



2020

**AUSTRALIAN BOARD
REMUNERATION SURVEY
REPORT**

Incorporating C-Suite Executives

Published by

McGuirk Management Consultants Pty Ltd

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SURVEY SUMMARY

The 2020 Australian Board Remuneration Survey is based on remuneration data covering 884 Boards. This data has been collected from 375 on-line contributors, 244 Boards who are ongoing contributors to the Survey, plus 265 client Boards of McGuirk Management Consultants.

Combined, 745 (84%) of these Boards remunerate either all Directors, or a Chairman or a Director. Remuneration data on Board Committees, and the full Executive C-Suite is also covered.

All of the remuneration data presented in the Report tables has been segmented by Revenue, Assets, FTE, Type of Organisation and Type of Industry.

ABOUT US

McGuirk Management Consultants (MMC) has been providing clients with remuneration benchmarking and general remuneration consulting since 1990. We work with 'industry partners' and now publish 4 National Remuneration Surveys, including 2 Board Remuneration Surveys.

Clients throughout Australia regularly use our services to determine their:

Board and Committee remuneration
MD/CEO remuneration
C-Suite remuneration
Management remuneration
Staff remuneration

We have regular clients who use our services annually, and some who use our services every two or three years, depending on their growth and market conditions.

If you require any assistance in using this Report or if we can be of further assistance with your remuneration benchmarking requirements please contact us.

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SIGNIFICANT STATISTICS

Types of Boards covered:

- 134 Listed Public
- 142 Unlisted Public
- 134 Private
- 251 Not For Profit (NFP)
- 174 Government
- 49 Super Fund

Remuneration determined for:

- 703 Chairmen
- 303 Deputy Chairs
- 709 Directors
- 363 MDs
- 442 CEOs
- 366 Finance Executives/CFOs
- 156 Company Secretaries
- 39 General Counsel & Company Secretaries
- 60 CFO & Company Secretaries
- 47 General Counsels
- 133 Chief Risk Officers
- 215 Chief Operating Officers
- 121 Chief Information Officers
- 159 Chief People & Culture Officers
- 112 Chief Marketing Officers
- 56 Chief Digital Officers
- 80 Chief Sales Officers

Remuneration determined for:

- 296 Audit Committees
- 60 Finance Committees
- 85 Governance Committees
- 58 Nominations Committees
- 123 Remuneration Committees
- 138 Risk Committees



INDEX

CONTENTS	PAGE
1. Survey Background	6
2. Terms and Definitions	7
3. Statistical Terms Used	8
4. Key Board Details	9
4.1 Combined Boards	9
4.2 Listed Public Boards	11
4.3 Unlisted Public Boards	11
4.4 Private Boards	12
4.5 NFP Boards	12
4.6 Government Boards	12
4.7 Super Fund Boards	12
5. Board Remuneration Results	13
5.1 Approach	13
5.2 Combined Results Chairman	14
5.3 Combined Results Deputy Chairman	16
5.4 Combined Results Director	18
5.5 Listed Public Results Chairman	20
5.6 Listed Public Results Deputy Chairman	22
5.7 Listed Public Results Director	24
5.8 Unlisted Public Results Chairman	26
5.9 Unlisted Public Results Deputy Chairman	28
5.10 Unlisted Public Results Director	30
5.11 Private Results Chairman	32
5.12 Private Results Deputy Chairman	34
5.13 Private Results Director	36
5.14 NFP Results Chairman	38
5.15 NFP Results Deputy Chairman	40
5.16 NFP Results Director	42
5.17 Government Results Chairman	44
5.18 Government Results Deputy Chairman	46
5.19 Government Results Director	48
5.20 Super Fund Results Chairman	50
5.21 Super Fund Results Deputy Chairman	51
5.22 Super Fund Results Director	52
6. Executive and Governance Positions Results	53
6.1 Remuneration Results Approach	53
6.1.1 Combined Results Managing Director	54
6.1.2 Combined Results Chief Executive Officer	56
6.1.3 Combined Results Finance Executive/CFO	58
6.1.4 Combined Results Company Secretary	60
6.1.5 Combined Results General Counsel & Company Secretary	62
6.1.6 Combined Results CFO & Company Secretary	64
6.1.7 Combined Results General Counsel	66



6.1.8	Combined Results Chief Risk Officer	68
6.1.9	Combined Results Chief Operating Officer	70
6.1.10	Combined Results Chief Information Officer	72
6.1.11	Combined Results Chief People & Culture Officer	74
6.1.12	Combined Results Chief Marketing Officer	76
6.1.13	Combined Results Chief Digital Officer	78
6.1.14	Combined Results Chief Sales Officer	80
6.2	Performance Bonus Results	82
6.2.1	Combined Performance Bonus	82
6.2.2	Listed Performance Bonus	83
6.2.3	Unlisted Performance Bonus	84
6.2.4	Private Performance Bonus	85
6.2.5	NFP Performance Bonus	86
6.2.6	Government Performance Bonus	87
6.2.7	Super Fund Performance Bonus	88
7.	Board Committee Fees	89
7.1	Combined Audit Committee Chair	90
7.2	Combined Audit Committee Director	92
7.3	Combined Finance Committee Chair	94
7.4	Combined Finance Committee Director	96
7.5	Combined Governance Committee Chair	98
7.6	Combined Governance Committee Director	100
7.7	Combined Nominations Committee Chair	102
7.8	Combined Nominations Committee Director	104
7.9	Combined Remuneration Committee Chair	106
7.10	Combined Remuneration Committee Director	108
7.11	Combined Risk Committee Chair	110
7.12	Combined Risk Committee Director	112
7.13	Listed Public Committee Results	114
7.14	Unlisted Public Committee Results	114
7.15	Private Committee results	115
7.16	NFP Committee Results	115
7.17	Government Committee Results	116
7.18	Super Fund Committee Results	116
8.	Remuneration Governance	117
8.1	Board Remuneration Increases	117
8.2	Board Remuneration Increase Criteria	117

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1. SURVEY BACKGROUND

The 2020 Australian Board Remuneration Survey Report, now in its 8th year, is published by McGuirk Management Consultants (MMC). The Survey seeks to determine the **current financial year** ending 30th June 2020 levels of remuneration relating to the following Board positions, as well as remuneration and performance bonuses for the following Executive and related Governance roles:

<i>Chairman</i>	<i>General Counsel</i>
<i>Deputy Chairman</i>	<i>Chief Risk Officer</i>
<i>Director</i>	<i>Chief Operating Officer</i>
<i>Managing Director</i>	<i>Chief Information Officer</i>
<i>Chief Executive Officer</i>	<i>Chief People & Culture Officer</i>
<i>Finance Executive/CFO</i>	<i>Chief Marketing Officer</i>
<i>Company Secretary</i>	<i>Chief Digital Officer</i>
<i>General Counsel & Company Secretary</i>	<i>Chief Sales Officer</i>
<i>CFO & Company Secretary</i>	

Having a knowledge of current financial year remuneration data will enable users of this report to make a more accurate comparison of their levels of remuneration with 'market place' benchmarks shown in the Survey Results. These Survey Results have also been further segmented by *Revenue*, *Assets* and *Full Time Equivalent (FTE)* staff numbers, as well as the *Type of Organisation* and *Type of Industry*.

The greatest amount of Remuneration data was obtained from 375 Contributors who completed an 'on-line' remuneration questionnaire this year and from 244 Boards who are ongoing contributors to the Survey. Remuneration data was also obtained from 265 client Boards of MMC.

Given there is a growing practice for paying Director remuneration, additional fees for Committee work and different fees for different Committees, we have also surveyed remuneration fees for the following Committees for both Committee Chairs and Committee Directors:

Audit
Finance
Governance
Nominations
Remuneration
Risk



2. TERMS AND DEFINITIONS

The terms and definitions used in this Report need to be understood to interpret the results correctly. Standard industry categories for classifying data, where possible, have been chosen to enhance interpretation of the data. However, several terms and techniques used may be unfamiliar. A fuller explanation of such terms and techniques is given in the section relevant to each.

The following terms have been used throughout the Report:

<i>Overall</i>	The total sample available for analysis for each ‘grouping’ of data.
<i>Revenue</i>	The annual figure for revenue derived by a Board, which is available to meet all of the operating expenses of its business.
<i>Assets</i>	Total assets as represented in a Board’s Annual Reports.
<i>FTE</i>	The Full Time Equivalent (FTE) number of employees.
<i>Director Remuneration</i>	The level of fees or remuneration paid (singularly not in aggregate) to a Chairman, Deputy Chairman, Director, Committee Chair and Committee Director for performing all responsibilities other than additional fees for completion of Board Committee work, plus any superannuation payment. For example, the fees or remuneration paid to a Chairman, Deputy Chairman or Director as shown in Board Remuneration Results do not include any additional fees for completion of Board Committee work.
<i>Fixed Employee Remuneration</i>	The ‘fixed’ level of remuneration paid to the Executive and Governance roles expressed as Total Remuneration Cost (TRC) but excluding performance/ reward/bonus payments.



3. STATISTICAL TERMS USED

Several statistical terms are now commonplace in the interpretation of remuneration data and where possible, these statistical terms have been used. The terms used are defined as follows:

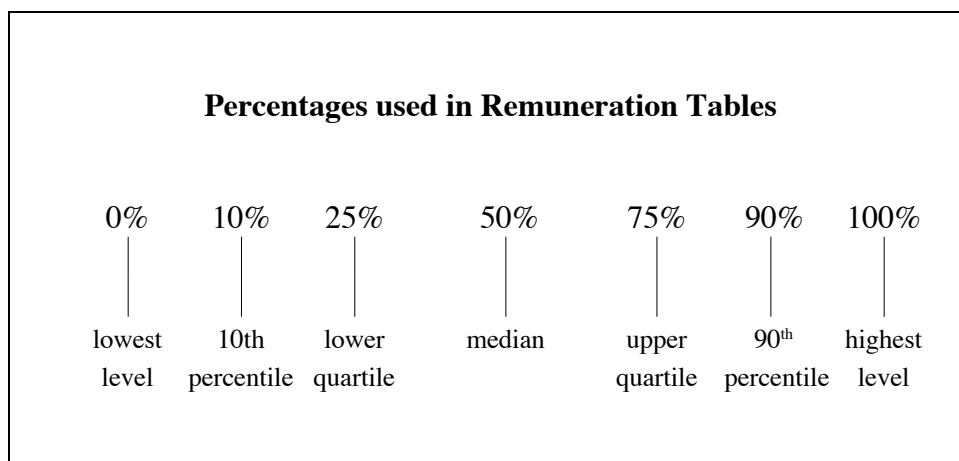
Tenth and Ninetieth Percentiles: The tenth and ninetieth percentiles are respectively the remuneration levels one tenth from the bottom and top of the total remuneration range. These two figures provide an indication of *upper* and *lower* deciles, while at the same time addressing potential outliers.

Median: The *median* is obtained by arranging the remuneration levels according to size and taking the middle level in that arrangement, such that 50% of the remuneration levels will be greater than the *median* in value and 50% of the remuneration levels will be lower than the *median* in value.

Upper and Lower Quartiles: The *upper quartile* is the remuneration level one quarter from the top remuneration level of a group and the *lower quartile* is the remuneration level one quarter from the lowest remuneration level in the group.

Average: The average is obtained by totalling all remuneration levels in a group and dividing the sum by the number of cases involved. This can result in the *average* being distorted by very high or low remuneration levels, that is, outliers.

An illustration of these statistics follows:





4. KEY BOARD DETAILS

4.1 Combined Boards

The 2020 Survey is based on data from 884 Boards, with 745 Boards (84%) remunerating either all Directors, a Chairman or a Director.*

The 139 Boards (16%) who do not currently remunerate their Directors also supplied data, particularly on the MD/CEO role, with 806 Boards supplying remuneration data on this role. The characteristics of Combined Boards are shown below:

Revenue	No	Assets	No	FTE	No
Up to \$1M	70	Up to \$1M	58	Up to 5	100
\$1M - \$5M	118	\$1M - \$4M	67	6 - 10	75
\$5M - \$10M	77	\$4M - \$8M	49	11 - 20	76
\$10M - \$20M	107	\$8M - \$12M	42	21 - 30	43
\$20M - \$40M	101	\$12M - \$20M	66	31 - 50	64
\$40M - \$80M	108	\$20M - \$40M	59	51 - 70	61
\$80M - \$120M	56	\$40M - \$60M	31	71 - 100	57
\$120M - \$160M	37	\$60M - \$100M	51	101 - 150	71
\$160M - \$240M	43	\$100M - \$200M	77	151 - 200	38
\$240M - \$400M	53	\$200M - \$500M	87	201 - 300	51
\$400M - \$800M	35	\$500M - \$1B	61	301 - 400	37
\$800M - \$1B	9	\$1B - \$3B	80	401 - 600	39
\$1B - \$4B	37	\$3B - \$10B	63	601 - 1000	52
\$4B or more	18	\$10B or more	51	1001 - 4000	73
				4001 or more	39

The complete sample of data in Revenue terms ranged from less than \$100,000 to over \$45B in Revenue. The complete sample of data in Asset terms ranged from less than \$100,000 to over \$180B. The complete sample of data in FTE terms ranged from less than 5 to over 56,000 employees.

***Please Note:** This results in the total number (No) of Boards differing in each of the Revenue, Assets and FTE columns above as some Boards may only remunerate a Chairman and not a Director, or vice versa



Type of Organisation	No
ASX 200	38
Large (200+ employees) – listed public	30
Large (200+ employees) – unlisted public	27
Large (200+ employees) – private	33
Medium (10-199 employees) – listed public	38
Medium (10-199 employees) – unlisted public	98
Medium (10-199 employees) - private	64
Small (1-9 employees) – listed public	28
Small (1-9 employees) – unlisted public	17
Small (1-9 employees) – private	37
NFP: Charity	28
Education	23
Health	58
Aged Care	36
Professional/Industry	47
Sports & recreation	5
Community Housing	17
Disability	13
Other	24
Govt: Large (200+ employees)	88
Medium (10-199 employees)	72
Small (1-9 employees)	14
Super Fund	49

The Type of Organisation each Board can be identified with can be further refined into 6 categories, which, added together, make up the Combined Boards. The 6 categories are:

- Listed Public
- Unlisted Public
- Private
- NFP
- Government
- Super Fund



Type of Industry	No
Agriculture, Forestry and Fishing	24
Mining - Junior	17
Mining	35
Manufacturing	26
Electricity, Gas, Water and Waste Services	40
Construction	21
Wholesale Trade	14
Retail Trade	15
Accommodation and Food Services	15
Transport, Postal and Warehousing	13
Information Media and Telecommunications	21
Financial and Insurance Services	123
Rental, Hiring and Real Estate Services	14
Professional, Scientific and Technical Services	60
Administrative and Support Services	17
Public Administration and Safety	20
Education and Training	59
Health Care and Social Assistance	124
Arts and Recreation Services	17
Other Services	63
Super Fund	65
Mutual Approved Deposit taking Institution	79

The Type of Industry each Board can be identified with, has also been further analysed at each of the category levels with the exception of the Super Fund data.

4.2 Listed Public Boards

One hundred and thirty-four (134) Boards are from Listed Public Entities. The sample of data for this group in Revenue terms ranged from less than \$1.0M to over \$45B, in Asset terms ranged from less than \$1M to over \$100B, and in FTE terms ranged from less than 10 to over 56,000 employees.

4.3 Unlisted Public Boards

One hundred and forty-two (142) Boards are from Unlisted Public Entities. The sample of data for this group in Revenue terms ranged from less than \$300,000 to over \$2B, in Asset terms ranged from less than \$2M to over \$31B, and in FTE terms ranged from less than 5 to over 2,600 employees.



4.4 Private Boards

One hundred and thirty-four (134) Boards are from Private Entities. The sample of data for this group in Revenue terms ranged from less than \$300,000 to over \$2B, in Asset terms ranged from less than \$100,000 to over \$26B, and in FTE terms ranged from less than 5 to over 14,000 employees.

4.5 NFP Boards

Two hundred and fifty-one (251) Boards are from NFP Entities. The sample of data for this group in Revenue terms ranged from less than \$150,000 to over \$2.6B, in Asset terms ranged from less than \$100,000 to over \$5B, and in FTE terms ranged from less than 5 to over 17,000 employees.

4.6 Government Boards

One hundred and seventy-four (174) Boards are from Government Entities. The sample of data for this group in Revenue terms ranged from less than \$500,000 to over \$12B, in Asset terms ranged from less than \$1.0M to over \$100B, and in FTE terms ranged from less than 5 to over 15,000 employees.

4.7 Super Fund Boards

Forty-nine (49) Boards are from Super Fund Entities. The sample of data for this group in Revenue terms ranged from less than \$300,000 to over \$300M, in Asset terms ranged from less than \$600M to over \$180B, and in FTE terms ranged from less than 5 to over 700 employees.

All information has been collected on a confidential basis and remains the property of McGuirk Management Consultants. Under no circumstances will the information of individual Boards be revealed.



5. BOARD REMUNERATION RESULTS

5.1 Approach

The Board Remuneration Results have been calculated for each of the following roles:

Chairman
Deputy Chairman
Director

to reveal the *tenth percentile, lower quartile, median, upper quartile, ninetieth percentile* and *average* remuneration levels. The level of fees or remuneration shown for each role **excludes** additional fees for completion of Board Committee work. These calculations are shown in the tables on the following pages for the following classifications:

Combined Results
Listed Public Results
Unlisted Public Results
Private Results
NFP Results
Government Results
Super Fund Results

and are **inclusive** of Superannuation payments. The level of fees or remuneration shown for the NFP Results are from NFP Boards that remunerate their Directors, however, it should be remembered that the majority of NFP Boards in Australia do not remunerate their Directors.

Results are shown according to the following 6 categories:

Overall
Revenue
Assets
FTE
Type of Organisation
Type of Industry

Where no calculation is shown, this indicates that insufficient data from respondents was provided. To further protect the confidentiality of individual Boards, the minimum number (N) shown has been recorded as 2. However, if this information could be singled out in each segmentation category it was deleted to ensure the confidentiality of the remuneration data supplied.



5.2 Combined Results - Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	703	23138	43576	78234	121286	200000	109003
Revenue							
Up to \$1M	34	10248	21000	49000	83500	115826	57884
\$1M - \$5M	80	7878	18030	46500	74385	111482	57822
\$5M - \$10M	57	7938	18540	35230	59000	111444	86726
\$10M - \$20M	84	19872	29952	54270	90000	107768	61468
\$20M - \$40M	91	25750	37948	70000	100336	138000	75742
\$40M - \$80M	89	31900	47638	78234	109184	149450	88031
\$80M - \$120M	44	40533	59636	88455	123900	181300	100485
\$120M - \$160M	32	29966	76424	93685	169858	194623	115628
\$160M - \$240M	39	48788	64445	101000	124300	162044	98779
\$240M - \$400M	48	64668	85000	143300	195500	308435	171225
\$400M - \$800M	31	75000	83108	144426	219528	272950	159716
\$800M - \$1B	8	51400	95878	150849	201242	374678	197599
\$1B - \$4B	36	82866	113750	170645	329376	489250	237203
\$4B or more	15	198656	308700	577116	737500	877560	569090
Assets							
Up to \$1M	27	5680	16500	40000	60490	86218	49275
\$1M - \$4M	45	22000	32000	50000	84000	125600	69769
\$4M - \$8M	35	10407	30764	52000	63220	100000	55934
\$8M - \$12M	27	22619	33482	52680	77810	97972	60036
\$12M - \$20M	49	23608	32000	65000	90000	110172	104132
\$20M - \$40M	46	26375	38500	60000	100705	142300	87746
\$40M - \$60M	23	12068	27000	80000	102250	123000	75630
\$60M - \$100M	38	13397	50000	74550	99310	144952	96313
\$100M - \$200M	64	14598	40725	68375	104030	137662	75480
\$200M - \$500M	79	29120	44362	78234	128875	177160	95739
\$500M - \$1B	51	38396	51698	77620	177475	248865	119305
\$1B - \$3B	78	44805	77794	93860	135000	215100	118640
\$3B - \$10B	63	78015	99775	140820	226930	420355	192533
\$10B or more	47	94200	121488	160983	220389	687262	263406
FTE							
Up to 5	54	13698	25188	50500	75000	105600	57489
5 - 10	38	8459	15855	47500	87875	119426	56251
11 - 20	65	11994	30000	50000	86520	114553	65131
21 - 30	37	18360	30000	50000	80000	91638	53575
31 - 50	51	15000	30900	50409	91890	126000	72499
51 - 70	53	23138	36760	72100	100000	142960	77207
71 - 100	48	23445	46238	77210	104733	172830	88714
101 - 150	58	35931	50812	76000	98540	118161	79852
151 - 200	31	30000	54204	90000	126852	143062	86378
201 - 300	40	28454	61920	95500	133200	160225	100716
301 - 400	31	40000	53840	91500	135864	209056	105911
401 - 600	31	45000	71610	115000	176155	275000	150277
601 - 1000	49	49600	75000	117399	175100	252240	138274
1001 - 4000	58	35110	64642	115930	173094	239475	171053
4001 or more	36	93430	130306	371668	596370	737500	400142



5.2 Combined Results - Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	37	203600	240000	422944	660000	774770	469963
Large - Listed	28	93500	127812	177675	238312	308650	188795
Large - Unlisted	25	94000	110000	146599	189000	335360	245420
Large - Private	22	45500	57477	93875	125500	167000	104977
Medium - Listed	35	75720	84460	104000	152214	216000	135061
Medium - Unlisted	92	13325	29392	50454	91826	112323	63484
Medium - Private	44	28737	35559	55750	76250	91782	58048
Small - Listed	22	45300	51500	55000	81750	107200	73390
Small - Unlisted	9	2820	3000	6150	12000	22000	11771
Small - Private	21	18000	24000	51000	85000	120000	63733
NFP: Charity	12	17350	25562	30900	45000	74984	41850
Education	8	6078	9135	26845	41598	73993	32502
Health	40	26800	40900	79980	118118	178496	90708
Aged Care	26	13892	26265	46500	85246	137814	61795
Professional/Industry	41	7500	20600	40000	75000	108000	51765
Sport & Recreation	3	-	25075	50000	93438	-	62342
Community Housing	15	15100	20858	40000	50000	79240	44945
Disability	7	7200	17500	32000	68500	77800	41286
Other	9	23600	25750	30000	52000	62620	39706
Government - Large	78	51400	75000	94168	135000	166290	103973
Government - Medium	69	40355	52680	68250	94095	138000	80322
Government - Small	13	13200	30000	82000	110860	119180	69225
Super Fund	47	43844	81316	101916	130500	180163	109556
Type of Industry							
Agriculture, Forestry & Fishing	22	47073	52680	76000	90000	138500	84841
Mining - Junior	15	78478	126175	175100	262900	485030	285132
Mining	31	48000	54000	75000	92700	116761	86923
Manufacturing	18	37756	50000	68240	132796	232895	111069
Electricity, Gas, Water, & Waste	39	34817	61568	84686	133000	200000	103971
Construction	16	35000	46238	77500	111590	215965	122519
Wholesale Trade	9	43416	90000	101000	104000	263801	126343
Retail Trade	12	28200	46500	71540	117062	193984	139496
Accommodation and Food	14	32516	46250	63221	82579	163371	89532
Transport, Postal & Warehousing	12	62014	74210	82866	149892	166290	132528
Information Media & Telecoms	17	61200	94240	119180	257500	426000	206810
Financial & Insurance	107	34200	68852	101000	175050	241686	161650
Rental, Hiring & Real Estate	12	11726	21379	57500	79039	180350	69989
Professional, Scientific & Technical	41	25000	35000	50000	91670	120000	64955
Administrative & Support	10	29400	41786	69300	119180	225424	108157
Public Administration & Safety	16	33665	59056	90008	120156	149266	89887
Education & Training	37	6396	18000	29870	70750	109144	49443
Health Care & Social Assistance	82	16050	27331	47670	83661	125419	67713
Arts & Recreation	9	35510	44350	52680	94240	208250	108222
Other Services	46	28890	52568	77442	136156	394683	142600
Super Fund	62	45030	81744	102500	145375	172734	112206
Mutual ADI	75	9024	22666	50409	100976	144431	71995



5.3 Combined Results - Deputy Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	303	10000	22918	45000	70830	99500	57085
Revenue							
Up to \$1M	8	3545	5310	18500	63473	104750	40602
\$1M - \$5M	35	3000	6575	15000	32385	50000	24274
\$5M - \$10M	22	6234	7358	17450	35376	52755	25737
\$10M - \$20M	40	11924	16453	28110	47034	68025	33452
\$20M - \$40M	41	17510	25000	45740	60430	83150	45739
\$40M - \$80M	44	20300	33258	44500	71616	89804	54128
\$80M - \$120M	19	33638	44434	61517	73224	93755	65008
\$120M - \$160M	14	19062	26491	52500	72024	106657	127678
\$160M - \$240M	21	33220	41000	57010	76920	91724	60627
\$240M - \$400M	23	41000	55480	70680	97712	121190	83787
\$400M - \$800M	12	38975	42400	55555	78492	143897	69179
\$800M - \$1B	4	25450	26125	57235	87978	87991	56868
\$1B - \$4B	17	48600	65000	101309	193000	211168	119557
\$4B or more	3	-	157050	206000	270000	-	216033
Assets							
Up to \$1M	12	2820	8250	24500	40498	49574	27703
\$1M - \$4M	14	8500	16250	42500	79300	91300	49035
\$4M - \$8M	9	6614	10000	20000	39510	55378	29365
\$8M - \$12M	8	9960	12545	34405	48695	68576	35415
\$12M - \$20M	20	8800	14718	28098	49305	69176	34937
\$20M - \$40M	15	13452	22800	32000	45370	65088	44201
\$40M - \$60M	11	6150	11143	30900	50000	66442	32763
\$60M - \$100M	19	5352	13661	47380	60000	83157	43276
\$100M - \$200M	30	7303	15038	41536	63604	89095	45032
\$200M - \$500M	42	21586	33415	42000	66950	84792	50983
\$500M - \$1B	22	22894	29919	52922	70000	134600	104342
\$1B - \$3B	42	21000	33202	54478	72870	87174	55972
\$3B - \$10B	28	40553	51857	71781	114594	200866	97737
\$10B or more	18	54012	74417	87717	103910	198100	107982
FTE							
Up to 5	12	3020	8750	17210	36192	59000	27074
5 - 10	12	3297	6994	10256	29130	77835	25650
11 - 20	27	6576	13596	20000	37692	80264	30665
21 - 30	16	10812	20750	30688	46598	52114	32403
31 - 50	26	8090	17320	30793	46539	75000	36626
51 - 70	24	8870	18414	46336	61698	76239	42239
71 - 100	13	14445	17510	47380	63530	93574	48940
101 - 150	29	27876	36000	45740	65700	74206	50093
151 - 200	19	26832	45771	60000	70000	81006	56873
201 - 300	19	24000	41255	70000	79617	106422	64523
301 - 400	9	21248	39510	60000	66442	69400	50212
401 - 600	19	24794	35500	56546	91553	124600	117955
601 - 1000	24	32366	39012	49500	82750	131146	71787
1001 - 4000	32	16068	32078	55721	100646	129500	70284
4001 or more	11	41000	69296	195700	211460	252865	154007



5.3 Combined Results - Deputy Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	6	181280	198275	208000	242149	293432	227571
Large - Listed	8	113210	119075	134500	165730	488943	264027
Large - Unlisted	10	67200	70612	82500	109620	201717	112218
Large - Private	6	29130	44945	66000	84250	132500	75877
Medium - Listed	7	57080	65900	70000	81908	87076	72263
Medium - Unlisted	50	7412	19219	35351	56719	65598	38378
Medium - Private	11	15000	20000	28196	60000	74000	38836
Small - Listed	2	-	-	30000	-	-	30000
Small - Unlisted	6	2300	3000	3000	5225	6058	3786
Small - Private	6	7500	12500	22000	43500	55000	28167
NFP: Charity	8	8600	17750	20500	21730	22500	17788
Education	4	4597	4952	8755	18282	28943	14480
Health	20	18410	32038	55175	70000	91700	56488
Aged Care	19	8046	18815	32000	38500	67874	35516
Professional/Industry	17	8652	13905	23175	43260	73130	32001
Sport & Recreation	3	-	4075	8000	48484	-	32373
Community Housing	9	6683	16604	39812	47340	53354	33508
Disability	5	12600	21000	25000	40000	41200	27000
Other	4	8500	10750	13725	19338	26335	16362
Government - Large	48	31204	42400	52798	75258	91972	61568
Government - Medium	32	28872	38185	45740	62212	89124	52448
Government - Small	4	26905	63062	88539	93946	93978	68470
Super Fund	19	26884	32385	60430	78096	93996	58556
Type of Industry							
Agriculture, Forestry & Fishing	9	36816	39510	45740	60000	60303	48906
Mining - Junior	5	51720	61800	84975	121000	248800	129355
Mining	2	-	-	78840	-	-	78840
Manufacturing	3	-	39098	50000	50000	-	42732
Electricity, Gas, Water, & Waste	16	25750	32078	44303	55817	77750	47736
Construction	2	-	-	106355	-	-	106355
Wholesale Trade	2	-	-	16000	-	-	16000
Retail Trade	2	-	-	70225	-	-	70225
Accommodation and Food	6	14935	26176	41532	145813	656500	237656
Transport, Postal & Warehousing	6	38320	47635	59160	109790	160210	85897
Information Media & Telecoms	7	25620	60925	87970	103464	134544	84230
Financial & Insurance	39	21000	42158	65500	79881	109140	65193
Rental, Hiring & Real Estate	9	14366	17520	47380	70000	83800	50407
Professional, Scientific & Technical	19	15000	22000	30000	57690	74813	40798
Administrative & Support	3	-	39480	45740	129330	-	97293
Public Administration & Safety	8	24644	38943	55020	95546	123683	67071
Education & Training	18	3952	7210	15708	38075	78789	28765
Health Care & Social Assistance	40	9900	18291	33704	42500	70750	35823
Arts & Recreation	10	7215	24952	42625	79170	142286	68440
Other Services	23	12780	30820	46350	70721	88175	60136
Super Fund	27	25828	34878	60430	85875	95765	61675
Mutual ADI	47	5956	13596	33997	60570	76406	43248



5.4 Combined Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	709	11000	24000	42000	65000	100000	51875
Revenue							
Up to \$1M	39	5883	13500	30000	52393	69000	39495
\$1M - \$5M	80	3960	10000	23634	37828	55937	28209
\$5M - \$10M	52	6390	10611	21649	36050	68500	29716
\$10M - \$20M	81	7000	19219	30907	45000	60000	33201
\$20M - \$40M	92	11397	20450	40000	53160	76790	46500
\$40M - \$80M	93	17143	25000	41542	59218	77859	47868
\$80M - \$120M	44	20720	38185	51478	67225	82474	53440
\$120M - \$160M	31	18025	34225	46125	71698	83724	52097
\$160M - \$240M	40	27365	34781	50479	65152	83491	52229
\$240M - \$400M	50	34985	44780	67725	100000	129339	75155
\$400M - \$800M	31	38810	48000	68438	109825	127603	80634
\$800M - \$1B	8	26050	50628	63858	89715	156180	83513
\$1B - \$4B	36	41433	51956	82250	154327	195185	100226
\$4B or more	17	74572	98880	164800	200000	248024	158987
Assets							
Up to \$1M	30	2800	10000	24000	36500	52377	29848
\$1M - \$4M	44	10011	16610	27000	46280	84220	36352
\$4M - \$8M	35	6538	16570	30720	44954	76530	40286
\$8M - \$12M	31	12360	25000	30000	42276	65000	46504
\$12M - \$20M	45	10000	18220	35000	46350	58384	35367
\$20M - \$40M	46	14000	22417	36850	54640	67500	42000
\$40M - \$60M	25	6490	12875	30000	66442	71815	39979
\$60M - \$100M	40	8632	19155	45062	62925	80068	57612
\$100M - \$200M	65	8802	18025	38810	56595	80780	41188
\$200M - \$500M	75	17264	24892	43497	66950	82391	48098
\$500M - \$1B	55	16998	28704	52628	79841	107600	57779
\$1B - \$3B	74	25466	36806	49992	65562	106914	56837
\$3B - \$10B	63	39200	50001	68250	111200	164640	84939
\$10B or more	48	41970	54715	71747	101275	203000	95433
FTE							
Up to 5	62	8076	16480	30000	44977	59174	40991
5 - 10	37	3842	10000	26000	40000	64554	30470
11 - 20	61	6360	13870	29325	50000	75948	34392
21 - 30	34	10626	17188	26894	41150	50792	29641
31 - 50	52	10330	20748	31600	51824	69825	42448
51 - 70	53	7145	20600	38848	57860	75800	40620
71 - 100	44	10244	22750	40405	56932	82097	44128
101 - 150	56	19172	31792	43362	52733	63400	43486
151 - 200	34	14541	26932	45401	61350	70607	44748
201 - 300	44	20000	27200	51140	66708	93538	51754
301 - 400	34	21354	37606	48750	69625	98722	64262
401 - 600	31	23600	32100	43497	103500	120000	63404
601 - 1000	49	24800	40000	65000	85178	114920	67942
1001 - 4000	59	21915	34926	60000	91155	110694	65082
4001 or more	36	41980	61474	151616	194928	230800	135804



