

Paynet May 1, 2011
Hay Group

Utilities Organizations

Chart Coordinates - Canada

May 1, 2011

Base Salary Policy							
Full Points	Number of Organizations	P90	P75	P50 (\$,000)	P25	P10	AVG
134	10		57.5	47.0	42.5		49.5
157	15	78.1	67.2	56.1	44.4	39.3	56.2
186	21	75.4	61.8	54.8	51.2	46.7	60.0
219	26	82.1	68.6	61.1	56.0	45.2	63.8
258	29	91.7	75.6	64.1	56.2	51.3	66.9
301	28	95.8	77.4	69.3	64.0	58.9	72.7
352	29	100.3	91.3	76.9	71.1	64.6	80.1
414	29	104.3	95.0	82.3	79.7	74.3	87.1
488	29	116.2	108.4	95.0	86.1	79.7	96.9
576	29	125.9	117.3	101.4	94.8	88.3	104.6
684	29	141.9	129.9	114.9	101.7	98.2	117.1
817	29	160.8	145.3	128.6	114.5	107.5	131.2
977	28	174.7	158.7	145.5	131.9	122.6	147.4
1168	24	205.8	200.0	178.3	165.8	138.5	178.0
1394	22	257.0	224.7	212.7	200.0	187.0	213.8
1664	19	277.0	259.8	252.7	231.1	224.0	251.8
1980	16	373.4	316.9	288.5	265.1	257.9	300.6
2355	10		371.6	330.0	275.1		321.2

Total Cash Design							
Full Points	Number of Organizations	P90	P75	P50 (\$,000)	P25	P10	AVG
134	10		57.5	47.0	43.3		50.2
157	15	78.2	67.2	57.5	45.6	40.6	57.1
186	21	79.8	63.8	56.0	53.0	47.5	61.2
219	26	82.1	69.9	62.6	58.3	48.4	65.6
258	29	91.7	75.6	65.7	57.7	52.3	69.0
301	28	99.2	80.5	73.1	66.1	60.3	75.0
352	29	104.4	91.9	79.6	73.5	66.3	83.5
414	29	111.6	95.4	88.0	82.0	76.6	91.0
488	29	124.4	115.6	99.6	90.9	82.4	102.4
576	29	131.3	123.9	110.1	100.3	90.9	111.7
684	29	152.6	141.9	125.7	113.0	102.7	127.3
817	29	187.3	159.2	146.5	127.3	113.9	148.8
977	28	211.6	179.6	162.8	146.5	131.0	169.7
1168	24	283.5	250.0	227.5	187.8	163.4	222.0
1394	22	320.5	299.4	269.0	249.7	224.6	278.0
1664	19	412.0	349.4	316.2	288.8	272.5	339.5
1980	16	653.4	468.9	411.2	344.5	292.1	432.3
2355	10		520.2	478.5	345.6		438.9

Utilities Organizations

Chart Coordinates - Canada

May 1, 2011

Base Salary							
Full Points	Number of Organizations	P90	P75	P50 (\$,000)	P25	P10	AVG
134	10		59.2	46.9	39.7		49.1
157	15	74.2	66.3	56.2	44.3	38.1	55.8
186	21	81.6	64.2	54.2	50.7	47.7	60.3
219	26	82.3	71.4	60.7	55.2	46.0	63.5
258	29	89.3	75.0	64.0	58.0	52.2	67.0
301	28	92.7	76.4	69.2	62.0	56.6	71.1
352	29	100.8	84.1	76.0	68.8	62.2	78.4
414	29	105.8	91.0	85.0	77.4	67.9	85.6
488	29	120.8	107.3	93.1	86.1	76.7	96.3
576	29	129.5	116.1	104.7	95.3	85.4	106.0
684	29	142.8	129.4	115.5	104.6	94.4	117.5
817	29	170.0	146.2	128.6	117.5	106.9	132.9
977	28	179.6	160.8	147.1	128.7	122.7	147.1
1168	24	220.2	201.0	182.5	162.0	146.4	183.6
1394	22	257.0	230.0	215.2	201.8	185.6	218.6
1664	19	332.5	268.5	252.8	235.0	223.8	265.9
1980	16	376.4	324.5	312.6	272.8	231.0	304.0
2355	10		381.0	351.9	296.1		334.3

