

REAL LIVES REAL IMPACT

FISCAL 2014
ANNUAL REPORT



WORKING TOGETHER
THROUGH THE YEAR
OF THE STORM

ONE FAMILY'S TRAGEDY
AND TRIUMPH

PUTTING
INNOVATION
TO WORK

ON THE COVER

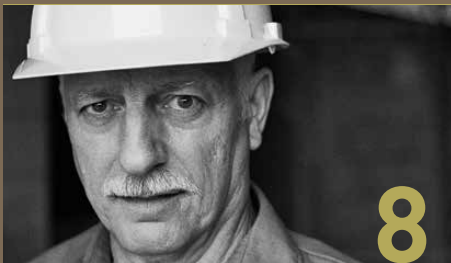
Industrial maintenance electrician Richard Burgess is pictured in a scorched work shirt – the same one he was wearing fourteen years ago when he suffered severe burns in an electrical incident on the job. His story begins on page 8.

FEATURES



THE DARKEST EVENING OF THE YEAR

Ice is the enemy of electricity systems. ESA was prepared for 2013’s crippling ice storm, ensuring power could be restored as quickly as possible without compromising safety.



ONE DAY CHANGES EVERYTHING

Seriously injured from an arc flash, Richard Burgess knows firsthand the immediate and long-lasting impact electrical injury can have on a family.



PUTTING INNOVATION TO WORK

Creating new tools, using innovative approaches and investing in our leaders of tomorrow help ESA improve safety for workers and our communities.

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ANSWERING THE CALL

2013 WAS A YEAR THAT REMINDED US TO EXPECT THE UNEXPECTED. ONE THAT REINFORCED THAT ELECTRICAL SAFETY IS A TEAM EFFORT. IT TAKES EVERYONE, FROM ELECTRICAL SAFETY AUTHORITY EMPLOYEES WHO WORK TIRELESSLY TO KEEP ONTARIANS SAFE, TO STAKEHOLDERS WHO RELY ON ESA AS A PARTNER, RESOURCE AND TRUSTED SOURCE OF SUPPORT AND INFORMATION, TO PEOPLE IN COMMUNITIES ACROSS THE PROVINCE WHO COUNT ON US. SOMETIMES THE JOURNEY IS TOUGH AND THE WORK IS HARD, BUT THE EFFORT IS WORTH IT. ELECTRICAL SAFETY AFFECTS REAL LIVES, EVERY SINGLE DAY.

WE ARE THE ELECTRICAL SAFETY AUTHORITY.

The Electrical Safety Authority (ESA) is an administrative authority acting on behalf of the Government of Ontario with specific responsibilities under the Electricity Act and the Safety and Consumer Statutes Administration Act. As part of our mandate, we are responsible for administering regulation in four key areas:

- > Ontario Electrical Safety Code (Regulation 164/99);
- > Licensing of Electrical Contractors and Master Electricians (Regulation 570/05);
- > Electrical Distribution Safety (Regulation 22/04); and
- > Electrical Product Safety (Regulation 438/07).

ESA operates as a private, not-for-profit corporation. Our funding is derived from fees for safety oversight, safety services and licensing of electrical contractors and Master Electricians. Our activities include:

- > identifying and targeting leading causes of electrical risk;
- > promoting awareness of, education and training on electrical safety;
- > ensuring compliance with regulations;
- > investigating fatalities, injuries and fire losses associated with electricity; and
- > engaging with stakeholders to improve safety.

In 2010, ESA launched our five-year Harm Reduction Strategy, which targeted a 30 per cent reduction in electrical fatalities and fire fatalities by 2015.



For more detailed information on ESA, visit esasafe.com

OUR MISSION

To improve electrical safety for the well-being of the people of Ontario.

OUR MANDATE

To enhance public electrical safety in Ontario.

OUR VALUES

Safety Leadership
Collaboration Accountability
Integrity & Trust

We regulate in **4 KEY AREAS**

Ontario Electrical
Safety Code

Licensing of
Electrical
Contractors and
Master Electricians

Electrical
Product Safety

Electrical
Distribution Safety

HERE'S HOW WE DO IT:

OUR VISION: An Ontario free of electrical fatalities and serious damage, injury or loss.



5-YEAR GOAL: 30% reduction in electrical fatalities and fire fatalities

To do this, we use risk-based management to focus on **5 HARMS**



**POWERLINE
SAFETY**



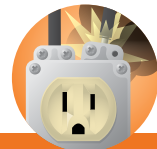
**HIGH-RISK
WORKER SAFETY**



**ELECTRICAL
PRODUCT SAFETY**



**AGING
INFRASTRUCTURE**



**NEW
WIRING**

BEST PRACTICES

OUR WORK IS ACCOMPLISHED THROUGH



**COMPLIANCE &
ENFORCEMENT**



**BUSINESS
PROCESSES**



**COMMUNICATION
& STAKEHOLDER
COLLABORATION**



**HUMAN
RESOURCES
MANAGEMENT**



**RISK
MANAGEMENT**



**SOUND
FINANCIAL
PRACTICES**

WE MEASURE OUTCOMES AND MILESTONES:
We collect and assess data to identify best practices

PUTTING SAFETY FIRST, EVERY DAY

In this annual report, you will see a lot of facts and figures, because at ESA we rely on objective data to identify areas of risk and track progress against goals. But behind each data point is a person whose life has been altered by an electrical contact, or the contribution of an ESA employee whose job it is to prevent or remove an electrical harm. And so, along with charts, graphs and tables, you'll also see faces and read stories, because we know that a statistic is never just a number. We never lose sight of the fact that there are real lives on the line, every day.

What I've come to realize in my time on the Board is that while the necessary framework of electrical safety rules, regulations and requirements is in place, it's the people at ESA who make the greatest difference. The flooding in the spring and summer followed by the ice storm in December put lives at risk across Ontario due to downed powerlines, damaged electrical systems and prolonged, widespread power outages. I'm extremely proud of how ESA employees responded to these crises – without hesitation, and demonstrating both empathy and an unwavering determination to maintain public electrical safety. Their passion for safety is most obvious in times of crisis; however, it is also evident in the work ESA employees do every day.

ESA is poised to complete our five-year Harm Reduction Strategy that began in 2010. On behalf of the Board, I'm pleased to report that the organization remains strategically on track to achieve our five-year goal of a 30 per cent reduction in electrical-related fatalities by 2015. The organization's evolution to risk-informed management continues, and the completion of key foundational work this year will unlock opportunities for further evolution.

A key priority for the Board and management this year was ensuring ESA had the strategies and



capacity to manage change well. As the nature of electric risk continues to evolve, ESA must be agile and responsive, ensuring that work is directed at tackling the most urgent needs and that employees have the skills and support they need to thrive and succeed.

Excellence in governance also continues to be a focus of the Board. It initiated with management the development of the next stage of the organization's enterprise risk management (ERM) program, enhanced the internal audit process and continued to ensure sound financial management and budget controls.

This year saw the retirement from the Board of John Wiersma, who served as Chair until September 2013 and Board member and committee Chair Margaret Kelch, who served until December 2013. Both John and Margaret were deeply committed to the work of ESA and made many important contributions during their nine years on the Board. We will miss their input, but were fortunate to gain two new directors with excellent experience and backgrounds: Peter Gregg and Robert Mace. The Board is well-positioned to continue to fulfill its role in providing effective guidance and oversight to the organization and delivering on our accountability to the Ministry of Government and Consumer Services.

I look forward to continuing the Board's important work of guiding ESA to the successful completion of our current strategy and providing continuity as we bridge to the next.

Charlie Cipolla
Chair, Board of Directors

BALANCING THE NEEDS

ESA has a simply stated responsibility: to enhance public electrical safety in Ontario. But the simplicity of the statement belies the complexity of the challenge. Electricity surrounds us in our daily lives and we have come to expect it to be available easily and safely. But when misused, damaged or underestimated, electricity becomes a lethal force. Preventing electrical deaths, injuries and fires requires both careful planning and the nimbleness to respond to unexpected challenges.

We invest significant time and effort in understanding what electrical events have been happening, what circumstances contribute to them, and what prevention and intervention strategies can work best to avert them. Every year we report the latest electrical safety incident data in the Ontario Electrical Safety Report and we share our findings with stakeholders.

We target the areas that show the greatest potential safety risk and we identify the actions that can have the most positive impact. We define our priorities in our strategic plan – the Harm Reduction Strategy – and our annual business plan. In support, we build the required corporate capacity to underpin our safety priorities, including strong human resources programs, smart IT strategies, effective communications and outreach campaigns, disciplined financial management and robust business processes. It was a year of significant achievement of our goals, and details on our performance are provided starting on page 16.



But we also must respond to the unexpected. 2013 was a year of extraordinary weather events, including spring and summer flooding in central and northern Ontario and the Greater Toronto Area, and a severe winter ice storm in southern Ontario. All caused major damage to electrical systems and therefore created significant electrical safety risk.

These events required extraordinary response from ESA employees. They exhibited grace under pressure, deftly balancing the urgent need to restore power with a steady and unrelenting focus on public electrical safety. This was evident through the long days and nights worked and in the many weeks it took to repair lingering damage.

I thank all ESA staff members for their hard work during these events and throughout the year in their day-to-day efforts.

I also want to thank John Wiersma, who concluded his term as Chair of the Board during 2013. John gave me and all of ESA steady support and guidance throughout his time on the Board. Charlie Cipolla became Board Chair in September 2013, and has provided great counsel and leadership as we work toward achieving our corporate goals and improving electrical safety for everyone in Ontario.

David Collie,
President & Chief Executive Officer

THE DARKEST EVENING OF THE YEAR

The rain began just four days before Christmas, on the longest night of the year. Silently, as the cities slept, ice accumulated on the tree branches that canopied Canada's most populous centres, from Windsor through to the Greater Toronto Area and as far east as Kingston. The silence was soon shattered by the crack and thud of tree limbs crashing to the ground under the icy weight, bringing powerlines down with them. The night sky was illuminated time and again by strobe flashes and showers of sparks from exploding pole-top transformers, the only light remaining in the suddenly dark neighbourhoods. Ontario awoke to the news that more than 350,000 homes were without heat and light, the temperature was plummeting and downed powerlines snaked the streets, appearing innocuous but possessing the power to kill.



ANSWERING THE CALL

ESA employees stepped up to help ensure power could be safely restored to homes and businesses across Ontario during the crisis. Senior Inspectors like Paul Murray (second from left) travelled street-by-street with hydro crews to expedite power reconnections. Helen McMillan (second from right) and 47 team members extended ESA's call centre hours and opened on statutory holidays to issue electrical repair permits. Investigators like Rod Lawrence (far left) followed up on reports of unscrupulous individuals doing electrical work without a licence and Vikram Coelho (far right) and his colleagues in IT made sure ESA's computer systems stayed online to enable the continuous flow of information. Together, the ESA team shared in the ultimate accomplishment with our partners: there were no fatalities or critical injuries from electrical contact during the 2013 ice storm.



PREPARING FOR THE WORST

Flooding, strong winds and ice storms are the enemy of any electrical system, and extreme weather events have become the new normal. As part of ongoing crisis preparedness planning, ESA held a crisis simulation in May 2013 to test our response to emergency scenarios, including an extreme weather event. The simulation confirmed the importance of centrally coordinating key ESA functions, working in concert with local electric utilities and licensed electrical contractors, and staging electrical safety communications and operations in lockstep with the power restoration process to address evolving electrical safety challenges. These strategies were successfully deployed during the December ice storm.

OVERCOMING KEY CHALLENGES

To bring power back online safely, homeowners needed to be made aware of their responsibility to repair damage to the equipment connecting their home to the electricity grid. Using social and traditional media, door-to-door distribution of flyers, and coordinated messaging with local electrical utilities, ESA was able to emphasize that homeowners must engage licensed electrical contractors to make these repairs.

After the ice had melted and most of the broken branches were cleared away, ESA continued to work with homeowners who had outstanding damage to their electrical equipment in the weeks and months after the storm. In addition, ESA collaborated with industry partners to share learnings so we're ready for the next one.

5

MAJOR WEATHER
EVENTS IN 2013

12,000+

ICE STORM-RELATED
CALLS ANSWERED

34.3 million

REACH, MEASURED BY
MEDIA IMPRESSIONS, OF
ESA ICE STORM MESSAGES

ONE DAY CHANGES EVERYTHING

March 30, 2000 is a day Richard Burgess and his family won't ever forget. At the time, Richard and his wife Jane were eagerly awaiting the imminent arrival of their second grandchild.

As an industrial electrician, Richard was working alone on an overtime shift in a smelter complex in Sudbury, Ontario. He was doing his assigned task by the book, but something went terribly wrong. "There was a bang louder than you can imagine and a flash and then everything went dark," Richard remembers. "I couldn't see and I was really worried about my eyes."





SAFETY, STEP BY STEP

e-WorkSAFE was developed in 2012 for use in industrial and commercial settings like the one Richard works in. Workers scan a specialized barcode on a piece of electrical equipment with a tablet or smartphone, and safe work procedures, electrical hazards and a list of required personal protective equipment load instantly on the screen. Workers are required to sign off that they've followed the safety procedures step by step. ESA adapted this tool in 2014 for use by licensed electrical contractors in other settings.

An arc flash – an explosion that happens when there is a high-voltage electrical fault – sent molten copper flying at Richard, resulting in first, second and third degree burns to his arms and face. Richard, in shock, stumbled to the washroom to wash his hands before touching his face. Glancing in the mirror, he first thought his face was covered in soot. Horrified, he realized as he tried to wipe off the 'soot' that his skin had been burned black and he was in real trouble. Somehow he made his way through the complex to find help.

SHOCK GIVES WAY TO PAIN

Richard spent that night in the hospital, needing strong painkillers as the shock gave way to extreme discomfort. Sent home the next day, Richard was concerned about one thing more than his injuries: "The burns were very painful, and the bandages need to be changed by a nurse every

day," he recalls. "But all I kept thinking was that I couldn't hold my newborn granddaughter Rose."

Five weeks after the arc flash, Richard returned to work, initially to modified duties, but eventually back to his role as an electrician. He says he's much more cautious now and relieved that safety procedures, especially those for working on energized equipment, have become more robust over the past 14 years.