5.4 Combined Results - Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	37	100600	118450	158620	200000	229960	160669
Large - Listed	29	64000	77000	92700	110000	151062	97790
Large - Unlisted	25	42717	60000	77717	105044	145798	84614
Large - Private	25	23000	40000	51000	70000	100000	68321
Medium - Listed	36	46500	51125	60900	77675	91865	67024
Medium - Unlisted	87	7202	17696	35000	50185	66322	36107
Medium - Private	43	10400	20769	30000	50765	63200	40441
Small - Listed	27	24740	30000	40000	47175	58401	41880
Small - Unlisted	10	1906	3000	4152	6788	26000	9051
Small - Private	26	10000	20000	30000	51500	75000	57000
NFP: Charity	10	9280	17732	20000	23501	47375	24505
Education	6	7180	10590	16180	24312	26265	16542
Health	40	10700	20000	41661	65645	83683	44962
Aged Care	25	6538	15450	25000	43497	58212	28693
Professional/Industry	37	5562	10000	21115	28840	51836	23703
Sport & Recreation	2	-	-	34294	-	-	34294
Community Housing	15	7799	11475	15000	23680	35952	21671
Disability	7	3400	7500	21000	27500	32000	18143
Other	10	4900	8500	13126	18488	26900	15720
Government - Large	83	25342	34412	44000	64492	77512	49574
Government - Medium	70	19182	26340	37670	50864	74590	41866
Government - Small	12	6600	15860	33569	56470	59590	37427
Super Fund	47	23217	36225	49044	57888	71398	48285
Type of Industry							
Agriculture, Forestry & Fishing	22	26590	31738	38810	49500	73500	43246
Mining - Junior	16	50900	73804	94375	116250	174062	105744
Mining	33	30000	37080	45000	51500	72758	48024
Manufacturing	19	23308	35000	50000	74578	147007	76186
Electricity, Gas, Water, & Waste	39	21100	32111	44000	65721	79600	51597
Construction	17	17600	20600	35000	65000	94908	49681
Wholesale Trade	12	11200	27130	36000	84000	123843	65954
Retail Trade	11	15450	19000	32730	84440	100000	50219
Accommodation and Food	14	15598	20302	39405	45228	89977	42039
Transport, Postal & Warehousing	13	26950	33450	53321	82432	83150	63454
Information Media & Telecoms	17	25620	47120	58670	97000	170000	79658
Financial & Insurance	105	26243	41000	55800	82602	112100	69053
Rental, Hiring & Real Estate	13	6131	10950	23690	60000	92800	37744
Professional, Scientific & Technical	41	10000	15000	26340	45000	65000	35492
Administrative & Support	11	22076	25069	38810	59795	111740	57020
Public Administration & Safety	19	11607	24314	33450	51857	64302	38615
Education & Training	34	4442	9452	17210	37906	54401	26204
Health Care & Social Assistance	81	8000	15000	25698	44000	63013	33240
Arts & Recreation	9	17774	22180	33450	82000	123775	61366
Other Services	48	13576	26460	40005	70022	160234	69614
Super Fund	61	23268	39000	49140	67627	78300	51597
Mutual ADI	73	6163	15961	33280	54729	80082	40359



5.5 Listed Public Results - Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	122	55000	90000	163106	290488	568329	237841
Revenue							
Up to \$1M	14	48600	52125	65588	104175	129766	86470
\$1M - \$5M	7	49200	56000	64375	154275	293704	130937
\$5M - \$10M	4	72666	97464	114000	187571	315028	171034
\$10M - \$20M	3	-	90000	100000	100000	-	93333
\$20M - \$40M	6	56500	80531	86062	115200	144406	95656
\$40M - \$80M	8	85500	99000	119671	152359	198175	133707
\$80M - \$120M	5	95925	161000	190000	220000	220000	168708
\$120M - \$160M	3	-	143477	182310	286155	-	225651
\$160M - \$240M	10	99400	106650	126875	141071	176740	130838
\$240M - \$400M	13	157134	194000	220000	295650	484400	287721
\$400M - \$800M	11	158000	182850	250800	265475	300000	232398
\$800M - \$1B	2	-	-	444198	-	-	444198
\$1B - \$4B	12	212900	315376	383350	531938	676893	433254
\$4B or more	12	404751	431595	629330	793688	891465	660665
Assets							
Up to \$1M	-	-	-	-	-	-	-
\$1M - \$4M	5	51600	54000	84000	158000	295182	146527
\$4M - \$8M	10	51600	54250	55568	90000	107510	75524
\$8M - \$12M	2	-	-	91500	-	-	91500
\$12M - \$20M	8	45050	57875	67775	75450	93946	70350
\$20M - \$40M	15	40400	91350	104000	209250	370000	158632
\$40M - \$60M	5	94000	100000	102000	143062	189225	131012
\$60M - \$100M	10	77254	83494	108880	169023	265740	192742
\$100M - \$200M	8	95420	108680	145106	194940	210432	152076
\$200M - \$500M	14	89064	124888	143927	201250	350400	185591
\$500M - \$1B	11	182310	198750	231750	283024	300000	239765
\$1B - \$3B	8	171393	207500	230875	275334	462570	292168
\$3B - \$10B	14	241551	294881	416472	489250	609348	414094
\$10B or more	9	505693	660000	700000	775000	962488	735533
FTE							
Up to 5	16	39000	51500	55000	88000	120976	77459
5 - 10	6	47500	50500	58188	69475	81938	62542
11 - 20	12	62212	85421	96350	128874	185235	122885
21 - 30	2	-	-	82400	-	-	82400
31 - 50	4	86600	96500	111000	190000	316000	175500
51 - 70	3	-	61500	90000	95000	-	74333
71 - 100	8	93040	103000	147322	217500	285000	176930
101 - 150	4	76500	78750	101800	147700	191080	124650
151 - 200	4	129439	138196	143245	147821	155728	142772
201 - 300	6	124000	163562	187125	221000	251475	187533
301 - 400	5	85662	135342	220000	220000	285301	191344
401 - 600	7	177386	186905	228094	285325	487237	302453
601 - 1000	14	96800	107000	162326	256200	313305	197015
1001 - 4000	10	143383	196775	218875	251062	443572	275685
4001 or more	22	354742	407784	533183	676452	842275	578216



5.5 Listed Public Results – Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	37	203600	240000	422944	660000	774770	469963
Large - Listed	28	93500	127812	177675	238312	308650	188795
Medium - Listed	35	75720	84460	104000	152214	216000	135061
Small - Listed	22	45300	51500	55000	81750	107200	73390
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	142146	-	-	142146
Mining - Junior	13	124630	143428	230000	275000	537095	320796
Mining	29	49600	54000	75000	92700	127409	89297
Manufacturing	7	72000	91000	143062	250825	351182	188742
Electricity, Gas, Water, & Waste	3	-	147500	220000	321472	-	239315
Construction	4	93500	113750	165000	321125	530150	269875
Wholesale Trade	5	94400	101000	101000	104000	233004	143001
Retail Trade	3	-	146380	197760	486188	-	355792
Accommodation and Food	2	-	-	182310	-	-	182310
Transport, Postal & Warehousing	2	-	-	316838	-	-	316838
Information Media & Telecoms	7	156400	225750	390000	432500	589000	368786
Financial & Insurance	20	131021	163408	202850	369279	695868	316717
Rental, Hiring & Real Estate	2	-	-	205750	-	-	205750
Professional, Scientific & Technical	3	-	67500	90000	105000	-	85000
Administrative & Support	2	-	-	354525	-	-	354525
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	196998	-	-	196998
Health Care & Social Assistance	4	66400	88000	165875	348812	559525	270938
Arts & Recreation	2	-	-	489250	-	-	489250
Other Services	13	92500	149552	356700	410000	625850	334732



5.6 Listed Public Results - Deputy Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	22	62620	80374	125500	203425	248870	182431
Revenue							
Up to \$1M	2	-	-	130000	-	-	130000
\$1M - \$5M	2	-	-	30000	-	-	30000
\$5M - \$10M	2	-	-	78840	-	-	78840
\$10M - \$20M	-	-	-	-	-	-	-
\$20M - \$40M	2	-	-	70114	-	-	70114
\$40M - \$80M	2	-	-	113300	-	-	113300
\$80M - \$120M	-	-	-	-	-	-	-
\$120M - \$160M	2	-	-	113300	-	-	113300
\$160M - \$240M	3	-	73388	84975	111988	-	95258
\$240M - \$400M	3	-	70000	70000	91500	-	84333
\$400M - \$800M	2	-	-	158430	-	-	158430
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	5	150880	195700	210000	212919	236887	198497
\$4B or more	2	-	-	270000	-	-	270000
Assets							
Up to \$1M	-	-	-	-	-	-	-
\$1M - \$4M	2	-	-	130000	-	-	130000
\$4M - \$8M	-	-	-	-	-	-	-
\$8M - \$12M	-	-	-	-	-	-	-
\$12M - \$20M	-	-	-	-	-	-	-
\$20M - \$40M	2	-	-	206000	-	-	206000
\$40M - \$60M	-	-	-	-	-	-	-
\$60M - \$100M	3	-	64420	78840	96070	-	80713
\$100M - \$200M	2	-	-	101614	-	-	101614
\$200M - \$500M	2	-	-	73388	-	-	73388
\$500M - \$1B	5	70000	70000	139000	150000	739800	312400
\$1B - \$3B	2	-	-	166860	-	-	166860
\$3B - \$10B	4	143410	177025	204310	222906	240881	195621
\$10B or more	2	-	-	272000	-	-	272000
FTE							
Up to 5	-	-	-	-	-	-	-
5 - 10	2	-	-	30000	-	-	30000
11 - 20	2	-	-	84534	-	-	84534
21 - 30	-	-	-	-	-	-	-
31 - 50	-	-	-	-	-	-	-
51 - 70	-	-	-	-	-	-	-
71 - 100	-	-	-	-	-	-	-
101 - 150	2	-	-	50000	-	-	50000
151 - 200	4	64260	67950	70000	73744	80482	71694
201 - 300	2	-	-	113150	-	-	113150
301 - 400	-	-	-	-	-	-	-
401 - 600	3	-	130000	139000	636000	-	464333
601 - 1000	2	-	-	150000	-	-	150000
1001 - 4000	2	-	-	148430	-	-	148430
4001 or more	6	200850	207000	211460	242878	293432	235247



5.6 Listed Public Results – Deputy Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	6	181280	198275	208000	242149	293432	227571
Large - Listed	8	113210	119075	134500	165730	275000	145000
Medium - Listed	7	57080	65900	70000	81908	87076	72263
Small - Listed	2	-	-	30000	-	-	30000
Type of Industry							
Agriculture, Forestry & Fishing	-	-	-	-	-	-	-
Mining - Junior	4	68752	79181	102988	174250	270100	150444
Mining	2	-	-	78840	-	-	78840
Manufacturing	2	-	-	50000	-	-	50000
Electricity, Gas, Water, & Waste	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	2	-	-	113300	-	-	113300
Transport, Postal & Warehousing	2	-	-	195700	-	-	195700
Information Media & Telecoms	2	-	-	139930	-	-	139930
Financial & Insurance	3	-	101764	113300	131650	-	117843
Rental, Hiring & Real Estate	3	-	70000	70000	104500	-	93000
Professional, Scientific & Technical	2	-	-	30000	-	-	30000
Administrative & Support	2	-	-	212919	-	-	212919
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	-	-	-	-	-	-	-
Health Care & Social Assistance	-	-	-	-	-	-	-
Arts & Recreation	2	-	-	191432	-	-	191432
Other Services	2	-	-	208000	-	-	208000



5.7 Listed Public Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	129	39346	50000	82432	120000	192461	95537
Revenue							
Up to \$1M	16	28750	30675	46500	62600	92500	51989
\$1M - \$5M	9	16184	27500	39913	48000	102279	51132
\$5M - \$10M	4	54220	68188	81234	102390	130956	89344
\$10M - \$20M	3	-	60000	60000	65000	-	63333
\$20M - \$40M	6	47000	52500	60900	64725	72325	60075
\$40M - \$80M	8	41600	60500	75244	90031	97588	72702
\$80M - \$120M	5	48520	60000	81000	110000	110000	80373
\$120M - \$160M	3	-	66862	83724	93362	-	78908
\$160M - \$240M	10	60420	65500	77125	86162	103100	77260
\$240M - \$400M	15	64000	84253	101000	122622	161514	109419
\$400M - \$800M	11	92700	98100	120000	126302	128750	114649
\$800M - \$1B	2	-	-	176300	-	-	176300
\$1B - \$4B	12	91649	143000	172414	199275	217988	164573
\$4B or more	13	108026	158620	192372	235000	248848	180840
Assets							
Up to \$1M	-	-	-	-	-	-	-
\$1M - \$4M	6	35000	40000	67500	98750	120298	74266
\$4M - \$8M	10	32700	36750	44954	48750	62755	47246
\$8M - \$12M	4	23536	34120	44000	57250	73900	47370
\$12M - \$20M	8	36939	40878	47175	50366	54566	46091
\$20M - \$40M	15	25560	47000	60000	73000	131200	67774
\$40M - \$60M	5	66400	70000	71537	90000	102000	81107
\$60M - \$100M	11	40866	52375	75948	84538	92700	82073
\$100M - \$200M	9	46700	65000	82000	97000	102104	78039
\$200M - \$500M	14	48600	60450	72388	82483	118400	81346
\$500M - \$1B	13	65922	92700	104000	126000	145521	107746
\$1B - \$3B	8	95117	106112	115000	128596	136717	116810
\$3B - \$10B	14	112010	124990	164400	189819	211923	160735
\$10B or more	9	174098	194670	210000	235000	249158	206291
FTE							
Up to 5	20	26810	30000	40000	45338	64120	42262
5 - 10	7	27000	37456	40000	49732	53333	40788
11 - 20	11	45000	51780	60000	77449	86520	63749
21 - 30	2	-	-	51500	-	-	51500
31 - 50	4	61200	63000	64500	86250	124500	84750
51 - 70	3	-	57000	70000	80000	-	68000
71 - 100	8	40200	49500	60000	90293	111500	68590
101 - 150	4	50000	50000	55900	73850	95540	67950
151 - 200	6	60000	60450	66668	75822	79125	68598
201 - 300	6	75062	91344	96000	113088	119225	96762
301 - 400	5	56100	78950	101000	110000	137185	97225
401 - 600	7	103600	107000	116699	124272	139760	119833
601 - 1000	14	66500	75332	85025	119500	143281	99545
1001 - 4000	11	82432	91155	100000	118450	154000	112248
4001 or more	22	140997	164200	192594	216656	245980	187809



5.7 Listed Public Results – Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	37	100600	118450	158620	200000	229960	160669
Large - Listed	29	64000	77000	92700	110000	151062	97790
Medium - Listed	36	46500	51125	60900	77675	91865	67024
Small - Listed	27	24740	30000	40000	47175	58401	41880
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	66783	-	-	66783
Mining - Junior	13	78000	86520	103000	120000	185314	119110
Mining	31	30000	38496	45000	52530	75948	48864
Manufacturing	7	48000	57000	71537	117111	149401	88763
Electricity, Gas, Water, & Waste	3	-	80000	110000	139589	-	109726
Construction	4	61500	63750	73750	103075	140110	93075
Wholesale Trade	5	44000	77000	82000	90000	112562	79721
Retail Trade	3	-	84440	98880	113712	-	99141
Accommodation and Food	2	-	-	103000	-	-	103000
Transport, Postal & Warehousing	2	-	-	139066	-	-	139066
Information Media & Telecoms	7	56000	78500	128750	175000	214000	131536
Financial & Insurance	22	45600	78950	94365	142112	223407	115874
Rental, Hiring & Real Estate	4	60000	60000	80500	101750	103100	81250
Professional, Scientific & Technical	3	-	37500	60000	62500	-	46667
Administrative & Support	2	-	-	180828	-	-	180828
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	93900	-	-	93900
Health Care & Social Assistance	4	45500	61250	89075	131112	172445	103288
Arts & Recreation	2	-	-	159438	-	-	159438
Other Services	13	65960	74776	140595	164000	200960	130145



5.8 Unlisted Public Results - Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	126	10000	30652	70934	107725	162717	95889
Revenue							
Up to \$1M	-	-	-	-	-	-	-
\$1M - \$5M	15	3000	5575	12000	18020	44800	21735
\$5M - \$10M	21	8870	10000	23000	41943	50409	126304
\$10M - \$20M	24	28137	37251	47394	82028	104000	59801
\$20M - \$40M	21	38396	60000	77250	94800	105000	78563
\$40M - \$80M	14	48698	80908	95209	106860	111465	87852
\$80M - \$120M	12	89789	93169	105950	137856	154533	120812
\$120M - \$160M	5	102554	136386	141178	170000	189248	145929
\$160M - \$240M	3	-	115620	120000	146320	-	134627
\$240M - \$400M	5	88640	146599	186100	338267	364722	220665
\$400M - \$800M	2	-	-	243500	-	-	243500
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	3	-	134500	189000	260000	-	200000
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to \$1M	2	-	-	12000	-	-	12000
\$1M - \$4M	4	42400	46000	54000	65000	74000	57000
\$4M - \$8M	4	5000	5000	22070	39355	39742	22285
\$8M - \$12M	3	-	69000	78000	79000	-	72667
\$12M - \$20M	8	9556	16780	90000	106250	695000	310945
\$20M - \$40M	4	46186	48638	70000	92500	97000	71138
\$40M - \$60M	3	-	4125	6150	65575	-	44417
\$60M - \$100M	8	3000	6690	12338	19521	52859	25085
\$100M - \$200M	17	9102	10000	23000	41943	78350	32696
\$200M - \$500M	23	28472	36732	46748	74360	128460	60332
\$500M - \$1B	16	38772	64694	85190	123781	172575	97732
\$1B - \$3B	20	88046	91775	97956	109999	156891	115759
\$3B - \$10B	10	110806	137584	145904	186775	220108	174505
\$10B or more	3	-	244500	300000	315500	-	273333
FTE							
Up to 5	2	-	-	32500	-	-	32500
5 - 10	10	4800	9075	12570	35376	82700	31792
11 - 20	16	8960	13740	20186	41836	49000	33405
21 - 30	6	14928	24808	38717	67938	103788	52478
31 - 50	14	30821	37527	44241	50477	80000	51440
51 - 70	16	28137	38552	70934	96878	133105	78772
71 - 100	9	11400	50000	78719	80000	93636	63242
101 - 150	13	40066	53248	91700	98512	108947	80374
151 - 200	8	87000	90000	94212	105690	122637	101341
201 - 300	6	89783	93750	105950	127975	145217	113650
301 - 400	5	76000	100000	110000	136386	156554	115277
401 - 600	5	128471	141178	146599	202080	283792	189625
601 - 1000	4	186370	186775	188000	237340	324351	236114
1001 - 4000	3	-	210500	300000	1180000	-	827000
4001 or more	-	-	-	-	-	-	-



5.8 Unlisted Public Results – Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Unlisted	25	94000	110000	146599	189000	335360	245420
Medium - Unlisted	92	13325	29392	50454	91826	112323	63484
Small - Unlisted	9	2820	3000	6150	12000	22000	11771
Type of Industry							
Agriculture, Forestry & Fishing	5	42183	46748	50000	90000	90000	63178
Mining - Junior	2	-	-	50000	-	-	50000
Mining	2	-	-	15000	-	-	15000
Manufacturing	-	-	-	-	-	-	-
Electricity, Gas, Water, & Waste	5	45650	78000	90000	94800	112920	82377
Construction	-	-	-	-	-	-	-
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	2	-	-	80000	-	-	80000
Information Media & Telecoms	3	-	70000	80000	92500	-	81667
Financial & Insurance	23	29120	49000	121000	171320	311800	205766
Rental, Hiring & Real Estate	2	-	-	52860	-	-	52860
Professional, Scientific & Technical	3	-	90000	100000	105000	-	96667
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	121000	-	-	121000
Health Care & Social Assistance	4	7400	11000	26500	60000	96000	44500
Arts & Recreation	-	-	-	-	-	-	-
Other Services	2	-	-	68625	-	-	68625
Super Fund	-	-	-	-	-	-	-
Mutual ADI	75	9024	22666	50409	100976	144431	71995



5.9 Unlisted Public Results – Deputy Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	66	5984	14225	36396	61038	84142	46421
Revenue							
Up to \$1M	-	-	-	-	-	-	-
\$1M - \$5M	11	3000	3500	5967	10767	13870	7187
\$5M - \$10M	11	6724	7378	14900	31980	35502	24756
\$10M - \$20M	14	19927	22739	32292	38762	60000	35681
\$20M - \$40M	7	20017	32882	46350	52922	68815	44604
\$40M - \$80M	8	54135	55195	60498	71616	75474	63543
\$80M - \$120M	6	60570	63538	71224	73612	82500	71431
\$120M - \$160M	2	-	-	81229	-	-	81229
\$160M - \$240M	2	-	-	58505	-	-	58505
\$240M - \$400M	3	-	73053	101106	190636	-	142091
\$400M - \$800M	-	-	-	-	-	-	-
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	2	-	-	129000	-	-	129000
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to \$1M	-	-	-	-	-	-	-
\$1M - \$4M	2	-	-	42500	-	-	42500
\$4M - \$8M	2	-	-	16420	-	-	16420
\$8M - \$12M	2	-	-	65000	-	-	65000
\$12M - \$20M	6	7500	10218	36935	60000	64000	36145
\$20M - \$40M	2	-	-	45000	-	-	45000
\$40M - \$60M	2	-	-	3875	-	-	3875
\$60M - \$100M	7	3000	4470	5967	13661	32400	15033
\$100M - \$200M	9	5979	7337	8212	28960	37430	17567
\$200M - \$500M	13	19691	24476	35502	39552	83350	40895
\$500M - \$1B	5	31216	33997	50000	55845	75300	51495
\$1B - \$3B	11	55350	58610	63530	72254	74000	65521
\$3B - \$10B	5	63185	72447	101106	112458	213083	124638
\$10B or more	2	-	-	193000	-	-	193000
FTE							
Up to 5	-	-	-	-	-	-	-
5 - 10	6	3000	3742	6652	7993	18526	9393
11 - 20	9	5552	7420	13870	28960	37160	18635
21 - 30	4	9177	12856	19928	30304	39932	23232
31 - 50	10	24186	31690	35946	38764	68500	42449
51 - 70	6	12610	19219	26608	45999	52922	30713
71 - 100	3	-	30874	52749	58140	-	41760
101 - 150	6	42046	54884	63164	72891	80899	62036
151 - 200	6	53733	58038	59878	60000	70007	61206
201 - 300	3	-	71224	72447	73224	-	72149
301 - 400	2	-	-	68000	-	-	68000
401 - 600	3	-	80553	101106	106782	-	91188
601 - 1000	2	-	-	280167	-	-	280167
1001 - 4000	2	-	-	91000	-	-	91000
4001 or more	-	-	-	-	-	-	-



5.9 Unlisted Public Results – Deputy Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Unlisted	10	67200	70612	82500	109620	201717	112218
Medium - Unlisted	50	7412	19219	35351	56719	65598	38378
Small - Unlisted	6	2300	3000	3000	5225	6058	3786
Type of Industry							
Agriculture, Forestry & Fishing	3	-	44420	60000	60000	-	49613
Mining - Junior	2	-	-	45000	-	-	45000
Mining	-	-	-	-	-	-	-
Manufacturing	-	-	-	-	-	-	-
Electricity, Gas, Water, & Waste	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	2	-	-	65000	-	-	65000
Information Media & Telecoms	2	-	-	6000	-	-	6000
Financial & Insurance	6	13000	25300	42600	87500	146500	67367
Rental, Hiring & Real Estate	2	-	-	52749	-	-	52749
Professional, Scientific & Technical	2	-	-	68000	-	-	68000
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	91000	-	-	91000
Health Care & Social Assistance	3	-	22000	35000	47500	-	34667
Arts & Recreation	-	-	-	-	-	-	-
Other Services	2	-	-	46350	-	-	46350
Super Fund	-	-	-	-	-	-	-
Mutual ADI	47	5956	13596	33997	60570	76406	43248



5.10 Unlisted Public Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	122	6390	18135	40000	57542	82913	43829
Revenue							
Up to \$1M	2	-	-	35000	-	-	35000
\$1M - \$5M	15	2700	3000	6022	13185	36000	14360
\$5M - \$10M	21	6360	7000	12000	27310	30396	21567
\$10M - \$20M	20	18947	24166	30954	44340	45048	34273
\$20M - \$40M	20	22105	32103	40000	50092	56367	41515
\$40M - \$80M	14	31801	47839	52904	56937	59620	49084
\$80M - \$120M	12	49396	51971	65000	71929	77972	64322
\$120M - \$160M	5	51308	75769	80673	90000	99026	77297
\$160M - \$240M	3	-	49102	57010	58505	-	52735
\$240M - \$400M	5	57191	82978	112400	136495	146364	104963
\$400M - \$800M	2	-	-	125000	-	-	125000
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	3	-	79750	94500	129750	-	108167
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to \$1M	2	-	-	19000	-	-	19000
\$1M - \$4M	4	30000	30000	32500	36250	38500	33750
\$4M - \$8M	4	3850	5875	17920	29130	29652	17085
\$8M - \$12M	3	-	40500	50000	57500	-	48667
\$12M - \$20M	7	6600	10435	45000	45000	70476	38652
\$20M - \$40M	4	31764	37058	40000	47500	61000	44558
\$40M - \$60M	3	-	3605	6150	39075	-	26403
\$60M - \$100M	8	3000	4728	8356	11868	26750	14022
\$100M - \$200M	16	6118	6655	12750	19814	35198	16360
\$200M - \$500M	20	18893	23018	29580	51593	71233	38348
\$500M - \$1B	16	26746	37976	45782	56225	74234	48296
\$1B - \$3B	20	46684	49131	53954	64250	78945	60189
\$3B - \$10B	10	51630	61700	81826	103283	116454	86140
\$10B or more	3	-	123250	152000	158500	-	137167
FTE							
Up to 5	3	-	16000	25000	30000	-	22333
5 - 10	10	2900	3576	6680	24473	35100	16988
11 - 20	16	5850	6655	13185	19814	40000	20098
21 - 30	5	8528	12000	30000	41200	65878	34349
31 - 50	13	22492	24468	30000	39552	60000	34542
51 - 70	16	18496	23393	37612	46702	57011	37084
71 - 100	6	21000	38031	49876	53042	61590	44155
101 - 150	13	24302	33280	49985	54729	57124	45175
151 - 200	8	42000	45000	52038	60176	72745	54744
201 - 300	6	45245	50984	58232	64750	71358	58279
301 - 400	5	36000	45000	70000	75769	84308	62154
401 - 600	5	68269	80673	82978	105044	123915	93038
601 - 1000	4	95550	97125	105200	122536	140780	114461
1001 - 4000	3	-	86846	108691	130346	-	108564
4001 or more	-	-	-	-	-	-	-



5.10 Unlisted Public Results – Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Unlisted	25	42717	60000	77717	105044	145798	84614
Medium - Unlisted	87	7202	17696	35000	50185	66322	36107
Small - Unlisted	10	1906	3000	4152	6788	26000	9051
Type of Industry							
Agriculture, Forestry & Fishing	5	29771	31167	35000	45000	45000	37001
Mining - Junior	2	-	-	40000	-	-	40000
Mining	2	-	-	25000	-	-	25000
Manufacturing	-	-	-	-	-	-	-
Electricity, Gas, Water, & Waste	6	21186	32000	37500	51100	63400	40695
Construction	-	-	-	-	-	-	-
Wholesale Trade	2	-	-	7000	-	-	7000
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	2	-	-	65000	-	-	65000
Information Media & Telecoms	2	-	-	28000	-	-	28000
Financial & Insurance	22	17490	36250	56564	82911	107272	62271
Rental, Hiring & Real Estate	2	-	-	30312	-	-	30312
Professional, Scientific & Technical	2	-	-	57500	-	-	57500
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	65000	-	-	65000
Health Care & Social Assistance	3	-	18500	30000	45000	-	32333
Arts & Recreation	-	-	-	-	-	-	-
Other Services	2	-	-	35600	-	-	35600
Super Fund	-	-	-	-	-	-	-
Mutual ADI	73	6163	15961	33280	54729	80082	40359



5.11 Private Results - Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	87	24000	35872	60000	90000	125400	71287
Revenue							
Up to \$1M	7	14400	19000	24000	29000	49800	29143
\$1M - \$5M	17	21600	30000	60000	80000	91018	67231
\$5M - \$10M	8	25500	30000	35872	46250	65000	39593
\$10M - \$20M	8	15440	35000	52250	78750	90000	53038
\$20M - \$40M	13	31963	32000	45000	61000	115200	62840
\$40M - \$80M	14	42256	47500	66490	99562	114900	74778
\$80M - \$120M	3	-	104800	132600	246300	-	189867
\$120M - \$160M	3	-	98246	102092	106046	-	102164
\$160M - \$240M	3	-	77500	105000	117000	-	94667
\$240M - \$400M	7	63000	66750	85000	112500	152000	96214
\$400M - \$800M	2	-	-	56636	-	-	56636
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	2	-	-	115000	-	-	115000
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to \$1M	12	18000	22500	29000	76250	91290	58712
\$1M - \$4M	13	16000	30000	50000	74180	116800	58225
\$4M - \$8M	7	21098	35982	45000	67500	122000	65252
\$8M - \$12M	9	31570	35000	45000	50000	61600	46829
\$12M - \$20M	10	29820	33270	52500	72500	93000	58228
\$20M - \$40M	4	42500	53750	60000	72500	95000	66250
\$40M - \$60M	3	-	87500	90000	96375	-	92583
\$60M - \$100M	6	54530	68985	74500	98000	118800	82610
\$100M - \$200M	9	49000	60000	65000	103000	128000	79722
\$200M - \$500M	3	-	124500	129000	244500	-	203000
\$500M - \$1B	3	-	56818	57000	79546	-	71909
\$1B - \$3B	4	86500	88750	92200	104550	122820	101100
\$3B - \$10B	-	-	-	-	-	-	-
\$10B or more	2	-	-	115000	-	-	115000
FTE							
Up to 5	16	18000	23000	43000	77500	91272	59847
5 - 10	4	25800	28500	55000	90000	108000	63500
11 - 20	10	27500	35000	67500	74795	80000	55918
21 - 30	5	20278	28196	60000	65000	80000	51639
31 - 50	6	12400	24186	38372	100000	123000	57924
51 - 70	3	-	38540	40000	65000	-	55693
71 - 100	5	38000	50000	57000	67980	75192	56996
101 - 150	10	31996	46250	57750	74000	91209	60856
151 - 200	5	35610	41080	45000	60000	105000	62609
201 - 300	5	47000	65000	85000	105000	121560	84520
301 - 400	4	48000	52500	55818	68227	89091	64909
401 - 600	2	-	-	50000	-	-	50000
601 - 1000	6	85625	105812	122000	137250	155000	120875
1001 - 4000	3	-	85000	110000	235000	-	176667
4001 or more	2	-	-	122500	-	-	122500



5.11 Private Results – Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Private	22	45500	57477	93875	125500	167000	104977
Medium - Private	44	28737	35559	55750	76250	91782	58048
Small - Private	21	18000	24000	51000	85000	120000	63733
Type of Industry							
Agriculture, Forestry & Fishing	5	66800	77000	105000	125000	134000	101400
Mining - Junior	2	-	-	56636	-	-	56636
Mining	2	-	-	90000	-	-	90000
Manufacturing	10	29820	42060	50000	63735	69650	51176
Electricity, Gas, Water, & Waste	2	-	-	100000	-	-	100000
Construction	6	35000	43625	59750	76250	82500	59083
Wholesale Trade	4	39456	43020	67500	130000	202000	105520
Retail Trade	2	-	-	83875	-	-	83875
Accommodation and Food	3	-	52500	60000	210000	-	155000
Transport, Postal & Warehousing	2	-	-	80000	-	-	80000
Information Media & Telecoms	2	-	-	62400	-	-	62400
Financial & Insurance	15	58200	63000	85000	98246	118000	82802
Rental, Hiring & Real Estate	2	-	-	65000	-	-	65000
Professional, Scientific & Technical	20	23600	31963	38372	59795	82300	49293
Administrative & Support	2	-	-	24000	-	-	24000
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	39000	-	-	39000
Health Care & Social Assistance	5	15000	30000	35000	90000	113400	57800
Arts & Recreation	-	-	-	-	-	-	-
Other Services	7	12600	22500	72000	121300	147560	76943



5.12 Private Results – Deputy Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	23	12600	20000	30000	65000	81600	45715
Revenue							
Up to \$1M	2	-	-	5000	-	-	5000
\$1M - \$5M	8	13500	18750	22000	33647	50000	27150
\$5M - \$10M	2	-	-	20000	-	-	20000
\$10M - \$20M	2	-	-	30000	-	-	30000
\$20M - \$40M	3	-	44000	60000	65000	-	52667
\$40M - \$80M	5	13200	15000	43260	74000	77600	44852
\$80M - \$120M	2	-	-	90000	-	-	90000
\$120M - \$160M	-	-	-	-	-	-	-
\$160M - \$240M	-	-	-	-	-	-	-
\$240M - \$400M	2	-	-	67500	-	-	67500
\$400M - \$800M	-	-	-	-	-	-	-
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	2	-	-	82000	-	-	82000
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to \$1M	4	13000	17500	22000	30500	42200	26000
\$1M - \$4M	6	10000	16250	20000	57500	77500	35833
\$4M - \$8M	2	-	-	15000	-	-	15000
\$8M - \$12M	2	-	-	30000	-	-	30000
\$12M - \$20M	2	-	-	28098	-	-	28098
\$20M - \$40M	-	-	-	-	-	-	-
\$40M - \$60M	-	-	-	-	-	-	-
\$60M - \$100M	2	-	-	60000	-	-	60000
\$100M - \$200M	3	-	27630	43260	46630	-	35087
\$200M - \$500M	2	-	-	65000	-	-	65000
\$500M - \$1B	-	-	-	-	-	-	-
\$1B - \$3B	2	-	-	62000	-	-	62000
\$3B - \$10B	-	-	-	-	-	-	-
\$10B or more	2	-	-	82000	-	-	82000
FTE							
Up to 5	5	7000	10000	20000	50000	56000	29000
5 - 10	2	-	-	24000	-	-	24000
11 - 20	3	-	17500	20000	20000	-	18333
21 - 30	2	-	-	39098	-	-	39098
31 - 50	3	-	50000	70000	75000	-	60000
51 - 70	-	-	-	-	-	-	-
71 - 100	-	-	-	-	-	-	-
101 - 150	2	-	-	28000	-	-	28000
151 - 200	2	-	-	43000	-	-	43000
201 - 300	-	-	-	-	-	-	-
301 - 400	2	-	-	43260	-	-	43260
401 - 600	-	-	-	-	-	-	-
601 - 1000	3	-	66000	82000	83500	-	72333
1001 - 4000	2	-	-	90000	-	-	90000
4001 or more	2	-	-	15000	-	-	15000



