



10/13/2020

## The MEARIE Group - 2020 Management Salary Survey of Local Distribution Companies

Job Markets Results by Customer Base

Choose Language:

English



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| 2020 Model Job Code | Survey Job Title   | Job Matches      |                   | Hay Points |         | Salary Range Minimum |     |     |         | P75 |
|---------------------|--|------------------|-------------------|------------|---------|----------------------|-----|-----|---------|-----|
|                     |  | No. of Companies | No. of Incumbents | P50        | Average | P75                  | P50 | P25 | Average |     |
| 0000                | President & CEO  | 8                | 8                 |            |         |                      |     |     |         |     |
| 0001                | Chief Operating Officer (COO)  | 4                | 4                 |            |         |                      |     |     |         |     |
| 0002                | Head of Operations and/or Engineering                                      | 2                | 2                 |            |         |                      |     |     |         |     |
| 0003                | CFO / Head of Finance  | 7                | 7                 |            |         |                      |     |     |         |     |
| 0004                | Head of Customer Service   | 1                | 1                 |            |         |                      |     |     |         |     |
| 0005                | Head of Regulatory Affairs   | -                | -                 |            |         |                      |     |     |         |     |
| 0006                | Head of Human Resources  | 1                | 1                 |            |         |                      |     |     |         |     |
| 1000                | Executive Assistant  | 3                | 3                 |            |         |                      |     |     |         |     |
| 1001                | Administrative Assistant   | 2                | 2                 |            |         |                      |     |     |         |     |
| 2000                | Director Engineering   | -                | -                 |            |         |                      |     |     |         |     |
| 2001                | Engineering Manager and/or Distribution Engineer                           | 1                | 1                 |            |         |                      |     |     |         |     |
| 2002                | Project Engineer   | 1                | 1                 |            |         |                      |     |     |         |     |
| 2003                | Supervisor Engineering   | 2                | 2                 |            |         |                      |     |     |         |     |
| 2500                | Director Operations  | -                | -                 |            |         |                      |     |     |         |     |
| 2501                | Manager Operations   | 6                | 6                 |            |         |                      |     |     |         |     |
| 2502                | Manager Control Centre   | -                | -                 |            |         |                      |     |     |         |     |
| 2503                | Supervisor Control Centre  | -                | -                 |            |         |                      |     |     |         |     |
| 2504                | Supervisor Protection and Control  | -                | -                 |            |         |                      |     |     |         |     |
| 2505                | Supervisor Station Maintenance   | 1                | 1                 |            |         |                      |     |     |         |     |
| 2506                | Line Supervisor  | 5                | 5                 |            |         |                      |     |     |         |     |
| 2507                | Manager Meter Department   | 1                | 1                 |            |         |                      |     |     |         |     |
| 2508                | Supervisor Meter Department  | -                | -                 |            |         |                      |     |     |         |     |
| 3000                | Director Supply Chain Management   | -                | -                 |            |         |                      |     |     |         |     |
| 3001                | Manager Procurement and/or Inventory and/or Facilities and/or Fleet        | -                | -                 |            |         |                      |     |     |         |     |
| 3002                | Supervisor Stores/Inventory/Warehouse                                      | 1                | 1                 |            |         |                      |     |     |         |     |
| 4000                | Controller or Director Finance   | 1                | 1                 |            |         |                      |     |     |         |     |
| 4001                | Manager Accounting   | 2                | 2                 |            |         |                      |     |     |         |     |
| 4002                | Manager Risk Management  | -                | -                 |            |         |                      |     |     |         |     |
| 4003                | Supervisor Accounting  | 2                | 2                 |            |         |                      |     |     |         |     |
| 4004                | Financial or Business Analyst  | 2                | 2                 |            |         |                      |     |     |         |     |
| 4005                | Accountant   | 2                | 2                 |            |         |                      |     |     |         |     |
| 5000                | Director Customer Service  | -                | -                 |            |         |                      |     |     |         |     |
| 5001                | Manager Customer Service and/or Billing                                    | 4                | 4                 |            |         |                      |     |     |         |     |
| 5002                | Supervisor Customer Service and/or Billing and/or Collections              | 3                | 3                 |            |         |                      |     |     |         |     |
| 5500                | Director Communications  | -                | -                 |            |         |                      |     |     |         |     |
| 5501                | Manager Communications   | 1                | 1                 |            |         |                      |     |     |         |     |
| 6000                | Director Regulatory Affairs  | -                | -                 |            |         |                      |     |     |         |     |
| 6001                | Manager Regulatory Affairs   | 3                | 3                 |            |         |                      |     |     |         |     |
| 6002                | Regulatory Accountant  | 1                | 1                 |            |         |                      |     |     |         |     |
| 7000                | Settlement or Rate Analyst   | 2                | 2                 |            |         |                      |     |     |         |     |
| 7001                | Director or Officer, Conservation and Demand Management                    | -                | -                 |            |         |                      |     |     |         |     |
| 7002                | Manager Conservation & Demand/Marketing                                    | 1                | 1                 |            |         |                      |     |     |         |     |
| 8000                | Director Information Systems   | -                | -                 |            |         |                      |     |     |         |     |
| 8001                | Manager Information Systems and/or Security                                | 3                | 4                 |            |         |                      |     |     |         |     |
| 8002                | Systems/Program Administrator or Applications/Systems Support Professional | 1                | 1                 |            |         |                      |     |     |         |     |
| 9000                | Human Resources Manager  | 2                | 2                 |            |         |                      |     |     |         |     |
| 9001                | Human Resources Generalist   | 2                | 2                 |            |         |                      |     |     |         |     |
| 9002                | Human Resources Coordinator  | -                | -                 |            |         |                      |     |     |         |     |
| 9003                | Payroll  | 3                | 3                 |            |         |                      |     |     |         |     |
| 9004                | Manager, Health & Safety   | -                | -                 |            |         |                      |     |     |         |     |
| N001                | Executive Role - Non Regulated Business                                    | -                | -                 |            |         |                      |     |     |         |     |
| N002                | Non-Executive Role - Non Regulated Business                                | -                | -                 |            |         |                      |     |     |         |     |



