Total Compensation Study
Terms of Reference

August 30, 2011
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Mr. Craig Halket  
Vice President - HR Services  
Ontario Power Generation  
700 University Avenue  
Toronto, ON M5G 1X6

Dear Craig,

Subject: Total Compensation Study Terms of Reference — Draft for Consideration

On behalf of Aon Hewitt, thank you for the opportunity to work with Ontario Power Generation (“OPG”) on this very exciting project.

Through the combined efforts of our team, we outline in the attached document a detailed account of our approach and methodology for the project and the immediate need to conduct a study of Total Compensation. The one caveat with this study is that we cannot guarantee the full participation of the identified comparator organizations but our strategy is to work with OPG to maximize participation.

Key to the success of the collection of a data set will be the involvement of OPG at key phases of the project to: provide internal project management, provide information/background, coordinate internal OPG resources and review/approve key milestones/deliverables.

For this assignment, we believe that the team we have assembled can provide the most comprehensive depth of expertise — from custom survey and market assessment standpoint and is a testament to Aon Hewitt's combined strengths. Aon Hewitt will conduct this study to the best of our professional ability acting independently and objectively.

We look forward to working with you on this very interesting and challenging set of objectives.

Yours truly,

Respondent:

Per: Phil Wallace  
Senior Vice President  
Authorized Signatory
Aon Consulting and Hewitt Associates Merger

On October 1, 2010, Aon Consulting Inc. and Hewitt Associates Corp. merged to form the new firm Aon Hewitt. For the purposes of this proposal, all references to Aon Hewitt automatically encompass Aon Consulting Inc. and Hewitt Associates Corp.

About Aon Hewitt
Aon Hewitt is the world’s pre-eminent human capital consulting and outsourcing firm with the resources, expertise, and global reach to solve the most pressing and complex people challenges that organizations face today.
We employ the strongest team of professionals in the industry, who have access to the widest breadth and depth of research, platforms, and services in more locations and for more industry segments than any other human capital firm.
Our singular focus is on our clients: We deliver distinctive value, top-rated customer service, and measurable business impact.

Key Facts

- Number one human capital consulting and outsourcing firm in the world
- 29,000 employees
- Offices in 90 countries
- $4.3 billion combined revenue
- Serves more than half of the Fortune 500
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Understanding of Ontario Power Generation’s Objectives

We understand that in May 2010, Ontario Power Generation (“OPG”) submitted an “Application for the Payment of Amounts for OPG’s Prescribed Facilities” to the Ontario Energy Board (“OEB”). The OEB’s Decision on OPG’s application requires OPG to conduct a study of total compensation against a set of market comparators and/or industry sectors.

The terms of reference which follow outlines Aon Hewitt’s approach and methodology for gathering data for the appropriate comparator market and/or industry sectors and to collect sufficient and appropriate data so as to determine OPG’s current position against the market relative to Total Compensation.

Our Approach

Our approach outlines the four major parameters which will ensure the proper foundation for gathering market data for OPG. Following the collection of the market data, Aon Hewitt will provide its observations and conclusions on the data, including any assumptions made and the significance of the study’s findings.

1. The process to determine a representative comparator sample of organizations against whom OPG will be compared;

2. The process to identify the benchmark positions to be surveyed;

3. The recommended elements of compensation which will be collected/reported; and

4. The recommended methods for collecting data.

1. Identifying a Representative Comparator Sample

Using a best practice approach, identify the relevant industry sectors for comparison and the relevant geographic region(s) whether that is local, provincial, national or international.

Address the following considerations:

- From which organizations does OPG recruit?
- From which organizations does OPG lose employees?
- Who do OPG’s people naturally see as comparators?

Further consideration should also be given to ensuring that the group of comparator organizations:

- Are representative of the same and/or similar industry sectors*;
- Are reflective of the complexity and size of OPG;
• Includes some organizations in a similar business mode (i.e. stable businesses versus businesses being restructured); and
• Is large enough so that it can withstand individual fluctuations (i.e. losing a comparator organization).