Total Cash							
Full Points	Number of Organizations	P90	P75	P50 (\$,000)	P25	P10	AVG
134	10		59.3	46.9	40.7		49.7
157	15	75.5	66.3	58.0	44.9	38.8	56.5
186	21	81.6	66.5	55.7	51.8	49.0	61.4
219	26	82.3	72.4	62.2	56.5	48.9	64.9
258	29	90.9	75.6	66.8	59.5	52.5	68.9
301	28	93.0	78.1	71.2	63.2	57.0	73.0
352	29	103.1	88.3	79.0	71.5	65.0	81.1
414	29	110.5	95.4	88.1	80.4	70.7	89.0
488	29	126.1	112.5	99.2	88.3	79.7	101.2
576	29	135.8	124.4	110.1	99.5	90.0	112.7
684	29	154.8	139.6	128.3	109.2	99.2	127.6
817	29	191.8	160.9	146.1	123.9	111.5	150.1
977	28	213.7	196.6	167.7	141.7	124.2	169.0
1168	24	287.9	260.6	232.1	188.4	151.1	229.0
1394	22	369.2	320.0	280.7	251.4	214.6	288.3
1664	19	499.1	390.2	353.0	296.6	257.8	369.5
1980	16	624.0	495.3	461.7	366.6	269.6	444.9
2355	10		601.4	540.2	403.1		494.5

Utilities Organizations

Line Formulae - Canada

May 1, 2011

Base Salary Policy

Full Point Range	P90		P75		P50		P25		P10		AVG	
	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant
134 - 157			422.64	878	396.07	-6,062	82.74	31,413			290.04	10,630
157 - 186	-91.42	92,454	-188.41	96,812	-46.60	63,437	232.76	7,860	253.18	-409	130.55	35,671
186 - 219	201.74	37,927	207.60	23,155	190.52	19,333	146.90	23,829	-43.55	54,784	117.81	38,040
219 - 258	245.72	28,295	178.13	29,607	77.10	44,171	5.11	54,882	155.24	11,248	79.02	46,535
258 - 301	96.19	66,874	42.72	64,544	120.88	32,876	181.40	9,400	177.29	5,559	134.50	32,222
301 - 352	88.53	69,179	272.75	-4,693	149.00	24,411	139.22	22,096	111.52	25,356	145.17	29,011
352 - 414	64.01	77,811	59.97	70,204	88.02	45,878	139.16	22,115	156.77	9,426	112.07	40,661
414 - 488	160.96	37,671	181.29	19,978	171.75	11,211	85.85	44,188	72.94	44,135	133.01	31,990
488 - 576	109.90	62,588	100.57	59,370	71.88	59,951	98.69	37,922	97.03	32,378	87.95	53,981
576 - 684	148.22	40,516	116.45	50,223	125.45	29,092	64.47	57,631	92.33	35,083	115.13	38,324
684 - 817	141.95	44,803	115.83	50,643	103.00	44,447	96.34	35,832	69.74	50,538	106.19	44,439
817 - 977	86.88	89,803	83.96	76,681	105.71	42,233	108.50	25,899	94.50	30,309	101.48	48,291
977 - 1168	163.11	15,324	216.17	-52,484	171.40	-21,942	177.48	-41,500	83.01	41,532	160.25	-9,128
1168 - 1394	226.48	-58,695	109.29	72,347	152.58	38	151.33	-10,956	214.82	-112,418	158.38	-6,945
1394 - 1664	74.01	153,852	130.01	43,465	148.02	6,391	115.08	39,575	136.75	-3,589	140.47	18,015
1664 - 1980	305.05	-230,602	180.60	-40,722	113.16	64,405	107.72	51,820	107.44	45,172	154.41	-5,166
1980 - 2355			145.94	27,919	110.78	69,116	26.50	212,642			54.96	191,732
2355 - 2795			121.40	85,692	70.80	163,261	29.55	205,450			79.38	134,237

