

1 **UNDERTAKING J16.4**

2  
3 **Undertaking**

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5 To advise which, if any, of the comparators in the Towers study were unionized work  
6 environments.  
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11 **Response**

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15 Attachment 1 to this response indicates (with an asterisk) the peer companies for which  
16 unionized data was available to Willis Towers Watson in both the Total Direct  
17 Compensation (TDC) and Pension & Benefits benchmarking study at Ex. F4-3-1,  
18 Attachment 2.  
19

20 The benchmark peer companies voluntarily participate in the surveys and choose which  
21 jobs to submit data for based on their business needs and interests. For example,  
22 Hydro One has unionized positions, but did not submit compensation data for those  
23 unionized positions to Willis Towers Watson in the surveys underlying the TDC  
24 benchmark.  
25

26 For purposes of the TDC and Pension and Benefits benchmarking, OPG's positions  
27 were matched against comparable jobs in the peer companies without regard to union  
28 status.

# Compensation Comparator Organizations

## Utility Segment

#	Company (n = 29)		
1	Alberta Electric System Operator	16	<b>FortisAlberta Inc.*</b>
2	Alcoa Canada	17	GE Energy
3	Algonquin Power and Utilities Corp.	18	Hydro One Inc.
4	<b>Altalink*</b>	19	<b>Hydro Quebec*</b>
5	ArcelorMittal Montreal Inc.	20	Kinross Gold Corporation
6	<b>ATCO Group*</b>	21	<b>Newfoundland and Labrador Hydro Electric Corporation*</b>
7	Barrick Gold Corporation	22	Rio Tinto Alcan Canada
8	<b>BC Hydro Power &amp; Authority*</b>	23	Samuel, Son & Co., Ltd.
9	<b>Bruce Power LP*</b>	24	<b>SaskPower*</b>
10	<b>Capital Power Corporation*</b>	25	<b>Spectra Energy Transmission*<sup>1</sup></b>
11	Chevron Canada Limited	26	<b>Toronto Hydro Electric*</b>
12	<b>Enbridge Inc.*<sup>1</sup></b>	27	<b>TransAlta Corporation*</b>
13	<b>ENMAX Corporation*</b>	28	TransCanada Corp.
14	<b>EPCOR Utilities Inc.*</b>	29	United States Steel Canada
15	ExxonMobil Canada		

Companies reporting unionized incumbent data are noted in **purple** and with an asterisk

<sup>1</sup> Data excludes Alberta incumbents

# Compensation Comparator Organizations

## Nuclear Authorized Segment

#	Company (n = 10)
1	<b>Bruce Power*</b>
2	Dominion Resources
3	Duke Energy
4	<b>Entergy*</b>
5	<b>Exelon*</b>
6	FirstEnergy
7	<b>NextEra Energy*</b>
8	Public Service Enterprise Group
9	Southern Company Services
10	Tennessee Valley Authority

*Companies reporting unionized incumbent data (for nuclear authorized roles) are noted in **purple** and with an asterisk*

# Compensation Comparator Organizations

## General Industry Segment – Public Sector

#	Company (n = 23)
<b>Public Sector - weighted 50% for benchmarking purposes</b>	
1	Alberta Electric System Operator
2	Alberta Energy Regulator (previously Energy Resources Conservation Board)
3	Bank of Canada
4	<b>BC Hydro Power &amp; Authority*</b>
5	British Columbia Lottery Corporation
6	<b>Canada Post*</b>
7	<b>Canadian Broadcasting Corporation/Radio Canada*</b>
8	CPP Investment Board
9	<b>ENMAX Corporation*</b>
10	<b>EPCOR Utilities Inc.*</b>
11	<b>Healthcare of Ontario Pension Plan*</b>
12	<b>Hydro-Québec*</b>
13	<b>Insurance Corporation of British Columbia (ICBC)*</b>
14	<b>Loto-Québec*</b>
15	<b>Newfoundland and Labrador Hydro Electric Corporation*</b>
16	<b>SaskPower*</b>
17	<b>SGI Canada*</b>
18	<b>Toronto Hydro Electric*</b>
19	<b>Treasury Board of Canada Secretariat*</b>
20	University Health Network
21	VIA Rail Canada Inc.
22	<b>Workplace Safety &amp; Insurance Board – Ontario*</b>
23	<b>York University*</b>

