

ACHIEVING SUSTAINABILITY THROUGH COLLABORATION

CORPORATE RESPONSIBILITY & SUSTAINABILITY REPORT





ON THE COVER

As SaskPower builds a future power system to meet customer expectations in a low-carbon future, working with Indigenous rights holders is critical to our success. During the last year, collaboration with First Nations companies provided 20 megawatts (MW) of solar generation, through the 10-MW Pesâkâstêw Solar Energy Facility and the 10-MW Awasis Solar Energy Facility.

PHOTO CREDIT: AWASIS SOLAR



TREATY & LAND ACKNOWLEDGEMENT

We acknowledge that we live and work on the Treaty and traditional lands of First Nations and Métis peoples. We respect and honour the Treaties that were made and are committed to moving forward in partnership with Indigenous Nations in the spirit of reconciliation and collaboration.



**Sustainable
Electricity
Leader**



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OUR VISION

Powering Saskatchewan to a cleaner energy future through innovation, performance and service.

OUR MISSION

Ensuring reliable, sustainable and cost-effective power for our customers and the communities we serve.

OUR VALUES

Safety, openness, collaboration and accountability.

OUR STRATEGIC PRIORITIES

- ▶ Deliver improved value for our customers and stakeholders
- ▶ Develop our workforce to meet the needs of the utility of the future
- ▶ Ensure our financial health in a transitioning industry
- ▶ Build a cleaner, reliable and modernized electricity system



OUR COMPANY

Established in 1929, SaskPower is Saskatchewan's leading energy supplier. We are defined by our commitment to support the province's economic growth, protect its natural resources and enhance the quality of life for its people. Our corporate mission: ensuring reliable, sustainable and cost-effective power for our customers and the communities we serve.

SaskPower's team is made up of nearly 3,100 permanent full-time employees. We manage almost \$13 billion in generation, transmission, distribution and other assets.

Our company operates seven natural gas-fired stations, three coal-fired power stations, seven hydroelectric stations, and two wind facilities. Combined, they can generate up to 3,968 megawatts (MW) of electricity.

SaskPower also buys power from various independent power producers. Our total available generation capacity is 5,437 MW. Our company also has transmission interties at the Manitoba, Alberta and North Dakota borders.



ATLANTIC GLANCE

652,000

square kilometres of service area

3,800 MW

annual peak load

1.2M

distribution poles

5,437 MW

available generating capacity

160,707

circuit kilometres of transmission and distribution lines in service

3,100

permanent full-time employees

35%

renewable generation capacity

\$13B

generation, transmission, distribution and other assets

553,849

customer accounts

189,157

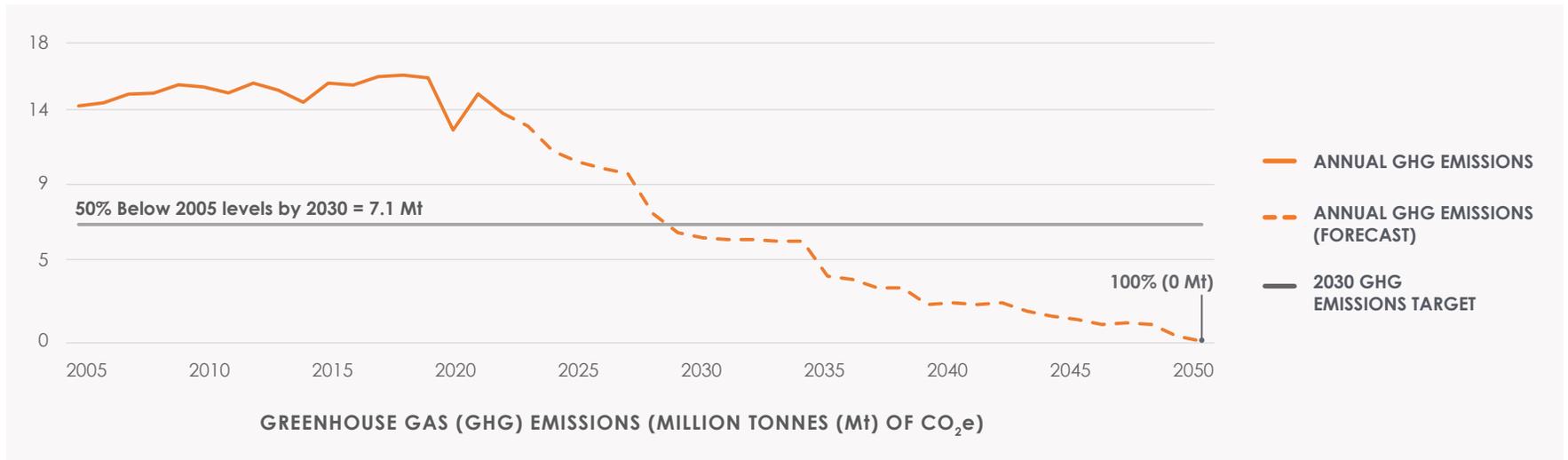
pole, pad-mounted and step transformers

2022-23 HIGHLIGHTS

- ▶ **EXPANDED** our company's solar energy capacity by 20 MW with the addition of the 10-MW Pesâkâstêw Solar Energy Facility and the 10-MW Awasis Solar Energy Facility.
- ▶ **RECEIVED** approval from the provincial government to add 400 MW of wind energy and 300 MW of solar energy to SaskPower's generation capacity by 2027. The primary location for this clean energy will be in south-central Saskatchewan.
- ▶ **SELECTED** the GE Hitachi BWRX-300 for Saskatchewan's first nuclear small modular reactor technology, should we proceed with deployment.
- ▶ **ANNOUNCED** our first microgrid pilot project, to be located in the northern community of Descharme Lake, where we will test solutions that offer promise in delivering more reliable service to remote communities.
- ▶ **JOINED** Women Business Enterprises Canada as a corporate member. Increasing diversity is important as we work to build a more inclusive and equitable supplier network.
- ▶ **MARKED** a 15.5% Indigenous procurement rate — worth over \$94 million — of the purchase orders issued to Saskatchewan suppliers.
- ▶ **RELEASED** an enhanced Public Safety Strategy that will help to protect the public from the risks associated with being around electricity.
- ▶ **LAUNCHED** the Renewable Subscription Service (RSS) and the Renewable Partnership Offering (RPO) to help key and major account customers wanting to add more greenhouse gas-free power to their operations.
- ▶ **CONTRIBUTED** over \$2 million to support educational and community initiatives across the province.
- ▶ **SELECTED** as one of Canada's Best Diversity Employers for a 15th consecutive year as well as one of Canada's Top Employers for Young People and one of Saskatchewan's Top Employers.

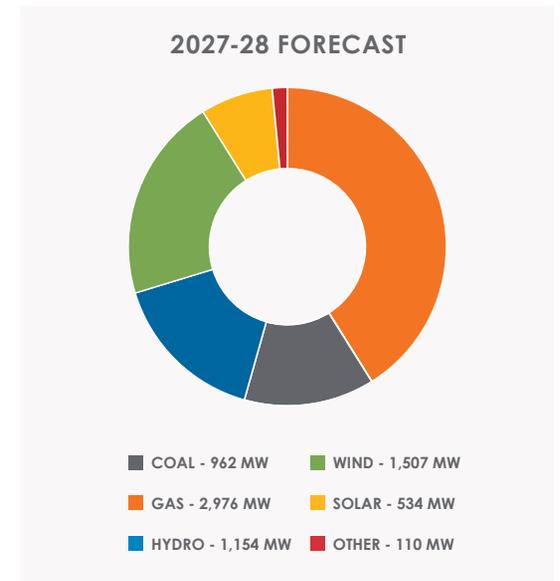
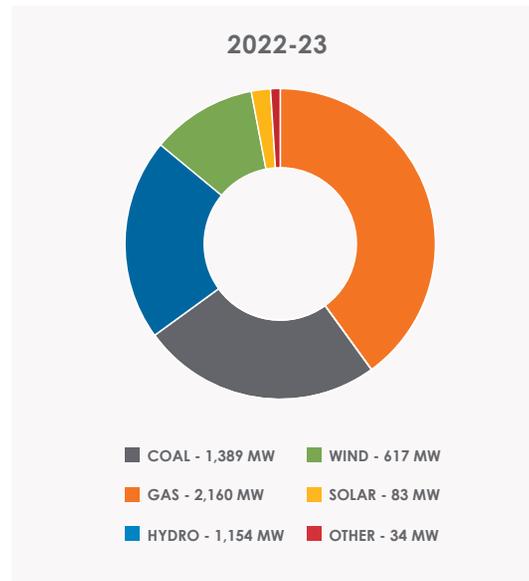
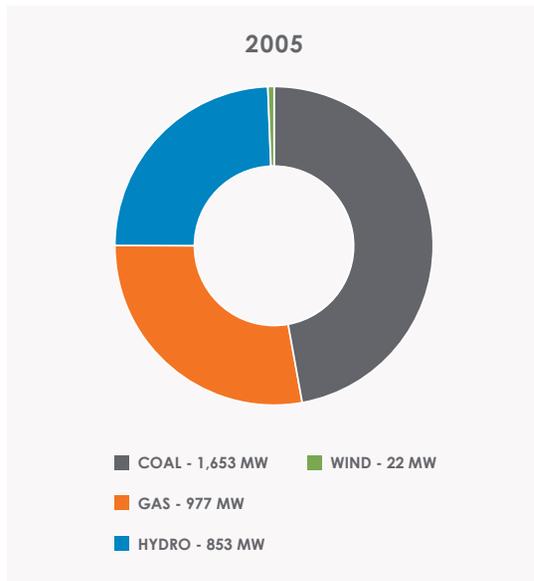


GREENHOUSE GAS (GHG) EMISSIONS SINCE 2005



A SUPPLY MIX IN TRANSITION

AVAILABLE GENERATING CAPACITY (NET MW)





A MESSAGE TO OUR STAKEHOLDERS

After more than 90 years of service to our customers in Saskatchewan, our company is in a period of transition — a shift prompted by the need to reduce greenhouse gas (GHG) emissions, evolving customer expectations, and the imperative to attract and retain an innovative workforce capable of tackling the challenges ahead. These and other key environmental, social and governance factors are becoming increasingly important and are being considered during SaskPower’s transition to a net-zero GHG emissions future.

The path to a net-zero GHG emissions electricity system in Saskatchewan requires a strategic approach. During the past year, SaskPower remained on track to reach a critical milestone by 2030 — to reduce GHG emissions by 50% from 2005 levels. In 2022, we reduced GHG emissions below 2005 levels for the first time ever under normal operating conditions. This reduction was achieved even though there was a growth of 33% in generated electricity over the same period. The only other time we registered a drop below 2005 GHG levels was in 2020, when the COVID-19 pandemic led to reductions in power use across the province.

A commitment to increasing renewable generation remains one of the cornerstones of SaskPower’s GHG emissions reductions approach. During

the year, both the 10-megawatt (MW) Pesâkâstêw Solar Energy Facility and the 10-MW Awasis Solar Energy Facility, as well as Meadow Lake Tribal Council’s

8-MW biomass facility, began producing power, highlighting the important role Indigenous rights holders are playing in Saskatchewan's energy future. Hydroelectricity is another important source of reliable renewable power for SaskPower. In June 2022, our 190-MW import agreement with Manitoba Hydro took effect.

Growth in our renewable generation portfolio is continuing, as the provincial government has given approval for 700 MW of additional intermittent wind and solar capacity to the SaskPower generation fleet by 2027. The primary location for this construction — which will include 400 MW of wind power and 300 MW of solar generation — will be in south-central Saskatchewan.

Our pathway to net-zero GHG emissions includes evaluation of potential sustainable baseload generation solutions that fit

within the unique constraints of our operating environment. In the fall of 2022, SaskPower announced the study areas of Estevan and Elbow as the short-listed locations for Saskatchewan's first nuclear small modular reactor (SMR). Meanwhile, we selected the GE Hitachi BWRX-300 as our technology of choice should SMR development proceed.

Natural gas generation will remain an important source of electricity supporting the ongoing expansion of intermittent renewables as we develop lower-emitting baseload power options to anchor the provincial system that are reliable, cost-effective, and available for our region. In 2022-23, construction of the 377-MW Great Plains Power Station reached the 75% completion milestone, while planning progressed on the new 377-MW Aspen Power Station, which will be situated in the Lanigan area and is slated to be complete in 2028.

As we expand our generation facilities, SaskPower is also introducing programs to help customers reduce their power consumption. During the year, SaskPower launched the Northern First Nations Home Retrofit Program. With electricity being the primary source of heat in northern homes, this program aims to reduce customer energy consumption by improving access to a wider range of energy efficient techniques and technologies.

With a goal of 264 program participants, we have already signed agreements with four Lac La Ronge Indian Band communities, as well as Fond du Lac, Cumberland House, Canoe Lake and Waterhen Lake First Nation. The program is expected to run until March 2024. At the same time, we helped more than 700 households across the province improve energy efficiency through our customer Energy Assistance Program in 2022-23.





Responding to key and major account customers wanting to add more GHG-free power to their operations, we have launched the Renewable Subscription Service (RSS) and the Renewable Partnership Offering (RPO). The RSS offers commercial and industrial customers the chance to buy renewable energy certificates from our renewable power facilities to support their own internal carbon reduction targets. Meanwhile, the RPO offers key and major account customers the opportunity to partner with us in the development of a new 100-MW solar facility and count up to 25% of their annual consumption as solar power.