Total Cash Design

Full Point Range	P90		P75		P50		P25		P10		AVG	
	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant
134 - 157			422.39	911	457.54	-14,300	98.47	30,138			301.93	9,713
157 - 186	53.60	69,799	-119.15	85,932	-53.16	65,880	255.28	5,519	239.15	3,041	142.17	34,796
186 - 219	70.84	66,593	184.73	29,412	199.18	18,945	159.88	23,262	26.30	42,632	131.85	36,716
219 - 258	245.72	28,295	146.13	37,865	79.08	45,248	-14.05	61,353	101.24	26,220	87.59	46,408
258 - 301	174.88	46,570	114.74	45,962	172.77	21,076	194.70	7,496	185.47	4,490	139.41	33,038
301 - 352	101.50	68,658	222.71	13,466	128.52	34,396	144.39	22,638	117.16	25,049	166.77	24,802
352 - 414	116.35	63,432	57.40	71,652	134.95	32,132	137.68	25,002	165.57	8,010	120.26	41,176
414 - 488	173.60	39,730	272.40	-17,357	156.24	23,318	119.63	32,472	79.15	43,789	154.39	27,044
488 - 576	78.43	86,171	94.84	69,291	119.87	41,065	107.35	38,466	95.93	35,596	106.24	50,544
576 - 684	196.37	18,238	166.47	28,033	144.49	26,885	117.37	32,697	109.26	27,922	144.41	28,558
684 - 817	260.97	-25,946	130.34	52,747	156.43	18,716	107.96	39,131	84.59	44,797	161.42	16,921
817 - 977	152.15	62,959	127.10	55,396	102.00	63,186	119.92	29,362	106.98	26,505	130.59	42,109
977 - 1168	376.39	-156,121	368.74	-180,686	338.53	-167,908	216.08	-64,586	169.62	-34,703	274.01	-98,008
1168 - 1394	163.53	92,494	218.61	-5,332	183.65	12,996	273.73	-131,923	270.61	-152,659	247.75	-67,337
1394 - 1664	338.96	-152,054	185.23	41,190	174.79	25,349	145.11	47,366	177.49	-22,846	227.62	-39,281
1664 - 1980	764.13	-859,530	378.25	-279,987	300.63	-184,052	176.16	-4,298	62.13	169,123	293.59	-149,048
1980 - 2355			136.79	198,104	179.47	55,840	2.98	338,603			17.71	397,189
2355 - 2795			300.26	-186,869	129.54	173,432	-29.47	415,020			130.02	132,692

Utilities Organizations

Line Formulae - Canada

May 1, 2011

Base Salary

Full Point Range	P90		P75		P50		P25		P10		AVG	
	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant
134 - 157			310.59	17,580	404.78	-7,377	198.42	13,139			288.43	10,489
157 - 186	254.57	34,244	-74.90	78,102	-67.93	66,839	219.90	9,768	331.39	-13,948	157.58	31,032
186 - 219	22.67	77,378	217.69	23,681	196.88	17,585	135.91	25,390	-50.05	57,000	95.29	42,618
219 - 258	177.88	43,387	93.48	50,882	85.26	42,030	72.97	39,173	158.97	11,222	91.12	43,531
258 - 301	79.13	68,865	31.60	66,846	121.36	32,714	93.91	33,772	101.02	26,174	95.53	42,393
301 - 352	159.78	44,588	152.41	30,483	132.46	29,375	131.78	22,371	110.24	23,398	141.81	28,465
352 - 414	80.94	72,339	111.53	44,873	145.63	24,739	138.82	19,893	92.65	29,592	115.72	37,648
414 - 488	201.57	22,398	219.49	178	109.64	39,638	117.77	28,611	118.62	18,839	145.01	25,519
488 - 576	99.26	72,326	100.50	58,247	130.92	29,255	104.48	35,094	98.74	28,540	110.15	42,534
576 - 684	123.06	58,615	123.12	45,217	99.92	47,111	86.59	45,400	83.48	37,328	106.73	44,502
684 - 817	204.38	2,993	125.92	43,303	98.72	47,933	96.57	38,573	93.95	30,171	115.79	38,305
817 - 977	59.98	120,971	91.42	71,485	115.63	34,113	70.02	60,261	98.48	26,472	88.59	60,529
977 - 1168	212.50	-28,042	210.67	-45,018	185.42	-34,075	174.40	-41,710	124.39	1,156	191.34	-39,860
1168 - 1394	163.17	29,571	128.13	51,380	144.60	13,605	176.31	-43,946	173.27	-55,940	154.83	2,784
1394 - 1664	279.60	-132,723	142.57	31,261	139.47	20,761	122.85	30,571	141.47	-11,603	174.95	-25,263
1664 - 1980	138.74	101,658	177.36	-26,626	189.13	-61,868	119.72	35,791	22.67	186,075	120.60	65,180
1980 - 2355			150.46	26,630	104.90	104,890	62.07	149,941			80.98	143,628
2355 - 2795			109.11	124,000	127.59	51,469	-14.47	330,181			57.70	198,438