A LITTLE WORRY, EVERY DAY

Even still, Jane kept Richard's work shirt riddled with burn holes from the molten copper and his scorched T-shirt. There remained a little worry every day Richard went to work after the arc flash.

This summer, Richard marked 30 years of service at the smelter complex. He also celebrated another important milestone: attending Rose's Grade 8 graduation in June (pictured on left).

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ELECTRICAL CONTACT
AND ELECTRICAL FIRE
FATALITIES IN 2013

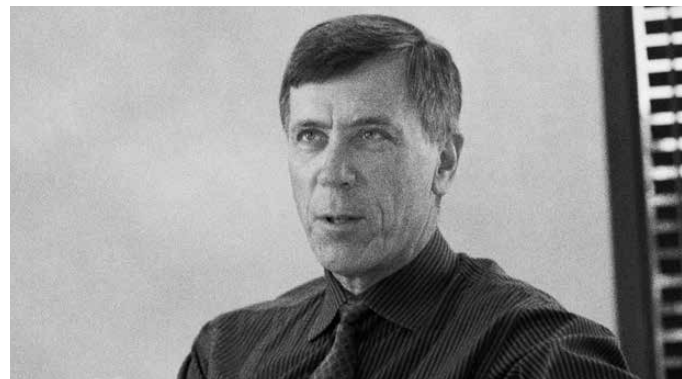
82

LOST-TIME INJURIES DUE
TO ELECTROCUTIONS,
ELECTRICAL CONTACTS
AND BURNS IN 2013

62

ELECTRICAL WORKERS
KILLED OR CRITICALLY
INJURED FROM 2003–2012

MAKING PROGRESS ONE STEP AT A TIME



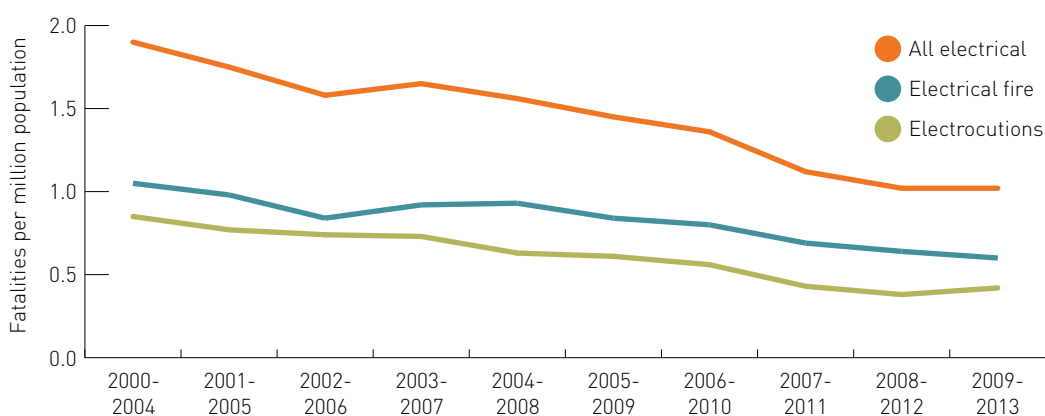
In 2010, ESA set the goal of a 30 per cent reduction in electrical fatalities in Ontario over five years. In September 2014, we released the 13th edition of the Ontario Electrical Safety Report. This report compiles electrical safety information and data that ESA collects, as well as information that is shared with us by our partners, including the Office of the Ontario Fire Marshal and Emergency Management, the Ontario Coroner's Office, the Ministry of Labour and others. The ESA team analyzes the data to identify trends and patterns which help guide ESA's electrical safety

initiatives, and help us engage our partners to support these efforts.

This year's report showed positive progress in the rates of electrical-related fatalities, fire fatalities related to electricity, and electrical injuries. In fact, the rate decrease in electrical fatalities between the periods 2004–2008 and 2009–2013 was 33 per cent. This is a great improvement.

But this year reminded us that progress doesn't happen in straight lines. In 2013, there were 18 electrical-related and electrical fire fatalities in Ontario, a significant increase from the previous year.

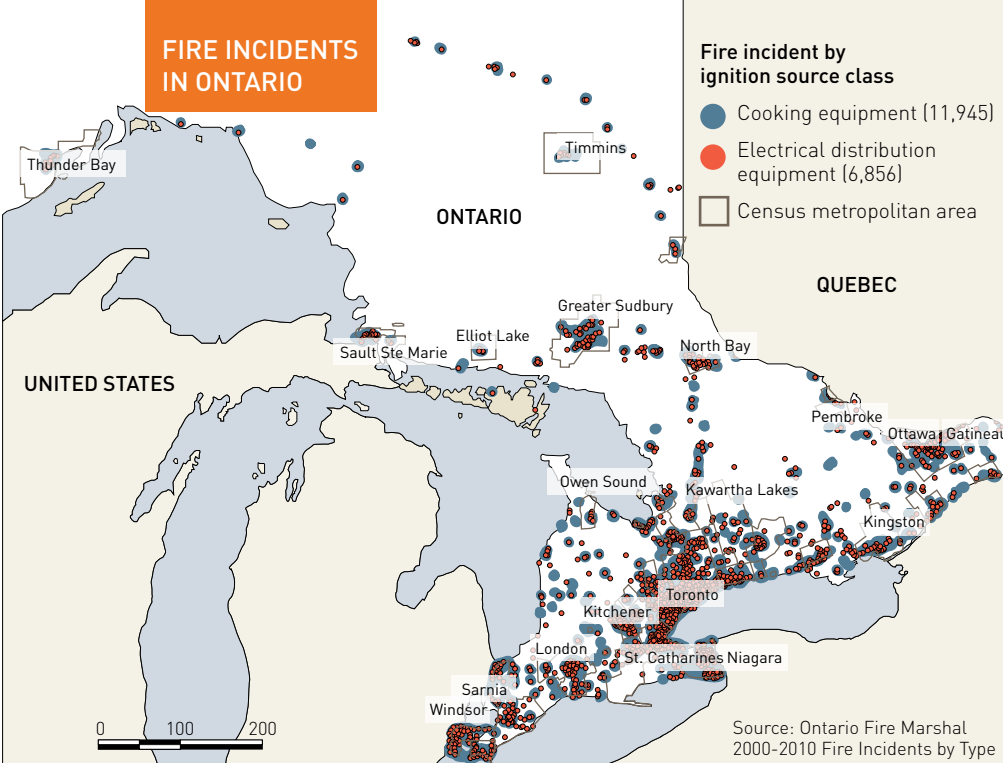
OVERALL FIVE-YEAR ROLLING AVERAGE FATALITIES IN ONTARIO



	2000-2004	2001-2005	2002-2006	2003-2007	2004-2008	2005-2009	2006-2010	2007-2011	2008-2012	2009-2013
All electrical	1.90	1.75	1.58	1.65	1.56	1.45	1.36	1.12	1.02	1.02*
Electrical fire	1.05	0.98	0.84	0.92	0.93	0.84	0.80	0.69	0.64	0.60*
Electrocutions	0.85	0.77	0.74	0.73	0.63	0.61	0.56	0.43	0.38	0.42*

* Preliminary data subject to change

FIRE INCIDENTS IN ONTARIO



ESA created a valuable new resource: a geospatial map of electrical fires in Ontario. This information is helping ESA and our partners in prevention efforts.

I am convinced that each of these deaths was preventable. The fact that they weren't prevented weighs heavily on me and everyone at ESA. We must continue our efforts to prevent another life from being lost or another person's world being disrupted by a critical injury due to an electrical contact or electrical fire.

Electrical incidents continue to occur most frequently in the areas we have identified as the major electrical safety harms: powerline contact, electrical workers on the job, electrical products and aging electrical infrastructure. These will continue to be our areas of focus for the years ahead as we tackle the causes, behaviours, barriers and opportunities.

Safety is a partnership, and ESA and our partners must continue to work together in order to achieve our vision of zero electrical-related fatalities and critical injuries.

I became ESA's Chief Public Safety Officer (CPSO) in September 2013 following Doug Crawford's retirement. I thank Doug for his many contributions. I also thank our many partners and our stakeholders for their continued engagement and participation, and the Mitigation and Regulatory teams and everyone at ESA for supporting me as I made the transition from Chief Operating Officer to CPSO.

Every day we make progress on the path to improve safety. Our destination is an Ontario where people can work, live and play safe from all electrical harms.

Scott Saint
Chief Public Safety Officer

TARGETING THE MAJOR ELECTRICAL HARMS

Powerline Safety Awareness Week happens every May. ESA has garnered the support of local electricity distribution companies and the Infrastructure Health and Safety Association as members of the Community Powerline Safety Alliance. Together, we raise awareness of powerline safety among the public and trades.

ESA's e-WorkSAFE tool is being used by hundreds of organizations to ensure safe work practices around electrical equipment. More than 1,000 people have participated in Electrical Safety Forums in the mining and petrochemical sectors. ESA is part of a national research program funded by the Canadian Institute of Health Research on the best strategies for modifying workplace practices in high-risk work.

ESA, the Office of the Ontario Fire Marshal and Emergency Management (OFMEM) and the Fire Marshal's Public Fire Safety Council have funded a study on the benefits of modified stovetop element design that would reduce fire risk.

ESA has produced geospatial mapping of electrical fire data and shared it with OFMEM and fire services to contribute to fire prevention efforts. We also contacted managers and owners of pre-1975 apartment buildings about aging electrical infrastructure.

PUTTING INNOVATION TO WORK

AT ESA, WE KNOW THAT OUR EMPLOYEES ARE THE HEART AND SOUL OF OUR ORGANIZATION. THEY WORK TIRELESSLY TO KEEP ONTARIANS SAFE AND ARE ON THE FRONT LINE OF OUR RELATIONSHIPS WITH OUR PARTNERS. WITH OUR INNOVATIVE APPROACHES, THE RIGHT TOOLS IN EMPLOYEES' HANDS AND AN UNEQUALLED PASSION FOR SAFETY, WE'RE IMPROVING SAFETY FOR WORKERS AND OUR COMMUNITIES.

15,000

ONLINE SYSTEM RULES
REMAPPED

7,400

ESA TWITTER FOLLOWERS
AND FACEBOOK FANS

53

INVESTIGATIONS RELATED TO
CONTRACTOR LICENSING

81

GRADUATES OF ESA'S
LEADERSHIP PROGRAMS

GOING SOCIAL WITH SAFETY



Getting important electrical safety information out across the province requires multiple strategies and communication tools. Thousands of messages compete for our attention every day. Getting ESA's messages through means finding the right moments and platforms.

Last year we moved into the realm of social media with great success. Our Twitter presence – @homeandsafety – focuses on consumer information on everything from electrical work in the home to staying safe around utility infrastructure. It proved particularly valuable for getting critical information out fast during the year's storms. ESA's Facebook page and YouTube videos have attracted tens of thousands of followers who read, view, share and comment on electrical safety topics. ESA's successful social media effort requires creativity, constant engagement and smart content calendars. The results have been a significant increase in the reach and impact of our safety messages.

ONLINE UPGRADES IMPROVE SERVICE



A major achievement this year was the launch of a more modern, functional online application system for processing wiring permits.

The first stage was a new internal interface for ESA's customer service representatives. This required the remapping of more than 15,000 system rules and extensive testing. Once launched, it succeeded in making permit processing more efficient, requiring fewer steps and ensuring consistency in data capture.

The next step was upgrading the external side of the system, available to licensed electrical contractors. The goals were to make the process easier, more convenient and more accurate, while ensuring a smooth transition from the old system to the new one for both users and ESA. In addition to building a user-friendly system, the project team created helpful tools. The new system was launched seamlessly and received very positive feedback from users.



SHAPING THE ELECTRICAL SAFETY LEADERS OF TOMORROW

For any organization, building the skills and capacity of its people is a good investment. But this is particularly true for ESA, as our programs and services rely on the expertise of our workforce. Developing new leaders in our workforce is especially important, as we expect to see a significant number of retirements in the years ahead.

To help ensure leadership continuity, ESA established the Senior Leadership Academy in 2009. The program identifies interested, high-potential candidates among ESA inspectors and enables a smooth transition for them into senior supervisory roles through a program that is comprised of 13 full-day modules over 15 months. To date, more than 64 inspectors have graduated from the program, with the current class set to graduate in May 2015.

In 2013, ESA expanded our efforts by launching a similar program for non-inspection staff. The program focuses on developing a wide range of leadership competencies, including personal leadership, project management, financial planning and relationship building. The program also incorporates a mentorship component, pairing each of the participants with a senior ESA leader who provides ongoing advice and support. The first Leadership Academy class of 17 graduated in May 2014. Members included (from left) Yolanda Palao, Carita Edwards and Steve Habermehl.

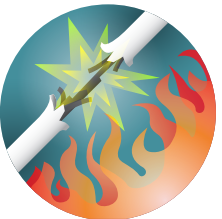
SENDING A STRONG MESSAGE

Licensing of electrical contractors has been a reality for nearly a decade, yet there are still those who flout the law and perform electrical work without a licence and without the required electrical permits. In order to eliminate this underground economy, the ESA Harm Mitigation team, including Scott Eason (above), uses a three-pronged approach: catch and convict the offenders, deter other would-be lawbreakers, and finally, encourage consumers to hire only licensed electrical contractors in order to put unlicensed individuals out of business.

Among many enforcement efforts, ESA investigated reports of two unlicensed handymen in Windsor and Ottawa who were doing electrical work in homes and businesses. These individuals were ultimately convicted and fined in 2013 on charges related to working without a licence and failure to apply for the required permits.

To reach consumers, ESA used traditional and social media outreach programs to publicize the convictions, using the opportunity to remind Ontarians that only licensed electrical contractors can do electrical work for hire. ESA also informed licensed electrical contractors of the convictions in our stakeholder newsletter, *Plugged In*, published the names of the convicted individuals on our website and garnered trade media coverage of the convictions.

