

# Measuring What Can't Be Seen:

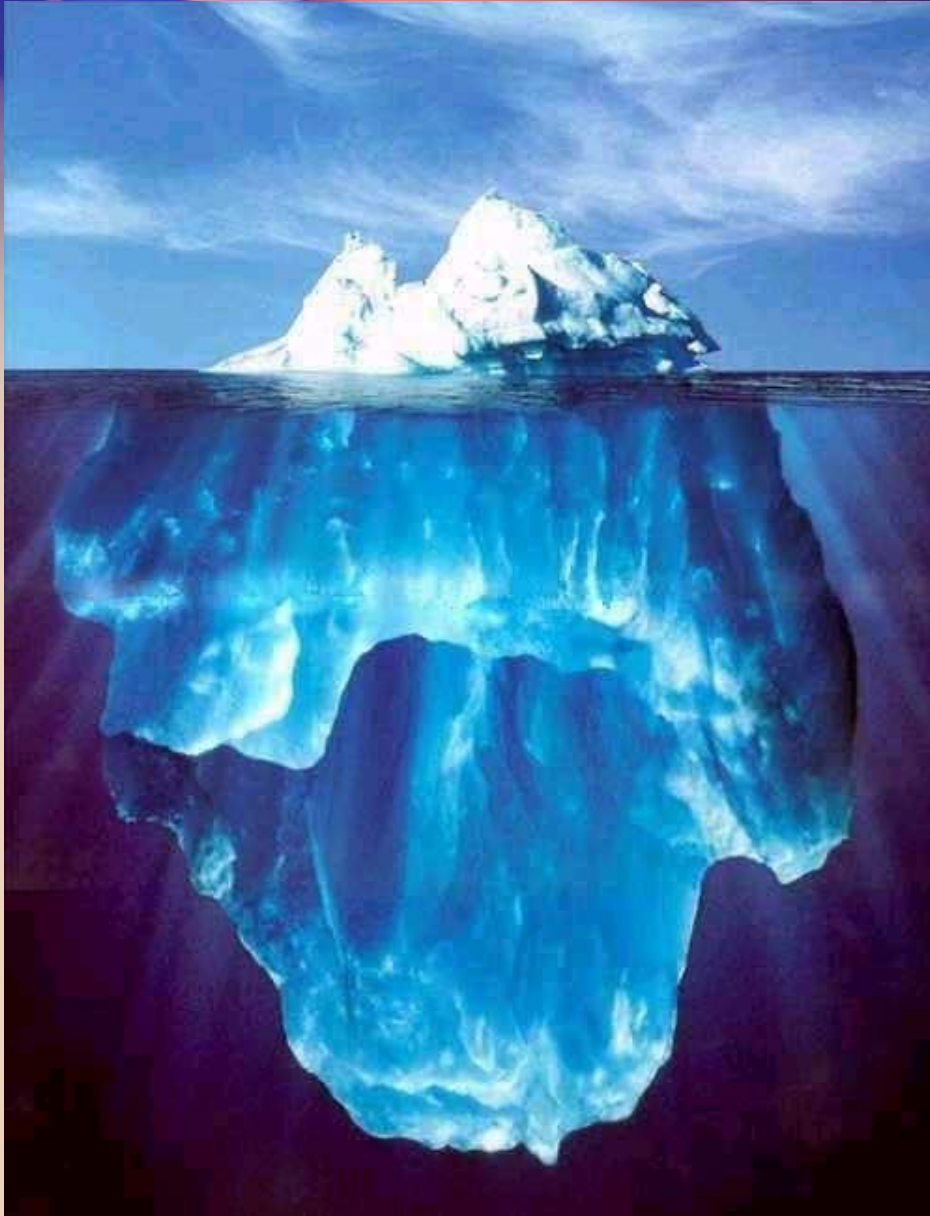
How To Gauge Your Corporate Reputation

A Presentation by Susan Brissette

**Bruce Power**<sup>™</sup>  

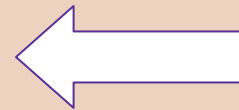



- ▶ **About Bruce Power**
  - ▶ **Passionate about Safety** - More than 7 million hours without an acute Lost Time Injury, ISRS Level 8
  - ▶ **Value People** - Focus on leadership, succession planning, 3,700 employees
  - ▶ **High Operational Standards** - Bruce B units among top-ranking CANDUs in world, 4,700 MW total net capacity, have added 14TWh to grid since 2001
  - ▶ **Invest in Future** - Restarted two laid-up units, Investigating restart of two more, Improve output



