

## **RÉPONSE D'HYDRO-QUÉBEC DISTRIBUTION À L'ENGAGEMENT NUMÉRO 23**



**Engagement n° 23 (demandé par la FCEI)**

*Fournir le rapport du participant fourni à Hydro-Québec dans le cadre de l'étude de Mercer (sous les réserves des aspects qui pourraient être confidentiels dans le cadre de l'entente).*

**Réponse à l'engagement n° 23 :**

1 Le Distributeur dépose à l'annexe A le rapport reçu en 2013 de la firme Mercer  
2 (« rapport du participant ») à la suite de sa participation à l'étude de balisage  
3 d'Hydro One Networks (« rapport d'Hydro One »).

*Mise en contexte*

4 D'emblée, le Distributeur souligne qu'il ne cautionne en aucune manière la  
5 méthodologie utilisée par Mercer aux fins de cette enquête, réalisée sur un groupe  
6 fermé, permanent et limité au secteur de l'énergie. Il insiste au contraire sur la  
7 robustesse de l'étude réalisée pour son compte par la firme Normandin Beaudry en  
8 2016. Cette étude répond en tous points à la demande faite par la Régie dans ses  
9 décisions à cet effet<sup>1</sup> et les résultats obtenus tracent un portrait crédible et fiable du  
10 positionnement de l'offre de rémunération globale du Distributeur.

11 Toutefois, le Distributeur soumet que la firme Optimum, retenue par la FCEI, insiste à  
12 maintes reprises sur la qualité du rapport d'Hydro One, et ce, tant dans son rapport  
13 d'analyse<sup>2</sup> que dans son témoignage à l'audience<sup>3</sup>. Au soutien de sa position, le témoin  
14 expert de la FCEI invoque notamment la méthodologie utilisée, le marché de référence  
15 et le recours à une enquête fermée.

16 Pour cette raison, le Distributeur juge nécessaire de présenter les principaux résultats  
17 obtenus par l'étude d'Hydro One et les hypothèses les sous-tendant.

*Hypothèses*

18 Le Distributeur souligne que l'étude d'Hydro One utilise la méthode des salaires  
19 versés, soit celle défendue par le témoin expert de la FCEI. La méthodologie utilisée  
20 par Mercer ne propose donc aucun ajustement qui tiendrait compte des démographies  
21 de main-d'œuvre différentes entre les entreprises ou des écarts salariaux parfois  
22 importants entre les provinces. Le Distributeur réitère qu'il considère que la méthode  
23 des coûts simulés sur laquelle repose l'étude de Normandin Beaudry est, à son avis,  
24 plus rigoureuse.

25 Par ailleurs, en ce qui a trait au régime de retraite, le Distributeur note que l'étude  
26 d'Hydro One a été effectuée avant que le partage de coût à parts égales, entre  
27 Hydro-Québec et son personnel, soit implanté. L'augmentation des cotisations

<sup>1</sup> Décisions D-2014-037, D-2015-153 et D-2016-033.

<sup>2</sup> Pièce C-FCEI-0018. Voir notamment la section 1, aux sous-sections 3, 4, 6 et 7.

<sup>3</sup> Pièce A-0049, page 244 (question 378).

salariales qui en a découlé a réduit la rémunération indirecte, donc la rémunération globale. Conséquemment, toutes choses étant égales par ailleurs, le positionnement d'Hydro-Québec par rapport au marché de référence aurait été réduit si l'étude avait été réalisée sur la base des nouveaux paramètres de partage des coûts du régime de retraite.

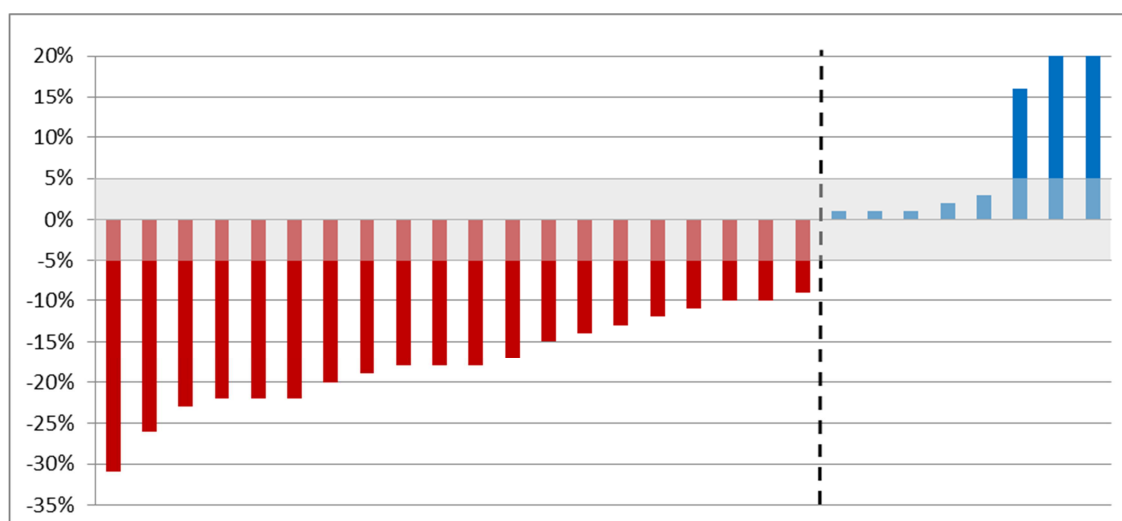
### Résultats

Le tableau et la figure E-23 présentent les principaux résultats du rapport du participant.

**TABLEAU E-23 :  
POSITIONNEMENT DES POSTES CHEZ HYDRO-QUÉBEC  
PAR RAPPORT À LA MÉDIANE DU MARCHÉ**

	Nombre de postes		
	Salaire de base	Rémunération directe	Rémunération globale
Plus de 15 % <i>inférieur</i>	14	13	12
6 % à 15 % <i>inférieur</i>	8	9	8
0 % à 5 % <i>inférieur</i>	2	2	0
1 % à 5 % <i>supérieur</i>	1	1	5
Plus de 5 % <i>supérieur</i>	3	3	3
	28	28	28

**FIGURE E-23 :  
POSITIONNEMENT DES POSTES CHEZ HYDRO-QUÉBEC  
PAR RAPPORT À LA MÉDIANE DU MARCHÉ (RÉMUNÉRATION GLOBALE)**



1 Les résultats indiquent que la rémunération globale de la grande majorité des postes,  
2 soit 20 (71 %) parmi les 28 étudiés, est *inférieure* à la médiane et à la zone de  
3 compétitivité. L'écart est souvent très important, comme le montre la figure E-23.

4 Par ailleurs, la rémunération globale de 5 postes (18 %) est à l'intérieur de la zone de  
5 compétitivité. Quant aux 3 postes (11 %) ayant une rémunération globale qui excède  
6 cette zone, ils ont un faible effectif.

