

**CANADA
PROVINCE DE QUÉBEC
DISTRICT DE MONTRÉAL**

No: R- 4167-2021

RÉGIE DE L'ÉNERGIE

*Demande du Transporteur de modification
des tarifs et conditions des services de
transport pour les années 2021 et 2022*

HYDRO-QUÉBEC
Demanderesse

- et -

OPTION CONSOMMATEURS
Intervenante

MÉMOIRE D'OPTION CONSOMMATEURS

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Table of Contents

PART 1 NORMANDIN-BEAUDRY TOTAL COMPENSATION BENCHMARK STUDY	3
1. INTRODUCTION.....	3
2. TOTAL COMPENSATION BENCHMARKING STUDIES.....	4
2.1. TOTAL COMPENSATION	4
2.2. BENCHMARK STUDIES FOR REGULATED UTILITIES.	4
2.3. CONSULTANTS PERFORMING UTILITY COMPENSATION BENCHMARK STUDIES IN CANADA.....	4
3. NORMANDIN-BEAUDRY COMPENSATION BENCHMARK STUDY 2021	5
3.1. REFERENCE MARKET.....	5
3.2. EMPLOYEE GROUPS BENCHMARKED	6
3.3. EMPLOYEE GROUPS BENCHMARKED	6
3.4. METHODOLOGY : SIMULATED COST APPROACH	7
4. RESULTS OF N-B STUDIES	10
4.1 2021 STUDY.....	10
4.2 2016 N-B STUDY	11
4.3 COMPARISON OF 2016 AND 2021 RESULTS.....	12
5. COMPARISON TO HYDRO ONE NETWORKS	12
5.1. CAVEATS	12
5.2. 2020 HYDRO ONE NETWORKS- MERCER COMPENSATION STUDY.....	13
6. REGULATORY CONSIDERATIONS	13
7. CONCLUSIONS & RECOMMENDATIONS	14
7.1. CONCLUSIONS	14
7.2 RECOMMENDATION	15
PART 2 AUTRES ENJEUX DU VOLET 2	16
8. CATÉGORIES D'INVESTISSEMENT	16
APPENDIX A NORMANDIN-BEAUDRY PEER GROUP SAMPLE	19
APPENDIX B 2016 NORMANDIN- BEAUDRY BENCHMARK RESULT.....	21

Part 1 Normandin-Beaudry Total Compensation Benchmark Study

1. Introduction

In Docket R-4167-2021 Volet 2, Hydro Quebec (“HQ”) filed a compensation benchmark study authored by Normandin-Beaudry (“N-B”) as exhibit B-0020.

This study was requested by the Régie de l'énergie (“Régie”) in D-2018-067 (HQD)¹ and D-2019-060 (HQT)².

The N-B report benchmarks HQ total compensation to a selected peer group of 44 comparable companies, including 18 other energy companies.

The selected benchmarked positions were 8 groups of employees, including managers, professionals, technicians and office staff.

Option consommateurs is an intervenor in the case and attended the séance de travail with N-B held on January 25, 2022³ and filed interrogatories to HQ and N-B⁴.

This Mémoire is authored by OC Analysts Dr. Roger Higgin and Mr. Pascal Cormier. It considers:

Part 1

- Total Compensation Benchmarking Studies
- HQD-Normandin-Beaudry Total Compensation Benchmark Study
- Results of N-B Study
- Hydro One Networks-Mercer Study
- Regulatory Considerations
- Conclusions and Recommendations.

Part 2 Other issues

¹ D-2018-067 Paragraphs 280-285

² D-2019-060 Paragraph 218

³ B-0147 Normandin-Beaudry Presentation

⁴ C-OC-0039 OC DDR No1 to HQD/Normandin-Beaudry

2. Total Compensation Benchmarking Studies

2.1. Total Compensation

Total Compensation includes the following elements:

- Salary and wages
- Overtime pay
- Incentive pay
- Pensions
- Benefits
- Stock options

Employers determine which of these elements form the compensation package and how these elements should be structured. For example, defined benefit and/or defined contribution pension plans and associated percentages of employer contributions to the plans.

