

Response to Ontario Energy Board Staff  
Interrogatory 1-Staff-15

Attachment 1



The MEARIE Group - 3700 Steeles Ave West, Suite 1100, Vaughan, Ontario, L4L 8K8

## 2010/2011 Management Salary Survey

### Survey of Ontario's Local Distribution Companies

## Survey Overview

Once again, we are pleased to provide you with a copy of The MEARIE Group's 2010/2011 **Management Salary Survey of Ontario's Local Distribution Companies**. We had a very good response this year, with a total of 44 utilities participating in the survey. This helps to make the data more robust for all users.

We provided the survey in a web-based format which was available to all LDCs. The survey was compiled by a third party provider to ensure confidentiality and consistency of the information. The consolidated results were compiled and provided to The MEARIE Group for distribution and printing.

**Portions of the data have been marked with an asterisk\* where responses were insufficient to report.**

Not every utility provides complete data for all positions. In some cases, the data isn't available or it is not applicable at that utility.

The report has been divided into the following sections:

- All LDCs consolidated
- By Customer Size (electrical metered customers only)
- Revenue Grouping – all gross revenues including the cost of power
- By District
- By Employee Size

Reporting in this manner allows a complete representation of data to better assist you with your compensation and organisational planning. In the interests of continually striving to serve you better, please forward any suggestions or comments on this survey to Andrea Greto - Manager, H.R. Solutions at [agreto@mearie.ca](mailto:agreto@mearie.ca) or by contacting her directly at The MEARIE Group's offices (905) 265-5327.

For next year, we are looking for your suggestions on any positions that you feel should be included in the survey to better serve you. Remember, positions have to be commonly represented across the utilities to be included in the survey. As always, should you have other suggestions or comments, they are always welcome.

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**Participant List (Alphabetical Order)**

| <b>Local Distribution Company</b>        | <b>District</b>    | <b>Customer Size</b> | <b>Employee Base</b> |
|------------------------------------------|--------------------|----------------------|----------------------|
| Bluewater Power Distribution             | WE - Western       | 35,424               | 93                   |
| Brant County Power                       | NG - Niagara Grand | 9300                 | 26                   |
| Burlington Hydro Inc.                    | UC - Upper Canada  | 65,000               | 96                   |
| Centre Wellington Hydro                  | NG - Niagara Grand | 6409                 | 13                   |
| Chatham-Kent Energy Inc.                 | WE - Western       | 31976                | 75                   |
| City of Brantford (Brantford Power Inc.) | NG - Niagara Grand | 37,378               | 84                   |
| Collingwood Utility Services             | GB - Georgian Bay  | 15,500               | 45                   |
| E.L.K. Energy Inc.                       | WE - Western       | 11127                | 21                   |
| Enwin Utilities Ltd.                     | WE - Western       | 85,298               | 194                  |
| Essex Power                              | WE - Western       | 27,983               | 58                   |
| Festival Hydro Inc.                      | NG - Niagara Grand | 19,500               | 45                   |
| Fort Frances Power Corporation           | NW - Northwestern  | 3767                 | 9                    |
| Greater Sudbury Utilities                | NE - Northeastern  | 44000                | 109                  |
| Grimsby Power Incorporated               | NG - Niagara Grand | 10134                | 16                   |
| Guelph Hydro Electric Systems Inc.       | NG - Niagara Grand | 49,643               | 97                   |
| Haldimand County Hydro Inc.              | NG - Niagara Grand | 20,827               | 47                   |
| Hydro Ottawa Limited                     | UC - Upper Canada  | 290,000              | 552                  |
| Innisfil Hydro Distribution Systems Ltd  | GB - Georgian Bay  | 14,599               | 25                   |
| Kitchener-Wilmot Hydro Inc.              | NG - Niagara Grand | 85,870               | 170                  |
| Lakeland Holding Ltd                     | GB - Georgian Bay  | 9,387                | 32                   |
| London Hydro Inc.                        | WE - Western       | 145,000              | 295                  |
| Midland Power Utility Corporation        | GB - Georgian Bay  | 6900                 | 14                   |
| Milton Hydro Distribution Inc            | GB - Georgian Bay  | 28,542               | 44                   |
| Niagara Peninsula Energy Inc.            | NG - Niagara Grand | 50,178               | 114                  |
| Niagara-on-the-Lake Hydro Inc.           | NG - Niagara Grand | 7,885                | 18                   |
| Norfolk Power                            | NG - Niagara Grand | 18,874               | 45                   |
| North Bay Hydro Distribution Limited     | NE - Northeastern  | 23,000               | 47                   |
| Orangeville Hydro Limited                | GB - Georgian Bay  | 11090                | 20                   |
| Orillia Power Distribution Corporation   | GB - Georgian Bay  | 12,878               | 29                   |
| Oshawa PUC Networks Inc                  | UC - Upper Canada  | 52,900               | 70                   |
| Ottawa River Power Corporation           | UC - Upper Canada  | 10,459               | 27                   |
| Peterborough Utilities Services Inc.     | NE - Northeastern  | 35,000               | 152                  |
| PowerStream Inc.                         | UC - Upper Canada  | 320854               | 450                  |
| PUC Services Inc.                        | NE - Northeastern  | 32,500               | 170                  |
| St. Thomas Energy                        | WE - Western       | 16,500               | 34                   |
| Thunder Bay Hydro                        | NW - Northwestern  | 49,375               | 127                  |
| Utilities Kingston                       | UC - Upper Canada  | 25,000               | 204                  |
| Veridian                                 | NE - Northeastern  | 112,807              | 196                  |
| Waterloo North Hydro Inc.                | NG - Niagara Grand | 51258                | 117                  |
| Welland Hydro-Electric System Corp.      | NG - Niagara Grand | 22000                | 40                   |

**Participant List (Alphabetical Order)**

| <b>Local Distribution Company</b> | <b>District</b>   | <b>Customer Size</b> | <b>Employee Base</b> |
|-----------------------------------|-------------------|----------------------|----------------------|
| Wellington North Power Inc.       | GB - Georgian Bay | 3,625                | 11                   |
| Westario Power Inc.               | GB - Georgian Bay | 21,590               | 38                   |
| Whitby Hydro Energy Corporation   | UC - Upper Canada | 39,500               | 67                   |
| Woodstock Hydro Services Inc.     | WE - Western      | 14,943               | 36                   |

## Using the Survey Results

The 2010/2011 Management Salary Survey for Ontario LDCs represents data submitted by 44 organizations covering approximately 1500 incumbents in 34 different executive, managerial, professional and administrative positions. All salary data is based on rates effective July 1<sup>st</sup>, 2010. We reserve the right to exclude data which is considered statistically invalid or incorrect and have contacted individual participants for clarification in some instances. Where job matches were clearly incorrect or single incumbent jobs were reported in several positions, data may have been modified to correct the entry.

Salary surveys can be a tremendously valuable tool to assist you in your workforce planning, salary administration and budgeting. However, results can vary from year to year depending upon the number of participants in the survey and the data provided.

Keep in mind that compensation surveys can only reflect 'benchmark' positions. **Benchmark** positions are those jobs that are commonly found across the industry, where primary responsibilities and incumbent requirements are consistent for approximately 80% of the primary responsibilities. You should also be sensitive to variables in jobs that are affected by the scope of the role, location or size of organization.

Generally, if you can match 40% to 50% of your key jobs to external data – such as this report, you will have a strong basis on which to plan your compensation program. When using the data, match your jobs to the survey based on job content and not the job title. Other unique positions do not have significant enough representation to provide accurate compensation data. Please note the following:

**To preserve the confidentiality of data supplied by participating organizations, compensation data is reported only where a minimum of three organizations and three incumbents are included in the sample. Compensation medians, P25 and P75 for actual salaries are reported only where there is a minimum of four organizations and four incumbents included in the data. Where there was insufficient data, information was not reported.**

## Survey Definitions

|                                                                     |                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b># of Companies</b>                                               | The actual number of companies reporting information for the position.                                                                                                                                                                                                                                                                                                               |
| <b># of Incumbents</b>                                              | The actual number of <b>incumbents in the role</b> .                                                                                                                                                                                                                                                                                                                                 |
| <b>Average Range Maximum</b>                                        | The average maximum rate of the <u>salary ranges</u> for all respondents.                                                                                                                                                                                                                                                                                                            |
| <b>Average Range Minimum</b>                                        | The average minimum rate of the <u>salary ranges</u> for all respondents.                                                                                                                                                                                                                                                                                                            |
| <b>Bonus</b>                                                        | An after-the-fact reward or payment based on the performance of an individual, a group of workers operating as a unit, a division or an entire work force.                                                                                                                                                                                                                           |
| <b>Executive</b>                                                    | The group of individuals who head major operating functions of the organization and typically report to the President/CEO.                                                                                                                                                                                                                                                           |
| <b>Gainsharing</b>                                                  | A bonus plan aimed at improving productivity or costs through improved work methods.                                                                                                                                                                                                                                                                                                 |
| <b>Gross Revenues</b>                                               | Total revenues from inflow of assets, including revenues from sales of products or services.                                                                                                                                                                                                                                                                                         |
| <b>Average Incentive Maximum%</b>                                   | The maximum annual cash incentive for the job as a percentage of base salary.                                                                                                                                                                                                                                                                                                        |
| <b>Average Incentive Target %</b>                                   | The target annual cash incentive for the job as a percentage of base salary.                                                                                                                                                                                                                                                                                                         |
| <b>Individual Incentive</b>                                         | Any form of variable payment tied to performance. The payment is a monetary award. Incentives are contrasted with bonuses in that performance goals for incentives are predetermined.                                                                                                                                                                                                |
| <b>Mean (Average Actual)</b>                                        | The sum of the <u>actual average salary</u> reported divided by the number of respondents.                                                                                                                                                                                                                                                                                           |
| <b>Median (Median of the actual salaries reported).</b>             | Median is the middle rate when data are arranged in order and there is an odd number of observations (i.e. 3, 5, 7 etc.). It is the mean of the two middle observations when the data is arranged in order for even number observations (2, 10 etc.); most compensation professionals prefer to make comparisons on this basis since it is less easily influenced by extreme values. |
| <b>Middle Management</b>                                            | The group of managers and/or professionals directly reporting to the Executive.                                                                                                                                                                                                                                                                                                      |
| <b>P25 (25<sup>th</sup> percentile of actual salaries reported)</b> | 25 <sup>th</sup> Percentile (1 <sup>st</sup> Quartile) – The rate within the sample of <u>actual reported base salaries</u> which is higher than 25% of all rates reported.                                                                                                                                                                                                          |
| <b>P75 (75<sup>th</sup> percentile of actual salaries reported)</b> | 75 <sup>th</sup> Percentile (3 <sup>rd</sup> Quartile) – The rate within the sample of <u>actual reported base salaries</u> which is higher than 75% of all rates reported.                                                                                                                                                                                                          |
| <b>Profit Sharing</b>                                               | An automatic fixed percentage of total profits or of profits above a certain threshold awarded to employees strictly on the performance of the entire organization.                                                                                                                                                                                                                  |
| <b>Team Based Incentive</b>                                         | A specified project or operational team may receive an incentive based upon results, deliverables or an increase in productivity.                                                                                                                                                                                                                                                    |
| <b>Variable Pay</b>                                                 | Compensation that is contingent on discretion, performance or results achieved. It may be referred to as pay at risk.                                                                                                                                                                                                                                                                |



## Compensation Analysis: All Local Distribution Companies

Table 1: Annual Salaries – All LDCs

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25       | P75       | Median    | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|-----------|-----------|-----------|---------------------------|----------------------------|
| President/CEO/GM                     | 44             | 40              | \$132,197             | \$168,863             | \$156,715             | \$131,648 | \$174,180 | \$151,762 | 19                        | 23                         |
| V.P. Operations & Engineering/COO    | 44             | 23              | \$106,849             | \$139,133             | \$135,256             | \$116,725 | \$142,669 | \$128,100 | 15                        | 20                         |
| Director/V.P. Operations             | 44             | 17              | \$105,294             | \$130,046             | \$118,901             | \$104,983 | \$127,862 | \$124,490 | 10                        | 13                         |
| Director/V.P. Engineering            | 44             | 17              | \$98,171              | \$122,891             | \$114,906             | \$105,000 | \$123,050 | \$110,780 | 9                         | 12                         |
| Engineering Manager                  | 44             | 20              | \$85,020              | \$110,837             | \$99,884              | \$96,482  | \$106,974 | \$101,633 | 8                         | 11                         |
| Distribution Engineer                | 44             | 27              | \$75,723              | \$96,984              | \$85,866              | \$81,621  | \$93,358  | \$85,865  | 6                         | 7                          |
| Engineering Supervisor               | 44             | 24              | \$71,323              | \$89,035              | \$82,952              | \$80,607  | \$88,137  | \$82,464  | 4                         | 8                          |
| Operations Manager or Superintendent | 44             | 38              | \$81,028              | \$101,038             | \$95,102              | \$89,273  | \$99,417  | \$94,305  | 6                         | 9                          |
| Control Centre Supervisor            | 44             | 13              | \$75,855              | \$94,245              | \$89,776              | \$88,275  | \$93,981  | \$89,100  | 6                         | 8                          |
| Meter Shop Supervisor                | 44             | 23              | \$74,299              | \$92,470              | \$88,315              | \$84,122  | \$94,465  | \$88,869  | 6                         | 7                          |
| Line Supervisor                      | 44             | 92              | \$71,437              | \$89,158              | \$85,195              | \$82,205  | \$88,138  | \$83,782  | 6                         | 7                          |
| Purchasing/Procurement Manager       | 44             | 16              | \$74,166              | \$93,853              | \$86,809              | \$76,498  | \$91,714  | \$84,847  | 7                         | 10                         |
| Stores/Inventory Control Supervisor  | 44             | 10              | \$64,474              | \$81,702              | \$78,812              | \$72,855  | \$86,359  | \$77,241  | 8                         | 8                          |
| Executive Assistant (to President)   | 44             | 35              | \$52,247              | \$67,575              | \$65,354              | \$61,362  | \$70,585  | \$67,043  | 5                         | 6                          |
| Administrative Assistant             | 44             | 39              | \$47,636              | \$58,754              | \$54,727              | \$52,005  | \$59,003  | \$56,841  | 5                         | 6                          |
| Director/VP Finance/CFO              | 44             | 39              | \$103,947             | \$131,064             | \$126,272             | \$101,576 | \$137,745 | \$116,875 | 13                        | 18                         |
| Controller/Manager Finance           | 44             | 17              | \$87,611              | \$107,210             | \$102,884             | \$91,620  | \$105,240 | \$97,208  | 8                         | 10                         |
| General Accounting Manager           | 44             | 15              | \$73,680              | \$91,337              | \$87,260              | \$78,287  | \$95,858  | \$91,228  | 7                         | 9                          |
| Accounting Supervisor                | 44             | 23              | \$67,455              | \$85,279              | \$76,746              | \$71,136  | \$80,731  | \$78,479  | 7                         | 8                          |
| Manager/Director Customer Service    | 44             | 21              | \$85,252              | \$109,933             | \$104,716             | \$96,573  | \$109,758 | \$103,522 | 8                         | 12                         |
| Customer Service Supervisor          | 44             | 41              | \$64,452              | \$81,011              | \$74,149              | \$66,230  | \$82,680  | \$76,555  | 6                         | 6                          |
| Financial/Business Analyst           | 44             | 22              | \$63,575              | \$78,814              | \$71,559              | \$63,970  | \$78,189  | \$72,000  | 6                         | 7                          |
| Director or VP, Regulatory Affairs   | 44             | 10              | \$105,328             | \$140,831             | \$126,147             | \$113,841 | \$133,586 | \$122,726 | 15                        | 17                         |
| Manager, Regulatory Affairs          | 44             | 17              | \$68,952              | \$87,601              | \$83,685              | \$72,550  | \$89,289  | \$81,818  | 6                         | 7                          |
| Settlement/Rate Analyst              | 44             | 24              | \$63,354              | \$79,870              | \$76,459              | \$69,512  | \$84,624  | \$74,076  | 5                         | 6                          |
| I.S. Director/VP                     | 44             | 11              | \$101,513             | \$132,831             | \$123,253             | \$113,528 | \$128,197 | \$115,242 | 12                        | 17                         |
| I.S. Manager                         | 44             | 17              | \$74,715              | \$95,027              | \$88,726              | \$81,342  | \$96,033  | \$88,915  | 6                         | 9                          |
| I.S. Supervisor/Computer Operations  | 44             | 9               | \$72,412              | \$97,165              | \$87,776              | \$83,893  | \$92,408  | \$87,658  | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25       | P75       | Median    | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|-----------|-----------|-----------|---------------------------|----------------------------|
| Systems Administrator/Apps Support   | 44             | 27              | \$63,334              | \$78,699              | \$74,751              | \$66,905  | \$81,898  | \$74,898  | 5                         | 7                          |
| Human Resources Director/VP          | 44             | 11              | \$99,633              | \$129,120             | \$121,529             | \$105,490 | \$125,079 | \$119,854 | 12                        | 16                         |
| Human Resources Manager              | 44             | 11              | \$79,941              | \$102,742             | \$97,467              | \$89,261  | \$103,417 | \$99,661  | 6                         | 10                         |
| Human Resources Generalist/Officer   | 44             | 19              | \$59,363              | \$74,836              | \$68,528              | \$62,601  | \$72,456  | \$67,245  | 6                         | 7                          |
| Human Resources Assistant/Coord.     | 44             | 10              | \$49,262              | \$61,859              | \$54,532              | \$50,523  | \$59,065  | \$56,387  | *                         | 7                          |
| Manager Health & Safety/Loss Control | 44             | 20              | \$72,963              | \$91,516              | \$87,845              | \$80,241  | \$93,893  | \$87,500  | 6                         | 8                          |

## Compensation Analysis: By Customer Size

**Table 2: Customer Size – LDCs (1 to 10,000 Customers)**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25       | P75       | Median    | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|-----------|-----------|-----------|---------------------------|----------------------------|
| President/CEO/GM                     | 7              | 7               | \$100,662             | \$120,496             | \$109,533             | \$101,291 | \$114,428 | \$101,700 | *                         | *                          |
| V.P. Operations & Engineering/COO    | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Director/V.P. Operations             | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Director/V.P. Engineering            | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Engineering Manager                  | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Distribution Engineer                | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Engineering Supervisor               | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Operations Manager or Superintendent | 7              | 6               | \$77,976              | \$90,571              | \$87,880              | \$85,488  | \$89,031  | \$87,318  | *                         | *                          |
| Control Centre Supervisor            | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Meter Shop Supervisor                | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Line Supervisor                      | 7              | 3               | *                     | *                     | \$81,886              | *         | *         | *         | *                         | *                          |
| Purchasing/Procurement Manager       | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Executive Assistant (to President)   | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Administrative Assistant             | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Director/VP Finance/CFO              | 7              | 5               | \$80,103              | \$93,090              | \$93,934              | \$86,668  | \$95,000  | \$92,500  | *                         | *                          |
| Controller/Manager Finance           | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| General Accounting Manager           | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Accounting Supervisor                | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Manager/Director Customer Service    | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Customer Service Supervisor          | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Financial/Business Analyst           | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Director or VP, Regulatory Affairs   | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Manager, Regulatory Affairs          | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| Settlement/Rate Analyst              | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| I.S. Director/VP                     | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |
| I.S. Manager                         | *              | *               | *                     | *                     | *                     | *         | *         | *         | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25 | P75 | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|-----|-----|--------|---------------------------|----------------------------|
| I.S. Supervisor/Computer Operations  | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Systems Administrator/Apps Support   | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Director/VP          | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Manager              | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Generalist/Officer   | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Assistant/Coord.     | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Manager Health & Safety/Loss Control | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |

**Compensation Analysis: By Customer Size**  
**Table 3: Customer Size – LDCs (10,001 to 20,000 Customers)**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 11             | 11              | 122,094               | 154,112               | 141,529               | 128,752 | 141,062 | 133,239 | *                         | *                          |
| V.P. Operations & Engineering/COO    | 11             | 6               | 95,086                | 122,798               | 113,368               | 101,921 | 120,438 | 111,916 | *                         | *                          |
| Director/V.P. Operations             | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director/V.P. Engineering            | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Engineering Manager                  | 11             | 3               | 79,206                | 102,246               | 90,833                | *       | *       | *       | *                         | *                          |
| Distribution Engineer                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Engineering Supervisor               | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Operations Manager or Superintendent | 11             | 6               | 80,621                | 101,760               | 90,420                | 85,391  | 97,384  | 89,927  | *                         | *                          |
| Control Centre Supervisor            | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Meter Shop Supervisor                | 11             | 3               | 72,737                | 91,827                | 87,079                | *       | *       | *       | *                         | *                          |
| Line Supervisor                      | 11             | 7               | 71,390                | 90,446                | 82,131                | 80,757  | 83,373  | 82,950  | *                         | *                          |
| Purchasing/Procurement Manager       | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Executive Assistant (to President)   | 11             | 5               | 53,729                | 72,944                | 59,920                | 55,692  | 63,400  | 61,390  | *                         | *                          |
| Administrative Assistant             | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director/VP Finance/CFO              | 11             | 9               | 93,773                | 118,384               | 107,433               | 99,200  | 106,900 | 106,090 | *                         | *                          |
| Controller/Manager Finance           | 11             | 3               | 82,019                | 87,009                | 88,860                | *       | *       | *       | *                         | *                          |
| General Accounting Manager           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Accounting Supervisor                | 11             | 3               | 63,655                | 88,350                | 75,633                | *       | *       | *       | *                         | *                          |
| Manager/Director Customer Service    | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Customer Service Supervisor          | 11             | 6               | 60,052                | 80,276                | 66,768                | 65,562  | 71,801  | 68,265  | *                         | *                          |
| Financial/Business Analyst           | 11             | 3               | 60,726                | 78,466                | 69,776                | *       | *       | *       | *                         | *                          |
| Director or VP, Regulatory Affairs   | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager, Regulatory Affairs          | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Settlement/Rate Analyst              | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Director/VP                     | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Manager                         | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Supervisor/Computer Operations  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25 | P75 | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|-----|-----|--------|---------------------------|----------------------------|
| Systems Administrator/Apps Support   | *              | 3               | *                     | *                     | 58,752                | *   | *   | *      | *                         | *                          |
| Human Resources Director/VP          | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Manager              | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Generalist/Officer   | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Assistant/Coord.     | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Manager Health & Safety/Loss Control | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |

**Compensation Analysis: By Customer Size**  
**Table 4: Customer Size – LDCs (20,001 to 30,000 Customers)**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 7              | 5               | 125,247               | 156,111               | 149,431               | 140,000 | 155,196 | 149,509 | 11                        | 18                         |
| V.P. Operations & Engineering/COO    | 7              | 3               | *                     | *                     | 120,845               | *       | *       | *       | *                         | *                          |
| Director/V.P. Operations             | 7              | 4               | 102,743               | 128,101               | 106,402               | 88,801  | 115,983 | 90,359  | *                         | 5                          |
| Director/V.P. Engineering            | 7              | 4               | 91,573                | 113,980               | 112,064               | 98,245  | 123,230 | 109,411 | *                         | 8                          |
| Engineering Manager                  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Distribution Engineer                | 7              | 4               | 73,227                | 93,692                | 68,258                | 61,853  | 74,663  | 68,258  | *                         | *                          |
| Engineering Supervisor               | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Operations Manager or Superintendent | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Control Centre Supervisor            | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Meter Shop Supervisor                | 7              | 3               |                       |                       | 94,061                | *       | *       | *       | *                         | *                          |
| Line Supervisor                      | 7              | 9               | 70,281                | 87,452                | 85,871                | 81,506  | 90,074  | 88,090  | *                         | *                          |
| Purchasing/Procurement Manager       | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Executive Assistant (to President)   | 7              | 6               | 55,046                | 68,559                | 68,552                | 68,513  | 71,742  | 69,214  | *                         | *                          |
| Administrative Assistant             | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director/VP Finance/CFO              | 7              | 7               | 95,735                | 122,056               | 113,982               | 101,412 | 114,600 | 105,622 | *                         | *                          |
| Controller/Manager Finance           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| General Accounting Manager           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Accounting Supervisor                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager/Director Customer Service    | 7              | 4               | 78,814                | 96,498                | 97,886                | 94,077  | 103,299 | 99,490  | *                         | *                          |
| Customer Service Supervisor          | 7              | 5               | 62,350                | 77,776                | 72,863                | 60,394  | 81,314  | 72,100  | *                         | *                          |
| Financial/Business Analyst           | 7              | 6               | 60,969                | 75,979                | 65,702                | 60,944  | 67,821  | 63,063  | *                         | *                          |
| Director or VP, Regulatory Affairs   | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager, Regulatory Affairs          | *              | 4               | 60,322                | 77,324                | 69,605                | 68,884  | 69,735  | 69,014  | *                         | *                          |
| Settlement/Rate Analyst              | 7              | 4               | 66,351                | 83,880                | 78,683                | 73,351  | 82,322  | 76,990  | *                         | *                          |
| I.S. Director/VP                     | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Manager                         | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Supervisor/Computer Operations  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25    | P75    | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|--------|--------|--------|---------------------------|----------------------------|
| Systems Administrator/Apps Support   | 7              | 8               | 62,184                | 77,408                | 70,084                | 65,873 | 73,500 | 73,093 | *                         | *                          |
| Human Resources Director/VP          | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Human Resources Manager              | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Human Resources Generalist/Officer   | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Human Resources Assistant/Coord.     | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Manager Health & Safety/Loss Control | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |



**Compensation Analysis: By Customer Size**  
**Table 5: Customer Size – LDCs (30,001 to 40,000 Customers)**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 6              | 6               | 151,118               | 191,625               | 175,747               | 161,300 | 188,324 | 166,297 | 15                        | 19                         |
| V.P. Operations & Engineering/COO    | 6              | 3               | 104,783               | 134,258               | 131,789               | *       | *       | *       | *                         | *                          |
| Director/V.P. Operations             | 6              | 4               | 97,554                | 114,677               | 114,382               | 104,983 | 118,005 | 108,606 | *                         | *                          |
| Director/V.P. Engineering            | 6              | 4               | 93,401                | 111,040               | 106,262               | 104,459 | 106,858 | 105,055 | *                         | *                          |
| Engineering Manager                  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Distribution Engineer                | 6              | 3               | 71,320                | 89,510                | 83,321                | *       | *       | *       | *                         | *                          |
| Engineering Supervisor               | 6              | 3               | 72,760                | 88,106                | 84,004                | *       | *       | *       | *                         | *                          |
| Operations Manager or Superintendent | 6              | 6               | 76,712                | 94,473                | 93,505                | 90,332  | 96,443  | 91,750  | 4                         | 4                          |
| Control Centre Supervisor            | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Meter Shop Supervisor                | 6              | 4               | 72,321                | 90,985                | 89,954                | 87,153  | 92,453  | 89,652  | *                         | *                          |
| Line Supervisor                      | 6              | 11              | 69,476                | 86,140                | 84,003                | 82,400  | 84,281  | 84,000  | 4                         | 4                          |
| Purchasing/Procurement Manager       | 6              | 3               | 69,513                | 86,150                | 80,618                | *       | *       | *       | *                         | *                          |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Executive Assistant (to President)   | 6              | 6               | 43,007                | 63,795                | 62,778                | 61,098  | 62,911  | 61,411  | 4                         | 4                          |
| Administrative Assistant             | 6              | 7               | 44,651                | 53,979                | 53,286                | 54,663  | 57,937  | 54,703  | *                         | *                          |
| Director/VP Finance/CFO              | 6              | 6               | 107,318               | 134,741               | 132,363               | 127,511 | 139,411 | 132,550 | 5                         | *                          |
| Controller/Manager Finance           | 6              | 4               | 81,982                | 99,593                | 97,414                | 93,665  | 101,023 | 97,274  | *                         | *                          |
| General Accounting Manager           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Accounting Supervisor                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager/Director Customer Service    | 6              | 5               | 77,736                | 97,985                | 96,226                | 89,218  | 103,665 | 98,057  | 5                         | 5                          |
| Customer Service Supervisor          | 6              | 5               | 61,242                | 79,222                | 74,296                | 67,252  | 84,000  | 77,969  | 4                         | 4                          |
| Financial/Business Analyst           | 6              | 4               | 62,037                | 75,127                | 72,733                | 68,734  | 79,424  | 75,424  | *                         | *                          |
| Director or VP, Regulatory Affairs   | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager, Regulatory Affairs          | 6              | 4               | 73,783                | 90,706                | 89,402                | 86,912  | 90,863  | 88,372  | *                         | 4                          |
| Settlement/Rate Analyst              | 6              | 6               | 67,241                | 82,208                | 80,059                | 70,258  | 89,416  | 79,615  | *                         | *                          |
| I.S. Director/VP                     | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Manager                         | 6              | 5               | 70,505                | 88,577                | 87,502                | 81,438  | 90,665  | 84,600  | *                         | *                          |
| I.S. Supervisor/Computer Operations  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25    | P75    | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|--------|--------|--------|---------------------------|----------------------------|
| Systems Administrator/Apps Support   | 6              | 4               | 60,744                | 74,142                | 80,286                | 75,407 | 84,967 | 80,088 | *                         | *                          |
| Human Resources Director/VP          | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Human Resources Manager              | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Human Resources Generalist/Officer   | 6              | 6               | 58,161                | 71,961                | 68,951                | *      | *      | *      | *                         | *                          |
| Human Resources Assistant/Coord.     | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Manager Health & Safety/Loss Control | 6              | 5               | 69,056                | 85,215                | 82,787                | 77,303 | 81,149 | 79,332 | *                         | *                          |

**Compensation Analysis: By Customer Size**  
**Table 6: Customer Size – LDCs (40,001-80,000 Customers)**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 7              | 6               | 140,373               | 177,931               | 167,078               | 158,137 | 173,845 | 161,766 | 21                        | *                          |
| V.P. Operations & Engineering/COO    | 7              | 4               | 114,267               | 154,382               | 133,636               | 129,914 | 137,795 | 134,073 | *                         | *                          |
| Director/V.P. Operations             | 7              | 3               | 105,846               | 126,145               | 126,147               | 125,116 | 127,696 | 127,182 | 12                        | *                          |
| Director/V.P. Engineering            | 7              | 4               | 100,517               | 121,024               | 120,031               | 116,647 | 124,340 | 120,956 | 11                        | *                          |
| Engineering Manager                  | 7              | 5               | 85,207                | 106,011               | 102,532               | 101,633 | 104,594 | 102,827 | *                         | *                          |
| Distribution Engineer                | 7              | 3               | 69,958                | 92,545                | 75,787                | *       | *       | *       | *                         | *                          |
| Engineering Supervisor               | 7              | 7               | 72,749                | 90,114                | 85,113                | 80,838  | 89,167  | 84,892  | *                         | *                          |
| Operations Manager or Superintendent | 7              | 8               | 82,588                | 102,652               | 99,268                | 93,955  | 103,290 | 98,236  | *                         | *                          |
| Control Centre Supervisor            | 7              | 5               | 71,902                | 91,179                | 87,639                | 84,836  | 92,027  | 88,786  | *                         | *                          |
| Meter Shop Supervisor                | 7              | 6               | 72,903                | 91,115                | 86,178                | 85,013  | 92,375  | 85,732  | *                         | *                          |
| Line Supervisor                      | 7              | 21              | 71,438                | 89,001                | 86,969                | 83,985  | 88,458  | 87,399  | 5                         | *                          |
| Purchasing/Procurement Manager       | 7              | 5               | 69,057                | 86,132                | 81,690                | 76,764  | 83,686  | 83,513  | 3                         | *                          |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Executive Assistant (to President)   | 7              | 7               | 53,167                | 65,945                | 66,288                | 65,274  | 68,253  | 67,045  | 4                         | *                          |
| Administrative Assistant             | 7              | 9               | 49,515                | 59,307                | 58,470                | 56,387  | 59,740  | 57,621  | *                         | *                          |
| Director/VP Finance/CFO              | 7              | 6               | 114,684               | 145,686               | 140,620               | 128,947 | 137,875 | 136,990 | *                         | *                          |
| Controller/Manager Finance           | 7              | 5               | 80,630                | 100,646               | 96,300                | 91,672  | 101,000 | 94,760  | *                         | *                          |
| General Accounting Manager           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Accounting Supervisor                | 7              | 5               | 70,675                | 85,025                | 78,316                | 76,736  | 81,979  | 80,399  | *                         | *                          |
| Manager/Director Customer Service    | 7              | 4               | 86,181                | 111,928               | 105,087               | 96,202  | 119,117 | 110,232 | *                         | *                          |
| Customer Service Supervisor          | 7              | 7               | 69,503                | 83,410                | 82,036                | 79,310  | 83,513  | 82,680  | 3                         | *                          |
| Financial/Business Analyst           | 7              | 3               | 65,438                | 77,888                | 72,584                | *       | *       | *       | *                         | *                          |
| Director or VP, Regulatory Affairs   | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager, Regulatory Affairs          | 7              | 4               | 70,216                | 91,141                | 90,728                | 81,815  | 94,467  | 85,554  | *                         | *                          |
| Settlement/Rate Analyst              | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Director/VP                     | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Manager                         | 7              | 4               | 77,777                | 93,300                | 91,019                | 87,936  | 94,920  | 91,838  | *                         | *                          |
| I.S. Supervisor/Computer Operations  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25    | P75    | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|--------|--------|--------|---------------------------|----------------------------|
| Systems Administrator/Apps Support   | 7              | 6               | 63,749                | 76,422                | 73,537                | 65,720 | 80,677 | 74,396 | 4                         | 5                          |
| Human Resources Director/VP          | 7              | 4               | 93,073                | 128,476               | 120,514               | *      | *      | *      | *                         | 13                         |
| Human Resources Manager              | 7              | 3               | 77,466                | 100,281               | 93,472                | *      | *      | *      | *                         | *                          |
| Human Resources Generalist/Officer   | 7              | 3               | 54,500                | 70,320                | 64,548                | *      | *      | *      | *                         | *                          |
| Human Resources Assistant/Coord.     | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Manager Health & Safety/Loss Control | 7              | 6               | 71,192                | 86,170                | 85,050                | 84,546 | 91,816 | 86,168 | 5                         | *                          |

## Compensation Analysis: By Customer Size

### Table 7: Customer Size – LDCs (80,001 plus Customers)

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 6              | 5               | *                     | *                     | 228,190               | *       | *       | *       | 33                        | 41                         |
| V.P. Operations & Engineering/COO    | 6              | 5               | 142,781               | 199,887               | 187,310               | 174,774 | 198,900 | 175,275 | 27                        | 34                         |
| Director/V.P. Operations             | 6              | 4               | 113,821               | 160,361               | 137,351               | 127,279 | 137,809 | 127,737 | 15                        | 22                         |
| Director/V.P. Engineering            | 6              | 4               | 105,999               | 153,062               | 128,371               | 109,960 | 140,619 | 122,208 | 15                        | 20                         |
| Engineering Manager                  | 6              | 6               | 90,036                | 119,020               | 108,783               | 108,232 | 116,274 | 115,723 | *                         | 15                         |
| Distribution Engineer                | 6              | 15              | 83,076                | 105,061               | 97,744                | 87,434  | 104,415 | 100,598 | *                         | 9                          |
| Engineering Supervisor               | 6              | 10              | 72,210                | 96,559                | 89,919                | 86,132  | 96,721  | 95,948  | *                         | *                          |
| Operations Manager or Superintendent | 6              | 10              | 86,228                | 112,877               | 102,058               | 98,388  | 105,906 | 102,237 | *                         | 13                         |
| Control Centre Supervisor            | 6              | 6               | 77,508                | 96,641                | 89,510                | 88,481  | 93,293  | 90,164  | *                         | 12                         |
| Meter Shop Supervisor                | 6              | 7               | 77,290                | 95,048                | 87,103                | 81,672  | 94,727  | 87,682  | *                         | 13                         |
| Line Supervisor                      | 6              | 41              | 75,428                | 94,487                | 88,673                | 84,380  | 93,021  | 88,725  | *                         | 13                         |
| Purchasing/Procurement Manager       | 6              | 5               | 87,631                | 110,244               | 102,055               | 96,751  | 105,046 | 101,418 | 10                        | 15                         |
| Stores/Inventory Control Supervisor  | 6              | 7               | 66,846                | 85,133                | 81,921                | 77,108  | 87,626  | 81,800  | *                         | 13                         |
| Executive Assistant (to President)   | 6              | 9               | 57,907                | 74,294                | 71,775                | 70,728  | 73,436  | 72,348  | *                         | 10                         |
| Administrative Assistant             | 6              | 20              | 49,984                | 63,184                | 58,136                | 57,295  | 59,241  | 58,420  | *                         | 10                         |
| Director/VP Finance/CFO              | 6              | 6               | 134,315               | 180,038               | 177,771               | 167,444 | 208,294 | 175,025 | 27                        | 34                         |
| Controller/Manager Finance           | 6              | 4               | 109,012               | 142,153               | 132,681               | 121,184 | 136,054 | 124,557 | 11                        | 16                         |
| General Accounting Manager           | 6              | 6               | 80,600                | 104,013               | 99,712                | 94,010  | 104,914 | 95,858  | *                         | 13                         |
| Accounting Supervisor                | 6              | 10              | 69,138                | 87,935                | 81,159                | 77,036  | 83,056  | 79,611  | *                         | 13                         |
| Manager/Director Customer Service    | 6              | 6               | 97,287                | 134,907               | 119,705               | 108,497 | 120,340 | 111,234 | *                         | 23                         |
| Customer Service Supervisor          | 6              | 16              | 68,049                | 86,805                | 80,918                | 77,108  | 83,175  | 79,502  | *                         | 13                         |
| Financial/Business Analyst           | 6              | 5               | 66,218                | 85,895                | 76,561                | 65,500  | 87,712  | 76,651  | *                         | *                          |
| Director or VP, Regulatory Affairs   | 6              | 5               | 107,093               | 148,118               | 128,573               | 111,388 | 136,056 | 123,335 | 15                        | 20                         |
| Manager, Regulatory Affairs          | 6              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Settlement/Rate Analyst              | 6              | 9               | 65,163                | 82,025                | 78,152                | 71,487  | 84,983  | 77,241  | *                         | 8                          |
| I.S. Director/VP                     | 6              | 6               | 103,980               | 139,662               | 128,523               | 111,896 | 142,563 | 122,246 | 14                        | 20                         |
| I.S. Manager                         | 6              | 4               | 87,765                | 116,474               | 104,225               | 101,711 | 108,005 | 106,756 | *                         | 13                         |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| I.S. Supervisor/Computer Operations  | 6              | 3               | 75,115                | 104,674               | 95,703                | *       | *       | *       | *                         | *                          |
| Systems Administrator/Apps Support   | 6              | 6               | 69,006                | 88,720                | 85,802                | 77,241  | 88,048  | 87,713  | *                         | *                          |
| Human Resources Director/VP          | 6              | 4               | 107,320               | 141,039               | 134,667               | 117,998 | 154,783 | 138,113 | 15                        | 20                         |
| Human Resources Manager              | 6              | 4               | 86,862                | 116,475               | 104,648               | 100,702 | 109,927 | 105,981 | *                         | 13                         |
| Human Resources Generalist/Officer   | 6              | 6               | 68,269                | 85,096                | 77,407                | 70,674  | 82,296  | 75,562  | *                         | 9                          |
| Human Resources Assistant/Coord.     | 6              | 6               | 53,291                | 67,983                | 58,912                | 58,755  | 62,557  | 59,065  | *                         | 7                          |
| Manager Health & Safety/Loss Control | 6              | 7               | 80,050                | 103,678               | 95,916                | 88,116  | 102,772 | 92,637  | 10                        | 11                         |

## Compensation Analysis: By Gross Revenue Grouping

**Table 8: LDCs Gross Revenue Under \$20 Million**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 11             | 11              | 103,202               | 130,187               | 113,951               | 101,555 | 122,303 | 115,000 | *                         | *                          |
| V.P. Operations & Engineering/COO    | 11             | 3               | 86,970                | 113,953               | 102,428               | *       | *       | *       | *                         | *                          |
| Director/V.P. Operations             | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director/V.P. Engineering            | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Engineering Manager                  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Distribution Engineer                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Engineering Supervisor               | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Operations Manager or Superintendent | 11             | 7               | 77,976                | 90,571                | 86,362                | 83,730  | 88,603  | 86,319  | *                         | *                          |
| Control Centre Supervisor            | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Meter Shop Supervisor                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Line Supervisor                      | 11             | 4               | 66,323                | 89,286                | 82,350                | 81,908  | 83,013  | 82,571  | *                         | *                          |
| Purchasing/Procurement Manager       | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Executive Assistant (to President)   | 11             | 5               | 46,205                | 61,087                | 54,659                | 47,811  | 61,277  | 55,692  | *                         | *                          |
| Administrative Assistant             | 11             | 3               | *                     | *                     | 45,209                | *       | *       | *       | *                         | *                          |
| Director/VP Finance/CFO              | 11             | 7               | 80,952                | 101,128               | 92,182                | 85,904  | 97,100  | 92,500  | *                         | *                          |
| Controller/Manager Finance           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| General Accounting Manager           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Accounting Supervisor                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager/Director Customer Service    | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Customer Service Supervisor          | 11             | 5               | *                     | *                     | 63,510                | 63,245  | 66,230  | 65,339  | *                         | *                          |
| Financial/Business Analyst           | 11             | 3               | 61,018                | 75,412                | 65,302                | *       | *       | *       | *                         | *                          |
| Director or VP, Regulatory Affairs   | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager, Regulatory Affairs          | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Settlement/Rate Analyst              | 11             | 3               | 52,211                | *                     | 67,464                | *       | *       | *       | *                         | *                          |
| I.S. Director/VP                     | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25 | P75 | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|-----|-----|--------|---------------------------|----------------------------|
| I.S. Manager                         | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| I.S. Supervisor/Computer Operations  | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Systems Administrator/Apps Support   | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Director/VP          | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Manager              | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Generalist/Officer   | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Assistant/Coord.     | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Manager Health & Safety/Loss Control | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |



## Compensation Analysis: By Gross Revenue Grouping

**Table 9: LDCs Gross Revenue \$20,000,001 to \$50,000,000 Million**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 8              | 8               | 131,980               | 163,315               | 153,795               | 136,060 | 159,647 | 142,950 | *                         | 14                         |
| V.P. Operations & Engineering/COO    | 8              | 6               | 94,611                | 119,283               | 112,657               | 101,921 | 118,593 | 110,191 | *                         | *                          |
| Director/V.P. Operations             | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director/V.P. Engineering            | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Engineering Manager                  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Distribution Engineer                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Engineering Supervisor               | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Operations Manager or Superintendent | 8              | 5               | 79,932                | 100,899               | 91,301                | 85,608  | 98,430  | 87,000  | *                         | *                          |
| Control Centre Supervisor            | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Meter Shop Supervisor                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Line Supervisor                      | 8              | 9               | 71,700                | 88,079                | 82,429                | 79,460  | 83,914  | 82,329  | *                         | *                          |
| Purchasing/Procurement Manager       | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Executive Assistant (to President)   | 8              | 4               | 55,897                | 72,257                | 68,442                | 66,723  | 70,909  | 69,189  | *                         | *                          |
| Administrative Assistant             | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director/VP Finance/CFO              | 8              | 8               | 96,641                | 118,355               | 112,931               | 103,192 | 119,250 | 110,572 | *                         | *                          |
| Controller/Manager Finance           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| General Accounting Manager           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Accounting Supervisor                | 8              | 5               | 66,514                | 86,972                | 72,251                | 67,995  | 78,686  | 77,614  | *                         | *                          |
| Manager/Director Customer Service    | 8              | 3               | *                     | *                     | 96,104                | 59,046  | 72,726  | 66,348  | *                         | *                          |
| Customer Service Supervisor          | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Financial/Business Analyst           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director or VP, Regulatory Affairs   | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager, Regulatory Affairs          | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Settlement/Rate Analyst              | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Director/VP                     | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Manager                         | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25 | P75 | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|-----|-----|--------|---------------------------|----------------------------|
| I.S. Supervisor/Computer Operations  | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Systems Administrator/Apps Support   | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Director/VP          | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Manager              | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Generalist/Officer   | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Assistant/Coord.     | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Manager Health & Safety/Loss Control | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |

## Compensation Analysis: By Gross Revenue Grouping

**Table 10: LDCs Gross Revenue \$50,000,001 to \$100,000,000 Million**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 12             | 10              | 128,307               | 165,082               | 160,823               | 150,192 | 165,148 | 160,603 | 12                        | 17                         |
| V.P. Operations & Engineering/COO    | 12             | 6               | 105,402               | 137,231               | 132,768               | 126,394 | 141,093 | 134,073 | *                         | *                          |
| Director/V.P. Operations             | 12             | 6               | 99,282                | 118,802               | 105,783               | 90,359  | 105,110 | 104,600 | 5                         | 5                          |
| Director/V.P. Engineering            | 12             | 6               | 91,038                | 111,005               | 109,728               | 100,261 | 116,383 | 105,055 | 5                         | 7                          |
| Engineering Manager                  | 12             | 8               | 83,170                | 108,554               | 99,478                | 95,781  | 104,989 | 102,827 | *                         | 8                          |
| Distribution Engineer                | 12             | 8               | 69,527                | 91,398                | 73,254                | 59,629  | 86,405  | 76,620  | *                         | *                          |
| Engineering Supervisor               | 12             | 5               | 73,883                | 88,088                | 83,237                | 81,308  | 86,058  | 84,886  | *                         | *                          |
| Operations Manager or Superintendent | 12             | 9               | 81,595                | 100,269               | 99,241                | 92,748  | 101,489 | 96,018  | 4                         | 4                          |
| Control Centre Supervisor            | 12             | 3               | 74,294                | 89,457                | 89,457                | *       | *       | *       | *                         | *                          |
| Meter Shop Supervisor                | 12             | 6               | 72,075                | 89,801                | 89,090                | 84,255  | 89,212  | 86,510  | 5                         | 5                          |
| Line Supervisor                      | 12             | 20              | 71,133                | 88,123                | 86,837                | 84,000  | 90,521  | 87,447  | 4                         | 4                          |
| Purchasing/Procurement Manager       | 12             | 4               | 68,779                | 85,476                | 78,859                | 75,360  | 82,638  | 79,140  | 5                         | 5                          |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Executive Assistant (to President)   | 12             | 10              | 54,470                | 66,574                | 65,804                | 61,108  | 70,745  | 65,418  | 4                         | 4                          |
| Administrative Assistant             | 12             | 9               | 47,337                | 57,935                | 57,169                | 56,387  | 57,937  | 57,621  | *                         | *                          |
| Director/VP Finance/CFO              | 12             | 12              | 101,031               | 128,991               | 124,020               | 105,973 | 137,804 | 126,781 | 5                         | 8                          |
| Controller/Manager Finance           | 12             | 6               | 79,603                | 97,411                | 94,163                | 91,190  | 98,467  | 94,823  | 4                         | 4                          |
| General Accounting Manager           | 12             | 3               | 70,866                | 86,886                | 86,241                | *       | *       | *       | *                         | *                          |
| Accounting Supervisor                | 12             | 4               | 67,073                | 81,505                | 75,457                | 70,009  | 80,129  | 74,681  | *                         | *                          |
| Manager/Director Customer Service    | 12             | 6               | 77,030                | 100,292               | 99,555                | 91,871  | 106,033 | 99,661  | 4                         | 6                          |
| Customer Service Supervisor          | 12             | 9               | 65,307                | 80,898                | 79,861                | 72,100  | 88,184  | 81,314  | 4                         | 4                          |
| Financial/Business Analyst           | 12             | 9               | 62,545                | 77,159                | 69,509                | 60,347  | 78,189  | 64,584  | *                         | 5                          |
| Director or VP, Regulatory Affairs   | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager, Regulatory Affairs          | 12             | 7               | 64,425                | 82,934                | 77,779                | 69,014  | 88,372  | 71,590  | 4                         | 4                          |
| Settlement/Rate Analyst              | 12             | 6               | 64,132                | 79,243                | 75,117                | 71,511  | 78,735  | 73,202  | 5                         | 5                          |
| I.S. Director/VP                     | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Manager                         | 12             | 7               | 72,858                | 92,297                | 88,404                | 83,067  | 93,459  | 88,610  | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25    | P75    | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|--------|--------|--------|---------------------------|----------------------------|
| I.S. Supervisor/Computer Operations  | 12             | 4               | 71,723                | 94,643                | 85,049                | 83,311 | 86,500 | 84,474 | *                         | *                          |
| Systems Administrator/Apps Support   | 12             | 11              | 60,734                | 74,636                | 72,102                | 68,968 | 73,975 | 72,070 | 5                         | 5                          |
| Human Resources Director/VP          | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Human Resources Manager              | 12             | 3               | 76,964                | 99,322                | 97,541                | *      | *      | *      | *                         | *                          |
| Human Resources Generalist/Officer   | 12             | 4               | 55,863                | 71,598                | 63,402                | 60,196 | 68,873 | 65,667 | *                         | *                          |
| Human Resources Assistant/Coord.     | 12             | 3               | 47,624                | 60,133                | 53,355                | *      | *      | *      | *                         | *                          |
| Manager Health & Safety/Loss Control | 12             | 6               | 72,626                | 89,855                | 87,832                | 80,708 | 93,731 | 88,084 | 5                         | 5                          |

