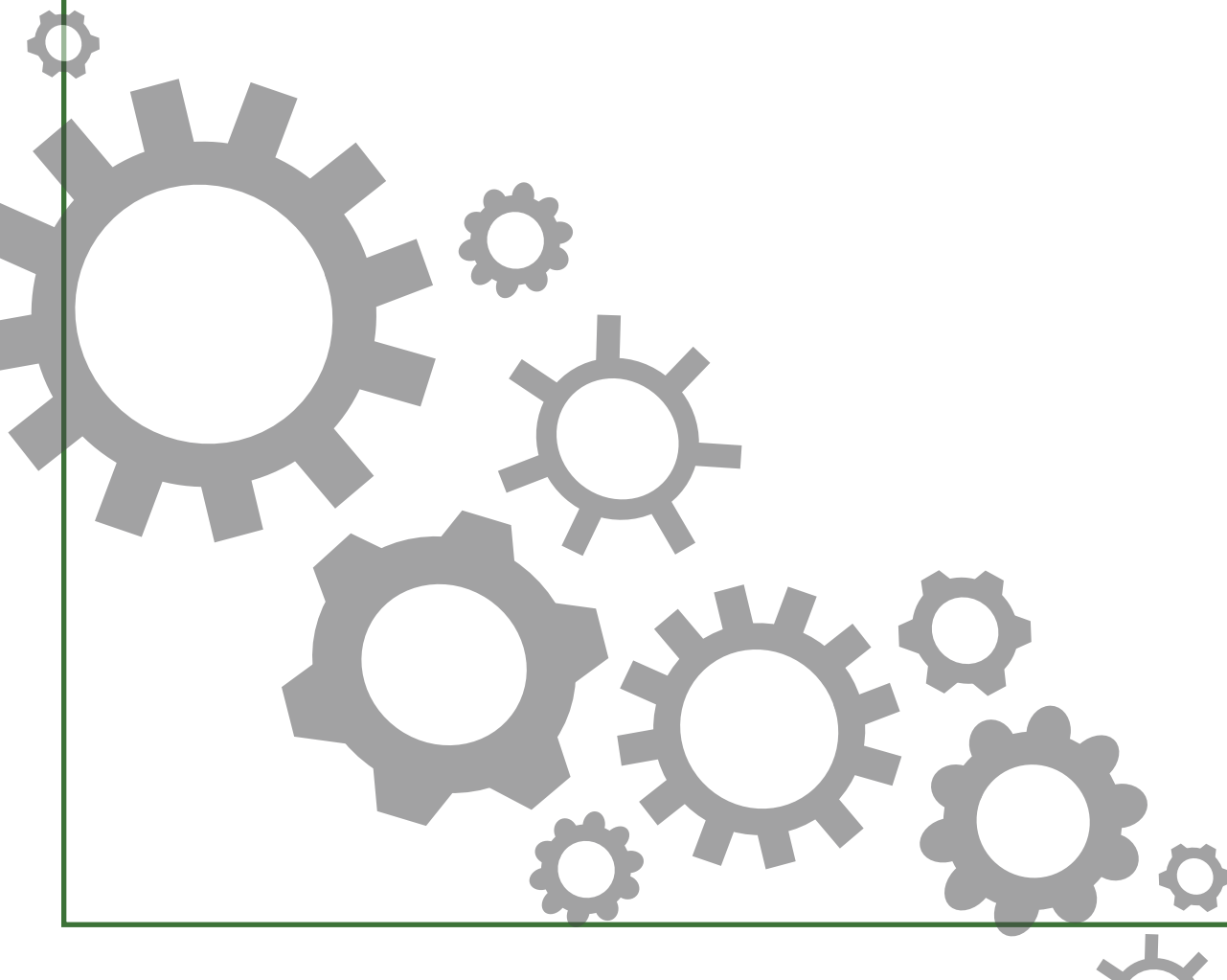




CONFIDENTIAL

# EXECUTIVE & SENIOR MANAGEMENT COMPENSATION SURVEY REPORT **2026**



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## SAMPLE POSITION

### Closeness of Match (% Of Inc.)

|                  |     |
|------------------|-----|
| Close Match      | 95% |
| Smaller in Scope | 4%  |
| Larger in Scope  | 1%  |

### Hours per Week (% Of Inc.)

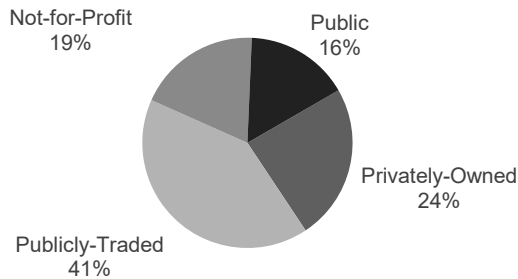
|       |     |
|-------|-----|
| 35.0  | 10% |
| 37.5  | 67% |
| 40.0  | 18% |
| Other | 5%  |