Many companies have unionized employees and collective bargaining units negotiate both salaries, overtime rates, pensions and benefits.

2.2. Benchmark Studies for Regulated Utilities.

Major regulated energy distribution and transmission companies in most provinces are now required by regulators to file total compensation benchmark studies for some or all of utility employees.

In Québec, the Régie has required HQ to file compensation benchmarking studies for some years.

In Ontario, the Ontario Energy Board has required similar studies for large utilities under custom IRM in rebasing years, including Toronto Hydro and Hydro One Networks⁵.

2.3. Consultants Performing Utility Compensation Benchmark Studies in Canada

There are several Canadian consultants that provide utility compensation benchmarking studies; these include Mercer, Towers Watson and N-B. Some of these have national practices, others provincial practices.

The consultants select peer groups, that are relevant to the subject utility and that are willing to provide data. Consultants may employ different methodologies, for example the direct and indirect approaches and use different employee groups.

For these reasons, study to study comparisons are not appropriate. However, It is appropriate to compare benchmark results of utilities relative to market.

⁵ EB-2021-0110 Hydro Networks Joint rate Application. Exhibit 6 Tab1 Schedule 2 Mercer Study

3. Normandin-Beaudry Compensation Benchmark Study 2021

3.1. Reference Market

Appendix A of the N-B report (attached as Appendix A of this mémoire) shows the N-B peer group sample. As well as Québec companies and energy companies, it includes several major utilities from other provinces. According to N-B, these additions are a response to concerns about comparability in the 2016 HQ N-B study.

The criteria for selecting the 44 companies were:

Representativeness

- Be among the most important in their sector of economic activity
- Being present in Québec

Comparability

- Have an organizational structure comparable to that of HQ
- Employing a specialized and diverse workforce

Quality and availability

- Provide accurate and complete information about the company or organization

Continuity

- Ensure historical continuity of results

Credibility

- Be credible in the eyes of HQ management, employees and unions.

No specific weighting factors were used, for example type of business or size (number of employees).

OC Comment:

Consultants determine if sample weighting is appropriate. The utility sector is identified by Statistics Canada as a distinct economic grouping. Most consultants mix utility and other companies, due to limitations in obtaining a large enough sample.

3.2. Employee Groups Benchmarked

N-B benchmarked the total compensation of the following groups:

Extract from N-B Table 1

Employee Group

- Middle management
- Managers
- Professionals
- Specialists*
- Engineers*
- Technologists*
- Trades*
- Office*

*Have Collective Bargaining Group
(our translation)

The study did not benchmark upper management and executives. These employees are often benchmarked in separate studies.

Collective bargaining can have a material impact on the amount and nature of compensation.

N-B was asked by OC how many of the HQ employees have collective bargaining units⁶ The response was that 7 groups have unions and collective bargaining. Different CUPE locals represent 4 groups. The others include engineering and technical unions.

N-B was asked if collective bargaining influences total compensation (opinion).⁷ They declined to answer.

3.3. Employee Groups Benchmarked

N-B state on p.9 that “It is not necessary, nor is it feasible, to tag all jobs in a category in order to determine the overall market pay gap. The practice is to select a representative sample. In conjunction with Hydro-Québec, we selected the jobs to be tagged according to the following criteria:

- Representativeness of the number of jobs and incumbents selected for market comparison

⁶ B-0179 response to OC DDR No1 to HQ Question 1e) Table R1.e)

⁷ B-0179 response to OC DDR No1 to HQ Question 1f)

- Consistency between the weight of unionized incumbents in the benchmarking survey and the weight of unionized incumbents at Hydro-Québec
- Representation of job families at Hydro-Québec (planning, power system operation and maintenance, customer relations, communications, etc.)
- Occurrence of jobs in the reference market“ (our translation)

