



# Compensation Reporting

Atlantic Lottery Corporation  
Reporting for Fiscal Year 2023/24

November 2024

## 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, 2024. It also includes the philosophy and design of its 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, including salary, benefits 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 rewards philosophy and principles, including compensation plan for the executive team (salary, 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, benefits and retirement plans.
- Recommend for Board approval a performance evaluation process for the President & CEO and when approved, ensure the process is implemented (at least, annually).
- Lead the 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 rewards philosophy and principles.
- Review and recommend for Board approval, AL's total rewards philosophy and principles.
- Review and recommend for Board approval, the corporate balanced scorecard for the next fiscal year.

- Review and recommend for Board approval, the salary and 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 total rewards allocation according to the total rewards 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 FY2023/24 for executive positions actively employed as of March 31, 2024, can be found in Table 1.

## SALARY DISCLOSURE

Table 2 discloses those employees actively employed as of March 31, 2024, with an earned base salary of \$100,000 or more, during FY2023/24.

**Table 1: Summary of Executive Compensation Earned**

(For the year ending March 31, 2024)

Name	Title	Salary Earned <sup>1</sup>	Short-Term Incentive Earned <sup>2</sup>	Total Benefits Earned <sup>3</sup>	Total 2023/2024
Cable, Warren	Chief Marketing Officer	286,243	34,100	40,517	360,860
Cormier, Joey	VP, Channels	188,122	17,756	34,037	239,915
Daigle, Patrick	President & CEO	398,145	79,784	49,142	527,071
Kidney, Meredith	VP, Brand and Communications	188,122	17,756	34,491	240,369
Lordon, Brian	Chief Information Officer	269,514	54,008	40,130	363,652
MacKinnon, Michael	VP, Gaming	210,736	29,236	36,614	276,586
McCready, Dallas	Chief Strategy Officer	271,847	54,475	38,297	364,619
Richardson, Jennifer*	VP, Risk and Assurance	52,308	-	13,670	65,978
Stultz, Alison	VP, People & Culture	234,034	34,064	36,670	304,768
Wojick, Maureen	VP, Customer Engagement	188,122	17,756	34,627	240,505
Young, Suzanne	Chief Financial Officer	249,604	32,438	38,944	320,986

<sup>1</sup> This summary of compensation earned includes all executive incumbents actively employed as of March 31, 2024. The amounts represent 12 months of compensation, except for executives hired during the year (noted by \*), whose compensation is calculated from their start date in role.

<sup>2</sup> Final year for the short-term incentive program which was terminated effective April 1, 2023.

<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, 2024)

Name	Title	Name	Title
Adiraju, Srinivasulu	Database Administrator	Little, Bobby	IT Operations Specialist
Albert, Stephanie	Enterprise Business Analyst	Logue, Amanda	Senior Test Lead
Anderson, Darren	Lead, Integration	Loughery, Kristen	Project Manager
Arsenault, Jill	Manager, UX Design	Lussier, Louis-Philippe	Director, Web and Mobile Apps
Arsenault, Rachel	Director, Human Resources & Facilities	MacKay, Andrew	Manager, Security & Maintenance - RS
Aucoin, Robert	Director, Architecture and Delivery	MacKenzie, David	General Manager - RS
Bastarache, Denis	Project Manager	MacLellan, Megan	Director, Development and Operations
Beaulieu, Nicole	Director, BPM & Financial Systems	Madden, Cheryl	Key Accounts Manager
Belbin, Cyra	Manager, Loyalty	Mazerolle, Wayne	Lead Digital Product Manager, Platforms
Belliveau, Julien	Manager, Retail Evolution & Strategies	McCafferty, James	Key Accounts Manager
Blasko, Sean	Technical Lead	McCluskey, David	Manager, Architecture
Bowen, Norman	Infrastructure Architect	McQuillan, Amy	Site Controller - RS
Bradley, Jody	Manager, Enterprise Change Management	Meek, Terrence	Director, Regional NS
Brown, Richard	Manager, Enterprise Data Solutions	Melanson, Michel	Architect
Burgess, Todd	Senior Developer	Mellish, Dean	Product Integration Specialist
Campbell, Angela	Supervisor, Customer Care Operations	Merritt, Jay	Director, Risk & Assurance
Cormier, Heather	Analyst, Service Transformation	Montgomery, Katelyn	Technical Lead
Cormier, Jason	Sales Operations Manager	Morrison, Neil	Director, Cybersecurity
Cormier, Molly	Director, Brand & Communications	Nicholl, Joshua	Senior Manager
Deslauriers, Manon	Manager, Player Engagement & Retention	O'Neill, Chris	Senior Developer
Diotte, Bruno	Network Architect	O'Quinn, Sean	Manager, Technical Services
Eagles, Scott	Director, Sports Betting	Ouellette, Andy	Manager, Analytics and BI
Earle, Steven	Category Sourcing Manager	Parlee, Andrew	Manager, Business Analysis & Resourcing
England, Troy	Manager, Delivery and Performance	Parsley, William	General Counsel
Feng, Yuanyuan	Data Scientist	Pedersen, Anna-Maria	Manager, Digital Operations
Freake, Darren	Data Engineer	Porelle-Bourque, Brigitte	Product Manager
French DeMille, Shannon	Director, Lottery & Destination	Rand, Darlene	Manager, Customer Care
Fullerton, Ryan	Manager, Development Services	Redick, Angie	Manager, Customer Engagement Solutions
Garland, Adam	Legal Counsel	Richard, Martin	Manager, Channel Strategy
Gaudet, Solange	Director, Financial Performance & Insights	Robichaud, Louis	Enterprise Security Architect
Gawde, Manisha	Project Manager	Ryan, Stephanie	Director, CSR and Talent Management
Goodwin, Pamela	Enterprise Business Analyst	Saulnier, Julien	Lead Product Manager, Mobile and Web
Grant, Scott	Director, Regional NB/PEI	Sherwood, Reginald	Architect
Harris, Tom	Director, Regional NL	Slupsky, Aislynn	Manager, Financial Gaming Integration
Harrison, Krista	Director, Marketing	Smith, Deanna	Manager, Finance Sales and Investments
Hebert, Rejeanne	Financial Systems Specialist	St Amand, Eric	Director, Corporate Planning & Strategy
Hennigar, Melissa	Manager, Creative and Content Strategy	Steeves, Denise	Human Resources Business Partner
Hoben, Vernon	Lottery Sales Supervisor	Sullivan, Allan	Director, Public Affairs
Hodd, Kevin	Manager, Infrastructure and Operations	Waldron, Theresa	Project Manager
Hopey, Peter	Project Manager - Level I	Webster, Sandra	Manager, Human Resources & PlayWise RS
Jeong, Hee Seob	Senior Developer	Wilson, Ian	Data Scientist
Keddy, Bruce	Director, Customer Operations	Yvonne, Scott	BI Business Analyst - Lead
Keenan, Michael	Manager, Cybersecurity Governance		
Keirstead, Jeffrey	Category Sourcing Manager		
Kenny, Penny	Vendor Performance Manager		
Kulakevich, Alexander	Senior Developer		
Lalonde, Robert	Director, iGaming		
Legge, Timothy	Manager, Cybersecurity Risk		
L'Italien, Nancy	Manager, Marketing Communications		

<sup>1</sup> This summary includes employees actively employed in above role as of March 31, 2024, with an earned base salary of \$100,000 or more during FY2023/24.