7 Le rapport d'Hydro One, déposé en l'instance par la FCEI<sup>4</sup>, indique que la  
8 rémunération globale de cette entreprise excède la médiane du marché de 10 %. À la  
9 lumière des résultats pour Hydro-Québec, il est tout à fait plausible que l'écart entre  
10 cette dernière et Hydro One soit de l'ordre de 20 % à 25 %

### *Conclusion*

11 Le Distributeur ne croit pas que la rémunération de ses employés soit inférieure à la  
12 médiane de son marché de référence. La rémunération de l'entreprise est située à la  
13 limite de la zone de compétitivité et le rapport de la firme Normandin Beaudry le  
14 confirme.

15 Le Distributeur réitère les faiblesses inhérentes à l'approche prônée par le témoin  
16 expert de la FCEI, soit une enquête reposant sur un petit groupe fermé d'entreprises,  
17 permanent, et surtout restreint au secteur de l'énergie. Il souligne à nouveau les  
18 avantages, aux fins de comparaison, du recours à un marché de référence réaliste,  
19 représentatif du marché sur lequel Hydro-Québec est en concurrence pour sa main-  
20 d'œuvre.

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<sup>4</sup> Pièce C-FCEI-0044, page 11.



**Annexe A :**

**Hydro-Québec  
Compensation Cost Benchmarking Study  
November 2013**





# HYDRO-QUÉBEC COMPENSATION COST BENCHMARKING STUDY

NOVEMBER 2013

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SPONSORED BY HYDRO ONE NETWORKS INC.

# Compensation Cost Benchmarking Study

## Introduction

- Mercer is pleased to present the results of the Compensation Cost Benchmarking Study sponsored by Hydro One Networks Inc. (“Hydro One”). We appreciate you devoting your time and patience to completing the survey kit and responding promptly to our follow-up questions. Should you have any questions regarding the information presented in this report, please do not hesitate to contact any of the Mercer representatives below:

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- To preserve confidentiality and ensure data reliability, Mercer requires a certain minimum number of data points to report the following statistics:

Statistic	Number of Organizations Required
Average (“Avg”)	• 3 organizations
50th percentile/median (“P50”)	• 4 organizations
25th/75th percentile (“P25”/”P75”)	• 5 organizations

- In cases where insufficient data is available, a “-” is shown

# Compensation Cost Benchmarking Study

## Survey Participants

- Below is a list of the 16 organizations which participated in the Compensation Cost Benchmarking Study:

BC Hydro Power & Authority	Hydro-Québec
Bruce Power	Manitoba Hydro
Enbridge Gas Distribution	New Brunswick Power
Enersource Corp	Ontario Power Generation
ENMAX Corporation	PowerStream Inc.
EPCOR Utilities	SaskPower
Horizon Utilities Corporation	Toronto Hydro Electric System Ltd.
Hydro One	TransAlta Corporation

- The table below presents a list of all organizations which participated in this Compensation Cost Benchmarking Study:

	Survey Participant Demographics					
	# Orgs	P25	P50	P75	Avg	
	Annual Revenue CAD(\$MM) (1)	16	\$1,820.8	\$2,331.0	\$4,210.0	\$3,267.6
	# of Employees (1),(2)	16	1,762	3,070	5,468	4,572

(1) Data as reported by survey participants

(2) Representative of full-time employees and equivalents only

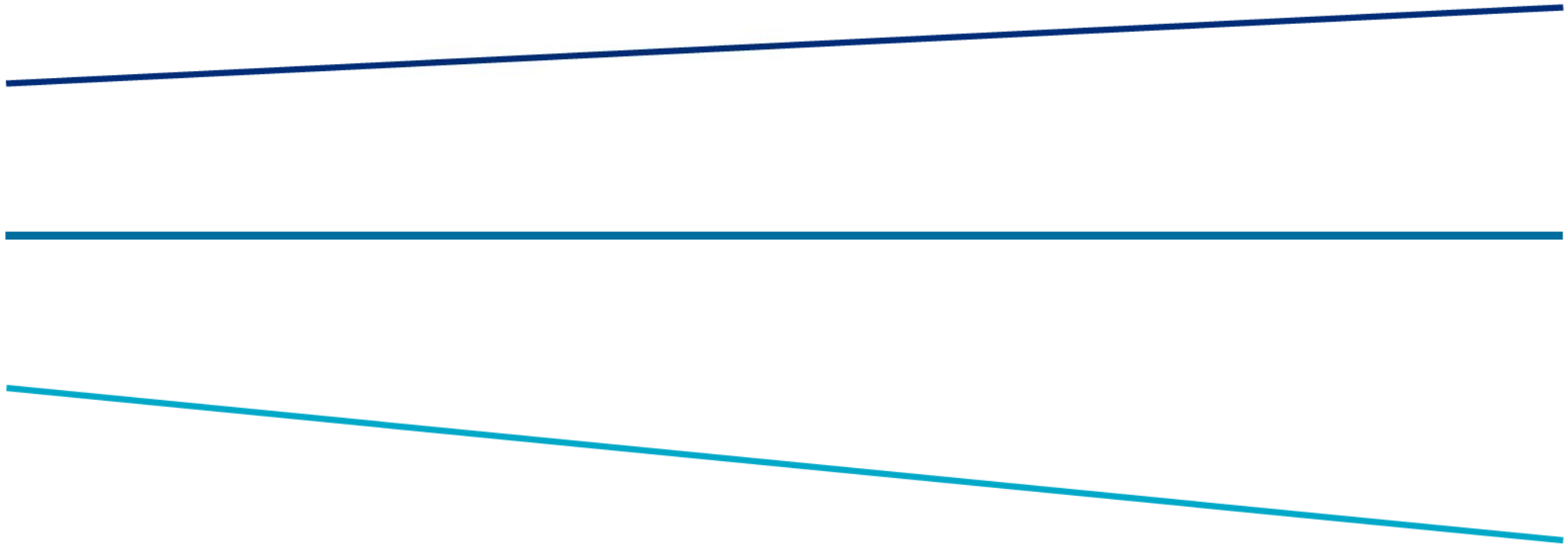
# Compensation Cost Benchmarking Study

## Reported Benchmark Positions

- The table below summarizes the benchmark positions for which Hydro-Québec (“Hydro-Québec”) reported a match:
  - See Appendix A for a comprehensive list of surveyed positions along with position descriptions included in the Compensation Cost Benchmarking Study

Employee Group	Job #	Benchmark Survey Title
Non-Represented	1	
	2	
	3	
	4	Engineer F
	5	Area Superintendent
	6	Human Resource Manager / Consultant
	7	Field Service Coordinator
	8	Administrative Assistant
Professionals	9	Engineer E
	10	Business Analyst C
	11	Engineer D
	12	Engineer C
	13	Engineer B
	14	Business Analyst A
	15	Engineer A
Power Workers	16	System Operator (Controller)
	18	Protection and Control Technician
	19	Area Distribution Engineering Technician
	20	Regional Maintainer - Lines
	21	Regional Maintainer - Electrical
	22	Fleet Mechanic
	23	Lineman - Journeyman
	25	Service Dispatcher
	26	Drafter II
	27	Stock Keeper
	28	Data Entry Clerk
	31	Lines Apprentice
	32	Meter Reader
	33	General Labourer/Roustabout