* Where appropriate and feasible, represent similar levels of unionization and industry regulation

Consider both industry-specific and general industry positions. Industry-specific positions are positions which can only be found in organizations within the same industry sector. For OPG, the industry-specific jobs would be all jobs directly involved in the generation of electricity from one of its three sources: nuclear, thermal and hydroelectric with definite emphasis on nuclear. For OPG, general-industry positions would be found in support functions such as HR, Finance, etc. and these are positions that can be found at organizations in different sectors.

In general, for industry-specific positions, the organizations from which they recruit and lose their employees are:

• Primarily, organizations in the same industry sector as they have a similar talent pool
• Secondarily, organizations which are in related sectors and which have similar jobs filled by employees with transferable skill sets.

**Recommended Approach for OPG**

Preliminary information gathering to answer the questions relating to where OPG attracts and loses employees suggests that the primary comparators for industry-specific jobs are Power Generation/Electric Utility organizations with similar forms of power generation, namely nuclear, hydroelectric and thermal. The proposed secondary comparators for OPG are the Petroleum/Natural Gas sector, the Mining sector, the Nuclear Research and Development and Engineering sectors and for general-industry positions, general industry organizations of a similar size/complexity to OPG.

The rationales for recommending each sector for the basis of comparison are outlined in Table 1 below. It is important to note that these recommendations are a suggested starting point and that these comparator groups will be further refined and finalized with input from OPG. As outlined in the Approach Sub-Section below "Establishing the Comparator Group", OPG has indicated their intention to share this recommended comparator group with stakeholders to get their input prior to finalization of the Terms of Reference.
### Table 1

<table>
<thead>
<tr>
<th>Comparator Type</th>
<th>Sector</th>
<th>Rationale for Inclusion</th>
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<tbody>
<tr>
<td><strong>Primary</strong></td>
<td>Primary Power Generation/ Electric Utilities</td>
<td><em>Power Generators represent a direct talent pool for nuclear, thermal and hydroelectric power generation positions within OPG</em>&lt;br&gt; <em>Electric Utilities operate within the same general sector and hire employees with similar transferable skill sets for some OPG positions</em></td>
</tr>
<tr>
<td><strong>Secondary</strong></td>
<td>Mining</td>
<td><em>Mining companies hire employees with similar transferable skill sets for some OPG positions and as an industry share OPG's issue of having an insufficient supply of fully qualified talent to meet their recruiting needs</em>&lt;br&gt;<em>Similar to OPG, mining companies hire for a base skill set for many positions and train employees to meet the organization's skill needs</em></td>
</tr>
<tr>
<td><strong>Secondary</strong></td>
<td>Petroleum/ Natural Gas</td>
<td><em>Petroleum/ Natural Gas companies hire employees with similar skill sets as OPG and also as an industry share OPG's issue of having an insufficient supply of fully qualified talent to meet their recruiting needs</em>&lt;br&gt;<em>Similar to OPG, Petroleum/Natural Gas companies hire for a base skill set for many positions and train employees to meet the organization's skill needs</em>&lt;br&gt;<em>Work involves some of the same base products and processes used in power generation</em></td>
</tr>
<tr>
<td><strong>Secondary</strong></td>
<td>Nuclear Research, Development and Engineering</td>
<td><em>Nuclear Research, Development and Engineering organizations represent a direct talent pool for nuclear generation positions</em></td>
</tr>
<tr>
<td><strong>Secondary</strong></td>
<td>General-Industry (similar size/ complexity organizations to OPG)</td>
<td><em>For general industry positions, general industry organizations of a similar size/ complexity represent a direct labour pool</em></td>
</tr>
</tbody>
</table>

### Geographic Focus

Adopt the best practice approach to determine the geographic focus of the comparator group. The best practice approach suggests that geographic focus will vary by position according to the level of the position within the organization and the specificity/depth of skill set.

### Recommended Approach for OPG

For senior management and executive positions the labour market group is North America.