## Up to 19,999 Customers

[illegible]



## Up to 19,999 Customers

[illegible]

| 2020 Model Job Code | Survey Job Title   | Actual Bonus % |     |         | Actual Total Cash |     |     |         |
|---------------------|--|----------------|-----|---------|-------------------|-----|-----|---------|
|                     |  | P50            | P25 | Average | P75               | P50 | P25 | Average |
| 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  |                |     |         |                   |     |     |         |
| 1000                | Executive Assistant  |                |     |         |                   |     |     |         |
| 1001                | Administrative Assistant   |                |     |         |                   |     |     |         |
| 2000                | Director Engineering   |                |     |         |                   |     |     |         |
| 2001                | Engineering Manager and/or Distribution Engineer                           |                |     |         |                   |     |     |         |
| 2002                | Project Engineer   |                |     |         |                   |     |     |         |
| 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  |                |     |         |                   |     |     |         |
| 3000                | Director Supply Chain Management   |                |     |         |                   |     |     |         |
| 3001                | Manager Procurement and/or Inventory and/or Facilities and/or Fleet        |                |     |         |                   |     |     |         |
| 3002                | Supervisor Stores/Inventory/Warehouse                                      |                |     |         |                   |     |     |         |
| 4000                | Controller or Director Finance   |                |     |         |                   |     |     |         |
| 4001                | Manager Accounting   |                |     |         |                   |     |     |         |
| 4002                | Manager Risk Management  |                |     |         |                   |     |     |         |
| 4003                | Supervisor Accounting  |                |     |         |                   |     |     |         |
| 4004                | Financial or Business Analyst  |                |     |         |                   |     |     |         |
| 4005                | Accountant   |                |     |         |                   |     |     |         |
| 5000                | Director Customer Service  |                |     |         |                   |     |     |         |
| 5001                | Manager Customer Service and/or Billing                                    |                |     |         |                   |     |     |         |
| 5002                | Supervisor Customer Service and/or Billing and/or Collections              |                |     |         |                   |     |     |         |
| 5500                | Director Communications  |                |     |         |                   |     |     |         |
| 5501                | Manager Communications   |                |     |         |                   |     |     |         |
| 6000                | Director Regulatory Affairs  |                |     |         |                   |     |     |         |
| 6001                | Manager Regulatory Affairs   |                |     |         |                   |     |     |         |
| 6002                | Regulatory Accountant  |                |     |         |                   |     |     |         |
| 7000                | Settlement or Rate Analyst   |                |     |         |                   |     |     |         |
| 7001                | Director or Officer, Conservation and Demand Management                    |                |     |         |                   |     |     |         |
| 7002                | Manager Conservation & Demand/Marketing                                    |                |     |         |                   |     |     |         |
| 8000                | Director Information Systems   |                |     |         |                   |     |     |         |
| 8001                | Manager Information Systems and/or Security                                |                |     |         |                   |     |     |         |
| 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   |                |     |         |                   |     |     |         |
| N001                | Executive Role - Non Regulated Business                                    |                |     |         |                   |     |     |         |
| N002                | Non-Executive Role - Non Regulated Business                                |                |     |         |                   |     |     |         |