Total Cash

Full Point Range	P90		P75		P50		P25		P10		AVG	
	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant
134 - 157			301.68	18,900	483.67	-17,948	182.78	16,211			296.77	9,924
157 - 186	209.36	42,654	7.79	65,042	-78.05	70,243	239.25	7,345	350.22	-16,166	168.51	30,062
186 - 219	22.67	77,378	179.36	33,130	196.45	19,184	142.54	25,332	-1.04	49,169	106.86	41,528
219 - 258	220.70	34,008	80.96	54,680	118.23	36,315	75.67	39,977	91.51	28,901	102.52	42,479
258 - 301	47.71	78,641	57.77	60,662	102.63	40,341	86.77	37,114	104.56	25,533	94.94	44,434
301 - 352	198.53	33,245	201.76	17,319	152.16	25,433	162.04	14,457	156.36	9,943	158.97	25,160
352 - 414	119.09	61,206	114.15	48,161	147.06	27,225	144.19	20,739	91.91	32,630	126.80	36,485
414 - 488	210.13	23,514	230.31	70	149.86	26,068	106.83	36,207	121.46	20,395	165.63	20,408
488 - 576	110.30	72,234	135.46	46,357	123.82	38,774	126.30	26,706	117.65	22,251	129.98	37,808
576 - 684	175.94	34,422	141.09	43,115	168.10	13,269	90.22	47,489	85.31	40,883	138.63	32,822
684 - 817	278.21	-35,526	159.95	30,208	133.93	36,643	110.73	33,462	91.95	36,341	168.72	12,241
817 - 977	137.30	79,599	222.94	-21,247	134.92	35,838	110.88	33,335	79.90	46,189	118.21	53,511
977 - 1168	388.25	-165,585	335.06	-130,790	337.66	-162,244	244.68	-97,387	140.60	-13,120	314.27	-138,044
1168 - 1394	359.74	-132,287	263.02	-46,653	214.77	-18,703	278.57	-136,975	281.08	-177,198	262.43	-77,488
1394 - 1664	480.95	-301,257	259.87	-42,263	267.85	-92,705	167.42	17,974	159.74	-8,058	300.46	-130,509
1664 - 1980	395.27	-158,674	332.85	-163,697	343.99	-219,399	221.76	-72,440	37.59	195,203	238.58	-27,540
1980 - 2355			282.71	-64,414	209.41	47,064	97.29	174,007			132.52	182,463
2355 - 2795			209.20	108,690	224.84	10,727	-166.93	796,250			97.78	264,268

Utilities Organizations

Chart Coordinates - Canada
Projected to May 1, 2012

Base Salary Policy - Projected by 2.1%

Full Points	Number of Organizations	P90	P75	P50 (\$,000)	P25	P10	AVG
134	8		58.7	48.0	43.4		50.5
157	12	79.7	68.6	57.3	45.3	40.1	57.4
186	17	77.0	63.1	56.0	52.3	47.7	61.3
219	19	83.8	70.0	62.4	57.2	46.1	65.1
258	22	93.6	77.2	65.4	57.4	52.4	68.3
301	24	97.8	79.0	70.8	65.3	60.1	74.2
352	24	102.4	93.2	78.5	72.6	66.0	81.8
414	24	106.5	97.0	84.0	81.4	75.9	88.9
488	24	118.6	110.7	97.0	87.9	81.4	98.9
576	24	128.5	119.8	103.5	96.8	90.2	106.8
684	24	144.9	132.6	117.3	103.8	100.3	119.6
817	24	164.2	148.4	131.3	116.9	109.8	134.0
977	22	178.4	162.0	148.6	134.7	125.2	150.5
1168	23	210.1	204.2	182.0	169.3	141.4	181.7
1394	23	262.4	229.4	217.2	204.2	190.9	218.3
1664	19	282.8	265.3	258.0	236.0	228.7	257.1
1980	17	381.2	323.6	294.6	270.7	263.3	306.9
2355	10		379.4	336.9	280.9		327.9