For positions below senior management there are several factors that must be considered. First, the power generation sector is highly consolidated for the generation streams in which OPG operates (i.e. nuclear, hydroelectric and thermal) with comparator organizations found across the country.
Consequently, the geographic focus of industry-specific jobs automatically starts at the national level across all levels in order to get a sufficient number of participating organizations to provide reliable and valid data for the purposes of comparison.

The predominance of OPG positions within the nuclear sector of power generation and the relatively small number of nuclear generation positions in the Canadian market presents a major problem in developing a direct market comparison on specific positions. We will therefore survey a number of U.S. power generation companies and examine the data to determine if there are insights that are relevant to the study. It is important to note that direct compensation data from U.S. power generation companies will not be used for this study for a number of reasons: the high degree of regionalization of pay across the U.S., the foreign exchange fluctuations, the differences in taxation and employee benefit programs.

The proposed geographic focus by comparator sector is outlined in Table 2 below as well as a list of sample organizations by Sector and Geographic Focus.

Table 2

<table>
<thead>
<tr>
<th>Sector</th>
<th>Geographic Focus</th>
<th>Sample Organizations</th>
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<tbody>
<tr>
<td>Power Generation/ Electric Utility</td>
<td>Canada</td>
<td>Hydro Quebec,</td>
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<tr>
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<td></td>
<td>Bruce Power,</td>
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<td></td>
<td></td>
<td>New Brunswick Power,</td>
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<td></td>
<td></td>
<td>BC Hydro,</td>
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<td>Hydro One,</td>
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<td>Manitoba Hydro,</td>
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<td>Epcor,</td>
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<td>Capital Power,</td>
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<td>etc.</td>
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<tr>
<td>Mining</td>
<td>Canada</td>
<td>Barrick,</td>
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<td>Xstrata,</td>
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<td>Vale,</td>
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<td>etc.</td>
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<tr>
<td>Petroleum/ Natural Gas</td>
<td>Canada</td>
<td>Suncor,</td>
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<tr>
<td></td>
<td></td>
<td>Imperial Oil,</td>
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<td>Shell,</td>
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<td>Syncrude,</td>
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<td></td>
<td></td>
<td>etc.</td>
</tr>
<tr>
<td>Nuclear Research, Development and Engineering</td>
<td>Canada</td>
<td>Atomic Energy Canada Limited,</td>
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<td>SNC Lavallin,</td>
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<td>Warddrop,</td>
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<tr>
<td></td>
<td></td>
<td>etc.</td>
</tr>
<tr>
<td>General-Industry (similar size/complexity</td>
<td>Canada – National and Local</td>
<td>Public and Privately owned organizations of a similar</td>
</tr>
<tr>
<td>organizations to OPG)</td>
<td>Markets where appropriate by position</td>
<td>size/complexity to OPG</td>
</tr>
</tbody>
</table>
Establishing the Comparator Group
We understand OPG will be consulting with stakeholders on the Terms of Reference prior to its finalization.

2. Identifying Benchmark Positions

Apply a best practice approach to determine benchmark positions. Evaluate OPG positions against the following set of generally accepted criteria for determining benchmark positions:

- Ensure the position can be easily defined within a benchmark position description and is not a hybrid position
- Ensure the position is represented within the proposed comparator companies and business sectors
- Ensure the position is relatively stable over-time and is expected to remain in the organization, therefore facilitating the possibility of year-over-year comparisons
- Ensure where possible that positions with high numbers of incumbents are selected to help ensure the greatest possible representation of employees within the organization.

The list of potential benchmark positions can then be evaluated to ensure that they are a representative cross-sample of:

- All functional groups,
- All levels within the organization
- All employee groups (i.e. Management group, Power Workers Union and the Society of Engineering Professionals)
- Jobs within each segment of power generation (i.e. nuclear, hydroelectric and thermal).

Ultimately a sample of positions will be targeted at 50% of the employee population in order to provide a robust representative sample of OPG positions.