|                          | Orgs | # of Incumbents | Company Weighted (\$000's) |         |         |             |       |       |       |                                   |       |        |        | Incumbent Weighted (\$000's) |       |       |       |                                   |       |        |        |
|--------------------------|------|-----------------|----------------------------|---------|---------|-------------|-------|-------|-------|-----------------------------------|-------|--------|--------|------------------------------|-------|-------|-------|-----------------------------------|-------|--------|--------|
|                          |      |                 | Salary Range               |         |         | Base Salary |       |       |       | Salary Plus Short-Term Incentives |       |        |        | Base Salary                  |       |       |       | Salary Plus Short-Term Incentives |       |        |        |
|                          |      |                 | Orgs with Range            | Min Avg | Max Avg | Avg         | P25   | P50   | P75   | Avg                               | P25   | P50    | P75    | Avg                          | P25   | P50   | P75   | Avg                               | P25   | P50    | P75    |
| <b>All Organizations</b> | 128  | 130             | 27                         | 217.0   | 288.3   | 376.0       | 233.5 | 334.7 | 462.4 | 682.4                             | 248.2 | 493.8  | 901.6  | 375.3                        | 235.0 | 333.8 | 457.7 | 680.8                             | 248.6 | 493.8  | 930.0  |
| \$25M Rev Or Less        | 23   | 23              | 6                          | 153.2   | 205.7   | 194.0       | 140.8 | 162.0 | 240.2 | 206.2                             | 145.4 | 182.9  | 242.5  | 194.0                        | 140.8 | 162.0 | 240.2 | 206.2                             | 145.4 | 182.9  | 242.5  |
| >\$25M-\$100M Rev        | 18   | 18              | 8                          | 219.8   | 307.6   | 249.3       | 210.3 | 237.7 | 277.9 | 281.4                             | 221.2 | 257.5  | 310.4  | 249.3                        | 210.3 | 237.7 | 277.9 | 281.4                             | 221.2 | 257.5  | 310.4  |
| >\$100M-\$500M Rev       | 26   | 27              | 9                          | 240.8   | 308.5   | 300.3       | 242.0 | 301.6 | 351.5 | 369.0                             | 258.7 | 343.5  | 467.9  | 299.5                        | 244.0 | 300.0 | 351.0 | 367.1                             | 260.8 | 333.2  | 462.0  |
| >\$500M-\$5B Rev         | 42   | 42              | 3                          | 293.8   | 382.4   | 478.8       | 350.2 | 455.5 | 538.9 | 910.7                             | 662.9 | 800.1  | 1033.8 | 478.8                        | 350.2 | 455.5 | 538.9 | 910.7                             | 662.9 | 800.1  | 1033.8 |
| >\$5B Revenues           | 21   | 22              | 1                          |         |         | 560.5       | 419.1 | 525.0 | 668.3 | 1441.2                            | 831.0 | 1094.1 | 1621.1 | 552.5                        | 420.2 | 524.9 | 658.5 | 1413.4                            | 836.7 | 1079.5 | 1611.4 |
| <100 Employees           | 30   | 30              | 9                          | 166.7   | 224.1   | 244.8       | 157.2 | 224.6 | 279.7 | 400.0                             | 157.2 | 226.4  | 299.9  | 244.8                        | 157.2 | 224.6 | 279.7 | 400.0                             | 157.2 | 226.4  | 299.9  |
| 100-500 Employees        | 30   | 30              | 8                          | 228.5   | 311.8   | 290.6       | 210.3 | 275.0 | 345.8 | 424.4                             | 221.2 | 316.0  | 589.4  | 290.6                        | 210.3 | 275.0 | 345.8 | 424.4                             | 221.2 | 316.0  | 589.4  |
| >500 Employees           | 68   | 70              | 10                         | 253.2   | 327.2   | 471.6       | 331.3 | 426.3 | 554.4 | 920.9                             | 445.8 | 717.0  | 1050.8 | 467.6                        | 324.4 | 426.3 | 547.7 | 911.0                             | 437.3 | 714.3  | 1043.3 |
| British Columbia         | 43   | 43              | 20                         | 220.0   | 283.3   | 281.1       | 162.3 | 242.3 | 323.8 | 408.8                             | 162.8 | 265.0  | 352.3  | 281.1                        | 162.3 | 242.3 | 323.8 | 408.8                             | 162.8 | 265.0  | 352.3  |
| Alberta                  | 37   | 39              | 2                          | 211.8   | 318.2   | 333.3       | 234.9 | 322.0 | 395.8 | 645.1                             | 317.9 | 628.8  | 944.1  | 333.2                        | 256.4 | 322.0 | 400.4 | 641.4                             | 317.9 | 628.8  | 952.1  |
| Saskatchewan             | 3    | 3               | 1                          |         |         | 321.8       |       | 225.0 |       | 498.5                             |       | 250.0  |        | 321.8                        |       | 225.0 |       | 498.5                             |       | 250.0  |        |
| Manitoba                 | 3    | 3               |                            |         |         | 350.0       |       | 350.0 |       | 616.1                             |       | 473.9  |        | 350.0                        |       | 350.0 |       | 616.1                             |       | 473.9  |        |
| Ontario                  | 26   | 26              | 3                          | 197.3   | 282.2   | 491.8       | 420.2 | 485.0 | 591.9 | 999.0                             | 577.0 | 755.8  | 1027.3 | 491.8                        | 420.2 | 485.0 | 591.9 | 999.0                             | 577.0 | 755.8  | 1027.3 |
| Quebec                   | 13   | 13              | 1                          |         |         | 582.6       | 350.0 | 540.7 | 668.3 | 1122.2                            | 540.7 | 1020.0 | 1582.4 | 582.6                        | 350.0 | 540.7 | 668.3 | 1122.2                            | 540.7 | 1020.0 | 1582.4 |
| Atlantic Canada          | 3    | 3               |                            |         |         | 445.0       |       | 459.9 |       | 665.5                             |       | 758.6  |        | 445.0                        |       | 459.9 |       | 665.5                             |       | 758.6  |        |
| Prof. Services           | 14   | 15              | 3                          | 234.4   | 354.5   | 275.0       | 189.2 | 247.4 | 289.1 | 413.7                             | 191.7 | 257.5  | 404.2  | 275.2                        | 192.8 | 260.0 | 285.4 | 407.3                             | 197.8 | 265.0  | 401.8  |
| Finance/Ins              | 6    | 6               | 1                          |         |         | 436.9       |       | 515.0 |       | 1115.9                            |       | 949.4  |        | 436.9                        |       | 515.0 |       | 1115.9                            |       | 949.4  |        |
| Mining/Oil & Gas         | 24   | 25              |                            |         |         | 442.9       | 344.7 | 400.4 | 474.3 | 934.1                             | 693.8 | 841.0  | 1042.5 | 440.6                        | 331.4 | 405.0 | 459.9 | 929.9                             | 674.1 | 853.8  | 1035.0 |
| <b>Privately-Owned</b>   | 19   | 20              | 4                          | 234.6   | 354.1   | 264.0       | 212.4 | 242.3 | 313.6 | 311.4                             | 222.4 | 270.7  | 401.5  | 264.7                        | 218.7 | 251.1 | 303.2 | 311.7                             | 228.6 | 285.0  | 399.3  |