## Compensation Analysis: By Gross Revenue Grouping

**Table 11: LDCs Gross Revenue \$100,000,001 to \$200,000,000 Million**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 8              | 7               | 147,894               | 189,530               | 173,694               | 159,653 | 186,077 | 177,718 | *                         | *                          |
| V.P. Operations & Engineering/COO    | 8              | 3               | *                     | *                     | 131,500               | *       | *       | *       | *                         | *                          |
| Director/V.P. Operations             | 8              | 5               | 104,260               | 125,487               | 125,252               | 123,050 | 128,210 | 127,182 | *                         | *                          |
| Director/V.P. Engineering            | 8              | 6               | 98,895                | 119,691               | 115,843               | 110,526 | 122,003 | 115,482 | *                         | *                          |
| Engineering Manager                  | 8              | 4               | 86,063                | 108,874               | 104,525               | 100,382 | 107,256 | 103,114 | *                         | *                          |
| Distribution Engineer                | 8              | 3               | 80,384                | 97,624                | 93,243                | *       | *       | *       | *                         | *                          |
| Engineering Supervisor               | 8              | 8               | 68,491                | 88,137                | 81,532                | 80,491  | 81,068  | 80,954  | *                         | *                          |
| Operations Manager or Superintendent | 8              | 9               | 80,081                | 100,012               | 96,652                | 92,458  | 98,579  | 96,001  | *                         | 7                          |
| Control Centre Supervisor            | 8              | 5               | 75,793                | 93,527                | 89,987                | 88,275  | 92,027  | 88,786  | *                         | *                          |
| Meter Shop Supervisor                | 8              | 8               | 74,527                | 91,716                | 88,013                | 85,234  | 94,932  | 88,520  | *                         | 7                          |
| Line Supervisor                      | 8              | 27              | 71,373                | 87,146                | 84,688                | 82,291  | 87,549  | 83,837  | 5                         | 7                          |
| Purchasing/Procurement Manager       | 8              | 7               | 70,198                | 88,020                | 83,469                | 79,217  | 88,187  | 83,686  | *                         | *                          |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Executive Assistant (to President)   | 8              | 8               | 46,897                | 65,643                | 65,734                | 62,978  | 69,197  | 67,043  | 4                         | 5                          |
| Administrative Assistant             | 8              | 10              | 46,926                | 55,999                | 55,363                | 53,771  | 59,615  | 56,952  | *                         | *                          |
| Director/VP Finance/CFO              | 8              | 7               | 108,485               | 139,365               | 133,771               | 121,088 | 137,654 | 132,545 | *                         | *                          |
| Controller/Manager Finance           | 8              | 4               | 80,414                | 102,118               | 96,686                | 90,962  | 102,060 | 96,336  | *                         | *                          |
| General Accounting Manager           | 8              | 4               | 72,410                | 89,748                | 88,728                | 83,429  | 97,175  | 91,876  | 5                         | 5                          |
| Accounting Supervisor                | 8              | 4               | 67,846                | 82,089                | 79,813                | 79,329  | 80,399  | 80,016  | *                         | *                          |
| Manager/Director Customer Service    | 8              | 6               | 87,057                | 108,804               | 102,115               | 97,740  | 107,897 | 104,737 | *                         | 8                          |
| Customer Service Supervisor          | 8              | 9               | 63,536                | 78,904                | 74,012                | 69,749  | 81,838  | 78,276  | *                         | *                          |
| Financial/Business Analyst           | 8              | 6               | 63,996                | 77,462                | 72,767                | 69,455  | 75,075  | 72,785  | *                         | *                          |
| Director or VP, Regulatory Affairs   | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager, Regulatory Affairs          | 8              | 5               | 71,391                | 91,228                | 90,898                | 81,818  | 96,452  | 84,413  | 5                         | 7                          |
| Settlement/Rate Analyst              | 8              | 5               | 66,854                | 82,281                | 79,416                | 72,567  | 85,177  | 77,241  | *                         | *                          |
| I.S. Director/VP                     | 8              | 4               | 94,635                | 120,083               | 114,902               | 114,846 | 115,254 | 115,198 | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| I.S. Manager                         | 8              | 4               | 73,633                | 89,897                | 87,616                | 84,037  | 90,536  | 86,958  | *                         | *                          |
| I.S. Supervisor/Computer Operations  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Systems Administrator/Apps Support   | 8              | 8               | 63,596                | 77,424                | 78,160                | 75,628  | 81,491  | 77,241  | 4                         | 5                          |
| Human Resources Director/VP          | 8              | 4               | 98,188                | 132,566               | 120,495               | 117,913 | 122,743 | 119,825 | 10                        | 12                         |
| Human Resources Manager              | 8              | 3               | 70,582                | 91,673                | 86,646                | *       | *       | *       | *                         | *                          |
| Human Resources Generalist/Officer   | 8              | 7               | 54,935                | 70,939                | 65,553                | 60,562  | 68,632  | 63,641  | 3                         | 4                          |
| Human Resources Assistant/Coord.     | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager Health & Safety/Loss Control | 8              | 7               | 68,381                | 83,517                | 82,557                | 78,820  | 88,413  | 84,449  | 4                         | 5                          |

## Compensation Analysis: By Gross Revenue Grouping

**Table 12: LDCs Gross Revenue Over \$200,000,001 Million**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 5              | 4               |                       |                       | 240,174               | *       | *       | 240,236 | 33                        | 41                         |
| V.P. Operations & Engineering/COO    | 5              | 5               | 142,781               |                       | 187,310               | 174,774 | 198,900 | 175,275 | 27                        | 34                         |
| Director/V.P. Operations             | 5              | 4               | 113,821               | 160,361               | 137,351               | 127,279 | 137,809 | 127,737 | *                         | 22                         |
| Director/V.P. Engineering            | 5              | 4               | 105,999               | 153,062               | 128,371               | 109,960 | 140,619 | 122,208 | *                         | 20                         |
| Engineering Manager                  | 5              | 5               | 89,309                | 120,279               | 106,629               | *       | *       | *       | *                         | 15                         |
| Distribution Engineer                | 5              | 14              | 82,827                | 104,973               | 96,210                | 83,320  | 101,418 | 99,777  | *                         | 9                          |
| Engineering Supervisor               | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Operations Manager or Superintendent | 5              | 8               | 87,765                | 116,474               | 103,743               | *       | *       | *       | *                         | 13                         |
| Control Centre Supervisor            | 5              | 5               | 76,540                | 98,733                | 89,757                | 89,100  | 93,981  | 91,228  | *                         | 12                         |
| Meter Shop Supervisor                | 5              | 6               | 77,014                | 97,735                | 87,664                | 80,795  | 95,948  | 91,063  | *                         | 9                          |
| Line Supervisor                      | 5              | 32              | 74,780                | 97,033                | 89,754                | 87,713  | 94,115  | 89,737  | *                         | 9                          |
| Purchasing/Procurement Manager       | 5              | 4               | 90,183                | 113,617               | 103,381               | 98,572  | 108,041 | 103,232 | 10                        | 15                         |
| Stores/Inventory Control Supervisor  | 5              | 6               | 67,858                | 87,106                | 82,857                | 77,064  | 88,048  | 86,359  | *                         | *                          |
| Executive Assistant (to President)   | 5              | 8               | 58,241                | 75,296                | 72,073                | 72,046  | 73,698  | 72,650  | *                         | *                          |
| Administrative Assistant             | 5              | 17              | 50,627                | 64,170                | 57,859                | 55,850  | 59,867  | 57,858  | *                         | 7                          |
| Director/VP Finance/CFO              | 5              | 5               | 148,347               |                       | 191,751               | 174,774 | 219,300 | 175,275 | 27                        | 34                         |
| Controller/Manager Finance           | 5              | 4               | 109,012               | 142,153               | 132,681               | 121,184 | 136,054 | 124,557 | 11                        | 16                         |
| General Accounting Manager           | 5              | 5               | 81,236                | 105,828               | 100,304               | 93,692  | 107,636 | 94,965  | *                         | 13                         |
| Accounting Supervisor                | 5              | 9               | 69,697                | 89,211                | 81,663                | 76,500  | 83,882  | 80,579  | *                         | *                          |
| Manager/Director Customer Service    | 5              | 5               | 98,554                | 141,462               | 122,071               | 110,375 | 123,089 | 112,092 | *                         | 23                         |
| Customer Service Supervisor          | 5              | 14              | 69,301                | 89,196                | 81,653                | 77,064  | 83,646  | 81,763  | *                         | 9                          |
| Financial/Business Analyst           | 5              | 4               | 67,694                | 88,780                | 80,180                | 76,246  | 87,824  | 87,600  | *                         | *                          |
| Director or VP, Regulatory Affairs   | 5              | 5               | 107,093               | 148,118               | 128,573               | 111,388 | 136,056 | 123,335 | 15                        | 20                         |
| Manager, Regulatory Affairs          | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Settlement/Rate Analyst              | 5              | 8               | 66,006                | 83,221                | 78,380                | 70,865  | 85,749  | 78,235  | *                         | 9                          |
| I.S. Director/VP                     | 5              | 5               | 106,332               | 145,767               | 131,179               | 110,780 | 147,000 | 129,250 | 14                        | 20                         |
| I.S. Manager                         | 5              | 4               | 87,765                | 116,474               | 104,225               | 101,711 | 108,005 | 106,756 | *                         | 13                         |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| I.S. Supervisor/Computer Operations  | 5              | 3               | 75,115                |                       | 95,703                | *       | *       | *       | *                         | *                          |
| Systems Administrator/Apps Support   | 5              | 5               | 70,810                | 92,546                | 87,942                | 84,832  | 90,991  | 87,881  | *                         | *                          |
| Human Resources Director/VP          | 5              | 4               | 107,320               | 141,039               | 134,667               | 117,998 | 154,783 | 138,113 | 15                        | 20                         |
| Human Resources Manager              | 5              | 4               | 86,862                | 116,475               | 104,648               | 100,702 | 109,927 | 105,981 | *                         | 13                         |
| Human Resources Generalist/Officer   | 5              | 6               | 68,269                | 85,096                | 77,407                | 70,674  | 82,296  | 75,562  | *                         | 9                          |
| Human Resources Assistant/Coord.     | 5              | 6               | 53,291                | 67,983                | 58,912                | 58,755  | 62,557  | 59,065  | *                         | 7                          |
| Manager Health & Safety/Loss Control | 5              | 6               | 81,777                | 107,265               | 97,234                | 87,713  | 105,046 | 95,948  | 10                        | 11                         |



## Compensation Analysis: By District

**Table 13: LDCs in District ‘Georgian Bay’**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 9              | 8               | 124,916               | 148,948               | 137,568               | 121,990 | 141,475 | 134,807 | *                         | *                          |
| V.P. Operations & Engineering/COO    | 9              | 4               | 89,202                | 108,835               | 103,820               | 99,878  | 104,326 | 100,384 | *                         | *                          |
| Director/V.P. Operations             | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director/V.P. Engineering            | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Engineering Manager                  | 9              | 3               | 67,347                | 80,236                | 75,117                | *       | *       | *       | *                         | *                          |
| Distribution Engineer                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Engineering Supervisor               | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Operations Manager or Superintendent | 9              | 5               | 78,800                | 92,734                | 88,769                | 85,608  | 87,318  | 87,000  | *                         | *                          |
| Control Centre Supervisor            | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Meter Shop Supervisor                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Line Supervisor                      | 9              | 7               | 70,975                | 86,594                | 82,869                | 80,246  | 84,651  | 82,978  | *                         | *                          |
| Purchasing/Procurement Manager       | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Executive Assistant (to President)   | 9              | 3               | 53,741                | 65,656                | 66,147                | *       | *       | *       | *                         | *                          |
| Administrative Assistant             | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director/VP Finance/CFO              | 9              | 7               | 103,704               | 125,346               | 115,402               | 102,384 | 126,178 | 106,900 | *                         | *                          |
| Controller/Manager Finance           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| General Accounting Manager           | 9              | 3               | *                     | *                     | 72,787                | *       | *       | *       | *                         | *                          |
| Accounting Supervisor                | 9              | 3               | *                     | *                     | 75,703                | *       | *       | *       | *                         | *                          |
| Manager/Director Customer Service    | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Customer Service Supervisor          | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Financial/Business Analyst           | 9              | 3               | 67,280                | 79,160                | 71,145                | *       | *       | *       | *                         | *                          |
| Director or VP, Regulatory Affairs   | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager, Regulatory Affairs          | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Settlement/Rate Analyst              | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Director/VP                     | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Manager                         | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25 | P75 | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|-----|-----|--------|---------------------------|----------------------------|
| I.S. Supervisor/Computer Operations  | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Systems Administrator/Apps Support   | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Director/VP          | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Manager              | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Generalist/Officer   | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Assistant/Coord.     | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Manager Health & Safety/Loss Control | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |

## Compensation Analysis: By District

**Table 14: LDCs in District 'Northeastern'**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 5              | 4               | *                     | *                     | 178,712               | 164,452 | 180,558 | 166,297 | *                         | 22                         |
| V.P. Operations & Engineering/COO    | 5              | 5               | 108,433               | 143,346               | 144,276               | 136,594 | 142,745 | 142,593 | *                         | *                          |
| Director/V.P. Operations             | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director/V.P. Engineering            | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Engineering Manager                  | 5              | 4               | 85,687                | 113,136               | 103,552               | 100,019 | 108,523 | 104,989 | *                         | *                          |
| Distribution Engineer                | 5              | 3               | 81,708                | 100,586               | 97,507                | *       | *       | *       | *                         | *                          |
| Engineering Supervisor               | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Operations Manager or Superintendent | 5              | 3               | 80,872                | 103,412               | 101,475               | *       | *       | *       | *                         | *                          |
| Control Centre Supervisor            | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Meter Shop Supervisor                | 5              | 3               | 75,396                | 90,986                | 89,612                | *       | *       | *       | *                         | *                          |
| Line Supervisor                      | 5              | 13              | 72,806                | 90,436                | 89,185                | 87,208  | 90,937  | 88,961  | *                         | *                          |
| Purchasing/Procurement Manager       | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Executive Assistant (to President)   | 5              | 6               | 56,161                | 69,484                | 69,002                | 66,424  | 72,031  | 69,453  | *                         | *                          |
| Administrative Assistant             | 5              | 8               | 45,583                | 56,716                | 55,759                | 53,906  | 58,015  | 56,162  | *                         | *                          |
| Director/VP Finance/CFO              | 5              | 5               | 99,987                | 131,300               | 134,015               | 127,314 | 140,214 | 128,947 | *                         | *                          |
| Controller/Manager Finance           | 5              | 3               | 86,003                | 105,997               | 103,092               | *       | *       | *       | *                         | 8                          |
| General Accounting Manager           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Accounting Supervisor                | 5              | 4               | 74,295                | 91,675                | 82,589                | *       | *       | *       | *                         | *                          |
| Manager/Director Customer Service    | 5              | 3               |                       |                       | 115,354               | *       | *       | *       | *                         | 13                         |
| Customer Service Supervisor          | 5              | 4               | 72,828                | 88,017                | 87,480                | 85,630  | 90,560  | 88,711  | *                         | *                          |
| Financial/Business Analyst           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director or VP, Regulatory Affairs   | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager, Regulatory Affairs          | 5              | 3               | 64,798                | 84,333                | 82,050                | *       | *       | *       | *                         | *                          |
| Settlement/Rate Analyst              | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Director/VP                     | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Manager                         | 5              | 4               | 71,561                | 95,977                | 88,192                | *       | *       | *       | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25    | P75     | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|--------|---------|--------|---------------------------|----------------------------|
| I.S. Supervisor/Computer Operations  | *              | *               | *                     | *                     | *                     | *      | *       | *      | *                         | *                          |
| Systems Administrator/Apps Support   | *              | *               | *                     | *                     | *                     | *      | *       | *      | *                         | *                          |
| Human Resources Director/VP          | *              | *               | *                     | *                     | *                     | *      | *       | *      | *                         | *                          |
| Human Resources Manager              | *              | *               | *                     | *                     | *                     | *      | *       | *      | *                         | *                          |
| Human Resources Generalist/Officer   | 5              | 3               | 59,468                | 74,931                | 64,856                | *      | *       | *      | *                         | *                          |
| Human Resources Assistant/Coord.     | *              | *               | *                     | *                     | *                     | *      | *       | *      | *                         | *                          |
| Manager Health & Safety/Loss Control | 5              | 4               | 77,124                | 95,488                | 94,135                | 90,224 | 101,007 | 97,096 | *                         | *                          |

## Compensation Analysis: By District

**Table 15: LDCs in District 'Niagara Grand'**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 13             | 13              | 121,897               | 149,125               | 140,851               | 115,856 | 157,080 | 138,359 | *                         | *                          |
| V.P. Operations & Engineering/COO    | 13             | 5               | 91,239                | 120,127               | 114,823               | 118,450 | 121,100 | 119,790 | *                         | *                          |
| Director/V.P. Operations             | 13             | 5               | 97,923                | 117,495               | 115,557               | 112,102 | 127,182 | 123,050 | *                         | *                          |
| Director/V.P. Engineering            | 13             | 6               | 97,923                | 117,495               | 110,941               | 100,728 | 122,003 | 115,482 | *                         | *                          |
| Engineering Manager                  | 13             | 4               | 84,131                | 101,487               | 98,078                | 92,175  | 105,035 | 99,132  | *                         | *                          |
| Distribution Engineer                | 13             | 4               | 78,866                | 101,085               | 92,433                | 88,275  | 94,767  | 90,609  | *                         | *                          |
| Engineering Supervisor               | 13             | 6               | 68,693                | 84,791                | 81,792                | 79,794  | 83,009  | 81,011  | *                         | *                          |
| Operations Manager or Superintendent | 13             | 10              | 81,046                | 97,269                | 95,086                | 92,202  | 97,652  | 94,305  | *                         | *                          |
| Control Centre Supervisor            | 13             | 3               | 75,197                | 87,759                | 86,104                | *       | *       | *       | *                         | *                          |
| Meter Shop Supervisor                | 13             | 9               | 71,006                | 86,702                | 85,227                | 81,803  | 89,554  | 85,544  | *                         | *                          |
| Line Supervisor                      | 13             | 29              | 69,824                | 85,876                | 83,232                | 81,557  | 83,837  | 82,950  | *                         | *                          |
| Purchasing/Procurement Manager       | 13             | 7               | 70,040                | 87,938                | 82,629                | 75,310  | 88,187  | 83,513  | *                         | *                          |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Executive Assistant (to President)   | 13             | 11              | 45,640                | 63,117                | 62,281                | 58,560  | 68,058  | 63,400  | *                         | *                          |
| Administrative Assistant             | 13             | 9               | 47,200                | 56,266                | 55,502                | 53,474  | 59,740  | 59,241  | *                         | *                          |
| Director/VP Finance/CFO              | 13             | 12              | 93,679                | 114,891               | 109,225               | 95,968  | 121,172 | 106,090 | *                         | *                          |
| Controller/Manager Finance           | 13             | 3               | 80,403                | 85,303                | 86,085                | *       | *       | *       | *                         | *                          |
| General Accounting Manager           | 13             | 3               | 70,919                | 86,265                | 85,066                | *       | *       | *       | *                         | *                          |
| Accounting Supervisor                | 13             | 6               | 65,740                | 83,850                | 73,100                | 70,600  | 80,016  | 78,642  | *                         | *                          |
| Manager/Director Customer Service    | 13             | 6               | 88,422                | 110,793               | 102,944               | 96,573  | 106,414 | 99,490  | *                         | *                          |
| Customer Service Supervisor          | 13             | 13              | 61,305                | 76,169                | 69,652                | 61,107  | 78,793  | 68,776  | *                         | *                          |
| Financial/Business Analyst           | 13             | 9               | 62,185                | 77,262                | 71,589                | 62,851  | 78,363  | 73,570  | *                         | *                          |
| Director or VP, Regulatory Affairs   | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager, Regulatory Affairs          | 13             | 3               | 72,282                | 88,862                | 92,681                | *       | *       | *       | *                         | *                          |
| Settlement/Rate Analyst              | 13             | 6               | 57,790                | 72,239                | 76,908                | 72,962  | 79,892  | 75,946  | *                         | *                          |
| I.S. Director/VP                     | 13             | 3               | 13                    | 13                    | 114,099               | 13      | 13      | *       | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25    | P75    | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|--------|--------|--------|---------------------------|----------------------------|
| I.S. Manager                         | 13             | 5               | 70,569                | 89,459                | 85,204                | 81,149 | 89,554 | 88,915 | *                         | *                          |
| I.S. Supervisor/Computer Operations  | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Systems Administrator/Apps Support   | 13             | 10              | 61,770                | 76,902                | 72,101                | 65,873 | 77,241 | 74,396 | *                         | *                          |
| Human Resources Director/VP          | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Human Resources Manager              | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Human Resources Generalist/Officer   | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Human Resources Assistant/Coord.     | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Manager Health & Safety/Loss Control | 13             | 6               | 66,436                | 83,915                | 81,026                | 78,787 | 86,737 | 82,799 | *                         | *                          |

## Compensation Analysis: By District

**Table 16: LDCs in District 'North Western'** Please note: Insufficient respondents in this category

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25 | P75 | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|-----|-----|--------|---------------------------|----------------------------|
| President/CEO/GM                     | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| V.P. Operations & Engineering/COO    | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Director/V.P. Operations             | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Director/V.P. Engineering            | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Engineering Manager                  | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Distribution Engineer                | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Engineering Supervisor               | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Operations Manager or Superintendent | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Control Centre Supervisor            | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Meter Shop Supervisor                | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Line Supervisor                      | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Purchasing/Procurement Manager       | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Executive Assistant (to President)   | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Administrative Assistant             | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Director/VP Finance/CFO              | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Controller/Manager Finance           | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| General Accounting Manager           | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Accounting Supervisor                | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Manager/Director Customer Service    | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Customer Service Supervisor          | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Financial/Business Analyst           | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Director or VP, Regulatory Affairs   | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Manager, Regulatory Affairs          | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Settlement/Rate Analyst              | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| I.S. Director/VP                     | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| I.S. Manager                         | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25 | P75 | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|-----|-----|--------|---------------------------|----------------------------|
| I.S. Supervisor/Computer Operations  | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Systems Administrator/Apps Support   | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Director/VP          | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Manager              | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Generalist/Officer   | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Assistant/Coord.     | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Manager Health & Safety/Loss Control | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |



## Compensation Analysis: By District

**Table 17: LDCs in District 'Upper Canada'**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 7              | 6               | 161,213               | 234,864               | 201,840               | 171,043 | 248,467 | 203,600 | 24                        | 30                         |
| V.P. Operations & Engineering/COO    | 7              | 4               | 127,175               | 198,850               | 171,975               | 137,300 | 204,825 | 170,150 | *                         | 34                         |
| Director/V.P. Operations             | 7              | 4               | 116,082               | 146,944               | 135,488               | 121,959 | 148,205 | 134,676 | 10                        | 14                         |
| Director/V.P. Engineering            | 7              | 5               | 102,874               | 133,256               | 126,069               | 110,000 | 133,636 | 120,140 | 10                        | 13                         |
| Engineering Manager                  | 7              | 4               | 86,712                | 124,457               | 112,427               | 110,399 | 116,344 | 116,204 | *                         | 13                         |
| Distribution Engineer                | 7              | 10              | 79,148                | 107,393               | 88,097                | *       | *       | *       | *                         | *                          |
| Engineering Supervisor               | 7              | 12              | 72,653                | 100,551               | 86,922                | 78,807  | 96,335  | 88,220  | *                         | 8                          |
| Operations Manager or Superintendent | 7              | 12              | 84,419                | 110,475               | 99,221                | 92,500  | 106,190 | 98,236  | 6                         | 9                          |
| Control Centre Supervisor            | 7              | 4               | 73,346                | 99,968                | 91,929                | 88,947  | 94,473  | 91,491  | *                         | 8                          |
| Meter Shop Supervisor                | 7              | 6               | 77,405                | 105,015               | 96,757                | 94,527  | 96,148  | 95,948  | 6                         | 8                          |
| Line Supervisor                      | 7              | 25              | 71,616                | 95,090                | 89,997                | 87,549  | 93,217  | 89,261  | 5                         | 7                          |
| Purchasing/Procurement Manager       | 7              | 4               | 78,590                | 108,928               | 95,911                | 83,143  | 105,320 | 92,552  | 7                         | 11                         |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Executive Assistant (to President)   | 7              | 7               | 53,393                | 70,139                | 66,562                | 64,023  | 72,205  | 69,561  | 5                         | 6                          |
| Administrative Assistant             | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director/VP Finance/CFO              | 7              | 6               | 122,974               | 172,829               | 157,418               | 113,467 | 207,735 | 155,020 | 16                        | 22                         |
| Controller/Manager Finance           | 7              | 6               | 90,030                | 118,999               | 111,576               | 92,750  | 120,644 | 103,120 | 8                         | 10                         |
| General Accounting Manager           | 7              | 3               | 77,929                | 103,712               | 102,879               | *       | *       | *       | *                         | *                          |
| Accounting Supervisor                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager/Director Customer Service    | 7              | 5               | 88,879                | 121,190               | 104,357               | 101,602 | 112,092 | 105,000 | 10                        | 13                         |
| Customer Service Supervisor          | 7              | 12              | 68,004                | 89,470                | 81,199                | 81,763  | 84,000  | 83,646  | 4                         | 6                          |
| Financial/Business Analyst           | 7              | 5               | 67,530                | 89,843                | 77,210                | 67,601  | 87,712  | 78,103  | 6                         | 7                          |
| Director or VP, Regulatory Affairs   | 7              | 3               | 106,665               | 154,775               | 141,379               | *       | *       | *       | *                         | 20                         |
| Manager, Regulatory Affairs          | 7              | 6               | 72,471                | 96,889                | 87,022                | 81,809  | 94,211  | 85,409  | 6                         | 8                          |
| Settlement/Rate Analyst              | 7              | 5               | 66,008                | 88,700                | 81,978                | 78,944  | 86,516  | 84,983  | *                         | *                          |
| I.S. Director/VP                     | 7              | 3               | 107,665               | 154,775               | 143,011               | *       | *       | *       | *                         | 20                         |
| I.S. Manager                         | 7              | 3               | 82,963                | 111,279               | 100,337               | *       | *       | *       | 7                         | 11                         |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25    | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|--------|---------|---------|---------------------------|----------------------------|
| I.S. Supervisor/Computer Operations  | *              | *               | *                     | *                     | *                     | *      | *       | *       | *                         | *                          |
| Systems Administrator/Apps Support   | 7              | 9               | 67,530                | 89,843                | 75,249                | 65,720 | 88,048  | 75,399  | 5                         | 7                          |
| Human Resources Director/VP          | 7              | 4               | 100,219               | 146,793               | 143,116               | *      | *       | *       | 12                        | 18                         |
| Human Resources Manager              | 7              | 4               | 80,062                | 111,136               | 103,907               | 96,407 | 109,927 | 102,428 | 7                         | 10                         |
| Human Resources Generalist/Officer   | 7              | 5               | 59,304                | 80,990                | 69,827                | 61,435 | 71,036  | 62,645  | *                         | 7                          |
| Human Resources Assistant/Coord.     | 7              | 4               | 50,437                | 69,313                | 58,033                | *      | *       | *       | *                         | *                          |
| Manager Health & Safety/Loss Control | 7              | 5               | 79,333                | 105,626               | 98,078                | 92,774 | 99,905  | 94,602  | 7                         | 9                          |

## Compensation Analysis: By District

**Table 18: LDCs in District 'Western'**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 8              | 7               | 145,293               | 173,356               | 166,039               | 142,867 | 184,200 | 159,900 | 19                        | 21                         |
| V.P. Operations & Engineering/COO    | 8              | 4               | 123,949               | 151,867               | 145,164               | 127,595 | 167,569 | 150,000 | *                         | 20                         |
| Director/V.P. Operations             | 8              | 5               | 106,105               | 129,329               | 116,968               | 105,110 | 127,728 | 125,930 | *                         | 13                         |
| Director/V.P. Engineering            | 8              | 5               | 92,003                | 112,580               | 104,981               | 102,835 | 107,500 | 105,110 | *                         | 10                         |
| Engineering Manager                  | 8              | 5               | 83,283                | 113,833               | 94,727                | *       | *       | *       | *                         | 12                         |
| Distribution Engineer                | 8              | 7               | 69,016                | 78,042                | 77,679                | 67,990  | 87,434  | 77,746  | *                         | *                          |
| Engineering Supervisor               | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Operations Manager or Superintendent | 8              | 5               | 81,240                | 102,511               | 93,530                | 91,101  | 98,850  | 92,400  | *                         | *                          |
| Control Centre Supervisor            | 8              | 3               | 79,171                | 99,591                | 94,388                | *       | *       | *       | *                         | *                          |
| Meter Shop Supervisor                | 8              | 4               | 76,516                | 90,971                | 84,605                | 79,077  | 91,486  | 85,958  | *                         | *                          |
| Line Supervisor                      | 8              | 14              | 72,926                | 90,351                | 83,932                | 81,505  | 86,385  | 82,324  | *                         | *                          |
| Purchasing/Procurement Manager       | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Stores/Inventory Control Supervisor  | 8              | 3               | 64,680                | 80,019                | 78,440                | *       | *       | *       | *                         | *                          |
| Executive Assistant (to President)   | 8              | 7               | 57,902                | 73,591                | 67,585                | 61,866  | 72,813  | 67,910  | *                         | *                          |
| Administrative Assistant             | 8              | 5               | 50,165                | 58,435                | 51,759                | 50,002  | 58,058  | 56,300  | *                         | *                          |
| Director/VP Finance/CFO              | 8              | 8               | 114,363               | 138,279               | 131,028               | 112,783 | 148,350 | 125,375 | 13                        | 19                         |
| Controller/Manager Finance           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| General Accounting Manager           | 8              | 5               | 72,621                | 88,026                | 86,602                | 81,534  | 92,566  | 91,228  | *                         | *                          |
| Accounting Supervisor                | 8              | 5               | 64,944                | 80,710                | 75,429                | 71,315  | 79,159  | 75,046  | *                         | *                          |
| Manager/Director Customer Service    | 8              | 4               | 87,010                | 106,496               | 102,417               | 105,206 | 107,905 | 107,066 | *                         | 11                         |
| Customer Service Supervisor          | 8              | 9               | 62,553                | 79,518                | 71,521                | 68,820  | 76,810  | 74,002  | *                         | *                          |
| Financial/Business Analyst           | 8              | 3               | 59,309                | 70,721                | 64,159                | *       | *       | *       | *                         | *                          |
| Director or VP, Regulatory Affairs   | 8              | 4               | 107,482               | 147,335               | 123,383               | 117,889 | 128,220 | 122,726 | *                         | 15                         |
| Manager, Regulatory Affairs          | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Settlement/Rate Analyst              | 8              | 4               | 68,437                | 80,957                | 78,410                | 70,535  | 83,638  | 75,763  | *                         | *                          |
| I.S. Director/VP                     | 8              | 3               | 103,230               | 133,964               | 118,440               | *       | *       | *       | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25    | P75    | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|--------|--------|--------|---------------------------|----------------------------|
| I.S. Manager                         | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| I.S. Supervisor/Computer Operations  | 8              | 3               | 70,082                | 92,488                | 82,178                | *      | *      | *      | *                         | *                          |
| Systems Administrator/Apps Support   | 8              | 4               | 63,330                | 72,304                | 80,444                | 72,581 | 88,265 | 80,403 | *                         | *                          |
| Human Resources Director/VP          | 8              | 3               | 107,877               | 127,651               | 113,338               | *      | *      | *      | *                         | *                          |
| Human Resources Manager              | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Human Resources Generalist/Officer   | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Human Resources Assistant/Coord.     | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Manager Health & Safety/Loss Control | 8              | 4               | 72,224                | 84,839                | 82,305                | 78,622 | 86,192 | 82,509 | *                         | *                          |

## Compensation Analysis: By Employee Size

**Table 19: LDCs 1 to 20 Employees**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 7              | 7               | 99,058                | 115,141               | 108,233               | 101,291 | 114,000 | 101,700 | *                         | *                          |
| V.P. Operations & Engineering/COO    | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director/V.P. Operations             | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director/V.P. Engineering            | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Engineering Manager                  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Distribution Engineer                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Engineering Supervisor               | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Operations Manager or Superintendent | 7              | 4               | 77,997                | 87,159                | 86,516                | *       | *       | *       | *                         | *                          |
| Control Centre Supervisor            | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Meter Shop Supervisor                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Line Supervisor                      | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Purchasing/Procurement Manager       | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Executive Assistant (to President)   | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Administrative Assistant             | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director/VP Finance/CFO              | 7              | 3               | 81,198                | 90,938                | 86,556                | *       | *       | *       | *                         | *                          |
| Controller/Manager Finance           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| General Accounting Manager           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Accounting Supervisor                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager/Director Customer Service    | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Customer Service Supervisor          | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Financial/Business Analyst           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director or VP, Regulatory Affairs   | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager, Regulatory Affairs          | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Settlement/Rate Analyst              | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Director/VP                     | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Manager                         | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25 | P75 | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|-----|-----|--------|---------------------------|----------------------------|
| I.S. Supervisor/Computer Operations  | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Systems Administrator/Apps Support   | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Director/VP          | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Manager              | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Generalist/Officer   | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Assistant/Coord.     | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Manager Health & Safety/Loss Control | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |

## Compensation Analysis: By Employee Size

**Table 20: LDCs 21 to 40 Employees**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 10             | 10              | 118,872               | 149,597               | 138,403               | 132,770 | 144,425 | 136,612 | *                         | *                          |
| V.P. Operations & Engineering/COO    | 10             | 6               | 94,611                | 119,283               | 112,657               | 101,921 | 118,593 | 110,191 | *                         | *                          |
| Director/V.P. Operations             | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director/V.P. Engineering            | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Engineering Manager                  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Distribution Engineer                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Engineering Supervisor               | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Operations Manager or Superintendent | 10             | 7               | 79,991                | 101,651               | 89,931                | 85,404  | 96,398  | 87,000  | *                         | *                          |
| Control Centre Supervisor            | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Meter Shop Supervisor                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Line Supervisor                      | 10             | 9               | 70,483                | 86,976                | 82,795                | 81,525  | 83,914  | 82,329  | *                         | *                          |
| Purchasing/Procurement Manager       | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Executive Assistant (to President)   | 10             | 6               | 54,446                | 69,847                | 63,361                | 61,305  | 69,533  | 64,945  | *                         | *                          |
| Administrative Assistant             | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director/VP Finance/CFO              | 10             | 10              | 89,992                | 111,695               | 105,249               | 96,442  | 112,408 | 105,133 | *                         | *                          |
| Controller/Manager Finance           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| General Accounting Manager           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Accounting Supervisor                | 10             | 5               | 66,514                | 86,972                | 72,251                | 67,995  | 78,686  | 77,614  | *                         | *                          |
| Manager/Director Customer Service    | 10             | 3               | 77,031                | 95,659                | 96,104                | *       | *       | *       | *                         | *                          |
| Customer Service Supervisor          | 10             | 6               | 63,882                | 81,121                | 65,544                | 61,631  | 70,783  | 65,785  | *                         | *                          |
| Financial/Business Analyst           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director or VP, Regulatory Affairs   | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager, Regulatory Affairs          | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Settlement/Rate Analyst              | 10             | 3               | 60,553                | 75,170                | 82,014                | *       | *       | *       | *                         | *                          |
| I.S. Director/VP                     | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Manager                         | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25 | P75 | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|-----|-----|--------|---------------------------|----------------------------|
| I.S. Supervisor/Computer Operations  | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Systems Administrator/Apps Support   | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Director/VP          | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Manager              | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Generalist/Officer   | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Assistant/Coord.     | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Manager Health & Safety/Loss Control | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |



## Compensation Analysis: By Employee Size

**Table 21: LDCs 41 to 70 Employees**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 9              | 6               | 126,613               | 168,576               | 163,376               | 135,787 | 197,434 | 143,934 | *                         | *                          |
| V.P. Operations & Engineering/COO    | 9              | 4               | 101,054               | 142,217               | 126,824               | 120,438 | 129,436 | 123,050 | *                         | *                          |
| Director/V.P. Operations             | 9              | 5               | 98,078                | 114,738               | 97,511                | 89,580  | 105,410 | 97,480  | *                         | *                          |
| Director/V.P. Engineering            | 9              | 5               | 89,425                | 109,213               | 108,623               | 98,681  | 110,000 | 105,000 | 7                         | 8                          |
| Engineering Manager                  | 9              | 4               | 78,876                | 109,263               | 90,123                | *       | *       | *       | *                         | *                          |
| Distribution Engineer                | 9              | 3               | 72,518                | 96,840                | *                     | *       | *       | *       | *                         | *                          |
| Engineering Supervisor               | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Operations Manager or Superintendent | 9              | 4               | 77,458                | 94,439                | 91,213                | 88,902  | 94,434  | 92,123  | *                         | *                          |
| Control Centre Supervisor            | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Meter Shop Supervisor                | 9              | 4               | 69,982                | 89,904                | 86,246                | 69,982  | 69,982  | 69,982  | *                         | *                          |
| Line Supervisor                      | 9              | 9               | 69,727                | 87,980                | 84,416                | 81,233  | 87,724  | 84,000  | *                         | *                          |
| Purchasing/Procurement Manager       | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Executive Assistant (to President)   | 9              | 6               | 52,680                | 66,124                | 65,756                | 61,600  | 69,309  | 65,976  | *                         | *                          |
| Administrative Assistant             | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director/VP Finance/CFO              | 9              | 8               | 96,524                | 125,591               | 119,207               | 99,106  | 137,089 | 110,523 | *                         | *                          |
| Controller/Manager Finance           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| General Accounting Manager           | 9              | 4               | 70,670                | 87,756                | 84,807                | 82,226  | 88,392  | 85,811  | *                         | *                          |
| Accounting Supervisor                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager/Director Customer Service    | 9              | 5               | 81,529                | 105,256               | 101,221               | 96,936  | 105,000 | 101,602 | 5                         | 7                          |
| Customer Service Supervisor          | 9              | 5               | 57,804                | 76,472                | 73,574                | 70,300  | 81,314  | 72,100  | *                         | *                          |
| Financial/Business Analyst           | 9              | 8               | 59,904                | 76,288                | 68,800                | 60,385  | 75,299  | 65,074  | *                         | *                          |
| Director or VP, Regulatory Affairs   | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager, Regulatory Affairs          | 9              | 5               | 61,044                | 79,816                | 76,063                | 69,117  | 81,806  | 71,590  | *                         | *                          |
| Settlement/Rate Analyst              | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Director/VP                     | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Manager                         | 9              | 4               | 67,690                | 91,494                | 80,701                | 75,688  | 86,139  | 81,125  | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25    | P75    | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|--------|--------|--------|---------------------------|----------------------------|
| I.S. Supervisor/Computer Operations  | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Systems Administrator/Apps Support   | 9              | 6               | 59,140                | 75,423                | 67,864                | 65,758 | 72,320 | 67,937 | *                         | *                          |
| Human Resources Director/VP          | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Human Resources Manager              | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Human Resources Generalist/Officer   | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Human Resources Assistant/Coord.     | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Manager Health & Safety/Loss Control | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |

## Compensation Analysis: By Employee Size

**Table 22: LDCs 71 to 100 Employees**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 4              | 4               | 135,830               | 184,482               | 166,328               | 157,746 | 169,644 | 161,063 | 21                        | 25                         |
| V.P. Operations & Engineering/COO    | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director/V.P. Operations             | 4              | 3               | 92,338                | 113,418               | 113,421               | 108,606 | 117,576 | 112,102 | *                         | *                          |
| Director/V.P. Engineering            | 4              | 3               | 92,338                | 113,418               | 113,421               | 108,606 | 117,576 | 112,102 | *                         | *                          |
| Engineering Manager                  | 4              | 6               | 69,962                | 89,396                | 82,143                | 80,838  | 82,316  | 81,011  | *                         | *                          |
| Distribution Engineer                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Engineering Supervisor               | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Operations Manager or Superintendent | 4              | 4               | 75,751                | 97,844                | 95,080                | 91,819  | 98,579  | 95,318  | *                         | 8                          |
| Control Centre Supervisor            | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Meter Shop Supervisor                | 4              | 3               | 72,991                | 97,370                | 92,840                | *       | *       | *       | *                         | *                          |
| Line Supervisor                      | 4              | 7               | 66,947                | 89,324                | 84,318                | *       | *       | *       | *                         | *                          |
| Purchasing/Procurement Manager       | 4              | 3               | 71,028                | 94,425                | 86,686                | *       | *       | *       | *                         | *                          |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Executive Assistant (to President)   | 4              | 4               | 52,063                | 64,877                | 63,879                | 60,565  | 67,553  | 64,239  | *                         | *                          |
| Administrative Assistant             | 4              | 5               | 45,371                | 53,046                | 54,331                | *       | *       | *       | *                         | *                          |
| Director/VP Finance/CFO              | 4              | 4               | 116,355               | 157,309               | 147,980               | *       | *       | *       | *                         | *                          |
| Controller/Manager Finance           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| General Accounting Manager           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Accounting Supervisor                | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager/Director Customer Service    | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Customer Service Supervisor          | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Financial/Business Analyst           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Director or VP, Regulatory Affairs   | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager, Regulatory Affairs          | 4              | 3               | 73,047                | 95,797                | 96,090                | *       | *       | *       | *                         | *                          |
| Settlement/Rate Analyst              | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Director/VP                     | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| I.S. Manager                         | 4              | 3               | 71,018                | 87,075                | 86,028                | *       | *       | *       | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25 | P75 | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|-----|-----|--------|---------------------------|----------------------------|
| I.S. Supervisor/Computer Operations  | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Systems Administrator/Apps Support   | 4              | 3               | 63,161                | 75,944                | 76,194                | *   | *   | *      | *                         | *                          |
| Human Resources Director/VP          | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Manager              | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Human Resources Generalist/Officer   | 4              | 4               | 55,019                | 72,712                | 66,939                | *   | *   | *      | *                         | *                          |
| Human Resources Assistant/Coord.     | *              | *               | *                     | *                     | *                     | *   | *   | *      | *                         | *                          |
| Manager Health & Safety/Loss Control | 4              | 3               | 69,776                | 84,170                | 81,643                | *   | *   | *      | *                         | *                          |

## Compensation Analysis: By Employee Size

**Table 23: LDCs 101 to 170 Employees**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 8              | 8               | 152,602               | 178,748               | 169,574               | 160,250 | 178,352 | 166,297 | *                         | 16                         |
| V.P. Operations & Engineering/COO    | 8              | 4               | 107,050               | 135,705               | 133,853               | 129,833 | 138,093 | 134,073 | *                         | *                          |
| Director/V.P. Operations             | 8              | 3               | 111,061               | 130,763               | 130,369               | *       | *       | *       | *                         | *                          |
| Director/V.P. Engineering            | 8              | 3               | 106,909               | 125,780               | 116,636               | *       | *       | *       | *                         | *                          |
| Engineering Manager                  | 8              | 7               | 87,202                | 106,927               | 105,640               | 102,230 | 110,071 | 103,004 | *                         | *                          |
| Distribution Engineer                | 8              | 5               | 72,004                | 94,307                | 83,870                | 83,098  | 89,608  | 88,184  | *                         | *                          |
| Engineering Supervisor               | 8              | 5               | 73,424                | 86,880                | 85,052                | 82,743  | 89,167  | 86,858  | *                         | *                          |
| Operations Manager or Superintendent | 8              | 10              | 82,624                | 100,874               | 98,449                | 92,899  | 101,489 | 97,396  | *                         | *                          |
| Control Centre Supervisor            | 8              | 5               | 77,344                | 90,808                | 89,698                | 84,836  | 94,536  | 88,275  | *                         | *                          |
| Meter Shop Supervisor                | 8              | 7               | 72,442                | 86,243                | 84,020                | 84,182  | 86,864  | 84,836  | *                         | *                          |
| Line Supervisor                      | 8              | 32              | 73,541                | 87,712                | 85,889                | 83,052  | 88,367  | 83,923  | *                         | *                          |
| Purchasing/Procurement Manager       | 8              | 6               | 69,694                | 83,764                | 81,166                | 75,381  | 85,384  | 80,139  | *                         | *                          |
| Stores/Inventory Control Supervisor  | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Executive Assistant (to President)   | 8              | 8               | 54,298                | 66,341                | 65,612                | 62,901  | 68,145  | 65,274  | *                         | *                          |
| Administrative Assistant             | 8              | 14              | 47,766                | 58,316                | 56,878                | 54,693  | 59,208  | 57,004  | *                         | *                          |
| Director/VP Finance/CFO              | 8              | 8               | 105,258               | 128,946               | 128,026               | 124,373 | 137,211 | 128,131 | *                         | *                          |
| Controller/Manager Finance           | 8              | 5               | 79,253                | 96,346                | 93,962                | 91,672  | 94,886  | 94,760  | *                         | *                          |
| General Accounting Manager           | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Accounting Supervisor                | 8              | 6               | 68,767                | 84,263                | 78,041                | 78,315  | 80,781  | 78,642  | *                         | *                          |
| Manager/Director Customer Service    | 8              | 6               | 89,200                | 111,205               | 106,831               | 101,714 | 116,123 | 107,888 | *                         | *                          |
| Customer Service Supervisor          | 8              | 11              | 65,568                | 80,530                | 78,121                | 75,467  | 84,681  | 78,640  | *                         | *                          |
| Financial/Business Analyst           | 8              | 5               | 65,054                | 78,393                | 73,140                | 72,000  | 75,577  | 73,570  | *                         | *                          |
| Director or VP, Regulatory Affairs   | *              | *               | *                     | *                     | *                     | *       | *       | *       | *                         | *                          |
| Manager, Regulatory Affairs          | 8              | 3               | 71,869                | 88,887                | 87,149                | *       | *       | *       | *                         | *                          |
| Settlement/Rate Analyst              | 8              | 4               | 65,190                | 80,689                | 80,782                | 74,078  | 89,416  | 82,713  | *                         | *                          |
| I.S. Director/VP                     | 8              | 4               | 98,579                | 120,798               | 117,899               | 114,912 | 118,253 | 115,266 | *                         | *                          |
| I.S. Manager                         | 8              | 5               | 76,823                | 93,825                | 92,750                | 88,603  | 95,985  | 91,838  | *                         | *                          |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25    | P75    | Median | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|--------|--------|--------|---------------------------|----------------------------|
| I.S. Supervisor/Computer Operations  | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Systems Administrator/Apps Support   | 8              | 7               | 62,422                | 75,620                | 78,628                | 75,107 | 83,063 | 79,773 | *                         | *                          |
| Human Resources Director/VP          | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Human Resources Manager              | 8              | 3               | 77,858                | 96,716                | 93,993                | *      | *      | *      | *                         | *                          |
| Human Resources Generalist/Officer   | 8              | 5               | 57,641                | 69,570                | 66,560                | *      | *      | *      | *                         | *                          |
| Human Resources Assistant/Coord.     | *              | *               | *                     | *                     | *                     | *      | *      | *      | *                         | *                          |
| Manager Health & Safety/Loss Control | 8              | 8               | 69,403                | 85,099                | 84,422                | 77,100 | 90,627 | 86,168 | *                         | *                          |

## Compensation Analysis: By Employee Size

**Table 24: LDCs OVER 170 Employees**

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| President/CEO/GM                     | 6              | 5               | 169,046               | 237,578               | 224,957               | 215,000 | 259,523 | 220,948 | 26                        | 34                         |
| V.P. Operations & Engineering/COO    | 6              | 5               | 142,781               | 199,887               | 187,310               | 174,774 | 198,900 | 175,275 | 27                        | 34                         |
| Director/V.P. Operations             | 6              | 5               | 113,937               | 157,289               | 138,202               | 127,728 | 141,606 | 127,746 | 12                        | 18                         |
| Director/V.P. Engineering            | 6              | 5               | 103,424               | 144,925               | 126,725               | 110,780 | 133,636 | 120,140 | 12                        | 16                         |
| Engineering Manager                  | 6              | 5               | 89,309                | 120,279               | 106,629               | 101,702 | 116,344 | 116,204 | 8                         | 15                         |
| Distribution Engineer                | 6              | 16              | 81,762                | 104,383               | 93,686                | 82,184  | 101,008 | 91,549  | 8                         | 8                          |
| Engineering Supervisor               | 6              | 10              | 74,311                | 100,227               | 89,066                | 84,852  | 96,721  | 95,948  | *                         | *                          |
| Operations Manager or Superintendent | 6              | 9               | 89,104                | 117,484               | 107,806               | 103,930 | 110,066 | 106,190 | 7                         | 13                         |
| Control Centre Supervisor            | 6              | 5               | 76,540                | 98,733                | 89,757                | 89,100  | 93,981  | 91,228  | *                         | 12                         |
| Meter Shop Supervisor                | 6              | 7               | 77,862                | 99,437                | 90,736                | 83,362  | 96,430  | 93,505  | 8                         | 8                          |
| Line Supervisor                      | 6              | 33              | 74,079                | 95,893                | 89,882                | 88,219  | 93,217  | 90,129  | 8                         | 8                          |
| Purchasing/Procurement Manager       | 6              | 5               | 86,262                | 109,160               | 99,008                | 90,035  | 105,046 | 101,418 | 8                         | 13                         |
| Stores/Inventory Control Supervisor  | 6              | 6               | 67,858                | 87,106                | 82,857                | 77,064  | 88,048  | 86,359  | *                         | 9                          |
| Executive Assistant (to President)   | 6              | 9               | 57,880                | 74,747                | 72,121                | 72,125  | 73,436  | 72,507  | *                         | 7                          |
| Administrative Assistant             | 6              | 17              | 50,627                | 64,170                | 57,859                | 55,850  | 59,867  | 57,858  | *                         | 7                          |
| Director/VP Finance/CFO              | 6              | 6               | 134,541               | 181,796               | 177,396               | 167,444 | 208,294 | 175,025 | 21                        | 29                         |
| Controller/Manager Finance           | 6              | 5               | 101,324               | 131,989               | 122,256               | 114,730 | 125,778 | 123,335 | 10                        | 14                         |
| General Accounting Manager           | 6              | 5               | 81,236                | 105,828               | 100,304               | 93,692  | 107,636 | 94,965  | *                         | 13                         |
| Accounting Supervisor                | 6              | 9               | 69,697                | 89,211                | 81,663                | 76,500  | 83,882  | 80,579  | *                         | 9                          |
| Manager/Director Customer Service    | 6              | 5               | 98,554                | 141,462               | 122,071               | 110,375 | 123,089 | 112,092 | 15                        | 23                         |
| Customer Service Supervisor          | 6              | 15              | 69,513                | 89,623                | 83,103                | 78,239  | 87,839  | 82,705  | 8                         | 8                          |
| Financial/Business Analyst           | 6              | 5               | 66,917                | 87,473                | 76,281                | 64,815  | 87,712  | 76,246  | 7                         | 10                         |
| Director or VP, Regulatory Affairs   | 6              | 5               | 107,093               | 148,118               | 128,573               | 111,388 | 136,056 | 123,335 | 15                        | 20                         |
| Manager, Regulatory Affairs          | 6              | 3               | 77,247                | 105,200               | 89,835                | *       | *       | *       | 7                         | 10                         |
| Settlement/Rate Analyst              | 6              | 9               | 65,722                | 83,288                | 77,284                | 71,487  | 84,983  | 72,904  | 6                         | 7                          |
| I.S. Director/VP                     | 6              | 5               | 106,332               | 145,767               | 131,179               | 110,780 | 147,000 | 129,250 | 14                        | 20                         |

| Position                             | # of Companies | # of Incumbents | Average Range Minimum | Average Range Maximum | Mean (Average Actual) | P25     | P75     | Median  | Average Incentive Target% | Average Incentive Maximum% |
|--------------------------------------|----------------|-----------------|-----------------------|-----------------------|-----------------------|---------|---------|---------|---------------------------|----------------------------|
| I.S. Manager                         | 6              | 4               | 87,765                | 116,474               | 104,225               | 101,711 | 108,005 | 106,756 | *                         | 13                         |
| I.S. Supervisor/Computer Operations  | 6              | 3               | 75,115                | 104,674               | 95,703                | *       | *       | *       | *                         | *                          |
| Systems Administrator/Apps Support   | 6              | 9               | 69,565                | 90,298                | 85,434                | 76,189  | 88,048  | 87,713  | 6                         | 8                          |
| Human Resources Director/VP          | 6              | 4               | 107,320               | 141,039               | 134,667               | 117,998 | 154,783 | 138,113 | 15                        | 20                         |
| Human Resources Manager              | 6              | 5               | 83,605                | 110,189               | 101,985               | 91,332  | 106,756 | 105,206 | 7                         | 11                         |
| Human Resources Generalist/Officer   | 6              | 7               | 65,830                | 82,587                | 74,472                | 62,732  | 77,745  | 73,379  | 8                         | 8                          |
| Human Resources Assistant/Coord.     | 6              | 7               | 52,389                | 67,482                | 57,074                | 52,581  | 61,684  | 58,910  | *                         | 7                          |
| Manager Health & Safety/Loss Control | 6              | 7               | 79,910                | 104,079               | 96,250                | 88,618  | 102,772 | 93,640  | 8                         | 10                         |



## Perquisites – All LDCs

**Table 25: Perquisites by Position Level**

| Perquisite:                                        | CEO/President | Executive | Middle Management | Not Applicable |
|----------------------------------------------------|---------------|-----------|-------------------|----------------|
| Company car for business or personal use           | 12            | 7         | 8                 | 22             |
| Association or professional membership dues        | 38            | 40        | 38                | 3              |
| Supplemental Group Life Insurance                  | 28            | 25        | 25                | 14             |
| Executive training programs or coaching            | 35            | 32        | 27                | 7              |
| Personal computer for home use                     | 17            | 15        | 12                | 22             |
| Cellular phone for business or personal use        | 44            | 42        | 39                | 0              |
| Employee Assistance Programs (EAPs)                | 37            | 37        | 36                | 5              |
| Educational reimbursement                          | 41            | 40        | 39                | 2              |
| Extended vacation allowance                        | 9             | 8         | 5                 | 29             |
| Outplacement counselling                           | 7             | 7         | 6                 | 32             |
| Flex time                                          | 15            | 15        | 15                | 24             |
| Fitness or recreational club memberships or access | 16            | 15        | 14                | 25             |
| Financial or legal counselling                     | 8             | 8         | 8                 | 31             |

No. of companies reporting = 44

- *Actual prevalence response - multiple responses accepted*

**Table 26: Other Perquisites Noted**

| Other Perquisites                                                                         |
|-------------------------------------------------------------------------------------------|
| Off every third Friday, 2 floater days                                                    |
| 7 weeks after 23 years of service                                                         |
| All employees receive 6 weeks of vacation after 26 years of service                       |
| Three vacation floater days                                                               |
| CEO/President and Executives receive performance bonuses                                  |
| Attendance Bonus                                                                          |
| Basic home telephone for executives & interest free personal computer loans               |
| Health Services Spending Account                                                          |
| 5 floater days per calendar year                                                          |
| Additional Vacation Purchase Program                                                      |
| 6 weeks of vacation after 28 years                                                        |
| volunteer subsidies, computer, loans, energy loans, wellness fund, health club membership |

**Table 27: Mileage & Auto**

|                                                                 |                 |
|-----------------------------------------------------------------|-----------------|
| <b>CEO Average Monthly car allowance (25 respondents)</b>       | <b>\$609.98</b> |
| <b>Executive Average Monthly car allowance (14 respondents)</b> | <b>\$544.49</b> |
| <b>Average Mileage Reimbursement (44respondents)</b>            | <b>.48</b>      |

**Table 28: Service Periods for Vacation Entitlement**

| <b>Years of Service:</b>            | <b>Eligible for 2 weeks</b> | <b>Eligible for 3 weeks</b> | <b>Eligible for 4 weeks</b> | <b>Eligible for 5 weeks</b> | <b>Eligible for 6 or more weeks</b> |
|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------------|
| CEO/Pres - 3 years service          | 7                           | 17                          | 13                          | 5                           | 1                                   |
| CEO/Pres - 5 years service          |                             | 19                          | 17                          | 4                           | 2                                   |
| CEO/Pres - 10 years service         |                             |                             | 25                          | 14                          | 4                                   |
| CEO/Pres - 15 years service         |                             |                             | 18                          | 18                          | 6                                   |
| CEO/Pres - 20 years service         |                             |                             |                             | 26                          | 15                                  |
| CEO/Pres - 25 years service         |                             |                             |                             | 8                           | 33                                  |
| Executive- 3 years service          | 7                           | 21                          | 11                          | 1                           | 1                                   |
| Executive- 5 years service          |                             | 23                          | 15                          | 1                           | 1                                   |
| Executive- 10 years service         |                             |                             | 30                          | 8                           | 3                                   |
| Executive- 15 years service         |                             |                             | 22                          | 17                          | 3                                   |
| Executive- 20 years service         |                             |                             |                             | 29                          | 10                                  |
| Executive- 25 years service         |                             |                             |                             | 9                           | 30                                  |
| Middle Management- 3 years service  | 8                           | 28                          | 6                           | 1                           |                                     |
| Middle Management- 5 years service  |                             | 31                          | 11                          | 1                           |                                     |
| Middle Management- 10 years service |                             |                             | 34                          | 7                           | 1                                   |
| Middle Management- 15 years service |                             |                             | 24                          | 17                          | 2                                   |
| Middle Management- 20 years service |                             |                             |                             | 32                          | 9                                   |
| Middle Management- 25 years service |                             |                             |                             | 10                          | 32                                  |
| Professionals - 3 years service     | 9                           | 22                          | 4                           |                             |                                     |
| Professional - 5 years service      |                             | 29                          | 6                           |                             |                                     |
| Professional - 10 years service     |                             |                             | 32                          | 3                           |                                     |
| Professional - 15 years service     |                             |                             | 21                          | 14                          |                                     |
| Professional - 20 years service     |                             |                             |                             | 30                          | 5                                   |
| Professional - 25 years service     |                             |                             |                             | 9                           | 27                                  |
| Admin - 3 years service             | 10                          | 24                          | 4                           |                             |                                     |
| Admin - 5 years service             |                             | 32                          | 6                           |                             |                                     |
| Admin - 10 years service            |                             |                             | 35                          | 3                           |                                     |
| Admin - 15 years service            |                             |                             | 23                          | 15                          |                                     |
| Admin - 20 years service            |                             |                             |                             | 31                          | 6                                   |
| Admin - 25 years service            |                             |                             |                             | 9                           | 29                                  |

## **Base Compensation Planning**

### **2010 Actual Average Base Pay Increase:**

43 survey respondents. The actual average base pay increase for 2010 was 2.95%.