Recommended Approach for OPG

In order to maximize the number of potential benchmarks, we propose to use job families and describe generic level descriptors for application to each of the job families. When using this methodology, Aon Hewitt will replicate the hierarchical framework of the job families which currently exist within OPG and leverage as much as possible OPG’s existing job descriptions as a foundation.

Key to obtaining the most complete and appropriate list of benchmark positions will be a dialogue with OPG in:

- Gathering a complete data set of jobs by functional group/generation segment with levels of incumbency by position
- Gathering and validating job documentation to ensure a common understanding of job responsibilities and education/skills requirements
Gathering vertical job family hierarchies for all industry-specific benchmark positions

3. Determine Elements of Compensation

Recommended Approach for OPG

Collect data on all elements of total compensation where available, including:

- Base Salary
- Target and Actual Short-Term Incentive
- Target Long-Term Incentive
- Other Cash Compensation
- Pension and benefits (at the plan or organizational level)

We will report statistics showing OPG’s relative position where there is sufficient data on the following individual elements of total compensation:

- Base Pay
- Target and Actual Incentives (i.e. short-term and long-term)
- Benefits
- Pension

We will also report the same statistics as above on the following aggregated elements of compensation:

- Total Cash – Base Pay and Target Short-Term Incentive
- Total Direct Cash – Base Pay, Target Short-Term Incentive and Target Long-Term Incentive

All statistics on individual elements and aggregated elements of Total Compensation will be reported at the 25th, 50th and 75th percentiles and average where there are a sufficient number of data points to provide a valid and reliable statistic and to ensure that confidentiality of participant data is maintained.
4. Methods for Collecting Data

Given the lack of relevant industry specific surveys for OPG’s proposed comparator sectors (primary and secondary) in both Canada and the United States, we propose a three-pronged approach:

1. Conduct a custom survey of the proposed primary and secondary comparator sectors in Canada and the United States. We cannot guarantee that there will be sufficient participation in order to publish reliable and valid data. We know that generally, the more information we ask participants to provide, the greater the challenge to get sufficient levels of participation, as such we will ensure that questions are asked in a succinct fashion and generate value for participants to encourage participation.

2. Use Aon Hewitt’s Total Compensation Management (“TCM”) database to provide general industry data where required.

   Aon Hewitt possesses one of the best databases in Canada on compensation and total rewards data and insights. Our Total Compensation Measurement database includes over 550 organizations across Canada.

3. As appropriate, use additional industry specific surveys available to Aon Hewitt.
About Aon Hewitt

Aon Hewitt is one of Canada’s leading human capital consulting firms. Our global network, our involvement in industry task forces and our ongoing commitment to professional development enable us to provide leading-edge advice in all areas of human capital management.

Aon Hewitt was formed by the merger of Aon Consulting and Hewitt Associates on October 1, 2010, becoming the leading human capital consulting and outsourcing firm in the world. Aon Consulting’s presence in Canada is the result of the 1998 merger of three highly-respected and well established Canadian actuarial firms: MLH+A (founded in 1965), Martineau Provencher (founded in 1976) and Alexander Consulting Group (founded in 1987). Hewitt Associates was founded by Ted Hewitt in 1940 and became a publicly traded company in 2002. Hewitt’s Canadian operations were founded in 1975.

We have offices in 12 cities across Canada (Vancouver, Calgary, Edmonton, Regina, Saskatoon, Winnipeg, London, Toronto, Ottawa, Montreal, Quebec City, and Halifax).

Human Capital Management Is Our Core Business

Aon Hewitt is unique in its ability to provide proven services across the full range of human capital management. Our three business segments—benefits outsourcing, human resources business process outsourcing, and consulting—help clients develop, implement, and deliver strategies and programs that embed effective human resources business process design, administration, and technologies into their business environment. At the same time, these services help our clients effectively manage the complex human elements that enable them to successfully meet their business objectives.

Aon Hewitt delivers integrated solutions in the areas of:

- **Consulting** with clients to develop strategies and design human resources programs to solve the challenges of acquiring, managing, motivating, and retaining the pivotal talent needed to create and sustain a competitive advantage.

