

Compensation Program Review – Discussion Document for Compensation Committee Meeting

Prepared for JEA

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Discussion Draft



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Proposed Compensation Adjustments Proposed Base Salary, Target Bonus and Long-Term Incentive Adjustments

- **Base Salary:** assess individual competitive position to market; for individual positions well below market, JEA should bring positions to within the competitive range of the market median **within two to three years**, assuming that performance expectations are being met
- **Target Bonus % and LTI % (as % of salary):** the tables below summarize JEA's current average target bonus and LTI incentive opportunities and WTW's proposed target values
 - The proposed incentive adjustments are intended to partially close the gap to market with the intent of moving to market within two to three years, depending on market movement

Level	Target Bonus %		LTI Opportunity %		Total At Risk Compensation	
	Current	Market	Proposed	Current	Market	Proposed
Executive	10%	[REDACTED]	20%	--	[REDACTED]	50%
Director	8%	[REDACTED]	10%	--	[REDACTED]	25%
Manager	7%	[REDACTED]	7%	--	[REDACTED]	10%
Individual Contributor	6%	[REDACTED]	7%	--	[REDACTED]	10%
Bargaining Units	2%	[REDACTED]	--	--	[REDACTED]	3%

- **Estimated Cost Impact:** the estimated incremental cost impact of the proposed target bonus and LTI adjustments are as follows:
 - Target Bonus Cost: \$400K based off current incumbent base salaries
 - LTI Cost: \$4M based off current incumbent base salaries for performance unit award (\$5.2M if time-based unit award is included)

Note. Market data provided by JEA.

Appendix

LTI Plan Design Review Utility Peer Group

IOUs (13 Companies)

- ALLETE
- Alliant Energy
- Avista
- Black Hills
- El Paso Electric
- Hawaiian Electric Industries
- NorthWestern Energy
- OGE Energy
- Otter Tail
- Pinnacle West Capital
- PNM Resources
- Portland General Electric
- Vectren

Public Power Utilities

- Six public power utility clients
- Anecdotal consulting experience