



PEOPLE

Building changemakers

Our team is our difference – they bring an unbridled passion, dedication and skill set to achieve our goals. We offer individuals the opportunity to make a positive impact, to help shape the world of tomorrow in a safe, inclusive and dynamic environment. Innergex recognizes that its success relies on its employees' mental, physical, emotional, and financial well-being. By providing a flexible work/life balance, fair and equitable compensation, generous benefits and other perks, Innergex has been able to attract and retain a workforce that will lead its future growth. No matter what field they excel in, they all share a common belief in the three P's – People, our Planet and Prosperity.



INNERGEX

Renewable Energy.
Sustainable Development.

Employee 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, generous vacation leave, a comprehensive benefits package, a safe and inclusive working environment, a good work/life balance, and opportunities for training and advancement, we are able to attract and retain a skilled and passionate workforce.



— As at December 31

	2021			2020			2019		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
By employment type									
Full-Time	137	345	482	112	251	363	100	217	317
Part-Time	1	5	6	3	4	7	1	9	10
By employment contract									
Permanent	132	339	471	110	244	354	96	215	311
Temporary	6	11	17	5	11	16	5	11	16
By region									
Canada	107	230	337	103	221	324	93	202	295
US	11	33	44	7	22	29	3	14	17
France	7	13	20	5	12	17	5	10	15
Chile	13	74	87	-	-	-	-	-	-
TOTALS	138	350	488	115	255	370	101	226	327



96.5%

of employment contracts at Innergex are permanent

Total number of hours worked by employees in 2021

785,333



Compensation and Benefits

— As at December 31

	Canada	United States	France	Chile
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

A portion of the Annual Incentive is linked to Corporate Objectives for executives based on ESG factors as part of the 28% to 30% attributed to development objectives.



\$54.4 M

in wages and benefits paid out in 2021¹

75%

In 2021, 75% of eligible employees participated in the Employee Share Purchase Plan

Innergex's contributions to employee retirement plans in 2021 totaled

\$1.3 M²

Number of internal promotions in 2021

29

¹ Compared with \$48.6 million in 2020. Includes wages and benefits expenses capitalized to projects under construction or development, and wages and benefits expenses recharged to joint ventures and associates.

² For Canadian and US employees. Employees in France and Chile are covered by different retirement systems.

Telework Policy

As part of our commitment to improve our employees' work/life balance, in 2021, Innergex updated its telework policy which gives employees in Canada and the United States (a separate one already exists for France) the flexibility to set their office schedule with their manager. The policy also provides the following benefits:

- Better work/life balance
- Reduced commuting time
- More flexible hours
- Reduced stress
- A more satisfying work environment
- Competitive advantage in attracting and retaining highly qualified personnel
- Smaller footprint through reduced emissions and reduced fuel and energy consumption

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 such as facility operators. A similar Telework Policy will be launched in Chile in 2022.

Paid Sick Leave

Paid sick leave has always been an essential tool at Innergex in providing safe and healthy working conditions for our employees as well as alleviating workers' concerns about lost income if they miss a day of work. Paid sick leave also helps attract and retain employees which saves resources in the long-term. Providing paid sick leave has become even more important since the onset of the pandemic in 2020 to ensure we keep our families, friends, colleagues and communities safe. This benefit is available to all employees who have passed their probationary period in all the jurisdictions in which we operate.

Summer Hours Program

As a further way to improve our employees' work/life balance, Innergex offers its office teams in Canada and the United States the opportunity to finish a little earlier on Fridays during the summer. Those wishing to participate accrue additional minutes per day between Monday and Thursday and can finish their Friday work day earlier in the afternoon to enjoy a longer weekend.

Social Committees

Nurturing good relationships with colleagues is an essential part of creating a safe, healthy and collaborative work environment. Social events are a great way of building bonds in a fun atmosphere while promoting company culture. Due to varying geographic locations and time zones, our Longueuil, Vancouver, San Diego and Lyon offices host their own social events for employees that include both virtual and in-person events throughout the year.