- **Benefits outsourcing** solutions provide services to improve benefits delivery, reduce compliance risk, and enable clients to focus on more strategic human resources issues. Our industry-leading, proprietary systems integrate the seamless administration of clients’ primary benefits programs—defined benefit, defined contribution, health, and benefits.

- **Human Resources Business Process Outsourcing** provides clients with secure market-leading solutions to manage employee data; administer benefits, payroll, and other human resources processes; and record and manage transactions across talent management, workforce management, and core process management.

We closely align our consulting services with our outsourcing services so we can offer clients total end-to-end solutions.

Aon’s History and Background

Headquartered in Chicago, Aon Corporation (our parent company) is the leading provider of risk management services, insurance and reinsurance brokerage, and human capital and management consulting. Our key advantage is our broad view of the insurance industry.
The history of Aon Corporation can be traced back as far as the 1680s to the founding of Hudig-Langeveldt, the world’s first commercial insurance brokerage and one of Aon’s predecessor firms. Aon as we know it today grew from the 1982 merger of Combined Mutual Casualty Company (founded in 1939) and Ryan Insurance Group (founded in 1964). As a publicly traded company, we are profiled by Dunn & Bradstreet (20−771−6994) and rated by Standard and Poor's (Baa2), Fitch (BBB+/A-2) and Moody's (BBB+).
Appendix A – Project Team
Our primary focus to meet OPG's needs is to bring together our best talent. For this engagement, we have selected the Aon Hewitt team presented below.

Susan Hunter will function as your Client Relationship Manager or CRM for the compensation project and will be responsible for ensuring Aon Hewitt's team fulfill work requirements on time, on budget and to established objectives. Susan will be working in collaboration with Phil Wallace and Cathy McKnight. Phil Wallace will provide executive level expertise throughout the project and will be the expert witness at the Ontario Energy Board (OEB) hearings. Cathy McKnight, a seasoned project manager, will have a key role in ensuring the completion of project steps, activities and deliverables at key milestones.

Our team members' project role and their relevant experience and expertise are summarized in the table below. Please refer to team member biographies in the following section for more details of each individual.

