

Table 1 **Sample of Cash Compensation**

Closeness of Match (% Of Orgs)				Company Weighted (\$000's)										Incumbent Weighted (\$000's)								
Close Match	92%			Salary Range			Base Salary			Salary plus Short-Term Incentives				Base Salary				Salary plus Short-Term Incentives				
Smaller in Scope	3%	# of Orgs	# of Incumbents	Orgs with Range	Min Avg	Max Avg	Avg	P25	P50	P75	Avg	P25	P50	P75	Avg	P25	P50	P75	Avg	P25	P50	P75
Larger in Scope	5%																					
All Organizations		187	188	22	158.3	221.3	370.9	162.3	240.0	487.5	792.9	178.7	300.0	768.3	369.9	161.0	239.0	481.3	789.6	177.4	300.0	765.0
British Columbia		65	65	14	150.5	204.4	227.7	146.0	182.4	240.0	283.5	149.0	183.5	300.6	227.7	146.0	182.4	240.0	283.5	149.0	183.5	300.6
Alberta		38	38	3	174.0	239.7	368.9	152.5	221.6	372.3	872.5	198.8	282.5	684.9	368.9	152.5	221.6	372.3	872.5	198.8	282.5	684.9
Saskatchewan		6	6	3	190.0	287.8	279.7		234.1		455.4		248.4		279.7		234.1		455.4		248.4	
Manitoba		12	12	0			386.6	154.0	300.0	577.6	689.8	160.0	395.7	769.6	386.6	154.0	300.0	577.6	689.8	160.0	395.7	769.6
Ontario		44	45	2	141.7	212.6	505.4	222.0	411.7	662.5	1401.9	247.1	618.1	1688.5	498.2	211.6	393.3	650.0	1374.8	239.5	600.0	1678.9
Quebec		19	19	0			552.8	265.5	535.0	719.4	1108.2	542.8	940.1	1320.5	552.8	265.5	535.0	719.4	1108.2	542.8	940.1	1320.5
Atlantic Canada		3	3	0			494.6		408.9		978.6		654.8		494.6		408.9		978.6		654.8	
<\$10M Revenues		100	101	17	153.3	217.7	202.1	145.0	179.0	226.5	262.5	149.8	189.1	295.6	201.9	145.0	178.0	226.0	261.7	150.0	189.1	295.0
\$10-\$50M Revenues		56	56	8	146.0	190.4	191.3	145.8	177.5	210.5	263.1	151.0	199.5	263.6	191.3	145.8	177.5	210.5	263.1	151.0	199.5	263.6
\$50-\$100M Revenues		22	22	5	156.4	208.3	243.0	184.9	215.0	287.5	320.1	210.0	259.1	354.4	243.0	184.9	215.0	287.5	320.1	210.0	259.1	354.4
\$100-\$500M Revenues		33	33	4	178.5	243.6	376.6	249.4	308.4	408.9	585.1	259.0	428.3	654.8	376.6	249.4	308.4	408.9	585.1	259.0	428.3	654.8
>\$500M Revenues		49	49	0			724.8	475.0	666.9	985.0	2070.4	759.8	1485.3	2600.0	724.8	475.0	666.9	985.0	2070.4	759.8	1485.3	2600.0
Finance/Insurance		11	11	1			584.8	312.5	475.0	755.0	1635.7	473.2	1068.8	1907.5	584.8	312.5	475.0	755.0	1635.7	473.2	1068.8	1907.5
Manufacturing		11	11	1			448.4	171.1	387.5	647.5	1403.7	306.1	654.8	1921.9	448.4	171.1	387.5	647.5	1403.7	306.1	654.8	1921.9
High Technology		4	4	0			334.9		312.3		496.7		393.3		334.9		312.3		496.7		393.3	