BUSINESS PLAN



AT THE END OF FY2015, BOTH ESA'S HARM REDUCTION STRATEGY AND OUR THREE-YEAR BUSINESS PLAN WILL REACH THE END OF THEIR TERMS. THE HARM REDUCTION STRATEGY, ESTABLISHED IN 2010, SET A GOAL OF A 30 PER CENT REDUCTION IN ELECTRICAL FATALITIES IN ONTARIO OVER FIVE YEARS.

ESA'S HARM REDUCTION STRATEGY

The Harm Reduction Strategy defines an approach that identifies the top electrical harms to the people of Ontario: powerline contact, high-risk worker safety, electrical product safety and aging infrastructure, along with maintaining a focus on new wiring. The Harm Reduction Strategy also identifies four key corporate capability areas that enable the reduction of those harms: people and growth, business processes, communication and stakeholder engagement and a sustainable resource framework.

ESA's Harm Reduction Strategy is available at esasafe.com.

FY2013–FY2015 BUSINESS PLAN

Taking direction from the Harm Reduction Strategy and its risk-informed approach to achieving ESA's five-year goals, the Business Plan demonstrates a balanced approach to managing electrical harm, regulatory obligation and fiscal responsibility.

While ESA continues to execute the overall strategy and meet our regulatory obligations, it has recognized the need to focus on a few key projects in order to be most successful. When it established the Business Plan, ESA identified five major projects that required particular focus and priority. All five projects support the Harm Reduction Strategy and are influenced by the Sustainable Resource Strategy.

As ESA undertakes the work described in the Business Plan, it is guided by the organization's overarching regulatory governance principles, including making informed decisions that are transparent, accountable, evidence-based, and innovative, effective, risk-based and fair.

ESA's progress toward our goals and commitments for the next fiscal year are captured in the Achievements and Future Commitments section beginning on page 16. The full FY2013–FY2015 Business Plan is available at esasafe.com.

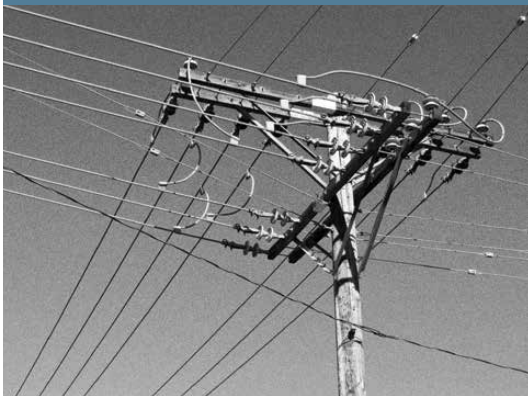
HIGHLIGHTS

OF THE BUSINESS PLAN

- > **Continued progress on harm reduction –** continued focus on the five harms identified in the Harm Reduction Strategy and progress toward our stated harm reduction goals, including a 30 per cent reduction in electrical fatalities over a five-year period;
- > **Continued targeting and progress on the four corporate capabilities –** as defined in the Harm Reduction Strategy;
- > **Execution of the Sustainable Resource Strategy –** ensuring ESA operates in a financially responsible and sustainable fashion;
- > **Multi-year outlook –** key activities and financial approach needed to complete the final year of the Harm Reduction Strategy;
- > **Focus on major projects –** major projects underway that require particular focus, specifically, to implement risk-based compliance with the Ontario Electrical Safety Code, develop and implement a high-risk worker safety program, eliminate duplication in management of consumer electrical product safety, enhance the general inspection program for older homes and expand ESA's training programs.
- > **Planned surplus:**
 - > FY2015: \$1,100,000
 - > FY2016: \$2,470,000
 - > FY2017: \$2,600,000
- > **Efficiency and cost management –** continuing concerted efforts to manage costs and improve efficiency;
- > **Risk-based approaches –** continuing commitment to applying risk-based management, in which the greatest efforts go to the areas of greatest risk;
- > **Revenue growth –** targeting revenue growth in existing non-regulatory business areas;
- > **Multi-year fee planning –** taking a multi-year approach to fee-setting in order to improve predictability for both ESA and our stakeholders;
- > **Integration of enterprise risk management (ERM) –** continuing integration of ERM into business planning and management.

ACHIEVEMENTS & FUTURE COMMITMENTS

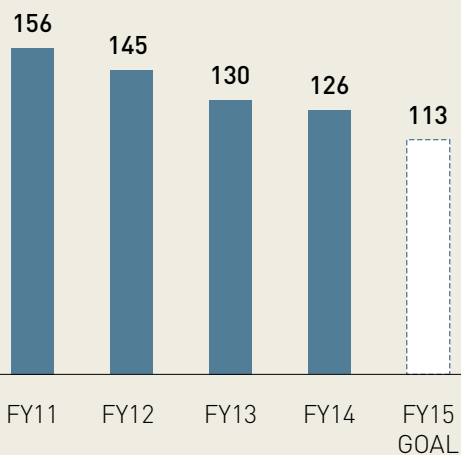
POWERLINE SAFETY



ESA focuses on reducing powerline contact incidents involving third parties and advancing the safety practices of local electricity distribution companies (LDCs). ESA focuses on the sectors that experience the most contacts to raise awareness of the risks and improve their safety practices.

FY2011–FY2015 GOAL

Decrease the number of worker and non-worker powerline contact incidents from 160 to 113 (based on five-year rolling average).



For more detailed information on our Powerline Safety FY2014 Achievements and Future Commitments, visit **esasafe.com** and look in the About ESA section under Reports.

PROGRESS AGAINST OUR GOALS

In partnership with LDCs, the Infrastructure Health and Safety Association (IHSA) and other members of the Community Powerline Safety Alliance (CPSA), ESA launched the inaugural Powerline Safety Week in mid-May. Through a variety of communication initiatives and events, 15 LDCs helped raise awareness of powerline safety risks with consumers and at-risk worker groups. IHSA supported the initiative with a communications campaign and powerline safety training targeted at the construction sector. The Alliance met regularly throughout the year to identify powerline safety priorities and opportunities.

ESA also worked closely with the Electricity Distributors Association, the industry association representing Ontario's LDCs, to seek additional support on improving public safety around powerlines.

Powerline safety messaging featured prominently during the 2013 ice storm in southern Ontario (see page 6). Social and traditional media were used to remind Ontarians of the dangers of downed powerlines during, and in the aftermath of, the storm. Coverage garnered more than 35 million earned media impressions. Most importantly, there were no known fatalities or critical injuries associated with electrical equipment or damage during the ice storm.

LOOKING AHEAD

ESA will continue to provide support for the CPSA to continue to develop strategies and initiatives to improve public safety around powerlines.

Work has already begun to share ESA's powerline safety materials and strategies with LDCs. ESA will seek to establish more opportunities for coordinating messages and timing of outreach to have maximum impact. In particular, Powerline Safety Week each May helps create a focus for raising awareness.

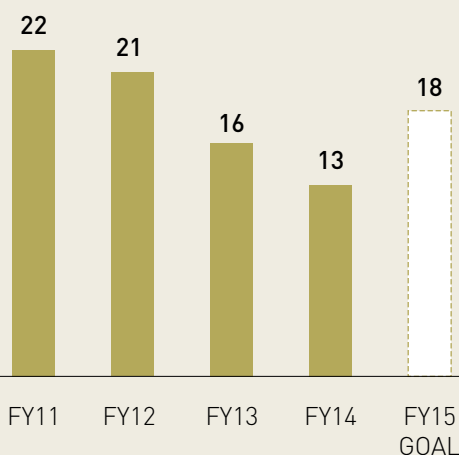
HIGH-RISK WORKER SAFETY



ESA works with electrical trades, workers, industry, and other safety regulators and organizations to reduce the number of worker-related electrical fatalities and injuries by encouraging more widespread and consistent use of safe electrical work practices.

FY2011–FY2015 GOAL

Decrease the number of worker-related electrical fatalities and critical injuries from 25 to 18 (based on five-year rolling average).



For more detailed information on our High-Risk Worker Safety FY2014 Achievements and Future Commitments, visit esasafer.com and look in the About ESA section under Reports.

PROGRESS AGAINST OUR GOALS

ESA continued to develop tools to help employers ensure electrical safety training delivered in the workplace made the transition to the 'work face' – the piece of equipment the worker is tasked with maintaining or installing. ESA developed an enterprise solution – e-WorkSAFE – that puts critical electrical safety information in the hands of the industrial or commercial electrical worker on a tablet or other mobile digital device. In FY2014, ESA developed a version of this digital tool that can be used by electricians working for licensed electrical contractors.

ESA also continued our series of electrical safety forums with leaders and managers in the mining and petrochemical sectors, with more than 100 participants. In addition, ESA worked with Workplace Safety Prevention Services (WSPS) and Infrastructure Health and Safety Association (IHSA) to expand our partnerships with them related to skilled electrical worker safety.

Through the Canadian Institute of Health Research, ESA is participating in a research study that seeks to identify the best strategies for modifying workplace practices in high-risk work to improve safety outcomes.

LOOKING AHEAD

In FY2015 ESA will continue to target improvements in electrical worker safety.

Specific targets have been set for the e-WorkSAFE tools, including reaching 500 licensed users of the enterprise e-WorkSAFE system and launching the contractor version of the e-WorkSAFE tool in the licensed electrical contractors and Master Electrician community, with a target of 10 per cent market penetration. ESA will also seek to increase awareness of electrical safety management systems and their benefits, which will be measured by auditing adherence to safety plans.

Improving worker safety requires a team effort, and ESA will expand our relationships with WSPS, IHSA and the Ministry of Labour into active collaborations focused on electrical worker safety.

ESA will explore providing additional tools, aids and education to skilled electrical workers regarding the benefits of and requirements to follow proper procedures in order to maintain a safe working environment.

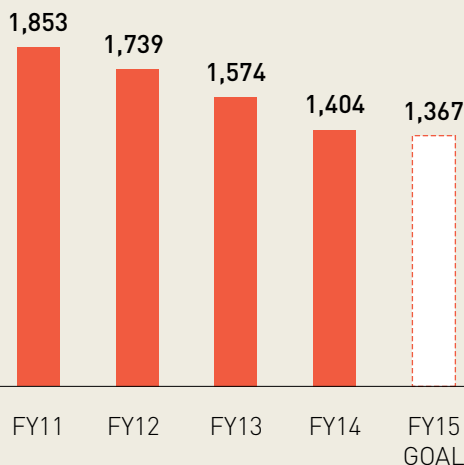
ELECTRICAL PRODUCT SAFETY



ESA works with other agencies to advance awareness of and processes to reduce fires and safety incidents related to electrical products. ESA targets stovetop cooking fires, a leading cause of electrical-related fires, including collaborating on changes to stove element design.

FY2011-FY2015 GOAL

Decrease the number of electrical-related product fires from 1,952 to 1,367 (based on five-year rolling average).



For more detailed information on our Electrical Product Safety FY2014 Achievements and Future Commitments, visit esasafer.com and look in the About ESA section under Reports.

PROGRESS AGAINST OUR GOALS

ESA, along with our partners, contributed funding to initiate a project to study stovetop incidents, including a database to share information that's collected. A technical committee was also established to revise the product standard for stoves. ESA, in collaboration with Health Canada, submitted five technical proposals to the committee aimed at improving safety for stoves and ranges.

ESA participated in Fire Prevention Week in October 2013, when the theme was cooking safely. Through social media, ESA delivered focused cooking safety tips and information, engaging our partners to help extend the reach of these important messages.

The transition to a national consumer product safety regime was completed this year, with product safety regulation in Ontario dovetailing with the newly established national system that came into force in June 2013. ESA worked closely with the Ministry of Government and Consumer Services to make the necessary changes to provincial regulation and also with Health Canada to ensure a smooth operational transition. With a harmonized system in place, there is now a consistent national consumer product safety regime that eliminates duplication of requirements and reduces the regulatory burden on industry.

LOOKING AHEAD

ESA will continue our research conducted with the Office of the Ontario Fire Marshal and Emergency Management and the Fire Marshal's Public Fire Safety Council on the effectiveness of temperature-limiting stovetop elements technology in preventing fires.

While the transfer of responsibility for post-market consumer product safety has been completed, ESA continues to align our internal processes and procedures to reflect the requirements of the amended Ontario regulation. This work is scheduled to be completed by mid-FY2015.

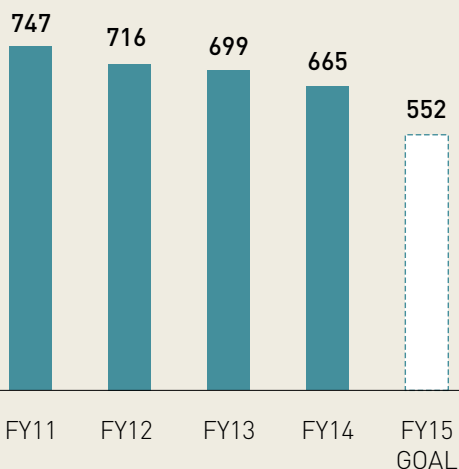
AGING INFRASTRUCTURE



ESA focuses on reducing the number of electrical fires in older homes through a variety of strategies, including increasing the impact of general electrical inspections.

FY2011–FY2015 GOAL

Decrease the number of electrical fires with distribution equipment as an ignition source in homes built prior to 1975 from 788 to 552 (based on five-year rolling average).



For more detailed information on our Aging Infrastructure Safety FY2014 Achievements and Future Commitments, visit esasafer.com and look in the About ESA section under Reports.

PROGRESS AGAINST OUR GOALS

In FY2014, ESA undertook a project to develop and implement a non-regulatory, market-based approach to ensure high-quality general inspection work. Such inspections would identify the risk of electrical fires, and subsequent remediation would mitigate the risk. ESA assembled a cross-functional working group to plan enhancements to ESA's general inspection offering. A field data-gathering project will inform a pilot project of the new offering slated for FY2015.

ESA undertook a detailed geospatial mapping of fire data, highlighting communities where electrical-related fires occur more frequently. ESA shared this information with the Office of the Ontario Fire Marshal and Emergency Management (OFMEM) and municipal fire services to influence fire prevention efforts.