<table>
<thead>
<tr>
<th>Team Member / Role</th>
<th>Relevant Experience and Expertise</th>
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<tbody>
<tr>
<td><strong>Philip G. Wallace, Senior Vice President</strong>&lt;br&gt;Role: Executive Advisor&lt;br&gt; Strategic advisor on labour and compensation plan and strategy&lt;br&gt; Expert witness to the Ontario Energy Board hearings</td>
<td>• More than 30 years of industry and consulting experience, previous leader of Aon Consulting's Compensation Strategies practice&lt;br&gt;• Areas of expertise include compensation strategy, executive compensation, incentive pay design, sales compensation, job evaluation, market surveys and competency-based pay&lt;br&gt;• Advisor to numerous private and public sector organizations</td>
</tr>
<tr>
<td><strong>Susan Hunter, Practice Leader</strong>&lt;br&gt;Role: Client Relationship Manager (CRM)&lt;br&gt; In her role as CRM, Susan will coordinate Aon’s delivery of the full scope of compensation services required by OPG, on time, on budget, and in accordance with project objectives</td>
<td>• Over 20 years of HR and compensation consulting experience&lt;br&gt;• Relevant compensation expertise includes design and development of compensation programs with an emphasis on total rewards, compensation strategy development and competitive market research and analysis&lt;br&gt;• Experienced client relationship manager and account manager&lt;br&gt;• Public sector experience including federal, provincial and municipal levels of government</td>
</tr>
<tr>
<td><strong>Robert Carlyle, Ph.D., Vice President</strong>&lt;br&gt;Role: Workforce Planning Advisor&lt;br&gt; Rob will draw upon his deep expertise in strategic HR management and statistical modelling and analysis to advise OPG on workforce planning</td>
<td>• Global Practice Leader for Workforce Planning with extensive depth and experience in strategic and human capital planning, and business model development, including labour/workforce forecasting and modeling&lt;br&gt;• Led several large projects for provincial governments and other public sector bodies, typically requiring extensive stakeholder input&lt;br&gt;• Frequent speaker on workforce and economic trends and issues in Canada and the U.S.</td>
</tr>
<tr>
<td>Team Member / Role</td>
<td>Relevant Experience and Expertise</td>
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</table>
| **Matt Walker, Consultant and Survey Leader**  
*Role:* Survey Project Manager  
- Matt will draw upon his expertise in compensation surveys and data analysis to deliver competitive market data to OPG and provide insights and recommendations around the data |  
- Provides organizations with reliable and relevant data to support decision making  
- Responsible for the reward survey program for Canada at Aon Hewitt  
- Leads the various industry and association surveys that Aon Hewitt conducts and the Canadian portion of the global Aon Hewitt Total Compensation Measurement databank. He is responsible for the integration and expansion of our Canadian offering into the new Aon Hewitt global survey offering. Also leads custom survey projects and executive compensation assignments  
- Areas of expertise include compensation governance and risk assessment, competitive market analysis, short term and medium incentive program design and long term incentive valuation and program design |
| **Cathy McKnight, Senior Consultant**  
*Role:* Project Manager  
- Responsible for managing all key project phases ensuring completion of deliverables and coordination with project teams and client contacts |  
- Over 15 years experience in strategic communications, systems and project management  
- Certified Project Manager with the Project Management Institute (PMI)  
- Extensive experience and expertise managing enterprise wide change management initiatives involving multiple stakeholders |
| **Tara McRae, MIR, Consultant**  
*Role:* Project Consultant  
- Responsible for supporting compensation program design and analysis including benchmarking |  
- Over 10 years of compensation consulting and industry experience  
- Compensation expertise with particular specialization in the design of total rewards/compensation strategy, base pay delivery programs, incentive pay, competency-based programs, and total compensation |
Philip (Phil) G. Wallace

**Senior Vice-President**

**Position and Responsibilities**

Phil is a Senior Vice President working out of Aon Hewitt's Calgary office, serving the compensation needs of clients in the Central/Western region. He specializes in providing consulting services in the areas of compensation strategy, executive compensation, incentive plan design, sales compensation, job evaluation, market surveys and competency-based pay.

**Areas of Specialization**

His experience has included holding senior HR management positions, including Compensation Manager, at two major Canadian corporations (Bank of Montreal and Shell Canada Ltd.) and 16 years of experience in the consulting industry.

**Background and Affiliations**

University of Calgary -1960 to 1963  
Fellow of the Institute of Canadian Bankers  
Management Certificate Program - University of Calgary & McGill University  
Management of Human Resources Program – University of Western Ontario

Major private sector clients have included Oracle, Deloitte & Touche, Clarica, Energizer, Sunoco, and Apotex. Public sector clients have included City of Burlington, Regional Municipality of Halton, Manitoba Hydro, BC Hydro, Greater Toronto Airport Authority.

Phil is Past President of WorldatWork (formerly the Canadian Compensation Association), Past Director of the Canadian and American Compensation Association (WorldatWork) and a past member of the Advisory Board of the Global Remuneration Organization (GRO).

1996 to Present – Aon Hewitt Consulting formerly Aon Consulting and MLH&A  
   Senior Vice President  
1994 to 1996 – Towers Perrin Consulting  
   Geographic Leader Compensation, Calgary and Toronto  
1986 to 1994 - Shell Canada Limited  
   Compensation Manager  
   Director Human Resources - Shell Canada Resources  
   Director Human Resources - Shell Canada Products  
1982 to 1986 – Bank of Montreal, Toronto & Calgary  
   Compensation Manager  
   Senior Staffing Manager  
   Human Resources Manager, Western Canada  
1976 to 1982 - Dunhill Personnel, Calgary  
   Owner & President  
1963 to 1976 – Bank of Montreal, Calgary, Toronto & Montreal  
   Various branch banking positions  
   Compensation Co-ordinator  
   Compensation and Benefits Manager  
   Employee Relations Manager
Susan Hunter  

**Practice Leader**

**Position and Responsibilities**
Susan Hunter is the National Practice Leader for Aon Hewitt’s Rewards and Performance practice. In this role, Susan is responsible for the profitable development and growth of the practice in Canada.