Table 2

Proportion of incumbents covered by the study, by employee group

Jobs	Number of matched holders	
	In the survey	At Hydro-Québec
■ Middle management	26	749
■ Managers	237	988
■ Professionals	114	1 025
■ Specialists	1 033	4 317
■ Engineers	1 630	1 966
■ Technologists	762	2 340
■ Trades	1 349	5 044
■ Office	394	2 212
Total	5 545	18 641
Proportion of registrants covered by the study	30 %	

(our translation)

OC

Comment:

The overall proportional average sample incumbent representation is ~30% of that in HQ (5545/18641)

Representation in the sample is lower (<20%) relative to HQ for the following groups: middle management, professionals, office staff. The former two are the highest compensated in the sample.

3.4. Methodology : Simulated Cost Approach

In order to benchmark the value of HQ total compensation, N-B used the *simulated cost method*.

This method consists of evaluating the cost that would be incurred by HQ if its employees received the same total compensation (average base salary, incentive compensation, pension plan and group insurance plans) *as each of the organizations in the reference market*. In this way, demographic biases are eliminated to highlight the value of each organization's total compensation package.

N-B states that the simulated cost method is used in total compensation arbitrations and that the Institut de la statistique du Québec (ISQ) *has used this method in various mandates*⁸. According to the ISQ, the simulated cost method limits the influence of demographic and economic variables and more accurately reflects the characteristics of the plans.

Base Salary

Base salary is adjusted by the number of employees who are higher on the salary scale for each group of incumbents. Table 3 of the N-B report shows the data and adjustment are adjusted to a 35 hour week for base salary.

In addition, salaries for companies outside Québec were adjusted from Economic Research Institute Geographic Assessor 2020.^{9 10}

OC Comment:

OC notes all reference positions in the sample have been adjusted to a mid-point salary in their range and for unionized positions, adjusted to a 35 hour week.

Incentive compensation

Using the simulated cost method, the value of incentive compensation for the organizations comprising the reference market, if any, is determined using the target incentive compensation as a percentage of base salary multiplied by the average base salary.

For HQ, the amount used corresponds to the maximum incentive compensation allowed by the plan rather than the target incentive compensation.

Pension plans

For defined benefit plans, the pension cost is the employer's current annual service cost expressed as a percentage of salary. It is equivalent to the maximum possible employer contribution for defined contribution plans. The methodology and detailed actuarial assumptions are presented in Appendix C of the N-B report.

Group insurance

The employer cost was determined by N-B based on the assumptions contained in Appendix D of the N-B report, as follows:

- Annual cost as a percentage of salary for life and disability insurance plans for active employees
- Annual dollar cost for active employee health and dental plans

⁸ "Rémunération des salariés, État et évolution comparés", Institut de la statistique du Québec, 2020 Edition, pages 21-22.

⁹ B-0020, N-B report, Table 4

¹⁰ Source: *Economic Research Institute (ERI) Geographic Assessor*®. N-B has a license to use this tool for consultation purposes.

- Employer's annual current service cost as a percentage of wages for retirement coverage

For the purposes of calculating total compensation, costs as a percentage of salary were then applied to the average base salary by employee group. The dollar costs are then added.

Value of total compensation

The following equation was used by N-B to determine the value of total compensation for each organization:

	Non-unionized		
	<i>Average base salary</i>		employees
	+		
Direct Remuneration	<i>Target</i>	<i>incentive</i>	<i>compensation</i>
=			
	Unionized Employees		
	<i>Average base salary (35 hours)</i>		
	+		
	<i>Target Incentive</i>		
Indirect Remuneration	<i>Compensation</i>	<i>Pension</i>	<i>Plan</i>
=	+		<i>Value</i>
	<i>Value</i>	<i>of</i>	<i>Group</i>
		<i>Insurance</i>	<i>Plans</i>
Total Compensation	<i>Direct Remuneration</i>		
=	+		
	<i>Indirect Compensation</i>		