ESA has been a strong early supporter of the Electrical Safety Foundation International – Canada (ESFi – Canada) as a sponsor and is a member of its board of directors and communications committee. This new national electrical safety advocacy organization helps raise awareness of key electrical safety issues, and ESA's participation provides additional opportunity to augment electrical safety communication initiatives.

A safety blitz was conducted in 2013 in select cities in central Ontario, which involved outreach and education to property owners and managers of apartment buildings constructed prior to 1975. Through communications and participation at property owner association meetings, ESA educated property owners on electrical safety risks associated with older electrical equipment.

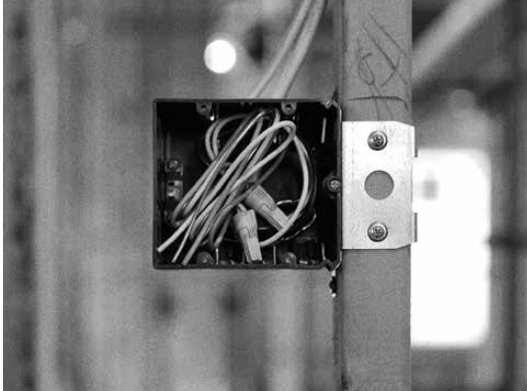
LOOKING AHEAD

The results of the data-gathering project for general electrical inspections will be used to design a pilot project. Based on the outcomes of the pilot, a business case for its full implementation will be developed for executive and Board approval.

ESA will continue to increase knowledge of electrical fire risks in partnership with the OFMEM, with a focus on a deeper understanding of at-risk communities to enable improvement in prevention activities.

ESA will also continue to partner with ESFi – Canada to raise awareness of safety issues, supporting the organization's communication campaigns, and through active participation on its board of directors and communications committee.

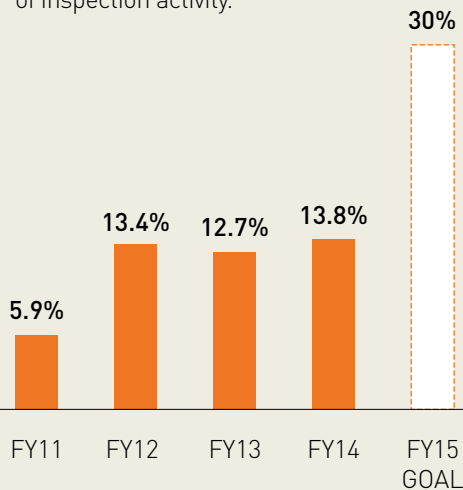
NEW WIRING SAFETY



ESA works to more consistently prioritize the allocation of inspection resources by relative safety risk and increase the effort spent on prevention activities.

FY2011–FY2015 GOAL

Increase the Electrical Safety Impact (ESI) for wiring notifications by 30 per cent. ESA's ESI measurement tool calculates the safety contribution of different categories of inspection activity.*



PROGRESS AGAINST OUR GOALS

ESA investigated, assessed and prioritized alternative compliance options for new wiring installations to enable an evolution toward more risk-informed Ontario Electrical Safety Code compliance. In FY2014, ESA launched a modified inspection process for select low-risk installations. ESA used our safety risk assessment tool to conduct an electrical risk analysis by market sector to help with priority setting, and to analyze Code defects to support the development of compliance strategies and efficiencies.

LOOKING AHEAD

ESA will work with stakeholders to further develop alternative compliance options and gain support for the new approaches.



For more detailed information on our New Wiring Safety FY2014 Achievements and Future Commitments, visit esasafer.com and look in the About ESA section under Reports.

*A significant decrease in the number of non-contractor electrical permits over the past two fiscal years has contributed to a lower ESI number.

BUSINESS PROCESSES



ESA works to ensure business processes are designed and optimally allocated to improve safety.

PROGRESS AGAINST OUR GOALS

This year, ESA implemented the first stage of our multi-year IT modernization strategy, designed to improve the speed and efficiency of our processes to enable us to better deliver on our mandate. This included an upgrade to our online permit application system. The internal system was launched in June 2013, providing a more integrated work platform for ESA customer service representatives. The external system, for licensed electrical contractors, was introduced in March 2014. The more user-friendly system has received very positive feedback from contractors (see page 12).

A risk-informed system for prioritizing new wiring inspections has been developed and implementation has begun. The automated risk assessment tool was tested throughout its development and then implemented on a pilot basis. In July 2013, a modified inspection process was implemented so that a select set of low-risk installation work areas could be inspected less frequently. In addition, the risk assessment tool was used to conduct risk assessment by market sector. It identified higher-risk areas such as assisted-living facilities, campgrounds, bars, pubs and taverns and older residential apartment buildings that require additional attention. The tool allowed ESA to analyze Ontario Electrical Safety Code defects to direct compliance and enforcement activities in order to achieve maximum safety impact.

ESA also made progress on our effort to increase stakeholder accountability for safety, which will enable ESA to better prioritize inspection resources by relative safety risk, and to increase prevention efforts. Significant work was undertaken to develop alternative compliance tools to use in conjunction with inspection to enforce compliance to the Ontario Electrical Safety Code. ESA refined our alternative compliance concepts and assessment criteria, and assembled specific options for review. A task group has undertaken a detailed analysis of the potential use of these options in preparation for a pilot project.

In May 2013, ESA conducted a crisis simulation exercise to test organizational readiness and business processes. We put our crisis plan into action during the 2013 ice storm and successfully met consumer, government and industry needs. Similarly, we successfully managed residual ice storm repair requirements in the months that followed.

LOOKING AHEAD

As a fundamental pillar of our IT strategy, the initial phase of the business analytics initiative will be developed in FY2015, with more detailed plans created for subsequent years.

ESA will finalize the alternative compliance options and work to garner stakeholder support for these and other risk-informed approaches to inspection and compliance.



For more detailed information on our Business Processes FY2014 Achievements and Future Commitments, visit esasafer.com and look in the About ESA section under Reports.

COMMUNICATION & STAKEHOLDER ENGAGEMENT



ESA aims to be a trusted source for electrical safety information and works to mobilize stakeholders to act to address key safety harms.

PROGRESS AGAINST OUR GOALS

With an overall goal of expanding the reach of our safety awareness communications, ESA leveraged both traditional paid and earned media, as well as launching a new social media platform, which included a Twitter, Facebook and YouTube presence. As a result, ESA more than doubled the reach of our programs, and also achieved additional reach for safety messages communicated by stakeholders. ESA's social media launch earned awards from the International Association of Business Communicators at both the chapter and international levels.

ESA launched an internal news site on our intranet to improve internal communications, increase employee engagement and ensure ESA employees are effective ambassadors for ESA's strategy. The new platform was launched in March 2014, with content contributors from every business unit and a feature that enables employees to provide instant feedback on articles they find most useful.

Improving ESA's engagement of regulated stakeholders is a key focus, helping to foster a greater understanding of and support for ESA's corporate strategy.

ESA completed a survey of licensed electrical contractors, sharing results internally and with stakeholders. ESA also initiated a comprehensive, multi-phase consumer research study to gain insight into attitudes and behaviours toward electrical hazards, and to segment the consumer audience to enhance communications effectiveness.

LOOKING AHEAD

ESA will continue to work with external stakeholders to gain acceptance for alternative compliance options.

Enhanced formal reporting to stakeholders will be undertaken to foster improved understanding of how ESA manages regulation and its other responsibilities.

Achieving greater impact with communications campaigns will be a key focus, with the development of a planned campaign and social media calendars, materials that can be reused by our stakeholders, and more robust metrics tracking. A corporate content strategy that leverages social media will be established, along with ongoing improvements to internal communications.



For more detailed information on our Communication and Stakeholder Engagement FY2014 Achievements and Future Commitments, visit esasafer.com and look in the About ESA section under Reports.

HUMAN RESOURCES MANAGEMENT



Our goal is to ensure employees are engaged and aligned with the mission, vision and Harm Reduction Strategy and that the organization has the capacity and capabilities to thrive in a changing environment.

PROGRESS AGAINST OUR GOALS

ESA created a detailed, multi-year change management plan and communications strategy to help increase employee engagement and understanding of ESA's Harm Reduction Strategy. A corporate strategy advisory group was formed and tasked with advising the Chief Public Safety Officer on oversight of the implementation of the Harm Reduction Strategy. The group established three cross-functional working groups to develop recommendations for initiatives in the areas of alternative compliance, worker safety and powerline safety. More groups will be established in FY2015. A change management session was held with senior management in the fourth quarter, focusing on tools and strategies to support change.

A talent management review was conducted in FY2014 and succession plans for management and other critical positions were put in place. Succession for two executive management roles – Chief Public Safety Officer and Chief Operating Officer – was successfully managed during the year. Development programs were established to provide holistic and consistent leadership training to high-potential candidates. Read more about ESA's leadership development programs on page 13.

Improved dialogue with employees about strategy was a key goal in FY2014, with a particular focus on all-staff meetings and the launch of a new intranet communications platform to share information across the company.

ESA also worked to address pension, benefit and other post-employment benefits (OPEB) challenges through participation in a government-chaired working group focused on pension sustainability in the electricity sector.

LOOKING AHEAD

We will continue to focus on fostering an organizational culture that adapts to and thrives with change. Increasing employee engagement and measuring results through regular surveys will contribute to greater alignment.

ESA will continue to provide leadership training across all departments, encouraging and motivating high-potential employees for advancement within the organization.

Working in collaboration with ESA employees, bargaining agents and others, ESA will continue to focus on achieving our electrical safety goals through innovation, engagement and safety leadership.

We will also continue to work collaboratively with our employees and unions to address pension and OPEB challenges, positively impacting costs.



For more detailed information on our Human Resources Management FY2014 Achievements and Future Commitments, visit esasafer.com and look in the About ESA section under Reports.

RISK MANAGEMENT



To ensure the organization can effectively manage risk, enterprise risk management (ERM) is well integrated into the fabric of the organization and its operation.

PROGRESS AGAINST OUR GOALS

ESA management sustained our ERM efforts, undertaking ongoing risk assessment with regular reporting to the Board. In FY2014, ESA began to expand our ERM program through detailed sessions with senior managers in order to enhance understanding of the process and raise engagement with risk monitoring, management and mitigation practices.

LOOKING AHEAD

ESA will continue to develop our expanded ERM program for implementation with the updated corporate strategy in FY2016.



For more detailed information on our Risk Management FY2014 Achievements and Future Commitments, visit **esasafe.com** and look in the About ESA section under Reports.

SOUND FINANCIAL PRACTICES



ESA manages our finances to support the achievement of the safety strategy and to improve efficiency and reduce exposure to pension and other post-employment benefit deficits.

PROGRESS AGAINST OUR GOALS

The FY2014 planned budget was a budgeted deficiency of \$1.1 million. Thanks to particularly strong investment performance, the year finished ahead of plan (see details on page 34). To ensure continued financial sustainability, ESA developed a five-year financial outlook in conjunction with our five-year strategy, which is reviewed and updated annually.

Specific FY2014 initiatives that contributed to ongoing financial sustainability included completing the transition to a national post-consumer product safety system and managing labour costs according to plan. Progress continues on the pension strategy, with ESA participating in a government-chaired working group of management and labour focused on pension sustainability in the electricity sector.

ESA sought to reduce our dependence on variable revenue sources, and set specific targets for our training, field evaluation and continuous safety services (CSS) businesses. ESA implemented a sales and marketing strategy for our training business (which includes CSS training) and expanded e-learning opportunities. ESA's field evaluation business met revenue targets.

LOOKING AHEAD

ESA will continue to expand our training business, with a focus on improving safety while providing a stable revenue stream. Similarly, ESA will prioritize and pursue growth opportunities in our CSS and field evaluation businesses to meet targets.

ESA has planned for a \$1.1 million surplus for the 2015 fiscal year (see page 38) and will continue our focus on long-term planning by reviewing and updating our five-year financial plan.



For further details, please see the Financial Review section that begins on page 33.

MANAGING COMPLIANCE AND ENFORCEMENT

ESA has regulatory responsibility defined in Part VIII of the Electricity Act, including four regulations. Administration of these regulations is undertaken through a system of programs, processes and procedures to ensure we fulfill this responsibility efficiently and effectively.

Ontario Electrical Safety Code, O. Reg. 164/99 establishes requirements and standards for electrical wiring installations, the safe use of electric and equipment in Ontario, and the appointment of electrical inspectors. To advance electrical safety, ESA also reviews plans for electrical installations,

conducts general inspections of existing electrical installations and investigates electrical safety incidents. ESA works to ensure compliance to Ontario's safety requirement and the timely resolution of defects. Where required, ESA will escalate enforcement to the courts.

	FY2014	FY2013
Customer service calls answered	490,799	503,091
Inspections conducted	427,046	430,224
Continuous Safety Services customers	4,047 with 26,733 sites	4,126 with 25,764 sites
Warnings issued	17,851	19,722
Defects identified	217,174	248,505
Investigations conducted	786	832
Charges laid	37	13
Convictions	7	11
Appeals	47	31
Electrical Safety Impact (as measured by ESI tool)	1.06%	(0.7%)
Freedom of Information requests	1,539	1,473
Complaints	89	104

Licensing of Electrical Contractors and Master

Electricians, O. Reg. 570/05 defines provincial licensing and administration requirements for Electrical Contractors and Master Electricians and is intended to protect the public

from unqualified contractors offering electrical services. ESA activities include managing and enforcing licensing requirements.

	FY2014	FY2013
Electrical Contractor licences issued	389	567
Master Electrician licences issued	416	612
Licences renewed	9,027	12,432
Individuals who wrote the Master Electrician Exam	674	738
Master Electrician Exam pass rate	87.1%	85%
Discipline notifications issued	673	552
Licences suspended	55	70
Licences revoked	0	0
Complaints handled	1,655	1,427
Notices of violations issued	479	440
Licensing investigations conducted	53	55
Charges laid	42	14
Convictions	26	17
Appeals	13	9

Electrical Distribution Safety Regulation, O. Reg. 22/04

requires objective-based electrical safety requirements for the design, construction and maintenance of electrical distribution systems owned by licensed distributors. The regulation requires the approval of equipment, plans, specifications and inspection of construction before systems

are put into service, but provides local electricity distribution companies with a number of options to obtain these approvals. ESA conducts audits to ensure compliance to safety standards. In addition, ESA undertakes due diligence inspections to confirm compliance to the regulation.