During the past year, SaskPower broadened the reach of our work to help customers stay safe around electricity as we developed an enhanced public safety strategy. With a major focus on farm safety programs specifically designed to reduce electricity-related accidents in a critical sector of the Saskatchewan economy, we are proud to be one of the first Canadian utilities to have deployed this type of consolidated approach.

SaskPower's commitment to build a dynamic workforce that is reflective of our diverse society was recognized in 2022-23. Even while we were again recognized for being one of Canada's Best Diversity Employers and one of Canada's Top Employers for Young People, we unveiled an Indigenous Recruitment & Retention Strategy and Action Plan that emphasizes the importance of working with Indigenous communities.

To support SaskPower employees working at our coal-fired generation plants who will be most impacted by the energy transition, our Coal Workforce Transition Project team has continued working on initiatives to help address the ongoing workforce challenges. A key focus will be on short-term recruitment and retention challenges at our three coal-fired facilities in southern Saskatchewan, in the time leading up to their planned closures.

In 2022-23, SaskPower reached an important milestone in promoting and enabling a more diverse and representative supply chain by becoming a corporate member of Women Business Enterprises

Canada Council (WBE Canada) in 2023. Formal participation with WBE Canada allows us to access a national database of women-owned businesses, while providing networking, mentoring and strategic support to local women-owned businesses. We plan to include WBE Canada certification as a value attribute in our procurement decisions starting in the fall.

In the midst of the energy transition underway, long-term financial stability is vital. During the year, higher natural gas and coal prices resulted in increased fuel and purchased power costs. Coupled with higher operating, maintenance and administration expenses, this contributed to SaskPower recording a consolidated net loss of \$172 million. Our company's balance sheet and per cent debt ratio of 74.7% remains strong in large part due to financial flexibility built up over the past five years.

To help solidify our company's financial position, we proceeded with the implementation of a multi-year rate application through a 4% rate increase effective September 1, 2022, and a 4% rate

increase effective April 1, 2023. These were our first system-wide average rate increases since March 2018.

As a company that provides an essential service to customers across Saskatchewan, we are mindful that the decisions we make — about managing the environmental impact of SaskPower's operations, ensuring the health and well-being of our employees, and building a foundation for long-term financial viability — not only impact Saskatchewan customers today, but will continue to do so for decades into the future.



Chief Darcy Bear
Chair, Board of Directors



Rupen Pandya
President and CEO

OUR APPROACH TO CORPORATE RESPONSIBILITY AND SUSTAINABILITY

Meeting the corporate responsibility and sustainability challenge means using resources wisely, supporting the work and growth of our employees, maintaining the financial health of our business, and pursuing a clean, secure and affordable energy supply.

Success is dependent on honouring our relationships with stakeholders and Indigenous rights holders through openness, transparency and dialogue. It is also reliant on supporting the communities we serve while assisting our customers with the safe and efficient use of electricity.

As a company that underpins Saskatchewan's economic growth, employs thousands of employees in communities across the province, and whose operations result in a significant impact on our air, land, and water, SaskPower is at the centre of efforts to decarbonize electricity production while maintaining quality of life in a time of profound transition.

As one of the 13 utilities in Canada that have earned the Sustainable Electricity Leader™ designation from Electricity Canada, we have pledged to find a balance among responsible environmental, social, and economic practices as we grow our company and our province.

Transparency is a core principle guiding us as we determine a sustainable path for the future. It compels us to report on progress against a comprehensive set of criteria that are incorporated into the Sustainable Electricity Leader™ designation. This reporting framework provides an opportunity for customers and stakeholders alike to independently evaluate SaskPower's efforts as we embrace a new approach to energy development and security.

SaskPower's sustainability journey is directly informed by policy direction provided by our shareholders — Crown Investments Corporation of Saskatchewan and the Government of Saskatchewan. Our company's operations align with

relevant measures included in the provincial government's *Prairie Resilience: A Made-in-Saskatchewan Climate Change Strategy* and its companion *Climate Resilience in Saskatchewan Report* that tracks progress.

As we consider choices whose legacy will impact the province for decades, SaskPower's decisions must also reflect Government of Saskatchewan policy direction found in *Saskatchewan's Growth Plan – The Next Decade of Growth 2020-2030*. The delivery of an essential service to the people of our province leads to our company generating thousands of direct and indirect jobs; driving investment in goods, services, and infrastructure; fueling industry and innovation; and attracting newcomers to Saskatchewan.

While being a Sustainable Electricity Leader™ does not automatically certify SaskPower for International Organization for Standardization (ISO) 26000 compliance, our company has committed to action on the standard's seven core subjects and issues: organizational governance, human rights, labour practices, the environment, fair operating practices, consumer issues, and community involvement and development. To ensure our sustainability approach reflects a Saskatchewan-centric approach consistent with our operating environment, we also rely on data from customer and stakeholder focus groups and meetings, project-specific consultations, and customer and employee surveys.

MATERIALITY: SIGNIFICANT ISO 26000 ISSUES IDENTIFIED BY STAKEHOLDERS AND SASKPOWER LEADERSHIP

STAKEHOLDERS	Customers Landowners Indigenous Nations Business associations Community organizations Public interest groups	Employees/Executive/Board Members Other utilities Non-governmental organizations (NGOs) Academia Suppliers Governments (local, provincial and federal)
ISSUES IDENTIFIED	<ul style="list-style-type: none"> • Protection of the environment, biodiversity and restoration of natural habitats • Discrimination and vulnerable groups • Economic, social and cultural rights • Employment and employment relationships • Social dialogue • Health and safety at work • Human development and training in the workplace • Prevention of pollution • Sustainable resource use • Climate change mitigation and adaptation • Fair competition • Promoting social responsibility in the value chain • Respect for property rights 	<ul style="list-style-type: none"> • Fair marketing, factual and unbiased information and fair contractual practices • Protecting consumers' health and safety • Sustainable consumption • Consumer service, support, and complaint and dispute resolution • Consumer data protection and privacy • Access to essential services • Education and awareness • Community involvement • Education and culture • Employment creation and skills development • Technology development and access • Wealth and income creation • Social investment

* STAKEHOLDERS AND SIGNIFICANT ISSUES NOT PRESENTED IN ANY RANKED ORDER.

GOVERNANCE

SaskPower was established as a Crown corporation in 1949 with the passage of *The Power Corporation Act*; this provincial legislation still serves as the foundation for corporate governance. While modifications have been made, most notably with 1993's *The Crown Corporations Act*, SaskPower's mission of providing reliable, sustainable, and cost-effective power for our customers and the communities we serve has remained intact.

As SaskPower's parent company, the Crown Investments Corporation (CIC) of Saskatchewan confirms alignment between our company and provincial government direction as it is articulated in the annual Speech from the Throne and formal policy statements. Crown Sector Strategic Priorities developed by CIC offer further guidance and operational clarity.

SaskPower's President and Chief Executive Officer (CEO) reports to a

Board of Directors appointed by the Lieutenant Governor in Council. The SaskPower Board is itself accountable to the Minister Responsible for SaskPower, who acts as a liaison between the company, members of the Saskatchewan Legislative Assembly, and provincial cabinet.

The Minister Responsible for SaskPower is joined by company executives in reporting to members of the Legislative Assembly's Standing Committee on Crown and Central Agencies regarding the year under review, as well as topical issues.

Within the SaskPower Board of Directors, three committees share oversight responsibility for the company's sustainability efforts:

- The Safety, Environment & Corporate Responsibility Committee
- The Audit & Finance Committee
- The Governance & Human Resources Committee

Terms of Reference for each committee are available at saskpower.com.

Another essential governance instrument informing corporate sustainability is SaskPower's Enterprise Risk Management (ERM) Program, which offers a standardized framework for not only identifying strategic and functional risks, but also how they will be managed or mitigated. All employees share accountability for evaluating and managing corporate risk in their daily work.

The Corporate Responsibility & Sustainability Policy, the Code of Conduct Policy and the Health, Safety and Environment Policy provide additional guidance to staff in risk management and sustainability. Established reporting protocols, internal and external audits, and support from external agencies are used to track corporate compliance.

A corporate scorecard that benchmarks SaskPower's governance practices against

the standards of the Canadian Securities Administrators (CSA) is also available, even though the company's designation as a Crown corporation means compliance is not mandatory.

BOARD OF DIRECTORS

Responsible for oversight of the corporate responsibility and sustainability long-term vision and issues management.

BOARD COMMITTEES: SAFETY, ENVIRONMENT & CORPORATE RESPONSIBILITY; AUDIT & FINANCE; AND GOVERNANCE & HUMAN RESOURCES

CEO AND EXECUTIVE

Responsible for corporate responsibility and sustainability performance and long-term success.

EXECUTIVE ADVISORY COMMITTEE: OPERATIONS

CORPORATE SUSTAINABILITY OFFICE

Sets direction for corporate responsibility and sustainability integration, goals, and initiatives while executing performance reporting.

EMPLOYEES

Implement corporate responsibility and sustainability initiatives and identify opportunities.





CLIMATE CHANGE AND ENVIRONMENTAL PROTECTION

In our daily work and future planning, we must balance generating and delivering electricity with minimizing impacts on our natural environment. In response, we are pursuing cleaner sources of energy while continuing to promote environmental responsibility.

We continue to develop mitigation and adaption plans that address climate risk.

As SaskPower maps a path to reach a net-zero greenhouse gas (GHG) emissions future, our approach must be flexible enough to allow for a certain degree of uncertainty. We are on track to deliver a 50% reduction in GHG emissions by 2030, when compared to 2005 levels. At the same time, proposed new Clean Electricity Regulations from the federal government are expected to require a net-zero GHG emissions electricity system by 2035. Because of a host of technological, logistical and financial challenges, our company has been planning to a longer time horizon of a net-zero GHG emissions electricity system by 2050.

In this evolving regulatory environment, SaskPower remains steadfast in our commitment to reliable and cost effective power. During the past year, we reduced GHG emissions below 2005 levels for the first time ever under normal operating conditions. The only other time we registered this achievement was in 2020, when the COVID-19 pandemic led to reductions in power use across the province. Key to this transformation in SaskPower operations is the growth of our portfolio of wind and solar generation facilities. During the year, we received approval from the provincial government to add 700 megawatts (MW) of intermittent renewable power

to our renewable generation portfolio by 2027. The primary location for this largest-ever tranche of renewable power in Saskatchewan's history — which will include 400 MW of wind power and 300 MW of solar generation — will be in south-central Saskatchewan.

Ongoing collaboration with Indigenous rights holders has resulted in us working with Meadow Lake Tribal Council to secure power from a new 8-MW biomass facility, which came online in October 2022. As well, we celebrated the addition of 20 MW of solar power that came online in 2022-23. This included the 10-MW Pesâkâstêw Solar Energy Facility located near Weyburn, which was jointly developed by the George Gordon First Nation, Star Blanket Cree Nation and Natural Forces. Meanwhile, the Awasis Solar Energy Facility is located near Regina and was jointly developed by Cowessess First Nation and Elemental Energy. In addition, construction has begun on the new 200-MW Bekevar Wind Energy Facility, which has 17% Indigenous ownership.

A sustainable and reliable electricity system will require more than renewable generation solutions. Low-or no-carbon baseload power generation options designed to withstand our harsh climate and fit within our unique electricity system requirements will also play a central role. For the past several years, SaskPower has been investigating the viability of nuclear small modular reactors (SMRs). This work took an important step forward in 2022-23 when we completed a comprehensive

evaluation and recommended the GE-Hitachi BWRX-300 SMR as our technology of choice. Safety, technology readiness, generation size, fuel type and expected cost of electricity were all factors considered by the team in their decision. At the same time, the study areas of Elbow and Estevan were chosen as the locations meriting further study to become the potential first host for an SMR in Saskatchewan. Dialogue with local First Nations and Métis peoples continues as part of our extensive SMR public engagement effort. Educational work to share information about SMRs with the broader provincial population is deploying a combination of in-person and online events. A final decision regarding the future of SMR development in Saskatchewan will not occur before 2029.

While the role of SMRs in our energy future has generated much public interest, SaskPower's research into other possible solutions to decarbonization continued in 2022-23. Another 190 MW of hydroelectric power was secured when an import agreement between SaskPower and Manitoba Hydro took effect in June 2022. At the same time, a 20-year agreement signed between SaskPower and the Southwest Power Pool in August 2022 will allow us to expand transmission line capacity between Saskatchewan and the United States.

2022-23 PERFORMANCE INDICATORS

13,776,000 tonnes of carbon dioxide equivalent (CO₂e)

↓ Greenhouse gas (GHG) emissions — a decrease of 8% from the previous year¹

26,000 tonnes

↓ Nitrogen oxides (NO_x) emissions — a decrease of 9% from the previous year¹

74,000 tonnes

↓ Sulphur dioxide (SO₂) emissions — a decrease of 8% from the previous year¹

34.7%

↑ Renewable generation capacity in generation fleet — a 2.4 percentage point increase from last year

¹ Reported on a calendar year basis as at December 31, 2022.

RESOURCES REDUCE IMPACT ON WILDLIFE ACROSS THE PROVINCE



It takes a deft touch to successfully move swallow eggs from an endangered nesting area to a safer spot for hatching. Over the years, there have been several cases of swallows nesting in critical access areas of SaskPower facilities, so our company has brought in experts from the Wildlife Rescue Society of Saskatchewan (WRSOS).

Annual funding to WRSOS helps to offset the impact of SaskPower operations on wildlife across the province. WRSOS is a blanket organization that supports local and regional agencies that relocate and rehabilitate injured wildlife, and by directing funds there the company covers a wide range of habitat.

