

ONTARIO ENERGY BOARD

IN THE MATTER OF the *Ontario Energy Board Act 1998*,
Schedule B to the *Energy Competition Act*, 1998, S.O. 1998, c.15;

AND IN THE MATTER OF an Application Ontario Power
Generation Inc. for an order or orders approving payment amounts
for prescribed generating facilities commencing January 1, 2014.

**SCHOOL ENERGY COALITION CROSS-EXAMINATION COMPENDIUM
(Panel 1 – Overview, Business Transformation)**

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Summary of EB-2013-0321 Application

	<i>Nuclear</i>	<i>Previously Regulated Hydroelectric</i>	<i>Newly Regulated Hydroelectric</i>	<i>Totals</i>
Revenue at Current Rates	\$4,874.4 ¹	\$1,471.1 ¹	\$501.2 ²	\$6,846.7
Proposed Revenue Requirement	\$6,395.4 ¹	\$1,757.8 ¹	\$853.2 ³	\$9,006.4
Deficiency	\$1,521.0	\$286.7	\$352.0	\$2,159.7
Percentage Increase	31.20%	19.49%	70.23%	31.54%

1. N2-1-1, pp. 11-12

2. N2-1-1, p. 13 and 2013 Annual Report, p. 15: 17.9 Twh @ \$28/Mwh

3. N2-1-1, p. 13

Electricity Generation

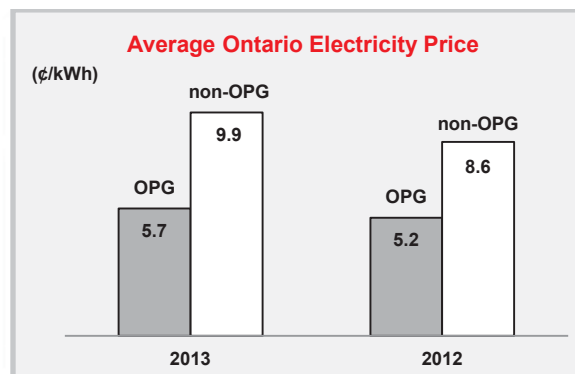
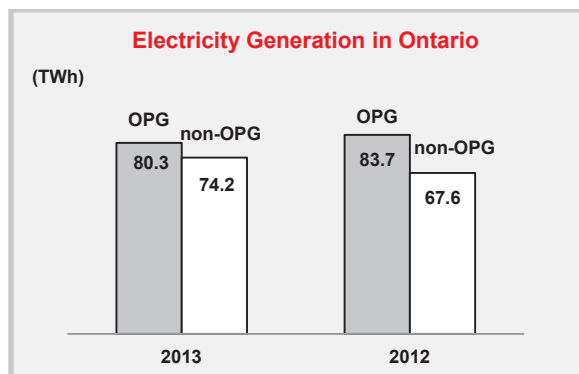
Electricity generation for the years ended December 31 was as follows:

(TWh)	2013	2012
Regulated – Nuclear Generation	44.7	49.0
Regulated – Hydroelectric	18.9	18.5
Unregulated – Hydroelectric	13.9	12.1
Unregulated – Thermal	2.8	4.1
Total OPG electricity generation	80.3	83.7
Total electricity generation by all other generators in Ontario	74.2	67.6

The decrease in 2013 from 2012 was mainly due to lower electricity generation from the Regulated – Nuclear Generation and the Unregulated – Thermal segments. Reduced generation in these segments was partially offset by higher hydroelectric generation. The factors impacting OPG's generation during 2013 are as follows:

- extensions to planned outages at the Pickering Nuclear GS and the Darlington Nuclear GS were the main factors causing the decrease in nuclear generation
- ceasing operation of coal-fired units at the Lambton and Nanticoke generating stations in 2013, in accordance with the Shareholder declaration issued in March 2013, resulted in lower thermal generation
- higher water levels and the in-service of the Niagara Tunnel contributed to higher hydroelectric generation
- an increase in Surplus Baseload Generation (SBG) conditions in 2013, described below, unfavourably affected the electricity generation by OPG's hydroelectric generating stations.

OPG's operating results are affected by changes in demand resulting from variations in seasonal weather conditions and changes in economic conditions. Ontario's primary demand was 140.7 TWh in 2013, down slightly from 141.3 TWh in 2012. Baseload supply surplus to Ontario demand continued to increase in 2013 as a result of lower primary demand combined with increased baseload generation, mainly from Bruce A Units 1 and 2 and new wind and solar capacity. The surplus to the Ontario market is managed by the Independent Electricity System Operator (IESO) through market mechanisms, including generation exports, dispatching generation offline due to low weighted average hourly Ontario electricity prices (HOEP). Dispatching generation offline could result in spilling water at hydroelectric stations, reducing generation from nuclear facilities, and reducing grid-connected renewable resources. As dispatching hydroelectric units down to reduce production is the first measure the IESO uses to reduce SBG, OPG's hydroelectric generation was significantly affected by SBG management in 2013, reducing generation by approximately 1.7 TWh. The net income impact of the SBG conditions on currently regulated hydroelectric generating stations was offset by regulatory variance accounts.



Average Sales Prices and Average Revenue

The average sales prices and average revenue for the years ended December 31 were as follows:

(¢/kWh)	2013	2012
Weighted average HOEP	2.6	2.4
Regulated – Nuclear Generation ¹	5.7	5.5
Regulated – Hydroelectric ¹	4.0	3.5
Unregulated – Hydroelectric ¹	2.8	2.4
Unregulated – Thermal ¹	2.7	2.6
Average revenue for OPG ²	5.7	5.2
Average revenue for all electricity generators, excluding OPG ³	9.9	8.6

¹ Average sales prices are computed as net generation sales or spot market sales divided by net generation volume.

² Average revenue for OPG is comprised of regulated revenues, market based revenues, and other energy revenues primarily from agreements for the Nanticoke, Lambton, Thunder Bay, and Lennox generating stations, and revenue from hydroelectric ESAs.

³ Revenues for other electricity generators are calculated as the sum of hourly Ontario demand multiplied by the HOEP, plus total global adjustment payments, plus the sum of hourly net exports multiplied by the HOEP, less OPG's generation revenue.

The increase in the average sales prices for OPG's regulated segments during 2013 was a result of the OEB's approval of new rate riders, effective January 1, 2013. These rate riders were established to collect amounts that were previously recorded in variance and deferral accounts. The net income impact of these rate riders was offset by an increase in depreciation and amortization expenses. For further details, refer to the disclosure under the headings, *Revenue Mechanisms for Regulated and Unregulated Generation and Recent Developments*.

Average sales prices for OPG's unregulated generation segments also increased during 2013, largely due to an increase in the HOEP. During 2013, the HOEP increased due to the impact of higher market demand and higher natural gas prices, partially offset by the impact of higher non-OPG nuclear generation.

Cash Flow from Operations

Cash flow provided by operating activities for 2013 was \$1,174 million, compared to \$876 million for 2012. The increase in operating cash flow was primarily the result of:

- higher cash receipts from generation revenue after the new rate riders, established by the OEB, were applied
- a lower voluntary contribution to the pension fund in 2013
- lower fuel purchases, partially offset by
- higher OM&A expenses in 2013.

Funds from Operations Interest Coverage

Funds from Operations (FFO) Interest Coverage is an indicator of OPG's ability to meet interest obligations from operating cash flows. FFO Interest Coverage was 2.8 times for 2013 and 2.2 times for 2012. The FFO Interest Coverage increased primarily due to higher cash flows provided by operating activities.

The FFO Interest Coverage is not a measure in accordance with US GAAP. It should not be considered as an alternative measure to net income, cash flows from operating activities, or any other measure of performance under US GAAP. OPG believes that this non-GAAP financial measure is an effective indicator of performance and is consistent with the corporate strategy to operate on a financially sustainable basis. The definition and reconciliation of FFO Interest Coverage can be found under the headings, *Key Generation and Performance Indicators* and *Supplementary Non-GAAP Financial Measures*, respectively.

FTE and Compensation Costs Analysis - Regulated Operations

JT2.33 Line	Item	n.	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Plan	2015 Plan	Change to date	Percent	Total Change	Percent
	Nuclear											
1	12 Nuclear Operations and Projects		8,292.5	7,988.6	6,536.7	6,353.6	6,315.6	6,243.9	-1,938.9	-23.38%	-2,048.6	-24.70%
2	13 DRP and New Nuclear		152.9	226.5	225.1	200.6	264.1	276.0	47.7	31.20%	123.1	80.51%
3	14 Allocated Corporate Support to Nuclear		875.0	876.1	2,037.2	1,910.6	1,790.6	1,714.1	1,035.6	118.35%	839.1	95.90%
4	Total FTE		9,320.4	9,091.2	8,799.0	8,464.8	8,370.3	8,234.0	-855.6	-9.18%	-1,086.4	-11.66%
5	34 Nuclear Operations and Projects		\$1,274.6	\$1,281.5	\$1,135.7	\$1,242.7	\$1,143.6	\$1,163.9	-\$31.9	-2.50%	-\$110.7	-8.69%
6	35 DRP and New Nuclear		\$23.1	\$36.3	\$37.6	\$41.7	\$52.2	\$55.2	\$18.6	80.52%	\$32.1	138.96%
7	36 Allocated Corporate Support to Nuclear		\$122.4	\$129.1	\$268.2	\$291.7	\$290.1	\$280.5	\$169.3	138.32%	\$158.1	129.17%
8	Total Compensation		\$1,420.1	\$1,446.9	\$1,441.5	\$1,576.1	\$1,485.9	\$1,499.6	\$156.0	10.99%	\$79.5	5.60%
9	Compensation per FTE		\$152,365	\$159,154	\$163,825	\$186,195	\$177,521	\$182,123	\$33,830	22.20%	\$29,758	19.53%
10	Nuclear Production	1	45.8	48.6	49.0	44.7	48.5	46.1	-1.1	-2.40%	0.3	0.66%
11	Compensation per Twh.		\$31.0	\$29.8	\$29.4	\$35.3	\$30.6	\$32.5	\$4.3	13.72%	\$1.5	4.91%
12	FTE per Twh.		203.5	187.1	179.6	189.4	172.6	178.6	-14.1	-6.94%	-24.9	-12.23%

FTE and Compensation Costs Analysis - Regulated Operations

JT2.33 Line	Item	n.	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Plan	2015 Plan	Change to date	Percent	Total Change	Percent	
	<i>Previously Reg Hydro</i>												
13	15 Prev. Reg. Hydro Operations		359.7	369.4	343.8	321.5	343.1	340.9	-38.2	-10.62%	-18.8	-5.23%	
14	16 Alloc. Corp. Supp. To Prev. Reg. Hydro		88.7	80.8	108.9	103	104.6	97.8	14.3	16.12%	9.1	10.26%	
15	Total FTE		448.4	450.2	452.7	424.5	447.7	438.7	-23.9	-5.33%	-9.7	-2.16%	
16	37 Prev. Reg. Hydro Operations		\$50.4	\$54.5	\$51.8	\$53.7	\$58.4	\$59.0	\$3.3	6.55%	\$8.6	17.06%	
17	38 Alloc. Corp. Supp. To Prev. Reg. Hydro		\$12.7	\$13.1	\$15.9	\$17.4	\$17.9	\$16.8	\$4.7	37.01%	\$4.1	32.28%	
18	Total Compensation		\$63.1	\$67.6	\$67.7	\$71.1	\$76.3	\$75.8	\$8.0	12.68%	\$12.7	20.13%	
19	Compensation per FTE		\$140,723	\$150,155	\$149,547	\$167,491	\$170,427	\$172,783	\$26,769	19.02%	\$32,061	22.78%	
20	Prev. Reg. Hydro Production	2	18.9	19.5	18.5	18.9	20.1	21.0	0.0	0.00%	2.1	11.11%	
21	Compensation per Twh.		\$3.3	\$3.5	\$3.7	\$3.8	\$3.8	\$3.6	\$0.4	12.68%	\$0.3	8.11%	
22	FTE per Twh.		4.7	4.1	5.9	5.4	5.2	4.7	0.8	16.12%	0.0	-0.77%	