	FY2014	FY2013
Electrical distribution-related incidents	182	202
Electrical distribution-related fatalities	2	2
Due Diligence Inspections	510	475
Public safety concerns received	122	134

Product Safety, O. Reg. 438/07 mandates ESA to protect the public from unsafe electrical products and equipment sold and used in Ontario. ESA is responsible for pre-market approvals for all electrical equipment and products covered under the Ontario Electrical Safety Code (OESC) and offered for sale in the Ontario marketplace. ESA is accountable for post-market safety oversight of commercial and industrial

products. Health Canada is responsible for all unapproved consumer electrical products already sold in the marketplace (see page 19). ESA continues to support the national consumer product safety system. In FY2014, ESA successfully transferred all active investigations and post-market safety oversight for consumer electrical products to Health Canada under the Canada Consumer Product Safety Act of 2011.

	FY2014	FY2013
Total product safety incident reports received by ESA	280*	1,120
Reports deemed high risk	3%	13%
Medium risk	71%	52%
Low risk	21%	21%
Non-reportable	5%	14%
Safety alerts issued	32	39
Investigations conducted	0	1
Recalled product notifications	21	57
Charges laid	0	0
Convictions	0	0

*As of June 2013, post-market consumer products are under the purview of Health Canada.

GOVERNANCE

ROLE OF THE BOARD

ESA's Board of Directors is responsible for corporate governance, regulatory oversight and for guiding the development of the organizational strategy. The Board and management are focused on employing progressive, leading-edge corporate governance and regulatory oversight practices.

Among its key responsibilities, the Board:

- > approves ESA's strategic plan, business plan and budget, and ensures the integrity of the organization's reported financial performance;
- > oversees the appointment, development, monitoring and succession planning of senior management;
- > monitors the strategic environment and ensures appropriate enterprise risk management;
- > monitors external communication and stakeholder relationships; and monitors the integrity of the organization's internal control and management information systems.

The Board is comprised of 12 members, reflecting the public, electricity distribution, electrical contractors, engineering, manufacturing, and others. Board members may serve up to three consecutive three-year terms. Three members of the Board are appointed by the Minister of Government and Consumer Services.

Each member of the Board has signed and agreed to abide by a Directors Code of Conduct, available at esasafe.com. The Board participates in a program to ensure it remains abreast of best practices in corporate due diligence reporting, director responsibilities, governance, and investment and pension management.

The ESA Board governance and process for election/appointment and the ESA Board of directors qualifications are also available at esasafe.com.

COMMITTEES

AUDIT COMMITTEE – supports oversight responsibilities regarding audit, finance, information technology and financial risk management.

The committee manages on behalf of ESA the relationship with external auditors and also reviews discussion and analysis of ESA's annual corporate and pension audited financial statements. This committee also oversees ESA's internal financial structure, reporting and financial risk management systems.

Chair: P. Nowina

Members: B. Bentz; C. Cipolla; E. Krause; O. Sigvaldason; D. Trouten; J. Wiersma (to September 2013); M. Kelch (to December 2013); R. Mace (from December 2013)

HUMAN RESOURCES AND INVESTMENT COMMITTEE – provides oversight responsibilities and risk management regarding investment, human resources and compensation.

This committee oversees a prudent investment management approach for corporate assets, the pension plan and the human resources strategy. Its role is to ensure the adequacy and effectiveness of systems implemented to ensure compliance with established corporate governance, the Pension Benefits Act, Income Tax Act, and human resources legislation, policies and procedures. Members review succession planning, performance assessment, development requirements and compensation philosophy and structure.

Chair: D. Trouten

Members: B. Bentz; C. Cipolla; P. Gregg (from November 2013); A. Knight; A. Merlo; J. Raepple; O. Sigvaldason; J. Wiersma (to September 2013)

REGULATORY AFFAIRS AND GOVERNANCE COMMITTEE – supports oversight responsibilities and risk management regarding public safety, external relations and corporate governance.

This committee ensures ESA is effectively meeting our regulatory obligations, responsibilities and public safety mandate. This includes ensuring alignment with ESA's regulatory governance principles, harm reduction objectives and external relations. To enhance the oversight role of the Board, this committee is also responsible for monitoring and making recommendations regarding corporate governance, succession planning and Board evaluation.

Chair: J. Raepple

Members: C. Cipolla (from September 2013); P. Gregg (from November 2013); A. Knight; E. Krause; A. Merlo; P. Nowina; J. Wiersma (to September 2013); M. Kelch (to December 2013)

April 2013 to March 2014	
Audit Committee	5 meetings
Regulatory Affairs and Governance Committee	4 meetings
Human Resources and Investment Committee	4 meetings

BOARD MEMBERS

JOHN WIERSMA, B.ENG., P.ENG.

Chair, Electrical Safety Authority (Term end – Sept. 23, 2013)

Director, Independent Electricity System Operator;
Life Member, Ontario Energy Association

Previously: President and CEO, Chair, Veridian Corporation;
President, Municipal Electric Association; Director, Canadian
Energy Efficiency Alliance; Director, Electric and Utility Safety
Association; President, Chair, Ajax Pickering Board of Trade;
Director, Ontario Chamber of Commerce; Chair, Rouge Valley
Health System Foundation

CHARLES CIPOLLA, CPA, ICD.D (Term 3, Year 2)

Chair, Electrical Safety Authority, effective Sept. 23, 2013

Chair, Cambridge & North Dumfries Hydro; Chair, Gore
Mutual Insurance

Previously: President and CEO, Rockwell Automation Canada Inc.

Former Chair: Electro Federation Canada

DAVID COLLIE, FCPA, MBA, C.DIR.

President and CEO, Electrical Safety Authority

Ex-Officio of the Board

Director, Plug'n Drive Ontario

Previously: President and CEO, Burlington Hydro;

Chair, Electricity Distributors Association

BRIAN BENTZ, MBA, CPA, CET (Term 2, Year 1)

President and CEO, PowerStream Inc.

Chair, Ontario Energy Association; Director, Electricity
Distributors Association

Previously: Chair, Electricity Distributors Association;
Chair, The MEARIE Group; Chair, Independent Electricity
System Operator (IESO) Stakeholder Advisory Committee

PETER GREGG, MBA, ICD.D

(Term 1, Sept. 23, 2013)

President and CEO, Enersource Corporation

Previously: Chief Operating Officer, Hydro One Networks
Director, Workplace Safety & Prevention Services

MARGARET KELCH, ICD.D

(Term 3, Year 3) (Term end – Dec. 14, 2013)

Director, Guelph Hydro; Director, DST Engineering; Director,
Nature Conservancy of Canada

Previously: President and CEO, Technical Standards and Safety
Authority; Chair, Nature Conservancy of Canada – Ontario

ALISON J. KNIGHT, FCPA (Term 3, Year 3)

Director, Waste Diversion Ontario; Trustee, Toronto Grace Health
Centre; Member, OSC Investor Advisory Panel; Member, HRSDC
CSL External Advisory Committee; Adjunct Faculty, Master of
Accountancy program, University of Waterloo; Executive Coach;
Member, Consumers Council of Canada

ERWIN KRAUSE, MASTER ELECTRICIAN (Term 3, Year 2)

Previously: President, Ecco Electric; Director,
Niagara Peninsula Electrical Contracting Association;
Director, Meridian Credit Union

ROBERT MACE, BA, MBA (Term 1, Dec. 15, 2013)

President and CEO, Thunder Bay Hydro; Chair, The MEARIE Group

Previously: Chair, Electricity Distributors Association

AL MERLO, MASTER ELECTRICIAN (Term 3, Year 2)

President, Merlo Electric

Director, Ontario Electrical League; Director, Hamilton,
Halton & Toronto Construction Association; Director,
Hamilton & District Electrical Contractors Association

Previously: President, Canadian Mushroom Association

PAMELA NOWINA, MBA, ICD.D, A.C.C. (Term 2, Year 1)

Director, St. Joseph's Health Centre; Advisory Board,
Sky Energy Consulting; Fellow, Mowat Centre, School of
Public Policy, University of Toronto

Previously: Vice Chair, Ontario Energy Board; Director,
Saint Elizabeth Healthcare Foundation

JOHN RAEPPLE, G.S.C., MASTER ELECTRICIAN (Term 3, Year 1)

President, John Raepple Electric Limited

Director, Electrical Contractors Association of Ontario;

Director, Electrical Contractors Association of Central Ontario

OSKAR T. SIGVALDASON, PH.D., P.ENG. (Term 3, Year 3)

Director, Energy Council of Canada; Member, Studies
Committee, World Energy Council

Previously: President and CEO, Acres Group of Companies;
Director, Advisory Board, Hatch Group; Director, Toronto
Board of Trade; Director, Fortis Ontario; Director, Countryside
Power; Director, Board of Trustees, Brock University

DEBORAH TROUTEN, MA, APR, ICD.D (Term 3, Year 1)

President, Dakota Communications Inc.

Previously: Director, Association of Change Management
Professionals (Toronto); Director, Habitat for Humanity (Toronto);
Director, College of Nurses of Ontario; Director, Canadian Public
Relations Society (Toronto)

ORGANIZATIONAL STRUCTURE

EXECUTIVE MANAGEMENT TEAM AND ESA OFFICERS

ESA OFFICERS

DAVID COLLIE, FCMA, MBA, C.DIR.

President & CEO, Electrical Safety Authority;

Ex-Officio of the Board

Chair, Plug'n Drive Ontario

Previously: President & CEO, Burlington Hydro; Chair, Electricity Distributors Association

LESLEY GALLINGER, BA, MBA, CMA, CPA, C.DIR., A.C.C.

Vice President, Corporate Services & CFO,

Electrical Safety Authority

Director, Plexxus Pension Committee

Director, Water TAP Ontario

Previously: Vice President Corporate Services & CFO, Oakville Hydro

CHRISTOPHER M. JODHAN, BA, LL.B, C.DIR.

Vice President, General Counsel & Corporate Secretary, Electrical Safety Authority

Vice Chair, Retirement Homes Regulatory Authority

Previously: Associate, Blake Cassels & Graydon; Crown Attorney, Office of the Attorney General

SCOTT SAINT, P.ENG., MBA, C.DIR.

Vice President, Mitigation & Regulatory & Chief Public Safety Officer, Electrical Safety Authority

Board Director, Lansdowne Children's Centre

Board Director, Electrical Safety Foundation

International – Canada

Previously: Chief Operating Officer, Electrical Safety Authority

EXECUTIVE MANAGEMENT TEAM

David Collie, President & CEO

Earl Davison, Vice President, Operations

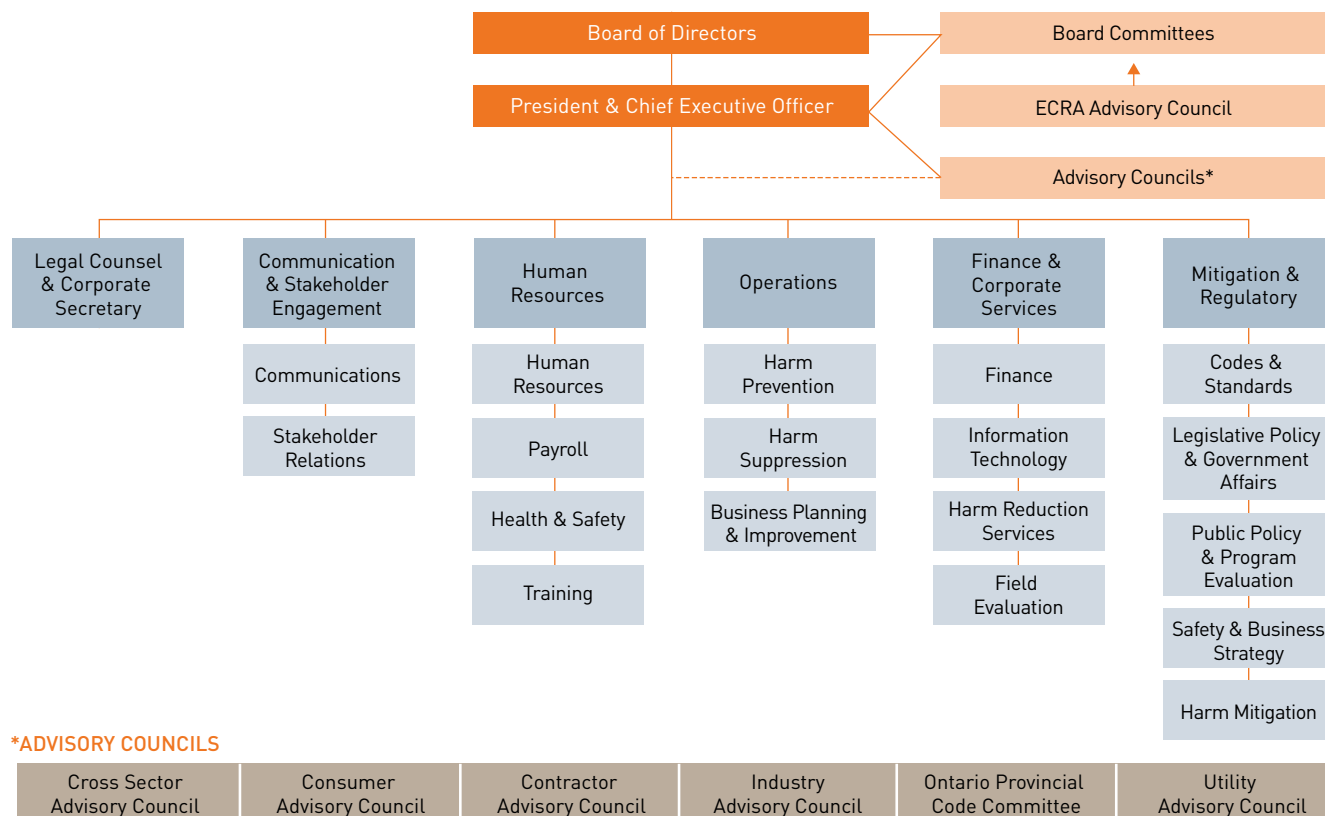
Nancy Evans, Vice President, Communications & Stakeholder Relations

Lesley Gallinger, Vice President, Corporate Services & CFO

Christopher M. Jodhan, Vice President, General Counsel & Corporate Secretary

Dave Kirkconnell, Vice President, Human Resources

Scott Saint, Vice President, Mitigation & Regulatory & Chief Public Safety Officer



PERFORMANCE SNAPSHOT

49%

REDUCTION IN
ELECTROCUTION
RATE*

37%

DROP IN
POWERLINE
ELECTROCUTION
RATE*

54%

DECREASE IN
WORKER-RELATED
ELECTRICAL
FATALITIES
AND CRITICAL
INJURIES*

16%

REDUCTION IN
FIRES FROM
ELECTRICAL
WIRING*

6.3%

DECREASE IN
FIRES WHERE
ELECTRICITY IS
THE FUEL SOURCE
(2011–2012)

*Based on five-year rolling average.