**What people  
used to measure**

Traditional media analysis



**What reputation  
bank measures**

Everything else

“You don’t give yourself a reputation.  
Someone else gives it to you.”

Duncan Hawthorne  
President and CEO, Bruce Power

Classified, C6/Smart Money Guide/To Personal Finance

# Business

C SECTION TORONTO STAR SUNDAY, JUNE 1, 2003 • \$4.00

Security is extremely tight as leaders from the Group of 8 gather in France. Page C5



Bob Shanks, supervising nuclear operator, stands at the control panels for Bruce's Unit 4 nuclear reactor, which is due to be brought back on stream this month.

## Rebooting Bruce

**2 Bruce A nuclear reactors are set to restart this month. Refurbished plants were mothballed in stages in 1997.**

JOHN SPARNS

NEWS WRITER

**THIRTEEN**—As she stands in a room of activity in the control room of the Bruce A nuclear generating station, Carol Lesterow admits that six years ago she never thought she'd be here. Back then, Lesterow and her husband, a nuclear engineer, had just been told that Bruce A's four reactors were about to be mothballed.

Today, it's a matter of weeks before the station could once again start producing power. The refurbishment of the station's reactors over six years ago is still fresh in her mind. "It was mind-boggling," says Lesterow, a shift supervisor who has worked at the Bruce since 1991.

"We did make a lot of improvements, and we realized how much work we needed to do. We could see the way forward and we could see improvement happening."

Ontario Hydro, which then operated the station, had decided that it was operating too many nuclear reactors. It decided to shut down the oldest — including Bruce A's four reactors — to concentrate on refurbishing the remainder.

"We had to concentrate on refurbishing the remainder. That was them. Now, if the Canadian Nuclear Safety Commission grants final permits, Bruce A's Unit 4 is going to become the first Ontario reactor to return to service after an extended lay-up. It will be followed weeks later by Unit 3. The anticipated lay-up was 18 months, says Lesterow.

Combining the two units will add about 1,000 megawatts of electricity to the Ontario grid, or about 8 per cent of the power Ontario uses on a normal spring or fall day. It's power that could

be crucial if Ontario experiences another summer like last year's, when the lights almost went out because there wasn't enough electricity on hand. But bringing a hold-up nuclear plant back online isn't a simple operation, that's why Ontario Power Generation, which first stopped production in 2000 in the first of its mothballing stages, is taking \$1.2 billion over budget. It is still not producing power, but has just announced further delays. The cost of the plant is still not known, but just announced further delays. The cost of the plant is still not known, but just announced further delays.



Bruce Nuclear Plant complex near Kincardine on Lake Huron, which houses eight separate reactors.



Duncan Hawthorne, chief executive of Bruce A, with Unit 4 ready for start up in the background.

But before the reactor, as the nuclear deposit doesn't take off and the talking. Then there are the brand new items, not required when the plant was built in the 1970s, but now required by the nuclear safety commission. For one, Bruce A didn't have a back-up control room. A new one was set up in a separate building on the site, capable of handling the reactor's shutdown systems and other impor-

**Investing in a condo not as fast as it was 3 years ago**



Ellen Roseman Money 201

You have more equity built up in your condo than you did three years ago. It's not as fast as it was 3 years ago.

Yes, if you did it three years ago you would have more equity built up in your condo than you did three years ago. It's not as fast as it was 3 years ago.