| 2020 Model Job Code | Survey Job Title   | Job Matches      |                   | Hay Points |         | Salary Range Minimum |     |     |         | P75 |
|---------------------|--|------------------|-------------------|------------|---------|----------------------|-----|-----|---------|-----|
|                     |  | No. of Companies | No. of Incumbents | P50        | Average | P75                  | P50 | P25 | Average |     |
| 0000                | President & CEO  | 8                | 8                 |            |         |                      |     |     |         |     |
| 0001                | Chief Operating Officer (COO)  | 4                | 4                 |            |         |                      |     |     |         |     |
| 0002                | Head of Operations and/or Engineering                                      | 6                | 6                 |            |         |                      |     |     |         |     |
| 0003                | CFO / Head of Finance  | 7                | 7                 |            |         |                      |     |     |         |     |
| 0004                | Head of Customer Service   | 2                | 2                 |            |         |                      |     |     |         |     |
| 0005                | Head of Regulatory Affairs   | -                | -                 |            |         |                      |     |     |         |     |
| 0006                | Head of Human Resources  | 3                | 3                 |            |         |                      |     |     |         |     |
| 1000                | Executive Assistant  | 5                | 7                 |            |         |                      |     |     |         |     |
| 1001                | Administrative Assistant   | 1                | 2                 |            |         |                      |     |     |         |     |
| 2000                | Director Engineering   | 1                | 1                 |            |         |                      |     |     |         |     |
| 2001                | Engineering Manager and/or Distribution Engineer                           | 6                | 6                 |            |         |                      |     |     |         |     |
| 2002                | Project Engineer   | 2                | 8                 |            |         |                      |     |     |         |     |
| 2003                | Supervisor Engineering   | 5                | 6                 |            |         |                      |     |     |         |     |
| 2500                | Director Operations  | 2                | 4                 |            |         |                      |     |     |         |     |
| 2501                | Manager Operations   | 7                | 8                 |            |         |                      |     |     |         |     |
| 2502                | Manager Control Centre   | -                | -                 |            |         |                      |     |     |         |     |
| 2503                | Supervisor Control Centre  | 2                | 2                 |            |         |                      |     |     |         |     |
| 2504                | Supervisor Protection and Control  | 1                | 1                 |            |         |                      |     |     |         |     |
| 2505                | Supervisor Station Maintenance   | 1                | 1                 |            |         |                      |     |     |         |     |
| 2506                | Line Supervisor  | 7                | 10                |            |         |                      |     |     |         |     |
| 2507                | Manager Meter Department   | 2                | 2                 |            |         |                      |     |     |         |     |
| 2508                | Supervisor Meter Department  | -                | -                 |            |         |                      |     |     |         |     |
| 3000                | Director Supply Chain Management   | 1                | 1                 |            |         |                      |     |     |         |     |
| 3001                | Manager Procurement and/or Inventory and/or Facilities and/or Fleet        | 5                | 5                 |            |         |                      |     |     |         |     |
| 3002                | Supervisor Stores/Inventory/Warehouse                                      | 1                | 1                 |            |         |                      |     |     |         |     |
| 4000                | Controller or Director Finance   | 1                | 1                 |            |         |                      |     |     |         |     |
| 4001                | Manager Accounting   | 5                | 5                 |            |         |                      |     |     |         |     |
| 4002                | Manager Risk Management  | 1                | 1                 |            |         |                      |     |     |         |     |
| 4003                | Supervisor Accounting  | 3                | 3                 |            |         |                      |     |     |         |     |
| 4004                | Financial or Business Analyst  | 5                | 8                 |            |         |                      |     |     |         |     |
| 4005                | Accountant   | 2                | 2                 |            |         |                      |     |     |         |     |
| 5000                | Director Customer Service  | 1                | 1                 |            |         |                      |     |     |         |     |
| 5001                | Manager Customer Service and/or Billing                                    | 6                | 6                 |            |         |                      |     |     |         |     |
| 5002                | Supervisor Customer Service and/or Billing and/or Collections              | 4                | 4                 |            |         |                      |     |     |         |     |
| 5500                | Director Communications  | -                | -                 |            |         |                      |     |     |         |     |
| 5501                | Manager Communications   | 3                | 3                 |            |         |                      |     |     |         |     |
| 6000                | Director Regulatory Affairs  | -                | -                 |            |         |                      |     |     |         |     |
| 6001                | Manager Regulatory Affairs   | 1                | 1                 |            |         |                      |     |     |         |     |
| 6002                | Regulatory Accountant  | 2                | 2                 |            |         |                      |     |     |         |     |
| 7000                | Settlement or Rate Analyst   | 2                | 2                 |            |         |                      |     |     |         |     |
| 7001                | Director or Officer, Conservation and Demand Management                    | -                | -                 |            |         |                      |     |     |         |     |
| 7002                | Manager Conservation & Demand/Marketing                                    | 2                | 3                 |            |         |                      |     |     |         |     |
| 8000                | Director Information Systems   | 4                | 4                 |            |         |                      |     |     |         |     |
| 8001                | Manager Information Systems and/or Security                                | 6                | 7                 |            |         |                      |     |     |         |     |
| 8002                | Systems/Program Administrator or Applications/Systems Support Professional | 6                | 12                |            |         |                      |     |     |         |     |
| 9000                | Human Resources Manager  | 4                | 4                 |            |         |                      |     |     |         |     |
| 9001                | Human Resources Generalist   | 3                | 6                 |            |         |                      |     |     |         |     |
| 9002                | Human Resources Coordinator  | 1                | 2                 |            |         |                      |     |     |         |     |
| 9003                | Payroll  | 1                | 1                 |            |         |                      |     |     |         |     |
| 9004                | Manager, Health & Safety   | 6                | 6                 |            |         |                      |     |     |         |     |
| N001                | Executive Role - Non Regulated Business                                    | 2                | 2                 |            |         |                      |     |     |         |     |
| N002                | Non-Executive Role - Non Regulated Business                                | 2                | 2                 |            |         |                      |     |     |         |     |





## 20,000 to 39,999 Customers

[illegible]



## 20,000 to 39,999 Customers

[illegible]