Total Cash Design - Projected by 2.1%

Full Points	Number of Organizations	P90	P75	P50 (\$,000)	P25	P10	AVG
134	8		58.7	48.0	44.2		51.3
157	12	79.8	68.6	58.7	46.6	41.5	58.3
186	17	81.5	65.1	57.2	54.1	48.5	62.5
219	19	83.8	71.4	63.9	59.5	49.4	67.0
258	22	93.6	77.2	67.1	58.9	53.4	70.4
301	24	101.3	82.2	74.6	67.5	61.6	76.6
352	24	106.6	93.8	81.3	75.0	67.7	85.3
414	24	113.9	97.4	89.8	83.7	78.2	92.9
488	24	127.0	118.0	101.7	92.8	84.1	104.6
576	24	134.1	126.5	112.4	102.4	92.8	114.0
684	24	155.8	144.9	128.3	115.4	104.9	130.0
817	24	191.2	162.5	149.6	130.0	116.3	151.9
977	22	216.0	183.4	166.2	149.6	133.8	173.3
1168	23	289.5	255.3	232.3	191.7	166.8	226.7
1394	23	327.2	305.7	274.6	254.9	229.3	283.8
1664	19	420.7	356.7	322.8	294.9	278.2	346.6
1980	17	667.1	478.7	419.8	351.7	298.2	441.4
2355	10		531.1	488.5	352.9		448.1

Utilities Organizations

Chart Coordinates - Canada
Projected to May 1, 2012

Base Salary - Projected by 2.6%

Full Points	Number of Organizations	P90	P75	P50 (\$,000)	P25	P10	AVG
134	8		60.7	48.1	40.7		50.4
157	12	76.1	68.0	57.7	45.5	39.1	57.3
186	17	83.7	65.9	55.6	52.0	48.9	61.9
219	19	84.4	73.3	62.3	56.6	47.2	65.2
258	22	91.6	77.0	65.7	59.5	53.6	68.7
301	24	95.1	78.4	71.0	63.6	58.1	72.9
352	24	103.4	86.3	78.0	70.6	63.8	80.4
414	24	108.6	93.4	87.2	79.4	69.7	87.8
488	24	123.9	110.1	95.5	88.3	78.7	98.8
576	24	132.9	119.1	107.4	97.8	87.6	108.8
684	24	146.5	132.8	118.5	107.3	96.9	120.6
817	24	174.4	150.0	131.9	120.6	109.7	136.4
977	22	184.3	165.0	150.9	132.0	125.9	150.9
1168	23	225.9	206.2	187.2	166.2	150.2	188.4
1394	23	263.7	236.0	220.8	207.0	190.4	224.3
1664	19	341.1	275.5	259.4	241.1	229.6	272.8
1980	17	386.2	332.9	320.7	279.9	237.0	311.9
2355	10		390.9	361.0	303.8		343.0

Total Cash - Projected by 2.6%

Full Points	Number of Organizations	P90	P75	P50 (\$,000)	P25	P10	AVG
134	8		60.8	48.1	41.8		51.0
157	12	77.5	68.0	59.5	46.1	39.8	58.0
186	17	83.7	68.2	57.1	53.1	50.3	63.0
219	19	84.4	74.3	63.8	58.0	50.2	66.6
258	22	93.3	77.6	68.5	61.0	53.9	70.7
301	24	95.4	80.1	73.1	64.8	58.5	74.9
352	24	105.8	90.6	81.1	73.4	66.7	83.2
414	24	113.4	97.9	90.4	82.5	72.5	91.3
488	24	129.4	115.4	101.8	90.6	81.8	103.8
576	24	139.3	127.6	113.0	102.1	92.3	115.6
684	24	158.8	143.2	131.6	112.0	101.8	130.9
817	24	196.8	165.1	149.9	127.1	114.4	154.0
977	22	219.3	201.7	172.1	145.4	127.4	173.4
1168	23	295.4	267.4	238.1	193.3	155.0	235.0
1394	23	378.8	328.3	288.0	257.9	220.2	295.8
1664	19	512.1	400.3	362.2	304.3	264.5	379.1
1980	17	640.2	508.2	473.7	376.1	276.6	456.5
2355	10		617.0	554.2	413.6		507.4