Indirect compensation excludes employee and employer contributions to federal plans It does not include employer stock options.¹¹

¹¹ B-00179 response to OC DDR No1 to HQ Question 3f)

4. Results of N-B studies

4.1 2021 Study

Table 1 Difference between Hydro-Québec's total compensation and the median of its reference market (in %)

Employee Group	Average base salary	Direct remuneration	Total compensation
■ Middle management	-4 %	-1 %	3%
■ Managers	-1 %	-1 %	2 %
■ Professionals	6 %	6 %	11 %
■ Specialists*	7 %	2 %	7 %
■ Engineers*	9 %	5 %	10 %
■ Technologists*	13 %	12 %	15 %
■ Trades* (in French)	-4 %	-5 %	-1 %
■ Office*	10 %	9 %	13 %
Total	5 %	3 %	7 %

* These employee groups that are unionized.

(our translation)

The benchmark result shows that overall, HQ is above market median for all groups, except trades, which are 1% below. The average is 7% above.

The N-B breakdown shows that the salary/wage is lower for management as well as trades, but when indirect compensation (pensions/benefits) are added in all groups are above market,

OC comments:

N-B states that, in their opinion, a range of $\pm 5\%$ relative to market is reasonable¹². Is this both in aggregate and for each group of employees?

For HQ, 5 of the 8 groups are above the 5% market range and 4 are 5% above the $\pm 5\%$ N-B norm.

It appears that the indirect compensation has a significant impact on HQ total compensation. OC asked several questions about indirect compensation. N-B indicated that all employees have defined benefit pension plans and high levels of employer contributions (pension contribution ratio) and the same for health, dental, group life insurance benefits.

¹² B-00179 response to OC DDR No1 to HQ Question 1h)

4.2 2016 N-B Study

The previous N-B Total Compensation Benchmark Study was filed by H Q in May 2016.¹³ The 2016 study was undertaken at the request of the Régie in D-2014-037 (paragraph 251). HQ requested a delay and this was granted in D-2015-153 (pages 8-9).

The review of the study involved several intervenors including OC. In addition to a hearing on the N-B study findings, there were regulatory issues regarding whether the Régie had authority under section 49 of the Act to approve or modify the total compensation for HQ.

Appendix B shows the results of the 2016 N-B study.

N-B found that HQ was on aggregate 6% above the market median of the peer group sample. In addition, N-B provided a breakdown by employee group.

Having considered the evidence and submissions of the parties, the Régie decided to not make an adjustment to HQ OM&A costs for total compensation that was above market median¹⁴.

Régie decision:

[358] Par conséquent, la Régie n'apporte aucune réduction spécifique à la masse salariale découlant des résultats de l'étude de balisage de la rémunération globale des employés d'Hydro-Québec.

[359] *Cependant, la Régie invite le Distributeur à poursuivre ses efforts afin de rapprocher la rémunération globale de ses employés à la médiane de son marché de référence. De plus, elle lui demande de déposer les résultats d'une nouvelle étude de balisage de la rémunération globale de ses employés au plus tard dans cinq ans. Les paramètres et critères de cette étude seront déterminés ultérieurement par la Régie.*

[our emphasis]

¹³ R-3980-2016

¹⁴ D-2017-022 para 358-359

4.3 Comparison of 2016 and 2021 Results

OC Table 1: Difference between HQ's total compensation and the market median

Employee Group	2016 Total Compensation	2021 Total Compensation
■ Middle management	-2%	3%
■ Managers	9%	2 %
■ Professionals	7%	11 %
■ Specialists*	5%	7 %
■ Engineers*	3%	10 %
■ Technologists*	11%	15 %
■ Trades* (in French)	5%	-1 %
■ Office*	9%	13 %
Total	6%	7 %

OC Comment: The comparison of results of the 2016 and 2021 studies indicates that directionally, in aggregate terms, HQ has not moved closer towards market median total compensation.