### **2010 Compensation Structure Adjustment:**

If your company uses a formal salary range (compensation) structure, by what percentage did you increase the structure in 2010? (E.g. 1%; 2% etc.) 35 Respondents indicated that the structure was adjusted by 2.85% on average.

### **2011 Projected Average Salary Increase:**

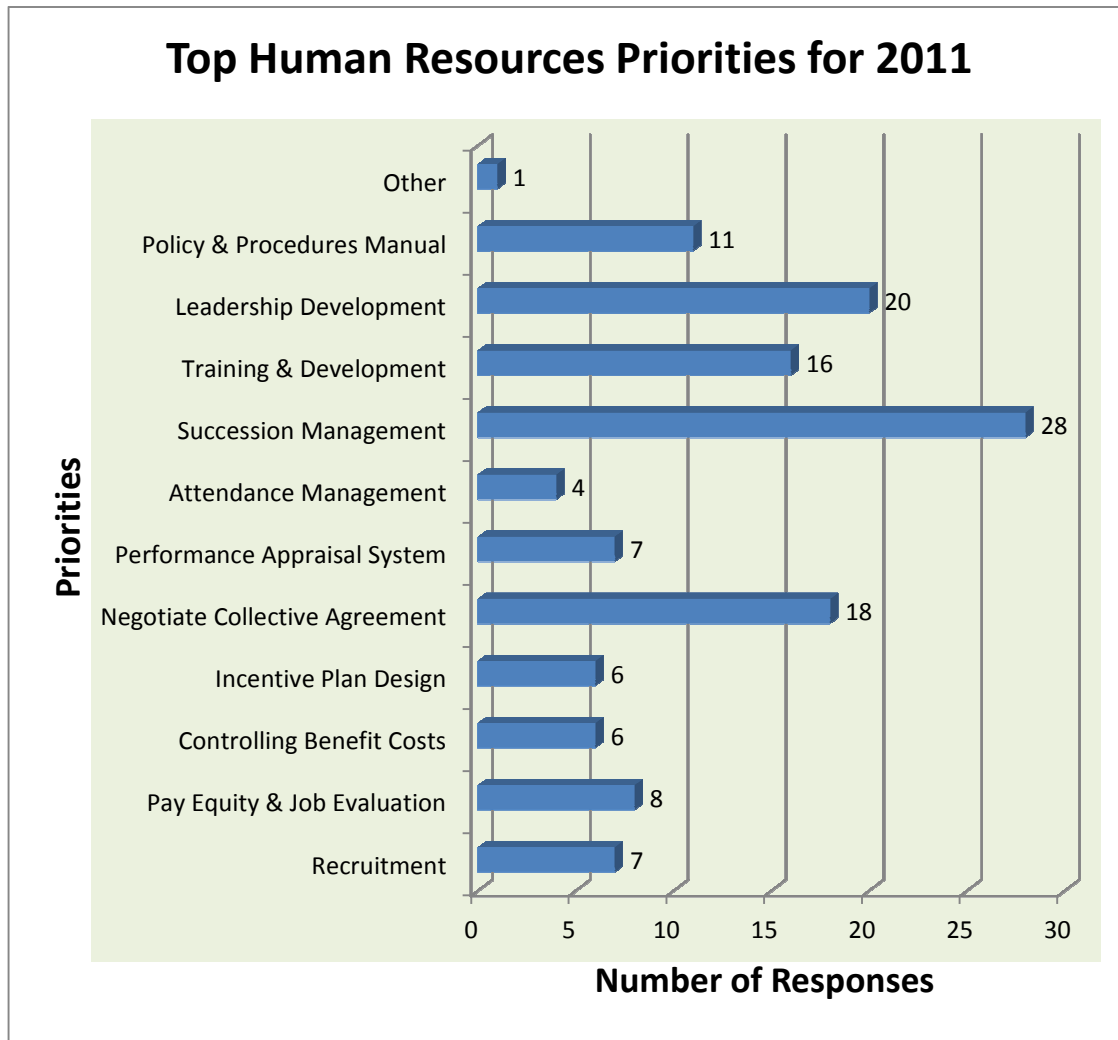
33 survey respondents. The average response indicates that the projected 2011 average base pay increase will be 2.77%. The median is 3%.

### **2011 Projected Compensation Structure Adjustment:**

By what percentage does your organization plan to increase the salary range/compensation structure in 2011? 23 respondents indicated that the average increase in the salary structure will increase by 2.7%, with the median being 3%

## Top HR Priorities – 2011

The top 3 priorities indicated for 2011 are 1) Succession Management; 2) Leadership Development; 3) Negotiations.



## Appendix:

### **MEARIE Management Salary Survey – Position Profiles 2010/2011**

The following is the 2010-2011 listing of benchmark positions for the survey. Please use them to guide you in identifying job matches.

Please note:

- ❖ Match your jobs to the survey jobs based on content, rather than job title
- ❖ Recognize that your incumbent need not perform all of the functions described in the survey job profile in order to have a valid job match. If 80% of job responsibilities are the same, then you likely have a good match. If not, another job match may be more appropriate or there may not be a good match in this survey.
- ❖ The survey has not been designed to cover every possible job in your organization - the selected jobs are intended to be benchmarks, so please treat them accordingly. Generally, if you match between 40 to 50 percent of your key jobs to external data, you will be able to compare your salary structure based on the information.

#### **President/CEO or General Manager**

**Directs the development of short and long term strategic plans, operational objectives, policies, budgets and operating plans for the organization, as approved by the Board of Directors. Establishes an organization hierarchy and delegates limits of authority to subordinate executives regarding policies, contractual commitments, expenditures and human resource matters. Represents the organization to the financial community, industry groups, government and regulatory agencies and the general public.**

#### **Vice President Operations & Engineering or Chief Operating Officer**

**Reporting to the President/CEO, directs both the operations and engineering functions. Formulates and implements plans, budgets, policies and procedures to facilitate and improve processes. Establishes clear controls, objectives and measures to ensure safe and appropriate delivery of power and power related services. Evaluates the feasibility of new or revised systems or procedures and oversees operations and engineering to ensure compliance with established standards.**

#### **Director or Vice President Operations**

**Reporting to the President/CEO, plans and directs all operations functions (no engineering responsibility), of the utility. Formulates and implements plans, policies and procedures to facilitate and improve processes and establishes clear controls, objectives and measures to ensure safe and appropriate delivery of services and clarity of roles and responsibilities. Evaluates the feasibility of new or revised systems or procedures and oversees operations to ensure compliance with established standards.**

### **Director or Vice President Engineering**

Plans and directs the overall engineering activities and engineering staff of the organization. Coordinates the creation, development, design and improvement of the organization's projects and products in conformance with established programs and objectives. Oversees plans, resources and budgets of the department aligned with business strategy.

### **Engineering Manager**

Supervises and directs the work of an engineering division such as distribution, line design, transmission planning, distribution planning and/or civil engineering. Responsible for engineering work involving a wide scope of assignments. Handles personnel coordination and issues of the division, prepares estimates, specifications and designs, including the supervision, planning and scheduling of work within the division – Requires a P.Eng.

### **Distribution Engineer**

Supervises engineering technicians or service technicians. Directs and coordinates the activities, schedules and projects of the construction and maintenance group of those involved with the distribution of electrical power from transformer substations, construction and maintenance of distribution systems. Consults with other department management on plant design, construction and maintenance. Prepares monthly operating reports, budget estimates, and work and materials specifications. Reviews and approves material requisitions, work authorizations and drawings for facilities. Requires a P.Eng. Typically reports to the Engineering Manager.

### **Engineering Supervisor**

Supervises a small technical work group which may include draftspersons and/or engineering technicians. Coordinates the development and maintenance of engineering and construction standards and systems (GIS, AM/FM, CAD). Organizes, stores and maintains the integrity of hard copy file records, digital formats and mapping standards. Normally requires a C.E.T. or A.Sc. T. Typically reports to a professional engineer.

### **Operations Manager or Superintendent**

Supervises, co-ordinates, directs, schedules and controls the construction, maintenance and personnel of the division, including budgets, transportation, equipment and material requirements and fleet management. Division responsibilities include construction, maintenance and repair of all overhead transmission, overhead and underground distribution and may include coordination of tree trimming for geographical area assigned to the division. In smaller utilities, a professional engineer may fill this role. In larger utilities, this function may be split into separate sections, each with a non-professional superintendent reporting to a Professional Engineer. Typical reports to VP Engineering and/or VP Operations.

### **Control Centre Supervisor**

Directs and supervises control centre technical staff. Provides planning and coordination of control centre scheduling and maintenance required for the safe, reliable operation and control of the distribution system, including the authorization of the operation of system devices, equipment and control access to electrical plant and substations. Approves and coordinates system outages and switching as required for maintenance and system reliability. Oversees power interruptions and emergencies with dispatch staff to affect corrective measures for isolation, emergency repairs and restoration purposes. Monitors feeder load profiles.

### **Meter Shop Supervisor**

Responsible for overall operation of the Meter department, including operations, budgeting and direction and supervision of meter technicians or other operations staff. Assigns, monitors and inspects the daily work and productivity of the staff in metering operations to ensure timely delivery of services, maintenance of equipment and identification of issues. Develops work plans for the department that include supervising meter re-verification, new meter installs, record maintenance and monitoring of meter maintenance, damage, reporting and theft issues. Ensures compliance with technical standards for equipment. . Responsible for electronic meter programming and interaction with/operation of an MV90 or similar data collection system.

### **Line Supervisor**

Coordinates and directs the Field Supervisor/s or lead journey person in the construction and maintenance of transmission and distribution lines and equipment. Works with Field Supervisors or lead journey person to develop plans and schedules required in directing and assigning a crew or crews of skilled trade staff in performing construction, maintenance and operation of the power transmission and distribution system lines in a safe and efficient manner. Supervises and coordinates subcontractors engaged in planning and executing work procedures, interpreting specifications and managing construction.

### **Fleet Maintenance Supervisor**

Plans, recommends and prepares specifications for vehicle replacement purchases. Supervises and coordinates garage equipment and vehicle maintenance, approves vehicles for road use and hydraulic equipment for line construction use, approves unplanned vehicle maintenance. Responsible for obtaining vehicle permits and insurance cards, maintenance of data input to costing systems, maintenance of garage inventory and gasoline supply. Processes accident reports.

### **Purchasing or Procurement Manager**

Responsible for all purchasing for all areas of the utility. Negotiates vendor agreements and manages the tender process. May also be responsible for stores and inventory control in the warehouse. Supervises and directs the work of the purchasing or buyers and stores personnel.

### Stores/Inventory Control Supervisor

Supervises inventory control, records and stores operation. Orders material to maintain on-hand quantities with purchasing manager/buyer approval. Responsible for testing safety equipment, i.e., hoses, blankets, gloves, etc., small tool and equipment repair and reconditioning. Assists purchasing department in the sale of obsolete equipment and material.

### Executive Assistant to President/CEO

Performs advanced, diversified and confidential administrative duties requiring broad knowledge of organizational policies and practices. Initiates and prepares correspondence, reports, either routine or non-routine. Screens telephone calls and visitors and resolves routine and complex inquiries. Schedules appointments, meetings and travel itineraries. In some cases, may have responsibility for routine HR and administrative services. Records, prepares and distributes minutes of meetings, including Board of Director minutes. Reports to the President/CEO/General Manager and may provide support to other executives.

### Administrative Assistant

Performs advanced, diversified and confidential administrative duties for executives and/ or senior management, requiring broad and comprehensive experience and knowledge of organizational policies and practices. Prepares correspondence, reports, either routine or non-routine. Screens telephone calls and visitors and resolves routine and complex inquiries. Schedules appointments, meetings and travel itineraries. This is a non-union position and reports to a senior executive or executive team.

### Director or VP Finance or CFO

Highest ranking financially-oriented position within the company. Reporting to the President/CEO, this strategic role plans directs and controls the organization's overall financial plans, policies and accounting practices and relationships with lending institutions, shareholders and the financial community in mid to large organizations. Provides advice and guidance for the Board of Directors on financial matters. May direct such functions as finance, general accounting, tax, payroll, customer billing, regulatory affairs, and information systems and may be responsible for Administration functions. Normally possesses a CA, CMA or CGA designation.

### Controller or Manager, Finance

Responsible for all financial reporting and record keeping functions. Directs the establishment and maintenance of the organization's accounting and finance principles, practices and procedures for the maintenance of its fiscal records and the preparation of its financial reports. Directs general and property accounting, cost accounting and budgetary control. Appraises operating results in terms of costs, budgets, operating policies, trends and increased profit opportunities. May be the most senior financial position in a small to mid-size corporation or reporting to a Director/VP Finance in a mid to large corporation.



### **General Accounting Manager**

Manages the general accounting functions and the preparation of reports and statistics reflecting earnings, profits, cash balances and other financial results. Formulates and administers approved accounting practices throughout the organization to ensure that financial and operating reports accurately reflect the condition of the business and provide reliable information. Generally reports to the Controller or CFO.

### **Accounting (A/R, A/P) Supervisor**

Coordinates activities of the payable/receivable clerks. Supervises accounts payable and receivable transactions, entries and trial balances; responsible for the accuracy of all journal entries and reconciliation of invoices; updates credit department on account status.

### **Director/VP Customer Service**

Provides direction for all departmental activities, services and practices, including customer care/call centre, billing, credit and collections. Accountable for the development, implementation and integration of all customer service related activities to achieve a competitive advantage through customer driven initiatives and strategies. Directs and oversees the implementation of customer service standards, policies and procedures; manages and coordinates budgets; manages activities of CS managers and/or supervisory staff for mid to large size organizations.

### **Manager Customer Service**

Manages a team of customer service representatives in providing information, receiving and responding to customer inquiries, complaint or requests. Develops and maintains customer information systems, processes and procedures including billing, credit, deposits and collections. Liaises with representatives of other organizations and customer groups to share information and resolve administrative, organizational and technical problems. Responds to elevated customer complaints. This function may also be responsible for coordinating meter installation/maintenance, residential electric service connections, and service calls in a medium size organization.

### **Customer Service Supervisor**

Supervises customer service representatives and coordinates customer service programs within the framework of established customer service policies. Schedules and organizes staff to accommodate anticipated work-flow from bill enquiries, delinquent accounts, re-connections and disconnections, customer deposits, etc. Recommends corrective steps to address customer issues and refers unique issues to manager for response.

### Financial or Business Analyst

Conducts analysis of information for budgeting, investment and financial forecasts; applies principles of accounting to analyze past and present financial operations; estimates future revenues and expenditures; prepares budgets; develops and maintains budgeting systems; Process and prepares business transactions and reports, reconciles ledgers and sub-ledgers, cash flow projections, entry of source documents.

### Director or V.P., Regulatory Affairs

Represents the organization on quality and regulatory matters before government agencies and conformity assessment bodies including providing of evidence, regulatory filings, supporting analyses, position papers, interrogatory responses, etc. Keeps abreast of on-going developments in regulatory practices affecting electrical distribution utilities. Ensures that regulatory information is disseminated throughout the organization in a timely and effective manner. Is responsible for the filing of written communications and regulatory submissions to government agencies (OEB) and conformity assessment bodies (IMO). Generally reports to President or Sr. Executive in large organization.

### Manager, Regulatory Affairs

Manages the organization's regulatory programs and activities to ensure compliance. Assists the President on quality and regulatory matters before government agencies, providing research and analyses. Ensures that regulatory information is disseminated throughout the organization in a timely and effective manner. Co-ordinates the filing of written communications and regulatory submissions to government agencies (OEB) and conformity assessment bodies (IMO). Generally reports to the President in a small to mid-size organization.

### Settlement/Rate Analyst

Responsible for recording, creating, analyzing, processing and reconciling metering data. Operates and administers an MV-90 or similar data collection system, downloading, validating, editing, estimating and processing interval meter-related information. Has in-depth understanding of commercial billing practices, the IMO and the OEB's Retail Settlement Code. Analyses rates using rate sensitivity models and develops appropriate rate structures, using the specific models. Participates in the development of policies.

### Information Systems Director or V.P.

Accountable for operations and alignment of the Information and Telecommunication Systems with the business in terms of mission, vision and the strategic imperatives. Ensures that existing needs and future demands of internal and external customers are met through a cost effective and efficient information and telecommunication infrastructure. Oversees IS management in areas of computer operations, systems planning, design, programming and telecommunications. Reviews and evaluates project feasibility and needs based upon management's and business requirements and priorities. Develops departmental plans, strategy, budgets and resource requirements. Typically reports to President or CFO in a mid to large size organization.

### Information Systems Manager

Manages and directs staff in areas of computer operations, systems planning, design, programming and telecommunications. Develops and maintains systems standards and procedures and assigns work to department staff. Reviews and evaluates project feasibility and needs based upon management's and business requirements and priorities. Develops departmental plans, project plans, budgets and resource requirements. Typically reports to Director of Finance in a small to mid-sized organization.

### Information Systems Supervisor/Computer Operations Supervisor

Supervises employees who monitor and control computer equipment and data processing. Schedules all production runs including processing of bills, updating inventory system, meter record and all other data processing applications. Maintains hardware and troubleshoots when necessary. May report to a Director/VP, Information Systems.

### Systems Administrator or Applications/Systems Support Professional

Responsible for maintenance of software systems including system analysis, programming and design, updates and changes. Makes preliminary study of new applications and recommendations to implement them, including hardware and software. Troubleshoots and corrects problems in existing programs, other than normal problems, usually caused by changes of software or hardware. Typically reports to the Director or V.P. Information Systems or V.P Finance.

### Human Resources Director or VP

Provides support and alignment of organization-wide Human Resources practices and systems with the business in terms of mission, vision and the strategic imperatives. Ensures that existing needs and future demands of internal customers are met through a cost effective and efficient HR services. Directs HR management and staff in the development and implementation of Human Resources strategy, policies and programs covering employment, negotiations & labour relations, training, compensation, organization development, performance management, benefits and may include health & safety. Provides coaching and counsel to the executive and Board of Directors. Generally reports to the President of a mid to large size organization.

### Human Resources Manager

Develops and implements human resources programs, including compensation, benefits, recruitment, performance management, labour relations/negotiations, training and development, assists in policy development, HR planning, record keeping or payroll etc. May supervise a team of HR professionals or support staff. May be the most senior HR professional in a small to mid-size organization or report to the top HR professional in a large organization.

### Human Resources Generalist/Officer

Assists in the development and implementation of human resources policies and programs by providing support and guidance to managers and employees in the areas of compensation, labour relations, employee relations, performance management, benefits, recruitment, training and HRIS systems. May assist in the preparation of negotiations. Reports to HR Manager or Senior Executive.

### **Human Resources Assistant/Coordinator**

Provides administrative support to one or more functional areas of HR. Processes, coordinates and enters into a HRIS or other system, a variety of documents including employment applications, benefits, compensation and payroll changes and confidential employee information. Responds to routine employment questions and distributes and maintains manuals and employee program communications. Reports to HR Manager/Director/V.P.

### **Manager, Health & Safety/Loss Control**

Accountable for the development and implementation of occupational health, safety and environmental programs, including training, maintenance of safe working conditions, investigation and reporting of workplace accidents. Also identifies areas of potential risk and makes recommendations to reduce or eliminate potential accident or health hazards in compliance with government regulations.

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Response to Ontario Energy Board Staff  
Interrogatory 1-Staff-15

Attachment 2



# The MEARIE Group

## 2013 Management Salary Survey Of Local Distribution Companies

***SURVEY REPORT***

*July 2013*

***SURVEY ADMINISTRATOR: HAY GROUP LIMITED***



# The MEARIE Group

## 2013 Management Salary Survey Of Local Distribution Companies



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# The MEARIE Group

## 2013 Management Salary Survey Of Local Distribution Companies



### 1. Introduction

The MEARIE Group is pleased to present this report of the 2013 Management Salary Survey of Local Distribution Companies (LDCs).

In today's competitive talent market, LDCs are challenged with establishing and maintaining competitive, yet affordable, compensation programs and policies. The MEARIE Group established the Management Salary Survey of Ontario's Local Distribution Companies to assist LDCs in understanding the competitive landscape and to support your efforts to develop pay practices that attract, motivate and retain high quality, high performing employees.

The survey was updated in 2012 through the combined efforts of The MEARIE Group's *HR Information Solutions* team, outside consultants and representatives of our members, all working together to ensure that the Survey continues to meet the evolving needs of member LDCs.

The Survey has been further enhanced for 2013 through our partnership with Hay Group, a globally renowned compensation consulting firm. Drawing on their expertise and experience in developing and managing salary surveys across all sectors of the economy and in numerous countries around the world. The 2013 survey includes:

- Geographic, Number of Employees, Number of Customer and Revenue size reporting.
- Fifty (50) benchmark descriptions, supported by the Hay Group job evaluation methodology for improved reporting and greater ability to identify the impact of organization size and structure.
- Continued reporting of "total cash compensation" to provide greater depth of information regarding market pay practices.
- An overview of local distribution company market trends and compensation projections for 2014 budget planning.
- MS Excel survey reporting including versions of position salary tables by All Organizations, Geography, Revenue and Customers to support those organizations that wish to conduct further analysis of the results and to assist in transferring survey results into internal reporting.



## The MEARIE Group 2013 Management Salary Survey Of Local Distribution Companies



The survey includes two presentation documents and Excel data tables in formats as follows:

- PDF Documents:
  - Survey Report Executive Summary containing a complete analysis and a data summary of all the positions.
  - Survey Report addendum which includes a complete analysis of each position, presented on one page.
- Excel Documents which are provided for easy data export and printable to one legal sized page, showing LDC Survey data by:
  - All Organizations
  - Region
  - Customer Base
  - Revenue
  - Number of Employees

We would like to thank you for your participation. As a result of the strong response, we are able to provide you with an informative and detailed survey that will help you in the support of your organization's compensation programs.



# The MEARIE Group

## 2013 Management Salary Survey Of Local Distribution Companies



### Confidentiality

The MEARIE Group recognizes the importance of maintaining the security of your information and has developed the following policy that applies to all participants (and their delegates) in the Management Salary Survey, as well as Hay Group Limited (survey administrators) and The MEARIE Group.

All of the information collected through this survey has been treated with the utmost confidentiality. All data was submitted by way of password-protected files, and is stored on devices with restricted, password-controlled, access.

Data has been reported on an aggregate basis only, and in such a way as to ensure that individual participant data cannot be identified/attributed. Standards for minimum number of data, as documented in Appendix D to this report, have been strictly enforced to ensure confidentiality. Neither Hay Group nor The MEARIE Group will release or disclose to any other person whatsoever any information pertaining to any individual LDC participant.

The data on which this report is based was provided by the LDCs who participated in the survey. While every effort has been made to “clean” the data received – using analytical tools to identify anomalies and contacting participants where data was incomplete or unclear – the data has not been independently verified. Neither Hay Group nor The MEARIE Group is responsible for the accuracy of the data submitted, nor any conclusions, decisions or actions made or taken based on the results reported herein.

Survey results are being reported only to those LDCs who participated in the survey and provided comprehensive data. The survey includes the following:

- Survey Report in PDF format
- Survey Report Addendum Position Reports in PDF format
- LDC Survey data by All Organizations in Excel format
- LDC Survey data by Region in Excel format
- LDC Survey data by Customer Base in Excel format
- LDC Survey data by Revenue in Excel format
- LDC Survey data by Number of Employees in Excel format

**All participants must consider this information as strictly confidential.** The results of the Management Salary Survey will not be disclosed/sold to or shared with organizations that have not participated in the survey, whether by MEARIE Group or Hay Group or survey participants. **Participants may not share the survey report/results with non-participant LDCs or any entity under any circumstances.**



## The MEARIE Group 2013 Management Salary Survey Of Local Distribution Companies



**The obligations of confidentiality set out in this policy are subject to the requirements of applicable law.** However, LDCs may not disclose the existence or results of the Management Salary Survey to any regulatory body (or other person) unless compelled by law to do so, and if an LDC is compelled by law to make such a disclosure, it will give The MEARIE Group as much notice in advance as possible of the disclosure and the reasons the disclosure is legally required. In such circumstances, the LDC will take such steps as The MEARIE Group reasonably requests, or will co-operate with respect to any steps The MEARIE Group reasonably wishes to take, to contest or limit the scope of the disclosure.

## 2. Survey Overview

### Survey Benchmark Positions

The survey covers 50 benchmark positions representing a cross-section of the functions within member organizations. The benchmark positions were reviewed in 2012 by a working group of LDC sector Human Resources professionals. Job profiles for each benchmark job were developed and reviewed by the consultants and the HR group.

|                          |      |                                                  |
|--------------------------|------|--------------------------------------------------|
| <b>Senior Management</b> | 0000 | President & CEO                                  |
|                          | 0001 | Chief Operating Officer (COO)                    |
|                          | 0002 | Head of Operations and/or Engineering            |
|                          | 0003 | CFO / Head of Finance                            |
|                          | 0004 | Head of Customer Service                         |
|                          | 0005 | Head of Regulatory Affairs                       |
| <b>Administration</b>    | 0006 | Head of Human Resources                          |
|                          | 1000 | Executive Assistant                              |
| <b>Engineering</b>       | 1001 | Administrative Assistant                         |
|                          | 2000 | Director Engineering                             |
|                          | 2001 | Engineering Manager and/or Distribution Engineer |
|                          | 2002 | Project Engineer                                 |
| <b>Operations</b>        | 2003 | Supervisor Engineering                           |
|                          | 2500 | Director Operations                              |
|                          | 2501 | Manager Operations                               |
|                          | 2502 | Manager Control Centre                           |
|                          | 2503 | Supervisor Control Centre                        |
|                          | 2504 | Supervisor Protection and Control                |
|                          | 2505 | Supervisor Station Maintenance                   |
|                          | 2506 | Line Supervisor                                  |
|                          | 2507 | Manager Meter Department                         |
|                          | 2508 | Supervisor Meter Department                      |



# The MEARIE Group

## 2013 Management Salary Survey Of Local Distribution Companies



|                                       |      |                                                                                |
|---------------------------------------|------|--------------------------------------------------------------------------------|
| <b>Supply Chain /<br/>Procurement</b> | 3000 | Director Supply Chain Management                                               |
|                                       | 3001 | Manager Procurement and/or Inventory and/or Facilities and/or Fleet            |
|                                       | 3002 | Supervisor Stores / Inventory / Warehouse                                      |
| <b>Accounting / Finance</b>           | 4000 | Controller or Director Finance                                                 |
|                                       | 4001 | Manager Accounting                                                             |
|                                       | 4002 | Manager Risk Management                                                        |
|                                       | 4003 | Supervisor Accounting                                                          |
|                                       | 4004 | Financial or Business Analyst                                                  |
| <b>Customer Service</b>               | 4005 | Accountant                                                                     |
|                                       | 5000 | Director Customer Service                                                      |
|                                       | 5001 | Manager Customer Service and/or Billing                                        |
| <b>Communications</b>                 | 5002 | Supervisor Customer Service and/or Billing and/or Collections                  |
|                                       | 5500 | Director Communications                                                        |
| <b>Regulatory Affairs</b>             | 5501 | Manager Communications                                                         |
|                                       | 6000 | Director Regulatory Affairs                                                    |
|                                       | 6001 | Manager Regulatory Affairs                                                     |
| <b>Conservation /<br/>Demand</b>      | 6002 | Regulatory Accountant                                                          |
|                                       | 7000 | Settlement or Rate Analyst                                                     |
|                                       | 7001 | Director or Officer, Conservation and Demand Management                        |
| <b>Information Systems</b>            | 7002 | Manager Conservation & Demand / Marketing                                      |
|                                       | 8000 | Director Information Systems                                                   |
|                                       | 8001 | Manager Information Systems and/or Security                                    |
| <b>Human Resources</b>                | 8002 | Systems / Program Administrator or Applications / Systems Support Professional |
|                                       | 9000 | Human Resources Manager                                                        |
|                                       | 9001 | Human Resources Generalist                                                     |
|                                       | 9002 | Human Resources Coordinator                                                    |
|                                       | 9003 | Payroll                                                                        |
|                                       | 9004 | Manager, Health & Safety                                                       |



# The MEARIE Group

## 2013 Management Salary Survey Of Local Distribution Companies



### Participants

All organizations in the LDC sector in Ontario were invited to participate in the survey. The following fifty (50) organizations submitted data:

- Bluewater Power Distribution Corporation
- Brant County Power Inc.
- Brantford Power Inc.
- Burlington Hydro Inc.
- Cambridge and North Dumfries Hydro Inc.
- Collus PowerStream Corp
- E.L.K. Energy Inc.
- Enersource Corporation
- Entegrus Inc.
- EnWin Utilities Ltd.
- Essex Power
- Festival Hydro Inc.
- Fort Frances Power Corporation
- Greater Sudbury Utilities
- Grimsby Power Incorporated
- Guelph Hydro Electric Systems Inc.
- Haldimand County Hydro Inc.
- Halton Hills Hydro Inc.
- Horizon Utilities Corporation
- Hydro Ottawa Limited
- Innisfil Hydro Distribution Systems Limited
- Kenora Hydro Electric Corporation Ltd
- Kitchener-Wilmot Hydro Inc.
- Lakeland Holding Ltd
- London Hydro Inc.
- Midland Power Utility Corporation
- Milton Hydro Distribution Inc
- Newmarket-Tay Power Dist. Ltd.
- Niagara Peninsula Energy Inc.
- North Bay Hydro Distribution Limited
- Northern Ontario Wires Inc.
- Oakville Hydro
- Orangeville Hydro Limited
- Orillia Power Distribution Corporation
- Oshawa PUC Networks, Inc.
- Ottawa River Power Corporation
- Parry Sound Power
- Peterborough Utilities Group
- PowerStream Inc.
- PUC Services Inc.
- Renfrew Hydro Inc.
- Sioux Lookout Hydro Inc.
- Thunder Bay Hydro Electricity Distribution Inc.
- Utilities Kingston / Kingston Hydro
- Veridian Connections Inc.
- Wasaga Resource Services
- Waterloo North Hydro Inc.
- Welland Hydro-Electric System Corp.
- Westario Power Inc.
- Woodstock Hydro Services Inc.



# The MEARIE Group

## 2013 Management Salary Survey Of Local Distribution Companies



### Participant Group Profile

All participants provided information regarding their organizational profile. The statistical references for the profile of the organizations are as follows:

Note that the figures reported below are as provided by the participating organizations. Hay Group and MEARIE Group have not independently verified or confirmed the values, especially with regard to whether the values reflect only the LDC business or include other business ventures.

| Statistic                                              | P25    | P50    | P75    | Average * |
|--------------------------------------------------------|--------|--------|--------|-----------|
| Annual Operating Budget<br>(\$ millions)               | 3.9    | 7.8    | 16.7   | 18.73     |
| Number of Employees<br>(full time equivalent)          | 30     | 51     | 121    | 104       |
| Number of Customers                                    | 11,825 | 27,826 | 51,921 | 52,769    |
| Gross Revenue<br>(\$ millions, less the cost of power) | 7.6    | 59.4   | 113.6  | 103.64    |

\*Analyst's note: "average" values are near or above the 75<sup>th</sup> percentile for several data elements, indicating that there are a small number of organizations that are significantly larger than the rest of the population.

All organizations (50) noted that the fiscal year ends December 31<sup>st</sup>.



### 3. Salary Administration

**Salary Range Adjustments – 2013 & 2014**

The most common month for adjusting salary ranges is January (approximately 70% of reporting organizations) followed by April (approximately 12% of reporting organizations).

Survey participants report adjusting their salary ranges in 2013 by an overall average of 2.6%.

Survey participants report planning to adjust salary ranges in 2014 by an overall average of 2.6%.

The salary range adjustments by employee level and overall are noted in the table below:

| Year | CEO | Executive | Director | Management | Professional / Technical | Admin. | Overall    |
|------|-----|-----------|----------|------------|--------------------------|--------|------------|
| 2013 | 2.9 | 2.7       | 2.6      | 2.6        | 2.6                      | 2.6    | <b>2.6</b> |
| 2014 | 3.2 | 2.6       | 2.4      | 2.4        | 2.4                      | 2.4    | <b>2.6</b> |

**Base Salary Increases – 2013 & 2014**

The most common timing for adjusting salaries is January (approximately 64% of reporting organizations grant annual salary increases in that month) followed by April (11 %) and “anniversary date of hire” (9%).

Survey participants report adjusting actual salaries in 2013 by an overall average of 2.7%.

For 2014, survey participants reported projected average salary increases of 2.7%.

The base salary adjustments by employee level are noted in the table below.

| Year | CEO | Executive | Director | Management | Professional / Technical | Admin. | Overall    |
|------|-----|-----------|----------|------------|--------------------------|--------|------------|
| 2013 | 2.7 | 2.6       | 2.8      | 2.7        | 2.8                      | 2.9    | <b>2.7</b> |
| 2014 | 2.9 | 2.6       | 2.5      | 2.7        | 2.6                      | 2.6    | <b>2.7</b> |



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### Incentive Programs

A majority of organizations (32 of 50 or 64%) indicated that they offer short term incentive pay opportunities to at least some portion of their employees.

Twenty-two organizations provided information about their incentive plans.

- a. Employee participation in short term incentive (STI) plans:
  - Nine (9) of the organizations indicated that all employee groups participated in STI.
  - Six (6) organizations had at least one STI plan that applied to employees from Administration through Management but may not include senior management and executive (i.e. senior officers covered by a separate plan).
  - The data indicates that five (5) organizations have STI plans for designated senior management and/or executives that do not extend to management and non-management staff.
  
- b. Weighting of performance factors (corporate versus individual versus team/department performance) in the determination of individual bonus payments:
  - The average plan mix, by employee level, is provided in the table below. (Totals may not equal 100% due to rounding).

| Performance Factor | CEO    | Executive | Director | Management | Professional / Technical | Admin. |
|--------------------|--------|-----------|----------|------------|--------------------------|--------|
| Corporate          | 64.7 % | 48.5 %    | 45.3 %   | 37.7 %     | 43.1 %                   | 39.7 % |
| Team / Department  | 0.0 %  | 7.1 %     | 4.7 %    | 7.5 %      | 3.1 %                    | 3.3 %  |
| Individual         | 35.3 % | 44.4 %    | 50.0 %   | 54.8 %     | 53.8 %                   | 57.0 % |



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### Incentive Programs (continued)

#### **Threshold Bonus Payouts**

Formulaic or “target based” bonus programs typically do not pay out until a minimum level of performance (corporate, team and/or individual) has been achieved (i.e., if the threshold performance is not achieved, there is no pay out). Once this threshold performance has been achieved, incentive plans will pay out a minimum level of bonuses; pay out levels typically then increase as performance / results increase, up to a “target” bonus rate when performance goals have been “met”.

Twelve (12) of the 32 organizations with incentive plans reported that they define minimum levels of performance required before any bonuses are generated. The typical bonus rate at the threshold performance is set at 50% of “target” bonus.

#### **Maximum Bonus**

Bonus programs are often designed such that there is a maximum level of payout. For example: if a position has a 10% bonus and the maximum payout is 200%, or 2x, then the maximum amount the employee can achieve regardless of performance, is 20% of their current base salary.

The average maximum bonus is provided by employee level in the table below, though the typical bonus pay maximum is 100% of target.

| Maximum Bonus Payout % | CEO (n = 10) | Executive (n = 11) | Director (n = 11) | Management (n = 11) | Professional / Technical (n = 9) | Admin. (n = 9) |
|------------------------|--------------|--------------------|-------------------|---------------------|----------------------------------|----------------|
| Average                | 122 %        | 126 %              | 123 %             | 121 %               | 131 %                            | 132 %          |

In the broader market, it is more common to find higher maximum bonus levels (as a % of target) at higher levels of the organization, to reflect the greater influence on organizational performance that more senior roles are perceived to have.



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### **Special (Project) Bonuses**

Organizations were asked if they provide any project bonuses for participation in key / special projects, paid on successful achievement of specific milestones and/or on completion of the project, separate and distinct from annual incentive plans.

No organizations reported providing such bonuses.



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### 4. Benefit Policies

#### Car Benefit

The majority of organizations (34 of 50 or 68%) provide a car benefit to some level of employee.

The tables below summarize the value of car benefits, by position, where provided. An asterisk (\*) indicates insufficient data to report:

|                           |         | Company Owned Car (Value) | Monthly Lease Payment | Car Allowance |
|---------------------------|---------|---------------------------|-----------------------|---------------|
| CEO                       | P75     | *                         | *                     | 900           |
|                           | P50     | 45,375                    | *                     | 600           |
|                           | P25     | *                         | *                     | 520           |
|                           | Average | 37,625                    | 864                   | 779           |
|                           | Number  | 4                         | 3                     | 27            |
| Executive / VP            | P75     | *                         | *                     | 750           |
|                           | P50     | *                         | *                     | 505           |
|                           | P25     | *                         | *                     | 338           |
|                           | Average | 44,983                    | 800                   | 554           |
|                           | Number  | 3                         | 3                     | 16            |
| Sr. Management / Director | P75     | *                         | *                     | 548           |
|                           | P50     | *                         | *                     | 500           |
|                           | P25     | *                         | *                     | 350           |
|                           | Average | 31,667                    | *                     | 448           |
|                           | Number  | 3                         | 0                     | 10            |

Eight (8) organizations reported providing a car benefit to specified positions below Senior Management. Specifically, six (6) organizations provide use of a company-owned vehicle and two (2) provide an allowance where the incumbent is required to be available for off-hours call-in, such as operations supervisors, line superintendents, engineers and meter supervisors.

### Mileage

The market statistics for mileage rates provided to employees as reimbursement for personal vehicle use are detailed in the table below.

| N = 49  | Mileage Reimbursement<br>(¢ per km) |
|---------|-------------------------------------|
| P75     | 53                                  |
| P50     | 52                                  |
| P25     | 48                                  |
| Average | 51                                  |

The most frequently reported mileage rate (8 organizations) is 53 cents per kilometer; the next most frequent reported rates are 52 cents per kilometer and 47 cents per kilometer (7 organizations).

### Perquisites

#### ***Club Memberships – Fitness***

Twenty (20) organizations reported providing a subsidy for fitness club fees or providing a fitness facility on site. The typical policy is to provide a reimbursement of a fixed percentage (either 50 or 100%) up to a maximum amount per year. For eighteen (18) organizations, the same policy and maximum reimbursement applies regardless of job level; for three (3) organizations, executives participate in a Discretionary Spending Plan that includes fitness, and so are not included in the reporting.

|         | Maximum Reimbursement<br>per year |
|---------|-----------------------------------|
| P75     | \$ 288                            |
| P50     | \$ 200                            |
| P25     | \$ 150                            |
| Average | \$ 221                            |

#### ***Club Memberships – Social***

None of the organizations reported having a separate policy / program for reimbursement of social club fees.



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### Perquisites (cont'd)

#### ***Health Spending Account***

Eight (8) organizations reported providing a Health Spending Account (i.e. discretionary spending within a defined range of services / benefits).

Of the eight organizations, two (2) provide this perquisite to senior officers only while six (6) provide an HSA at all levels. Of those six, three (3) provide the same funding for all jobs levels while three (3) differentiate by job level.

|         | CEO   | Executive | Director | Management | Professional / Technical |
|---------|-------|-----------|----------|------------|--------------------------|
| P75     | 2,000 | 2,000     | *        | *          | *                        |
| P50     | 1,050 | 1,050     | 750      | 400        | 400                      |
| P25     | 488   | 413       | *        | *          | *                        |
| Average | 1,506 | 1494      | 657      | 508        | 504                      |
| Number  | 8     | 8         | 7        | 6          | 6                        |

#### ***2<sup>nd</sup> Opinion Medical Advice***

Only two (2) organizations in the survey reported having a separate policy / program for this benefit.

#### ***Personal Financial / Legal Counseling***

Three (3) organizations reported that financial and legal counseling is available via their Employee Assistance Program, which is provided to all employees.

One (1) organization reported that financial counseling is available as part of a Discretionary Spending Account provided to executives.



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### Perquisites (cont'd)

#### *Executive Medical Plan*

Four (4) organizations reported providing enhanced medical coverage for executive levels only. Two (2) organizations reported a maximum dollar value while two organizations reported that a specified group of test/procedures are available (without advising a dollar value).

#### *Personal Computer / Cell Phone / Internet*

Fourteen (14) organizations provided information regarding policies and practices related to computers and internet.

The most common policies/practices are:

- Low / no interest rate loans to purchase computer equipment for personal / home office use
- Provision of laptops for particular levels of employee, in addition to office desktop, to allow for mobile work (note: may be a perquisite if personal use of computer is allowed, but not a perquisite if for business use only)
- Reimbursement for cell phone and/or home internet connection for selected employees (either full reimbursement or 50% reimbursement were both provided in the market place)
- Cash allowance intended to coverage cell phone and/or internet service

The value of these benefits varies dramatically by level within organizations and between organizations; the data does not lend itself to reporting of the value of typical practices. Excluding monthly cell phone allowances, the range of allowances / loans provided is in the range of \$600 - \$4,000.

#### *Other Perquisites*

Other programs / practices reported, by less than four (4) organizations, include:

- Discretionary spending accounts (executive levels only)
- Reimbursement of dues / fees for professional associations such as Engineers (P.Eng) and Accountants (CGA/CMA/CA)
- Provision of an Employee Assistance Program





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### 2013 Management Salary Survey Of Local Distribution Companies



#### Perquisites (cont'd)

#### *Enhanced Life Insurance Coverage for Senior Officers*

Organizations were asked if, for senior level jobs, there was additional, employer paid, life insurance coverage. For example, if the typical life insurance plan was 1.5x employee salary, was this enhanced to above 1.5x to some greater number such as 2x, or even 3x, for senior level jobs.

Nineteen (19) organizations provided information about their basic / standard life insurance coverage where the typical coverage is 2x annual salary (average coverage of 1.8x). Though for five (5) organizations, there is supplemental coverage for senior roles typically at 3x annual salary (average coverage of 2.4x).



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### Vacation Entitlement

Organizations provided the number of years of service required by various levels of employee in order to be entitled to a certain number of weeks vacation.

The following table below details the range, average and typical (i.e., most common) number of years of service required per weeks of entitlement.

