



## **Operations Management & Cyber-Compliance in the Energy Industry**

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# Who We Are

**A Customer-Centred  
Clean Electricity Leader**

## Our Vision

**A leader in  
clean electricity –  
committed to a  
sustainable future**

## Our Strategy

Customer Needs  
Operational Excellence  
People  
Shareholder Value

## Our Values

Safety  
Innovation  
Sustainability  
Respect  
Integrity



# TransAlta's Core Businesses

# transalta™

**Merchant  
Hydro**



**Thermal  
Generation**



**Energy Marketing  
and Trading**



**Business  
Development**



**transalta™  
renewables**



**Diversified and reliable generation with world-class trading and business development teams**



# Fleet Overview



Wind, Solar and Storage

**29 Facilities**



Hydro

**25 Facilities**



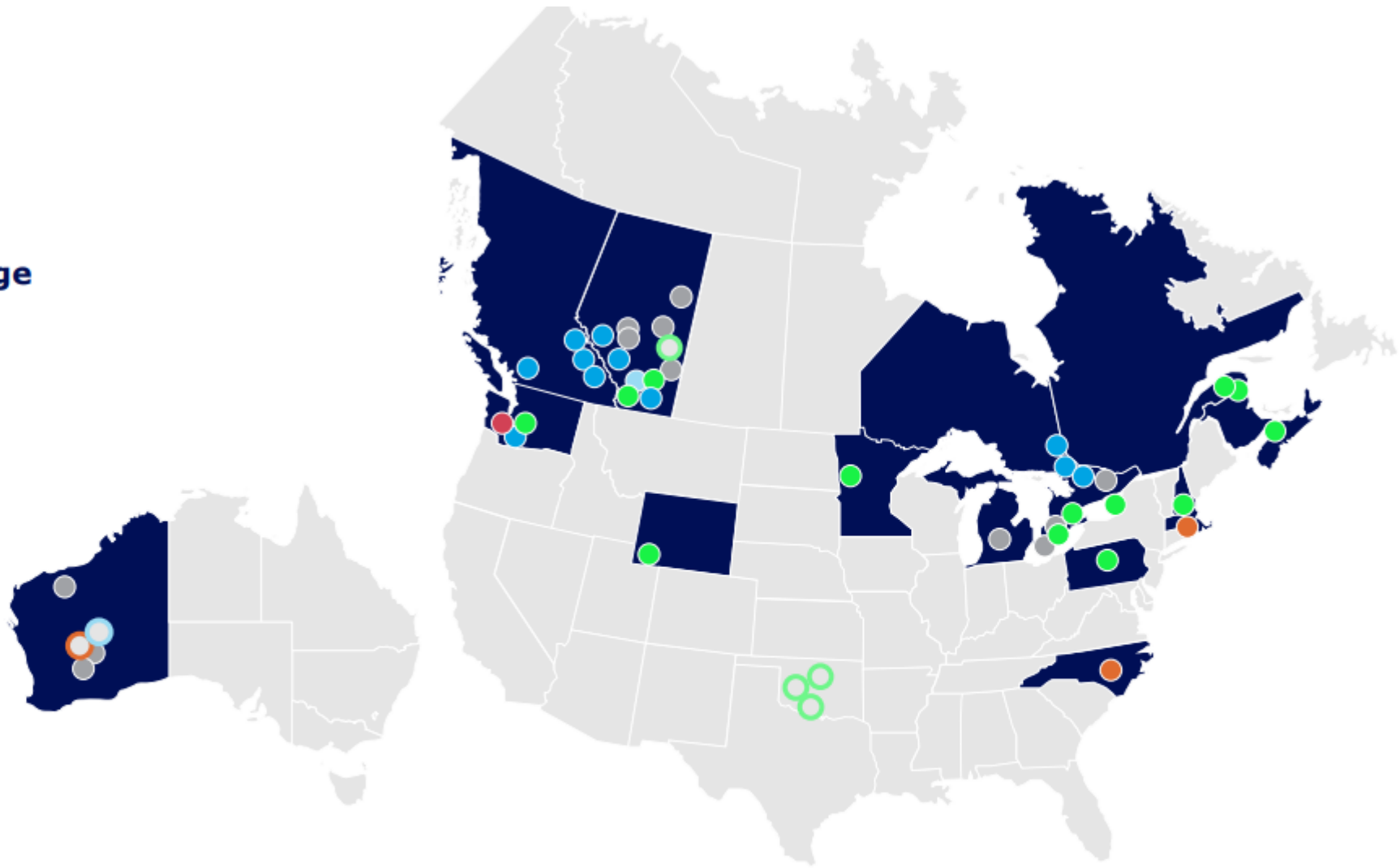
Natural Gas

**17 Facilities**

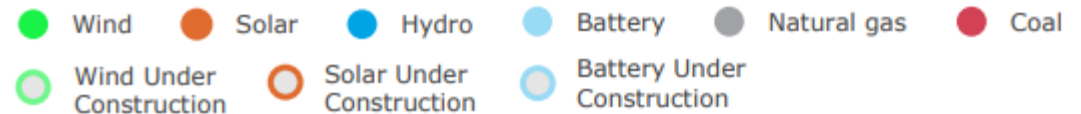


Coal

**1 Facility**



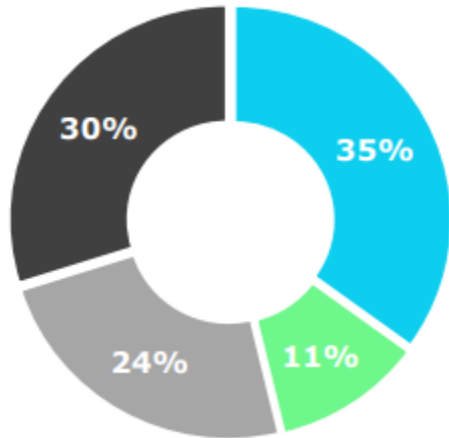
## Technology



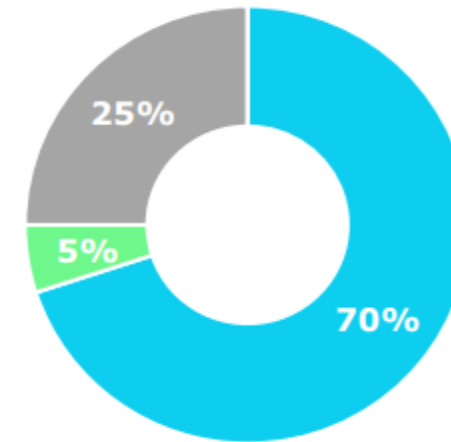
TransAlta has already delivered to date an equivalent of 9-10 per cent of Canada's Overall emissions reduction target of 40 to 45 per cent by 2030