| 2020 Model Job Code | Survey Job Title   | Actual Bonus % |     |         | Actual Total Cash |     |     |         |
|---------------------|--|----------------|-----|---------|-------------------|-----|-----|---------|
|                     |  | P50            | P25 | Average | P75               | P50 | P25 | Average |
| 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  |                |     |         |                   |     |     |         |
| 1000                | Executive Assistant  |                |     |         |                   |     |     |         |
| 1001                | Administrative Assistant   |                |     |         |                   |     |     |         |
| 2000                | Director Engineering   |                |     |         |                   |     |     |         |
| 2001                | Engineering Manager and/or Distribution Engineer                           |                |     |         |                   |     |     |         |
| 2002                | Project Engineer   |                |     |         |                   |     |     |         |
| 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  |                |     |         |                   |     |     |         |
| 3000                | Director Supply Chain Management   |                |     |         |                   |     |     |         |
| 3001                | Manager Procurement and/or Inventory and/or Facilities and/or Fleet        |                |     |         |                   |     |     |         |
| 3002                | Supervisor Stores/Inventory/Warehouse                                      |                |     |         |                   |     |     |         |
| 4000                | Controller or Director Finance   |                |     |         |                   |     |     |         |
| 4001                | Manager Accounting   |                |     |         |                   |     |     |         |
| 4002                | Manager Risk Management  |                |     |         |                   |     |     |         |
| 4003                | Supervisor Accounting  |                |     |         |                   |     |     |         |
| 4004                | Financial or Business Analyst  |                |     |         |                   |     |     |         |
| 4005                | Accountant   |                |     |         |                   |     |     |         |
| 5000                | Director Customer Service  |                |     |         |                   |     |     |         |
| 5001                | Manager Customer Service and/or Billing                                    |                |     |         |                   |     |     |         |
| 5002                | Supervisor Customer Service and/or Billing and/or Collections              |                |     |         |                   |     |     |         |
| 5500                | Director Communications  |                |     |         |                   |     |     |         |
| 5501                | Manager Communications   |                |     |         |                   |     |     |         |
| 6000                | Director Regulatory Affairs  |                |     |         |                   |     |     |         |
| 6001                | Manager Regulatory Affairs   |                |     |         |                   |     |     |         |
| 6002                | Regulatory Accountant  |                |     |         |                   |     |     |         |
| 7000                | Settlement or Rate Analyst   |                |     |         |                   |     |     |         |
| 7001                | Director or Officer, Conservation and Demand Management                    |                |     |         |                   |     |     |         |
| 7002                | Manager Conservation & Demand/Marketing                                    |                |     |         |                   |     |     |         |
| 8000                | Director Information Systems   |                |     |         |                   |     |     |         |
| 8001                | Manager Information Systems and/or Security                                |                |     |         |                   |     |     |         |
| 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   |                |     |         |                   |     |     |         |
| N001                | Executive Role - Non Regulated Business                                    |                |     |         |                   |     |     |         |
| N002                | Non-Executive Role - Non Regulated Business                                |                |     |         |                   |     |     |         |

| 2020 Model Job Code | Survey Job Title   | Job Matches      |                   | Hay Points |         | Salary Range Minimum |     |     |         | P75 |
|---------------------|--|------------------|-------------------|------------|---------|----------------------|-----|-----|---------|-----|
|                     |  | No. of Companies | No. of Incumbents | P50        | Average | P75                  | P50 | P25 | Average |     |
| 0000                | President & CEO  | 8                | 8                 |            |         |                      |     |     |         |     |
| 0001                | Chief Operating Officer (COO)  | 3                | 3                 |            |         |                      |     |     |         |     |
| 0002                | Head of Operations and/or Engineering                                      | 6                | 8                 |            |         |                      |     |     |         |     |
| 0003                | CFO / Head of Finance  | 10               | 10                |            |         |                      |     |     |         |     |
| 0004                | Head of Customer Service   | 4                | 4                 |            |         |                      |     |     |         |     |
| 0005                | Head of Regulatory Affairs   | 2                | 2                 |            |         |                      |     |     |         |     |
| 0006                | Head of Human Resources  | 6                | 6                 |            |         |                      |     |     |         |     |
| 1000                | Executive Assistant  | 8                | 9                 |            |         |                      |     |     |         |     |
| 1001                | Administrative Assistant   | 5                | 10                |            |         |                      |     |     |         |     |
| 2000                | Director Engineering   | 6                | 11                |            |         |                      |     |     |         |     |
| 2001                | Engineering Manager and/or Distribution Engineer                           | 10               | 13                |            |         |                      |     |     |         |     |
| 2002                | Project Engineer   | 5                | 10                |            |         |                      |     |     |         |     |
| 2003                | Supervisor Engineering   | 6                | 8                 |            |         |                      |     |     |         |     |
| 2500                | Director Operations  | 3                | 4                 |            |         |                      |     |     |         |     |
| 2501                | Manager Operations   | 7                | 16                |            |         |                      |     |     |         |     |
| 2502                | Manager Control Centre   | 2                | 5                 |            |         |                      |     |     |         |     |
| 2503                | Supervisor Control Centre  | 4                | 4                 |            |         |                      |     |     |         |     |
| 2504                | Supervisor Protection and Control  | 2                | 2                 |            |         |                      |     |     |         |     |
| 2505                | Supervisor Station Maintenance   | 4                | 7                 |            |         |                      |     |     |         |     |
| 2506                | Line Supervisor  | 9                | 34                |            |         |                      |     |     |         |     |
| 2507                | Manager Meter Department   | 1                | 1                 |            |         |                      |     |     |         |     |
| 2508                | Supervisor Meter Department  | 5                | 5                 |            |         |                      |     |     |         |     |
| 3000                | Director Supply Chain Management   | 1                | 1                 |            |         |                      |     |     |         |     |
| 3001                | Manager Procurement and/or Inventory and/or Facilities and/or Fleet        | 7                | 7                 |            |         |                      |     |     |         |     |
| 3002                | Supervisor Stores/Inventory/Warehouse                                      | 2                | 2                 |            |         |                      |     |     |         |     |
| 4000                | Controller or Director Finance   | 7                | 7                 |            |         |                      |     |     |         |     |
| 4001                | Manager Accounting   | 5                | 5                 |            |         |                      |     |     |         |     |
| 4002                | Manager Risk Management  | -                | -                 |            |         |                      |     |     |         |     |
| 4003                | Supervisor Accounting  | 1                | 2                 |            |         |                      |     |     |         |     |
| 4004                | Financial or Business Analyst  | 5                | 4                 |            |         |                      |     |     |         |     |
| 4005                | Accountant   | 2                | 4                 |            |         |                      |     |     |         |     |
| 5000                | Director Customer Service  | 3                | 3                 |            |         |                      |     |     |         |     |
| 5001                | Manager Customer Service and/or Billing                                    | 6                | 13                |            |         |                      |     |     |         |     |
| 5002                | Supervisor Customer Service and/or Billing and/or Collections              | 8                | 14                |            |         |                      |     |     |         |     |
| 5500                | Director Communications  | 3                | 3                 |            |         |                      |     |     |         |     |
| 5501                | Manager Communications   | 5                | 5                 |            |         |                      |     |     |         |     |
| 6000                | Director Regulatory Affairs  | 3                | 3                 |            |         |                      |     |     |         |     |
| 6001                | Manager Regulatory Affairs   | 4                | 4                 |            |         |                      |     |     |         |     |
| 6002                | Regulatory Accountant  | 6                | 5                 |            |         |                      |     |     |         |     |
| 7000                | Settlement or Rate Analyst   | 3                | 2                 |            |         |                      |     |     |         |     |
| 7001                | Director or Officer, Conservation and Demand Management                    | 1                | 1                 |            |         |                      |     |     |         |     |
| 7002                | Manager Conservation & Demand/Marketing                                    | 5                | 4                 |            |         |                      |     |     |         |     |
| 8000                | Director Information Systems   | 5                | 5                 |            |         |                      |     |     |         |     |
| 8001                | Manager Information Systems and/or Security                                | 8                | 11                |            |         |                      |     |     |         |     |
| 8002                | Systems/Program Administrator or Applications/Systems Support Professional | 7                | 13                |            |         |                      |     |     |         |     |
| 9000                | Human Resources Manager  | 2                | 2                 |            |         |                      |     |     |         |     |
| 9001                | Human Resources Generalist   | 4                | 4                 |            |         |                      |     |     |         |     |
| 9002                | Human Resources Coordinator  | 4                | 4                 |            |         |                      |     |     |         |     |
| 9003                | Payroll  | 4                | 4                 |            |         |                      |     |     |         |     |
| 9004                | Manager, Health & Safety   | 8                | 8                 |            |         |                      |     |     |         |     |
| N001                | Executive Role - Non Regulated Business                                    | 3                | 3                 |            |         |                      |     |     |         |     |
| N002                | Non-Executive Role - Non Regulated Business                                | 3                | 3                 |            |         |                      |     |     |         |     |