5.12 Private Results – Deputy Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Private	6	29130	44945	66000	84250	132500	75877
Medium - Private	11	15000	20000	28196	60000	74000	38836
Small Private	6	7500	12500	22000	43500	55000	28167
Type of Industry							
Agriculture, Forestry & Fishing	-	-	-	-	-	-	-
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	39098	-	-	39098
Electricity, Gas, Water, & Waste	-	-	-	-	-	-	-
Construction	2	-	-	30000	-	-	30000
Wholesale Trade	2	-	-	16000	-	-	16000
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	2	-	-	90000	-	-	90000
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	-	-	-	-	-	-	-
Financial & Insurance	4	57200	68000	77000	80500	81400	71500
Rental, Hiring & Real Estate	-	-	-	-	-	-	-
Professional, Scientific & Technical	7	13000	17500	24000	35630	53956	30037
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	50000	-	-	50000
Health Care & Social Assistance	2	-	-	15000	-	-	15000
Arts & Recreation	-	-	-	-	-	-	-
Other Services	4	9500	16250	40000	66250	77500	42500



5.13 Private Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	94	10000	21892	40000	55000	80877	52436
Revenue							
Up to \$1M	10	9500	12000	22000	45000	74000	42500
\$1M - \$5M	19	10000	15959	30000	49000	53224	32876
\$5M - \$10M	7	13800	17500	20998	32500	46000	26857
\$10M - \$20M	9	19840	25000	30000	45000	48000	32717
\$20M - \$40M	14	7020	26250	40000	49000	204000	83907
\$40M - \$80M	16	15270	33460	42630	56750	71500	64235
\$80M - \$120M	3	-	55150	66300	88150	-	73433
\$120M - \$160M	2	-	-	70841	-	-	70841
\$160M - \$240M	3	-	50500	51000	51500	-	51000
\$240M - \$400M	7	31200	42000	52000	72500	79000	54857
\$400M - \$800M	2	-	-	63467	-	-	63467
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	2	-	-	82000	-	-	82000
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to \$1M	15	10000	13000	30000	50000	56612	40502
\$1M - \$4M	14	10000	12750	19000	24798	41200	23871
\$4M - \$8M	7	3440	6800	40000	110000	168000	73829
\$8M - \$12M	12	20500	25000	28625	31250	39500	57571
\$12M - \$20M	8	21875	27630	40000	47500	61000	40595
\$20M - \$40M	5	25000	40000	48000	55000	58000	43600
\$40M - \$60M	4	17500	28750	47500	62500	67000	43750
\$60M - \$100M	6	32270	45750	52058	63004	275650	119993
\$100M - \$200M	8	38500	42445	47000	56250	75000	51532
\$200M - \$500M	3	-	65500	79000	94500	-	80333
\$500M - \$1B	4	40650	49875	59234	68021	76218	58662
\$1B - \$3B	3	-	51000	52000	58000	-	55333
\$3B - \$10B	-	-	-	-	-	-	-
\$10B or more	2	-	-	82000	-	-	82000
FTE							
Up to 5	20	10000	14000	30000	50382	74000	61076
5 - 10	5	21600	24000	26000	37000	59800	36400
11 - 20	10	9500	15000	25595	48750	55500	30619
21 - 30	5	13967	16918	18000	30000	39000	24384
31 - 50	8	15659	23250	38000	84250	142000	67900
51 - 70	3	-	35420	42000	51000	-	43613
71 - 100	4	27850	32125	38250	44779	49782	38654
101 - 150	7	17790	28625	35000	47000	62673	38790
151 - 200	6	12070	21655	30000	50000	59500	33857
201 - 300	6	27500	40000	45500	62475	68150	47050
301 - 400	5	37000	40000	43260	63467	265387	116345
401 - 600	2	-	-	50000	-	-	50000
601 - 1000	7	28000	46000	62000	78500	83200	58000
1001 - 4000	3	-	52000	60000	85000	-	71333
4001 or more	2	-	-	65000	-	-	65000



5.13 Private Results – Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Private	25	23000	40000	51000	70000	100000	68321
Medium - Private	43	10400	20769	30000	50765	63200	40441
Small - Private	26	10000	20000	30000	51500	75000	57000
Type of Industry							
Agriculture, Forestry & Fishing	5	46800	51000	55000	75000	75000	60000
Mining - Junior	2	-	-	51734	-	-	51734
Mining	2	-	-	45000	-	-	45000
Manufacturing	11	20540	27000	40000	46000	53117	68052
Electricity, Gas, Water, & Waste	2	-	-	60000	-	-	60000
Construction	6	22500	25562	28625	33750	52500	34542
Wholesale Trade	6	19420	30380	35000	36500	138500	64307
Retail Trade	2	-	-	14000	-	-	14000
Accommodation and Food	3	-	42000	44000	77000	-	64667
Transport, Postal & Warehousing	2	-	-	26000	-	-	26000
Information Media & Telecoms	2	-	-	39100	-	-	39100
Financial & Insurance	15	39900	50000	51530	59500	80609	54847
Rental, Hiring & Real Estate	2	-	-	40000	-	-	40000
Professional, Scientific & Technical	21	10000	10000	21190	43260	60000	33364
Administrative & Support	2	-	-	42000	-	-	42000
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	30000	-	-	30000
Health Care & Social Assistance	6	10000	17500	38500	58000	80000	42833
Arts & Recreation	-	-	-	-	-	-	-
Other Services	8	9900	14250	45000	70975	205000	94788



5.14 NFP Results - Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	161	12000	25750	45000	82400	132220	59796
Revenue							
Up to \$1M	10	5415	10207	21500	42740	83894	33657
\$1M - \$5M	17	12525	29565	50000	61440	93691	52035
\$5M - \$10M	15	5472	10520	25000	48750	92000	36951
\$10M - \$20M	20	4554	15579	24875	33635	50500	27231
\$20M - \$40M	23	19673	24345	33812	47500	116802	48291
\$40M - \$80M	24	28954	31125	47819	84748	112636	63794
\$80M - \$120M	13	19550	27810	45000	75000	86339	53624
\$120M - \$160M	11	21900	28346	61660	81658	87640	70189
\$160M - \$240M	8	36856	48951	59800	71085	92594	62792
\$240M - \$400M	10	63353	82500	93798	159270	165238	112943
\$400M - \$800M	6	98206	127571	134548	169219	194528	142427
\$800M - \$1B	2	-	-	122956	-	-	122956
\$1B - \$4B	2	-	-	115000	-	-	115000
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to \$1M	10	5415	11250	41827	52398	57700	35633
\$1M - \$4M	13	19400	30000	35000	82400	108021	56779
\$4M - \$8M	8	11204	21750	27282	48125	53432	32481
\$8M - \$12M	6	5770	10158	22351	35278	47895	25339
\$12M - \$20M	14	19050	30000	58100	90425	105600	61565
\$20M - \$40M	16	7328	27608	42500	50000	81470	44009
\$40M - \$60M	5	15471	24000	28000	75000	99000	50357
\$60M - \$100M	8	40945	50000	69902	87418	111560	75248
\$100M - \$200M	17	22650	43497	77640	90000	109639	68576
\$200M - \$500M	22	26026	34254	60074	122082	173298	81661
\$500M - \$1B	7	25780	29183	51396	145510	198546	95935
\$1B - \$3B	15	27450	31000	78316	122956	208200	94144
\$3B - \$10B	2	-	-	47638	-	-	47638
\$10B or more	-	-	-	-	-	-	-
FTE							
Up to 5	8	4245	15000	45646	52132	61371	37746
5 - 10	8	6750	9375	26008	56250	105000	46814
11 - 20	12	5069	25235	30000	35875	78910	36498
21 - 30	13	13662	30000	32000	50000	60482	37915
31 - 50	15	8724	17285	30000	52500	76474	38752
51 - 70	16	16005	20909	51050	111302	159650	75945
71 - 100	14	18923	26250	40525	55699	86408	47907
101 - 150	9	18025	35000	43497	84000	105080	60926
151 - 200	6	14790	26812	53820	118575	134548	67719
201 - 300	9	23300	25000	28505	90000	94683	50714
301 - 400	6	23450	25500	33500	90340	158088	71679
401 - 600	6	45000	45000	65997	91574	104050	71682
601 - 1000	10	24975	43333	51458	80550	165062	78782
1001 - 4000	20	24175	28356	61830	84399	160500	70092
4001 or more	6	89628	103331	110566	129213	157704	119299



5.14 NFP Results – Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
NFP: Charity	12	17350	25562	30900	45000	74984	41850
Education	8	6078	9135	26845	41598	73993	32502
Health	40	26800	40900	79980	118118	178496	90708
Aged Care	26	13892	26265	46500	85246	137814	61795
Professional/Industry	41	7500	20600	40000	75000	108000	51765
Sport & Recreation	3	-	25075	50000	93438	-	62342
Community Housing	15	15100	20858	40000	50000	79240	44945
Disability	7	7200	17500	32000	68500	77800	41286
Other	9	23600	25750	30000	52000	62620	39706
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	57070	-	-	57070
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	-	-	-	-	-	-	-
Electricity, Gas, Water, & Waste	2	-	-	28750	-	-	28750
Construction	2	-	-	107120	-	-	107120
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	4	26425	27438	40000	79000	127600	66438
Accommodation and Food	7	20394	35654	50000	64158	80590	48985
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	-	-	-	-	-	-	-
Financial & Insurance	35	31620	46003	83670	134214	199594	99373
Rental, Hiring & Real Estate	7	7696	15322	21900	61050	75260	36806
Professional, Scientific & Technical	8	22800	37500	54470	97502	127624	68586
Administrative & Support	2	-	-	30000	-	-	30000
Public Administration & Safety	2	-	-	65000	-	-	65000
Education & Training	26	5590	13406	22145	31500	56084	28032
Health Care & Social Assistance	53	16100	25000	41615	66890	110602	54650
Arts & Recreation	2	-	-	25075	-	-	25075
Other Services	10	27454	33750	51265	75662	91982	58655



5.15 NFP Results - Deputy Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	89	7000	15000	25000	47380	77752	35370
Revenue							
Up to \$1M	4	1729	4098	8707	15250	21100	10641
\$1M - \$5M	6	5000	7750	26630	56634	71746	34459
\$5M - \$10M	5	5088	6180	7000	13905	18162	10489
\$10M - \$20M	15	6739	10180	15450	22408	40804	18852
\$20M - \$40M	15	11956	18282	22000	33025	65302	30129
\$40M - \$80M	13	20200	23600	35000	43253	64869	38162
\$80M - \$120M	5	13596	21630	40000	48868	58847	36848
\$120M - \$160M	7	13312	20090	23175	45720	55140	31021
\$160M - \$240M	6	21770	29419	34862	40579	45445	34026
\$240M - \$400M	8	38455	62500	81213	96356	107798	78463
\$400M - \$800M	3	-	35630	66110	77540	-	53410
\$800M - \$1B	2	-	-	88000	-	-	88000
\$1B - \$4B	2	-	-	133900	-	-	133900
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to \$1M	4	1005	2288	14000	26500	29200	14788
\$1M - \$4M	4	8500	10750	36546	66419	76008	40623
\$4M - \$8M	3	-	8634	10000	15000	-	12423
\$8M - \$12M	4	6760	10360	12484	20270	34064	18147
\$12M - \$20M	6	9000	12000	17028	31801	57906	27978
\$20M - \$40M	10	7741	21722	23634	30250	42534	25065
\$40M - \$60M	3	-	11193	16000	28000	-	20795
\$60M - \$100M	7	27642	41190	48868	60425	79470	52732
\$100M - \$200M	9	13760	23175	39812	55000	73794	42572
\$200M - \$500M	15	24220	35158	47380	66950	74350	49689
\$500M - \$1B	4	19062	21375	28034	48805	76522	42147
\$1B - \$3B	10	14420	20000	21000	42440	92590	40775
\$3B - \$10B	-	-	-	-	-	-	-
\$10B or more	-	-	-	-	-	-	-
FTE							
Up to 5	3	-	6075	12000	18500	-	12383
5 - 10	2	-	-	8000	-	-	8000
11 - 20	7	5230	9680	15450	21800	47120	23341
21 - 30	6	12707	20250	21000	37695	45300	26336
31 - 50	10	4224	7135	11845	22791	32787	17191
51 - 70	11	7268	13804	47380	66225	77250	40915
71 - 100	6	15254	16830	20589	33155	41848	25897
101 - 150	7	13987	24528	39812	49126	59780	37208
151 - 200	3	-	42840	66110	77540	-	58216
201 - 300	5	14600	20000	25000	70000	70000	39200
301 - 400	2	-	-	17520	-	-	17520
401 - 600	4	25600	31000	35500	41886	50682	37386
601 - 1000	6	33500	35262	38025	79320	113163	61563
1001 - 4000	16	7620	20085	30748	40500	97712	39907
4001 or more	2	-	-	74546	-	-	74546



5.15 NFP Results – Deputy Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
NFP: Charity	8	8600	17750	20500	21730	22500	17788
Education	4	4597	4952	8755	18282	28943	14480
Health	20	18410	32038	55175	70000	91700	56488
Aged Care	19	8046	18815	32000	38500	67874	35516
Professional/Industry	17	8652	13905	23175	43260	73130	32001
Sport & Recreation	3	-	4075	8000	48484	-	32373
Community Housing	9	6683	16604	39812	47340	53354	33508
Disability	5	12600	21000	25000	40000	41200	27000
Other	4	8500	10750	13725	19338	26335	16362
Type of Industry							
Agriculture, Forestry & Fishing	-	-	-	-	-	-	-
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	-	-	-	-	-	-	-
Electricity, Gas, Water, & Waste	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	2	-	-	70225	-	-	70225
Accommodation and Food	4	12257	18282	30721	40672	42221	28234
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	-	-	-	-	-	-	-
Financial & Insurance	20	20900	23110	55175	67712	80026	54024
Rental, Hiring & Real Estate	5	9890	16604	17520	35000	42428	24384
Professional, Scientific & Technical	4	18000	22500	36190	58642	78912	44952
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	13	3272	5150	12360	17510	28635	13689
Health Care & Social Assistance	31	10000	17528	31000	40000	70000	34417
Arts & Recreation	2	-	-	4075	-	-	4075
Other Services	6	9500	15250	34130	53224	72758	38796



5.16 NFP Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	152	5491	11248	23170	41602	65549	29046
Revenue							
Up to \$1M	9	510	5414	10000	20000	29682	14397
\$1M - \$5M	14	3724	5750	16570	30508	48142	22569
\$5M - \$10M	11	4360	6590	10815	26500	28000	17760
\$10M - \$20M	21	2575	6230	10000	19928	23670	12288
\$20M - \$40M	23	10000	11330	15000	24348	28472	21206
\$40M - \$80M	24	14650	20000	25000	41970	51413	30729
\$80M - \$120M	12	11600	19999	28390	55088	61280	35091
\$120M - \$160M	11	10950	16738	33276	43818	46125	33163
\$160M - \$240M	8	19730	24996	34531	37683	48929	34214
\$240M - \$400M	9	33145	48798	53000	65000	73560	56463
\$400M - \$800M	6	43390	60753	64562	67856	80923	62958
\$800M - \$1B	2	-	-	63858	-	-	63858
\$1B - \$4B	2	-	-	56000	-	-	56000
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to \$1M	9	510	2800	10000	20000	25974	12436
\$1M - \$4M	10	7700	14000	24000	43598	58218	30773
\$4M - \$8M	8	7469	11855	20000	23500	28816	18511
\$8M - \$12M	5	5249	6582	12360	28840	30076	16608
\$12M - \$20M	12	8200	10000	10500	30312	49400	22561
\$20M - \$40M	15	3544	14365	20000	24500	31012	19748
\$40M - \$60M	5	5766	7000	20000	30000	33600	19589
\$60M - \$100M	8	13199	15000	32134	48240	58294	33866
\$100M - \$200M	18	14115	23755	36276	53442	62943	37348
\$200M - \$500M	21	14252	22888	28840	66110	74130	41060
\$500M - \$1B	7	13380	15225	25698	64006	72041	39673
\$1B - \$3B	13	20000	21000	43253	61965	96374	48334
\$3B - \$10B	2	-	-	37080	-	-	37080
\$10B or more	-	-	-	-	-	-	-
FTE							
Up to 5	6	375	2450	16500	28652	33475	16783
5 - 10	6	3802	5000	9000	21250	26920	13241
11 - 20	10	2418	6840	14295	18932	33440	19566
21 - 30	11	5414	17500	21000	24335	30720	19849
31 - 50	15	5088	9150	19500	24558	46231	20646
51 - 70	16	6406	7000	19055	62832	72100	34004
71 - 100	14	9080	10204	19000	25022	34074	21683
101 - 150	9	10053	19055	27000	42000	47992	30128
151 - 200	6	7844	13668	26100	59008	67274	33739
201 - 300	10	10000	15689	20000	42500	54261	28286
301 - 400	6	11475	12250	17000	46192	73999	34158
401 - 600	6	21000	25000	30500	41623	43748	31750
601 - 1000	9	14200	24000	26780	30000	71408	36403
1001 - 4000	19	10888	17510	26780	41899	65390	34203
4001 or more	6	47024	50190	57766	61474	63858	56216



5.16 NFP Results – Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
NFP: Charity	10	9280	17732	20000	23501	47375	24505
Education	6	7180	10590	16180	24312	26265	16542
Health	40	10700	20000	41661	65645	83683	44962
Aged Care	25	6538	15450	25000	43497	58212	28693
Professional/Industry	37	5562	10000	21115	28840	51836	23703
Sport & Recreation	2	-	-	34294	-	-	34294
Community Housing	15	7799	11475	15000	23680	35952	21671
Disability	7	3400	7500	21000	27500	32000	18143
Other	10	4900	8500	13126	18488	26900	15720
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	18420	-	-	18420
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	-	-	-	-	-	-	-
Electricity, Gas, Water, & Waste	2	-	-	22000	-	-	22000
Construction	2	-	-	29295	-	-	29295
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	3	-	17725	20000	60000	-	45150
Accommodation and Food	7	10854	15998	23340	34126	44207	24837
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	-	-	-	-	-	-	-
Financial & Insurance	31	20000	36698	53000	66950	82602	53642
Rental, Hiring & Real Estate	6	3207	6310	9974	13988	19345	10842
Professional, Scientific & Technical	8	7180	17500	28420	32040	44176	27177
Administrative & Support	2	-	-	11000	-	-	11000
Public Administration & Safety	2	-	-	13264	-	-	13264
Education & Training	24	3832	6180	11072	20279	26780	14102
Health Care & Social Assistance	51	7000	12180	21000	34456	60000	26380
Arts & Recreation	2	-	-	150	-	-	150
Other Services	11	8000	18626	25000	30385	43497	27360



5.17 Government Results - Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	160	41069	60980	77927	119180	161514	90950
Revenue							
Up to \$1M	3	-	48866	85731	102456	-	72304
\$1M - \$5M	17	25200	33874	60980	92700	125508	63262
\$5M - \$10M	4	34004	46010	67340	114270	172356	92940
\$10M - \$20M	17	31798	52680	77265	94095	105880	72599
\$20M - \$40M	20	52412	61745	79966	115671	148720	90787
\$40M - \$80M	24	44350	52680	71450	114395	134001	85730
\$80M - \$120M	8	46215	47893	63000	78215	86000	65535
\$120M - \$160M	6	66878	76798	91482	153144	178914	112424
\$160M - \$240M	14	46741	62798	77620	115025	148442	89418
\$240M - \$400M	11	65600	77718	94240	133000	135000	101537
\$400M - \$800M	11	75000	77442	82000	94500	109500	90600
\$800M - \$1B	4	50600	51500	109145	169265	174620	111620
\$1B - \$4B	18	72585	88440	116200	140820	168903	120076
\$4B or more	3	-	196855	200000	207335	-	202793
Assets							
Up to \$1M	4	20553	43581	58678	79485	112794	64389
\$1M - \$4M	10	32610	34156	58500	105685	112274	68393
\$4M - \$8M	6	35340	54755	64615	75278	98400	66118
\$8M - \$12M	7	43608	65150	77620	98736	145968	92353
\$12M - \$20M	9	44216	60980	65459	71750	89878	67548
\$20M - \$40M	7	27600	44000	60980	69810	87596	57594
\$40M - \$60M	7	24080	39340	62000	78632	89000	60235
\$60M - \$100M	6	61560	62144	69578	77465	85930	72356
\$100M - \$200M	13	61584	66442	77620	119180	134236	90385
\$200M - \$500M	16	44919	51098	77927	89524	97620	71558
\$500M - \$1B	10	47673	50500	70450	77620	168161	83891
\$1B - \$3B	21	52680	77620	88868	131000	141000	97749
\$3B - \$10B	21	65600	77265	117399	157531	193710	123062
\$10B or more	19	79240	103000	135000	166442	180000	134093
FTE							
Up to 5	9	10640	18000	35000	82000	112524	50923
5 - 10	6	31937	48580	101780	117100	122090	85269
11 - 20	8	43581	51057	77620	94240	124081	84225
21 - 30	8	30919	39166	55490	82750	87728	58950
31 - 50	7	40088	60465	82313	91890	141380	88472
51 - 70	12	53510	61745	74184	77620	78173	71773
71 - 100	9	46260	68250	131669	148355	172520	111449
101 - 150	15	53090	60980	65900	81126	105322	78923
151 - 200	8	42667	57837	61568	78889	122458	72068
201 - 300	12	52680	62595	93366	109840	118348	87922
301 - 400	10	51847	75566	78810	126500	145400	96892
401 - 600	10	59317	63005	77620	82920	98185	77971
601 - 1000	14	50600	58712	89986	118735	155703	95635
1001 - 4000	22	67330	79002	116216	166290	177871	125063
4001 or more	6	82628	90065	108750	134365	170410	120596



5.17 Government Results – Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Government - Large	78	51400	75000	94168	135000	166290	103973
Government - Medium	69	40355	52680	68250	94095	138000	80322
Government - Small	13	13200	30000	82000	110860	119180	69225
Type of Industry							
Agriculture, Forestry & Fishing	8	52680	58905	69300	77620	109834	80648
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	166290	-	-	166290
Electricity, Gas, Water, & Waste	28	45135	61861	83343	132000	157755	95270
Construction	5	33360	45900	46350	75000	166158	83836
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	3	-	47730	65459	71540	-	57693
Accommodation and Food	3	-	72031	77620	98400	-	87747
Transport, Postal & Warehousing	8	61694	62105	81982	127822	166290	99583
Information Media & Telecoms	5	74896	94240	110860	119180	154586	112894
Financial & Insurance	12	75262	79405	94934	116062	187506	108830
Rental, Hiring & Real Estate	-	-	-	-	-	-	-
Professional, Scientific & Technical	7	42244	49434	71750	117930	131328	83375
Administrative & Support	7	42790	52459	77620	119180	155940	96150
Public Administration & Safety	15	33623	57131	85920	113172	150919	87673
Education & Training	6	63562	71256	83508	100480	106710	84593
Health Care & Social Assistance	16	35000	47000	72935	82554	95250	69081
Arts & Recreation	6	44350	46432	56830	85925	116120	72433
Other Services	14	33197	54755	70500	77620	100700	67550
Super Fund	16	76840	90775	132552	154246	172364	124090



5.18 Government Results - Deputy Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	84	27760	39510	47466	76254	93978	58422
Revenue							
Up to \$1M	2	-	-	73624	-	-	73624
\$1M - \$5M	4	15682	35005	45740	54805	71122	44070
\$5M - \$10M	2	-	-	39510	-	-	39510
\$10M - \$20M	8	22334	26808	46336	69062	78444	48301
\$20M - \$40M	12	36281	39335	45771	69012	88807	55846
\$40M - \$80M	15	24767	33246	39510	68580	103600	57884
\$80M - \$120M	5	37464	38700	60000	61517	69607	54371
\$120M - \$160M	3	-	52870	60000	68016	-	60591
\$160M - \$240M	9	39444	43560	61517	76920	93997	63834
\$240M - \$400M	6	37101	55622	72090	80738	103194	70795
\$400M - \$800M	7	40100	41933	44000	55721	69865	50437
\$800M - \$1B	3	-	25750	26500	57235	-	46490
\$1B - \$4B	8	46460	48750	61342	83452	108332	70760
\$4B or more	2	-	-	108100	-	-	108100
Assets							
Up to \$1M	4	13585	29762	42245	54805	71122	42322
\$1M - \$4M	2	-	-	94000	-	-	94000
\$4M - \$8M	3	-	42625	45740	69834	-	59726
\$8M - \$12M	2	-	-	57865	-	-	57865
\$12M - \$20M	6	23587	29535	40870	45740	64445	42967
\$20M - \$40M	3	-	42220	45740	61330	-	53787
\$40M - \$60M	6	23400	33052	49755	64832	71971	48375
\$60M - \$100M	2	-	-	45740	-	-	45740
\$100M - \$200M	7	42100	53628	64299	84158	101678	71605
\$200M - \$500M	9	38252	41000	43560	45000	73174	49236
\$500M - \$1B	6	25750	28180	45278	59334	60758	43929
\$1B - \$3B	12	29109	37950	44303	73875	86673	56725
\$3B - \$10B	15	29964	43966	52275	82218	117183	69296
\$10B or more	8	48041	54370	77928	96283	103916	76592
FTE							
Up to 5	2	-	-	48364	-	-	48364
5 - 10	2	-	-	88575	-	-	88575
11 - 20	4	25499	34056	39160	56658	87523	51554
21 - 30	2	-	-	50950	-	-	50950
31 - 50	2	-	-	15900	-	-	15900
51 - 70	5	34344	39510	45740	46932	67973	49016
71 - 100	4	69893	82456	92022	98456	105382	88890
101 - 150	11	33222	36320	45740	51538	64299	46156
151 - 200	4	33775	41467	45740	45756	45783	41482
201 - 300	7	39510	41255	53321	69218	80678	57156
301 - 400	6	30845	44632	60000	64832	70721	53855
401 - 600	8	24644	31226	44303	53331	67662	45586
601 - 1000	13	27844	41000	48000	70680	75526	54335
1001 - 4000	12	44100	61082	79075	106791	124572	86892
4001 or more	2	-	-	59250	-	-	59250



5.18 Government Results - Deputy Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Government - Large	48	31204	42400	52798	75258	91972	61568
Government - Medium	32	28872	38185	45740	62212	89124	52448
Government - Small	4	26905	63062	88539	93946	93978	68470
Type of Industry							
Agriculture, Forestry & Fishing	6	39160	41068	45740	56435	60758	48553
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	-	-	-	-	-	-	-
Electricity, Gas, Water, & Waste	16	25750	32078	44303	55817	77750	47736
Construction	2	-	-	91000	-	-	91000
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	4	35352	42030	49530	71171	103300	63670
Information Media & Telecoms	4	52035	72038	85560	89460	92141	75937
Financial & Insurance	5	52800	60000	61517	75000	94860	70523
Rental, Hiring & Real Estate	-	-	-	-	-	-	-
Professional, Scientific & Technical	6	23587	29535	37755	62685	82205	47849
Administrative & Support	2	-	-	39480	-	-	39480
Public Administration & Safety	8	24644	38943	55020	95546	123683	67071
Education & Training	3	-	57835	76920	80035	-	66273
Health Care & Social Assistance	5	40106	41000	44000	45000	64500	49402
Arts & Recreation	6	27725	34830	42625	64445	76340	48897
Other Services	10	34566	40382	51538	65211	75192	51800
Super Fund	8	46593	53853	77928	90729	99226	74849



5.19 Government Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	165	20480	27550	40000	59590	77404	45421
Revenue							
Up to \$1M	3	-	29660	53321	56456	-	39637
\$1M - \$5M	16	11018	18536	28608	37828	53355	29382
\$5M - \$10M	4	16914	22974	33670	58685	90518	47989
\$10M - \$20M	17	16532	26340	38810	46932	59835	38683
\$20M - \$40M	21	20600	30000	42322	55430	77080	45539
\$40M - \$80M	25	22180	26340	30750	55800	79708	42516
\$80M - \$120M	9	20560	24166	38700	50000	55086	37750
\$120M - \$160M	6	37225	41284	47204	58069	63814	49414
\$160M - \$240M	15	29598	33336	38810	55435	73726	45380
\$240M - \$400M	12	25768	38640	47120	68500	69850	51956
\$400M - \$800M	11	38750	39905	44000	55612	66442	49755
\$800M - \$1B	4	25450	26125	42585	63408	71935	46948
\$1B - \$4B	18	38077	42890	51638	64746	74232	56068
\$4B or more	4	72286	75715	87255	99502	104205	87962
Assets							
Up to \$1M	4	11995	25788	36100	44812	55725	34500
\$1M - \$4M	10	13604	17610	30000	53352	63602	37696
\$4M - \$8M	6	19170	28118	33788	37639	49200	34052
\$8M - \$12M	7	23804	32575	38810	48276	75896	47464
\$12M - \$20M	10	19637	27401	33450	40585	55922	35675
\$20M - \$40M	7	17220	27350	33450	38755	43798	31849
\$40M - \$60M	8	12192	18669	26887	33125	54933	30224
\$60M - \$100M	7	30946	32264	38810	51275	58058	42662
\$100M - \$200M	14	23469	33619	38810	57552	75277	44901
\$200M - \$500M	16	20500	25274	39905	45530	52638	36491
\$500M - \$1B	10	24917	26228	35574	38810	61762	38819
\$1B - \$3B	20	24833	31975	41567	58900	68650	45230
\$3B - \$10B	21	26340	41000	57503	74178	101054	61700
\$10B or more	21	39729	49000	65920	77620	87500	64524
FTE							
Up to 5	9	5360	12000	19000	41000	56262	26773
5 - 10	5	18288	20000	55430	59590	80236	49233
11 - 20	8	19106	24704	38810	47120	62051	41548
21 - 30	8	12811	23104	31725	43035	50080	32005
31 - 50	7	20044	30232	42134	43464	71427	44552
51 - 70	12	21174	29893	38810	48449	61100	40392
71 - 100	9	20560	34125	55800	78300	90420	56868
101 - 150	16	22457	32916	35045	44601	56177	41019
151 - 200	8	20144	23750	33090	36538	49938	33291
201 - 300	14	26388	27463	41405	58023	66018	43945
301 - 400	12	27456	37819	44864	56572	65798	46155
401 - 600	10	23458	26506	36130	38810	44409	35684
601 - 1000	14	25450	34503	44993	57761	69288	47062
1001 - 4000	23	35922	42500	57503	74015	97473	61546
4001 or more	6	32750	38750	41980	63240	70205	48312



5.19 Government Results - Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Government - Large	83	25342	34412	44000	64492	77512	49574
Government - Medium	70	19182	26340	37670	50864	74590	41866
Government - Small	12	6600	15860	33569	56470	59590	37427
Type of Industry							
Agriculture, Forestry & Fishing	8	26340	31672	36130	38810	45167	37001
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	77620	-	-	77620
Electricity, Gas, Water, & Waste	28	21003	31542	43433	64239	68950	46320
Construction	5	16560	20400	20600	37925	83282	41289
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	3	-	26365	32730	35770	-	30513
Accommodation and Food	3	-	29050	38810	49200	-	39230
Transport, Postal & Warehousing	9	28720	33450	53000	60354	83150	50642
Information Media & Telecoms	6	39214	41577	51275	57860	59130	49873
Financial & Insurance	13	39048	41000	51000	60225	93036	57107
Rental, Hiring & Real Estate	-	-	-	-	-	-	-
Professional, Scientific & Technical	7	19164	22710	26340	49065	79846	40301
Administrative & Support	7	24513	29794	38810	59590	80450	50199
Public Administration & Safety	17	15088	25092	37500	52275	69014	41597
Education & Training	6	37062	39312	44060	50780	53715	44946
Health Care & Social Assistance	17	19000	26340	34125	41000	44400	34113
Arts & Recreation	6	22180	23220	29895	43702	64560	38878
Other Services	14	18148	26762	35045	48162	59900	37081
Super Fund	15	43246	46367	67627	77690	87124	64539



5.20 Super Fund Results - Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	47	43844	81316	101916	130500	180163	109556
Revenue							
Up to \$1M	-	-	-	-	-	-	-
\$1M - \$5M	7	21456	32344	42110	50150	57180	40034
\$5M - \$10M	5	43320	45300	59000	106024	109460	72815
\$10M - \$20M	12	81123	88404	99138	113864	129900	103749
\$20M - \$40M	8	97536	101668	107196	121986	145378	115680
\$40M - \$80M	5	115166	130000	206813	220778	230434	179948
\$80M - \$120M	3	-	95025	98550	122782	-	112355
\$120M - \$160M	4	85116	90361	131542	176280	187927	135099
\$160M - \$240M	2	-	-	101916	-	-	101916
\$240M - \$400M	2	-	-	227640	-	-	227640
\$400M - \$800M	-	-	-	-	-	-	-
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	-	-	-	-	-	-	-
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to \$1M	-	-	-	-	-	-	-
\$1M - \$4M	-	-	-	-	-	-	-
\$4M - \$8M	-	-	-	-	-	-	-
\$8M - \$12M	-	-	-	-	-	-	-
\$12M - \$20M	-	-	-	-	-	-	-
\$20M - \$40M	-	-	-	-	-	-	-
\$40M - \$60M	-	-	-	-	-	-	-
\$60M - \$100M	-	-	-	-	-	-	-
\$100M - \$200M	-	-	-	-	-	-	-
\$200M - \$500M	2	-	-	27000	-	-	27000
\$500M - \$1B	4	21798	34785	42055	46582	54633	39312
\$1B - \$3B	10	44269	47800	69586	97231	106597	73206
\$3B - \$10B	17	81917	97672	102000	111818	138600	115017
\$10B or more	15	98222	110553	147015	182751	215192	151836
FTE							
Up to 5	3	-	20070	27000	34555	-	27417
5 - 10	4	47400	55500	75250	95812	105375	76062
11 - 20	7	45180	52150	80173	96500	112236	79068
21 - 30	4	63014	74585	93518	109518	115807	90584
31 - 50	5	89738	101916	102000	150000	234960	145427
51 - 70	3	-	104138	105276	131072	-	121715
71 - 100	3	-	101544	105000	108409	-	104969
101 - 150	7	97491	98111	98550	112611	121498	106745
151 - 200	-	-	-	-	-	-	-
201 - 300	2	-	-	143734	-	-	143734
301 - 400	2	-	-	91500	-	-	91500
401 - 600	2	-	-	166745	-	-	166745
601 - 1000	2	-	-	220778	-	-	220778
1001 - 4000	-	-	-	-	-	-	-
4001 or more	-	-	-	-	-	-	-



