



2022

**AUSTRALIAN BOARD
REMUNERATION SURVEY
REPORT**

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SURVEY SUMMARY

The 2022 Australian Board Remuneration Survey is based on remuneration data covering 1128 Boards, an increase on last year's results of 1070 Boards. This data has been collected from 638 on-line contributors, 270 Boards who are ongoing sourced contributors to the Survey, plus 220 client Boards of McGuirk Management Consultants.

Combined, 908 (82%) of these Boards remunerate either all Directors, or a Chairman or a Director. Remuneration data on Board Committees 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' wherever possible and currently publish 5 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:

171	Listed Public
177	Unlisted Public
216	Private
325	Not For Profit (NFP)
178	Government
61	Super Fund

Remuneration determined for:

867	Chairman
358	Deputy Chairs
861	Directors

Remuneration determined for:

365	Audit Committees
78	Finance Committees
109	Governance Committees
67	Nominations Committees
161	Remuneration Committees
162	Risk Committees

Median/Average remuneration increase:

6.0%	Listed Public
4.1%	Unlisted Public
6.6%	Private
2.0%	Not For Profit (NFP)
2.1%	Government
4.6%	Super Fund



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. Board Committee Fees	53
6.1 Combined Audit Committee Chair	54
6.2 Combined Audit Committee Director	56
6.3 Combined Finance Committee Chair	58
6.4 Combined Finance Committee Director	60



6.5	Combined Governance Committee Chair	62
6.6	Combined Governance Committee Director	64
6.7	Combined Nominations Committee Chair	66
6.8	Combined Nominations Committee Director	68
6.9	Combined Remuneration Committee Chair	70
6.10	Combined Remuneration Committee Director	72
6.11	Combined Risk Committee Chair	74
6.12	Combined Risk Committee Director	76
6.13	Listed Public Committee Results	78
6.14	Unlisted Public Committee Results	78
6.15	Private Committee results	79
6.16	NFP Committee Results	79
6.17	Government Committee Results	80
6.18	Super Fund Committee Results	80
7.	Remuneration Governance	81
7.1	Board Remuneration Increases	81
7.2	Board Remuneration Increase Criteria	81

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1. SURVEY BACKGROUND

The 2022 Australian Board Remuneration Survey Report, now in its 10th year, is published by McGuirk Management Consultants (MMC). The Survey seeks to determine the **current financial year** ending 30th June 2022 levels of remuneration relating to the following Board positions:

Chairman
Deputy Chairman
Director

This year the remuneration data for 16 C-Suite Executives positions has been removed and published in the 2022 Australian Executive Remuneration Survey, a sister publication to this Survey.

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 'marketplace' 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 638 Contributors who contributed to an 'on-line' remuneration questionnaire this year and from 270 Boards who are sourced contributors to the Survey. Remuneration data was also obtained from 220 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.



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:

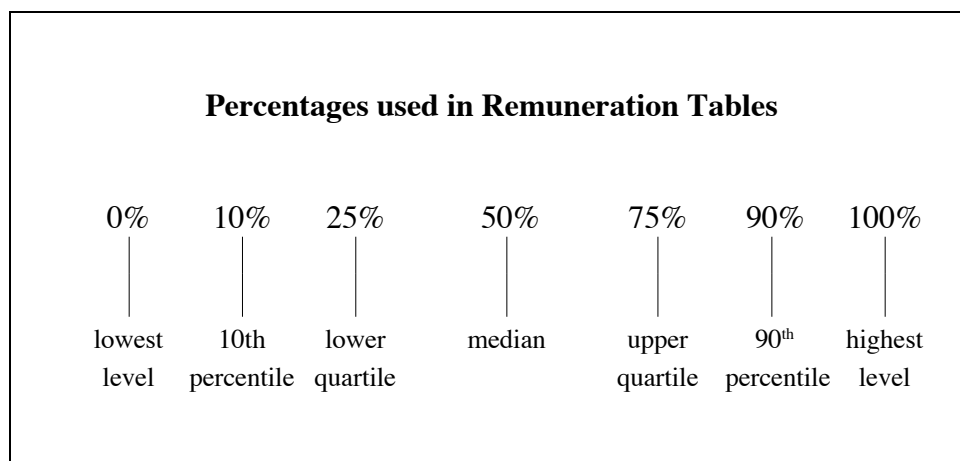
Tenth and Ninetieth Percentiles: The tenth and ninetieth percentiles are respectively the remuneration levels one tenth from the bottom and top of the total remuneration range. These two figures provide an indication of *upper* and *lower* deciles, while at the same time addressing potential outliers.

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 2022 Survey is based on data from 1128 Boards, with 908 Boards (82%) remunerating either all Directors, a Chairman or a Director.*

The 220 Boards (18%) who do not currently remunerate their Directors also supplied Executive data, particularly on the MD/CEO role, with 1016 Boards supplying remuneration data on this role. The characteristics of Combined Boards, those paying Board fees, are shown below:

Revenue	No	Assets	No	FTE	No
Up to \$1M	56	Up to \$1M	55	Up to 5	69
\$1M - \$5M	119	\$1M - \$4M	56	5 - 10	50
\$5M - \$10M	67	\$4M - \$8M	63	11 - 20	74
\$10M - \$20M	104	\$8M - \$12M	53	21 - 30	56
\$20M - \$40M	120	\$12M - \$20M	59	31 - 50	74
\$40M - \$80M	106	\$20M - \$40M	63	51 - 70	57
\$80M - \$120M	50	\$40M - \$60M	37	71 - 100	59
\$120M - \$160M	33	\$60M - \$100M	57	101 - 150	74
\$160M - \$240M	48	\$100M - \$200M	66	151 - 200	40
\$240M - \$400M	42	\$200M - \$500M	81	201 - 300	58
\$400M - \$800M	38	\$500M - \$1B	60	301 - 400	34
\$800M - \$1B	8	\$1B - \$3B	83	401 - 600	42
\$1B - \$4B	45	\$3B - \$10B	66	601 - 1000	57
\$4B or more	20	\$10B or more	49	1001 - 4000	69
				4001 or more	36

The complete sample of data in Revenue terms ranged from less than \$100,000 to over \$28B in Revenue. The complete sample of data in Asset terms ranged from less than \$100,000 to over \$205B. The complete sample of data in FTE terms ranged from less than 5 to over 52,000 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	59
Large (200+ employees) – listed public	25
Large (200+ employees) – unlisted public	29
Large (200+ employees) – private	27
Medium (10-199 employees) – listed public	50
Medium (10-199 employees) – unlisted public	89
Medium (10-199 employees) - private	78
Small (1-9 employees) – listed public	31
Small (1-9 employees) – unlisted public	15
Small (1-9 employees) – private	25
NFP: Charity	21
Education	10
Health	37
Aged Care	25
Professional/Industry	46
Sports & recreation	5
Community Housing	15
Disability	26
Other	24
Govt: Large (200+ employees)	71
Medium (10-199 employees)	86
Small (1-9 employees)	14
Super Fund	55

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	34
Mining - Junior	28
Mining	32
Manufacturing	35
Electricity, Gas, Water and Waste Services	38
Construction	26
Wholesale Trade	16
Retail Trade	20
Accommodation and Food Services	18
Transport, Postal and Warehousing	15
Information Media and Telecommunications	21
Financial and Insurance Services	132
Rental, Hiring and Real Estate Services	10
Professional, Scientific and Technical Services	63
Administrative and Support Services	17
Public Administration and Safety	23
Education and Training	41
Health Care and Social Assistance	113
Arts and Recreation Services	12
Other Services	58
Super Fund	54
Mutual Approved Deposit taking Institution	52

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

4.2 Listed Public Boards

One hundred and seventy-one (171) Boards are from Listed Public Entities. The sample of data for this group in Revenue terms ranged from less than \$1.0M to over \$28B, in Asset terms ranged from less than \$1M to over \$205B, and in FTE terms ranged from less than 10 to over 52,000 employees.

4.3 Unlisted Public Boards

One hundred and seventy-seven (177) Boards are from Unlisted Public Entities. The sample of data for this group in Revenue terms ranged from less than \$300,000 to over \$3.2B, in Asset terms ranged from less than \$2M to over \$31B, and in FTE terms ranged from less than 5 to over 1,100 employees.



4.4 Private Boards

Two hundred and sixteen (216) Boards are from Private Entities. The sample of data for this group in Revenue terms ranged from less than \$300,000 to over \$750M, in Asset terms ranged from less than \$100,000 to over \$14B, and in FTE terms ranged from less than 5 to over 2,900 employees.

4.5 NFP Boards

Three hundred and twenty-five (325) Boards are from NFP Entities. The sample of data for this group in Revenue terms ranged from less than \$150,000 to over \$3.1B, in Asset terms ranged from less than \$100,000 to over \$5B, and in FTE terms ranged from less than 5 to over 12,000 employees.

4.6 Government Boards

One hundred and seventy-eight (178) Boards are from Government Entities. The sample of data for this group in Revenue terms ranged from less than \$500,000 to over \$13.2B, in Asset terms ranged from less than \$1.0M to over \$102B, and in FTE terms ranged from less than 5 to over 8,400 employees.

4.7 Super Fund Boards

Sixty-one (61) 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 \$210B, 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	867	20520	44175	80000	130000	220311	111960
Revenue							
Up to 1M	56	10664	31814	65000	100000	136976	75025
\$1M - \$5M	119	6240	22716	51150	80000	120300	59211
\$5M - \$10M	67	11600	20879	40000	77620	114744	54996
\$10M - \$20M	104	10390	30000	50000	80000	110000	59855
\$20M - \$40M	120	21800	42000	77000	110655	156924	85579
\$40M - \$80M	106	33000	47537	70750	115071	170000	91437
\$80M - \$120M	50	39718	45225	74565	116545	188250	106601
\$120M - \$160M	33	52196	80000	110000	180000	237000	132854
\$160M - \$240M	48	61694	81280	119180	145200	199599	123068
\$240M - \$400M	42	65060	89222	132415	184000	252951	143804
\$400M - \$800M	38	84409	123782	187000	269212	359583	204571
\$800M - \$1B	8	67500	90993	140095	201816	263819	151875
\$1B - \$4B	45	88200	117399	200000	340000	595083	273628
\$4B or more	20	210323	355812	543558	787500	884711	551149
Assets							
Up to 1M	55	10000	27500	50000	86000	126600	61876
\$1M - \$4M	56	8000	24000	50000	80000	137500	72030
\$4M - \$8M	63	10200	25000	51150	77620	124000	61765
\$8M - \$12M	53	11640	30000	55000	80000	131700	72510
\$12M - \$20M	59	23972	35000	58200	84960	110172	65770
\$20M - \$40M	63	17840	45000	63000	97500	112797	73129
\$40M - \$60M	37	16270	30845	61500	125000	192500	93298
\$60M - \$100M	57	12582	40000	67705	96224	152000	94903
\$100M - \$200M	66	30618	55500	79000	119180	177500	98252
\$200M - \$500M	81	30000	45000	78234	139000	175000	93975
\$500M - \$1B	60	39852	66344	95562	182816	252040	128162
\$1B - \$3B	83	60000	80586	105093	179095	262172	160817
\$3B - \$10B	66	83000	105250	150987	269962	484000	218251
\$10B or more	49	95783	132000	180675	326000	677144	282248
FTE							
Up to 5	69	12500	30000	52000	92545	125366	77757
5 - 10	50	5845	24250	49196	97125	128000	69393
11 - 20	74	10650	30604	60136	95175	128798	79266
21 - 30	56	13000	30634	50575	78469	119945	59478
31 - 50	74	20000	40000	60980	88432	148830	86118
51 - 70	57	24600	40000	77620	110587	158121	84750
71 - 100	59	15000	39262	69290	96325	130800	74947
101 - 150	74	36903	55750	75385	102564	158740	87386
151 - 200	40	30000	49632	65230	114890	140025	82577
201 - 300	58	35026	61250	105500	149880	197068	113009
301 - 400	34	33560	52576	97068	184272	237476	125150
401 - 600	42	32200	49285	108812	162450	255400	141345
601 - 1000	57	44600	76500	130000	192903	285200	154299
1001 - 4000	69	45000	74878	129129	226930	300000	166532
4001 or more	36	102250	140615	398318	657750	800000	408694



5.2 Combined Results - Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	59	208679	241025	355118	543558	755000	421217
Large - listed	25	85800	140000	164565	205000	303000	179249
Large - public unlisted	29	68000	110000	145000	189000	298218	163300
Large - private	27	58000	82500	120103	160500	244000	160407
Medium - listed	50	57700	74250	100000	138188	201900	115868
Medium - public unlisted	89	17465	37000	67705	96324	130325	69770
Medium - private	78	28200	45000	66750	91909	140400	85730
Small - listed	31	45000	55750	75000	125914	175000	118571
Small - public unlisted	15	3000	4125	30000	53402	90000	37827
Small - private	25	24400	30000	51000	82000	116274	75307
NFP: Charity	21	4400	15000	40000	46000	85800	40133
NFP: Education	10	19500	24000	30500	47250	72351	39739
NFP: Health	37	23450	40000	65280	113496	203600	89127
NFP: Aged Care	25	11980	20400	45000	76000	100000	55800
NFP: Professional/Industry	46	10000	25000	38000	79080	109000	52489
NFP: Sport & recreation	5	3180	6000	50000	77000	114800	54860
NFP: Community housing	15	7581	15612	30000	61050	97590	44698
NFP: Disability	26	3428	7750	30400	43750	80612	38407
NFP: Other	24	9363	20400	32500	49395	72250	40768
Government - Large	71	52680	77620	97884	140410	182088	108903
Government - Medium	86	42000	60245	70000	94240	119180	78648
Government - Small	14	15100	32718	79810	112090	119180	71682
Superfunds	55	46441	81086	109392	153487	214628	121748
Type of Industry							
Agriculture, Forestry & Fishing	34	8910	39355	60490	77620	104250	60569
Mining - Junior	28	53500	117810	205952	245835	533748	254206
Mining	32	52350	64810	85000	105200	159500	104803
Manufacturing	35	50400	60136	114975	200000	310080	163013
Electricity, Gas, Water, & Waste	38	44272	64250	89525	138750	210179	124481
Construction	26	34950	52795	96280	221448	325000	160677
Wholesale Trade	16	45000	65000	95000	126250	154000	104882
Retail Trade	20	29035	42025	65230	180992	270412	151968
Accommodation and Food	18	17203	42500	73810	115048	243000	97463
Transport, Postal & Warehousing	15	39800	70187	115000	197050	439800	172756
Information Media & Telecoms	21	50000	85000	119180	178190	300000	160937
Financial & Insurance	132	40180	70000	102875	160000	236710	142457
Rental, Hiring & Real Estate	10	10044	20338	51090	83116	191820	83481
Professional, Scientific & Technical	63	25000	40000	73150	105000	144365	84233
Administrative & Support	17	22000	40000	77620	102560	155940	89570
Public Administration & Safety	23	46480	60980	85920	102524	143836	88533
Education & Training	41	20000	25000	33000	60000	97000	49589
Health Care & Social Assistance	113	10200	25000	45000	77620	118600	62153
Arts & Recreation	12	2760	31500	47175	69295	133624	84900
Other Services	58	29043	47555	77125	119528	252400	119199
Super Fund	54	42405	80043	109968	154244	215138	120743
Mutual ADI	52	9206	22540	67064	111690	183986	81810



