

- 1 **Q. Regarding the response to PUB-NP-006, please provide expanded versions of Tables**  
 2 **1, 2 and 3 showing the years 2010-2020F.**  
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 4 A. Table 1 provides the base increase and average progression increase for unionized  
 5 employees from 2010 to 2020 forecast.

**Table 1**  
**Union Employees**  
**Wage Increases 2010 to 2020F**  
 (%)

Effective Date	Base Increase	Progression Increase
January 1, 2010	3.00	N/A <sup>1</sup>
January 1, 2011	3.50	N/A <sup>1</sup>
January 1, 2012	4.00	N/A <sup>1</sup>
January 1, 2013	4.00	0.34
January 1, 2014	4.00	0.35
October 1, 2014	3.00	0.68
January 1, 2016	2.50	0.77
January 1, 2017	2.50	0.74
October 1, 2017 <sup>2</sup>	1.00	0.75
January 1, 2019 <sup>2</sup>	1.00	0.75
January 1, 2020 <sup>2</sup>	1.25	0.75

<sup>1</sup> Progression calculations are not readily available for 2010 to 2012. The Company began explicitly calculating and recognizing labour progression for the 2013 year. This was reflective of the Company’s changing labour force at that time. For example, in the years 2012 to 2015, the Company had approximately 200 new hires. This was primarily the result of increased retirements.

<sup>2</sup> Labour cost increases reflect the Company’s latest offer to the union.

- 1 Table 2 provides the base increase and average progression/merit increase for managerial  
2 employees from 2010 to 2020 forecast.

**Table 2**  
**Managerial Employees**  
**Wage Increases 2010 to 2020F**  
**(%)**

<b>Year</b>	<b>Base Increase</b>	<b>Progression Increase</b>
2010	3.00	N/A <sup>3</sup>
2011	3.00	N/A <sup>3</sup>
2012	3.50	N/A <sup>3</sup>
2013	3.50	0.77
2014	3.00	0.78
2015	2.80	0.84
2016	2.50	0.85
2017	1.50	0.99
2018F	1.00	0.75
2019F	1.00	0.75
2020F	1.25	0.75

<sup>3</sup> Progression calculations are not readily available for 2010 to 2012. The Company began explicitly calculating and recognizing labour progression for the 2013 year. This was reflective of the Company's changing labour force at that time. For example, in the years 2012 to 2015, the Company had approximately 200 new hires. This was primarily the result of increased retirements.

1 Table 3 provides the base salary increase and progression increase for the Executive and  
2 Directors for the period 2010 to 2020 forecast.  
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**Table 3**  
**Executive and Directors**  
**Wage Increases 2010 to 2020F**  
(%)

Year	Base Increase Executive & Directors	Progression Increase	
		Executive	Directors
2010	1.00	N/A <sup>4</sup>	N/A <sup>4</sup>
2011	2.20	N/A <sup>4</sup>	N/A <sup>4</sup>
2012	2.90	N/A <sup>4</sup>	N/A <sup>4</sup>
2013	2.90	0.00	1.20
2014	2.50	3.10 <sup>5</sup>	0.30
2015	2.60	5.30 <sup>5</sup>	1.20
2016	2.40	2.95 <sup>6</sup>	0.21
2017	2.20	(0.70) <sup>7</sup>	(2.56) <sup>8</sup>
2018F	1.00	0.75	0.75
2019F	1.00	0.75	0.75
2020F	1.25	0.75	0.75

<sup>4</sup> Progression calculations are not readily available for 2010 to 2012. The Company began explicitly calculating and recognizing labour progression for the 2013 year. This was reflective of the Company's changing labour force at that time. For example, in the years 2012 to 2015, the Company had approximately 200 new hires. This was primarily the result of increased retirements.

<sup>5</sup> Reflects a change in CEO and Vice-President positions.

<sup>6</sup> Reflects the Vice President, Operations and Engineering and Chief Operating Officer.

<sup>7</sup> Reflects a change in the CEO and CFO positions.

<sup>8</sup> Reflects salary differential between a retiring Director and a new Director.