In addition, for all groups of employees except trades, the total compensation benchmark has moved to higher levels of total compensation than the market median.

5. Comparison to Hydro One Networks

5.1. Caveats

As stated earlier, comparisons of utilities' compensation are only informative relative to the utility compensation market when taking into account the different operating and business conditions and different peer group samples.

Benchmark information is available from the recent Hydro One Networks Mercer study.

This comparison is presented for information.

It is noted that Hydro One is one of the largest companies in the N-B HQ study and HQ is one of the largest companies in the Hydro One Mercer study.

Both companies are regulated and both have been required by their regulators to provide compensation benchmarking studies.

5.2. 2020 Hydro One Networks- Mercer compensation study

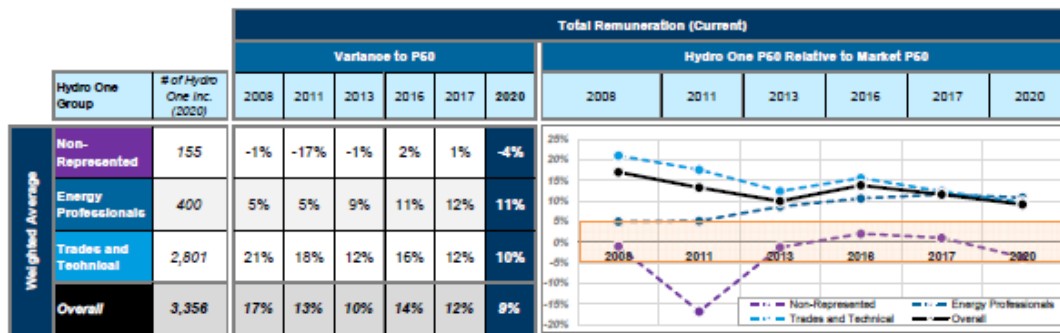
The Mercer total compensation study¹⁵ is filed in the EB-2021-0110 Hydro One Joint Rate Application case currently proceeding to hearing before the Ontario Energy Board.

Mercer has aggregated its benchmark analysis into 3 market comparison groups according to the main collective bargaining groups¹⁶ :

- Non-represented (management)
- Energy professionals
- Trades.

The result is summarized in the following chart,

Figure 1.: Hydro One Networks Mercer 2020 Total Compensation Study Results



7

Figure 6: 2020 Benchmarking Results

⁷ The overall result of 9% above the P50 market median is comprised of the following breakdown in respect of individual employees groups: Hydro One is 4% below P50 market-median for management and non-represented group; 10% above it for trades and technical group; and 11% above it for the 'energy professionals' group.

6. Regulatory Considerations

Utility operating and capital costs are subject to regulation. Two of the main regulatory considerations are:

- Is the cost reasonable?
- Is it prudently incurred?

In evaluating these principal considerations, trends in costs, prior regulatory decisions and directions and other factors are relevant and taken into account by the regulator. Benchmarking can provide important information regarding whether the cost is

¹⁵ Exhibit E Tab 6 Schedule 1 Attachment 1

¹⁶ Society of Professionals; Power Workers Union

reasonable. A benchmark comparison provides additional information not only on the subject utility's history, but also relative to other similar utilities.

Cost efficiency metrics, using both utility specific benchmarks (e.g. cost/customer/km of line, system reliability) and similar industry or sector- wide metrics are considered by the OEB in Ontario and by the Régie. Utilities are required to report these metrics annually¹⁷.

Compensation is a complex and difficult cost to benchmark to a metric , such as average total compensation per employee, and is usually compared to historic performance for each utility. Market trends such as inflation/cost of living changes are usually offered by utilities to support their request to the regulator.