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. Investing in our employees not only benefits them with improving their skills and confidence but allows Innergex to remain at the top of its industry with cutting edge talent while increasing retention rates. Our goal is to offer employees the opportunity to set and reach their personal and professional goals.

We also offer 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.

The key to our success as a global corporation is to recruit, develop and retain the most talented and passionate individuals from the most diverse candidate pool possible.



Average number of employee training hours in 2021

40.1 hours

276 employees

received training in 2021

11,069 hours

logged in training in 2021



Average Hours of Training per Employee

— As at December 31

	2021			2020			2019		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Senior Management ¹	27	30	29	27	27	27	40	24	30
Other Management ²	44	37	39	44	29	35	62	28	44
Professionals	43	45	44	57	48	52	44	37	40
Administration	47	39	45	52	55	53	46	10	43
Operations	5	39	38	17	35	34	11	33	32
Total hours divided by the number of employees who received training	41.8	39.3	40.1	48.2	36.6	40.2	47.9	31.8	36.3

¹ Includes C-Suite, Senior Vice Presidents, Vice Presidents and Senior Directors.

² Includes Directors, Senior Managers.

Note: All training statistics exclude Chilean employees.

Employee Retention

Innergex takes great care to create an environment where people are engaged, feel safe, and grow their passion for building a better world. Following recruitment, our clear and extensive onboarding process ensures new employees are ready to contribute immediately. Making new employees feel welcome and part of the team at the onset is imperative. 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 long-term employees.



Employee **Retention Rate** in 2021 was

87.5%¹

In 2021, there were

97 employees

with at least **10 years tenure** at Innergex

0 layoffs

or reductions in pay due to COVID-19 impacts

¹ Excludes Chilean employees.



Employee Turnover Rate and New Hires

— As at December 31

	Voluntary Turnover Rate		New Hires	
	2021	2020	2021	2020
Female	5.0%	3.0%	40	33
Male	7.5%	3.5%	72	48
Total Average¹	12.5%	6.5%	112	81

¹ Total average turnover rate.

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

Note: Excludes Chilean employees.

Professional Development

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. All employees undergo an Annual Performance Assessment to review performance and career development. This aids the personal development of employees and contributes to skills management and the development of human capital within the organization while enhancing employee satisfaction.



Percentage of eligible employees who **received a performance review** in 2021

93%

Employee Engagement

Getting feedback from our team members is critically important in order for us to provide them with the resources they need to succeed while improving our internal processes. The Human Resources department uses surveys, both full and pulse, to gather information from our employees on a yearly basis. Furthermore, managers create an environment where open dialogue is promoted with their teams and where individuals feel confident and secure in sharing questions, comments, or concerns with their supervisor. Our intranet tool CONNECT,

a web-based and mobile platform, is a tool for employees to get up-to-date information, easily access important forms and resources to help improve both work and life.

 **89%**

of our employees participated in our Engagement Survey which obtained an 82% Engagement Rate

Diversity and Inclusion

We promote a culture where each employee – no matter what level, role or responsibility – plays an active part in creating an environment where people of diverse backgrounds feel that their voice, views, ideas and contributions are heard and valued. As such, in 2021, we were extremely pleased to launch our **Diversity & Inclusion** policy. This policy is promoted at the highest levels in the Corporation and enacted through our policies. Headed by two executives, the policy aims to help Innergex thrive in a competitive economic environment by inspiring creativity, promoting different perspectives, improving performance and innovation, facilitating recruitment, and increasing retention. Our commitment is to adhere to best industry practices, to create a diverse and inclusive workplace, and to develop a corporate culture that not only treats everyone equally, but also seeks and values input from everyone.

Innergex has always been an equal opportunity employer that provides employees with a work environment free of discrimination and harassment as well as the tools

necessary to report any actions that do not adhere to our strict **Workplace Environment Free of Harassment, Violence and Bullying** policy. We value diversity of gender, religion, age, ethnicity, disability, nationality, and sexual orientation, and are committed to ensuring that the recruitment of the best available candidates is made without discrimination.