| \$25M Rev Or Less        | 4    | 4               |                            |         |         | 205.3       |       | 170.4 |       | 218.3                             |       | 196.4  |        | 205.3                        |       | 170.4 |       | 218.3                             |       | 196.4  |        |
| >\$25M-\$100M Rev        | 7    | 7               | 2                          | 209.3   | 318.2   | 236.2       |       | 240.0 |       | 273.2                             |       | 265.0  |        | 236.2                        |       | 240.0 |       | 273.2                             |       | 265.0  |        |
| >\$100M-\$500M Rev       | 10   | 11              | 2                          | 260.0   | 390.0   | 304.6       | 246.2 | 285.4 | 388.1 | 369.5                             | 273.6 | 357.6  | 409.0  | 302.2                        | 252.5 | 278.0 | 370.2 | 364.8                             | 282.2 | 318.0  | 408.0  |
| <100 Employees           | 2    | 2               |                            |         |         | 164.9       |       |       |       | 169.9                             |       |        |        | 164.9                        |       |       |       | 169.9                             |       |        |        |
| 100-500 Employees        | 9    | 9               | 2                          | 209.3   | 318.2   | 235.0       | 185.7 | 235.3 | 242.3 | 268.5                             | 185.7 | 250.0  | 299.4  | 235.0                        | 185.7 | 235.3 | 242.3 | 268.5                             | 185.7 | 250.0  | 299.4  |
| >500 Employees           | 8    | 9               | 2                          | 260.0   | 390.0   | 321.4       | 274.8 | 313.6 | 364.5 | 395.0                             | 304.8 | 373.7  | 448.1  | 316.5                        | 278.0 | 292.9 | 350.4 | 386.4                             | 318.0 | 350.4  | 410.0  |
| <b>Publicly-Traded</b>   | 70   | 71              | 1                          |         |         | 486.8       | 350.5 | 450.0 | 591.9 | 1024.3                            | 622.5 | 841.0  | 1107.5 | 485.3                        | 350.0 | 450.0 | 583.7 | 1021.6                            | 624.6 | 853.8  | 1105.0 |
| \$25M Rev Or Less        | 2    | 2               |                            |         |         | 250.6       |       |       |       | 332.4                             |       |        |        | 250.6                        |       |       |       | 332.4                             |       |        |        |
| >\$25M-\$100M Rev        | 2    | 2               |                            |         |         | 322.7       |       |       |       | 430.2                             |       |        |        | 322.7                        |       |       |       | 430.2                             |       |        |        |
| >\$100M-\$500M Rev       | 8    | 8               | 1                          |         |         | 332.9       | 324.9 | 342.5 | 354.7 | 474.9                             | 432.5 | 487.9  | 529.5  | 332.9                        | 324.9 | 342.5 | 354.7 | 474.9                             | 432.5 | 487.9  | 529.5  |
| >\$500M-\$5B Rev         | 39   | 39              |                            |         |         | 489.2       | 363.7 | 470.0 | 554.1 | 951.5                             | 676.3 | 868.8  | 1040.5 | 489.2                        | 363.7 | 470.0 | 554.1 | 951.5                             | 676.3 | 868.8  | 1040.5 |
| >\$5B Revenues           | 19   | 20              |                            |         |         | 588.8       | 431.1 | 550.0 | 702.9 | 1540.6                            | 870.6 | 1149.8 | 1731.2 | 578.6                        | 434.9 | 537.5 | 685.6 | 1504.9                            | 879.1 | 1121.9 | 1676.1 |
| <100 Employees           | 8    | 8               |                            |         |         | 390.2       | 316.5 | 387.7 | 452.5 | 956.9                             | 482.6 | 638.9  | 915.3  | 390.2                        | 316.5 | 387.7 | 452.5 | 956.9                             | 482.6 | 638.9  | 915.3  |
| 100-500 Employees        | 12   | 12              | 1                          |         |         | 374.9       | 307.6 | 341.6 | 437.9 | 679.3                             | 509.2 | 645.2  | 798.1  | 374.9                        | 307.6 | 341.6 | 437.9 | 679.3                             | 509.2 | 645.2  | 798.1  |
| >500 Employees           | 50   | 51              |                            |         |         | 529.1       | 388.4 | 511.6 | 628.0 | 1117.9                            | 683.1 | 971.1  | 1160.9 | 526.3                        | 386.6 | 511.1 | 627.0 | 1112.2                            | 676.3 | 977.9  | 1157.2 |
| <b>Public Sector</b>     | 10   | 10              | 7                          | 243.4   | 293.2   | 292.4       | 250.2 | 308.8 | 353.1 | 333.6                             | 250.2 | 308.8  | 353.1  | 292.4                        | 250.2 | 308.8 | 353.1 | 333.6                             | 250.2 | 308.8  | 353.1  |
| >\$100M-\$500M Rev       | 5    | 5               | 3                          | 276.6   | 323.8   | 295.2       |       | 303.2 |       | 295.2                             |       | 303.2  |        | 295.2                        |       | 303.2 |       | 295.2                             |       | 303.2  |        |
| >\$500M-\$5B Rev         | 2    | 2               | 2                          | 311.9   | 380.5   | 354.4       |       |       |       | 354.4                             |       |        |        | 354.4                        |       |       |       | 354.4                             |       |        |        |
| >\$5B Revenues           | 2    | 2               | 1                          |         |         | 291.5       |       |       |       | 497.4                             |       |        |        | 291.5                        |       |       |       | 497.4                             |       |        |        |
| 100-500 Employees        | 2    | 2               | 1                          |         |         | 206.4       |       |       |       | 206.4                             |       |        |        | 206.4                        |       |       |       | 206.4                             |       |        |        |
| >500 Employees           | 8    | 8               | 6                          | 264.6   | 316.0   | 313.9       | 289.4 | 332.5 | 354.9 | 365.4                             | 289.4 | 332.5  | 354.9  | 313.9                        | 289.4 | 332.5 | 354.9 | 365.4                             | 289.4 | 332.5  | 354.9  |
| <b>Not-For-Profit</b>    | 29   | 29              | 15                         | 194.0   | 263.7   | 210.9       | 152.0 | 209.0 | 260.3 | 220.6                             | 152.6 | 209.0  | 282.2  | 210.9                        | 152.0 | 209.0 | 260.3 | 220.6                             | 152.6 | 209.0  | 282.2  |
| \$25M Rev Or Less        | 17   | 17              | 6                          | 153.2   | 205.7   | 184.7       | 140.8 | 161.7 | 229.2 | 188.5                             | 140.8 | 161.7  | 229.8  | 184.7                        | 140.8 | 161.7 | 229.2 | 188.5                             | 140.8 | 161.7  | 229.8  |

