

Centre Wellington Hydro Ltd.

Interrogatories

Appendix B

CHEC Wage and Benefit Analysis

(1-SEC-1)



*Achievement
Through
Collaboration*

WAGE AND BENEFIT ANALYSIS:

2023

The following is the Cornerstone Hydro Electric Concepts (CHEC) wage and benefit analysis for the year **2023**. This analysis is designed to assist CHEC members with compensation related strategies for human resources planning, labour relations, recruitment and retention, as well as aid in developing effective internal policies and procedures.

Cornerstone Hydro Electric Concepts Association Ltd.

www.checenergy.ca

July 25, 2023

Executive Summary:

This is the **sixth** CHEC analysis and report (previously reported in 2011, 2014, 2016, 2018 and 2020) on compensation trends for the CHEC members. All fifteen CHEC members were offered participation in this analysis and to date thirteen members have participated (non-bargaining unit and bargaining unit information provided). This represents an 87% participation rate for the full analysis.

Confidentiality of Information:

The information collected through this analysis has been treated with the utmost confidentiality. To preserve the confidentiality of data supplied by participating organizations, non-publicly available compensation and benefit details are reported on an aggregate basis only and where a minimum of three or more organizations are included in the sample to ensure confidentiality. In addition, every effort has been made to identify and / or remove anomalies within the data (with appropriate comments as applicable).

Analysis results are being reported to those members who participated and provided data for the report. All participants are asked to consider this report as strictly confidential and are asked not to share the results with any entity that has not participated in the analysis.

Disclaimer:

This analysis is not designed to address every possible position in your organization. It is intended to cover the most common positions found in most Local Distribution Companies (LDCs) across the CHEC group of LDCs. The selected positions are intended to be benchmarks only and should be treated accordingly.

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Project Background:

The purpose of this report is to provide a general analysis of the participating CHEC LDC's that identifies information that may be useful for decision making purposes. This analysis is primarily based on data provided to CHEC by the members, however where applicable, industry related information and information in the public domain has been included.

Cornerstone Hydro Electric Concept Association (CHEC) is an association of fifteen Local Distribution Companies (LDCs) that work collaboratively to meet regulatory and operational requirements. The LDC's covered under this analysis include:

Participating CHEC MEMBERS	
Centre Wellington Hydro	Fort Frances Power Corporation
Grimsby Power Inc.	InnPower Corporation
Lakeland Power Distribution Ltd	Lakefront Utilities Services Inc.
Niagara-on-the-lake Hydro	Orangeville Hydro
Ottawa River Power Corporation	Renfrew Hydro Inc.
Rideau St. Lawrence Distribution Inc.	Wasaga Distribution Inc.
Wellington North Power Inc.	

Remuneration Analysis (Bargaining Unit):

The respondents were asked to indicate how bargaining unit staff is compensated among the LDC's. The compensation packages are comprised of diverse elements. The following summary provides an overview of the compensation elements for CHEC LDC Staff.

Wages:

Wages are being reported differently in 2023.

In the past, the lowest reported annualized salary and the highest reported annualized salary were identified with a median of those rates being included for each position.

This year, wages are being reported as an average of the low range of salary and an average of the high range of salary for each position identified.

Annual Increase in Salary:

Since increases in compensation occur at different times during the year, including in some cases occurring at more than one interval, respondents were requested to provide a total percentage annual increase in the year 2023 (i.e., total % increase 'as at' December 31, 2023):

It is important to note that several LDCs are set to engage in the collective bargaining process in the year 2023 and so in some cases the outcome of total percentage increase is still unknown. The increases were reported as being 'as at' January 1, 2023.

As such, increases reported for the bargaining unit ranged from 0.00% to 5.00% with an average (after removing the 0% figures) of **2.95%**.

Please note - only those positions with three or more common roles reported are being represented.