FTE and Compensation Costs Analysis - Regulated Operations

JT2.33 Line	Item	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Plan	2015 Plan	Change to date	Percent	Total Change	Percent
	Newly Reg Hydro										
23	17 New. Reg. Hydro Operations	584.3	617.4	600.9	584.0	599.5	582.2	-0.3	-0.05%	-2.1	-0.36%
24	18 Alloc. Corp. Supp. To New. Reg. Hydro	127.7	115.6	152.8	129.1	148.6	140.8	1.4	1.10%	13.1	10.26%
25	Total FTE	712.0	733.0	753.7	713.1	748.1	723.0	1.1	0.15%	11.0	1.54%
26	39 New. Reg. Hydro Operations	\$79.2	\$87.9	\$91.5	\$96.1	\$105.8	\$104.1	\$16.9	21.34%	\$24.9	31.44%
27	40 Alloc. Corp. Supp. To New. Reg. Hydro	\$18.6	\$18.7	\$23.0	\$22.5	\$26.4	\$25.3	\$3.9	20.97%	\$6.7	36.02%
28	Total Compensation	\$97.8	\$106.6	\$114.5	\$118.6	\$132.2	\$129.4	\$20.8	21.27%	\$31.6	32.31%
29	Compensation per FTE	\$137,360	\$145,430	\$151,917	\$166,316	\$176,714	\$178,976	\$28,957	21.08%	\$41,617	30.30%
30	3 New. Reg. Hydro Production	10.0	11.5	10.9	12.4	12.4	12.5	2.4	24.00%	2.5	25.00%
31	Compensation per Twh.	\$9.8	\$9.3	\$10.5	\$9.6	\$10.7	\$10.4	-\$0.2	-2.20%	\$0.6	5.85%
32	FTE per Twh.	12.8	10.1	14.0	10.4	12.0	11.3	-2.4	-18.47%	-1.5	-11.79%
	Totals										
33	Total FTE	10480.8	10274.4	10005.4	9602.4	9566.1	9395.7	-878.4	-8.38%	-1,085.1	-10.35%
34	Total Compensation	\$1,581.0	\$1,621.1	\$1,623.7	\$1,765.8	\$1,694.4	\$1,704.8	\$184.8	11.69%	\$123.8	7.83%
35	Total Compensation per FTE	\$150,847	\$157,781	\$162,282	\$183,892	\$177,125	\$181,445	\$33,044	21.91%	\$30,597	20.28%

FTE and Compensation Costs Analysis - Regulated Operations

JT2.33 Line	Item	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Plan	2015 Plan	Change to date	Percent	Total Change	Percent
	<u>Management</u>										
36	29 FTE	1101.7	1099.6	1095.6	1091.0	1101.0	1076.3	-10.7	-0.97%	-25.4	-2.31%
37	42 Compensation	\$222.8	\$230.9	\$220.8	\$233.1	\$238.2	\$233.5	\$10.3	4.62%	\$10.7	4.80%
38	Compensation per FTE	\$202,233	\$209,985	\$201,533	\$213,657	\$216,349	\$216,947	\$11,424	5.65%	\$14,714	7.28%
	<u>Society</u>										
39	30 FTE	3269.0	3254.6	3112.6	2909.2	3043.3	2965.6	-359.8	-11.01%	-303.4	-9.28%
40	43 Compensation	\$522.9	\$541.0	\$543.4	\$567.3	\$556.7	\$551.5	\$44.4	8.49%	\$28.6	5.47%
41	Compensation per FTE	\$159,957	\$166,226	\$174,581	\$195,002	\$182,926	\$185,966	\$35,045	21.91%	\$26,009	16.26%
	<u>PWU</u>										
42	31 FTE	6012.9	5840.7	5711.0	5542.0	5371.7	5300.3	-470.9	-7.83%	-712.6	-11.85%
43	44 Compensation	\$820.9	\$837.9	\$847.6	\$897.5	\$893.0	\$912.8	\$76.6	9.33%	\$91.9	11.20%
44	Compensation per FTE	\$136,523	\$143,459	\$148,415	\$161,945	\$166,242	\$172,217	\$25,422	18.62%	\$35,694	26.14%
	<u>EPSCA</u>										
45	32 FTE	97.2	79.8	86.3	60.2	50.1	53.4	-37.0	-38.07%	-43.8	-45.06%
46	45 Compensation	\$14.4	\$11.3	\$11.9	\$7.9	\$6.6	\$7.1	-\$6.5	-45.14%	-\$7.3	-50.69%
47	Compensation per FTE	\$148,148	\$141,604	\$137,891	\$131,229	\$131,737	\$132,959	-\$16,919	-11.42%	-\$15,189	-10.25%

UNDERTAKING JT2.14

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Undertaking

To provide a list of benchmarking studies, surveys, reports and analysis, or explain why it cannot be provided.

Response

The requested list is provided as Attachment 1.

JT2.14

Attachment 1 – List of Major Benchmarking (2010 – 2013)

	Name of Study	Timing	Author	Purpose
1.	OPG Nuclear Benchmarking Reports	2009 - 2011	OPG /Scott Madden Management Consultants	To compare OPG Nuclear's performance to that of nuclear industry peer groups both in Canada and worldwide.
2.	Nuclear Staffing Benchmarking Analysis	2012	Goodnight Consulting Inc	To benchmark OPG nuclear staff levels against other North American nuclear operators.
3.	Uranium Procurement Program Assessment	2011	Longenecker & Associates	An external assessment of OPG's uranium procurement assessment.
4.	Corporate Executive Board General Counsel Roundtable Legal Department Spending and Staffing Benchmarking	2011		Internal review of comparative organizations to identify any gaps.
5.	Recharging Our Workforce	2011	Electricity Sector Council	To mitigate against a reality of the electricity sector in Canada losing 30% of its workforce between 2007-2012.
6.	Review of Dam Safety Program	2007- 2011	Dam Safety Advisory Panel	To provide: <ul style="list-style-type: none"> • External oversight of OPG's Dam and Public Safety Program; • An independent viewpoint into the strategic and operational risks and emerging issues regarding safety of OPG's dams; • Advice on priorities and opportunities of Dam Safety Program performance improvements.
7.	Hydroelectric Generation Benchmarking Program	on-going	Navigant Consulting Inc.	To provide: <ul style="list-style-type: none"> • Hydroelectric generation costs and performance reviews; • Opportunity to network, exchange experiences and discuss best practices.

	Name of Study	Timing	Author	Purpose
8.	Hydroelectric Productivity Committee (HPC) Database Electric Utility Cost Group	on-going	Electric Utility Cost Group (EUCG)	HPC Database is used to derive industry statistics such as operating and maintenance costs as well generating units' performance. OPG position can be established relative to that. Numerical analyses are presented during workshops and used as background for discussing methodologies, business practices, equipment repair methods, etc.
9.	OPG IT Cost Benchmarking Analysis Reports	2010	Electric Utility Cost Group (EUCG)	To review compatible peer organizations to identify gaps in IT costs.
10.	Corporate Library Benchmarking Study	2010	Primary Research Group (PRG)	To review compatible peer organizations to identify gaps in documentation storage.
11.	Market Total Compensation Review	2010	Mercer	To conduct a total compensation review for the non-union employee populations (Bands A to L) for 2010.
12.	National Utility Compensation Survey	2013	Aon Hewit	Required by OEB. Submitted in 2013 OEB Evidence.
13.	Benefit Index Report	2012	Aon Hewit	To assess the value of the OPG salaried employee pension and benefits for the PWU group as compared to a norm of values of the salaries employee benefits program of 16 companies.

1 **UNDERTAKING JT2.18**

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3 **Undertaking**

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5 To advise what percentage of the 10,375 headcount appears on the sunshine list.
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8 **Response**

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10 There were 7,958 OPG employees reported in the 2013 Public Sector Salary Disclosure
11 list.

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13
$$7,958 / 10,375 = 77\%$$

14
15 Note that 10,375 is OPG's headcount target at year end 2016 and relates only to regular
16 employees from ongoing operations, while 7,958 is a historical number as of year-end
17 2013 and relates to all employees of OPG.

1 **UNDERTAKING JT2.19**

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3 **Undertaking**

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5 To provide a reconciliation of the OPG sunshine list with the people actively employed
6 by the company at the time the list was produced.
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9 **Response**

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11 OPG has provided the requested reconciliation in the attached list which identifies
12 employees who were reported under the 2013 Public Sector Salary Disclosure Act and
13 are above \$200,000. The attached list indicates employees who are no longer with OPG
14 with an asterisk.
15

16 As of April 24th, 2014, 471 employees who were reported under the 2013 Public Sector
17 Salary Disclosure Act are no longer with OPG.
18

19 As of April 24th, 2014, 39 employees who were reported under the 2013 Public Sector
20 Salary Disclosure Act **AND** above \$200,000 are no longer with OPG.