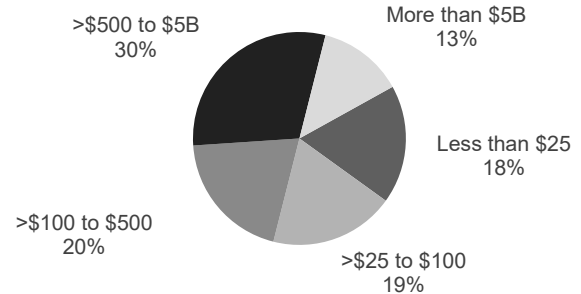
## SECTION 7: SURVEY PARTICIPANTS

A total of 556 organizations provided compensation data for this survey. The participants are broken down below by economic sector, annual revenues, number of employees and type of business.

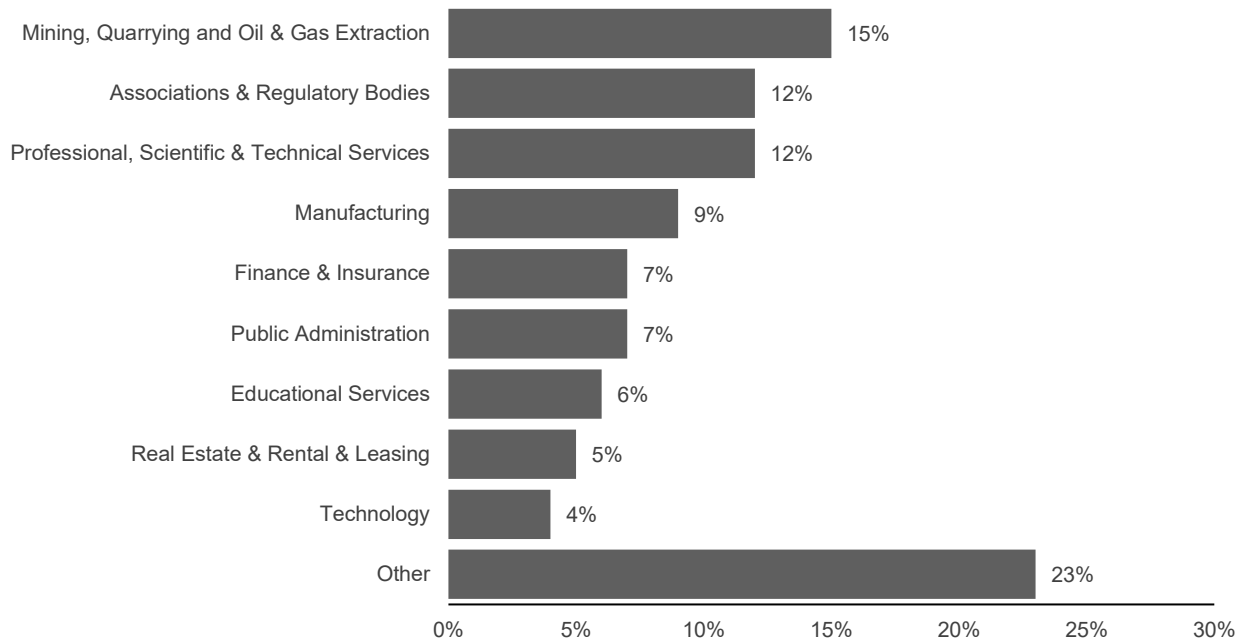
**Sector of Economy**



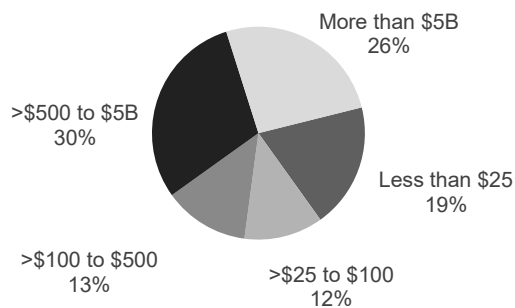
**Annual Revenues (in \$Million)**



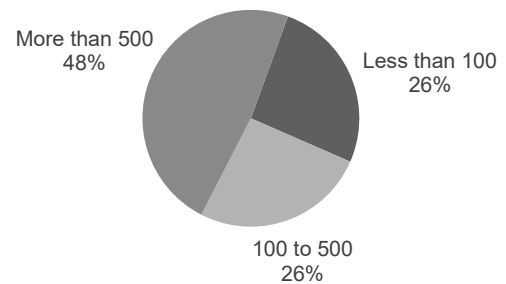
**Business Classification**



**Total Assets (in \$Million)**



**Number of Employees**



## List of Participants

360 Engineering & Environmental Consulting Ltd. -  
Canada  
4AG Robotics Inc.  
5N Plus Inc.

Acadia University  
Acadian Timber Corp.  
Actsafes Safety Association  
Adelantar Consulting  
Advantage Energy Ltd.  
Aecon Group Inc.  
Aegis Brands Inc.  
Ag Growth International Inc.  
Agnico Eagle Mines Limited  
Aimia Inc.  
Air Canada  
AKITA Drilling Ltd.  
Alamos Gold Inc.  
Alberta Blue Cross  
Alberta College of Pharmacy  
Alberta College of Social Workers  
Alberta Insurance Council  
Alberta Medical Association  
Alberta Motor Vehicle Industry Council  
Alberta Municipal Health and Safety Association  
Alberta Real Estate Association  
Alberta University of the Arts  
Algoma Central Corporation  
Algonquin Power & Utilities Corp.  
All Weather Windows Ltd.  
Allied Properties Real Estate Investment Trust  
Allnorth Consultants Limited  
AltaGas Ltd.  
Al-Terra Group Ltd.  
AMGAS Service Inc.  
Amnesty International Canada  
Apex Distribution Inc.  
Apex Oilfield Services (2000) Inc.  
Applied Science Technologists & Technicians of BC  
ARC Resources Ltd.  
Architectural Institute of BC  
Aritzia Inc.  
Assiniboine College  
Associated Engineering Group Ltd.  
ATCO Ltd.  
Athabasca Oil Corporation  
Athabasca University  
AtkinsRéalis Group Inc.  
ATS Corporation  
AutoCanada Inc.

B2Gold Corp.  