Several organizations noted that for executive level jobs, vacations are typically negotiated versus following a schedule for entitlement.

|                             | 2 weeks | 3 weeks | 4 weeks | 5 weeks | 6 weeks + |
|-----------------------------|---------|---------|---------|---------|-----------|
| <b>CEO</b>                  |         |         |         |         |           |
| Range                       | N/A     | 1 – 6   | 1 – 11  | 1 – 18  | 1 – 27    |
| Average                     | 1       | 2.5     | 6.0     | 12.9    | 19.4      |
| Typical                     | 1       | 1       | 9       | 17      | 25        |
| <b>Executive / VP Level</b> |         |         |         |         |           |
| Range                       | N/A     | 1 – 6   | 1 – 11  | 1 – 18  | 12 – 27   |
| Average                     | 1.0     | 2.4     | 6.2     | 14.0    | 22.4      |
| Typical                     | 1       | 9       | 9       | 17      | 25        |
| <b>Director Level</b>       |         |         |         |         |           |
| Range                       | N/A     | 1 – 6   | 1 – 11  | 1 – 18  | 15 – 27   |
| Average                     | 1       | 2.3     | 6.6     | 14.4    | 22.3      |
| Typical                     | 1       | 1       | 9       | 17      | 25        |
| <b>Manager Level</b>        |         |         |         |         |           |
| Range                       | N/A     | 1 – 6   | 1 – 14  | 8 – 18  | 15 – 27   |
| Average                     | 1       | 2.3     | 7.5     | 14.7    | 22.4      |
| Typical                     | 1       | 1       | 9       | 15      | 25        |
| <b>Professional Level</b>   |         |         |         |         |           |
| Range                       | N/A     | 1 – 6   | 1 – 11  | 8 – 18  | 15 – 27   |
| Average                     | 1       | 2.6     | 7.8     | 15.3    | 23.1      |
| Typical                     | 1       | 3       | 9       | 17      | 25        |



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### Unused Vacation

Organizations provided information about their policies and practices with regard to vacation time that was not fully utilized in the year in which it was earned.

| Policy Regarding Carry Over                                                                    | Number | %    |
|------------------------------------------------------------------------------------------------|--------|------|
| Unused vacation entitlement at year end is paid out (vacation pay adjustment) – no carry over. | 3      | 6%   |
| Any/All unused vacation entitlement may be carried-over with no restrictions.                  | 9      | 19%  |
| Unused vacation entitlement may be carried over, subject to maximum total accumulated balance. | 11     | 23%  |
| A maximum amount of unused vacation may be carried over.                                       | 24     | 51%  |
| Total                                                                                          | 47     | 100% |



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| Maximum Number of Days to Carry Over | Number |
|--------------------------------------|--------|
| No limit                             | 9      |
| One Year's Entitlement               | 3      |
| 75% of One Year's Entitlement        | 1      |
| 3 or more weeks                      | 3      |
| 2 weeks                              | 13     |
| 1 week                               | 13     |
| No information provided              | 8      |
| Total                                | 50     |

**Note:** Some organizations reported variations to the above policies such as:

- Differences by job level, such as more senior officers may carry over a greater number of days
- Differences by vacation eligibility, such as carrying over 10 days if eligible for up to 3 weeks' vacation but 20 days if eligible for 4 weeks' vacation
- Exception policies where workload or special projects caused the employee to be unable to fully utilize vacation time, or where carry forward beyond standard policy is regularly allowed but must be approved by senior management
- Cash out policies where some vacation time may be paid out instead of being carried over

| Time Limit for Utilizing Carried-Over Vacation Time | Number |
|-----------------------------------------------------|--------|
| No limit                                            | 9      |
| One Year                                            | 17     |
| Six Months                                          | 17     |
| Total                                               | 43     |



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### **Educational Assistance / Reimbursement**

Half of the participating organizations (25) provided details with regards to education assistance / reimbursement policies ranging from eligibility criteria to pay back provisions. There are a wide variety of types of programs and reimbursement rates. Key highlights are provided below:

- Nineteen (19) organizations stated that there is a policy for education assistance / reimbursement; though typically there are limiters such as (1) education or training courses must be job related and (2) are subject to managerial approval
- Six (6) organizations stated that there is no formal policy, however, approval for educational assistance or reimbursement happens regularly and is on a case by case basis.
- Nine (9) organizations provided an annual reimbursement maximum, the average is \$4,100 and the median is \$2,000.
- Four (4) organizations provided a lifetime reimbursement maximum, the average is \$21,400 and the median is \$22,500.
- Payback provisions were provided by fourteen (14) organizations. The average time to not trigger any pay back provision is 2.7 years, the median is 2.5 years. The range of time is generally between 1 - 5 years and seven (7) organizations noted they have some form of partial payment plan for leaving within a designated time period after completion of education. For example, if 4 years for no repayment, if the employee leaves in 2 years, they will be asked for 50% pay back.

## 5. Benchmark Position Survey Results

### Survey Results

This section reports the information collected in aggregate values for each benchmark position. The values reported in this table reflect “all Ontario” data in that the data for all organizations matching to the position are included (regardless of size and geographic location).

Additional summaries, on a job by job basis, are provided in the accompanying “Addendum”.

Detailed analysis, with expanded statistical data (i.e., including P25 and P75 data points) as well as analysis of survey results by geographic region, by customer base and by revenue, are reported in Excel files accompanying this report.



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## 2013 Management Salary Survey Of Local Distribution Companies



### All Organizations

| Survey Benchmark Job                   | COMPENSATION DESIGN |      |            |                      |                                   |                      |                           |                   |         | ACTUAL COMPENSATION |         |                                 |                   |         |
|----------------------------------------|---------------------|------|------------|----------------------|-----------------------------------|----------------------|---------------------------|-------------------|---------|---------------------|---------|---------------------------------|-------------------|---------|
|                                        | Sample Statistics   |      | Hay Points | Salary Range Minimum | Job Rate / Control Point / Policy | Salary Range Maximum | Target % (where eligible) | Total Cash Design |         | Actual Base Salary  |         | Actual Bonus % (where received) | Actual Total Cash |         |
|                                        | Orgs                | Incs | P50        | P50                  | P50                               | P50                  | P50                       | P50               | AVG     | P50                 | AVG     | P50                             | P50               | AVG     |
| 0000 President & CEO                   | 46                  | 46   | 1242       | 146,300              | 174,200                           | 182,500              | 20%                       | 189,000           | 220,300 | 169,100             | 182,900 | 19%                             | 180,800           | 216,600 |
| 0001 Chief Operating Officer (COO)     | 15                  | 15   | 904        | 135,100              | 165,500                           | 175,000              | 20%                       | 206,800           | 204,500 | 165,500             | 167,800 | 19%                             | 170,100           | 200,100 |
| 0002 Head of Operations / Engineering  | 30                  | 38   | 839        | 108,100              | 125,800                           | 139,800              | 15%                       | 131,700           | 142,600 | 126,500             | 130,600 | 9%                              | 135,300           | 143,300 |
| 0003 CFO / Head of Finance             | 44                  | 44   | 818        | 109,800              | 134,800                           | 138,500              | 17%                       | 137,900           | 160,300 | 133,000             | 139,100 | 11%                             | 138,000           | 156,600 |
| 0004 Head of Customer Service          | 20                  | 20   | 818        | 102,100              | 125,600                           | 130,200              | 20%                       | 132,600           | 146,000 | 129,200             | 129,000 | 19%                             | 134,200           | 144,700 |
| 0005 Head of Regulatory Affairs        | 9                   | 9    | 954        | 125,900              | 146,800                           | 161,500              | 20%                       | 176,200           | 163,700 | 143,200             | 139,500 | 17%                             | 170,700           | 165,000 |
| 0006 Head of Human Resources           | 16                  | 16   | 751        | 109,300              | 129,200                           | 129,200              | 20%                       | 139,800           | 146,300 | 125,400             | 127,900 | 14%                             | 135,000           | 141,000 |
| 1000 Executive Assistant               | 35                  | 54   | 245        | 56,800               | 67,100                            | 74,500               | 5%                        | 70,100            | 72,200  | 69,000              | 71,000  | 5%                              | 72,100            | 73,500  |
| 1001 Administrative Assistant          | 18                  | 27   | 198        | 51,700               | 61,400                            | 63,600               | 4%                        | 62,400            | 62,700  | 61,800              | 61,400  | 2%                              | 62,500            | 62,900  |
| 2000 Director Engineering              | 17                  | 17   | 732        | 102,500              | 123,700                           | 124,600              | 13%                       | 131,500           | 137,100 | 124,200             | 124,500 | 7%                              | 128,500           | 134,300 |
| 2001 Engineering Manager               | 29                  | 37   | 588        | 87,700               | 103,200                           | 110,200              | 7%                        | 108,200           | 109,700 | 103,000             | 104,100 | 5%                              | 105,300           | 108,200 |
| 2002 Project Engineer                  | 13                  | 33   | 479        | 75,600               | 94,200                            | 103,600              | 9%                        | 98,400            | 97,700  | 94,200              | 91,000  | 8%                              | 95,800            | 94,300  |
| 2003 Supervisor Engineering            | 20                  | 29   | 421        | 78,800               | 92,600                            | 97,500               | 7%                        | 95,500            | 98,900  | 93,200              | 92,100  | 7%                              | 97,000            | 95,600  |
| 2500 Director Operations               | 13                  | 14   | 732        | 104,600              | 125,000                           | 132,300              | 15%                       | 132,000           | 137,000 | 120,400             | 124,600 | 9%                              | 131,200           | 138,100 |
| 2501 Manager Operations                | 28                  | 36   | 516        | 88,900               | 104,600                           | 111,900              | 7%                        | 111,400           | 111,200 | 105,200             | 104,500 | 5%                              | 110,200           | 109,400 |
| 2502 Manager Control Centre            | 7                   | 7    | 539        | 91,000               | 109,700                           | 116,700              | 10%                       | 121,400           | 122,700 | 109,700             | 111,700 | 11%                             | 120,700           | 123,100 |
| 2503 Supervisor Control Centre         | 15                  | 16   | 429        | 80,900               | 94,100                            | 101,300              | 9%                        | 98,400            | 99,300  | 94,400              | 96,300  | 7%                              | 98,300            | 99,900  |
| 2504 Supervisor Protection and Control | 5                   | 5    | 466        | 89,600               | 93,000                            | 105,800              | *                         | 98,400            | 107,700 | 96,000              | 100,000 | *                               | 96,000            | 107,300 |
| 2505 Supervisor Station Maintenance    | 11                  | 13   | 421        | 79,200               | 94,100                            | 105,800              | 10%                       | 99,700            | 103,500 | 94,500              | 98,000  | 7%                              | 99,100            | 102,900 |
| 2506 Line Supervisor                   | 36                  | 124  | 366        | 77,700               | 92,700                            | 98,000               | 5%                        | 93,500            | 95,800  | 94,400              | 93,700  | 5%                              | 95,900            | 96,200  |
| 2507 Manager Meter Department          | 14                  | 14   | 551        | 90,700               | 111,100                           | 116,700              | 9%                        | 121,400           | 118,600 | 105,800             | 106,600 | 10%                             | 115,400           | 114,700 |
| 2508 Supervisor Meter Department       | 15                  | 18   | 406        | 78,800               | 92,600                            | 92,600               | 5%                        | 95,500            | 97,000  | 91,700              | 93,100  | 6%                              | 97,100            | 96,900  |

Minimum data requirements for information disclosure are: 3 for average, 4 for P50, 7 for P25 / P75. If insufficient data, this is indicated by the asterisks (\*).



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### All Organizations

| Survey Benchmark Job                  | Sample Statistics |      | Hay Points | COMPENSATION DESIGN  |                                   |                      |                           |                   |         | ACTUAL COMPENSATION |         |                                 |                   |         |
|---------------------------------------|-------------------|------|------------|----------------------|-----------------------------------|----------------------|---------------------------|-------------------|---------|---------------------|---------|---------------------------------|-------------------|---------|
|                                       |                   |      |            | Salary Range Minimum | Job Rate / Control Point / Policy | Salary Range Maximum | Target % (where eligible) | Total Cash Design |         | Actual Base Salary  |         | Actual Bonus % (where received) | Actual Total Cash |         |
|                                       | Orgs              | Incs | P50        | P50                  | P50                               | P50                  | P50                       | P50               | AVG     | P50                 | AVG     | P50                             | P50               | AVG     |
| 3000 Director Supply Chain Management | 3                 | 3    |            | *                    | *                                 | *                    | *                         | *                 | 144,300 | *                   | 133,600 | *                               | *                 | 156,600 |
| 3001 Manager Procurement/Inventory    | 19                | 21   | 451        | 80,200               | 93,600                            | 105,400              | 8%                        | 98,300            | 100,000 | 93,100              | 94,400  | 7%                              | 97,700            | 99,500  |
| 3002 Supervisor Stores/Inventory      | 11                | 12   | 342        | 67,900               | 81,400                            | 92,600               | 6%                        | 83,800            | 86,300  | 81,400              | 83,600  | 5%                              | 83,800            | 86,900  |
| 4000 Controller or Director Finance   | 17                | 18   | 588        | 90,000               | 106,800                           | 124,800              | 13%                       | 113,800           | 127,200 | 109,700             | 115,800 | 8%                              | 118,100           | 127,800 |
| 4001 Manager Accounting               | 23                | 24   | 479        | 79,200               | 97,300                            | 111,900              | 8%                        | 103,200           | 105,400 | 98,300              | 99,000  | 6%                              | 102,800           | 102,900 |
| 4002 Manager Risk Management          | 4                 | 4    | 655        | 103,300              | 125,000                           | 129,700              | *                         | 139,700           | 137,500 | 115,400             | 118,100 | *                               | 126,100           | 129,800 |
| 4003 Supervisor Accounting            | 13                | 16   | 353        | 70,000               | 85,300                            | 93,200               | 5%                        | 87,800            | 87,700  | 85,100              | 84,200  | 5%                              | 89,600            | 87,200  |
| 4004 Financial or Business Analyst    | 18                | 25   | 342        | 67,900               | 79,500                            | 86,700               | 5%                        | 83,800            | 85,900  | 80,900              | 78,900  | 4%                              | 83,600            | 82,600  |
| 4005 Accountant                       | 13                | 25   | 332        | 63,000               | 77,100                            | 84,000               | 5%                        | 78,800            | 78,800  | 72,900              | 72,700  | 5%                              | 75,600            | 74,600  |
| 5000 Director Customer Service        | 7                 | 7    | 702        | 108,400              | 135,400                           | 149,000              | 15%                       | 155,600           | 145,300 | 128,500             | 125,900 | 14%                             | 148,300           | 142,000 |
| 5001 Manager Customer Service         | 27                | 30   | 479        | 79,400               | 91,100                            | 102,200              | 10%                       | 97,800            | 98,400  | 90,700              | 91,900  | 6%                              | 95,000            | 96,000  |
| 5002 Supervisor Customer Service      | 27                | 45   | 353        | 67,800               | 82,000                            | 86,000               | 5%                        | 83,700            | 84,300  | 78,800              | 79,900  | 4%                              | 78,800            | 82,800  |
| 5500 Director Communications          | 7                 | 7    | 677        | 108,400              | 135,100                           | 149,000              | 15%                       | 150,800           | 147,700 | 131,200             | 126,400 | 13%                             | 141,700           | 142,800 |
| 5501 Manager Communications           | 11                | 11   | 393        | 75,200               | 90,600                            | 99,600               | 9%                        | 99,300            | 98,700  | 90,600              | 91,800  | 9%                              | 95,600            | 98,000  |
| 6000 Director Regulatory Affairs      | 9                 | 9    | 702        | 104,600              | 127,900                           | 150,400              | 15%                       | 147,100           | 148,500 | 137,800             | 131,500 | 16%                             | 147,800           | 148,500 |
| 6001 Manager Regulatory Affairs       | 22                | 24   | 459        | 77,300               | 91,900                            | 96,600               | 8%                        | 94,600            | 94,500  | 91,500              | 92,000  | 7%                              | 95,800            | 95,300  |
| 6002 Regulatory Accountant            | 14                | 17   | 337        | 67,900               | 79,600                            | 94,300               | 7%                        | 83,800            | 86,100  | 81,200              | 81,700  | 7%                              | 82,700            | 84,900  |
| 7000 Settlement or Rate Analyst       | 15                | 17   | 342        | 70,700               | 85,900                            | 92,300               | 5%                        | 88,500            | 88,500  | 85,900              | 83,500  | 5%                              | 85,900            | 86,200  |
| 7001 Director/Officer, Conservation   | 10                | 10   | 739        | 102,600              | 121,100                           | 129,800              | 15%                       | 136,300           | 139,900 | 118,200             | 120,600 | 17%                             | 135,500           | 138,700 |
| 7002 Manager Conservation & Demand    | 21                | 23   | 393        | 72,100               | 85,500                            | 88,300               | 9%                        | 88,900            | 92,400  | 85,200              | 85,900  | 8%                              | 88,800            | 90,500  |
| 8000 Director Information Systems     | 20                | 20   | 739        | 103,400              | 127,100                           | 127,300              | 15%                       | 138,300           | 137,300 | 125,200             | 124,300 | 14%                             | 131,100           | 136,100 |
| 8001 Manager Information Systems      | 16                | 23   | 525        | 81,700               | 97,700                            | 100,700              | 10%                       | 104,000           | 105,900 | 97,600              | 99,500  | 8%                              | 101,400           | 105,900 |

Minimum data requirements for information disclosure are: 3 for average, 4 for P50, 7 for P25 / P75. If insufficient data, this is indicated by the asterisks (\*).





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### All Organizations

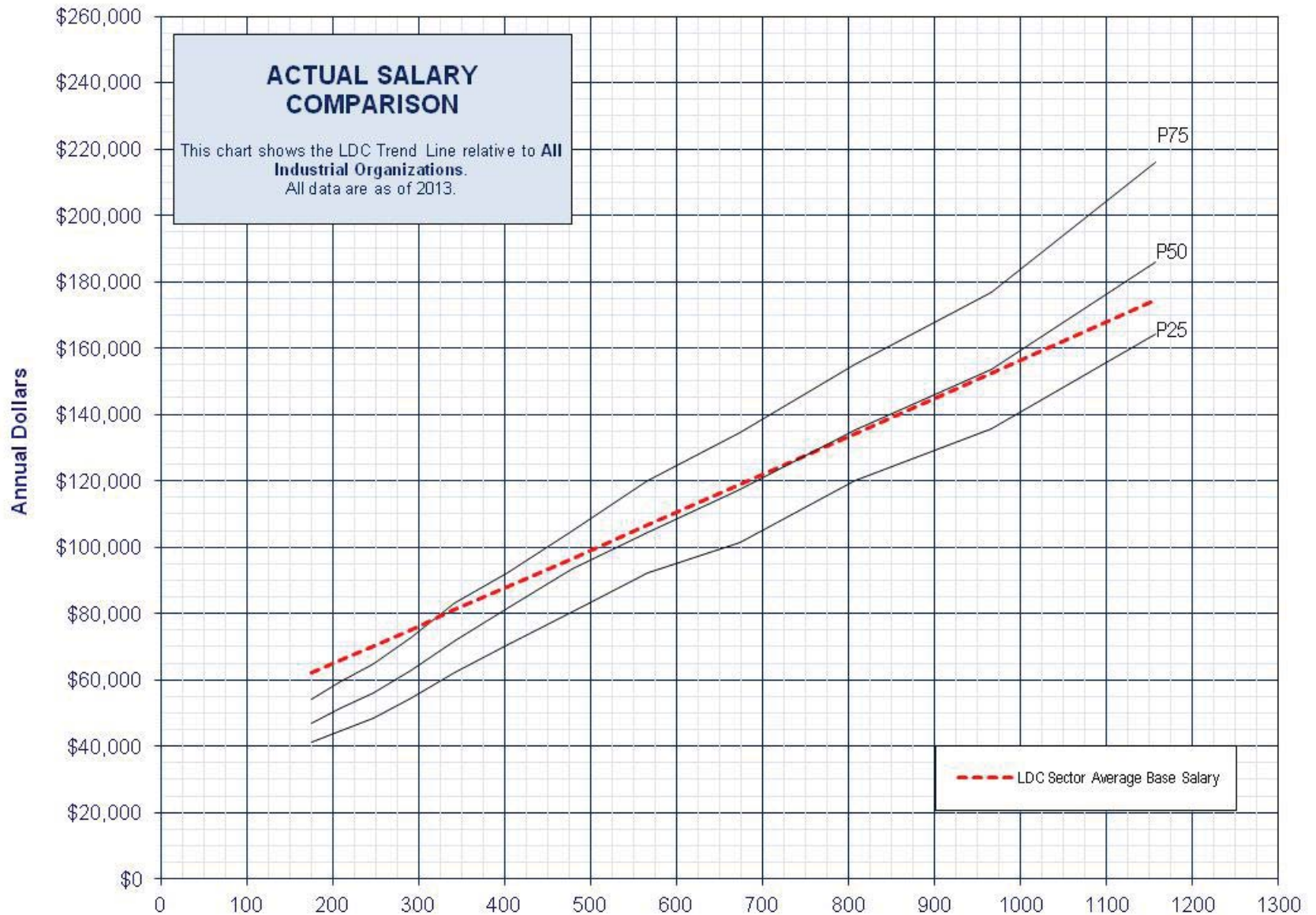
| Survey Benchmark Job               | Sample Statistics |      |     | Hay Points |         |         | COMPENSATION DESIGN  |         |                                   |                      | ACTUAL COMPENSATION       |                   |         |                    |  |
|------------------------------------|-------------------|------|-----|------------|---------|---------|----------------------|---------|-----------------------------------|----------------------|---------------------------|-------------------|---------|--------------------|--|
|                                    |                   |      |     |            |         |         | Salary Range Minimum |         | Job Rate / Control Point / Policy | Salary Range Maximum | Target % (where eligible) | Total Cash Design |         | Actual Base Salary |  |
|                                    | Orgs              | Incs | P50 | P50        | P50     | P50     | P50                  | P50     | AVG                               | P50                  | AVG                       | P50               | P50     | AVG                |  |
| 8002 Systems/Program Administrator | 22                | 35   | 332 | 67,300     | 78,900  | 85,500  | 5%                   | 79,800  | 81,600                            | 80,900               | 78,200                    | 5%                | 83,700  | 80,800             |  |
| 9000 Human Resources Manager       | 11                | 11   | 479 | 87,600     | 103,100 | 110,600 | 9%                   | 114,700 | 110,400                           | 100,700              | 100,200                   | 5%                | 105,000 | 106,800            |  |
| 9001 Human Resources Generalist    | 17                | 22   | 323 | 65,100     | 77,700  | 81,900  | 5%                   | 78,800  | 83,200                            | 81,400               | 78,700                    | 4%                | 81,400  | 81,600             |  |
| 9002 Human Resources Coordinator   | 11                | 15   | 233 | 57,100     | 67,100  | 77,200  | 5%                   | 69,800  | 73,500                            | 65,200               | 65,400                    | 7%                | 66,200  | 68,100             |  |
| 9003 Payroll                       | 17                | 18   | 245 | 56,800     | 67,900  | 73,800  | 5%                   | 69,300  | 71,900                            | 67,100               | 71,000                    | 3%                | 69,500  | 72,900             |  |
| 9004 Manager, Health & Safety      | 22                | 24   | 479 | 80,900     | 92,600  | 98,900  | 6%                   | 94,100  | 99,300                            | 95,800               | 95,300                    | 5%                | 96,700  | 99,000             |  |

Minimum data requirements for information disclosure are: 3 for average, 4 for P50, 7 for P25 / P75. If insufficient data, this is indicated by the asterisks (\*).



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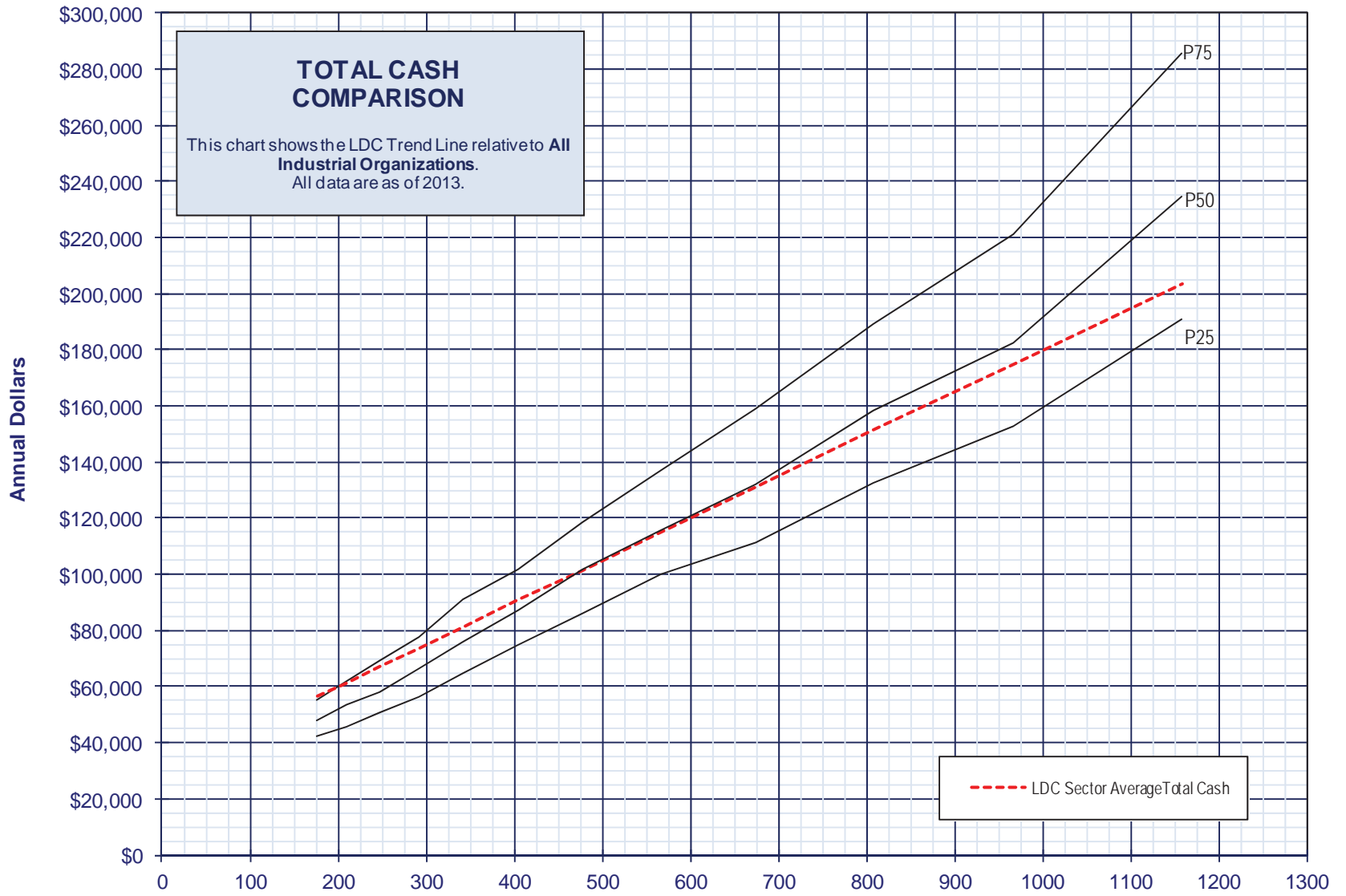
## 2013 Management Salary Survey Of Local Distribution Companies





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**APPENDICES**



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## 2013 Management Salary Survey Of Local Distribution Companies



### A. Survey Methodology

A brief profile was developed for each benchmark position. These profiles were incorporated into a survey package and distributed to each participant along with a data submission spreadsheet requesting data on survey benchmark positions, as well as the organization's profile and selected salary administration & benefits policies.

Participants matched their jobs to the profiles and provided data for each position, where applicable. For each position where an organization submitted more than one match, the data were aggregated and an average figure was used for that organization. By using this methodology, all organizations carry equal weighting, and no one single organization excessively influences the market statistics by virtue of the size of its employee population.

Once the completed surveys were returned to Hay Group, participants were contacted for data verification as necessary. Hay Group also initiated a number of follow-up actions to clarify information provided by the participants. All of the matches submitted by the participants were reviewed by Hay Group to determine their appropriateness versus the job profiles and the market. If deemed inappropriate, the matches, or outlier data, were removed from the survey results.

Where possible, organization charts or details regarding reporting relationships were provided to Hay Group to enable understanding of the roles. From the job match information, plus a review of organization charts and other contextual information provided, Hay Group has estimated at which Hay Reference Level each organizations' roles fall to facilitate point-based comparisons.



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### B. Definitions – Compensation Elements

#### ***Salary Range***

|                          |                                                                                                                                                                                              |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Minimum                  | The lowest salary/rate that the organization is prepared to pay for an incumbent in the position. May be the starting salary for inexperienced/non-qualified hire.                           |
| Job Rate / Control Point | Typically the midpoint of the salary range, intended to reflect the salary the organization is prepared to pay for sustained competent performance by a fully trained / qualified incumbent. |
| Maximum                  | The highest point in the salary range (or step progression). Note: might be the same as "job rate".                                                                                          |

#### ***Short Term Incentive***

*Short Term Incentive (STI) refers to any incentive arrangement designed to reward an individual for performance/results achieved over a performance cycle/period of up to one year.*

|               |                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Target        | Target bonus is the level of award (either a % of salary or a fixed dollar amount) that an employee in this position would expect to receive if all corporate, team and individual performance goals are "met" (as planned). This rate/amount is often communicated to employees as part of the incentive/bonus plan design, e.g. "the target bonus for jobs in grade/band 6 is 8% of salary". |
| Discretionary | Discretionary plans have no target bonus rate and pay out at the end of the year at the discretion of executive/board.                                                                                                                                                                                                                                                                         |

#### ***Current Salary***

The amount paid for work performed on a regular, ongoing basis.  
Does not include variable bonus or incentive payments, sales commissions, shift premiums, or overtime payments.

#### ***Actual STI (Paid)***

*Total of all STI awards paid to the incumbent(s) for performance/results over the latest completed fiscal year.*  
May be paid during the year or after year end. (Note: recorded and reported on an annual basis)

### C. Definitions – Statistical Elements

Market data are reported using the following statistics:

|                | Definition                                                                                                                                                                                                            | Reporting Requirement<br>(# of Observations<br>Necessary to Report) |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| <b>P90</b>     | 90th percentile<br><br>If all observations were sorted and listed from highest/largest to lowest/smallest, 10% of the observations would fall above the 90 <sup>th</sup> percentile and 90% would fall below          | <b>11</b>                                                           |
| <b>P75</b>     | 75th percentile<br><br>If all observations were sorted and listed from highest/largest to lowest/smallest, 25% of the observations would fall above this value and 75% would fall below                               | <b>7</b>                                                            |
| <b>P50</b>     | 50th percentile, also referred to as “median”<br><br>If all observations were sorted and listed from highest/largest to lowest/smallest, 50% of the observations would fall above this value and 50% would fall below | <b>4</b>                                                            |
| <b>P25</b>     | 25th percentile<br><br>If all observations were sorted and listed from highest/largest to lowest/smallest, 75% of the observations would fall above this value and 25% would fall below                               | <b>7</b>                                                            |
| <b>P10</b>     | 10th percentile<br><br>If all observations were sorted and listed from highest/largest to lowest/smallest, 90% of the observations would fall above this value and 10% would fall below                               | <b>11</b>                                                           |
| <b>Average</b> | The arithmetic mean of all values, calculated by adding up all of the values and dividing by the number of observations                                                                                               | <b>3</b>                                                            |



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### D. Benchmark Position Profiles

| Job Title                             | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| President & CEO                       | Directs the development of short and long term strategic plans, operational objectives, policies, budgets and operating plans for the organization, as approved by the Board of Directors. Establishes an organization hierarchy and delegates limits of authority to subordinate executives regarding policies, contractual commitments, expenditures and human resource matters. Represents the organization to the financial community, industry groups, government and regulatory agencies and the general public.                                                                                                                                                                                                                                         |
| Chief Operating Officer (COO)         | Highest ranking operations position. Reporting to the President/CEO, directs the operational elements of the organization, could include operations & engineering, customer services, metering and information technology. Develops the short and long term strategic plans, directs the development of operational objectives, policies, budgets for his/her areas of accountability. The position reports directly to the President/CEO.                                                                                                                                                                                                                                                                                                                     |
| Head of Operations and/or Engineering | Highest ranking operations/engineering position. Reporting to COO or President. Directs both the operations and engineering functions. Develops the short and long term strategic plans, formulates and implements plans, budgets, policies and procedures to facilitate and improve processes. Establishes clear controls, objectives and measures to ensure safe and appropriate delivery of power and power related services. Evaluates the feasibility of new or revised systems or procedures and oversees operations and engineering to ensure compliance with established standards.                                                                                                                                                                    |
| CFO / Head of Finance                 | Highest ranking financially-oriented position within the company. Reporting to the President & CEO, this strategic role plans directs and controls the organization's overall financial plans, policies and accounting practices and relationships with lending institutions, shareholders and the financial community in mid to large organizations. Provides advice and guidance for the Board of Directors on financial matters. May direct such functions as finance, general accounting, tax, payroll, customer billing, regulatory affairs, and information systems and may be responsible for Administration functions. Normally possesses a CA, CMA or CGA designation.                                                                                |
| Head of Customer Service              | The highest-ranking customer service position in the utility. Provides direction for all departmental activities, services and practices, including customer care/call centre, billing, credit and collections. Accountable for the development, implementation and integration of all customer service related activities to achieve a competitive advantage through customer driven initiatives and strategies. Directs and oversees the implementation of customer service standards, policies and procedures; manages and coordinates budgets.                                                                                                                                                                                                             |
| Head of Regulatory Affairs            | Represents the organization on quality and regulatory matters before government agencies and conformity assessment bodies including providing of evidence, regulatory filings, supporting analyses, position papers, interrogatory responses, etc. Keeps abreast of on-going developments in regulatory practices affecting electrical distribution utilities. Ensures that regulatory information is disseminated throughout the organization in a timely and effective manner. Is responsible for the filing of written communications and regulatory submissions to government agencies (OEB) and conformity assessment bodies (IMO). Generally reports to President & CEO or a senior executive.                                                           |
| Head of Human Resources               | The highest-ranking human resources position in the organization. Provides direction, support and alignment of organization-wide Human Resources practices and systems with the business in terms of mission, vision and the strategic imperatives. Ensures that existing needs and future demands of internal customers are met through a cost effective and efficient HR services. Directs HR management and staff in the development and implementation of Human Resources strategy, policies and programs covering employment, negotiations & labour relations, training, compensation, organization development, performance management, benefits and may include health & safety. Provides coaching and counsel to the executive and Board of Directors. |





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### Administration

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Executive Assistant      | Performs advanced, diversified and confidential administrative duties requiring broad knowledge of organizational policies and practices. Initiates and prepares correspondence, reports, either routine or non-routine. Screens telephone calls and visitors and resolves routine and complex inquiries. Schedules appointments, meetings and travel itineraries. In some cases, may have responsibility for routine HR and administrative services. Records, prepares and distributes minutes of meetings, including Board of Director minutes. Reports to the President & CEO and may provide support to other executives. |
| Administrative Assistant | Performs advanced, diversified and confidential administrative duties for executives and/or senior management, requiring broad and comprehensive experience and knowledge of organizational policies and practices. Prepares correspondence, reports, either routine or non-routine. Screens telephone calls and visitors and resolves routine and complex inquiries. Schedules appointments, meetings and travel itineraries. Reports to a senior executive or executive team.                                                                                                                                               |

### Engineering

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Director Engineering                             | Plans and directs the overall engineering activities and engineering staff of the organization. Formulates and implements plans, budgets, policies and procedures to facilitate and improve processes. Coordinates the creation, development, design and improvement of the organization's projects and products in conformance with established programs and objectives. Oversees plans, resources and budgets of the department aligned with business strategy.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Engineering Manager and/or Distribution Engineer | Supervises and directs the work of an engineering division such as distribution, line design, transmission planning, distribution planning and/or civil engineering. Responsible for engineering work involving a wide scope of assignments. Handles personnel coordination and issues of the division, prepares estimates, specifications and designs, including the supervision, planning and scheduling of work within the division – Requires a P. Eng.<br><br><u>OR</u><br>Supervises engineering technicians or service technicians. Directs and coordinates the activities, schedules and projects of the construction and maintenance group of those involved with the distribution of electrical power from transformer substations, construction and maintenance of distribution systems. Consults with other department management on plant design, construction and maintenance. Prepares monthly operating reports, budget estimates, and work and materials specifications. Reviews and approves material requisitions, work authorizations and drawings for facilities. Requires a P. Eng. |
| Project Engineer                                 | Non-supervisory position. Directs and coordinates activities related to utility engineering project work, such as smart grid systems, renewables, large utility projects, asset renewal, etc. Requires a P. Eng.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Supervisor Engineering                           | Supervises a small technical work group which may include CAD operators and/or engineering technicians. Coordinates the development and maintenance of engineering and construction standards and systems (GIS, AM/FM, CAD). Organizes, stores and maintains the integrity of hard copy file records, digital formats and mapping standards. Normally requires a C.E.T. or A.Sc. T. Typically reports to an engineering manager.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |



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### Operations

|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Director Operations               | NOT the head of function. Plans and directs all operations functions (no engineering responsibility), of the utility. Formulates and implements plans, budgets, policies and procedures to facilitate and improve processes and establishes clear controls, objectives and measures to ensure safe and appropriate delivery of services and clarity of roles and responsibilities. Evaluates the feasibility of new or revised systems or procedures and oversees operations to ensure compliance with established standards.                                                                                                                                 |
| Manager Operations                | NOT the head of function. Supervises, co-ordinates, directs, schedules and controls the construction, maintenance and personnel of the division, including budgets, transportation, equipment and material requirements and fleet management. Division responsibilities include construction, maintenance and repair of all overhead transmission, overhead and underground distribution and may include coordination of tree trimming for geographical area assigned to the division. In smaller utilities, a professional engineer may fill this role.                                                                                                      |
| Manager Control Centre            | Supervises, co-ordinates, directs, schedules and controls the control centre and technical staff. Provides leadership in the planning and coordination of the control centre relative to safety, reliability and control of the distribution system. Is responsible for budgets, and the direct operations of the control centre approving system outages, switching and maintenance requirements to maintain and improve system reliability.                                                                                                                                                                                                                 |
| Supervisor Control Centre         | Directs and supervises control centre technical staff. Provides planning and coordination of control centre scheduling and maintenance required for the safe, reliable operation and control of the distribution system, including the authorization of the operation of system devices, equipment and control access to electrical plant and substations. Approves and coordinates system outages and switching as required for maintenance and system reliability. Oversees power interruptions and emergencies with dispatch staff to affect corrective measures for isolation, emergency repairs and restoration purposes. Monitors feeder load profiles. |
| Supervisor Protection and Control | Responsible for the management of all Protection & Controls activities related to the installation, maintenance and commissioning of: Protective Relaying Schemes and Station Automation Systems; SCADA System, Visual Display System and Remote Terminal Units; Operations Ethernet and system-wide Area Communications Networks; Distribution Automation Systems, Sectionalizing Devices and Remote Supervisory Controlled Devices. Prepares and administers reports, budgets, Policies and Procedures, record keeping systems.                                                                                                                             |
| Supervisor Station Maintenance    | Responsible for the planning, coordinating both maintenance and installation of substations, as well as ensuring reliability of the underground plant, through testing and troubleshooting. Supervises, coordinates and schedules the activities of Station Maintenance Electricians and Protection and Control Technicians, Reviews work assignments, daily logs, reports and orders. Co-ordinate crews and plan jobs, assigns work per shift, long-term work and shift coverage to ensure the smooth flow of routine work and that all shifts are covered.                                                                                                  |
| Line Supervisor                   | Coordinates and directs the lead journey person and/or crews in the construction and maintenance of distribution lines and equipment (overhead and/or underground). Works with lead journey person to develop plans and schedules required in directing and assigning a crew or crews of skilled trade staff in performing construction, maintenance and operation of the distribution system lines in a safe and efficient manner. Supervises and coordinates subcontractors engaged in planning and executing work procedures, interpreting specifications and managing construction.                                                                       |
| Manager Meter Department          | Supervises the overall operations of the Meter department, prepares budgets, directs the purchase and maintenance of equipment and technology related to the department. Provides direction on the supervision of meter staff, the assignment of work and productivity of staff. Supervises the work related to interactions with electronic meter programming and interaction with/or the operation of the MV90 or similar data collection systems.                                                                                                                                                                                                          |



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|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Supervisor Meter Department | Responsible for overall operation of the Meter department, including operations, budgeting and supervision of meter technicians or other operations staff. Assigns, monitors and inspects the daily work and productivity of the staff in metering operations to ensure timely delivery of services, maintenance of equipment and identification of issues. Develops work plans for the department that include supervising meter re-verification, new meter installs, record maintenance and monitoring of meter maintenance, damage, reporting and theft issues. Ensures compliance with technical standards for equipment. Responsible for electronic meter programming and interaction with/operation of an MV90 or similar data collection system. |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Supply Chain / Procurement

|                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Director Supply Chain Management                                    | Responsible for the overall operation of the Procurement, Inventory, Fleet and/or Facilities programs and initiatives in the organization. Formulates and implements plans, budgets, policies and procedures to facilitate and improve processes and establishes clear controls, objectives and measures to ensure safe and appropriate delivery of services and clarity of roles and responsibilities. Oversees the establishment of user service level agreements, and provides contract management expertise and acts as a resource for contract negotiation, review and approval. Directs the effective capital acquisition and maintenance of the corporate fleet and/or directs the effective maintenance and capital investment of the organizations facilities and assets. |
| Manager Procurement and/or Inventory and/or Facilities and/or Fleet | Responsible for all purchasing and/or inventory and/or facilities and/or fleet for all areas of the utility. Negotiates vendor agreements and manages the tender process. May also be responsible for stores and inventory control in the warehouse. Is responsible for budgets, policies and procedures and directs the work of the purchasing or buyers and/or stores and/or facilities and/or fleet personnel. Works with the organization in setting partnership relationships to understand and meet the needs of the organization, its operations and risk associated with the effective and efficient operations of the company.                                                                                                                                            |
| Supervisor Stores/Inventory/Warehouse                               | Supervises inventory control, records and stores operation. Orders material to maintain on-hand quantities with procurements approval. Responsible for testing safety equipment, i.e., hoses, blankets, gloves, etc., small tool and equipment repair and reconditioning. Assists procurement department in the sale of obsolete equipment and material.                                                                                                                                                                                                                                                                                                                                                                                                                           |

### Accounting / Finance

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Controller or Director Finance | NOT the head of function. Responsible for all financial reporting, accounting and record keeping functions. Directs the establishment and maintenance of the organization's accounting and finance principles, practices and procedures for the maintenance of its fiscal records and the preparation of its financial reports. Directs general and property accounting, cost accounting and budgetary control. Appraises operating results in terms of costs, budgets, operating policies, trends and increased profit opportunities. Reports to a CFO/VP Finance.                                                                                                                                                                                                            |
| Manager Accounting             | Manages the general accounting functions and the preparation of reports and statistics reflecting earnings, profits, cash balances and other financial results. Formulates and administers approved accounting practices throughout the organization to ensure that financial and operating reports accurately reflect the condition of the business and provide reliable information. Reports to Controller/Director Finance or CFO/VP Finance.                                                                                                                                                                                                                                                                                                                               |
| Manager Risk Management        | Responsible for risk management activities including cash flow management, credit facilities management, insurance and support for credit and collection policies throughout the corporation. May be responsible for ensuring that cash liquidity risk is managed in an appropriate fashion such that bank account balances are sufficient to meet operational, capital expenditures and debt servicing requirements while minimizing short-term borrowings or surplus investing. Provides leadership in the developing new and refining existing risk management policies to respond to changes in risk tolerances and business conditions and as financial risks are better understood in accordance with industry best practices. Reports to Head of Finance or COO or CEO. |



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|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Supervisor Accounting         | Coordinates activities of the payable/receivable clerks. Supervises accounts payable and receivable transactions, entries and trial balances; responsible for the accuracy of all journal entries and reconciliation of invoices; updates credit department on account status.                                                                                                                                                                                                        |
| Financial or Business Analyst | Conducts analysis of information for budgeting, investment and financial forecasts; applies principles of accounting to analyze past and present financial operations; estimates future revenues and expenditures; prepares budgets; develops and maintains budgeting systems; processes and prepares business transactions and reports, reconciles ledgers and sub-ledgers, cash flow projections, entry of source documents. Holds a financial designation, either CA, CMA or CGA.  |
| Accountant                    | Supports the organization decisions through financial information and relevant analysis. Ensures the integrity between the CS work order systems and general ledger system is maintained. Initiate corrective measures when discrepancies occur between the systems. Collects and combines information for the decision making process by management, including financial statements and special projects as assigned (e.g. preparation of rate submission supplemental information). |

### Customer Service

|                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Director Customer Service                                     | NOT the head of function. Provides direction for all departmental activities, services and practices, including customer care/call centre, billing, credit and collections. Accountable for the implementation and integration of all customer service related activities. Oversees the implementation of customer service standards, policies and procedures; manages budgets; manages activities of CS managers and/or supervisory staff.                                                                                                                                                                                                                                                    |
| Manager Customer Service and/or Billing                       | NOT the head of function. Manages a team of customer service and/or billing representatives in providing information, receiving and responding to customer inquiries, complaints or requests. Develops and maintains customer information systems, processes and procedures including billing, credit, deposits and collections. Liaises with representatives of other organizations and customer groups to share information and resolve administrative, organizational and technical problems. Responds to elevated customer complaints. This function may also be responsible for coordinating meter installation/maintenance, residential electric service connections, and service calls. |
| Supervisor Customer Service and/or Billing and/or Collections | Supervises customer service representatives (billing clerks and/or collections clerks) and coordinates customer service programs within the framework of established customer service policies. Schedules and organizes staff to accommodate anticipated workflow from bill inquiries, delinquent accounts, re-connections and disconnections, customer deposits, etc. Recommends corrective steps to address customer issues and refers unique issues to manager for response.                                                                                                                                                                                                                |

### Regulatory Affairs

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Director Regulatory Affairs | NOT the head of function. Supports the VP or may represent the organization on regulatory matters before government agencies and conformity assessment bodies including providing of evidence, regulatory filings, supporting analyses, position papers, interrogatory responses, etc. Ensures that regulatory information is disseminated throughout the organization in a timely and effective manner. Is responsible for or supports the filing of written communications and regulatory submissions to government agencies (OEB) and conformity assessment bodies (IMO). |
| Manager Regulatory Affairs  | NOT the head of function. Manages the organization's regulatory staff, programs and activities to ensure compliance. Assists the organization on quality and regulatory matters before government agencies, providing research and analyses. Ensures that regulatory information is disseminated throughout the organization in a timely and effective manner. Coordinates the filing of written communications and regulatory submissions to government agencies (OEB) and conformity assessment bodies (IMO).                                                              |



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|                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Regulatory Accountant | Ensures that the accounting activities for regulatory financial reporting are in compliance with all Ontario Energy Board (OEB) policies and guidelines. Act as a key resource to provide expert advice and recommendations in the implantation of all OEB, OPA and IESO codes and regulations in order to ensure corporate compliance. Track and reconcile all OEB accounts, including business rationale for changes in balances, cost side of accounts subject to prudency review (i.e. conservation, smart meters) and the cost side of Ontario Power Authority (OPA) programs. |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Conservation / Demand

|                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Settlement or Rate Analyst                              | Responsible for recording, creating, analyzing, processing and reconciling metering data. Operates and administers an MV-90 or similar data collection system, downloading, validating, editing, estimating and processing interval meter-related information. Has in-depth understanding of commercial billing practices, the IMO and the OEB's Retail Settlement Code. Analyses rates using rate sensitivity models and develops appropriate rate structures, using the specific models.                                                                                                                                                                                                                                            |
| Director or Officer, Conservation and Demand Management | This position is responsible for planning, coordinating, evaluating and delivering energy and water conservation and demand management programs. Develops plans for programs in accordance with the OEB's conservation and demand management code to ensure achievement of OEB mandated energy consumption and demand conservation targets.                                                                                                                                                                                                                                                                                                                                                                                           |
| Manager Conservation & Demand/Marketing                 | Responsible for managing the development and implementation of CDM initiatives as well as the marketing communications expertise and support required for the successful delivery of the company's Conservation and Demand Management (CDM) programs. Marketing communication plans may include, but are not limited to advertising, media conferences, program launch events, workshops, event displays. Liaising with, as needed, senior marketing and/or communications personnel representing organizations and groups involved in conservation and sustainability including, but not limited to, the Ontario Power Authority (OPA), the Ontario Energy Board (OEB), Ministry of Energy, municipal and regional governments, etc. |

### Information Systems / Technology

|                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Director Information Systems                                               | Accountable for operations and alignment of the Information and Telecommunication Systems with the business in terms of organization objectives and imperatives. Ensures that existing needs and future demands of internal and external customers are met through a cost effective and efficient information and telecommunication infrastructure. Oversees IS management in areas of computer operations, systems planning, design, security, programming and telecommunications. Reviews and evaluates project feasibility and needs based upon management's and business requirements and priorities. Develops departmental plans, strategy, budgets and resource requirements. Typically reports to President & CEO, or CFO. |
| Manager Information Systems and/or Security                                | Manages and directs staff in areas of computer operations, systems planning, design, security, programming and telecommunications. Develops and maintains systems standards and procedures and assigns work to department staff. Reviews and evaluates project feasibility and needs based upon management's and business requirements and priorities. Develops departmental plans, project plans, budgets and resource requirements.                                                                                                                                                                                                                                                                                             |
| Systems/Program Administrator or Applications/Systems Support Professional | Responsible for maintenance of software systems including system analysis, programming and design, updates and changes. Makes a preliminary study of new applications and recommendations to implement them, including hardware and software. Troubleshoots and corrects problems in existing programs, other than normal problems, usually caused by changes of software or hardware.                                                                                                                                                                                                                                                                                                                                            |



# The MEARIE Group

## 2013 Management Salary Survey Of Local Distribution Companies



### Human Resources

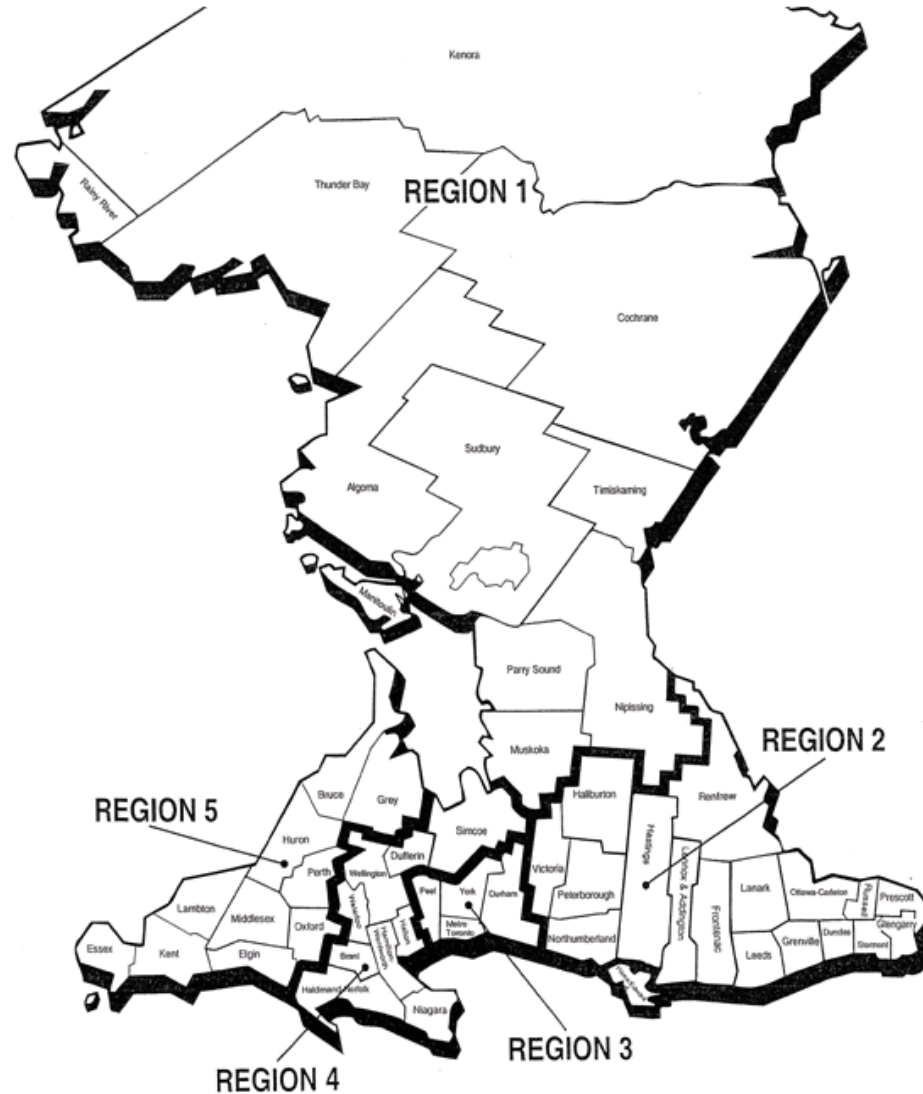
|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Human Resources Manager     | NOT the head of function. Develops and implements human resources programs, including compensation, benefits, recruitment, performance management, labour relations/negotiations, training and development, assists in policy development, HR planning, record keeping or payroll etc. May supervise a team of HR professionals or support staff. Reports to a senior HR professional (Director or VP or equivalent).                                                                                                              |
| Human Resources Generalist  | Assists in the development and implementation of human resources policies and programs by providing support and guidance to managers and employees in the areas of compensation, labour relations, employee relations, performance management, benefits, recruitment, training and HRIS systems. Acts as a business partner to the organization in the areas of human capital. May assist in the preparation of negotiations.                                                                                                      |
| Human Resources Coordinator | Administrative support to one or more functional areas of HR and/or Safety. Processes, coordinates and enters into a HRIS or other system, a variety of documents including employment applications, benefits, compensation and payroll changes and confidential employee information. Responds to routine employment questions and distributes and maintains manuals and employee program communications.                                                                                                                         |
| Payroll                     | Performs the payroll coordination and administration. Maintains the organizations internal or external payroll system. Prepares monthly requisitions for WSIB, Employee Health Tax, Receiver General, OMERS Pension and Union Dues. Administers employee pension program and provides pension calculation estimates as requested. Reconciles monthly payroll for year-end finance procedures. Prepares annual T4's and T4A's and OMERS Pension and responds to inquiries from employees and pensioners regarding the pension plan. |
| Manager, Health & Safety    | Accountable for the development and implementation of occupational health, safety and environmental programs, including training, maintenance of safe working conditions, investigation and reporting of workplace accidents. Also identifies areas of potential risk and makes recommendations to reduce or eliminate potential accident or health hazards in compliance with government regulations.                                                                                                                             |

### Communications

|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Director Communications | Directs the development, management and execution of internal and external corporate communications strategies for the company, and marketing and public relations initiatives. Acts as the Chief Spokesperson for the organization. Leads the management and development of the corporate brand and identity. Oversees the development, production and distribution of corporate publications including, but not limited to, the annual report, customer newsletters, information brochures, bill inserts, CDM/Green marketing materials, employee newsletters and media releases. Directs the development and management of the company's external (corporate internet site) and internal (corporate intranet site) web presence and strategy. Oversees the management and execution of internal and external corporate events as well as community-relations activities such as sponsorship and donation programs. |
| Manager Communications  | Responsible for managing the development and implementation of all customer communications initiatives as well as the marketing communications expertise and support required for the successful delivery of the company's CDM and customer communications materials/systems. Communication materials may include, but are not limited to, customer newsletters, information brochures, bill form design, employee intranet, LCD information monitors, and website communications. Working in conjunction with Regulatory Affairs, develop materials or other communication methods to communicate regulatory changes/issues that may directly impact the customer. Manages event planning for internal and external company events.                                                                                                                                                                                  |

### E. Regions

The map below identifies the 5 regions that will be used for reporting on a geographic basis.