5.3 Combined Results - Deputy Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	358	7538	20000	43145	76870	111261	55688
Revenue							
Up to 1M	11	3000	7707	24000	62895	95350	40441
\$1M - \$5M	44	2930	5625	14852	40000	50000	24161
\$5M - \$10M	29	7514	11000	15450	35000	46218	26429
\$10M - \$20M	53	7600	15450	31850	47340	65248	34355
\$20M - \$40M	51	18000	22000	46350	77242	90228	51561
\$40M - \$80M	51	21000	30376	43933	70750	102886	59115
\$80M - \$120M	21	20000	20000	54571	70000	110000	56397
\$120M - \$160M	12	31843	45062	67455	85000	127000	90607
\$160M - \$240M	21	35000	45740	68400	85375	89390	64391
\$240M - \$400M	23	33400	50554	83231	112275	131977	83427
\$400M - \$800M	14	40625	51875	78000	106958	195658	98094
\$800M - \$1B	5	35800	52000	73332	87970	110020	72604
\$1B - \$4B	20	49000	64500	113500	156325	214127	129046
\$4B or more	2	-	-	165028	-	-	165028
Assets							
Up to 1M	15	4440	10000	33000	47870	94000	39799
\$1M - \$4M	19	3580	9575	24000	59110	97670	40159
\$4M - \$8M	21	4100	8077	21000	36000	39510	26970
\$8M - \$12M	19	9200	13500	23650	62500	100000	45426
\$12M - \$20M	27	10600	15000	22180	39405	73905	42879
\$20M - \$40M	23	5931	20000	32640	52985	81602	44301
\$40M - \$60M	19	4301	12000	39510	48088	75500	34973
\$60M - \$100M	28	3000	9300	28092	47752	62520	31048
\$100M - \$200M	26	15175	23338	46045	77250	89809	51642
\$200M - \$500M	47	19382	35000	48578	81250	107898	59538
\$500M - \$1B	26	21091	30400	56002	72499	105207	57756
\$1B - \$3B	36	26006	43750	58302	84250	129450	71090
\$3B - \$10B	26	40755	52339	77500	128166	218960	107742
\$10B or more	18	54995	78181	103943	127791	203000	116835
FTE							
Up to 5	13	2920	3000	15564	36000	41600	23590
5 - 10	15	3100	5450	12900	34420	65890	25140
11 - 20	32	6640	7725	20000	49128	129200	56799
21 - 30	20	6593	13800	22090	35295	46715	27323
31 - 50	34	12870	22236	36976	53492	63641	39401
51 - 70	28	13500	28388	52240	70608	78231	48617
71 - 100	19	9200	13000	21315	55600	81878	36629
101 - 150	35	7832	31800	45740	67000	93732	59090
151 - 200	19	17600	28092	49000	82636	86229	53272
201 - 300	26	28125	40562	77960	90630	110000	72291
301 - 400	13	18216	22180	46100	66442	74400	47468
401 - 600	26	21000	31200	56265	85281	123750	60762
601 - 1000	32	20500	38750	53638	95577	123720	73429
1001 - 4000	34	21200	39250	73000	123540	144891	80066
4001 or more	7	76500	94925	200000	211460	217751	158967



5.3 Combined Results - Deputy Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	14	112060	133525	179930	209500	221376	184090
Large - listed	5	103000	122500	125000	130000	133600	120700
Large - public unlisted	12	34900	58000	74500	91146	99296	84718
Large - private	4	47700	65250	82500	97500	111000	80250
Medium - listed	9	47700	54000	70000	82500	94782	69803
Medium - public unlisted	46	7528	22046	36576	63689	80000	42363
Medium - private	26	12000	24460	50000	100000	200000	83004
Small - listed	3	-	40000	40000	41000	-	40667
Small - public unlisted	7	2440	3000	3000	4525	6360	3836
Small - private	2	-	-	30000	-	-	30000
NFP: Charity	13	4400	7000	15000	30000	31750	18092
NFP: Education	6	7575	10500	16000	21500	31000	18192
NFP: Health	20	15335	22600	38286	68675	86996	50732
NFP: Aged Care	19	9400	13000	30000	44015	57202	33405
NFP: Professional/Industry	21	7500	15000	20000	43260	85375	31978
NFP: Sport & recreation	4	1360	1450	4750	29750	68900	26450
NFP: Community housing	8	6769	14290	31260	47350	56341	32982
NFP: Disability	14	3645	10000	17750	21000	34395	20098
NFP: Other	13	6710	13500	23650	42500	52760	30561
Government - Large	47	34308	45000	61517	80645	109000	67454
Government - Medium	35	19876	32668	39510	50485	81768	45250
Government - Small	5	32740	77500	83150	94000	94810	70580
Superfunds	23	21084	40000	69910	96370	109069	68807
Type of Industry							
Agriculture, Forestry & Fishing	13	5510	20000	38810	41000	61214	35454
Mining - Junior	4	91650	105375	117750	141875	176750	129500
Mining	2	-	-	40250	-	-	40250
Manufacturing	9	50000	71500	100000	124720	132820	98036
Electricity, Gas, Water, & Waste	17	23526	35000	45000	52530	79423	48778
Construction	5	39600	45000	83790	182710	258484	131300
Wholesale Trade	3	-	30418	48837	54418	-	40279
Retail Trade	8	12615	23500	74110	142000	197500	90232
Accommodation and Food	7	7826	23500	45000	122500	155000	77366
Transport, Postal & Warehousing	8	25420	57122	105835	149790	265500	128310
Information Media & Telecoms	8	45915	64644	91660	124923	238902	128300
Financial & Insurance	48	21000	35800	67850	82888	103000	62924
Rental, Hiring & Real Estate	6	11009	16833	32450	55461	64078	35846
Professional, Scientific & Technical	22	15479	24562	43445	78750	93843	52120
Administrative & Support	5	14400	21000	35000	45740	146047	64932
Public Administration & Safety	10	29900	45185	55200	83487	94409	64563
Education & Training	20	8400	14250	20000	39062	52692	28124
Health Care & Social Assistance	66	5339	11250	22825	39382	58080	28821
Arts & Recreation	12	1590	6600	27725	51975	83568	38298
Other Services	25	18400	36000	46350	75000	125138	63310
Super Fund	23	19564	37350	60471	96370	109069	66811
Mutual ADI	33	3760	14000	31680	70000	83029	46288



5.4 Combined Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	861	10000	24000	42960	70000	110000	54538
Revenue							
Up to 1M	63	10000	24500	46000	60900	82520	50786
\$1M - \$5M	111	3000	9500	30000	44175	70000	32886
\$5M - \$10M	65	7080	11520	20000	38810	74220	30895
\$10M - \$20M	100	8400	18338	29598	45000	60342	33474
\$20M - \$40M	117	14600	21315	41200	58385	76500	44998
\$40M - \$80M	108	15000	25000	37520	57295	80000	43719
\$80M - \$120M	51	17000	24325	45000	72065	87500	54625
\$120M - \$160M	32	25324	35656	55648	84452	109098	62765
\$160M - \$240M	48	34486	39702	59770	79781	106325	62613
\$240M - \$400M	41	30957	44000	63253	97500	121209	71793
\$400M - \$800M	40	45500	65642	94250	125000	148200	96865
\$800M - \$1B	8	36900	44250	60001	101947	135543	76218
\$1B - \$4B	45	45952	57503	100000	155308	215634	112746
\$4B or more	21	93500	160000	180000	214000	245250	180933
Assets							
Up to 1M	60	9900	11952	37375	50000	78200	42075
\$1M - \$4M	58	4422	13500	30000	47625	91200	37689
\$4M - \$8M	63	4597	14500	30000	45328	82520	39651
\$8M - \$12M	48	9700	20000	30000	48500	65075	42193
\$12M - \$20M	57	10000	17000	28234	42960	65000	32141
\$20M - \$40M	63	6600	20000	37039	52630	62666	37908
\$40M - \$60M	37	4978	20000	32631	65000	80000	41366
\$60M - \$100M	56	7169	20000	40000	56572	77382	46620
\$100M - \$200M	66	15225	32250	44050	74128	85875	51891
\$200M - \$500M	76	14818	24750	46560	77656	93292	51743
\$500M - \$1B	63	20200	36136	53681	82551	119000	59805
\$1B - \$3B	79	30230	41500	55000	97500	144110	73759
\$3B - \$10B	67	41000	53036	76000	121854	185097	96565
\$10B or more	49	48400	58180	78530	159000	211878	105830
FTE							
Up to 5	71	8000	20952	36000	55215	80000	44822
5 - 10	49	3000	10000	28840	54750	75000	35876
11 - 20	68	6815	11820	27429	48875	79265	37825
21 - 30	53	6971	16500	30000	45000	67920	34698
31 - 50	76	12000	22182	36931	59692	98750	49456
51 - 70	59	12000	22845	40000	58418	78400	41703
71 - 100	57	9000	20400	38000	52000	71652	40637
101 - 150	69	19800	30000	42960	54800	71706	44951
151 - 200	40	14964	25375	40230	64874	82598	46025
201 - 300	59	20180	27625	58190	74882	95412	55862
301 - 400	36	18000	26080	54773	80788	115500	60469
401 - 600	42	18200	26438	42838	78866	118400	57857
601 - 1000	57	21800	35000	71175	98000	124929	70987
1001 - 4000	71	24000	38375	64567	113495	152992	79356
4001 or more	36	42480	73938	169600	216750	253140	154806



5.4 Combined Results - Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	59	104340	122500	159000	194186	241000	165131
Large - Listed	27	52346	80000	90000	112000	127220	93580
Large - Unlisted	29	29780	45000	76340	94500	143237	77676
Large - Private	28	35500	48750	65000	80000	100900	72454
Medium - Listed	50	39960	50000	60000	81875	101432	66401
Medium - Unlisted	84	8289	17464	40000	55846	72891	39434
Medium - Private	76	12000	21798	39000	52322	110750	50342
Small - Listed	33	30000	35000	44000	62000	92000	52383
Small - Unlisted	15	2400	3125	27500	38000	48000	24741
Small - Private	30	17250	24500	45500	64500	81000	54217
NFP: Charity	19	3680	7500	17000	29126	39600	20814
NFP: Education	9	11600	12000	22000	27500	30200	21253
NFP: Health	37	15439	21000	33000	66500	83161	45140
NFP: Aged Care	24	9000	12250	25750	38729	52714	28597
NFP: Professional/Industry	42	6100	10625	18500	30675	49500	23605
NFP: Sport & recreation	4	1360	1450	19750	47250	63900	28950
NFP: Community housing	15	4758	8174	14500	24345	47682	22107
NFP: Disability	27	3000	7500	15000	21158	42242	19005
NFP: Other	21	2000	4564	15450	23150	30600	18901
Government - Large	73	26340	38000	49000	65000	82044	52728
Government - Medium	88	20280	26340	37570	46400	59593	40048
Government - Small	14	8750	19110	39905	55430	59590	39156
Super Fund	54	27650	40000	52833	67510	81530	52817
Type of Industry							
Agriculture, Forestry & Fishing	35	5040	25670	37039	40250	54861	33869
Mining - Junior	27	49000	83750	115000	145000	182356	119127
Mining	33	34300	40000	51700	75000	90511	58413
Manufacturing	40	20945	37494	50700	93972	134340	71699
Electricity, Gas, Water, & Waste	40	20052	29850	47000	71250	120800	58753
Construction	24	15800	27650	54773	82662	110964	64416
Wholesale Trade	17	17200	32631	40000	80000	111936	60410
Retail Trade	20	17745	21750	56905	105000	158029	71267
Accommodation and Food	17	3618	25000	38810	49470	89600	42766
Transport, Postal & Warehousing	14	27388	32562	65000	84708	143592	74546
Information Media & Telecoms	21	30000	48578	58670	80000	128750	72347
Financial & Insurance	126	29598	43275	60000	81748	118143	72720
Rental, Hiring & Real Estate	12	5772	10462	31845	53966	91500	43742
Professional, Scientific & Technical	61	13000	21000	33000	60000	80000	46086
Administrative & Support	17	10000	19750	34930	46160	87602	45322
Public Administration & Safety	25	20872	24471	38810	51439	59590	41591
Education & Training	39	9800	12250	20000	30000	50400	25963
Health Care & Social Assistance	115	5000	12500	24000	37720	62740	30732
Arts & Recreation	13	1680	20000	26340	50000	97000	44205
Other Services	55	14782	26340	38810	65626	150492	57346
Super Fund	53	21524	40000	52633	67627	81891	52141
Mutual ADI	49	6031	14705	42991	65000	87600	45593



5.5 Listed Public Results - Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	165	60000	90000	175000	296000	506883	235164
Revenue							
Up to 1M	27	49200	60250	75000	110000	142371	96590
\$1M - \$5M	14	46500	51250	84800	123750	184981	97937
\$5M - \$10M	6	51750	76560	120620	152500	173500	115290
\$10M - \$20M	6	57000	76125	86250	92625	101750	81667
\$20M - \$40M	11	60000	81500	87241	128710	200000	112065
\$40M - \$80M	7	56431	67692	104000	125426	146351	101177
\$80M - \$120M	7	75017	95000	140000	172259	205000	135294
\$120M - \$160M	7	154200	171750	220000	232500	244000	202679
\$160M - \$240M	6	120812	134588	167626	213226	225000	171146
\$240M - \$400M	12	140523	167558	208000	267125	338480	224162
\$400M - \$800M	16	175782	221099	257750	306071	372826	268022
\$800M - \$1B	2	-	-	265698	-	-	265698
\$1B - \$4B	20	204397	295050	425050	540905	668572	435663
\$4B or more	17	337318	450000	589160	825000	886844	611422
Assets							
Up to 1M	3	-	35000	40000	45000	-	40000
\$1M - \$4M	7	56300	62750	71000	164000	382000	182071
\$4M - \$8M	8	47000	57703	117500	145000	169421	109584
\$8M - \$12M	9	61600	66000	82500	120000	237875	128883
\$12M - \$20M	8	55140	63180	87500	112500	124186	88374
\$20M - \$40M	18	58500	71000	89000	100000	127780	99682
\$40M - \$60M	8	54100	78250	113438	150439	275500	145891
\$60M - \$100M	16	56271	76346	91750	166250	304767	174731
\$100M - \$200M	11	75000	96200	142350	203500	250000	169356
\$200M - \$500M	14	130600	149798	177500	207760	241000	180560
\$500M - \$1B	11	203397	216000	270397	312142	340000	270389
\$1B - \$3B	19	179000	202485	230000	297018	545222	313187
\$3B - \$10B	20	226500	269962	376118	504155	659000	401530
\$10B or more	12	353880	487500	660000	787500	865500	622559
FTE							
Up to 5	21	50000	65000	75000	126828	191402	135557
5 - 10	12	43500	49500	87800	160000	214600	108800
11 - 20	11	38500	60136	100000	138710	325000	130467
21 - 30	5	56000	65000	66000	82400	98960	74680
31 - 50	9	71300	82500	127252	194844	200000	138263
51 - 70	4	54172	75431	93620	120000	156000	101810
71 - 100	6	82500	93500	117000	182500	220000	139833
101 - 150	10	59800	65000	89250	117700	184607	106078
151 - 200	4	71388	95969	120812	134062	137775	109219
201 - 300	10	89300	142380	160750	191250	234295	166197
301 - 400	8	78763	187500	228500	269709	333144	217697
401 - 600	5	184400	206000	250000	305000	720091	385564
601 - 1000	14	152145	188476	207500	319500	372535	267199
1001 - 4000	20	162632	222242	262170	340846	500221	301855
4001 or more	24	266759	404159	543558	683750	856500	548906



5.5 Listed Public Results – Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	59	208679	241025	355118	543558	755000	421217
Large - Listed	25	85800	140000	164565	205000	303000	179249
Medium - Listed	50	57700	74250	100000	138188	201900	115868
Small - Listed	31	45000	55750	75000	125914	175000	118571
Type of Industry							
Agriculture, Forestry & Fishing	4	43763	49406	61271	87562	119175	75698
Mining - Junior	26	65000	123000	205952	237500	419418	233376
Mining	29	50800	64240	82400	103600	166280	106150
Manufacturing	13	89450	149518	200000	340000	490222	272536
Electricity, Gas, Water, & Waste	3	-	265000	410000	543500	-	402333
Construction	4	161145	189338	218525	350038	562415	320850
Wholesale Trade	6	66250	87875	117000	137500	232142	138464
Retail Trade	7	149000	186985	250000	308059	611798	335272
Accommodation and Food	2	-	-	206000	-	-	206000
Transport, Postal & Warehousing	4	178799	200151	352506	495302	499445	342946
Information Media & Telecoms	10	89500	102500	166698	289375	383500	239090
Financial & Insurance	25	68600	133952	210000	390534	658800	300133
Rental, Hiring & Real Estate	2	-	-	259100	-	-	259100
Professional, Scientific & Technical	5	56400	66000	90000	187000	494800	218600
Administrative & Support	2	-	-	365600	-	-	365600
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	4	33000	37500	81800	160299	226358	115999
Health Care & Social Assistance	5	89800	100000	125000	257500	625000	287100
Arts & Recreation	2	-	-	484500	-	-	484500
Other Services	13	70308	93500	230000	386636	610000	286101



