

**Jim Hankinson  
President and CEO  
Ontario Power Generation  
Day of Mourning Event  
OPG Head Office**

**April 27, 2007**

## **NOTES FOR REMARKS**

Every year at this time we pause to reflect on employees at OPG and Ontario Hydro who have been injured or died on the job.

We should never forget the sacrifice these employees made.

Many of them were young people in the prime of their lives.

Many others had families.

Virtually all of them were injured or died in circumstances that could have been prevented.

That's why this day is more than just a ceremony. It's also a call to action to renew our commitment to the values and behaviours of workplace safety.

This is not an easy task. As employees, we all have jobs to do that demand a lot of our attention. They're important jobs, with responsibilities and objectives that matter to OPG and to Ontario.

But nothing that you do – *nothing* – is as important as safety.

Since 2003, we have taken pride in the fact that we are increasingly becoming a performance driven company. But our most important performance measure is not just how many terawatt hours we produce. Or how much revenue we earn. Or how many projects we bring in on time.

Our most important performance measure is that every day of the year each one of our employees goes home safe to their families and friends. That's what can make us a great company. The rest will follow – because the safest companies are normally the most successful companies.

OPG had many safety successes this past year that we can all be proud of. Our entire Hydro business of nearly 1,000 employees went 1.3 years without a lost time accident. Individual OPG sites also did well – with eight of them achieving more than a year without a lost time accident. Our All Injury Rate also improved and remains within the Canadian Electricity Association's top quartile.

But we also had challenges. Our Accident Severity Rate was worse than in 2005, with employees losing three times more days from work as a result of workplace injuries.

We reported 53 High MRPB incidents last year -- 12 more than in 2005 -- and each with the potential to cause serious injury to our employees or contractors.

We also continued to experience a large number of musculoskeletal disorders -- our highest frequency event. These may not be life threatening, but they certainly are often life altering to our employees.

So we need to improve; and we can improve -- if we make the commitment. I feel so strongly about this that I have identified meeting top quartile safety performance within the Canadian electricity industry in my performance contract with the Board for 2007. I have also listed this as one of our top corporate priorities.

Good safety performance starts with each of us -- on the shop floor, at the site, and in the office.

Take ownership of your safety performance and that of your colleagues.

Develop a safety mindset about everything you do

We're asking employees to be especially alert to the safety of younger employees. If you're an older employee with experience, you can have a tremendously positive effect on the safety attitudes of our younger colleagues. Look out for them. Show them the way. Lead by example.

We're also asking you to pay attention to details. Workplace safety is about getting details right -- all the time. When they are ignored, or forgotten, or carelessly executed, that's when accidents occur. We all need to pay more attention to the little things.

In closing, I want to remind you that every employee at OPG is unique and valuable. Let's keep it that way -- by making safety an integral part of our lives as we strive together to reach our goal of zero injuries.

I can think of no better tribute to the people whose memories we honour today.

Thank you.