5.21 Super Results - Deputy Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	19	26884	32385	60430	78096	93996	58556
Revenue							
Up to \$1M	-	-	-	-	-	-	-
\$1M - \$5M	5	20652	30000	31108	31590	32544	28060
\$5M - \$10M	3	-	24438	36575	45401	-	34367
\$10M - \$20M	2	-	-	69682	-	-	69682
\$20M - \$40M	2	-	-	71372	-	-	71372
\$40M - \$80M	2	-	-	85690	-	-	85690
\$80M - \$120M	2	-	-	85238	-	-	85238
\$120M - \$160M	2	-	-	93120	-	-	93120
\$160M - \$240M	2	-	-	91724	-	-	91724
\$240M - \$400M	2	-	-	60357	-	-	60357
\$400M - \$800M	-	-	-	-	-	-	-
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	-	-	-	-	-	-	-
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to \$1M	-	-	-	-	-	-	-
\$1M - \$4M	-	-	-	-	-	-	-
\$4M - \$8M	-	-	-	-	-	-	-
\$8M - \$12M	-	-	-	-	-	-	-
\$12M - \$20M	-	-	-	-	-	-	-
\$20M - \$40M	-	-	-	-	-	-	-
\$40M - \$60M	-	-	-	-	-	-	-
\$60M - \$100M	-	-	-	-	-	-	-
\$100M - \$200M	-	-	-	-	-	-	-
\$200M - \$500M	2	-	-	14420	-	-	14420
\$500M - \$1B	2	-	-	21945	-	-	21945
\$1B - \$3B	6	30554	31626	34878	49814	59964	41798
\$3B - \$10B	4	62776	66295	69682	76267	85541	72880
\$10B or more	6	67118	75988	87717	96405	101138	85324
FTE							
Up to 5	2	-	-	23005	-	-	23005
5 - 10	2	-	-	12300	-	-	12300
11 - 20	2	-	-	33288	-	-	33288
21 - 30	2	-	-	43704	-	-	43704
31 - 50	2	-	-	79987	-	-	79987
51 - 70	2	-	-	67154	-	-	67154
71 - 100	-	-	-	-	-	-	-
101 - 150	3	-	68408	71115	84308	-	78105
151 - 200	-	-	-	-	-	-	-
201 - 300	2	-	-	93546	-	-	93546
301 - 400	-	-	-	-	-	-	-
401 - 600	2	-	-	60357	-	-	60357
601 - 1000	-	-	-	-	-	-	-
1001 - 4000	-	-	-	-	-	-	-
4001 or more	-	-	-	-	-	-	-



5.22 Super Fund Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	47	23217	36225	49044	57888	71398	48285
Revenue							
Up to \$1M	-	-	-	-	-	-	-
\$1M - \$5M	7	12156	18844	26330	28825	34000	24347
\$5M - \$10M	5	19110	29325	35875	36575	41980	31932
\$10M - \$20M	11	44794	45454	54750	62080	70000	54884
\$20M - \$40M	8	49884	52933	55450	60419	72337	58562
\$40M - \$80M	6	35944	56361	62109	71370	79336	59130
\$80M - \$120M	3	-	48935	50370	74492	-	65494
\$120M - \$160M	4	29785	39750	49854	57313	62516	47209
\$160M - \$240M	2	-	-	50958	-	-	50958
\$240M - \$400M	2	-	-	38011	-	-	38011
\$400M - \$800M	-	-	-	-	-	-	-
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	-	-	-	-	-	-	-
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to \$1M	-	-	-	-	-	-	-
\$1M - \$4M	-	-	-	-	-	-	-
\$4M - \$8M	-	-	-	-	-	-	-
\$8M - \$12M	-	-	-	-	-	-	-
\$12M - \$20M	-	-	-	-	-	-	-
\$20M - \$40M	-	-	-	-	-	-	-
\$40M - \$60M	-	-	-	-	-	-	-
\$60M - \$100M	-	-	-	-	-	-	-
\$100M - \$200M	-	-	-	-	-	-	-
\$200M - \$500M	2	-	-	14420	-	-	14420
\$500M - \$1B	5	10176	12300	16480	26330	34532	20774
\$1B - \$3B	10	27212	29494	36225	45164	46062	36873
\$3B - \$10B	17	41682	45900	53040	55909	68950	53336
\$10B or more	14	42965	53327	62109	72104	84409	62547
FTE							
Up to 5	4	10458	13005	15450	18942	23375	16498
5 - 10	4	19372	29981	37938	49050	65340	41094
11 - 20	6	29662	31644	40684	45164	50076	40141
21 - 30	4	32857	40668	45295	51687	62675	47060
31 - 50	5	39360	45900	50958	54422	62719	50906
51 - 70	3	-	56634	57860	70237	-	65294
71 - 100	3	-	51042	53040	54474	-	52664
101 - 150	7	47610	51502	53033	56332	60749	53882
151 - 200	-	-	-	-	-	-	-
201 - 300	2	-	-	83272	-	-	83272
301 - 400	2	-	-	47500	-	-	47500
401 - 600	2	-	-	32082	-	-	32082
601 - 1000	2	-	-	85178	-	-	85178
1001 - 4000	-	-	-	-	-	-	-
4001 or more	-	-	-	-	-	-	-



6. EXECUTIVE & GOVERNANCE POSITIONS RESULTS

6.1 Remuneration Results Approach

The Executive and Governance Positions Results have been calculated for each of the following roles:

Managing Director (MD)
Chief Executive Officer (CEO)
Finance Executive/CFO
Company Secretary
General Counsel & Company Secretary
CFO & Company Secretary
General Counsel
Chief Risk Officer
Chief Operating Officer
Chief Information Officer
Chief People & Culture Officer
Chief Marketing Officer
Chief Digital Officer
Chief Sales Officer

to reveal the *tenth percentile, lower quartile, median, upper quartile, ninetieth percentile* and *average* remuneration levels.

The calculations are shown for the Combined Results according to the following 6 categories:

Overall
Revenue
Assets
FTE
Type of Organisation
Type of Industry

Where no calculation is shown, this indicates that insufficient data from Boards was provided.

To further protect the confidentiality of individual Boards, the minimum number (N) shown has been recorded as 2. However, if this information could be singled out in each segmentation category it was deleted to ensure the confidentiality of the remuneration data supplied.



6.1.1 Combined Results - Managing Director (MD)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	363	180000	250000	374000	583796	917114	523878
Revenue							
Up to \$1M	29	99000	121000	220000	328000	395100	276022
\$1M - \$5M	50	114000	166500	208000	275000	382000	266462
\$5M - \$10M	30	141330	197128	229000	290150	400000	253765
\$10M - \$20M	32	221095	252250	310698	400520	499405	348930
\$20M - \$40M	33	242000	274716	350000	455000	500000	381741
\$40M - \$80M	41	263466	300000	400000	500000	618000	431813
\$80M - \$120M	31	350000	430000	515000	591894	726700	525813
\$120M - \$160M	13	314920	346061	450000	618000	726691	476816
\$160M - \$240M	14	400000	408398	485000	631250	738290	540809
\$240M - \$400M	25	410000	575000	743894	850000	1345785	792702
\$400M - \$800M	19	385876	569700	750000	937500	1166400	829118
\$800M - \$1B	5	556000	565000	895784	1715026	2849010	1466162
\$1B - \$4B	20	416579	594262	931957	1857963	2065150	1292644
\$4B or more	9	1089929	1606800	2060000	2390000	2750500	1974438
Assets							
Up to \$1M	21	80000	100000	145000	250000	300000	194381
\$1M - \$4M	24	122200	145000	200000	246452	400000	317826
\$4M - \$8M	22	136572	191250	245000	293679	725980	322140
\$8M - \$12M	21	238034	280000	328000	400000	420000	340299
\$12M - \$20M	28	200000	247500	296000	371600	532500	336281
\$20M - \$40M	28	254410	300000	328000	421250	478950	393679
\$40M - \$60M	21	240000	255000	345000	442822	500000	353543
\$60M - \$100M	25	173464	200000	321800	475000	604316	459335
\$100M - \$200M	34	200668	249605	359598	574605	728500	431149
\$200M - \$500M	34	234551	303548	402266	549887	718216	456585
\$500M - \$1B	30	339028	424167	550000	780900	1025050	686424
\$1B - \$3B	30	338115	493044	607500	827716	1009250	676788
\$3B - \$10B	25	481931	597190	852000	1200000	2090900	1193288
\$10B or more	13	600000	750000	1900000	2060000	2352000	1545418
FTE							
Up to 5	41	100000	121000	206000	300000	360500	228176
5 - 10	26	140000	192000	228000	277325	355350	254701
11 - 20	35	174600	200000	263000	370250	460400	302950
21 - 30	8	128500	203500	250568	276000	316800	236642
31 - 50	27	163043	225000	300000	355102	434000	296236
51 - 70	20	252700	296528	381078	437439	488605	376915
71 - 100	15	244000	288500	391400	450000	760382	430314
101 - 150	27	265000	287500	369000	500625	585086	411182
151 - 200	19	258380	288006	422000	550000	603188	444761
201 - 300	21	255000	345000	485000	650000	875500	532933
301 - 400	20	300000	347500	449846	552500	942974	557090
401 - 600	18	442500	487500	755432	909301	1322040	870732
601 - 1000	31	330000	420000	600000	755086	925000	623980
1001 - 4000	25	328190	479885	597190	850000	1413200	863799
4001 or more	24	456500	1054411	1730438	2072875	2628000	1632544



6.1.1 Combined Results - Managing Director (MD) (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	31	850000	937500	1606800	2085750	2730000	1739174
Large - Listed	26	420000	558108	714976	951750	1538668	834413
Large - Unlisted	18	474500	549500	688350	826500	904500	670989
Large - Private	21	300000	345000	400000	550000	725000	475381
Medium - Listed	29	299400	310000	393625	515000	655544	455489
Medium - Unlisted	61	196170	242954	350000	490726	582720	382510
Medium - Private	38	125700	238526	280000	371000	400300	290847
Small - Listed	20	197100	217349	253750	300000	337325	259160
Small - Unlisted	10	152675	157000	164000	199500	201600	174475
Small - Private	22	95500	103750	200000	300000	469813	239051
NFP: Charity	7	181600	198000	265000	340250	483825	310045
Education	5	124000	130000	250000	270000	282120	212040
Health	15	240000	255000	350197	496914	684543	404995
Aged Care	8	239269	251035	341250	463750	591400	378651
Professional/Industry	5	220000	265000	300000	375950	419828	316006
Sport & Recreation	-	-	-	-	-	-	-
Community Housing	5	130864	177160	310000	320000	368000	261432
Disability	4	152000	215000	290000	358206	408975	283206
Other	6	118500	140250	172500	180000	352500	214500
Government - Large	22	353579	395084	477442	594262	838256	529854
Government - Medium	8	266990	272566	311036	395486	449524	346764
Government - Small	2	-	-	321801	-	-	321801
Super Fund	-	-	-	-	-	-	-
Type of Industry							
Agriculture, Forestry & Fishing	11	300000	337975	550000	654394	813700	524825
Mining - Junior	15	340000	532500	762200	992575	1399402	876695
Mining	27	199200	222000	296640	331375	373750	367118
Manufacturing	14	224000	300000	362282	500000	857681	528126
Electricity, Gas, Water, & Waste	19	258773	313006	479885	591335	847484	508270
Construction	10	98000	251250	370700	487270	654000	401548
Wholesale Trade	12	142572	270000	391000	466000	541900	397687
Retail Trade	10	237300	276375	450000	715089	1180380	593075
Accommodation and Food	5	186000	300000	350000	400000	490000	342000
Transport, Postal & Warehousing	4	479400	568500	760957	1205810	1749224	1013354
Information Media & Telecoms	11	255000	315500	407745	847892	1133000	700230
Financial & Insurance	43	200000	287500	450000	688675	1225400	663363
Rental, Hiring & Real Estate	7	250864	310000	338000	541250	1049500	545380
Professional, Scientific & Technical	29	120800	238034	300000	400000	598000	342979
Administrative & Support	6	100000	108000	138500	216250	1032476	423658
Public Administration & Safety	2	-	-	421801	-	-	421801
Education & Training	11	130000	230000	270000	388575	500000	410671
Health Care & Social Assistance	33	180000	240000	300000	442822	610400	398703
Arts & Recreation	7	174000	256960	475000	907000	1443400	639703
Other Services	23	283400	400500	520000	1200000	1949170	950635
Super Fund	-	-	-	-	-	-	-
Mutual ADI	7	563000	632500	750000	864745	924693	746427



6.1.2 Combined Results - Chief Executive Officer (CEO)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	442	163077	215250	315031	437664	600000	382857
Revenue							
Up to \$1M	17	115000	150000	183000	282800	651700	293421
\$1M - \$5M	53	99200	160000	197600	220000	333544	216283
\$5M - \$10M	57	135837	170000	215000	270586	353944	238885
\$10M - \$20M	64	159800	204750	298986	400520	456978	307487
\$20M - \$40M	67	211148	248238	340000	435501	525580	355419
\$40M - \$80M	53	233192	260000	357927	490726	616000	427932
\$80M - \$120M	28	266028	350000	414100	594188	643000	457012
\$120M - \$160M	22	309366	352344	386580	497978	738969	456691
\$160M - \$240M	26	289828	302234	370700	419875	532082	382225
\$240M - \$400M	24	260764	349000	396625	535812	837556	862276
\$400M - \$800M	13	363650	395000	485000	589400	774000	536874
\$800M - \$1B	2	-	-	587500	-	-	587500
\$1B - \$4B	11	350000	473001	690100	843291	1042276	673551
\$4B or more	4	614000	762500	969036	1132303	1202921	925768
Assets							
Up to \$1M	15	68000	127500	220000	292043	451680	232456
\$1M - \$4M	29	116000	160000	200000	300000	418000	249288
\$4M - \$8M	22	155500	194834	220000	299500	363832	275346
\$8M - \$12M	21	108000	150000	200000	250000	422392	248394
\$12M - \$20M	37	167540	178000	240000	288400	388846	253696
\$20M - \$40M	28	159639	207253	279050	341349	406305	288304
\$40M - \$60M	14	157200	193940	252500	321753	369198	266434
\$60M - \$100M	25	157000	185000	216000	350000	463565	282012
\$100M - \$200M	40	194928	236220	295000	369250	445383	311268
\$200M - \$500M	51	196000	280560	334750	397500	453200	336267
\$500M - \$1B	27	267400	314500	397290	453016	586220	421367
\$1B - \$3B	43	314128	386700	471521	581572	718360	493033
\$3B - \$10B	34	312500	378916	483000	721250	913500	586819
\$10B or more	35	388000	477500	571000	745875	961500	898438
FTE							
Up to 5	22	99100	134580	160000	245566	269409	214968
5 - 10	25	160800	169950	200000	256630	293712	219306
11 - 20	42	170100	201195	248750	319665	412600	265308
21 - 30	24	133200	165442	220000	274818	339009	229515
31 - 50	47	172828	217500	300000	360032	465400	298504
51 - 70	37	185709	220000	320000	433252	473669	327626
71 - 100	32	167031	203673	366194	451050	596715	378621
101 - 150	40	154050	239740	345571	407812	526960	335307
151 - 200	16	220875	250000	368100	525000	604386	396154
201 - 300	28	278503	311234	454755	549750	673010	468130
301 - 400	14	212500	285250	358645	541825	631485	414522
401 - 600	21	240000	309000	380562	422299	750000	883313
601 - 1000	26	249548	301323	342600	395812	683428	402743
1001 - 4000	37	244760	350000	420000	519841	764068	499327
4001 or more	14	384050	503750	783291	886250	999593	702017



6.1.2 Combined Results - Chief Executive Officer (CEO) (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	6	430625	485000	707500	1059300	1181200	773108
Large - Listed	12	300000	306750	324000	440250	896700	445586
Large - Unlisted	18	259345	350000	595000	750000	888742	577989
Large - Private	8	323700	330750	350000	425000	620000	433750
Medium - Listed	9	221000	255000	382088	390000	527954	368179
Medium - Unlisted	63	172390	227796	335000	438702	501000	345397
Medium - Private	20	93500	196085	247500	347912	438290	274110
Small - Listed	2	-	-	282800	-	-	282800
Small - Unlisted	9	155800	160000	163000	198000	203200	175000
Small - Private	3	-	245000	250000	625000	-	496667
NFP: Charity	18	149041	172750	210000	257975	327400	219181
Education	16	85000	150000	188675	243338	376465	214071
Health	26	167958	211003	274734	369750	522002	322077
Aged Care	27	168320	258500	385349	443591	525000	365667
Professional/Industry	35	165372	175100	240000	320021	399640	263438
Sport & Recreation	3	-	172500	220000	242500	-	203333
Community/Housing	9	197554	220000	248932	257823	361060	270087
Disability	7	198400	235000	295610	320000	344000	272373
Other	14	99300	152500	191838	225545	262107	186245
Government - Large	44	297598	357313	418850	546135	762620	504075
Government - Medium	45	198436	245000	326282	423428	565492	362373
Government - Small	7	110000	155000	183000	197850	344449	214260
Super Fund	42	270500	331732	425928	551450	738969	692410
Type of Industry							
Agriculture, Forestry & Fishing	11	210000	256670	350000	386312	418200	331835
Mining - Junior	3	-	227250	300000	387500	-	309833
Mining	3	-	291400	300000	403874	-	363516
Manufacturing	9	237000	245000	255000	390000	622480	394267
Electricity, Gas, Water, & Waste	15	164000	317000	471521	618051	821068	470245
Construction	12	110000	248750	353325	529046	957118	540791
Wholesale Trade	2	-	-	286500	-	-	286500
Retail Trade	4	149710	179275	197850	245812	328275	227238
Accommodation and Food	7	168060	209746	277058	333464	451656	300725
Transport, Postal & Warehousing	6	232164	252500	292052	364096	582004	368740
Information Media & Telecoms	7	143530	177500	227211	292500	363000	241576
Financial & Insurance	40	210035	264772	378125	450000	598960	407043
Rental, Hiring & Real Estate	7	165108	250500	340000	391044	483509	342233
Professional, Scientific & Technical	24	183964	204945	298461	331188	384458	290839
Administrative & Support	5	198600	240000	292740	365925	771736	422388
Public Administration & Safety	14	198358	287066	345015	382147	497998	346240
Education & Training	38	141900	173941	212105	276812	441425	238240
Health Care & Social Assistance	79	150000	190808	257823	384254	462389	307014
Arts & Recreation	8	173624	247366	399904	434876	585382	398594
Other Services	25	110000	160000	275010	339900	417732	283001
Super Fund	57	256378	330000	435857	561123	711576	629084
Mutual ADI	57	165000	216000	335000	494049	608000	374585



6.1.3 Combined Results- Finance Executive/CFO

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	366	120000	166593	250000	336488	477965	296690
Revenue							
Up to \$1M	12	65200	103000	175575	247900	250000	175746
\$1M - \$5M	25	84000	103000	140000	300000	383575	193923
\$5M - \$10M	29	88480	125000	141000	199820	210111	152966
\$10M - \$20M	45	145000	156560	209100	252100	294514	222874
\$20M - \$40M	42	109335	147250	213841	264250	319440	210457
\$40M - \$80M	50	160000	200208	250000	294106	404170	278088
\$80M - \$120M	26	224500	278575	322500	362274	469250	323767
\$120M - \$160M	19	196050	224400	301782	386400	428461	312189
\$160M - \$240M	22	89511	144070	263416	317147	382440	267956
\$240M - \$400M	31	154500	273500	320000	460000	550000	424668
\$400M - \$800M	21	238706	275000	352000	462500	638600	405180
\$800M - \$1B	6	271900	356250	412500	595312	702544	462315
\$1B - \$4B	19	204500	265000	450110	651624	1040850	570050
\$4B or more	11	329600	348576	500000	897000	1200000	681464
Assets							
Up to \$1M	9	56120	85000	120000	170000	202230	123083
\$1M - \$4M	19	96000	106000	140000	245000	301104	182988
\$4M - \$8M	13	87200	125000	150000	199820	236800	180812
\$8M - \$12M	15	54000	129525	212180	250000	295090	189614
\$12M - \$20M	26	87500	121669	157000	247500	355900	196971
\$20M - \$40M	28	141430	171250	218210	300000	356240	233518
\$40M - \$60M	12	155050	160000	247116	289838	319935	228531
\$60M - \$100M	23	117201	148750	250000	284376	323200	252426
\$100M - \$200M	29	112073	141000	238706	336000	452700	273752
\$200M - \$500M	41	131748	170610	230000	291695	400000	247468
\$500M - \$1B	29	198000	230087	330000	420660	635012	371614
\$1B - \$3B	44	193590	231231	290784	347500	444600	301580
\$3B - \$10B	34	212249	265938	353746	473750	799140	532925
\$10B or more	32	216700	282385	357000	487250	974555	483420
FTE							
Up to 5	22	42000	91000	160000	262375	299379	175118
5 - 10	12	102000	120000	144000	361904	429433	232490
11 - 20	27	86960	121800	160000	248600	300000	185948
21 - 30	10	111972	139538	158505	189208	201069	166991
31 - 50	28	89300	117609	162500	200622	250000	163366
51 - 70	26	130257	151797	227088	251736	299298	222145
71 - 100	20	143632	194500	258125	298922	342574	246297
101 - 150	33	136028	187460	230503	290000	440160	253518
151 - 200	21	150000	185000	238706	305000	319354	253528
201 - 300	29	154022	220000	286000	352000	600175	337489
301 - 400	16	200000	228500	284376	389060	535124	339042
401 - 600	21	202703	230000	291569	419840	525000	460926
601 - 1000	30	117678	234664	327643	395327	540500	324706
1001 - 4000	34	175150	240000	323500	447226	495230	396870
4001 or more	23	250000	324474	450110	703170	1200000	605376



6.1.3 Combined Results - Finance Executive/CFO (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	27	321360	436635	590000	823500	1200000	701611
Large - Listed	18	85285	209500	330643	618750	1017435	551656
Large - Unlisted	16	290500	315000	366415	429880	466250	371848
Large - Private	15	200000	250000	280000	325000	342000	277000
Medium - Listed	17	100940	200850	250000	301782	445253	267246
Medium - Unlisted	52	125000	149251	205046	256075	300000	209083
Medium - Private	20	89000	120000	155000	250000	291325	190781
Small - Listed	9	55200	123600	225000	365000	383830	236702
Small - Unlisted	4	113200	115000	129500	144750	147900	130250
Small - Private	10	82800	116750	200000	262375	279300	189050
NFP: Charity	7	123600	163000	225000	267800	335124	232466
Education	7	96000	125000	166364	211665	225708	167956
Health	19	138620	181230	226600	321294	395046	256449
Aged Care	18	154500	176312	225725	276708	331300	237684
Professional/Industry	14	97400	123950	146775	186474	316131	173953
Sport & Recreation	2	-	-	191853	-	-	191853
Community Housing	10	101335	130050	187500	204500	293560	182022
Disability	3	-	194616	244233	284616	-	238078
Other	7	101800	111500	121025	146958	200000	144706
Government - Large	38	165398	219398	285708	351750	458140	307642
Government - Medium	28	147324	199242	287332	333078	468729	292873
Government - Small	2	-	-	326362	-	-	326362
Super Fund	23	207966	239412	280000	357000	423200	303218
Type of Industry							
Agriculture, Forestry & Fishing	11	169371	175000	206000	290000	387600	252811
Mining - Junior	12	87795	247500	393760	540300	648043	479326
Mining	14	51600	115875	223510	310612	416404	249701
Manufacturing	10	120000	127500	209798	271938	283935	205820
Electricity, Gas, Water, & Waste	14	182147	252500	303851	368750	518286	326639
Construction	7	70000	147500	250000	340250	381100	239643
Wholesale Trade	5	96000	120000	255000	336000	513159	284453
Retail Trade	6	95952	161320	231640	283282	312188	213260
Accommodation and Food	7	182784	232686	270000	407500	478640	309768
Transport, Postal & Warehousing	7	175098	309315	352334	453096	466021	341155
Information Media & Telecoms	10	48000	157200	265189	555000	694740	382778
Financial & Insurance	39	165200	224000	293786	362802	645000	406283
Rental, Hiring & Real Estate	6	200000	212500	269200	358666	591044	353415
Professional, Scientific & Technical	21	79000	120000	210000	291485	400000	231194
Administrative & Support	3	-	101500	140000	684226	-	477150
Public Administration & Safety	9	164724	174677	287040	305286	426104	311439
Education & Training	15	98200	122120	165000	229090	372560	220845
Health Care & Social Assistance	55	121417	154500	216419	266666	325000	225442
Arts & Recreation	8	138511	194612	250688	323760	489860	312138
Other Services	25	148861	172010	250000	400000	587000	387776
Super Fund	32	206168	239718	292500	359704	429130	309505
Mutual ADI	48	131612	154055	230044	306000	401360	249729



6.1.4 Combined Results - Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	156	36540	84718	175100	235520	300000	172942
Revenue							
Up to \$1M	14	21200	36270	51000	200000	227425	107265
\$1M - \$5M	13	36800	65000	133900	165000	259000	134262
\$5M - \$10M	9	9400	25750	123000	140000	183200	97867
\$10M - \$20M	13	43054	118000	190000	235060	356380	189329
\$20M - \$40M	18	39000	65600	106650	196608	231688	127965
\$40M - \$80M	17	135912	175000	200000	271920	287094	207357
\$80M - \$120M	15	85080	134500	200000	248396	308190	199206
\$120M - \$160M	10	162663	178900	199550	230004	260962	201870
\$160M - \$240M	7	56000	68625	117725	209050	227960	136154
\$240M - \$400M	9	46968	61800	150000	260000	349336	172312
\$400M - \$800M	11	56650	150000	189041	267120	331500	204170
\$800M - \$1B	6	100030	143170	270885	333568	391514	254143
\$1B - \$4B	7	152234	190035	249260	360120	478744	292117
\$4B or more	2	-	-	414162	-	-	414162
Assets							
Up to \$1M	9	20000	36000	100000	165000	222920	111906
\$1M - \$4M	9	24800	36000	65000	140000	226300	109056
\$4M - \$8M	11	42000	52500	100000	146525	190000	121286
\$8M - \$12M	4	96923	141882	200630	238300	245320	179552
\$12M - \$20M	9	9400	25000	85490	140000	203500	96121
\$20M - \$40M	17	37080	50000	130000	154500	211670	122564
\$40M - \$60M	2	-	-	144460	-	-	144460
\$60M - \$100M	7	47380	98900	200000	233038	245140	163875
\$100M - \$200M	7	44240	86650	185149	242514	252876	160582
\$200M - \$500M	12	29664	67208	177275	219000	226440	148224
\$500M - \$1B	15	90530	140130	190000	253082	318629	201913
\$1B - \$3B	16	125362	183750	206090	285702	300000	215889
\$3B - \$10B	17	95520	129780	209318	300000	404211	230217
\$10B or more	18	188229	194000	250313	308269	406072	272501
FTE							
Up to 5	16	30000	36810	94890	157788	260000	117816
5 - 10	6	63250	121350	200200	229550	307750	190400
11 - 20	14	26677	37810	82500	135750	160500	90676
21 - 30	3	-	66950	113300	115650	-	83967
31 - 50	8	33456	54270	173205	181608	190501	129365
51 - 70	7	164285	232118	248664	271746	275152	229049
71 - 100	7	8800	71950	190000	206780	232877	144566
101 - 150	12	48740	84718	162600	212032	256563	156847
151 - 200	7	154440	182500	200000	216800	233333	195090
201 - 300	8	56832	60000	143322	221250	309450	160323
301 - 400	10	96180	125000	178079	225175	263115	177601
401 - 600	10	81679	109000	181909	276388	305000	188751
601 - 1000	14	65175	107500	184000	252500	349751	197257
1001 - 4000	17	53990	125000	200000	236900	281396	187808
4001 or more	9	113300	154000	309000	433028	528760	316264



6.1.4 Combined Results - Company Secretary (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	12	49646	102875	227000	423437	510695	264302
Large - Listed	10	60000	65662	121025	194750	303150	151160
Large - Unlisted	7	142605	173004	195000	207659	245591	193761
Large - Private	3	-	212500	225000	242500	-	228333
Medium - Listed	11	20600	27295	61800	193550	200000	101384
Medium - Unlisted	17	38832	150000	190000	243432	278944	184719
Medium - Private	7	25000	35000	65000	170100	213120	110029
Small - Listed	9	33600	37080	60000	185400	218880	108103
Small - Unlisted	-	-	-	-	-	-	-
Small - Private	6	28000	42000	80000	212500	275000	127667
NFP: Charity	4	30995	47488	78325	122260	162329	91423
Education	4	110170	125425	143950	168288	194005	149762
Health	5	62780	66950	85490	140000	226562	127342
Aged Care	4	22815	33862	97250	175100	212180	111712
Professional/Industry	6	54450	92550	126390	137445	162574	114472
Sport & Recreation	2	-	-	60000	-	-	60000
Community Housing	4	179500	186250	195000	214375	240250	205625
Disability	2	-	-	50000	-	-	50000
Other	2	-	-	70000	-	-	70000
Government - Large	24	119908	160918	218813	257500	339591	219203
Government - Medium	8	153882	181538	210588	250470	261826	209452
Government - Small	-	-	-	-	-	-	-
Super Fund	11	133000	192500	280000	302888	350000	249616
Type of Industry							
Agriculture, Forestry & Fishing	9	34100	61800	190000	257500	284220	175529
Mining - Junior	5	106350	150000	226600	300000	360000	230770
Mining	13	24350	28840	37080	112000	176130	75554
Manufacturing	2	-	-	105060	-	-	105060
Electricity, Gas, Water, & Waste	6	131445	177668	218500	319378	349585	233177
Construction	2	-	-	217574	-	-	217574
Wholesale Trade	2	-	-	60000	-	-	60000
Retail Trade	2	-	-	28840	-	-	28840
Accommodation and Food	6	51500	104288	177250	209135	218590	149113
Transport, Postal & Warehousing	5	168920	229175	257500	271920	299112	240917
Information Media & Telecoms	4	158500	178750	223750	322956	440778	277956
Financial & Insurance	21	49440	129780	175200	235060	300000	179978
Rental, Hiring & Real Estate	2	-	-	223750	-	-	223750
Professional, Scientific & Technical	11	25000	52500	65000	161500	215000	106115
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	4	137196	157590	202910	277675	351070	232355
Education & Training	7	18180	51200	100000	129450	141940	90107
Health Care & Social Assistance	16	25000	57500	120000	196031	233038	126927
Arts & Recreation	5	90400	136000	200000	211150	424360	234730
Other Services	9	55620	100000	117725	248127	331248	171838
Super Fund	16	187715	191875	211313	288458	331825	243160
Mutual ADI	12	152101	174002	200500	250467	288157	202330



6.1.5 Combined Results – General Counsel & Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	39	160928	185000	252000	367750	447020	295253
Revenue							
Up to \$1M	2	-	-	187500	-	-	187500
\$1M - \$5M	2	-	-	311750	-	-	311750
\$5M - \$10M	2	-	-	175000	-	-	175000
\$10M - \$20M	3	-	275000	350000	562600	-	441733
\$20M - \$40M	4	202685	221712	258448	312461	362584	275724
\$40M - \$80M	4	146348	155870	168080	221375	304850	209165
\$80M - \$120M	3	-	187500	200000	250000	-	225000
\$120M - \$160M	5	124530	180000	237791	347948	377757	250184
\$160M - \$240M	2	-	-	240000	-	-	240000
\$240M - \$400M	5	259200	270000	306315	417908	417908	332826
\$400M - \$800M	2	-	-	341450	-	-	341450
\$800M - \$1B	2	-	-	375000	-	-	375000
\$1B - \$4B	3	-	230580	300000	433250	-	342553
\$4B or more	2	-	-	721000	-	-	721000
Assets							
Up to \$1M	-	-	-	-	-	-	-
\$1M - \$4M	2	-	-	225000	-	-	225000
\$4M - \$8M	3	-	155000	160000	278000	-	235333
\$8M - \$12M	2	-	-	225000	-	-	225000
\$12M - \$20M	2	-	-	331750	-	-	331750
\$20M - \$40M	4	209685	224212	296391	450625	612850	378446
\$40M - \$60M	3	-	262500	350000	562600	-	433400
\$60M - \$100M	2	-	-	190000	-	-	190000
\$100M - \$200M	2	-	-	227500	-	-	227500
\$200M - \$500M	5	116994	161160	200000	240000	276000	197742
\$500M - \$1B	6	295465	323486	386315	412838	417908	366563
\$1B - \$3B	4	146348	155870	254554	371686	414414	273002
\$3B - \$10B	4	193837	222093	244896	330625	472150	307823
\$10B or more	2	-	-	250000	-	-	250000
FTE							
Up to 5	2	-	-	150000	-	-	150000
5 - 10	2	-	-	463500	-	-	463500
11 - 20	2	-	-	212500	-	-	212500
21 - 30	2	-	-	160000	-	-	160000
31 - 50	-	-	-	-	-	-	-
51 - 70	5	166696	175000	232282	284615	323846	240611
71 - 100	-	-	-	-	-	-	-
101 - 150	3	-	165000	190000	293815	-	242543
151 - 200	3	-	298954	417908	417908	-	338605
201 - 300	2	-	-	207500	-	-	207500
301 - 400	2	-	-	487600	-	-	487600
401 - 600	2	-	-	206396	-	-	206396
601 - 1000	5	259200	270000	280000	300000	345000	295400
1001 - 4000	6	143775	225000	303158	346954	401700	282878
4001 or more	6	180580	236987	371974	523875	643750	398768