5.6 Listed Public Results - Deputy Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	31	42000	70000	113000	156045	210000	126806
Revenue							
Up to 1M	3	-	41000	42000	86000	-	70667
\$1M - \$5M	2	-	-	40000	-	-	40000
\$5M - \$10M	2	-	-	38500	-	-	38500
\$10M - \$20M	2	-	-	57000	-	-	57000
\$20M - \$40M	2	-	-	70114	-	-	70114
\$40M - \$80M	-	-	-	-	-	-	-
\$80M - \$120M	2	-	-	103000	-	-	103000
\$120M - \$160M	2	-	-	130000	-	-	130000
\$160M - \$240M	2	-	-	97750	-	-	97750
\$240M - \$400M	5	78000	90000	112200	125000	137138	108486
\$400M - \$800M	3	-	138902	166860	187430	-	161935
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	8	119350	138700	201500	215939	279600	203315
\$4B or more	2	-	-	200000	-	-	200000
Assets							
Up to 1M	2	-	-	40000	-	-	40000
\$1M - \$4M	2	-	-	86000	-	-	86000
\$4M - \$8M	-	-	-	-	-	-	-
\$8M - \$12M	2	-	-	60000	-	-	60000
\$12M - \$20M	2	-	-	70000	-	-	70000
\$20M - \$40M	2	-	-	54000	-	-	54000
\$40M - \$60M	2	-	-	40000	-	-	40000
\$60M - \$100M	2	-	-	44250	-	-	44250
\$100M - \$200M	2	-	-	90228	-	-	90228
\$200M - \$500M	7	87000	101100	113000	133000	139692	115561
\$500M - \$1B	3	-	90472	110944	127522	-	108348
\$1B - \$3B	5	117200	125000	166860	193000	202000	160972
\$3B - \$10B	4	149626	190314	218960	270500	352400	241855
\$10B or more	2	-	-	205000	-	-	205000
FTE							
Up to 5	2	-	-	41000	-	-	41000
5 - 10	2	-	-	40000	-	-	40000
11 - 20	3	-	64364	90228	248614	-	178576
21 - 30	-	-	-	-	-	-	-
31 - 50	2	-	-	57000	-	-	57000
51 - 70	-	-	-	-	-	-	-
71 - 100	-	-	-	-	-	-	-
101 - 150	2	-	-	60000	-	-	60000
151 - 200	3	-	76250	82500	97750	-	88500
201 - 300	2	-	-	136000	-	-	136000
301 - 400	-	-	-	-	-	-	-
401 - 600	3	-	123750	125000	127500	-	125833
601 - 1000	5	98378	110944	112000	112200	169680	126629
1001 - 4000	5	135640	144100	145230	166860	182544	155838
4001 or more	4	203000	207500	211460	215939	221376	211980



5.6 Listed Public Results – Deputy Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	14	112060	133525	179930	209500	221376	184090
Large - Listed	5	103000	122500	125000	130000	133600	120700
Medium - Listed	9	47700	54000	70000	82500	94782	69803
Small - Listed	3	-	40000	40000	41000	-	40667
Type of Industry							
Agriculture, Forestry & Fishing	-	-	-	-	-	-	-
Mining - Junior	4	91650	105375	117750	141875	176750	129500
Mining	2	-	-	40250	-	-	40250
Manufacturing	4	68600	96500	121000	133525	139870	109025
Electricity, Gas, Water, & Waste	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-
Wholesale Trade	2	-	-	60000	-	-	60000
Retail Trade	3	-	141500	193000	200500	-	163667
Accommodation and Food	2	-	-	125000	-	-	125000
Transport, Postal & Warehousing	2	-	-	168600	-	-	168600
Information Media & Telecoms	4	82283	100708	138902	226895	334958	188701
Financial & Insurance	4	44200	50500	72114	101671	122268	80057
Rental, Hiring & Real Estate	2	-	-	70000	-	-	70000
Professional, Scientific & Technical	-	-	-	-	-	-	-
Administrative & Support	2	-	-	212919	-	-	212919
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	40000	-	-	40000
Health Care & Social Assistance	-	-	-	-	-	-	-
Arts & Recreation	2	-	-	130000	-	-	130000
Other Services	2	-	-	177615	-	-	177615



5.7 Listed Public Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	169	39380	51830	90000	130550	186300	102474
Revenue							
Up to 1M	28	32370	39167	50750	62750	86000	54084
\$1M - \$5M	15	27000	34500	45000	77500	132440	63095
\$5M - \$10M	6	39050	42200	65000	84500	86260	63437
\$10M - \$20M	6	43000	50500	53000	58500	64250	53417
\$20M - \$40M	11	50000	50915	60000	74475	80000	64616
\$40M - \$80M	7	26800	33520	43462	68868	83562	52177
\$80M - \$120M	7	40520	55433	74765	100000	118220	79454
\$120M - \$160M	7	95130	99765	110000	117500	132000	112076
\$160M - \$240M	6	76838	86875	102750	109625	117941	99176
\$240M - \$400M	13	81000	85227	104000	130000	156246	110151
\$400M - \$800M	17	91314	101699	124000	134340	161800	127604
\$800M - \$1B	2	-	-	141905	-	-	141905
\$1B - \$4B	20	99410	121875	159254	212348	242103	167168
\$4B or more	17	160000	165000	192372	235000	266080	201453
Assets							
Up to 1M	3	-	14500	20000	30000	-	23000
\$1M - \$4M	8	32100	34875	46900	96250	112000	65912
\$4M - \$8M	9	33800	36000	46656	80000	104220	59862
\$8M - \$12M	9	38480	44000	48000	65000	169330	75807
\$12M - \$20M	7	40947	51900	61800	67500	72000	58895
\$20M - \$40M	19	29120	40000	50000	55000	71083	51228
\$40M - \$60M	8	46781	59308	70468	94104	105100	74213
\$60M - \$100M	16	40000	42813	61000	81250	160000	85228
\$100M - \$200M	11	40000	61338	86000	101750	120000	84622
\$200M - \$500M	14	80750	85057	99275	123662	128885	103605
\$500M - \$1B	12	83660	99799	120500	125250	133506	113637
\$1B - \$3B	19	94700	101240	128750	154150	163708	132391
\$3B - \$10B	20	104250	121488	162606	198675	227000	166435
\$10B or more	12	159100	163750	201186	236250	244725	202399
FTE							
Up to 5	23	31320	35250	43800	65000	98400	53997
5 - 10	12	30000	43500	54875	77500	94000	63038
11 - 20	10	35550	45414	51780	78066	91368	61860
21 - 30	5	39760	40000	44000	50000	50900	45020
31 - 50	9	51960	60000	86000	97500	113332	86115
51 - 70	4	40200	46500	60000	72500	77000	59000
71 - 100	6	31000	42500	51000	73000	97500	59833
101 - 150	10	40000	50458	63400	69625	111045	67758
151 - 200	5	57000	60000	82500	100980	103692	80796
201 - 300	10	58000	78574	92500	113475	121055	91732
301 - 400	8	54260	97500	115500	131827	156416	110022
401 - 600	5	110400	120000	122500	140000	152000	129300
601 - 1000	15	81000	85114	101500	122441	146000	106466
1001 - 4000	21	94100	105000	134340	157810	185000	137445
4001 or more	24	127980	172800	201350	241250	284809	203004



5.7 Listed Public Results – Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	59	104340	122500	159000	194186	241000	165131
Large - Listed	27	52346	80000	90000	112000	127220	93580
Medium - Listed	50	39960	50000	60000	81875	101432	66401
Small - Listed	33	30000	35000	44000	62000	92000	52383
Type of Industry							
Agriculture, Forestry & Fishing	4	36312	36779	38952	55894	82946	53721
Mining - Junior	26	47500	83125	112500	136220	160630	112170
Mining	30	33900	40000	51600	72500	92325	58168
Manufacturing	13	54953	75936	98550	120000	191880	112449
Electricity, Gas, Water, & Waste	3	-	112500	180000	188000	-	140333
Construction	4	74572	79669	93750	122750	154700	108669
Wholesale Trade	6	31000	45000	70000	87500	112170	71057
Retail Trade	7	90100	106750	152992	158905	165400	134686
Accommodation and Food	2	-	-	64500	-	-	64500
Transport, Postal & Warehousing	4	86069	87332	127718	181802	207721	141416
Information Media & Telecoms	10	50000	55250	85850	127812	145000	101245
Financial & Insurance	25	50732	78950	110000	185000	273000	133007
Rental, Hiring & Real Estate	3	-	77500	95000	127000	-	104667
Professional, Scientific & Technical	5	35600	44000	50000	60000	75600	54000
Administrative & Support	2	-	-	180828	-	-	180828
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	4	12300	17250	40900	77850	106740	54200
Health Care & Social Assistance	5	50400	60000	70000	130000	199150	109850
Arts & Recreation	2	-	-	131600	-	-	131600
Other Services	13	40692	68500	145230	166662	206300	127980



5.8 Unlisted Public Results - Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	133	14520	38524	74252	120000	159371	86561
Revenue							
Up to 1M	3	-	76209	120000	130000	-	97473
\$1M - \$5M	18	3000	8314	15162	37500	73638	28943
\$5M - \$10M	18	7940	20740	32618	52200	126000	47214
\$10M - \$20M	25	27228	37000	42108	74017	114387	57427
\$20M - \$40M	20	55490	65750	83104	94575	105642	83713
\$40M - \$80M	14	55988	69793	109000	119322	142292	101528
\$80M - \$120M	10	39718	68279	89562	116250	148068	92296
\$120M - \$160M	4	105100	112750	133500	155000	164000	134250
\$160M - \$240M	8	120000	135000	163105	197451	227299	171101
\$240M - \$400M	2	-	-	124460	-	-	124460
\$400M - \$800M	5	170800	187000	291272	370000	391444	282802
\$800M - \$1B	2	-	-	85662	-	-	85662
\$1B - \$4B	3	-	134500	189000	257500	-	198333
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to 1M	4	16754	29885	78590	125000	134000	76295
\$1M - \$4M	2	-	-	35000	-	-	35000
\$4M - \$8M	9	13162	39140	52800	70000	89700	53875
\$8M - \$12M	3	-	33760	66000	73000	-	49173
\$12M - \$20M	5	29737	44552	110000	110000	128000	84882
\$20M - \$40M	6	16735	30602	70000	111318	129546	72094
\$40M - \$60M	4	2445	2962	64125	133750	149500	72588
\$60M - \$100M	15	3800	12128	34000	83852	135660	53209
\$100M - \$200M	11	20600	26618	57000	78625	120000	58053
\$200M - \$500M	22	22242	40380	50250	77500	130325	62612
\$500M - \$1B	19	41391	72384	88957	109939	151673	92140
\$1B - \$3B	16	67064	93132	101200	115024	143643	117163
\$3B - \$10B	11	117000	135401	156856	203300	256000	181414
\$10B or more	3	-	240136	291272	308636	-	268757
FTE							
Up to 5	10	4710	18300	50000	54479	111000	48830
5 - 10	7	3150	6225	9855	49570	86000	35635
11 - 20	14	11850	15994	22079	40100	54165	29829
21 - 30	15	25560	38500	44552	125162	136130	75093
31 - 50	15	11240	31118	40333	61540	77607	48141
51 - 70	13	66150	80000	92976	110587	135462	95361
71 - 100	9	36513	56100	70000	77000	81791	63367
101 - 150	12	64315	69000	99983	116321	156000	97574
151 - 200	6	75312	98742	115688	139640	151974	114325
201 - 300	8	63654	97500	118500	138229	146500	110644
301 - 400	2	-	-	140000	-	-	140000
401 - 600	8	77627	110331	127415	173350	300922	163462
601 - 1000	10	102700	125000	188000	209149	330400	194160
1001 - 4000	3	-	66592	93184	192228	-	141485
4001 or more	-	-	-	-	-	-	-



5.8 Unlisted Public Results – Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Unlisted	29	68000	110000	145000	189000	298218	163300
Medium - Unlisted	89	17465	37000	67705	96324	130325	69770
Small - Unlisted	15	3000	4125	30000	53402	90000	37827
Type of Industry							
Agriculture, Forestry & Fishing	4	15242	30605	47620	58325	62330	41310
Mining - Junior	-	-	-	-	-	-	-
Mining	2	-	-	110000	-	-	110000
Manufacturing	4	63000	67500	76062	99094	129638	90531
Electricity, Gas, Water, & Waste	3	-	74775	94800	109900	-	91517
Construction	2	-	-	130000	-	-	130000
Wholesale Trade	2	-	-	103000	-	-	103000
Retail Trade	2	-	-	37000	-	-	37000
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	2	-	-	80000	-	-	80000
Information Media & Telecoms	2	-	-	66000	-	-	66000
Financial & Insurance	44	25420	49178	84478	141250	170000	101080
Rental, Hiring & Real Estate	2	-	-	61984	-	-	61984
Professional, Scientific & Technical	6	90000	102500	115000	120000	130000	111667
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	-	-	-	-	-	-	-
Health Care & Social Assistance	7	19405	31235	40000	80000	120000	55468
Arts & Recreation	-	-	-	-	-	-	-
Other Services	4	14600	24500	42778	60979	70742	42701
Super Fund	-	-	-	-	-	-	-
Mutual ADI	52	9206	22540	67064	111690	183986	81810



5.9 Unlisted Public Results – Deputy Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	65	4177	14705	37953	70000	83714	46033
Revenue							
Up to 1M	-	-	-	-	-	-	-
\$1M - \$5M	12	3000	3188	6262	9031	13962	7034
\$5M - \$10M	10	7100	9575	24276	34170	75245	31654
\$10M - \$20M	13	7834	22182	28840	37953	47838	30253
\$20M - \$40M	6	50675	55211	57115	72521	78616	62136
\$40M - \$80M	8	32700	51866	73360	81009	86077	65594
\$80M - \$120M	5	31547	48868	54571	59755	65902	50639
\$120M - \$160M	2	-	-	89500	-	-	89500
\$160M - \$240M	2	-	-	75270	-	-	75270
\$240M - \$400M	2	-	-	88096	-	-	88096
\$400M - \$800M	2	-	-	175556	-	-	175556
\$800M - \$1B	2	-	-	62666	-	-	62666
\$1B - \$4B	2	-	-	65000	-	-	65000
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to 1M	2	-	-	4000	-	-	4000
\$1M - \$4M	2	-	-	35000	-	-	35000
\$4M - \$8M	3	-	5800	7500	18170	-	13480
\$8M - \$12M	2	-	-	65000	-	-	65000
\$12M - \$20M	2	-	-	41352	-	-	41352
\$20M - \$40M	2	-	-	43762	-	-	43762
\$40M - \$60M	3	-	2425	3250	41625	-	28283
\$60M - \$100M	12	3000	5100	13812	51651	71745	30378
\$100M - \$200M	7	12060	18650	26152	39175	59810	32800
\$200M - \$500M	12	9200	26258	33440	44203	77816	39423
\$500M - \$1B	5	33273	49910	52000	55845	66337	50654
\$1B - \$3B	8	57370	59412	70000	76848	79274	68891
\$3B - \$10B	6	66786	81885	90690	92432	182037	113171
\$10B or more	-	-	-	-	-	-	-
FTE							
Up to 5	3	-	2300	3000	5100	-	3933
5 - 10	5	3100	3250	5800	7555	20326	9689
11 - 20	8	6450	7725	13812	17567	28866	15372
21 - 30	6	14362	23253	29346	42682	70675	38128
31 - 50	11	22182	23200	35000	44210	65000	37560
51 - 70	6	52240	54890	57000	72464	78616	62619
71 - 100	2	-	-	4292	-	-	4292
101 - 150	5	24460	55000	58385	76720	78688	54841
151 - 200	4	40326	52816	71493	83432	83794	64756
201 - 300	6	61000	72250	79500	88130	95420	78640
301 - 400	2	-	-	68000	-	-	68000
401 - 600	6	46500	62500	71666	86238	91751	69972
601 - 1000	2	-	-	271112	-	-	271112
1001 - 4000	2	-	-	20000	-	-	20000
4001 or more	-	-	-	-	-	-	-



5.9 Unlisted Public Results – Deputy Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Unlisted	12	34900	58000	74500	91146	99296	84718
Medium - Unlisted	46	7528	22046	36576	63689	80000	42363
Small - Unlisted	7	2440	3000	3000	4525	6360	3836
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	28840	-	-	28840
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	100000	-	-	100000
Electricity, Gas, Water, & Waste	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	2	-	-	65000	-	-	65000
Information Media & Telecoms	-	-	-	-	-	-	-
Financial & Insurance	18	7410	22100	43410	78333	86150	47662
Rental, Hiring & Real Estate	2	-	-	58155	-	-	58155
Professional, Scientific & Technical	2	-	-	74000	-	-	74000
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	-	-	-	-	-	-	-
Health Care & Social Assistance	6	4196	8219	26500	34500	47500	26065
Arts & Recreation	-	-	-	-	-	-	-
Other Services	2	-	-	25175	-	-	25175
Super Fund	-	-	-	-	-	-	-
Mutual ADI	33	3760	14000	31680	70000	83029	46288