Badger Infrastructure Solutions Ltd.  
Ballard Power Systems Inc.  
Bank of Montreal  
Bank of Nova Scotia  
Bantrel Co.  
Barron Base Oil Corporation  
Bausch Health Companies Inc.  
Baytex Energy Corp.  
BC Assessment Authority  
BC Association of Crane Safety  
BC Automobile Association

BC College of Nurses & Midwives  
BC College of Oral Health Professionals  
BC Construction Association  
BC Construction Safety Alliance  
BC Financial Services Authority  
BC Forest Safety Council  
BC Housing Management Commission  
BC Hydro and Power Authority  
BC Institute of Agrologists  
BC Institute of Technology  
BC Lottery Corporation  
BC Municipal Safety Association  
BC Pavilion Corporation  
BC Public School Employers' Association  
BC Public Service Agency  
BC Real Estate Association  
BC Road Builders and Heavy Construction  
Association  
BC Securities Commission  
BC Transit Corporation  
BC Utilities Commission  
BCE Inc.  
BCL Engineering Ltd.  
BCNET  
Beacon Community Services  
Beedie Development Group  
Beverage Container Management Board  
BGC Engineering Inc.  
Birchcliff Energy Ltd.  
Bird Construction Inc.  
Bishop's University  
BJ Energy Solutions Canada, ULC  
BKL Consultants Ltd.  
BlackBerry Limited  
Blackstone Drilling Fluids Limited  
BMTC Group Inc.  
Boardwalk REIT  
Bombardier Inc.  
Bonterra Energy Corp.  
Boralex Inc.  
Bosa Properties Inc.  
Bow Valley College  
Boyd Group Services Inc.  
BrettYoung Seeds Limited  
Bri-Chem Corp.  
British Pacific Properties Limited  
Brock University  
Brookfield Corporation  
Brown and Caldwell Inc.  
BRP Inc.  
Burnaby School District No. 41  
Bylands Nurseries Ltd.

CAE Inc.  
Calfrac Well Services Ltd.  
Calgary Co-operative Association Limited  
Calgary Municipal Land Corporation  
Calgary Real Estate Board  
Cambrian Credit Union  
Cameco Corporation  
Camosun College  
Canada Goose Holdings Inc.  
Canada Lands Company Limited