Salary Paid	Surname	Given Name	Position
\$1,714,000.04	MITCHELL	THOMAS	President & Chief Executive Officer
\$915,850.96	* ROBBINS	WAYNE	Chief Nuclear Officer
\$903,970.54	* MURPHY	JOHN	Executive Vice President, Strategic Initiatives
\$664,974.28	* HANBIDGE	DONN W.	Senior Vice President & Chief Financial Officer
\$605,838.56	* CHIAROTTO	FRANK	Senior Advisor Joint Ventures
\$593,399.66	TREMBLAY	PIERRE F.	President Canadian Nuclear Partners
\$531,669.69	PASQUET	PAUL	Senior Vice President
\$520,591.56	ELLIOTT	WILLIAM	Senior Vice President, Nuclear Engineering & Chief Nuclear Engineer
\$514,030.50	BOLAND	BRUCE	Senior Vice President Commercial Operations & Environment
\$510,174.98	JAGER	GLENN	Chief Nuclear Officer
\$503,688.77	GRIFFITHS	MICHAEL	Control Room Shift Supervisor
\$497,344.62	KOKUS	TONY	Senior Thermal Station Engineer/Officer
\$468,892.21	KEENAN	BARBARA	Senior Vice President People, Culture & Chief Ethics
\$449,400.40	DUNCAN	BRIAN	Senior Vice President Darlington
\$449,319.04	GINTHER	CHRISTOPHER	Senior Vice President, Law & General Counsel
\$437,916.74	REINER	DIETMAR E.	Senior Vice President Nuclear Refurbishment
\$426,994.00	ALLEN	MICHAEL	Deputy Site Vice President
\$411,841.25	MARTIN	SCOTT	Senior Vice President Business & Administration Services
\$406,944.06	GRANVILLE	SEAN	Senior Vice President
\$405,533.64	HEARD	ROBIN	Vice President Finance, Chief Controller & Chief Accounting Officer
\$393,824.92	PHILLIPS	BRYCE	Senior Vice President, Pickering
\$377,063.25	* PECKHAM	MICHAEL	Vice President, Projects & Modifications
\$375,107.98	WOODS	STEVE	Vice President Fleet Operations & Maintenance
\$368,900.89	* SWEETNAM	ALBERT	Executive Vice President, Nuclear Projects
\$358,008.15	* DERMARKAR	FRED	Vice President Engineering Strategy
\$351,126.00	CLIVER	STEPHUN	Chief Supply Officer
\$349,801.85	MARTELLI	MIKE	Senior Vice President Hydro Thermal Operations
\$344,698.10	BHAGWANDIN	DANNY	Control Room Shift Supervisor
\$342,358.90	HYSON	WILLIAM	Control Room Shift Supervisor
\$339,692.42	MARCUZZI	RENZO	Vice President Electricity Sales & Trading
\$326,912.89	GUGLIELMI	FRANCESCO	Director Operations & Maintenance
\$326,489.70	* POWER	DONALD J.	Vice President Investment Planning
\$322,754.05	CROZZOLI	CARLO	Senior Vice President Corporate Business Development & Chief Risk Officer
\$320,971.60	SKREPNEK	EDWARD	Control Room Shift Supervisor
\$320,636.67	KIM	JONG DEA	Chief Information Officer
\$318,266.32	EVANS	HENRY	Authorized Nuclear Operator
\$316,743.61	WARDROP	CRAIG	Director
\$314,857.45	WILKINS	KEN	Authorization Training Supervisor
\$314,432.53	THERRIEN	PIERRE	Authorized Nuclear Operator
\$308,559.40	SHIEVER	ALAN	Vice President Learning & Development
\$306,886.97	YOUNG	CHRIS M.	Vice President Hydro Thermal Project Execution
\$305,752.02	KING	CATRIONA	Vice President Corporate Secretary & Executive Operations
\$304,471.82	ARSENAULT	IVAN	Authorization Training Supervisor
\$304,156.55	RAMJIST	STEPHEN	Director Operations & Maintenance
\$303,646.08	BARRETT	ANDREW P.	Vice President Regulatory Affairs
\$302,363.42	SIMOES	ALBERTO	Contract - Senior Advisor
\$300,879.00	RIVIERE	COLVIN	Control Room Shift Supervisor
\$300,369.41	SAVAGE	MIKE	Control Room Shift Supervisor
\$298,951.32	HOSEIN	RON	Shift Manager
\$298,587.54	BURKE	PAUL J.	Vice President Integrated Revenue Planning
\$298,380.18	KING	PETER	Manager, Operations Production
\$297,882.60	RUNKOWSKI	CHRISTIAN	Authorized Nuclear Operator
\$297,459.97	SPEKKENS	PAUL	Vice President, Science & Technology
\$297,039.33	GILBERT	KEN	Director Operations & Maintenance
\$296,962.93	LOUGHEED	MARTIN	Shift Manager
\$295,844.43	MCCORD	ROSS	Manager, Operations Production
\$295,100.00	* POLLIERI	LOU	Vice President Assurance & Chief Audit Executive
\$292,797.13	MCLACHLIN	ANDY	Authorized Nuclear Operator
\$291,890.41	FITZSIMMONS	JASON	Vice President Health, Safety, Employee & Labour Relations
\$291,005.94	GEOFROY	RICHARD	Control Room Shift Supervisor
\$290,348.15	SIRACUSA	JOE	Vice President Engineering & Technical Services
\$289,982.85	HAWLEY	CHRIS	Authorization Training Supervisor
\$288,496.05	BOUCKLEY	BARRY	Shift Manager
\$287,778.05	ARNONE	MARK	Vice President Refurbishment Execution
\$287,637.52	PARENT	GÉRALD	Shift Manager
\$286,905.12	HENRY	ROSS	Control Room Shift Supervisor
\$286,811.98	TOMPSON	KERRY	Vice President Talent Management / Business Change
\$286,592.02	SCOTT-DIXON	CHRIS	Shift Manager
\$286,371.70	MACDIARMID	DAVID	Shift Manager
\$286,327.61	WAYTOWICH	RICHARD	Shift Manager
\$284,878.00	SPENCE	CAMERON	Assistant Operations Manager

\$284,781.33	QUIRT	CHRISTOPHER	Shift Manager
\$284,611.84	MOECK	ANDY	Shift Manager
\$283,949.93	ERZETIC	JOSEPHINA	Vice President Corporate Business Development
\$283,925.46	SHAVER	THOMAS	Authorized Nuclear Operator
\$283,896.35	SEGUIN	PAUL	Assistant Operations Manager
\$283,567.33	ROBINSON	BILL	Senior Vice President, Nuclear Projects
\$283,395.46	KIES	GORDON	Authorization Training Supervisor
\$282,781.20	RAMPHAL	MARLENE	Manager, Operations Production
\$282,546.10	TEMPLE	GLENN	Vice President Real Estate & Services
\$281,631.69	SPEER	BRIAN	Shift Manager
\$281,297.04	FLORIS	WALTER	Authorized Nuclear Operator
\$280,762.94	DESANTIS	LOUIE	Authorization Training Supervisor
\$280,094.67	POWELL	ROBERT	Director, Work Management
\$280,075.85	JACKOWSKI	ROBERT	Assistant Operations Manager
\$279,772.97	KHANSAHEB	ZARIR	Manager Operations Programs
\$279,128.09	NOAKES	JOHN	Shift Manager
\$278,860.72	BEVACQUA	VAL	Senior Manager Fuel Handling
\$278,651.25	SCHRYER	ROGER	Authorization Training Supervisor
\$277,720.68	MAUTI	JOHN	Vice President Business Planning & Reporting
\$277,278.32	CLAIRMAN	CARA L.	Vice President
\$276,233.48	HEPBURN	KENNETH	Control Room Shift Supervisor
\$276,026.99	EATOCK	JEFFREY	Shift Manager
\$275,549.87	LEACH	SEAN	Authorization Training Supervisor
\$275,227.79	GREGORIS	STEVE	Manager, Operations Production
\$275,097.03	SHANTZ	LORNE	Control Room Shift Supervisor
\$274,953.41	MCDONALD	JOHN	Shift Manager
\$274,014.43	SMITH	STEPHANIE	Assistant Operations Manager
\$274,007.25	CARTER	LES	Manager Performance Engineering
\$272,947.36	KNUTSON	MARK	Director
\$271,931.70	PILIARIK	MATT	Authorized Nuclear Operator
\$271,675.58	KHAN	ADNAN	Control Room Shift Supervisor
\$271,039.29	DINGLE	JAMES	Control Room Shift Supervisor
\$270,598.57	BAIRD	KEVIN	First Line Manager, Inspection & Maintenance
\$269,174.56	NAEEM	OMAIR	Section Manager, Licensing
\$268,720.42	SENIOR	DONALD	Department Manager, Outage
\$268,532.07	OWEN	ANDREW	Control Room Shift Supervisor
\$267,177.61	SHAH	MANISHKUMAR	Electrical & Control Technician First Line Manager Assistant
\$266,537.38	COLLINS	DAVID	Authorized Nuclear Operator
\$265,926.93	POWERS	STEPHANIE	Vice President, Inspection & Maintenance Services
\$265,673.62	KUNTZ	GARY	Authorization Training Supervisor
\$265,513.26	BROWN	RON C.	Authorized Nuclear Operator
\$264,781.66	SWAMI	LAURIE	Vice President Nuclear Services
\$264,743.91	HALKET	CRAIG	Vice President Total Rewards
\$264,096.17	OWENS	BILL	Director, Work Management
\$263,576.79	SICOLI	JOE	Production Supervisor - Shift Engineer
\$261,826.46	BAGSHAW	STEVE	Authorized Nuclear Operator
\$261,264.05	TIMBERG	MARGARET	Assistant General Counsel
\$260,806.14	* TULETT	MARTIN V.	Deputy Site Vice President
\$260,633.17	GRACE	ALLAN	Control Room Shift Supervisor
\$259,993.77	GRANT	FRASER	Senior Manager Fuel Handling
\$259,967.10	MILLS	STEPHEN	Vice President Business & Services
\$259,753.80	GOBIN	RANDOLPH	First Line Manager, Control/Mechanical
\$258,996.55	DROST	CHRISTOPHER	Control Room Shift Supervisor
\$258,326.97	THOMPSON	RUSSELL	Authorization Training Supervisor
\$258,278.99	* HOWARD	KEITH	Director Design Engineering
\$257,851.53	OWENS	DAVE	First Line Manager, Control/Mechanical
\$257,850.16	KARIM	MOHAMED	First Line Manager, Control/Mechanical
\$257,413.84	* SIDFORD	COLLEEN	Vice President Chief Investment Officer
\$257,377.05	JESSOP	RICHARD	Director
\$256,836.09	* TARREN	PETER	Manager Engineering Program Integration
\$256,445.32	* LAURICH	RALPH	Shift Manager
\$256,348.13	EADIE	BRADLEY	First Line Manager, Inspection & Maintenance
\$256,167.83	JAMES	RICHIE	Unit 0 - Training Supervisor
\$255,759.04	MCCARTHY	ERIC	Vice President Commercial Contracts
\$254,708.54	MATTHEWS	JOHN	First Line Manager, Control/Mechanical
\$254,189.35	MAZZA	MARIO	Vice President Strategy & Business Support
\$253,999.61	ZADEH	HOOSHANG	Director Market Operations
\$253,898.63	BUTCHER	NICOLLE	Vice President Corporate Strategy & Planning
\$253,444.99	GERRARD	ROBERT	Director Corporate Strategy & Planning
\$252,859.02	LACIVITA	KEN	Director Trading & Origination
\$252,785.97	DORAN	TERRY C.	Vice President, Nuclear Waste Management
\$252,196.09	POULIN	MIKE	First Line Manager, Control/Mechanical