6.1.5 Combined Results - General Counsel & Company Secretary (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	3	-	504700	566500	643750	-	576800
Large - Listed	2	-	-	240000	-	-	240000
Large - Unlisted	5	185000	200000	237791	252000	280800	232958
Large - Private	3	-	285000	300000	348000	-	322000
Medium - Listed	5	194000	200000	232282	417908	417908	291620
Medium - Unlisted	4	150500	166250	177500	206154	253231	194904
Medium - Private	3	-	287500	350000	373815	-	324210
Small - Listed	2	-	-	306750	-	-	306750
Small - Unlisted	-	-	-	-	-	-	-
Small - Private	-	-	-	-	-	-	-
NFP: Charity	2	-	-	354224	-	-	354224
Education	-	-	-	-	-	-	-
Health	2	-	-	240000	-	-	240000
Aged Care	2	-	-	196932	-	-	196932
Professional/Industry	2	-	-	167500	-	-	167500
Sport & Recreation	-	-	-	-	-	-	-
Community Housing	-	-	-	-	-	-	-
Disability	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Government - Large	4	172812	190290	287500	475050	655140	377840
Government - Medium	2	-	-	161160	-	-	161160
Government - Small	-	-	-	-	-	-	-
Super Fund	-	-	-	-	-	-	-
Type of Industry							
Agriculture, Forestry & Fishing	-	-	-	-	-	-	-
Mining - Junior	-	-	-	-	-	-	-
Mining	3	-	175000	200000	331750	-	271167
Manufacturing	2	-	-	190000	-	-	190000
Electricity, Gas, Water, & Waste	3	-	267500	375000	385500	-	310333
Construction	2	-	-	280000	-	-	280000
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	2	-	-	347948	-	-	347948
Transport, Postal & Warehousing	2	-	-	161160	-	-	161160
Information Media & Telecoms	2	-	-	442900	-	-	442900
Financial & Insurance	6	177500	193070	236141	285000	348815	254152
Rental, Hiring & Real Estate	2	-	-	417908	-	-	417908
Professional, Scientific & Technical	2	-	-	187500	-	-	187500
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	2	-	-	180580	-	-	180580
Education & Training	2	-	-	300000	-	-	300000
Health Care & Social Assistance	4	153180	251624	328158	352625	357350	276091
Arts & Recreation	2	-	-	566500	-	-	566500
Other Services	5	210000	225000	270000	721000	753520	438240
Super Fund	-	-	-	-	-	-	-
Mutual ADI	5	154000	175000	237791	252000	271569	217881



6.1.6 Combined Results – CFO & Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	60	123240	154500	200000	278575	404880	232470
Revenue							
Up to \$1M	2	-	-	273750	-	-	273750
\$1M - \$5M	5	103620	120000	124030	160000	180400	138146
\$5M - \$10M	5	133840	149201	175000	236900	273980	196680
\$10M - \$20M	5	107440	145000	150000	188700	190521	151567
\$20M - \$40M	11	123600	153978	169950	222500	290460	204786
\$40M - \$80M	7	199200	223300	235000	304050	377928	272503
\$80M - \$120M	4	200000	200000	240000	287500	301000	247500
\$120M - \$160M	2	-	-	226440	-	-	226440
\$160M - \$240M	2	-	-	359082	-	-	359082
\$240M - \$400M	5	191240	200000	260000	280000	416618	286619
\$400M - \$800M	3	-	248750	257500	353750	-	315833
\$800M - \$1B	2	-	-	362500	-	-	362500
\$1B - \$4B	3	-	296900	400000	470000	-	377933
\$4B or more	2	-	-	300000	-	-	300000
Assets							
Up to \$1M	2	-	-	180000	-	-	180000
\$1M - \$4M	4	131581	142908	162100	199688	244125	180495
\$4M - \$8M	4	90000	135000	180000	205000	214000	160000
\$8M - \$12M	3	-	159228	165000	178368	-	170064
\$12M - \$20M	10	122240	131648	198455	240400	296880	210944
\$20M - \$40M	4	161500	186250	240000	287500	301000	233750
\$40M - \$60M	2	-	-	168000	-	-	168000
\$60M - \$100M	4	151350	153375	169950	208575	250290	192000
\$100M - \$200M	9	184950	200000	226440	260000	354000	251541
\$200M - \$500M	6	132088	179631	262730	477615	577582	324133
\$500M - \$1B	5	195620	350000	375000	449820	484546	355043
\$1B - \$3B	2	-	-	225650	-	-	225650
\$3B - \$10B	-	-	-	-	-	-	-
\$10B or more	2	-	-	300000	-	-	300000
FTE							
Up to 5	4	79209	108022	144515	174478	191537	137985
5 - 10	4	127500	138750	168368	212239	249146	182621
11 - 20	2	-	-	218450	-	-	218450
21 - 30	4	134520	150900	164975	171212	173485	157138
31 - 50	5	109120	149201	150000	245000	277220	185060
51 - 70	3	-	156150	188700	207650	-	179633
71 - 100	7	140705	177588	195700	256550	283044	209205
101 - 150	4	176082	208455	337620	449055	449514	319890
151 - 200	5	123183	153457	310000	330000	402000	269291
201 - 300	2	-	-	184000	-	-	184000
301 - 400	2	-	-	280000	-	-	280000
401 - 600	2	-	-	507697	-	-	507697
601 - 1000	7	236000	305000	375000	470000	570066	391452
1001 - 4000	5	129780	185400	240000	257500	271000	211120
4001 or more	6	139265	164325	196900	201410	210940	182368



6.1.6 Combined Results – CFO & Company Secretary (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	2	-	-	178190	-	-	178190
Large - Listed	5	105232	124030	507697	540000	585098	375918
Large - Unlisted	2	-	-	280000	-	-	280000
Large - Private	3	-	240000	260000	330000	-	293333
Medium - Listed	4	130300	171250	215450	255175	288070	210975
Medium - Unlisted	4	163808	167756	184975	208750	224500	191531
Medium - Private	7	133521	151329	226600	261550	298860	213194
Small - Listed	5	85612	124030	165000	202910	245414	165138
Small - Unlisted	-	-	-	-	-	-	-
Small - Private	-	-	-	-	-	-	-
NFP: Charity	-	-	-	-	-	-	-
Education	2	-	-	257500	-	-	257500
Health	4	151350	153375	161250	176000	190400	168125
Aged Care	2	-	-	192700	-	-	192700
Professional/Industry	9	115360	123600	175000	195700	292108	182355
Sport & Recreation	3	-	132500	145000	297500	-	238333
Community Housing	-	-	-	-	-	-	-
Disability	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Government - Large	6	196900	210000	260000	332500	362500	273133
Government - Medium	4	200022	217005	337620	449055	449514	328440
Government - Small	-	-	-	-	-	-	-
Super Fund	-	-	-	-	-	-	-
Type of Industry							
Agriculture, Forestry & Fishing	3	-	126938	161175	176455	-	148537
Mining - Junior	5	141800	200000	236900	310000	493098	293013
Mining	5	85612	124030	165000	202910	245414	165138
Manufacturing	5	164000	245000	260000	278100	415858	280159
Electricity, Gas, Water, & Waste	4	217000	302500	362500	393705	427374	333705
Construction	2	-	-	540000	-	-	540000
Wholesale Trade	2	-	-	278300	-	-	278300
Retail Trade	2	-	-	184940	-	-	184940
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	2	-	-	448800	-	-	448800
Information Media & Telecoms	-	-	-	-	-	-	-
Financial & Insurance	3	-	164750	175000	287500	-	243167
Rental, Hiring & Real Estate	2	-	-	235000	-	-	235000
Professional, Scientific & Technical	5	150903	153457	220000	280000	286276	218624
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	2	-	-	196900	-	-	196900
Education & Training	8	108720	122700	217850	263125	285610	199738
Health Care & Social Assistance	5	151800	154500	185400	200000	200000	177980
Arts & Recreation	3	-	166850	188700	207570	-	186713
Other Services	4	137806	158470	181975	258000	373200	234495
Super Fund	-	-	-	-	-	-	-
Mutual ADI	-	-	-	-	-	-	-



6.1.7 Combined Results – General Counsel

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	47	180000	213150	280500	351000	764400	361917
Revenue							
Up to \$1M	3	-	140000	180000	483000	-	355333
\$1M - \$5M	2	-	-	239226	-	-	239226
\$5M - \$10M	2	-	-	251550	-	-	251550
\$10M - \$20M	2	-	-	225000	-	-	225000
\$20M - \$40M	2	-	-	184000	-	-	184000
\$40M - \$80M	10	193220	212030	271900	316754	378000	274239
\$80M - \$120M	6	190000	202500	217500	236250	278870	228790
\$120M - \$160M	-	-	-	-	-	-	-
\$160M - \$240M	2	-	-	133296	-	-	133296
\$240M - \$400M	6	200278	222525	260600	295000	300000	253626
\$400M - \$800M	6	291250	303375	325175	349712	367995	328140
\$800M - \$1B	2	-	-	355250	-	-	355250
\$1B - \$4B	3	-	327741	355482	582016	-	488011
\$4B or more	4	795000	862500	915000	1212500	1721000	1160000
Assets							
Up to \$1M	2	-	-	342850	-	-	342850
\$1M - \$4M	4	160041	201800	252750	406875	634350	355925
\$4M - \$8M	-	-	-	-	-	-	-
\$8M - \$12M	2	-	-	165000	-	-	165000
\$12M - \$20M	3	-	226750	280000	304800	-	261033
\$20M - \$40M	3	-	180000	180000	240000	-	220000
\$40M - \$60M	3	-	205000	210000	225000	-	216667
\$60M - \$100M	3	-	218150	220000	272500	-	253767
\$100M - \$200M	4	209140	246850	279908	315009	356398	281951
\$200M - \$500M	2	-	-	204628	-	-	204628
\$500M - \$1B	5	300800	302000	307500	350000	410000	341900
\$1B - \$3B	4	167843	219663	300226	352870	354437	272308
\$3B - \$10B	2	-	-	1210250	-	-	1210250
\$10B or more	10	208437	249900	308870	793912	903000	493286
FTE							
Up to 5	2	-	-	100000	-	-	100000
5 - 10	3	-	181100	230000	239226	-	203551
11 - 20	2	-	-	242000	-	-	242000
21 - 30	2	-	-	173500	-	-	173500
31 - 50	2	-	-	180000	-	-	180000
51 - 70	-	-	-	-	-	-	-
71 - 100	2	-	-	217187	-	-	217187
101 - 150	2	-	-	450000	-	-	450000
151 - 200	2	-	-	383990	-	-	383990
201 - 300	6	166648	220125	299120	343435	361000	275589
301 - 400	5	204000	240000	267800	292015	330095	267059
401 - 600	3	-	230600	241200	270600	-	253733
601 - 1000	6	197128	232500	301000	319250	337500	278542
1001 - 4000	8	222390	266250	318550	453638	792765	411975
4001 or more	6	280250	457875	825000	922500	1495000	866750



6.1.7 Combined Results – General Counsel (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	8	318400	358375	779275	907500	1269000	800131
Large - Listed	6	232378	285375	301000	342112	570741	368040
Large - Unlisted	2	-	-	254800	-	-	254800
Large - Private	5	210000	225000	267800	300000	342000	272560
Medium - Listed	2	-	-	180000	-	-	180000
Medium - Unlisted	2	-	-	300000	-	-	300000
Medium - Private	2	-	-	225000	-	-	225000
Small - Listed	-	-	-	-	-	-	-
Small - Unlisted	-	-	-	-	-	-	-
Small - Private	2	-	-	100000	-	-	100000
NFP: Charity	2	-	-	307500	-	-	307500
Education	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-
Aged Care	2	-	-	216300	-	-	216300
Professional/Industry	3	-	232758	292015	308508	-	263505
Sport & Recreation	2	-	-	383990	-	-	383990
Community Housing	-	-	-	-	-	-	-
Disability	2	-	-	210000	-	-	210000
Other	-	-	-	-	-	-	-
Government - Large	6	166648	205000	250000	327138	346425	254358
Government - Medium	3	-	196687	209374	329687	-	281125
Government - Small	3	-	181100	230000	239226	-	203551
Super Fund	3	-	258600	276000	296870	-	278313
Type of Industry							
Agriculture, Forestry & Fishing	-	-	-	-	-	-	-
Mining - Junior	3	-	326000	352000	353741	-	335827
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	250000	-	-	250000
Electricity, Gas, Water, & Waste	3	-	267000	350000	400000	-	328000
Construction	3	-	196008	292015	1176008	-	817338
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	2	-	-	227500	-	-	227500
Accommodation and Food	2	-	-	225000	-	-	225000
Transport, Postal & Warehousing	2	-	-	220000	-	-	220000
Information Media & Telecoms	2	-	-	930000	-	-	930000
Financial & Insurance	7	264300	290250	302000	345050	576300	387514
Rental, Hiring & Real Estate	2	-	-	249250	-	-	249250
Professional, Scientific & Technical	5	151321	180000	180000	267800	329120	226000
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	2	-	-	200000	-	-	200000
Education & Training	2	-	-	311425	-	-	311425
Health Care & Social Assistance	4	211890	214725	261900	418125	617250	370950
Arts & Recreation	2	-	-	786000	-	-	786000
Other Services	4	148584	171515	284122	490130	681182	377523
Super Fund	5	222104	241200	248452	276000	301043	258553
Mutual ADI	-	-	-	-	-	-	-



6.1.8 Combined Results – Chief Risk Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	133	148656	186430	230000	309000	382536	256810
Revenue							
Up to 1M	2	-	-	227250	-	-	227250
\$1M - \$5M	6	129936	147500	200000	311000	374000	234646
\$5M - \$10M	5	112800	120000	120000	155000	196400	145400
\$10M - \$20M	18	134853	157941	197594	222250	239150	199317
\$20M - \$40M	17	155000	185000	218215	260000	334218	222731
\$40M - \$80M	27	150880	186750	220000	301925	393902	244838
\$80M - \$120M	13	159200	193981	247055	320000	351754	248362
\$120M - \$160M	10	169909	216156	285500	300805	377841	271600
\$160M - \$240M	6	171700	173825	203044	256497	285750	220164
\$240M - \$400M	11	200000	230530	250000	361710	400000	294622
\$400M - \$800M	9	206800	250000	325482	375000	431000	325387
\$800M - \$1B	3	-	269500	309000	313640	-	285760
\$1B - \$4B	3	-	396000	412000	515000	-	470000
\$4B or more	2	-	-	759375	-	-	759375
Assets							
Up to 1M	2	-	-	154500	-	-	154500
\$1M - \$4M	3	-	129936	130000	140000	-	136624
\$4M - \$8M	-	-	-	-	-	-	-
\$8M - \$12M	2	-	-	300000	-	-	300000
\$12M - \$20M	4	168500	188750	225000	277625	327350	241375
\$20M - \$40M	7	92000	115000	175100	330000	497500	253407
\$40M - \$60M	2	-	-	186062	-	-	186062
\$60M - \$100M	2	-	-	218530	-	-	218530
\$100M - \$200M	11	120000	145000	193981	273000	296000	204689
\$200M - \$500M	15	130000	133752	155165	203000	221392	179759
\$500M - \$1B	13	167694	185000	200000	228761	246000	221327
\$1B - \$3B	29	178489	204000	230000	318280	364960	256816
\$3B - \$10B	19	204600	220000	265000	378160	410998	291894
\$10B or more	27	224647	259798	306500	365750	430000	338608
FTE							
Up to 5	4	168150	188625	250000	315125	342350	253750
5 - 10	3	-	210000	220000	284000	-	256000
11 - 20	7	129949	160594	223000	229000	300400	218866
21 - 30	4	114900	125250	165500	206250	217500	166000
31 - 50	11	120000	151660	186430	206990	249614	182228
51 - 70	10	157052	172113	198886	252190	411228	237057
71 - 100	9	179000	190000	208000	241079	354400	243610
101 - 150	16	160500	170702	219108	253670	278458	213817
151 - 200	6	171000	206524	273047	303550	315774	253274
201 - 300	13	171020	206000	278000	355000	361596	270095
301 - 400	6	150000	186000	225528	249264	320765	232098
401 - 600	9	130000	164800	231060	350100	383205	254062
601 - 1000	10	184912	248102	324925	378330	423000	315770
1001 - 4000	8	192020	200000	218500	266990	447900	279298
4001 or more	9	240000	252622	309000	412000	690000	393406



6.1.8 Combined Results – Chief Risk Officer (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	7	257400	342000	412000	630875	736250	487536
Large - Listed	2	-	-	495000	-	-	495000
Large - Unlisted	11	278000	326384	362870	383925	410747	352112
Large - Private	3	-	157500	250000	315000	-	231667
Medium - Listed	2	-	-	260000	-	-	260000
Medium - Unlisted	27	126000	149160	166268	205204	238057	183777
Medium - Private	2	-	-	192500	-	-	192500
Small - Listed	2	-	-	360500	-	-	360500
Small - Unlisted	-	-	-	-	-	-	-
Small - Private	2	-	-	250000	-	-	250000
NFP: Charity	3	-	217000	234000	243311	-	228874
Education	4	115962	124905	142186	178375	221350	161093
Health	10	165000	177586	203000	284500	298228	222238
Aged Care	7	126000	130000	164800	230494	250592	183684
Professional/Industry	2	-	-	155000	-	-	155000
Sport & Recreation	2	-	-	325482	-	-	325482
Community Housing	2	-	-	187500	-	-	187500
Disability	2	-	-	208562	-	-	208562
Other	-	-	-	-	-	-	-
Government - Large	15	185060	202000	230000	301204	328728	247664
Government - Medium	5	208290	241079	328000	422280	444912	327558
Government - Small	2	-	-	348000	-	-	348000
Super Fund	27	196475	220000	258680	328500	381268	274062
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	204000	-	-	204000
Mining - Junior	4	120500	203750	312500	381250	392500	272500
Mining	2	-	-	360500	-	-	360500
Manufacturing	-	-	-	-	-	-	-
Electricity, Gas, Water, & Waste	2	-	-	301660	-	-	301660
Construction	2	-	-	250000	-	-	250000
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	2	-	-	236311	-	-	236311
Transport, Postal & Warehousing	2	-	-	422280	-	-	422280
Information Media & Telecoms	-	-	-	-	-	-	-
Financial & Insurance	22	152000	181250	206204	296000	452000	270160
Rental, Hiring & Real Estate	-	-	-	-	-	-	-
Professional, Scientific & Technical	-	-	-	-	-	-	-
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	2	-	-	215530	-	-	215530
Education & Training	6	119936	136155	164200	193350	225000	169712
Health Care & Social Assistance	14	123000	136250	196062	230740	271000	194871
Arts & Recreation	3	-	186515	218530	315265	-	261677
Other Services	4	220215	287886	471741	624438	636025	440583
Super Fund	36	195594	222250	262958	331886	368250	277937
Mutual ADI	33	138867	159335	204000	320000	376056	237237



6.1.9 Combined Results – Chief Operating Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	215	140000	181758	250000	350000	421800	309492
Revenue							
Up to \$1M	5	201600	204000	247200	250000	254395	231705
\$1M - \$5M	18	106500	122500	155000	200000	360330	188651
\$5M - \$10M	17	107200	126000	145000	200000	232960	165003
\$10M - \$20M	30	173155	180690	242500	300000	340910	250846
\$20M - \$40M	30	129875	176250	210000	296250	341959	235700
\$40M - \$80M	28	183500	203750	238500	320875	408600	341675
\$80M - \$120M	16	200000	240000	297500	380000	388000	316515
\$120M - \$160M	13	185406	242740	300000	371152	402500	297545
\$160M - \$240M	11	155040	207768	268000	368034	370000	280336
\$240M - \$400M	18	276700	322793	350000	477260	612500	402850
\$400M - \$800M	9	294060	302000	329879	485000	572600	407120
\$800M - \$1B	5	185920	220000	309000	405000	543792	346704
\$1B - \$4B	12	162000	270000	473380	899712	1122700	799631
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to \$1M	7	139840	160700	200000	210000	230880	188371
\$1M - \$4M	14	106000	125000	176944	228250	301198	187301
\$4M - \$8M	11	130000	142500	180000	200000	206000	168000
\$8M - \$12M	13	132800	160000	180000	220000	245256	191021
\$12M - \$20M	22	132800	166250	187500	238900	300200	203870
\$20M - \$40M	16	157520	193460	205000	285000	335400	234667
\$40M - \$60M	7	156000	215000	270000	332500	1075754	523484
\$60M - \$100M	4	259710	284775	299350	309975	327930	295400
\$100M - \$200M	10	173200	186818	255000	352470	405800	283964
\$200M - \$500M	25	164754	182760	270000	370000	486725	310530
\$500M - \$1B	15	230400	285555	338207	402500	529616	366587
\$1B - \$3B	27	186772	241500	350400	442930	581528	382886
\$3B - \$10B	17	234578	251284	309000	371152	801200	570362
\$10B or more	21	200000	271024	333125	404875	500000	358559
FTE							
Up to 5	2	-	-	217100	-	-	217100
5 - 10	11	120000	125000	200000	241802	351900	202028
11 - 20	17	148000	160000	200000	238000	362000	214235
21 - 30	9	124800	168920	177400	187953	230080	177857
31 - 50	20	110800	129688	180500	255000	320500	197434
51 - 70	12	144276	221940	248000	267750	352875	248086
71 - 100	20	159906	180000	285555	351800	382800	279841
101 - 150	20	177874	203750	249000	300000	414700	291884
151 - 200	12	141745	166750	222500	338207	390221	253779
201 - 300	15	148000	190000	275500	345612	479000	289146
301 - 400	12	169189	197222	260000	321538	757115	337694
401 - 600	13	200000	222334	319500	404875	564000	350438
601 - 1000	15	214000	273000	333125	396000	898000	501638
1001 - 4000	18	166122	249653	312500	377500	447500	502591
4001 or more	11	200000	272000	350000	560660	700000	448782



6.1.9 Combined Results – Chief Operating Officer (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	12	299730	347625	614000	725000	1099700	841600
Large - Listed	9	307600	320000	350000	400000	635256	423260
Large - Unlisted	7	195555	240000	305000	355576	374691	295006
Large - Private	13	168000	220000	250000	340000	376000	269615
Medium - Listed	11	150000	190000	300000	338207	350400	286897
Medium - Unlisted	26	121064	167220	215000	307375	388000	239598
Medium - Private	18	176100	200000	220000	276250	359000	242833
Small - Listed	3	-	222162	257325	314062	-	271708
Small - Unlisted	-	-	-	-	-	-	-
Small - Private	2	-	-	160000	-	-	160000
NFP: Charity	11	146400	163500	185000	238000	270000	205198
Education	7	112000	135000	160000	206100	288320	184600
Health	12	130000	177068	262750	418301	630188	350470
Aged Care	11	167375	195000	243000	335000	409039	270540
Professional/Industry	12	129875	161690	213140	274000	507588	275593
Sport & Recreation	3	-	147500	165000	247440	-	208293
Community Housing	4	150152	165379	184420	231225	296430	212185
Disability	4	181500	183750	208500	718846	1595170	694096
Other	6	91000	142750	187500	200000	259750	179417
Government - Large	15	142698	190000	222334	285512	389704	248387
Government - Medium	9	148232	193000	310000	325950	354344	270436
Government - Small	2	-	-	351900	-	-	351900
Super Fund	19	227991	257500	320000	388852	480688	331289
Type of Industry							
Agriculture, Forestry & Fishing	8	174804	197965	215500	230459	278100	225893
Mining - Junior	7	135430	219525	400000	562500	690513	421476
Mining	6	193500	214331	303662	365600	526900	341354
Manufacturing	6	155000	167500	205000	280000	343500	234500
Electricity, Gas, Water, & Waste	7	123276	127245	140000	312500	487000	249927
Construction	4	176900	191750	202500	238750	299500	228000
Wholesale Trade	2	-	-	242000	-	-	242000
Retail Trade	2	-	-	223000	-	-	223000
Accommodation and Food	3	-	298891	347782	363891	-	325927
Transport, Postal & Warehousing	4	188500	231250	307750	362065	364883	285565
Information Media & Telecoms	7	135840	154800	180000	220000	412000	249943
Financial & Insurance	28	222400	270000	300000	354317	397500	339908
Rental, Hiring & Real Estate	9	196000	210000	338207	339900	480000	337324
Professional, Scientific & Technical	16	170000	200000	242500	310000	368000	258180
Administrative & Support	2	-	-	176000	-	-	176000
Public Administration & Safety	2	-	-	211167	-	-	211167
Education & Training	11	120000	124630	130000	160000	165000	155842
Health Care & Social Assistance	33	132600	175000	200000	300000	473000	304757
Arts & Recreation	3	-	206100	247200	690100	-	515067
Other Services	13	191910	226985	322057	370000	660000	590604
Super Fund	28	224500	261250	315000	353612	434658	318975
Mutual ADI	13	126702	182760	246000	371152	392800	262772



6.1.10 Combined Results – Chief Information Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	121	148000	200000	250000	316200	380000	266989
Revenue							
Up to \$1M	-	-	-	-	-	-	-
\$1M - \$5M	5	121050	180000	220000	220000	316000	216350
\$5M - \$10M	3	-	105000	120000	185000	-	153333
\$10M - \$20M	10	132182	166514	197614	231250	255700	197973
\$20M - \$40M	13	143516	190000	210000	289984	326090	240203
\$40M - \$80M	21	140000	168433	200000	258000	316200	212316
\$80M - \$120M	14	200000	210000	295000	327612	334323	275585
\$120M - \$160M	8	192434	208393	250000	250000	297400	248502
\$160M - \$240M	10	179466	209030	231770	264000	277500	230854
\$240M - \$400M	17	206000	229691	330000	380000	470000	332286
\$400M - \$800M	8	251000	261988	298500	377344	395063	316128
\$800M - \$1B	4	293996	344990	376660	382757	387720	351087
\$1B - \$4B	6	139870	161250	250000	286250	355626	248498
\$4B or more	2	-	-	987500	-	-	987500
Assets							
Up to \$1M	2	-	-	292000	-	-	292000
\$1M - \$4M	5	94250	113000	180000	220000	226000	164950
\$4M - \$8M	2	-	-	220000	-	-	220000
\$8M - \$12M	4	105000	127500	165000	217500	267000	180000
\$12M - \$20M	5	196000	235000	250000	350000	401630	288210
\$20M - \$40M	7	129600	168000	231540	250000	310000	226791
\$40M - \$60M	5	156800	170000	240000	275000	299720	229840
\$60M - \$100M	3	-	200000	200000	216000	-	210667
\$100M - \$200M	11	151369	182724	218000	250000	380000	240438
\$200M - \$500M	13	127029	175000	225000	262650	298000	238395
\$500M - \$1B	13	179845	206040	229691	305000	383501	258896
\$1B - \$3B	25	178800	200000	250000	330410	377328	265543
\$3B - \$10B	13	206857	272000	307000	333283	363840	296439
\$10B or more	14	217400	277916	304972	417000	762500	406948
FTE							
Up to 5	-	-	-	-	-	-	-
5 - 10	3	-	85875	90000	155000	-	130583
11 - 20	3	-	179000	180000	290000	-	252667
21 - 30	2	-	-	137500	-	-	137500
31 - 50	4	150500	166250	212500	258416	273563	212166
51 - 70	8	123947	156550	184114	205500	246985	189020
71 - 100	4	148108	182771	221014	242500	247000	204257
101 - 150	15	167241	185000	220000	250000	289994	231045
151 - 200	3	-	230000	250000	297500	-	268333
201 - 300	15	163857	215000	316200	333205	366720	283211
301 - 400	9	118600	170000	220000	240000	270525	207847
401 - 600	8	193500	266173	325000	380100	435600	323676
601 - 1000	15	204000	215762	260000	328500	378000	289302
1001 - 4000	17	176000	210000	275000	373320	398626	280083
4001 or more	7	212000	235000	275000	633014	965000	473004



6.1.10 Combined Results – Chief Information Officer (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	6	310000	382757	483014	800000	987500	593505
Large - Listed	8	216658	223250	231000	301250	327500	262941
Large - Unlisted	16	201786	256750	328500	339500	372900	300308
Large - Private	9	193200	200000	220000	260000	290000	232111
Medium - Listed	2	-	-	250000	-	-	250000
Medium - Unlisted	24	128044	167246	190614	219390	284600	203606
Medium - Private	2	-	-	130875	-	-	130875
Small - Listed	-	-	-	-	-	-	-
Small - Unlisted	-	-	-	-	-	-	-
Small - Private	2	-	-	220000	-	-	220000
NFP: Charity	3	-	166500	178000	281188	-	239125
Education	3	-	113000	136000	193000	-	158667
Health	12	140800	150527	245000	250000	261385	223206
Aged Care	4	203000	207500	219846	241018	261407	228673
Professional/Industry	2	-	-	185000	-	-	185000
Sport & Recreation	-	-	-	-	-	-	-
Community Housing	-	-	-	-	-	-	-
Disability	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Government - Large	16	191294	216510	289520	339398	376660	283389
Government - Medium	4	210882	224162	257601	321759	390334	288320
Government - Small	-	-	-	-	-	-	-
Super Fund	10	254200	279496	309812	368321	417200	328489
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	210000	-	-	210000
Mining - Junior	2	-	-	330000	-	-	330000
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	199000	-	-	199000
Electricity, Gas, Water, & Waste	4	175818	229935	303400	355100	370040	281635
Construction	2	-	-	225000	-	-	225000
Wholesale Trade	2	-	-	225000	-	-	225000
Retail Trade	2	-	-	174000	-	-	174000
Accommodation and Food	2	-	-	290000	-	-	290000
Transport, Postal & Warehousing	3	-	280626	421251	428650	-	332434
Information Media & Telecoms	8	187000	212500	311660	428750	732500	408540
Financial & Insurance	14	158434	191000	245000	259488	300500	274533
Rental, Hiring & Real Estate	2	-	-	162500	-	-	162500
Professional, Scientific & Technical	8	143525	170000	210000	251250	315000	215844
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	4	206000	215000	253520	294330	307452	255810
Education & Training	6	113000	153510	228020	281500	341514	227512
Health Care & Social Assistance	10	138000	202500	239846	275000	390938	253407
Arts & Recreation	-	-	-	-	-	-	-
Other Services	7	154753	198056	231540	275000	332000	238665
Super Fund	14	231400	277916	302160	336018	399600	314631
Mutual ADI	31	163685	182500	210000	328500	345000	246402



6.1.11 Combined Results – Chief People & Culture Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	159	132410	163905	217935	277500	381800	246879
Revenue							
Up to \$1M	-	-	-	-	-	-	-
\$1M - \$5M	6	110000	117500	180000	253900	310790	200263
\$5M - \$10M	6	95000	111518	118035	144975	174025	129020
\$10M - \$20M	15	122000	140000	164010	191000	270000	182831
\$20M - \$40M	23	130259	152000	199285	229448	259387	200537
\$40M - \$80M	28	135800	157871	201352	230000	293000	205727
\$80M - \$120M	19	179600	184861	203043	285000	330082	238837
\$120M - \$160M	13	148199	200000	225000	292032	360600	344895
\$160M - \$240M	9	146659	200000	230000	237000	255000	212033
\$240M - \$400M	19	174000	216000	258267	353500	400000	278660
\$400M - \$800M	11	202000	243555	315000	352500	394370	304362
\$800M - \$1B	3	-	265000	280000	365814	-	327209
\$1B - \$4B	2	-	-	403464	-	-	403464
\$4B or more	4	480400	493000	625000	795000	876000	663000
Assets							
Up to \$1M	3	-	134035	152000	239500	-	198357
\$1M - \$4M	5	92000	110000	110000	153300	193320	134660
\$4M - \$8M	5	144000	150000	154000	200000	320000	208800
\$8M - \$12M	6	155000	175500	193375	217438	237500	195292
\$12M - \$20M	7	156000	169000	200000	250000	308000	215429
\$20M - \$40M	17	106000	140000	150000	200000	239000	177286
\$40M - \$60M	7	110000	115000	126000	175000	195174	147705
\$60M - \$100M	3	-	184861	189722	210861	-	200574
\$100M - \$200M	13	148199	180000	200000	225000	281001	212123
\$200M - \$500M	19	124200	146070	202703	240000	276000	203371
\$500M - \$1B	15	189965	230428	258267	389685	453651	384966
\$1B - \$3B	21	163800	178000	239348	315000	356380	250443
\$3B - \$10B	14	205080	237697	286500	362750	392745	294314
\$10B or more	22	200304	224875	272814	367222	497200	339377
FTE							
Up to 5	2	-	-	194750	-	-	194750
5 - 10	2	-	-	265200	-	-	265200
11 - 20	4	119000	132500	145000	212500	325000	200000
21 - 30	2	-	-	117500	-	-	117500
31 - 50	11	110000	118035	152000	167500	200000	148306
51 - 70	7	129502	149924	173449	202750	240500	179828
71 - 100	5	124146	128864	194400	220663	268265	192985
101 - 150	20	149380	161350	181000	235906	299500	277067
151 - 200	9	134000	170000	199285	255000	258267	200869
201 - 300	19	122800	150000	203043	282500	339328	222711
301 - 400	8	154000	190000	210000	230344	295462	222047
401 - 600	15	176800	196212	230000	289000	366667	255999
601 - 1000	19	141712	201500	232000	294345	380200	252906
1001 - 4000	19	174000	200000	230000	287500	342874	249587
4001 or more	10	195000	303750	425814	493000	768000	446863