Response to Ontario Energy Board Staff  
Interrogatory 1-Staff-15

Attachment 3





# The MEARIE Group

## 2013 Survey on Board of Director Compensation

### ***SURVEY REPORT***

*July 2013*

***SURVEY ADMINISTRATOR: HAY GROUP LIMITED***



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



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# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### I. Introduction

The MEARIE Group is pleased to present this report of the 2013 Board of Directors Survey of Local Distribution Companies (LDCs).

In today's competitive talent market, LDCs are challenged with attracting Board Members that will contribute to the oversight, support and guidance of the leadership team. The MEARIE Group established the **Survey on Board of Director Compensation** to assist LDCs in understanding the competitive landscape and to support your efforts to develop pay practices that attract, motivate and retain high quality, high performing Board Members.

Last offered in 2011, this biennial survey was updated in 2013 through the combined efforts of The MEARIE Group's *HR Information Solutions* team and Hay Group, to ensure that the Survey continues to meet the evolving needs of member LDCs.

The Survey is enhanced for 2013 through our partnership with Hay Group, a globally renowned compensation consulting firm. Drawing on their expertise and experience in developing and managing corporate director surveys across all sectors of the economy and in numerous countries around the world, the 2013 survey includes:

- Improved analysis by LDC groupings, mirroring the Management Salary
- Improved analysis on Board policies and practices
- Enhanced survey reporting regarding compensation information

The survey enhancements for 2013 include one presentation document and Excel data tables in different formats as follows:

- Survey Report containing a complete analysis of Board policies and practices, overview of survey methodology and participants and a summary of compensation data in PDF format
- LDC Board Survey data tables segmented by all organizations and various other groupings in Excel format for easy data export and analysis

In addition, we would like to thank you for your participation. As a result of the strong response, we are able to provide you with an informative and detailed survey that will help you in support of your organization's Board compensation programs.



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Confidentiality

The MEARIE Group recognizes the importance of maintaining the security of your information and has developed the following policy that applies to all participants (and their delegates) in the Survey on Board of Director Compensation for Local Distribution Companies, as well as Hay Group Limited (survey administrators) and The MEARIE Group.

All of the information collected through this survey has been treated with the utmost confidentiality. All data was submitted by way of password-protected files, and is stored on devices with restricted, password-controlled, access.

Data has been reported on an aggregate basis only, and in such a way as to ensure that individual participant data cannot be identified / attributed. Standards for minimum number of data, as documented in Appendix D to this report, have been strictly enforced to ensure confidentiality. Neither Hay Group nor The MEARIE Group will release or disclose to any other person whatsoever any information pertaining to any individual LDC participant.

The data on which this report is based was provided by the LDCs who participated in the survey. While every effort has been made to “clean” the data received – using analytical tools to identify anomalies and contacting participants where data was incomplete or unclear – the data has not been independently verified. Neither Hay Group nor The MEARIE Group is responsible for the accuracy of the data submitted, nor any conclusions, decisions or actions made or taken based on the results reported herein.

Survey results are being reported only to those LDCs who participated in the survey and provided comprehensive data. The survey includes the following:

- Survey Report in PDF format
- LDC Board of Director Survey data in Excel format

**All participants must consider this information as strictly confidential.** The results of the Survey on Board of Director Compensation for Local Distribution Companies will not be disclosed / sold to or shared with organizations that have not participated in the survey, whether by MEARIE Group or Hay Group or survey participants. **Participants may not share the survey report / results with non-participant LDCs or any entity under any circumstances.**



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies

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**The obligations of confidentiality set out in this policy are subject to the requirements of applicable law.** However, LDCs may not disclose the existence or results of the Survey on Board of Director Compensation for Local Distribution Companies to any regulatory body (or other person) unless compelled by law to do so, and if an LDC is compelled by law to make such a disclosure, it will give The MEARIE Group as much notice in advance as possible of the disclosure and the reasons the disclosure is legally required. In such circumstances, the LDC will take such steps as The MEARIE Group reasonably requests, or will co-operate with respect to any steps The MEARIE Group reasonably wishes to take, to contest or limit the scope of the disclosure.



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



## II. Survey Overview

The Board of Directors survey covers the following key topics:

|                             |                                                                                                                                                              |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Organization Profile</b> | A brief overview of the participating organizations                                                                                                          |
| <b>Board Design</b>         | Board Metrics <ul style="list-style-type: none"><li>• Number of members</li><li>• Frequency of meetings</li><li>• Number of committees</li></ul> Board Terms |
| <b>Compensation</b>         | Board Compensation<br>Annual Retainers<br>Meeting Fees<br>Committee Fees<br>Additional Expenses: Mileage, Hotel, Airfare and Education / Training            |

# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies

### Participants

All organizations in the LDC sector in Ontario were invited to participate in the Survey on Board of Director Compensation. The following forty eight (48) organizations submitted data:

- Bluewater Power Distribution
- Brant County Power Inc.
- Brantford Power Inc.
- Cambridge and North Dumfries Hydro Inc.
- Collus PowerStream
- E.L.K. Energy Inc.
- Enersource Corporation
- Entegrus Powerlines Inc.
- EnWin Utilities Ltd
- Essex Power
- Festival Hydro Inc
- Fort Frances Power Corporation
- Greater Sudbury Utilities
- Grimsby Power
- Guelph Hydro Electric Systems Inc.
- Haldimand County Hydro Inc.
- Halton Hills Hydro Inc.
- Hydro Ottawa
- Innisfil Hydro Distribution Systems Limited
- Kenora Hydro Electric Corporation Ltd
- Kitchener-Wilmot Hydro Inc.
- Lakefront Utilities Inc.
- Lakeland Holding Ltd
- London Hydro Inc.
- Midland Power Utility Corporation
- Milton Hydro Distribution Inc
- Newmarket-Tay Power Dist. Ltd.
- Niagara Peninsula Energy Inc.
- North Bay Hydro Distribution Limited
- Northern Ontario Wires Inc.
- Oakville Hydro
- Orangeville Hydro Limited
- Orillia Power Distribution Corporation
- Ottawa River Power Corporation
- Parry Sound Power
- Peterborough Utilities Group
- PowerStream Inc.
- PUC Services Inc.
- Renfrew Hydro Inc.
- Sioux Lookout Hydro Inc.
- Thunder Bay Hydro Elect. Dist. Inc.
- Utilities Kingston / Kingston Hydro
- Veridian
- Wasaga Resource Services Inc
- Waterloo North Hydro Inc.
- Welland Hydro-Electric System Corp.
- Westario Power Inc.
- Woodstock Hydro Services Inc.



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



**Market Statistics**

Where possible, statistics have been provided for all information as follows.

Where there is insufficient data to report, this has been indicated with an asterisk (\*) in all data tables.

|                | Definition                                                                                                                                                                                                            | Reporting Requirement<br>(# of Observations<br>Necessary to Report) |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| <b>P75</b>     | 75th percentile<br><br>If all observations were sorted and listed from highest/largest to lowest/smallest, 25% of the observations would fall above this value and 75% would fall below                               | <b>8</b>                                                            |
| <b>P50</b>     | 50th percentile, also referred to as “median”<br><br>If all observations were sorted and listed from highest/largest to lowest/smallest, 50% of the observations would fall above this value and 50% would fall below | <b>4</b>                                                            |
| <b>P25</b>     | 25th percentile<br><br>If all observations were sorted and listed from highest/largest to lowest/smallest, 75% of the observations would fall above this value and 25% would fall below                               | <b>8</b>                                                            |
| <b>Average</b> | The arithmetic mean of all values, calculated by adding up all of the values and dividing by the number of observations.                                                                                              | <b>3</b>                                                            |
| <b>Typical</b> | The arithmetic mode of all values; the most common value.                                                                                                                                                             | <b>3</b>                                                            |





# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Participant Group Profile

All participants provided information regarding their organizational profile. The statistical references for the profile of the organizations are as follows:

### Organization Metrics

| Statistic                                                 | P25    | P50    | P75    | Average |
|-----------------------------------------------------------|--------|--------|--------|---------|
| Annual Operating Budget (\$ millions)                     | 3.8    | 7.4    | 15.2   | 17.4    |
| Number of Employees (full time equivalent)                | 26     | 48     | 119    | 97      |
| Number of Customers                                       | 11,167 | 24,318 | 50,265 | 47,704  |
| Gross Revenue (\$ millions – excluding the cost of power) | 7.1    | 50.2   | 111.2  | 121.6   |

Analyst's note: "Average" values are near or above the 75<sup>th</sup> percentile for several data elements, indicating that there are a small number of organizations that are significantly larger than the rest of the population.



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### III. Board of Director Metrics

#### Board Composition & Metrics

All organizations provided information regarding the number of total Board members, as well as the number of independent Board members.

For survey purposes, the following definition was provided as part of the survey package:

- Inside Director - a Board member who is an employee, officer or stakeholder in the organization.
- Independent (Outside) Director - a Board member who is not an employee or stakeholder of the organization and is typically compensated using an annual retainer.

Organizations were also asked to provide the number of Committees. Data is presented below for all organizations, and segments of the data follow.

#### All Organizations: Summary of Board Composition

| Statistic                           | P25 | P50 | P75 | Average | Typical |
|-------------------------------------|-----|-----|-----|---------|---------|
| Total Number of Board Members       | 5.0 | 7.0 | 9.0 | 7.4     | 6.0     |
| Number of Independent Board Members | 2.0 | 3.0 | 4.0 | 3.1     | 4.0     |
| Number of Committees                | 0.0 | 2.0 | 3.0 | 1.8     | 0.0     |



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Total Number of Board Members: Market Segments

| Statistic                                           | P25 | P50  | P75 | Average | Typical          |
|-----------------------------------------------------|-----|------|-----|---------|------------------|
| Number of Employees (FTE Equivalent)                |     |      |     |         |                  |
| FTE <21                                             | 5.0 | 6.0  | 6.0 | 5.6     | 6.0              |
| FTE 21 - 50                                         | 4.8 | 6.5  | 8.3 | 6.7     | 5.0              |
| FTE 51 – 100                                        | *   | 6.5  | *   | 6.5     | 5.0              |
| FTE 101 - 200                                       | 7.0 | 8.5  | 9.0 | 8.2     | 9.0              |
| FTE 201+                                            | *   | 13   | *   | 13.2    | N/A <sup>1</sup> |
| Number of Customers                                 |     |      |     |         |                  |
| Up to 20,000                                        | 4.5 | 5.0  | 6.5 | 5.5     | 5.0              |
| 20,001 to 40,000                                    | 6.0 | 7.5  | 8.8 | 7.1     | 9.0              |
| 40,001 to 100,000                                   | 7.0 | 8.5  | 9.8 | 8.7     | 7.0              |
| 100,000+                                            | *   | 13.0 | *   | 13.5    | N/A <sup>1</sup> |
| Revenue (\$ millions – excluding the cost of power) |     |      |     |         |                  |
| Up to \$20 Million                                  | 5.0 | 5.5  | 6.0 | 5.3     | 6.0              |
| \$20 – \$50 Million                                 | 6.3 | 8.0  | 9.0 | 7.7     | 9.0              |
| \$50 - \$100 Million                                | 7.0 | 8.0  | 8.8 | 7.4     | 9.0              |
| \$100 - \$200 Million                               | 7.0 | 8.5  | 9.8 | 8.9     | 7.0              |
| \$200 Million +                                     | *   | 12   | *   | 12.8    | N/A <sup>1</sup> |
| Region                                              |     |      |     |         |                  |
| 1                                                   | 5.3 | 6.5  | 7.0 | 6.3     | 7.0              |
| 2                                                   | *   | 5.5  | *   | 6.8     | 3.0              |
| 3                                                   | *   | 11.0 | *   | 12.0    | N/A <sup>1</sup> |
| 4                                                   | 5.0 | 6.5  | 8.0 | 6.6     | 5.0              |
| 5                                                   | 6.0 | 8.0  | 9.0 | 7.8     | 9.0              |

<sup>1</sup> No typical size of Board in sample



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Total Number of Independent Board Members: Market Segments

| Statistic                                           | P25 | P50 | P75 | Average | Typical          |
|-----------------------------------------------------|-----|-----|-----|---------|------------------|
| Number of Employees (FTE Equivalent)                |     |     |     |         |                  |
| FTE <21                                             | 2.0 | 3.0 | 4.0 | 3.1     | 3.0              |
| FTE 21 - 50                                         | 0.8 | 2.0 | 3.3 | 2.1     | 2.0              |
| FTE 51 – 100                                        | *   | 3.5 | *   | 3.3     | 4.0              |
| FTE 101 - 200                                       | 1.5 | 3.5 | 4.0 | 2.8     | 4.0              |
| FTE 201+                                            | *   | 6.0 | *   | 6.4     | N/A <sup>1</sup> |
| Number of Customers                                 |     |     |     |         |                  |
| Up to 20,000                                        | 1.5 | 3.0 | 4.0 | 2.6     | 2.0              |
| 20,001 to 40,000                                    | 2.0 | 2.5 | 3.8 | 2.4     | 2.0              |
| 40,001 to 100,000                                   | 3.3 | 4.0 | 4.8 | 3.5     | 4.0              |
| 100,000+                                            | *   | 6.0 | *   | 6.4     | N/A <sup>1</sup> |
| Revenue (\$ millions – excluding the cost of power) |     |     |     |         |                  |
| Up to \$20 Million                                  | 1.3 | 2.5 | 3.0 | 2.5     | 3.0              |
| \$20 – \$50 Million                                 | 2.0 | 3.0 | 4.0 | 2.7     | 4.0              |
| \$50 - \$100 Million                                | 0.5 | 2.5 | 3.8 | 2.3     | N/A <sup>1</sup> |
| \$100 - \$200 Million                               | 3.3 | 4.0 | 5.0 | 4.5     | 4.0              |
| \$200 Million +                                     | *   | 5.0 | *   | 5.5     | N/A <sup>1</sup> |
| Region                                              |     |     |     |         |                  |
| 1                                                   | 2.3 | 4.0 | 4.8 | 3.4     | 4.0              |
| 2                                                   | *   | 2.5 | *   | 4.0     | 3.0              |
| 3                                                   | *   | 4.0 | *   | 5.0     | N/A <sup>1</sup> |
| 4                                                   | 1.8 | 3.0 | 4.0 | 2.7     | 4.0              |
| 5                                                   | 0.0 | 2.0 | 4.0 | 2.3     | 0.0              |

<sup>1</sup> No typical size of Board in sample



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Total Number of Committees: Market Segments

| Statistic                                           | P25 | P50 | P75 | Average | Typical          |
|-----------------------------------------------------|-----|-----|-----|---------|------------------|
| Number of Employees (FTE Equivalent)                |     |     |     |         |                  |
| FTE <21                                             | 0   | 0   | 0   | 0.5     | 0                |
| FTE 21 - 50                                         | 0.8 | 2.0 | 3.3 | 2.1     | 2.0              |
| FTE 51 – 100                                        | *   | 1.0 | *   | 1.3     | 1.0              |
| FTE 101 - 200                                       | 2.0 | 2.0 | 3.0 | 2.3     | 2.0              |
| FTE 201+                                            | *   | 4.0 | *   | 4.0     | 4.0              |
| Number of Customers                                 |     |     |     |         |                  |
| Up to 20,000                                        | 0   | 0   | 2.0 | 0.9     | 0                |
| 20,001 to 40,000                                    | 1.0 | 1.5 | 2.8 | 1.8     | 1.0              |
| 40,001 to 100,000                                   | 2.0 | 2.0 | 3.0 | 2.4     | 2.0              |
| 100,000+                                            | *   | 4.0 | *   | 4.0     | 4.0              |
| Revenue (\$ millions – excluding the cost of power) |     |     |     |         |                  |
| Up to \$20 Million                                  | 0   | 0   | 1.8 | 1.1     | 0                |
| \$20 – \$50 Million                                 | 1.3 | 2.0 | 2.8 | 2.0     | 2.0              |
| \$50 - \$100 Million                                | 0.3 | 2.0 | 2.8 | 1.8     | 2.0              |
| \$100 - \$200 Million                               | 2.0 | 2.0 | 3.0 | 2.5     | 2.0              |
| \$200 Million +                                     | *   | 3.5 | *   | 3.0     | N/A <sup>1</sup> |
| Region                                              |     |     |     |         |                  |
| 1                                                   | 0   | 0.5 | 1.8 | 0.8     | 0                |
| 2                                                   | *   | 0   | *   | 1.2     | 0                |
| 3                                                   | *   | 4.0 | *   | 4.3     | 4.0              |
| 4                                                   | 0   | 1.5 | 3.3 | 1.8     | 0                |
| 5                                                   | 2.0 | 2.0 | 3.0 | 2.4     | 2.0              |

<sup>1</sup> No typical number of Committees in sample



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



**Full Board:  
Meeting Frequency**

The frequency of full Board meetings by various market segments is presented in the table below.

Generally, the larger the organization the more likely they are to have Committees and therefore require less full Board meetings.

**Frequency of Full Board Meetings**

|                   | P25 | P50 | P75 | Average | Typical |
|-------------------|-----|-----|-----|---------|---------|
| All Organizations | 5   | 8   | 12  | 8.5     | 12      |



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Frequency of Full Board Meetings: Market Segments

| Statistic                                           | P25  | P50 | P75   | Average | Typical |
|-----------------------------------------------------|------|-----|-------|---------|---------|
| Number of Employees (FTE Equivalent)                |      |     |       |         |         |
| FTE <21                                             | 12   | 12  | 13    | 11.1    | 12      |
| FTE 21 - 50                                         | 4    | 6   | 11.25 | 7.6     | 4       |
| FTE 51 – 100                                        | *    | 11  | *     | 9.8     | 12      |
| FTE 101 - 200                                       | 5    | 6   | 7.5   | 6.9     | 6       |
| FTE 201+                                            | *    | 6   | *     | 6       | 6       |
| Number of Customers                                 |      |     |       |         |         |
| Up to 20,000                                        | 7.5  | 12  | 12.5  | 10.4    | 12      |
| 20,001 to 40,000                                    | 4.25 | 6   | 10.75 | 7.6     | 4       |
| 40,001 to 100,000                                   | 5.25 | 6.5 | 8.5   | 7.3     | 4       |
| 100,000+                                            | *    | 6   | *     | 6       | 6       |
| Revenue (\$ millions – excluding the cost of power) |      |     |       |         |         |
| Up to \$20 Million                                  | 10.5 | 12  | 12.75 | 10.9    | 12      |
| \$20 – \$50 Million                                 | 5.25 | 6   | 10.5  | 7.5     | 6       |
| \$50 - \$100 Million                                | 4.25 | 6   | 10.5  | 7.5     | 4       |
| \$100 - \$200 Million                               | 5.25 | 6.5 | 8.5   | 7.1     | 5       |
| \$200 Million +                                     | 4    | 4.5 | 5.25  | 4.75    | 4       |
| Region                                              |      |     |       |         |         |
| 1                                                   | 6    | 8   | 12    | 8.5     | 13      |
| 2                                                   | *    | 6   | *     | 7.2     | 6       |
| 3                                                   | *    | 6   | *     | 6.6     | 6       |
| 4                                                   | 7    | 12  | 12    | 9.9     | 12      |
| 5                                                   | 4.5  | 5   | 11.5  | 7.6     | 5       |



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Number of Committees

The majority of local distribution companies have a full Board and up to two (2) committees (32 of 48, or 67%).

The following table details the number of Committees.

### All Organizations: Number of Committees

| Number of Committees | Number of Organizations |
|----------------------|-------------------------|
| 0                    | 15                      |
| 1                    | 6                       |
| 2                    | 11                      |
| 3                    | 7                       |
| 4                    | 6                       |
| 5                    | 3                       |





# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Committees

The most common types of Committee are provided below, in addition to meeting frequency.

There are common blends of Committee type. For example, nineteen (19) organizations have an Audit Committee, four (4) have a Finance committee and nine (9) have a Finance and Audit committee. Similarly, eleven (11) organizations have a dedicated HR / Compensation Committee, and seven (7) organizations have a blend of HR with Governance and Nominating.

### All Organizations: Types of Sub Committee

| Sub Committees                              |            | Number of Meetings |     |     |         |                  |
|---------------------------------------------|------------|--------------------|-----|-----|---------|------------------|
| Type                                        | Prevalence | P25                | P50 | P75 | Average | Typical          |
| Audit                                       | 40 %       | 2                  | 3   | 4   | 3.3     | 2                |
| Human Resources / Compensation              | 29 %       | 2                  | 4   | 4.5 | 3.5     | 2                |
| Governance                                  | 25 %       | 2.5                | 4   | 4   | 3.5     | 4                |
| Audit & Finance                             | 19 %       | 4                  | 4   | 6   | 4.7     | 6                |
| Other                                       | 21 %       | 2                  | 4   | 6   | 4.3     | 6                |
| Governance / HR / Compensation / Nominating | 15 %       | 4                  | 4   | 4.5 | 4.1     | 4                |
| Finance                                     | 13 %       | *                  | 2   | *   | 2.75    | 2                |
| Nominations                                 | 13 %       | *                  | 1.5 | *   | 3.2     | 1                |
| Health & Safety / Environment               | 8 %        | *                  | 4   | *   | 3.5     | N/A <sup>1</sup> |

<sup>1</sup> No typical number of Committee meetings in sample



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Term Limits

Organizations were asked if there is a term limit for Directors to serve on the Board. Twenty-seven (27) of forty-six (46), or 59%, did state there is a term limit and two organizations did not provide information.

Organizations were asked for term limits for the Chair, Vice Chair and Director positions. Term limits did not vary by position.

Term limits vary from 1 year (where incumbents must apply and be reappointed to the Board if they wish to serve for a longer period of time), up to 10 years. The market statistics are provided below.

| Statistic       | P25 | P50 | P75 | Average | Typical |
|-----------------|-----|-----|-----|---------|---------|
| Number of Years | 3.0 | 3.0 | 7.5 | 4.7     | 3       |



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### IV. Board Compensation

#### **Types of Compensation**

Compensation practices vary within Boards, but the most common form of compensation is to pay an annual retainer for the Chair and Directors of the Board, as well as Vice Chair if the position exists. The majority will also pay a meeting fee. Twenty-two (22) organizations, or 46% of reporting organizations, have a Vice Chair or Lead Director position on the Board.

Directors that serve as Committee Chairs receive additional compensation, typically in the form of a second annual retainer.

Two (2) organizations do not provide compensation to their Board of Directors.

#### **Chair Compensation: Practices**

Forty-eight (48) organizations provided information for their Board Chair, though only forty-five (45) provide compensation.

Nearly all organizations (43 of 45, or 96%) provide an annual retainer and two (2) organizations provide meeting fees only for the Board Chair. Thirty-one (31) organizations or 69% provide both an annual retainer and meeting fees.

#### **Vice Chair / Lead Director Compensation: Practices**

Twenty-six (26) organizations provided information for their Vice Chair / Lead Directors, and all provided compensation.

The majority of organizations provide an annual retainer (22 of 26, or 85%); only four (4) organizations provide meeting fees only for the Vice Chair / Lead Director. Seventeen (17) organizations or 65% provide both an annual retainer as well as meeting fees.

#### **Director Compensation: Practices**

Forty-eight (48) organizations provided information for their Directors, though only forty-six (46) provide compensation.

Nearly all organizations (43 of 46, or 93%) provide an annual retainer and three (3) organizations provide meeting fees only for the Directors. Thirty-two (32) organizations or 71% provide both an annual retainer as well as meeting fees.



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Board Compensation

The market statistics for Board Compensation in terms of annual retainer, and meeting fees, are provided in the tables below.

For all organizations, the typical amount paid to a Board Chair is \$10,000 (5 organizations) and the typical amount paid to a Director is \$3,000 (5 organizations). There is no typical amount for Vice Chair or Lead Director roles. The typical meeting fees are \$300 (Chair, 6 organizations; Director, 5 organizations).

For market segments, there are generally no typical amounts to report and thus the typical market statistic has been excluded from the following tables.

#### Full Board Compensation: All Organizations

| Board of Directors            |          | Annual Retainer (\$) |       |        |         |
|-------------------------------|----------|----------------------|-------|--------|---------|
|                               |          | P25                  | P50   | P75    | Average |
| Chair                         | (n = 43) | 5,918                | 8,300 | 10,300 | 10,192  |
| Lead Director /<br>Vice Chair | (n = 22) | 4,200                | 6,875 | 8,325  | 6,776   |
| Director                      | (n = 43) | 4,122                | 6,000 | 7,688  | 6,156   |

| Board of Directors            |          | Meeting Fees (\$) |     |     |         |
|-------------------------------|----------|-------------------|-----|-----|---------|
|                               |          | P25               | P50 | P75 | Average |
| Chair                         | (n = 33) | 200               | 300 | 400 | 320     |
| Lead Director /<br>Vice Chair | (n = 21) | 200               | 250 | 355 | 316     |
| Director                      | (n = 35) | 200               | 300 | 425 | 320     |



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Full Board Compensation: Chair Market Segments

| Board of Directors                                  | Annual Retainer - Chair (\$) |        |        |         |
|-----------------------------------------------------|------------------------------|--------|--------|---------|
|                                                     | P25                          | P50    | P75    | Average |
| Number of Employees (FTE Equivalent)                |                              |        |        |         |
| FTE <21                                             | 4,125                        | 5,200  | 7,791  | 5,877   |
| FTE 21 - 50                                         | 5,918                        | 7,500  | 9,062  | 7,305   |
| FTE 51 – 100                                        | *                            | 8,168  | *      | 7,834   |
| FTE 101 - 200                                       | 7,250                        | 9,800  | 13,031 | 9,835   |
| FTE 201+                                            | *                            | 30,000 | *      | 28,388  |
| Number of Customers                                 |                              |        |        |         |
| Up to 20,000                                        | 4,875                        | 6,500  | 9,075  | 6,775   |
| 20,001 to 40,000                                    | 4,750                        | 7,250  | 9,418  | 7,501   |
| 40,001 to 100,000                                   | 7,500                        | 9,800  | 12,400 | 9,790   |
| 100,000+                                            | *                            | 30,000 | *      | 28,388  |
| Revenue (\$ millions – excluding the cost of power) |                              |        |        |         |
| Up to \$20 Million                                  | 4,875                        | 6,000  | 9,075  | 6,579   |
| \$20 – \$50 Million                                 | *                            | 8,300  | *      | 8,747   |
| \$50 - \$100 Million                                | 4,000                        | 8,084  | 9,418  | 7,424   |
| \$100 - \$200 Million                               | 7,500                        | 10,000 | 13,094 | 12,733  |
| \$200 Million +                                     | *                            | 24,000 | *      | 25,635  |
| Region                                              |                              |        |        |         |
| 1                                                   | *                            | 5,835  | *      | 5,148   |
| 2                                                   | *                            | 6,250  | *      | 14,125  |
| 3                                                   | *                            | 18,000 | *      | 23,628  |
| 4                                                   | 6,000                        | 8,388  | 10,000 | 8,002   |
| 5                                                   | 7,700                        | 9,062  | 12,250 | 9,155   |



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



| Board of Directors                                  | Meeting Fees - Chair (\$) |     |     |         |
|-----------------------------------------------------|---------------------------|-----|-----|---------|
|                                                     | P25                       | P50 | P75 | Average |
| Number of Employees (FTE Equivalent)                |                           |     |     |         |
| FTE <21                                             | 118                       | 185 | 207 | 167     |
| FTE 21 - 50                                         | 288                       | 300 | 313 | 296     |
| FTE 51 – 100                                        | *                         | 250 | *   | 291     |
| FTE 101 - 200                                       | 238                       | 325 | 413 | 348     |
| FTE 201+                                            | *                         | *   | *   | 617     |
| Number of Customers                                 |                           |     |     |         |
| Up to 20,000                                        | 135                       | 210 | 300 | 211     |
| 20,001 to 40,000                                    | 250                       | 275 | 448 | 358     |
| 40,001 to 100,000                                   | 250                       | 300 | 355 | 312     |
| 100,000+                                            | *                         | *   | *   | 617     |
| Revenue (\$ millions – excluding the cost of power) |                           |     |     |         |
| Up to \$20 Million                                  | 178                       | 230 | 288 | 220     |
| \$20 – \$50 Million                                 | *                         | 248 | *   | 240     |
| \$50 - \$100 Million                                | 275                       | 400 | 482 | 388     |
| \$100 - \$200 Million                               | 275                       | 325 | 525 | 399     |
| \$200 Million +                                     | *                         | *   | *   | *       |
| Region                                              |                           |     |     |         |
| 1                                                   | *                         | 113 | *   | 123     |
| 2                                                   | *                         | *   | *   | 367     |
| 3                                                   | *                         | *   | *   | 383     |
| 4                                                   | 250                       | 300 | 350 | 295     |
| 5                                                   | 300                       | 475 | 525 | 467     |



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Full Board Compensation: Vice Chair / Lead Director Market Segments

| Board of Directors                                  | Annual Retainer – Vice Chair / Lead Director (\$) |       |       |         |
|-----------------------------------------------------|---------------------------------------------------|-------|-------|---------|
|                                                     | P25                                               | P50   | P75   | Average |
| Number of Employees (FTE Equivalent)                |                                                   |       |       |         |
| FTE <21                                             | *                                                 | 5,151 | *     | 5,759   |
| FTE 21 - 50                                         | *                                                 | 5,395 | *     | 5,690   |
| FTE 51 – 100                                        | *                                                 | *     | *     | 5,499   |
| FTE 101 - 200                                       | 7,250                                             | 8,100 | 8,550 | 7,550   |
| FTE 201+                                            | *                                                 | *     | *     | *       |
| Number of Customers                                 |                                                   |       |       |         |
| Up to 20,000                                        | 4,981                                             | 5,625 | 8,088 | 6,272   |
| 20,001 to 40,000                                    | *                                                 | 4,000 | *     | 5,421   |
| 40,001 to 100,000                                   | *                                                 | 8,100 | *     | 7,658   |
| 100,000+                                            | *                                                 | *     | *     | *       |
| Revenue (\$ millions – excluding the cost of power) |                                                   |       |       |         |
| Up to \$20 Million                                  | 4,601                                             | 5,625 | 8,088 | 6,017   |
| \$20 – \$50 Million                                 | *                                                 | *     | *     | 6,013   |
| \$50 - \$100 Million                                | *                                                 | 3,750 | *     | 5,124   |
| \$100 - \$200 Million                               | *                                                 | 8,200 | *     | 7,830   |
| \$200 Million +                                     | *                                                 | *     | *     | *       |
| Region                                              |                                                   |       |       |         |
| 1                                                   | *                                                 | 4,901 | *     | 4,711   |
| 2                                                   | *                                                 | *     | *     | *       |
| 3                                                   | *                                                 | *     | *     | 11,065  |
| 4                                                   | 4,375                                             | 6,875 | 8,000 | 6,273   |
| 5                                                   | *                                                 | 8,350 | *     | 6,860   |



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



| Board of Directors                                  | Meeting Fees – Vice Chair / Lead Director (\$) |     |     |         |
|-----------------------------------------------------|------------------------------------------------|-----|-----|---------|
|                                                     | P25                                            | P50 | P75 | Average |
| Number of Employees (FTE Equivalent)                |                                                |     |     |         |
| FTE <21                                             | *                                              | *   | *   | 194     |
| FTE 21 - 50                                         | *                                              | 300 | *   | 284     |
| FTE 51 – 100                                        | *                                              | *   | *   | 233     |
| FTE 101 - 200                                       | 250                                            | 350 | 400 | 365     |
| FTE 201+                                            | *                                              | *   | *   | *       |
| Number of Customers                                 |                                                |     |     |         |
| Up to 20,000                                        | *                                              | 206 | *   | 209     |
| 20,001 to 40,000                                    | 238                                            | 250 | 425 | 348     |
| 40,001 to 100,000                                   | *                                              | 325 | *   | 326     |
| 100,000+                                            | *                                              | *   | *   | *       |
| Revenue (\$ millions – excluding the cost of power) |                                                |     |     |         |
| Up to \$20 Million                                  | *                                              | 250 | *   | 245     |
| \$20 – \$50 Million                                 | *                                              | 151 | *   | 155     |
| \$50 - \$100 Million                                | *                                              | 325 | *   | 338     |
| \$100 - \$200 Million                               | *                                              | 350 | *   | 438     |
| \$200 Million +                                     | *                                              | *   | *   | *       |
| Region                                              |                                                |     |     |         |
| 1                                                   | *                                              | 130 | *   | 133     |
| 2                                                   | *                                              | *   | *   | *       |
| 3                                                   | *                                              | *   | *   | 383     |
| 4                                                   | 250                                            | 250 | 300 | 278     |
| 5                                                   | *                                              | 428 | *   | 513     |





# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Full Board Compensation: Director Market Segments

| Board of Directors                                  | Annual Retainer –Director (\$) |        |       |         |
|-----------------------------------------------------|--------------------------------|--------|-------|---------|
|                                                     | P25                            | P50    | P75   | Average |
| Number of Employees (FTE Equivalent)                |                                |        |       |         |
| FTE <21                                             | 3,125                          | 4,401  | 5,968 | 4,713   |
| FTE 21 - 50                                         | 4,372                          | 5,750  | 6,982 | 5,637   |
| FTE 51 – 100                                        | *                              | 5,000  | *     | 4,890   |
| FTE 101 - 200                                       | 5,750                          | 6,750  | 7,969 | 6,719   |
| FTE 201+                                            | *                              | 11,000 | *     | 10,100  |
| Number of Customers                                 |                                |        |       |         |
| Up to 20,000                                        | 3,875                          | 5,375  | 7,275 | 5,429   |
| 20,001 to 40,000                                    | 3,000                          | 5,000  | 6,191 | 4,966   |
| 40,001 to 100,000                                   | 5,250                          | 6,750  | 7,988 | 6,775   |
| 100,000+                                            | *                              | 11,000 | *     | 10,100  |
| Revenue (\$ millions – excluding the cost of power) |                                |        |       |         |
| Up to \$20 Million                                  | 3,375                          | 5,000  | 7,275 | 5,277   |
| \$20 – \$50 Million                                 | 4,244                          | 6,200  | 7,200 | 6,389   |
| \$50 - \$100 Million                                | 3,000                          | 5,723  | 6,191 | 5,152   |
| \$100 - \$200 Million                               | 5,000                          | 6,250  | 7,000 | 6,138   |
| \$200 Million +                                     | *                              | 11,750 | *     | 11,438  |
| Region                                              |                                |        |       |         |
| 1                                                   | *                              | 4,000  | *     | 3,835   |
| 2                                                   | *                              | 4,750  | *     | 4,875   |
| 3                                                   | *                              | 11,000 | *     | 10,400  |
| 4                                                   | 5,000                          | 5,750  | 7,200 | 5,963   |
| 5                                                   | 4,875                          | 6,482  | 8,231 | 6,499   |



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



| Board of Directors                                  | Meeting Fees –Director (\$) |     |     |         |
|-----------------------------------------------------|-----------------------------|-----|-----|---------|
|                                                     | P25                         | P50 | P75 | Average |
| Number of Employees (FTE Equivalent)                |                             |     |     |         |
| FTE <21                                             | *                           | 173 | *   | 155     |
| FTE 21 - 50                                         | 275                         | 300 | 313 | 290     |
| FTE 51 – 100                                        | *                           | 250 | *   | 283     |
| FTE 101 - 200                                       | 238                         | 325 | 413 | 340     |
| FTE 201+                                            | *                           | 600 | *   | 613     |
| Number of Customers                                 |                             |     |     |         |
| Up to 20,000                                        | 135                         | 200 | 300 | 205     |
| 20,001 to 40,000                                    | 225                         | 250 | 432 | 340     |
| 40,001 to 100,000                                   | 250                         | 300 | 355 | 306     |
| 100,000+                                            | *                           | 600 | *   | 613     |
| Revenue (\$ millions – excluding the cost of power) |                             |     |     |         |
| Up to \$20 Million                                  | 178                         | 205 | 288 | 215     |
| \$20 – \$50 Million                                 | *                           | 213 | *   | 223     |
| \$50 - \$100 Million                                | 250                         | 350 | 473 | 371     |
| \$100 - \$200 Million                               | 238                         | 325 | 525 | 393     |
| \$200 Million +                                     | *                           | *   | *   | 535     |
| Region                                              |                             |     |     |         |
| 1                                                   | *                           | 95  | *   | 118     |
| 2                                                   | *                           | 325 | *   | 338     |
| 3                                                   | *                           | 450 | *   | 438     |
| 4                                                   | 250                         | 250 | 350 | 287     |
| 5                                                   | 300                         | 475 | 525 | 458     |



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Committee Annual Retainer

Individuals that serve on Committees may receive additional compensation.

Annual retainers are typically reserved for the Chair only and all other members of the Committee receive meeting fees only.

The table below provides the average market statistics for the Committee Chairs annual retainers. No organizations paid annual retainers for Committee Directors.

Generally, the Audit Committee has a higher average annual retainer, which is typical of Audit / Risk Committees in the broader industry.

### All Organizations: Annual Retainer for Committee Chair

| Committee                                   | Number of organizations providing annual retainer for Committee Chair | Average Retainer (\$) |
|---------------------------------------------|-----------------------------------------------------------------------|-----------------------|
| Audit                                       | 3                                                                     | 2,000                 |
| Audit & Finance                             | 3                                                                     | 1,433                 |
| Finance                                     | -                                                                     | -                     |
| Governance                                  | 3                                                                     | 1,267                 |
| Governance / HR / Compensation / Nominating | 3                                                                     | 1,500                 |
| Health & Safety / Environment               | 2                                                                     | *                     |
| HR / Compensation                           | 2                                                                     | *                     |
| Nominating                                  | 2                                                                     | *                     |
| Other                                       | 3                                                                     | 1,500                 |



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Committee Meeting Fees

The market statistics for Committee meeting fees are provided below. Generally, the data illustrates that the Committee Chair will receive a higher amount of meeting fees.

However, it is noted that this higher amount is more typical in organizations where there is no Annual Retainer paid to the Committee Chair and the Committee meeting fee is then higher for the Committee Chair.

### All Organizations: Meeting Fees for Committee Chair

| Committee                                   | Number of organizations providing meeting fees | Average Meeting Fee (\$) |
|---------------------------------------------|------------------------------------------------|--------------------------|
| Audit                                       | 16                                             | 405                      |
| Audit & Finance                             | 8                                              | 306                      |
| Finance                                     | 4                                              | 341                      |
| Governance                                  | 9                                              | 412                      |
| Governance / HR / Compensation / Nominating | 7                                              | 471                      |
| Health & Safety / Environment               | 3                                              | 317                      |
| HR / Compensation                           | 12                                             | 370                      |
| Nominating                                  | 4                                              | 425                      |
| Other                                       | 9                                              | 505                      |



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### All Organizations: Meeting Fees for Director on a Committee

| Committee                                   | Number of organizations providing meeting fees | Average Meeting Fee (\$) |
|---------------------------------------------|------------------------------------------------|--------------------------|
| Audit                                       | 16                                             | 346                      |
| Audit & Finance                             | 8                                              | 300                      |
| Finance                                     | 4                                              | 331                      |
| Governance                                  | 9                                              | 318                      |
| Governance / HR / Compensation / Nominating | 7                                              | 443                      |
| Health & Safety / Environment               | 3                                              | 300                      |
| HR / Compensation                           | 11                                             | 325                      |
| Nominating                                  | 3                                              | 350                      |
| Other                                       | 9                                              | 436                      |

### Unplanned Meetings

Organizations were asked what types of additional consideration is provided to the Board in the event of unplanned meetings. Twenty-six of the forty-six (57%) reporting organizations stated that there is a set rate for unplanned meetings.

The following table details the data for unplanned meeting fees. The typical amount is \$250 per meeting (5 organizations).

| Unplanned Meeting Fees | Unplanned Meeting Fees (\$) |     |     |         |
|------------------------|-----------------------------|-----|-----|---------|
|                        | P25                         | P50 | P75 | Average |
| 26 organizations       | 163                         | 248 | 300 | 273     |

### Mileage

Organizations were asked if mileage is provided to Board members. The majority (83%) of organizations provide mileage reimbursement.

The following table details the data for mileage. The most common amount is \$0.47 per kilometer (6 organizations).

#### All Organizations

| Mileage          | Mileage (¢) |     |      |         |
|------------------|-------------|-----|------|---------|
|                  | P25         | P50 | P75  | Average |
| 38 organizations | 48          | 52  | 53.8 | 51      |

### Added Expenses

Organizations were asked what types of additional consideration is provided to the Board, such as hotel, air / travel rates, education and director training. The table below details the market information for additional consideration.

#### All Organizations

| Added Expenses |            | Typical Value                                                                                                       |
|----------------|------------|---------------------------------------------------------------------------------------------------------------------|
| Type           | Prevalence |                                                                                                                     |
| Hotel          | n = 33     | No typical values provided – typically reimbursed at cost, some organization specify preferred hotel providers.     |
| Air Travel     | n = 27     | No typical values provided – typically reimbursed at cost, some organizations specify economy.                      |
| Education      | n = 14     | No typical value provided; there may be 100% coverage or some maximum dollar amount (either per person or overall). |
| Training       | n = 15     | No typical value provided; there may be 100% coverage or some maximum dollar amount (either per person or overall). |
| Other          | n = 10     | No typical values provided; the most common additional benefits noted were small administrative budgets.            |



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Summary Compensation

Organizations provided annual retainer information, the number of meetings and the meeting fee amount. The following tables estimate the annual total compensation to a Chair, Vice Chair and Director role within a Board; excluding additional fees earned from participation in Committees.

#### Full Board Annualized Compensation: All Organizations

| Board of Directors            |          | Estimated Annualized Compensation (\$) |       |        |         |
|-------------------------------|----------|----------------------------------------|-------|--------|---------|
|                               |          | P25                                    | P50   | P75    | Average |
| Chair                         | (n = 45) | 6,875                                  | 9,800 | 13,200 | 11,589  |
| Lead Director /<br>Vice Chair | (n = 26) | 5,068                                  | 6,700 | 9,768  | 7,631   |
| Director                      | (n = 43) | 4,852                                  | 7,419 | 10,025 | 7,618   |



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Full Board Chair Estimated Annualized Compensation: Market Segments

| Board of Directors                                  | Estimated Annualized Chair Compensation (\$) |        |        |         |
|-----------------------------------------------------|----------------------------------------------|--------|--------|---------|
|                                                     | P25                                          | P50    | P75    | Average |
| Number of Employees (FTE Equivalent)                |                                              |        |        |         |
| FTE <21                                             | 3,495                                        | 5,350  | 7,909  | 5,766   |
| FTE 21 - 50                                         | 6,878                                        | 8,900  | 10,512 | 8,903   |
| FTE 51 – 100                                        | *                                            | 10,000 | *      | 10,487  |
| FTE 101 - 200                                       | 8,100                                        | 11,560 | 15,956 | 12,260  |
| FTE 201+                                            | *                                            | 30,000 | *      | 30,698  |
| Number of Customers                                 |                                              |        |        |         |
| Up to 20,000                                        | 4,700                                        | 6,828  | 9,950  | 7,261   |
| 20,001 to 40,000                                    | 7,344                                        | 9,250  | 11,118 | 9,663   |
| 40,001 to 100,000                                   | 8,100                                        | 11,560 | 14,913 | 12,002  |
| 100,000+                                            | *                                            | 30,000 | *      | 30,968  |
| Revenue (\$ millions – excluding the cost of power) |                                              |        |        |         |
| Up to \$20 Million                                  | 5,300                                        | 8,000  | 10,000 | 7,540   |
| \$20 – \$50 Million                                 | *                                            | 8,338  | *      | 9,389   |
| \$50 - \$100 Million                                | 7,125                                        | 10,412 | 13,334 | 10,082  |
| \$100 - \$200 Million                               | 8,100                                        | 11,575 | 16,869 | 14,848  |
| \$200 Million +                                     | *                                            | 25,950 | *      | 26,965  |
| Region                                              |                                              |        |        |         |
| 1                                                   | 3,266                                        | 5,828  | 7,006  | 5,193   |
| 2                                                   | *                                            | 7,850  | *      | 15,950  |
| 3                                                   | *                                            | 21,900 | *      | 25,368  |
| 4                                                   | 8,100                                        | 10,000 | 11,800 | 10,128  |
| 5                                                   | 6,750                                        | 9,800  | 15,450 | 10,650  |





# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Full Board Vice Chair / Lead Director Estimated Annualized Compensation: Market Segments

| Board of Directors                                  | Estimated Annual Vice Chair / Lead Director Compensation (\$) |        |        |         |
|-----------------------------------------------------|---------------------------------------------------------------|--------|--------|---------|
|                                                     | P25                                                           | P50    | P75    | Average |
| Number of Employees (FTE Equivalent)                |                                                               |        |        |         |
| FTE <21                                             | *                                                             | 5,151  | *      | 5,002   |
| FTE 21 - 50                                         | *                                                             | 5,460  | *      | 6,351   |
| FTE 51 – 100                                        | *                                                             | *      | *      | 8,065   |
| FTE 101 - 200                                       | 5,400                                                         | 9,670  | 11,800 | 8,982   |
| FTE 201+                                            | *                                                             | *      | *      | *       |
| Number of Customers                                 |                                                               |        |        |         |
| Up to 20,000                                        | 4,967                                                         | 5,950  | 8,638  | 6,297   |
| 20,001 to 40,000                                    | 4,000                                                         | 5,270  | 7,000  | 6,335   |
| 40,001 to 100,000                                   | *                                                             | 10,410 | *      | 9,920   |
| 100,000+                                            | *                                                             | *      | *      | *       |
| Revenue (\$ millions – excluding the cost of power) |                                                               |        |        |         |
| Up to \$20 Million                                  | 4,977                                                         | 6,200  | 8,638  | 6,348   |
| \$20 – \$50 Million                                 | *                                                             | 5,365  | *      | 5,691   |
| \$50 - \$100 Million                                | *                                                             | 5,000  | *      | 5,919   |
| \$100 - \$200 Million                               | *                                                             | 11,800 | *      | 10,800  |
| \$200 Million +                                     | *                                                             | *      | *      | *       |
| Region                                              |                                                               |        |        |         |
| 1                                                   | *                                                             | 5,270  | *      | 4,594   |
| 2                                                   | *                                                             | *      | *      | *       |
| 3                                                   | *                                                             | *      | *      | 13,965  |
| 4                                                   | 6,200                                                         | 8,733  | 9,585  | 7,782   |
| 5                                                   | *                                                             | 6,675  | *      | 7,589   |



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### Full Board Director Estimated Annualized Compensation: Market Segments

| Board of Directors                                  | Estimated Director Compensation (\$) |        |        |         |
|-----------------------------------------------------|--------------------------------------|--------|--------|---------|
|                                                     | P25                                  | P50    | P75    | Average |
| Number of Employees (FTE Equivalent)                |                                      |        |        |         |
| FTE <21                                             | 2,909                                | 4,551  | 6,635  | 4,725   |
| FTE 21 - 50                                         | 4,832                                | 7,700  | 8,850  | 7,189   |
| FTE 51 – 100                                        | *                                    | 6,250  | *      | 6,495   |
| FTE 101 - 200                                       | 6,713                                | 9,185  | 10,363 | 9,105   |
| FTE 201+                                            | *                                    | 12,500 | *      | 13,280  |
| Number of Customers                                 |                                      |        |        |         |
| Up to 20,000                                        | 3,700                                | 5,700  | 8,188  | 6,018   |
| 20,001 to 40,000                                    | 5,000                                | 6,500  | 8,400  | 6,629   |
| 40,001 to 100,000                                   | 6,638                                | 9,185  | 10,138 | 8,592   |
| 100,000+                                            | *                                    | 12,500 | *      | 13,280  |
| Revenue (\$ millions – excluding the cost of power) |                                      |        |        |         |
| Up to \$20 Million                                  | 4,300                                | 6,400  | 8,350  | 6,285   |
| \$20 – \$50 Million                                 | *                                    | 6,182  | *      | 7,266   |
| \$50 - \$100 Million                                | 5,000                                | 7,964  | 9,204  | 7,081   |
| \$100 - \$200 Million                               | 5,700                                | 8,425  | 10,488 | 8,218   |
| \$200 Million +                                     | *                                    | 13,250 | *      | 13,518  |
| Region                                              |                                      |        |        |         |
| 1                                                   | 2,891                                | 4,217  | 4,952  | 4,031   |
| 2                                                   | *                                    | 4,300  | *      | 5,610   |
| 3                                                   | *                                    | 12,500 | *      | 12,741  |
| 4                                                   | 6,500                                | 7,500  | 9,670  | 8,039   |
| 5                                                   | 4,750                                | 7,964  | 11,200 | 8,159   |



**The MEARIE Group**  
**2013 Survey on Board of Director Compensation**  
**for Local Distribution Companies**

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**APPENDICES**



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies

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### A. Survey Methodology

A survey package was sent to all confirmed participants that included questions regarding the organization's policies and practices with respect to Board of Director compensation.