\$252,147.13	KEELING	JIM	Control Room Shift Supervisor
\$251,809.03	SINGH	CHARANJIT	Director Accounting
\$251,718.85	STEWART	JEFFREY	Authorized Nuclear Operator
\$251,693.54	REID	ALLAN	Plant Manager, Hydro
\$251,581.48	POPPE	KURT	Authorized Nuclear Operator
\$251,219.35	BULL	SCOTT	Authorization Training Supervisor
\$250,403.17	WONG	RICHARD L.	Assistant Treasurer
\$250,223.04	BANNON	GLEN	First Line Manager, Control/Mechanical
\$250,147.77	BAMBRICK	RON	Authorization Training Supervisor
\$249,761.04	PETTIFER	RUSSELL	First Line Manager, Control/Mechanical
\$249,697.54	* DOUGLAS	NEIL	Authorization Training Supervisor
\$248,789.10	SCRUTON	CHRIS	First Line Manager, Control/Mechanical
\$248,525.22	DOBRESCU	MARTIN	Authorization Training Supervisor
\$248,167.05	* RYDER	SHANE	Director Operations & Maintenance
\$247,258.82	STOCK	SANDY	Director Station Engineering
\$247,201.48	STEWART	MIKE	Authorized Nuclear Operator
\$247,164.76	AITKEN	ROBERT	First Line Manager, Control/Mechanical
\$246,807.38	FRAWLEY	ROBERT	Authorized Nuclear Operator
\$246,718.29	DOBRICH	NORM	Shift Manager
\$246,223.39	MCFARLANE	MICHAEL	Director Refurbishment Interface & Vacuum Building Outage
\$244,983.92	WONG	TOM W.	Section Manager, As Low As Reasonably Achievable
\$244,940.57	REUBER	BARBARA	Vice President Environment
\$244,930.53	QUALTROUGH	WILLIAM	Section Manager Operations Training
\$244,825.90	VAN DEN BREKEL	NICK	Manager Strategic Planning
\$244,783.10	EVERDELL	RICK A.	Director, Project Management
\$244,480.16	KUCIKS	JOHN	Field Shift Operating Supervisor
\$244,441.65	COOPER	KEN	First Line Manager, Control/Mechanical
\$243,751.62	DEVLIN	EDMUND	Control Room Shift Supervisor
\$243,620.25	GABEL	BRIAN	Work Coordinator
\$243,609.24	HAIRE	KEN	Authorized Nuclear Operator
\$242,943.95	GIORGI	SEBASTIAN	Authorization Training Supervisor
\$242,326.55	NORRAD	DAN	Senior Manager Centre-Led Functional Area Manager - Outage
\$241,887.03	ALLEN	JOHN DOUGLAS	First Line Manager, Control/Mechanical
\$241,307.31	MACKIN	ROSS	Authorized Nuclear Operator
\$241,302.79	GALUSZKA	ANDREW	Control Room Shift Supervisor
\$241,257.32	HAUSER	GARY	First Line Manager, Control/Mechanical
\$240,900.97	WYMAN	DAVID	Department Manager, Outage
\$240,877.32	ROGERS	DAVID	Shift Manager
\$240,740.04	PABANI	SHAMIM	Director, Taxation
\$240,662.88	GIGLIOTTI	TIMOTHY J.	Director
\$240,551.08	BOSS	RON	Authorization Training Supervisor
\$239,875.29	MIRSCH	MICHAEL	First Line Manager, Inspection & Maintenance
\$239,831.72	* MANN	LARRY	First Line Manager, Control/Mechanical
\$239,795.30	* MCHALE	JOHN	Authorization Training Supervisor
\$239,481.49	BRIXHE BERCIK	STEVE	First Line Manager, Control/Mechanical
\$239,192.82	KHAN	MOHAMMED H.	First Line Manager, Control/Mechanical
\$238,995.60	BONNIER	LYLE	Authorized Nuclear Operator
\$238,510.56	* STEVENS	PHILIP	Plant Manager, Lambton Generating Station
\$238,399.69	TEICHMAN	ANDREW	Vice President Corporate Strategy & Planning
\$238,361.20	LEE	JOHN S.	Vice President - Treasurer
\$238,359.29	HANRAHAN	SHAWN	First Line Manager, Inspection & Maintenance
\$238,008.67	* MCDONNELL	PAUL	Control Room Shift Supervisor
\$237,962.74	WHYTE	JAMES	Director Maintenance
\$237,752.59	BHALOO	ALNOOR	Director Station Engineering
\$237,036.42	JOHNSTON	ANTHONY	Authorized Nuclear Operator
\$236,591.42	MITCHELL	NEIL A.	Vice President
\$236,578.67	COPE	ANDY	First Line Manager, Control/Mechanical
\$236,417.00	BRENNAN	JASON	Authorization Training Supervisor
\$236,250.07	BALLAGH	SHAYN	Control Room Shift Supervisor
\$236,179.13	GILLARD	BRIAN	First Line Manager, Control/Mechanical
\$236,056.20	NEGENMAN	ANDREW	Section Manager, Outage
\$235,792.83	HEFFORD	JOHN	Plant Manager, Thermal
\$235,721.96	DANIEL	CARL	Director Station Engineering
\$235,663.73	JOHNSTONE	GORD	Authorized Nuclear Operator
\$235,645.04	MATHIAS	CARLTON	Assistant General Counsel
\$234,511.15	ROSS	GARY	Authorization Training Supervisor
\$234,492.21	CHOW	RICHARD	Inspection & Maintenance Technician First Line Manager Assistant
\$234,187.10	GRAMMELHOFER	PETER	Authorization Training Supervisor
\$234,056.63	MORELAND	JIM	Plant Manager, Hydro
\$234,050.99	* MUNSHI	VINOD	System Window Coordinator
\$233,837.38	CONNERS	BILL	First Line Manager, Control/Mechanical
\$233,645.54	MCDONALD	JORDON	First Line Manager, Inspection & Maintenance

\$233,225.86	MURRAY	PETER J.	Plant Manager, Hydro
\$233,057.49	GHINET	JOE	Control Room Shift Supervisor
\$232,995.77	HARPER	BRIAN	Authorization Training Supervisor
\$232,726.99	CARMICHAEL	CARLA	Vice President, Nuclear Finance
\$232,149.61	KUSIK	LAWRENCE	Authorized Nuclear Operator
\$232,062.97	BRAATEN	MELANIE	Vice President Business Partners
\$231,928.95	POLLETT	SHAWN	First Line Manager, Construction
\$231,824.13	GAMBLE	BRENT	Shift Emergency Response Manager
\$231,293.29	ELLISON	SCOTT	Authorized Nuclear Operator
\$231,290.09	CAREW	KATHLEEN	Control Room Shift Supervisor
\$230,797.97	DOHERTY	GERARD	First Line Manager, Control/Mechanical
\$230,561.25	MITCHELL	LAURENCE	First Line Manager, Control/Mechanical
\$230,451.09	BERNDT	BRIAN	Authorization Training Supervisor
\$230,390.23	STEEVES	TONY	First Line Manager, Control/Mechanical
\$230,139.45	BROWN	ROY	Project Director
\$230,061.87	PROCTOR	STEVEN K.	Contract - Technical Specialist
\$229,941.73	HANSEN	JEFFREY L.	Plant Manager, Nanticoke Generating Station
\$229,683.54	MCGEE	BRIAN	Deputy Site Vice President
\$229,668.67	LAM	WEI-HING	Project Manager, Field Campaigns
\$229,315.46	VIEGAS	KENNETH	Authorized Nuclear Operator
\$229,267.33	DUTTON	JEFFREY	Authorized Nuclear Operator
\$228,878.03	HEY	BRAD	Supervising Nuclear Operator First Line Manager Assistant
\$228,385.00	HOORNWEG	JACQUELINE	Vice President, Corporate Relations & Communications
\$228,248.51	NUTTALL	PATRICK	Authorization Training Supervisor
\$227,841.49	JONES	GRAHAM	Authorized Nuclear Operator
\$227,786.07	SUGIYAMA	SHIG	Supervising Nuclear Operator First Line Manager Assistant
\$227,668.56	HOLT	JAMES	Control Room Shift Supervisor
\$227,601.96	NADEAU	PAUL	Vice President Security & Emergency Services
\$227,181.24	D'SOUZA	NEELA	Control Room Shift Supervisor
\$227,137.49	KISHOR	PAHALAD	Mechanical Technician First Line Manager Assistant
\$226,975.79	MORRIS	CHRIS	Authorized Nuclear Operator
\$226,784.37	MASURKEVITCH	DAVID	Field Shift Operating Supervisor
\$226,325.24	ROB	ART	Plant Manager, Hydro
\$226,286.21	HOOD	ROB	First Line Manager, Control/Mechanical
\$226,232.96	NICHOLSON	AARON	First Line Manager, Inspection & Maintenance
\$226,163.58	HUSAIN	JAFFAR	Director
\$226,027.11	DAVIS	THOMAS	Authorization Training Supervisor
\$225,957.62	TREACY	CATHERINE	Vice President Business Partners
\$225,707.98	RANDALL	KENNETH SCOTT	Authorized Nuclear Operator
\$225,680.96	EADE	BRIAN	Authorized Nuclear Operator
\$225,633.42	* KITOWSKI	RAY	Production Supervisor - Shift Engineer
\$225,445.30	FONG	JACK	Director, Planning & Evaluations
\$225,365.82	HAY	DON	First Line Manager, Control/Mechanical
\$225,303.34	BERKERS	DAVID	Authorized Nuclear Operator
\$225,037.73	SVAROVSKY	GENE	Section Manager, Outage
\$224,986.13	NIXON	GARRY	First Line Manager, Inspection & Maintenance
\$224,723.28	BALAN	MARCEL	Unit 0 - Training Supervisor
\$224,628.75	MULLINS	KEITH	First Line Manager, Inspection & Maintenance
\$224,584.82	ST. DENIS	THOMAS A.	Authorized Nuclear Operator
\$224,551.02	BRAZIER	DONALD	Director
\$224,517.94	WOODS	PETER	Authorized Nuclear Operator
\$224,377.24	MACIEJKO	JASON	Authorized Nuclear Operator
\$224,345.76	POOLE	FRANK	Work Coordinator
\$224,341.04	DILLON	PATRICK	Contracts Coordinator
\$224,300.10	WOLFE	SHAUN	Authorized Nuclear Operator
\$224,162.49	HOFFMAN	EDWARD	Work Coordinator
\$224,143.96	DODO	MUTIZWA	Vice President Shared Financial Services
\$223,692.27	BHARDWAI	NEERAJ	Authorized Nuclear Operator
\$223,524.22	* BAGATTO	LUIGI	First Line Manager, Control/Mechanical
\$223,509.34	* CHEVRIER	BRIAN	Trades Supervisor - Maintenance
\$223,358.31	MUTHUSWAMY	SUKUMAR	Control Room Shift Supervisor
\$223,092.57	BARNES	DOUGLAS	Authorized Nuclear Operator
\$222,933.97	SCOTT	DAVID	Authorization Training Supervisor
\$222,720.90	CAMERON	JOSEPH	Section Manager Operations Training
\$222,592.79	GRAY	SHERRI	Control Room Shift Supervisor
\$222,556.33	CORAZZA	STEPHEN	Authorized Nuclear Operator
\$222,523.62	PEARSON	DALE T.	First Line Manager, Training Programs
\$222,509.59	JARRETT	STEPHEN	Field Shift Operating Supervisor
\$222,447.34	SCRINKO	JEFFREY	Vice President Hydro Thermal Operations Finance
\$222,390.00	FRALICK	CHRISTOPHER	Plant Manager, Thermal
\$222,054.06	MARTINA	PAUL	First Line Manager, Control/Mechanical
\$221,754.81	CARON	REBECCA	First Line Manager, Inspection & Maintenance