6.1.11 Combined Results – Chief People & Culture Officer (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	7	230714	328095	451627	625000	822000	491831
Large - Listed	7	146856	175500	232000	390000	422000	280020
Large - Unlisted	17	200600	239348	307500	330000	377400	293002
Large - Private	10	107500	152500	180000	201500	310000	196700
Medium - Listed	5	193307	258267	258267	260000	335000	262307
Medium - Unlisted	20	124600	154121	171724	229173	258500	191424
Medium - Private	6	153650	163500	196000	200000	976000	441883
Small - Listed	-	-	-	-	-	-	-
Small - Unlisted	-	-	-	-	-	-	-
Small - Private	2	-	-	194750	-	-	194750
NFP: Charity	5	121188	128864	140000	225000	326622	200861
Education	5	84800	110000	110000	140000	236000	145600
Health	13	140760	150000	200000	225000	261001	193578
Aged Care	12	146270	205176	230000	235641	272500	219130
Professional/Industry	4	156000	165000	174000	200612	241314	191612
Sport & Recreation	2	-	-	80000	-	-	80000
Community Housing	2	-	-	110000	-	-	110000
Disability	4	159000	172500	190000	204484	212554	186984
Other	3	-	146000	152000	169500	-	159667
Government - Large	16	161509	199821	225000	291750	388464	252564
Government - Medium	5	149760	194400	220663	225000	270000	212013
Government - Small	2	-	-	265200	-	-	265200
Super Fund	16	192522	226625	259154	308119	396482	280541
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	200000	-	-	200000
Mining - Junior	3	-	230000	375000	387500	-	286667
Mining	2	-	-	152500	-	-	152500
Manufacturing	2	-	-	202000	-	-	202000
Electricity, Gas, Water, & Waste	6	240000	257500	332500	396250	436000	336167
Construction	3	-	196000	200000	290000	-	257333
Wholesale Trade	3	-	216500	232000	256595	-	238063
Retail Trade	3	-	138000	150000	165000	-	152000
Accommodation and Food	2	-	-	240000	-	-	240000
Transport, Postal & Warehousing	2	-	-	426927	-	-	426927
Information Media & Telecoms	4	132249	156518	285000	532500	771000	404018
Financial & Insurance	11	165792	192960	225004	377500	750000	423865
Rental, Hiring & Real Estate	4	138700	165250	219134	258267	258267	204384
Professional, Scientific & Technical	13	150000	153300	170000	200000	264758	191827
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	3	-	210000	220000	229894	-	219929
Education & Training	9	101600	110000	140000	300000	351925	201847
Health Care & Social Assistance	31	140000	151000	206000	230428	295000	215606
Arts & Recreation	2	-	-	134861	-	-	134861
Other Services	7	127978	137718	150000	201352	209622	166877
Super Fund	22	194888	221497	255617	287774	371305	267464
Mutual ADI	28	146791	168502	233500	312125	343787	241018



6.1.12 Combined Results – Chief Marketing Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	112	110000	137250	188834	264323	329369	207443
Revenue							
Up to \$1M	2	-	-	255461	-	-	255461
\$1M - \$5M	11	45000	69000	100000	122500	220000	119364
\$5M - \$10M	9	110000	120000	146300	153800	202000	149905
\$10M - \$20M	10	132450	140250	145160	169199	207400	172862
\$20M - \$40M	14	110327	128750	175000	242894	326313	229474
\$40M - \$80M	19	117090	134000	165000	191334	217400	168946
\$80M - \$120M	14	152000	206238	261000	295000	316700	245475
\$120M - \$160M	5	181377	257000	277813	277813	301625	252218
\$160M - \$240M	8	119318	145500	185948	240000	271500	192328
\$240M - \$400M	12	200000	203663	265500	356382	398000	282801
\$400M - \$800M	5	226200	237000	281000	340000	389422	299874
\$800M - \$1B	2	-	-	280000	-	-	280000
\$1B - \$4B	2	-	-	250000	-	-	250000
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to \$1M	3	-	122500	130000	183500	-	160667
\$1M - \$4M	7	67800	91500	100000	159524	222369	135424
\$4M - \$8M	4	36400	53500	119000	331250	612500	265750
\$8M - \$12M	5	127000	167500	200000	210000	252000	191500
\$12M - \$20M	11	115000	120000	153800	190000	320000	178255
\$20M - \$40M	11	111089	132500	140000	198150	300000	178944
\$40M - \$60M	7	123000	151500	180000	218000	253200	181000
\$60M - \$100M	2	-	-	217371	-	-	217371
\$100M - \$200M	16	125481	157759	214000	275703	328906	224496
\$200M - \$500M	11	110000	145160	154000	212776	270000	182670
\$500M - \$1B	6	119608	172886	254448	280750	351685	241914
\$1B - \$3B	17	130345	165000	220000	264000	303600	215587
\$3B - \$10B	7	219954	243000	317500	340000	364000	298341
\$10B or more	4	215000	237500	293795	340320	345234	284025
FTE							
Up to 5	2	-	-	75000	-	-	75000
5 - 10	6	91500	103750	125000	176250	245461	153987
11 - 20	5	40200	63000	100000	210000	324000	159600
21 - 30	5	124000	130000	138000	153800	160520	141360
31 - 50	9	81000	140000	148320	245000	251400	162930
51 - 70	7	124800	140650	151797	180500	231600	171942
71 - 100	6	98044	112067	134500	291692	347295	193280
101 - 150	15	123318	135981	185000	241280	269888	191238
151 - 200	8	110000	117500	168475	199500	239100	173119
201 - 300	12	123500	157250	221976	314352	375041	238619
301 - 400	6	135000	147500	175000	195000	210000	173333
401 - 600	8	148500	191163	272646	318125	328553	253898
601 - 1000	9	208000	250000	275000	281000	340000	263556
1001 - 4000	11	200000	203276	215000	272500	300000	244558
4001 or more	3	-	225000	250000	525000	-	416667



6.1.12 Combined Results – Chief Marketing Officer (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	2	-	-	180000	-	-	180000
Large - Listed	3	-	275500	281000	330500	-	310333
Large - Unlisted	12	175495	248238	294500	322602	339041	274322
Large - Private	7	172000	207500	250000	287500	500000	310000
Medium - Listed	3	-	275000	300000	328500	-	302333
Medium - Unlisted	19	116990	138500	170000	231948	266400	184416
Medium - Private	10	98500	134762	168475	204000	217400	166700
Small - Listed	2	-	-	300922	-	-	300922
Small - Unlisted	2	-	-	83000	-	-	83000
Small - Private	2	-	-	115000	-	-	115000
NFP: Charity	5	114653	120000	138000	140000	309422	186292
Education	3	-	100000	100000	120500	-	113667
Health	14	123000	136722	182672	238500	277813	197924
Aged Care	7	108000	135000	154215	190776	233931	167252
Professional/Industry	2	-	-	149400	-	-	149400
Sport & Recreation	2	-	-	135000	-	-	135000
Community Housing	2	-	-	110000	-	-	110000
Disability	2	-	-	160000	-	-	160000
Other	4	54000	67500	95000	133750	167500	106250
Government - Large	10	191772	201221	225000	246750	266763	220490
Government - Medium	3	-	145000	180000	258795	-	209197
Government - Small	-	-	-	-	-	-	-
Super Fund	2	-	-	374255	-	-	374255
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	266000	-	-	266000
Mining - Junior	2	-	-	400000	-	-	400000
Mining	2	-	-	300922	-	-	300922
Manufacturing	2	-	-	169450	-	-	169450
Electricity, Gas, Water, & Waste	3	-	255000	280000	540000	-	436667
Construction	2	-	-	167500	-	-	167500
Wholesale Trade	4	104500	111250	164000	224250	244500	171500
Retail Trade	2	-	-	134000	-	-	134000
Accommodation and Food	3	-	207500	215000	257500	-	238333
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	2	-	-	315000	-	-	315000
Financial & Insurance	16	107981	137250	172672	256953	279406	189308
Rental, Hiring & Real Estate	2	-	-	161900	-	-	161900
Professional, Scientific & Technical	9	116600	140000	145000	180000	288000	171894
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	3	-	202442	204884	212442	-	208295
Education & Training	5	112000	130000	141000	200000	222200	161600
Health Care & Social Assistance	23	92000	113044	150000	203276	270000	171662
Arts & Recreation	2	-	-	200146	-	-	200146
Other Services	7	100635	143862	190000	240000	304800	198532
Super Fund	3	-	343050	348510	374255	-	362033
Mutual ADI	22	122200	149189	226924	291000	329119	222626



6.1.13 Combined Results – Chief Digital Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	56	177500	201750	270362	352790	399887	276423
Revenue							
Up to \$1M	-	-	-	-	-	-	-
\$1M - \$5M	4	206000	215000	289469	377204	410081	302734
\$5M - \$10M	2	-	-	146000	-	-	146000
\$10M - \$20M	8	203670	239775	278125	312946	391700	291993
\$20M - \$40M	13	156200	206000	271524	341176	348691	257759
\$40M - \$80M	10	125800	181500	244600	334795	389530	250968
\$80M - \$120M	6	185780	199420	244562	310394	331387	253910
\$120M - \$160M	4	275760	331200	373600	404636	439621	362236
\$160M - \$240M	2	-	-	213000	-	-	213000
\$240M - \$400M	5	232000	280000	399774	400000	449800	352555
\$400M - \$800M	-	-	-	-	-	-	-
\$800M - \$1B	2	-	-	372100	-	-	372100
\$1B - \$4B	2	-	-	280000	-	-	280000
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to \$1M	2	-	-	200000	-	-	200000
\$1M - \$4M	2	-	-	180000	-	-	180000
\$4M - \$8M	2	-	-	350000	-	-	350000
\$8M - \$12M	2	-	-	150250	-	-	150250
\$12M - \$20M	2	-	-	190000	-	-	190000
\$20M - \$40M	2	-	-	400000	-	-	400000
\$40M - \$60M	2	-	-	155000	-	-	155000
\$60M - \$100M	2	-	-	251125	-	-	251125
\$100M - \$200M	-	-	-	-	-	-	-
\$200M - \$500M	4	100600	119500	243000	366944	386642	243444
\$500M - \$1B	2	-	-	95000	-	-	95000
\$1B - \$3B	10	185404	206500	238400	351741	378090	275355
\$3B - \$10B	12	192668	208746	255625	295899	349502	270651
\$10B or more	19	211600	275762	332624	373600	415229	325695
FTE							
Up to 5	-	-	-	-	-	-	-
5 - 10	2	-	-	269469	-	-	269469
11 - 20	3	-	220400	238800	319400	-	280267
21 - 30	3	-	183000	191000	195500	-	188667
31 - 50	5	126000	180000	206000	250000	268000	201200
51 - 70	3	-	230012	240024	269310	-	252873
71 - 100	7	163460	235175	283180	348167	355495	271552
101 - 150	6	222841	245800	270362	285381	292500	261901
151 - 200	2	-	-	119125	-	-	119125
201 - 300	4	185468	186170	253580	322988	327285	255578
301 - 400	2	-	-	276312	-	-	276312
401 - 600	4	166338	220844	318162	409650	453660	312331
601 - 1000	3	-	339887	399774	431359	-	380906
1001 - 4000	2	-	-	200000	-	-	200000
4001 or more	2	-	-	361050	-	-	361050



6.1.13 Combined Results – Chief Digital Officer (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	-	-	-	-	-	-	-
Large - Listed	-	-	-	-	-	-	-
Large - Unlisted	3	-	185780	186560	258355	-	233903
Large - Private	2	-	-	315000	-	-	315000
Medium - Listed	2	-	-	220000	-	-	220000
Medium - Unlisted	3	-	327298	356000	378000	-	351532
Medium - Private	4	111575	136438	165125	185000	194000	156312
Small - Listed	-	-	-	-	-	-	-
Small - Unlisted	-	-	-	-	-	-	-
Small - Private	2	-	-	180000	-	-	180000
NFP: Charity	-	-	-	-	-	-	-
Education	-	-	-	-	-	-	-
Health	2	-	-	372100	-	-	372100
Aged Care	2	-	-	110000	-	-	110000
Professional/Industry	2	-	-	399774	-	-	399774
Sport & Recreation	-	-	-	-	-	-	-
Community Housing	2	-	-	88000	-	-	88000
Disability	2	-	-	175000	-	-	175000
Other	-	-	-	-	-	-	-
Government - Large	7	207800	216500	251125	373376	427158	299117
Government - Medium	5	203000	206000	283180	341176	349565	277303
Government - Small	2	-	-	358938	-	-	358938
Super Fund	23	207966	239412	280000	357000	423200	303218
Type of Industry							
Agriculture, Forestry & Fishing	-	-	-	-	-	-	-
Mining - Junior	2	-	-	200000	-	-	200000
Mining	-	-	-	-	-	-	-
Manufacturing	-	-	-	-	-	-	-
Electricity, Gas, Water, & Waste	2	-	-	350000	-	-	350000
Construction	2	-	-	150250	-	-	150250
Wholesale Trade	2	-	-	220000	-	-	220000
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	2	-	-	180000	-	-	180000
Financial & Insurance	5	127000	175000	238000	280000	291157	217319
Rental, Hiring & Real Estate	-	-	-	-	-	-	-
Professional, Scientific & Technical	3	-	268000	356000	377887	-	311925
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	2	-	-	220000	-	-	220000
Education & Training	2	-	-	200000	-	-	200000
Health Care & Social Assistance	4	88600	89500	110000	190525	299470	170025
Arts & Recreation	2	-	-	251125	-	-	251125
Other Services	-	-	-	-	-	-	-
Super Fund	32	206168	239718	292500	359704	429130	309505
Mutual ADI	3	-	185780	186560	258355	-	233903



6.1.14 Combined Results – Chief Sales Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	80	134923	168986	219500	280133	371000	233826
Revenue							
Up to \$1M	-	-	-	-	-	-	-
\$1M - \$5M	9	111800	120000	200000	240000	390000	214889
\$5M - \$10M	10	115700	134536	149690	203855	265000	181054
\$10M - \$20M	9	142884	148320	162000	206835	236000	182443
\$20M - \$40M	10	191394	201250	218014	238349	246200	216920
\$40M - \$80M	14	165300	182376	214784	247750	260500	214117
\$80M - \$120M	8	193968	199000	229000	293482	321949	248894
\$120M - \$160M	5	161260	206165	219000	250000	298451	227448
\$160M - \$240M	2	-	-	298248	-	-	298248
\$240M - \$400M	7	310600	340500	400000	416028	422400	374151
\$400M - \$800M	4	245400	285000	338500	382500	405000	329000
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	2	-	-	320000	-	-	320000
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to \$1M	2	-	-	167725	-	-	167725
\$1M - \$4M	6	97000	103000	117500	157500	194236	136246
\$4M - \$8M	4	202050	205126	213418	220000	220000	211709
\$8M - \$12M	2	-	-	135000	-	-	135000
\$12M - \$20M	5	139920	172800	200000	248000	357200	233760
\$20M - \$40M	7	146017	175334	250000	300000	370000	248530
\$40M - \$60M	4	243000	247500	250000	262500	285000	260000
\$60M - \$100M	2	-	-	147500	-	-	147500
\$100M - \$200M	6	132777	147980	260114	382750	410000	267630
\$200M - \$500M	11	148713	157500	169981	219500	244495	192152
\$500M - \$1B	9	183988	205000	219000	228897	258200	220061
\$1B - \$3B	13	180402	209569	238000	265000	286506	235925
\$3B - \$10B	5	339251	352000	370000	412055	420422	378161
\$10B or more	3	-	260000	320000	370000	-	313333
FTE							
Up to 5	-	-	-	-	-	-	-
5 - 10	5	111400	130000	172800	200000	224000	168360
11 - 20	7	118000	127116	139041	273000	388000	207753
21 - 30	2	-	-	162000	-	-	162000
31 - 50	13	138024	148713	169981	206835	242095	178846
51 - 70	9	139484	150668	216027	250000	320000	224369
71 - 100	4	220000	220000	235000	295000	376000	280000
101 - 150	8	133897	166126	214284	230423	236950	197099
151 - 200	4	187800	222000	253000	268883	275872	237883
201 - 300	5	205200	219000	288000	309927	375971	286585
301 - 400	4	179000	192500	210000	252500	311000	235000
401 - 600	3	-	265376	330752	371404	-	314269
601 - 1000	5	312200	320000	331000	370000	403600	350800
1001 - 4000	7	214466	232248	250000	315000	378000	281523
4001 or more	2	-	-	210000	-	-	210000



6.1.14 Combined Results – Chief Sales Officer (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	-	-	-	-	-	-	-
Large - Listed	2	-	-	307000	-	-	307000
Large - Unlisted	10	193400	293482	340376	401541	420600	327273
Large - Private	6	210000	220000	235000	302500	325500	256833
Medium - Listed	4	229000	242500	250000	295000	376000	287500
Medium - Unlisted	26	146588	156250	207284	240750	316266	214329
Medium - Private	13	141000	200000	219000	250000	293000	225178
Small - Listed	-	-	-	-	-	-	-
Small - Unlisted	2	-	-	114500	-	-	114500
Small - Private	2	-	-	186400	-	-	186400
NFP: Charity	2	-	-	150725	-	-	150725
Education	-	-	-	-	-	-	-
Health	7	135954	164134	219000	315000	378000	246942
Aged Care	2	-	-	225330	-	-	225330
Professional/Industry	-	-	-	-	-	-	-
Sport & Recreation	-	-	-	-	-	-	-
Community Housing	2	-	-	118000	-	-	118000
Disability	-	-	-	-	-	-	-
Other	2	-	-	157500	-	-	157500
Government - Large	2	-	-	210000	-	-	210000
Government - Medium	-	-	-	-	-	-	-
Government - Small	-	-	-	-	-	-	-
Super Fund	-	-	-	-	-	-	-
Type of Industry							
Agriculture, Forestry & Fishing	-	-	-	-	-	-	-
Mining - Junior	2	-	-	400000	-	-	400000
Mining	-	-	-	-	-	-	-
Manufacturing	4	130000	152500	206500	268750	306100	214750
Electricity, Gas, Water, & Waste	2	-	-	240000	-	-	240000
Construction	2	-	-	135000	-	-	135000
Wholesale Trade	2	-	-	225000	-	-	225000
Retail Trade	2	-	-	350000	-	-	350000
Accommodation and Food	2	-	-	220000	-	-	220000
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	5	150390	172800	206835	220000	238000	197017
Financial & Insurance	12	141137	164500	219000	275500	318700	227966
Rental, Hiring & Real Estate	-	-	-	-	-	-	-
Professional, Scientific & Technical	7	168000	200000	218473	285000	362000	241210
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	2	-	-	210000	-	-	210000
Education & Training	-	-	-	-	-	-	-
Health Care & Social Assistance	8	97800	174750	225330	285000	336000	230582
Arts & Recreation	-	-	-	-	-	-	-
Other Services	4	194000	230000	250000	295000	376000	275000
Super Fund	-	-	-	-	-	-	-
Mutual ADI	30	147974	163995	222462	286133	374206	238677



6.2 Performance Bonus Results Approach

The Executive and Governance Positions Results for Performance Bonus have been calculated as a Performance Bonus Percentage of Fixed Remuneration achievable, **not** what was paid, for each Executive and Governance Executive/Manager who receive performance bonuses each year. It therefore shows their Performance Bonus opportunity if they reach or exceed all relevant performance hurdles but not necessarily the amount of Performance Bonus that they will actually receive once their performance has been assessed.

The following tables show the performance bonuses achievable:

6.2.1 Combined Performance Bonus

	No	10%	25%	Median	75%	90%	Average
		%	%	%	%	%	%
MD	109	10	15	30	59	100	49
Fin Executive	83	10	15	20	50	100	44
CEO	68	6	10	16	25	53	25
Company Secretary	32	10	10	20	54	78	35
General Counsel & Comp Sec	3	-	33	50	55	-	42
CFO & Company Secretary	43	6	10	20	35	69	32
General Counsel	25	10	20	30	60	62	45
Chief Risk Officer	15	10	10	20	55	75	34
Chief Operating Officer	39	5	10	20	33	60	30
Chief Information Officer	22	10	13	20	40	60	43
Chief People & Culture Officer	35	10	15	33	60	100	49
Chief Marketing Officer	17	8	10	20	33	76	34
Chief Digital Officer	12	5	9	14	23	48	20
Chief Sales Officer	18	12	20	28	34	63	32

One hundred and nine (30%) out of our sample of 363 MDs could receive a performance bonus, with the *median* bonus being 30% and the *average* bonus being 49%. Eighty three CEOs (19%) out of our sample of 442 CEOs could receive a performance bonus, with the *median* bonus being 16% and the *average* bonus being 25%.



6.2.2 Listed Public Performance Bonus

	No	10%	25%	Median	75%	90%	Average
		%	%	%	%	%	%
MD	48	20	30	50	100	158	74
Fin Executive	40	15	24	48	60	145	63
CEO	6	30	31	68	100	125	74
Company Secretary	15	15	18	40	62	122	51
General Counsel & Comp Sec	2	-	-	15	-	-	15
CFO & Company Secretary	16	20	25	30	67	100	53
General Counsel	16	20	25	37	60	72	57
Chief Risk Officer	5	14	20	40	67	75	43
Chief Operating Officer	11	15	15	30	55	100	46
Chief Information Officer	11	20	27	40	50	120	65
Chief People & Culture Officer	19	29	43	52	90	126	75
Chief Marketing Officer	5	22	25	33	100	130	66
Chief Digital Officer	2	-	-	40	-	-	40
Chief Sales Officer	4	27	29	50	78	91	56

Forty-eight MDs (45%) out of our sample of 106 MDs could receive a performance bonus, with the *median* bonus being 50% and the *average* bonus being 74%. Six CEOs (21%) out of our sample of 29 CEOs could receive a performance bonus, with the *median* bonus being 68% and the *average* bonus being 74%.



6.2.3 Unlisted Public Performance Bonus

	No	10%	25%	Median	75%	90%	Average
		%	%	%	%	%	%
MD	11	10	20	30	45	100	31
Fin Executive	7	5	10	15	30	88	24
CEO	7	8	10	20	30	50	29
Company Secretary	4	6	10	10	10	56	18
General Counsel & Comp Sec	2	-	-	60	-	-	60
CFO & Company Secretary	5	7	10	20	30	52	25
General Counsel	3	-	27	30	45	-	28
Chief Risk Officer	3	-	20	29	29	-	30
Chief Operating Officer	3	-	15	35	40	-	33
Chief Information Officer	3	-	30	33	35	-	28
Chief People & Culture Officer	2	-	-	40	-	-	40
Chief Marketing Officer	2	-	-	35	-	-	35
Chief Digital Officer	2	-	-	40	-	-	40
Chief Sales Officer	6	15	28	44	54	60	31

Eleven MDs (26%) out of our sample of 43 MDs could receive a performance bonus, with the *median* bonus being 30% and the *average* bonus being 31%. Seven CEOs (17%) out of our sample of 42 CEOs could receive a performance bonus, with the *median* bonus being 20% and the *average* bonus being 29%.



6.2.4 Private Performance Bonus

	No	10%	25%	Median	75%	90%	Average
		%	%	%	%	%	%
MD	34	12	15	24	35	82	33
Fin Executive	20	10	14	20	33	55	28
CEO	14	10	15	20	25	44	26
Company Secretary	6	13	15	18	28	65	32
General Counsel & Comp Sec	2	-	-	50	-	-	50
CFO & Company Secretary	15	9	10	15	25	42	23
General Counsel	4	13	18	25	35	44	28
Chief Risk Officer	3	11	12	13	32	43	24
Chief Operating Officer	14	10	11	20	28	46	26
Chief Information Officer	4	10	10	15	20	20	15
Chief People & Culture Officer	5	10	10	15	30	36	21
Chief Marketing Officer	5	10	10	20	30	36	22
Chief Digital Officer	5	5	5	10	13	14	10
Chief Sales Officer	6	12	15	20	31	35	22

Thirty-four MDs (42%) out of our sample of 81 MDs could receive a performance bonus, with the *median* bonus being 24% and the *average* bonus being 33%. Fourteen CEOs (45%) out of our sample of 31 CEOs could receive a performance bonus, with the *median* bonus being 20% and the *average* bonus being 26%.



6.2.5 NFP Performance Bonus

	No	10%	25%	Median	75%	90%	Average
		%	%	%	%	%	%
MD	16	5	9	10	17	38	19
Fin Executive	15	10	10	15	20	30	25
CEO	40	5	10	10	20	25	17
Company Secretary	7	8	10	10	10	14	11
General Counsel & Comp Sec	-	-	-	-	-	-	-
CFO & Company Secretary	7	4	5	10	10	11	7
General Counsel	2	-	-	15	-	-	15
Chief Risk Officer	4	7	9	15	40	76	34
Chief Operating Officer	10	2	5	9	21	30	13
Chief Information Officer	4	10	10	15	23	27	18
Chief People & Culture Officer	8	9	10	10	16	20	13
Chief Marketing Officer	5	5	5	10	20	26	14
Chief Digital Officer	3	-	8	10	15	-	12
Chief Sales Officer	2	-	-	18	-	-	18

Sixteen MDs (29%) out of our sample of 55 MDs could receive a performance bonus, with the *median* bonus being 10% and the *average* bonus being 19%. Forty CEOs (26%) out of our sample of 155 CEOs could receive a performance bonus, with the *median* bonus being 10% and the *average* bonus being 17%.



6.2.6 Government Performance Bonus

	No	10%	25%	Median	75%	90%	Average
		%	%	%	%	%	%
MD	15	6	10	15	20	40	17
Fin Executive	15	8	10	15	15	28	15
CEO	12	10	10	15	18	86	22
Company Secretary	8	6	8	13	18	35	15
General Counsel & Comp Sec	3	-	10	15	20	-	15
CFO & Company Secretary	4	10	10	13	33	50	21
General Counsel	2	-	-	13	-	-	13
Chief Risk Officer	2	-	-	13	-	-	13
Chief Operating Officer	5	10	15	15	15	100	31
Chief Information Officer	2	-	-	13	-	-	13
Chief People & Culture Officer	3	-	10	15	15	-	13
Chief Marketing Officer	2	-	-	15	-	-	15
Chief Digital Officer	2	-	-	15	-	-	15
Chief Sales Officer	2	-	-	15	-	-	15

Fifteen MDs (47%) out of our sample of 32 MDs could receive a performance bonus, with the *median* bonus being 15% and the *average* bonus being 17%. Twelve CEOs (12%) out of our sample of 96 CEOs could receive a performance bonus, with the *median* bonus being 15% and the *average* bonus being 22%.



6.2.7 Super Fund Performance Bonus

	No	10%	25%	Median	75%	90%	Average
		%	%	%	%	%	%
MD	-	-	-	-	-	-	-
Fin Executive	18	9	11	20	33	46	25
CEO	30	15	17	30	48	60	34
Company Secretary	7	9	14	20	23	31	20
General Counsel & Comp Sec	-	-	-	-	-	-	-
CFO & Company Secretary	-	-	-	-	-	-	-
General Counsel	6	7	13	20	22	31	19
Chief Risk Officer	14	12	16	25	40	57	31
Chief Operating Officer	11	7	10	25	35	40	23
Chief Information Officer	6	18	20	23	29	35	25
Chief People & Culture Officer	11	15	20	25	35	40	28
Chief Marketing Officer	5	10	15	15	20	44	23
Chief Digital Officer	2	-	-	40	-	-	40
Chief Sales Officer	-	-	-	-	-	-	-

Thirty CEOs (52%) out of our sample of 57 CEOs could receive a performance bonus, with the *median* bonus being 30% and the *average* bonus being 34%.



7. BOARD COMMITTEE FEES

There continues to be a growing practice of Directors being paid fees in addition to their Director remuneration for undertaking Board Committee work. Different fees can relate to different Committees. In this Survey **45%** of Boards (335 out of 745) who remunerate their Directors also pay additional fees to Directors for Committee work. This practice has grown out of the need for Boards to ‘delegate’ work to Committees, to recognize the ‘variable’ workloads being placed on individual Directors who may sit on more Committees than their peers, and the different frequency of Committee meetings.

We surveyed Committee fees for the following 6 Committees for both Committee Chair and Committee Directors:

Audit
Finance
Governance
Nominations
Remuneration
Risk

This data has been analysed to reveal the *tenth percentile, lower quartile, median, upper quartile, ninetieth percentile* and *average* fee level. The calculations are shown for the categories:

Combined Results
Listed Public Results
Unlisted Public Results
Private
NFP Results
Government Results
Super Fund Results



7.1 Combined - Audit Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	296	2692	5000	10000	17644	31242	14671
Revenue							
Up to \$1M	5	1883	2000	2000	5150	20060	8191
\$1M - \$5M	23	2190	2430	3600	6500	14460	6061
\$5M - \$10M	23	1089	3279	5000	8060	23181	8273
\$10M - \$20M	37	1151	4120	5889	10614	21198	9990
\$20M - \$40M	39	3328	5075	8760	15779	21023	12484
\$40M - \$80M	31	5638	6750	12000	18125	30630	15710
\$80M - \$120M	26	5125	5323	10000	16894	25000	12805
\$120M - \$160M	16	4972	8323	10352	13886	24992	12953
\$160M - \$240M	17	3140	6690	15287	16535	16535	12160
\$240M - \$400M	25	5106	7501	12604	20000	30000	16581
\$400M - \$800M	13	4520	5330	10500	19833	32000	14172
\$800M - \$1B	6	15030	19545	40000	51500	56900	37310
\$1B - \$4B	24	3724	6044	16030	35875	53500	22742
\$4B or more	9	33580	49440	50000	66950	75274	55248
Assets							
Up to \$1M	4	2120	2300	4700	9000	12600	6600
\$1M - \$4M	9	3600	4786	5000	6000	15051	8122
\$4M - \$8M	6	2750	3500	5000	8750	19420	9057
\$8M - \$12M	5	2316	3090	5200	9724	10258	6086
\$12M - \$20M	20	1450	5000	7862	15630	20717	12402
\$20M - \$40M	11	2000	4045	5150	8716	10000	6503
\$40M - \$60M	7	1583	2730	5000	8810	13153	6193
\$60M - \$100M	11	1720	3740	8000	11000	36050	14472
\$100M - \$200M	25	2701	5000	8800	16535	20860	12063
\$200M - \$500M	43	2695	5000	10000	16768	25000	11605
\$500M - \$1B	35	3473	6044	14000	22500	37100	18196
\$1B - \$3B	47	4664	6536	10000	15000	22248	13392
\$3B - \$10B	29	4096	5333	10664	19617	38295	16704
\$10B or more	35	5929	12100	20100	46500	65398	29254
FTE							
Up to 5	8	2000	2142	4560	6625	9400	5476
5 - 10	11	1445	1955	3600	5100	22000	7036
11 - 20	19	2499	4200	6000	10475	12060	7309
21 - 30	15	2043	3795	5530	12500	16200	8541
31 - 50	23	4019	4893	5200	10557	23765	9633
51 - 70	25	2908	5475	6765	16535	21200	10441
71 - 100	21	3090	5100	10000	16535	20000	11603
101 - 150	32	5025	6817	9724	14250	21346	13040
151 - 200	16	3333	6000	11586	18098	30000	16227
201 - 300	20	5000	5268	13025	16783	20010	12518
301 - 400	15	5000	5332	8010	31500	47304	19629
401 - 600	12	4495	5525	11932	26250	33152	17679
601 - 1000	23	4700	10228	16535	27492	47000	21970
1001 - 4000	26	4380	7878	12968	20450	33025	16742
4001 or more	18	5278	18000	44458	60100	67865	41404



7.1 Combined - Audit Committee Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	24	15428	20000	37025	55670	66365	40111
Large - Listed	11	10815	15000	25000	32500	35875	25608
Large - Unlisted	13	5189	6571	10000	20000	30304	17186
Large - Private	8	5231	6958	9525	29565	52782	22518
Medium - Listed	12	6940	10712	15000	21250	29500	16243
Medium - Unlisted	62	2208	4112	5854	10000	23212	9580
Medium - Private	6	4893	5250	6500	30625	56250	22548
Small - Listed	2	-	-	22000	-	-	22000
Small - Unlisted	5	1288	1720	2400	2460	3984	2516
Small - Private	2	-	-	10750	-	-	10750
NFP: Charity	6	2875	6375	11250	12000	13500	9208
Education	2	-	-	7004	-	-	7004
Health	23	3800	5100	7709	19730	21600	11453
Aged Care	9	1718	3000	5150	12937	14439	8089
Professional/Industry	14	3090	4030	5000	7920	11823	7160
Sport & Recreation	-	-	-	-	-	-	-
Community Housing	3	-	1902	2000	7488	-	5594
Disability	2	-	-	13000	-	-	13000
Other	2	-	-	1500	-	-	1500
Government - Large	31	3605	5333	10455	16060	16535	12957
Government - Medium	29	4533	5318	9724	10614	16732	9501
Government - Small	2	-	-	2000	-	-	2000
Super Fund	31	4000	5585	12300	19858	31398	16187
Type of Industry							
Agriculture, Forestry & Fishing	9	5600	6000	8000	9724	18996	10703
Mining - Junior	9	9066	15000	20000	25000	59274	28572
Mining	2	-	-	7975	-	-	7975
Manufacturing	3	-	13990	16060	23030	-	19327
Electricity, Gas, Water, & Waste	25	2000	2718	6273	10664	33685	11623
Construction	6	5050	5112	5242	20083	37220	15837
Wholesale Trade	2	-	-	16425	-	-	16425
Retail Trade	2	-	-	13760	-	-	13760
Accommodation and Food	4	11463	12436	14756	18651	22460	16332
Transport, Postal & Warehousing	4	2860	4450	5542	8313	12925	7221
Information Media & Telecoms	5	7600	10000	15000	30000	54000	26200
Financial & Insurance	56	4060	6575	12500	20000	44250	18467
Rental, Hiring & Real Estate	7	3722	5874	15000	25000	30000	15507
Professional, Scientific & Technical	12	5000	5525	11302	17545	41134	18094
Administrative & Support	2	-	-	18688	-	-	18688
Public Administration & Safety	8	2351	6022	10090	16535	18004	10675
Education & Training	9	3072	4120	7004	10614	13200	7723
Health Care & Social Assistance	25	1400	3000	5000	10500	20360	8875
Arts & Recreation	3	-	13130	16535	23268	-	18753
Other Services	16	5000	5276	14250	23969	46500	19745
Super Fund	40	3960	6490	12086	19738	30707	15526
Mutual ADI	48	2049	3448	5854	10000	25391	10276