Once the completed surveys were returned to Hay Group, participants were contacted for data verification as necessary. Hay Group also initiated a number of follow-up actions to clarify information provided by the participants.



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



### B. Definitions – Compensation Elements

- |                             |                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Chair</b>                | <ul style="list-style-type: none"><li>• Top position on the Board. Is typically voted into his or her position by a majority vote within the Board of Directors.</li></ul>                                                                                                                                                                                                                                             |
| <b>Committee Chair</b>      | <ul style="list-style-type: none"><li>• The top position on a Board committee.</li></ul>                                                                                                                                                                                                                                                                                                                               |
| <b>Vice Chair</b>           | <ul style="list-style-type: none"><li>• Second to the Chair. Can be more than one and is also typically voted into his or her position by a majority vote within the Board of Directors.</li></ul>                                                                                                                                                                                                                     |
| <b>Committee Vice Chair</b> | <ul style="list-style-type: none"><li>• Second to the committee Chair.</li></ul>                                                                                                                                                                                                                                                                                                                                       |
| <b>Director</b>             | <ul style="list-style-type: none"><li>• A member of the Board. Can be classified as inside or independent (outside).<br/><i>Inside Director</i> - a Board member who is an employee, officer or stakeholder in the organization.<br/><i>Independent (Outside) Director</i> - a Board member who is not an employee or stakeholder of the organization and is typically compensated using an annual retainer.</li></ul> |
| <b>Committee</b>            | <ul style="list-style-type: none"><li>• A subgroup of the Board of Directors responsible for one specific area of governance, i.e., Budget Committee or Audit Committee</li></ul>                                                                                                                                                                                                                                      |
| <b>Retainer</b>             | <ul style="list-style-type: none"><li>• Annual fee paid to outside directors to sit on the Board of Directors of the organization.</li></ul>                                                                                                                                                                                                                                                                           |
| <b>Committee Fee</b>        | <ul style="list-style-type: none"><li>• Additional fee paid to Board members on top of annual retainer to sit on committees of the Board of Directors.</li></ul>                                                                                                                                                                                                                                                       |
| <b>Meeting Fee</b>          | <ul style="list-style-type: none"><li>• Additional fee paid to Board members on top of annual retainer for each meeting attended. Can be for general meetings or for committee meetings.</li></ul>                                                                                                                                                                                                                     |



# The MEARIE Group

## 2013 Survey on Board of Director Compensation for Local Distribution Companies



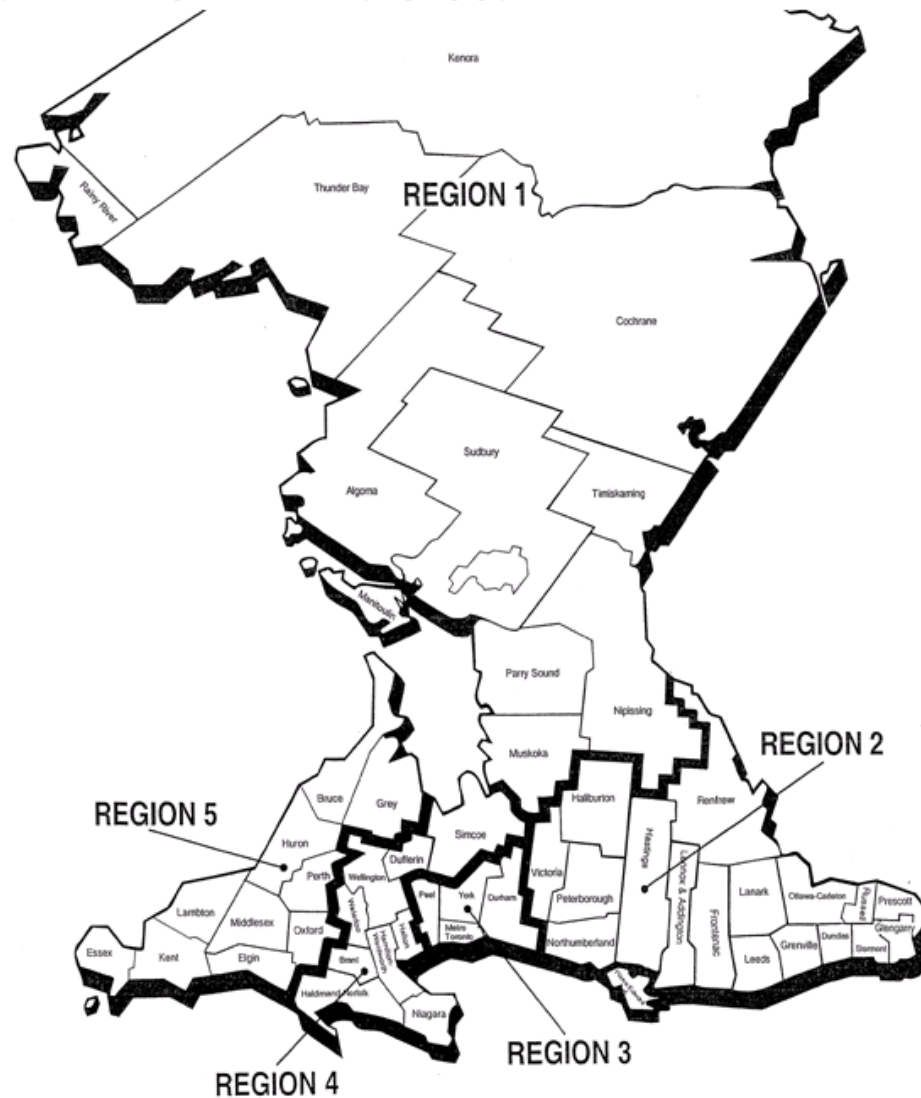
### C. Definitions – Statistical Elements

Market data are reported using the following statistics:

|                | Definition                                                                                                                                                                                                            | Reporting Requirement<br>(# of Observations<br>Necessary to Report) |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| <b>P90</b>     | 90th percentile<br><br>If all observations were sorted and listed from highest/largest to lowest/smallest, 10% of the observations would fall above the 90 <sup>th</sup> percentile and 90% would fall below          | <b>12</b>                                                           |
| <b>P75</b>     | 75th percentile<br><br>If all observations were sorted and listed from highest/largest to lowest/smallest, 25% of the observations would fall above this value and 75% would fall below                               | <b>8</b>                                                            |
| <b>P50</b>     | 50th percentile, also referred to as “median”<br><br>If all observations were sorted and listed from highest/largest to lowest/smallest, 50% of the observations would fall above this value and 50% would fall below | <b>4</b>                                                            |
| <b>P25</b>     | 25th percentile<br><br>If all observations were sorted and listed from highest/largest to lowest/smallest, 75% of the observations would fall above this value and 25% would fall below                               | <b>8</b>                                                            |
| <b>P10</b>     | 10th percentile<br><br>If all observations were sorted and listed from highest/largest to lowest/smallest, 90% of the observations would fall above this value and 10% would fall below                               | <b>12</b>                                                           |
| <b>Average</b> | The arithmetic mean of all values, calculated by adding up all of the values and dividing by the number of observations.                                                                                              | <b>3</b>                                                            |

### D. Regions

The map below identifies the 5 regions that will be used for reporting on a geographic basis.



Response to Ontario Energy Board Staff  
Interrogatory 1-Staff-15

Attachment 4



Utilities Kingston

# 2013 Market Comparison

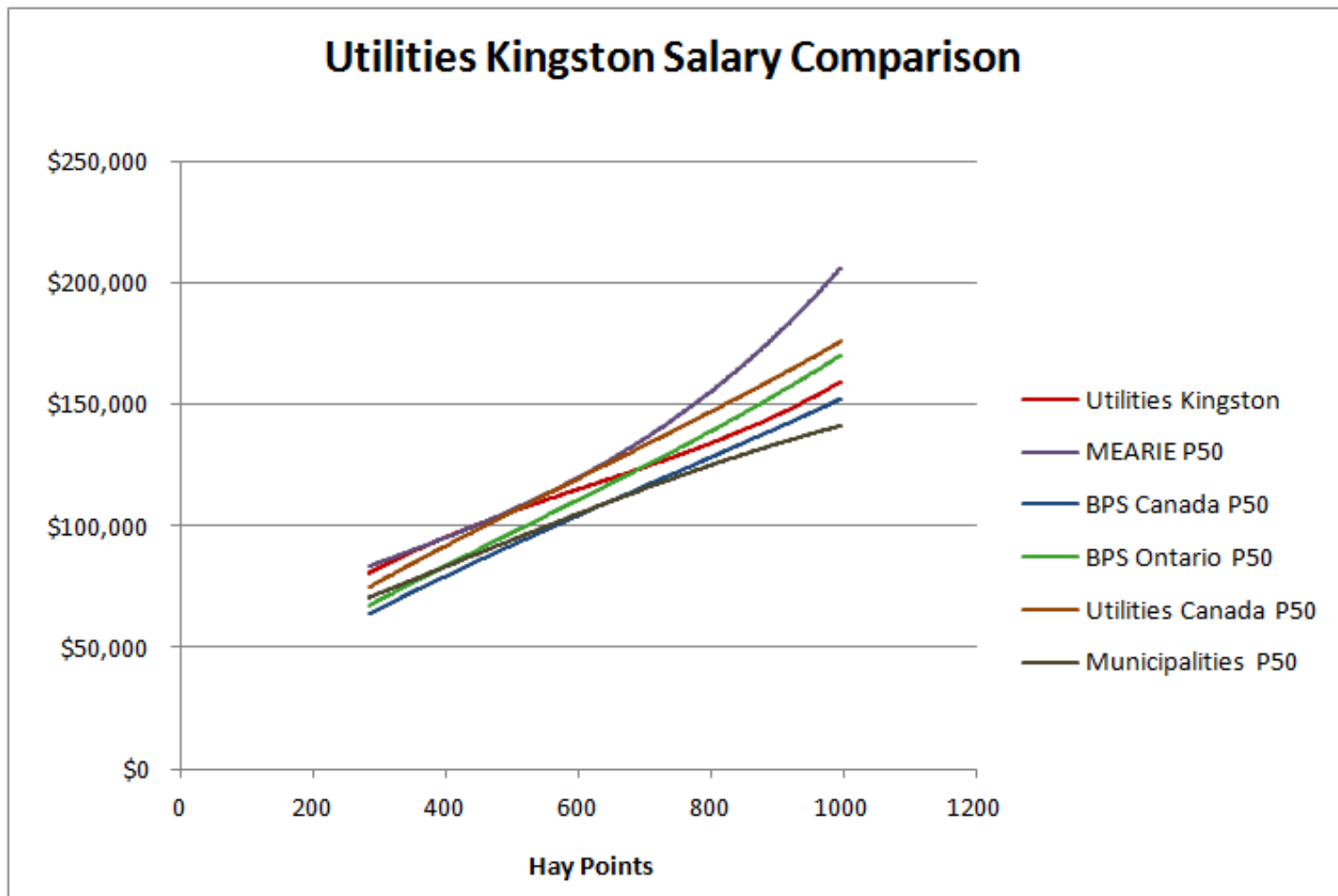
Karen Reedman  
Karen Koschade  
Étienne Martin

January 8, 2013

All

Markets

# Overview: Utilities Kingston vs. All Markets



# Overview: Utilities Kingston vs. All Markets

| Title                                                 | Hay Points | Utilities Kingston Job Rate | All Markets - % Deviation from P50 |           |                |       |        |
|-------------------------------------------------------|------------|-----------------------------|------------------------------------|-----------|----------------|-------|--------|
|                                                       |            |                             | MEARIE*                            | Utilities | Municipalities | BPS   | BPS ON |
| Vice-President                                        | 994        | \$158,666                   | -28.89%                            | -10.97%   | 11.11%         | 4.11% | -7.12% |
| Chief Financial Officer                               | 775        | \$135,000                   | -18.74%                            | -6.9%     | 9.2%           | 7.2%  | -0.7%  |
| Director, Water & Wastewater Operations               | 732        | \$125,000                   | -9.60%                             | -9.8%     | 4.9%           | 3.7%  | -3.7%  |
| Director, Hydro & Business Services                   | 702        | \$125,000                   | -9.60%                             | -5.8%     | 7.0%           | 6.4%  | -0.1%  |
| Director, Utilities Engineering                       | 702        | \$125,000                   | -9.68%                             | -5.8%     | 7.0%           | 6.4%  | -0.1%  |
| Manager, Engineering                                  | 571        | \$120,515                   | 8.97%                              | 4.8%      | 17.0%          | 16.4% | 12.1%  |
| Supervisor, Information Systems                       | 551        | \$98,000                    | -8.06%                             | -14.8%    | -0.2%          | -0.2% | -5.5%  |
| Manager, Inspection & Support                         | 516        | \$98,500                    | -12.89%                            | -10.6%    | 2.9%           | 4.6%  | -0.7%  |
| Manager, Human Resources & Organizational Development | 496        | \$102,000                   | -8.24%                             | -4.8%     | 7.7%           | 10.2% | 5.1%   |
| Manager, Hydro Group                                  | 496        | \$110,500                   | -0.63%                             | 3.3%      | 14.8%          | 17.1% | 12.4%  |
| Manager, Research & Projects Office                   | 496        | \$120,515                   | 7.73%                              | 11.3%     | 21.9%          | 24.0% | 19.7%  |
| Conservation Officer                                  | 479        | \$102,000                   | 9.41%                              | -3.1%     | 9.0%           | 12.3% | 7.1%   |
| Manager, Finance                                      | 479        | \$102,000                   | -3.33%                             | -3.1%     | 9.0%           | 12.3% | 7.1%   |
| Manager, Health, Safety & Systems Operations          | 479        | \$102,000                   | 2.65%                              | -3.1%     | 9.0%           | 12.3% | 7.1%   |
| Utilities Engineer                                    | 479        | \$102,000                   | 4.22%                              | -3.1%     | 9.0%           | 12.3% | 7.1%   |
| Manager, Purchasing & Stores                          | 466        | \$98,500                    | -1.52%                             | -4.1%     | 7.4%           | 10.8% | 5.6%   |
| Manager, Underground Group                            | 466        | \$102,000                   | -9.02%                             | -0.5%     | 10.6%          | 13.9% | 8.9%   |

# Overview: Utilities Kingston vs. All Markets (cont'd)

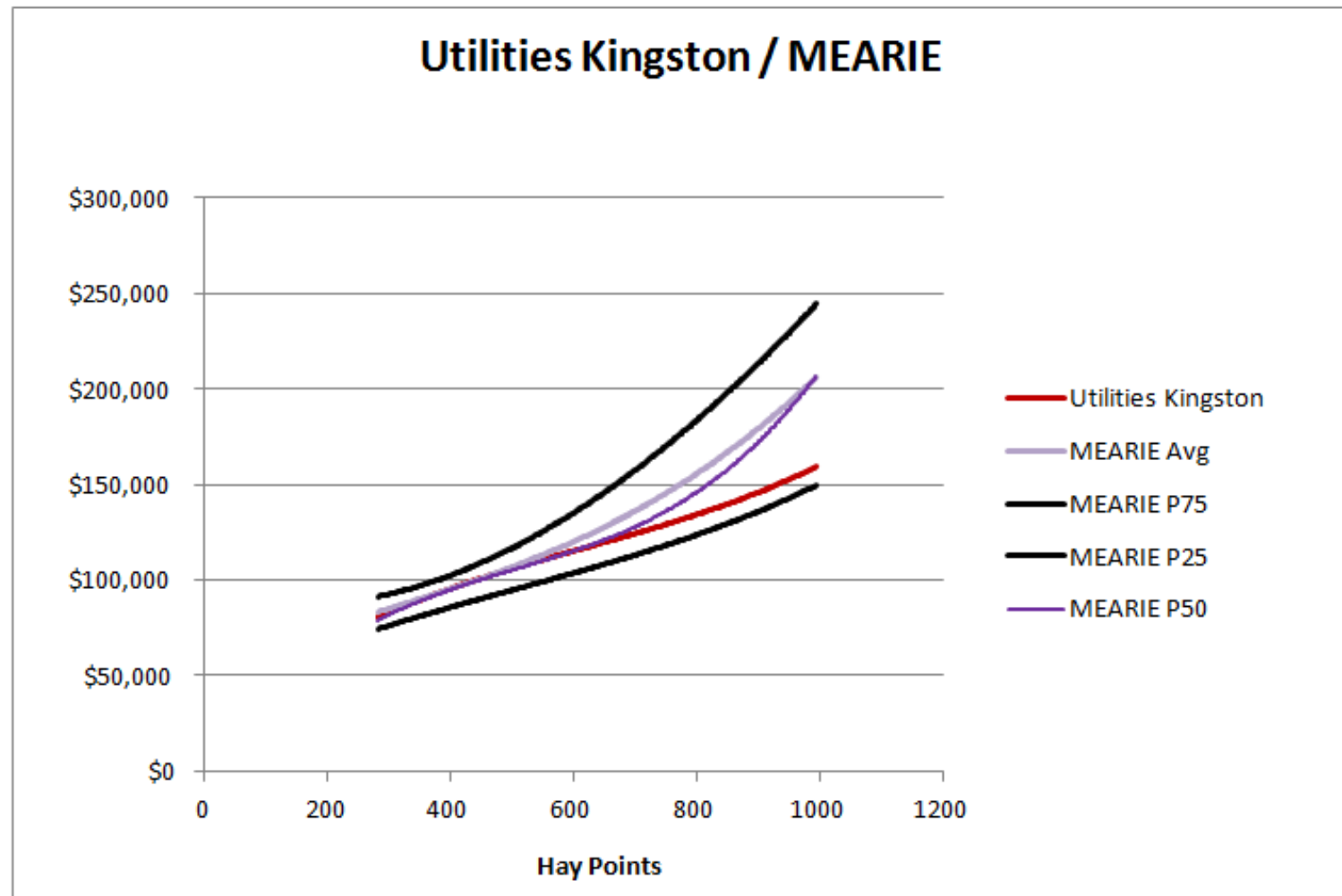
| Title                                          | Hay Points | Utilities Kingston Job Rate | All Markets - % Deviation from P50 |           |                |       |        |
|------------------------------------------------|------------|-----------------------------|------------------------------------|-----------|----------------|-------|--------|
|                                                |            |                             | MEARIE*                            | Utilities | Municipalities | BPS   | BPS ON |
| Supervisor, Gas Operations & Metering Services | 406        | \$102,000                   | 4.90%                              | 11.6%     | 18.2%          | 21.3% | 16.9%  |
| Supervisor, Hydro Lines                        | 406        | \$98,000                    | 2.24%                              | 8.0%      | 14.9%          | 18.1% | 13.5%  |
| Supervisor, Streetlight & Traffic Signals      | 406        | \$89,250                    | -7.34%                             | -1.0%     | 6.6%           | 10.1% | 5.0%   |
| Supervisor, Treatment Maintenance              | 406        | \$98,000                    | -5.61%                             | 8.0%      | 14.9%          | 18.1% | 13.5%  |
| Supervisor, Treatment Operations               | 406        | \$102,000                   | 6.08%                              | 11.6%     | 18.2%          | 21.3% | 16.9%  |
| Supervisor, Underground Group                  | 406        | \$98,000                    | 2.24%                              | 8.0%      | 14.9%          | 18.1% | 13.5%  |
| Supervisor, Water Quality Management           | 406        | \$98,000                    | 2.24%                              | 8.0%      | 14.9%          | 18.1% | 13.5%  |
| Communications Advisor                         | 342        | \$85,500                    | -15.44%                            | 1.3%      | 9.0%           | 15.4% | 11.7%  |
| Conservation & Demand Management Advisor       | 342        | \$85,500                    | -8.07%                             | 1.3%      | 9.0%           | 15.4% | 11.7%  |
| Senior Advisor, Rates & Regulatory Affairs     | 342        | \$102,000                   | 7.35%                              | 17.3%     | 23.7%          | 29.1% | 26.0%  |
| Senior Financial Accountant                    | 342        | \$83,160                    | -5.46%                             | -1.4%     | 6.4%           | 13.0% | 9.2%   |
| Systems Analyst                                | 342        | \$83,160                    | 1.88%                              | -1.4%     | 6.4%           | 13.0% | 9.2%   |
| Financial Analyst                              | 298        | \$83,160                    | -3.29%                             | 6.9%      | 13.4%          | 21.1% | 16.7%  |
| HR Advisor                                     | 298        | \$72,960                    | -14.04%                            | -6.1%     | 1.3%           | 10.1% | 5.0%   |
| Corporate Initiatives Coordinator              | 291        | \$85,500                    | *                                  | 10.8%     | 16.9%          | 24.6% | 20.1%  |
| Engineering Project Coordinator                | 291        | \$102,000                   | 3.04%                              | 25.2%     | 30.3%          | 36.8% | 33.0%  |
| Health & Safety Coordinator                    | 291        | \$72,960                    | -0.74%                             | -4.6%     | 2.6%           | 11.6% | 6.3%   |
| Executive Assistant to the President & CEO     | 282        | \$72,960                    | 1.04%                              | -2.2%     | 3.8%           | 13.3% | 8.5%   |



# MEARIE

July 2013 Survey Results

# Utilities Kingston vs. MEARIE Organizations



# Utilities Kingston vs. MEARIE Organizations

| Title                                                 | Hay Points | Utilities Kingston Job Rate | MEARIE Total Cash Design |                  |           |                   |
|-------------------------------------------------------|------------|-----------------------------|--------------------------|------------------|-----------|-------------------|
|                                                       |            |                             | P75                      | Average          | P25       | Comparison to Avg |
| Vice-President                                        | 994        | \$158,666                   | \$241,800                | <b>\$204,500</b> | \$148,700 | -28.89%           |
| Chief Financial Officer                               | 775        | \$135,000                   | \$199,100                | <b>\$160,300</b> | \$118,600 | -18.74%           |
| Director, Water & Wastewater Operations               | 732        | \$125,000                   | \$152,800                | <b>\$137,000</b> | \$118,700 | -9.60%            |
| Director, Hydro & Business Services                   | 702        | \$125,000                   | \$152,800                | <b>\$137,000</b> | \$118,700 | -9.60%            |
| Director, Utilities Engineering                       | 702        | \$125,000                   | \$158,600                | <b>\$137,100</b> | \$114,800 | -9.68%            |
| Manager, Engineering                                  | 571        | \$120,515                   | \$123,100                | <b>\$109,700</b> | \$98,600  | 8.97%             |
| Supervisor, Information Systems                       | 551        | \$98,000                    | \$113,700                | <b>\$105,900</b> | \$95,600  | -8.06%            |
| Manager, Inspection & Support                         | 516        | \$98,500                    | \$123,100                | <b>\$111,200</b> | \$99,500  | -12.89%           |
| Manager, Human Resources & Organizational Development | 496        | \$102,000                   | \$119,600                | <b>\$110,400</b> | \$88,800  | -8.24%            |
| Manager, Hydro Group                                  | 496        | \$110,500                   | \$123,100                | <b>\$111,200</b> | \$99,500  | -0.63%            |
| Manager, Research & Projects Office                   | 496        | \$120,515                   | \$123,100                | <b>\$111,200</b> | \$99,500  | 7.73%             |
| Conservation Officer                                  | 479        | \$102,000                   | \$100,700                | <b>\$92,400</b>  | \$76,800  | 9.41%             |
| Manager, Finance                                      | 479        | \$102,000                   | \$114,700                | <b>\$105,400</b> | \$90,700  | -3.33%            |
| Manager, Health, Safety & Systems Operations          | 479        | \$102,000                   | \$112,600                | <b>\$99,300</b>  | \$87,800  | 2.65%             |
| Utilities Engineer                                    | 479        | \$102,000                   | \$103,600                | <b>\$97,700</b>  | \$82,800  | 4.22%             |
| Manager, Purchasing & Stores                          | 466        | \$98,500                    | \$114,200                | <b>\$100,000</b> | \$85,300  | -1.52%            |
| Manager, Underground Group                            | 466        | \$102,000                   | \$123,100                | <b>\$111,200</b> | \$99,500  | -9.02%            |



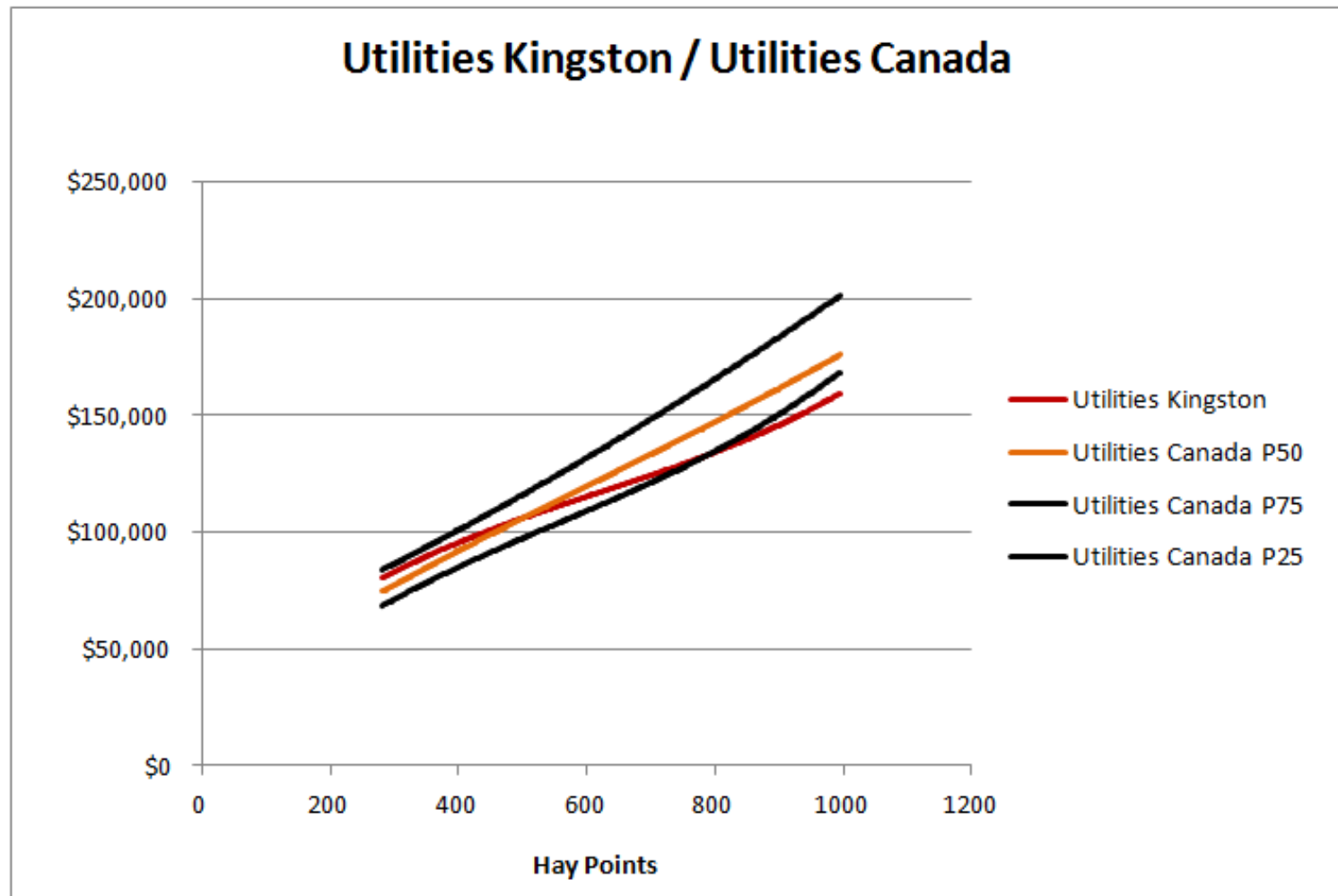
# Utilities Kingston vs. MEARIE Organizations (cont'd)

| Title                                          | Hay Points | Utilities Kingston Job Rate | MEARIE Total Cash Design |                  |          |                   |
|------------------------------------------------|------------|-----------------------------|--------------------------|------------------|----------|-------------------|
|                                                |            |                             | P75                      | Average          | P25      | Comparison to Avg |
| Supervisor, Gas Operations & Metering Services | 406        | \$102,000                   | \$105,600                | <b>\$97,000</b>  | \$88,200 | 4.90%             |
| Supervisor, Hydro Lines                        | 406        | \$98,000                    | \$101,000                | <b>\$95,800</b>  | \$90,500 | 2.24%             |
| Supervisor, Streetlight & Traffic Signals      | 406        | \$89,250                    | \$101,000                | <b>\$95,800</b>  | \$90,500 | -7.34%            |
| Supervisor, Treatment Maintenance              | 406        | \$98,000                    | \$106,900                | <b>\$103,500</b> | \$93,300 | -5.61%            |
| Supervisor, Treatment Operations               | 406        | \$102,000                   | \$101,000                | <b>\$95,800</b>  | \$90,500 | 6.08%             |
| Supervisor, Underground Group                  | 406        | \$98,000                    | \$101,000                | <b>\$95,800</b>  | \$90,500 | 2.24%             |
| Supervisor, Water Quality Management           | 406        | \$98,000                    | \$101,000                | <b>\$95,800</b>  | \$90,500 | 2.24%             |
| Communications Advisor                         | 342        | \$85,500                    | \$102,700                | <b>\$98,700</b>  | \$92,000 | -15.44%           |
| Conservation & Demand Management Advisor       | 342        | \$85,500                    | \$100,700                | <b>\$92,400</b>  | \$76,800 | -8.07%            |
| Senior Advisor, Rates & Regulatory Affairs     | 342        | \$102,000                   | \$104,200                | <b>\$94,500</b>  | \$80,500 | 7.35%             |
| Senior Financial Accountant                    | 342        | \$83,160                    | \$96,500                 | <b>\$87,700</b>  | \$78,200 | -5.46%            |
| Systems Analyst                                | 342        | \$83,160                    | \$93,600                 | <b>\$81,600</b>  | \$71,700 | 1.88%             |
| Financial Analyst                              | 298        | \$83,160                    | \$92,400                 | <b>\$85,900</b>  | \$76,800 | -3.29%            |
| HR Advisor                                     | 298        | \$72,960                    | \$86,100                 | <b>\$83,200</b>  | \$76,600 | -14.04%           |
| Corporate Initiatives Coordinator              | 291        | \$85,500                    | *                        | *                | *        | *                 |
| Engineering Project Coordinator                | 291        | \$102,000                   | \$111,100                | <b>\$98,900</b>  | \$89,100 | 3.04%             |
| Health & Safety Coordinator                    | 291        | \$72,960                    | \$83,600                 | <b>\$73,500</b>  | \$62,900 | -0.74%            |
| Executive Assistant to the President & CEO     | 282        | \$72,960                    | \$76,200                 | <b>\$72,200</b>  | \$65,800 | 1.04%             |

# Canadian Utilities

Hay Group's PayNet® Database

# Utilities Kingston vs. Canadian Utilities



# Utilities Kingston vs. Canadian Utilities

| Title                                                 | Hay Points | Utilities Kingston Job Rate | Canadian Utilities Total Cash Design |                  |           |                   |
|-------------------------------------------------------|------------|-----------------------------|--------------------------------------|------------------|-----------|-------------------|
|                                                       |            |                             | P75                                  | P50              | P25       | Comparison to P50 |
| Vice-President                                        | 994        | \$158,666                   | \$200,900                            | <b>\$176,066</b> | \$168,311 | -10.97%           |
| Chief Financial Officer                               | 775        | \$135,000                   | \$159,993                            | <b>\$144,251</b> | \$130,080 | -6.9%             |
| Director, Water & Wastewater Operations               | 732        | \$125,000                   | \$154,346                            | <b>\$137,201</b> | \$125,708 | -9.8%             |
| Director, Hydro & Business Services                   | 702        | \$125,000                   | \$150,406                            | <b>\$132,282</b> | \$122,658 | -5.8%             |
| Director, Utilities Engineering                       | 702        | \$125,000                   | \$150,406                            | <b>\$132,282</b> | \$122,658 | -5.8%             |
| Manager, Engineering                                  | 571        | \$120,515                   | \$123,119                            | <b>\$114,678</b> | \$104,299 | 4.8%              |
| Supervisor, Information Systems                       | 551        | \$98,000                    | \$120,628                            | <b>\$112,505</b> | \$102,060 | -14.8%            |
| Manager, Inspection & Support                         | 516        | \$98,500                    | \$117,486                            | <b>\$108,914</b> | \$98,590  | -10.6%            |
| Manager, Human Resources & Organizational Development | 496        | \$102,000                   | \$115,691                            | <b>\$106,862</b> | \$96,606  | -4.8%             |
| Manager, Hydro Group                                  | 496        | \$110,500                   | \$115,691                            | <b>\$106,862</b> | \$96,606  | 3.3%              |
| Manager, Research & Projects Office                   | 496        | \$120,515                   | \$115,691                            | <b>\$106,862</b> | \$96,606  | 11.3%             |
| Conservation Officer                                  | 479        | \$102,000                   | \$114,165                            | <b>\$105,117</b> | \$94,921  | -3.1%             |
| Manager, Finance                                      | 479        | \$102,000                   | \$114,165                            | <b>\$105,117</b> | \$94,921  | -3.1%             |
| Manager, Health, Safety & Systems Operations          | 479        | \$102,000                   | \$114,165                            | <b>\$105,117</b> | \$94,921  | -3.1%             |
| Utilities Engineer                                    | 479        | \$102,000                   | \$114,165                            | <b>\$105,117</b> | \$94,921  | -3.1%             |
| Manager, Purchasing & Stores                          | 466        | \$98,500                    | \$111,835                            | <b>\$102,532</b> | \$93,354  | -4.1%             |
| Manager, Underground Group                            | 466        | \$102,000                   | \$111,835                            | <b>\$102,532</b> | \$93,354  | -0.5%             |

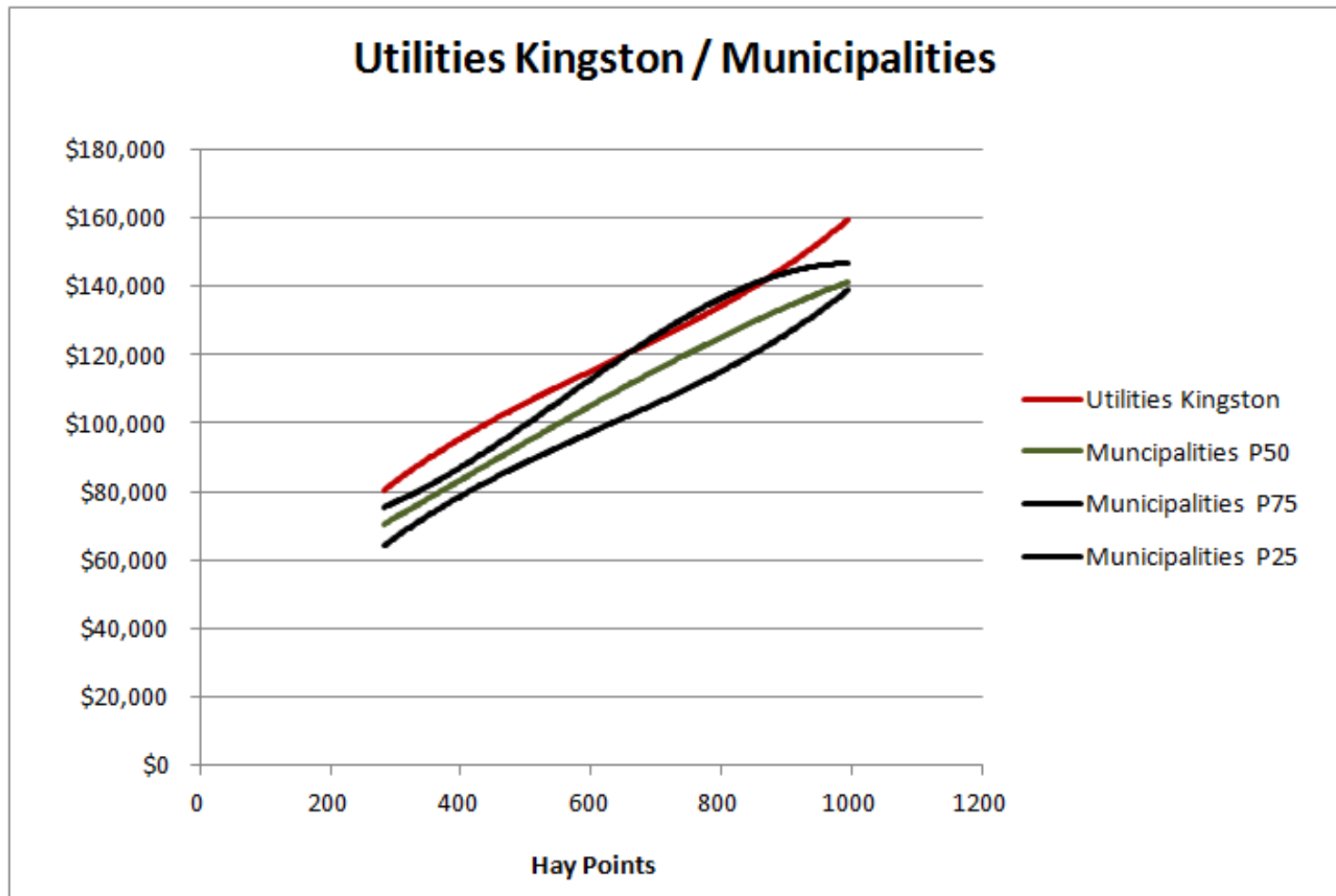
# Utilities Kingston vs. Canadian Utilities (cont'd)

| Title                                          | Hay Points | Utilities Kingston Job Rate | Canadian Utilities Total Cash Design |                 |          |                   |
|------------------------------------------------|------------|-----------------------------|--------------------------------------|-----------------|----------|-------------------|
|                                                |            |                             | P75                                  | P50             | P25      | Comparison to P50 |
| Supervisor, Gas Operations & Metering Services | 406        | \$102,000                   | \$100,629                            | <b>\$90,120</b> | \$86,020 | 11.6%             |
| Supervisor, Hydro Lines                        | 406        | \$98,000                    | \$100,629                            | <b>\$90,120</b> | \$86,020 | 8.0%              |
| Supervisor, Streetlight & Traffic Signals      | 406        | \$89,250                    | \$100,629                            | <b>\$90,120</b> | \$86,020 | -1.0%             |
| Supervisor, Treatment Maintenance              | 406        | \$98,000                    | \$100,629                            | <b>\$90,120</b> | \$86,020 | 8.0%              |
| Supervisor, Treatment Operations               | 406        | \$102,000                   | \$100,629                            | <b>\$90,120</b> | \$86,020 | 11.6%             |
| Supervisor, Underground Group                  | 406        | \$98,000                    | \$100,629                            | <b>\$90,120</b> | \$86,020 | 8.0%              |
| Supervisor, Water Quality Management           | 406        | \$98,000                    | \$100,629                            | <b>\$90,120</b> | \$86,020 | 8.0%              |
| Communications Advisor                         | 342        | \$85,500                    | \$94,080                             | <b>\$84,355</b> | \$77,770 | 1.3%              |
| Conservation & Demand Management Advisor       | 342        | \$85,500                    | \$94,080                             | <b>\$84,355</b> | \$77,770 | 1.3%              |
| Senior Advisor, Rates & Regulatory Affairs     | 342        | \$102,000                   | \$94,080                             | <b>\$84,355</b> | \$77,770 | 17.3%             |
| Senior Financial Accountant                    | 342        | \$83,160                    | \$94,080                             | <b>\$84,355</b> | \$77,770 | -1.4%             |
| Systems Analyst                                | 342        | \$83,160                    | \$94,080                             | <b>\$84,355</b> | \$77,770 | -1.4%             |
| Financial Analyst                              | 298        | \$83,160                    | \$85,883                             | <b>\$77,410</b> | \$70,690 | 6.9%              |
| HR Advisor                                     | 298        | \$72,960                    | \$85,883                             | <b>\$77,410</b> | \$70,690 | -6.1%             |
| Corporate Initiatives Coordinator              | 291        | \$85,500                    | \$84,581                             | <b>\$76,304</b> | \$69,563 | 10.8%             |
| Engineering Project Coordinator                | 291        | \$102,000                   | \$84,581                             | <b>\$76,304</b> | \$69,563 | 25.2%             |
| Health & Safety Coordinator                    | 291        | \$72,960                    | \$84,581                             | <b>\$76,304</b> | \$69,563 | -4.6%             |
| Executive Assistant to the President & CEO     | 282        | \$72,960                    | \$82,981                             | <b>\$74,535</b> | \$67,874 | -2.2%             |

# Canadian Municipalities

Hay Group's PayNet® Database

# Utilities Kingston vs. Canadian Municipalities



# Utilities Kingston vs. Canadian Municipalities

| Title                                                 | Hay Points | Utilities Kingston Job Rate | Canadian Municipalities Total Cash Design |                  |           |                   |
|-------------------------------------------------------|------------|-----------------------------|-------------------------------------------|------------------|-----------|-------------------|
|                                                       |            |                             | P75                                       | P50              | P25       | Comparison to P50 |
| Vice-President                                        | 994        | \$158,666                   | \$146,732                                 | <b>\$141,043</b> | \$138,256 | 11.11%            |
| Chief Financial Officer                               | 775        | \$135,000                   | \$132,068                                 | <b>\$122,631</b> | \$113,786 | 9.2%              |
| Director, Water & Wastewater Operations               | 732        | \$125,000                   | \$129,238                                 | <b>\$118,839</b> | \$109,417 | 4.9%              |
| Director, Hydro & Business Services                   | 702        | \$125,000                   | \$127,263                                 | <b>\$116,193</b> | \$106,369 | 7.0%              |
| Director, Utilities Engineering                       | 702        | \$125,000                   | \$127,263                                 | <b>\$116,193</b> | \$106,369 | 7.0%              |
| Manager, Engineering                                  | 571        | \$120,515                   | \$108,176                                 | <b>\$100,012</b> | \$91,818  | 17.0%             |
| Supervisor, Information Systems                       | 551        | \$98,000                    | \$105,607                                 | <b>\$98,226</b>  | \$90,550  | -0.2%             |
| Manager, Inspection & Support                         | 516        | \$98,500                    | \$101,565                                 | <b>\$95,614</b>  | \$88,915  | 2.9%              |
| Manager, Human Resources & Organizational Development | 496        | \$102,000                   | \$99,255                                  | <b>\$94,121</b>  | \$87,981  | 7.7%              |
| Manager, Hydro Group                                  | 496        | \$110,500                   | \$99,255                                  | <b>\$94,121</b>  | \$87,981  | 14.8%             |
| Manager, Research & Projects Office                   | 496        | \$120,515                   | \$99,255                                  | <b>\$94,121</b>  | \$87,981  | 21.9%             |
| Conservation Officer                                  | 479        | \$102,000                   | \$97,291                                  | <b>\$92,853</b>  | \$87,188  | 9.0%              |
| Manager, Finance                                      | 479        | \$102,000                   | \$97,291                                  | <b>\$92,853</b>  | \$87,188  | 9.0%              |
| Manager, Health, Safety & Systems Operations          | 479        | \$102,000                   | \$97,291                                  | <b>\$92,853</b>  | \$87,188  | 9.0%              |
| Utilities Engineer                                    | 479        | \$102,000                   | \$97,291                                  | <b>\$92,853</b>  | \$87,188  | 9.0%              |
| Manager, Purchasing & Stores                          | 466        | \$98,500                    | \$95,437                                  | <b>\$91,214</b>  | \$85,777  | 7.4%              |
| Manager, Underground Group                            | 466        | \$102,000                   | \$95,437                                  | <b>\$91,214</b>  | \$85,777  | 10.6%             |



# Utilities Kingston vs. Canadian Municipalities (cont'd)

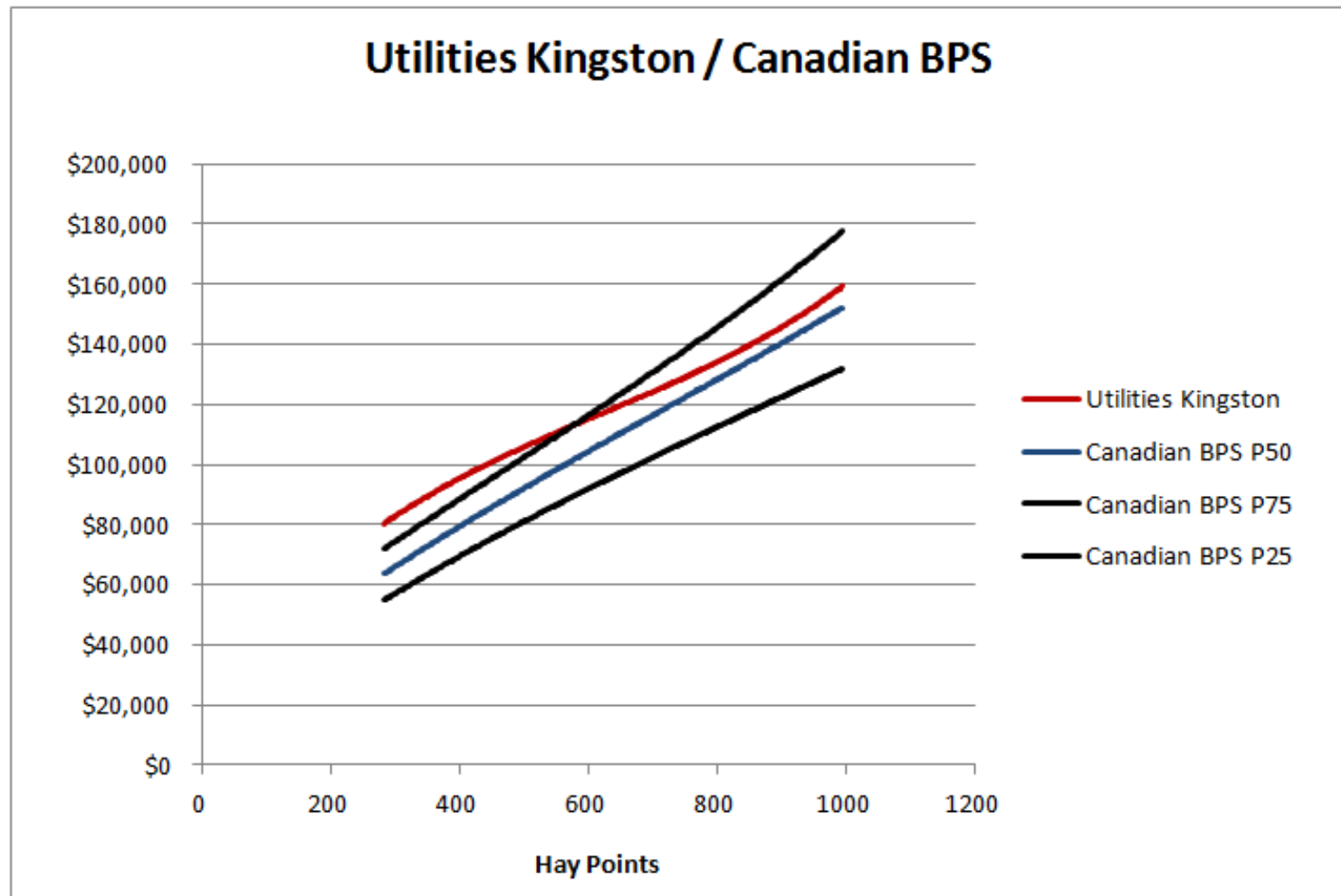
| Title                                          | Hay Points | Utilities Kingston Job Rate | Canadian Municipalities Total Cash Design |                 |          |                   |
|------------------------------------------------|------------|-----------------------------|-------------------------------------------|-----------------|----------|-------------------|
|                                                |            |                             | P75                                       | P50             | P25      | Comparison to P50 |
| Supervisor, Gas Operations & Metering Services | 406        | \$102,000                   | \$86,742                                  | <b>\$83,395</b> | \$78,955 | 18.2%             |
| Supervisor, Hydro Lines                        | 406        | \$98,000                    | \$86,742                                  | <b>\$83,395</b> | \$78,955 | 14.9%             |
| Supervisor, Streetlight & Traffic Signals      | 406        | \$89,250                    | \$86,742                                  | <b>\$83,395</b> | \$78,955 | 6.6%              |
| Supervisor, Treatment Maintenance              | 406        | \$98,000                    | \$86,742                                  | <b>\$83,395</b> | \$78,955 | 14.9%             |
| Supervisor, Treatment Operations               | 406        | \$102,000                   | \$86,742                                  | <b>\$83,395</b> | \$78,955 | 18.2%             |
| Supervisor, Underground Group                  | 406        | \$98,000                    | \$86,742                                  | <b>\$83,395</b> | \$78,955 | 14.9%             |
| Supervisor, Water Quality Management           | 406        | \$98,000                    | \$86,742                                  | <b>\$83,395</b> | \$78,955 | 14.9%             |
| Communications Advisor                         | 342        | \$85,500                    | \$82,123                                  | <b>\$77,812</b> | \$73,688 | 9.0%              |
| Conservation & Demand Management Advisor       | 342        | \$85,500                    | \$82,123                                  | <b>\$77,812</b> | \$73,688 | 9.0%              |
| Senior Advisor, Rates & Regulatory Affairs     | 342        | \$102,000                   | \$82,123                                  | <b>\$77,812</b> | \$73,688 | 23.7%             |
| Senior Financial Accountant                    | 342        | \$83,160                    | \$82,123                                  | <b>\$77,812</b> | \$73,688 | 6.4%              |
| Systems Analyst                                | 342        | \$83,160                    | \$82,123                                  | <b>\$77,812</b> | \$73,688 | 6.4%              |
| Financial Analyst                              | 298        | \$83,160                    | \$76,713                                  | <b>\$71,986</b> | \$65,667 | 13.4%             |
| HR Advisor                                     | 298        | \$72,960                    | \$76,713                                  | <b>\$71,986</b> | \$65,667 | 1.3%              |
| Corporate Initiatives Coordinator              | 291        | \$85,500                    | \$75,852                                  | <b>\$71,059</b> | \$64,391 | 16.9%             |
| Engineering Project Coordinator                | 291        | \$102,000                   | \$75,852                                  | <b>\$71,059</b> | \$64,391 | 30.3%             |
| Health & Safety Coordinator                    | 291        | \$72,960                    | \$75,852                                  | <b>\$71,059</b> | \$64,391 | 2.6%              |
| Executive Assistant to the President & CEO     | 282        | \$72,960                    | \$74,441                                  | <b>\$70,152</b> | \$63,476 | 3.8%              |

