

EXAMINATION AID RE: SALARY POLICY COMPARISON

Company	Comp. Consultant	Peer Group			Salary Ranges (% of median)
		Regional Focus	Utility Focus	Includes Crown	
Newfoundland Power	Hay Group				80% to 115%
Fortis BC	Hay Group				80% to 110%
Fortis Alberta ¹	Hay Group / Towers Watson	✓	✓	✓	Approx. 100%
ENMAX	Hugessen / Towers Watson	✓	✓	✓	Approx. 100%
EPCOR	Towers Watson	✓	✓	✓	Approx. 100%
NS Power	Mercer		✓	✓	Approx. 100%
NB Power	Hay Group	✓		✓	Approx. 100%
Toronto Hydro	Mercer/ Towers Watson			✓	25 th Percentile
Ottawa Hydro	None (Internal)		✓	✓	Approx. 100%

¹Hay Group peer group is not explicit. Peer group information from earlier Towers Watson report
 Empty box indicates “No”

Sources

Company	Sources
Newfoundland Power	http://www.pub.nf.ca/applications/NP2016GRA/files/rfi/CA-NP-199.pdf Peer Group: Attachment A, pages 22-23 http://www.pub.nf.ca/applications/NP2016GRA/files/rfi/CA-NP-204.pdf Consultant: Page 1, lines 21-22 Median Policy: Page 1, lines 17-18
Fortis BC	http://www.fortisbc.com/About/RegulatoryAffairs/GasUtility/NatGasBCUCSubmissions/Documents/130920_FBC%202014-2018%20PBR%20BCUC%20IR1%20Response_FF.pdf Consultant: Attachment 226.1.1 Peer Group: Attachment 219.1 http://www.ordersdecisions.bcuc.com/bcuc/decisions/en/111620/1/document.do (2012 is most recent that median range is stated) Median Policy: Page 56
Fortis Alberta	http://fortisalberta.com/docs/default-source/default-document-library/2014-aif.pdf?sfvrsn=10 Consultant & Median Policy: Page 30 Peer Group is not explicit Towers Watson (Latest Complete Report): https://www2.auc.ab.ca/h003/Proceeding1147/ProceedingDocuments/2011-03-31_0001.pdf Consultant: Page 28 Peer Group: Appendix F, page 5
ENMAX	https://www.enmax.com/AboutUsSite/Documents/2014-Executive-Compensation-Disclosure.pdf Consultant: Page 3 Peer Group: Pages 3-4 Median Policy: Page 2
EPCOR	http://car2012.epcor.com/images/epcor-aif-2012.pdf Consultant: Page 29 Peer Group & Median policy: Page 32
NS Power	https://www.nspower.ca/site/media/Parent/NSPI.MIC.2014.pdf Consultant: Page 17 Peer Group: Pages 17 -18 Median Policy: Page 16
NB Power	http://www.nbeub.ca/opt/M/get_document.php?doc=NBP1.05.pdf&no=14025 (Prompt to download NBP1.05 IR) Consultant: Pages 25 - 26 Peer Group: Page 26 Median Policy: Page 25
Toronto Hydro	http://www.torontohydro.com/sites/electricsystem/Documents/CIR2015/EB-2014-0116_Consolidated_THESL_OHUndertakings_20150306.pdf Consultant & Peer Group: Schedule J7.1

	https://www.torontohydro.com/sites/electricsystem/Documents/1B_08_SEC_008_AppN_20141124.pdf Consultant, Peer Group, & Median Policy: Page 6
Ottawa Hydro	https://static.hydroottawa.com/documents/publications/annual-report/2014_Annual_Report_ENG.pdf Consultant, Peer Group, & Median Policy: Page 85