**Areas of Specialization**
Susan has over 20 years of experience working with clients to develop people strategies that advance business goals and organizational effectiveness. She specializes in designing and developing HR and reward programs for a broad range of clients in both the private and public sectors providing solutions to talent management issues and business challenges.

Susan's consulting work involves designing and developing HR and reward programs for a diverse range of clients in both the private and public sectors across Canada. Susan has directed and conducted a number of broad based human resource management, organizational and compensation assignments, including performance management systems design, competency model development, training and organizational development. Her experience covers all aspects of total rewards strategy and design, broad base employee pay programs, executive compensation, and incentive rewards. Susan is also experienced in the design of strategies and processes to ensure compliance with regulatory requirements at both the provincial and federal levels.

**Background and Affiliations**
Prior to joining Aon Hewitt, Susan held consulting positions in Aon Consulting’s Talent Strategies, Strategic Communications and Compensation practices with business development and account management responsibilities. Susan’s corporate experience includes research and learning and development roles with another international consulting organization.

Her qualifications include a Bachelor of Arts degree from the University of Toronto and she is an accredited Certified Human Resource Professional (C.H.R.P.).

Susan is a speaker at conferences in Canada, speaking on topics such as Rewards and HR Strategies for the future. Susan serves as the Executive Sponsor for Aon Hewitt’s Women’s International Network (WIN), a global mentoring program for female employees across the Aon companies. Susan's current professional affiliations include the Strategic Capability Network, the Human Resources Professionals Association (HRPA), WorldatWork, and the Institute of Cultural Affairs (ICA). She is an active volunteer with Rotary International.
Robert Carlyle, Ph.D.

Position and Responsibilities
Robert is a Vice President and the Global Practice Leader for Workforce Planning at Aon Hewitt, and provides clients with strategic consulting, workforce planning, program and project management, information technology (IT) tools and talent management.

Areas of Specialization
Robert specializes in strategic and human capital planning and business model development, which includes:

- Business planning within large organizations
- Workforce forecasting based on operational modeling and simulation
- Change management
- Organizational design
- Effectiveness and performance measurement

Robert joined Aon in 2005 through Aon Hewitt's acquisition of Carreg Solutions Inc. His key projects and accomplishments at Aon include:

- Designing and leading the development and implementation of a workforce planning capability for a global mining company.
- Developing the 5-10 year HR strategy for a health care system.
- Conducted engagement surveys and action planning for a variety of organizations, including accounting and IT departments, where statistical links between employee perceptions and attitudes and performance were identified.
- Leading the Health Benefit Design Options project for Alberta Health and Wellness. This study included long-term health utilization projections within the province, as well as economic and labour market analysis on the sustainability of the health care system
- Leading the development of workforce forecasting and simulation capabilities

From 1999 to 2005, Robert was president and co-founder of Carreg Solutions Inc. During this time, he directed more than 70 projects for multi-national clients. This work focused on integrated strategic and project planning and development of management information capabilities to support successful project implementation. Prior to this, Robert progressed from a Consultant to practice leader at an independent management consulting firm. Robert consults to a wide variety of international business clients in both, public and private sector. He specializes in Strategic and Human Capital planning, Business Model Development, Corporate Strategy and Governance Issues, including Restructuring, Mergers and Acquisitions. Robert was a featured speaker on workforce planning at the Human Resources Planning Society's Annual Conference in 2007. In addition to frequent speaking engagements on workforce planning and employee analytics, he has spoken on the future of Health Care in North America. In 2008 he co-authored Global Health Care Systems: A perspective on issues, practices and trends among OECD nations.