Inside Staff	Average rate at December 31 2022	Average increase 2023	Average rate at December 31 2023
Team Lead (Office Clerk / Account Clerk / Billing Clerk)	\$ 38.91	2.95%	\$ 40.06
Team Lead (Office Clerk / Account Clerk / Billing Clerk) - Start	\$ 32.54	2.95%	\$ 33.50
Accounting Clerk	\$ 37.10	2.95%	\$ 38.19
Accounting Clerk - Start	\$ 29.15	2.95%	\$ 30.00
Customer Service Rep.	\$ 32.96	2.95%	\$ 33.93
Customer Service Rep - Start	\$ 26.42	2.95%	\$ 27.20
Sr Engineering Technician /Eng Technologist	\$ 48.66	2.95%	\$ 50.10
Sr Engineering Technician /Eng Technologist - Start	\$ 40.38	2.95%	\$ 41.56
Engineering Technician	\$ 44.61	2.95%	\$ 45.93
Engineering Tech - Start	\$ 33.09	2.95%	\$ 34.07

Outside Staff	Average rate at December 31 2022	Average increase 2023	Average rate at December 31 2023
Foreman	\$ 49.41	2.95%	\$ 50.86
Leadhand	\$ 47.33	2.95%	\$ 48.72
Journeyman - 6th year	\$ 44.79	2.95%	\$ 46.11
Journeyman - Apprentice	\$ 26.84	2.95%	\$ 27.63
Meter Technician	\$ 44.72	2.95%	\$ 46.03
Meter Technician - Apprentice	\$ 29.22	2.95%	\$ 30.08
Ground Person	\$ 30.73	2.95%	\$ 31.63
Ground Person - Start	\$ 27.38	2.95%	\$ 28.19

It should be noted that most bargaining unit staff positions are based on a progressive scale that considers experience and seniority. The low range typically represents an entry level or apprentice position, while the high range typically represents a more senior individual or a fully qualified tradesperson.

Benefits:

Benefits among the LDC's were comparable with no significant differences. Typical bargaining unit benefits reported are as follows:

Item	Benefit
Hours of Work	Where an inside union is indicated, the majority indicate that the hours of work for inside workers are at 35 hours, a few at 37.5 hours and 40 hours, respectively. Outside workers are all at 40 hours per week.
Overtime	The majority of members pay out overtime at double time, with a few Collective Agreements indicating 1.5 x for certain days of week or within a specified number of hours after regular shift.
On Call / Standby / week	On call is expressed in diverse ways: i.e. as a per diem, an hourly amount per day (with different rates for specified days of the week), or a weekly amount. Calculation comes to low \$225 to high \$392 per week with the average amount per week being \$298.00.
On Call - Call Out Overtime	The majority indicate a minimum of 2 hours and paid for all hours worked.
Standby on Public Holiday	Of the 13 members participating in the survey, 11 indicate some standby pay on public holiday, with the majority indicating paying out an additional nominal dollar amount that represents either one to three hours, with a few indicating a full day off in lieu.
Relief Pay	Generally paid at a rate of 105% to 112% (some with caveats that a certain number of hours or shifts are to be worked in higher class in order to receive the relief pay).
Banked Time	Majority reflect either 40 to 80 hours allowable for banked time.
Paid Holidays	Range from 11 to 13 days (this includes 2 x 1/2 days for Christmas Eve and New Years Eve).
Floater Days	Between 1 to 3 days. Note: when adding the floater days and public holidays together, the average combined total of Public Holidays and Float Days amongst the LDCs is 13.65 days.
Vacation	Scaled - Most commonly starts at 2 weeks after 1 year with additional weeks being added at approximately 3, 9, 17 and 25 years - generally maxing out at 6 weeks (30 days). Between the upper limit milestone years (i.e. around 17 and 25), some include language to have additional days be added per year or every second year.
Winter Vacation Bonus	Noted at one LDC.
Mileage	Where indicated, the vast majority offer CRA rate.

