



# Compensation Reporting

**Atlantic Lottery Corporation  
Reporting for Fiscal Year 2021/22**

**October 2022**

## PURPOSE

Given the Atlantic Lottery Corporation's (AL) commitment to transparency, as well as that of its shareholders, the four provincial governments, the corporation is publishing this report. This report discloses the compensation earned by its executive positions, as well as those employees with an earned base salary of \$100,000 or over, for the fiscal year (FY) ending March 31, 2022. It also includes the philosophy and design of its executive compensation program.

## TOTAL COMPENSATION

AL's compensation philosophy is an integral and foundational part of AL's People Strategy, which is derived from its business strategy as a commercially competitive crown corporation.

### Total Rewards Philosophy

To attract, motivate, engage, and retain a qualified and diverse workforce by creating a comprehensive Total Rewards Strategy that is aligned with the business strategy, operating principles and communicates the value of working for AL. It is designed to:

- **Motivate** excellent performance by individuals and the corporation.
- **Promote** teamwork and collaboration.
- **Reward** accountability for appropriate actions as well as timely and informed decisions.
- **Support** development of individuals and our business practices.
- **Adaptable, flexible and scalable.**
- **Encourage innovation** through measured risk taking.

### Total Rewards Principles

**Differentiated Based on Performance.** Reward accountability and results at both corporate and individual performance levels. Financial results, as well as demonstrating AL's core values and operating principles, are measures defining performance. AL will recognize, reward and develop employees who demonstrate actions that support business process renewal/innovative practices. The relative value of performance will vary by role within the organization.

**Adaptable, Flexible and Scalable.** Responsive to the needs of a fast-moving organization. Compensation strategy will reflect how markets value different skill sets. Programs will be designed, implemented, and administered to allow for alignment with business strategy and the changing marketplace, while being fiscally responsible, to reflect the commitments made to our shareholders and the interdependency between how employee performance drives business results.

**Market Competitive.** The overall total rewards package (i.e., compensation, benefits, learning and development, career opportunities, and work/life management programs and policies) will be market competitive at the 50<sup>th</sup> percentile of our market comparator group. Market comparator groups for both AL executives (national market) and employees (regional market) include a composition of 75% Broader Public Sector (BPS) and 25% Commercial Industrial (CI) markets. The Red Shores comparator market includes sources within the Atlantic Hospitality & Tourism sector; casinos within Atlantic Canada; as well as casinos within Canada.

**Openness, Simplicity and Clarity.** Promote an employee's total rewards package and its connection to both corporate and individual performance. AL will create simplicity and clarity in program design and communication to build

employee awareness of how their behaviours and performance can influence results. To reinforce employee trust and engagement, these principles will be shared in an open and direct manner.

## GOVERNANCE

The Board of Directors (Board) and the People & Culture (P&C) Committee have oversight of AL's executive compensation. The terms of reference as it pertains to total compensation are outlined below.

### Board of Directors (Human Resources Management)

- Review AL's approach to human resource management, including AL's overall compensation policies.
- Approve the performance goals for the President & CEO annually. And at least annually, review the President & CEO's performance against agreed upon annual objectives.
- Approve the President & CEO's compensation philosophy and principles, including the President & CEO's compensation, such as incentives, bonus, benefit and retirement plans.
- Approve any arrangement with the President & CEO relating to employment terms, termination, severance, change in control or any similar arrangements.
- Approve changes to the executive team structure.
- Approve executive compensation philosophy and principles, including compensation plan for the executive team (salary, incentive, benefit and pension plans) to ensure AL can attract and retain qualified candidates.
- Approve AL's performance targets in the form of a corporate balanced scorecard as part of the annual business planning process.
- Approve the People & Culture budgets (i.e., salaries & benefits budget) as part of the annual business planning process.

### People & Culture Committee

#### President & CEO Specific

- Review and recommend for Board approval the performance goals for the President & CEO.
- Develop and recommend for Board approval, the President & CEO compensation philosophy and principles. On matters of President & CEO and executive compensation, select and retain advice from an independent consultant, legal counsel or other subject matter expert as required.
- Review and recommend for Board approval the President & CEO's compensation, including salary, incentive, benefits and retirement plans.
- Recommend for Board approval a performance evaluation process for the President & CEO and when approved, ensure the process is implemented annually.
- Lead annual and mid-year performance review process of the President & CEO.
- Review and recommend for Board approval any arrangement with the President & CEO relating to employment terms, termination, severance, change in control or any similar arrangement.

**People & Culture Specific**

- Works with the President & CEO to develop and recommend for Board approval executive compensation philosophy and principles.
- Approve AL's compensation philosophy and principles.
- Review and recommend for Board approval, the appropriate corporate balanced scorecard objectives, targets and ranges.
- Review and recommend for Board approval, the People & Culture budgets (i.e., salaries & benefits budget).
- Review and recommend for Board approval, changes to the executive team structure. Review with the President & CEO, the executive team's skill requirements/assessments, and the overall executive team compensation allocation according to the compensation philosophy and principles.