Canadian Apartment REIT  
 Canadian Centre for Professional Legal Education  
 Canadian Imperial Bank of Commerce  
 Canadian Light Source Inc.  
 Canadian National Railway Company  
 Canadian Natural Resources Limited  
 Canadian Pacific Kansas City Limited  
 Canadian Tire Corporation, Limited  
 Canadian Utilities Limited  
 Canarie  
 Canfor Corporation  
 Canterbury Coffee Corporation  
 Canuck Place Children's Hospice  
 Cape Breton University  
 Capilano University  
 Capital City Shopping Centre Ltd.  
 Capital Power Corp.  
 Capstone Copper Corp.  
 CARE Canada  
 CargoJet Inc.  
 Cariboo Regional District  
 Cascades Inc.  
 CBC Pension Plan  
 CCL Industries Inc.  
 Celestica Inc.  
 Cenovus Energy Inc.  
 Centennial College  
 Centerra Gold Inc.  
 CES Energy Solutions Corp.  
 CGI Inc.  
 ChampionX Corporation  
 Chartered Professional Accountants of BC  
 Chartwell Retirement Residences  
 Chemtrade Logistics Income Fund  
 Children Believe  
 Choice Properties REIT  
 Chorus Aviation Inc.  
 CIMA+  
 Cineplex Inc.  
 City of Abbotsford  
 City of Burnaby  
 City of Coquitlam  
 City of Fort St. John  
 City of Kelowna  
 City of Langford  
 City of Maple Ridge  
 City of Mission  
 City of Nelson  
 City of New Westminster  
 City of North Vancouver  
 City of Penticton  
 City of Pitt Meadows  
 City of Prince George  
 City of Prince Rupert  
 City of Richmond  
 City of Surrey  
 City of Vancouver  
 City of Victoria  
 Clarke Inc.  
 Clifton Engineering Group Inc.  
 Coast Mountain College  
 Cogeco Communications Inc.  
 College of Health and Care Professionals of BC  
 College of New Caledonia  
 College of Physicians & Surgeons of Alberta  
 College of Physicians & Surgeons of BC

College of Physiotherapists of Alberta  
 College of Registered Nurses of Manitoba  
 College of Registered Nurses of Saskatchewan  
 College of the Rockies  
 Colliers  
 Columbia Basin Trust  
 Community Social Services Employers' Association of BC  
 Computer Modelling Group Ltd.  
 Concert Properties Ltd.  
 Constellation Software Inc.  
 Consumer Protection BC  
 Continuing Legal Education Society of BC  
 Co-operative Superannuation Society Pension Plan  
 Coquitlam School District No. 43  
 Corby Spirit and Wine Limited  
 CORE Linepipe Inc.  
 Corix Group of Companies  
 Corus Entertainment Inc.  
 Covenant House Vancouver  
 COWI North America, Ltd.  
 Crombie REIT  
 Crosier Kilgour & Partners Ltd.  
 CTM Design Services Ltd.  
 CTQ Consultants Ltd.  
 Cybera Inc.  
  
 D2L Inc.  
 Daiya Foods Inc.  
 Definity Financial Corporation  
 Delta School District No. 37  
 Descartes Systems Group Inc.  
 Destination Vancouver  
 DIALOG  
 Dillon Consulting Limited  
 District of Central Saanich  
 District of North Saanich  
 District of Port Hardy  
 District of Saanich  
 DLH Group  
 Dollarama Inc.  
 Dorel Industries Inc.  
 Douglas College  
 Dream Office REIT  
 Dream Unlimited Corp.  
 Dundee Corporation  
  
 Eldorado Gold Corporation  
 Element Fleet Management Corp.  
 Emera Incorporated  
 Emily Carr University of Art & Design  
 Eminence Organic Skin Care  
 Enbridge Inc.  
 Encorp Pacific (Canada)  
 Enerflex Ltd.  
 Energy Safety Canada  
 ENGCOMP Engineering & Computing Professionals Inc.  
 Enghouse Systems Ltd.  
 Engineers & Geoscientists British Columbia  
 Ensign Energy Services Inc.  
 EQB Inc.  
 Equilibrium Engineering  
 Exchange Income Corporation  
 Exchanger Industries Ltd.  
 Extendicare Inc.

Fairfax Financial Holdings Ltd.  
 Falkirk Environmental Consultants Ltd.  
 Fanshawe College  
 Fast + Epp  
 Finning International Inc.  
 First Light Energy Solutions  
 First Majestic Silver Corp.  
 First Nations Health Authority  
 FirstService Corporation  
 FLINT Corp.  
 Food for the Hungry Canada  
 Forest Professionals BC  
 Forestry Innovation Investment Ltd.  
 Fortis Inc.  
 FortisBC Energy Inc.  
 FP Newspapers Inc.  
 FPI Fireplace Products International Ltd.  
 Franco-Nevada Corp.  
 Freehold Royalties Ltd.

Galiano Gold Inc.  
 Gateway Tubulars Inc.  
 Genesis Land Development Corp.  
 George Weston Limited  
 Gibson Energy Inc.  
 Gildan Activewear Inc.  
 Glotman-Simpson Consulting Engineers  
 go2HR  
 Goodfellow Inc.  
 Government of Alberta  
 Gran Tierra Energy Inc.  
 Greater Vancouver Food Bank Society  
 Greater Vancouver Realtors  
 Greater Victoria Harbour Authority  
 Great-West Lifeco Inc.  
 Groupe BBA Inc.

H&R Real Estate Investment Trust  
 H.H. Angus & Associates Limited  
 Halliburton Company  
 Hatfield Consultants  
 Health Employers Association of BC  
 Hedgehog Technologies Inc.  
 High Liner Foods Incorporated  
 HTEC  
 Hudbay Minerals Inc.  
 Humane Canada  
 Hybrid Chemical Technologies, Ltd.  
 Hydro One Ltd.

iA Financial Corporation Inc.  
 IAMGOLD Corporation  
 IFD Technologies Inc.  
 IGM Financial Inc.  
 Imperial Oil Limited  
 Insurance Corporation of BC  
 Insurance Council of BC  
 Intact Financial Corporation  
 Integrated Sustainability  
 Interfor Corporation  
 ISL Engineering and Land Services Ltd.  
 IWA Forest Industry Pension & LTD Plans

Jamieson Wellness Inc.  
 Jim Pattison Group  
 JRS Engineering Ltd.