## 40,000 to 79,999 Customers

[illegible]



## 40,000 to 79,999 Customers

[illegible]

| 2020 Model Job Code | Survey Job Title   | Actual Bonus % |     |         | Actual Total Cash |     |     |         |
|---------------------|--|----------------|-----|---------|-------------------|-----|-----|---------|
|                     |  | P50            | P25 | Average | P75               | P50 | P25 | Average |
| 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  |                |     |         |                   |     |     |         |
| 1000                | Executive Assistant  |                |     |         |                   |     |     |         |
| 1001                | Administrative Assistant   |                |     |         |                   |     |     |         |
| 2000                | Director Engineering   |                |     |         |                   |     |     |         |
| 2001                | Engineering Manager and/or Distribution Engineer                           |                |     |         |                   |     |     |         |
| 2002                | Project Engineer   |                |     |         |                   |     |     |         |
| 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  |                |     |         |                   |     |     |         |
| 3000                | Director Supply Chain Management   |                |     |         |                   |     |     |         |
| 3001                | Manager Procurement and/or Inventory and/or Facilities and/or Fleet        |                |     |         |                   |     |     |         |
| 3002                | Supervisor Stores/Inventory/Warehouse                                      |                |     |         |                   |     |     |         |
| 4000                | Controller or Director Finance   |                |     |         |                   |     |     |         |
| 4001                | Manager Accounting   |                |     |         |                   |     |     |         |
| 4002                | Manager Risk Management  |                |     |         |                   |     |     |         |
| 4003                | Supervisor Accounting  |                |     |         |                   |     |     |         |
| 4004                | Financial or Business Analyst  |                |     |         |                   |     |     |         |
| 4005                | Accountant   |                |     |         |                   |     |     |         |
| 5000                | Director Customer Service  |                |     |         |                   |     |     |         |
| 5001                | Manager Customer Service and/or Billing                                    |                |     |         |                   |     |     |         |
| 5002                | Supervisor Customer Service and/or Billing and/or Collections              |                |     |         |                   |     |     |         |
| 5500                | Director Communications  |                |     |         |                   |     |     |         |
| 5501                | Manager Communications   |                |     |         |                   |     |     |         |
| 6000                | Director Regulatory Affairs  |                |     |         |                   |     |     |         |
| 6001                | Manager Regulatory Affairs   |                |     |         |                   |     |     |         |
| 6002                | Regulatory Accountant  |                |     |         |                   |     |     |         |
| 7000                | Settlement or Rate Analyst   |                |     |         |                   |     |     |         |
| 7001                | Director or Officer, Conservation and Demand Management                    |                |     |         |                   |     |     |         |
| 7002                | Manager Conservation & Demand/Marketing                                    |                |     |         |                   |     |     |         |
| 8000                | Director Information Systems   |                |     |         |                   |     |     |         |
| 8001                | Manager Information Systems and/or Security                                |                |     |         |                   |     |     |         |
| 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   |                |     |         |                   |     |     |         |
| N001                | Executive Role - Non Regulated Business                                    |                |     |         |                   |     |     |         |
| N002                | Non-Executive Role - Non Regulated Business                                |                |     |         |                   |     |     |         |