\$221,649.35	MOSCHELLA	MIKE	First Line Manager, Construction
\$221,408.44	ST. MARTIN	AL	Authorized Nuclear Operator
\$221,397.87	BARRY	FRANCIS	Inspection & Maintenance Technician First Line Manager Assistant
\$221,263.70	LEKSINSKI	PAUL	Control Room Shift Supervisor
\$220,885.78	LALONDE	DARWIN	Field Shift Operating Supervisor
\$220,844.10	ROOPCHAN	ROBIN	Director Financial Communications & Strategy
\$220,757.83	DEHAAS	IAN	Authorized Nuclear Operator
\$220,618.97	GAULTON	RAYMOND	First Line Manager, Control/Mechanical
\$220,497.50	VALCOFF	VICTOR	Authorized Nuclear Operator
\$220,405.82	* MCRAE	ERIC	Production Supervisor - Shift Engineer
\$220,095.72	* MACMILLAN	PETER	Senior Counsel
\$220,040.19	SLOOS	KELVIN	Control Room Shift Supervisor
\$219,592.28	MCVEITY	DARLENE	Vice President Business Partners
\$219,068.16	RUSSELL	GORDON	First Line Manager, Control/Mechanical
\$218,862.02	WILLIAMS	STEPHEN K.	Authorized Nuclear Operator
\$218,689.40	MACEACHERON	RICHARD	Director Nuclear Regulatory Affairs
\$218,605.60	BHARDWAJ	ALOK	Authorized Nuclear Operator
\$218,584.38	HOLMES	KEVIN	Supervising Nuclear Operator First Line Manager Assistant
\$218,442.82	EDWARDS	BRIAN	Authorization Training Supervisor
\$218,275.55	MCPHERSON	SAMUEL	Authorized Nuclear Operator
\$218,252.73	DEPAULO	RANDY	Section Manager, Outage
\$217,991.67	BELFRY	STEVE	Authorized Nuclear Operator
\$217,960.98	* SASAKI	LAUREN	Assistant General Counsel
\$217,935.56	GALLANT	JAMIE	First Line Manager, Control/Mechanical
\$217,887.87	ROBERTS	JEFF	First Line Manager, Control/Mechanical
\$217,814.30	WINNITTOY	BRETT	Authorized Nuclear Operator
\$217,667.55	MATEU	JAUME	First Line Manager, Control/Mechanical
\$217,497.18	JOHNSON	PETER	Authorized Nuclear Operator
\$217,305.74	LADAK	LUBNA	Director Controllership
\$217,152.04	COULIS	STACY LYNN	Certified Unit "O" Control Room Operator
\$216,741.01	GOETZ	MICHAEL	Authorized Nuclear Operator
\$216,564.83	BROWN	CATHERINE	Field Shift Operating Supervisor
\$216,379.82	DUDECK	GARRY	Section Manager, Outage
\$216,352.83	GAGNON	JARRETT	First Line Manager, Control/Mechanical
\$216,284.91	OSUTEI	NARH	First Line Manager, Control/Mechanical
\$216,249.47	VIKNANEK	DAVID	Field Shift Operating Supervisor
\$216,152.61	* SMITH	RAYMOND	Authorized Nuclear Operator
\$216,104.80	LIU	QINGHUA	Electrical & Control Technician
\$216,058.02	HARRIS	KENT DOUGLAS	Vault Supervisor
\$216,040.27	CREARY	JEFF	Authorization Training Supervisor
\$215,807.92	BENNETT	RICHARD F.	Authorized Nuclear Operator
\$215,678.16	BALAZ	JOE	Field Shift Operating Supervisor
\$215,671.23	COSBURN	DOUGLAS	First Line Manager, Civil Maintenance
\$215,663.80	KEAN	SHELDON	First Line Manager, Control/Mechanical
\$215,383.06	OSBORNE	DEAN	Authorization Training Supervisor
\$215,236.52	CRICHTON	JAMES D.	System Window Coordinator
\$214,985.64	SINCLAIR	STEPHEN	Authorized Nuclear Operator
\$214,913.02	BASSAN	LOVLEEN	Director Talent & Business Change
\$214,880.61	VLCKO	ROBERT	Mechanical Technician
\$214,711.90	HORNE	CHRISTOPHER	First Line Manager, Inspection & Maintenance
\$214,667.55	DEWAR	MICHAEL	Authorized Nuclear Operator
\$214,607.93	BRANDER	WAYNE	First Line Manager, Control/Mechanical
\$214,554.80	WILLSON	JAMIE	Mechanical Technician First Line Manager Assistant
\$214,332.55	SCOTT	STEPHEN	Authorized Nuclear Operator
\$214,246.43	* KINTZI	ANDY	Senior Technical Engineer/Officer
\$214,235.49	JONES	DAN G.	First Line Manager, Control/Mechanical
\$214,150.59	GUTHRIE	SCOTT	Director
\$214,131.36	REID	STEPHEN C.	Authorized Nuclear Operator
\$214,095.62	SMITH	PAUL	First Line Manager, Control/Mechanical
\$214,028.78	CLARK	PAUL	Authorized Nuclear Operator
\$213,772.70	JARMAIN	DOUGLAS	Mechanical Technician First Line Manager Assistant
\$213,708.86	GAYMAN	WARREN	Electrical & Control Technician
\$213,689.65	AKEY	ANDRE	System Window Coordinator
\$213,604.77	MUNRO	ROBERT	Section Manager, Radiation Protection Programming
\$213,586.94	LAWRIE	JAMIE	Project Director
\$213,548.79	BENNETT	TONY	Director Dam & Public Safety
\$213,537.90	JUNOP	BLAINE	Authorized Nuclear Operator
\$213,461.50	TOOHEY	SEAN	Director, Work Management
\$213,455.98	YEUNG	WAI-MAN	Electrical & Control Technician
\$213,115.40	MATTHEWS	GLEN	Authorized Nuclear Operator
\$213,047.26	STRACEY	IAN	Shift Advisor Technical Support
\$213,026.11	WINTER	MIKE	Authorized Nuclear Operator

\$212,852.27	ARCHER	KEVIN	First Line Manager, Control/Mechanical
\$212,806.71	MCKAY	ROB	First Line Manager, Control/Mechanical
\$212,720.78	MCKENZIE	SCOTT	Work Coordinator
\$212,710.61	TETI	ROSARIO	System Window Coordinator
\$212,630.72	MCCABE	BOB	Field Shift Operating Supervisor
\$212,488.24	VAN GOG	BILL	Electrical & Control Technician
\$212,370.45	* FINDLAY	DAVE	Field Shift Operating Supervisor
\$212,361.82	BAKER	ALAN	Authorization Training Supervisor
\$212,305.60	HENDERSON	COLIN	Authorized Nuclear Operator
\$212,236.33	HAMADE	DAVID	Vice President Enterprise Risk Management
\$212,163.32	D'ALIMONTE	ENZO	Director, Fuels
\$212,066.15	WELLS	WAYNE	First Line Manager, Contract Administrator
\$211,978.32	HOHENDORF	RICHARD J.	Senior Manager Computers & Control Design
\$211,966.98	BARRADAS	JOANNE	Director Transaction Processing - Corporate Financial Processing Services
\$211,923.91	WILSON	DON	Director Inspection Maintenance Services Engineering
\$211,655.15	JAMIESON	IAN	Authorized Nuclear Operator
\$211,493.59	RIOUX	YVES	Authorized Nuclear Operator
\$211,490.36	BARBER	CHRIS	Certified Unit "O" Control Room Operator
\$211,375.39	HARRIS	JAMES	Authorized Nuclear Operator
\$211,363.89	* RADFORD	DOUGLAS	Director Centre-Led Functional Area Manager Maintenance
\$211,081.43	HOYLE	BOB	Certified Unit "O" Control Room Operator
\$210,967.49	HARRIGAN	BERNARD	Authorized Nuclear Operator
\$210,953.45	BLAKE	GREG	Authorized Nuclear Operator
\$210,749.24	JOSEPH	CARLYLE	First Line Manager, Control/Mechanical
\$210,722.32	MAHARAJ	KESHWAR	Electrical & Control Technician First Line Manager Assistant
\$210,688.25	MALONEY	RONALD	First Line Manager, Construction
\$210,547.10	SERVOS	LAWRENCE	First Line Manager, Radiation Control
\$210,382.01	TRELINSKI	MIKE	Senior Technical Expert
\$210,253.19	MORRILL	BRENT	Director, Nuclear Oversight
\$210,244.89	MAK	WILLIAM	First Line Manager, Contract Administrator
\$210,223.98	BURGER	MARTIN	System Window Coordinator
\$210,160.91	DOAN	GORD	Thermal Operating Supervisor
\$210,052.25	* MOORE	WILLIAM	Production Supervisor - Shift Engineer
\$209,978.50	TOLTON	PAUL	Director
\$209,973.45	WOOD	FLOYD	Mechanical Technician First Line Manager Assistant
\$209,958.81	KOWALSKI	ANDREW	Authorized Nuclear Operator
\$209,908.59	KRUEGER	JOHN	Authorized Nuclear Operator
\$209,821.07	RAE	CRAIG	Authorized Nuclear Operator
\$209,700.78	* ZIEMAN	JAMES	Operations Specialist
\$209,662.82	RAULJI	NARENDRASINH	Mechanical Technician First Line Manager Assistant
\$209,518.24	PETRAS	DANIEL	Unit 0 - Training Supervisor
\$209,507.62	STEVENS	ROSS	First Line Manager, Control/Mechanical
\$209,503.83	DE LACOUR	JEFFERSON	Supervising Nuclear Operator First Line Manager Assistant
\$209,333.82	PASIEKA	PAULENE	Assistant General Counsel
\$209,307.34	SWAREK	TIM	Nuclear Operator
\$209,295.95	ARTHURS	PAUL J.	Authorized Nuclear Operator
\$209,273.76	CLEMITS	IONATHAN	Certified Unit "O" Control Room Operator
\$209,150.79	STEELE	ANDREW	Authorized Nuclear Operator
\$208,958.73	LIDDLE	CLIFFORD	Authorized Nuclear Operator
\$208,721.73	ZALUSKI	CRAIG	Senior Engineer/Scientist/Technical Officer
\$208,670.77	MATTINA	NICOLO	Inspection & Maintenance Technician
\$208,647.60	LONG	MIKE	First Line Manager, Control/Mechanical
\$208,555.16	HENDERSON	PETE	Authorized Nuclear Operator
\$208,521.78	VAUTOUR	ERIC	Electrical & Control Technician First Line Manager Assistant
\$208,495.20	SUKHU	PARMANAND	First Line Manager, Control/Mechanical
\$208,489.04	BELANGER	ANDRE	Electrical & Control Supervisor
\$208,485.84	POPE	IONATHON	Authorized Nuclear Operator
\$208,482.39	HABIB	RIYAZ	Project Director
\$208,448.45	FITZGERALD	KENNETH	First Line Manager, Control/Mechanical
\$208,048.27	RANDS	ANDREW	First Line Manager, Control/Mechanical
\$207,987.49	BLAIR	PAULINE	Authorized Nuclear Operator
\$207,977.33	MUELLER	DAVID	Health Physicist
\$207,962.55	CHRISTIDIS	NICK	Mechanical Technician
\$207,870.73	MOIR	JEREMY	Authorized Nuclear Operator
\$207,864.82	WILSON	DAVID	Nuclear Operator
\$207,755.03	PRIEST	MARK	Authorized Nuclear Operator
\$207,736.34	JOHNSON	ADAM	Authorized Nuclear Operator
\$207,652.73	SCHIAFONE	DANIELE	Electrical & Control Technician
\$207,625.51	DUNBAR	GLENN C.	Authorized Nuclear Operator
\$207,523.90	MCGEACHY	KEVIN	Electrical & Control Technician First Line Manager Assistant
\$207,467.72	TALUKDAR	JIBESWAR	Project Leader
\$207,397.53	JOHNSTON	CHRIS	Manager, Plant Maintenance