Privately-Owned		54	55	6	176.1	245.0	199.8	154.2	182.8	208.8	282.9	162.8	232.8	324.2	199.5	153.5	182.4	210.8	281.1	161.0	225.7	321.0
<\$10M Revenues		11	12	0			146.4	140.8	145.9	156.1	150.5	142.3	150.6	168.5	149.5	141.2	146.5	156.1	153.3	143.4	151.4	164.3
\$10-\$50M Revenues		24	24	3	157.2	213.4	175.9	162.9	180.0	191.8	293.4	179.3	233.1	273.3	175.9	162.9	180.0	191.8	293.4	179.3	233.1	273.3
\$50-\$100M Revenues		10	10	2	197.7	267.2	259.6	192.5	206.3	258.2	349.5	247.9	259.1	354.4	259.6	192.5	206.3	258.2	349.5	247.9	259.1	354.4
\$100-\$500M Revenues		9	9	2	198.5	269.8	240.1	195.0	259.0	292.8	328.7	259.0	367.6	406.5	240.1	195.0	259.0	292.8	328.7	259.0	367.6	406.5
Publicly-Traded		83	83	3	186.7	291.8	597.6	310.7	510.0	766.3	1487.9	471.2	940.1	1721.2	597.6	310.7	510.0	766.3	1487.9	471.2	940.1	1721.2
<\$10M Revenues		6	6	2	184.4	294.1	308.6		300.4		366.5		343.9		308.6		300.4		366.5		343.9	
\$10-\$50M Revenues		9	9	0			298.6	240.0	244.0	300.0	409.7	240.0	300.0	315.0	298.6	240.0	244.0	300.0	409.7	240.0	300.0	315.0
\$50-\$100M Revenues		6	6	0			285.5		297.5		401.4		350.0		285.5		297.5		401.4		350.0	
\$100-\$500M Revenues		19	19	1			488.5	335.5	393.3	560.0	805.3	471.2	636.2	1057.5	488.5	335.5	393.3	560.0	805.3	471.2	636.2	1057.5
>\$500M Revenues		45	45	0			767.8	535.0	725.0	1000.0	2232.0	1000.0	1518.0	2700.0	767.8	535.0	725.0	1000.0	2232.0	1000.0	1518.0	2700.0
Public Sector		21	21	7	132.9	154.2	177.9	136.4	155.6	194.2	187.0	136.4	155.6	223.5	177.9	136.4	155.6	194.2	187.0	136.4	155.6	223.5
\$10-\$50M Revenues		8	8	3	132.9	148.1	136.2	123.8	141.2	152.1	136.2	123.8	141.2	152.1	136.2	123.8	141.2	152.1	136.2	123.8	141.2	152.1
\$50-\$100M Revenues		4	4	2	122.0	146.5	166.2		158.7		186.3		158.7		166.2		158.7		186.3		158.7	
\$100-\$500M Revenues		5	5	1			197.3		186.7		209.9		186.7		197.3		186.7		209.9		186.7	
>\$500M Revenues		3	3	0			267.1		300.1		282.9		300.1		267.1		300.1		282.9		300.1	
Not-For-Profit		29	29	6	155.9	240.7	180.4	145.0	157.0	226.0	192.1	146.0	171.1	227.9	180.4	145.0	157.0	226.0	192.1	146.0	171.1	227.9
<\$10M Revenues		10	10	3	164.8	263.7	168.9	138.5	153.6	190.6	176.2	146.8	153.6	190.6	168.9	138.5	153.6	190.6	176.2	146.8	153.6	190.6
\$10-\$50M Revenues		15	15	2	148.9	219.5	181.0	144.6	150.0	228.0	194.4	144.6	160.0	234.7	181.0	144.6	150.0	228.0	194.4	144.6	160.0	234.7
\$50-\$100M Revenues		2	2	1			186.2				196.9				186.2				196.9			