REGULATIONS AND COMPLIANCE

ESA works to ensure compliance to the regulations which we administer. In FY2014, ESA:

- > Conducted 510 due diligence inspections of local electricity distribution companies
- > Saw the electrical safety impact of inspection activity increase slightly by 1.06%
- > Issued 17,851 Ontario Electrical Safety Code non-compliance warnings compared to 19,722 in the previous year; conducted 786 investigations resulting in 37 charges laid and seven convictions
- > Responded to 280 product safety incident reports, with 85 triaged by Health Canada
- > Licensed 11,968 Electrical Contractors, 7,388 Master Electricians and suspended 55 licences, compared to 70 in the previous year; conducted 53 investigations resulting in 42 charges laid and 26 convictions

FINANCIAL REVIEW

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FINANCIAL SUMMARY FY2014

OVERVIEW

The Electrical Safety Authority (ESA) is a not-for-profit corporation with regulatory authority under the Electricity Act, 1998. We use our revenues to deliver safety programs and services across the province and to ensure the organization's sustainability so we can fulfill our mandate.

In fiscal year 2014 (FY2014 – April 1, 2013 to March 31, 2014), ESA achieved a surplus of \$1,404,000, a favourable variance from the budgeted deficiency of \$1,139,000, despite the impact of two severe weather events that placed additional strain on the organization. This result was due to a concerted effort across the organization to manage costs, improve efficiencies, and generate income through delivery of a range of programs, as well as strong market performance driving investment income.

In FY2011, ESA launched a Sustainable Resource Strategy targeting five areas:

- > Building revenue, with particular focus on Continuous Safety Services (CSS), training and Field Evaluation Services;
- > Containing operating costs and improving efficiencies;
- > Investing in strategic areas to advance awareness and education efforts;
- > Developing more fixed revenue streams to offset the challenges of variable revenue;
- > Improving ESA's financial administrative and analytical tools.

Overall, good progress was made during the past year.

FY2014 saw growth in revenue from new residential, commercial and industrial wiring activity, while Field Evaluation Services revenue was \$9,079,000, an increase of 6.6 per cent.

Labour-related costs, including salary, wages, benefits, pension and other post-employment benefits (OPEB), dominated ESA's cost structure, representing 76.6 per cent

of total expenses. Annual pension and OPEB expenses increased again this year due to the continued low interest rate environment and decreasing mortality rates, which together increased estimates of future obligations. In four years, these factors have contributed to an increase in ESA's pension and OPEB annual expenses from \$6.2 million in FY2010 to \$18.3 million this year, an increase of 195 per cent. Through innovations, efficiency gains and diligent cost management, ESA absorbed the impact of these substantial increases while still delivering services and remaining committed to our safety mission. ESA management and the Board continue to execute a multi-year pension strategy that includes reviewing investment options, scenario planning and analysis, working with labour unions toward sustainable models, and consulting with other industry members.

ESA has significantly increased the impact of our safety awareness programs without increased marketing spending by re-allocating efforts to a variety of communications channels, launching social media content, and engaging stakeholders in reusing and reposting ESA materials.

The organization continues to work to balance fixed and variable revenue streams in order to provide greater stability. This includes working on a multi-year program to expand our training services offerings and associated revenue.

REVENUE

FY2014 revenue from operations was \$94.8 million, an increase of 1.3 per cent from the previous year. ESA's revenues are generated by licensing fees and safety services offered in both regulated and non-regulated sectors, as well as from investment income.

ESA's non-regulated revenue is derived from Field Evaluation Services, training services, real estate rental income, mining services and other wiring exempt from the Ontario Electrical Safety Code (OESC).

REVENUE BY SOURCE*		
(in thousands of dollars)	FY2014	FY2013
Regulated services	79,370	78,026
Non-regulated services	15,463	15,546
Sub-Total	94,833	93,572
Investment income	5,059	3,061
TOTAL REVENUE	99,892	96,633

FULLY ALLOCATED EXPENSES*		
(in thousands of dollars)	FY2014	FY2013
Regulated services	82,743	78,693
Non-regulated services	15,179	15,284
Sub-Total	97,922	93,777
Investment income	566	430
TOTAL EXPENSES	98,488	94,407

REVENUE BY LINES OF BUSINESS*		
(in thousands of dollars)	FY2014	FY2013
Wiring – Residential	29,449	28,582
Wiring – Industrial/Commercial/Institutional	23,768	22,264
Continuous Safety Services (CSS) – Industrial/Commercial/Institutional	21,108	21,099
Field Evaluation – Product Approvals	9,079	8,515
Utility Regulation (local electricity distribution companies)	2,565	2,488
Contractor Licensing – electrical contractors and Master Electricians	3,727	3,578
Plan Approvals	1,677	1,618
Other Revenues**	3,459	5,428
	94,833	93,572

* Any differences are due to rounding.

**Other Revenues include revenue from training services, Code book sales and Real Estate Rental Income.

Residential wiring revenue increased by 3.0 per cent. Industrial, commercial and institutional (ICI) revenue increased by 6.8 per cent. The commercial growth was driven equally by new commercial construction activity and commercial renovations. Continuous Safety Services (CSS) revenue increased slightly.

EXPENSES

ESA's expenses in FY2014 were \$98.2 million (including amortization), an increase of 4.3 per cent from the previous year.

The year-over-year increase in expenses was driven primarily by pension and OPEB obligations. These items represent 18.7 per cent of all expenses, and increased 15.9 per cent from the prior year.

Benefits expenses were \$3.7 million in FY2014, a decrease of 9.4 per cent from FY2013, mainly from a change in benefit providers. Pension and OPEB expense increased \$2.5 million, mainly as a result of changes in demographics and a decrease in the discount rate.

Non-labour related expenses were \$20.8 million, a decrease of 3.0 per cent year-over-year. This decrease is partially driven by volume-related activity such as Code book purchases as well as other cost-saving initiatives.

The major categories of expenses were: purchased services at \$3.7 million or 17.8 per cent of all non-labour operating expense; fleet costs, travel and accommodation, and meals (which includes expenses for Advisory Councils, and major events such as the Annual General Meeting, as well as staff-related costs) were \$6.0 million or 28.8 per cent; office administration was \$2.3 million or 11.1 per cent; facilities were \$1.7 million or 8.2 per cent; computer support was \$1.9 million or 9.1 per cent; and other costs were \$5.2 million or 25.0 per cent.

Included in non-labour expenses was \$563,000 in fees paid to the Ontario Government for oversight of ESA. The Government has notified ESA that this oversight fee will be increased to \$685,000 in FY2015. By FY2015 it is expected that government full cost recovery will be achieved, and it is anticipated that oversight fees will normalize at this time, with no significant increases thereafter.

Capital spending in FY2014 was \$2.6 million (compared to \$3.1 million in FY2013), primarily related to IT infrastructure designed to increase operating efficiencies.

COMPENSATION FOR EXECUTIVES AND SENIOR MANAGEMENT

As an organization entrusted with enhancing public safety, ESA requires people with significant experience and expertise in areas including safety strategy, electrical systems and engineering, among others. An appropriate compensation package is required to attract and retain this talent. At the same time, in order to ensure delivery of goals and objectives, compensation needs to be tied to defined short- and long-term deliverables.

ESA's approach to management compensation is based on the following principles:

1. Ensuring efficient use of resources and delivery of public value;
2. Supporting ESA's values and culture;
3. Pay-at-risk linking compensation to individual and corporate delivery on publicly stated corporate targets and goals over set periods of time;
4. Alignment with sound risk management; and
5. The Board of Directors undertaking regular reviews of compensation governance through the Human Resources and Investment Committee.

With the aid of an independent compensation consultant, ESA benchmarks our compensation levels against a comparator group for public and private sector organizations of similar scope, size and complexity.

In FY2014, senior management compensation (including all salaries, incentives and severance) totalled \$5.0 million for 24 individuals, a change from \$5.1 million for 25 individuals in FY2013.

SURPLUS/DEFICIENCY

In FY2014, there was a deficiency of revenues over expenses before investment income of \$3.4 million. This compares to a deficiency of revenue over expenses before investment income of \$0.6 million in FY2013.

Investment income was \$4.8 million compared to \$2.8 million for the prior year, resulting in a surplus of revenues over expenses for FY2014 of \$1.4 million compared to a surplus of \$2.2 million for the prior year.

STATEMENT OF FINANCIAL POSITION

The statement of financial position remained stable, with assets exceeding liabilities by \$28.4 million, of which \$15.6 million is represented by capital assets.

However, the statement of financial position does not fully reflect unfunded plan deficits measured on an actuarial basis in the ESA pension plan and OPEB plan of \$60.5 million and \$68.2 million, respectively (FY2013 – \$76.9 million and \$61.1 million). The Board of Directors has internally restricted \$58.0 million in financial assets to address the OPEB future obligation.

CONCLUSION

Despite some extraordinary pressures on expenses including two severe weather incidents, ESA generated a surplus in FY2014, primarily as a result of cost control and greater than anticipated investment income. ESA maintained a solid financial base to support the safety programs required to protect the citizens of Ontario, and management continues to work to achieve break-even performance on operating income.

FINANCIAL OUTLOOK, PROJECTIONS AND TRENDS FY2015-FY2017

OVERVIEW

In FY2014, ESA completed a three-year business plan which sets our business priorities and establishes our financial outlook through to FY2017.

The financial outlook takes into account ESA's commitments and obligations as defined by our mandate and regulatory responsibilities, the need to recover from the deficit budget of FY2012, the implementation of a Sustainable Resource Strategy which seeks to establish a long-term sustainable footing for ESA, and the economic environment in Ontario.

ESA's revenues and expenses are both affected by a variety of economic factors that are monitored on an ongoing basis. The financial plan takes into consideration a challenging economic environment, and significant pressures driven by high pension and post-retirement expenses (see Financial Summary FY2014). These factors require ESA to take a prudent approach to expense commitments and cost forecasts.

REVENUES AND EXPENSES FY2014–FY2017*							
(\$ millions)	2014	2015		2016		2017	
	[actual]	[budget]	% change	[projection]	% change	[projection]	% change
Revenues							
Total	94.8	98.8	4.2%	104.2	5.5%	106.2	1.9%
Expenses							
Salaries, wages and benefits	56.9	58.2	2.3%	59.2	1.7%	60.6	2.4%
Pension and OPEB	18.3	16.5	–9.9%	17.3	4.8%	18.1	–4.6%
Operating expenses	20.7	22.3	7.7%	24.0	7.6%	23.5	–2.1%
Amortization	2.3	2.9	26.1%	3.5	20.7%	3.8	8.6%
Total	98.2	99.9	1.7%	104.0	4.1%	106.0	1.9%
Excess (deficiency) of revenue over expenses before investment income	(3.4)	(1.1)	67.6%	0.2	118.2%	0.2	0.0%
Investment income	4.8	2.2	–54.2%	2.3	4.5%	2.4	4.3%
Net Surplus (Deficiency)	1.4	1.1	–21.4%	2.5	127.3%	2.6	4.0%

* Any differences are due to rounding.

ECONOMIC ASSUMPTIONS

The revenue projection for FY2015 (April 1, 2014 to March 31, 2015) reflects minimal growth within the new residential sector and modest growth in the residential renovation, commercial and industrial sectors in Ontario, all of which directly impact the demand for ESA services. For FY2016 and FY2017, housing starts are estimated to recover to higher levels and industrial and commercial growth will remain modest.

REVENUE

ESA is projecting FY2015 revenue of \$98.8 million, an increase of 4.2 per cent over FY2014. The increase is primarily due to modest fee increases in most lines of business implemented to offset rising costs of delivering safety services, including cost of living increases, cost associated with replacing a number of retiring inspectors and annual Ministry oversight fees.

Revenue is projected to increase by 5.5 per cent to \$104.2 million in FY2016, and by 1.9 per cent to \$106.2 million in FY2017. These revenue increases are expected based on a combination of targeted revenue growth efforts and stable, modest fee increases.

EXPENSES

Total operating expenses for FY2015 are projected at \$99.9 million, an increase of 1.7 per cent over the prior year. Expenses are projected at \$104.0 million for FY2016 and \$106.0 million for FY2017.

As seen in the table on page 37, salary, wages and benefits, and pension and OPEB, represent the largest areas of ESA's operating expenses. These comprise 74.8 per cent of all expenses in the FY2015 budget, 73.6 per cent for FY2016, and 74.2 per cent for FY2017.

As noted earlier, ESA, like many other organizations with defined benefit retirement plans, has seen pension and retiree benefit expenses rise significantly in recent years as a result of falling long-term bond yields, lower returns from pension fund assets and changing demographics. Long-term bond yields are used by actuaries to set the discount rate, which in turn is used to calculate pension and retiree

benefit expenses. The drop in the discount rate over the past five years has been a significant contributing cause of ESA's increased benefit costs. It should be noted that the FY2015 to FY2017 business plan assumptions reflect recent changes to post-employment benefit accounting. The primary impact of this change is the way in which gains or losses flow through the statement of operations and statement of financial position. (See note 14 in the Notes to Financial Statements on page 51.)

As seen in the three-year financial projections, ESA is anticipating pension and OPEB expenses of about \$17.3 million in FY2016 and \$18.1 million in FY2017.

