Due to the small number of employees operating in the United States and France, it is not possible to provide their ratios in this chart at this time.

Health and Safety

Our achievements are accomplished together, and so is our safety. We look out for each other, understand our responsibilities and listen to each others' concerns. Promoting safe and secure working environments for all our employees, contractors and suppliers is paramount to our daily operations.

Our extensive Health and Safety processes, guidelines, and procedures are designed with the realities of working both in an office and, due to the nature of our business, remotely.

They are based not only on our experiences and expertise, but on legal requirements as well.

Innergex is in the process of amending its Health & Safety Management System, currently based on the OHSAS 18001 guidelines, to follow the principles of the ISO 45001 Occupational Health and Safety Management Systems Standard.

Corporate Emergency Response Plan

Our Corporate Emergency Response Plan identifies potential environmental, health and safety emergencies and includes appropriate actions to respond to such situations. This plan and the Site-Specific Safety Plan are available at each facility and in each Innergex office as well as on the Corporation's intranet. Our Operations and Health and Safety teams work

diligently to ensure the health and safety of all our employees through education, training, monitoring and site visits.



Rates of Injury, Occupational Disease, Lost Days and Total Number of Work-Related Fatalities — As at December 31

	Operators			Office Employees		
	2020	2019	2018	2020	2019	2018
Injury Rate ¹	2.41	3.97	3.62	0	0	0
Occupational Disease Rate ²	0	0	0	0	0	0
Lost Days Rate ³	29.93	64.98 ⁴	4.03	0	0	0
Work-related fatalities	0	0	0	0	0	0

¹ The injury rate is the number of injuries (including contractors) resulting in Medical aid and Lost time accident per 200,000 worked hours.

² The occupational disease rate is the number of occupational diseases (excluding contractors) per 200,000 worked hours.

³ The lost day rate is the number of calendar days lost due to a work-related injury or disease (excluding contractors) per 200,000 worked hours.

⁴ In 2019 there were three injuries that resulted in long absences – in one case for 141 days. Overall, these three injuries were responsible for 87% of the total number of lost days incurred in all of 2019. Each injury has been thoroughly investigated and recommendations have been implemented to prevent similar incidents from reoccurring.

COVID-19 Health and Safety Protocols

In March 2020, Innergex implemented numerous measures to protect employees, contractors, suppliers and business partners from COVID-19. All Operations teams were split into segregated work groups to reduce risks of contamination across teams. Cleaning procedures were implemented and continue to be enforced to ensure common surfaces are disinfected. COVID-19 screening protocols and measures were revised and improved specifically for monitoring the health and safety of our employees. Specific instructions and guidance on COVID-19 health and safety measures were introduced.

All office employees were instructed to work from home. Office presence was limited to essential tasks only. Visitors and contractors were required to complete a questionnaire before accessing a site or an office and expected to follow all pandemic measures.