Utilities Organizations

Line Formulae - Canada
Projected to May 1, 2012

Base Salary Policy - Projected by 2.1%

Full Point Range	P90		P75		P50		P25		P10		AVG		Hay Points	Our Current	Market Policy (P25)	Variance	
	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant					
134 - 157			431.51	896	404.38	-6,189	84.48	32,073			296.14	10,853					
157 - 186	-93.34	94,396	-192.37	98,845	-47.58	64,769	237.65	8,025	258.50	-418	133.29	36,420					
186 - 219	205.97	38,723	211.96	23,641	194.52	19,739	149.99	24,330	-44.47	55,935	120.29	38,838	Band 2	193	\$46,692	\$53,277	-14.10%
219 - 258	250.88	28,889	181.88	30,229	78.72	45,098	5.22	56,034	158.50	11,485	80.68	47,513	Band 3	237	\$52,697	\$57,271	-8.68%
258 - 301	98.21	68,278	43.62	65,899	123.42	33,566	185.20	9,597	181.01	5,675	137.32	32,899	Band 4	292	\$59,906	\$63,677	-6.30%
301 - 352	90.39	70,631	278.47	-4,792	152.13	24,924	142.14	22,560	113.86	25,889	148.22	29,620					
352 - 414	65.35	79,445	61.23	71,679	89.86	46,842	142.08	22,580	160.07	9,624	114.42	41,515	Band 5	359	\$69,412	\$73,588	-6.02%
414 - 488	164.34	38,463	185.09	20,398	175.36	11,446	87.65	45,116	74.47	45,061	135.81	32,662	Band 6	440	\$78,151	\$83,681	-7.08%
488 - 576	112.21	63,902	102.68	60,617	73.39	61,210	100.76	38,718	99.07	33,058	89.80	55,115	Band 7	540	\$89,038	\$93,128	-4.59%
576 - 684	151.33	41,367	118.89	51,277	128.09	29,703	65.82	58,842	94.27	35,820	117.55	39,129	Band 8	662	\$99,664	\$102,416	-2.76%
684 - 817	144.94	45,744	118.27	51,706	105.16	45,381	98.36	36,585	71.20	51,599	108.42	45,372	Band 9	770	\$106,302	\$112,323	-5.66%
817 - 977	88.70	91,689	85.73	78,291	107.93	43,120	110.78	26,442	96.48	30,945	103.61	49,305					
977 - 1168	166.53	15,645	220.71	-53,586	175.00	-22,403	181.21	-42,372	84.75	42,404	163.61	-9,320				-5.90%	
1168 - 1394	231.24	-59,927	111.59	73,866	155.78	39	154.51	-11,186	219.33	-114,778	161.71	-7,091					
1394 - 1664	75.56	157,083	132.74	44,378	151.13	6,525	117.50	40,406	139.62	-3,664	143.42	18,394					
1664 - 1980	311.46	-235,445	184.40	-41,577	115.53	65,758	109.99	52,908	109.70	46,120	157.65	-5,275					
1980 - 2355			149.00	28,505	113.11	70,567	27.06	217,107			56.12	195,758					
2355 - 2795			123.95	87,491	72.29	166,689	30.18	209,764			81.04	137,056					

Utilities Organizations

Chart Coordinates - Canada

May 1, 2011

Full Points	Number of Organizations	Bonus Target %					P10	AVG
		P90	P75	P50 (\$,000)	P25	P10		
134	10		3.3	0.0	0.0		1.8	
157	15	7.0	3.0	0.2	0.0	0.0	2.1	
186	21	6.0	3.0	2.0	0.0	0.0	2.4	
219	26	7.5	6.0	3.0	0.0	0.0	3.1	
258	29	8.4	5.0	3.0	0.0	0.0	3.3	
301	28	9.2	5.0	3.0	0.0	0.0	3.3	
352	29	10.0	7.5	4.0	0.0	0.0	4.4	
414	29	10.0	8.0	5.0	0.0	0.0	4.6	
488	29	12.8	10.0	5.0	0.0	0.0	5.7	
576	29	14.0	10.0	6.0	0.0	0.0	6.8	
684	29	15.0	15.0	9.0	0.0	0.0	8.7	
817	29	21.6	16.3	15.0	6.7	0.0	13.0	
977	28	29.0	20.0	15.0	6.0	0.0	14.5	
1168	24	39.8	30.0	25.0	18.0	5.5	23.8	
1394	22	40.0	37.5	30.0	20.0	12.0	29.2	
1664	19	51.8	35.0	30.0	25.0	12.0	32.8	
1980	16	75.0	52.5	35.3	25.0	12.3	40.7	
2355	10		45.0	40.0	25.7		33.7	