“Environmental sustainability is a priority,” says SaskPower Resource Specialist Marcy Bast. “Our operations and infrastructure have an impact on wildlife, from bird collisions to impacts on fish habitat, and we acknowledge that.”

Funding directed to WRSOS goes toward initiatives such as volunteer training, operation of a help line, and helping regional agencies get up and running. Since beginning work with the agency, Bast says SaskPower employees have become more aware of measures to help wildlife during the regular course of work. “Keeping the lights on does impact wildlife,” she says. “And we have to minimize that risk wherever we can.”

Until sustainable, large-scale zero-GHG emissions baseload generation and long-duration energy storage options are commercially available, SaskPower will rely on lower-emitting natural gas generation as a reliable baseload option, as well as a quick-starting backup for our growing fleet of intermittent renewable facilities. During 2023, the 377-MW Great Plains Power Station being built near Moose Jaw passed the 75% completion point with almost 700 workers on site creating important local economic benefits. Meanwhile, construction is set to start in 2024 on the 377-MW Aspen Power Station near Lanigan. Existing natural gas facilities at the Ermine and Yellowhead Power Stations are being expanded with the addition of a simple cycle gas turbine at each station, providing cost-effective backup power to support older generation assets and growing renewable facilities.

SaskPower’s current carbon capture and storage (CCS) facility — attached to Unit 3 at the coal-fired Boundary Dam Power Station — capped off a strong 2022-23 by achieving a milestone of five million tonnes of carbon dioxide (CO₂) captured since start-up. This year was the strongest for the CCS facility, as it captured almost 860,000 tonnes of CO₂.

Hydroelectric stations are some of SaskPower’s most enduring generation assets and will play a crucial role in any power system of the future. To secure more clean power from both the E.B. Campbell and Coteau Creek Hydroelectric Stations, we are in the midst of a multi-

year renewal effort to extend the operating lives of these clean, renewable generating facilities. The work is expected to be completed in 2025-26.

Work is also proceeding on the construction of a 20-MW battery energy storage system located in northeast Regina that offers an important opportunity to balance our electricity system and better understand the role of energy storage in the electricity transition. Battery storage could also act as a foundational element in future microgrid development. A pilot project in the community of Descharme Lake — starting later this year — will evaluate the feasibility of a microgrid platform to improve reliability for remote customers, while simultaneously reducing GHG emissions. The role that geothermal energy could play as another emerging clean technology in our plan for Saskatchewan’s energy future continues to undergo evaluation through our partnership with Deep Earth Energy Production (DEEP) and its demonstration project in southern Saskatchewan.

ENVIRONMENTAL STEWARDSHIP

Respecting and preserving the air, land, and water which are vital to our long-term prosperity guides not only SaskPower’s day-to-day operational decisions, but also serves as a critical lens through which we consider the sustainability of all long-term plans. At the heart of this commitment to environmental stewardship is our ISO 14001-conformed Environmental



WORK AT THE COTEAU CREEK HYDROELECTRIC STATION IS UNDERWAY TO EXTEND ITS OPERATING LIFE.

Management System (EMS), which emphasizes transparent reporting and continuous improvement in providing employees and contractors with direction on how to complete their work in an environmentally sustainable manner. A comprehensive environmental awareness training program delivers clarity around the specific roles and responsibilities for staff. Additionally, existing processes and practices — including Beneficial Management Practices and conducting environmental screenings — help ensure construction and maintenance projects comply with existing federal and provincial environmental legislation.

Through the last 12 months, 63 environmental site assessments at SaskPower properties were completed as part of our company's ongoing effort to eliminate or mitigate the impact of daily operations. Soil and ground water analysis, along with any required remediation work, was completed prior to any property sale, purchase or lease agreement being concluded. Complementing this focus on environmental preservation includes our continued work on a multi-year initiative in northern Saskatchewan to assess the state of 32 former diesel-fueled power generation sites that were operated by SaskPower until the 1980s.

All spills or releases occurring at a SaskPower work site are closely monitored and promptly disclosed and mitigated. Six regulated releases were reported in 2022-23 to our provincial regulator and SaskPower conducted clean-up activities at these locations.

Polychlorinated biphenyls (PCBs) are a toxic substance found in the oil used to help cool many of SaskPower's pole top and ground transformers until the 1980s. More than 100,000 pieces of equipment containing PCBs were in service when a long-term initiative began in 2014 to tackle this environmental concern. Today, PCB

content in nearly all SaskPower equipment has not only been verified, but over 99% of this equipment has been removed from service and safely destroyed. By the end of 2023, only 3,500 pieces of equipment containing PCBs will remain in service, and even those will have PCB levels well below federal limits. Our focus on removing all equipment with a PCB concentration equal to or greater than 50 milligrams per kilogram remains on track to be completed ahead of the federal deadline of December 31, 2025.



SASKPOWER'S SHAND GREENHOUSE HAS PROVIDED MORE THAN 560,000 FREE SEEDLINGS FOR A VARIETY OF LAND CONSERVATION, RECLAMATION, WILDLIFE HABITAT CREATION, AND SHELTERBELT PROJECTS.

SaskPower has long relied on an integrated vegetation management approach around our facilities that both minimizes environmental impacts and respects traditional land use. In addition to using sustainable herbicides, we incorporate machine mulching and manual techniques to remove tall and hazardous tree species growing near power lines. Vegetation management practices also focus on encouraging the growth of low shrubs and native plants adjacent to our distribution infrastructure.

With the risk of wildfire threatening northern communities on the increase, SaskPower's implementation of a recently completed Wildfire Prevention and Preparedness Plan helps us address this

challenge with regard to project planning, construction, and maintenance of power lines in the region. At the same time, we are currently working on an initiative to create wider rights-of-way in the North that will reduce wildfire risk. Local northern Indigenous companies are seeing important economic benefits as we partner with them to complete the vegetation management work required. Across the rest of the province, where the risk of wildfire is lower, public education efforts during 2022-23 focused on helping farmers and residential customers in selecting trees and plants that will maintain a safe buffer around power lines.

Environmental Protection Plans (EPP) have become an essential aspect of

our project management toolkit as SaskPower oversees an increasing number of transmission and distribution infrastructure maintenance projects. EPPs provide staff with guidance on routine maintenance work, reduce paperwork and permitting requirements, but do not compromise regulatory compliance. During 2022-23, EPPs were expanded to cover infrastructure maintenance work on Crown agricultural land. Through ongoing collaboration with the Government of Saskatchewan Ministry of Environment, we are identifying opportunities to expand this streamlined project review process. This will help to ensure our growing number of maintenance projects can be completed in a timely manner, while maintaining our core focus on

environmental protection and ensuring safety risks (such as wildfire prevention) are a top priority.

Managing and mitigating biosecurity risks associated with our work across the province is an emerging priority as we strive to limit the spread of weeds, pathogens, pests, or aquatic invasive species.

SaskPower's funding for the Saskatchewan Aquatic Invasive Species Task Force will increase from \$25,000 to \$75,000 in 2023-24 as we collaborate with regulators, agencies, and post-secondary institutions to reduce the risk of zebra mussels from entering Saskatchewan. Zebra mussels pose a serious threat to SaskPower operations because they can quickly block water intake

structures at power generating facilities. Early detection through water sample analysis is helping us stay ahead of this looming biosecurity threat.

Leafy spurge management around the Boundary Dam Power Station is also an area of focus, due to the plant's ability to spread quickly and crowd out native vegetation while overtaking large areas of open land. During 36 days of spraying for leafy spurge in the last year, we completed coverage of 686 hectares, while recording no evidence that non-target species were impacted.

Throughout 2022-23, SaskPower expanded the scope of research and collaboration efforts with local partners as we sought to better understand the environmental impacts resulting from operations. Near the E.B. Campbell Hydroelectric Station in northern Saskatchewan, we are allied with members of the Cumberland House Fisherman's Cooperative in the removal of woody debris that has accumulated inside channels of the Saskatchewan River. These efforts increased available fish spawning habitat and restored boat access to important delta waterways.

At the same time, current funding was extended so researchers from the University of Regina can further their studies to determine how changes in the water temperature at the Boundary Dam reservoir in southeastern Saskatchewan could impact a unique largemouth bass population that has been established. The potential closure of the adjacent coal-fired Boundary Dam

Power Station would cause a significant drop in reservoir water temperatures.

Meanwhile, research into the impacts of regulated hot water discharges from the natural gas-fired Queen Elizabeth Power Station on fish and fish habitat in the South Saskatchewan River drew to a close over the last year. A review of the results was completed by Environment and Climate Change Canada (ECCC) and confirmed there are no significant impacts that exceed regulatory requirements. With data collection having ended on areas of the South Saskatchewan River around the Coteau Creek Hydro Station, SaskPower is one step closer to gaining a deeper understanding of fish and aquatic habitat near the facility's water intakes and also downstream of the station.

With a service area that includes over 160,000 kilometres of power lines, a number of initiatives combine to reduce SaskPower's impact on provincial bird populations. With financial support from ECCC, SaskPower removed a portion of distribution infrastructure in Grasslands National Park so power poles can no longer be used by hawks or other birds of prey as they hunt for greater sage-grouse, which is categorized as a species at risk. Putting the powerline underground has also resulted in new and important habitat where the greater sage-grouse population can flourish.

Not far from Grasslands National Park is the site of the Chinook Power Station, near Swift Current. During facility construction in 2017, a large sharp-tailed grouse lek

— a site used regularly in breeding — was inadvertently disturbed. Through a partnership with the University of Regina's biology department, survey work continued in 2022-23 to identify habitat suited to sharp-tail grouse in the region as part of a compensation agreement with provincial regulators. Dozens of previously unidentified lek sites have been found through this on-the-ground effort.

Also in the southwestern region of the province, crews completing safety and reliability improvements to the Coteau Creek Hydroelectric Station deployed a unique approach to minimizing impact: major construction was limited to the winter and early spring so staff could take advantage of frozen water conditions as they worked. Native species disturbed during the job have also been replanted and are being monitored.

SaskPower construction and maintenance staff situated in all corners of the province regularly benefit from information on bird nesting and breeding periods contained in the Saskatchewan Breeding Bird Atlas. The production of this important resource continued to receive SaskPower financial assistance in 2022-23. To protect piping plovers that often nest at water bodies near our power stations, SaskPower funding supported an annual provincial inventory that captures important long-term data on species population trends. Close collaboration between our transmission and distribution staff and avian experts meant we were able to safely move a number of active nests built during the year on our

power lines and help protect important bird species.

Wildlife habitat creation and restoration initiatives across Saskatchewan benefit from the long-standing work of the SaskPower Shand Greenhouse, which has produced and distributed over 13.5 million tree seedlings since it opened in 1991 near Estevan. During 2022-23, over 1,900 applications were received from not-for-profit organizations, service clubs, conservation groups, and individual landowners, and more than 560,000 free seedlings were provided for a variety of land conservation, reclamation, wildlife habitat creation, and shelterbelt projects.

An in-depth building condition assessment at the Shand Greenhouse will assess opportunities to use solar and wind as a heating and electricity source. Aging irrigation and water treatment infrastructure is also being replaced over the next year so the facility can meet customer demand for seedlings well into the future.



Darcy Holderness, Manager, SMR Development (left) and Sarah Klein Bentley, Engineer, Supply Planning.

THE RIGHT MOVE: FINDING A SITE FOR A SMALL MODULAR REACTOR

Support for nuclear power in Saskatchewan is high. An Angus Reid poll in January of this year showed that 73% of the people of this province support expanding efforts to draw energy from nuclear power, the highest across Canada. Of those, 39% expressed strong support.

Darcy Holderness has some ideas about why that is. He is the Manager of Small Modular Reactor (SMR) Development at SaskPower, and he has been participating in an extensive engagement process on the company's prospects for adding nuclear generation capability to the grid. In this role, he has worked with a dedicated team to inform and consult with hundreds of stakeholders, Indigenous groups, and members of the public to move through a highly technical, detailed and sensitive process. The end result could be the first greenfield nuclear energy development in Canada in 40 years, potentially under construction in 2029 and operational in 2034.

"Nuclear power evokes a lot of emotion in people," he says. "Before we had chosen the technology for this project, we did a lot of engagement work on the need for nuclear power, the upcoming challenge of managing greenhouse gas emissions, and what nuclear means for our existing grid." Holderness says that a project like this requires extensive engagement with stakeholders, particularly around safety and the regulatory process, but that a certain pragmatism in Saskatchewan has given the process a boost. "We've definitely had pockets of people who are very energy literate," he says.

The work so far has narrowed down the project to two potential construction study areas — one near Elbow on Lake Diefenbaker and the other near Estevan. These were identified because they had the necessary site characteristics, including proximity to a viable water supply, existing infrastructure (including roads and transmission), and nearby communities from which to draw a workforce.

The Regional Evaluation Process (REP) was developed to share current information about the SMR development project and gain valuable insight from the communities where an SMR could be built. This REP focuses on a 40-km radius around potential sites, drawing in stakeholders including municipal and Indigenous groups, as well as representatives of industry, research, and environmental organizations. Throughout the process, the mapping of potential study areas has shifted based on public and stakeholder feedback. "People can influence the siting process," says Sarah Klein Bentley, who has been managing the siting process as part of SaskPower's Supply Planning team. "We know this decision will affect development in those areas, and we want to make sure that what matters to the municipality we choose is captured, and that it informs our analysis."

Intensive, ongoing engagement with regional and local stakeholders and consultation with rights holders will continue this year, with the result of two potential half-sections of land chosen by the end of 2023 and a final site recommendation by the end of 2024.