Item	Benefit
Sick Days	In general, the majority indicate accruing between 1 day and 1.5 days per month.
Short-Term Disability	Typically covers through the elimination period of LTD with some indicating a scale (from 70% to 100%) of payout based on accrued sick days.
Long-Term Disability	Premiums are typically covered 100% by Employer: Generally - the range of payment is between 66.7% and 75% of salary - with caps ranging from \$3000.00 to \$8500.00 / month.
Life Insurance	Premiums are typically covered 100% by Employer: All provide Life Insurance with range of 1.5 to 2x salary and some indicating caps of between \$400K to \$600K.
Dependent Life Insurance	Where indicated as being offered, benefits are between \$1K and \$10K for spouse and \$1 and \$5K for children. (Spouse is typically higher).
Medical	Medical coverage is robust; with typically 100% Employer paid premiums, with only a few indicating dispensing fees / deductibles for parameds, etc.; typically offering semi-private to private and travel assistance as well as vision, hearing, and range of parameds, etc. Ranges for parameds are from \$300 to \$850, with the median amount being \$600. Some have introduced family caps on parameds; combining parameds into a (lower combined) maximum (typically for mental health practitioners), while others have introduced a Health Spending Account to provide additional coverages that exceed the caps of the existing benefit. Employee Assistance Program (EAP) is indicated as being offered in some of the Collective Agreements, and a Fitness benefit has also been introduced.
Dental	Dental coverage is robust, covering basic dental procedures and most plans provide for additional coverage for major procedures and orthodontics with varying annual and lifetime cap amounts.
Vision	Range from \$350 to \$550 / 2 years.
Eye Exams	Generally covered with the majority limiting to once every two years.
Safety Vision	Generally covered with limits ranging from \$175 to \$435 every 2 years.
Leave of Absence in excess of <i>Employment Standards Act, 2000</i> (ESA)	Some indicate providing Leave of Absence in excess of ESA and in some cases specifically naming such times as additional time for bereavement, utilizing sick time for Dependent Care / Family Leave, birth of child, etc. and in other cases just leaving it open to the discretion of management. Where it is not specifically indicated as being paid, language in the Collective Agreement typically indicates leave without pay.
Pregnancy / Parental Leave	All as per <i>Employment Standards Act</i> (ESA).

Item	Benefit
Bereavement	Generally speaking, the majority offer 5 days of leave for immediate (in home family members) with majority also including parents at this level; 3 days of leave is provided for varying definitions of the broad range extended immediate family (which often includes siblings, steps).etc. and those not living in the immediate home, and 1 day of leave is typically offered for Aunts / Uncles and family once removed. Some allow borrowing from sick bank for additional time, as well as requesting additional days (at discretion).
Jury Duty	All indicate providing full payment (typically less travel and meals, etc.), less amount received from Jury Service).
Tools	Typically supplied by LDC.
Clothing	Boot allowances range from \$250.00 to \$400.00 per year. Safety clothing is typically provided as required.
Drivers License / Professional Memberships Association	A few of the LDCs indicate providing some assistance with payment of professional Association fees (i.e. Trade Licenses, OACETT), educational assistance, and payment of certain classes of driver's license. These benefits are not consistent among the group.

Note: Where reported, group benefits premiums ranged between 6.5% to 10% of payroll.

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Remuneration Analysis (Non-Bargaining Unit):

The respondents were asked to indicate how management is compensated within the LDC's. The compensation packages are comprised of diverse elements. The following summary provides an overview of the compensation elements for CHEC LDC Non-Bargaining Unit positions.

Wages:

Wages are being reported differently in 2023.

In the past, the lowest reported annualized salary and the highest reported annualized salary were identified with a median of those rates being included for each position.

This year, in addition to reporting the median, wages are being reported as an average of the low range of salary and an average of the high range of salary for each position identified.

In addition, for those positions that are identified as a salary, we have included the averages expressed as an hourly rate since the number of hours representing the annualized salary differs per LDC (i.e., an annual salary may be based on hours representing anywhere from 35 to 40 hours per week).

Annual Increase in Salary:

Since increases in compensation occur at different times during the year, including in some cases occurring at more than one interval, respondents were requested to provide a total percentage annual increase in the year 2023 (i.e., total % increase 'as known at' January 1, 2023) as follows:

Increases reported for the non-bargaining unit ranged from 2.5% to 7% and in some cases with different percentage increases being provided for the various non-bargaining unit positions within the LDC. In six of the LDCs the percentage increase was reported as being the same as in the bargaining unit. In these cases, the percentage increase ranged from 2.5% up to 5%.