Unfortunately, the local market has become saturated. There are so many condos being built — about 20,000 are under construction and set to come on-stream — that rents are falling and tenants are getting harder to find. "This was a workforce that wanted to grow, to advance, to move up," says Hawthorne. "They wanted to show that the decision to buy on the Bruce reactors was not a good decision."

"You're not seeing that connection, which is what I see in the real estate market," says Roseman. "You're not seeing that connection, which is what I see in the real estate market."

Each Bruce reactor has 400-ft of channels, holding 13 tonnes of fuel. The fuel channels also hold heavy water coolant, which picks up heat from the nuclear reactor and pumps it through a steam generator to heat water in another reactor. The steam then drives the electric generator. Heavy water and moderator, like ordinary water, are made of two deuterium atoms and one oxygen atom. The difference is that the moderator is a heavy water atom contains one proton and one neutron, in regular water the hydrogen molecule contains only one proton.

Minerals built up inside the tubes, which can be gritty and clog the system. "It's not as fast as it was 3 years ago."

SUNDAY, JUNE 1, 2003 • TORONTO STAR • C3

## Business

### The Week

#### North American markets



#### World markets



#### Toronto real estate



#### By the numbers

Royal Ontario Museum (ROM). Facts and figures on ROM for the year ended June 30, 2002. Unless otherwise stated, all figures are in dollars.

#### What they got

Asked \$365,000 for 1,000 sq ft of office space in the Yonge St. and Eglinton Ave. area with two bedrooms, central air conditioning and unfinished basement. Sold by Bruce Power.



# Bringing Bruce back on stream

> Nuclear from C1

That can mean building new plants to generate electricity, or providing sensitive information to the public.

The biggest issue, says Hawthorne, was the breakdown of the Bruce site. The completion of the Bruce site has resulted in 2,500 people from less than 1,000.

One benefit of the living space has been to lower the average age of the Bruce workforce. It's now about 40 years, down from 49 three years ago.

Hawthorne says when it comes to the Bruce A reactor, there are also advantages in having a plant staffed by older workers with long memories. "This was a workforce that wanted to grow, to advance, to move up," says Hawthorne. "They wanted to show that the decision to buy on the Bruce reactors was not a good decision."

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Carol Lesterow, a shift supervisor who has worked at the Bruce nuclear plant since 1991, in the control room at Bruce A. She's thrilled the reactor is set to be restarted.

particle called neutrinos that could have harmful off-neighborhood effects.

When surrounded by heavy water, the neutrinos are slowed down. That's a slower speed than they would be if they were in a vacuum. That's why the neutrinos are slowed down.

"This was a workforce that wanted to grow, to advance, to move up," says Hawthorne. "They wanted to show that the decision to buy on the Bruce reactors was not a good decision."

the "poisoned" heavy water from the CANDU, filter out the contaminants, and trap up the neutrinos.

At that point, only one thing is holding back the nuclear reaction. Special shut-off rods that absorb neutrons were also inserted in the reactor core when it was shut down. Nuclear operators will gradually withdraw the rods from the reactor, allowing neutrons to start the nuclear reaction.

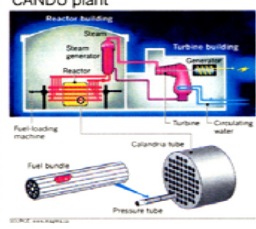
"It's a slow process — one that takes 10 to 14 days to complete, with frequent tests to make sure the reactor is functioning as it should."

Unit 4 at Bruce Power is fully fueled, and its CANDU is in the process of being brought back on stream.

Unit 3 is already fully fueled, and its CANDU is in the process of being brought back on stream.

"This was a workforce that wanted to grow, to advance, to move up," says Hawthorne. "They wanted to show that the decision to buy on the Bruce reactors was not a good decision."

### CANDU plant



## Secured Line of Credit versus Reverse Mortgage: Serious Insight for Seniors

If you're considering tapping into your home equity to kick-start your spring projects, ask yourself this: Will monthly payments be a strain on your budget? Will interest rates go up, can you manage an increase in the monthly payments?