5.10 Unlisted Public Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	128	6815	18242	40889	70000	82676	46377
Revenue							
Up to 1M	4	22833	30654	35500	47000	66800	42154
\$1M - \$5M	19	2800	4275	11920	34162	56240	21899
\$5M - \$10M	18	6132	8166	13500	29558	70915	24891
\$10M - \$20M	22	6150	19090	27988	42246	77866	34196
\$20M - \$40M	17	38960	43034	50000	54800	60815	49985
\$40M - \$80M	14	23600	33500	52818	65750	77756	50583
\$80M - \$120M	10	16210	41684	57138	70000	78934	52866
\$120M - \$160M	4	47000	65000	77500	82500	87000	70000
\$160M - \$240M	8	42100	55750	79750	90812	114775	78219
\$240M - \$400M	2	-	-	76340	-	-	76340
\$400M - \$800M	5	87200	98000	142637	145636	147054	122855
\$800M - \$1B	2	-	-	53166	-	-	53166
\$1B - \$4B	3	-	79750	94500	128452	-	107301
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to 1M	6	6000	11725	25950	35750	55500	29150
\$1M - \$4M	3	-	17500	30000	37500	-	26667
\$4M - \$8M	9	6615	28840	38325	52800	71000	38393
\$8M - \$12M	2	-	-	60000	-	-	60000
\$12M - \$20M	5	20117	28234	45000	80000	80000	49588
\$20M - \$40M	6	4646	6250	14225	19612	43000	20624
\$40M - \$60M	5	1936	3250	27500	72000	76800	36762
\$60M - \$100M	14	3000	6855	22250	39184	69135	28776
\$100M - \$200M	11	12000	13500	32000	40600	70000	33100
\$200M - \$500M	18	7274	18466	32098	65488	80699	39352
\$500M - \$1B	17	26315	40000	43034	53681	59726	45414
\$1B - \$3B	15	41381	48988	58385	65000	87615	62190
\$3B - \$10B	11	72519	75670	84500	103125	130000	91003
\$10B or more	3	-	120068	145636	154020	-	134180
FTE							
Up to 5	9	1812	5000	35000	45000	56000	32118
5 - 10	8	3175	4788	17528	31630	49600	23431
11 - 20	15	6730	8750	12000	16309	42240	18499
21 - 30	15	12600	19729	30000	56500	79398	39383
31 - 50	13	12600	17000	30000	40010	60116	32757
51 - 70	12	40000	42243	51162	60106	78446	52710
71 - 100	7	17998	29568	37400	43517	54400	36837
101 - 150	12	22000	40060	51190	55846	64239	46829
151 - 200	5	38910	49275	78428	83484	83816	65445
201 - 300	8	29570	42500	65500	73139	76500	56927
301 - 400	2	-	-	67500	-	-	67500
401 - 600	8	51900	60999	70670	84625	102291	75976
601 - 1000	10	64000	76250	96250	124562	149440	97615
1001 - 4000	3	-	31530	53061	99348	-	69566
4001 or more	-	-	-	-	-	-	-



5.10 Unlisted Public Results – Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Unlisted	29	29780	45000	76340	94500	143237	77676
Medium - Unlisted	84	8289	17464	40000	55846	72891	39434
Small - Unlisted	15	2400	3125	27500	38000	48000	24741
Type of Industry							
Agriculture, Forestry & Fishing	4	12152	22880	33120	38050	39220	27810
Mining - Junior	-	-	-	-	-	-	-
Mining	2	-	-	80000	-	-	80000
Manufacturing	5	26000	35000	38325	40000	58000	40665
Electricity, Gas, Water, & Waste	5	7608	11520	35000	54800	65120	35664
Construction	2	-	-	60000	-	-	60000
Wholesale Trade	2	-	-	10000	-	-	10000
Retail Trade	2	-	-	18450	-	-	18450
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	2	-	-	65000	-	-	65000
Information Media & Telecoms	2	-	-	55000	-	-	55000
Financial & Insurance	39	14384	29598	50000	74695	84787	53677
Rental, Hiring & Real Estate	2	-	-	34427	-	-	34427
Professional, Scientific & Technical	6	27500	51250	72500	78750	80000	60000
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	-	-	-	-	-	-	-
Health Care & Social Assistance	7	3805	7146	30000	46500	66000	30767
Arts & Recreation	-	-	-	-	-	-	-
Other Services	4	11900	26750	38100	42150	43860	30800
Super Fund	-	-	-	-	-	-	-
Mutual ADI	49	6031	14705	42991	65000	87600	45593



5.11 Private Results - Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	130	25000	45750	72840	108625	200000	99235
Revenue							
Up to 1M	13	24000	25000	40000	80000	81600	50066
\$1M - \$5M	29	29000	48000	65000	90000	134000	76284
\$5M - \$10M	10	35862	42346	66250	96000	100950	67123
\$10M - \$20M	12	22000	40000	50000	71250	75000	51250
\$20M - \$40M	16	17856	38585	69000	170000	250000	112303
\$40M - \$80M	23	42680	47500	75000	126950	248000	119126
\$80M - \$120M	5	44300	50000	85000	85000	634000	252100
\$120M - \$160M	5	62000	80000	110000	132000	268800	146400
\$160M - \$240M	5	107040	114975	120103	145000	238000	156366
\$240M - \$400M	6	62500	70000	92500	102388	124092	93031
\$400M - \$800M	4	120100	141250	160500	188500	225400	169250
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	-	-	-	-	-	-	-
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to 1M	30	17141	30000	63750	88000	122350	67774
\$1M - \$4M	20	23400	30000	55500	80000	81255	64186
\$4M - \$8M	13	41600	48000	55000	70000	180000	77645
\$8M - \$12M	12	21000	35885	52500	108000	238200	89237
\$12M - \$20M	8	39610	47500	66600	85500	171000	99488
\$20M - \$40M	11	45000	52500	60000	93000	110000	86000
\$40M - \$60M	5	80000	125000	150000	200000	290000	175000
\$60M - \$100M	7	58456	70430	85000	108500	199200	112137
\$100M - \$200M	9	57000	78000	114975	145000	182400	117331
\$200M - \$500M	6	77500	86500	114200	127275	144450	112050
\$500M - \$1B	4	106031	115077	132552	171250	218500	153776
\$1B - \$3B	3	-	70712	103184	551592	-	380474
\$3B - \$10B	2	-	-	101750	-	-	101750
\$10B or more	2	-	-	515000	-	-	515000
FTE							
Up to 5	18	28500	32500	53000	88000	100955	68179
5 - 10	6	24000	24250	27500	67500	215000	88833
11 - 20	16	45000	73135	85000	123625	225000	123855
21 - 30	11	18000	27000	50000	65000	67500	45610
31 - 50	10	38000	48346	50000	96000	198550	155088
51 - 70	5	33600	66000	70000	75000	78000	60600
71 - 100	13	40100	45000	80000	125000	232000	104146
101 - 150	16	39350	47500	59100	86250	175000	91540
151 - 200	6	43550	46250	55000	91312	116875	71808
201 - 300	8	59000	76250	85000	129500	230000	120750
301 - 400	4	61000	70000	103500	136500	144600	103000
401 - 600	5	56790	114975	120103	168000	217200	134216
601 - 1000	2	-	-	136950	-	-	136950
1001 - 4000	6	80000	102500	127500	151000	196500	134667
4001 or more	2	-	-	200000	-	-	200000



5.11 Private Results – Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Private	27	58000	82500	120103	160500	244000	160407
Medium - Private	78	28200	45000	66750	91909	140400	85730
Small - Private	25	24400	30000	51000	82000	116274	75307
Type of Industry							
Agriculture, Forestry & Fishing	6	22500	32625	50250	78750	105000	59250
Mining - Junior	2	-	-	525000	-	-	525000
Mining	2	-	-	82680	-	-	82680
Manufacturing	15	45260	53000	80000	129988	200000	101085
Electricity, Gas, Water, & Waste	2	-	-	237500	-	-	237500
Construction	12	26400	61500	82500	262500	345000	157208
Wholesale Trade	8	39000	45000	80000	106250	137900	83500
Retail Trade	3	-	28000	50000	57500	-	40333
Accommodation and Food	5	48000	60000	240000	250000	250000	168000
Transport, Postal & Warehousing	2	-	-	220000	-	-	220000
Information Media & Telecoms	3	-	45000	50000	90000	-	73333
Financial & Insurance	19	46048	68750	90000	102467	120562	86196
Rental, Hiring & Real Estate	2	-	-	65000	-	-	65000
Professional, Scientific & Technical	32	24000	30000	52500	80000	119350	62434
Administrative & Support	2	-	-	38924	-	-	38924
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	3	-	38856	60000	72000	-	53904
Health Care & Social Assistance	5	32000	50000	55000	128900	141560	80780
Arts & Recreation	-	-	-	-	-	-	-
Other Services	8	39970	49846	104750	115500	167400	102361



5.12 Private Results – Deputy Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	32	12240	31200	50000	100000	192150	79347
Revenue							
Up to 1M	2	-	-	24000	-	-	24000
\$1M - \$5M	5	26400	36000	50000	50000	92900	55500
\$5M - \$10M	2	-	-	57200	-	-	57200
\$10M - \$20M	5	21600	36000	37000	60000	84000	49000
\$20M - \$40M	9	18330	33600	50000	80000	120000	66224
\$40M - \$80M	7	11200	28500	61200	160000	243600	108171
\$80M - \$120M	-	-	-	-	-	-	-
\$120M - \$160M	2	-	-	360000	-	-	360000
\$160M - \$240M	-	-	-	-	-	-	-
\$240M - \$400M	2	-	-	75000	-	-	75000
\$400M - \$800M	2	-	-	90000	-	-	90000
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	-	-	-	-	-	-	-
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to 1M	3	-	75000	100000	110750	-	90500
\$1M - \$4M	5	16640	20000	24000	50000	56000	33680
\$4M - \$8M	3	-	36000	36000	36000	-	36000
\$8M - \$12M	6	8000	10500	56000	100000	150000	71333
\$12M - \$20M	3	-	35300	37000	198500	-	143533
\$20M - \$40M	2	-	-	125000	-	-	125000
\$40M - \$60M	-	-	-	-	-	-	-
\$60M - \$100M	2	-	-	45000	-	-	45000
\$100M - \$200M	3	-	40500	69000	94500	-	67000
\$200M - \$500M	3	-	70600	80000	85000	-	77067
\$500M - \$1B	2	-	-	75000	-	-	75000
\$1B - \$3B	2	-	-	21413	-	-	21413
\$3B - \$10B	-	-	-	-	-	-	-
\$10B or more	2	-	-	309000	-	-	309000
FTE							
Up to 5	2	-	-	36000	-	-	36000
5 - 10	2	-	-	24000	-	-	24000
11 - 20	5	32000	50000	121500	200000	265400	140100
21 - 30	2	-	-	32200	-	-	32200
31 - 50	4	19200	30000	68000	100000	100000	62000
51 - 70	2	-	-	60000	-	-	60000
71 - 100	5	23600	50000	61200	80000	92000	59440
101 - 150	8	17989	30553	41000	101750	248000	97002
151 - 200	2	-	-	12000	-	-	12000
201 - 300	2	-	-	90000	-	-	90000
301 - 400	-	-	-	-	-	-	-
401 - 600	2	-	-	36000	-	-	36000
601 - 1000	-	-	-	-	-	-	-
1001 - 4000	2	-	-	97500	-	-	97500
4001 or more	-	-	-	-	-	-	-



5.12 Private Results – Deputy Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Private	4	47700	65250	82500	97500	111000	80250
Medium - Private	26	12000	24460	50000	100000	200000	83004
Small Private	2	-	-	30000	-	-	30000
Type of Industry							
Agriculture, Forestry & Fishing	-	-	-	-	-	-	-
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	75000	-	-	75000
Electricity, Gas, Water, & Waste	-	-	-	-	-	-	-
Construction	3	-	40500	45000	177000	-	130000
Wholesale Trade	2	-	-	12000	-	-	12000
Retail Trade	2	-	-	6000	-	-	6000
Accommodation and Food	3	-	78500	120000	160000	-	119000
Transport, Postal & Warehousing	2	-	-	360000	-	-	360000
Information Media & Telecoms	-	-	-	-	-	-	-
Financial & Insurance	7	30165	48600	69000	85000	94000	65373
Rental, Hiring & Real Estate	-	-	-	-	-	-	-
Professional, Scientific & Technical	8	13080	18600	28800	52500	78450	41688
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	50000	-	-	50000
Health Care & Social Assistance	2	-	-	56000	-	-	56000
Arts & Recreation	-	-	-	-	-	-	-
Other Services	3	-	55500	75000	137500	-	103667



5.13 Private Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	134	15000	25000	45000	65000	100000	55830
Revenue							
Up to 1M	19	16500	24000	47600	57500	160000	62847
\$1M - \$5M	24	12400	24000	30000	55072	87000	43255
\$5M - \$10M	10	11800	15438	35738	58750	85500	48723
\$10M - \$20M	15	15200	23000	30000	40000	51000	33639
\$20M - \$40M	17	15523	22000	50000	60000	150400	63811
\$40M - \$80M	23	16210	35500	42000	60600	118400	56072
\$80M - \$120M	6	35250	41875	48000	72500	190000	91083
\$120M - \$160M	4	49500	56250	63000	67000	68800	60250
\$160M - \$240M	5	61357	63467	65000	78840	97536	75451
\$240M - \$400M	5	28400	44000	50000	75000	78000	53400
\$400M - \$800M	4	59100	71250	86500	95500	96400	80250
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	-	-	-	-	-	-	-
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to 1M	35	10200	22000	42000	60500	92000	52980
\$1M - \$4M	22	12600	21392	28000	48750	87000	42255
\$4M - \$8M	13	19200	25000	31477	100000	144000	65806
\$8M - \$12M	10	6524	19812	30000	45750	78100	45633
\$12M - \$20M	7	20400	24500	33600	40500	47560	32857
\$20M - \$40M	11	22000	31500	45000	57500	75000	52273
\$40M - \$60M	4	41500	43750	55000	68750	75500	57500
\$60M - \$100M	6	33525	46400	48800	61250	65500	49275
\$100M - \$200M	9	42200	45000	75000	80000	83400	66093
\$200M - \$500M	6	33000	51350	53700	59650	70600	52433
\$500M - \$1B	7	56000	61734	70000	87500	101000	75495
\$1B - \$3B	2	-	-	175492	-	-	175492
\$3B - \$10B	2	-	-	59950	-	-	59950
\$10B or more	2	-	-	206000	-	-	206000
FTE							
Up to 5	21	18000	30000	50000	66000	90000	59949
5 - 10	7	14800	21000	24000	36000	57600	31857
11 - 20	13	12000	21190	50000	80000	136300	63899
21 - 30	9	10600	18000	30000	40000	74080	42483
31 - 50	13	10800	25000	31477	100000	222000	84774
51 - 70	9	18400	22000	25000	40000	44600	30333
71 - 100	14	26800	40000	41250	58400	113600	59550
101 - 150	11	20000	27500	33600	48492	51400	36180
151 - 200	6	27025	33500	40000	52500	57475	41500
201 - 300	8	35500	43750	50500	65000	68000	52000
301 - 400	5	27000	45000	66000	80000	80000	57200
401 - 600	5	36187	63467	78840	95000	96200	70461
601 - 1000	2	-	-	66200	-	-	66200
1001 - 4000	6	47000	52500	69000	79500	95000	70333
4001 or more	2	-	-	120000	-	-	120000



5.13 Private Results – Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Private	28	35500	48750	65000	80000	100900	72454
Medium - Private	76	12000	21798	39000	52322	110750	50342
Small - Private	30	17250	24500	45500	64500	81000	54217
Type of Industry							
Agriculture, Forestry & Fishing	6	17500	32625	43250	52750	65000	41917
Mining - Junior	2	-	-	300000	-	-	300000
Mining	2	-	-	51300	-	-	51300
Manufacturing	19	20840	27000	42000	58200	94000	55121
Electricity, Gas, Water, & Waste	3	-	124000	128000	154000	-	142667
Construction	10	19200	30750	45000	72500	106100	62600
Wholesale Trade	9	19600	35000	38000	40000	125600	62000
Retail Trade	4	9600	15000	46500	78750	85500	47250
Accommodation and Food	4	30700	39250	62000	95000	122000	72250
Transport, Postal & Warehousing	2	-	-	26000	-	-	26000
Information Media & Telecoms	3	-	27000	30000	55000	-	44667
Financial & Insurance	20	44500	50996	60000	65250	80000	58652
Rental, Hiring & Real Estate	2	-	-	45000	-	-	45000
Professional, Scientific & Technical	31	12000	19000	30000	45500	110000	46477
Administrative & Support	2	-	-	14875	-	-	14875
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	20904	-	-	20904
Health Care & Social Assistance	9	9316	30000	50000	80000	100000	53220
Arts & Recreation	2	-	-	50000	-	-	50000
Other Services	5	23391	31477	50000	60000	63600	45095