Table 27

Sample of Bonus Analysis

	# of Orgs	# of Incumbents	— Bonus Award Based on Performance of (% of orgs) —							Short-Term Incentive Bonus				Actual Bonus Paid Last Fiscal Year (\$'000's)	
			Corp Only	Div Only	Ind Only	Corp & Div	Corp & Ind	Div & Ind	Corp Div & Ind	% of Incumbents Eligible for Bonus	% of Orgs With Defined Target/Max	Median Bonus Opportunity As % of Salary		Avg	P50
									Target			Max			
All Organizations	187	188	34.0	1.0	5.0	1.0	52.0	2.0	4.0	31.0	27.0	50.0	92.0	717.4	203.0
British Columbia	65	65	31.0	0.0	12.0	6.0	50.0	0.0	0.0	34.0	25.0	40.0	40.0	139.7	74.9
Alberta	38	38	19.0	5.0	14.0	0.0	52.0	5.0	5.0	42.0	37.0	50.0	60.0	832.0	209.8
Saskatchewan	6	6	33.0	0.0	0.0	0.0	33.0	0.0	33.0	83.0	33.0	27.0	100.0	175.7	30.3
Manitoba	12	12	38.0	0.0	0.0	0.0	62.0	0.0	0.0	50.0	17.0	75.0	175.0	404.3	128.3
Ontario	44	45	32.0	0.0	0.0	0.0	60.0	4.0	4.0	20.0	20.0	100.0	138.0	314.9	500.9
Quebec	19	19	62.0	0.0	0.0	0.0	38.0	0.0	0.0	5.0	37.0	90.0	195.0	811.7	552.6
Atlantic Canada	3	3	50.0	0.0	0.0	0.0	50.0	0.0	0.0	0.0	33.0	58.0	77.0	484.0	246.0
<\$10M Revenues	100	101	27.0	3.0	13.0	3.0	40.0	3.0	10.0	43.0	23.0	25.0	36.0	134.2	60.0
\$10-\$50M Revenues	56	56	29.0	0.0	12.0	6.0	41.0	6.0	6.0	48.0	27.0	25.0	30.0	148.9	47.4
\$50-\$100M Revenues	22	22	27.0	9.0	9.0	0.0	45.0	0.0	9.0	45.0	32.0	40.0	50.0	121.2	77.8
\$100-\$500M Revenues	33	33	35.0	0.0	0.0	0.0	55.0	5.0	5.0	30.0	36.0	50.0	100.0	312.7	213.0
>\$500M Revenues	49	49	39.0	0.0	0.0	0.0	61.0	0.0	0.0	8.0	31.0	100.0	180.0	608.2	941.1
Finance/Insurance	11	11	12.0	0.0	0.0	0.0	88.0	0.0	0.0	27.0	45.0	50.0	125.0	050.9	593.8
Manufacturing	11	11	75.0	0.0	0.0	0.0	25.0	0.0	0.0	9.0	27.0	51.0	145.0	313.6	728.2
High Technology	4	4	67.0	0.0	0.0	0.0	33.0	0.0	0.0	50.0	50.0	62.0	112.0	161.8	81.0
Privately-Owned	54	55	56.0	6.0	6.0	0.0	31.0	0.0	0.0	64.0	28.0	40.0	40.0	144.8	84.0
<\$10M Revenues	11	12	100.0	0.0	0.0	0.0	0.0	0.0	0.0	25.0	9.0	50.0	75.0	15.0	9.0
\$10-\$50M Revenues	24	24	100.0	0.0	0.0	0.0	0.0	0.0	0.0	71.0	33.0	28.0	31.0	201.4	87.6
\$50-\$100M Revenues	10	10	40.0	20.0	20.0	0.0	20.0	0.0	0.0	70.0	20.0	48.0	55.0	112.4	78.6
\$100-\$500M Revenues	9	9	40.0	0.0	0.0	0.0	60.0	0.0	0.0	78.0	33.0	40.0	40.0	113.9	110.3
Publicly-Traded	83	83	35.0	0.0	0.0	0.0	62.0	2.0	2.0	8.0	31.0	75.0	150.0	172.9	605.6
<\$10M Revenues	6	6	0.0	0.0	0.0	0.0	0.0	0.0	100.0	17.0	0.0	100.0	100.0	173.5	173.5
\$10-\$50M Revenues	9	9	17.0	0.0	0.0	0.0	83.0	0.0	0.0	22.0	33.0	25.0	50.0	200.0	60.0
\$50-\$100M Revenues	6	6	20.0	0.0	0.0	0.0	80.0	0.0	0.0	17.0	50.0	50.0	100.0	173.8	86.7
\$100-\$500M Revenues	19	19	36.0	0.0	0.0	0.0	57.0	7.0	0.0	5.0	37.0	56.0	100.0	463.0	325.0
>\$500M Revenues	45	45	39.0	0.0	0.0	0.0	61.0	0.0	0.0	4.0	31.0	100.0	200.0	647.2	970.5
Public Sector	21	21	0.0	0.0	0.0	0.0	0.0	0.0	100.0	19.0	14.0	25.0	40.0	47.7	48.4
\$10-\$50M Revenues	8	8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				
\$50-\$100M Revenues	4	4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	25.0	25.0	40.0	40.0	80.6	80.6
\$100-\$500M Revenues	5	5	0.0	0.0	0.0	0.0	0.0	0.0	100.0	40.0	40.0	14.0	28.0	31.5	31.5
>\$500M Revenues	3	3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	33.0	0.0			47.3	47.3
Not-For-Profit	29	29	0.0	0.0	36.0	9.0	27.0	9.0	18.0	45.0	24.0	10.0	15.0	28.2	15.0
<\$10M Revenues	10	10	0.0	0.0	50.0	0.0	50.0	0.0	0.0	30.0	20.0	12.0	15.0	36.5	36.5
\$10-\$50M Revenues	15	15	0.0	0.0	29.0	14.0	29.0	14.0	14.0	53.0	27.0	10.0	15.0	25.2	14.5
\$50-\$100M Revenues	2	2								50.0	50.0			21.5	