IN PILOT PROJECT, SHAND GREENHOUSE SEEDLINGS TAKE ROOT

Since it opened in 1991, SaskPower's Shand Greenhouse has supplied Saskatchewan with more than 13.5 million tree and shrub seedlings. Grown with the help of waste heat from the Shand Power Station, seedlings are made available for free to non-profits across the province, as well as landowners, conservation groups and service clubs. They are planted for land conservation, shelter belts, wildlife habitat rehabilitation, and reclamation. But 2023 was the first year that some of the seedlings were kept at home — planted on SaskPower land adjacent to the Boundary Dam Power Station as a pilot project.

To mark Canadian Environment Week, SaskPower employees planted 10,000 seedlings on reclaimed coal mining land near Boundary Dam. "This program is unique to SaskPower," says Senior Analyst Kristopher Murray. As part of the Environment and Sustainability department at SaskPower, he has been overseeing the planting project. "We're the only utility that we know of with a greenhouse."

The project will provide data on the feasibility of larger planting projects, using seedlings that have long proven to be hardy in the Saskatchewan climate. They include blue spruce, green ash, Manitoba maple, Scots pine, and hybrid poplar. Each one will have spent a year growing to seedling height in the greenhouse before being transplanted outdoors.

"The land we chose near Boundary Dam Power Station is large and fenced in, and it has many native plants on it," Murray

says. "But the success of this project will depend on weather, and mitigating animal predation. We expect a percentage of the trees will not survive."

The seedlings will be monitored and maintained, including thorough watering, over the next few years. The Environmental Performance and Reporting team, part of SaskPower's Environment and Sustainability department, surveyed the success of seedlings given away to the public in 2022 and discovered that there was an approximate 65% survival rate.

Assuming everything goes according to plan, in 2024 our company will consider planting an additional 20,000 seedlings, with plans for further growth after that. Outcomes from this year's planting will determine future locations and may also include conifer seedlings grown from seed collected through a partnership between Shand Greenhouse and the Prairie Christmas Tree Grower's Association of Saskatchewan.

This year's planting project trees are only a fraction of the more than 500,000 trees grown at Shand Greenhouse and distributed every year, all of them helping to capture carbon dioxide from the atmosphere while reclaiming the landscape. Murray says: "I think years from now when the trees have begun to grow, we can look back and be very proud of our efforts."

CUSTOMER AND COMMUNITY ENGAGEMENT

We believe that a strong relationship with those who have a shared interest in SaskPower is fundamental to our company's success. We pursue a connection with customers, Indigenous rights holders and all stakeholders that is transparent and accountable while encouraging the development of partnerships. We champion safety as well as energy efficiency and conservation initiatives while supporting the communities we serve.

Finding solutions that address the challenges resulting from the energy transition will only occur if customers have a voice in the development of the paths we choose. A strong turnout from residents, businesses, and Indigenous rights holders for virtual and in-person dialogue focusing on what SaskPower's power system could look like in 2030 and beyond underscores the broad enthusiasm for participating. Aside from input gathered at webinars and workshops, we received 15,000 responses to a survey where customers told us what they value and expect to see in a power system of the future. Engagement planned for 2024 will see us present a variety of potential energy scenarios that could sustainably power the province.

With forecasts indicating that growth in demand for power will be driven, at least in part, by the electrification of Saskatchewan's transportation sector, our company was active throughout 2022-23 in taking steps to prepare for this energy shift. Our new Electric Vehicle Infrastructure Program will cover up to 75%, or \$200,000, of the cost for up to 20 electric vehicle (EV) charging stations within Saskatchewan. With partial funding from Natural Resources Canada, the program received more than 40 applications last year. EV enthusiasm prompted SaskPower to expand efforts that

provide potential buyers with educational resources and dispel common myths; we also participated in EV demonstration events across the province. Other work underway to prepare for the broader electrification of society included SaskPower's development of new grid development standards for urban settings, which are being evaluated through residential pilot projects starting in 2023.

The steady increase of customers wanting to produce their own power demonstrates how more and more Saskatchewan residents want to be active contributors in the creation of a low-carbon economy. Sustained growth in our Net Metering Program — now in its 15th year — has added 42 megawatts (MW) of solar generation produced by more than 3,100 program participants.

At the same time, work is ongoing with customers already enrolled in the Power Generation Partner Program as their clean generation projects are connected to our provincial grid. By the end of 2022-23, a total of 12 solar projects and one flare gas project have gone into service.

One of the most important tools ensuring SaskPower's strategic direction and future planning reflects the values and priorities of our customers is a series of annual customer experience surveys. While all customers have common expectations regarding affordable rates, reliability and communication with SaskPower, insights specific to each of our three key customer segments is used to drive the design of new or improved programs or services. Ratings from residential

customers dipped slightly over the year as they experienced economic pressures and looked to SaskPower for help in lowering power use and costs. Small and medium business customers shared an eagerness for SaskPower's assistance in managing costs, even as their overall satisfaction held consistent. Key and major account customers gave us positive marks about the ease and effectiveness of doing business with SaskPower, while seeking support in reaching their own environmental, social, and governance (ESG) goals.

Improving our digital presence is among the most significant projects we have undertaken over the past few years, as we strive to make it easier for customers to connect and do business with us. SaskPower's online customer platform, MySaskPower, now allows customers to access their unique information; perform a variety of transactions; and request services that previously required direct contact with the company. For real-time engagement, we have introduced a live chat feature.

A redesign of our bill completed during 2022-23 delivers an easier-to-read document while providing a consistent experience in both digital and paper formats. Informed by direct customer feedback, we have made it simpler to find the information that is most important: due date, payment amount and electricity used. Data analytics offer customers new insights on power use trends and the impact of weather and other factors, which can be used to reduce energy expenses.

2022-23 PERFORMANCE INDICATORS

5.3 hours

↓ SAIDI (distribution): the average customer's total interruption time in hours over the year — a decrease of 9% from the previous year

3.7 outages

↑ SAIFI (distribution): the average customer's number of interruptions over the year — a 3% increase from the previous year

140 minutes

↑ SAIDI (transmission): the forced interruption length experienced at a bulk electric service delivery point in one year — an 11% increase from the previous year

2.3 outages

↑ SAIFI (transmission): the average number of forced interruptions experienced at a bulk electric service delivery point in one year — a 5% increase from the previous year

COMMUNITIES COME TOGETHER FOR INDIGENOUS EVENTS



Summer in Saskatchewan means music, dancing, food and community — and nowhere more so than at powwows across the province. Recently, SaskPower was proud to sponsor seven powwows while also participating in grand entries and associated weekend activities.

The sponsorships are part of a commitment to supporting Indigenous events and activities, including sporting events and youth activities. They have included participation in the Saulteaux First Nation Indian Relays and Sport Days, a fast-paced and exhilarating bareback horse race at full gallop. The Tony Cote First Nation Summer Games in Saskatoon brought young people together to compete in sports including archery, softball and track. The Treaty 4 Gathering in Fort Qu'Appelle included dancing, a traditional powwow, an artisans' fair, and a fastball tournament.

In late September 2022, employees attended the first Miyo-Wīciwītowin (We Walk Together) event at Mosaic Stadium. With a program full of music, dance, guest speakers, and calls to action, the day recognized and celebrated reconciliation, especially for Indigenous youth.

Sponsorship and participation in events such as these represent SaskPower's own commitment to reconciliation, acknowledging the past and plans for future collaboration.

Low-income customers are particularly at risk when it comes to even small increases in their power costs or usage. SaskPower's Energy Assistance Program delivers up to \$230 in annual savings on power, natural gas and water bills through free energy efficient product upgrades and one-on-one advice from a SaskPower energy coach. Over 1,800 applications were received in 2022-23 and more than 700 home upgrades were completed.

For customers in remote parts of Saskatchewan, the Northern First Nations Home Retrofit Program provides homes with free energy efficient products and upgrades including water heater jackets, air sealing, attic and basement insulation to improve the efficiency and comfort of their homes, while helping to reduce costs in a region where electricity is commonly used as a source of heat. With agreements now signed between SaskPower and four Lac La Ronge Indian Band communities, as well as the Fond du Lac, Cumberland House, Canoe Lake and Waterhen Lake First Nations, we are collaborating with each community to have 264 homes participate in the program by the end of March 2024.

With a new corporate Demand Side Management Plan receiving approval in the last 12 months, SaskPower is currently developing additional programs that will reach even more customer segments with energy efficiency and conservation programs. As part of this work, we will look for opportunities to deliver extra energy savings programs through collaboration with SaskEnergy.

The diverse and complex operational processes common among many of our larger customers demand unique and customized energy efficiency solutions. Through the Power Support Service, we are working closely with industrial customers to complete energy diagnostic reports that provide detailed information about their energy use, as well as ideas for efficiency improvements in day-to-day operations. During 2022-23, 18 energy diagnostic reports were provided.

As the energy transition drives closer partnerships with industrial customers who are interested in decarbonization and ESG requirements, the Renewable Subscription Service allows participating key and major account customers to purchase Renewable Energy Certificates for a premium from renewable generation facilities in Saskatchewan up to the equivalent amount of their total energy consumption.

Responding to a growing enthusiasm for investments in renewable energy to meet net-zero GHG emissions goals, SaskPower's Renewable Partnership Offering provides key and major account customers the opportunity to participate with us in the development of a new 100-MW solar facility and count up to 25% of their annual consumption as solar power.



Blair DeBruyne, Director,
Grid Control Operations, SaskPower.

RECYCLING PARTNER KIN ENTERPRISES PUTS EXCESS METALS TO GOOD USE

Blair DeBruyne talks about a tipping point around sustainability in business: “When everyone started to take recycling more seriously, it was about putting all your pop cans in a blue bin,” he says. “But then everything quickly became important and everyone went from pop cans and blue bins to company-wide responsibility initiatives.”

As the previous Director of Logistics for SaskPower, it was a part of DeBruyne’s job to roll out many of those initiatives, and to make sure they make economic and environmental sense. “For the past two to five years, we’ve focused on a start-to-finish cycle,” he adds. That means working with suppliers across the company to initiate ways of recycling, refilling, and reusing, considering both the front end and the back end.

“In the construction world especially, there is going to be waste, even on small jobs,” DeBruyne says. But by working with suppliers to return and refill chemical tanks, reuse or shred power poles for mulch, engage third-party recyclers for specialty items like street light heads, the company is making a significant dent in reducing what gets sent to the landfill.

In the northern half of the province, SaskPower has brought on a partner in recycling, Kin Enterprises. Based out of Prince Albert, Kin has built a non-profit organization to benefit adults with cognitive disabilities, operating industrial and manufacturing workshops that partially fund day programs, outings, and day-to-day operations.

Kin maintains 30 collection trailers at sites around the province for waste items, mostly excess wire, that gets funnelled to its recycling workshop in Prince Albert. There, workers and program participants are paid to strip and recycle plastic

coatings, and collect copper and aluminum for reuse. While some of the proceeds go back to SaskPower, a portion of the money earned stays with Kin and helps fund their programs.

The recycling shop is just one of the light manufacturing ventures that Kin operates, all of which are fundamental to the organization’s operations. “It all enables us to run programs we couldn’t otherwise have without manufacturing,” says Kin Enterprises Executive Director Shawn Elder, who points to the purchase of a large bus, excursions to Edmonton and Saskatoon for day program participants, and day trips to the wave pool in Melfort as examples.

DeBruyne has been impressed by how quickly the Kin Enterprises recycling operation has expanded. “Their trailers have made it easy for our field staff to sort on site,” he says, with pickups now happening in and around the Prince Albert and Saskatoon areas, and as far away as Rosetown. He sees the sustainability of reuse and recycling to be very important in the continued growth and evolution of SaskPower: “It’s going to become more and more important to conserve, to be environmentally and socially responsible from start to finish.”

OUR COMMUNITIES

As one of Saskatchewan's largest companies, SaskPower has long been committed to nurturing the sustainability of communities across our province through targeted funding that supports non-profit organizations contributing to the safety, health and well-being of residents. In 2022-23, SaskPower contributed over \$2 million to educational and community initiatives across the province through our Community Partnerships and Investment Program.

We focused on three priorities: our future workforce, electrical safety, and conservation and efficiency. Two three-year sponsorship agreements were finalized that align with SaskPower's future staffing needs as we partnered with Foundations Learning and Skills Saskatchewan and the Saskatchewan Association of Science Fairs and Foundations to support youth literacy and STEM (science, technology, engineering, and math) skills development.

SaskPower's involvement in the United Way is made successful by our employees at work locations across the province. SaskPower provides a dollar-for-dollar match for every staff donation to their local United Way organization. During our annual campaign in the fall of 2022, SaskPower and its employee contributions supported community initiatives in Weyburn, Moose Jaw, Swift Current, Estevan, Regina, Saskatoon, Prince Albert and North Battleford.

A new partnership between SaskPower and Legacy One helped to engage youth in dialogue around mental health and building resilience. One-hour shows were delivered online or in-person and used storytelling, music, media, videos, song, poetry and rap to reach students in Grades six to 12. The Legacy One team also offered follow-up workshops and mentorship.

In 2023, SaskPower was recognized in Electricity Canada's Centre of Excellence for a Ukrainian intake and welcome letter we developed to assist Ukrainian refugees coming into Saskatchewan. The letter includes information about SaskPower, our company's services and contact information in Ukrainian. These customers are dealing with the stress of fleeing their home country and moving to a new location, potentially with significant language barriers. We took a customer-centric approach to make doing business with us easier. The letter is available at various agencies that are assisting these customers with their transition to Saskatchewan.