\$207,381.03	BUDHLALL	DAVE	Field Shift Operating Supervisor
\$207,243.62	KENNEDY	DANA	Authorized Nuclear Operator
\$207,221.74	TRAN	THONG	Senior Design Engineer
\$207,014.96	RAMLOCHAN	FRANK	Mechanical Technician
\$206,933.01	CHOU	JACK	Real Time Markets Supervisor
\$206,909.68	MCLEOD	MARK	Authorized Nuclear Operator
\$206,699.49	ELLIOTT	PAUL	First Line Manager, Control/Mechanical
\$206,689.99	MACKIE	RICHARD	Director
\$206,405.19	HEATH	LISA	Authorization Training Supervisor
\$206,375.02	STEPHENS	TODD	First Line Manager, Control/Mechanical
\$206,244.78	* ARAUJO	ADELINO CORRIEA	Mechanical Technician
\$206,164.97	HUNSBURGER	ROB	Authorization Training Supervisor
\$206,057.57	SANASI	JAI	Project Leader
\$206,002.91	* THUOT	DENNIS	Authorized Nuclear Operator
\$205,935.45	LIVSEY	DANIEL	First Line Manager, Inspection & Maintenance
\$205,903.08	RAMSARRAN	SUNIL	Electrical & Control Technician
\$205,892.38	MONTGOMERY	ROBERT	Work Coordinator
\$205,838.90	CZAJKOWSKI	DARRYL	Inspection & Maintenance Technician First Line Manager Assistant
\$205,830.28	O'HAGAN	MICHAEL	First Line Manager, Inspection & Maintenance
\$205,681.81	STEWART	KEN	First Line Manager, Facility Services (Pickering/Darlington)
\$205,675.85	* COULAS	BRIAN	Director Refurbishment Engineering
\$205,604.62	CHETCUTI	VICTOR	First Line Manager, Radiation Control
\$205,582.14	* MORRISON	JACK	System Window Coordinator
\$205,569.33	GREGORY	HANK	Authorization Training Supervisor
\$205,538.01	WHELAN	JAMES	Authorized Nuclear Operator
\$205,431.27	PARK	JEREMY	Authorized Nuclear Operator
\$205,366.39	WILLIAMS	JOEL	Authorized Nuclear Operator
\$205,227.06	WOODWARD	SEAN	First Line Manager, Control/Mechanical
\$205,004.56	ALI	SHAZAM	Electrical & Control Technician
\$204,841.80	LEMKAY	KEVIN	Section Manager Operations Training
\$204,699.86	DE ROOSE	ADAM	Control Room Shift Supervisor
\$204,641.90	TIRABORRELLI	FRANK	Work Coordinator
\$204,611.89	FRANCE	ROB	First Line Manager, Control/Mechanical
\$204,501.90	LUI	KIN FAI	First Line Manager, Control/Mechanical
\$204,440.03	LOUGHREY	SHAWN	First Line Manager, Control/Mechanical
\$204,383.65	SHAH	SUSHIL	Director Asset & Transmission Management
\$204,266.14	CHILDERHOSE	TODD	Authorized Nuclear Operator
\$204,238.96	HENDERSON	COLE	Shift Emergency Response Manager
\$204,180.31	VAUGHAN	GEORGE	First Line Manager, Control/Mechanical
\$204,023.31	BARNES	STEPHEN	Certified Unit "O" Control Room Operator
\$204,009.75	GIANNANTONIO	FABIO	Field Shift Operating Supervisor
\$203,939.59	SEGU	JASVINDER	Field Shift Operating Supervisor
\$203,898.45	THOTTUMKAL	VINODU	First Line Manager, Control/Mechanical
\$203,813.62	WOPEREIS	JIM	First Line Manager, Control/Mechanical
\$203,747.72	WAINMAN	MARK	Inspection & Maintenance Technician First Line Manager Assistant
\$203,625.07	CLINTON	STEPHEN	Supervising Nuclear Operator First Line Manager Assistant
\$203,614.11	PARKS	SABINE	Director Controllershship
\$203,595.85	PIERCE	DOUG	Certified Unit "O" Control Room Operator
\$203,315.51	ANDERSON	DAVID T.	First Line Manager, Control/Mechanical
\$203,200.80	TERRO	MAHMOD	Project Engineer/Officer
\$203,176.20	LANGEVINE	MAURICE	Electrical & Control Technician
\$203,110.98	THOMAS	STEPHEN	Field Shift Operating Supervisor
\$202,955.94	HARRISON	KENNETH	Real Time Markets Supervisor
\$202,947.31	DEWAR	STEVE	Supervising Nuclear Operator First Line Manager Assistant
\$202,923.59	* LE BLANC	BERNIE	First Line Manager, Control/Mechanical
\$202,880.06	D'SILVA	MILBURN	Mechanical Technician
\$202,638.86	GRECO	FERNANDO	First Line Manager, Control/Mechanical
\$202,625.70	LORENCEZ	CARLOS	Director
\$202,590.20	SHIEL	BRENDAN	Electrical & Control Technician First Line Manager Assistant
\$202,569.59	FAWNS	REGINALD	First Line Manager, Control/Mechanical
\$202,544.32	SCARFO	MIKE	Work Coordinator
\$202,516.99	EVANS	DOUG	First Line Manager, Inspection & Maintenance
\$202,511.32	WROBEL	MARTIN	First Line Manager, Radiation Control
\$202,454.00	MALEK	IMTIAZ	Director
\$202,444.10	REINERT	PHIL	Vice President Supply Services Ontario Power Generation Projects
\$202,399.69	POLLARD	ALAN	First Line Manager, Control/Mechanical
\$202,372.70	WALSH	DAVID P.	Authorization Training Supervisor
\$202,299.86	STONE	GARETH	Certified Unit "O" Control Room Operator
\$202,280.89	FILLIER	TIMOTHY	Authorized Nuclear Operator
\$202,139.34	LEDWARD	MICHAEL	Supervising Nuclear Operator First Line Manager Assistant
\$202,024.68	TALEVI	MICHAEL	Mechanical Technician/Technologist
\$201,894.63	RANKINE	DAVE	Training Technician - Conventional Safety

\$201,852.64	<u>LOVERIDGE</u>	<u>CHARLES</u>	Certified Unit "O" Control Room Operator
\$201,839.85	<u>SCHREIBER</u>	<u>PAUL</u>	Authorized Nuclear Operator
\$201,811.78	<u>SMITH</u>	<u>ROBIN</u>	Authorized Nuclear Operator
\$201,786.32	<u>SANKER</u>	<u>LATCHMAN</u>	First Line Manager, Control/Mechanical
\$201,727.57	<u>DESPRES</u>	<u>ARTHUR</u>	Manager Refurbishment Operations & Maintenance Programs
\$201,707.46	<u>MAINGOT</u>	<u>JAMES</u>	Authorized Nuclear Operator
\$201,467.54	<u>KUBICKI</u>	<u>TODD THOMAS</u>	Field Shift Operating Supervisor
\$201,390.10	<u>SMITH</u>	<u>CLIFFORD</u>	First Line Manager, Control/Mechanical
\$201,311.63	<u>D'SOUZA</u>	<u>BERTIE</u>	First Line Manager, Control/Mechanical
\$201,254.99	<u>PARKER</u>	<u>PAUL</u>	Mechanical Technician
\$201,225.90	<u>ARAUJO</u>	<u>JAMES</u>	First Line Manager, Radiation Control
\$201,189.40	<u>ROBERTS</u>	<u>CHARLES</u>	Director Information Technology Projects & Outsourced Services
\$201,088.53	<u>LOVELAND</u>	<u>GLENN</u>	First Line Manager, Control/Mechanical
\$201,046.27	<u>HAMMERSTROM</u>	<u>WILLIAM</u>	Authorized Nuclear Operator
\$200,943.01	<u>KETO</u>	<u>GERALD</u>	Director
\$200,937.08	<u>MARTIN</u>	<u>ROY</u>	Director - Nuclear Safety
\$200,811.05	<u>WELLER</u>	<u>BRADLEY</u>	First Line Manager, Control/Mechanical
\$200,740.25	<u>BELL</u>	<u>BRIAN</u>	Director Market Affairs
\$200,635.90	<u>BIRD</u>	<u>DAVID</u>	Shift Emergency Response Manager
\$200,390.43	* <u>DETSIKAS</u>	<u>MARY</u>	Authorized Nuclear Operator
\$200,180.20	<u>MITCHELL</u>	<u>GERRY</u>	System Window Coordinator
\$200,081.65	<u>COBER</u>	<u>JOHN</u>	Authorized Nuclear Operator
\$200,041.09	<u>DAWSON</u>	<u>JAMES</u>	Vault Supervisor

2.2 Pension and OPEB Costs

Relative to the amounts reflected in the first Impact Statement, OPG is forecasting an overall decrease of \$278.7M in its test period revenue requirement related to pension and OPEB, inclusive of the related income taxes. This consists of a \$206.9M decrease in forecast pension and OPEB costs for the prescribed facilities as shown on Chart 1, which has been reproduced from Ex. L, Tab 6.8, Schedule 1 Staff-112, and a \$71.8M decrease in income taxes as presented in Chart 2, also reproduced from Ex. L, Tab 6.8, Schedule 1 Staff-112. The income tax impact of the updated pension and OPEB forecast is calculated in the same manner as discussed in Ex. N1-1-1, section 2.2.4.

Chart 1
Updated Forecast of Pension and OPEB Costs (\$M)¹

	Nuclear		Previously Regulated Hydroelectric		Newly Regulated Hydroelectric		Total Prescribed Assets		
	2014	2015	2014	2015	2014	2015	2014	2015	Total
Pension Costs									
December 31, 2013 Update	406.9	348.5	22.4	20.1	42.0	36.7	471.3	405.3	876.6
Impact Statement ²	448.0	425.1	24.5	23.1	43.8	40.5	516.3	488.7	1,005.1
Decrease	(41.1)	(76.6)	(2.1)	(3.0)	(1.8)	(3.8)	(45.0)	(83.4)	(128.5)
OPEB Costs									
December 31, 2013 Update	176.6	182.9	9.7	10.6	18.2	19.3	204.6	212.8	417.4
Impact Statement ²	212.9	217.8	11.7	11.8	20.8	20.8	245.4	250.4	495.8
Decrease	(36.3)	(34.9)	(2.0)	(1.2)	(2.6)	(1.5)	(40.8)	(37.6)	(78.4)
Total Decrease	(77.4)	(111.5)	(4.1)	(4.2)	(4.4)	(5.3)	(85.8)	(121.0)	(206.9)

¹ Reproduced from Ex. L, Tab 6.8, Schedule 1 Staff-112. Numbers may not add due to rounding.

² From Ex. N1-1-1 Chart 2.

Chart 2

Income Tax Impact of Updated Pension and OPEB Forecasts¹ (\$M)

Line	Particulars	2014	2015	Test Period
1	Updated Forecast of Pension and OPEB Costs	675.9	618.1	1,294.0
2	Less: Impact Statement Forecast of Pension and OPEB Costs ²	761.7	739.1	1,500.8
3	Decrease in Regulatory Taxable Income for Pension and OPEB Costs (line 1 - line 2)	(85.8)	(121.0)	(206.8)
4	Updated Forecast of Pension Plan Contributions	357.6	407.6	765.2
5	Updated Forecast of OPEB Payments	89.6	95.8	185.4
6	Less: Impact Statement Forecast of Pension Plan Contributions ³	355.3	401.8	757.1
7	Less: Impact Statement Forecast of OPEB Payments ⁴	89.3	95.8	185.1
8	Decrease in Regulatory Taxable Income for Pension Plan Contributions and OPEB Payments (lines 4 + 5 - 6 - 7)	2.6	5.8	8.4
9	(Decrease) Increase in Regulatory Taxable Income (line 3 - line 8)	(88.4)	(126.8)	(215.2)
10	Decrease in Regulatory Income Taxes (line 9 x 25% / (1-25%))	(29.5)	(42.3)	(71.8)

1 Reproduced from Ex. L, Tab 6.8, Schedule 1 Staff-112. Numbers may not add due to rounding.

2 From Ex. N1-1-1 Chart 4, line 1.

3 From Ex. N1-1-1 Chart 4, line 4.

4 From Ex. N1-1-1 Chart 4, line 5.

The updated forecast of OPG's total pension and OPEB costs was determined by OPG's independent actuary, AON Hewitt ("AON"), using the same methodology applied in determining the costs reflected in the pre-filed evidence and the first Impact Statement. The economic assumptions and pension plan asset values underpinning the updated forecast reflect market conditions as at December 31, 2013. AON's report on the updated estimates of OPG's 2014 and 2015 pension and OPEB costs is provided in Attachment 1.