K-Bro Linen Inc.  
 Kelso Technologies Inc.  
 Kelt Exploration Ltd.  
 Kerr Wood Leidal Associates Ltd.  
 Keyera Corp.  
 KGS Group  
 Killam Apartment REIT  
 Kinaxis Inc.  
 Kinetic Construction Ltd.  
 Kinross Gold Corporation  
 Kinvia  
 Knight Therapeutics Inc.  
 Kwantlen Polytechnic University

Land Title and Survey Authority of BC  
 Lassonde Industries Inc.  
 Laurentian Bank of Canada  
 Law Society of Alberta  
 Law Society of BC  
 Law Society of Manitoba  
 Law Society of Ontario  
 Layfield Group Ltd.  
 Legal Aid BC  
 Leon's Furniture Limited  
 Leukemia & Lymphoma Society of Canada  
 Levaré Canada Ltd.  
 Liberty Energy, Inc.  
 Lifting Solutions Inc.  
 Lightspeed Commerce Inc.  
 Lil'wat Nation  
 Loblaw Companies Limited  
 Local Government Management Association of BC  
 Lonsdale Energy Corporation  
 Lucara Diamond Corp.  
 Lundin Mining Corporation

M2 Engineering  
 Magellan Aerospace Corporation  
 Magnum Cementing Services Ltd.  
 MakeWay  
 M'akola Development Services  
 Manitoba Liquor & Lotteries Corporation  
 Manufacturing Safety Alliance of BC  
 Manulife Financial Corporation  
 Maple Leaf Foods Inc.  
 Maple Ridge-Pitt Meadows School District No. 42  
 Martinrea International Inc.  
 Mattr Corp.  
 Maxim Power Corp.  
 McElhanney Consulting Services Ltd.  
 McGill University  
 Metercor Inc.  
 Methanex Corporation  
 Metis Nation BC  
 Metro Inc.  
 Metro Vancouver  
 Michael Smith Health Research BC  
 Morguard Corporation  
 Mullen Group Ltd.  
 Municipal Insurance Association of BC  
 Musqueam Capital Corporation  
 Musqueam Indian Band  
 My Mutual Insurance

Nak'adzi Whut'en Band  
 National Bank of Canada

Nch'kay Development Corporation  
Netskrt Systems Inc.  
New Westminster School District No. 40  
NFI Group Inc.  
Northern Savings Credit Union  
Northland Power Inc.  
NOV Canada ULC  
Novacom Building Partners Ltd.

Obsidian Energy Ltd.  
OceanaGold Corporation  
Olympic International Sales Ltd.  
Onsite Engineering Ltd.  
Ontario Motor Vehicle Industry Council  
Ontario Real Estate Association  
Ontario Securities Commission  
OR Royalties Inc.  
Ovintiv Inc.

Pacesetter Directional Drilling Limited Partnership  
Pan American Silver Corp.  
Paramount Resources Ltd.  
Parex Resources Inc.  
PBX Engineering Ltd.  
Peace Hills General Insurance Company  
Peaskie Minerals Inc.  
Pembina Pipeline Corporation  
Penta Completions Supply & Services Ltd.  
Pet Valu Holdings Ltd.  
Peyto Exploration & Development Corp.  
Pinchin Ltd.  
Pollard Banknote Limited  
Portage la Prairie Mutual Insurance Company  
Postmedia Network Canada Corp.  
Post-Secondary Employers' Association  
Power Corporation of Canada  
PrairieSky Royalty Ltd.  
Precision Drilling Corporation  
Premium Brands Holdings Corporation  
PRI Engineering  
Product Care Association  
PRT Growing Services Ltd.  
PTW Energy Services Ltd.

QuadReal Property Group Limited Partnership  
Qualico Developments West Ltd.  
Quebecor Inc.

R.V. Anderson Associates Limited  
RAM Consulting Group  
RDH Building Science Inc.  
Red River Mutual Insurance Company  
Restaurant Brands International Inc.  
RFA Financial  
Richelieu Hardware Ltd.  
Richmond School District No. 38  
RioCan Real Estate Investment Trust  
RJC Engineers  
Robinson Consultants Inc.  
Rogers Communications Inc.  
Rogers Sugar Inc.  
Roska DBO Inc.  
Rowan Williams Davies and Irwin Inc.  
Royal Bank of Canada  
Royal College of Dental Surgeons of Ontario  
RTR Terra Contracting Ltd.

Russel Metals Inc.

SafeCare BC  
Sandbox Mutual Insurance Company  
Sangoma Technologies Corporation  
Sanjel Energy Services Inc.  
Sarcen Recycling  
Saskatchewan Blue Cross  
Saskatchewan Government Insurance  
Saskatchewan Healthcare Employees' Pension Plan  
Saskatchewan Indian Institute of Technologies  
Saskatchewan Liquor & Gaming Authority  
Sasuchan Development Corporation  
Savaria Corporation  
Save the Children Canada  
School District No. 36 - Surrey  
School District No. 39 - Vancouver  
Science World BC  
Seaspan Ship Management Ltd.  
Secure Waste Infrastructure Corp.  
Shopify Inc.  
Sienna Senior Living Inc.  
Simon Fraser University  
Sinclar Group Forest Products Ltd.  
Singleton Urquhart Reynolds Vogel LLP  
Site Power Engineering Consultants Ltd.  
SLB Limited  
SmartCentres REIT  
Squamish Nation  
SRK Consulting (Canada) Inc.  
SSR Mining Inc.  
Stahl Peterbilt Inc.  
Steelhaus Technologies Inc.  
Stella-Jones Inc.  
STEP Energy Services Ltd.  
StoneCroft Engineering Ltd  
StorageVault Canada Inc.  
Straiton Engineering Ltd.  
Strata Engineering Inc.  
Stream-Flo Industries Ltd.  
Strike Group Limited Partnership  
Sun Life Financial Inc.  
Suncor Energy Inc.  
Superior Plus Corp.  
Surepoint Technologies Group Ltd.  
Surge Energy Inc.  
Swiss Water Decaffeinated Coffee Inc.  
SYLVIS Environmental Services Inc.

