

1 **Reference: Korn Ferry Report, sec. 4, p. 7.**
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3 **Q. Korn Ferry states that “...NFP competes for its executive resources with**
4 **organizations across the breadth and depth of business sectors across Canada.”**

5 **a) What is the basis for Korn Ferry’s statement?**

6 **b) Please explain if Korn Ferry considers industry as a relevant factor in an**
7 **organization’s development of a compensation approach. Has Korn Ferry**
8 **conducted industry-specific compensation and/or total remuneration reviews,**
9 **and if so, does Korn Ferry publish such industry-specific information?**

10 **c) Further to part (b), why does Korn Ferry undertake industry specific research?**

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12 A. a) Typically speaking, executive talent market is not limited to a single geography or
13 one type of organization, recognizing that the executive team of most organizations is
14 often comprised of different job functions (e.g., finance, operations, customer care,
15 etc.) Executive talent can be acquired from or leave for other organizations in
16 Canada.

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18 b) In the past, Korn Ferry had explored the idea of using an industry specific group for
19 benchmarking executive compensation for Newfoundland Power. Given that there are
20 limited number of utility organizations from the Canadian private sector outside of
21 the Fortis Group, Korn Ferry was not able to complete the industry-specific analysis.

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23 c) Answers are provided in part b).