The main drivers of change to the pension and OPEB costs compared to the first Impact Statement are higher discount rates as at December 31, 2013 and the adoption of a new scale for future mortality improvement issued by the Canadian Institute of Actuaries ("CIA") in February 2014. The updated forecast of 2014 and 2015 costs reflects the results of a

AMPCO Interrogatory #001

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Ref: Exhibit A1, Tab 3, Schedule 2 Drivers of Deficiency, Pages 5 & 6

Issue Number: 1.0

Issue: General

Interrogatory

Please update Chart 1 on Page 5 and Chart 2 on Page 6 to reflect the proposed changes identified in the Impact Statement at Exhibit N1, Tab 1, Schedule 1.

Response

The requested updated charts follow.

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3
4

DRIVERS OF DEFICIENCY

Chart 1
Previously Regulated Hydroelectric, 2014-2015 Test Period
Updated to Reflect the Impact Statement (Ex. N1-1-1)

	(\$M)	Notes <i>(updated comments in Italic)</i>
EB-2010-0008 Approved Revenue Requirement	1,419.2	Ex. I1-1-1, Table 2 <i>(no change)</i>
Increase in Cost of Capital	133.8	Higher forecasted long-term debt costs and ROE due to increased rate base as a result of the Niagara Tunnel project coming into service <i>(no change)</i>
Increase in OM&A	39.3	Increases in Base OM&A (Ex. F1-2-1, Ex. F1-2-2) and Project OM&A (Ex. F1-3-2) <i>(rise in the Allocation of Centrally Held Costs due to increased Pension/OPEB Costs)</i>
Increase in Depreciation & Amortization	33.4	Primarily due to the Niagara Tunnel project coming into service (Ex. F4-1-1) <i>(no change)</i>
Decrease in Ancillary and Other Revenue	36.3	Lower operating reserve market prices and lower regulation service revenues (Ex. G1-1-1 and Ex. G1-1-2) <i>(increased Ancillary Services revenue)</i>
Increase in Income Taxes	56.5	Increased Regulatory Taxable Income, mainly due to higher rate base due to the Niagara Tunnel coming into service (Ex. F4-2-1, Table 5) <i>(increased Pension/OPEB Costs)</i>
Other	21.2	Includes differences in Property Taxes and Gross Revenue Charge <i>(increased GRC due to higher forecast production levels)</i>
Total Change in Revenue Requirement	320.5	
Proposed Revenue Requirement for 2014 – 2015 Test Period	1,739.7	Ex. N1-1-1, Table 1
Revenue at Current Rates	1,471.1	Using forecast production levels for the test period <i>(41.1 TWh) (higher forecast production due to increase in water availability)</i>
Revenue Requirement Deficiency	268.6	Ex. N1-1-1, Table 4

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Chart 2
Nuclear Deficiency, 2014-2015 Test Period
Updated to Reflect the Impact Statement (Ex. N1-1-1)

	(\$M)	Notes <i>(updated comments in Italic)</i>
EB-2010-0008 Approved Revenue Requirement	5,251.5	Ex. I1-1-1, Table 3 (no change)
Decrease in Cost of Capital	(56.1)	Lower long-term debt costs and ROE (no change)
Increase in the Allocation of Centrally Held Costs	468.0	Primarily due to an increase in pension and OPEB costs (Ex. F4-4-1) (increased Pension/OPEB Costs)
Increase in Outage OM&A	177.5	Mainly due to the 2015 Vacuum Building Outage (Ex. F2-4-2) (no change)
Increase in the Allocation of Support Services Costs	349.8	Due to the transfer of nuclear functions to centre-led corporate groups as part of BT, offset by similar reduction in nuclear costs (Ex. F3-1-2) (no change)
Decrease in Base OM&A	(120.4)	Transfers of costs to corporate groups partially offset by labour cost escalation and higher pension and OPEB costs (Ex. F2-2-1) (no change)
Increase in Depreciation & Amortization	70.5	Increase in Asset Retirement Cost due to ONFA (Ex. F4-1-1) (no change)
Decrease in Bruce Lease Net Revenues	190.8	Increase in Bruce Costs is primarily due to ONFA (Ex. G2-2-1) (no change)
Increase in Income Taxes	86.1	Higher regulatory taxable income is primarily due to pension and OPEB costs (Ex. F4-2-1, Table 5) (decreased due to higher Pension/OPEB Costs)
Other	231.3	Includes the EB-2010-0008 compensation disallowance of \$145M as well as differences in Fuel, Property Taxes, other OM&A Costs and Ancillary and Other Revenue (increase due to higher Pension/OPEB Costs offset by lower nuclear fuel costs)
Total Change in Revenue Requirement	1,397.3	
Proposed Revenue Requirement for 2014 – 2015 Test Period	6,648.8	Ex. N1-1-1, Table 1
Revenue at Current Rates	4,900.2	Using forecast production levels for the test period (95.1 TWh) (lower forecast production)
Revenue Requirement Deficiency	1,748.6	Ex. N1-1-1, Table 4

UNDERTAKING JT2.10

Undertaking

To provide a version of the table in response to CCC interrogatory 20 showing regulated operations only.

Response

The correct reference is to the table in response to CCC 22 (Ex. L-6.8-4 CCC-022). Ex. L-6.8-4 CCC-022 shows the calculation of the estimated \$700M savings resulting from the headcount reduction target of 2,000 employees, for all of OPG, by the end of the test period.

A version of the Ex. L-6.8-4 CCC-022 table based on the target reduction of 1,300 employees by the end of the test period applicable to regulated operations only is shown below.

	Actual		BP 2013 - 2015			Total
	2011	2012	2013	2014	2015	
Headcount reductions	328	368	124	249	223	1,292
(\$M)						
2011 Savings	25	51	51	51	51	229
2012 Savings		26	52	52	52	181
2013 Savings			14	29	29	72
2014 Savings				21	41	62
2015 Savings					19	19
Total	25	77	117	152	191	562

Under the BT initiative, OPG has a staff reduction target of approximately 1,300 employees for the regulated operations by the end of 2015 (excluding DRP and new nuclear). The estimated cost savings are approximately \$152M and \$191M in the test period and the corresponding headcount reductions are 249 and 223 respectively.

1 5, attachment 1. This is the -- tell me whether this is
2 right. This is your original presentation to a committee
3 of the board of directors on the BT project, right? In
4 2011?

5 MR. BARRETT: Yes, this is the BT plan that was
6 presented to OPG's board of directors.

7 MR. SHEPHERD: Mr. Barrett, was it you who made this
8 presentation?

9 MR. BARRETT: No, it was not.

10 MR. SHEPHERD: Do you know who it was?

11 MR. BARRETT: I wasn't present at the meeting, so I
12 don't.

13 MR. SHEPHERD: I am looking now at the fourth slide,
14 and the first bullet talks about creating an integrated
15 operating model.

16 Now, do I understand -- well, maybe you can describe
17 to me: What is that integrated operating model and how is
18 it different from the way you were doing things before?
19 Just give us the brief summary.

20 MR. BARRETT: The central feature of this new model is
21 the movement to what we call a centre-led organization, to
22 realize scale efficiencies and to promote greater alignment
23 and accountability.

24 MR. SHEPHERD: So that is different from an
25 organization which is -- in which you have sort of one
26 group that operates semi-independently, semi-autonomously,
27 to run Darlington, let's say?

28 MR. BARRETT: Not quite. Perhaps a way to understand

1 it is by way of example.

2 So in the prior world, we would have had a corporate
3 public affairs group and we would have had public affairs
4 staff in the hydrothermal business unit, and in the nuclear
5 business unit.

6 In the centre-led organization, there is one public
7 affairs organization and kind of direction is given largely
8 from the centre to promote consistency. By moving to the
9 centre-led organization, we're realizing scale
10 efficiencies.

11 MR. SHEPHERD: All right. So then a little farther
12 down it says: "Ownership of the execution transitions to
13 the ELT."

14 And "ELT" is executive leadership team?

15 MR. BARRETT: That's correct.

16 MR. SHEPHERD: So what does that mean, "ownership of
17 the execution transitions to the ELT"?

18 MR. BARRETT: One of the things that makes these type
19 of initiatives successful is to move it from the project
20 initiating team into the real business. So you need to
21 make the real business leaders accountable for the
22 execution and success of --

23 MR. SHEPHERD: Oh, so this is not part of your
24 integrated operating model; this is actually how you are
25 going to roll out BT? And the answer is that it is not
26 going to be a project group; it is going to be ELT that
27 runs it?

28 MR. BARRETT: Not quite. There is still a project

1 group, but again, to make it real for the business, the
2 senior leadership team has to buy in and drive the business
3 transformation through their own business units.

4 And they're accountable for the success of BT within
5 their business units.

6 MR. SHEPHERD: All right. So then on the next page,
7 you have a sort of a schematic of this. And the only thing
8 I want to ask about this is -- it looks to me like what
9 you're saying is you got some people who build stuff and
10 you've got some people who run stuff, and you've got a
11 group of people to provide support to them, right?

12 Am I over-simplifying, or is that about right?

13 MR. BARRETT: Sorry. You are looking at slide 5 or
14 slide --

15 MR. SHEPHERD: Yes, 5.

16 MR. BARRETT: Slide 5.

17 MR. SHEPHERD: Slide 6 is too complicated for me.

18 MR. BARRETT: Yes. I would think of it as we have
19 operating units and we have support units, and then we have
20 a senior executive organization over both of those
21 elements.

22 MR. SHEPHERD: But your operating units are in turn
23 split up into people who build things and people who run
24 things, right?

25 You've got operating people, you've got project
26 people?

27 MR. BARRETT: That's right.

28 MR. SHEPHERD: Okay. Now, if you could just go to No.

1 9, this is the key risk summary. So you have to tell your
2 board of directors: Well, if we do this, what are the bad
3 things that could happen?

4 Could you just give us a brief description of which of
5 these risks actually happened, and how?

6 I don't need a long description, but just sort of
7 brief summaries on -- in each case.

8 MR. BARRETT: Give us a moment, please.

9 MR. SHEPHERD: Sure.

10 [Witness panel confers]

11 MR. MILLAR: Mr. Shepherd, while they're conferring,
12 we're close to where we would be taking a lunch break. If
13 you're close to done, we could finish. If not, maybe we
14 could find an appropriate place to take a break.

15 MR. SHEPHERD: I could probably be finished in 15 or
16 20 minutes and I would prefer to continue. But if you want
17 to break --

18 MR. SMITH: I would prefer that we push through, if
19 the reporter is okay.

20 MR. MILLAR: Okay. If you can do it in 15 minutes.

21 MR. SHEPHERD: It will also make me faster, which is
22 why Crawford agreed.

23 Mr. Barrett, do you want to do that by
24 undertaking? Would that be easier? I know it is a lot to
25 ask off the cuff.

26 MR. BARRETT: We are almost there.

27 MR. SHEPHERD: Oh, okay.

28 MR. BARRETT: I am ready to take a shot.

1 MR. SHEPHERD: Okay.

2 MR. BARRETT: On sustained leadership alignment, there
3 has not been an issue; there has continued to be very good
4 alignment.

5 Staff engagement has been a risk; that has been
6 realized. Significant change in any organization can be
7 difficult for people, and we have seen some of that.

8 MR. SHEPHERD: Were there particular areas of the
9 organization where staff engagement was a particular
10 problem?

11 MR. BARRETT: Not that I am aware of. I would
12 characterize this as a more general issue.

13 Skills retention is a risk that we're dealing with.
14 There has been a large number of senior people who have
15 attrited from the organization, so this is an ongoing
16 challenge.

17 MR. SHEPHERD: That's something that is a challenge at
18 the executive level, but you are not losing your nuclear
19 operators, right?