Please note - only those positions with three or more common roles reported are being represented. The tables below show the number of samples for each. You will note in some cases that the number of samples do not all add up equally. In the case of the minimum base salary, this means that for some of the samples, the salary reported demonstrated only the maximum base salary, and in the case of the percentage increases in 2023, this means that for some of the samples, the annual percentage increase was still unknown / or the value was not reported. In these cases, the value was left as undefined.

Position	Hourly Min	Hourly Max	Annual Min	Annual Max	% Increase in 2023
President / CEO					
Count	9	11	9	11	8
Median	\$ 69.72	\$ 83.78	\$ 142,916.80	\$ 166,192.00	
Average	\$ 72.56	\$ 87.60	\$ 146,119.38	\$ 175,051.46	3.76%

Note:

The values provided reflect data from eleven (11) of the reporting LDC's. Annual salaries that were greater than \$230,000.00 were removed from the sample to enhance the validity of the data.

It may be helpful to note that six (6) of the LDCs report annual salaries greater than \$175,000.00 (with the lower four of these being between \$190,000 and \$212,000.00).

The other six (6) report annual salaries between \$145,000.00 and \$174,000.00 (rounded to the nearest thousand).

Three (3) of the lower reported annual salaries are based on a 35-hour workweek.

Position	Hourly Min	Hourly Max	Annual Min	Annual Max	% Increase in 2023
Executive Assistant					
Count	2	3	2	3	2
Median	\$ 27.71	\$ 40.86	\$ 51,900.00	\$ 75,000.00	
Average	\$ 27.71	\$ 38.88	\$ 51,900.00	\$ 75,792.67	3.03%

Note:

Annual 'max' salaries ranged between \$67,000.00 and \$85,000.00 (rounded to nearest thousand).

Position	Hourly Min	Hourly Max	Annual Min	Annual Max	% Increase in 2023
VP /Chief Financial Officer					
Count	5	8	5	8	7
Median	\$ 52.27	\$ 69.48	\$ 105,814.80	\$ 127,186.53	
Average	\$ 55.82	\$ 68.76	\$ 105,665.56	\$ 130,513.19	3.94%

Note:

Two (2) samples were removed due to (reported) large percentage of the FTE to the LDCs affiliate(s).

Annual 'max' salaries ranged between \$111,000.00 and \$156,000.00 (rounded to nearest thousand).

Position	Hourly Min	Hourly Max	Annual Min	Annual Max	% Increase in 2023
Controller / Treasurer / Manager					
<i>Count</i>	5	5	5	5	3
<i>Median</i>	\$ 47.25	\$ 57.25	\$ 97,511.00	\$ 117,174.00	
<i>Average</i>	\$ 47.65	\$ 57.21	\$ 97,889.78	\$ 117,498.36	3.50%

Note:

One (1) sample was removed due to (reported) large percentage of the FTE to the LDCs affiliate(s). Annual 'max' salaries ranged between \$112,000.00 and \$125,000.00 (rounded to nearest thousand).

Position	Hourly Min	Hourly Max	Annual Min	Annual Max	% Increase in 2023
Financial Analyst					
<i>Count</i>	6	6	6	6	3
<i>Median</i>	\$ 34.49	\$ 40.35	\$ 70,629.00	\$ 83,920.30	
<i>Average</i>	\$ 33.94	\$ 41.80	\$ 68,139.23	\$ 83,875.53	3.17%

Note:

One (1) sample was removed due to (reported) large percentage of the FTE to the LDCs affiliate(s). Annual 'max' salaries ranged between \$77,000.00 and \$89,000.00 (rounded to nearest thousand).

Position	Hourly Min	Hourly Max	Annual Min	Annual Max	% Increase in 2023
VP Operations					
<i>Count</i>	2	3	2	3	1
<i>Median</i>	\$ 57.67	\$ 76.45	\$ 116,689.00	\$ 151,105.00	
<i>Average</i>	\$ 57.67	\$ 71.42	\$ 116,689.00	\$ 145,189.40	5.00%

Note:

One (1) sample was removed due to (reported) large percentage of the FTE to the LDCs affiliate(s). Annual 'max' salaries ranged between \$125,000.00 and \$159,000.00 (rounded to nearest thousand).