## DETAILED POSITION DATA





# Detailed Position Data

All data presented in CAD(\$000s)

	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					86%	12		
<i>Actual Short-Term Incentives Paid</i>					50%	9		
<b>Actual Total Cash Compensation (2)</b>					88%	12		
<i>Estimated Long-Term Incentive Value (3)</i>					-	-		
<i>Estimated Benefits Value (4)</i>					74%	12		
<i>Estimated Pension Value (5)</i>					109%	12		
<b>Total Remuneration (6)</b>					89%	12		

## Benchmark Position Generic Description

Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

## Detailed Position Data

All data presented in CAD(\$000s)

	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					200%	10		
<i>Actual Short-Term Incentives Paid</i>					163%	9		
<b>Actual Total Cash Compensation (2)</b>					198%	10		
<i>Estimated Long-Term Incentive Value (3)</i>					-	2		
<i>Estimated Benefits Value (4)</i>					144%	10		
<i>Estimated Pension Value (5)</i>					243%	10		
<b>Total Remuneration (6)</b>					200%	10		

### Benchmark Position Generic Description

Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

All data presented in CAD(\$000s)

	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					83%	11		
<i>Actual Short-Term Incentives Paid</i>					56%	8		
<b>Actual Total Cash Compensation (2)</b>					85%	11		
<i>Estimated Long-Term Incentive Value (3)</i>					-	2		
<i>Estimated Benefits Value (4)</i>					68%	11		
<i>Estimated Pension Value (5)</i>					103%	11		
<b>Total Remuneration (6)</b>					87%	11		

## Benchmark Position Generic Description

Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.



# Detailed Position Data

## Engineer F

### Engineer F

All data presented in CAD(\$000s)

	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					87%	10		
<i>Actual Short-Term Incentives Paid</i>					19%	7		
<b>Actual Total Cash Compensation (2)</b>					80%	10		
<i>Estimated Long-Term Incentive Value (3)</i>					-	3		
<i>Estimated Benefits Value (4)</i>					73%	10		
<i>Estimated Pension Value (5)</i>					104%	10		
<b>Total Remuneration (6)</b>					81%	10		

### Benchmark Position Generic Description

Incumbent is considered an authority in an engineering field of specialization and acts as a technical consultant to the organization. This level is a dual-stream first level managerial position. Incumbents may be responsible for directing a staff of professional and support employees or act as a technical specialist. Responsible for planning and directing large engineering programs/projects; sets priorities and allocates resources; makes necessary decisions on all day-to-day operating matters within constraints of company policy. Receives work in terms of broad objectives.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## Area Superintendent

Area Superintendent								
<i>All data presented in CAD(\$000s)</i>								
	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					9			
<i>Actual Short-Term Incentives Paid</i>					7			
<b>Actual Total Cash Compensation (2)</b>					9			
<i>Estimated Long-Term Incentive Value (3)</i>					3			
<i>Estimated Benefits Value (4)</i>					9			
<i>Estimated Pension Value (5)</i>					9			
<b>Total Remuneration (6)</b>					9			

### Benchmark Position Generic Description

Responsible for providing construction management and supervision within the construction group. Administers construction contracts. Is accountable for construction costs, schedules, safety, product quality and environment performance. Provides input into Project Execution Plans and the associated schedules and estimates. Usual qualifications include 10 to 12 years of experience including supervisory experience. Requires experience in construction management and supervision of various trades.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## Human Resource Manager / Consultant

### Human Resource Manager / Consultant

All data presented in CAD(\$000s)

	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					98%	12		
<i>Actual Short-Term Incentives Paid</i>					56%	8		
<b>Actual Total Cash Compensation (2)</b>					100%	12		
<i>Estimated Long-Term Incentive Value (3)</i>					-	3		
<i>Estimated Benefits Value (4)</i>					84%	12		
<i>Estimated Pension Value (5)</i>					139%	12		
<b>Total Remuneration (6)</b>					103%	12		

### Benchmark Position Generic Description

This position plans, designs, develops, implements and administers policies and programs through functional supervision in all or some of the following areas: employee relations, executive compensation, wage and salary administration, job evaluation, performance management, recruitment and selection and employment equity/ human rights.

**Note:**

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## Field Service Coordinator

### Field Service Coordinator

All data presented in CAD(\$000s)

	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					3	-	-	-
<i>Actual Short-Term Incentives Paid</i>					2	-	-	-
<b>Actual Total Cash Compensation (2)</b>					3	-	-	-
<i>Estimated Long-Term Incentive Value (3)</i>					-	-	-	-
<i>Estimated Benefits Value (4)</i>					3	-	-	-
<i>Estimated Pension Value (5)</i>					3	-	-	-
<b>Total Remuneration (6)</b>					3	-	-	-

### Benchmark Position Generic Description

Manage and supervise trade, technical and clerical staff. Develop work programs, organize schedules, provide instructions, guidance and checks, monitor work to ensure work quality and accuracy and in conformity to governing regulations. Ensure the administration of procedures, applicable legislation and collective agreements are met. Administer and control contract work. Review work methods, ensure appropriate training. Develops, maintains and enhance customer relationships through direct contact both internally and externally. This position is non-represented.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.



# Detailed Position Data

## Administrative Assistant

### Administrative Assistant

All data presented in CAD(\$000s)

	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					15			
<i>Actual Short-Term Incentives Paid</i>					11			
<b>Actual Total Cash Compensation (2)</b>					15			
<i>Estimated Long-Term Incentive Value (3)</i>					-			
<i>Estimated Benefits Value (4)</i>					15			
<i>Estimated Pension Value (5)</i>					15			
<b>Total Remuneration (6)</b>					15			

### Benchmark Position Generic Description

Requires a general knowledge of departmental procedures, practices and office routine. Possesses good office and computer skills including word processing, spreadsheets, graphics software, dictaphone transcription, and filing. May provide assistance to a more senior Administrative Assistant in a large department.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## Engineer E

Engineer E								
<i>All data presented in CAD(\$000s)</i>								
	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					89%	13		
<i>Actual Short-Term Incentives Paid</i>					29%	8		
<b>Actual Total Cash Compensation (2)</b>					89%	13		
<i>Estimated Long-Term Incentive Value (3)</i>					-	2		
<i>Estimated Benefits Value (4)</i>					74%	13		
<i>Estimated Pension Value (5)</i>					101%	13		
<b>Total Remuneration (6)</b>					86%	13		

### Benchmark Position Generic Description

May have responsibility for co-ordinating engineering work assignments and making recommendations on technical applications developed by other professional personnel or consultants . May involve the direct supervision of a group of professionals. Provides guidance and training to less experienced staff. Checks work for accuracy and completeness. As a specialist, conducts special, complex and advanced level studies. Work is generally reviewed for results only. Makes independent decisions within broad guidelines and policies. May make recommendations concerning selection, training, discipline and remuneration of staff. May also responsible for construction.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## Business Analyst C

### Business Analyst C

All data presented in CAD(\$000s)