**FORMS OF COMPENSATION FOR EXECUTIVE POSITIONS**

Total compensation for executive positions includes base pay, short-term incentive, benefits, executive health allowance, pension, supplemental pension, vehicle allowance and Statutory Benefits (CPP/QPP, EI, WCB).. The summary of compensation earned during FY2021/22 for executive positions actively employed as of March 31, 2022, can be found in Table 1.

**SALARY DISCLOSURE**

Table 2 discloses those employees actively employed as of March 31, 2022, with an earned base salary of \$100,000 or more, during FY2021/22.

**Table 1: Summary of Executive Compensation Earned<sup>1</sup>**

(For the year ending March 31, 2022)

Name	Title	Salary Earned	Short-term Incentive Earned <sup>2</sup>	Total Benefits Earned <sup>3</sup>	Total Earned FY2021/22
DAIGLE, Patrick	President & Chief Executive Officer	312,984	65,170	56,111	434,265
LORDON, Brian	Chief Information Officer	204,597	32,922	46,003	283,522
MCCREADY, Dallas*	Chief Strategy Officer	21,508	0	9,090	30,598
YOUNG, Suzanne	Chief Financial Officer	192,822	20,480	42,284	255,586
CORMIER, Joey	VP, Channels	153,129	25,851	37,577	216,557
KIDNEY, Meredith	VP, Brand and Communications	136,955	13,589	36,924	187,468
MACKINNON, Michael	VP, Gaming	170,769	18,514	40,187	229,470
STULTZ, Alison	VP, People & Culture	196,563	33,185	40,855	270,603
SULLIVAN, Thomas	VP, Risk and Assurance	151,450	16,863	38,284	206,597
WOJICK, Maureen	VP, Lottery and Living Lab	144,645	14,257	37,716	196,618

<sup>1</sup> This summary of compensation earned is for all executive incumbents actively employed as of March 31, 2022. The amounts represent 12 months of compensation earned by these employees, except for those executives hired externally during the year (noted by \*) whose compensation earned is as of their start date.

<sup>2</sup> Short-term incentive earned is for the achievement of FY2020-21 objectives and was paid in November 2021.

<sup>3</sup> Total Benefits earned includes employer contributions for Flex Benefits, Executive Health Allowance, Pension, Vehicle Allowance and Statutory Benefits (CPP/QPP, EI, WCB).

**Table 2: Employees with an Earned Base Salary of \$100,000 or more<sup>1</sup>**

(For the year ending March 31, 2022)

Employee Full Name	Position
AUCOIN, Robert	Director, Architecture and Delivery
BEAULIEU, Nicole	Manager, Finance Systems
BELLIVEAU, Julien	Living Lab Lead
BLACKMAN, Lorraine	Manager, Analyst and Quality
COOLING, Derek	Director, Service
CORMIER, Jason	Sales Operations Manager
COWAN, Scott	Manager, Gaming
EAGLES, Scott	Manager, Sports Betting
ENGLAND, Troy	Manager, Delivery and Performance
FULLERTON, Merrill	Manager, eCommerce Growth
FULLERTON, Ryan	Manager, Development Services
GAUDET, Solange	Director, Insights and Analytics
GRANT, Scott	Director, Region
HARRIS, Tom	Director, Region
HEBERT, Rejeanne	Financial Systems Specialist
HODD, Kevin	Manager, Infrastructure and Operations
KEDDY, Bruce	Project Manager Lead
LALONDE, Robert	Manager, iGaming
LEBLANC, Marc	Network Architect
LUSSIER, Louis-Philippe	Director, Web and Mobile Apps
MACKENZIE, David	General Manager
MADDEN, Cheryl	Key Accounts Manager
MCCLUSKEY, David	Manager, Architecture
MCLELLAN, Megan	Director, Development and Operations
MEEK, Scott	Director, Region
MERRITT, Jay	Manager, Risk Management, and Investigations
NICHOLL, Joshua	Senior Manager
PARSLEY, William	General Counsel
PEDERSEN, Anna-Maria	Manager, Digital Operations
RAND, Darlene	Manager, Customer Care
RICHARD, Martin	Manager, Channel Strategy
RYAN, Stephanie	Director, Corporate Social Responsibility & Talent Management
SALISKO, Richard	Senior Information Security Specialist
SANDALIS, Michael	Living Lab Lead
SHERWOOD, Reginald	Architect
ST AMAND, Eric	Manager, Gaming Strategy
SULLIVAN, Allan	Director, Public Affairs
YOUSSEF, John	Director, Information Security

<sup>1</sup> This summary of employees actively employed as of March 31, 2022, with an earned base salary of \$100,000 or more, during FY2021/22.