By comparison, the Canadian Home Income Plan Reverse Mortgage offers you a lump sum from your home's equity with no requirement to repay until you move or sell. Repayment is guaranteed never to exceed the fair market value of your home at the time it is sold, protecting the rest of your assets. And you can never be asked to move or sell to repay the loan.

Call for your estimate TODAY and you could have the money this spring. 1-866-233-2995. CANADIAN HOME INCOME PLAN Reverse Mortgage. \*By L.R. Gordon, Bruce Power, P. G. G. G. G.

**Deposit  
5 points into  
reputation  
bank**



**BACK IN BUSINESS**

# Thank you, Bruce

By **ANTONELLA ARTUSO**  
Queen's Park Bureau Chief

**KINCARDINE** — As Premier Ernie Eves' plane curved over a glistening Lake Ontario, the six windmills of Bruce Power came into view.

## Premier tours nuke plant that helped us come out of dark

Only five were spinning but it was of little consequence.

In a few moments, Eves would be standing in front of nuclear genera-

tor #7, which produces enough electricity to power a city the size of London, Ont. — 800 megawatts compared to the 1.8 megawatt output of

the wind turbine.

And as Eves knows, Ontario can't return to normal without nuclear power.

Eves had come to this town yesterday to thank the Bruce Power workers who quite literally helped Ontario out of the dark last week.

Within six hours of the collapse of the grid, Bruce was loading electricity back on. Three reactors up and a fourth expected shortly with the ability to produce a total of 3,200 megawatts of power for a desperate province.

Eves toured the facility, crossing a hallway so long that the midnight shift uses bikes to go down it.

### Homer

In a control room he found not doughnut-snorting Homer Simpsons, but two dozen men who were able to react almost instantly when the grid went down.

As Bruce Power president and CEO Duncan Hawthorne explained it, they managed to power down without completely shutting off the reactors.

Darlington and Pickering did not have that same luxury, and were forced to start up from scratch, a process that takes a minimum 32 hours. Of the two stations, only Dar-

lington has one unit online so far.

Eves was relaxed yesterday as he shook hands and chatted with Bruce Power workers, not at all like a man whose future may hold a black Monday followed by questions about his handling of the hydro file and a looming election that could charitably be called an uphill battle.

### Experience

On the flight back, Eves said experience keeps him calm, lets him accept reality without panicking.

"The more difficult situations you've been through in your life, the better you're able to cope with them because you realize the sun will come up tomorrow," he said.

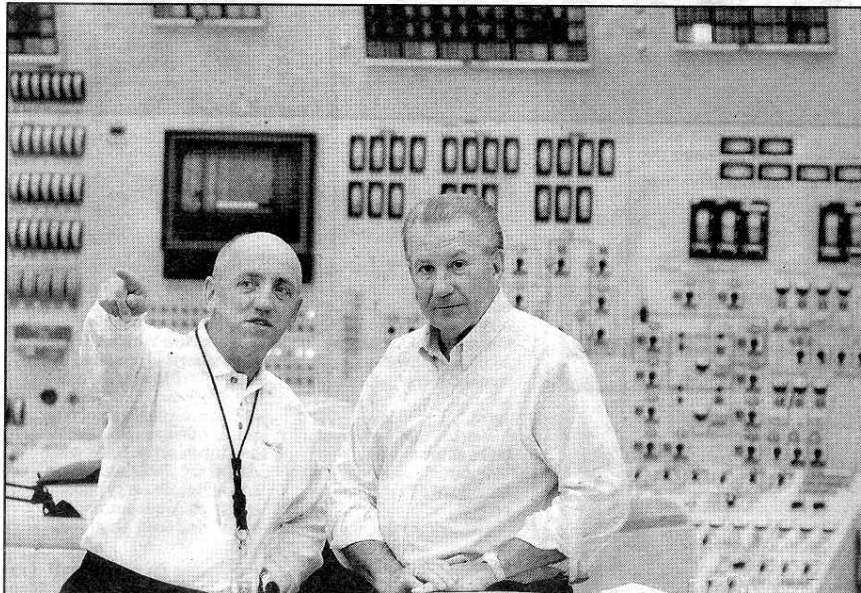
The premier does not believe in bad karma, laughing when asked if he thinks the province's run of bad luck means it's somehow jinxed.

