MERCER

TO Live
Stakeholder Interview Guide

January 2020

TO Live has engaged Mercer to assist in developing a total rewards approach and executive compensation policy for TO Live's executive roles. This project will include a review of TO Live's current compensation philosophy, a market analysis, recommendations for TO Live's compensation system and a draft policy for executive termination.

As part of the discovery process, Mercer is conducting interviews to gather input on TO Live's current strategies/programs/practices to ensure that any recommendations developed reflect the values and priorities of the organization.

Please review this guide ahead of your scheduled discussion. The plan is not to go through every question, but to touch on most of the questions throughout the discussion. Please note the interview is confidential; Mercer will be summarizing responses.

Before we get started, can you spend a few minutes providing us with a little bit of background on your role and responsibilities:
- How long have you been with TO Live?
- What are your responsibilities in your current role?

Organizational Strategy and Key Priorities
- What is TO Live's vision / strategy (short and long-term)?
- Are there any expected / potential growth opportunities in the future for TO Live, specifically related to talent?

Talent Markets
- Where do you attract executive talent from? Where do you lose talent to?
- Will future talent more likely grow from within the organization or be sourced from outside it?
- How much movement is there internally (lateral or upwards)?
- Do you find the current compensation and related programs assist or detract from your ability to attract and retain talent? Please provide any recent examples.

Compensation
- What is the goal of total compensation when it comes to culture; for example, pay for performance, motivation, attraction / retention etc.?
- Where do you believe TO Live should pay relative to your competition / target market; at market, below market, above market etc.?
- How does TO Live currently provide incentives (if any) and how is the current system managed? How would you envision management of a new system?
- What is the goal of the incentive program; for example, reward for high performance, goal-sharing, etc.? How does TO Live measure success? How would this translate in to incentive pay?

Closing
- Is there anything you would like to discuss that we have not covered?