7.2 Combined - Audit Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	189	2500	4558	8000	12500	25000	10805
Revenue							
Up to \$1M	5	941	1000	2575	2678	13071	5431
\$1M - \$5M	16	1245	2000	4082	8680	14144	6464
\$5M - \$10M	8	1367	2286	2750	4615	4850	3089
\$10M - \$20M	12	778	2560	4822	5896	8229	6207
\$20M - \$40M	20	4530	4868	8000	13213	33033	12611
\$40M - \$80M	22	4146	6491	9288	14750	19307	11829
\$80M - \$120M	14	3066	4601	8250	10000	12255	8724
\$120M - \$160M	11	4437	4649	6900	10115	14992	8213
\$160M - \$240M	14	2530	5557	8268	8268	8700	6881
\$240M - \$400M	17	5000	5307	8268	12000	18010	10179
\$400M - \$800M	11	3270	4832	9917	11655	12360	8547
\$800M - \$1B	2	-	-	19464	-	-	19464
\$1B - \$4B	24	3691	4266	8202	20875	28037	14219
\$4B or more	11	10300	20085	33475	36040	50000	29818
Assets							
Up to \$1M	3	-	4000	6000	10500	-	7667
\$1M - \$4M	5	2700	3000	4786	13287	17315	8715
\$4M - \$8M	4	3250	4375	6878	13776	22815	11274
\$8M - \$12M	2	-	-	5084	-	-	5084
\$12M - \$20M	11	2000	4860	5307	9380	13184	7325
\$20M - \$40M	7	961	1788	2678	6830	11666	5254
\$40M - \$60M	5	653	1230	2500	2500	16000	6300
\$60M - \$100M	7	913	1150	6900	12170	21424	9677
\$100M - \$200M	14	2547	4437	6634	9525	10210	8861
\$200M - \$500M	27	2751	3930	5751	10000	15592	8017
\$500M - \$1B	20	2649	6096	9134	12000	12950	10063
\$1B - \$3B	29	3481	4755	7161	8268	11839	6978
\$3B - \$10B	21	3764	4266	8000	17938	30900	12694
\$10B or more	31	5646	9054	18470	27670	43600	20906
FTE							
Up to 5	6	1500	2750	5500	6375	10750	5917
5 - 10	7	913	1520	2500	12250	24736	8515
11 - 20	8	1529	2286	2589	8050	9025	4716
21 - 30	7	2020	3662	5000	6876	8200	5068
31 - 50	10	2680	3250	4824	6698	10122	7438
51 - 70	13	5801	6900	8800	13184	17776	10661
71 - 100	12	2966	4624	9134	10000	35650	12490
101 - 150	23	4140	4820	5000	8288	13700	7345
151 - 200	9	2933	4437	8760	11709	12000	8024
201 - 300	11	3215	4430	8268	12022	13300	8163
301 - 400	8	5035	5461	6574	16900	31528	13959
401 - 600	7	1751	2500	12000	16786	20963	10821
601 - 1000	21	3660	5000	8268	12500	17000	10914
1001 - 4000	21	4266	5264	8029	10000	19500	9132
4001 or more	21	7500	15965	25000	33475	37080	25073



7.2 Combined - Audit Committee Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	26	10000	12360	18762	30385	36040	22784
Large - Listed	12	5324	8626	13338	15500	19700	13837
Large - Unlisted	3	-	5250	6500	6800	-	5867
Large - Private	5	5192	5481	10000	43260	47304	22748
Medium - Listed	10	4768	7994	10475	12000	13250	10165
Medium - Unlisted	22	1693	2500	3878	9644	13771	7162
Medium - Private	3	-	5393	6000	22250	-	16429
Small - Listed	2	-	-	22000	-	-	22000
Small - Unlisted	3	-	1135	1230	3115	-	2423
Small - Private	2	-	-	10750	-	-	10750
NFP: Charity	5	2360	5000	6301	8000	8000	5580
Education	-	-	-	-	-	-	-
Health	12	4437	5057	9880	10590	13102	8653
Aged Care	2	-	-	1422	-	-	1422
Professional/Industry	3	-	2250	2500	9490	-	6993
Sport & Recreation	-	-	-	-	-	-	-
Community Housing	2	-	-	3695	-	-	3695
Disability	2	-	-	8500	-	-	8500
Other	-	-	-	-	-	-	-
Government - Large	30	2960	4182	5523	8029	8298	6547
Government - Medium	24	2831	4746	4861	7438	8612	8032
Government - Small	2	-	-	1500	-	-	1500
Super Fund	21	4000	6406	8200	13300	19400	10931
Type of Industry							
Agriculture, Forestry & Fishing	7	3717	4861	5000	8254	16497	8867
Mining - Junior	8	7052	8498	10000	17301	33743	17146
Mining	3	-	3839	5000	7975	-	6209
Manufacturing	3	-	8083	8137	10068	-	9389
Electricity, Gas, Water, & Waste	18	1700	2525	3921	4586	9001	5003
Construction	5	4345	4590	4635	15000	28248	13097
Wholesale Trade	2	-	-	10950	-	-	10950
Retail Trade	3	-	6880	8760	9530	-	8020
Accommodation and Food	3	-	7378	8268	9134	-	8252
Transport, Postal & Warehousing	3	-	4758	5751	6876	-	5838
Information Media & Telecoms	6	5323	5734	9180	16590	26500	13668
Financial & Insurance	40	3000	6476	9321	13792	31158	12871
Rental, Hiring & Real Estate	6	1701	2571	7392	12000	12850	7314
Professional, Scientific & Technical	8	4100	4842	6514	16750	28378	13180
Administrative & Support	2	-	-	35875	-	-	35875
Public Administration & Safety	6	2742	4994	5576	7639	8268	5529
Education & Training	2	-	-	5904	-	-	5904
Health Care & Social Assistance	11	600	2350	3270	7437	25000	9686
Arts & Recreation	3	-	6564	8268	14134	-	11043
Other Services	12	5202	9567	14626	18394	24450	14528
Super Fund	27	4040	5904	8200	16731	25331	12542
Mutual ADI	13	1236	1644	4000	8576	13542	6439



7.3 Combined - Finance Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	60	2590	5000	8605	17261	31398	14007
Revenue							
Up to \$1M	2	-	-	15250	-	-	15250
\$1M - \$5M	4	4300	4750	10000	16750	19900	11500
\$5M - \$10M	3	-	5000	5000	16086	-	12391
\$10M - \$20M	6	884	1875	4000	9462	11725	5536
\$20M - \$40M	5	3500	5000	5000	6200	9323	6021
\$40M - \$80M	10	4605	5437	8377	22575	27726	14261
\$80M - \$120M	2	-	-	14000	-	-	14000
\$120M - \$160M	5	8508	10455	10815	29985	33857	18981
\$160M - \$240M	2	-	-	2340	-	-	2340
\$240M - \$400M	7	5000	7807	11314	14810	22569	13207
\$400M - \$800M	7	4384	4865	7004	17610	29252	13195
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	7	3285	4506	10710	55438	75000	29772
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to \$1M	3	-	6500	12500	13750	-	9333
\$1M - \$4M	4	5000	5000	8157	15986	24394	12828
\$4M - \$8M	2	-	-	4000	-	-	4000
\$8M - \$12M	2	-	-	5000	-	-	5000
\$12M - \$20M	4	1800	2250	6557	14754	22205	10447
\$20M - \$40M	2	-	-	5000	-	-	5000
\$40M - \$60M	4	1087	2317	4000	22500	54000	20817
\$60M - \$100M	2	-	-	23025	-	-	23025
\$100M - \$200M	2	-	-	24130	-	-	24130
\$200M - \$500M	14	4372	5000	8374	12938	25925	11920
\$500M - \$1B	6	5765	6452	8855	10736	14408	9676
\$1B - \$3B	2	-	-	4025	-	-	4025
\$3B - \$10B	5	3722	5406	10950	24720	31413	15910
\$10B or more	8	3365	5967	11058	20258	43489	19660
FTE							
Up to 5	2	-	-	7750	-	-	7750
5 - 10	2	-	-	13500	-	-	13500
11 - 20	2	-	-	4000	-	-	4000
21 - 30	2	-	-	10455	-	-	10455
31 - 50	4	2550	4125	5000	6875	10250	6000
51 - 70	4	5100	8250	10702	13054	16022	10601
71 - 100	3	-	6750	6754	8377	-	7834
101 - 150	4	1687	3817	7975	14650	21310	10492
151 - 200	2	-	-	13523	-	-	13523
201 - 300	5	3500	5000	5000	5000	16832	8444
301 - 400	2	-	-	24295	-	-	24295
401 - 600	6	5000	5000	7908	12490	15032	9313
601 - 1000	5	2682	2805	12604	29985	56994	24599
1001 - 4000	14	3832	5051	10557	23208	34235	14390
4001 or more	4	13054	24526	33388	45656	63263	36795



7.3 Combined - Finance Committee Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	3	-	27810	30900	33475	-	30557
Large - Listed	3	-	20408	30000	32938	-	25563
Large - Unlisted	2	-	-	27172	-	-	27172
Large - Private	3	-	24295	43260	59130	-	41197
Medium - Listed	-	-	-	-	-	-	-
Medium - Unlisted	7	4600	5000	6200	8374	13200	7850
Medium - Private	2	-	-	5000	-	-	5000
Small - Listed	2	-	-	22000	-	-	22000
Small - Unlisted	-	-	-	-	-	-	-
Small - Private	2	-	-	15000	-	-	15000
NFP: Charity	2	-	-	7750	-	-	7750
Education	2	-	-	7004	-	-	7004
Health	3	-	3250	5000	5000	-	3833
Aged Care	9	1718	3000	5000	11314	17727	9262
Professional/Industry	5	2300	5000	5000	12604	20492	9771
Sport & Recreation	-	-	-	-	-	-	-
Community Housing	2	-	-	26000	-	-	26000
Disability	2	-	-	2500	-	-	2500
Other	2	-	-	12500	-	-	12500
Government - Large	10	2784	3794	4903	10686	34486	14948
Government - Medium	4	2758	5327	8377	10114	10318	7064
Government - Small	-	-	-	-	-	-	-
Super Fund	3	-	11178	11405	14210	-	13123
Type of Industry							
Agriculture, Forestry & Fishing	-	-	-	-	-	-	-
Mining - Junior	2	-	-	5330	-	-	5330
Mining	-	-	-	-	-	-	-
Manufacturing	-	-	-	-	-	-	-
Electricity, Gas, Water, & Waste	6	1823	2651	3205	4651	7855	4294
Construction	2	-	-	5000	-	-	5000
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	2	-	-	10815	-	-	10815
Transport, Postal & Warehousing	2	-	-	5406	-	-	5406
Information Media & Telecoms	-	-	-	-	-	-	-
Financial & Insurance	9	4800	10000	24720	27172	43840	25077
Rental, Hiring & Real Estate	2	-	-	6747	-	-	6747
Professional, Scientific & Technical	6	2750	6901	13802	20250	32630	16394
Administrative & Support	2	-	-	18688	-	-	18688
Public Administration & Safety	2	-	-	10455	-	-	10455
Education & Training	2	-	-	8809	-	-	8809
Health Care & Social Assistance	18	2374	4370	5000	11110	29132	12254
Arts & Recreation	2	-	-	30000	-	-	30000
Other Services	4	6500	8750	11524	17512	25545	14737
Super Fund	5	8432	10950	11405	17015	24797	15222
Mutual ADI	2	-	-	6200	-	-	6200



7.4 Combined - Finance Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	40	2000	2739	8000	15112	26826	17059
Revenue							
Up to \$1M	2	-	-	11000	-	-	11000
\$1M - \$5M	5	2500	2500	15000	22000	35800	17400
\$5M - \$10M	2	-	-	2500	-	-	2500
\$10M - \$20M	4	2487	5816	7978	8544	8998	6381
\$20M - \$40M	2	-	-	3090	-	-	3090
\$40M - \$80M	6	1300	2196	9632	10500	12500	8700
\$80M - \$120M	2	-	-	9500	-	-	9500
\$120M - \$160M	2	-	-	10372	-	-	10372
\$160M - \$240M	2	-	-	2600	-	-	2600
\$240M - \$400M	6	6654	8000	8860	10155	12875	9463
\$400M - \$800M	5	2628	3270	5481	6301	9936	5922
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	5	2509	3764	17938	25000	40000	19675
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to \$1M	3	-	12150	15000	30000	-	23100
\$1M - \$4M	3	-	2250	2500	11250	-	8167
\$4M - \$8M	2	-	-	2500	-	-	2500
\$8M - \$12M	-	-	-	-	-	-	-
\$12M - \$20M	2	-	-	5307	-	-	5307
\$20M - \$40M	-	-	-	-	-	-	-
\$40M - \$60M	3	-	1384	2500	13750	-	9256
\$60M - \$100M	2	-	-	600	-	-	600
\$100M - \$200M	2	-	-	26780	-	-	26780
\$200M - \$500M	7	2120	2492	3270	7876	12592	6069
\$500M - \$1B	5	5809	6301	8000	8000	8600	7356
\$1B - \$3B	-	-	-	-	-	-	-
\$3B - \$10B	7	2229	3182	7665	10326	14591	7756
\$10B or more	3	-	12356	14992	32496	-	24904
FTE							
Up to 5	2	-	-	15000	-	-	15000
5 - 10	2	-	-	12250	-	-	12250
11 - 20	2	-	-	12000	-	-	12000
21 - 30	2	-	-	5751	-	-	5751
31 - 50	2	-	-	5900	-	-	5900
51 - 70	3	-	4446	8292	8646	-	5964
71 - 100	2	-	-	6392	-	-	6392
101 - 150	3	-	3966	7665	12072	-	8138
151 - 200	3	-	5545	8000	8000	-	6363
201 - 300	2	-	-	12360	-	-	12360
301 - 400	4	3044	4611	6000	7500	9500	7518
401 - 600	2	-	-	5860	-	-	5860
601 - 1000	4	1951	2368	8796	23744	39498	17316
1001 - 4000	6	2735	3779	5804	9300	15150	7896
4001 or more	4	7270	12528	16694	19704	22881	15538



7.4 Combined - Finance Committee Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	2	-	-	13905	-	-	13905
Large - Listed	2	-	-	18969	-	-	18969
Large - Unlisted	-	-	-	-	-	-	-
Large - Private	4	4000	6500	8900	10000	19000	8720
Medium - Listed	2	-	-	8000	-	-	8000
Medium - Unlisted	7	2500	2500	2785	8646	9400	5368
Medium - Private	2	-	-	45000	-	-	45000
Small - Listed	2	-	-	22000	-	-	22000
Small - Unlisted	-	-	-	-	-	-	-
Small - Private	2	-	-	15000	-	-	15000
NFP: Charity	2	-	-	6301	-	-	6301
Education	-	-	-	-	-	-	-
Health	2	-	-	10300	-	-	10300
Aged Care	2	-	-	1134	-	-	1134
Professional/Industry	2	-	-	9785	-	-	9785
Sport & Recreation	-	-	-	-	-	-	-
Community Housing	-	-	-	-	-	-	-
Disability	-	-	-	-	-	-	-
Other	2	-	-	5650	-	-	5650
Government - Large	8	2042	2500	3517	7728	17994	7351
Government - Medium	2	-	-	3176	-	-	3176
Government - Small	-	-	-	-	-	-	-
Super Fund	2	-	-	8692	-	-	8692
Type of Industry							
Agriculture, Forestry & Fishing	-	-	-	-	-	-	-
Mining - Junior	2	-	-	5481	-	-	5481
Mining	-	-	-	-	-	-	-
Manufacturing	-	-	-	-	-	-	-
Electricity, Gas, Water, & Waste	3	-	2086	2500	2550	-	2258
Construction	-	-	-	-	-	-	-
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	2	-	-	3764	-	-	3764
Information Media & Telecoms	-	-	-	-	-	-	-
Financial & Insurance	8	6554	8823	11180	23610	46500	19204
Rental, Hiring & Real Estate	3	-	5392	8000	8000	-	6262
Professional, Scientific & Technical	3	-	18500	22000	32630	-	26753
Administrative & Support	2	-	-	17938	-	-	17938
Public Administration & Safety	2	-	-	5751	-	-	5751
Education & Training	2	-	-	5307	-	-	5307
Health Care & Social Assistance	10	1827	2050	2885	8550	11770	6314
Arts & Recreation	2	-	-	20000	-	-	20000
Other Services	2	-	-	8025	-	-	8025
Super Fund	4	4462	6521	8692	11037	13410	8866
Mutual ADI	-	-	-	-	-	-	-



7.5 Combined - Governance Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	85	2032	4680	6754	15345	33435	13597
Revenue							
Up to \$1M	2	-	-	17575	-	-	17575
\$1M - \$5M	7	2002	2295	2500	5265	12118	5906
\$5M - \$10M	4	2512	4111	5000	9869	18633	8980
\$10M - \$20M	12	512	1253	4908	6000	8790	4462
\$20M - \$40M	16	2250	4597	7006	17301	33411	14980
\$40M - \$80M	15	4868	6063	12000	19875	36356	17521
\$80M - \$120M	7	5191	6281	10000	12114	20222	11840
\$120M - \$160M	5	6770	8010	10250	10455	13389	10001
\$160M - \$240M	5	2289	2600	5638	12937	14445	7741
\$240M - \$400M	2	-	-	10614	-	-	10614
\$400M - \$800M	5	4376	4400	10000	19833	28933	14719
\$800M - \$1B	2	-	-	18000	-	-	18000
\$1B - \$4B	3	-	20028	35875	55438	-	38352
\$4B or more	2	-	-	49205	-	-	49205
Assets							
Up to \$1M	3	-	3700	5000	7050	-	5500
\$1M - \$4M	3	-	5000	5000	17500	-	13333
\$4M - \$8M	2	-	-	2500	-	-	2500
\$8M - \$12M	-	-	-	-	-	-	-
\$12M - \$20M	7	1200	2000	5253	6000	7846	4660
\$20M - \$40M	4	5000	5000	5075	7107	10630	7032
\$40M - \$60M	2	-	-	1634	-	-	1634
\$60M - \$100M	5	1555	1720	5150	7244	9048	5162
\$100M - \$200M	2	-	-	24289	-	-	24289
\$200M - \$500M	18	1554	4238	5310	18737	25825	10928
\$500M - \$1B	7	2909	4638	8760	36750	54418	24575
\$1B - \$3B	18	5371	7244	10625	12984	21926	14513
\$3B - \$10B	8	3707	5274	6976	17181	39636	15201
\$10B or more	6	11050	15451	18834	42975	62500	30794
FTE							
Up to 5	2	-	-	3595	-	-	3595
5 - 10	4	1528	1651	2060	7300	16120	6891
11 - 20	2	-	-	7250	-	-	7250
21 - 30	4	7008	9224	11228	12250	12700	10246
31 - 50	7	3119	4599	5000	7360	15250	7842
51 - 70	8	512	2378	6566	9132	15672	8061
71 - 100	6	3340	5198	11261	20367	30200	14934
101 - 150	12	3575	5302	7999	11712	24575	14550
151 - 200	8	4514	6000	13350	21375	40400	19947
201 - 300	8	1975	4375	5075	10000	16326	8686
301 - 400	3	-	6505	8010	25635	-	18757
401 - 600	3	-	5472	5943	9496	-	7997
601 - 1000	4	3075	3786	19591	45000	63000	29196
1001 - 4000	7	3448	4380	10614	12958	19787	11053
4001 or more	5	10290	18000	35875	48410	49364	31487



7.5 Combined - Governance Committee Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	3	-	29205	48410	49205	-	36137
Large - Listed	4	12605	23788	32500	35219	35612	26506
Large - Unlisted	6	5000	5236	6976	9502	20544	10840
Large - Private	2	-	-	59130	-	-	59130
Medium - Listed	2	-	-	15450	-	-	15450
Medium - Unlisted	23	1656	4439	5638	9625	22381	10712
Medium - Private	2	-	-	56250	-	-	56250
Small - Listed	2	-	-	22000	-	-	22000
Small - Unlisted	2	-	-	2060	-	-	2060
Small - Private	2	-	-	5000	-	-	5000
NFP: Charity	4	2025	3938	8500	12000	12000	7438
Education	-	-	-	-	-	-	-
Health	6	3376	5751	8747	16062	18916	10347
Aged Care	7	1356	2540	5150	12958	13006	7066
Professional/Industry	2	-	-	15375	-	-	15375
Sport & Recreation	-	-	-	-	-	-	-
Community Housing	3	-	4244	6488	16244	-	11496
Disability	2	-	-	7750	-	-	7750
Other	2	-	-	9100	-	-	9100
Government - Large	5	3233	4182	4360	4400	8128	5231
Government - Medium	6	3182	5677	8604	14440	18834	10207
Government - Small	-	-	-	-	-	-	-
Super Fund	4	3192	4695	8240	12049	14026	8504
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	6000	-	-	6000
Mining - Junior	3	-	12725	15450	31930	-	24620
Mining	-	-	-	-	-	-	-
Manufacturing	-	-	-	-	-	-	-
Electricity, Gas, Water, & Waste	4	1166	1345	2022	2996	3707	2318
Construction	-	-	-	-	-	-	-
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	2	-	-	9733	-	-	9733
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	-	-	-	-	-	-	-
Financial & Insurance	15	3500	6197	12000	30375	59800	22508
Rental, Hiring & Real Estate	2	-	-	4680	-	-	4680
Professional, Scientific & Technical	4	5000	5000	13500	27315	36882	18815
Administrative & Support	2	-	-	18688	-	-	18688
Public Administration & Safety	2	-	-	10455	-	-	10455
Education & Training	2	-	-	10614	-	-	10614
Health Care & Social Assistance	17	1500	2500	5000	9100	21200	9165
Arts & Recreation	2	-	-	30000	-	-	30000
Other Services	3	-	5159	5318	9184	-	7789
Super Fund	7	4194	6142	10950	15556	18221	11205
Mutual ADI	22	1887	5155	6976	10938	27937	12614



7.6 Combined - Governance Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	51	1370	2679	6200	11004	24205	10309
Revenue							
Up to \$1M	3	-	6288	10000	15000	-	10858
\$1M - \$5M	5	1624	2500	2765	10000	17200	7661
\$5M - \$10M	4	916	1208	1935	2625	2850	1898
\$10M - \$20M	4	998	2092	4450	6566	7226	4208
\$20M - \$40M	6	646	1292	3922	20527	29242	11270
\$40M - \$80M	10	3198	6017	8250	13427	19158	12133
\$80M - \$120M	2	-	-	3329	-	-	3329
\$120M - \$160M	3	-	6326	6900	8565	-	7627
\$160M - \$240M	3	-	5162	7725	8784	-	6722
\$240M - \$400M	2	-	-	7804	-	-	7804
\$400M - \$800M	4	2521	3002	6594	11688	14875	8097
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	3	-	9806	17938	33969	-	23204
\$4B or more	2	-	-	37102	-	-	37102
Assets							
Up to \$1M	3	-	8100	10000	10000	-	8733
\$1M - \$4M	2	-	-	11250	-	-	11250
\$4M - \$8M	2	-	-	2500	-	-	2500
\$8M - \$12M	-	-	-	-	-	-	-
\$12M - \$20M	2	-	-	2954	-	-	2954
\$20M - \$40M	2	-	-	1634	-	-	1634
\$40M - \$60M	2	-	-	268	-	-	268
\$60M - \$100M	4	817	960	3198	5742	6437	3504
\$100M - \$200M	5	1885	2658	9842	10300	30076	13486
\$200M - \$500M	10	2650	2839	4510	9369	17410	7961
\$500M - \$1B	2	-	-	17000	-	-	17000
\$1B - \$3B	9	3148	4000	8000	8500	12167	7219
\$3B - \$10B	5	2044	2600	7665	17938	21698	10816
\$10B or more	4	16971	27082	41350	50000	50000	35732
FTE							
Up to 5	2	-	-	10000	-	-	10000
5 - 10	3	-	881	1040	11520	-	7921
11 - 20	3	-	1935	2500	5250	-	3957
21 - 30	4	3661	5004	6876	8125	8350	6254
31 - 50	4	2560	2650	2850	3800	5240	3600
51 - 70	2	-	-	16342	-	-	16342
71 - 100	3	-	1738	2785	17742	-	12059
101 - 150	7	1702	2951	4755	10832	14992	7010
151 - 200	4	4480	6566	8821	10365	11171	8110
201 - 300	4	1620	3150	4678	6478	8496	4950
301 - 400	2	-	-	22000	-	-	22000
401 - 600	-	-	-	-	-	-	-
601 - 1000	4	1951	2368	9800	25250	40100	17818
1001 - 4000	5	2628	3270	5307	10300	16120	8215
4001 or more	4	7184	14097	21072	30654	42262	23680



7.6 Combined - Governance Committee Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	2	-	-	37102	-	-	37102
Large - Listed	4	8849	14089	17469	18454	19381	15074
Large - Unlisted	2	-	-	4000	-	-	4000
Large - Private	2	-	-	46630	-	-	46630
Medium - Listed	2	-	-	7725	-	-	7725
Medium - Unlisted	11	1370	2500	2785	8232	14000	6530
Medium - Private	-	-	-	-	-	-	-
Small - Listed	2	-	-	22000	-	-	22000
Small - Unlisted	2	-	-	1040	-	-	1040
Small - Private	2	-	-	10000	-	-	10000
NFP: Charity	4	628	669	4346	8000	8000	4323
Education	-	-	-	-	-	-	-
Health	4	7783	9106	9880	10013	10185	9240
Aged Care	2	-	-	1422	-	-	1422
Professional/Industry	2	-	-	9785	-	-	9785
Sport & Recreation	-	-	-	-	-	-	-
Community Housing	2	-	-	3244	-	-	3244
Disability	2	-	-	9250	-	-	9250
Other	2	-	-	6200	-	-	6200
Government - Large	5	1884	2200	2600	3270	4492	3010
Government - Medium	3	-	4204	5751	19226	-	13703
Government - Small	-	-	-	-	-	-	-
Super Fund	3	-	5215	7665	8948	-	6887
Type of Industry							
Agriculture, Forestry & Fishing	-	-	-	-	-	-	-
Mining - Junior	2	-	-	15965	-	-	15965
Mining	-	-	-	-	-	-	-
Manufacturing	-	-	-	-	-	-	-
Electricity, Gas, Water, & Waste	3	-	1198	1673	2136	-	1665
Construction	-	-	-	-	-	-	-
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	2	-	-	3244	-	-	3244
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	-	-	-	-	-	-	-
Financial & Insurance	12	3236	6514	8250	11558	16948	12125
Rental, Hiring & Real Estate	2	-	-	2785	-	-	2785
Professional, Scientific & Technical	3	-	16000	22000	32630	-	25087
Administrative & Support	2	-	-	17938	-	-	17938
Public Administration & Safety	2	-	-	5751	-	-	5751
Education & Training	2	-	-	5307	-	-	5307
Health Care & Social Assistance	10	567	1069	2538	5468	14270	7860
Arts & Recreation	2	-	-	20000	-	-	20000
Other Services	2	-	-	6329	-	-	6329
Super Fund	5	2895	3090	7665	10230	23712	11290
Mutual ADI	8	1271	2368	4378	12282	17535	8170



7.7 Combined - Nominations Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	58	2622	5000	10000	20554	29188	14335
Revenue							
Up to \$1M	2	-	-	30000	-	-	30000
\$1M - \$5M	4	4755	4912	11358	18786	20714	12341
\$5M - \$10M	3	-	3250	5000	10000	-	7167
\$10M - \$20M	7	2308	4024	9100	24818	44504	19469
\$20M - \$40M	5	888	1095	5000	5000	5000	3369
\$40M - \$80M	9	4209	5000	6754	25750	29452	14868
\$80M - \$120M	2	-	-	25000	-	-	25000
\$120M - \$160M	3	-	8195	13390	13395	-	9930
\$160M - \$240M	3	-	4535	6470	10960	-	8173
\$240M - \$400M	7	4053	5000	6500	12500	17397	9303
\$400M - \$800M	5	7000	10000	10500	15450	18080	12157
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	7	7068	11695	14200	25853	36192	20281
\$4B or more	2	-	-	42745	-	-	42745
Assets							
Up to \$1M	2	-	-	7050	-	-	7050
\$1M - \$4M	5	2100	3000	5000	17715	25086	11443
\$4M - \$8M	2	-	-	14400	-	-	14400
\$8M - \$12M	2	-	-	5200	-	-	5200
\$12M - \$20M	5	1050	1500	5000	15000	46800	18050
\$20M - \$40M	2	-	-	5000	-	-	5000
\$40M - \$60M	-	-	-	-	-	-	-
\$60M - \$100M	2	-	-	10950	-	-	10950
\$100M - \$200M	5	8356	13390	13400	15000	31956	18010
\$200M - \$500M	12	5000	5000	12725	21846	25675	14205
\$500M - \$1B	3	-	5798	10500	11945	-	8328
\$1B - \$3B	11	2847	4825	6470	12500	15450	8880
\$3B - \$10B	4	2621	2652	19875	39912	45011	22690
\$10B or more	6	5877	8616	17596	25488	38493	20655
FTE							
Up to 5	2	-	-	5750	-	-	5750
5 - 10	3	-	13600	22000	25420	-	18680
11 - 20	2	-	-	7800	-	-	7800
21 - 30	4	2850	4875	10500	16449	19056	10824
31 - 50	3	-	3250	5000	7050	-	5200
51 - 70	2	-	-	1971	-	-	1971
71 - 100	2	-	-	6754	-	-	6754
101 - 150	4	7517	11292	14195	17688	22525	14785
151 - 200	6	2022	5600	14425	18737	22916	13121
201 - 300	7	3300	5000	5000	7500	12000	6536
301 - 400	2	-	-	55630	-	-	55630
401 - 600	3	-	5000	5000	12996	-	10331
601 - 1000	6	6300	10000	12100	22090	37360	18587
1001 - 4000	8	2659	5520	11945	17838	26500	13264
4001 or more	5	10086	17715	26986	37080	43878	27038



7.7 Combined - Nominations Committee Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	6	11695	13905	21218	34556	42745	25219
Large - Listed	5	10000	10000	15000	17715	25086	16543
Large - Unlisted	2	-	-	41100	-	-	41100
Large - Private	3	-	34130	43260	46630	-	39420
Medium - Listed	3	-	12975	15000	15225	-	13800
Medium - Unlisted	7	2146	2924	5000	12998	24013	9540
Medium - Private	-	-	-	-	-	-	-
Small - Listed	2	-	-	22000	-	-	22000
Small - Unlisted	-	-	-	-	-	-	-
Small - Private	2	-	-	5750	-	-	5750
NFP: Charity	3	-	5625	10500	12750	-	8750
Education	-	-	-	-	-	-	-
Health	8	2292	4408	9195	15008	21299	10684
Aged Care	4	5000	5000	5000	5368	6029	5368
Professional/Industry	3	-	3250	5000	15375	-	10750
Sport & Recreation	-	-	-	-	-	-	-
Community Housing	2	-	-	13000	-	-	13000
Disability	2	-	-	6000	-	-	6000
Other	2	-	-	9100	-	-	9100
Government - Large	2	-	-	2635	-	-	2635
Government - Medium	3	-	3022	5000	5877	-	4266
Government - Small	-	-	-	-	-	-	-
Super Fund	3	-	4825	5000	12996	-	10214
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	28840	-	-	28840
Mining - Junior	3	-	12725	15450	31930	-	24620
Mining	2	-	-	10950	-	-	10950
Manufacturing	2	-	-	13390	-	-	13390
Electricity, Gas, Water, & Waste	5	1667	2600	2670	5200	11080	5303
Construction	2	-	-	23540	-	-	23540
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	2	-	-	10000	-	-	10000
Accommodation and Food	2	-	-	25000	-	-	25000
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	2	-	-	15225	-	-	15225
Financial & Insurance	14	3600	6125	13800	23498	26615	16091
Rental, Hiring & Real Estate	-	-	-	-	-	-	-
Professional, Scientific & Technical	6	5000	5000	13500	37945	55630	24710
Administrative & Support	2	-	-	1500	-	-	1500
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	-	-	-	-	-	-	-
Health Care & Social Assistance	11	2632	5000	5000	7785	10500	7314
Arts & Recreation	2	-	-	30000	-	-	30000
Other Services	2	-	-	17715	-	-	17715
Super Fund	4	4755	4912	5877	10314	16721	9349
Mutual ADI	3	-	1971	2847	11821	-	8246