	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					93%	11		
<i>Actual Short-Term Incentives Paid</i>					47%	6		
<b>Actual Total Cash Compensation (2)</b>					94%	11		
<i>Estimated Long-Term Incentive Value (3)</i>					-	-		
<i>Estimated Benefits Value (4)</i>					74%	11		
<i>Estimated Pension Value (5)</i>					134%	11		
<b>Total Remuneration (6)</b>					101%	11		

### Benchmark Position Generic Description

Analyzes internal metrics. Performs responsible and varied business analytical or administrative functions. Prepares documents, forecast summaries, status reports, budget reports, etc. Duties may include interpreting and processing company contracts, AFEs, and government agreements. Assignments are given in terms of objectives and relative priorities. Problems may be solved by adapting standard methods or by practical applications of knowledge. Usual qualifications include a university degree with a minimum of 4 years' related experience; technical diploma with a minimum of 6 years' related experience.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## Engineer D

Engineer D								
<i>All data presented in CAD(\$000s)</i>								
	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					90%	15		
<i>Actual Short-Term Incentives Paid</i>					33%	9		
<b>Actual Total Cash Compensation (2)</b>					89%	15		
<i>Estimated Long-Term Incentive Value (3)</i>					-	1		
<i>Estimated Benefits Value (4)</i>					71%	15		
<i>Estimated Pension Value (5)</i>					112%	15		
<b>Total Remuneration (6)</b>					90%	15		

### Benchmark Position Generic Description

This is the first level of full engineering specialization and is considered the senior level position. Alternatively may be the level at which an individual acts as group leader or work task force leader of a small group of technical personnel. Requires application of well developed technical knowledge in planning, conducting and co-ordinating difficult assignments. The position requires the modification of established guidelines and initiation of new approaches. Makes independent decisions in planning, organizing and completing technical assignments. Work is reviewed for soundness of judgement but accepted technically as accurate and feasible. Work is assigned in terms of objectives and priorities but informed guidance is available. Advises on technical problems and supervision, and may plan, schedule and review work of professional engineers and technicians. May make recommendations concerning selection, training, discipline and remuneration of staff.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.



# Detailed Position Data

## Engineer C

### Engineer C

All data presented in CAD(\$000s)

	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					74%	14		
<i>Actual Short-Term Incentives Paid</i>					31%	9		
<b>Actual Total Cash Compensation (2)</b>					71%	14		
<i>Estimated Long-Term Incentive Value (3)</i>					-	1		
<i>Estimated Benefits Value (4)</i>					61%	14		
<i>Estimated Pension Value (5)</i>					86%	14		
<b>Total Remuneration (6)</b>					74%	14		

### Benchmark Position Generic Description

Incumbent is responsible for varied engineering assignments requiring a broad knowledge of an engineering specialty and the effect the work has upon other fields. Solves problems using a combination of standard or modified procedures. Participates in planning objectives. Performs independent studies, and analyzes, interprets and draws own conclusions; more complex work projects are referred to more senior authorities. Not supervised in detail except on more difficult assignments. May give periodic technical guidance to less experienced professionals or technicians assigned to work on a common project. Usual qualifications include a university degree in engineering with a minimum of 4 years' related experience.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## Engineer B

### Engineer B

All data presented in CAD(\$000s)

	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					75%	9		
<i>Actual Short-Term Incentives Paid</i>					30%	5		
<b>Actual Total Cash Compensation (2)</b>					71%	9		
<i>Estimated Long-Term Incentive Value (3)</i>					-	-		
<i>Estimated Benefits Value (4)</i>					64%	9		
<i>Estimated Pension Value (5)</i>					123%	9		
<b>Total Remuneration (6)</b>					77%	9		

### Benchmark Position Generic Description

Uses a variety of standard problem solving techniques. May assist more senior engineers in carrying out technical tasks requiring computation methods. Duties are assigned with detailed oral, and occasionally written instructions. Work is reviewed in detail with guidance given. May give limited technical guidance to junior professionals or technicians working on a common project. Usual qualifications include a university degree in engineering with a minimum of 2 years' related experience.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## Business Analyst A

### Business Analyst A

All data presented in CAD(\$000s)

	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					8			
<i>Actual Short-Term Incentives Paid</i>					3			
<b>Actual Total Cash Compensation (2)</b>					8			
<i>Estimated Long-Term Incentive Value (3)</i>					-			
<i>Estimated Benefits Value (4)</i>					8			
<i>Estimated Pension Value (5)</i>					8			
<b>Total Remuneration (6)</b>					8			

### Benchmark Position Generic Description

Assists with analyzing internal metrics. Performs responsible and varied business analytical or administrative functions. Assists with preparation documents, forecast summaries, status reports, budget reports, etc. Duties may include interpreting and processing company contracts, AFEs, and government agreements. Assignments are given in terms of objectives and relative priorities. Problems may be solved by adapting standard methods or by practical applications of knowledge. Usual qualifications include a university degree.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## Engineer A

### Engineer A

All data presented in CAD(\$000s)

	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					<b>11</b>			
<i>Actual Short-Term Incentives Paid</i>					<b>6</b>			
<b>Actual Total Cash Compensation (2)</b>					<b>11</b>			
<i>Estimated Long-Term Incentive Value (3)</i>					<b>-</b>			
<i>Estimated Benefits Value (4)</i>					<b>11</b>			
<i>Estimated Pension Value (5)</i>					<b>11</b>			
<b>Total Remuneration (6)</b>					<b>11</b>			

### Benchmark Position Generic Description

Incumbent receives "on-the-job" training in various phases of office, plant or field engineering through assignments or, in some cases, classroom instruction. Tasks assigned are simple and routine in nature. Assists more senior engineers in the preparation of plans, calculations, reports, etc. Few technical decisions are made and these are routine, with clearly defined procedures and guidelines. Works under close supervision and work is reviewed for accuracy, adequacy and conformance with prescribed procedures. Usual qualifications include a university degree in engineering with minimal experience.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.



# Detailed Position Data

## System Operator (Controller)

System Operator (Controller)								
All data presented in CAD(\$000s)								
	Hydro-Québec (1)					All Survey Participants		
	P25	P50	P75	Multiple of P50	# of Orgs	P25	P50	P75
Base Salary					92%	9		
Actual Short-Term Incentives Paid					-	3		
Actual Total Cash Compensation (2)					90%	9		
Estimated Long-Term Incentive Value (3)					-	-		
Estimated Benefits Value (4)					84%	9		
Estimated Pension Value (5)					129%	9		
Total Remuneration (6)					101%	9		

### Benchmark Position Generic Description

Monitor and operate the transmission/distribution system assets on a 24-hour basis. Determine condition and recommend on availability of equipment. Carry out Manual Block and Rotational Load Shedding Schedules procedures. Monitor, approve and report LV - load transfers. Direct / monitor personnel on a 24 hour basis (i.e. - switching agents, field crews) in the operation of the Transmission / Distribution network system assets. Troubleshoot & sectionalize for low voltage feeder faults.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## Protection and Control Technician

### Protection and Control Technician

All data presented in CAD(\$000s)

	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					10			
<i>Actual Short-Term Incentives Paid</i>					3			
<b>Actual Total Cash Compensation (2)</b>					10			
<i>Estimated Long-Term Incentive Value (3)</i>					-			
<i>Estimated Benefits Value (4)</i>					10			
<i>Estimated Pension Value (5)</i>					10			
<b>Total Remuneration (6)</b>					10			

### Benchmark Position Generic Description

Perform initial inspections, conduct trouble-shooting and preventative maintenance, carry out modifications and repairs as required, on all types of protection, telecommunications, metering and control equipment which comes under Protection and Control (P&C) jurisdiction. Discuss and review results with supervisor, if the equipment is highly critical from the standpoint of system operation, before putting the equipment into service.

