

EXAMINATION AID RE: PEER GROUP COMPARISON – CROWN CORPORATIONS

	Fortis BC	Fortis Alberta	ENMAX	EPCOR	NS Power	NB Power	Newfoundland Power		
Compensation Consultant	Hay Group	Towers Watson ¹	Hugessen	Towers Watson	Mercer	Hay Group	Hay Group		
Total Companies in Peer Group	275	37	23	19	27	23	275	Atlantic Region	Utility
Crown Corporations as % of Total	0%	46%	30%	32%	26%	26%	0%		
Alberta Electric System Operator				✓	✓				
Atlantic Lottery Corporation						✓		✓	
BC Hydro		✓	✓	✓	✓				✓
BC Transmission Corp		✓							✓
City of Medicine Hat (Hydro Division)		✓		✓					✓
Columbia Power Corporation		✓							
Energy Resources Conservation Board		✓							
ENMAX Corporation		✓		✓	✓				✓
EPCOR		✓	✓		✓				✓
Halifax Port Authority						✓		✓	
Halifax Regional Water Commission						✓		✓	✓
Hydro One		✓	✓		✓				✓
Hydro-Québec		✓							✓
Manitoba Hydro		✓	✓		✓				✓
NB Power Holding Corporation						✓		✓	✓
New Brunswick Liquor Corporation						✓		✓	
Ontario Power Authority		✓							
Ontario Power Generation Inc.		✓	✓						✓
Saint John Energy						✓		✓	✓
SaskEnergy		✓	✓	✓					✓
SaskPower		✓	✓	✓					✓
Toronto Hydro		✓			✓				✓

¹ Hay Groups's peer group is not disclosed. Peer group information is from earlier Towers Watson report

Source

Company	Sources
Newfoundland Power	NP-RebuttalEvidence-2016-03-18 Section 3, Pages 13-15
Fortis BC	http://www.fortisbc.com/About/RegulatoryAffairs/GasUtility/NatGasBCUCSubmissions/Documents/130920_FBC%202014-2018%20PBR%20BCUC%20IR1%20Response_FF.pdf Attachment 219.1
Fortis Alberta	https://www2.auc.ab.ca/h003/Proceeding1147/ProceedingDocuments/2011-03-31_0001.pdf Appendix F, page 5
ENMAX	https://www.enmax.com/AboutUsSite/Documents/2014-Executive-Compensation-Disclosure.pdf Pages 3-4
EPCOR	http://car2012.epcor.com/images/epcor-aif-2012.pdf Page 32
NS Power	https://www.nspower.ca/site/media/Parent/NSPI.MIC.2014.pdf Peer Group: Pages 17 -18
NB Power	http://www.nbeub.ca/opt/M/get_document.php?doc=NBP1.05.pdf&no=14025 (Prompt to download NBP1.05 IR) Page 26