7.8 Combined - Nominations Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	42	2184	4578	6400	12000	21800	9938
Revenue							
Up to \$1M	2	-	-	20000	-	-	20000
\$1M - \$5M	4	5170	8275	10733	14100	18840	11642
\$5M - \$10M	2	-	-	5000	-	-	5000
\$10M - \$20M	3	-	4169	6200	17520	-	12393
\$20M - \$40M	3	-	2000	3400	4200	-	3000
\$40M - \$80M	5	2000	2000	5000	16480	32548	13748
\$80M - \$120M	2	-	-	10000	-	-	10000
\$120M - \$160M	3	-	3218	4437	4437	-	3625
\$160M - \$240M	2	-	-	5162	-	-	5162
\$240M - \$400M	7	4053	5500	6000	7250	9600	6590
\$400M - \$800M	3	-	8109	9917	10958	-	9406
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	7	5780	6700	12360	15082	22238	12989
\$4B or more	2	-	-	23500	-	-	23500
Assets							
Up to \$1M	2	-	-	8100	-	-	8100
\$1M - \$4M	3	-	6733	11466	15733	-	11155
\$4M - \$8M	2	-	-	28840	-	-	28840
\$8M - \$12M	-	-	-	-	-	-	-
\$12M - \$20M	2	-	-	2800	-	-	2800
\$20M - \$40M	-	-	-	-	-	-	-
\$40M - \$60M	-	-	-	-	-	-	-
\$60M - \$100M	2	-	-	10950	-	-	10950
\$100M - \$200M	4	4437	4437	4718	14565	31782	14284
\$200M - \$500M	8	2442	4408	6362	9938	11944	7344
\$500M - \$1B	5	6000	6000	6300	6301	7320	6520
\$1B - \$3B	7	2083	2619	5000	9250	12144	6157
\$3B - \$10B	3	-	9832	17063	20282	-	14388
\$10B or more	5	4880	7100	12000	13100	23240	13120
FTE							
Up to 5	2	-	-	8250	-	-	8250
5 - 10	2	-	-	25420	-	-	25420
11 - 20	2	-	-	7025	-	-	7025
21 - 30	2	-	-	3500	-	-	3500
31 - 50	2	-	-	6200	-	-	6200
51 - 70	2	-	-	2138	-	-	2138
71 - 100	2	-	-	5000	-	-	5000
101 - 150	3	-	4718	5000	10740	-	8639
151 - 200	6	3218	4828	6000	7294	8821	6013
201 - 300	2	-	-	2000	-	-	2000
301 - 400	2	-	-	23500	-	-	23500
401 - 600	3	-	5000	8000	10000	-	7333
601 - 1000	6	3800	5000	6050	11045	21180	10343
1001 - 4000	7	4833	6300	10000	14532	18238	10614
4001 or more	3	-	12283	13100	18300	-	16022



7.8 Combined - Nominations Committee Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	5	5520	6300	12000	13100	19340	11980
Large - Listed	5	5000	5000	8000	11466	16586	9893
Large - Unlisted	2	-	-	7100	-	-	7100
Large - Private	3	-	20000	30000	36630	-	27753
Medium - Listed	4	6000	6000	6862	8531	9982	7669
Medium - Unlisted	3	-	2069	2138	15489	-	10993
Medium - Private	-	-	-	-	-	-	-
Small - Listed	2	-	-	22000	-	-	22000
Small - Unlisted	-	-	-	-	-	-	-
Small - Private	2	-	-	8250	-	-	8250
NFP: Charity	3	-	2800	5000	5650	-	3967
Education	-	-	-	-	-	-	-
Health	5	3354	4437	4437	9917	11383	6757
Aged Care	2	-	-	2000	-	-	2000
Professional/Industry	2	-	-	16480	-	-	16480
Sport & Recreation	-	-	-	-	-	-	-
Community Housing	-	-	-	-	-	-	-
Disability	2	-	-	2000	-	-	2000
Other	2	-	-	6200	-	-	6200
Government - Large	2	-	-	9832	-	-	9832
Government - Medium	2	-	-	5000	-	-	5000
Government - Small	-	-	-	-	-	-	-
Super Fund	3	-	3250	3400	7700	-	6167
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	28840	-	-	28840
Mining - Junior	3	-	6362	7725	15612	-	12075
Mining	2	-	-	10950	-	-	10950
Manufacturing	2	-	-	7150	-	-	7150
Electricity, Gas, Water, & Waste	2	-	-	9832	-	-	9832
Construction	2	-	-	5000	-	-	5000
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	2	-	-	5000	-	-	5000
Accommodation and Food	2	-	-	10000	-	-	10000
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	2	-	-	12000	-	-	12000
Financial & Insurance	12	2244	4437	6800	12545	16142	9444
Rental, Hiring & Real Estate	2	-	-	6000	-	-	6000
Professional, Scientific & Technical	4	6500	8750	16000	27315	36882	20065
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	-	-	-	-	-	-	-
Health Care & Social Assistance	5	1160	2000	2632	6200	6261	3547
Arts & Recreation	2	-	-	20000	-	-	20000
Other Services	2	-	-	11466	-	-	11466
Super Fund	3	-	3250	3400	7700	-	6167
Mutual ADI	2	-	-	2138	-	-	2138



7.9 Combined - Remuneration Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	123	3028	5318	11793	24860	41818	16930
Revenue							
Up to \$1M	3	-	3318	4635	17318	-	12212
\$1M - \$5M	9	2994	4650	5000	10000	22750	9327
\$5M - \$10M	4	3600	4500	5000	10543	20520	10043
\$10M - \$20M	12	611	2025	5238	10448	18323	7413
\$20M - \$40M	10	5000	5490	8735	9584	9647	7752
\$40M - \$80M	16	5455	6271	13460	22000	28699	15623
\$80M - \$120M	9	3096	11050	15000	25000	25300	15436
\$120M - \$160M	4	12174	14212	22030	29033	29604	21215
\$160M - \$240M	5	2960	3500	7644	13133	14253	8375
\$240M - \$400M	11	7500	8001	15000	20300	30000	15944
\$400M - \$800M	10	5288	11625	15938	23540	35105	18334
\$800M - \$1B	2	-	-	32750	-	-	32750
\$1B - \$4B	18	3743	5623	15380	30425	49175	21255
\$4B or more	10	15947	27552	49720	54500	62848	43266
Assets							
Up to \$1M	3	-	3700	5000	5500	-	4467
\$1M - \$4M	2	-	-	16000	-	-	16000
\$4M - \$8M	3	-	6500	10000	11566	-	8711
\$8M - \$12M	2	-	-	1200	-	-	1200
\$12M - \$20M	8	3950	5190	9944	11250	18652	10477
\$20M - \$40M	4	4744	4909	6105	8652	11248	7456
\$40M - \$60M	3	-	8460	11921	13460	-	10640
\$60M - \$100M	3	-	23550	36050	48925	-	36300
\$100M - \$200M	6	5400	9375	17500	20450	31930	18277
\$200M - \$500M	15	1360	4250	6431	20524	25600	11965
\$500M - \$1B	15	5052	5838	14000	18212	25450	14135
\$1B - \$3B	13	3154	4650	8576	15450	19152	10247
\$3B - \$10B	17	4243	7644	19617	28700	48822	21609
\$10B or more	26	5786	8656	20495	48719	50000	26468
FTE							
Up to 5	2	-	-	5500	-	-	5500
5 - 10	3	-	3700	5000	13500	-	9800
11 - 20	5	3834	4635	4650	5000	9076	5876
21 - 30	2	-	-	19049	-	-	19049
31 - 50	5	1320	1500	5000	5000	6586	4069
51 - 70	9	512	5475	9124	10000	23880	10502
71 - 100	7	4774	6188	10000	14808	19770	10785
101 - 150	10	5048	6952	9025	9620	16000	10058
151 - 200	4	1532	2262	7294	15441	21776	10408
201 - 300	9	4600	5000	11050	15000	18965	11414
301 - 400	9	4290	5335	8500	15759	29852	14302
401 - 600	5	12489	15000	15000	25000	27230	18906
601 - 1000	14	3157	8776	15712	27989	33500	18653
1001 - 4000	16	5278	10658	20300	27879	33525	20426
4001 or more	18	11963	22625	48616	50000	57740	38657



7.9 Combined - Remuneration Committee Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	30	14900	17688	29350	49286	51950	32763
Large - Listed	12	13320	15000	15380	26488	29870	20346
Large - Unlisted	2	-	-	27172	-	-	27172
Large - Private	7	4118	6182	11050	34130	45956	20668
Medium - Listed	7	4854	7500	10000	13460	19000	11651
Medium - Unlisted	12	581	1950	5000	5767	8338	5221
Medium - Private	2	-	-	5500	-	-	5500
Small - Listed	2	-	-	22000	-	-	22000
Small - Unlisted	2	-	-	2400	-	-	2400
Small - Private	2	-	-	5000	-	-	5000
NFP: Charity	2	-	-	10500	-	-	10500
Education	-	-	-	-	-	-	-
Health	6	2066	2849	4376	8729	15944	7462
Aged Care	2	-	-	12978	-	-	12978
Professional/Industry	3	-	7500	10000	11302	-	9201
Sport & Recreation	-	-	-	-	-	-	-
Community Housing	2	-	-	16244	-	-	16244
Disability	-	-	-	-	-	-	-
Other	2	-	-	2000	-	-	2000
Government - Large	11	2718	4233	5335	6888	10710	7663
Government - Medium	5	1694	2667	5610	6431	6625	4502
Government - Small	-	-	-	-	-	-	-
Super Fund	19	4361	7995	9620	19304	26943	13774
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	16625	-	-	16625
Mining - Junior	9	11479	15000	20000	25000	53184	26049
Mining	2	-	-	4635	-	-	4635
Manufacturing	2	-	-	13460	-	-	13460
Electricity, Gas, Water, & Waste	14	2620	3084	5636	9908	16343	7881
Construction	4	5100	5251	10168	23610	39108	18694
Wholesale Trade	2	-	-	16425	-	-	16425
Retail Trade	2	-	-	20600	-	-	20600
Accommodation and Food	4	7785	9733	11896	15984	21393	13820
Transport, Postal & Warehousing	3	-	3303	5406	5508	-	4072
Information Media & Telecoms	5	12000	15000	15450	30000	45600	25290
Financial & Insurance	20	3123	4625	18500	39243	50150	23128
Rental, Hiring & Real Estate	4	3787	4967	7062	10125	13050	8031
Professional, Scientific & Technical	6	5000	6250	11302	19651	32630	16311
Administrative & Support	2	-	-	15100	-	-	15100
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	14000	-	-	14000
Health Care & Social Assistance	7	2379	3942	10500	23300	35600	16712
Arts & Recreation	2	-	-	30000	-	-	30000
Other Services	9	9442	11050	28700	36050	48728	26936
Super Fund	21	5000	7644	9620	19617	28716	14312
Mutual ADI	6	512	1753	5838	7982	13812	6721



7.10 Combined - Remuneration Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	91	2500	3757	8576	15000	25000	11487
Revenue							
Up to \$1M	2	-	-	10938	-	-	10938
\$1M - \$5M	8	2686	2941	4550	8680	13600	7201
\$5M - \$10M	4	1325	2080	2500	2625	2850	2206
\$10M - \$20M	2	-	-	5000	-	-	5000
\$20M - \$40M	5	4440	6000	6000	6327	6486	5664
\$40M - \$80M	14	3395	4485	9288	11963	17429	11147
\$80M - \$120M	7	3372	6922	11050	12092	13900	9678
\$120M - \$160M	3	-	12656	14992	15455	-	13743
\$160M - \$240M	5	2500	2500	2600	3821	5731	3685
\$240M - \$400M	8	4290	5525	6000	12000	18008	8920
\$400M - \$800M	8	4244	5793	10475	12360	13752	9678
\$800M - \$1B	2	-	-	30900	-	-	30900
\$1B - \$4B	16	1694	3550	14350	17728	24860	12346
\$4B or more	9	12772	24205	28000	37080	45336	29227
Assets							
Up to \$1M	2	-	-	8000	-	-	8000
\$1M - \$4M	2	-	-	11250	-	-	11250
\$4M - \$8M	3	-	4000	5000	6002	-	5001
\$8M - \$12M	2	-	-	600	-	-	600
\$12M - \$20M	2	-	-	6592	-	-	6592
\$20M - \$40M	2	-	-	7632	-	-	7632
\$40M - \$60M	2	-	-	2500	-	-	2500
\$60M - \$100M	2	-	-	20975	-	-	20975
\$100M - \$200M	5	2493	5000	10000	10300	30076	13876
\$200M - \$500M	10	2619	2839	4483	13750	15300	7788
\$500M - \$1B	13	2533	4182	6000	10000	12190	7162
\$1B - \$3B	9	3033	3243	3843	10000	11839	6584
\$3B - \$10B	15	2068	3792	12360	15250	28222	12621
\$10B or more	23	4167	6364	14992	24860	29600	17215
FTE							
Up to 5	2	-	-	8000	-	-	8000
5 - 10	3	-	2500	2500	12250	-	9000
11 - 20	4	1138	1612	2438	3025	3070	2199
21 - 30	2	-	-	2765	-	-	2765
31 - 50	4	1170	2025	2750	3205	3575	2480
51 - 70	4	6003	6382	10796	15868	17429	11453
71 - 100	5	2614	2785	5000	6400	8560	5337
101 - 150	8	3663	4008	6000	6889	9753	6319
151 - 200	4	3666	5166	6000	7427	9996	6594
201 - 300	5	3289	3400	11050	11684	12090	8342
301 - 400	5	4217	4270	5700	16000	32356	14682
401 - 600	3	-	8750	15000	15459	-	11139
601 - 1000	13	2812	5000	10950	15000	17800	11299
1001 - 4000	11	2632	5442	10000	13930	20000	10550
4001 or more	16	11845	14350	24706	30900	40625	24615



7.10 Combined - Remuneration Committee Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	24	10000	12008	18012	25750	35226	21055
Large - Listed	8	5653	7931	14675	15500	17900	12387
Large - Unlisted	-	-	-	-	-	-	-
Large - Private	6	4635	6250	10525	25262	36630	17263
Medium - Listed	5	3125	5000	6000	6000	9900	6275
Medium - Unlisted	8	755	2080	2642	4394	9516	4062
Medium - Private	2	-	-	6000	-	-	6000
Small - Listed	2	-	-	22000	-	-	22000
Small - Unlisted	-	-	-	-	-	-	-
Small - Private	2	-	-	10000	-	-	10000
NFP: Charity	2	-	-	6301	-	-	6301
Education	-	-	-	-	-	-	-
Health	5	2553	2632	3000	6592	11637	5945
Aged Care	-	-	-	-	-	-	-
Professional/Industry	-	-	-	-	-	-	-
Sport & Recreation	-	-	-	-	-	-	-
Community Housing	2	-	-	3243	-	-	3243
Disability	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Government - Large	9	1706	2600	3750	4182	6664	4547
Government - Medium	4	2831	3078	4483	5913	6205	4508
Government - Small	-	-	-	-	-	-	-
Super Fund	17	2966	3821	6000	11684	15951	8074
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	6620	-	-	6620
Mining - Junior	7	5910	8502	10000	19602	32191	16378
Mining	2	-	-	1875	-	-	1875
Manufacturing	-	-	-	-	-	-	-
Electricity, Gas, Water, & Waste	9	1706	2500	2666	3662	6166	3901
Construction	3	-	9591	15000	26040	-	18754
Wholesale Trade	2	-	-	10950	-	-	10950
Retail Trade	2	-	-	10300	-	-	10300
Accommodation and Food	2	-	-	6622	-	-	6622
Transport, Postal & Warehousing	3	-	2182	3764	4758	-	3372
Information Media & Telecoms	4	7208	10520	15180	20500	25000	15840
Financial & Insurance	14	3253	6100	13680	24853	30630	15279
Rental, Hiring & Real Estate	5	2614	2785	5700	6000	6000	4597
Professional, Scientific & Technical	3	-	16000	22000	32630	-	25087
Administrative & Support	2	-	-	14350	-	-	14350
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	3000	-	-	3000
Health Care & Social Assistance	4	2540	2599	4466	17226	36890	15358
Arts & Recreation	2	-	-	20000	-	-	20000
Other Services	8	10735	12805	14925	19699	24804	16504
Super Fund	18	3000	3768	6164	11957	15943	8453
Mutual ADI	3	-	4699	8576	10142	-	7036



7.11 Combined - Risk Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	138	2808	5000	10344	22000	36050	16181
Revenue							
Up to \$1M	2	-	-	15902	-	-	15902
\$1M - \$5M	7	1888	2095	2500	10265	17800	7277
\$5M - \$10M	13	2650	4096	5000	7424	25338	9288
\$10M - \$20M	16	1006	3029	5854	12740	25548	10055
\$20M - \$40M	14	5076	6191	9625	11124	25855	11792
\$40M - \$80M	20	4628	5478	12500	20500	27726	16600
\$80M - \$120M	13	5585	7244	10000	12978	18000	12590
\$120M - \$160M	7	5166	6976	13390	15700	25376	14169
\$160M - \$240M	7	2392	3050	5638	15368	17143	9177
\$240M - \$400M	10	4944	7500	17500	27650	30605	18109
\$400M - \$800M	9	4392	5330	15000	24720	35210	16865
\$800M - \$1B	2	-	-	61800	-	-	61800
\$1B - \$4B	12	10220	10634	30438	50000	52092	31902
\$4B or more	6	16330	29098	49205	60395	65405	43647
Assets							
Up to \$1M	2	-	-	8500	-	-	8500
\$1M - \$4M	3	-	4500	5000	17500	-	13000
\$4M - \$8M	3	-	6250	10000	19420	-	13780
\$8M - \$12M	2	-	-	10614	-	-	10614
\$12M - \$20M	5	2900	5000	5253	6000	18703	8985
\$20M - \$40M	4	2764	4201	8989	15398	19755	10611
\$40M - \$60M	2	-	-	25000	-	-	25000
\$60M - \$100M	4	3377	5863	21647	43775	57680	27991
\$100M - \$200M	14	2573	4950	13395	19262	28443	14165
\$200M - \$500M	25	2227	4360	5000	18000	26916	11022
\$500M - \$1B	17	4553	5889	10500	18000	30000	13843
\$1B - \$3B	25	4576	5638	10000	14000	23072	13809
\$3B - \$10B	17	5158	8010	10950	25000	40889	19645
\$10B or more	14	7728	10564	22515	50000	60399	30299
FTE							
Up to 5	3	-	3500	5000	10000	-	7333
5 - 10	4	1861	2072	12095	23710	26788	13688
11 - 20	9	2489	3468	5000	7424	13200	6823
21 - 30	6	1152	2736	8765	12750	18284	9401
31 - 50	10	3836	5000	5720	14119	27980	11252
51 - 70	16	1680	4879	7004	13054	20000	9676
71 - 100	10	4562	7566	11855	18084	21056	13531
101 - 150	13	4379	5338	9510	10950	13878	8960
151 - 200	10	3705	10481	14425	29000	34400	21537
201 - 300	12	5000	6178	12500	19787	24258	14578
301 - 400	3	-	6670	8010	25635	-	18867
401 - 600	6	4720	5000	5472	12736	20000	10064
601 - 1000	8	2683	8330	20572	27448	47000	23949
1001 - 4000	13	4368	10404	12978	27172	34840	17361
4001 or more	13	25303	35875	50000	52324	63448	44908



7.11 Combined - Risk Committee Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	17	18570	20600	36050	50000	62624	37690
Large - Listed	6	15000	17500	27500	33750	35438	25979
Large - Unlisted	8	5492	6414	9005	14293	30678	13874
Large - Private	3	-	24295	43260	59130	-	41197
Medium - Listed	4	11635	14088	22725	30000	30000	21362
Medium - Unlisted	44	2462	4072	5729	10056	21898	8975
Medium - Private	2	-	-	39500	-	-	39500
Small - Listed	2	-	-	22000	-	-	22000
Small - Unlisted	2	-	-	3360	-	-	3360
Small - Private	2	-	-	15000	-	-	15000
NFP: Charity	3	-	11250	12000	12000	-	11500
Education	-	-	-	-	-	-	-
Health	13	3800	5000	13390	18000	21537	12053
Aged Care	5	3249	5000	5000	12978	27055	12300
Professional/Industry	2	-	-	5000	-	-	5000
Sport & Recreation	-	-	-	-	-	-	-
Community Housing	2	-	-	13902	-	-	13902
Disability	2	-	-	13000	-	-	13000
Other	-	-	-	-	-	-	-
Government - Large	9	2694	4360	10000	10404	18568	11710
Government - Medium	4	2758	5327	8684	15600	24574	12243
Government - Small	2	-	-	2000	-	-	2000
Super Fund	11	5530	7962	11405	17181	20100	13075
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	28840	-	-	28840
Mining - Junior	6	10165	15112	17725	23750	36705	21532
Mining	2	-	-	5000	-	-	5000
Manufacturing	2	-	-	15000	-	-	15000
Electricity, Gas, Water, & Waste	8	1714	2450	6359	10251	10496	6210
Construction	-	-	-	-	-	-	-
Wholesale Trade	2	-	-	16425	-	-	16425
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	2	-	-	12978	-	-	12978
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	3	-	8000	10000	12500	-	10333
Financial & Insurance	33	5000	10000	18000	35000	63448	24927
Rental, Hiring & Real Estate	4	2668	3961	17340	30000	30000	16621
Professional, Scientific & Technical	4	8000	12500	18500	27315	36882	21315
Administrative & Support	2	-	-	18688	-	-	18688
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	-	-	-	-	-	-	-
Health Care & Social Assistance	13	4368	5000	5000	20600	34351	13818
Arts & Recreation	2	-	-	30000	-	-	30000
Other Services	5	21064	22660	35875	36050	44420	32917
Super Fund	13	5863	10283	11405	18112	23964	14339
Mutual ADI	41	2190	4096	5889	10000	23569	9085



7.12 Combined - Risk Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	81	2500	4266	8000	15000	26162	18898
Revenue							
Up to \$1M	4	1231	1726	11000	14500	18100	10870
\$1M - \$5M	7	1616	2250	2765	6600	13720	6215
\$5M - \$10M	2	-	-	2322	-	-	2322
\$10M - \$20M	6	2419	3275	5154	7076	18252	8608
\$20M - \$40M	5	4801	4870	7212	13300	20790	11184
\$40M - \$80M	14	3168	6800	8538	12302	14700	11057
\$80M - \$120M	5	4962	6406	9000	9000	9600	7681
\$120M - \$160M	4	3431	4078	4437	5578	7631	5218
\$160M - \$240M	5	2540	2600	7644	7725	8995	6062
\$240M - \$400M	4	10600	11500	15012	18700	26500	17600
\$400M - \$800M	7	2842	4376	6301	11655	14216	8223
\$800M - \$1B	2	-	-	30900	-	-	30900
\$1B - \$4B	11	4266	8322	17938	25000	26162	18375
\$4B or more	5	14182	24205	25000	31930	32857	24422
Assets							
Up to \$1M	3	-	3500	5000	7500	-	8566
\$1M - \$4M	3	-	2500	3000	11500	-	8333
\$4M - \$8M	3	-	3750	5000	16920	-	12113
\$8M - \$12M	2	-	-	5307	-	-	5307
\$12M - \$20M	-	-	-	-	-	-	-
\$20M - \$40M	2	-	-	-	-	-	-
\$40M - \$60M	2	-	-	25000	-	-	25000
\$60M - \$100M	2	-	-	17258	-	-	17258
\$100M - \$200M	6	3040	4437	7140	9960	26630	12270
\$200M - \$500M	12	2230	2650	3135	9250	14500	7164
\$500M - \$1B	7	5973	7650	9000	11475	14000	9962
\$1B - \$3B	15	3259	4812	8000	9288	12100	7619
\$3B - \$10B	12	4190	4280	10012	17938	23578	12415
\$10B or more	11	6400	7356	13300	25581	31930	19006
FTE							
Up to 5	4	2900	4250	5000	6650	18900	6750
5 - 10	3	-	11520	22000	25420	-	17293
11 - 20	5	1986	2500	8000	8200	243280	84069
21 - 30	5	1647	2765	7212	8000	8300	5476
31 - 50	4	2790	2925	4154	5891	6943	4663
51 - 70	5	4883	9000	9000	15000	21470	12184
71 - 100	7	2671	3892	6400	9500	10000	6526
101 - 150	8	4325	4676	5638	7893	10203	6846
151 - 200	4	3431	4078	6081	8721	10514	6718
201 - 300	4	5753	8382	11101	12595	13018	9876
301 - 400	3	-	3740	5481	24370	-	16914
401 - 600	3	-	7000	12000	13500	-	9667
601 - 1000	7	3549	7566	12360	14750	30200	15656
1001 - 4000	7	2842	3768	4284	8150	14000	7189
4001 or more	12	17938	18003	25000	27346	31827	23589



7.12 Combined - Risk Committee Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	13	10190	12360	24205	26162	31724	21227
Large - Listed	5	13200	15000	17000	17938	19175	16388
Large - Unlisted	2	-	-	4000	-	-	4000
Large - Private	3	-	24370	43260	46630	-	32914
Medium - Listed	2	-	-	6362	-	-	6362
Medium - Unlisted	17	2355	2785	4870	11709	27006	31488
Medium - Private	-	-	-	-	-	-	-
Small - Listed	2	-	-	22000	-	-	22000
Small - Unlisted	2	-	-	3020	-	-	3020
Small - Private	-	-	-	-	-	-	-
NFP: Charity	3	-	7150	8000	8000	-	7434
Education	-	-	-	-	-	-	-
Health	8	3856	4437	9000	10472	13152	8322
Aged Care	2	-	-	2000	-	-	2000
Professional/Industry	-	-	-	-	-	-	-
Sport & Recreation	-	-	-	-	-	-	-
Community Housing	2	-	-	902	-	-	902
Disability	2	-	-	8500	-	-	8500
Other	2	-	-	2000	-	-	2000
Government - Large	8	2480	3102	4224	5088	12750	6663
Government - Medium	3	-	5854	6400	6806	-	6306
Government - Small	2	-	-	2000	-	-	2000
Super Fund	8	3674	5820	7654	9275	12740	7818
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	28840	-	-	28840
Mining - Junior	6	6603	8294	12500	21904	212102	77068
Mining	2	-	-	5000	-	-	5000
Manufacturing	2	-	-	12000	-	-	12000
Electricity, Gas, Water, & Waste	6	2300	2996	4224	4280	5892	4139
Construction	-	-	-	-	-	-	-
Wholesale Trade	2	-	-	10950	-	-	10950
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	2	-	-	5000	-	-	5000
Financial & Insurance	26	3000	6402	9000	16500	31415	13777
Rental, Hiring & Real Estate	2	-	-	1844	-	-	1844
Professional, Scientific & Technical	4	10100	12500	16500	19500	21000	18000
Administrative & Support	2	-	-	17938	-	-	17938
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	-	-	-	-	-	-	-
Health Care & Social Assistance	6	2000	2050	2735	5543	15650	6795
Arts & Recreation	2	-	-	20000	-	-	20000
Other Services	4	12381	15954	17982	19769	22908	17741
Super Fund	9	3803	5307	7644	8200	12660	7628
Mutual ADI	11	1644	2419	4755	10142	14000	7383



7.13 Listed Public Committee Results

Fifty-three (41%) of the 134 Listed Boards pay additional fees to Directors for Committee work. The table below shows the **Listed Public Results** for each Committee at the Overall level:

Committee		No.	10%	25%	Median	75%	90%	Average
			\$	\$	\$	\$	\$	\$
Audit	Chairman	48	10910	15000	25000	38369	58916	30443
	Director	49	8055	10000	13700	24205	33780	18001
Finance	Chairman	7	17526	23360	30000	33388	35945	27194
	Director	7	8000	10180	15450	18969	20800	14821
Governance	Chairman	9	9030	15450	30000	35875	48728	27987
	Director	8	7014	14681	18969	22551	31943	20528
Nominations	Chairman	15	10000	12170	15450	24493	34248	19829
	Director	15	5000	6000	8000	12550	21200	10803
Remuneration	Chairman	50	10000	15000	20600	35788	50000	26612
	Director	38	5910	10000	14675	24360	30900	17310
Risk	Chairman	28	15000	20000	30000	39140	55167	32287
	Director	21	10000	12000	17938	25000	30900	18696

7.14 Unlisted Public Committee Results

Eighty-four (59%) of the 142 Unlisted Boards pay additional fees to Directors for Committee work. The table below shows the **Unlisted Public Results** for each Committee at the Overall level:

Committee		No.	10%	25%	Median	75%	90%	Average
			\$	\$	\$	\$	\$	\$
Audit	Chairman	80	2199	4144	5972	10056	24746	10374
	Director	28	1251	2500	4378	8363	12396	6516
Finance	Chairman	8	4700	5000	6474	12000	20752	10265
	Director	7	2500	2500	2785	8646	9400	5368
Governance	Chairman	31	1720	4439	5638	9625	24476	10178
	Director	13	1106	2500	2785	4755	13542	5913
Nominations	Chairman	9	2497	3000	5200	20795	36672	16553
	Director	4	2041	2104	4619	12535	22318	10020
Remuneration	Chairman	14	718	2250	5000	6056	15907	6587
	Director	8	755	2080	2642	4394	9516	4062
Risk	Chairman	54	2462	4230	5916	10000	26091	9492
	Director	20	2089	2764	4812	10427	26090	27267



7.15 Private Committee Results

Twenty-two (16%) of the 134 Private Boards pay additional fees to Directors for Committee work. The table below shows the **Private** Results for each Committee at the Overall level:

Committee		No.	10%	25%	Median	75%	90%	Average
			\$	\$	\$	\$	\$	\$
Audit	Chairman	16	5000	5832	7750	28375	58630	21058
	Director	10	4979	5611	8250	32625	43934	18453
Finance	Chairman	5	5132	5330	15000	43260	62304	28718
	Director	6	10240	22065	44130	48750	150000	68124
Governance	Chairman	5	18400	38500	43260	74000	74600	47152
	Director	3	-	26630	43260	46630	-	34420
Nominations	Chairman	5	5600	6500	25000	43260	47304	25952
	Director	5	7900	10000	10000	30000	37956	19952
Remuneration	Chairman	10	4677	5000	6750	21512	43934	16067
	Director	8	4781	5750	10000	15788	33978	14948
Risk	Chairman	6	5165	7748	29130	66315	74500	36265
	Director	5	5192	5481	43260	50000	170000	70748

7.16 NFP Committee Results

Sixty-five (40%) of the 161 NFP Boards pay additional fees to Directors for Committee work. The table below shows the **NFP** Results for each Committee at the Overall level:

Committee		No.	10%	25%	Median	75%	90%	Average
			\$	\$	\$	\$	\$	\$
Audit	Chairman	59	2000	4060	6180	12956	19866	9008
	Director	25	1341	2575	6488	9917	12854	6858
Finance	Chairman	23	1616	4000	5000	11907	23210	9010
	Director	8	1480	2000	4696	9550	12154	6217
Governance	Chairman	25	1700	3000	7244	12978	19100	9245
	Director	16	646	2961	7450	9861	10150	6538
Nominations	Chairman	21	1500	5000	6000	13400	24720	9835
	Director	12	2000	2474	4718	7205	12116	6030
Remuneration	Chairman	14	2190	3875	8188	12078	19293	9310
	Director	7	2579	2816	3243	6446	9955	5610
Risk	Chairman	25	2649	5000	12000	18000	23632	11940
	Director	15	2000	3468	8000	9000	11353	6819



7.17 Government Committee Results

Seventy (40%) of the 174 Government Boards pay additional fees to Directors for Committee work. The table below shows the **Government** Results for each Committee at the Overall level:

Committee		No.	10%	25%	Median	75%	90%	Average
			\$	\$	\$	\$	\$	\$
Audit	Chairman	62	2671	5192	9724	15942	16535	10987
	Director	56	2629	4182	4930	8029	8420	7003
Finance	Chairman	14	2662	3794	6080	10574	24203	12696
	Director	10	1566	2300	3517	5640	15993	6516
Governance	Chairman	11	2600	4271	5318	10534	15768	7945
	Director	8	2042	2500	2964	5418	13836	7020
Nominations	Chairman	5	1667	2600	2670	5000	6052	3614
	Director	3	-	3800	5000	11032	-	8221
Remuneration	Chairman	16	2634	3816	5370	6512	9106	6675
	Director	13	1891	2666	3750	4582	6270	4535
Risk	Chairman	14	2180	3128	8377	10562	24603	11169
	Director	12	2240	3102	4275	6603	7471	6185

7.18 Super Fund Committee Results

Thirty (64%) of the 47 Super Fund Boards pay additional fees to Directors for Committee work. The table below shows the overall **Super Fund** Results for each Committee.

Committee		No.	10%	25%	Median	75%	90%	Average
			\$	\$	\$	\$	\$	\$
Audit	Chairman	31	4000	5585	12300	19858	31398	16187
	Director	21	4000	6406	8200	13300	19400	10931
Finance	Chairman	3	-	11178	11405	14210	-	13123
	Director	2	-	-	8692	-	-	8692
Governance	Chairman	4	3192	4695	8240	12049	14026	8504
	Director	3	-	5215	7665	8948	-	6887
Nominations	Chairman	3	-	4825	5000	12996	-	10214
	Director	3	-	3250	3400	7700	-	6167
Remuneration	Chairman	19	4361	7995	9620	19304	26943	13774
	Director	17	2966	3821	6000	11684	15951	8074
Risk	Chairman	11	5530	7962	11405	17181	20100	13075
	Director	8	3674	5820	7654	9275	12740	7818



8. REMUNERATION GOVERNANCE

Boards were asked to provide responses to a number of Remuneration Governance questions, in addition to their remuneration data on the online questionnaire. The answers to these questions are provided below for the 447 Boards who supplied this data.

8.1 Board Remuneration Increases

The table below shows that the June quarter is when 41% of Boards decide on increases to Board remuneration for the following year:

January	5%	July	12%
February	5%	August	8%
March	5%	September	7%
April	6%	October	7%
May	14%	November	6%
June	21%	December	4%

In the previous calendar year only 35% of Boards increased Director remuneration compared to 40% in the 2013 Survey, 31% in the 2014 Survey, 32% in the 2015 Survey, 35% in the 2016 Survey, 26% in the 2017 Survey, 34% in the 2018 Survey and 31% in the 2019 Survey. Over this 8 year period, on average, only 33% of Boards increased Director remuneration each year.

8.2 Board Remuneration Increase Criteria

Boards were asked to identify which criteria they used to determine Director remuneration increases. The results are shown below:

% Boards	
Consumer Price Index	16%
Wage Price Index	7%
AWOTE	5%
Organisation Performance	24%
Industry Surveys	21%
Consultant Benchmarking	20%
Other	7%

The 45% of Boards who chose a combination of criteria mostly used Organisation Performance in conjunction with Industry Surveys and Consultant Benchmarking.