5.14 NFP Results - Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	209	8540	20400	40000	75000	113797	53919
Revenue							
Up to 1M	8	2490	4088	8750	13120	29000	13385
\$1M - \$5M	25	3560	6300	21433	56650	83120	35701
\$5M - \$10M	22	11100	15056	22500	30750	47380	27633
\$10M - \$20M	33	5600	10000	25000	46000	70680	32376
\$20M - \$40M	34	15930	25312	33500	45506	86100	42621
\$40M - \$80M	30	29310	31250	48460	64335	107908	58072
\$80M - \$120M	18	30000	40000	44500	83625	175250	74760
\$120M - \$160M	8	37000	43750	75400	91556	142016	87611
\$160M - \$240M	11	30000	68439	82500	102308	113496	80015
\$240M - \$400M	9	44800	85000	110000	157080	165400	114551
\$400M - \$800M	6	96195	123782	134064	139750	164000	131420
\$800M - \$1B	2	-	-	102000	-	-	102000
\$1B - \$4B	3	-	154000	227000	231950	-	181633
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to 1M	10	5790	8125	25000	51500	58200	29500
\$1M - \$4M	17	4780	6000	15000	39000	82560	33589
\$4M - \$8M	23	4480	10500	25000	40725	59220	28780
\$8M - \$12M	18	7900	15250	29000	44750	57055	30994
\$12M - \$20M	25	15090	25000	35000	50000	89620	44335
\$20M - \$40M	18	9204	23000	46126	54500	93795	46219
\$40M - \$60M	14	13473	22350	41850	57960	103397	52648
\$60M - \$100M	11	19817	30000	45000	60314	91200	48461
\$100M - \$200M	15	27450	38338	78000	98560	129367	76341
\$200M - \$500M	22	30000	44000	74565	127168	155792	81413
\$500M - \$1B	11	30000	35000	45000	105480	235000	88964
\$1B - \$3B	13	39678	76000	85200	110000	206000	103268
\$3B - \$10B	-	-	-	-	-	-	-
\$10B or more	2	-	-	152000	-	-	152000
FTE							
Up to 5	7	2680	5250	20000	38500	61200	26386
5 - 10	14	3435	6075	22500	49598	75500	32774
11 - 20	16	8750	10750	34500	64080	87725	41932
21 - 30	15	6880	10914	30845	46575	56430	31985
31 - 50	18	9640	16250	34500	46755	79810	37713
51 - 70	18	18568	25000	30000	124957	193700	75753
71 - 100	23	11640	15500	31900	49100	81400	40789
101 - 150	9	8853	10676	28000	46000	90000	37732
151 - 200	12	7875	30000	49264	86874	136450	61775
201 - 300	13	25250	28505	42000	60000	104298	54230
301 - 400	9	20980	30000	40000	45000	123296	58236
401 - 600	12	22900	31750	42500	87035	113765	57859
601 - 1000	18	27120	41000	58750	141866	168250	86649
1001 - 4000	16	30000	43000	66195	78250	97900	62937
4001 or more	5	62400	81000	102000	122000	161000	108400



5.14 NFP Results – Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
NFP: Charity	21	4400	15000	40000	46000	85800	40133
NFP: Education	10	19500	24000	30500	47250	72351	39739
NFP: Health	37	23450	40000	65280	113496	203600	89127
NFP: Aged Care	25	11980	20400	45000	76000	100000	55800
NFP: Professional/Industry	46	10000	25000	38000	79080	109000	52489
NFP: Sport & recreation	5	3180	6000	50000	77000	114800	54860
NFP: Community housing	15	7581	15612	30000	61050	97590	44698
NFP: Disability	26	3428	7750	30400	43750	80612	38407
NFP: Other	24	9363	20400	32500	49395	72250	40768
Type of Industry							
Agriculture, Forestry & Fishing	6	4425	4912	13150	21075	48216	21930
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	3000	-	-	3000
Electricity, Gas, Water, & Waste	5	22770	45675	51150	77500	84430	54175
Construction	2	-	-	77756	-	-	77756
Wholesale Trade	2	-	-	76322	-	-	76322
Retail Trade	6	27575	32975	46114	51132	106000	59896
Accommodation and Food	9	8981	20000	50000	81000	92530	49058
Transport, Postal & Warehousing	2	-	-	16900	-	-	16900
Information Media & Telecoms	2	-	-	4800	-	-	4800
Financial & Insurance	29	42400	80000	91200	144200	228600	117779
Rental, Hiring & Real Estate	5	6131	10827	19817	21900	52020	25529
Professional, Scientific & Technical	12	25500	34500	45225	121706	155554	74217
Administrative & Support	3	-	6200	10000	20000	-	14133
Public Administration & Safety	2	-	-	65000	-	-	65000
Education & Training	28	17000	24250	30000	35250	46500	31992
Health Care & Social Assistance	81	9785	17300	40000	58000	86400	45121
Arts & Recreation	3	-	3650	6000	28000	-	19100
Other Services	12	16350	29626	46170	59442	76082	49835



5.15 NFP Results - Deputy Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	118	6094	11000	21000	43202	71150	31471
Revenue							
Up to 1M	5	1980	3000	5414	10000	10000	5943
\$1M - \$5M	12	1735	4788	7075	23160	42198	16508
\$5M - \$10M	12	7423	9519	11500	15838	20600	13915
\$10M - \$20M	19	5929	8250	15000	23750	43468	18879
\$20M - \$40M	19	14140	18500	22000	28125	53354	28472
\$40M - \$80M	18	19950	26637	31696	44733	52598	35300
\$80M - \$120M	9	17016	20000	20000	55000	82000	39280
\$120M - \$160M	3	-	33515	43030	54015	-	44010
\$160M - \$240M	8	14900	35000	53804	71993	83554	50895
\$240M - \$400M	8	31400	37250	68713	106860	116145	72601
\$400M - \$800M	3	-	37325	69500	82250	-	56550
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	2	-	-	133900	-	-	133900
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to 1M	6	7550	10000	15500	27750	31500	18183
\$1M - \$4M	8	1440	3450	7075	12750	44205	20050
\$4M - \$8M	11	3850	7338	11000	20500	27500	14588
\$8M - \$12M	8	8600	14000	17725	22412	29533	19170
\$12M - \$20M	14	8145	11825	16000	19750	37000	21383
\$20M - \$40M	11	8000	15750	26250	31696	40000	27939
\$40M - \$60M	11	6386	12000	23134	46170	48837	30745
\$60M - \$100M	9	8600	16604	26183	32100	51584	28185
\$100M - \$200M	6	18382	25924	45600	61612	80000	47994
\$200M - \$500M	15	24800	37000	47380	73375	89606	55053
\$500M - \$1B	6	18760	21000	27000	49619	58766	34842
\$1B - \$3B	7	14660	21000	45000	49850	86380	46536
\$3B - \$10B	-	-	-	-	-	-	-
\$10B or more	2	-	-	110000	-	-	110000
FTE							
Up to 5	2	-	-	6500	-	-	6500
5 - 10	4	2580	4200	6550	11000	16400	8650
11 - 20	9	5540	7000	7500	15450	25767	13760
21 - 30	10	5258	9058	18000	22600	33702	18538
31 - 50	11	8500	13000	19000	37750	47340	25649
51 - 70	11	7350	12500	17000	67850	77250	37445
71 - 100	11	11000	13000	20000	26034	32100	21377
101 - 150	6	4332	5020	18193	41250	55000	25842
151 - 200	7	15780	25092	30000	76136	87664	47272
201 - 300	6	17650	22312	28125	37312	74875	40217
301 - 400	5	15108	17520	21000	23650	36460	24134
401 - 600	8	17850	19500	22000	41593	68574	35156
601 - 1000	14	16500	22000	41966	88070	119009	56852
1001 - 4000	11	5150	22000	32000	41515	45000	30667
4001 or more	2	-	-	112350	-	-	112350



5.15 NFP Results – Deputy Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
NFP: Charity	13	4400	7000	15000	30000	31750	18092
NFP: Education	6	7575	10500	16000	21500	31000	18192
NFP: Health	20	15335	22600	38286	68675	86996	50732
NFP: Aged Care	19	9400	13000	30000	44015	57202	33405
NFP: Professional/Industry	21	7500	15000	20000	43260	85375	31978
NFP: Sport & recreation	4	1360	1450	4750	29750	68900	26450
NFP: Community housing	8	6769	14290	31260	47350	56341	32982
NFP: Disability	14	3645	10000	17750	21000	34395	20098
NFP: Other	13	6710	13500	23650	42500	52760	30561
Type of Industry							
Agriculture, Forestry & Fishing	4	4225	4788	6125	10362	16145	9025
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	-	-	-	-	-	-	-
Electricity, Gas, Water, & Waste	2	-	-	31908	-	-	31908
Construction	-	-	-	-	-	-	-
Wholesale Trade	2	-	-	48837	-	-	48837
Retail Trade	3	-	20816	26183	75592	-	55544
Accommodation and Food	3	-	7282	10000	27500	-	19855
Transport, Postal & Warehousing	2	-	-	6600	-	-	6600
Information Media & Telecoms	-	-	-	-	-	-	-
Financial & Insurance	14	21640	52262	67850	79134	101832	66084
Rental, Hiring & Real Estate	4	8771	13806	17062	24985	38422	21730
Professional, Scientific & Technical	6	20625	31532	66378	90663	98728	61910
Administrative & Support	2	-	-	15500	-	-	15500
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	15	7900	11000	19000	21000	29000	18243
Health Care & Social Assistance	52	6407	11000	20000	32730	44893	25460
Arts & Recreation	3	-	1400	1500	4750	-	3600
Other Services	6	23550	34890	44130	46755	71170	46283



5.16 NFP Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	198	4376	10000	21000	33118	63703	26728
Revenue							
Up to 1M	7	1675	2462	5414	10000	16000	8091
\$1M - \$5M	21	1500	2200	5100	22506	30900	12325
\$5M - \$10M	20	5346	9750	12000	16588	28612	14137
\$10M - \$20M	29	4645	8998	15450	23670	32040	17034
\$20M - \$40M	34	5600	14250	18500	24250	32100	21330
\$40M - \$80M	30	10000	15942	25000	32223	45959	27230
\$80M - \$120M	17	14200	20000	23150	66500	76200	38702
\$120M - \$160M	8	19100	20000	33055	52276	61954	38852
\$160M - \$240M	11	15000	36220	44100	59166	65610	43723
\$240M - \$400M	9	27200	39000	55000	63253	79640	54673
\$400M - \$800M	7	24068	45674	66000	72250	78600	57978
\$800M - \$1B	2	-	-	42000	-	-	42000
\$1B - \$4B	3	-	75705	104030	108765	-	88303
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to 1M	8	3930	8775	10000	16500	22200	12162
\$1M - \$4M	15	1590	2062	5000	14000	26472	12856
\$4M - \$8M	22	3020	4646	12250	23986	28362	15299
\$8M - \$12M	17	6600	14000	20000	22000	29160	18768
\$12M - \$20M	23	7480	10000	15000	24075	31040	18225
\$20M - \$40M	17	4976	11500	21000	28000	46788	23575
\$40M - \$60M	14	4961	14356	21617	29312	34989	23587
\$60M - \$100M	11	8998	12500	20000	23276	45600	22060
\$100M - \$200M	15	12180	23908	33000	60100	71600	40877
\$200M - \$500M	21	14252	24000	35000	63253	74130	41751
\$500M - \$1B	11	15000	18500	28000	52741	78000	37770
\$1B - \$3B	12	27162	36150	45000	57750	100227	52858
\$3B - \$10B	2	-	-	20000	-	-	20000
\$10B or more	2	-	-	72250	-	-	72250
FTE							
Up to 5	4	2440	2800	5500	8500	9400	5800
5 - 10	12	1522	1875	4594	17500	29500	12045
11 - 20	14	2720	5538	11500	26344	32232	15079
21 - 30	14	4310	6560	13711	22130	28974	16440
31 - 50	18	8050	12750	19500	29825	35750	22448
51 - 70	17	8940	10000	15450	65930	77550	32863
71 - 100	22	8998	10500	19000	25189	53300	23136
101 - 150	8	4117	4849	20500	30000	47100	21948
151 - 200	12	5338	14875	25182	40583	68883	31039
201 - 300	13	10000	14252	21000	26500	59088	27084
301 - 400	9	11390	15000	22000	25300	60472	29927
401 - 600	12	17050	17875	23500	37229	48614	29897
601 - 1000	17	11800	20000	30000	63253	85000	41581
1001 - 4000	17	16200	20000	28000	38000	49000	30641
4001 or more	5	31800	42000	47380	66000	71130	50986



5.16 NFP Results – Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
NFP: Charity	19	3680	7500	17000	29126	39600	20814
NFP: Education	9	11600	12000	22000	27500	30200	21253
NFP: Health	37	15439	21000	33000	66500	83161	45140
NFP: Aged Care	24	9000	12250	25750	38729	52714	28597
NFP: Professional/Industry	42	6100	10625	18500	30675	49500	23605
NFP: Sport & recreation	4	1360	1450	19750	47250	63900	28950
NFP: Community housing	15	4758	8174	14500	24345	47682	22107
NFP: Disability	27	3000	7500	15000	21158	42242	19005
NFP: Other	21	2000	4564	15450	23150	30600	18901
Type of Industry							
Agriculture, Forestry & Fishing	6	2888	4162	5550	6862	7575	5338
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	3000	-	-	3000
Electricity, Gas, Water, & Waste	4	21672	22208	26903	32850	35640	28155
Construction	2	-	-	29339	-	-	29339
Wholesale Trade	2	-	-	32631	-	-	32631
Retail Trade	5	17670	21000	22234	22863	69145	36309
Accommodation and Food	8	2140	3973	17500	45595	48007	23202
Transport, Postal & Warehousing	2	-	-	3300	-	-	3300
Information Media & Telecoms	2	-	-	3200	-	-	3200
Financial & Insurance	26	31800	44325	64471	76470	85750	60556
Rental, Hiring & Real Estate	5	3966	5414	8998	10950	18594	10410
Professional, Scientific & Technical	11	13000	19500	28840	49626	63253	35744
Administrative & Support	3	-	6200	10000	12500	-	9133
Public Administration & Safety	2	-	-	22500	-	-	22500
Education & Training	27	9400	12000	17000	23500	28500	17807
Health Care & Social Assistance	79	4835	10000	20000	28000	42600	22323
Arts & Recreation	2	-	-	1400	-	-	1400
Other Services	12	10425	14813	24335	31425	37500	26412



5.17 Government Results - Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	171	43350	60980	80000	114000	150000	90640
Revenue							
Up to 1M	5	48824	102560	119180	140820	156869	108626
\$1M - \$5M	23	32291	38784	60980	78810	117516	66219
\$5M - \$10M	8	44910	58905	77620	78715	120724	83298
\$10M - \$20M	19	43480	59842	77620	102560	123512	82807
\$20M - \$40M	20	40400	60980	71575	110860	120312	80840
\$40M - \$80M	23	44350	52680	70000	85920	100600	76003
\$80M - \$120M	9	46260	50000	63000	77620	112376	70797
\$120M - \$160M	5	66228	74100	88868	97884	150154	101366
\$160M - \$240M	15	51392	73810	84000	119180	119180	88583
\$240M - \$400M	12	66116	83352	94240	124821	141300	104245
\$400M - \$800M	7	70550	81000	85441	96000	105200	86545
\$800M - \$1B	3	-	114095	178190	180139	-	136759
\$1B - \$4B	19	86784	99250	117399	152500	184800	129479
\$4B or more	3	-	207068	211137	212904	-	209602
Assets							
Up to 1M	8	30368	52548	81770	111920	140246	81220
\$1M - \$4M	10	36337	51655	79810	107395	127500	83447
\$4M - \$8M	10	50758	63058	77620	109385	124658	85828
\$8M - \$12M	10	52700	60980	77620	96920	138560	88834
\$12M - \$20M	13	44350	46187	60980	77620	84260	64984
\$20M - \$40M	10	11940	30245	66295	85920	99356	60237
\$40M - \$60M	6	25390	34506	67475	89996	98370	63745
\$60M - \$100M	7	53200	62070	65000	81770	90352	69954
\$100M - \$200M	19	52200	67000	77620	113172	119180	83635
\$200M - \$500M	14	45270	47932	74189	93180	109050	72690
\$500M - \$1B	10	50000	71905	99220	166361	182379	111442
\$1B - \$3B	23	54144	71310	94095	119180	154915	99953
\$3B - \$10B	20	64308	83500	112500	157750	212716	124608
\$10B or more	6	93000	101000	135500	191000	208835	145778
FTE							
Up to 5	8	10720	18250	38784	89215	113356	53501
5 - 10	6	33437	45560	94240	117100	122090	83256
11 - 20	11	43000	51936	77620	88500	97000	82568
21 - 30	8	41082	56822	77538	102560	107759	77359
31 - 50	12	55598	60980	69795	80432	116149	83021
51 - 70	13	31960	62000	77620	85920	126902	77575
71 - 100	5	46080	46350	69290	119180	119180	79980
101 - 150	18	48876	60980	67500	77620	90912	69439
151 - 200	11	35000	55490	65000	98390	110860	72412
201 - 300	13	52680	77620	101000	110860	137436	100520
301 - 400	9	51014	77265	85441	158144	182670	107176
401 - 600	10	60361	68605	78810	95300	121262	85194
601 - 1000	12	50500	71125	90620	103600	119002	88193
1001 - 4000	24	71761	88000	121500	178892	201717	133924
4001 or more	6	94210	105625	127910	147705	176500	132873