Full Points	Number of Organizations	Bonus Target % (where eligible)					P10	AVG
		P90	P75	P50 (\$,000)	P25	P10		
134	6			4.0			4.7	
157	7			3.0			4.7	
186	14	10.0	8.0	6.0	3.0	3.0	6.0	
219	18	10.0	7.8	6.0	5.0	3.0	6.6	
258	20	12.4	10.0	6.0	4.0	3.0	7.1	
301	20	11.5	9.3	5.5	3.0	3.0	6.7	
352	20	10.0	10.0	7.5	5.0	3.0	7.4	
414	20	15.0	10.0	8.0	5.0	3.0	8.1	
488	20	15.0	10.3	10.0	5.5	3.0	9.5	
576	20	15.0	13.0	10.0	6.0	3.0	10.1	
684	20	15.0	15.0	15.0	9.5	4.8	12.5	
817	23	30.0	20.0	15.0	13.0	10.0	16.8	
977	22	30.0	25.0	19.6	15.0	10.0	19.3	
1168	21	40.0	30.0	25.0	20.0	15.0	26.8	
1394	20	40.0	40.0	30.0	25.0	12.0	30.3	
1664	18	54.4	35.0	30.0	25.0	12.0	33.9	
1980	15	75.0	55.0	35.6	29.8	15.5	42.5	
2355	9		45.0	42.2	37.5		38.9	

Utilities Organizations

Chart Coordinates - Canada

May 1, 2011

Bonus Target % (where received)

Full Points	Number of Organizations	P90	P75	P50 (\$,000)	P25	P10	AVG
134	6			4.0			4.5
157	7			3.0			4.7
186	14	10.0	8.0	6.0	3.0	3.0	6.1
219	18	11.4	8.0	6.0	5.0	3.0	6.8
258	20	12.5	10.0	7.0	4.0	3.0	7.5
301	20	12.8	10.0	6.1	3.7	3.0	7.1
352	20	15.0	10.0	7.5	5.0	3.0	8.3
414	20	15.0	10.0	8.0	5.0	3.0	9.1
488	20	15.0	12.9	10.0	7.3	3.0	10.2
576	20	15.0	13.0	10.0	8.0	3.0	10.6
684	20	18.2	15.0	15.0	10.0	7.4	13.8
817	22	30.0	20.0	15.0	13.0	10.0	17.1
977	22	30.0	25.0	19.6	15.0	10.0	19.9
1168	21	39.8	30.0	25.0	20.0	15.0	26.8
1394	20	40.0	37.5	30.0	25.0	12.0	29.8
1664	18	54.4	35.0	30.0	25.0	12.0	33.9
1980	15	75.0	57.5	37.8	34.6	25.0	43.8
2355	9		45.0	42.2	37.5		38.9

Bonus Payout %

Full Points	Number of Organizations	P90	P75	P50 (\$,000)	P25	P10	AVG
134	10		2.2	0.0	0.0		1.5
157	15	6	2.0	0.0	0.0	0.0	1.8
186	21	6	3.0	1.0	0.0	0.0	2.0
219	26	7	5.3	2.0	0.0	0.0	2.6
258	29	7.8	6.0	2.0	0.0	0.0	3.0
301	28	7.4	6.0	2.0	0.0	0.0	2.8
352	29	9	6.0	2.0	0.0	0.0	3.6
414	29	10	7.0	3.0	0.0	0.0	4.1
488	29	12.5	9.0	3.4	0.0	0.0	5.2
576	29	13.2	10.0	5.1	0.0	0.0	6.2
684	29	17	14.5	8.0	0.0	0.0	8.4
817	29	25.3	18.0	12.9	1.5	0.0	12.2
977	28	28.2	22.4	15.0	0.0	0.0	14.2
1168	24	39.9	35.7	26.3	13.1	0.9	23.6
1394	22	47.5	40.0	34.0	15.2	7.4	30.6
1664	19	51.2	46.6	39.5	25.0	11.2	36.6
1980	16	69.1	59.1	47.8	34.2	11.7	42.9
2355	10		57.1	51.9	29.8		42.2