| 2020 Model Job Code | Survey Job Title   | Job Matches      |                   | Hay Points |         | Salary Range Minimum |     |     |         | P75 |
|---------------------|--|------------------|-------------------|------------|---------|----------------------|-----|-----|---------|-----|
|                     |  | No. of Companies | No. of Incumbents | P50        | Average | P75                  | P50 | P25 | Average |     |
| 0000                | President & CEO  | 5                | 5                 |            |         |                      |     |     |         |     |
| 0001                | Chief Operating Officer (COO)  | 3                | 3                 |            |         |                      |     |     |         |     |
| 0002                | Head of Operations and/or Engineering                                      | 6                | 6                 |            |         |                      |     |     |         |     |
| 0003                | CFO / Head of Finance  | 6                | 6                 |            |         |                      |     |     |         |     |
| 0004                | Head of Customer Service   | 4                | 4                 |            |         |                      |     |     |         |     |
| 0005                | Head of Regulatory Affairs   | 2                | 2                 |            |         |                      |     |     |         |     |
| 0006                | Head of Human Resources  | 5                | 5                 |            |         |                      |     |     |         |     |
| 1000                | Executive Assistant  | 6                | 38                |            |         |                      |     |     |         |     |
| 1001                | Administrative Assistant   | 3                | 5                 |            |         |                      |     |     |         |     |
| 2000                | Director Engineering   | 5                | 5                 |            |         |                      |     |     |         |     |
| 2001                | Engineering Manager and/or Distribution Engineer                           | 6                | 15                |            |         |                      |     |     |         |     |
| 2002                | Project Engineer   | 6                | 27                |            |         |                      |     |     |         |     |
| 2003                | Supervisor Engineering   | 4                | 29                |            |         |                      |     |     |         |     |
| 2500                | Director Operations  | 4                | 5                 |            |         |                      |     |     |         |     |
| 2501                | Manager Operations   | 4                | 9                 |            |         |                      |     |     |         |     |
| 2502                | Manager Control Centre   | 2                | 4                 |            |         |                      |     |     |         |     |
| 2503                | Supervisor Control Centre  | 6                | 9                 |            |         |                      |     |     |         |     |
| 2504                | Supervisor Protection and Control  | 5                | 6                 |            |         |                      |     |     |         |     |
| 2505                | Supervisor Station Maintenance   | 5                | 17                |            |         |                      |     |     |         |     |
| 2506                | Line Supervisor  | 6                | 82                |            |         |                      |     |     |         |     |
| 2507                | Manager Meter Department   | 3                | 3                 |            |         |                      |     |     |         |     |
| 2508                | Supervisor Meter Department  | 6                | 10                |            |         |                      |     |     |         |     |
| 3000                | Director Supply Chain Management   | 2                | 2                 |            |         |                      |     |     |         |     |
| 3001                | Manager Procurement and/or Inventory and/or Facilities and/or Fleet        | 5                | 6                 |            |         |                      |     |     |         |     |
| 3002                | Supervisor Stores/Inventory/Warehouse                                      | 6                | 7                 |            |         |                      |     |     |         |     |
| 4000                | Controller or Director Finance   | 4                | 4                 |            |         |                      |     |     |         |     |
| 4001                | Manager Accounting   | 5                | 12                |            |         |                      |     |     |         |     |
| 4002                | Manager Risk Management  | 2                | 2                 |            |         |                      |     |     |         |     |
| 4003                | Supervisor Accounting  | 4                | 9                 |            |         |                      |     |     |         |     |
| 4004                | Financial or Business Analyst  | 5                | 14                |            |         |                      |     |     |         |     |
| 4005                | Accountant   | 3                | 8                 |            |         |                      |     |     |         |     |
| 5000                | Director Customer Service  | 4                | 4                 |            |         |                      |     |     |         |     |
| 5001                | Manager Customer Service and/or Billing                                    | 5                | 10                |            |         |                      |     |     |         |     |
| 5002                | Supervisor Customer Service and/or Billing and/or Collections              | 6                | 14                |            |         |                      |     |     |         |     |
| 5500                | Director Communications  | 3                | 3                 |            |         |                      |     |     |         |     |
| 5501                | Manager Communications   | 3                | 4                 |            |         |                      |     |     |         |     |
| 6000                | Director Regulatory Affairs  | 4                | 4                 |            |         |                      |     |     |         |     |
| 6001                | Manager Regulatory Affairs   | 6                | 9                 |            |         |                      |     |     |         |     |
| 6002                | Regulatory Accountant  | 4                | 4                 |            |         |                      |     |     |         |     |
| 7000                | Settlement or Rate Analyst   | 3                | 7                 |            |         |                      |     |     |         |     |
| 7001                | Director or Officer, Conservation and Demand Management                    | 1                | 1                 |            |         |                      |     |     |         |     |
| 7002                | Manager Conservation & Demand/Marketing                                    | 2                | 4                 |            |         |                      |     |     |         |     |
| 8000                | Director Information Systems   | 5                | 11                |            |         |                      |     |     |         |     |
| 8001                | Manager Information Systems and/or Security                                | 5                | 11                |            |         |                      |     |     |         |     |
| 8002                | Systems/Program Administrator or Applications/Systems Support Professional | 6                | 27                |            |         |                      |     |     |         |     |
| 9000                | Human Resources Manager  | 5                | 10                |            |         |                      |     |     |         |     |
| 9001                | Human Resources Generalist   | 3                | 22                |            |         |                      |     |     |         |     |
| 9002                | Human Resources Coordinator  | 5                | 12                |            |         |                      |     |     |         |     |
| 9003                | Payroll  | 5                | 6                 |            |         |                      |     |     |         |     |
| 9004                | Manager, Health & Safety   | 6                | 9                 |            |         |                      |     |     |         |     |
| N001                | Executive Role - Non Regulated Business                                    | 2                | 3                 |            |         |                      |     |     |         |     |
| N002                | Non-Executive Role - Non Regulated Business                                | 2                | 3                 |            |         |                      |     |     |         |     |