Position	Hourly Min	Hourly Max	Annual Min	Annual Max	% Increase in 2023
Operations Manager					
<i>Count</i>	\$ 48.18	\$ 61.44	\$ 98,508.80	\$ 124,196.80	
<i>Median</i>	\$ 49.86	\$ 60.28	\$ 101,760.41	\$ 123,236.83	3.44%

Note:

One (1) sample was removed due to being over \$20K above the next closest sample. Annual 'max' salaries included range between \$108,000.00 and \$134,000.00 (rounded to nearest thousand).

Position	Hourly Min	Hourly Max	Annual Min	Annual Max	% Increase in 2023
Operations Supervisor					
<i>Count</i>	3	4	3	4	1
<i>Median</i>	\$ 46.35	\$ 54.64	\$ 96,415.00	\$ 110,772.37	
<i>Average</i>	\$ 42.94	\$ 54.40	\$ 87,771.33	\$ 111,367.43	5.00%

Note:

One (1) sample was removed due to being over \$25K above the next closest sample. Annual 'max' salaries included range between \$107,000.00 and \$117,000.00 (rounded to nearest thousand).

Position	Hourly Min	Hourly Max	Annual Min	Annual Max	% Increase in 2023
Engineering Manager					
<i>Count</i>	3	4	3	4	3
<i>Median</i>	\$ 48.18	\$ 61.96	\$ 100,206.08	\$ 128,883.80	
<i>Average</i>	\$ 49.72	\$ 60.38	\$ 103,425.36	\$ 125,594.45	2.55%

Note:

Annual 'max' salaries included range between \$110,000.00 and \$134,000.00 (rounded to nearest thousand).

Position	Hourly Min	Hourly Max	Annual Min	Annual Max	% Increase in 2023
Customer Service / Billing Manager					
<i>Count</i>	3	4	3	4	2
<i>Median</i>	\$ 46.35	\$ 52.28	\$ 96,415.00	\$ 102,241.30	
<i>Average</i>	\$ 44.76	\$ 52.49	\$ 89,637.47	\$ 102,877.15	3.75%

Note:

One (1) sample was removed due to being over \$25K above the next closest sample. Annual 'max' salaries included range between \$85,000.00 and \$122,000.00 (rounded to nearest thousand). The two lowest reported salaries were based on a 35-hour work week.

Position	Hourly Min	Hourly Max	Annual Min	Annual Max	% Increase in 2023
Customer Service / Billing Supervisor					
<i>Count</i>	3	3	3	3	1
<i>Median</i>	\$ 37.61	\$ 50.58	\$ 73,341.18	\$ 98,626.00	
<i>Average</i>	\$ 37.94	\$ 49.52	\$ 75,851.73	\$ 98,770.16	2.00%

Note:

One (1) sample was removed due to being over \$17K below the next closest sample. Annual 'max' salaries included range between \$92,000.00 and \$106,000.00 (rounded to nearest thousand).

Position	Hourly Min	Hourly Max	Annual Min	Annual Max	% Increase in 2023
Team Lead - Office Clerk / Collections / Billing / CSR					
<i>Count</i>	3	3	3	3	3
<i>Median</i>	\$ 34.33	\$ 39.92	\$ 65,756.60	\$ 82,191.20	
<i>Average</i>	\$ 33.19	\$ 41.49	\$ 63,377.48	\$ 78,963.12	4.50%

Note:

Annual 'max' salaries included range between \$60,000.00 and \$76,000.00 (rounded to nearest thousand). The two lowest reported salaries were based on a 35-hour work week.