Meanwhile, SaskPower encourages employees wanting to volunteer with non-profit organizations that matter most to them. Our company offers employees the chance to win money for the organizations they volunteer for through monthly draws. A minimum of 20 hours must be spent volunteering for an organization and eligible employees can win up to a maximum of \$500 per fiscal year that is paid directly to the registered charity or

community based non-profit organizations operating in Saskatchewan. In addition, many employees volunteered time over the December holiday season so those in need could be provided with clothing, toiletries and food items. SaskPower employees in Regina volunteered with Awasiw: The Place of Hope, Kitchener School and Thomson Elementary School, while other staff coordinated donations delivered to the Hector Thiboutot Community School in Sandy Bay.

An initiative spearheaded by our Properties and Shared Services team is addressing the need of non-profits and Indigenous communities who require office furniture. A list of community contacts has been created for when renovation projects at SaskPower facilities are completed, and surplus office furniture becomes available. Items are claimed on a first come, first serve basis. Since 2020, SaskPower has made more than 150 furniture donations to a range of groups and communities, with new eligible organizations regularly added to our list. The project also lowered SaskPower's environmental impacts by reducing material we send to local landfills.

LEARNING POTENTIAL: SANDY BAY STUDENTS PREVIEW CAREERS IN ENERGY

As labour markets shift, even a high-profile company like SaskPower has to get creative in attracting young people to careers within its ranks. This is particularly true in rural and remote parts of the province where SaskPower operations have an impact. School career days only go so far. This year, the company sponsored an innovative program to bring a group of students from home to explore all the possibilities of working for SaskPower during an event-packed weekend in Saskatoon.

Organized by former SaskPower Indigenous Relations Consultant Wavell Starr, now Director of Indigenous Relations at Crown Investments Corporation of Saskatchewan, the program was designed for students at Hector Thiboutot Community School in Sandy Bay. The town is adjacent to the Island Falls Hydroelectric Station on the Churchill River, which was bought by SaskPower in 1980 and has been operated by the company since 1985.

In March, Starr worked with the school to bus a group of Grade 10 to 12 students from their northern community to Saskatoon for a three-day visit. They learned about opportunities for post-secondary education through Saskatchewan Polytechnic and Saskatchewan Indian Institute of Technology, as well as courses that can lead to careers in metering, power engineering, and other technical fields.

“The plan is to show students an abundance of career opportunities and to motivate them toward post-secondary education” Starr says. “Industry is competing now for Indigenous talent, and this goes a lot farther than just buying ads in the paper.”

The weekend included some cultural and recreational activities, including tipi building, a visit to Wanuskewin Heritage Park and a movie night, along with tips on resume writing and preparing for a job interview. Students also toured the Queen Elizabeth Power Station, the switching yard, and local transmission and metering operations, all with a focus on individual opportunities in trades. They were each presented with a pair of new steel-toed boots, outfitted with personal protective equipment, and given an opportunity to climb a power pole.

With the success of this program, Starr says there will likely be other similar tours for Sandy Bay students, as well as opportunities with other schools in locations where SaskPower operates, such as the school in Cumberland House, close to the company’s E.B. Campbell Hydroelectric Station.

Making these connections is “critical work” Starr says. “You can’t do this entirely from an office. You have to use boots on the ground.” He adds that partnerships like this one in the Sandy Bay community align with the principles of reconciliation and demonstrate the importance of finding innovative ways to collaborate. “SaskPower is working to strengthen the relationship with the community of Sandy Bay. Working together creates better outcomes for all.”



Wavell Starr, former SaskPower Indigenous Relations Consultant.

PEOPLE

We believe that nothing is more important than the health, safety and well-being of SaskPower's employees, contractors and the public.

The success of our company is dependent upon the strength of our workforce. We work to be an employer of choice, with dedicated and engaged employees.

We will strive to ensure our workforce is high performing, accountable, and as diverse as the communities we serve.



Each and every day, nearly 3,100 employees contribute their wisdom, creativity, hard work, and experience as we create a workplace culture that will sustain us through the energy transition. Our employee complement is characterized by a strong sense of pride and includes out-of-scope staff and staff who are members of either the International Brotherhood of Electrical Workers (IBEW) Local 2067 or Unifor Local 649.

Authentic employee engagement requires leaders who are genuine and transparent. SaskPower relies on a biennial survey to ensure it has engaged employees while creating an environment of accountability and high performance. The most recent survey was completed in the fall of 2022 and resulted in an engagement score of 69%, which was a 2 percentage point increase over the 2020-21 survey. Notable improvements in overall scores were reported for performance feedback, professional growth, and information and communication.

Consistent with these results, SaskPower was once again named one of Saskatchewan's Top Employers. Among the reasons cited for our 16th consecutive receipt of this award were the investments we made to provide alternative work options for a better work-life balance, competitive health benefits, maternity leave top-up payments, and academic scholarships for children of SaskPower employees.

In times of change, compassionate leadership is especially important. SaskPower's development framework offers a clear picture of what is expected from all leaders, and the role they play in improving organizational effectiveness. Specific opportunities for staff to grow and develop through a mix of in-person and online skill development and learning tools are incorporated into this leadership model.

Ongoing workforce planning through the year focused on identifying possible gaps in the skills and abilities of our current staff complement as we prepare for a future heavily focused on new technologies and an evolving business model. At the same time, vacancies resulting from staff retirements are being addressed through succession planning and job competency frameworks, ensuring we recruit staff with the knowledge, skills, abilities, attitudes, and behaviours we will need moving forward.

To support SaskPower employees at our coal generation plants who will be most impacted by the energy transition, our Coal Workforce Transition Project Team has continued working on initiatives to help address the ongoing workforce challenges. A key focus will be on short-term recruitment and retention at our three coal-fired facilities in the time leading up to their planned closures.

Meanwhile, recognition of our existing roster of apprentices and their mentors continued through the SaskPower Apprentice Awards Program. Now in

its 6th year, this initiative promotes the development of outstanding journeypersons who uphold SaskPower's core values while recognizing the internal mentors who have been positive role models for them.

DIVERSITY & INCLUSION

SaskPower aspires to be an employer that engages and empowers all staff to reach their full potential, while being able to bring their authentic selves to work every day. Being recognized as one of Canada's Best Diversity Employers for the 15th consecutive year demonstrates our long-standing commitment on building a diverse work environment. Also, for the 11th year in a row, SaskPower was recognized as one of Canada's Top Employers for Young People.

A revamped Diversity and Inclusion internal SharePoint site serves as a hub for employees seeking information on the company's many diversity and inclusion initiatives, best practices, and resources.

Employee Resource Groups continue to increase education and awareness on diversity and inclusion topics and provide unique perspectives in assisting SaskPower in achieving its goals in engaging and supporting employees.

2022-23 PERFORMANCE INDICATORS

38%

↑ Diversity of the Executive team — a 5 percentage point increase from the previous year

39.8%

↓ Workforce diversity — a 1 percentage point decrease from the previous year

69%

↑ Employee engagement score — a 2 percentage point increase from 2020-21

SASKPOWER DONATION SUPPORTS SASKATCHEWAN FARM SAFETY



There are an average of 300 reported contacts with overhead power lines during agricultural operations in Saskatchewan every year, many of them leading to incidents such as downed lines, electricity outages, and injuries. Of the 10 reported deaths in the past decade due to contact with lines, six of them have happened on farms.

To help reduce those numbers, this year SaskPower donated and installed two power poles, guy wires and overhead lines on a field site in Moose Jaw, the home of the institutional farm where students at Saskatchewan Polytechnic study in the Agriculture and Food Production Program. The program, which was offered for the first time in 2022, provides students with practical “seat time” on equipment, so the safety element is key to student success.

The purpose of the installed wires is to teach safe operation of farm equipment around and between the poles. It's part of the overall drive for safety in agricultural operations taught at the college. And for Brett Horn, SaskPower Manager of Operations for Swift Current East, whose crew installed the lines, the donation is a proactive move toward not only keeping agricultural workers safe, but also in educating the public about the potential dangers of overhead wires.

The release of a Indigenous Recruitment & Retention Strategy and Action Plan during 2022-23 outlines the roadmap we will follow to increase and retain Indigenous representation within our workforce by focusing on three priority areas: enhancing sourcing and recruitment strategies, working with Indigenous organizations and communities to build a candidate pipeline, and fostering an inclusive workplace culture that supports Indigenous employees in reaching their full potential.

To support gender diversity among our complement of skilled trade professionals, an Advancing Women in Trades Initiative continues to be implemented to better understand the experiences and barriers in order to grow the number of female employees in skilled trades at SaskPower. Our focus continues to be targeted recruiting tactics and building awareness on skilled trades roles within schools and in the community. In addition, gender diversity continues to be fostered in leadership roles through the Women Mentorship Program that was launched in 2021.

SaskPower hosted its first-ever diversity fair to celebrate the diversity of its workforce and promote equity and inclusion in the workplace. This full-day event was supported by SaskPower's Executive Team and coordinated by SaskPower's Employee Resource Groups. SaskPower is committed to fostering a culture of inclusion and belonging where every employee feels respected, safe, and welcome. By bringing their whole selves to work, SaskPower

employees can thrive and perform at their highest level.

SAFETY

At SaskPower, every one of us understands that safety is always our first priority. As employees, we rely on each other to ensure safe work practices remain front and centre in everything we do. Nothing is so important that it cannot be done safely. At the end of the workday, our number one goal is to make sure all staff are able to go home safely.

The entire SaskPower family grieved when a workplace incident occurred in November 2022 which claimed the life of one of our employees. Our thoughts remain with the employee's family, friends, and colleagues. The health and safety of our company's people will always be our number one priority, and we will continue to work to enhance our performance.

The role of each SaskPower employee in maintaining a safe workplace and living our safety values is clearly articulated in SaskPower's Safety Management System, which is aligned to the ISO 45001 standard. During the last 12 months, our corporate safety team has been updating policies and procedures to align with new ISO 45001 standard requirements.

Reflecting the notion of continuous improvement that is at the heart of the ISO 45001 safety standard, our company's Roadmap to Safety is guiding a multi-year effort to improve SaskPower's safety

culture. Through reliance on insights from front-line employees, we are designing and implementing safety solutions focused on five key improvement themes: visible leadership; proactive safety; human factors; technology; and measures and performance.

A revised Fit for Duty policy was introduced in September 2022 that reflects SaskPower's long-standing commitment to provide our employees with a safe and healthy workplace that is free from the negative effects of alcohol, drug, or other substance use. More than 1,800 employees across the province participated in 135 in-person training sessions during policy rollout.

Protecting the public from the risks associated with being around electricity is as important as the safety of SaskPower employees and contractors. An enhanced Public Safety Strategy released in 2022-23 will expand the reach of this work. All public farm safety programs will be consolidated under the Public Safety Strategy.

The programs were reviewed for effectiveness and new programs were developed. During our research with Electricity Canada, it was discovered no other Canadian utilities have a consolidated Public Safety Strategy specifically related to farming-related operations. SaskPower was developing the first in Canada.

The already-successful Farmyard Line Relocation Program will be a key aspect

of our new strategic focus, as it provides 75% of the cost, up to \$2,000, so power lines can be buried or moved out of farmyards. Meanwhile, the Rural Rebuild Program continues to improve farm safety by moving power lines out of farm fields, while a Look Up and Live map application for smart phones is gaining popularity among farmers who must plan work around overhead lines.

Collaboration with the contractors who we rely upon to complete much of our construction and maintenance work is promoting stronger safety cultures amongst these critical service partners. In one example from the last year, SaskPower employees from our safety, learning and procurement teams leveraged insights from contractor feedback and contractor safety performance ratings in developing a new policy that lets us create a single annual safety mitigation plan for similar work performed by a contractor, as opposed to multiple mitigation plans developed on a contract-by-contract basis.

Internally, we are assessing the viability of using advanced analytics to obtain a more precise picture of current risks, barriers, system deficiencies, and behaviors that set the stage for safety incidents to occur. Insights revealed by this data could eventually drive proactive mitigation plans to reduce and/or prevent incidents. In-house safety experts are working with peers in the company's technology and security group on this initiative.

The Standard Protection Code is one of

SaskPower's most critical safety controls, ensuring the safety of our employees and contractors while we deliver reliable power to customers. In the past year, a comprehensive review of the Code — which included benchmarking against industry peers, as well as surveys and interviews with employees and stakeholders — helped us realize that it has become complex and hard to understand. A Code renewal project has been launched to deliver better safety performance and compliance.

In the midst of ongoing efforts to improve employee and contractor safety, leading and lagging indicators are essential tools that SaskPower uses to track annual corporate safety performance. Leading indicators measure proactive activities within our control and will help prevent incidents before they occur. Compared to 2021-22, key leading indicators— such as safety training completed and safety incident corrective/preventative actions completed — exceeded our targets for the year, with only work observations coming in slightly below target. SaskPower's safety performance against critical standards such as lost-time injury frequency rate, lost-time injury severity rate, and all injury frequency is tracked via lagging indicators. In 2022-23, SaskPower's lagging indicator performance declined from our 2021-22 results.

As the use of advanced information technology takes on a bigger role in daily SaskPower operations, our focus on corporate safety must also address cyber

security risks. Ongoing implementation of a corporate-wide program to improve SaskPower's cyber security health is delivering on recommendations provided through a 2020 external assessment of our systems.

Emphasis has been placed on the need for staff from our technology and security team to work more closely with employees across the company who are leading new projects or operational changes impacting information technology/operational technology so that overall system integrity is never compromised. To raise awareness of cyber risks among the wider employee population, education programs focus on security awareness and phishing.

Meanwhile, our ongoing participation in the North American Electric Reliability Corporation contributes to the secure and stable operation of the North American bulk electric system and reflects SaskPower's growing interconnections with neighbouring utilities.