## More than 80,000 Customers

[illegible]



## More than 80,000 Customers

[illegible]

| 2020 Model Job Code | Survey Job Title   | Actual Bonus % |     |         | Actual Total Cash |     |     |         |
|---------------------|--|----------------|-----|---------|-------------------|-----|-----|---------|
|                     |  | P50            | P25 | Average | P75               | P50 | P25 | Average |
| 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  |                |     |         |                   |     |     |         |
| 1000                | Executive Assistant  |                |     |         |                   |     |     |         |
| 1001                | Administrative Assistant   |                |     |         |                   |     |     |         |
| 2000                | Director Engineering   |                |     |         |                   |     |     |         |
| 2001                | Engineering Manager and/or Distribution Engineer                           |                |     |         |                   |     |     |         |
| 2002                | Project Engineer   |                |     |         |                   |     |     |         |
| 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  |                |     |         |                   |     |     |         |
| 3000                | Director Supply Chain Management   |                |     |         |                   |     |     |         |
| 3001                | Manager Procurement and/or Inventory and/or Facilities and/or Fleet        |                |     |         |                   |     |     |         |
| 3002                | Supervisor Stores/Inventory/Warehouse                                      |                |     |         |                   |     |     |         |
| 4000                | Controller or Director Finance   |                |     |         |                   |     |     |         |
| 4001                | Manager Accounting   |                |     |         |                   |     |     |         |
| 4002                | Manager Risk Management  |                |     |         |                   |     |     |         |
| 4003                | Supervisor Accounting  |                |     |         |                   |     |     |         |
| 4004                | Financial or Business Analyst  |                |     |         |                   |     |     |         |
| 4005                | Accountant   |                |     |         |                   |     |     |         |
| 5000                | Director Customer Service  |                |     |         |                   |     |     |         |
| 5001                | Manager Customer Service and/or Billing                                    |                |     |         |                   |     |     |         |
| 5002                | Supervisor Customer Service and/or Billing and/or Collections              |                |     |         |                   |     |     |         |
| 5500                | Director Communications  |                |     |         |                   |     |     |         |
| 5501                | Manager Communications   |                |     |         |                   |     |     |         |
| 6000                | Director Regulatory Affairs  |                |     |         |                   |     |     |         |
| 6001                | Manager Regulatory Affairs   |                |     |         |                   |     |     |         |
| 6002                | Regulatory Accountant  |                |     |         |                   |     |     |         |
| 7000                | Settlement or Rate Analyst   |                |     |         |                   |     |     |         |
| 7001                | Director or Officer, Conservation and Demand Management                    |                |     |         |                   |     |     |         |
| 7002                | Manager Conservation & Demand/Marketing                                    |                |     |         |                   |     |     |         |
| 8000                | Director Information Systems   |                |     |         |                   |     |     |         |
| 8001                | Manager Information Systems and/or Security                                |                |     |         |                   |     |     |         |
| 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   |                |     |         |                   |     |     |         |
| N001                | Executive Role - Non Regulated Business                                    |                |     |         |                   |     |     |         |
| N002                | Non-Executive Role - Non Regulated Business                                |                |     |         |                   |     |     |         |



KORN FERRY®

## Participants

## 2020 Management Salary Survey

| Content                                  |
|--|
| <a href="#">Market Lines Definitions</a> |
| <a href="#">Elements definitions</a>     |
| <a href="#">List of Jobs</a>             |

| Market Lines Definitions                      |   |
|---|---|
| <b>Upper Quartile or Q3 (75th percentile)</b> | P75 - the 75th percentile (also called the upper quartile) is the limit above which we find 25% of salary practices and under which are the remaining 75%. In other words, 75% of the sample pays less than this level while 25% pays more. |
| <b>Median or M (50th percentile)</b>          | P50 - the 50th percentile (also called the median) is the line that divides the practices into two equal 50% groups; 50% of practices paying more and 50% paying less.  |
| <b>Lower Quartile or Q1 (25th Percentile)</b> | P25 - the 25th percentile (also called lower quartile) is the limit above which we find 75% of salary practices and under which are the remaining 25%. In other words, 25% of the sample pays less than this level while 75% pays more.     |