# Broad Public Sector (BPS)

Hay Group's PayNet® Database

All Canada

# Utilities Kingston vs. Broad Public Sector (BPS)



# Utilities Kingston vs. Broad Public Sector (BPS)

| Title                                                 | Hay Points | Utilities Kingston Job Rate | Canadian Broad Public Sector Total Cash Design |                  |           |                   |
|-------------------------------------------------------|------------|-----------------------------|------------------------------------------------|------------------|-----------|-------------------|
|                                                       |            |                             | P75                                            | P50              | P25       | Comparison to P50 |
| Vice-President                                        | 994        | \$158,666                   | \$177,545                                      | <b>\$152,139</b> | \$132,102 | 4.11%             |
| Chief Financial Officer                               | 775        | \$135,000                   | \$142,748                                      | <b>\$125,250</b> | \$110,056 | 7.2%              |
| Director, Water & Wastewater Operations               | 732        | \$125,000                   | \$135,577                                      | <b>\$120,420</b> | \$105,345 | 3.7%              |
| Director, Hydro & Business Services                   | 702        | \$125,000                   | \$130,574                                      | <b>\$117,050</b> | \$102,059 | 6.4%              |
| Director, Utilities Engineering                       | 702        | \$125,000                   | \$130,574                                      | <b>\$117,050</b> | \$102,059 | 6.4%              |
| Manager, Engineering                                  | 571        | \$120,515                   | \$111,336                                      | <b>\$100,706</b> | \$89,845  | 16.4%             |
| Supervisor, Information Systems                       | 551        | \$98,000                    | \$108,837                                      | <b>\$98,243</b>  | \$87,609  | -0.2%             |
| Manager, Inspection & Support                         | 516        | \$98,500                    | \$104,656                                      | <b>\$93,992</b>  | \$83,429  | 4.6%              |
| Manager, Human Resources & Organizational Development | 496        | \$102,000                   | \$102,267                                      | <b>\$91,563</b>  | \$81,041  | 10.2%             |
| Manager, Hydro Group                                  | 496        | \$110,500                   | \$102,267                                      | <b>\$91,563</b>  | \$81,041  | 17.1%             |
| Manager, Research & Projects Office                   | 496        | \$120,515                   | \$102,267                                      | <b>\$91,563</b>  | \$81,041  | 24.0%             |
| Conservation Officer                                  | 479        | \$102,000                   | \$100,236                                      | <b>\$89,498</b>  | \$79,010  | 12.3%             |
| Manager, Finance                                      | 479        | \$102,000                   | \$100,236                                      | <b>\$89,498</b>  | \$79,010  | 12.3%             |
| Manager, Health, Safety & Systems Operations          | 479        | \$102,000                   | \$100,236                                      | <b>\$89,498</b>  | \$79,010  | 12.3%             |
| Utilities Engineer                                    | 479        | \$102,000                   | \$100,236                                      | <b>\$89,498</b>  | \$79,010  | 12.3%             |
| Manager, Purchasing & Stores                          | 466        | \$98,500                    | \$98,287                                       | <b>\$87,856</b>  | \$77,312  | 10.8%             |
| Manager, Underground Group                            | 466        | \$102,000                   | \$98,287                                       | <b>\$87,856</b>  | \$77,312  | 13.9%             |

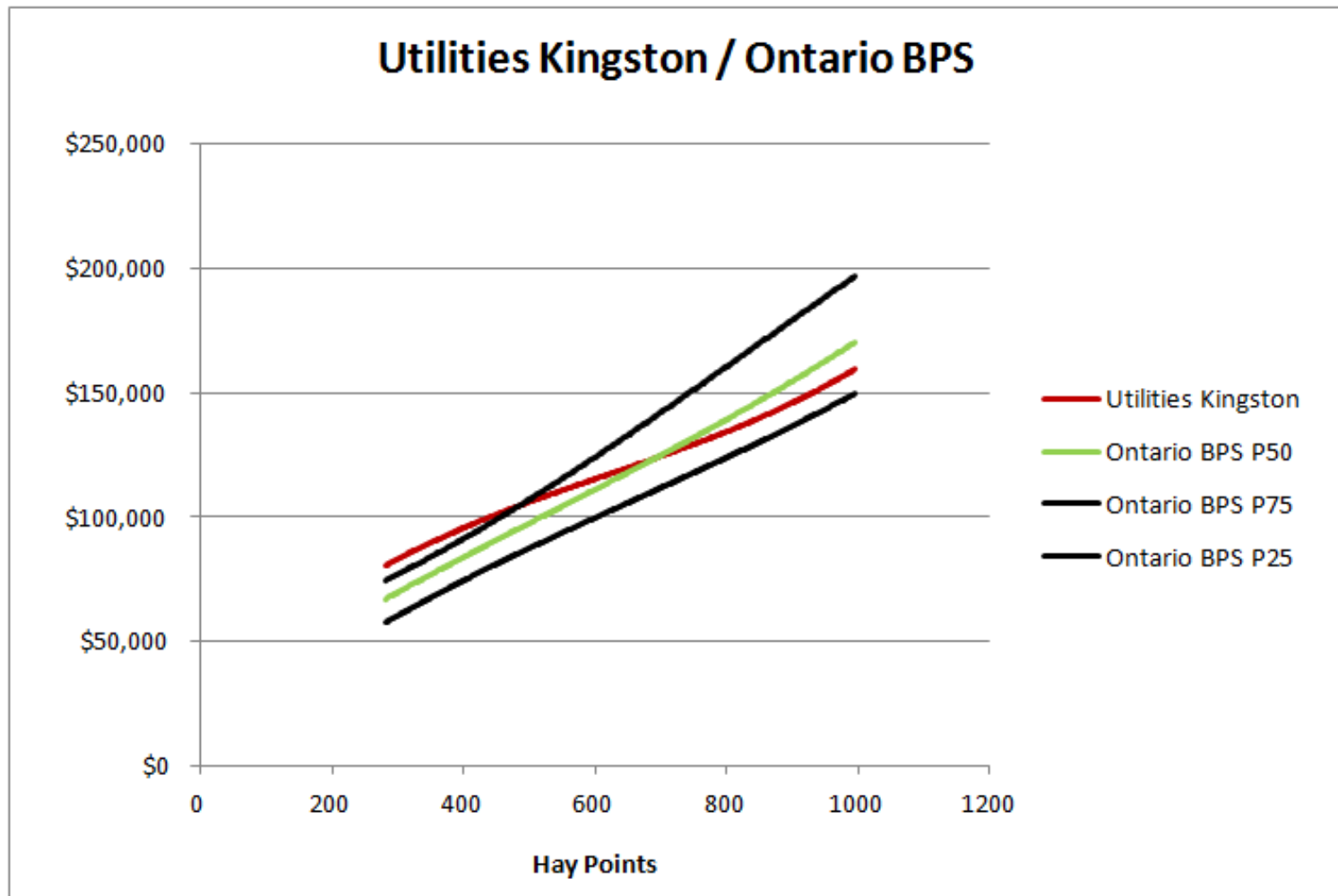
# Utilities Kingston vs. Broad Public Sector (BPS) (cont'd)

| Title                                          | Hay Points | Utilities Kingston Job Rate | Canadian Broad Public Sector Total Cash Design |                 |          |                   |
|------------------------------------------------|------------|-----------------------------|------------------------------------------------|-----------------|----------|-------------------|
|                                                |            |                             | P75                                            | P50             | P25      | Comparison to P50 |
| Supervisor, Gas Operations & Metering Services | 406        | \$102,000                   | \$89,138                                       | <b>\$80,251</b> | \$69,419 | 21.3%             |
| Supervisor, Hydro Lines                        | 406        | \$98,000                    | \$89,138                                       | <b>\$80,251</b> | \$69,419 | 18.1%             |
| Supervisor, Streetlight & Traffic Signals      | 406        | \$89,250                    | \$89,138                                       | <b>\$80,251</b> | \$69,419 | 10.1%             |
| Supervisor, Treatment Maintenance              | 406        | \$98,000                    | \$89,138                                       | <b>\$80,251</b> | \$69,419 | 18.1%             |
| Supervisor, Treatment Operations               | 406        | \$102,000                   | \$89,138                                       | <b>\$80,251</b> | \$69,419 | 21.3%             |
| Supervisor, Underground Group                  | 406        | \$98,000                    | \$89,138                                       | <b>\$80,251</b> | \$69,419 | 18.1%             |
| Supervisor, Water Quality Management           | 406        | \$98,000                    | \$89,138                                       | <b>\$80,251</b> | \$69,419 | 18.1%             |
| Communications Advisor                         | 342        | \$85,500                    | \$79,990                                       | <b>\$72,359</b> | \$62,809 | 15.4%             |
| Conservation & Demand Management Advisor       | 342        | \$85,500                    | \$79,990                                       | <b>\$72,359</b> | \$62,809 | 15.4%             |
| Senior Advisor, Rates & Regulatory Affairs     | 342        | \$102,000                   | \$79,990                                       | <b>\$72,359</b> | \$62,809 | 29.1%             |
| Senior Financial Accountant                    | 342        | \$83,160                    | \$79,990                                       | <b>\$72,359</b> | \$62,809 | 13.0%             |
| Systems Analyst                                | 342        | \$83,160                    | \$79,990                                       | <b>\$72,359</b> | \$62,809 | 13.0%             |
| Financial Analyst                              | 298        | \$83,160                    | \$74,442                                       | <b>\$65,580</b> | \$56,991 | 21.1%             |
| HR Advisor                                     | 298        | \$72,960                    | \$74,442                                       | <b>\$65,580</b> | \$56,991 | 10.1%             |
| Corporate Initiatives Coordinator              | 291        | \$85,500                    | \$73,559                                       | <b>\$64,502</b> | \$56,066 | 24.6%             |
| Engineering Project Coordinator                | 291        | \$102,000                   | \$73,559                                       | <b>\$64,502</b> | \$56,066 | 36.8%             |
| Health & Safety Coordinator                    | 291        | \$72,960                    | \$73,559                                       | <b>\$64,502</b> | \$56,066 | 11.6%             |
| Executive Assistant to the President & CEO     | 282        | \$72,960                    | \$71,765                                       | <b>\$63,221</b> | \$55,059 | 13.3%             |

# Broad Public Sector (BPS)

Hay Group's PayNet® Database  
Ontario

# Utilities Kingston vs. Broad Public Sector (BPS)



# Utilities Kingston vs. Broad Public Sector (BPS)

| Title                                                 | Hay Points | Utilities Kingston Job Rate | Ontario Broad Public Sector Total Cash Design |                  |           |                   |
|-------------------------------------------------------|------------|-----------------------------|-----------------------------------------------|------------------|-----------|-------------------|
|                                                       |            |                             | P75                                           | P50              | P25       | Comparison to P50 |
| Vice-President                                        | 994        | \$158,666                   | \$196,242                                     | <b>\$169,969</b> | \$149,812 | -7.12%            |
| Chief Financial Officer                               | 775        | \$135,000                   | \$156,703                                     | <b>\$135,959</b> | \$120,027 | -0.7%             |
| Director, Water & Wastewater Operations               | 732        | \$125,000                   | \$148,491                                     | <b>\$129,566</b> | \$114,857 | -3.7%             |
| Director, Hydro & Business Services                   | 702        | \$125,000                   | \$142,762                                     | <b>\$125,105</b> | \$111,250 | -0.1%             |
| Director, Utilities Engineering                       | 702        | \$125,000                   | \$142,762                                     | <b>\$125,105</b> | \$111,250 | -0.1%             |
| Manager, Engineering                                  | 571        | \$120,515                   | \$116,287                                     | <b>\$105,959</b> | \$98,477  | 12.1%             |
| Supervisor, Information Systems                       | 551        | \$98,000                    | \$113,320                                     | <b>\$103,418</b> | \$95,720  | -5.5%             |
| Manager, Inspection & Support                         | 516        | \$98,500                    | \$108,788                                     | <b>\$99,185</b>  | \$90,355  | -0.7%             |
| Manager, Human Resources & Organizational Development | 496        | \$102,000                   | \$106,198                                     | <b>\$96,766</b>  | \$87,289  | 5.1%              |
| Manager, Hydro Group                                  | 496        | \$110,500                   | \$106,198                                     | <b>\$96,766</b>  | \$87,289  | 12.4%             |
| Manager, Research & Projects Office                   | 496        | \$120,515                   | \$106,198                                     | <b>\$96,766</b>  | \$87,289  | 19.7%             |
| Conservation Officer                                  | 479        | \$102,000                   | \$103,997                                     | <b>\$94,709</b>  | \$84,682  | 7.1%              |
| Manager, Finance                                      | 479        | \$102,000                   | \$103,997                                     | <b>\$94,709</b>  | \$84,682  | 7.1%              |
| Manager, Health, Safety & Systems Operations          | 479        | \$102,000                   | \$103,997                                     | <b>\$94,709</b>  | \$84,682  | 7.1%              |
| Utilities Engineer                                    | 479        | \$102,000                   | \$103,997                                     | <b>\$94,709</b>  | \$84,682  | 7.1%              |
| Manager, Purchasing & Stores                          | 466        | \$98,500                    | \$101,844                                     | <b>\$92,953</b>  | \$82,786  | 5.6%              |
| Manager, Underground Group                            | 466        | \$102,000                   | \$101,844                                     | <b>\$92,953</b>  | \$82,786  | 8.9%              |

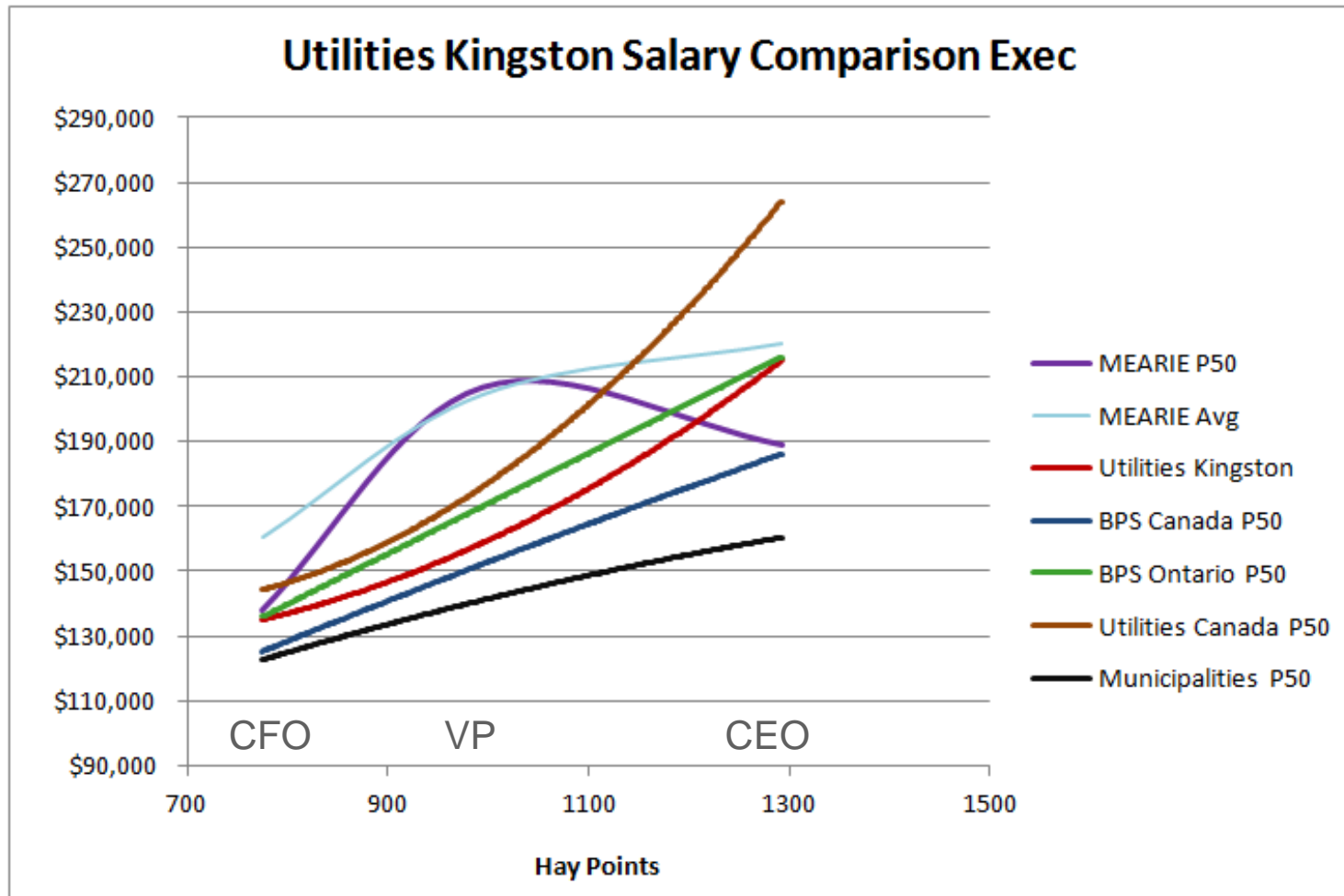


# Utilities Kingston vs. Broad Public Sector (BPS) (cont'd)

| Title                                          | Hay Points | Utilities Kingston Job Rate | Ontario Broad Public Sector Total Cash Design |                 |          |                   |
|------------------------------------------------|------------|-----------------------------|-----------------------------------------------|-----------------|----------|-------------------|
|                                                |            |                             | P75                                           | P50             | P25      | Comparison to P50 |
| Supervisor, Gas Operations & Metering Services | 406        | \$102,000                   | \$91,727                                      | <b>\$84,773</b> | \$74,070 | 16.9%             |
| Supervisor, Hydro Lines                        | 406        | \$98,000                    | \$91,727                                      | <b>\$84,773</b> | \$74,070 | 13.5%             |
| Supervisor, Streetlight & Traffic Signals      | 406        | \$89,250                    | \$91,727                                      | <b>\$84,773</b> | \$74,070 | 5.0%              |
| Supervisor, Treatment Maintenance              | 406        | \$98,000                    | \$91,727                                      | <b>\$84,773</b> | \$74,070 | 13.5%             |
| Supervisor, Treatment Operations               | 406        | \$102,000                   | \$91,727                                      | <b>\$84,773</b> | \$74,070 | 16.9%             |
| Supervisor, Underground Group                  | 406        | \$98,000                    | \$91,727                                      | <b>\$84,773</b> | \$74,070 | 13.5%             |
| Supervisor, Water Quality Management           | 406        | \$98,000                    | \$91,727                                      | <b>\$84,773</b> | \$74,070 | 13.5%             |
| Communications Advisor                         | 342        | \$85,500                    | \$84,090                                      | <b>\$75,500</b> | \$66,779 | 11.7%             |
| Conservation & Demand Management Advisor       | 342        | \$85,500                    | \$84,090                                      | <b>\$75,500</b> | \$66,779 | 11.7%             |
| Senior Advisor, Rates & Regulatory Affairs     | 342        | \$102,000                   | \$84,090                                      | <b>\$75,500</b> | \$66,779 | 26.0%             |
| Senior Financial Accountant                    | 342        | \$83,160                    | \$84,090                                      | <b>\$75,500</b> | \$66,779 | 9.2%              |
| Systems Analyst                                | 342        | \$83,160                    | \$84,090                                      | <b>\$75,500</b> | \$66,779 | 9.2%              |
| Financial Analyst                              | 298        | \$83,160                    | \$76,174                                      | <b>\$69,314</b> | \$60,017 | 16.7%             |
| HR Advisor                                     | 298        | \$72,960                    | \$76,174                                      | <b>\$69,314</b> | \$60,017 | 5.0%              |
| Corporate Initiatives Coordinator              | 291        | \$85,500                    | \$74,915                                      | <b>\$68,330</b> | \$58,941 | 20.1%             |
| Engineering Project Coordinator                | 291        | \$102,000                   | \$74,915                                      | <b>\$68,330</b> | \$58,941 | 33.0%             |
| Health & Safety Coordinator                    | 291        | \$72,960                    | \$74,915                                      | <b>\$68,330</b> | \$58,941 | 6.3%              |
| Executive Assistant to the President & CEO     | 282        | \$72,960                    | \$73,383                                      | <b>\$66,790</b> | \$57,846 | 8.5%              |

# Executive Compensation

# Executives: Utilities Kingston vs. All Markets



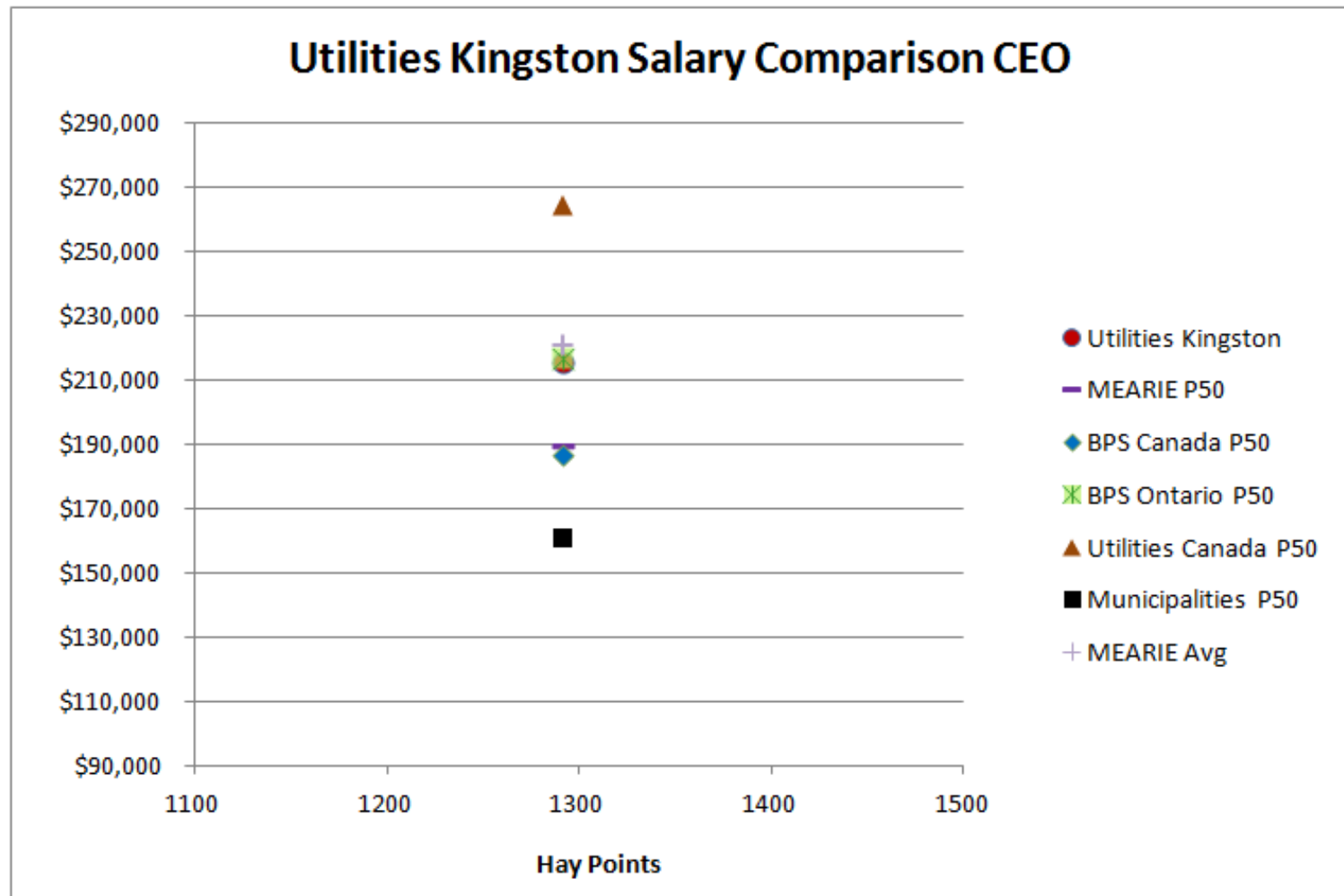
# Executives: Utilities Kingston vs. All Markets (AVG)

| Title                   | Hay Points | Utilities Kingston Job Rate | All Markets – Total Cash Design P50 |           |                |           |           |
|-------------------------|------------|-----------------------------|-------------------------------------|-----------|----------------|-----------|-----------|
|                         |            |                             | MEARIE*                             | Utilities | Municipalities | BPS       | BPS ON    |
| President & CEO         | 1292       | \$215,000                   | \$220,300                           | \$264,205 | \$160,329      | \$186,101 | \$216,161 |
| Vice-President          | 994        | \$158,666                   | \$204,500                           | \$176,066 | \$141,043      | \$152,139 | \$169,969 |
| Chief Financial Officer | 775        | \$135,000                   | \$160,300                           | \$144,251 | \$122,631      | \$125,250 | \$135,959 |

| Title                   | Hay Points | Utilities Kingston Job Rate | All Markets - % Deviation from P50 |           |                |        |        |
|-------------------------|------------|-----------------------------|------------------------------------|-----------|----------------|--------|--------|
|                         |            |                             | MEARIE*                            | Utilities | Municipalities | BPS    | BPS ON |
| President & CEO         | 1292       | \$215,000                   | -2.47%                             | -22.89%   | 25.43%         | 13.44% | -0.54% |
| Vice-President          | 994        | \$158,666                   | -28.89%                            | -10.97%   | 11.11%         | 4.11%  | -7.12% |
| Chief Financial Officer | 775        | \$135,000                   | -18.74%                            | -6.9%     | 9.2%           | 7.2%   | -0.7%  |

\*Please note that the Total Cash Design data for MEARIE uses the average, rather than the median, due to inconsistent organizational structure across participants.

# CEO: Utilities Kingston vs. All Markets



# Observations & Recommendations

# Observations

## ➤ Utilities Kingston

- Tracks closest to MEARIE pay line
- BPS: has maintained market position in relation to this market
- P50 vs P25: important to look at the data tables; there are times when comparing Utilities Kingston to the market that while it is less than P50 and tracking closer to P25, the actual annual salary gap is not as big as one might assume

## ➤ Other Influences

- Utilities Kingston has made a deliberate decision to align position design incumbent strengths to deliver results that benefit the organization ; as such there are roles that have been filled by incumbents OR roles designed based on incumbents:
  - On a number of occasions we have noted that this appears to elevate the salary in a manner that is not immediately clear when aligned with the Contribution Agreement
    - In consultation with Human Resources, we have not increased the job evaluation to align with the salary. We have maintained the relative worth of job (in JE points) and noted the impact on the salary.

# Observations

## ➤ **Points to consider**

- Recruitment: experiencing difficulty attracting qualified candidates for some positions – promote your employee proposition
- Are these pressures significant enough to drive market placement decisions (i.e. strive to be at P50 of a defined market?)
- While understanding Utilities Kingston's placement in these multiple market slices is important, it is critical to know which specific market will drive your salary adjustment decisions.
  - We understand that:
    - the target market is pure Utilities with a default to Electricity
    - union negotiations have resulted in high union rates which are in turn driving up the rates for Supervisory roles;
    - Utilities Kingston has chosen to increase base rates for supervisor and not engage in overtime compensation for these roles



# Observations

## ➤ **Points to consider (cont)**

- Taking target market into consideration we felt it was important to include the BPS in this study as it has a high volume of data and year-over-year allows you to confirm your standing in the larger market – using this broad perspective, you can use your chosen market to refine your strategy and make adjustment decisions while tracking your overall position in the market.
- For all non-Utilities-specific data cuts, we are using the maximum salary of each position's salary range at Utilities Kingston, taking into account the grade and category each position belongs to; understanding where employees actually reside (at the bottom of your salary scale for example) may also influence your short-term decision making – i.e. actual salaries may not be quite as far above market.

Response to Ontario Energy Board Staff  
Interrogatory 1-Staff-15

Attachment 5



# The MEARIE Group

## 2014 Management Salary Survey Of Local Distribution Companies

***SURVEY REPORT***

*August 2014*

***SURVEY ADMINISTRATOR: HAY GROUP LIMITED***



The MEARIE Group  
2014 Management Salary Survey  
Of Local Distribution Companies



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# The MEARIE Group

## 2014 Management Salary Survey Of Local Distribution Companies



### 1. Introduction

The MEARIE Group is pleased to present this report of the 2014 Management Salary Survey of Local Distribution Companies (LDCs).

In today's competitive talent market, LDCs are challenged with establishing and maintaining competitive, yet affordable, compensation programs and policies. The MEARIE Group established the Management Salary Survey of Ontario's Local Distribution Companies to assist LDCs in understanding the competitive landscape and to support your efforts to develop pay practices that attract, motivate and retain high quality, high performing employees.

The survey was updated in 2012 through the combined efforts of The MEARIE Group's *HR Information Solutions* team, outside consultants and representatives of our members, all working together to ensure that the Survey continues to meet the evolving needs of member LDCs.

The Survey was further enhanced in 2013 & 2014 through our partnership with Hay Group, a globally renowned compensation consulting firm. Drawing on their expertise and experience in developing and managing salary surveys across all sectors of the economy and in numerous countries around the world.

The 2014 survey includes:

- Geographic, Number of Employees, Number of Customer and Revenue size reporting.
- Fifty (50) benchmark descriptions, supported by the Hay Group job evaluation methodology for improved reporting and greater ability to identify the impact of organization size and structure.
- Continued reporting of "total cash compensation" to provide greater depth of information regarding market pay practices.
- An overview of local distribution company market trends and compensation projections for 2015 budget planning.
- MS Excel survey reporting including versions of position salary tables by All Organizations, Geography, Revenue and Customers to support those organizations that wish to conduct further analysis of the results and to assist in transferring survey results into internal reporting.



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## 2014 Management Salary Survey Of Local Distribution Companies



The survey includes two presentation documents and Excel data tables in formats as follows:

- PDF Documents:
  - Survey Report Executive Summary containing a complete analysis and a data summary of all the positions.
  - Survey Report addendum which includes a complete analysis of each position, presented on one page.
- Excel Documents which are provided for easy data export and printable to one legal sized page, showing LDC Survey data by:
  - All Organizations
  - Region
  - Customer Base
  - Revenue
  - Number of Employees

We would like to thank you for your participation. As a result of the strong response, we are able to provide you with an informative and detailed survey that will help you in the support of your organization's compensation programs.



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## 2014 Management Salary Survey Of Local Distribution Companies



### CONFIDENTIALITY POLICY

**The MEARIE Group recognizes the importance of maintaining the security of your information and has developed the following policy that applies to all participants (and their delegates) in the Management Salary Survey (a “Survey”), as well as Hay Group Limited (Hay Group) (survey administrators) and The MEARIE Group.**

An individual LDC will provide its authorization for the sharing of information identified as being information of that LDC by completing the Survey Data Submission for a Survey. This will result in the LDC’s data being identified by name in the listing of participants. This enables participants to be aware of the names of the other participants in the Survey to determine the relevance of Survey data cuts (e.g., by geography or size).

All of the information obtained through a Survey will be treated with the utmost confidentiality. Data will be reported on an aggregate basis only, and in such a way as to ensure that individual participant data cannot be identified/attributed. Standards for minimum number of data will be strictly enforced to ensure confidentiality. Neither Hay Group nor MEARIE Group will release or disclose to any other person whatsoever any information pertaining to any individual LDC participant.

Survey results will be reported only to those LDCs who participate in the Survey and provide comprehensive data. Comprehensive participation means that each LDC is expected to match as many of the Survey benchmark positions as they are able, and provide data for all incumbents of matched positions. **All participants must consider this information as strictly confidential.**

The results of a Survey will not be disclosed/sold to or shared with organizations that have not participated in that Survey, whether by The MEARIE Group or Hay Group or Survey participants. **Participants may not share the Survey reports/results with non-participant LDCs or any entity under any circumstances.**

The data collected for a Survey will also be included in the Hay Group's Canadian compensation database. Information in the Hay Group database is maintained with the highest standards of confidentiality; analysis and reporting of data is on an aggregate basis only, and in such a way as to ensure that individual participant data cannot be identified or attributed. As of January 2014, there are over 550 employers represented in the Hay Group database. Should you have any questions or for further information, please contact Deirdre Chong Smith, Consultant at Hay Group at 416-815-6344 or Deirdre.Chong@haygroup.com.

**The obligations of confidentiality set out in this policy are subject to the requirements of applicable law** and LDCs may disclose the results of the Survey to any regulatory body (or other person) if compelled by law to do so. If an LDC is compelled by law to make such a disclosure, it will give The MEARIE Group as much notice in advance as possible of the disclosure and the reasons the disclosure is legally required.

**The MEARIE Group will not be liable for breaches by participating LDCs or Hay Group of this Confidentiality Policy.**



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## 2. Survey Overview

### Survey Benchmark Positions

The survey covers 50 benchmark positions representing a cross-section of the functions within member organizations. The benchmark positions were reviewed in 2012 by a working group of LDC sector Human Resources professionals. Job profiles for each benchmark job were developed and reviewed by the consultants and the HR group.

|                          |                             |                                                  |
|--------------------------|-----------------------------|--------------------------------------------------|
| <b>Senior Management</b> | 0000                        | President & CEO                                  |
|                          | 0001                        | Chief Operating Officer (COO)                    |
|                          | 0002                        | Head of Operations and/or Engineering            |
|                          | 0003                        | CFO / Head of Finance                            |
|                          | 0004                        | Head of Customer Service                         |
|                          | 0005                        | Head of Regulatory Affairs                       |
|                          | 0006                        | Head of Human Resources                          |
| <b>Administration</b>    | 1000                        | Executive Assistant                              |
|                          | 1001                        | Administrative Assistant                         |
| <b>Engineering</b>       | 2000                        | Director Engineering                             |
|                          | 2001                        | Engineering Manager and/or Distribution Engineer |
|                          | 2002                        | Project Engineer                                 |
|                          | 2003                        | Supervisor Engineering                           |
| <b>Operations</b>        | 2500                        | Director Operations                              |
|                          | 2501                        | Manager Operations                               |
|                          | 2502                        | Manager Control Centre                           |
|                          | 2503                        | Supervisor Control Centre                        |
|                          | 2504                        | Supervisor Protection and Control                |
|                          | 2505                        | Supervisor Station Maintenance                   |
|                          | 2506                        | Line Supervisor                                  |
|                          | 2507                        | Manager Meter Department                         |
| 2508                     | Supervisor Meter Department |                                                  |





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|                                       |      |                                                                                |
|---------------------------------------|------|--------------------------------------------------------------------------------|
| <b>Supply Chain /<br/>Procurement</b> | 3000 | Director Supply Chain Management                                               |
|                                       | 3001 | Manager Procurement and/or Inventory and/or Facilities and/or Fleet            |
|                                       | 3002 | Supervisor Stores / Inventory / Warehouse                                      |
| <b>Accounting / Finance</b>           | 4000 | Controller or Director Finance                                                 |
|                                       | 4001 | Manager Accounting                                                             |
|                                       | 4002 | Manager Risk Management                                                        |
|                                       | 4003 | Supervisor Accounting                                                          |
|                                       | 4004 | Financial or Business Analyst                                                  |
| <b>Customer Service</b>               | 4005 | Accountant                                                                     |
|                                       | 5000 | Director Customer Service                                                      |
|                                       | 5001 | Manager Customer Service and/or Billing                                        |
| <b>Communications</b>                 | 5002 | Supervisor Customer Service and/or Billing and/or Collections                  |
|                                       | 5500 | Director Communications                                                        |
| <b>Regulatory Affairs</b>             | 5501 | Manager Communications                                                         |
|                                       | 6000 | Director Regulatory Affairs                                                    |
|                                       | 6001 | Manager Regulatory Affairs                                                     |
| <b>Conservation /<br/>Demand</b>      | 6002 | Regulatory Accountant                                                          |
|                                       | 7000 | Settlement or Rate Analyst                                                     |
|                                       | 7001 | Director or Officer, Conservation and Demand Management                        |
| <b>Information Systems</b>            | 7002 | Manager Conservation & Demand / Marketing                                      |
|                                       | 8000 | Director Information Systems                                                   |
|                                       | 8001 | Manager Information Systems and/or Security                                    |
| <b>Human Resources</b>                | 8002 | Systems / Program Administrator or Applications / Systems Support Professional |
|                                       | 9000 | Human Resources Manager                                                        |
|                                       | 9001 | Human Resources Generalist                                                     |
|                                       | 9002 | Human Resources Coordinator                                                    |
|                                       | 9003 | Payroll                                                                        |
|                                       | 9004 | Manager, Health & Safety                                                       |



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## 2014 Management Salary Survey Of Local Distribution Companies



### Participants

All organizations in the LDC sector in Ontario were invited to participate in the survey. The following forty-five (45) organizations submitted data:

- Bluewater Power Distribution Corporation
- Brantford Power Inc.
- Cambridge and North Dumfries Hydro Inc.
- Collus PowerStream Corp.
- E.L.K. Energy Inc.
- Enersource Corporation
- Entegrus Inc.
- Essex Power
- Festival Hydro Inc.
- Fort Frances Power Corporation
- Greater Sudbury Utilities
- Grimsby Power Incorporated
- Guelph Hydro Electric Systems Inc.
- Haldimand County Hydro Inc.
- Halton Hills Hydro Inc.
- Horizon Utilities Corporation
- Hydro Ottawa Limited
- Innisfil Hydro Distribution Systems Limited
- Kenora Hydro Electric Corporation Ltd.
- Kitchener-Wilmot Hydro Inc.
- Lakeland Holding Ltd.
- London Hydro Inc.
- Midland Power Utility Corporation
- Milton Hydro Distribution Inc.
- Niagara Peninsula Energy Inc.
- North Bay Hydro Distribution Limited
- Northern Ontario Wires Inc.
- Oakville Hydro
- Orangeville Hydro Limited
- Orillia Power Distribution Corporation
- Oshawa PUC Networks, Inc.
- Ottawa River Power Corporation
- Peterborough Utilities Group
- PowerStream Inc.
- PUC Services Inc.
- Renfrew Hydro Inc.
- Sioux Lookout Hydro Inc.
- Thunder Bay Hydro Electricity Distribution Inc.
- Utilities Kingston / Kingston Hydro
- Veridian Connections Inc.
- Wasaga Resource Services
- Waterloo North Hydro Inc.
- Welland Hydro-Electric System Corp.
- Westario Power Inc.
- Woodstock Hydro Services Inc.



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## 2014 Management Salary Survey Of Local Distribution Companies



### Participant Group Profile

All participants provided information regarding their organizational profile. The statistical references for the profile of the organizations are as follows:

Note that the figures reported below are as provided by the participating organizations. Hay Group and MEARIE Group have not independently verified or confirmed the values, especially with regard to whether the values reflect only the LDC business or include other business ventures.

| Statistic                                                             | P25    | P50    | P75    | Average * |
|-----------------------------------------------------------------------|--------|--------|--------|-----------|
| Annual Operating Budget<br>(\$ millions, less the cost of power)      | 4.5    | 10.9   | 18.0   | 17.9      |
| Annual Operating Budget<br>(\$ millions, including the cost of power) | 30.9   | 61.7   | 143.3  | 148.8     |
| Number of Employees<br>(full time equivalent)                         | 33     | 51     | 128    | 111       |
| Number of Customers                                                   | 12,800 | 31,485 | 52,607 | 56,887    |
| Gross Revenue<br>(\$ millions, less the cost of power)                | 5.7    | 14.6   | 33.2   | 32.8      |
| Gross Revenue<br>(\$ millions, including the cost of power)           | 28.4   | 69.0   | 173.7  | 165.0     |

\*Analyst's note: "average" values are near or above the 75<sup>th</sup> percentile for several data elements, indicating that there are a small number of organizations that are significantly larger than the rest of the population.

The majority of organizations noted that the fiscal year ends December 31<sup>st</sup>.

### 3. Salary Administration

**Salary Range Adjustments – 2014 & 2015**

The most common month for adjusting salary ranges is January (over 75% of reporting organizations).

Survey participants report adjusting their salary ranges in 2014 by an overall average of 2.6%.

Survey participants report planning to adjust salary ranges in 2015 by an overall average of 2.3%.

The salary range adjustments by employee level and overall are noted in the table below:

| Year | CEO (n=25) | Executive (n=24) | Director (n=19) | Management (n=28) | Professional / Technical (n=25) | Admin. (n=25) | Overall (n=31) |
|------|------------|------------------|-----------------|-------------------|---------------------------------|---------------|----------------|
| 2014 | 2.7        | 2.6              | 2.4             | 2.5               | 2.6                             | 2.4           | <b>2.6</b>     |
| 2015 | 2.3        | 2.3              | 2.3             | 2.3               | 2.2                             | 2.3           | <b>2.3</b>     |

**Base Salary Increases – 2014 & 2015**

The most common timing for adjusting salaries is January (over 75% of reporting organizations grant annual salary increases in that month).

Survey participants report adjusting actual salaries in 2014 by an overall average of 2.7%.

For 2015, survey participants reported projected average salary increases of 2.4%.

The base salary adjustments by employee level are noted in the table below.

| Year | CEO (n=32) | Executive (n=27) | Director (n=22) | Management (n=39) | Professional / Technical (n=29) | Admin. (n=30) | Overall (n=40) |
|------|------------|------------------|-----------------|-------------------|---------------------------------|---------------|----------------|
| 2014 | 2.8        | 2.6              | 2.6             | 2.6               | 2.7                             | 2.5           | <b>2.7</b>     |
| 2015 | 2.7        | 2.3              | 2.4             | 2.3               | 2.2                             | 2.2           | <b>2.4</b>     |



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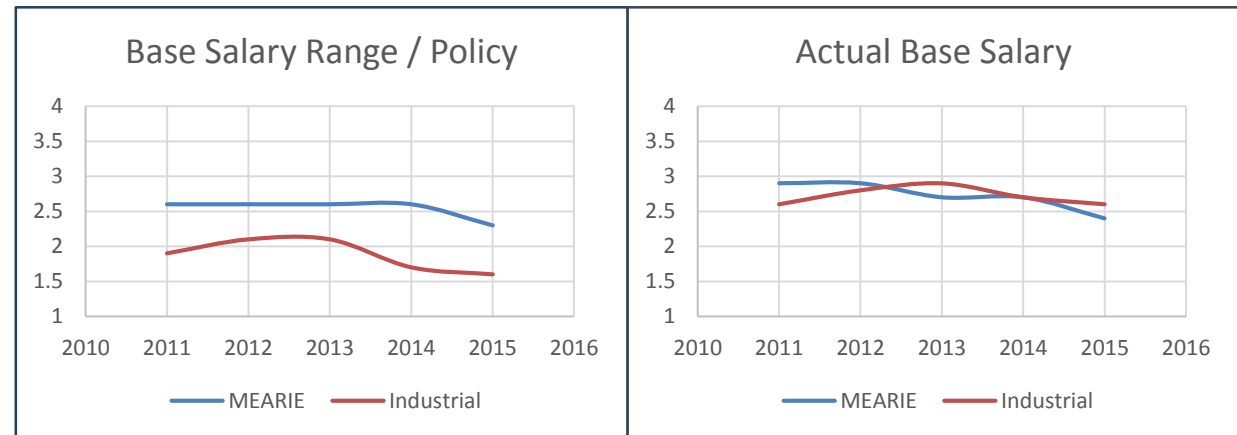
## 2014 Management Salary Survey Of Local Distribution Companies



### Salary Trends

Hay Group compiles an annual compensation forecast survey across Canada, with over 400 participants annually.

The graph below depicts how the overall Canadian all industrial organization market has tracked from a range and actual salary perspective versus The MEARIE Group Management Salary Survey trend information over the past 5 years.



Generally, local distribution companies track very close to the all industrial market for actual salary adjustments; generally within 0.2%.

Surprisingly, local distribution companies track above that of the all industrial market for salary range adjustments. This indicates that the majority of salary budgets within the distribution companies may be allocated to range movements, as the differential between range and actual forecasts is typically 0.1%.

The differential in all industrial organizations is 0.7%– 1.0% generally, which indicates that the all industrial organization may be allocating greater proportions of salary budgets to differentiation by merit, and enabling high performers to perhaps be paid above job rate and/or moving people through the range faster).



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## 2014 Management Salary Survey Of Local Distribution Companies



### Incentive Programs

A majority of organizations (26 of 45 or 68%) indicated that they offer short term incentive pay opportunities to at least some portion of their employees.

Twenty-one (21) of the twenty-six (26) organizations who offer short term incentive pay provided information about their incentive plans.

- a. Employee participation in short term incentive (STI) plans:
  - Eight (8) of the organizations indicated that all employee groups participated in STI.
  - The data indicates that five (5) organizations have STI plans for designated senior management and/or executives that do not extend to non-management staff.
  
- b. Weighting of performance factors (corporate versus individual versus team/department performance) in the determination of individual bonus payments:
  - The average plan mix, by employee level, is provided in the table below. Totals may not equal 100% due to rounding.
  - Typical plan mix is a combination of corporate and individual metrics with a heavier weighting on corporate for senior management and/or executives and a heavier weighting on individual metrics for non-management staff.

| Performance Factor | CEO    | Executive | Director | Management | Professional / Technical | Admin. |
|--------------------|--------|-----------|----------|------------|--------------------------|--------|
| Corporate          | 61.3 % | 50.3 %    | 43.4 %   | 33.1 %     | 42.9 %                   | 38.8 % |
| Team / Department  | 1.0%   | 5.3 %     | 4.4 %    | 9.8 %      | 0.0 %                    | 0.0 %  |
| Individual         | 37.7 % | 44.3 %    | 52.2 %   | 58.8 %     | 57.1 %                   | 61.2 % |



# The MEARIE Group

## 2014 Management Salary Survey Of Local Distribution Companies



### Incentive Programs (continued)

#### **Threshold Bonus Payouts**

Formulaic or “target based” bonus programs typically do not pay out until a minimum level of performance (corporate, team and/or individual) has been achieved (i.e., if the threshold performance is not achieved, there is no pay out). Once this threshold performance has been achieved, incentive plans will pay out a minimum level of bonus; pay out levels typically then increase as performance / results increase, up to a “target” bonus rate when performance goals have been “met”.

Twelve (12) of the 27 organizations with incentive plans reported that they define minimum levels of performance required before any bonuses are generated. The typical bonus rate at the threshold performance is set at 50% of “target” bonus.

#### **Maximum Bonus**

Bonus programs are often designed such that there is a maximum level of payout. For example: if a position has a 10% bonus and the maximum payout is 200%, or 2x, then the maximum amount the employee can achieve regardless of performance (i.e., how much targets are exceeded by), is 20% of their current base salary.

The average maximum bonus is provided by employee level in the table below, though the typical bonus pay maximum is 100% of target.

| Maximum Bonus Payout % | CEO<br>(n = 18) | Executive<br>(n = 15) | Director<br>(n = 12) | Management<br>(n = 16) | Professional /<br>Technical<br>(n = 12) | Admin.<br>(n = 12) |
|------------------------|-----------------|-----------------------|----------------------|------------------------|-----------------------------------------|--------------------|
| Average                | 123 %           | 129 %                 | 127 %                | 123 %                  | 134 %                                   | 138 %              |

In the broader market, it is more common to find higher maximum bonus levels (as a % of target) at higher levels of the organization, to reflect the greater influence on organizational performance that more senior roles are perceived to have.



## The MEARIE Group 2014 Management Salary Survey Of Local Distribution Companies



### **Special (Project) Bonuses**

Organizations were asked if they provide any project bonuses for participation in key / special projects, paid on successful achievement of specific milestones and/or on completion of the project, separate and distinct from annual incentive plans.

Three (3) organizations reported providing such bonuses, but only one provided a value and as such there is insufficient data to provide the average value.





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## 2014 Management Salary Survey Of Local Distribution Companies



### 4. Benefit Policies

#### Car Benefit

The majority of organizations (33 of 45 or 73%) provide a car benefit to some level of employee.

