

Survey Design Benchmark Jobs

Criteria Used to Determine Benchmark Jobs

- Represented within the comparator groups and business sectors
- A relatively stable position over time
- High number of incumbents

Representative Benchmark Jobs

- Selection of jobs is representative of a cross-sample of
 - All functional groups
 - All levels within OPG
 - All employee groups (i.e. Management, Power Workers Union, and Society of Energy Professionals)
 - Within each segment of power generation (i.e. nuclear, hydroelectric and thermal)
- Survey target was 50% of the total OPG employee population
 - Actual reportable survey results represent 54.3%
 - Number of external companies matched 19 (Canadian) and number of OPG jobs matched 204

Table 5 – Society Wage Increases Compared Among Successor Companies

	Society General Wage Increases (%)						
	OPG	Bruce Power	Hydro One	Kinetrics	New Horizons	Inergi	IESO
2001	3.00%	3.00%	3.00%	1.00%	3.00%	3.00%	4.50%
2002	2.50%	2.50%	2.00%	1.00%	2.50%	2.00%	4.00%
2003	2.00%	2.00%	3.00%	2.00%	2.00%	3.00%	3.00%
2004	3.00%	4.00%	3.00%	2.00%	3.00%	3.00%	3.00%
2005	3.00%	3.25%	4.00%	3.00%	3.00%	2.00%	3.00%
2006	3.00%	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%
2007	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
2008	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
2009	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
2010	3.00%	3.00%	3.00%	3.00%	2.50%	3.00%	2.60%
2011	3.00%	2.75%	2.50%	3.00%	2.75%	3.00%	2.70%
2012	3.00%	2.75%	2.50%	3.00%	2.75%	2.75%	2.85%
2013	0.75%	3.50%	2%	3.00%	3.00%	1.50%	2.00%
Cumulative	41.6%	46.8%	44.0%	38.5%	43.3%	41.6%	47.8%
2014	1.75%	2.75%	2.25%	n/a	n/a	1.50%	2.00%
Cumulative	44.0%	50.9%	47.2%	n/a	n/a	43.7%	50.7%
2015	1.75%	n/a	2.25%	n/a	n/a	1.50%	n/a
Cumulative	46.6%	n/a	50.6%	n/a	n/a	45.9%	n/a

4.3 Other Relevant Terms of the Collective Agreements.

As in most unionized environments, OPG's collective agreements with both the PWU and Society restrict the company's ability to reduce compensation costs through contracting out work or reorganizing the workforce. The paragraphs below explain how these limitations are structured in both the PWU and Society agreements.

4.3.1 Contracting Out

With respect to contracting out, both the PWU and Society collective agreements contain clauses that restrict the degree to which OPG can contract out the work of employees who are members of the union. Given the degree of unionization, these clauses capture