Other operating expenses are flat or managed to moderate increases through purchasing and efficiency gains, in line with the expected revenue service increases.

One of ESA's key business priorities was to resolve duplication in electrical product safety regulation as a result of Health Canada's assumption of responsibility for electrical products nationally. ESA's efforts in this area were one of the five major projects of the three-year business plan (see page 15).

Capital spending for FY2015 to FY2017 is planned to focus primarily on investments in technology and other infrastructure that is critical to achieving efficiencies in business processes and continual improvement in delivering our safety mandate.

CONCLUSION

Through the establishment of the three-year business plan, ESA expects to achieve greater predictability in our financial performance and to mitigate the impact of significant factors, including pension and OPEB obligations.

ESA has forecasted surpluses after investment income in FY2015 through to FY2017. Achieving projected surpluses will require careful monitoring, and corrective action if required.

The primary financial risks to this three-year projection relate mainly to the accuracy of economic forecasts of housing and commercial construction starts and the accuracy of actuarial assumptions used to project the cost of employee and retiree benefits.

INDEPENDENT AUDITORS' REPORT

To the Directors of Electrical Safety Authority

We have audited the accompanying financial statements of Electrical Safety Authority ("the Entity"), which comprise the statement of financial position as at March 31, 2014 and the statements of operations, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform an audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider

internal control relevant to the Entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

OPINION

In our opinion, the financial statements present fairly, in all material respects, the financial position of Electrical Safety Authority as at March 31, 2014 and its results of operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

COMPARATIVE INFORMATION

The financial statements of Electrical Safety Authority as at and for the year ended March 31, 2013 were audited by another auditor, who expressed an unmodified opinion on those financial statements on June 7, 2013.



Chartered Professional Accountants,
Licensed Public Accountants
June 10, 2014
Hamilton, Canada

STATEMENT OF FINANCIAL POSITION

March 31, 2014 with comparative information for 2013 (in thousands of dollars)	2014	2013
ASSETS		
Current assets		
Cash and cash equivalents	\$ 3,609	\$ 2,523
Accounts receivable	9,078	8,745
Current portion of long-term investments (note 3)	527	5,935
Other assets	897	1,258
	14,111	18,461
Long-term investments (notes 3 and 7)	58,006	45,367
Property, plant and equipment (note 4)	11,030	11,396
Intangible assets (note 5)	4,526	3,792
Deferred pension assets (note 6)	21,817	22,562
Other non-current assets	99	123
	\$ 109,589	\$ 101,701
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued liabilities (note 13)	12,886	12,299
Deferred revenue	18,786	17,358
	31,672	29,657
Employee future benefit obligation (note 6)	49,486	45,017
	81,158	74,674
Net assets	28,431	27,027
	\$ 109,589	\$ 101,701
Contingencies and commitments (notes 10 and 11)		

See accompanying notes to financial statements.

On behalf of the Board:



Director



Director

STATEMENT OF OPERATIONS

Year ended March 31, 2014 with comparative information for 2013 (in thousands of dollars)	2014	2013
Revenues (note 8)	\$ 94,833	\$ 93,573
Expenses		
Salaries and benefits	75,188	70,911
Operating	20,760	21,403
Amortization	2,251	1,858
	98,199	94,172
Deficiency of revenues over expenses before the undernoted	(3,366)	(600)
Change in fair value of investments	3,566	1,828
Other investment income	1,204	998
Investment income	4,770	2,826
Excess of revenue over expenses for the year	\$ 1,404	\$ 2,226

See accompanying notes to financial statements.

STATEMENT OF CHANGES IN NET ASSETS

Year ended March 31, 2014 with comparative information for 2013 (in thousands of dollars)	2014	2013
Net assets, beginning of year	\$ 27,027	\$ 24,801
Excess of revenues over expenses for the year	1,404	2,226
Net assets, end of year	\$ 28,431	\$ 27,027

See accompanying notes to financial statements.

STATEMENT OF CASH FLOWS

Year ended March 31, 2014 with comparative information for 2013 (in thousands of dollars)	2014	2013
CASH PROVIDED BY (USED IN)		
Operating activities		
Excess of revenues over expenses	\$ 1,404	\$ 2,226
Items not involving cash:		
Amortization	2,251	1,858
Decrease in other non-current assets	24	15
OPEB obligation expense	6,002	5,914
Pension benefit plan expense	12,317	9,885
Change in fair value of investments	(3,566)	(1,828)
	18,432	18,070
Net change in non-cash working capital balances related to operations (note 9)	2,043	3,345
OPEB obligation contributions	(1,533)	(1,618)
Pension benefit plan contributions	(11,572)	(10,685)
	7,370	9,112
Investing activities		
Net purchase of investments	(3,665)	(6,419)
Purchase of property, plant and equipment and intangible assets	(2,619)	(3,124)
	(6,284)	(9,543)
Net increase (decrease) in cash and cash equivalents	1,086	(431)
Cash and cash equivalents, beginning of year	2,523	2,954
Cash and cash equivalents, end of year	3,609	2,523
Cash and cash equivalents is comprised of the following:		
Cash	497	2,011
Cash equivalents	3,112	512
	\$ 3,609	\$ 2,523

See accompanying notes to financial statements.

NOTES TO FINANCIAL STATEMENTS

Year ended March 31, 2014 with comparative information for 2013
(in thousands of dollars)

1

BASIS OF PRESENTATION

Electrical Safety Authority (the "Company" or "ESA") is a corporation without share capital incorporated under the Corporations Act (Ontario) and operates as an Administrative Authority under an Administrative Agreement with the Ministry of Government and Consumer Services ("MCS"). ESA is not taxable under Section 149 of the Income Tax Act (Canada).

2

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared by management in accordance with Canadian Accounting Standards for Not-for-Profit Organizations in Part III of the CPA Canada Handbook.

(a) Cash and cash equivalents

Cash and cash equivalents include cash and short-term deposits with original terms to maturity of 90 days or less.

(b) Investments and investment income

Publicly traded securities are valued based on the latest bid prices. Short-term securities are valued based on cost plus accrued income, which approximates fair value. Transactions are recorded on a trade date basis and transaction costs are expensed as incurred.

Investment income consists of interest and dividends.

(c) Property, plant and equipment

Property, plant and equipment are recorded at cost less accumulated amortization. Amortization is calculated on the straight-line basis in amounts sufficient to amortize the cost of the assets over their useful lives as follows:

Asset	Rate
Buildings	25 years
Building improvements	5 to 10 years
Electronic equipment	3 years
Telephone and projection system equipment	5 years
Office furniture and equipment	10 years
Inspection equipment	10 years
Leasehold improvements	over term of lease

Capital work in process is not amortized until the project is complete and in service.

(d) Intangible assets

Internally generated intangible assets in the development phase are recognized as an asset provided they meet the capitalization criteria, which include ESA's ability to demonstrate: technical feasibility

NOTE 2 CONTINUED

of completing the intangible asset so that it will be available for use; ESA's intention to complete the asset for use; ESA's ability to use the asset; the adequacy of ESA's resources to complete the development; ESA's ability to reliably measure the expenditures during the development and ESA's ability to demonstrate that the asset will generate future economic benefits. The assets are amortized on a straight-line basis over their useful lives of five years unless the life is determined to be indefinite. Research activities are expensed as incurred.

Asset	Rate
Computer software and licenses	5 years

(e) Asset retirement obligations

On an annual basis, ESA reviews its assets and lease commitments to determine if there are any asset retirement costs to accrue. Management has determined that no such accruals are required.

(f) Impairment of long-lived assets

An impairment charge is recognized for long-lived assets, including intangible assets with definite lives, when an event or change in circumstances causes the assets' carrying value to exceed the total undiscounted cash flows expected from its use and eventual disposition. The impairment loss is calculated as the difference between the estimated fair value of the asset and its carrying value. Management has determined that there are no impairment losses.

(g) Employee future benefits

The costs of pensions and other post-employment and post-retirement benefits earned by employees are actuarially determined using the projected benefits method prorated on services and management's best estimates of expected investment performance, salary escalation, retirement ages and expected health care costs. The long-term disability plan is actuarially determined using the accrued benefit method. The excess of the net actuarial gain (loss) over 10% of the greater of the benefit obligation and the fair value of the plan assets is amortized on a straight-line basis over the expected average remaining service life of active employees. Past service costs arising from plan amendments are amortized on a straight-line basis over the average remaining service life of active employees.

The costs of termination benefits and compensated absences are recognized when the event that obligates ESA occurs; costs include projected future compensation payments, health care continuation costs and fees paid to independent administrators of these plans, calculated on a present value basis.

Assets of the pension fund are valued using the year-end market values.

Employee future benefit liabilities are discounted using current interest rates on high-quality long-term corporate bonds.

ESA accrues its obligations under pension and other post-employment benefits (OPEB) plans and the related costs, net of plan assets.

(h) Revenue recognition

Revenue recognition is based on the attributes of the service line. Revenue is recognized monthly on a pro-rata basis for long-term contracts, which generally span 12 months. Short-term contract revenue is recognized when the initial inspection service is completed. Licensing and registration fees are recognized evenly over the period covered by the fee. Revenue billed but not earned is carried forward as deferred revenue.

(i) Financial instruments

Financial instruments are financial assets or liabilities of ESA which, in general, provide ESA the right to receive cash or another financial asset from another party or require ESA to pay another party cash or another financial asset.

The fair values of ESA's cash and cash equivalents, accounts receivable and accounts payable and accrued liabilities approximate their carrying values due to the short-term nature of these financial instruments. The fair values of investments are disclosed in note 3.

Fair value estimates are made at a specific point in time, based on relevant market information and information about the financial instruments. These estimates are subjective in nature and involve uncertainties and significant matters of judgment. Changes in assumptions could significantly affect the estimates.

Cash and cash equivalents are measured at fair value at the statement of financial position date, and accounts receivable and accounts payable and accrued liabilities are recorded at amortized cost.

(j) Measurement uncertainty

The preparation of the financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Significant items subject to such estimates and assumptions include the assets and obligations related to employee future benefits. Actual results may vary from the current estimates. These estimates are reviewed periodically and as adjustments become necessary, they are reported in earnings in the periods in which they become known in accordance with the accounting standards.

3**INVESTMENTS**

Investments consist of the following:

	2014	2013
Fixed income Canadian		
Federal bonds	\$ 565	\$ 219
Provincial bonds	1,815	782
Corporate bonds/GICs	25,988	28,820
Fixed income U.S.	3,558	2,529
Fixed income foreign (non-U.S.)	5,764	3,160
	37,690	35,510
Equities		
Canadian	7,718	5,909
U.S.	5,878	4,386
Foreign (non-U.S.)	7,247	5,497
Total investments	58,533	51,302
Less: Investments recorded as current	527	5,935
	\$ 58,006	\$ 45,367

Investments are internally restricted for future expenditures for post-retirement benefits (note 7). The bonds had a weighted average term to maturity of 62 months, a weighted average interest rate of 3.50% and a weighted average yield to maturity of 2.30%.

4

PROPERTY, PLANT AND EQUIPMENT

	Cost	Accumulated amortization	2014 Net book value	2013 Net book value
Land	\$ 2,314	\$ –	\$ 2,314	\$ 2,314
Buildings	8,341	1,959	6,382	6,716
Building improvement	142	8	134	–
Electronic equipment	4,133	3,416	717	426
Telephone and projection system equipment	2,319	1,849	470	55
Office furniture and equipment	1,714	1,283	431	484
Inspection equipment	18	18	–	–
Leasehold improvements	1,791	1,791	–	2
Capital work in process	582	–	582	1,399
	\$ 21,354	\$ 10,324	\$ 11,030	\$ 11,396

5

INTANGIBLES

	Cost	Accumulated amortization	2014 Net book value	2013 Net book value
Computer software and licenses	\$ 15,374	\$ 10,848	\$ 4,526	\$ 3,792

6

EMPLOYEE FUTURE BENEFIT PLANS

ESA's employee benefit plans include defined benefit plans that provide pension and other post-employment benefits (OPEB) such as medical, dental and life insurance benefits to most of its employees. The registered pension plan, contributions to which are governed by the Pension Benefits Act of Ontario, is a contributory defined benefit plan covering all regular employees of ESA. Defined benefit plan assets and obligations and related expenses are affected by factors including interest rates, adjustments arising from plan amendments and changes in assumptions.

The accrued benefit obligations for the pension plan and supplemental employee retirement plan are measured as of December 31, 2013 and OPEB and long-term disability are measured as at March 31, 2014. The fair value of assets is determined using the December 31, 2013 asset values.

The actuarial present value of the accrued pension benefits for accounting purposes is estimated as at March 31, 2014 based on a projection of the actuarial valuation as of January 1, 2013. The effective date of the next required actuarial valuation report for funding purposes for the pension plans is January 1, 2014.

Information about ESA's defined pension benefit plans and OPEB plans for the year ended March 31, 2014 is as follows:

	2014 Pension benefit plans	2014 OPEB plans	2013 Pension benefit plans	2013 OPEB plans
Accrued benefit obligation, end of year	\$317,264	\$ 68,243	\$ 293,250	\$ 61,063
Fair value of plan assets, end of year	256,800	–	216,384	–
Funded status, plan deficit	(60,464)	(68,243)	(76,866)	(61,063)
Unamortized net actuarial loss	92,032	19,690	90,900	16,986
Deferred asset loss (gain)	(12,762)	–	5,441	–
Employer contributions from January 1, 2013 to March 31, 2013	2,569	–	2,568	–
Unrecognized prior service cost	442	(153)	519	(170)
Accrued benefit asset (liability)	21,817	(48,706)	22,562	(44,247)
Add: Workplace Safety Insurance Board of Ontario liability	–	(780)	–	(770)
Total employee future benefit asset (obligation)	\$ 21,817	\$ (49,486)	\$ 22,562	\$ (45,017)

The amount of \$21,817 (2013 – \$22,562) reported on the statement of financial position as a deferred pension asset represents the excess of the net assets over the actuarial value of accrued pension benefits and consists of a balance of \$24,401 (2013 – \$24,622) in the pension plan and a liability of \$2,584 (2013 – \$2,060) in the Supplementary Retirement Plan.