The tables below summarize the value of car benefits, by position, where provided. An asterisk (\*) indicates insufficient data to report:

|                           |         | Company Owned Car (Value) | Monthly Lease Payment | Car Allowance |
|---------------------------|---------|---------------------------|-----------------------|---------------|
| CEO                       | P75     | *                         | *                     | 925           |
|                           | P50     | 42,500                    | *                     | 750           |
|                           | P25     | *                         | *                     | 586           |
|                           | Average | 41,375                    | *                     | 793           |
|                           | Number  | 4                         | 2                     | 24            |
| Executive / VP            | P75     | *                         | *                     | 675           |
|                           | P50     | *                         | *                     | 505           |
|                           | P25     | *                         | *                     | 338           |
|                           | Average | 39,983                    | *                     | 546           |
|                           | Number  | 3                         | 2                     | 12            |
| Sr. Management / Director | P75     | *                         | *                     | 500           |
|                           | P50     | *                         | *                     | 375           |
|                           | P25     | *                         | *                     | 238           |
|                           | Average | *                         | *                     | 361           |
|                           | Number  | 2                         | 0                     | 8             |

Four (4) organizations reported providing a car benefit to specified positions below Senior Management. Specifically, three (3) organizations provide use of a company-owned vehicle and one (1) provide an allowance where the incumbent is required to be available for off-hours call-in, such as operations supervisors, line superintendents, engineers and meter supervisors.

### Mileage

The market statistics for mileage rates provided to employees as reimbursement for personal vehicle use are detailed in the table below.

| N = 45  | Mileage Reimbursement<br>(¢ per km) |
|---------|-------------------------------------|
| P75     | 54                                  |
| P50     | 52                                  |
| P25     | 48                                  |
| Average | 51                                  |

The most frequently reported mileage rate (12 organizations) is 54 cents per kilometer; the next most frequent reported rates are 55, 52, 51, 48, and 47 cents per kilometer (4 organizations each).

### Perquisites

#### ***Club Memberships – Fitness***

Twenty (20) organizations reported providing a subsidy for fitness club fees or provide a fitness facility on site. The typical policy is to provide a reimbursement of a fixed percentage (either 50 or 100%) up to a maximum amount per year. For eighteen (18) organizations, the same policy and maximum reimbursement applies regardless of job level; for one (1) organization, executives participate in a Discretionary Spending Plan that includes fitness, and so are not included in the reporting. One (1) organization provides access to an on-site fitness facility.

|         | Maximum Reimbursement<br>per year |
|---------|-----------------------------------|
| P75     | \$ 275                            |
| P50     | \$ 200                            |
| P25     | \$ 150                            |
| Average | \$ 215                            |

#### ***Club Memberships – Social***

None of the organizations reported having a separate policy / program for reimbursement of social club fees.



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## 2014 Management Salary Survey Of Local Distribution Companies



### Perquisites (cont'd)

#### **Health Spending Account**

Ten (10) organizations reported providing a Health Spending Account (i.e. discretionary spending within a defined range of services / benefits).

Of the ten organizations, one (1) provides this perquisite to senior officers only while nine (9) provide an HSA at all levels. Of those nine, six (6) provide the same funding for all jobs levels while three (3) differentiate by job level.

|         | CEO   | Executive | Director | Management | Professional / Technical |
|---------|-------|-----------|----------|------------|--------------------------|
| P75     | 1,075 | 1,075     | 1000     | 750        | 750                      |
| P50     | 875   | 875       | 750      | 500        | 500                      |
| P25     | 438   | 413       | 350      | 300        | 300                      |
| Average | 1,220 | 1,210     | 639      | 578        | 575                      |
| Number  | 10    | 10        | 9        | 9          | 9                        |

#### **2<sup>nd</sup> Opinion Medical Advice**

Only three (3) organizations in the survey reported having a separate policy / program for this benefit.

#### **Personal Financial / Legal Counseling**

Three (3) organizations reported that financial and legal counseling is available via their Employee Assistance Program, which is provided to all employees.

#### **Executive Medical Plan**

Five (5) organizations reported providing enhanced medical coverage for executive levels only. Four (4) organizations reported a maximum dollar value, with an average maximum value of \$1,134.



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### Perquisites (cont'd)

#### *Personal Computer / Cell Phone / Internet*

Thirteen (13) organizations provided information regarding policies and practices related to computers and internet.

The most common policies/practices are:

- Low / no interest rate loans to purchase computer equipment for personal / home office use
- Provision of laptops for particular levels of employee, in addition to office desktop, to allow for mobile work (note: may be a perquisite if personal use of computer is allowed, but not a perquisite if for business use only)
- Reimbursement for cell phone and/or home internet connection for selected employees (either full reimbursement or 50% reimbursement were both provided in the market place)
- Cash allowance intended to coverage cell phone and/or internet service

The value of these benefits varies dramatically by level within organizations and between organizations; the data does not lend itself to reporting of the value of typical practices. Excluding monthly cell phone allowances, allowances / loans are provided up to a maximum of \$5,000 with an average value of \$1,000 - \$1,500.

#### *Other Perquisites*

Other programs / practices reported, by eight (8) organizations, include:

- Reimbursement of dues / fees for professional associations such as Engineers (P.Eng) and Accountants (CGA/CMA/CA)
- Provision of an Employee Assistance Program

#### *Enhanced Life Insurance Coverage for Senior Officers*

Organizations were asked if, for senior level jobs, there was additional, employer paid, life insurance coverage. For example, if the typical life insurance plan was 1.5x employee salary, was this enhanced to above 1.5x to some greater number such as 2x, or even 3x, for senior level jobs.

Eighteen (18) organizations provided information about their basic / standard life insurance coverage where the typical coverage is 2x annual salary (average coverage of 1.8x). Enhanced benefits are provided by seven (7) organizations, where senior roles receive coverage typically at 3x annual salary (average coverage of 2.4x).



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### Vacation Entitlement

Organizations provided the number of years of service required by various levels of employee in order to be entitled to a certain number of weeks vacation.

The following table below details the range, average and typical (i.e., most common) number of years of service required per weeks of entitlement.

Several organizations noted that for executive level jobs, vacations are typically negotiated versus following a schedule for entitlement.

|                             | 2 weeks | 3 weeks   | 4 weeks    | 5 weeks    | 6 weeks +  |
|-----------------------------|---------|-----------|------------|------------|------------|
| <b>CEO</b>                  |         |           |            |            |            |
| Range                       | N/A     | Start – 6 | Start – 11 | Start – 18 | Start – 27 |
| Average                     | Start   | 2.3       | 6.1        | 12.7       | 20.5       |
| Typical                     | Start   | 3         | 9          | 15         | 25         |
| <b>Executive / VP Level</b> |         |           |            |            |            |
| Range                       | N/A     | Start – 6 | Start – 11 | 3 – 18     | 15 – 27    |
| Average                     | Start   | 2.4       | 5.7        | 14.1       | 22.6       |
| Typical                     | Start   | 3         | Start      | 16         | 25         |
| <b>Director Level</b>       |         |           |            |            |            |
| Range                       | N/A     | Start – 6 | Start – 11 | 3 – 18     | 6 – 27     |
| Average                     | Start   | 2.1       | 6.3        | 14.1       | 22.1       |
| Typical                     | Start   | Start     | 9          | 16         | 25         |
| <b>Manager Level</b>        |         |           |            |            |            |
| Range                       | N/A     | Start – 6 | Start – 11 | 3 – 18     | 6 – 27     |
| Average                     | Start   | 1.9       | 7.0        | 14.2       | 22.3       |
| Typical                     | Start   | Start     | 9          | 15         | 25         |
| <b>Professional Level</b>   |         |           |            |            |            |
| Range                       | N/A     | Start – 6 | Start – 11 | 5 – 18     | 15 – 28    |
| Average                     | Start   | 2.3       | 7.4        | 14.6       | 23.1       |
| Typical                     | Start   | 3         | 9          | 16         | 25         |



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### Unused Vacation

Organizations provided information about their policies and practices with regard to vacation time that was not fully utilized in the year in which it was earned.

| Policy Regarding Carry Over                                                                    | Number    | %           |
|------------------------------------------------------------------------------------------------|-----------|-------------|
| Unused vacation entitlement at year end is paid out (vacation pay adjustment) – no carry over. | 4         | 9%          |
| Any/All unused vacation entitlement may be carried-over with no restrictions.                  | 7         | 16%         |
| Unused vacation entitlement may be carried over, subject to maximum total accumulated balance. | 11        | 24%         |
| A maximum amount of unused vacation may be carried over.                                       | 21        | 47%         |
| No unused vacation may be carried over                                                         | 2         | 4%          |
| <b>Total</b>                                                                                   | <b>45</b> | <b>100%</b> |

| Maximum Number of Days to Carry Over (n=25) | Number of Days |
|---------------------------------------------|----------------|
| Range                                       | 5 - 15         |
| Average                                     | 8              |
| Typical                                     | 5              |

| Time Limit for Utilizing Carried-Over Vacation Time | Number    |
|-----------------------------------------------------|-----------|
| No limit                                            | 10        |
| One Year                                            | 14        |
| Six Months                                          | 13        |
| <b>Total</b>                                        | <b>37</b> |

**Note:**

Some organizations reported variations to the above policies such as:

- Six (6) of the thirty-two (32) organizations who have a maximum amount of days that can be carried over specified it as either one year entitlement or a portion of the years entitlement. One (1) organization did provided the maximum amount of days that can be carried over.
- Differences by job level, such as more senior officers may carry over a greater number of days
- Differences by vacation eligibility, such as carrying over 10 days if eligible for up to 3 weeks' vacation but 20 days if eligible for 4 weeks' vacation
- Exception policies where workload or special projects caused the employee to be unable to fully utilize vacation time, or where carry forward beyond standard policy is regularly allowed but must be approved by senior management
- Cash out policies where some vacation time may be paid out instead of being carried over



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### **Educational Assistance / Reimbursement**

Twenty-five participating organizations (25) provided details with regards to education assistance / reimbursement policies ranging from eligibility criteria to pay back provisions. There are a wide variety of types of programs and reimbursement rates. Key highlights are provided below:

- Nineteen (19) organizations stated that there is a policy for education assistance / reimbursement; though typically there are limiters such as (1) education or training courses must be job related and (2) are subject to managerial approval
- Six (6) organizations stated that there is no formal policy, however, approval for educational assistance or reimbursement happens regularly and is on a case by case basis.
- Seven (7) organizations provided an annual reimbursement maximum, the average is \$5,000 and the median is \$2,000.
- Four (4) organizations provided a lifetime reimbursement maximum, the average is \$21,400 and the median is \$22,500.
- Payback provisions were provided by sixteen (16) organizations. The average time to not trigger any pay back provision is 2.4 years, the median is 2.0 years. The range of time is generally between 1 - 5 years and four (4) organizations noted they have some form of partial payment plan for leaving within a designated time period after completion of education. For example, if 4 years for no repayment, if the employee leaves in 2 years, they will be asked for 50% pay back.



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### 5. Benchmark Position Survey Results

#### Survey Results

This section reports the information collected in aggregate values for each benchmark position. The values reported in this table reflect “All Ontario” data in that the data for all organizations matching to the position are included (regardless of size and geographic location).

Additional summaries, on a job by job basis, are provided in the accompanying “Addendum”.

Detailed analysis, with expanded statistical data (i.e., including P25 and P75 data points) as well as analysis of survey results by geographic region, by customer base and by revenue, are reported in Excel files accompanying this report.





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## 2014 Management Salary Survey Of Local Distribution Companies



### ALL ORGANIZATIONS

| Code | Survey Job Title                  | JOB MATCHES       |      |            | COMPENSATION DESIGN  |                                   |                      |                           |                   |         | ACTUAL COMPENSATION |         |                                 |                   |         |
|------|-----------------------------------|-------------------|------|------------|----------------------|-----------------------------------|----------------------|---------------------------|-------------------|---------|---------------------|---------|---------------------------------|-------------------|---------|
|      |                                   | Sample Statistics |      | Hay Points | Salary Range Minimum | Job Rate / Control Point / Policy | Salary Range Maximum | Target % (where eligible) | Total Cash Design |         | Actual Base Salary  |         | Actual Bonus % (where received) | Actual Total Cash |         |
|      |                                   | Orgs              | Incs | P50        | P50                  | P50                               | P50                  | P50                       | P50               | AVG     | P50                 | AVG     | P50                             | P50               | AVG     |
| 0000 | President & CEO                   | 39                | 39   | 1292       | 148,200              | 183,500                           | 202,500              | 20%                       | 194,100           | 226,000 | 183,600             | 187,000 | 22%                             | 189,400           | 222,200 |
| 0001 | Chief Operating Officer (COO)     | 11                | 11   | 994        | 126,000              | 162,500                           | 162,500              | 10%                       | 170,600           | 191,200 | 162,500             | 162,200 | 19%                             | 170,600           | 197,800 |
| 0002 | Head of Operations/Engineering    | 29                | 38   | 904        | 112,600              | 131,800                           | 145,200              | 15%                       | 135,000           | 148,900 | 133,700             | 135,800 | 14%                             | 144,400           | 150,900 |
| 0003 | CFO / Head of Finance             | 38                | 38   | 830        | 111,000              | 134,500                           | 143,600              | 15%                       | 140,600           | 159,000 | 138,200             | 143,600 | 14%                             | 142,500           | 162,700 |
| 0004 | Head of Customer Service          | 15                | 15   | 805        | 106,900              | 137,000                           | 144,400              | 20%                       | 144,200           | 151,300 | 141,300             | 137,100 | 19%                             | 144,400           | 151,300 |
| 0005 | Head of Regulatory Affairs        | 8                 | 8    | 864        | 121,700              | 149,300                           | 165,300              | 19%                       | 174,700           | 170,000 | 151,400             | 153,000 | 17%                             | 178,800           | 180,200 |
| 0006 | Head of Human Resources           | 17                | 17   | 677        | 105,300              | 125,700                           | 128,800              | 15%                       | 142,100           | 147,200 | 124,500             | 131,100 | 14%                             | 140,400           | 146,500 |
| 1000 | Executive Assistant               | 30                | 48   | 245        | 57,400               | 68,700                            | 76,900               | 5%                        | 70,400            | 71,100  | 70,800              | 70,800  | 5%                              | 71,800            | 72,900  |
| 1001 | Administrative Assistant          | 15                | 30   | 198        | 50,400               | 59,700                            | 64,300               | 5%                        | 59,700            | 61,900  | 63,300              | 61,500  | 5%                              | 63,800            | 62,900  |
| 2000 | Director Engineering              | 14                | 15   | 744        | 103,400              | 126,200                           | 127,100              | 13%                       | 134,400           | 138,400 | 126,100             | 126,700 | 10%                             | 131,000           | 138,000 |
| 2001 | Engineering Manager               | 27                | 39   | 588        | 88,900               | 105,400                           | 114,000              | 7%                        | 107,900           | 111,500 | 105,900             | 105,700 | 5%                              | 108,800           | 110,100 |
| 2002 | Project Engineer                  | 15                | 33   | 432        | 77,000               | 96,000                            | 105,900              | 8%                        | 99,000            | 96,100  | 93,600              | 92,500  | 8%                              | 98,500            | 95,700  |
| 2003 | Supervisor Engineering            | 19                | 30   | 432        | 82,600               | 94,400                            | 103,300              | 5%                        | 96,500            | 98,000  | 96,300              | 93,600  | 5%                              | 100,700           | 97,100  |
| 2500 | Director Operations               | 9                 | 10   | 732        | 107,800              | 133,400                           | 137,100              | 15%                       | 146,900           | 142,200 | 128,000             | 132,800 | 15%                             | 145,600           | 146,600 |
| 2501 | Manager Operations                | 27                | 42   | 516        | 91,000               | 106,400                           | 114,200              | 7%                        | 109,200           | 112,300 | 104,400             | 105,500 | 7%                              | 107,800           | 111,100 |
| 2502 | Manager Control Centre            | 6                 | 6    | 524        | 92,800               | 113,500                           | 119,200              | 10%                       | 123,100           | 123,200 | 116,400             | 116,000 | 10%                             | 129,100           | 127,600 |
| 2503 | Supervisor Control Centre         | 12                | 13   | 448        | 81,800               | 96,100                            | 105,600              | 6%                        | 98,400            | 101,300 | 97,900              | 100,400 | 7%                              | 102,200           | 103,900 |
| 2504 | Supervisor Protection and Control | 5                 | 5    | 466        | 92,100               | 95,700                            | 107,900              | *                         | 100,400           | 108,700 | 98,800              | 103,800 | *                               | 98,800            | 110,600 |
| 2505 | Supervisor Station Maintenance    | 9                 | 13   | 466        | 80,500               | 97,300                            | 108,700              | 8%                        | 103,200           | 105,100 | 97,900              | 101,700 | 8%                              | 100,000           | 106,700 |
| 2506 | Line Supervisor                   | 32                | 120  | 366        | 79,300               | 94,600                            | 99,800               | 5%                        | 96,900            | 96,500  | 96,800              | 96,400  | 5%                              | 99,800            | 99,100  |
| 2507 | Manager Meter Department          | 14                | 14   | 551        | 93,000               | 115,000                           | 116,700              | 8%                        | 121,900           | 117,600 | 107,200             | 106,800 | 7%                              | 116,300           | 114,200 |
| 2508 | Supervisor Meter Department       | 13                | 17   | 406        | 81,800               | 96,000                            | 105,900              | 8%                        | 99,800            | 98,700  | 97,100              | 97,200  | 5%                              | 100,700           | 100,300 |

Minimum data requirements for information disclosure are: 3 for average, 4 for P50, 7 for P25 / P75. If insufficient data, this is indicated by the asterisks (\*).



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### ALL ORGANIZATIONS

| Code | Survey Job Title                  | JOB MATCHES       |      |            | COMPENSATION DESIGN  |                                   |                      |                           |                   |         | ACTUAL COMPENSATION |         |                                 |                   |         |
|------|-----------------------------------|-------------------|------|------------|----------------------|-----------------------------------|----------------------|---------------------------|-------------------|---------|---------------------|---------|---------------------------------|-------------------|---------|
|      |                                   | Sample Statistics |      | Hay Points | Salary Range Minimum | Job Rate / Control Point / Policy | Salary Range Maximum | Target % (where eligible) | Total Cash Design |         | Actual Base Salary  |         | Actual Bonus % (where received) | Actual Total Cash |         |
|      |                                   | Orgs              | Incs | P50        | P50                  | P50                               | P50                  | P50                       | P50               | AVG     | P50                 | AVG     | P50                             | P50               | AVG     |
| 3000 | Director Supply Chain Management  | 3                 | 3    |            | *                    | *                                 | *                    | *                         | *                 | 144,800 | *                   | 136,800 | *                               | *                 | 158,700 |
| 3001 | Manager Procurement/Inventory     | 17                | 19   | 451        | 82,200               | 94,700                            | 106,900              | 8%                        | 99,800            | 101,800 | 96,400              | 99,100  | 8%                              | 102,200           | 104,600 |
| 3002 | Supervisor Stores/Inventory       | 9                 | 10   | 342        | 69,100               | 85,500                            | 96,500               | 6%                        | 85,500            | 89,100  | 85,900              | 86,400  | 6%                              | 86,600            | 89,900  |
| 4000 | Controller or Director Finance    | 17                | 27   | 588        | 92,200               | 108,200                           | 113,600              | 10%                       | 115,200           | 125,400 | 115,200             | 116,500 | 10%                             | 121,000           | 125,500 |
| 4001 | Manager Accounting                | 22                | 24   | 479        | 85,500               | 101,200                           | 115,200              | 8%                        | 107,800           | 109,500 | 92,600              | 98,600  | 6%                              | 95,000            | 104,400 |
| 4002 | Manager Risk Management           | 3                 | 3    |            | *                    | *                                 | *                    | *                         | *                 | 138,800 | *                   | 127,000 | *                               | *                 | 143,400 |
| 4003 | Supervisor Accounting             | 10                | 16   | 363        | 71,500               | 88,600                            | 94,800               | 5%                        | 89,400            | 90,500  | 88,200              | 88,400  | 5%                              | 91,500            | 91,300  |
| 4004 | Financial or Business Analyst     | 14                | 25   | 342        | 71,400               | 85,100                            | 90,700               | 5%                        | 90,600            | 89,500  | 81,800              | 83,300  | 5%                              | 84,700            | 86,700  |
| 4005 | Accountant                        | 11                | 20   | 332        | 63,900               | 77,800                            | 86,400               | 4%                        | 78,400            | 78,200  | 75,700              | 74,800  | 3%                              | 75,800            | 76,000  |
| 5000 | Director Customer Service         | 5                 | 5    | 677        | 111,300              | 139,200                           | 153,100              | 10%                       | 160,000           | 145,300 | 140,100             | 135,000 | 14%                             | 161,100           | 151,800 |
| 5001 | Manager Customer Service          | 28                | 31   | 466        | 79,100               | 93,000                            | 101,500              | 8%                        | 93,000            | 94,900  | 93,400              | 91,800  | 6%                              | 93,400            | 96,400  |
| 5002 | Supervisor Customer Service       | 26                | 49   | 348        | 69,800               | 84,700                            | 91,100               | 5%                        | 87,300            | 86,200  | 81,400              | 82,300  | 4%                              | 83,800            | 85,000  |
| 5500 | Director Communications           | 8                 | 8    | 677        | 102,200              | 131,500                           | 153,400              | 15%                       | 151,200           | 137,300 | 128,100             | 123,800 | 18%                             | 150,400           | 141,700 |
| 5501 | Manager Communications            | 11                | 11   | 393        | 73,800               | 87,000                            | 98,300               | 8%                        | 91,400            | 95,600  | 87,800              | 87,200  | 8%                              | 94,700            | 92,600  |
| 6000 | Director Regulatory Affairs       | 6                 | 6    | 677        | 106,700              | 131,600                           | 153,400              | 15%                       | 151,300           | 152,100 | 140,900             | 140,700 | 16%                             | 163,500           | 161,200 |
| 6001 | Manager Regulatory Affairs        | 20                | 22   | 459        | 79,700               | 94,400                            | 101,000              | 9%                        | 96,800            | 97,900  | 94,700              | 94,800  | 6%                              | 98,500            | 97,800  |
| 6002 | Regulatory Accountant             | 15                | 18   | 342        | 65,400               | 81,200                            | 96,500               | 7%                        | 81,200            | 83,500  | 79,400              | 81,100  | *                               | 79,400            | 82,300  |
| 7000 | Settlement or Rate Analyst        | 10                | 14   | 363        | 67,700               | 81,000                            | 90,600               | 5%                        | 85,600            | 88,600  | 85,500              | 82,900  | 7%                              | 88,700            | 86,100  |
| 7001 | Director or Officer, Conservation | 7                 | 7    | 805        | 106,100              | 131,600                           | 149,000              | 18%                       | 157,200           | 159,600 | 131,400             | 134,000 | 19%                             | 141,100           | 150,000 |
| 7002 | Manager Conservation & Demand     | 22                | 26   | 393        | 76,800               | 90,000                            | 99,600               | 10%                       | 91,100            | 94,500  | 89,200              | 90,100  | 8%                              | 92,800            | 94,600  |
| 8000 | Director Information Systems      | 15                | 15   | 830        | 106,800              | 129,300                           | 139,700              | 15%                       | 148,700           | 145,100 | 125,700             | 130,800 | 13%                             | 138,300           | 146,600 |
| 8001 | Manager Information Systems       | 16                | 27   | 488        | 84,300               | 97,100                            | 104,200              | 8%                        | 102,800           | 104,000 | 99,400              | 99,200  | 8%                              | 100,300           | 106,600 |
| 8002 | Systems/Program Administrator     | 21                | 34   | 332        | 67,100               | 80,600                            | 87,700               | 5%                        | 83,800            | 82,700  | 86,400              | 83,300  | 4%                              | 90,400            | 85,800  |
| 9000 | Human Resources Manager           | 8                 | 10   | 479        | 88,400               | 104,700                           | 104,700              | 8%                        | 109,900           | 105,200 | 95,500              | 95,200  | 6%                              | 106,500           | 101,200 |
| 9001 | Human Resources Generalist        | 14                | 27   | 328        | 66,100               | 79,200                            | 85,000               | 5%                        | 80,000            | 84,100  | 77,600              | 77,800  | 6%                              | 79,000            | 81,500  |
| 9002 | Human Resources Coordinator       | 7                 | 7    | 233        | 57,700               | 72,100                            | 72,100               | 7%                        | 75,700            | 73,900  | 66,600              | 68,100  | 8%                              | 66,600            | 71,000  |
| 9003 | Payroll                           | 18                | 20   | 245        | 59,000               | 70,800                            | 78,000               | 5%                        | 72,500            | 74,400  | 71,600              | 72,600  | 4%                              | 72,800            | 75,000  |
| 9004 | Manager, Health & Safety          | 20                | 23   | 479        | 83,400               | 99,800                            | 107,800              | 7%                        | 101,000           | 105,400 | 103,400             | 100,500 | 6%                              | 105,700           | 105,800 |

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**APPENDICES**



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## 2014 Management Salary Survey Of Local Distribution Companies



### A. Survey Methodology

A brief profile was developed for each benchmark position. These profiles were incorporated into a survey package and distributed to each participant along with a data submission spreadsheet requesting data on survey benchmark positions, as well as the organization's profile and selected salary administration & benefits policies.

Participants matched their jobs to the profiles and provided data for each position, where applicable. For each position where an organization submitted more than one match, the data were aggregated and an average figure was used for that organization. By using this methodology, all organizations carry equal weighting, and no one single organization excessively influences the market statistics by virtue of the size of its employee population.

Once the completed surveys were returned to Hay Group, participants were contacted for data verification as necessary. Hay Group also initiated a number of follow-up actions to clarify information provided by the participants. All of the matches submitted by the participants were reviewed by Hay Group to determine their appropriateness versus the job profiles and the market. If deemed inappropriate, the matches, or outlier data, were removed from the survey results.

Where possible, organization charts or details regarding reporting relationships were provided to Hay Group to enable understanding of the roles. From the job match information, plus a review of organization charts and other contextual information provided, Hay Group has estimated at which Hay Reference Level each organizations' roles fall to facilitate point-based comparisons.



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### B. Definitions – Compensation Elements

#### **Salary Range**

|                          |                                                                                                                                                                                              |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Minimum                  | The lowest salary/rate that the organization is prepared to pay for an incumbent in the position. May be the starting salary for inexperienced/non-qualified hire.                           |
| Job Rate / Control Point | Typically the midpoint of the salary range, intended to reflect the salary the organization is prepared to pay for sustained competent performance by a fully trained / qualified incumbent. |
| Maximum                  | The highest point in the salary range (or step progression). Note: might be the same as "job rate".                                                                                          |

#### **Short Term Incentive**

*Short Term Incentive (STI) refers to any incentive arrangement designed to reward an individual for performance/results achieved over a performance cycle/period of up to one year.*

|               |                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Target        | Target bonus is the level of award (either a % of salary or a fixed dollar amount) that an employee in this position would expect to receive if all corporate, team and individual performance goals are "met" (as planned). This rate/amount is often communicated to employees as part of the incentive/bonus plan design, e.g. "the target bonus for jobs in grade/band 6 is 8% of salary". |
| Discretionary | Discretionary plans have no target bonus rate and pay out at the end of the year at the discretion of executive/board.                                                                                                                                                                                                                                                                         |

#### **Current Salary**

The amount paid for work performed on a regular, ongoing basis.  
Does not include variable bonus or incentive payments, sales commissions, shift premiums, or overtime payments.

#### **Actual STI (Paid)**

*Total of all STI awards paid to the incumbent(s) for performance/results over the latest completed fiscal year.*  
May be paid during the year or after year end. (Note: recorded and reported on an annual basis)



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### C. Definitions – Statistical Elements

Market data are reported using the following statistics:

|                | Definition                                                                                                                                                                                                            | Reporting Requirement<br>(# of Observations<br>Necessary to Report) |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| <b>P90</b>     | 90th percentile<br><br>If all observations were sorted and listed from highest/largest to lowest/smallest, 10% of the observations would fall above the 90 <sup>th</sup> percentile and 90% would fall below          | <b>11</b>                                                           |
| <b>P75</b>     | 75th percentile<br><br>If all observations were sorted and listed from highest/largest to lowest/smallest, 25% of the observations would fall above this value and 75% would fall below                               | <b>7</b>                                                            |
| <b>P50</b>     | 50th percentile, also referred to as “median”<br><br>If all observations were sorted and listed from highest/largest to lowest/smallest, 50% of the observations would fall above this value and 50% would fall below | <b>4</b>                                                            |
| <b>P25</b>     | 25th percentile<br><br>If all observations were sorted and listed from highest/largest to lowest/smallest, 75% of the observations would fall above this value and 25% would fall below                               | <b>7</b>                                                            |
| <b>P10</b>     | 10th percentile<br><br>If all observations were sorted and listed from highest/largest to lowest/smallest, 90% of the observations would fall above this value and 10% would fall below                               | <b>11</b>                                                           |
| <b>Average</b> | The arithmetic mean of all values, calculated by adding up all of the values and dividing by the number of observations                                                                                               | <b>3</b>                                                            |



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### D. Benchmark Position Profiles

| Job Title                             | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| President & CEO                       | Directs the development of short and long term strategic plans, operational objectives, policies, budgets and operating plans for the organization, as approved by the Board of Directors. Establishes an organization hierarchy and delegates limits of authority to subordinate executives regarding policies, contractual commitments, expenditures and human resource matters. Represents the organization to the financial community, industry groups, government and regulatory agencies and the general public.                                                                                                                                                                                                                                         |
| Chief Operating Officer (COO)         | Highest ranking operations position. Reporting to the President/CEO, directs the operational elements of the organization, could include operations & engineering, customer services, metering and information technology. Develops the short and long term strategic plans, directs the development of operational objectives, policies, budgets for his/her areas of accountability. The position reports directly to the President/CEO.                                                                                                                                                                                                                                                                                                                     |
| Head of Operations and/or Engineering | Highest ranking operations/engineering position. Reporting to COO or President. Directs both the operations and engineering functions. Develops the short and long term strategic plans, formulates and implements plans, budgets, policies and procedures to facilitate and improve processes. Establishes clear controls, objectives and measures to ensure safe and appropriate delivery of power and power related services. Evaluates the feasibility of new or revised systems or procedures and oversees operations and engineering to ensure compliance with established standards.                                                                                                                                                                    |
| CFO / Head of Finance                 | Highest ranking financially-oriented position within the company. Reporting to the President & CEO, this strategic role plans directs and controls the organization's overall financial plans, policies and accounting practices and relationships with lending institutions, shareholders and the financial community in mid to large organizations. Provides advice and guidance for the Board of Directors on financial matters. May direct such functions as finance, general accounting, tax, payroll, customer billing, regulatory affairs, and information systems and may be responsible for Administration functions. Normally possesses a CA, CMA or CGA designation.                                                                                |
| Head of Customer Service              | The highest-ranking customer service position in the utility. Provides direction for all departmental activities, services and practices, including customer care/call centre, billing, credit and collections. Accountable for the development, implementation and integration of all customer service related activities to achieve a competitive advantage through customer driven initiatives and strategies. Directs and oversees the implementation of customer service standards, policies and procedures; manages and coordinates budgets.                                                                                                                                                                                                             |
| Head of Regulatory Affairs            | Represents the organization on quality and regulatory matters before government agencies and conformity assessment bodies including providing of evidence, regulatory filings, supporting analyses, position papers, interrogatory responses, etc. Keeps abreast of on-going developments in regulatory practices affecting electrical distribution utilities. Ensures that regulatory information is disseminated throughout the organization in a timely and effective manner. Is responsible for the filing of written communications and regulatory submissions to government agencies (OEB) and conformity assessment bodies (IMO). Generally reports to President & CEO or a senior executive.                                                           |
| Head of Human Resources               | The highest-ranking human resources position in the organization. Provides direction, support and alignment of organization-wide Human Resources practices and systems with the business in terms of mission, vision and the strategic imperatives. Ensures that existing needs and future demands of internal customers are met through a cost effective and efficient HR services. Directs HR management and staff in the development and implementation of Human Resources strategy, policies and programs covering employment, negotiations & labour relations, training, compensation, organization development, performance management, benefits and may include health & safety. Provides coaching and counsel to the executive and Board of Directors. |



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### Administration

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Executive Assistant      | Performs advanced, diversified and confidential administrative duties requiring broad knowledge of organizational policies and practices. Initiates and prepares correspondence, reports, either routine or non-routine. Screens telephone calls and visitors and resolves routine and complex inquiries. Schedules appointments, meetings and travel itineraries. In some cases, may have responsibility for routine HR and administrative services. Records, prepares and distributes minutes of meetings, including Board of Director minutes. Reports to the President & CEO and may provide support to other executives. |
| Administrative Assistant | Performs advanced, diversified and confidential administrative duties for executives and/or senior management, requiring broad and comprehensive experience and knowledge of organizational policies and practices. Prepares correspondence, reports, either routine or non-routine. Screens telephone calls and visitors and resolves routine and complex inquiries. Schedules appointments, meetings and travel itineraries. Reports to a senior executive or executive team.                                                                                                                                               |

### Engineering

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Director Engineering                             | Plans and directs the overall engineering activities and engineering staff of the organization. Formulates and implements plans, budgets, policies and procedures to facilitate and improve processes. Coordinates the creation, development, design and improvement of the organization's projects and products in conformance with established programs and objectives. Oversees plans, resources and budgets of the department aligned with business strategy.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Engineering Manager and/or Distribution Engineer | Supervises and directs the work of an engineering division such as distribution, line design, transmission planning, distribution planning and/or civil engineering. Responsible for engineering work involving a wide scope of assignments. Handles personnel coordination and issues of the division, prepares estimates, specifications and designs, including the supervision, planning and scheduling of work within the division – Requires a P. Eng.<br><br><u>OR</u><br>Supervises engineering technicians or service technicians. Directs and coordinates the activities, schedules and projects of the construction and maintenance group of those involved with the distribution of electrical power from transformer substations, construction and maintenance of distribution systems. Consults with other department management on plant design, construction and maintenance. Prepares monthly operating reports, budget estimates, and work and materials specifications. Reviews and approves material requisitions, work authorizations and drawings for facilities. Requires a P. Eng. |
| Project Engineer                                 | Non-supervisory position. Directs and coordinates activities related to utility engineering project work, such as smart grid systems, renewables, large utility projects, asset renewal, etc. Requires a P. Eng.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Supervisor Engineering                           | Supervises a small technical work group which may include CAD operators and/or engineering technicians. Coordinates the development and maintenance of engineering and construction standards and systems (GIS, AM/FM, CAD). Organizes, stores and maintains the integrity of hard copy file records, digital formats and mapping standards. Normally requires a C.E.T. or A.Sc. T. Typically reports to an engineering manager.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |





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### Operations

|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Director Operations               | NOT the head of function. Plans and directs all operations functions (no engineering responsibility), of the utility. Formulates and implements plans, budgets, policies and procedures to facilitate and improve processes and establishes clear controls, objectives and measures to ensure safe and appropriate delivery of services and clarity of roles and responsibilities. Evaluates the feasibility of new or revised systems or procedures and oversees operations to ensure compliance with established standards.                                                                                                                                 |
| Manager Operations                | NOT the head of function. Supervises, co-ordinates, directs, schedules and controls the construction, maintenance and personnel of the division, including budgets, transportation, equipment and material requirements and fleet management. Division responsibilities include construction, maintenance and repair of all overhead transmission, overhead and underground distribution and may include coordination of tree trimming for geographical area assigned to the division. In smaller utilities, a professional engineer may fill this role.                                                                                                      |
| Manager Control Centre            | Supervises, co-ordinates, directs, schedules and controls the control centre and technical staff. Provides leadership in the planning and coordination of the control centre relative to safety, reliability and control of the distribution system. Is responsible for budgets, and the direct operations of the control centre approving system outages, switching and maintenance requirements to maintain and improve system reliability.                                                                                                                                                                                                                 |
| Supervisor Control Centre         | Directs and supervises control centre technical staff. Provides planning and coordination of control centre scheduling and maintenance required for the safe, reliable operation and control of the distribution system, including the authorization of the operation of system devices, equipment and control access to electrical plant and substations. Approves and coordinates system outages and switching as required for maintenance and system reliability. Oversees power interruptions and emergencies with dispatch staff to affect corrective measures for isolation, emergency repairs and restoration purposes. Monitors feeder load profiles. |
| Supervisor Protection and Control | Responsible for the management of all Protection & Controls activities related to the installation, maintenance and commissioning of: Protective Relaying Schemes and Station Automation Systems; SCADA System, Visual Display System and Remote Terminal Units; Operations Ethernet and system-wide Area Communications Networks; Distribution Automation Systems, Sectionalizing Devices and Remote Supervisory Controlled Devices. Prepares and administers reports, budgets, Policies and Procedures, record keeping systems.                                                                                                                             |
| Supervisor Station Maintenance    | Responsible for the planning, coordinating both maintenance and installation of substations, as well as ensuring reliability of the underground plant, through testing and troubleshooting. Supervises, coordinates and schedules the activities of Station Maintenance Electricians and Protection and Control Technicians, Reviews work assignments, daily logs, reports and orders. Co-ordinate crews and plan jobs, assigns work per shift, long-term work and shift coverage to ensure the smooth flow of routine work and that all shifts are covered.                                                                                                  |
| Line Supervisor                   | Coordinates and directs the lead journey person and/or crews in the construction and maintenance of distribution lines and equipment (overhead and/or underground). Works with lead journey person to develop plans and schedules required in directing and assigning a crew or crews of skilled trade staff in performing construction, maintenance and operation of the distribution system lines in a safe and efficient manner. Supervises and coordinates subcontractors engaged in planning and executing work procedures, interpreting specifications and managing construction.                                                                       |
| Manager Meter Department          | Supervises the overall operations of the Meter department, prepares budgets, directs the purchase and maintenance of equipment and technology related to the department. Provides direction on the supervision of meter staff, the assignment of work and productivity of staff. Supervises the work related to interactions with electronic meter programming and interaction with/or the operation of the MV90 or similar data collection systems.                                                                                                                                                                                                          |



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| Supervisor Meter Department | Responsible for overall operation of the Meter department, including operations, budgeting and supervision of meter technicians or other operations staff. Assigns, monitors and inspects the daily work and productivity of the staff in metering operations to ensure timely delivery of services, maintenance of equipment and identification of issues. Develops work plans for the department that include supervising meter re-verification, new meter installs, record maintenance and monitoring of meter maintenance, damage, reporting and theft issues. Ensures compliance with technical standards for equipment. Responsible for electronic meter programming and interaction with/operation of an MV90 or similar data collection system. |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Supply Chain / Procurement

|                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Director Supply Chain Management                                    | Responsible for the overall operation of the Procurement, Inventory, Fleet and/or Facilities programs and initiatives in the organization. Formulates and implements plans, budgets, policies and procedures to facilitate and improve processes and establishes clear controls, objectives and measures to ensure safe and appropriate delivery of services and clarity of roles and responsibilities. Oversees the establishment of user service level agreements, and provides contract management expertise and acts as a resource for contract negotiation, review and approval. Directs the effective capital acquisition and maintenance of the corporate fleet and/or directs the effective maintenance and capital investment of the organizations facilities and assets. |
| Manager Procurement and/or Inventory and/or Facilities and/or Fleet | Responsible for all purchasing and/or inventory and/or facilities and/or fleet for all areas of the utility. Negotiates vendor agreements and manages the tender process. May also be responsible for stores and inventory control in the warehouse. Is responsible for budgets, policies and procedures and directs the work of the purchasing or buyers and/or stores and/or facilities and/or fleet personnel. Works with the organization in setting partnership relationships to understand and meet the needs of the organization, its operations and risk associated with the effective and efficient operations of the company.                                                                                                                                            |
| Supervisor Stores/Inventory/Warehouse                               | Supervises inventory control, records and stores operation. Orders material to maintain on-hand quantities with procurements approval. Responsible for testing safety equipment, i.e., hoses, blankets, gloves, etc., small tool and equipment repair and reconditioning. Assists procurement department in the sale of obsolete equipment and material.                                                                                                                                                                                                                                                                                                                                                                                                                           |

### Accounting / Finance

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Controller or Director Finance | NOT the head of function. Responsible for all financial reporting, accounting and record keeping functions. Directs the establishment and maintenance of the organization's accounting and finance principles, practices and procedures for the maintenance of its fiscal records and the preparation of its financial reports. Directs general and property accounting, cost accounting and budgetary control. Appraises operating results in terms of costs, budgets, operating policies, trends and increased profit opportunities. Reports to a CFO/VP Finance.                                                                                                                                                                                                            |
| Manager Accounting             | Manages the general accounting functions and the preparation of reports and statistics reflecting earnings, profits, cash balances and other financial results. Formulates and administers approved accounting practices throughout the organization to ensure that financial and operating reports accurately reflect the condition of the business and provide reliable information. Reports to Controller/Director Finance or CFO/VP Finance.                                                                                                                                                                                                                                                                                                                               |
| Manager Risk Management        | Responsible for risk management activities including cash flow management, credit facilities management, insurance and support for credit and collection policies throughout the corporation. May be responsible for ensuring that cash liquidity risk is managed in an appropriate fashion such that bank account balances are sufficient to meet operational, capital expenditures and debt servicing requirements while minimizing short-term borrowings or surplus investing. Provides leadership in the developing new and refining existing risk management policies to respond to changes in risk tolerances and business conditions and as financial risks are better understood in accordance with industry best practices. Reports to Head of Finance or COO or CEO. |



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| Supervisor Accounting         | Coordinates activities of the payable/receivable clerks. Supervises accounts payable and receivable transactions, entries and trial balances; responsible for the accuracy of all journal entries and reconciliation of invoices; updates credit department on account status.                                                                                                                                                                                                        |
| Financial or Business Analyst | Conducts analysis of information for budgeting, investment and financial forecasts; applies principles of accounting to analyze past and present financial operations; estimates future revenues and expenditures; prepares budgets; develops and maintains budgeting systems; processes and prepares business transactions and reports, reconciles ledgers and sub-ledgers, cash flow projections, entry of source documents. Holds a financial designation, either CA, CMA or CGA.  |
| Accountant                    | Supports the organization decisions through financial information and relevant analysis. Ensures the integrity between the CS work order systems and general ledger system is maintained. Initiate corrective measures when discrepancies occur between the systems. Collects and combines information for the decision making process by management, including financial statements and special projects as assigned (e.g. preparation of rate submission supplemental information). |

### Customer Service

|                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| Director Customer Service                                     | NOT the head of function. Provides direction for all departmental activities, services and practices, including customer care/call centre, billing, credit and collections. Accountable for the implementation and integration of all customer service related activities. Oversees the implementation of customer service standards, policies and procedures; manages budgets; manages activities of CS managers and/or supervisory staff.                                                                                                                                                                                                                                                    |
| Manager Customer Service and/or Billing                       | NOT the head of function. Manages a team of customer service and/or billing representatives in providing information, receiving and responding to customer inquiries, complaints or requests. Develops and maintains customer information systems, processes and procedures including billing, credit, deposits and collections. Liaises with representatives of other organizations and customer groups to share information and resolve administrative, organizational and technical problems. Responds to elevated customer complaints. This function may also be responsible for coordinating meter installation/maintenance, residential electric service connections, and service calls. |
| Supervisor Customer Service and/or Billing and/or Collections | Supervises customer service representatives (billing clerks and/or collections clerks) and coordinates customer service programs within the framework of established customer service policies. Schedules and organizes staff to accommodate anticipated workflow from bill inquiries, delinquent accounts, re-connections and disconnections, customer deposits, etc. Recommends corrective steps to address customer issues and refers unique issues to manager for response.                                                                                                                                                                                                                |

### Regulatory Affairs

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| Director Regulatory Affairs | NOT the head of function. Supports the VP or may represent the organization on regulatory matters before government agencies and conformity assessment bodies including providing of evidence, regulatory filings, supporting analyses, position papers, interrogatory responses, etc. Ensures that regulatory information is disseminated throughout the organization in a timely and effective manner. Is responsible for or supports the filing of written communications and regulatory submissions to government agencies (OEB) and conformity assessment bodies (IMO). |
| Manager Regulatory Affairs  | NOT the head of function. Manages the organization's regulatory staff, programs and activities to ensure compliance. Assists the organization on quality and regulatory matters before government agencies, providing research and analyses. Ensures that regulatory information is disseminated throughout the organization in a timely and effective manner. Coordinates the filing of written communications and regulatory submissions to government agencies (OEB) and conformity assessment bodies (IMO).                                                              |



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|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Regulatory Accountant | Ensures that the accounting activities for regulatory financial reporting are in compliance with all Ontario Energy Board (OEB) policies and guidelines. Act as a key resource to provide expert advice and recommendations in the implantation of all OEB, OPA and IESO codes and regulations in order to ensure corporate compliance. Track and reconcile all OEB accounts, including business rationale for changes in balances, cost side of accounts subject to prudence review (i.e. conservation, smart meters) and the cost side of Ontario Power Authority (OPA) programs. |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Conservation / Demand

|                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Settlement or Rate Analyst                              | Responsible for recording, creating, analyzing, processing and reconciling metering data. Operates and administers an MV-90 or similar data collection system, downloading, validating, editing, estimating and processing interval meter-related information. Has in-depth understanding of commercial billing practices, the IMO and the OEB's Retail Settlement Code. Analyses rates using rate sensitivity models and develops appropriate rate structures, using the specific models.                                                                                                                                                                                                                                            |
| Director or Officer, Conservation and Demand Management | This position is responsible for planning, coordinating, evaluating and delivering energy and water conservation and demand management programs. Develops plans for programs in accordance with the OEB's conservation and demand management code to ensure achievement of OEB mandated energy consumption and demand conservation targets.                                                                                                                                                                                                                                                                                                                                                                                           |
| Manager Conservation & Demand/Marketing                 | Responsible for managing the development and implementation of CDM initiatives as well as the marketing communications expertise and support required for the successful delivery of the company's Conservation and Demand Management (CDM) programs. Marketing communication plans may include, but are not limited to advertising, media conferences, program launch events, workshops, event displays. Liaising with, as needed, senior marketing and/or communications personnel representing organizations and groups involved in conservation and sustainability including, but not limited to, the Ontario Power Authority (OPA), the Ontario Energy Board (OEB), Ministry of Energy, municipal and regional governments, etc. |

### Information Systems / Technology

|                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Director Information Systems                                               | Accountable for operations and alignment of the Information and Telecommunication Systems with the business in terms of organization objectives and imperatives. Ensures that existing needs and future demands of internal and external customers are met through a cost effective and efficient information and telecommunication infrastructure. Oversees IS management in areas of computer operations, systems planning, design, security, programming and telecommunications. Reviews and evaluates project feasibility and needs based upon management's and business requirements and priorities. Develops departmental plans, strategy, budgets and resource requirements. Typically reports to President & CEO, or CFO. |
| Manager Information Systems and/or Security                                | Manages and directs staff in areas of computer operations, systems planning, design, security, programming and telecommunications. Develops and maintains systems standards and procedures and assigns work to department staff. Reviews and evaluates project feasibility and needs based upon management's and business requirements and priorities. Develops departmental plans, project plans, budgets and resource requirements.                                                                                                                                                                                                                                                                                             |
| Systems/Program Administrator or Applications/Systems Support Professional | Responsible for maintenance of software systems including system analysis, programming and design, updates and changes. Makes a preliminary study of new applications and recommendations to implement them, including hardware and software. Troubleshoots and corrects problems in existing programs, other than normal problems, usually caused by changes of software or hardware.                                                                                                                                                                                                                                                                                                                                            |



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### Human Resources

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Human Resources Manager     | NOT the head of function. Develops and implements human resources programs, including compensation, benefits, recruitment, performance management, labour relations/negotiations, training and development, assists in policy development, HR planning, record keeping or payroll etc. May supervise a team of HR professionals or support staff. Reports to a senior HR professional (Director or VP or equivalent).                                                                                                              |
| Human Resources Generalist  | Assists in the development and implementation of human resources policies and programs by providing support and guidance to managers and employees in the areas of compensation, labour relations, employee relations, performance management, benefits, recruitment, training and HRIS systems. Acts as a business partner to the organization in the areas of human capital. May assist in the preparation of negotiations.                                                                                                      |
| Human Resources Coordinator | Administrative support to one or more functional areas of HR and/or Safety. Processes, coordinates and enters into a HRIS or other system, a variety of documents including employment applications, benefits, compensation and payroll changes and confidential employee information. Responds to routine employment questions and distributes and maintains manuals and employee program communications.                                                                                                                         |
| Payroll                     | Performs the payroll coordination and administration. Maintains the organizations internal or external payroll system. Prepares monthly requisitions for WSIB, Employee Health Tax, Receiver General, OMERS Pension and Union Dues. Administers employee pension program and provides pension calculation estimates as requested. Reconciles monthly payroll for year-end finance procedures. Prepares annual T4's and T4A's and OMERS Pension and responds to inquiries from employees and pensioners regarding the pension plan. |
| Manager, Health & Safety    | Accountable for the development and implementation of occupational health, safety and environmental programs, including training, maintenance of safe working conditions, investigation and reporting of workplace accidents. Also identifies areas of potential risk and makes recommendations to reduce or eliminate potential accident or health hazards in compliance with government regulations.                                                                                                                             |

### Communications

|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Director Communications | Directs the development, management and execution of internal and external corporate communications strategies for the company, and marketing and public relations initiatives. Acts as the Chief Spokesperson for the organization. Leads the management and development of the corporate brand and identity. Oversees the development, production and distribution of corporate publications including, but not limited to, the annual report, customer newsletters, information brochures, bill inserts, CDM/Green marketing materials, employee newsletters and media releases. Directs the development and management of the company's external (corporate internet site) and internal (corporate intranet site) web presence and strategy. Oversees the management and execution of internal and external corporate events as well as community-relations activities such as sponsorship and donation programs. |
| Manager Communications  | Responsible for managing the development and implementation of all customer communications initiatives as well as the marketing communications expertise and support required for the successful delivery of the company's CDM and customer communications materials/systems. Communication materials may include, but are not limited to, customer newsletters, information brochures, bill form design, employee intranet, LCD information monitors, and website communications. Working in conjunction with Regulatory Affairs, develop materials or other communication methods to communicate regulatory changes/issues that may directly impact the customer. Manages event planning for internal and external company events.                                                                                                                                                                                  |

### E. Regions

The map below identifies the 5 regions that will be used for reporting on a geographic basis.