**Note:**

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## Area Distribution Engineering Technician

Area Distribution Engineering Technician								
<i>All data presented in CAD(\$000s)</i>								
	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					87%	9		
<i>Actual Short-Term Incentives Paid</i>					-	2		
<b>Actual Total Cash Compensation (2)</b>					91%	9		
<i>Estimated Long-Term Incentive Value (3)</i>					-	-		
<i>Estimated Benefits Value (4)</i>					75%	9		
<i>Estimated Pension Value (5)</i>					105%	9		
<b>Total Remuneration (6)</b>					90%	9		

### Benchmark Position Generic Description

Perform Technical support work for the Distribution Section of the area: such as monitoring the performance of the distribution system by performing various technical studies, identifying and recommending solutions to the supervisor, providing field data and preliminary analysis for engineering studies. Negotiate property settlements on distribution lines and perform joint use activities. Provide administrative support related to preparation of estimates and work orders (WO) work schedules, line layouts, joint use, provision of underground cable and fault location service. Perform staking activities and prepare design packages for new connections, service upgrades, extensions, betterments and relocations.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## Regional Maintainer - Lines

Regional Maintainer - Lines								
All data presented in CAD(\$000s)								
	Hydro-Québec (1)					All Survey Participants		
	P25	P50	P75	Multiple of P50	# of Orgs	P25	P50	P75
Base Salary					74%	4		
Actual Short-Term Incentives Paid					-	1		
Actual Total Cash Compensation (2)					77%	4		
Estimated Long-Term Incentive Value (3)					-	-		
Estimated Benefits Value (4)					64%	4		
Estimated Pension Value (5)					83%	4		
Total Remuneration (6)					78%	4		
Benchmark Position Generic Description								

### Benchmark Position Generic Description

Construct and maintain transmission and distribution lines and associated apparatus. Maintain power service to electrical customers. Understands and is able to operate the tools of his/her trade, and is familiar with the various instruments, i.e. voltmeters, ammeters and hometers. Must be familiar with hydraulically-operated articulated or telescopic aerial devices. Must provide at own expense any tools listed for the classification if required in his/her work in accordance with the attached tool list. This classification also includes the requirement to hold a Power Line Technician certification (or equivalent).

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.



# Detailed Position Data

## Regional Maintainer - Electrical

Regional Maintainer - Electrical								
All data presented in CAD(\$000s)								
	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
					74%	4		
					-	-		
					77%	4		
					-	-		
					57%	4		
					100%	4		
					78%	4		
Base Salary								
Actual Short-Term Incentives Paid								
Actual Total Cash Compensation (2)								
Estimated Long-Term Incentive Value (3)								
Estimated Benefits Value (4)								
Estimated Pension Value (5)								
Total Remuneration (6)								

### Benchmark Position Generic Description

Responsible for the general maintenance and repair work on electrical systems and equipment at various geographical locations. Requires overhauling, maintaining and inspecting equipment such as conductors & insulators i.e. batteries, station bus, cable, compressed air systems, fire protection equipment switchgear i.e. circuit breakers, load interrupters metalclad switchgear, oil circuit breakers, SF6 breakers, air blast breakers, transformers, rotating machines, distribution stations & equipment. Has the necessary knowledge of the trade theory, operating principles, charts, tables, testing equipment and other reference works, to test, dismantle, repair, clean and assemble station electrical equipment within the required specifications. Requires certification as a construction and maintenance electrician. Also performs mechanical and protection and control work.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## Fleet Mechanic

### Fleet Mechanic

All data presented in CAD(\$000s)

	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					12			
<i>Actual Short-Term Incentives Paid</i>					3			
<b>Actual Total Cash Compensation (2)</b>					12			
<i>Estimated Long-Term Incentive Value (3)</i>					-			
<i>Estimated Benefits Value (4)</i>					12			
<i>Estimated Pension Value (5)</i>					12			
<b>Total Remuneration (6)</b>					12			

### Benchmark Position Generic Description

Be responsible for the inspection, repair and maintenance, as well emergency repair of vehicles (e.g. bucket truck, all terrain vehicles, go track, digger truck, ladder truck forklift, backhoe, manlift, vans/pickup trucks and the hydraulic equipment of the vehicles e.g. booms, buckets. Maintain inspection schedules and coordinate scheduling repairs to be contracted out. Work is performed in a garage or on site.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## Lineman - Journeyman

Lineman - Journeyman								
All data presented in CAD(\$000s)								
	Hydro-Québec (1)					All Survey Participants		
	P25	P50	P75	Multiple of P50	# of Orgs	P25	P50	P75
Base Salary					77%	11		
Actual Short-Term Incentives Paid					57%	4		
Actual Total Cash Compensation (2)					78%	11		
Estimated Long-Term Incentive Value (3)					-	-		
Estimated Benefits Value (4)					70%	11		
Estimated Pension Value (5)					92%	11		
Total Remuneration (6)					82%	11		
Benchmark Position Generic Description								

### Benchmark Position Generic Description

Responsible for the installation, maintenance, removal, and inspection of transmission/distribution power lines. Typically requires 4 years of experience and certification as a Power Line Technician (or equivalent).

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## Service Dispatcher

Service Dispatcher								
<i>All data presented in CAD(\$000s)</i>								
	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					6			
<i>Actual Short-Term Incentives Paid</i>					3			
<b>Actual Total Cash Compensation (2)</b>					6			
<i>Estimated Long-Term Incentive Value (3)</i>					-			
<i>Estimated Benefits Value (4)</i>					6			
<i>Estimated Pension Value (5)</i>					6			
<b>Total Remuneration (6)</b>					6			

### Benchmark Position Generic Description

Responsible for handling incoming consumer calls to schedule and dispatch service technicians to problem areas (including high voltage switching). Maintains documentation of crew activities for continuous knowledge of line and substation work. Key coordinator during power failures provides notification to internal and external customers regarding restoration of power services.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.