5.17 Government Results – Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Government - Large	71	52680	77620	97884	140410	182088	108903
Government - Medium	86	42000	60245	70000	94240	119180	78648
Government - Small	14	15100	32718	79810	112090	119180	71682
Type of Industry							
Agriculture, Forestry & Fishing	14	55806	60980	77620	77620	102750	78873
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	140544	-	-	140544
Electricity, Gas, Water, & Waste	25	44600	65000	87550	135000	170600	100114
Construction	6	32950	46012	65896	147037	197250	98698
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	3	-	48730	65459	71540	-	58360
Accommodation and Food	3	-	73810	77620	98400	-	88933
Transport, Postal & Warehousing	6	62070	66164	96617	153468	174189	110959
Information Media & Telecoms	6	80000	102545	119180	120866	149809	116330
Financial & Insurance	14	79326	90211	110430	117100	207796	121078
Rental, Hiring & Real Estate	-	-	-	-	-	-	-
Professional, Scientific & Technical	8	43230	51057	79535	95690	132500	81898
Administrative & Support	11	45000	69300	80000	110870	119180	94259
Public Administration & Safety	22	45415	60980	85920	104844	146918	89603
Education & Training	6	63566	71594	85550	101170	106710	85276
Health Care & Social Assistance	15	40474	60985	77620	87960	108800	76050
Arts & Recreation	8	28720	43262	48515	69295	107368	59625
Other Services	21	35000	52680	77265	102560	119890	76501



5.18 Government Results - Deputy Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	87	24440	38810	49000	76920	94540	58701
Revenue							
Up to 1M	2	-	-	89570	-	-	89570
\$1M - \$5M	8	2750	17360	45920	51305	66254	38942
\$5M - \$10M	3	-	38810	38810	39160	-	39043
\$10M - \$20M	11	20000	32668	39510	71681	85000	51610
\$20M - \$40M	9	34200	41000	51970	75000	78630	55073
\$40M - \$80M	14	23740	31568	39510	54915	87250	53005
\$80M - \$120M	4	38258	39185	50608	67360	77879	55937
\$120M - \$160M	3	-	38170	45740	52870	-	45447
\$160M - \$240M	8	39900	44805	67570	87084	89390	65372
\$240M - \$400M	6	36089	49566	61605	74449	107644	68446
\$400M - \$800M	5	41250	45000	46000	71000	74000	55350
\$800M - \$1B	3	-	56485	87970	106345	-	79230
\$1B - \$4B	10	48600	49819	69000	98125	115972	75550
\$4B or more	2	-	-	130055	-	-	130055
Assets							
Up to 1M	4	13655	29788	42245	55555	73222	43098
\$1M - \$4M	3	-	66610	75000	84500	-	75740
\$4M - \$8M	4	39020	39335	61650	86680	91882	64365
\$8M - \$12M	3	-	39905	41000	58960	-	52243
\$12M - \$20M	7	21226	24780	38000	42275	60704	39293
\$20M - \$40M	7	20070	35775	45740	61735	73668	45726
\$40M - \$60M	4	24453	34132	52976	69206	74183	50363
\$60M - \$100M	3	-	26743	33486	45853	-	37235
\$100M - \$200M	9	33912	45000	61517	85000	86931	59322
\$200M - \$500M	7	37706	41255	46000	59629	73408	51467
\$500M - \$1B	8	32000	52415	61500	91910	107045	69350
\$1B - \$3B	12	31227	42068	47550	78002	87662	59290
\$3B - \$10B	13	26782	42000	52530	76000	137677	73496
\$10B or more	2	-	-	77000	-	-	77000
FTE							
Up to 5	2	-	-	49125	-	-	49125
5 - 10	2	-	-	88575	-	-	88575
11 - 20	5	27680	39510	41000	58220	101321	57716
21 - 30	2	-	-	33960	-	-	33960
31 - 50	3	-	38810	38810	45390	-	43197
51 - 70	7	26310	32668	38810	58505	80500	46308
71 - 100	2	-	-	89390	-	-	89390
101 - 150	11	27380	36320	39700	51980	64299	44422
151 - 200	4	22600	28000	38370	46555	48022	36185
201 - 300	6	39510	40382	50610	72245	81618	57246
301 - 400	7	36532	52160	60000	71221	85388	61202
401 - 600	7	27800	31935	45000	57024	70910	47360
601 - 1000	12	35700	44250	49000	70885	75284	54129
1001 - 4000	15	47031	67000	84891	119860	133638	92714
4001 or more	2	-	-	76250	-	-	76250



5.18 Government Results - Deputy Chairman (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Government - Large	47	34308	45000	61517	80645	109000	67454
Government - Medium	35	19876	32668	39510	50485	81768	45250
Government - Small	5	32740	77500	83150	94000	94810	70580
Type of Industry							
Agriculture, Forestry & Fishing	8	38810	38810	40255	60379	66312	49495
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	98110	-	-	98110
Electricity, Gas, Water, & Waste	15	27400	38500	49000	61765	81282	51027
Construction	2	-	-	133250	-	-	133250
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	2	-	-	58220	-	-	58220
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	3	-	66478	99470	112095	-	85892
Information Media & Telecoms	4	42363	46358	68274	89815	93136	67900
Financial & Insurance	5	59800	76000	89390	115000	124033	91889
Rental, Hiring & Real Estate	-	-	-	-	-	-	-
Professional, Scientific & Technical	6	23587	30035	38755	66128	84500	48947
Administrative & Support	2	-	-	40370	-	-	40370
Public Administration & Safety	10	29900	45185	55200	83487	94409	64563
Education & Training	3	-	57835	76920	80035	-	66273
Health Care & Social Assistance	6	35680	41132	48985	60242	70250	51638
Arts & Recreation	8	14720	21635	36390	51975	74976	39848
Other Services	12	19318	33775	51980	60276	75872	49039



5.19 Government Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	175	22072	30245	41000	56466	72060	45266
Revenue							
Up to 1M	5	22364	46160	59590	70410	78054	53162
\$1M - \$5M	23	11659	22090	33540	38810	47670	31820
\$5M - \$10M	8	21100	25855	38810	39358	62222	41664
\$10M - \$20M	19	21744	28170	38810	53715	69784	42205
\$20M - \$40M	21	21000	28000	36590	55430	65000	41284
\$40M - \$80M	24	20510	26005	34500	42960	56909	39084
\$80M - \$120M	10	20580	28535	39255	52822	55987	39951
\$120M - \$160M	5	28063	33450	41615	42134	52854	40334
\$160M - \$240M	15	30630	34965	42000	59590	59590	45878
\$240M - \$400M	12	31399	40652	47120	55500	72090	52854
\$400M - \$800M	7	40100	43500	52000	57728	64700	52029
\$800M - \$1B	3	-	41835	58670	76300	-	59200
\$1B - \$4B	19	40400	47000	53550	68705	86520	60179
\$4B or more	4	73756	76240	92480	109964	114687	93724
Assets							
Up to 1M	8	19167	31622	42455	50870	66623	41121
\$1M - \$4M	10	21165	28452	39905	53698	76900	45620
\$4M - \$8M	10	24710	33818	36870	54942	61955	42165
\$8M - \$12M	10	24160	26888	37700	49250	69900	44764
\$12M - \$20M	15	20748	25090	33450	38810	50442	34843
\$20M - \$40M	10	6090	18462	34035	42145	52010	31534
\$40M - \$60M	6	12700	16635	26920	42215	56781	32134
\$60M - \$100M	8	27439	30719	35405	44720	51629	37572
\$100M - \$200M	19	24200	34465	38810	55514	61974	44005
\$200M - \$500M	14	20460	23835	30940	46840	51673	34383
\$500M - \$1B	10	25450	35952	53978	59898	84228	52894
\$1B - \$3B	23	25268	37500	44350	59130	69800	46730
\$3B - \$10B	20	26066	41750	54889	72000	113952	62551
\$10B or more	7	49600	51775	65000	74860	89508	67801
FTE							
Up to 5	8	5420	12125	23819	44608	56678	28382
5 - 10	6	20073	26202	47120	58550	76795	47996
11 - 20	11	21000	25670	38810	44750	50000	42201
21 - 30	8	18537	23845	39805	47689	54472	36783
31 - 50	13	30098	33540	36590	38810	56099	42423
51 - 70	13	15890	26340	32000	53000	63131	39045
71 - 100	5	20480	20600	34650	59590	59590	38966
101 - 150	19	24000	30725	37640	42960	51551	37388
151 - 200	11	19000	25250	33450	49195	55430	37559
201 - 300	14	26388	31265	45735	60272	75934	50679
301 - 400	10	25924	37828	53478	58858	68113	49681
401 - 600	10	23458	26041	38810	43081	60131	38799
601 - 1000	12	25900	39250	46060	53852	59489	45722
1001 - 4000	24	36390	47934	59835	83150	109429	66515
4001 or more	6	32750	39240	56685	71678	73550	54328



5.19 Government Results - Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Government - Large	73	26340	38000	49000	65000	82044	52728
Government - Medium	88	20280	26340	37570	46400	59593	40048
Government - Small	14	8750	19110	39905	55430	59590	39156
Type of Industry							
Agriculture, Forestry & Fishing	15	27804	35065	38810	38810	49191	38384
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	76256	-	-	76256
Electricity, Gas, Water, & Waste	25	22600	35000	49000	65000	72060	48407
Construction	6	17200	20450	37778	76102	98335	51104
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	3	-	27365	32730	35770	-	31180
Accommodation and Food	3	-	31905	38810	49200	-	41133
Transport, Postal & Warehousing	7	30701	34375	53000	74075	83150	54811
Information Media & Telecoms	6	44100	48520	53624	59360	59590	52438
Financial & Insurance	15	42244	43655	55430	69060	104404	62907
Rental, Hiring & Real Estate	-	-	-	-	-	-	-
Professional, Scientific & Technical	8	19322	24704	35480	50970	80700	43409
Administrative & Support	11	26138	34190	41000	52875	71510	48408
Public Administration & Safety	23	22464	27480	42960	51857	59590	43251
Education & Training	6	37064	39466	45808	51500	53715	45529
Health Care & Social Assistance	15	23240	26920	34620	38000	50200	35134
Arts & Recreation	8	14720	21635	24260	36868	58484	32334
Other Services	21	19000	26340	37640	55430	65251	39270



5.20 Super Fund Results - Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	55	46441	81086	109392	153487	214628	121748
Revenue							
Up to 1M	-	-	-	-	-	-	-
\$1M - \$5M	9	24496	28270	60000	80000	91600	57584
\$5M - \$10M	3	-	58800	75600	77800	-	65867
\$10M - \$20M	9	65764	84069	99500	114614	161836	115832
\$20M - \$40M	18	94192	106098	137160	154844	179245	137846
\$40M - \$80M	8	79818	105941	138646	182694	226749	145313
\$80M - \$120M	2	-	-	216667	-	-	216667
\$120M - \$160M	4	86415	95778	106365	132766	170593	122179
\$160M - \$240M	2	-	-	163914	-	-	163914
\$240M - \$400M	2	-	-	260818	-	-	260818
\$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	-	-	27802	-	-	27802
\$500M - \$1B	5	24490	41515	42000	80000	80000	51331
\$1B - \$3B	9	56670	75600	80173	98000	103134	82206
\$3B - \$10B	14	82621	100558	107696	150000	154092	127464
\$10B or more	25	93246	125995	150042	195812	222018	154381
FTE							
Up to 5	5	18818	27335	28270	41515	64606	38052
5 - 10	5	57200	80000	90000	99500	106850	84650
11 - 20	5	68000	80000	80173	98000	114797	88834
21 - 30	2	-	-	115300	-	-	115300
31 - 50	10	78135	84833	99324	121938	165184	118028
51 - 70	3	-	90956	110543	133706	-	112927
71 - 100	3	-	102990	105000	109807	-	106865
101 - 150	8	83377	106349	129417	151482	158678	123470
151 - 200	2	-	-	211569	-	-	211569
201 - 300	6	137160	147500	171414	190066	206240	171604
301 - 400	2	-	-	166408	-	-	166408
401 - 600	2	-	-	241832	-	-	241832
601 - 1000	2	-	-	220778	-	-	220778
1001 - 4000	-	-	-	-	-	-	-
4001 or more	-	-	-	-	-	-	-



5.21 Super Results - Deputy Chairman

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	23	21084	40000	69910	96370	109069	68807
Revenue							
Up to 1M	-	-	-	-	-	-	-
\$1M - \$5M	5	16720	18455	31600	40000	40000	29124
\$5M - \$10M	2	-	-	12900	-	-	12900
\$10M - \$20M	3	-	40816	46932	53702	-	47368
\$20M - \$40M	6	51782	63748	87150	98556	103043	80658
\$40M - \$80M	3	-	90230	102886	106443	-	96820
\$80M - \$120M	2	-	-	147870	-	-	147870
\$120M - \$160M	2	-	-	74955	-	-	74955
\$160M - \$240M	2	-	-	76032	-	-	76032
\$240M - \$400M	2	-	-	133721	-	-	133721
\$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	-	-	17010	-	-	17010
\$500M - \$1B	3	-	22250	31600	35800	-	28167
\$1B - \$3B	3	-	37350	40000	54955	-	48203
\$3B - \$10B	3	-	53702	60471	76236	-	66468
\$10B or more	12	59411	77189	91520	106509	131349	93336
FTE							
Up to 5	3	-	17010	18455	25028	-	21873
5 - 10	2	-	-	26450	-	-	26450
11 - 20	2	-	-	40000	-	-	40000
21 - 30	-	-	-	-	-	-	-
31 - 50	3	-	46132	57564	59018	-	50912
51 - 70	2	-	-	62254	-	-	62254
71 - 100	2	-	-	69910	-	-	69910
101 - 150	3	-	74443	102886	104116	-	84744
151 - 200	-	-	-	-	-	-	-
201 - 300	6	78016	80575	91520	107685	128935	99490
301 - 400	-	-	-	-	-	-	-
401 - 600	2	-	-	133721	-	-	133721
601 - 1000	-	-	-	-	-	-	-
1001 - 4000	-	-	-	-	-	-	-
4001 or more	-	-	-	-	-	-	-



5.22 Super Fund Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	54	27650	40000	52833	67510	81530	52817
Revenue							
Up to 1M	-	-	-	-	-	-	-
\$1M - \$5M	8	13523	19195	33000	42000	50100	31716
\$5M - \$10M	3	-	22200	31500	31682	-	25421
\$10M - \$20M	9	42552	44551	56056	57307	64684	52684
\$20M - \$40M	17	40600	50378	60000	75184	78718	60430
\$40M - \$80M	9	30538	49387	60170	85177	86090	59859
\$80M - \$120M	2	-	-	97060	-	-	97060
\$120M - \$160M	4	38551	42564	48203	53256	56217	47618
\$160M - \$240M	2	-	-	76244	-	-	76244
\$240M - \$400M	2	-	-	41900	-	-	41900
\$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	-	-	17984	-	-	17984
\$500M - \$1B	6	10830	13795	21240	36500	47500	26523
\$1B - \$3B	8	31754	34216	37938	45596	49084	39830
\$3B - \$10B	14	42032	48457	56378	67312	74200	57794
\$10B or more	24	42695	50130	62734	78648	85570	63718
FTE							
Up to 5	6	12162	15793	18442	24601	40500	23702
5 - 10	4	19792	30131	37938	47438	60825	39631
11 - 20	4	34304	37966	42397	45596	47038	41164
21 - 30	2	-	-	58181	-	-	58181
31 - 50	10	39500	41860	47464	56539	62845	50018
51 - 70	3	-	52556	58180	70397	-	62575
71 - 100	3	-	52326	53040	55174	-	53986
101 - 150	8	42416	50975	58225	78648	81021	61550
151 - 200	2	-	-	75184	-	-	75184
201 - 300	6	62676	67278	67814	82625	92280	74256
301 - 400	2	-	-	54778	-	-	54778
401 - 600	2	-	-	38316	-	-	38316
601 - 1000	2	-	-	85177	-	-	85177
1001 - 4000	-	-	-	-	-	-	-
4001 or more	-	-	-	-	-	-	-