Companies reporting unionized incumbent data are noted in **purple** and with an asterisk

# Compensation Comparator Organizations

## General Industry Segment – Private Sector

#	Company (n = 58)	
Private Sector - weighted 50% for benchmarking purposes		
1	The Coca-Cola Company-Canada	30 Kinross Gold Corporation
2	Air Canada	31 Kruger Inc.
3	Alcoa Canada	32 <b>Loblaw Companies Limited*</b>
4	Algonquin Power and Utilities Corp.	33 <b>Magna International Inc.*</b>
5	AMEC Americas Limited	34 Manulife Financial Corporation
6	<b>ATCO Group*</b>	35 Maple Leaf Foods Inc.
7	ATS Automation Tooling Systems Inc	36 McCain Foods Limited
8	Bank of Montreal	37 Molson Coors Canada
9	<b>BCE Inc.*</b>	38 <b>Nexen Energy ULC*</b>
10	<b>Bruce Power LP*</b>	39 Nissan Canada, Inc.
11	Canada Colors and Chemicals Limited	40 Parmalat Canada
12	Canadian Imperial Bank of Commerce	41 Procter & Gamble Inc.
13	Canadian National Railway	42 Purolator Inc.
14	Canadian Pacific Railway Ltd.	43 RBC Financial
15	Canadian Tire Corporation	44 Rio Tinto Alcan Canada
16	<b>Capital Power Corporation*</b>	45 <b>RioCan Real Estate Investment Trust*</b>
17	Cargill Limited	46 <b>Rogers Communications Inc.*</b>
18	Celestica Inc.	47 Rothmans Bensons & Hedges
19	Chevron Canada Limited	48 Samuel, Son & Co., Ltd
20	<b>Enbridge Inc. *<sup>1</sup></b>	49 Scotiabank
21	Encana Corporation	50 Spectra Energy <sup>1</sup>
22	Ernst & Young Canada	51 Sun Life Financial
23	FCA Canada Inc. (Formerly Chrysler Canada Inc.)	52 Talisman Energy Inc.
24	Federal Express Canada Ltd.	53 TD Bank Financial Group
25	Ford Motor Company of Canada, Limited	54 Toyota Motor Manufacturing Canada
26	General Electric Canada	55 <b>TransAlta Corporation*</b>
27	Gerdau Long Steel North America	56 TransCanada Corp.
28	Hydro One Inc.	57 <b>Unilever Canada*</b>
29	Johnson and Johnson Canada	58 <b>Viterra Inc*</b>

Companies reporting unionized incumbent data are noted in **purple** and with an asterisk

<sup>1</sup> Data will exclude Alberta incumbents

# Compensation Comparator Organizations

## Pension & Benefits Analysis

#	Public Sector (n=12)	#	Private Sector (n=12)
1	<b>British Columbia Hydro and Power Authority*<sup>1</sup></b>	13	<b>Bruce Power*</b>
2	<b>Canada Post Corporation*</b>	14	<b>Canadian Imperial Bank of Commerce*</b>
3	<b>Canadian Blood Services*</b>	15	Canadian Tire Corporation
4	<b>ENMAX Corporation*</b>	16	<b>Enbridge Gas Distribution*</b>
5	<b>EPCOR Utilities*</b>	17	Honda Canada <sup>†</sup>
6	<b>Hospital for Sick Children, The*<sup>1</sup></b>	18	Kinross Gold Corporation
7	<b>Hydro One*<sup>1</sup></b>	19	<b>Maple Leaf Foods*<sup>1</sup></b>
8	<b>Hydro-Québec*</b>	20	<b>Rogers Communications*</b>
9	<b>Ontario Public Service*</b>	21	<b>Samuel, Son &amp; Co*<sup>†1</sup></b>
10	<b>SaskPower*</b>	22	Sun Life Financial
11	<b>Toronto Hydro-Electric System Limited*</b>	23	<b>TransAlta Corporation*</b>
12	<b>Workplace Safety &amp; Insurance Board*</b>	24	TransCanada Corp.

Companies with unionized employees, who have identical or similar benefits provided to their salaried non-union employees are noted in **purple** and with an asterisk

<sup>1</sup> Excluded from Society/PWU positioning.

<sup>†</sup> Excluded from Senior Executives positioning.