Position	Hourly Min	Hourly Max	Annual Min	Annual Max	% Increase in 2023
Customer Service Representative					
<i>Count</i>	5	5	5	5	4
<i>Median</i>	\$ 26.69	\$ 32.99	\$ 55,515.20	\$ 64,563.20	
<i>Average</i>	\$ 27.54	\$ 35.48	\$ 52,379.54	\$ 67,206.39	4.23%

Note:

Annual 'max' salaries included range between \$60,000.00 and \$76,000.00 (rounded to nearest thousand). The two lowest reported salaries were based on a 35-hour work week.

Position	Hourly Min	Hourly Max	Annual Min	Annual Max	% Increase in 2023
Office Clerk / Billing Clerk					
<i>Count</i>	3	3	3	3	2
<i>Median</i>	\$ 30.49	\$ 38.49	\$ 56,037.80	\$ 71,019.00	
<i>Average</i>	\$ 30.14	\$ 38.72	\$ 56,114.52	\$ 72,048.75	3.75%

Note:

Annual 'max' salaries included range between \$70,000.00 and \$75,000.00 (rounded to nearest thousand).

Position	Hourly Min	Hourly Max	Annual Min	Annual Max	% Increase in 2023
Human Resource Generalist					
<i>Count</i>	3	3	3	3	2
<i>Median</i>	\$ 34.66	\$ 44.95	\$ 67,999.00	\$ 84,807.00	
<i>Average</i>	\$ 34.83	\$ 44.05	\$ 69,232.33	\$ 87,602.87	2.75%

Note:

Annual 'max' salaries included range between \$85,000.00 and \$93,000.00 (rounded to nearest thousand). The lowest reported salary was based on a 35-hour work week.

In addition to base salary, new in 2023, members were requested to identify if any of their positions receive additional bonuses / variable pay, car allowance, company vehicle, other compensation related incentives, etc. The following table represents the responses received.

Many LDCs report providing bonuses to their non-bargaining unit employees. Bonus / variable pay reported ranged from 5% up to 35 % of pay. In some cases, only the Executive positions were reported as being affected by bonus / variable pay, and in general these were noted as the higher rates. However, in many cases all non-bargaining unit positions were given the opportunity for bonus / variable pay, typically with a scale related to level of position within the LDC. The norm for bonuses, where reported, ranged between 10% to 15%.

Car allowances / company vehicles were not reported as being offered by the majority of respondents, however where it was reported, the positions receiving this perk were typically the Executive positions and / or those roles with significant travel requirements within their job function.

Benefits:

Benefits among the LDC's were comparable with no significant differences in the benefits received among the Non-Bargaining Unit groups. The Non-Bargaining Unit benefits are generally similar to the Bargaining Unit benefits noted in the preceding section above, however a few LDCs reported instances of increased vacation entitlement, training and development allowances, club memberships, enhancements to group benefit provisions amongst the Non-Bargaining Unit, and in particular the Management staff.

Analysis (Pension):

The respondents were asked to indicate how retirees are compensated among the LDC's. The following summary provides an overview of the common compensation elements for early retirees among the CHEC group.

Benefits:

Other post-employment benefits (OPEBs) refer to the benefits, other than pensions, that an individual employee receives as part of his or her package of retirement benefits. Typically, retiree life insurance is the most significant OPEB offering, though other benefits such as medical and dental benefits are also covered under this umbrella term.

Eleven of the thirteen respondents reported providing early retirement benefits:

Description	Benefit
Early Retirees	Typically covers the employee between the ages of 55 – 65 A range of minimum years of service was reported from as few as 10 to as many as 30 years of service required.
Pension Plan	OMERS
Other Post-Employment Benefits (OPEBs):	
Medical	Medical (Extended Health) coverage can be extended from retirement to the age of 65, employee typically pays 50% of the premium cost to age 65
Dental	Dental coverage can be extended from early retirement to the age of 65, where offered, employee typically pays 50% of the premium cost to age 65
AD&D	Not typically offered as a post retirement benefit
Life Insurance	Typically offered at a reduced rate of 50% of salary at retirement
Costs	Where those LDCs report the associated costs, current OPEBs costs are average \$6,538.00 per retiree, per year

Note: a couple of respondents indicate providing a fixed dollar amount at approximately 1/5th of the cost of the amount noted above to purchase MROO for a period of five years.