6. 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 **43%** of Boards (390 out of 908) 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



6.1 Combined - Audit Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	348	3970	5500	10908	20550	38348	16880
Revenue							
Up to 1M	7	2042	3566	5000	17700	30000	11334
\$1M - \$5M	23	2442	3800	7500	15324	28000	11838
\$5M - \$10M	25	1904	4000	6000	12000	17600	8523
\$10M - \$20M	38	3460	5069	10000	22390	30475	15898
\$20M - \$40M	53	2577	5000	8760	15790	23134	12022
\$40M - \$80M	35	5000	5726	12045	16074	28894	14955
\$80M - \$120M	29	5000	5200	10000	12460	20000	10951
\$120M - \$160M	21	5600	9724	11793	20000	35000	20543
\$160M - \$240M	25	5900	10000	15450	16535	20473	13922
\$240M - \$400M	24	5590	8625	13302	25750	30840	20702
\$400M - \$800M	15	5133	8934	15000	28000	37220	19883
\$800M - \$1B	5	7000	10000	14000	16060	36424	19012
\$1B - \$4B	32	4133	10916	23000	41475	54500	26332
\$4B or more	15	19900	34050	50000	61150	68780	46930
Assets							
Up to 1M	10	4365	5000	5700	11500	14700	9309
\$1M - \$4M	11	5000	9082	20000	27500	30000	18577
\$4M - \$8M	9	5000	5000	6000	10000	17768	9760
\$8M - \$12M	11	1800	3795	8000	17500	25000	11322
\$12M - \$20M	17	3200	5000	7500	10000	27530	12694
\$20M - \$40M	15	1963	4500	7500	10000	15982	10378
\$40M - \$60M	11	5000	5350	10000	18500	25234	13451
\$60M - \$100M	23	2524	5100	10000	13730	35840	17079
\$100M - \$200M	30	4000	6256	14000	19262	37500	18223
\$200M - \$500M	49	4822	5751	10000	17500	25102	15236
\$500M - \$1B	39	2850	5910	10865	20000	28354	15063
\$1B - \$3B	48	5000	7003	12800	16134	23166	14081
\$3B - \$10B	31	6500	10832	20000	39000	52800	25935
\$10B or more	37	5392	10230	20400	50000	60328	27738
FTE							
Up to 5	16	2130	3550	8832	16736	30000	14573
5 - 10	9	3580	5000	15000	28840	30000	16099
11 - 20	17	2468	4933	5640	12045	22800	10092
21 - 30	22	3133	5000	8581	12364	17000	10836
31 - 50	30	2430	5000	6244	10375	17042	8768
51 - 70	26	5260	7624	12900	20000	23500	16020
71 - 100	23	4220	5800	10000	16518	19713	11606
101 - 150	30	5451	7871	10370	16897	25600	15086
151 - 200	15	2100	5557	10271	14728	26400	11837
201 - 300	32	5000	6754	14440	17858	29510	17743
301 - 400	16	3325	5833	10500	31140	47354	19838
401 - 600	16	4515	5000	9392	17401	23000	14245
601 - 1000	28	4000	8625	13402	21250	25166	17924
1001 - 4000	40	4890	10000	15500	28250	38800	20601
4001 or more	26	7816	16170	44050	56500	65975	38978



6.1 Combined - Audit Committee Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	41	16500	24000	36050	52800	61800	38455
Large - listed	16	10000	14365	18500	25000	32500	20607
Large - public unlisted	13	5300	6571	10000	16200	60674	22497
Large - private	12	5000	6875	10500	14625	57000	19917
Medium - listed	17	5300	10000	10950	16500	25000	13779
Medium - public unlisted	54	2318	5000	6963	11250	20741	9811
Medium - private	13	5000	7665	11000	22000	25000	16692
Small - listed	4	19500	26250	30000	32500	37000	28750
Small - public unlisted	5	2000	3500	5000	10000	13000	6900
Small - private	4	7680	11100	16500	32500	55000	27100
NFP: Charity	9	4780	5000	10865	29000	32632	15992
NFP: Education	3	-	7252	7500	9750	-	8835
NFP: Health	17	6215	7712	13000	20000	21400	14083
NFP: Aged Care	12	2425	4750	10250	13250	17150	9400
NFP: Professional/Industry	17	4300	5250	8000	12045	40672	17091
NFP: Sport & recreation	-	-	-	-	-	-	-
NFP: Community housing	4	1864	1951	3500	7250	11300	5701
NFP: Disability	10	1860	4325	7754	12250	18800	10221
NFP: Other	8	1575	4162	6184	13950	20170	9532
Government - Large	28	3424	5333	10534	16060	16535	11738
Government - Medium	22	5000	5238	9724	10341	16535	11843
Government - Small	3	-	2135	2200	4850	-	3923
Superfunds	33	5064	7661	15000	20400	30893	16535
Type of Industry							
Agriculture, Forestry & Fishing	9	4800	5000	9724	11000	18996	10844
Mining - Junior	11	15000	16225	25000	25000	45000	24359
Mining	2	-	-	10950	-	-	10950
Manufacturing	14	8250	13095	20500	24750	45060	26144
Electricity, Gas, Water, & Waste	21	2070	3000	5215	10455	25000	10989
Construction	8	5000	5075	5242	25575	34950	16335
Wholesale Trade	5	7000	10000	12045	15000	19200	12809
Retail Trade	5	7368	10000	15000	16500	21740	14470
Accommodation and Food	4	14525	15312	16142	32401	60961	31571
Transport, Postal & Warehousing	6	3566	5438	10876	34000	43000	19147
Information Media & Telecoms	5	10000	10000	15000	30000	54000	27000
Financial & Insurance	76	5100	7779	13000	21229	51000	19666
Rental, Hiring & Real Estate	7	3494	4810	7438	22500	30480	13580
Professional, Scientific & Technical	18	5470	9793	12250	16390	41400	20793
Administrative & Support	3	-	5251	6000	20938	-	15459
Public Administration & Safety	8	5088	9043	13258	16535	18004	12296
Education & Training	10	5450	6251	7750	10086	15600	10212
Health Care & Social Assistance	45	2000	5000	5000	14000	25880	11414
Arts & Recreation	5	12448	16535	30000	35000	56000	32252
Other Services	19	4920	7862	15450	31500	55460	21663
Super Fund	32	5001	8790	15324	20930	31006	16877
Mutual ADI	31	2000	3510	6500	13942	25512	10592



6.2 Combined - Audit Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	209	2500	4685	8268	15000	27810	12458
Revenue							
Up to 1M	7	1021	1166	2678	7500	14000	5845
\$1M - \$5M	14	1482	2178	7035	12220	15140	8569
\$5M - \$10M	10	2322	2766	4251	4931	10000	4714
\$10M - \$20M	13	880	3000	5307	25000	28499	13781
\$20M - \$40M	28	2400	4148	7938	10850	19980	11228
\$40M - \$80M	18	4153	5027	8370	14453	19493	10181
\$80M - \$120M	17	2600	4000	5000	10000	10600	6607
\$120M - \$160M	15	3400	5540	8184	11625	17000	10100
\$160M - \$240M	18	4303	5813	8268	9525	13598	8503
\$240M - \$400M	13	4120	5307	12000	21372	41020	21202
\$400M - \$800M	10	4014	7079	10250	12360	15450	10168
\$800M - \$1B	3	-	4000	5000	6514	-	5343
\$1B - \$4B	27	3722	4842	10000	20000	26776	13590
\$4B or more	15	14980	24602	31500	34625	42840	35387
Assets							
Up to 1M	3	-	2035	2070	3535	-	3023
\$1M - \$4M	6	4535	8168	16480	23750	27500	16172
\$4M - \$8M	4	3650	6125	11250	18460	24688	13335
\$8M - \$12M	6	4751	6250	10000	10000	16000	10250
\$12M - \$20M	9	1720	3750	4861	8760	17147	8501
\$20M - \$40M	9	1060	1200	4861	8240	16468	8755
\$40M - \$60M	7	1607	2500	4928	7500	16000	7171
\$60M - \$100M	11	1100	3130	5500	15475	33475	11293
\$100M - \$200M	16	2750	3750	6800	8890	11400	9640
\$200M - \$500M	29	2378	4000	7725	10500	15040	11126
\$500M - \$1B	21	4182	8029	10000	12000	15000	10492
\$1B - \$3B	33	3000	4870	8268	10000	14120	13501
\$3B - \$10B	23	3848	6500	19500	26602	35000	18030
\$10B or more	28	4981	7969	14296	25025	30230	16911
FTE							
Up to 5	7	1640	2035	5000	8285	12080	5991
5 - 10	7	1940	2594	10000	19895	29304	12297
11 - 20	10	1182	1570	3803	9375	13664	6378
21 - 30	10	2790	4126	4862	7813	13500	9138
31 - 50	11	2500	4000	7161	9200	15000	7815
51 - 70	16	3084	7639	10000	14550	17200	10837
71 - 100	12	2709	4624	7484	10000	10000	8362
101 - 150	21	4858	4861	6000	10540	22000	11697
151 - 200	9	2520	3750	5475	8760	10800	6201
201 - 300	19	4158	5000	8268	12980	18600	11175
301 - 400	8	1760	3636	7700	20126	23226	11427
401 - 600	9	2125	2650	8268	15000	17020	9320
601 - 1000	19	3000	4591	8268	12586	21000	14771
1001 - 4000	29	4193	5307	10000	13000	20000	14701
4001 or more	21	8000	22000	25400	33475	35875	25702



6.2 Combined - Audit Committee Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	34	10090	13020	23102	31350	35612	26144
Large - listed	12	5000	5000	10002	15000	15000	10200
Large - public unlisted	5	4400	5000	5000	7100	23840	11220
Large - private	4	5100	8250	10000	11250	13500	9500
Medium - listed	11	5000	8530	10000	11475	12500	10017
Medium - public unlisted	17	1627	2500	4000	10000	27817	9721
Medium - private	10	4252	5768	9374	13750	28500	14732
Small - listed	2	-	-	20000	-	-	20000
Small - public unlisted	3	-	3050	5000	7500	-	5367
Small - private	-	-	-	-	-	-	-
NFP: Charity	6	3450	4175	5760	18130	27500	12237
NFP: Education	2	-	-	3750	-	-	3750
NFP: Health	13	4200	5475	10000	10500	13019	8882
NFP: Aged Care	3	-	884	1500	7250	-	4923
NFP: Professional/Industry	6	2250	3107	8944	36990	75015	28736
NFP: Sport & recreation	-	-	-	-	-	-	-
NFP: Community housing	2	-	-	3951	-	-	3951
NFP: Disability	7	1153	1761	6218	9250	14000	6977
NFP: Other	2	-	-	4800	-	-	4800
Government - Large	25	2700	3764	5307	8268	8451	7815
Government - Medium	19	3000	4746	4861	6456	8268	5513
Government - Small	2	-	-	1585	-	-	1585
Superfunds	22	4251	5655	10270	14644	19679	11259
Type of Industry							
Agriculture, Forestry & Fishing	8	3400	4646	5250	8247	14440	8339
Mining - Junior	10	8652	10000	13750	23154	54000	28818
Mining	2	-	-	6814	-	-	6814
Manufacturing	8	6520	9507	10750	14500	25900	13941
Electricity, Gas, Water, & Waste	16	1311	2392	3330	4764	18500	7513
Construction	8	3527	4488	7568	15000	22380	11938
Wholesale Trade	3	-	4964	5000	7500	-	6643
Retail Trade	3	-	6880	8760	9530	-	8020
Accommodation and Food	3	-	4825	7000	7634	-	5973
Transport, Postal & Warehousing	5	4559	5751	8000	20000	20000	11503
Information Media & Telecoms	4	7208	10520	16180	23750	30500	18090
Financial & Insurance	44	4000	6968	10000	13638	29771	13298
Rental, Hiring & Real Estate	5	1297	1890	10000	12000	17623	9233
Professional, Scientific & Technical	9	4389	5500	10000	25000	45006	22880
Administrative & Support	3	-	3251	4502	20188	-	14126
Public Administration & Safety	6	2742	4994	5576	7639	8268	5529
Education & Training	2	-	-	4528	-	-	4528
Health Care & Social Assistance	21	1200	2500	5000	12960	22000	8999
Arts & Recreation	3	-	6564	8268	14134	-	11043
Other Services	12	5202	9567	12500	25960	31234	16581
Super Fund	21	4198	5307	10540	14992	19710	11477
Mutual ADI	8	1193	1934	3500	7252	24330	9784



6.3 Combined - Finance Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	78	2000	5000	7355	15000	30000	13123
Revenue							
Up to 1M	2	-	-	30000	-	-	30000
\$1M - \$5M	9	2500	5000	7500	15000	22624	11791
\$5M - \$10M	5	2800	4000	5000	6000	9600	5800
\$10M - \$20M	11	600	3000	5500	13750	15000	8670
\$20M - \$40M	11	1650	2250	5000	8434	11405	7916
\$40M - \$80M	7	3600	5877	8438	19142	47600	19997
\$80M - \$120M	7	5000	5500	6754	10000	13600	8822
\$120M - \$160M	2	-	-	7210	-	-	7210
\$160M - \$240M	4	5236	8591	10633	15604	24233	13563
\$240M - \$400M	6	4608	7849	10557	12106	44230	19798
\$400M - \$800M	7	5000	6002	10865	19860	29252	14806
\$800M - \$1B	2	-	-	5000	-	-	5000
\$1B - \$4B	7	3285	4506	10710	28938	51525	22200
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to 1M	3	-	9250	12500	21250	-	16167
\$1M - \$4M	9	2500	5000	7000	25000	30624	13291
\$4M - \$8M	4	3650	6125	11250	20250	29700	15125
\$8M - \$12M	2	-	-	1650	-	-	1650
\$12M - \$20M	5	1160	2000	2500	7700	10280	4960
\$20M - \$40M	4	2180	3350	4500	5062	5175	3912
\$40M - \$60M	4	787	1567	3500	22500	54000	20567
\$60M - \$100M	4	4450	5125	7750	16512	28235	13888
\$100M - \$200M	2	-	-	80000	-	-	80000
\$200M - \$500M	12	5000	5750	10307	16000	25300	16543
\$500M - \$1B	8	4175	6658	10838	12964	17100	10678
\$1B - \$3B	6	3250	5000	6002	9592	12728	7326
\$3B - \$10B	6	4203	6346	14584	23540	30298	16361
\$10B or more	7	3285	5180	6754	11058	18837	10288
FTE							
Up to 5	2	-	-	20000	-	-	20000
5 - 10	4	1250	2375	4000	11250	22500	9625
11 - 20	4	7150	7375	11250	19530	27684	15655
21 - 30	3	-	5500	6000	8228	-	7152
31 - 50	7	3200	4500	9167	13750	15000	8952
51 - 70	5	4575	8438	10000	11405	19562	11369
71 - 100	5	4600	5500	10000	12000	13800	9300
101 - 150	2	-	-	2884	-	-	2884
151 - 200	3	-	1050	1500	13750	-	9367
201 - 300	9	2400	5250	6754	10000	25773	10629
301 - 400	3	-	1525	1650	3825	-	3017
401 - 600	5	5000	5000	10811	12285	26514	13819
601 - 1000	7	2922	4000	12604	20500	43543	20038
1001 - 4000	14	4024	5491	8912	13966	34235	16448
4001 or more	6	5000	5102	7953	29531	55438	22797