Background and Affiliations
Robert has a Ph.D. in Strategic Theory and Planning from Cranfield University at the Royal Military College of Science (UK). He also has a Masters in International Security and Defense Management from Lancaster University (UK) and a Bachelor of Commerce from the University of British Columbia.
Matt Walker  Consultant and Leader of Rewards Survey Team

Position and Responsibilities
Matt is a consultant at Aon Hewitt, covering Executive Pay and Performance, Board Governance and is responsible for the Aon Hewitt Talent Planning Network, including the various industry surveys that Aon Hewitt conducts and the Aon Hewitt National Survey. He is the lead for the Canadian portion of the global Aon Hewitt Total Compensation Measurement database. He is responsible for integrating and expanding the Canadian presence in the new Aon Hewitt global survey offering.

Areas of Specialization
Matt has worked with a number of Canadian Boards and executive teams to design and implement effective pay and performance systems. Matt specializes in the areas of governance, compensation risk, competitive market analysis and performance measurements and rewards. He has experience developing executive compensation programs and processes that align business goals and strategies. He also has experience in developing and implementing executive salary structures, short term and medium incentive program design, and long term incentive valuation and program design. He has been published in the Institute of Corporate Directors.

Background and Affiliations
Matt has an Honours Bachelor of Arts degree from the University of Toronto where he specialized in Economics and Political Science. Prior to joining Aon Hewitt, Matt held positions with the Ontario government and a boutique law firm.
Cathy McKnight
Senior Consultant

Position and Responsibilities
Cathy McKnight is a Senior Consultant in Aon Hewitt’s Talent, Rewards and Communications practice based out of the Toronto office. Working with clients across Canada, Cathy develops and implements strategic employee communication plans that align with her clients’ overall business objectives and culture.

Areas of Specialization
With more than fifteen years of combined communications, systems and project management experience, Cathy has experience in an array of communication mediums from traditional print to more current electronic channels such as the web, intranets and social media tools. She is able to set strategies that integrate into existing corporate parameters without missing opportunities to add new elements that will enhance employee communication efforts’ effectiveness.

An advocate of collaboration, Cathy works with her colleagues and client team members to ensure the proposed solution is appropriate for the goals at hand, and that the messaging reflects that of the organization’s culture and desired end state.

Cathy applies her communications and project management know-how to clients’ needs to ensure success on every level of a project.

Background and Affiliations
Born and raised in Montreal, Cathy has an Honors Bachelor of Arts degree from the University of Guelph and a post-graduate certificate from Ryerson University in Public Relations. She has had the privilege of working with many Fortune 500 companies on their internal web strategies, and has had the opportunity to speak at various North American communications and web related events on such topics as social media, web governance, and employee engagement.

Cathy is a certified Project Manager with the Project Management Institute (PMI).
Position and Responsibilities
Tara is a consultant in the Talent, Rewards and Communication practice in Aon Hewitt's Toronto office. She has close to ten years of human resources experience both as a compensation consultant with Aon Hewitt and as a general practitioner at a major consumer packaged goods firm.

Areas of Specialization
Tara's consulting work covers a broad range of industries including health care, manufacturing, broadcasting and financial services. She focuses on the development of integrated total reward strategies and programs to support business objectives, in particular:

• The development of total reward strategies philosophies, as well as guiding and design principles around total rewards
• The design and implementation of base pay delivery programs using role-based approaches, such as role profiles, and traditional job-based approaches
• The design, modeling and implementation of incentive pay
• The development and implementation of competency models and performance management systems
• The analysis of Pay Equity compliance in Ontario and Quebec
• Conducting competitiveness assessments around total compensation

Background and Affiliations
Tara has a Bachelor of Science and a Masters of Industrial Relations specializing in human resources/organizational behaviour, both from Queen’s University. She is an active member of WorldatWork and expects to complete her CCP designation in 2011. Tara’s speaking engagements have included presentations at the Canadian WorldatWork conference and to local compensation and HR groups in the Greater Toronto Area.