Taiga Building Products Ltd.  
Tatham Engineering Limited  
TC Energy Corporation  
Technical Safety BC  
Teck Resources Limited  
TELUS Corporation  
TerraLink Horticulture Inc.  
Tetra Tech Canada Inc.  
TFI International Inc.  
The AME Consulting Group Ltd.  
The Great Little Box Company Ltd.  
The North West Company Inc.  
The Toronto-Dominion Bank  
Thomson Reuters Corporation  
Thorsteinssons LLP  
Thurber Engineering Ltd.  
Tiger Calcium Services Inc.

Tla'amin Management Services LP  
TMX Group Limited  
Torex Gold Resources Inc.  
Toromont Industries Ltd.  
Toronto Regional Real Estate Board  
Total Energy Services Inc.  
Tourmaline Oil Corp.  
TransAlta Corporation  
Transat A.T. Inc.  
Transcontinental Inc.  
TransLink  
Tree Island Steel Ltd.  
Trican Well Service Ltd.  
Triton Environmental Consultants Ltd.  
Trucking Safety Council of BC  
TVA Group Inc.  
TYCROP Manufacturing Ltd.

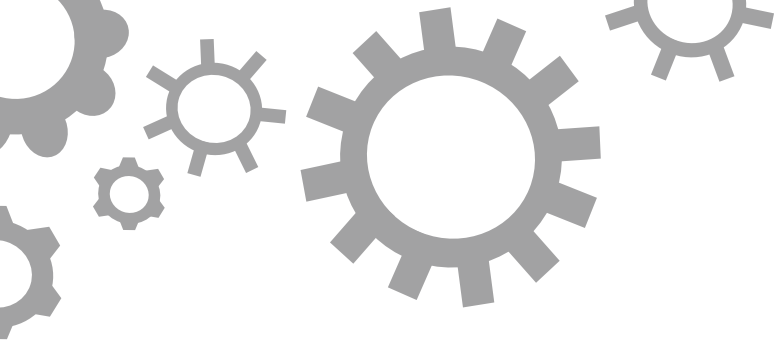
UBC Properties Trust  
Union Gospel Mission Foundation  
Universities Academic Pension Plan  
University Neighbourhoods Association  
University of Alberta Properties Trust  
University of British Columbia  
University of Calgary Properties Group  
University of Manitoba  
Urban Systems Ltd.

Vancouver Airport Authority  
Vancouver Coastal Health  
Vancouver Foundation  
Vancouver Fraser Port Authority  
Vehicles Sales Authority of BC  
Vermilion Energy Inc.  
VersaBank  
Village of Pemberton

Wajax Corporation

Weatherford Canada Ltd.  
WELL Health Technologies Corp.  
West Fraser Timber Co. Ltd.  
Western Forest Products Inc.  
Western Transportation Advisory Council  
Westmar Advisors Inc.  
Westshore Terminals Investment Corporation  
Westview Primary Care Network  
Wheaton Precious Metals Corp.  
Whitecap Resources Inc.  
Whitewater Management Limited Partnership  
WildBrain Ltd.  
Williams Engineering Canada Inc.  
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Winpak Ltd.  
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World Animal Protection Canada  
WSP Canada Inc.

YMCA BC  
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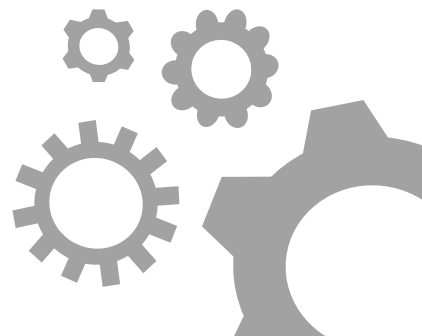
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**Vancouver, BC**

**V6E 2T5**



# Price List



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|                                                                    | Participant<br>Price | Non-<br>Participant<br>Price |
|--------------------------------------------------------------------|----------------------|------------------------------|
| Corporate & Administrative                                         | \$1,449              | \$2,900                      |
| Information Technology                                             | \$1,024              | \$2,050                      |
| Marketing & Sales                                                  | \$1,024              | \$2,050                      |
| Engineering & Technical                                            | \$1,024              | \$2,050                      |
| Manufacturing & Logistics                                          | \$1,024              | \$2,050                      |
| Executive & Senior Management                                      | \$1,599              | \$3,200                      |
| Consulting Engineers Compensation, Benefits & Employment Practices | \$2,999              | \$6,000                      |
| Group Insurance & Retirement Benefits                              | \$549                | \$1,100                      |
| Compensation Policies & Practices                                  | \$549                | \$1,100                      |
| CompPlus – WCBC’s online data sorting tool                         | FREE                 | \$2,050                      |
| Salary Increases                                                   | FREE                 | \$2,050                      |
| Board of Directors Compensation                                    | N/A                  | \$2,900                      |



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## Need More Info?

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