# Our Clean Energy Evolution

EBITDA 2020



EBITDA 2025<sup>1</sup>



## Legend



EBITDA attributable to renewables will reach **70%** by end of 2025







Marina Van Koughnett

# Manager Asset Management System Governance & Compliance

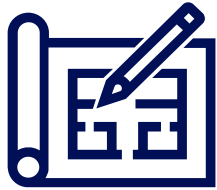
**18 years Experience in Industry**

**Focused on Driving & Delivering  
Change**

**Experience in Program Design,  
Implementation and Governance  
for Process Safety, Asset  
Management, Operations  
Compliance**



# What Type of Change are YOU trying to drive?



Technical



Strategic

Common Thread:



Technological



Organizational



People



Process

**Program/Project success is 90% change management!**





# Culture drives change, stories drive culture



Policy as a story:

“The point is to augment your policies with stories because, while people will forget what paragraph 2.1.57 details, they will remember details and important lessons to be learned from stories.”

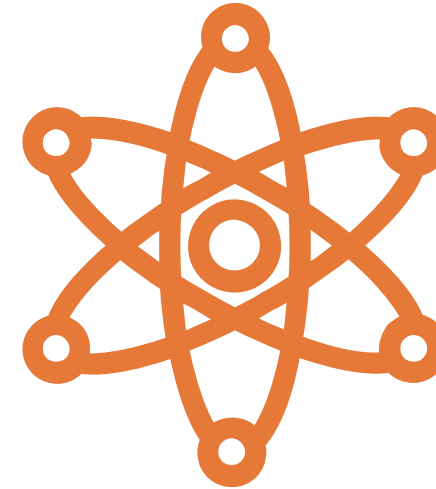
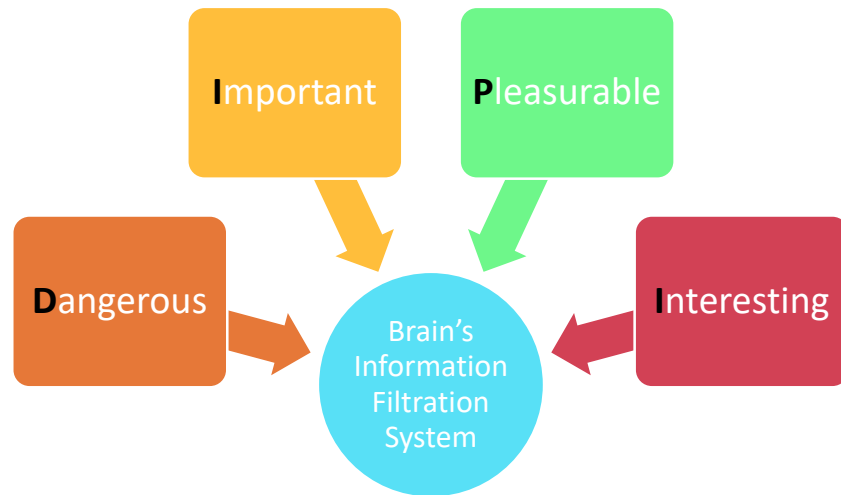
p. 59 The Turn The Ship Around Workbook by L. David Marquet