At Innergex, we champion diversity and inclusion not only because it demonstrates respect for our employees, but because we firmly believe we are better positioned to fulfill our Mission when we welcome the broadest range of people. A more inclusive and diversified workforce leads to improved synergies, a stronger team, better decision making, and ultimately, better results for Innergex.

We are proud to provide a fair, equitable, and respectful workplace where all employees are valued and given recognition based on individual merit and are considered for opportunities to advance and succeed.



Gender Diversity by Age

— As at December 31

Age	2021			2020			2019		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
30 and under	22	66	88	17	42	59	8	31	39
31 to 50	89	215	304	75	159	234	69	139	208
51 and over	27	69	96	23	54	77	24	56	80
TOTAL	138	350	488	115	255	370	101	226	327



Gender Diversity in Management

— As at December 31

	2021			2020			2019		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
C-Suite	2	4	6	0	3	3	0	3	3
Vice Presidents	1	8	9	2	5	7	3	5	8
Senior Directors	10	17	27	6	11	17	4	10	14
Other Management	21	71	92	24	45	69	32	38	70
TOTAL	34	99	133	32	64	96	39	56	95

Note: Other Management includes Directors, Senior Managers and Managers. Figures in 2020 and 2019 were revised to remove the C-Suite from the Vice President category.



Percentage of Women Employees

— As at December 31

2021	2020	2019
28¹	31	30



25%

In 2021, we had **25% of women in management positions**

¹ The decrease from last year's percentage is due to the addition of more than 80 employees in Chile, the majority male, as part of the acquisition of Energía Llaima in July 2021.

Despite lower results in 2021 compared to 2020, Innergex remains committed to offering equal opportunities to all of its employees and prospective employees and believes its new Diversity and Inclusion policy will help build a more diverse workplace.

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. The table below outlines Innergex’s six commitments made in 2019 and provides an update on their progress.

Commitment	Progress
<p>Innergex Renewable Energy believes in creating an organizational culture that is supportive of women.</p>	<p>In 2021, we launched a corporation-wide Diversity & Inclusion policy and accompanying action plan to fulfill the commitments made within.</p>
<p>We believe in offering safe, transparent, respectful and inclusive work environments and attractive opportunities for development.</p>	<p>The policy includes these commitments and the action plan is actively promoting them throughout the Corporation.</p>
<p>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.</p>	<p>Mandatory participation in a diversity and inclusion educational exercise in 2021 provided training to all employees including on how to identify and avoid toxic work environments and promote safe and healthy workplaces. There are also yearly commitments made to adhere to the contents of the Code of Conduct and new in 2021 were additional training modules on ethical behaviour and respect and civility in the workplace.</p>
<p>We are committed to providing fair compensation and equal pay for work of equal value.</p>	<p>See <i>Equal Remuneration for Women and Men</i> section below.</p>
<p>We are committed to attracting more women in all departments while being aware that there is a shortage of women seeking technical or operations jobs on-site.</p>	<p>The recruitment team is committed to building solid networks with women in the industry to ensure a wider and larger pool of candidates are exposed to opportunities. In 2021, Innergex welcomed its first female Chief Asset Officer and a female Chief Human Resources Officer.</p>
<p>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.</p>	<p>This is a continuing effort.</p>



Equal Remuneration for Women and Men

Innergex seeks employees who share our culture, strong work ethic, and passion to make a difference. We have created a corporation-wide competitive 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 an employee’s seniority, education and experience.

Factors that influence job classifications include:

- Qualifications required – training, experience, skills, promotions
- 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 (figures only available for employees in Canada)

	2021		2020		2019	
	Base Salary	Remuneration	Base Salary	Remuneration	Base Salary	Remuneration
Senior Directors	96% ¹	96%	95%	96%	98%	94%
Other Management	100%	99%	96%	95%	97%	95%
Professionals	96%	96%	97%	98%	101%	101%
Administration	111%	113%	108%	108%	102%	102%

¹ In 2021, there was a higher promotion rate among women.

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, France and Chile, it is not possible to provide their ratios in this chart at this time.