7. Conclusions & Recommendations

7.1. Conclusions

The 2016 Normandin-Beaudry study found that HQ total compensation was 6% in aggregate above their market median benchmark

In 2021, N-B found that HQ total compensation was 7% in aggregate above their market median benchmark.

In addition, 7 of 8 employee groups have moved to higher levels of relative benchmark compensation than in 2016. Trades are the exception to this.

N-B state that an appropriate reasonable range is $\pm 5\%$ relative to market median.

OC questions if this range is appropriate for each group of employees. Each group of HQ employees, except management, undertake separate collective bargaining.

OC believes in principle, that it is not reasonable for HQ ratepayers to pay utility total compensation costs above the market median.

In the longer term, HQ, like many other regulated utilities, should target market median total compensation for all employees.

OC has not undertaken any analysis, regarding whether employee and employer pension and benefits contribution ratios are in line with best practices, but suggests these should be reviewed by HQ in moving towards market median total compensation.

When setting an appropriate amount of total compensation, inflationary pressures are recognized and apply to compensation across all sectors of the compensation market,

¹⁷ <https://www.oeb.ca/sites/default/files/RRR-Electricity-20200331.pdf>

including in Québec. For example, it could be reasonable to apply inflationary factors for 2021 and 2022 to the 2020 total compensation to arrive at an equivalent amount for 2022 at the inflated amount of +5% of market median.

Growth is a factor to be considered. The HQT revenue cap index (“RCI”) formula includes a growth factor¹⁸.

However, metrics on total OM&A costs and total compensation cost per employee, per customer and per kwh are also relevant factors to consider.

OC has not analyzed these metrics, therefore OC’s recommendation refers to the market median, not to a specific amount of appropriate total compensation in any year.

The regulatory framework and rate-setting cycles for HQ will also affect the timing for any adjustment the Régie may wish to make to the Total Compensation component of OM&A for the Distributor and Transporter.

Hydro Quebec Distribution rates are indexed to inflation, so any adjustment by the Régie of the amount of HQ total compensation allocated to distribution must wait until the 2025 cost of service year.

Hydro-Quebec Transmission is in the final year of an MRI that indexes the revenue requirement by using an RCI formula. Accordingly, any adjustment by the Régie, of the amount of HQ total compensation allocated to the transporter must wait until the cost of service rebasing in 2023.

7.2 Recommendation

OC recommends that:

The Régie reduce the HQT and HQD OM&A costs related to total compensation for 2023 and 2025 respectively to 5% above market median, in aggregate.

The Régie should direct HQ to attain a market median total compensation benchmark for all employee groups as soon as possible.

¹⁸ R-4167-2021 Volet 1

Part 2 Autres enjeux du volet 2

8. Catégories d'investissement

Au paragraphe 145 de la décision D-2021-146, la Régie a établi une liste d'enjeux à être abordés dans le cadre du volet 2 du présent dossier. Après révision de ces enjeux,

OC avait initialement décidé d'uniquement aborder l'étude sur la rémunération des employés d'Hydro-Québec (voir Part 1 du présent mémoire). Parmi les enjeux mentionnés au paragraphe 145, OC avait pris note le suivi de la décision D-2020-146 traitant des catégories d'investissement, soit :

- L'application de la méthode d'attribution des coûts des projets d'investissement aux catégories d'investissement – en suivi du paragraphe 366 de la décision D-2020-146;
- La codification des catégories d'investissement en suivi du paragraphe 531 de la décision D-2020-146.

OC avait alors présumé que le Transporteur se conformerait aux ordonnances de la Régie contenue dans la décision D-2020-146 et qu'aucun débat de fonds serait nécessaire dans la présente audience, ce qui explique pourquoi OC n'avait pas jugé bon inclure cet enjeu dans sa demande d'intervention.