Content from: [wendyhirsch.com](http://wendyhirsch.com)

**Use stories to support your policies.**



# Why is Behaviour Change so HARD?



1. Need to get passed your brain's information filtration system: it needs to be DIPI

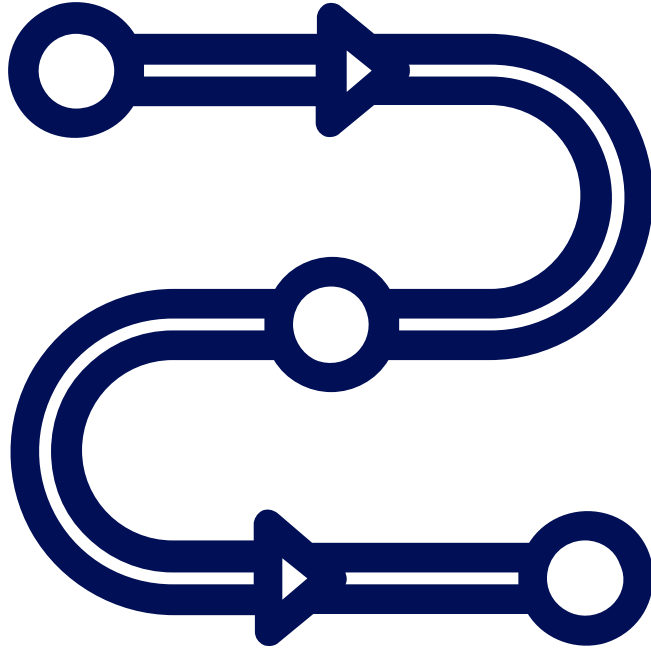
(Sentis – Behavioural Based Safety Training Program)

2. It takes an investment in ENERGY to form new behaviours/habits

**Behaviour change needs to be supported!**



# Clear Communication



## Operational Integrity Program:

“If you can’t explain what you Want to do and Why in 2 sentences, then you yourself don’t know!” - TransAlta colleague

## Our Vision

To operate our business with ZERO unexpected asset failures and ZERO EH&S incidents.

## Our Mission

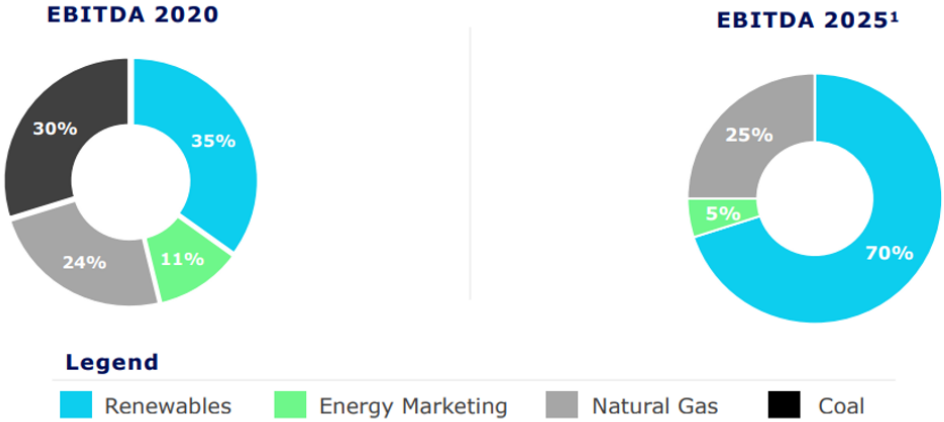
To get to a future where:

- We understand our hazards.
- We have systems in place to control our hazards.
- We have assurance that our systems are in control.
- We are able to make informed decisions on costs, performance and risk.

**Change requires CLEAR & CONCISE communication of your WHAT you are trying to achieve and WHY**



# Open, Honest, Consistent Communication



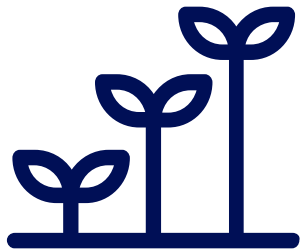
Managing the impact to employees through the Clean Energy Transition.

Content from: wendyhirsch.com

**Help Employees Manage the Personal Impacts of Change**



# Understand the Culture Behind the Decisions



Projects and programs need to be nurtured by strong, engaged and visible leadership support.

**Projects and programs need to be Nurtured**





# Sustainment Takes Investment



Capture and circulate NEW stories that support the change and keep it relevant throughout sustainment!

**Stories reinforce culture**



# Resources

- Professional organizational change management experts
- Culture and behavioural-based safety programs
- Other industries
- Personal experience, peers, industry groups, and online resources

**There are examples of Successful change programs everywhere!**



# Questions & Answers



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