# Detailed Position Data

## Drafter II

### Drafter II

All data presented in CAD(\$000s)

	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					79%	13		
<i>Actual Short-Term Incentives Paid</i>					88%	5		
<b>Actual Total Cash Compensation (2)</b>					82%	13		
<i>Estimated Long-Term Incentive Value (3)</i>					-	-		
<i>Estimated Benefits Value (4)</i>					61%	13		
<i>Estimated Pension Value (5)</i>					94%	13		
<b>Total Remuneration (6)</b>					82%	13		

### Benchmark Position Generic Description

Incumbent works on standard drafting assignments. Methods are detailed and standard but judgment is required in planning tasks and choice of methods. Accountable for accuracy and adequacy of work performed. May provide technical guidance to less experienced Drafters. Usual qualifications include a technical school diploma or equivalent, with a minimum of 5 years' related experience.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## Stock Keeper

Stock Keeper								
All data presented in CAD(\$000s)								
	Hydro-Québec (1)					All Survey Participants		
	P25	P50	P75	Multiple of P50	# of Orgs	P25	P50	P75
Base Salary					80%	12		
Actual Short-Term Incentives Paid					-	3		
Actual Total Cash Compensation (2)					84%	12		
Estimated Long-Term Incentive Value (3)					-	-		
Estimated Benefits Value (4)					65%	12		
Estimated Pension Value (5)					102%	12		
Total Remuneration (6)					85%	12		

### Benchmark Position Generic Description

Receives, receipts, stores, issues and ships materiel used in operations. Manages materiel, in accordance with established practices and regulations. Is responsible for materiel under his/her control. Performs maintenance, not requiring formal trades qualifications, and assists in tasks where unskilled or semi-skilled ability is required.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## Data Entry Clerk

### Data Entry Clerk

All data presented in CAD(\$000s)

	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					95%	6		
<i>Actual Short-Term Incentives Paid</i>					-	-		
<b>Actual Total Cash Compensation (2)</b>					99%	6		
<i>Estimated Long-Term Incentive Value (3)</i>					-	-		
<i>Estimated Benefits Value (4)</i>					63%	6		
<i>Estimated Pension Value (5)</i>					125%	6		
<b>Total Remuneration (6)</b>					101%	6		

### Benchmark Position Generic Description

Perform data processing services including inputting, updating, to various computerized databases and applications of external service providers. Perform clerical/administrative duties in support of system processes. Work with various internal and external contacts and customers in the set up, maintenance, reporting and follow up of non-electricity accounts, customer service orders, materials, corporate charge cards, time reporting, management reporting, damage claims, accounts receivable, etc. Perform administrative services for provincial client group and special projects.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## Lines Apprentice

Lines Apprentice								
<i>All data presented in CAD(\$000s)</i>								
	Hydro-Québec (1)				# of Orgs	All Survey Participants		
	P25	P50	P75	Multiple of P50		P25	P50	P75
<b>Base Salary</b>					10			
<i>Actual Short-Term Incentives Paid</i>					3			
<b>Actual Total Cash Compensation (2)</b>					10			
<i>Estimated Long-Term Incentive Value (3)</i>					-			
<i>Estimated Benefits Value (4)</i>					10			
<i>Estimated Pension Value (5)</i>					10			
<b>Total Remuneration (6)</b>					10			

### Benchmark Position Generic Description

A four year apprenticeship leading to a Power Line Technician position.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.



# Detailed Position Data

## Meter Reader

Meter Reader									
All data presented in CAD(\$000s)									
	Hydro-Québec (1)					All Survey Participants			
	P25	P50	P75	Multiple of P50	# of Orgs	P25	P50	P75	
Base Salary					78%	6			
Actual Short-Term Incentives Paid					-	2			
Actual Total Cash Compensation (2)					78%	6			
Estimated Long-Term Incentive Value (3)					-	-			
Estimated Benefits Value (4)					70%	6			
Estimated Pension Value (5)					119%	6			
Total Remuneration (6)					83%	6			
Benchmark Position Generic Description									

Responsible for reading electric, gas, or water meters and keeping track of their average use by recording information. Other duties would include inspecting meters for damages and defects. Entry level position which typically requires a high school education.

**Note:**

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# Detailed Position Data

## General Labourer/Roustabout

General Labourer/Roustabout									
All data presented in CAD(\$000s)									
	Hydro-Québec (1)					All Survey Participants			
	P25	P50	P75	Multiple of P50	# of Orgs	P25	P50	P75	
Base Salary					87%	10			
Actual Short-Term Incentives Paid					-	2			
Actual Total Cash Compensation (2)					88%	10			
Estimated Long-Term Incentive Value (3)					-	-			
Estimated Benefits Value (4)					61%	10			
Estimated Pension Value (5)					131%	10			
Total Remuneration (6)					88%	10			
Benchmark Position Generic Description									

### Benchmark Position Generic Description

This is the level at which individuals with no previous experience enter into the company. Acts as a general labourer. Works under close supervision within well defined procedures. Duties involve general field/plant maintenance or clean-up work. Minimum qualifications include a high school diploma with minimal related experience.

#### Note:

(1) Reflects Mercer's interpretation of data provided by participant.

(2) Actual total cash compensation represents the sum of base salary and actual short-term incentives paid.

(3) Estimated annualized expected value of stock options and share units grants.

(4) Estimated benefits value. See Appendix B for more detail.

(5) Estimated pension value. See Appendix B for more detail.

(6) Total remuneration represents the sum of actual total cash compensation, estimated long-term incentive, benefits and pension values.

In the case where there is insufficient data, "-" will appear.

# APPENDIX A

## FULL POSITION LIST AND GENERIC POSITION DESCRIPTIONS

## Appendix A

### Full Position List

- The table below contains a list of all benchmark positions organized by major employee group:
  - Data provided in this report is reflective of positions submitted by your organization only*

Hydro One Group	Job #	Benchmark Survey Title
Non-Represented	1	
	2	
	3	
	4	Engineer F
	5	Area Superintendent
	6	Human Resource Manager / Consultant
	7	Field Service Coordinator
	8	Administrative Assistant
Professionals	9	Engineer E
	10	Business Analyst C
	11	Engineer D
	12	Engineer C
	13	Engineer B
	14	Business Analyst A
	15	Engineer A
Power Workers	16	System Operator (Controller)
	17	Regional Maintainer - Lines (Supervisory)
	18	Protection and Control Technician
	19	Area Distribution Engineering Technician
	20	Regional Maintainer - Lines
	21	Regional Maintainer - Electrical
	22	Fleet Mechanic
	23	Lineman - Journeyman
	24	Regional Maintainer - Forestry*
	25	Service Dispatcher
	26	Drafter II
	27	Stock Keeper
	28	Data Entry Clerk
	29	Production Field Administrator III
	30	Electrical Apprentice
	31	Lines Apprentice
	32	Meter Reader
	33	General Labourer/Roustabout

\*Insufficient data to report

## Appendix A

### Position Descriptions

Job #	Benchmark Position	Survey Code	Generic Description
1		210.100.130	
2		110.200.130	
3		115.100.340	
4	Engineer F	510.780.310	Incumbent is considered an authority in an engineering field of specialization and acts as a technical consultant to the organization. This level is a dual-stream first level managerial position. Incumbents may be responsible for directing a staff of professional and support employees or act as a technical specialist. Responsible for planning and directing large engineering programs/projects; sets priorities and allocates resources; makes necessary decisions on all day-to-day operating matters within constraints of company policy. Receives work in terms of broad objectives.