20 MR. BARRETT: I would say it is a challenge throughout
21 the organization. You have people with specialized skills
22 who are able to retire and leave the organization, and some
23 of those are very well-trained and very experienced
24 operational people.

25 MR. SHEPHERD: Okay?

26 MR. BARRETT: In terms of gains not as projected due
27 to the planning level, we have advanced our planning so
28 we're feeling better about this -- although I will observe

1 that people are -- there's a lot of people leaving the
2 organization and it is difficult to change the organization
3 fast enough to deal with that attrition. And that is a
4 challenge that we're dealing with.

5 MR. SHEPHERD: So this point, "attrition not as
6 projected," is actually -- that was about you won't get
7 enough attrition, but you are actually getting more, right?

8 MR. BARRETT: We are ahead of the plan as we sit here
9 today.

10 MR. SHEPHERD: Okay.

11 MR. BARRETT: So attrition not as projected is not an
12 issue.

13 Labour relations complexity, that continues to be a
14 risk that has to be managed.

15 Change capacity, again, it is a very significant
16 change in the organization. We're making great progress
17 there, but it continues to be an ongoing issue.

18 And in terms of stakeholder influence, I think the
19 first two are fine. The third one remains to be seen.

20 MR. SHEPHERD: The Canadian Nuclear Safety Commission,
21 that's CNSC, right?

22 MR. BARRETT: Correct.

23 MR. SHEPHERD: They're onside with what you're doing?
24 They're happy with what you're doing?

25 MR. BARRETT: As far as I know.

26 MR. SHEPHERD: They would have had to review any
27 changes you make in the organization, right?

28 MR. BARRETT: In the nuclear organization.

1 MR. SHEPHERD: Yes. They haven't given you any
2 stoplights?

3 MR. BARRETT: As far as I know, they have not.

4 MR. SHEPHERD: And the shareholder is still onsite
5 with this as well?

6 MR. BARRETT: Yes. They're concurring with the
7 business plan, and the business plans reflect the BT
8 initiative.

9 MR. SHEPHERD: Okay. I wonder if we could go to No.
10 11. These are challenges in the change component. They're
11 sort of a standard set of challenges, but I think I want to
12 ask some specific questions about it.

13 The first one relates to whether people think that
14 there's sufficient urgency, right? "Burning platform" is a
15 reference to urgency, right?

16 MR. BARRETT: That's correct.

17 MR. SHEPHERD: And did you find that people have got
18 it, that they understand it is urgent? Or is there still
19 some resistance to that? It is like: Ah, yeah, okay. We
20 have to do this, but we don't really want to?

21 [Witness panel confers]

22 MR. FITZSIMMONS: I just think generally in any change
23 -- and, I mean, there has been a lot written about this --
24 there are always people that are going to resist on every
25 level. They have seen things before, you know; they don't
26 believe messages.

27 So, I mean, that is a standard -- a standard
28 consideration when any organization is going through a

1 change.

2 MR. SHEPHERD: Well, normally when you do something
3 like this, particularly with a big organization, some
4 people have to leave, right? You have to show some people
5 the door? Have you had to do this?

6 MR. FITZSIMMONS: Well, I think, you know, as
7 indicated previously, we do have a lot of people that have
8 been leaving the organization. So for one reason or
9 another, people are leaving, chiefly as anticipated, with
10 attrition.

11 MR. SHEPHERD: But is some of it because they don't
12 like this change?

13 MR. FITZSIMMONS: Sure.

14 MR. SHEPHERD: Okay. The second one is -- says there
15 is a question if the executive leadership team is really
16 aligned. And so if that was true, then is it now true
17 still? Or has that been resolved?

18 MR. BARRETT: That's been resolved.

19 MR. SHEPHERD: Okay. There are obviously challenges
20 to communicate. Was there a communication plan for this
21 roll-out?

22 MR. FITZSIMMONS: Yes, there was a communication plan
23 rolled out.

24 MR. SHEPHERD: It is not on the record here, right?

25 MR. FITZSIMMONS: Not that I'm aware of.

26 MR. SHEPHERD: Okay. Is it a big or is it a
27 confidential-type of document? Is there any reason why we
28 couldn't see it?

1 **CME Interrogatory #001**

2
3 **Ref:** 2013 Annual Report of the Office of the Auditor General of Ontario (December 10, 2013)

4
5 **Issue Number:** 1.0

6 **Issue:** General

7
8 **Interrogatory**

9
10 CME wishes to better understand the process undertaken by OPG following the release of the
11 Annual Report of the Office of the Auditor General of Ontario on December 10, 2013. To this
12 end:

13
14 (a) Please provide all presentations, PowerPoint slides, briefing notes, or other written
15 memoranda prepared by OPG for OPG's Board of Directors relating to that Report of the Auditor
16 General; and

17
18 (b) Please provide all written questions, comments or directions provided by OPG's Board
19 of Directors to OPG relating to that Report of the Auditor General.

20
21
22 **Response**

23
24 Attachment 1 summarizes OPG's ongoing actions in response to the Auditor General's Report.

25
26 The Auditor General's Report was issued months after OPG filed its Application and after the
27 filing of OPG's Impact Statement.

28
29 Therefore, any attempt to link the potential outcomes from these responsive actions to changes
30 in OPG's 2014 -2015 costs would be speculative at this point. Many of the actions are still being
31 developed. Moreover, full implementation of these actions would require changes in OPG's
32 collective agreements. Even for non-represented employees, notice may be required before the
33 most significant changes could be made. Thus, OPG declines to produce the requested
34 materials on grounds of relevance.

Dec. 10, 2013

**OPG SUMMARY OF KEY ACTIONS
 2013 AUDITOR GENERAL REPORT ON HUMAN RESOURCES POLICIES**

The Auditor General’s report covers a 10-year time period. In some cases the report highlights areas which OPG already had identified and has since addressed, or is currently addressing. In other areas it provides insights into issues the company will act upon and will report back openly and quickly.

In 2010 OPG initiated a business transformation to address culture and process change to ensure OPG meets the expectations and needs of the ratepayers. Since December 2012 the number of senior managers has gone down by six per cent, and since 2010, there’s been a nine per cent drop in total base salary costs for management. We will also save an estimated \$1 billion over six years (2011-2016) by reducing the overall headcount, from ongoing operations, by 2,330 or 20 per cent of 2011 levels. The departure of 1,500 people since January 2011 has already saved \$275 million.

We are continuing that transformation, which was recognized by KPMG as the right way to address the needed change. The Ministry of Energy engaged KPMG to assess OPG’s existing benchmark studies and to identify organization and structural opportunities for cost savings. KPMG’s report validated OPG’s business transformation initiative and its objectives.

“KPMG believes that OPG has employed a systematic and structured approach to developing a company-wide transformation plan. OPG has incorporated many leading practices for implementing a large business transformation such as assigning dedicated staff to implement the transformation, establishing a program management office, incorporating change management with a focus on cultural change and incorporating business transformation milestones into executive performance plans.” KPMG Dec. 6, 2012.

The following is a summary of key actions OPG is taking (or has taken) to address the findings. A more detailed list of actions will be posted on our website later this week. In the coming weeks and months it will be updated to show our progress.

ACTIONS – PLANNED AND UNDERWAY	PLANNED COMPLETION DATE
<p>Executive and Senior Management Staffing Levels</p> <ul style="list-style-type: none"> • Decrease senior management headcount in proportion to overall headcount reductions. (Reduced by 6% since Dec. 2012). • New senior executives continue to receive lower 	<p style="text-align: center;">2016</p> <p style="text-align: center;">Ongoing</p>

<p>compensation than their predecessor. Hiring of all director and above positions will require CEO approval.</p> <ul style="list-style-type: none"> Reduce headcount by a further 830, for a total reduction of 2,330 and \$1B savings by 2016. 	<p>Attachment A</p> <p>2016</p>
<p>Benchmarking of Staffing Levels at Nuclear Facilities</p> <ul style="list-style-type: none"> Business plans to define continuing actions to move from current 8% over benchmark to benchmark (down from 17% over in Feb. 2012). CNSC and other external peer groups confirm OPG continues to ensure strong nuclear safety and operational performance. 	<p>2016</p> <p>Ongoing</p>
<p>Recruitment Practices and Requirements</p> <ul style="list-style-type: none"> Centralized recruitment function to improve controls, compliance and efficiency of hiring processes. Amend Code of Conduct to clarify expectation regarding hiring policies. Failure to follow policy will result in disciplinary action. Conduct compliance reviews for internal/external vacancies. Reviewed all groups with same addresses to ensure valid hiring process was followed.(reviewed 284 files from 2011, 2012; no documentation retained for others beyond two years; found 4 cases without proper documentation). 	<p>Complete</p> <p>Q1 2014</p> <p>Ongoing</p> <p>Complete</p>
<p>Compensation and Incentive Awards</p> <ul style="list-style-type: none"> Implement outcomes of government legislation to regarding broader public sector executive compensation. Reduce headcount by additional 830 for total reduction of 2,330 and \$1B savings by 2016 (already achieved 1,500 reduction since Jan. 2011); Reduce all management AIP for 2013 by 10%. Board to review AIP program for 2014 and beyond. Continue to seek collective agreements that reflect OPG business objectives and government compensation constraints. Reduced base salary costs for management by 9% 	<p>Contingent on government legislation</p> <p>2016</p> <p>Q1 2014</p> <p>Ongoing</p> <p>Completed. Further reductions ongoing.</p>

compared to 2010.	Attachment 1	
<p>Employee Housing and Moving Allowance</p> <ul style="list-style-type: none"> Adopt Ontario Public Service Relocation policy for management employees. Conduct review of practices and controls related to employee relocation, including a review of practices for guarantee house values. Review OPS relocation policy against collective agreements to determine what if any changes are required. 		<p>Q1 2014</p> <p>Q1 2014</p> <p>Coterminous with collective bargaining</p>
<p>Security Clearance Requirements</p> <ul style="list-style-type: none"> Review security clearance requirements for non-nuclear employees to ensure appropriate levels in place. Implement enhanced compliance monitoring method. Implemented controls to ensure immediate security clearance compliance for new hires and ongoing compliance for existing employees. CNSC, CSIS audits validate that OPG has an industry-leading nuclear security clearance program. All employees who require access to nuclear site or sensitive nuclear information have appropriate clearance. All board members at the time of the AG audit now have security clearance. 		<p>Q1 2014</p> <p>Q3 2014</p> <p>Complete</p>
<p>Pensions and Benefits</p> <ul style="list-style-type: none"> Begin implementation of Board directed management pension and benefits reforms. Participate in Province's review of electricity sector pension plan reforms. Any changes to pension and benefits for unionized staff will be a matter for future rounds of collective bargaining. 		<p>Q1 2014</p> <p>TBC – dependent on Ministry of Finance</p> <p>Coterminous with collective bargaining</p>
<p>Managing Contractors and Overtime</p> <ul style="list-style-type: none"> Conduct comprehensive assessment of contractor control framework, including contract structures, time capture and approval processes and tools. Implement time tracking system for contractors at nuclear sites. 		<p>Q2 2014</p> <p>Q1 2014</p>

<ul style="list-style-type: none">• Implemented enhanced management approvals and controls to limit individual overtime in Nuclear.	Completed
<p><i>Use of Non Regular Staff and Contract Resources</i></p> <ul style="list-style-type: none">• Strengthen business case requirements and approvals for hiring retirees as contractors.• Strengthen succession planning and develop knowledge transfer plans for critical roles.	Q2 2014 Q4 2014

- 30 -

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