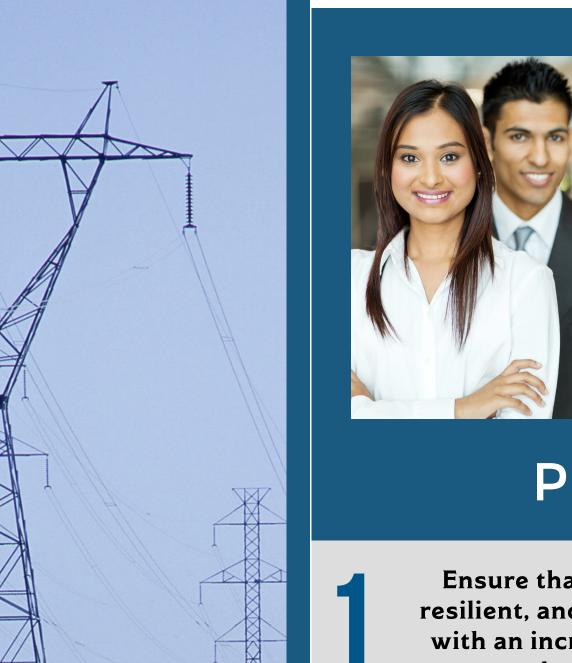


STRATEGIC PLAN 2022-24





PEOPLE

Ensure that MRO remains an innovative. resilient, and high-performing organization with an increased emphasis on leadership development and culture.

- . Ensure continuous learning, growth, and career development opportunities.
- 2. Foster a culture of diversity, equity, inclusion, honesty, and trust through constructive feedback, empowerment, and clarity of roles.
- 3. Promote opportunities for crossdepartmental and inter-ERO collaboration.
- 4. Formalize processes to ensure continuity of leadership and a skilled and engaged workforce

A highly reliable and secure North American bulk power system

Drive operational excellence throughout MRO in all processes and procedures, while emphasizing effectiveness and efficiency.

- 1. Focus on identifying, assessing, and mitigating corporate risks and ensure expenditure of resources are prioritized and appropriately deployed.
- 2. Foster a culture of continued improvement and innovation through forward thinking and futuristic visioning.
- 3. Leverage KPIs to measure operational effectiveness.
- 4. Identify and implement processes to assess and prioritize work.



PARTNERSHIPS

of the ERO Enterprise.



PROCESSES

Develop a nimble, adaptive, and collaborative culture that allows us to carry out our mission as a trusted and valued member

- 1. Focus on advanced methods for identifying, assessing, and actively mitigating new and emerging risks to the BPS and ensure resources are deployed appropriately.
- 2. Lead and support ERO transformation efforts.
- 3. Expand collaborative relationships with federal, state, and provincial regulators, independent system operators, industry leadership, and the broader reliability and security ecosystem.
- 4. Ensure security and confidentiality of our partners' data and information.
- 5. Increase capability to support mitigation of increasing frequency and sophistication of cyber risks for corporate and industry (ransomware, phishing, vulnerabilities, etc.).
- 6. Be a trusted leader in providing premier and cuttng-edge outreach to our stakeholders.