Toutefois, à la lecture de certaines réponses du Transporteur à la demande de renseignement numéro 5 de la Régie¹⁹, OC a constaté que le Transporteur ne s'est pas conformé à l'ordonnance de la Régie concernant la définition de la Croissance des besoins de la clientèle (voir l'extrait ci-dessous).

«1.4 Pour la définition de la catégorie « Croissance des besoins de la clientèle », le Transporteur propose le texte suivant :

*« **Croissance des besoins de la clientèle***

Les investissements attribués à la catégorie Croissance des besoins de la clientèle visent à accroître la capacité de service du Transporteur afin de satisfaire les nouveaux besoins de ses clients, soit :

- *Les besoins du Distributeur pour la croissance de la charge locale découlant :*
 - *des prévisions de croissance de charges fournies annuellement par le Distributeur;*

¹⁹ Pièce B-0146, page 1 à 12

○ des demandes du Distributeur pour l'alimentation d'une nouvelle charge d'un client directement raccordée au réseau de transport;

○ des demandes du Distributeur pour le raccordement d'une nouvelle ressource ou l'accroissement de la capacité d'une ressource existante.

• Les demandes des autres clients du Transporteur pour :

○ un service de transport en réseau intégré;
○ le raccordement d'une nouvelle ressource ou l'accroissement de la capacité

d'une ressource existante;
○ un service de transport de point à point nécessitant notamment la construction

d'une nouvelle interconnexion ou l'accroissement de la capacité d'une interconnexion existante avec les réseaux voisins ». [nous soulignons]

1.4.1. La Régie constate que le Transporteur reprend, pour l'essentiel, sa proposition du texte faite dans le cadre du dossier R-3888-2014 et qui n'a pas été retenue par la Régie (références (iv), notamment p. 116, et (ii)). Veuillez expliquer pourquoi le Transporteur propose le remplacement du passage « zone et des corridors qui connaissent un accroissement important de » par « nouveaux besoins des clients », tel que dans le cadre du dossier R-3888-2014 (référence (iv)).

Réponse :

Le Transporteur souhaite d'abord remettre le passage dans son contexte, en citant cet extrait de la description de la catégorie « Croissance des besoins de la clientèle » :

« Les investissements classés en Croissance des besoins de la clientèle visent, d'une part, à répondre aux besoins liés à l'alimentation de la charge locale en intervenant dans des installations, des zones et des corridors qui connaissent un accroissement important de charge. »²

Le Transporteur a retiré le passage « zones et des corridors qui connaissent un accroissement important de » pour les raisons suivantes :

• **Ce passage est couvert par l'expression « nouveaux besoins de ses clients » à laquelle il réfère dans sa proposition.**

- **Le terme « important » est sujet à interprétation, étant donné que l'importance d'un accroissement de charge est relative à la capacité du réseau à y répondre. Par exemple, à un endroit donné du réseau,**

une faible croissance de charge pourrait nécessiter des investissements, alors qu'à un autre endroit, une plus grande croissance pourrait être transportée sans requérir d'ajouts d'équipements

- **Le passage « en intervenant dans des installations, des zones et des corridors qui connaissent un accroissement important de charge » fait davantage référence à un accroissement naturel de la charge, qu'à des demandes ponctuelles du Distributeur qui, par ailleurs, peuvent viser autant l'intégration de nouvelles ressources que le raccordement de nouvelles charges.**

Ainsi, l'expression « nouveaux besoins de ses clients », en l'occurrence les besoins du Distributeur, couvre tous les types de besoins de ce client. (notre souligné) »

Discussion

À l'instar de la Régie (voir le soulignement de l'extrait ci-dessous), OC est surpris de constater que le Transporteur ne se conforme pas à l'ordonnance que la Régie émise dans la décision D-2020-146, décision qui était l'aboutissement d'une longue cause ayant débuté en 2014. En conséquence, OC recommande à la Régie de demander au Transporteur de se conformer aux exigences de la décision D-2020-146 liées à la définition des catégories d'investissement.