ANNUAL APPRENTICESHIP AWARDS HONOUR EXCELLENCE IN THE TRADES

In 2017, SaskPower saw the benefit of recognizing its own apprentices alongside the already established Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) awards. While the SATCC already awards the highest marks on the written journeyman examinations (an average of the Interprovincial and Level 4 written examinations) and successful completion of its trade apprenticeship program, the industry-sponsored award also recognizes the hard work among its own apprentices and their demonstration of SaskPower's core values of safety, collaboration, accountability, and openness.

SATCC has been honouring the province's top apprentices for more than 20 years, with the expansion over the past few years to include industry-sponsorship awards. This allows industries to recognize its own journeymen. SaskPower-sponsored awards have been given in two key trades: powerline technicians and industrial mechanics (millwrights). Awards are given to both to the top apprentices and to mentors who have been instrumental in assisting with the apprenticeship program.

Trades training and opportunity have come into sharp focus for Canadian companies across the board. Competition for great people, and the planning that goes into attracting the best, has never been more evident. Enhanced development of the skills, abilities, and attitudes of tradespeople as they begin their careers and move up the ladder into supervisory roles, will improve overall recruitment and retention efforts.

"Investing in and supporting apprentices increases the chance they'll stay with us and, in return, they make positive contributions to the workplace," says Sharon Hauser, Director, Organizational Learning, Improvement and Change Management at SaskPower. "Acknowledging and recognizing their academic and practical trade success and their alignment to our core values contributes to safety in the workplace and a positive workplace culture. Our apprentices stay because they feel valued and they're proficient at their trade."

The program includes an annual banquet, where winners are awarded with a certificate and trophy, and mentors are given the opportunity to attend and be recognized for the role they have played in contributing positively to the learning experience of the apprentice.

"SaskPower recognizes the importance of mentors for apprentices," Hauser adds. "The intrinsic satisfaction of knowing that you've impacted an apprentice's career in a positive way is irreplaceable."

SaskPower understands the importance of offering apprentices a fulfilling and rewarding learning experience as well as ensuring there are channels in place to allow experienced employees an opportunity to develop apprentices in the trades that they have excelled in.

WAHPETON DAKOTA NATION JOINT VENTURE GETS INTO THE WEEDS WITH SASKPOWER

The traditional territory of Oceti Sakowin, the Dakota, Lakota and Nakota people, is vast. It includes parts of what is currently southern Alberta, Saskatchewan, Manitoba and Ontario, extending south across the plains to current-day Arkansas. Also known as the People of Seven Council Fires (or Sioux Nation), they traversed this territory for hundreds of years, carrying with them early trade practices that were based on sophisticated social and political structures.

Robert Fincati, CEO of Tatanka Oyate Holdings, brings these traditions up as a foundation for the company's approach to business in the 21st century. Tatanka Oyate is the business arm of the Wahpeton Dakota Nation, outside Prince Albert, mostly focused on joint ventures and opportunities that are primarily in the resource sector. Late last year, they partnered with MATO Industrial Construction, a joint venture with ThreeOSix Industrial contracting company, and took on work for SaskPower maintaining vegetation around power lines.

They started strong, with two trim crews, and have since added a mulch crew. "This is a whole new sector for ThreeOSix," says Project Manager Austin Knaus. He points out that they were able to get up and running by bringing on experienced crew members who already had safety training and knowledge of standard operating procedures.

It was this advanced expertise that brought MATO into the orbit of SaskPower quickly.

"Their general foreman had utility tree trimming certification, and experience working around high voltage power lines," says Darren Skwara, Manager, Vegetation Management, SaskPower. He adds that the company's door is always open to vendors with ISNetworld (ISN) certification, experienced utility tree trimmers on crew, and the required equipment to qualify for single-source projects.

This spring, the MATO crews tackled about 200 kilometres of lines near Yorkton, and they plan to build capacity and add personnel to take on more work.

Tatanka Oyate's Fincati cites capacity as one of the driving motivations behind the joint venture. "We recognized a good opportunity to create a source of cash flow for Wahpeton," he says. "We wanted to start with experienced crews, then add opportunities for training in vegetation management and safety around power lines, and building capacity for trained supervisors."

He adds the main goal is to have a good number of people from Wahpeton Dakota Nation trained in all roles, and to build capacity over the next three to five years. They will also expand to provide opportunities for Indigenous workers from off-reserve and from other First Nations. "The target is to have a profitable, healthy company that's cash-flow positive."



Austin Knaus, Project Manager, ThreeOSix Industrial (left) and Cy Standing, Chairman of the Board, Tatanka Oyate Holdings.

FINANCIAL AND OPERATIONAL RESPONSIBILITY

SaskPower's aim is to provide competitive rates in the face of an unprecedented period of investment in infrastructure renewal and cleaner energy sources. We recognize our role in supporting the economy and quality of life, and the need to preserve our financial strength in the face of electricity market transformation. Successfully meeting our corporate mission means securing the present and future supply of electricity while addressing environmental responsibilities and supporting Saskatchewan's energy transition.

As we progress on our efforts to build a sustainable company, we must continue to navigate the challenges of ensuring reliability and maintaining affordability for our customers as we work to decarbonize Saskatchewan's electricity system. Evolving federal regulations are also impacting the cost of electricity in our province.

With the federal carbon tax rate increasing from \$50 to \$65/tonne of carbon dioxide equivalent (CO₂e) as of January 1, 2023, SaskPower was required to increase the carbon tax rate rider on customer bills by a system-wide average of 3.0% to comply with this federal regulatory framework.

Looking ahead, the Government of Canada's approval of the Saskatchewan Output-Based Performance Standards Program will offer the province more flexibility in managing the fiscal impact of national climate change policy in our jurisdiction. Approved and retroactive to January 1, 2023, this provincial program has replaced the carbon tax imposed in Saskatchewan by the Government of Canada.

As the provincial economy continued its post-pandemic recovery throughout 2022-23, SaskPower reported a consolidated net loss of \$172 million. A number of factors contributed to this result, including increased fuel and purchased power costs and operating, maintenance and administration expenses.

In spite of this loss, our balance sheet and per cent debt ratio of 74.7% remain strong, in large part due to financial flexibility built up over the past five years. In order to support SaskPower's long-term financial stability, our company implemented a 4.0% system-wide average rate increase effective September 1, 2022, and a 4.0% system-wide average rate increase effective April 1, 2023. Prior to these changes, our last system-wide average rate change had occurred in 2018.

SUPPLY CHAIN

SaskPower's contribution to the province's economic performance is significant, driven by the need for a wide range of products and services that are critical in sustaining operations. During the year, SaskPower committed \$530 million in contracts to Saskatchewan suppliers. SaskPower's Indigenous procurement accounted for 15.5% — over \$94 million — of the purchase orders issued to Saskatchewan suppliers. Although Saskatchewan-sourced procurement decreased by more than 20% from 2021-22, Indigenous procurement dollars remained stable year-over-year.

Growing the manufacturing capacity of small-to-medium sized local businesses is a top priority for the SaskPower procurement team, as we forecast a need for more support from Saskatchewan suppliers throughout our energy transition. During 2022-23, SaskPower

participated in over 40 supplier events, including nine focused on diversity and inclusion, as we strive to identify new opportunities and suppliers. The Power Production Supplier Forum & Trade Show was one of eight events we hosted that specifically targeted local supplier development and resulted in dozens of local businesses learning about additional opportunities to provide goods and services to SaskPower. Meanwhile, our annual series of supplier information sessions attracted over 240 suppliers and industry association representatives who learned from SaskPower subject matter experts about current and future work opportunities and challenges.

Addressing the needs and interests of Indigenous suppliers, we held a dedicated procurement forum with 75 attendees. Vegetation management, wood pole supply, and wood pole inspection and remediation are the most common goods and services delivered by these Indigenous partners. To encourage even more participation, SaskPower's Indigenous procurement team completed benchmarking work with 24 companies and held 44 discussions with Indigenous suppliers and internal stakeholders, all of which has informed a renewed and refined approach to Indigenous procurement that is currently being implemented.

2022-23 PERFORMANCE INDICATORS

\$3,067M

↑ Revenue — a 6% increase from the prior year

\$2,075M

↑ Operating costs — increase of 19% over the prior year

\$2.2B

↑ Direct contributions to provincial economy — a 16% increase from the prior year

15.5%

↑ Indigenous procurement — a 3.4 percentage point increase from the prior year

INNOVATIVE INDIGENOUS DESIGN IS A REMINDER OF RECONCILIATION



As part of efforts to realize Truth and Reconciliation with Indigenous Peoples in action, employees and visitors at SaskPower are now surrounded by symbols and design inspired by Indigenous cultures in a lobby conference room at Head Office.

Renamed the Truth and Reconciliation Room, the room's design includes an Indigenous medicine wheel, representing the four components of wellness — physical, mental, spiritual and emotional. The four colours and directions of the wheel represent pattern and ceremony, as well as the sacred symbolism of the number four in Indigenous culture. The design was recommended by a panel of Elders and Knowledge Keepers through the First Nations University of Canada, with each of the four colours and directions representing one of the four types of wellness.

The room also features several etched window designs depicting Indigenous and Métis cultural symbols, as well as a unique boardroom table displaying the first surveyed historic maps of numbered Treaty territories. Other meeting rooms in Head Office are being furnished with window decals depicting historic Treaty medallions, presented to mark the signing of Treaties 3, 4, 5, 6, and 7. Plans for inclusive design to raise awareness about Reconciliation are underway for other SaskPower sites in the province.

At the same time, a company-wide Indigenous & Diverse Engagement Committee helped forge stronger ties with this crucial sector of the provincial supplier community. We also led quarterly discussions with peers across the provincial government and Crown corporation sector that focused on opportunities, challenges, and progress with Indigenous and diverse suppliers. SaskPower's commitment to closely ally with Indigenous communities and businesses is reflected in the Gold level status we have earned from the Canadian Council for Aboriginal Business, as part of that organization's Progressive Aboriginal Relations certification.

As the pandemic receded and operations increasingly returned to normal over the last 12 months, we resumed in-person visits to local fabricators across Saskatchewan where we could discuss opportunities for them to provide essential parts and components. In 2022-23, we took part in over 60 supplier shop tours. We also hosted 20 suppliers as they toured regular inventories maintained by SaskPower, while another eight companies participated in tours of SaskPower power stations during overhauls. The goal was to offer a first-hand look at SaskPower's requirements for use in future planning and diversification by our suppliers. SaskPower's ongoing need for expert material fabrication generated more than 60 opportunities for local firms in 2022-23.

Our Tools for Success supplier bid training continued to be popular, as representatives

from 80 companies took part in sessions where we delivered insights about SaskPower's procurement process, which in turn will help local firms produce more competitive proposals.

Reflecting a commitment to continuous improvement, annual surveys of the provincial supplier community captured feedback which we then applied to refining both processes and supplier engagement efforts. In the 2022-23 survey, SaskPower once again exceeded the industry benchmark as we received an average score of 4.12 out of 5 from our suppliers.

Increasing diversity within the supplier community was a primary driver behind SaskPower joining Women Business Enterprises Canada Council (WBE Canada) as a corporate member in the past year. The decision aligns with the company's Women-Owned Business Program, through which we have committed to ongoing networking, mentoring and strategic support for local women-owned businesses. WBE Canada offers us important access to a national database of women-owned businesses as we build a more inclusive and equitable supplier network. With SaskPower having been the first Crown corporation in Saskatchewan to endorse a charter supporting women-owned businesses — a charter championed by the Women Entrepreneurs of Saskatchewan — we are now including WBE Canada certification as a value attribute in all procurement decisions.



CONSTRUCTION IS UNDERWAY ON THE 377-MW NATURAL GAS-FIRED GREAT PLAINS POWER STATION.

INVESTING IN THE FUTURE

A new path forward for a sustainable and lower carbon energy system in Saskatchewan will require a transformation of the provincial electricity grid that delivers power from generating facilities to customers in all parts of the province. This renewed system will have to be more dynamic and account for increased customer participation as self-generation grows in popularity. With much of our transmission and distribution system more than 50 years old, the grid we build to serve us in the future must also be resilient

enough to deliver reliable service in the face of more severe weather.

Sustainability is a key factor driving ongoing investment into our annual Wood Pole Inspection and Replacement Program. This proactive and ongoing maintenance is essential in fulfilling our promise of reliable service in a jurisdiction with one of the smallest customer densities of any Canadian utility.

Instrumental in plans to build a smarter grid for the province is SaskPower's ongoing work to deploy smart meters. The advanced

technology and automation built into these meters will provide customers with more insight and control over their power use while improving internal operational efficiencies. Plans for a multi-year province-wide residential smart meter deployment effort are still underway after delays caused by global microchip supply issues. We anticipate all customers having a smart meter in the next few years.

During 2022-23, total capital project spending exceeded \$1 billion. Approximately, \$411 million was spent on sustainment expenditures, including

those relating to generation, transmission and distribution assets. Meanwhile, \$544 million was spent on growth, compliance and resiliency investments. These included \$128 million on increasing grid capacity to address customer growth while also bolstering system resiliency and ensuring regulatory compliance. Spending on new generation was \$233 million, which included \$208 million for ongoing construction at the 377-MW natural gas-fired Great Plains Power Station, and \$24 million on the expansion of the Ermine and Yellowhead natural gas generating facilities. Costs associated with connecting



WORK PROGRESSES ON THE LOGISTICS WAREHOUSE COMPLEX. THIS NEW FACILITY WILL REPLACE CURRENT BUILDINGS THAT ARE NEARING THE END OF THEIR USEFUL LIVES.

new customers to our provincial grid during the past year amounted to \$183 million. Of the \$92 million spent on strategic and other investments, \$73 million contributed to the continued construction of a new Logistics Warehouse Complex near Regina.

