

Table 1

Sample Position

Closeness of Match (% Of Orgs)				Company Weighted (\$000's)									Incumbent Weighted (\$000's)									
Close Match	85%	# of Orgs	# of Incumbents	Salary Range			Base Salary			Salary plus Short-Term Incentives			Base Salary			Salary plus Short-Term Incentives						
Smaller in Scope	4%			Min Avg	Max Avg	Avg	P25	P50	P75	Avg	P25	P50	P75	Avg	P25	P50	P75	Avg	P25	P50	P75	
Larger in Scope	11%																					
All Organizations		99	268	44	29.7	39.0	34.7	31.0	35.4	37.9	35.6	31.6	36.0	38.9	35.2	32.1	35.4	37.8	35.7	32.8	35.4	37.8
Privately-Owned		67	178	20	27.9	38.5	34.3	30.0	35.0	36.7	35.5	30.4	35.0	38.8	34.1	30.0	34.6	37.8	34.8	30.1	35.0	37.8
Publicly-Traded		11	81	7	29.0	41.0	34.5	30.3	34.0	37.6	34.7	30.5	34.1	37.6	34.1	31.0	34.0	36.0	34.4	31.0	34.8	36.0
Public Sector		6	46	5	32.2	40.3	35.7		35.1		36.0		35.7		36.0	35.4	35.4	35.4	36.0	35.4	35.4	35.4
Not-For-Profit		28	39	17	30.4	38.2	34.1	30.5	34.8	38.3	34.2	31.1	34.8	38.4	33.4	30.2	34.1	36.8	33.5	30.2	34.1	36.8
<\$11M Rev		18	23	8	29.5	37.6	32.3	27.7	34.6	35.7	33.3	28.8	34.8	38.1	32.3	27.8	33.0	35.5	33.2	29.1	34.1	36.3
\$11M-\$50M Rev		24	67	15	30.2	38.6	35.8	31.9	35.3	38.3	36.8	32.8	36.0	39.3	35.6	35.4	35.4	36.4	35.9	35.4	35.4	37.1
\$51M-\$150M Rev		13	53	5	29.8	38.5	33.2	30.0	33.4	36.0	33.7	30.0	33.4	37.8	35.4	31.3	37.8	37.8	35.6	31.3	37.8	37.8
>\$150M Rev		16	29	13	29.1	39.6	34.1	30.0	35.5	36.7	34.5	30.3	35.6	37.6	35.3	32.1	35.0	38.1	35.8	33.0	35.3	38.6
<100 Employees		31	35	14	29.8	37.5	34.2	31.0	35.0	38.4	35.3	31.7	35.5	39.0	34.1	30.4	35.0	38.3	35.1	30.9	35.5	39.0
101-250 Employees		17	47	8	31.9	41.1	35.0	33.0	35.4	36.6	35.6	33.3	35.6	37.8	36.0	34.6	37.8	37.8	36.3	34.6	37.8	37.8
>250 Employees		25	95	19	28.6	38.5	33.3	30.0	34.0	36.8	33.7	30.0	35.0	37.5	34.9	32.3	35.4	37.0	35.1	33.0	35.4	37.5
British Columbia		53	114	19	29.4	39.9	35.6	32.8	35.8	38.9	36.7	33.0	36.5	39.3	35.3	32.2	35.4	38.5	35.9	33.0	35.4	38.8
Metro Vancouver		47	58	14	30.1	41.2	36.0	32.9	35.9	38.7	37.0	33.0	36.6	39.2	35.8	32.0	35.5	39.1	36.7	32.0	36.3	41.1
Privately-Owned		29	40	6	30.3	43.4	36.5	33.4	35.9	38.0	38.0	33.4	37.0	41.4	36.1	31.9	35.5	40.0	37.3	32.1	36.6	41.5
Publicly-Traded		6	6	4	29.3	42.5	35.3		36.1		35.7		36.1		35.3		36.1		35.7		36.1	
Not-For-Profit		11	11	4	30.4	36.5	35.2	32.5	35.5	39.0	35.3	32.5	36.5	39.0	35.2	32.5	35.5	39.0	35.3	32.5	36.5	39.0
<\$11M Rev		10	12	4	30.4	36.5	34.0	32.0	35.3	38.1	34.4	32.0	35.8	38.8	34.0	30.8	34.0	39.0	34.5	31.8	34.0	39.0
\$11M-\$50M Rev		9	9	2	34.5	42.8	38.8	35.0	38.0	43.6	39.6	36.2	39.0	43.6	38.8	35.0	38.0	43.6	39.6	36.2	39.0	43.6
\$51-\$150M Rev		4	5	0			32.4		31.7		32.9		31.7		30.4		30.0		30.8		30.0	
>\$150M Rev		8	12	6	28.3	42.4	34.8	31.4	35.5	37.3	35.4	32.4	35.7	38.2	36.0	32.0	35.9	38.9	36.5	33.1	36.5	38.9
<100 Employees		17	19	5	30.8	36.3	35.8	32.8	35.5	38.9	36.3	32.8	36.5	39.2	35.5	32.5	35.5	38.7	35.9	32.5	36.2	39.1
101-250 Employees		5	6	1			36.2		35.0		36.8		35.0		36.1		34.2		37.1		34.2	
>250 Employees		10	15	6	28.3	42.4	34.0	30.0	33.9	38.4	34.6	30.1	34.7	38.7	34.4	30.0	34.0	38.9	34.9	30.2	34.0	38.9
Victoria		4	44	3	29.9	38.5	32.7		32.8		33.3		33.7		35.5	35.4	35.4	35.4	35.6	35.4	35.4	35.4
Privately-Owned		3	4	2	27.4	38.1	31.3		30.2		32.0		30.2		30.5		29.7		31.2		29.9	
>250 Employees		2	41	2	31.4	39.7	36.3				37.2				36.0	35.4	35.4	35.4	36.1	35.4	35.4	35.4
Other BC		8	12	4	25.4	35.4	31.1	24.7	29.9	33.6	32.8	27.9	31.5	37.3	32.2	27.8	30.7	34.6	33.4	28.9	32.1	37.3
Alberta		43	130	17	30.8	39.7	35.3	32.5	35.5	38.1	36.1	33.4	35.7	39.3	35.8	34.0	35.4	37.8	36.3	34.5	35.5	37.8
Calgary		28	47	12	30.8	40.1	35.3	31.3	35.6	39.3	36.3	32.3	35.9	39.5	36.1	31.2	35.7	39.4	36.7	31.9	36.0	40.1
Privately-Owned		17	18	4	29.0	39.4	34.7	30.6	35.5	38.0	36.1	31.6	36.0	39.6	34.9	30.7	35.7	38.0	36.3	31.8	36.0	40.0
Publicly-Traded		2	14	1			42.6				42.6				39.9	35.5	39.5	43.8	39.9	35.5	39.5	43.8
Public Sector		2	2	2	33.5	41.0	36.8				36.8				36.8				36.8			
Not-For-Profit		7	13	5	31.6	40.3	34.4		35.0		34.8		35.0		33.4	31.2	32.3	35.7	33.6	31.3	33.3	35.7
\$11-\$50M Rev		6	6	4	31.5	41.0	35.5		34.7		38.0		34.7		35.5		34.7		38.0		34.7	
\$51-\$150M Rev		6	12	3	31.3	40.8	36.1		35.7		36.9		37.1		34.3	31.0	33.4	36.5	34.8	31.0	33.4	38.7
>\$150M Rev		5	6	4	30.3	38.7	34.7		36.6		35.3		36.6		35.0		36.6		35.5		36.6	