Other Post-Retirement Benefits are intended to bridge the gap between early retirement and the individual reaching the age of 65. After the age of 65, it is typically expected that various federal and provincial programs will replace OPEBs, and generally speaking, post-retirement benefits are non-existent at most LDCs, however a few do report offering some minimal extended life insurance benefits for those beyond the age of 65.

Remuneration Analysis (Board):

The participants were asked to indicate how Directors are compensated for participating on the Board.

Wages:

Generally speaking, the thirteen members who provided information indicated an annualized amount for the Board Chair and in general a second (lower) amount was indicated representing any other Director regardless of their position within the Board.

Since the majority of the annual rates were below \$10,000.00 per annum, the rates noted below are being provided as an average of those reporting below the \$10,000.00 range.

The average annualized wages for the Board Chair = **\$7192.00** and other Directors = **\$5664.00**.

Per Diem Fees:

In addition to regular compensation, ten of the thirteen reporting LDCs indicate Board Members receive per diem rates for Board and/or Committee meetings. Of the ten, the average per diem rate is **\$256.00**.

Additional Expenses:

Over and above the per diem fees, most of the LDC's also provide expense reimbursement for i.e., industry events, training/conferences, mileage, etc. Most of the LDC's that cover these expenditures reimburse for true costs, while others report covering costs up to a set maximum per day / event or per year. The majority report reimbursing kilometres at the Canada Revenue Agency (CRA) per kilometre rate.

LDC Demographics:

LDC Name	Total # Employees	Total # FTEs	Total # customers	Service Area (sq. km)
Centre Wellington Hydro Limited	16	15.66	7500	11.55
Fort Frances Power Corporation	11	11	3751	32
Grimsby Power Inc.	20	16.15	11969	69
InnPower Corporation	65		20000	292
Lakefront Utility Services Inc	23	17	10800	28
Lakeland Power Distribution Ltd	23	21.00	14423	147
Niagara on the Lake Hydro	20	20	9861	133
Orangeville Hydro	20.00	21.00	12965	17
Ottawa River Power Corporation	25	24	11670	35
Renfrew Hydro Inc. (from previous submission)	11	11	4312	13
Rideau St. Lawrence Distribution Inc.	17.00	17.00	6000	18
Wasaga Distribution Inc.	23.00	23.00	14908	61
Wellington North Power Inc.	12	12	4000	9

*As reported by each participating LDC with an 'as at' date of January 1, 2023, or as indicated in the table.

Conclusions:

Significant pressures have taken place in the sector and around the world in the last few years.

As noted in past years reports, and in undertaking ongoing reviews of job posting data and based on input from the additional questions we asked of you in the survey, we know that many positions within our sector are open, and we know that the capacity to attract and retain employees (in particular specialized employees) remains a continued challenge for some of our members.

A focus on Employee Wellness and attraction and retention is evidenced by the various anecdotal comments provided in the survey. Our members demonstrate creativity and responsiveness to employee preferences and needs. Some examples include some additions to group benefits including expanding coverage (including psychologist/ mental health practitioner benefits), adding a Health Spending Account to augment existing group benefits caps, and adding a new group benefits class for temporary / contract staff to increase the capacity to attract employees.

Out of necessity, the COVID 19 pandemic introduced remote and hybrid work, and this remains a highly sought after benefit for many employees. A number of our LDCs continue to offer this benefit to certain classes of employees, with a few remaining fully remote, many conducting work on a hybrid basis and for those LDCs where remote/hybrid work is not generally available, for some positions there remains increased flexibility for work to be conducted remotely from time to time on an ad hoc basis.

Some of our members engaged in Collective Bargaining / negotiations in 2022 and early 2023, and many of our members are engaged in Collective Bargaining throughout 2023. In general, based on Collective Bargaining data from Collective Bargaining Ontario, and increases noted by our members, annual wage increases have been on the higher side since mid-2022, with the highest reported increases being in the year 2023.

For further information including Collective bargaining trends of our sector and if you are seeking data and trends that may be more specifically relevant to your LDC, please reach out to Tracey Kuusk at tkuusk@checenergy.ca.