The net benefit plan expense for the year ended March 31, 2014 for the pension benefit plans is \$12,317 (2013 – \$9,885) and for OPEB plans is \$6,002 (2013 – \$5,914).

NOTE 6 CONTINUED

The significant actuarial assumptions adopted in measuring ESA's accrued pension benefits and OPEB obligations for the years ended March 31 are as follows:

	Pension benefit plans		OPEB plans	
	2014	2013	2014	2013
Discount rate	4.80%	4.40%	4.70%	4.40%
Rate of compensation				
Increase in Consumer Price Index	1.90%	1.90%	1.90%	1.90%
Increase (before merit)	2.50% per year for 2 years and 2.90% ultimate	2.50% per year for 3 years and 2.90% ultimate	2.50% per year for 2 years and 2.90% ultimate	2.50% per year for 3 years and 2.90% ultimate

The significant actuarial assumptions adopted in measuring ESA's expenses for pension benefits and OPEB obligations for the years ended March 31 are as follows:

	Pension benefit plans		OPEB plans	
	2014	2013	2014	2013
Discount rate	4.40%	5.10%	4.40%	4.40%
Rate of compensation				
Increase (before merit)	2.5% for 3 years and 2.90% ultimate	3.00%	3.00%	3.00%
Increase in Consumer Price Index	1.90%	2.00%	1.90%	2.00%
Expected long-term rate of return on plan assets	6.50%	6.50%	—	—

ESA's rate of growth for health care costs in FY2014 is estimated as follows:

Drugs – 7.0% in 2014

Other medical costs – 4.5% per year

Dental – 3.5% per year

The pension plan assets principally include equities and corporate and government debt securities, which are selected by professional investment managers. Pension plan assets are valued using current market values.

The pension plan assets are invested as follows:

	2014	2013
Cash	5%	4%
Fixed income securities	33%	37%
Canadian equities	22%	22%
U.S. equities	17%	15%
Non-North American equities	23%	22%
	100%	100%

Other information about ESA's defined benefit pension plan is as follows:

	2014	2013
Employer's contributions	\$ 10,275	\$ 10,028
Employer's contributions in respect of Gainsharing Plan	1,297	596
Employees' contributions	2,972	2,799
Benefits paid	9,716	9,148

7

INTERNALLY RESTRICTED LONG-TERM INVESTMENTS

Long-term investments in the amount of \$58,006 (2013 – \$45,367) are restricted for specific purposes relating to future expenditures for post-retirement benefits.

8

REVENUE

Major categories of revenue recognized during the year are as follows:

	2014	2013
Wiring	\$ 53,217	\$ 50,846
Continuous safety services	21,108	21,099
Other	20,508	21,628
	\$ 94,833	\$ 93,573

9

STATEMENT OF CASH FLOWS

The net change to non-cash working capital balances related to operations consists of the following:

	2014	2013
Accounts receivable	\$ (333)	\$ 1,033
Other assets	361	544
Accounts payable and accrued liabilities	587	1,094
Deferred revenue	1,428	674
	\$ 2,043	\$ 3,345

10

CONTINGENCIES

In the ordinary course of business activities, the Company may be contingently liable for litigation and claims with customers, suppliers and employees. Specific claims have been brought against the Company, the outcome of which is indeterminable at this time. Management believes that adequate provisions have been recorded in the accounts where required and that there are no excess determinable liabilities that have not been recorded at March 31, 2014.

Although it is not possible to accurately estimate the extent of potential costs and losses, if any, management believes, but can provide no assurance, that the ultimate resolution of such claims would not have a material adverse effect on the financial position of the Company. Should any losses occur, they would be charged to operations in the year the amounts become determinable.

11

COMMITMENTS

- a) The Company is committed to premises and equipment leases with terms expiring at various dates during the next five years and thereafter. Future minimum annual payments under non-cancellable operating leases are as follows:

2015	\$ 2,258
2016	2,234
2017	2,230
2018	2,230
2019	2,230
Thereafter	2,087
	<u>\$ 13,269</u>

- b) As at March 31, 2014, a letter of credit in the amount of \$543 has been issued to the Workplace Safety Insurance Board of Ontario to guarantee funding of future liabilities.

12

FINANCIAL RISKS AND CONCENTRATION OF CREDIT RISK

ESA is exposed to a variety of financial risks including market risk and credit risk. ESA's overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on ESA's financial performance. ESA is exposed to interest rate risk with regards to its short- and long-term investments, which are regularly monitored.

(a) Credit risk and customer concentration

Credit risk arises from cash and cash equivalents held with financial institutions, and credit exposures to customers on outstanding accounts receivable balances. The maximum exposure to credit risk is equal to the carrying value of the financial assets. The objective of managing counterparty credit risk is to prevent losses in financial assets. Cash is held at a major financial institution that has a high credit rating assigned to it by international credit-rating agencies, minimizing any potential exposure to credit risk. ESA assesses the credit quality of the counterparties, taking into account their financial position, past experience and other factors. Management also monitors payment performance and the utilization of credit limits of customers.

Concentration of credit risk arises when a group of customers has similar characteristics, such that their ability to meet their obligations is expected to be affected similarly by changes in economic or other conditions. Management has assessed the risk of concentration of credit risk and has concluded that this is not a significant risk based on the makeup of the accounts receivable balance. ESA has policies in place to ensure that sales are made to customers with an appropriate credit history.

(b) Liquidity risk

Liquidity risk results from ESA's potential inability to meet its obligations associated with its financial liabilities as they become due. ESA monitors its operations and cash flows to ensure that current and future obligations will be met. ESA believes that its current sources of liquidity are sufficient to cover its currently known short- and long-term cash obligations.

13**GOVERNMENT REMITTANCES OUTSTANDING**

Government remittances consist of amounts (such as property taxes, sales taxes and payroll withholding taxes) required to be paid to government authorities and are recognized when amounts become due. In respect of government remittances, \$1,706 (2013 – \$1,232) is included within accounts payable and accrued liabilities.

14**EMERGING ACCOUNTING CHANGES**

The CPA of Canada has issued a new accounting standard, 3463 – “Reporting Employee Future Benefits by Not-for-Profit Organizations.” This standard is applicable for fiscal years beginning on or after January 1, 2014 on a retrospective basis.

Remeasurement of the liability for employee future benefits will be recognized directly in net assets in the statement of financial position rather than in the statement of operations. These remeasurement items will be presented as a separately identified item in the statement of changes in net assets. Remeasurements will not be reclassified from net assets to the statement of operations in a subsequent period.

Remeasurements and items subject to this treatment include:

- (a) the difference between the actual return on plan assets and the calculated return
- (b) actuarial gains and losses
- (c) the effect of any valuation allowance in the case of a net defined benefit asset
- (d) past service costs
- (e) gains and losses arising from settlements and curtailments.

The standard provides transitional guidance if a measurement date prior to the date of the statement of financial position is used to measure the plan assets and defined benefit obligation.

Management is reviewing the impact that adoption of this new standard will have on the Company.

15**COMPARATIVE FIGURES**

Certain prior year comparative figures have been reclassified to conform to the current year's financial statement presentation.

ADVISORY COUNCILS

ESA operates with six stakeholder advisory councils: five provide advice and counsel to ESA management and one (the Electrical Contractor Registration Agency Advisory Council) provides advice and counsel to ESA's Regulatory Affairs and Governance Committee. A seventh council consists of the Chairs and Vice-Chairs of all the councils.

ESA recognizes the important contributions made by advisory council members in advancing our safety goals and objectives.

Advisory Councils are guided by terms of reference and chaired by individuals voted to the role by his/her fellow council members, with the exception of the Ontario Provincial Code Committee and the Cross-Sector Advisory Council, which are chaired by members of ESA management. Specific projects and issues are addressed by working groups or ad hoc committees when appropriate, and consultations are used to gather broad stakeholder feedback on key safety initiatives. Advisory council terms of reference, meeting minutes and information on working groups and consultations are posted on esasafe.com.

CONSUMER ADVISORY COUNCIL

Joan A. Pajunen (Chair)
Dean Anderson (Vice-Chair)
John Buchanan
Karen Girling
Hollis Hopkins
Kari Manninen
Rod Skinkle
Sarah Thompson
Bob Wing

CONTRACTOR ADVISORY COUNCIL

Richard Charron (Chair)
Sandy Ragno (Vice-Chair)
Dave Ackison
Luke Bogdanovic
Scott Kelly
Joe Kurpe
Michael Lettner
Barry Moss
John Salmon
Dan Toppazzini

INDUSTRY ADVISORY COUNCIL

Nancy Evans (Chair)
Brad Bell
Bill Bryans
Vladimir V. Gagachev
Bala Gnanam
Gary Rygus
David Sinclair
Tim Woods

UTILITY ADVISORY COUNCIL

Neil Sandford (Chair)
Ken Walsh (Vice-Chair)
Ray Bou
Ed Donkersteeg
Jim Douglas
Doug Fairchild
Ajay Garg
Brian Hewson
Rick Johnson
Paul Krupicz
Glen McCurdy
Sheikh Nahyaan
CK Ng
Joan A. Pajunen
Tony Pereira
Peter Petriw
Byron Sackville
William Schwarz
Ysni Semsedini
Rick Stahlbaum
Usman Syed
Jac Vanderbaan
Jerry Van Ooteghem
Michael Wilson
Michael Wittemund
Gaye-Donna Young

ONTARIO PROVINCIAL CODE COMMITTEE

Ted Olechna (Chair)
Malcolm Brown
Barry Buchanan
Mel Fruitman
Vladimir V. Gagachev
John Gryffyn
Chris Magnusson
Gabriel Mansour
Pierre McDonald
Peter Olders
Shawn Paulsen
Tony Poirier
Eerik Randsalu
John Salmon
David Sinclair

ELECTRICAL CONTRACTOR REGISTRATION AGENCY (ECRA) ADVISORY COUNCIL

John Salmon (Chair)
Fred Black (Vice-Chair)
Larry Allison
Sean Bell
John Buchanan
Mark Garner
Debra Mattina
Gary Oosterhof
Paul Rawlings
Louis Violo

CROSS-SECTOR ADVISORY COUNCIL (CSAC)

Nancy Evans (Chair)
Richard Charron
Ted Olechna
Joan A. Pajunen
John Salmon
Neil Sandford

CORPORATE POLICIES

PRIVACY GUIDELINES

ESA is committed to maintaining the accuracy, security and privacy of personal information in accordance with the terms of our Administrative Agreement and privacy laws. ESA maintains a customer privacy policy and has a Chief Privacy Officer who oversees policy and activity in this area. ESA collects personal information to support the delivery of services, understand individual needs, manage business operations, develop and enhance services, and meet legal or regulatory requirements.

Due to the importance of information exchange in maintaining public electrical safety, ESA routinely discloses and disseminates records that support our safety mandate. Personal information is not disclosed if such disclosure would violate an individual's right to privacy. Commercial information is not disclosed if it has been provided with the expectation of reasonable commercial protection. In FY2014, ESA received and responded to 1,539 Freedom of Information requests, in line with previous years.

COMPLAINTS

ESA responds to complaints received from customers, stakeholders and the public. We provide information and encourage two-way communication at all levels to ensure we are continually improving service quality. Where possible, complaints are dealt with at the source and in a timely manner. Complaints that are not resolved to the satisfaction of the complainant can be referred to the President and Chief Executive Officer. Information on ESA's complaints policy can be found at esasafe.com.

In FY2014, ESA received 89 wiring-related complaints, down from 104 in the previous year. By year-end, ESA had resolved 60 complaints in accordance with our complaints policy. ESA continues to work to resolve the outstanding complaints.

FRENCH LANGUAGE SERVICE

ESA responds to all requests for French services as they arise throughout the year. The nature and level of services we provide in French are determined on an as-required basis to ensure ESA fulfills its public safety mandate. In FY2014, ESA's Harm Reduction Services Centre responded to 2,069 calls in French, in line with the previous year. ESA monitors requests for service in French to ensure the appropriate level of service to meet these requests.

APPEALS POLICY

ESA is committed to providing individuals with the opportunity to request a review of Orders or licensing decisions as they arise. ESA has established a fair and transparent appeals process to facilitate the right to appeal any decision rendered by ESA. The appeals process, which can be reviewed at esasafe.com, defines specific steps and timelines to respond to an appeal pertaining to the Ontario Electrical Safety Code or the licensing of electrical contractors or Master Electricians.

For an appeal to proceed, it must be supported with required information, as outlined in the appeals process. The majority of appeals are addressed through the first stage of review: the Director's Review. However, an appeal can be escalated to an independent cross-sector review panel and ultimately can be taken to Divisional Court.

In FY2014, ESA received 47 appeals associated with the Ontario Electrical Safety Code (Regulation 164/99) compared with 22 the previous year, and 13 appeals associated with Provincial Contractor Licensing (Regulation 570/05) compared with three in FY2013. Five of the appeals could not be processed because they did not meet the submission information requirements. The increase is indicative of a maturing of ESA's appeal system and broader communication of the right to appeal to stakeholders and the general public.

ESA continues to ensure that all appeals are addressed through our established process.

STAKEHOLDER RESEARCH

ESA conducts stakeholder research with at least one key stakeholder group each year. In FY2014, ESA undertook a survey of licensed electrical contractors and initiated a consumer research study. The consumer study took a three-phased approach that was designed to help ESA better understand consumers' attitudes toward and awareness of electrical safety, and their perception of risk. The research will help identify our progress to date and provide further insights to help evolve ESA's messaging. Key findings will be shared internally and with our safety partners to better inform communications and other safety initiatives. The overall goal is to provide more targeted messaging to specific groups of customers that will have a greater impact on their perception of risk and their safety behaviour. At the time this report was written, the results of the survey were being tabulated.



CONTACT US

The Electrical Safety Authority is a mission-driven organization committed to getting to zero electrical accidents, injuries and fatalities across the province. We continue to analyze safety data and trends, develop innovative tools, and build strong partnerships to address the areas where there is the greatest need. Every day, we work to enhance electrical safety for the people of Ontario.

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