"I learned a long time ago that you're better not to worry about things you can't control because you can't do anything about them anyway," he said. "Those you can control, you best get busy doing them."

When the lights went out last week, Eves was on his home phone preparing for a nomination that was expected to lead into a fall election.

"We'll have to see ... how quickly we can get the entire system up and running ... I'm not even thinking about that now," Eves said.

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— J.P. Moczulski, CP

**PREMIER ERNIE Eves** gets a tour of the Bruce nuclear generating station from Bruce Power president **Duncan Hawthorne**, yesterday. Eves thanked Bruce workers for their efforts in getting power back up.

**Michele Mandel will return**

**Deposit  
25 points into  
reputation  
bank**





## Reputation:

“The overall quality or character as seen or judged by people in general.”

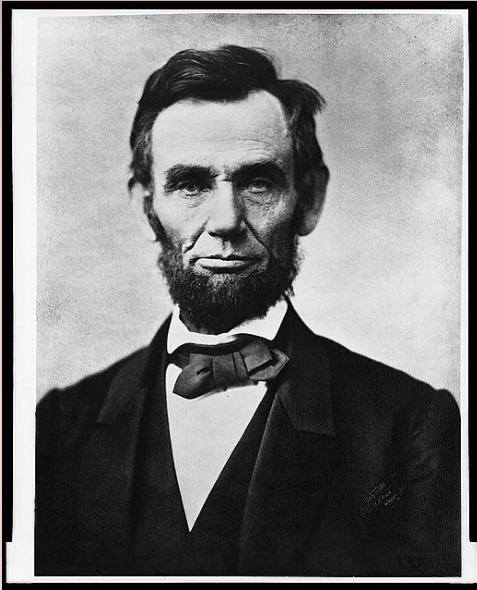
Fortune 500's most admired companies have two things in common:

- ▶ they perform well
- ▶ people have noticed

Corporate reputation  
is a combination of  
perception and reality  
&  
It must be earned

## A good reputation can:

- ▶ sell products
- ▶ recruit best and brightest
- ▶ attract most desirable business partners
- ▶ increase value for shareholders
- ▶ win loyalty of customers and consumers
- ▶ stimulate employee motivation
- ▶ provide protection in times of crisis



“Public sentiment is everything . . .  
With public sentiment nothing can  
fail. Without it nothing can succeed.”

Abraham Lincoln  
16th President of United States of America

Tell your story - if you don't,  
someone else will . . .

You may not like what they say!

We all have good stories to tell

. . . but we need a positive  
reputation in order to be heard!

**It's like money in the bank**





## **It's like money in the bank**

- Goal is to maintain a positive balance
- A measure of stakeholders' trust and esteem
- Monthly deposits, withdrawals with controls ensure fair, consistent reporting

# It's like money in the bank

- ▶ Assign stakeholder groups
  - ▶ Media
  - ▶ Financial institutions
  - ▶ Customers
  - ▶ Industry
  - ▶ Employees
  - ▶ Government
  - ▶ Community