## Appendix A

### Position Descriptions (cont'd)

Job #	Benchmark Position	Survey Code	Generic Description
5	Area Superintendent	700.792.211	Responsible for providing construction management and supervision within the construction group. Administers construction contracts. Is accountable for construction costs, schedules, safety, product quality and environment performance. Provides input into Project Execution Plans and the associated schedules and estimates. Usual qualifications include 10 to 12 years of experience including supervisory experience. Requires experience in construction management and supervision of various trades.
6	Human Resource Manager / Consultant	120.100.220	This position plans, designs, develops, implements and administers policies and programs through functional supervision in all or some of the following areas: employee relations, executive compensation, wage and salary administration, job evaluation, performance management, recruitment and selection and employment equity/ human rights.
7	Field Service Coordinator	700.793.240	Manage and supervise trade, technical and clerical staff. Develop work programs, organize schedules, provide instructions, guidance and checks, monitor work to ensure work quality and accuracy and in conformity to governing regulations. Ensure the administration of procedures, applicable legislation and collective agreements are met. Administer and control contract work. Review work methods, ensure appropriate training. Develops, maintains and enhance customer relationships through direct contact both internally and externally. This position is non-represented.
8	Administrative Assistant	220.108.430	Requires a general knowledge of departmental procedures, practices and office routine. Possesses good office and computer skills including word processing, spreadsheets, graphics software, dictaphone transcription, and filing. May provide assistance to a more senior Administrative Assistant in a large department.
9	Engineer E	510.780.320	May have responsibility for co-ordinating engineering work assignments and making recommendations on technical applications developed by other professional personnel or consultants. May involve the direct supervision of a group of professionals. Provides guidance and training to less experienced staff. Checks work for accuracy and completeness. As a specialist, conducts special, complex and advanced level studies. Work is generally reviewed for results only. Makes independent decisions within broad guidelines and policies. May make recommendations concerning selection, training, discipline and remuneration of staff. May also responsible for construction.

## Appendix A

### Position Descriptions (cont'd)

Job #	Benchmark Position	Survey Code	Generic Description
10	Business Analyst C	320.392.340	Analyzes internal metrics. Performs responsible and varied business analytical or administrative functions. Prepares documents, forecast summaries, status reports, budget reports, etc. Duties may include interpreting and processing company contracts, AFEs, and government agreements. Assignments are given in terms of objectives and relative priorities. Problems may be solved by adapting standard methods or by practical applications of knowledge. Usual qualifications include a university degree with a minimum of 4 years' related experience; technical diploma with a minimum of 6 years' related experience.
11	Engineer D	510.780.330	This is the first level of full engineering specialization and is considered the senior level position. Alternatively may be the level at which an individual acts as group leader or work task force leader of a small group of technical personnel. Requires application of well developed technical knowledge in planning, conducting and co-ordinating difficult assignments. The position requires the modification of established guidelines and initiation of new approaches. Makes independent decisions in planning, organizing and completing technical assignments. Work is reviewed for soundness of judgement but accepted technically as accurate and feasible. Work is assigned in terms of objectives and priorities but informed guidance is available. Advises on technical problems and supervision, and may plan, schedule and review work of professional engineers and technicians. May make recommendations concerning selection, training, discipline and remuneration of staff.
12	Engineer C	510.780.340	Incumbent is responsible for varied engineering assignments requiring a broad knowledge of an engineering specialty and the effect the work has upon other fields. Solves problems using a combination of standard or modified procedures. Participates in planning objectives. Performs independent studies, and analyzes, interprets and draws own conclusions; more complex work projects are referred to more senior authorities. Not supervised in detail except on more difficult assignments. May give periodic technical guidance to less experienced professionals or technicians assigned to work on a common project. Usual qualifications include a university degree in engineering with a minimum of 4 years' related experience.



## Appendix A

### Position Descriptions (cont'd)

Job #	Benchmark Position	Survey Code	Generic Description
13	Engineer B	510.780.350	Uses a variety of standard problem solving techniques. May assist more senior engineers in carrying out technical tasks requiring computation methods. Duties are assigned with detailed oral, and occasionally written instructions. Work is reviewed in detail with guidance given. May give limited technical guidance to junior professionals or technicians working on a common project. Usual qualifications include a university degree in engineering with a minimum of 2 years' related experience.
14	Business Analyst A	320.392.360	Assists with analyzing internal metrics. Performs responsible and varied business analytical or administrative functions. Assists with preparation documents, forecast summaries, status reports, budget reports, etc. Duties may include interpreting and processing company contracts, AFEs, and government agreements. Assignments are given in terms of objectives and relative priorities. Problems may be solved by adapting standard methods or by practical applications of knowledge. Usual qualifications include a university degree.
15	Engineer A	510.780.360	Incumbent receives "on-the-job" training in various phases of office, plant or field engineering through assignments or, in some cases, classroom instruction. Tasks assigned are simple and routine in nature. Assists more senior engineers in the preparation of plans, calculations, reports, etc. Few technical decisions are made and these are routine, with clearly defined procedures and guidelines. Works under close supervision and work is reviewed for accuracy, adequacy and conformance with prescribed procedures. Usual qualifications include a university degree in engineering with minimal experience.
16	System Operator (Controller)	999.999.010	Monitor and operate the transmission/distribution system assets on a 24-hour basis. Determine condition and recommend on availability of equipment. Carry out Manual Block and Rotational Load Shedding Schedules procedures. Monitor, approve and report LV - load transfers. Direct / monitor personnel on a 24 hour basis (i.e. - switching agents, field crews) in the operation of the Transmission / Distribution network system assets. Troubleshoot & sectionalize for low voltage feeder faults.

## Appendix A

### Position Descriptions (cont'd)

Job #	Benchmark Position	Survey Code	Generic Description
17	Regional Maintainer - Lines (Supervisory)	999.999.008	This position is responsible for the safety, quality and quantity of the work performed by his/her crew. They plan work including staffing requirements, assigning work, co-ordinate work with other work groups, ensure proper work practices are followed, report on work performed and engage in good public relations. He/she performs the following physical work activities. Construct and maintain transmission and distribution lines and associated apparatus. Maintain power service to electrical customers. Also responsible for contract monitoring and lead hand responsibilities.
18	Protection and Control Technician	999.999.004	Perform initial inspections, conduct trouble-shooting and preventative maintenance, carry out modifications and repairs as required, on all types of protection, telecommunications, metering and control equipment which comes under Protection and Control (P&C) jurisdiction. Discuss and review results with supervisor, if the equipment is highly critical from the standpoint of system operation, before putting the equipment into service.
19	Area Distribution Engineering Technician	999.999.001	Perform Technical support work for the Distribution Section of the area: such as monitoring the performance of the distribution system by performing various technical studies, identifying and recommending solutions to the supervisor, providing field data and preliminary analysis for engineering studies. Negotiate property settlements on distribution lines and perform joint use activities. Provide administrative support related to preparation of estimates and work orders (WO) work schedules, line layouts, joint use, provision of underground cable and fault location service. Perform staking activities and prepare design packages for new connections, service upgrades, extensions, betterments and relocations.
20	Regional Maintainer - Lines	999.999.006	Construct and maintain transmission and distribution lines and associated apparatus. Maintain power service to electrical customers. Understands and is able to operate the tools of his/her trade, and is familiar with the various instruments, i.e. voltmeters, ammeters and hometers. Must be familiar with hydraulically-operated articulated or telescopic aerial devices. Must provide at own expense any tools listed for the classification if required in his/her work in accordance with the attached tool list. This classification also includes the requirement to hold a Power Line Technician certification (or equivalent).



