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**From:** Hiers, Angelia R. - VP & Chief Human Resources Officer  
**Sent:** Tuesday, February 12, 2019 11:26 AM  
**To:** Maillis, Patricia L. - Director, Employee Services  
**Subject:** RE: WTW Updated Analysis

Yes. This is fine.

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**From:** Maillis, Patricia L. - Director, Employee Services  
**Sent:** Tuesday, February 12, 2019 11:24 AM  
**To:** Hiers, Angelia R. - VP & Chief Human Resources Officer  
**Subject:** FW: WTW Updated Analysis  
**Importance:** High

Please see the below summary of work from WTW. Please confirm this is the additional scope of work and agreement to cost.

pat

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**From:** Deeb, Andrea (Atlanta) <[andrea.deeb@willistowerswatson.com](mailto:andrea.deeb@willistowerswatson.com)>  
**Sent:** Tuesday, February 12, 2019 9:30 AM  
**To:** Maillis, Patricia L. - Director, Employee Services <[mailpl@jea.com](mailto:mailpl@jea.com)>  
**Cc:** Wathen, David (Atlanta) <[david.wathen@willistowerswatson.com](mailto:david.wathen@willistowerswatson.com)>  
**Subject:** Updated Analysis

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Hi Pat,

As a follow-up to our call, I am confirming the competitive market analysis you would like for us to complete as part of understanding current competitiveness for the JEA population.

- For the CEO position, we will conduct a total direct compensation analysis, including base, total cash and total direct compensation. This analysis will be consistent with the methodology we used in 2017 by creating custom data cuts reflective of comparable sized investor-owned and public power utilities.
- For the 13 other Chief positions, we will review your benchmark market matches, as well as your competitive market data to independently confirm that we agree with your matches and the approach you have taken to aggregate the market references.
- For the rest of the Appointed population (approximately 260 jobs), we will rely on your aggregated market data as a valid reflection of external market practices (i.e., we are not auditing or updating your information).
- For all three of these populations, you will provide an updated incumbent data file that will allow us to match incumbent pay in each job to the aggregated market reference (by job code), and to prepare exhibits summarizing the current competitive positioning for base pay and total cash for the Appointed population, as well as total direct compensation for the Chief positions.

Estimated fees for this analysis are \$20-\$25k and will require an additional two weeks on top of the current LTI/STI work we are doing.

Please confirm that we should move forward with this additional analysis.

Best,  
Andrea

Andrea S. Deeb | Managing Director, Talent and Rewards | Willis Towers Watson  
O: 678-684-0544 M: 770.331.4816 | 5 Concourse Parkway 18<sup>th</sup> Floor | Atlanta, GA 30328  
[andrea.deeb@willistowerswatson.com](mailto:andrea.deeb@willistowerswatson.com)

Assistant: Sharon McCoughtry | [sharon.mccoughtry@willistowerswatson.com](mailto:sharon.mccoughtry@willistowerswatson.com) | 678-684-0634

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