Health and Safety

The physical and mental health of our employees is a key priority. Promoting safe and secure working environments for all our employees, contractors and suppliers is paramount to our daily operations. Our achievements are accomplished together, and so is our safety. We look out for each other, understand our responsibilities and listen to each other's concerns.

Our Health and Safety Management System has been structured in a Plan-Do-Check-Act format which aligns to the recommendations in ISO45001 Occupational Health and Safety Management Systems Standard.

The overarching document in the system is a Health and Safety Management manual which provides a description of how health and safety is managed at Innergex including the development of detailed safety standards specific for the jurisdiction where our assets are located and which define how we mitigate the hazards that are encountered at our facilities and comply with regulatory requirements.

At our operational facilities, contractors and visitors are screened on arrival to ensure compliance with Communicable Disease Prevention or COVID-19 plans. They are also provided with a site-specific orientation to provide familiarization with the physical layout and the safety rules in force at the facility.

At our offices, we offer employees one-on-one consultations with ergonomic experts to ensure their workstation set-up allows for maximum health benefits. Innergex supports wellness initiatives that offer employee perks, such as personal ergonomic workstation assessments, as well as yearly flu shots, and other beneficial health activities. Furthermore, the design of our offices aims to evoke a sense of inclusion and community by providing spaces for our employees to get together to develop bonds and share experiences.

Canadian, French and American employees have access to a comprehensive, interactive, and bilingual online employee and family assistance program (EFAP) including health and wellness services, all in a secure, easy-to-use, personalized environment. This program offers personal, emotional, financial, and legal assistance to support health at work, home and in life.



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

	Operators			Office Employees		
	2021	2020	2019	2021	2020	2019
Injury Rate¹	1.86	2.41	3.97	0	0	0
Occupational Disease Rate²	0	0	0	0	0	0
Lost Days Rate³	8.05	29.93	64.98 ⁴	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.

Dam Safety

Our run-of-river hydroelectric facilities are routinely monitored and inspected by on-site operations staff. Remote surveillance through cameras and remotely-monitored instrumentation installed at the facilities ensures our teams are always aware and ready to respond to any issues that arise. Inspections, preventative maintenance and repair of issues that could affect facility safety are conducted regularly. Managing site access, especially in more publicly accessible areas is important. Innergex installs fencing, barriers, handrails and controls access to gates while providing signage to ensure safety of the public when near a facility. Some facilities include warning systems depending on their location, such as sirens/alarms and notifications to downstream users in the event of a pending or actual system failure. Our facilities are inspected annually as well as after a flood or earthquake event to ensure the integrity of the facility and its systems.

Corporate Emergency Response Plan

Our Corporate Emergency Response Plan identifies potential environmental, health and safety, and cybersecurity emergencies and includes identified decision makers and 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.

COVID-19 Health and Safety Protocols

In March 2020, Innergex assembled a COVID-19 task force to monitor and address the evolution of the virus on our business activities and ensure the safety of our team members. Their first order of business was to implement numerous measures to protect employees, contractors, suppliers and business partners from the effects of COVID-19, which was accomplished in short order. Since that time, as the virus evolved, so have the guidelines within Innergex in order to provide the safest measures possible for our employees based on the latest information available.

From an operations perspective, teams were split into segregated work groups to reduce risks of contamination between them. Extensive cleaning procedures were implemented and continue to be enforced to ensure that common surfaces are disinfected regularly. COVID-19 screening protocols and measures were revised and improved specifically for monitoring the health and safety of our employees in conjunction with evolving public health guidelines depending on the jurisdiction.

Many office employees have been working remotely since March 2020. Some have been allowed back to work under certain conditions to achieve tasks that required a presence in the office. Extensive cleaning procedures were implemented and continue to be enforced to ensure that common surfaces are disinfected regularly.

Innergex will continue to closely monitor the situation in all jurisdictions where we operate and update our procedures and protocols accordingly. While we look forward to the day we can all safely return to the office and collaborate again, our priority has, and always will be, the safety of our employees.