



# Compensation Reporting

**Atlantic Lottery Corporation  
Reporting for Fiscal Year 2022/23**

**October 2023**

## 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, 2023. 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 Atlantic Lottery (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. Key performance measures: financial results, and adherence to AL's core values and operating principles. 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 position 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 50th percentile of our market comparator group.

**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 behaviors 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 FY2022/23 for executive positions actively employed as of March 31, 2023, can be found in Table 1.

## SALARY DISCLOSURE

Table 2 discloses those employees actively employed as of March 31, 2023, with an earned base salary of \$100,000 or more, during FY2022/23.

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

(For the year ending March 31, 2023)

Name	Title	Salary Earned	Short-term Incentive Earned <sup>2</sup>	Total Benefits Earned <sup>3</sup>	Total Earned FY2022/23
Cable, Warren*	Chief Marketing Officer	234,615	0	44,444	279,059
Cormier, Joey	VP, Channels	164,017	0	34,929	198,946
Daigle, Patrick	Chief Executive Officer	340,999	0	42,597	383,596
Kidney, Meredith	VP, Brand & Communications	158,013	0	35,571	193,584
Lordon, Brian	Chief Information Officer	230,830	0	40,332	271,162
MacKinnon, Michael	VP, Gaming	177,112	0	36,222	213,334
McCready, Dallas	Chief Strategy Officer	233,000	0	41,732	274,732
Stultz, Alison	VP, People & Culture	206,298	0	36,945	243,243
Sullivan, Thomas	VP, Risk & Assurance	163,246	0	35,595	198,841
Wojick, Maureen	VP, Lottery & Living Lab	161,666	0	35,581	197,247
Young, Suzanne	Chief Financial Officer	218,484	0	39,709	258,193

<sup>1</sup> This summary of compensation earned is for all executive incumbents actively employed as of March 31, 2023. 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> No Short-term Incentive was paid for FY2021-22 as the corporate balanced scorecard payout threshold for executive positions was not achieved.

<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, 2023)

Employee Full Name	Position
Albert, Stephanie	Enterprise Business Analyst
Anderson, Darren	Lead, Integration
Arsenault, Rachel	Director, Human Resources & Facilities
Aucoin, Robert	Director, Architecture and Delivery
Beaulieu, Nicole	Director, Operational Efficiency & Financial Systems
Belliveau, Julien	Living Lab Lead
Blackman, Lorraine	Manager, Analysis and Quality
Blasko, Sean	Technical Lead
Bradley, Jody	Manager, Enterprise Change Management
Burgess, Todd	Senior Developer
Campbell, Angela	Supervisor, Customer Care Operations
Cormier, Heather	Analyst, Service Transformation
Cormier, Jason	Sales Operations Manager
Cormier, Molly	Director, Brand & Communications
Cowan, Scott	Director, Destination Gaming
Eagles, Scott	Director, Sports Betting
England, Troy	Manager, Delivery and Performance
Freake, Darren	Data Engineer
French DeMille, Shannon	Director, Lottery
Fullerton, Ryan	Manager, Development Services
Garland, Adam	Legal Counsel
Gaudet, Solange	Director, Insights and Analytics
Grant, Scott	Director, Region
Harris, Tom	Director, Region
Harrison, Krista	Director, Marketing
Hebert, Rejeanne	Financial Systems Specialist
Hodd, Kevin	Manager, Infrastructure and Operations
Keddy, Bruce	Project Manager Lead
Kenny, Penny	Vendor Performance Manager
Lalonde, Robert	Director, iGaming
LeBlanc, Kara	Manager, Supply Chain Management
Legere Doucet, Nicole	Director, Finance & Supply Chain Management
Legge, Tim	Manager, Cybersecurity Risk
Lussier, Louis-Philippe	Director, Web and Mobile Apps
MacKenzie, David	General Manager, Red Shores
MacLellan, Megan	Director, Development and Operations
Madden, Cheryl	Key Accounts Manager
McCluskey, David	Manager, Architecture
McDonald, Peter	Lottery Sales Supervisor
Meek, Scott	Director, Region
Mellish, Dean	Product Integration Specialist
Merritt, Jay	Manager, Risk and Compliance
Morrison, Neil	Director, Cybersecurity
Nicholl, Joshua	Senior Manager
O'Neill, Chris	Senior Developer
O'Quinn, Sean	Manager, Technical Services
Parlee, Andrew	Manager, Enterprise Demand & Capacity Planning
Parsley, William	General Counsel
Pedersen, Anna-Maria	Manager, Digital Operations
Porelle-Bourque, Brigitte	Product Manager
Rand, Darlene	Manager, Customer Care
Richard, Martin	Manager, Channel Strategy
Richardson, Jennifer	Director, Internal Audit
Robichaud, Louis	Enterprise Security Architect
Ryan, Stephanie	Director, CSR and Talent Management
Sherwood, Reginald	Architect
St Amand, Eric	Director, Corporate Planning & Strategy
Sullivan, Allan	Director, Public Affairs
Thompson, Danielle	Project Manager

<sup>1</sup> This summary of employees actively employed as of March 31, 2023, with an earned base salary of \$100,000 or more, during FY2022/23.