| Elements definitions        |  |
|-----------------------------|--|
| <b>Hay Points</b>           | The total evaluation points for a job, based on the Korn Ferry Guide Chart and Profile method of job evaluation.   |
| <b>Salary Range Minimum</b> | Minimum Salary/Minimum Base Salary Policy  |
| <b>Job Rate</b>             | Midpoint Salary/Base Salary Policy   |
| <b>Salary Range Maximum</b> | Maximum Salary/Maximum Base Salary Policy  |
| <b>Target Bonus %</b>       | Target Incentive Payment (%) or (TI%) is the planned cash amount to be paid based on the performance of an individual, a group of employees operating as a unit, or an entire organization's workforce expressed as a percentage of Base Salary.<br>Target Incentive Payment (%) is the annualized amount of money to be paid expressed as a percentage of Base Salary when predetermined performance targets are met.   |
| <b>Total Cash Design</b>    | Total Cash Design is the sum of Job Rate (Midpoint Salary/Base Salary Policy) and Target Bonus as the planned Cash amount to be paid based on the performance of an incumbent, group or entire organization's workforce.   |
| <b>Actual Base Salary</b>   | Base Salary (BS) is the sum of Basic Salary / Payments (BP) and Fixed Payments (FP).<br><br>Broken down composition of Base Salary is as follows:<br>Basic Payments:<br>Basic payments are (annualized) cash amounts paid for work performed as stated in an employment contract, excluding all fixed and variable payments.<br>Fixed Payments:<br>Fixed payments are (annualized) cash amounts paid where the same absolute or percentage amounts have been awarded to eligible jobholders automatically year over year irrespective of individual, unit or company performance.  |
| <b>Actual Bonus %</b>       | Short term variable payments are (annualized) cash amounts paid that can vary year over year. Most typically these refer to incentive payments that are contingent on discretion, performance or results achieved.<br>Short term variable payments is also the category used to refer to payments made to compensate an individual for short term (i.e., less than one year) conditions or situations. In this case Short term variable payments are expressed as a percentage of Base Salary.   |
| <b>Actual Total Cash</b>    | Total Cash (TC) is the sum of Base Salary (BS) and Short Term Variable Payments (VP).<br><br>Broken down composition of Total Cash is as follows:<br>Basic Payments:<br>Basic payments are (annualized) cash amounts paid for work performed as stated in an employment contract, excluding all fixed and variable payments.<br>Fixed Payments:<br>Fixed payments are (annualized) cash amounts paid where the same absolute or percentage amounts have been awarded to eligible jobholders automatically year over year irrespective of individual, unit or company performance.<br>Short Term Variable Payments:<br>Short term variable payments are (annualized) cash amounts paid that can vary year over year. Most typically these refer to incentive payments that are contingent on discretion, performance or results achieved.<br>Short term variable payments is also the category used to refer to payments made to compensate an individual for short term (i.e., less than one year) conditions or situations. |

| List of Jobs |  |
|--------------|--|
| Model: 0000  | President & CEO  |
| Model: 0001  | Chief Operating Officer (COO)  |
| Model: 0002  | Head of Operations and/or Engineering                                      |
| Model: 0003  | CFO / Head of Finance  |
| Model: 0004  | Head of Customer Service   |
| Model: 0005  | Head of Regulatory Affairs   |
| Model: 0006  | Head of Human Resources  |
| Model: 1000  | Executive Assistant  |
| Model: 1001  | Administrative Assistant   |
| Model: 2000  | Director Engineering   |
| Model: 2001  | Engineering Manager and/or Distribution Engineer                           |
| Model: 2002  | Project Engineer   |
| Model: 2003  | Supervisor Engineering   |
| Model: 2500  | Director Operations  |
| Model: 2501  | Manager Operations   |
| Model: 2502  | Manager Control Centre   |
| Model: 2503  | Supervisor Control Centre  |
| Model: 2504  | Supervisor Protection and Control  |
| Model: 2505  | Supervisor Station Maintenance   |
| Model: 2506  | Line Supervisor  |
| Model: 2507  | Manager Meter Department   |
| Model: 2508  | Supervisor Meter Department  |
| Model: 3000  | Director Supply Chain Management   |
| Model: 3001  | Manager Procurement and/or Inventory and/or Facilities and/or Fleet        |
| Model: 3002  | Supervisor Stores/Inventory/Warehouse                                      |
| Model: 4000  | Controller or Director Finance   |
| Model: 4001  | Manager Accounting   |
| Model: 4002  | Manager Risk Management  |
| Model: 4003  | Supervisor Accounting  |
| Model: 4004  | Financial or Business Analyst  |
| Model: 4005  | Accountant   |
| Model: 5000  | Director Customer Service  |
| Model: 5001  | Manager Customer Service and/or Billing                                    |
| Model: 5002  | Supervisor Customer Service and/or Billing and/or Collections              |
| Model: 5500  | Director Communications  |
| Model: 5501  | Manager Communications   |
| Model: 6000  | Director Regulatory Affairs  |
| Model: 6001  | Manager Regulatory Affairs   |
| Model: 6002  | Regulatory Accountant  |
| Model: 7000  | Settlement or Rate Analyst   |
| Model: 7001  | Director or Officer, Conservation and Demand Management                    |
| Model: 7002  | Manager Conservation & Demand/Marketing                                    |
| Model: 8000  | Director Information Systems   |
| Model: 8001  | Manager Information Systems and/or Security                                |
| Model: 8002  | Systems/Program Administrator or Applications/Systems Support Professional |
| Model: 9000  | Human Resources Manager  |
| Model: 9001  | Human Resources Generalist   |
| Model: 9002  | Human Resources Coordinator  |
| Model: 9003  | Payroll  |
| Model: 9004  | Manager, Health & Safety   |
| Model: N001  | Executive Role - Non Regulated Business                                    |
| Model: N002  | Non-Executive Role - Non Regulated Business                                |