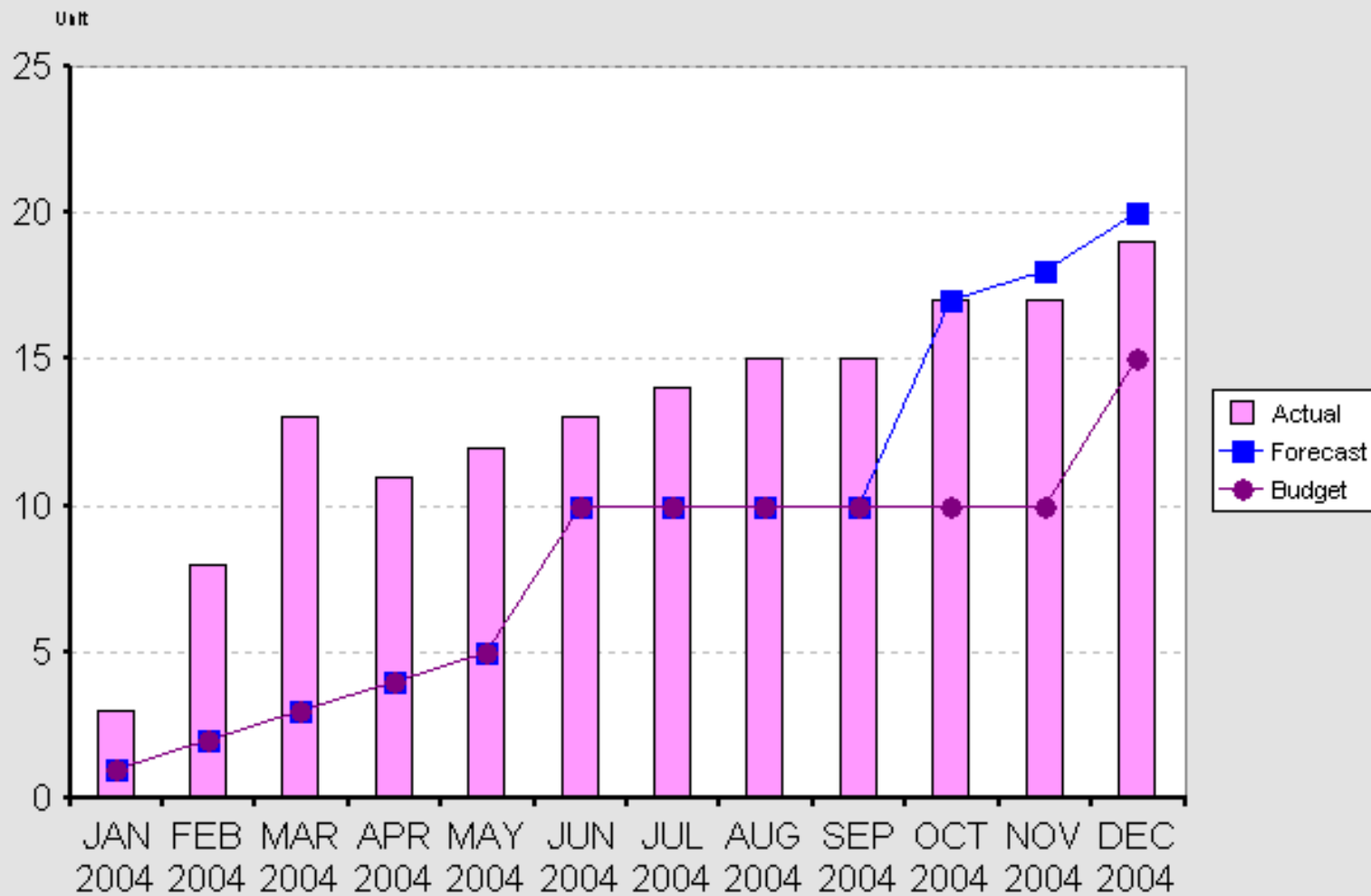
## **It's like money in the bank**

- ▶ Minor = 1 point
- ▶ Moderate = 5 points
- ▶ Major = 25 points
- ▶ Positive or Negative

## How we did in 2004

- In 2004, between 400-500 deposits and withdrawals
- Finished year with +164 in bank
- Good year from reputation standpoint for relatively young company

### Media Rept Bank



## **Proof is in the pudding**

- ▶ Results tied to management incentive plan
- ▶ Great way to talk to management about role/ value of communications
- ▶ Created link with operations

Sometimes, the difference  
between success and failure is  
what you don't see, rather than  
what you do see.

A reputation bank gives visibility  
and earns you credibility!











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