Subsidiairement, si la Régie juge pertinent de refaire le débat sur cet enjeu, OC est d'avis que la définition de la catégorie *Croissance des besoins de la clientèle* devrait continuer à référer à des besoins liés à des exigences régionales. Conséquemment, OC juge qu'il est toujours opportun et nécessaire que la définition inclue les termes *zone et corridors*. OC rappelle que des projets d'investissement majeurs ayant un impact tarifaire important sont liés à des investissements sur le réseau de transport découlant de nouveaux besoins de transport sur des corridors spécifiques du réseau du Transporteur²⁰.

All respectfully submitted.

²⁰ Projet Chamouchouane-bout-de-l'île et Micoua-Saguenay.

Appendix A Normandin-Beaudry Peer Group Sample

Organizations in sample

#	Name of the organization	remun	Closed survey
1	Air Canada	x	
2	Air Liquide		A
3	B.C. Hydro		B
4	National Bank	x	
5	Bell Canada		B
6	Bombardier Aerospace	x	A
7	Bombardier Recreational Products Inc.	x	A
8	CAE	x	A
9	Caisse de dépôt et placement du Québec	x	
10	CBC/Radio-Canada		A
11	CIMA+	x	
12	CMC Electronics Inc.	x	
13	Domtar		A
14	École Polytechnique de Montréal	x	
15	Energize	x	A
16	Canam Group	x	A
17	Hydro Sherbrooke		B
18	HydroOne		B
19	Industrial Alliance Home and Auto Insurance Inc.	x	
20	Industrial Alliance Insurance and Financial Services	x	
21	Intact Financial Corporation	x	
22	La Capitale, insurer of the public administration inc.	x	
23	The Fédération des Caisses Desjardins du Québec	x	
24	Loto-Québec	x	
25	Manitoba Hydro		B
26	NB Power		B

A: From the Quebec industrial sector.

B: From the hydroelectric and related industries in Canada.

#	Name of the organization	remun	Closed survey
27	Pratt & Whitney Canada	x	
28	Quebecor Media Inc.	x	
29	Raymond Chabot Grant Thornton	x	
30	Rio Tinto		A
31	Saputo Dairy Products Canada s.e.n.c.	x	
32	Société de transport de Montréal	x	A
33	Quebec Liquor Corporation	x	
34	Sollio Cooperative Group	x	
35	SSQ Insurance	x	
36	Transat A.T. Inc.	x	
37	Transcontinental		A
38	McGill University	x	
39	Vidéotron s.e.n.c.	x	
40	City of Longueuil	x	
41	City of Magog		B
42	City of Montreal	x	
43	Quebec City	x	
44	WSP	x	

Number of organizations by data source 32A: 11 B: 7

**Number of organizations whose data were used in the 44 sample
For the purposes of this report**

(our translation)

Appendix B 2016 Normandin- Beaudry Benchmark Result²¹

TABLEAU 13 ÉCART DE RÉMUNÉRATION GLOBALE D'HYDRO-QUÉBEC PAR RAPPORT À LA MÉDIANE DE SON MARCHÉ DE RÉFÉRENCE (EN POURCENTAGE)

Groupe d'employés	Salaire de base moyen	Rémunération directe ³	Rémunération globale ⁴
Cadres intermédiaires	-8 %	-5 %	-2 %
Cadres de maîtrise	0 %	7 %	9 %
Professionnels	0 %	4 %	7 %
Spécialistes*	7 %	2 %	5 %
Ingénieurs*	2 %	0 %	3 %
Technologues*	11 %	9 %	11 %
Métiers*	4 %	3 %	5 %
Bureau*	8 %	6 %	9 %
Total⁵	5 %	3 %	6 %

* Ces groupes d'employés sont syndiqués.

²¹ http://publicsde.regie-energie.qc.ca/projets/382/DocPrj/R-3980-2016-A-0063-Dec-Dec-2017_03_01.pdf