Even as hybrid work becomes a normal part of SaskPower's culture as an enduring legacy of the pandemic, one of the most important lessons learned was the need to provide physical workspaces where our employees can be safe and productive in an environment that fosters collaboration. These design principles are front and centre in the work that is nearly complete

as part of a multi-year refurbishment of the SaskPower head office in downtown Regina. With construction activities having shifted to the exterior landscaping, main floor and basement, the renewal of this 60-year-old building remains on budget and on schedule to be completed in 2023.

Just outside of Regina, work continues on the Logistics Warehouse Complex that will result in a new 97-acre facility consolidating SaskPower operations that are currently located at the Regina Service Centre, Federal Pioneer building, Regina Maintenance Centre, Lumsden field office, Broder Street furniture warehouse, and

White City Pole Yard. The complex will replace current SaskPower building assets which are at the end of their effective lifecycle and facilitate multiple operational efficiencies. The work is expected to be completed in 2026-27.

Meanwhile, a project to renovate the Saskatoon Maintenance Centre over the next several years will also rely on a phased approach, with work focused on improving employee health and safety, addressing current and future business needs, and upgrading building efficiency. Work is slated to be finished by 2028. A new 10,000 square foot facility under construction in Rosetown

will be complete in late 2023 and serve as the new home for regional operations, including storage and a pole yard. Aside from using a design approach that will improve staff safety and operational efficiency, the inclusion of a small solar facility will also reduce the new building's environmental impacts.

SASKPOWER PARTNER ALLAN CONSTRUCTION BUILDS CONNECTIONS THROUGH COMMUNITY

In the eight years that Allan Construction has been a partner and supplier for SaskPower, the company has found great value in engaging early with the communities where they work. With multiple large-scale projects, they have not only contracted locally, but have also had impacts through support of community organizations, sports and youth groups, and trades education. In 2022, SaskPower awarded Allan with a Supply Chain Award for Service Leadership.

Allan Construction is also a woman-owned business. Partner and project manager Janis Dubreuil puts that ownership at 53%. Started more than 20 years ago by Dubreuil's parents, Allan Construction has been managed as a partnership structure since 2005. The company has established itself as a leading Saskatoon-based general contractor and civil contractor, mainly focused on industrial construction projects.

One of those projects included work on the dams at SaskPower's Island Falls Hydroelectric Station outside Sandy Bay. The work was completed over four summers, and included a strong connection with the local Economic Development Corporation (EDC). "When we go to work in a community, we always want to engage early with that community," Dubreuil says. "We know they have the local knowledge and connections. We go in with an open mind, and learn what their expectations are."

In Sandy Bay, that meant subcontracting the local EDC to hire labour for the project. It also led to Allan's support for some community enhancements, including rebuilding structures in

a traditional camp, supplying jerseys to the local ball-hockey team, and providing a community group with a 16-passenger van. By integrating the project with the EDC, Allan also supports building local capacity for safety training and insurance so the structures are there for work on future projects.

Allan Construction relied on a similar model in 2021 and 2022 while working on concrete and underground utilities work at the Great Plains Power Station outside Moose Jaw, when they reached out to the Neekaneet First Nation as a source for local labour. Since 2019, Allan has also been in a joint venture with CASH Métis Economic Development Corporation, a consortium of communities from the Eastern Region of Saskatchewan working with them on projects around the province.

For Dubreuil, expanding the work to include more women has been a longer journey so far. She contributes significant time to industry associations. She was the first female president of the Saskatoon Construction Association, and currently sits as Chair of the Saskatoon Industry Education Council, to build capacity in skills and apprenticeship. "We're always looking for ways to raise awareness about opportunities for women in construction," she says. "All of this engagement in the community has a huge benefit back to us as a company."



Janis Dubreuil, Partner and Project Manager, Allan Construction.

PERFORMANCE INDICATORS

Forward-looking information or statements included in this Corporate Responsibility & Sustainability Report are provided to inform readers about management's assessment of SaskPower's future plans and operations. They are based on SaskPower's estimates and assumptions concerning future results and events. Due to the risks and uncertainties inherent in any forecasted outlook, the actual results could differ materially from those anticipated. These risks and uncertainties include, but are not limited to, natural gas prices, coal and hydro availability, weather, economic conditions, number of customers, new and changing regulations, supply chain, and market conditions in other jurisdictions.



PERFORMANCE INDICATORS

CLIMATE CHANGE & ENVIRONMENTAL PROTECTION					
TOPIC (CALENDAR YEAR)	2020	2021	2022	2023 TARGET	NOTES
Greenhouse gas (GHG) emissions (tonnes)	12,800,000	14,950,000	13,776,000	12,900,000	Emissions from fossil fuel generation — including carbon dioxide (CO ₂) emissions, and the CO ₂ equivalents (CO ₂ e) for methane (CH ₄) and nitrous oxide (N ₂ O) emissions — calculated in accordance with Environment and Climate Change Canada's Greenhouse Gas Reporting Program requirements.
Carbon intensity: supply (tonnes of CO ₂ e/GWh)	518	583	525	480	Supply intensity provides the amount of CO ₂ e emissions produced per gigawatt hour (GWh) of electricity supplied to the system.
Carbon intensity: consumption (tonnes of CO ₂ e/GWh)	570	637	561	518	Consumption intensity considers line losses and Renewable Energy Certificate sales in the calculation and therefore represents an appropriate intensity number for the end consumer.
Nitrogen oxide (NO _x) emissions (tonnes)	23,000	29,000	26,000	26,000	Stack emissions from fossil fuel generation calculated in accordance with the National Pollutant Release Inventory requirements.
Sulphur dioxide (SO ₂) emissions (tonnes)	66,000	80,000	74,000	72,000	Stack emissions from fossil fuel generation calculated in accordance with the National Pollutant Release Inventory requirements.
Mercury (Hg) emissions (tonnes)	349	370	370	430	Stack emissions from fossil fuel generation calculated in accordance with the Canada-Wide Standards for Mercury Emissions.
TOPIC (FISCAL YEAR)	2020-21	2021-22	2022-23	2023-24 TARGET	NOTES
Renewable generation portfolio (%)	26.0	32.3	34.7	35.8	Renewable generation capacity as a percentage of total installed generation capacity (including independent power producer-contracted capacity).
Total number of priority spills	9	8	2	0	A priority spill refers to a petroleum spill that is over 500 litres; a spill containing PCBs over 1g; and/or any volume of petroleum-based or PCB-contaminated substance that enters a water body.
Outstanding pieces of equipment subject to the Polychlorinated Biphenyl (PCB) Action Plan	5,000 ¹	1,347	565	49	These pieces of equipment have been identified as potentially containing PCBs. They are slated for inspection, after which they will be confirmed as PCB-free, removed from service, or have their PCB-contaminated oil removed.

1. The PCB Action Plan was revised and led to the exclusion of approximately 3,800 pieces of equipment.

CUSTOMER & COMMUNITY ENGAGEMENT					
TOPIC (FISCAL YEAR)	2020-21	2021-22	2022-23	2023-24 TARGET	NOTES
Total number of public fatalities	1	1	1	0	
Customer Experience Index ¹					
• Residential	–	69	68	69	
• Small & medium business	–	73	71	72	
• Key & major accounts	–	77	77	78	
Competitive rates (thermal utilities) (%)	90.5	90.3	85.9	≤ 100	A comparison of customer rates against other thermal utilities within Canada using Hydro Quebec's annual survey results.
System average interruption duration index (SAIDI) (Distribution) (hours)	6.0	5.8	5.3	5.9	A measure of the service interruption length in hours that an average customer experiences in one year.
System average interruption frequency index (SAIFI) (Distribution) (outages)	2.8	3.6	3.7	2.9	A measure of the number of outages that an average customer experiences in one year.
SAIDI (Transmission) (minutes)	134	126	140	135	A measure of the average duration of interruptions in minutes experienced at a bulk electric service delivery point in one year.
SAIFI (Transmission) (outages)	2.7	2.2	2.3	3.0	A measure of the average number of forced interruptions experienced at a bulk electric service delivery point in one year.

1. Due to the disruptions caused by the COVID-19 pandemic and the resulting challenges faced by our customers, SaskPower made the decision to forgo this measure for 2020-21.

PEOPLE					
TOPIC (FISCAL YEAR)	2020-21	2021-22	2022-23	2023-24 TARGET	NOTES
Employee engagement scores (%)	67	-	69	-	SaskPower conducts its employee engagement survey on a biennial basis.
Workforce diversity (%)	41.3	40.8	39.8	42.5	The percentage of permanent employees that: <ul style="list-style-type: none"> Self-identify as being in one or more designated equity grouped (Indigenous, visible minorities, and/ or persons with disabilities) and/or Are women in positions or occupations where there is less than 47% representation.
Number of employee fatalities	2	0	1	0	
Lost-time employee injury <ul style="list-style-type: none"> Total Frequency rate 	14 0.5	12 0.4	24 0.8	- 0.55	A lost-time employee injury is any occupational injury/illness that results in lost days beyond the date of injury as a direct result of an occupational injury/illness. The lost-time employee injury frequency rate refers to the industry standard calculation of the number of lost-time injuries multiplied by 200,000 hours then divided by the actual number of hours worked.
Lost-time employee injury severity <ul style="list-style-type: none"> Days Rate 	711 25.0	178 6.5	567 20.0	- 14.1	The lost-time employee injury severity shows the number of calendar days lost as a result of a lost-time injury. The lost-time employee injury severity rate refers to the industry standard calculation of the number of calendar days lost multiplied by 200,000 hours then divided by the actual number of hours worked.
Out-of-scope employees receiving regular performance and career development reviews (%)	96.9	92.9	95.4	100	
Diversity of the Board (%)	42	42	50	-	The percentage of Board members or permanent employees that: <ul style="list-style-type: none"> Self-identify as being in one or more designated equity grouped (Indigenous, visible minorities, and/ or persons with disabilities) and/or Are women in positions or occupations where there is less than 47% representation.
Diversity of the Executive (%)	20	33	38	50% (by 2026)	

FINANCIAL & OPERATIONAL RESPONSIBILITY					
TOPIC (FISCAL YEAR)	2020-21	2021-22	2022-23	2023-24 TARGET	NOTES
Revenue (in millions)	\$2,771	\$2,885	\$3,067	\$3,286	Economic value generated.
Operating costs (in millions)	\$1,507	\$1,744	\$2,075	\$2,114	Includes fuel & purchased power and operating, maintenance & administration costs.
Employee salaries and benefits (in millions)	\$447	\$452	\$471	\$496	These costs are included in operating costs (above).
Finance charges (in millions)	\$426	\$401	\$406	\$406	Finance charges include the net interest on long-term and short-term debt; interest on lease liabilities; interest on employee benefits plans; interest on provisions; interest capitalized; debt retirement fund earnings; and interest income.
Direct contributions to the Province of Saskatchewan (in millions)	\$456	\$391	\$396	\$433	Direct contributions include dividends, interest charges (also included in finance charges above); Saskatchewan capital tax; coal royalties; and water usage and evaporation charges paid to the Province of Saskatchewan.
Community investments (in millions)	\$2.1	\$1.9	\$2.0	\$1.8	Support for educational programs and business initiatives throughout Saskatchewan.
Saskatchewan spend (in billions)	\$1.8	\$1.9	\$2.2	-	Contributions to the provincial economy through the procurement of goods and services from Saskatchewan suppliers; payment of salaries, wages and benefits to employees; purchase of coal and natural gas; and acquisition of electricity from Independent Power Producers.
Indigenous procurement (%)	10.6	12.1	15.5	10.0	Calculated as Indigenous-sourced procurement relative to total Saskatchewan procurement.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

Developed by the Financial Stability Board, the TCFD has introduced a framework to improve reporting of climate-related financial information. Its purpose is to augment reporting of financial risks related to climate change. SaskPower's commitment to sustainability is demonstrated through our Sustainability Electricity Leader™ designation from Electricity Canada and through this report. In addition, SaskPower is aligned with the TCFD's recommendations across the four themes: Governance; Strategy; Risk Management; and Metrics and Targets.