## Appendix A

### Position Descriptions (cont'd)

Job #	Benchmark Position	Survey Code	Generic Description
21	Regional Maintainer - Electrical	999.999.007	Responsible for the general maintenance and repair work on electrical systems and equipment at various geographical locations. Requires overhauling, maintaining and inspecting equipment such as conductors & insulators i.e. batteries, station bus, cable, compressed air systems, fire protection equipment switchgear i.e. circuit breakers, load interrupters metalclad switchgear, oil circuit breakers, SF6 breakers, air blast breakers, transformers, rotating machines, distribution stations & equipment. Has the necessary knowledge of the trade theory, operating principles, charts, tables, testing equipment and other reference works, to test, dismantle, repair, clean and assemble station electrical equipment within the required specifications. Requires certification as a construction and maintenance electrician. Also performs mechanical and protection and control work.
22	Fleet Mechanic	999.999.011	Be responsible for the inspection, repair and maintenance, as well emergency repair of vehicles (e.g. bucket truck, all terrain vehicles, go track, digger truck, ladder truck forklift, backhoe, manlift, vans/pickup trucks and the hydraulic equipment of the vehicles e.g. booms, buckets. Maintain inspection schedules and coordinate scheduling repairs to be contracted out. Work is performed in a garage or on site.
23	Lineman - Journeyman	920.788.410	Responsible for the installation, maintenance, removal, and inspection of transmission/distribution power lines. Typically requires 4 years of experience and certification as a Power Line Technician (or equivalent).
24	Regional Maintainer - Forestry*	999.999.005	<p>Perform line clearing adjacent to power lines and associated apparatus. Carries out all phases of vegetation management including the application of pesticides. Understands and operates tools associated with the trade, various types of vehicles and aerial equipment, hand or power-operated pesticide application equipment. Must provide at own expense, any tools listed for this classification if required in his/her work, in accordance with the attached tool list.</p> <p>In addition to the above, may have the following skills:</p> <ul style="list-style-type: none"> <li>• Lead Hand Skills (including documentation, job planning and knowledge of work management systems as required)</li> <li>• Work Protection Code Skills (including establishing, and holding)</li> <li>• Contract Monitoring Skills</li> <li>• Environment Skills (such as PCB management, WHMIS, waste management, etc).</li> </ul>



## Appendix A

### Position Descriptions (cont'd)

Job #	Benchmark Position	Survey Code	Generic Description
25	Service Dispatcher	430.612.340	Responsible for handling incoming consumer calls to schedule and dispatch service technicians to problem areas (including high voltage switching). Maintains documentation of crew activities for continuous knowledge of line and substation work. Key coordinator during power failures provides notification to internal and external customers regarding restoration of power services.
26	Drafter II	510.656.420	Incumbent works on standard drafting assignments. Methods are detailed and standard but judgment is required in planning tasks and choice of methods. Accountable for accuracy and adequacy of work performed. May provide technical guidance to less experienced Drafters. Usual qualifications include a technical school diploma or equivalent, with a minimum of 5 years' related experience.
27	Stock Keeper	999.999.009	Receives, receipts, stores, issues and ships materiel used in operations. Manages materiel, in accordance with established practices and regulations. Is responsible for materiel under his/her control. Performs maintenance, not requiring formal trades qualifications, and assists in tasks where unskilled or semi-skilled ability is required.
28	Data Entry Clerk	999.999.002	Perform data processing services including inputting, updating, to various computerized databases and applications of external service providers. Perform clerical/administrative duties in support of system processes. Work with various internal and external contacts and customers in the set up, maintenance, reporting and follow up of non-electricity accounts, customer service orders, materials, corporate charge cards, time reporting, management reporting, damage claims, accounts receivable, etc. Perform administrative services for provincial client group and special projects.
29	Production Field Administrator III	220.778.413	Works independently. Works closely with field operations. Assists in all areas of production and general accounting duties, clerical and office administration functions. Provides analysis and input of operational accounting information and codes and inputs all payables and production volumes. May assist in preparing special production reports. Requires broad knowledge of department procedures. Orders all stationery/supplies and runs office. Monitors, troubleshoots and co-ordinates with head office maintenance of existing computer systems. May check work of junior staff and provide guidance. Working with a Supervisor, assists in preparing field accruals and analyzes actual performance versus budget. Possesses a solid understanding of basic accounting principles. Requires advanced PC and database management knowledge. An accounting background or diploma with 8 years' office experience is typically required.

## Appendix A

### Position Descriptions (cont'd)

Job #	Benchmark Position	Survey Code	Generic Description
30	Electrical Apprentice	999.999.112	A five year apprenticeship leading to a Construction and Maintenance Electrician
31	Lines Apprentice	999.999.113	A four year apprenticeship leading to a Power Line Technician position.
32	Meter Reader	920.680.430	Responsible for reading electric, gas, or water meters and keeping track of their average use by recording information. Other duties would include inspecting meters for damages and defects. Entry level position which typically requires a high school education.
33	General Labourer/Roustabout	700.792.431	This is the level at which individuals with no previous experience enter into the company. Acts as a general labourer. Works under close supervision within well defined procedures. Duties involve general field/plant maintenance or clean-up work. Minimum qualifications include a high school diploma with minimal related experience.

# APPENDIX B

## METHODOLOGY, TERMS & DEFINITIONS



## Appendix B

### Methodology, Terms & Definitions

- Summarized below are supporting descriptions of how values for each of the major components of compensation were determined:
  - **Base Salary/Wage** – Annual base salary at July 1<sup>st</sup>, 2013. If an hourly rate was reported, we annualized the value by multiplying the standard number of work hours per week by 52 weeks per year. If a weekly rate was reported, we annualized the value by multiplying by 52 weeks per year.
  - **Actual Total Cash** – Base salary *plus* most recent short-term incentive or bonus paid.
  - **Benefits and Pensions** – To value benefit and pension programs, we applied a relative value process to a set of standard employer paid cost factors, plus actuarial and demographic assumptions to measure all financially significant features of benefit and pension programs based on open and closed plans.
  - **Total Remuneration** – Total cash compensation *plus* estimated annual value of most recent long-term incentive grant (i.e., expected value of stock options or share awards) and pensions and benefits.
- Statistical terms used in this report:
  - **Multiple of P50**
    - Your organization's compensation element, as a percentage of market P50, for each position. Values greater than 100% indicate that your organization is above the market P50 and values less than 100% indicate that your organization is below the Market P50
  - **25<sup>th</sup> Percentile (P25)**
    - Twenty-five percent of observations are less than this amount.
  - **50<sup>th</sup> Percentile (P50) or Median**
    - Fifty percent of observations are less than this amount, fifty percent are more.
  - **75<sup>th</sup> Percentile (P75)**
    - Seventy-five percent of observations are less than this amount.