Utilities Organizations

Chart Coordinates - Canada

May 1, 2011

Bonus Payout % (where eligible)

Full Points	Number of Organizations	P90	P75	P50 (\$,000)	P25	P10	AVG
134	6			3.5			3.9
157	7			2.0			4.2
186	14	9.6	7.0	5.0	2.5	2.0	5.2
219	18	10.0	7.0	5.2	2.6	1.2	5.5
258	20	10.9	8.0	6.0	2.6	2.0	6.0
301	20	10.2	8.0	5.7	2.9	1.0	5.4
352	20	10.6	8.5	6.0	3.0	1.0	6.0
414	20	13.0	10.0	6.4	3.0	2.0	7.0
488	20	14.2	11.4	7.6	4.0	2.0	8.3
576	20	15.0	11.0	8.0	5.0	2.0	9.1
684	20	18.4	15.2	12.0	7.1	2.7	11.8
817	23	26.3	20.5	15.0	10.0	4.1	15.8
977	22	29.7	25.6	18.0	14.0	4.6	18.8
1168	21	40.0	36.7	28.4	17.8	9.7	26.6
1394	20	47.8	40.0	35.0	15.3	10.0	31.8
1664	18	51.2	46.8	39.8	25.0	11.8	37.8
1980	15	69.2	59.7	48.9	37.5	12.7	44.7
2355	9		59.2	53.0	46.0		48.7

Bonus Payout % (where received)

Full Points	Number of Organizations	P90	P75	P50 (\$,000)	P25	P10	AVG
134	6			4.0			4.6
157	7			2.7			5.2
186	14	10.0	7.4	6.0	3.0	2.0	5.7
219	18	10.0	7.5	6.0	3.7	2.0	6.3
258	20	12.0	9.0	6.0	3.8	2.1	7.0
301	20	11.0	8.9	6.0	3.0	2.0	6.5
352	20	13.7	10.0	6.1	4.0	2.1	7.4
414	20	14.2	11.0	7.0	4.0	2.9	8.3
488	20	16.5	12.0	8.7	6.0	3.0	9.7
576	20	17.0	12.0	9.0	6.0	3.0	10.1
684	20	20.3	16.4	13.9	9.0	5.8	13.6
817	22	28.1	21.2	15.1	12.0	7.1	17.0
977	22	33.0	26.0	18.0	15.0	8.0	20.1
1168	21	40.8	37.5	29.6	19.6	14.8	28.7
1394	20	48.0	40.0	35.0	21.5	10.0	33.0
1664	18	51.2	46.8	39.8	25.0	11.8	37.8
1980	15	69.2	60.2	49.3	38.3	14.1	46.8
2355	9		59.2	53.0	46.0		49.1

Utilities Organizations**Participant List - Canada****May 1, 2011**

(N=31)

Bluewater Power Distribution Corporation
Brantford Energy Group of Companies
British Columbia Hydro and Power Authority
Bruce Power
Direct Energy Marketing Ltd.
Enersource Hydro Mississauga
Fortis Inc.
Fortis Ontario Inc.
FortisAlberta Inc.
FortisBC Energy Inc.
FortisBC Inc.
Guelph Hydro Electric Systems Inc.
Halifax Regional Water Commission
Horizon Utilities Corporation
Hydro One Brampton
Hydro One Inc.
Hydro Ottawa Limited
London Hydro
Maritime Electric Company
NB Power Holding Corporation
Newfoundland Power Inc.
Northwest Territories Power Corporation
Nova Scotia Power Inc.
Ontario Power Generation Inc.
PowerStream Inc.
SaskEnergy Incorporated
SaskPower
Toronto Hydro-Electric System Limited
Veridian Corporation
Westario Power Inc.
Yukon Energy Corporation