GOVERNANCE		
TCFD RECOMMENDED DISCLOSURES	SASKPOWER ACTIONS	SOURCE MATERIAL
a. Describe the Board's oversight of climate-related risks and opportunities.	SaskPower's Board is responsible for the oversight of the corporate responsibility and sustainability long-term vision and issues management. A Board Committee — the Safety, Environment & Corporate Responsibility Committee — reviews company environmental performance and continues to monitor regulatory developments for greenhouse gases and other air pollutants. The committee also receives updates on environmental legislation across Canada and considers the potential impacts on the company and its Officers and Directors. A second Board committee — Audit & Finance — oversees SaskPower's risk management registry and reporting, which includes climate-related risks to operations.	<ul style="list-style-type: none"> Annual Report Corporate Responsibility & Sustainability (CR&S) Report
b. Describe management's role in assessing and managing climate-related risks and opportunities.	As part of the strategic planning process, major challenges to our business have been identified, including climate-related risks. The risks are identified, managed, and to the extent possible, mitigated through our Enterprise Risk Management (ERM) Program. Our ERM Program promotes a consistent and standard approach to risk identification, assessment and management throughout the organization.	<ul style="list-style-type: none"> Annual Report CR&S Report

STRATEGY		
TCFD RECOMMENDED DISCLOSURES	SASKPOWER ACTIONS	SOURCE MATERIAL
a. Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	<p>We have identified the following climate-related risks and opportunities:</p> <p>Short-term risk: Environmental regulation (elimination of conventional coal generation as a new generation option), federal carbon tax, and increase in extreme weather events.</p> <p>Short-term opportunities: The federal-provincial Equivalency Agreement that allows more flexibility to reduce emissions, as well as planning and investment into hardening the electricity system against weather events.</p> <p>Medium-term risk: Environmental regulation (elimination of all conventional coal generation before 2030), and future carbon tax (undefined beyond 2030), and increased extreme weather.</p> <p>Medium-term opportunities: Move baseload power sources to natural gas until non-emitting baseload options become commercially available.</p> <p>Long-term risk: Potential for more stringent natural gas regulation and the future of carbon taxes.</p> <p>Long-term opportunities: Growing the presence of new renewable and other clean generation options and increasing electricity system resiliency.</p>	<ul style="list-style-type: none"> Annual Report CR&S Report Toward 2035 Prairie Resilience
b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Climate change adaption is embedded in our corporate strategy. We have set a goal to reduce greenhouse gas (GHG) emissions by 50% from 2005 levels by 2030 with a view to net-zero GHG emissions future.	<ul style="list-style-type: none"> Annual Report CR&S Report
c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Our strategy considers all federal climate change-related regulations. This includes our 50% reduction of GHG emissions from 2005 levels by 2030. Through scenario planning we are considering many options to achieve our emissions goals and will pursue the most efficient and cost-effective way to do so.	<ul style="list-style-type: none"> CR&S Report SaskPower Supply Plan Toward 2035

RISK MANAGEMENT		
TCFD RECOMMENDED DISCLOSURES	SASKPOWER ACTIONS	SOURCE MATERIAL
a. Describe the organization's processes for identifying and assessing climate-related risks.	SaskPower identifies and outlines risks through our ERM Program. Further climate-related risks will be outlined in the Climate Adaptation Plan that is currently under development.	<ul style="list-style-type: none"> • Annual Report • CR&S Report • Toward 2035
b. Describe the organization's processes for managing climate-related risks.	SaskPower manages and mitigates climate risk through our Asset Management and ERM Programs and will also do so through a new Climate Adaptation Plan that is currently under development.	<ul style="list-style-type: none"> • CR&S Report
c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	SaskPower identifies and outlines risks through our ERM Program. There is also an internal SaskPower Emissions Planning Team that was established to discuss the need for our company to reduce our emissions and the strategic operational measures we can put in place to minimize emissions in balance with costs. Further climate-related risks will be outlined in the Climate Adaptation Plan that is under development.	<ul style="list-style-type: none"> • CR&S Report

METRICS AND TARGETS		
TCFD RECOMMENDED DISCLOSURES	SASKPOWER ACTIONS	SOURCE MATERIAL
a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management processes.	From SaskPower's Corporate Balanced Scorecard: <ul style="list-style-type: none"> • Renewable generation portfolio (%) • GHG emissions (% change from 2005 levels) • SAIDI/SAIFI (distribution and transmission) • Other internal measures 	<ul style="list-style-type: none"> • Annual Report • CR&S Report
b. Disclose Scope 1, 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	2022 GHG emissions were 13,776,000 tonnes of carbon dioxide equivalent (CO ₂ e) — GHG emissions from SaskPower-owned generating facilities and electricity delivered to the grid from independent power producers.	<ul style="list-style-type: none"> • Annual Report • CR&S Report
c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	GHG emissions to be at least 50% below 2005 level by 2030. Planning for a net-zero GHG emissions future.	<ul style="list-style-type: none"> • Annual Report • CR&S Report • Toward 2035

REPORTS

SaskPower Annual Report:

A report focused on the prior year's financial performance, corporate outlook, performance management, Enterprise Risk Management and corporate governance.

SaskPower's Corporate Responsibility & Sustainability Report (CR&S):

A report produced annually that summarizes SaskPower's sustainability strategy and performance related to governance, environment, social resources, and economic resources.

Toward 2035:

An internal planning document to help SaskPower achieve its vision for 2030 and beyond.

Prairie Resilience - A Made-in-Saskatchewan Climate Change Strategy:

A provincial strategic document containing 40 commitments designed to make Saskatchewan more resilient to the effects of our changing climate.

FINANCIAL SUMMARY

<i>(in millions)</i>	2022-23	2021-22	2020-21	2019-20	2018-19
Consolidated statement of income					
Revenue	\$ 3,067	\$ 2,885	\$ 2,771	\$ 2,771	\$ 2,725
Expense	3,239	2,874	2,611	2,566	2,528
Net (loss) income	\$ (172)	\$ 11	\$ 160	\$ 205	\$ 197
Financial indicators					
Capital expenditures	\$ 1,047	\$ 922	\$ 693	\$ 696	\$ 833
Total net debt	\$ 7,852	\$ 7,273	\$ 7,059	\$ 7,179	\$ 7,347
Net cash from operating activities	\$ 445	\$ 738	\$ 814	\$ 866	\$ 671
Return on equity ¹	(6.3%)	0.4%	5.8%	7.8%	7.9%
Per cent debt ratio ²	74.7%	71.9%	71.4%	72.6%	74.1%

1. Return on equity = (net income)/(average equity), where equity = (retained earnings + equity advances).

2. Per cent debt ratio = total net debt/total capital.

OPERATING STATISTICS

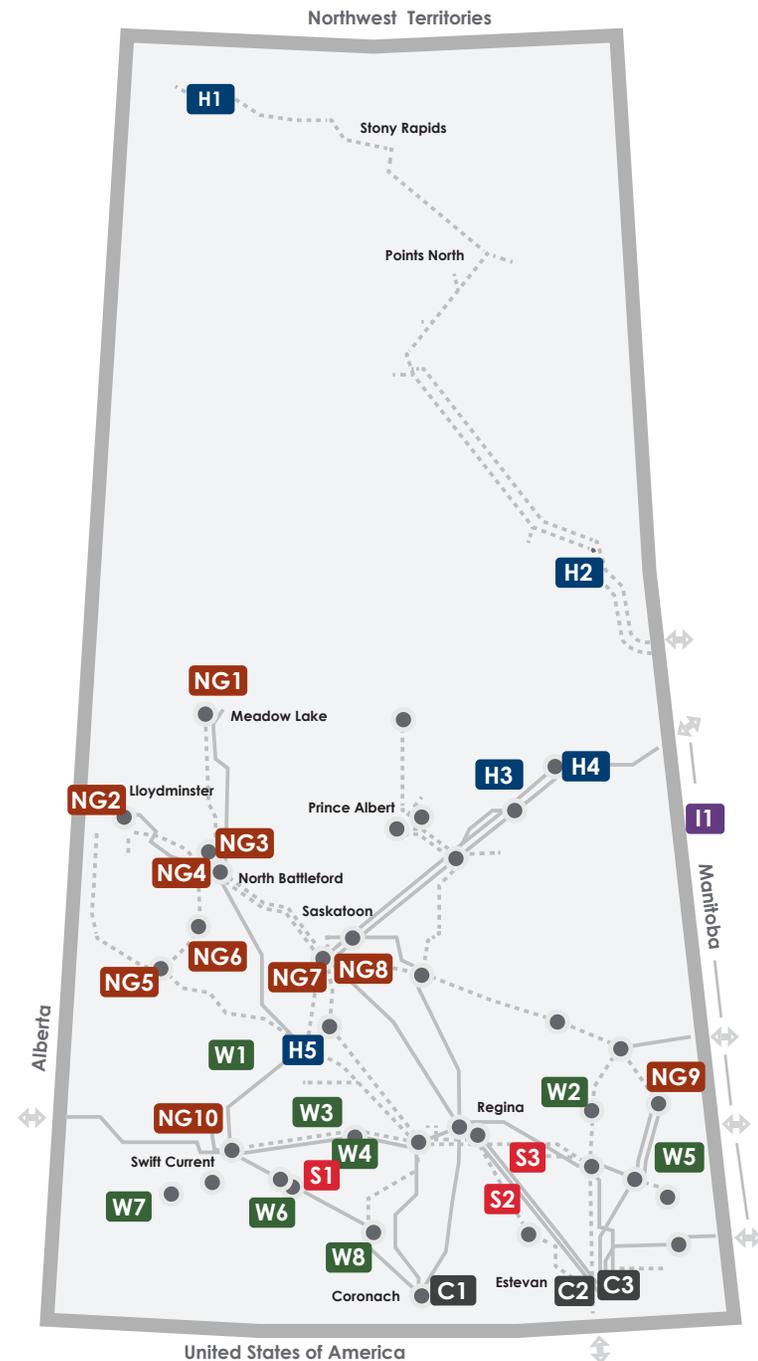
	2022-23	2021-22	2020-21	2019-20	2018-19
Net electricity supplied (GWh)					
Gas	10,575	10,766	10,551	10,767	10,603
Coal	8,424	9,479	8,146	9,182	10,286
Hydro	3,244	2,850	4,277	3,859	3,591
Wind	2,177	1,661	913	815	659
Imports	1,806	752	629	278	490
Solar	55	14	1	-	-
Other ¹	145	124	117	132	148
Gross electricity supplied	26,426	25,646	24,634	25,033	25,777
Line losses	(1,676)	(1,651)	(1,731)	(1,707)	(1,796)
Net electricity supplied	24,750	23,995	22,903	23,326	23,981
Available generating capacity (net MW)					
Gas	2,160	2,160	2,160	2,172	1,839
Coal	1,389	1,389	1,530	1,530	1,530
Hydro ²	1,154	989	989	889	889
Wind	617	626	241	241	241
Solar ³	83	54	39	34	4
Other	34	28	28	27	28
Total available generating capacity	5,437	5,246	4,987	4,893	4,531
Peak loads (net MW)					
Annual peak load	3,800	3,910	3,722	3,722	3,723
Minimum load	2,032	2,106	1,918	2,147	1,442
Summer peak load	3,597	3,547	3,481	3,437	3,524
Lines in service (circuit km)					
Transmission lines	14,915	14,673	14,600	14,356	14,332
Distribution lines	145,792	142,713	142,972	142,773	142,415
Total lines in service	160,707	157,386	157,572	157,129	156,747
Number of permanent full-time employees	3,096	3,057	3,036	3,178	3,167

1. Includes small independent power producers (IPP) with generation sourced from flare gas, waste heat recovery, landfill gas and biomass. Prior to 2021-22 the amounts reported included generation sourced from small customer-generated solar facilities.
2. Includes import power purchase agreements with Manitoba Hydro.
3. Capacity from the Corporation's net metering program prior to 2019-20 is not reported.

SYSTEM MAP

TOTAL AVAILABLE GENERATING CAPACITY AS AT MARCH 31, 2023:

5,437 MEGAWATTS (MW)



HYDRO TOTAL CAPACITY - 864 MW

- H1 Athabasca Hydroelectric System - 23 MW
- H2 Island Falls Hydroelectric Station - 111 MW
- H3 Nipawin Hydroelectric Station - 255 MW
- H4 E.B. Campbell Hydroelectric Station - 289 MW
- H5 Coteau Creek Hydroelectric Station - 186 MW

IMPORT POWER PURCHASE AGREEMENTS - 290 MW

- I1 Manitoba Hydro - 290 MW

NATURAL GAS TOTAL CAPACITY - 2,160 MW

- NG1 Meadow Lake Power Station - 41 MW
- NG2 Meridian Cogeneration Station* - 228 MW
- NG3 North Battleford Generating Station* - 289 MW
- NG4 Yellowhead Power Station - 135 MW
- NG5 Ermine Power Station - 90 MW
- NG6 Landis Power Station - 78 MW
- NG7 Cory Cogeneration Station - 234 MW
- NG8 Queen Elizabeth Power Station - 623 MW
- NG9 Spy Hill Generating Station* - 89 MW
- NG10 Chinook Power Station - 353 MW

SMALL INDEPENDENT POWER PRODUCERS

TOTAL CAPACITY - 34 MW (NOT SHOWN ON MAP)

(Includes flare gas, waste heat recovery, landfill gas and biomass)

WIND TOTAL CAPACITY - 617 MW

- W1 Riverhurst Wind Energy Facility* - 10 MW
- W2 Western Lily Wind Energy Facility* - 20 MW
- W3 Morse Wind Energy Facility* - 23 MW
- W4 Blue Hill Wind Energy Facility* - 175 MW
- W5 Red Lily Wind Energy Facility* - 26 MW
- W6 Centennial Wind Power Facility - 150 MW
- W7 Cypress Wind Power Facility - 11 MW
- W8 Golden South Wind Energy Facility* - 200 MW

Customer-generated wind capacity - 2 MW
(NOT SHOWN ON MAP)

SOLAR TOTAL CAPACITY - 83 MW

- S1 Highfield Solar Energy Facility* - 10 MW
- S2 Pesâkâstêw Solar Energy Facility* - 10 MW
- S3 Awasis Solar Energy Facility* - 10 MW

Customer-generated solar capacity - 53 MW
(NOT SHOWN ON MAP)

COAL TOTAL CAPACITY - 1,389 MW

- C1 Poplar River Power Station - 582 MW
- C2 Boundary Dam Power Station - 531 MW
- C3 Shand Power Station - 276 MW

TRANSMISSION

- 230 kilovolt (kV)
- 138 kV/115 kV/110 kV
- Switching station
- Interconnection

*Large independent power producer

CONTACT US

If you would like further information about this report or SaskPower, please email sustainability@saskpower.com.



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