6.3 Combined - Finance Committee Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	4	17916	22290	30298	35919	35998	27911
Large - listed	4	13000	17500	21000	24000	27600	20500
Large - public unlisted	2	-	-	5000	-	-	5000
Large - private	3	-	23406	36000	58000	-	42270
Medium - listed	3	-	4750	5500	10250	-	8167
Medium - public unlisted	6	5000	5250	6750	8204	9219	6990
Medium - private	3	-	8500	15000	20000	-	14000
Small - listed	2	-	-	30000	-	-	30000
Small - public unlisted	-	-	-	-	-	-	-
Small - private	-	-	-	-	-	-	-
NFP: Charity	4	5000	5000	6000	7966	9706	6966
NFP: Education	2	-	-	9502	-	-	9502
NFP: Health	3	-	4750	5500	6600	-	5733
NFP: Aged Care	10	1827	2938	5000	9678	12956	6851
NFP: Professional/Industry	4	7456	10766	22862	43804	63036	31708
NFP: Sport & recreation	2	-	-	3000	-	-	3000
NFP: Community housing	2	-	-	15500	-	-	15500
NFP: Disability	5	1160	2000	2500	6000	8400	4220
NFP: Other	6	950	1462	4202	11064	13750	6301
Government - Large	9	2961	3605	5406	10614	23568	13678
Government - Medium	2	-	-	5978	-	-	5978
Government - Small	-	-	-	-	-	-	-
Superfunds	5	7719	9167	11405	15000	23991	14462
Type of Industry							
Agriculture, Forestry & Fishing	-	-	-	-	-	-	-
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	22000	-	-	22000
Electricity, Gas, Water, & Waste	7	2283	2902	3605	7855	12426	5946
Construction	2	-	-	2000	-	-	2000
Wholesale Trade	2	-	-	12500	-	-	12500
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	2	-	-	80000	-	-	80000
Transport, Postal & Warehousing	2	-	-	5406	-	-	5406
Information Media & Telecoms	2	-	-	15000	-	-	15000
Financial & Insurance	9	5600	6754	10000	20000	26986	13982
Rental, Hiring & Real Estate	2	-	-	8438	-	-	8438
Professional, Scientific & Technical	5	8192	12604	15000	25000	55514	26742
Administrative & Support	2	-	-	20938	-	-	20938
Public Administration & Safety	2	-	-	10455	-	-	10455
Education & Training	4	5951	6628	8809	15460	24184	13280
Health Care & Social Assistance	31	1650	3750	5000	10682	19000	9929
Arts & Recreation	2	-	-	16500	-	-	16500
Other Services	4	1550	3125	4750	13125	26850	11500
Super Fund	5	7719	9167	11405	15000	23991	14462
Mutual ADI	-	-	-	-	-	-	-



6.4 Combined - Finance Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	44	1507	2000	5000	10000	14998	6880
Revenue							
Up to 1M	2	-	-	20000	-	-	20000
\$1M - \$5M	6	3750	5625	8750	12220	13980	8827
\$5M - \$10M	3	-	1750	2500	3250	-	2500
\$10M - \$20M	7	467	1300	3000	9650	16000	7167
\$20M - \$40M	4	1297	1442	2511	3875	4550	2806
\$40M - \$80M	3	-	1796	1890	1945	-	1864
\$80M - \$120M	4	1650	1875	3500	6250	8500	4625
\$120M - \$160M	-	-	-	-	-	-	-
\$160M - \$240M	4	3744	4861	5616	8061	12220	7306
\$240M - \$400M	2	-	-	6654	-	-	6654
\$400M - \$800M	4	3706	5515	8260	10590	11652	7845
\$800M - \$1B	2	-	-	3000	-	-	3000
\$1B - \$4B	5	2509	3764	11500	17938	22175	11975
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to 1M	2	-	-	5650	-	-	5650
\$1M - \$4M	6	2750	3500	8980	18240	22500	11410
\$4M - \$8M	3	-	4750	7500	11250	-	8167
\$8M - \$12M	-	-	-	-	-	-	-
\$12M - \$20M	2	-	-	2050	-	-	2050
\$20M - \$40M	2	-	-	1200	-	-	1200
\$40M - \$60M	4	488	817	1750	8125	18250	7192
\$60M - \$100M	2	-	-	5000	-	-	5000
\$100M - \$200M	2	-	-	1612	-	-	1612
\$200M - \$500M	7	1734	1945	2500	4654	7184	3885
\$500M - \$1B	5	5897	6520	8000	10000	10900	8300
\$1B - \$3B	3	-	4376	5751	7876	-	6250
\$3B - \$10B	5	2204	3000	3764	12360	15707	7747
\$10B or more	2	-	-	14992	-	-	14992
FTE							
Up to 5	-	-	-	-	-	-	-
5 - 10	2	-	-	2101	-	-	2101
11 - 20	4	5750	6875	8750	10740	12072	8865
21 - 30	2	-	-	4876	-	-	4876
31 - 50	4	2150	2375	5900	10725	13290	7200
51 - 70	4	1267	1668	5945	13750	20500	9472
71 - 100	3	-	2261	3000	6500	-	4841
101 - 150	2	-	-	268	-	-	268
151 - 200	3	-	2800	5000	6500	-	4533
201 - 300	4	3950	4625	8680	13018	14202	8963
301 - 400	2	-	-	1600	-	-	1600
401 - 600	2	-	-	3740	-	-	3740
601 - 1000	4	1552	1630	2336	5125	8950	4418
1001 - 4000	5	3623	5307	6520	10000	16000	8865
4001 or more	4	3229	3573	10851	19704	22881	12426



6.4 Combined - Finance Committee Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	3	-	11180	12360	15149	-	13433
Large - listed	3	-	8250	11500	15750	-	12167
Large - public unlisted	-	-	-	-	-	-	-
Large - private	2	-	-	5481	-	-	5481
Medium - listed	2	-	-	8000	-	-	8000
Medium - public unlisted	6	2195	2500	3250	6625	8750	4732
Medium - private	3	-	8500	15000	20000	-	14000
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	-	-	-	-	-	-	-
Small - private	-	-	-	-	-	-	-
NFP: Charity	3	-	4000	5000	5760	-	4840
NFP: Education	-	-	-	-	-	-	-
NFP: Health	2	-	-	3250	-	-	3250
NFP: Aged Care	4	488	817	1250	1625	1850	1192
NFP: Professional/Industry	3	-	3351	5000	8980	-	6554
NFP: Sport & recreation	-	-	-	-	-	-	-
NFP: Community housing	-	-	-	-	-	-	-
NFP: Disability	4	877	1292	1761	4000	7600	3530
NFP: Other	2	-	-	5250	-	-	5250
Government - Large	6	2086	2625	3382	4921	15154	6874
Government - Medium	2	-	-	5751	-	-	5751
Government - Small	-	-	-	-	-	-	-
Superfunds	2	-	-	12496	-	-	12496
Type of Industry							
Agriculture, Forestry & Fishing	-	-	-	-	-	-	-
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	11500	-	-	11500
Electricity, Gas, Water, & Waste	4	1567	1635	2086	2625	2850	2174
Construction	2	-	-	1851	-	-	1851
Wholesale Trade	2	-	-	7500	-	-	7500
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	2	-	-	3764	-	-	3764
Information Media & Telecoms	-	-	-	-	-	-	-
Financial & Insurance	5	4592	5481	7500	10000	11416	7868
Rental, Hiring & Real Estate	2	-	-	4945	-	-	4945
Professional, Scientific & Technical	2	-	-	20000	-	-	20000
Administrative & Support	2	-	-	9969	-	-	9969
Public Administration & Safety	2	-	-	5751	-	-	5751
Education & Training	2	-	-	4154	-	-	4154
Health Care & Social Assistance	16	800	1425	2750	7215	11480	5428
Arts & Recreation	2	-	-	20000	-	-	20000
Other Services	-	-	-	-	-	-	-
Super Fund	3	-	7500	10000	12496	-	9997
Mutual ADI	-	-	-	-	-	-	-



6.5 Combined - Governance Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	109	2500	5000	10000	15450	31108	14293
Revenue							
Up to 1M	4	5120	5300	17700	30000	30000	17600
\$1M - \$5M	9	3238	4000	7500	15000	16320	9821
\$5M - \$10M	6	2760	3890	5000	5975	8150	5303
\$10M - \$20M	14	1370	2750	5188	9775	22000	9952
\$20M - \$40M	16	1825	4375	6585	10125	14700	9945
\$40M - \$80M	17	3460	5500	10000	15000	27654	15393
\$80M - \$120M	14	5300	6188	10000	15938	23364	12800
\$120M - \$160M	4	5100	8250	10115	16422	27569	14558
\$160M - \$240M	10	4800	7444	10928	14838	16580	11128
\$240M - \$400M	4	6300	12375	22375	48008	82221	38008
\$400M - \$800M	3	-	7500	10000	15500	-	12000
\$800M - \$1B	2	-	-	10000	-	-	10000
\$1B - \$4B	4	9527	17546	28500	35219	35612	24264
\$4B or more	3	-	46705	48410	59205	-	54470
Assets							
Up to 1M	5	5160	5400	6000	9100	21640	11100
\$1M - \$4M	5	5800	7000	21600	25000	28000	17720
\$4M - \$8M	4	2450	3125	5500	9375	12750	7000
\$8M - \$12M	3	-	5825	10000	12500	-	8883
\$12M - \$20M	4	2950	3625	4050	4325	4730	3900
\$20M - \$40M	8	3220	4750	5125	6625	22000	10769
\$40M - \$60M	4	787	1567	6000	13808	20664	9375
\$60M - \$100M	5	4100	5000	10000	11400	25560	12980
\$100M - \$200M	5	3800	5000	6000	35000	62000	25800
\$200M - \$500M	21	3520	5000	10000	20000	29000	17080
\$500M - \$1B	10	2081	3310	8340	10000	11450	8099
\$1B - \$3B	17	4000	7000	11250	14005	15300	12735
\$3B - \$10B	11	4182	8500	13879	37545	45000	21274
\$10B or more	5	6754	6754	10230	17148	48859	22177
FTE							
Up to 5	5	2914	4000	5000	5400	11160	6318
5 - 10	3	-	3500	3500	16750	-	12333
11 - 20	4	7150	7375	11250	16650	19620	12775
21 - 30	7	4408	5650	10000	11728	27800	14039
31 - 50	13	2100	4000	6000	10500	14520	7590
51 - 70	9	4400	5160	10000	11400	16520	10330
71 - 100	7	4100	6710	10000	15000	21054	12222
101 - 150	6	3134	6250	8370	15296	36074	15859
151 - 200	7	7350	12628	15450	23500	31286	18346
201 - 300	15	3800	5125	7000	10000	12419	8707
301 - 400	4	1475	1588	3825	7000	8800	4762
401 - 600	7	3460	4550	5000	11125	15930	7864
601 - 1000	8	3827	4796	13750	19750	46909	23214
1001 - 4000	9	4450	10000	13000	30000	44000	23836
4001 or more	5	35350	35875	45000	48410	61364	46857



6.5 Combined - Governance Committee Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	6	22500	35219	40438	47558	59205	40714
Large - listed	5	8200	10000	15750	22000	26800	16950
Large - public unlisted	6	5750	7375	10000	14650	27708	14486
Large - private	4	3600	4500	7500	27500	59000	24500
Medium - listed	5	6400	10000	15000	15450	18180	12890
Medium - public unlisted	19	3316	5000	7500	11250	14084	10150
Medium - private	6	6000	11250	15000	22500	27568	16189
Small - listed	2	-	-	30000	-	-	30000
Small - public unlisted	3	-	4250	5000	10000	-	7833
Small - private	2	-	-	5400	-	-	5400
NFP: Charity	4	5150	5375	6250	12500	22400	11625
NFP: Education	-	-	-	-	-	-	-
NFP: Health	3	-	10700	11400	16200	-	14133
NFP: Aged Care	9	1654	2250	10000	13000	17800	8811
NFP: Professional/Industry	5	4500	5250	21600	50000	83018	37176
NFP: Sport & recreation	-	-	-	-	-	-	-
NFP: Community housing	3	-	4500	7000	16500	-	11667
NFP: Disability	8	3200	3950	5500	10750	19600	9888
NFP: Other	8	1575	2288	5877	9975	16390	8030
Government - Large	3	-	3591	4182	4591	-	4061
Government - Medium	3	-	3750	6000	8228	-	5985
Government - Small	-	-	-	-	-	-	-
Superfunds	7	4656	6527	10230	12750	15859	9732
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	4500	-	-	4500
Mining - Junior	5	12180	15450	20000	45000	47046	27772
Mining	-	-	-	-	-	-	-
Manufacturing	3	-	9000	15000	18500	-	13333
Electricity, Gas, Water, & Waste	4	1800	2250	2750	3296	3827	2796
Construction	2	-	-	3500	-	-	3500
Wholesale Trade	2	-	-	10000	-	-	10000
Retail Trade	2	-	-	25234	-	-	25234
Accommodation and Food	3	-	11375	15750	47875	-	34250
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	2	-	-	15000	-	-	15000
Financial & Insurance	17	4751	7000	10000	12600	24654	13104
Rental, Hiring & Real Estate	2	-	-	5160	-	-	5160
Professional, Scientific & Technical	5	5310	5400	15000	25000	73018	31136
Administrative & Support	2	-	-	20938	-	-	20938
Public Administration & Safety	2	-	-	6978	-	-	6978
Education & Training	2	-	-	17500	-	-	17500
Health Care & Social Assistance	28	1895	3700	6250	14125	26900	11934
Arts & Recreation	2	-	-	32500	-	-	32500
Other Services	2	-	-	10500	-	-	10500
Super Fund	7	4656	6527	10230	12750	15859	9732
Mutual ADI	19	3300	5500	8760	13942	20803	12433



6.6 Combined - Governance Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	60	1520	2612	5000	10750	20000	9353
Revenue							
Up to 1M	3	-	3185	5000	12500	-	8790
\$1M - \$5M	7	1640	4750	8400	11480	13776	8137
\$5M - \$10M	3	-	1750	2500	2825	-	2217
\$10M - \$20M	8	1480	2750	5000	7150	14500	7058
\$20M - \$40M	8	1425	3380	4599	11100	26580	11915
\$40M - \$80M	5	2534	3500	5000	8500	12441	6792
\$80M - \$120M	6	1750	2250	3500	4750	6000	3750
\$120M - \$160M	4	2900	4250	6592	11138	16455	8796
\$160M - \$240M	6	4376	6244	8784	12210	14000	9053
\$240M - \$400M	2	-	-	32952	-	-	32952
\$400M - \$800M	2	-	-	6500	-	-	6500
\$800M - \$1B	2	-	-	5000	-	-	5000
\$1B - \$4B	3	-	6586	11500	14719	-	10370
\$4B or more	2	-	-	29228	-	-	29228
Assets							
Up to 1M	3	-	3500	5000	5600	-	4400
\$1M - \$4M	4	5638	10345	16480	21250	23500	15115
\$4M - \$8M	3	-	4750	7500	11250	-	8167
\$8M - \$12M	2	-	-	10000	-	-	10000
\$12M - \$20M	2	-	-	3500	-	-	3500
\$20M - \$40M	2	-	-	1200	-	-	1200
\$40M - \$60M	3	-	634	1000	3000	-	2089
\$60M - \$100M	3	-	3050	5000	12500	-	8700
\$100M - \$200M	5	1713	2000	3000	4000	7505	4073
\$200M - \$500M	11	1500	2195	7000	12750	15068	11710
\$500M - \$1B	3	-	5000	5000	8250	-	7167
\$1B - \$3B	11	3150	3750	8400	11500	14400	11668
\$3B - \$10B	4	2071	2668	10469	19505	22325	11704
\$10B or more	3	-	6191	8184	21217	-	15544
FTE							
Up to 5	2	-	-	3500	-	-	3500
5 - 10	2	-	-	1100	-	-	1100
11 - 20	4	3209	5968	8750	10740	12072	7958
21 - 30	3	-	4450	5751	7126	-	5800
31 - 50	7	2300	2750	6200	11700	15000	7443
51 - 70	7	1534	2945	5000	12200	18640	8756
71 - 100	5	2913	5000	5000	10000	13041	7318
101 - 150	4	1088	2317	3250	16375	39550	15442
151 - 200	3	-	6362	7725	9112	-	7742
201 - 300	8	3400	4148	5000	7296	8681	5653
301 - 400	2	-	-	1600	-	-	1600
401 - 600	2	-	-	2650	-	-	2650
601 - 1000	6	1586	2005	4000	9875	37376	14321
1001 - 4000	4	5650	10375	16500	20000	20000	13875
4001 or more	3	-	21072	24205	29228	-	25464



6.6 Combined - Governance Committee Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	3	-	21072	24205	29228	-	25464
Large - listed	5	3590	5000	7000	11500	16600	9230
Large - public unlisted	2	-	-	4500	-	-	4500
Large - private	2	-	-	2000	-	-	2000
Medium - listed	4	5000	5000	6362	9544	12818	8181
Medium - public unlisted	8	1734	2348	3500	9225	26580	11208
Medium - private	6	3500	6250	12500	15051	20034	12011
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	2	-	-	3050	-	-	3050
Small - private	-	-	-	-	-	-	-
NFP: Charity	-	-	-	-	-	-	-
NFP: Education	-	-	-	-	-	-	-
NFP: Health	3	-	7421	9842	10171	-	8447
NFP: Aged Care	4	488	817	1250	4375	9550	3942
NFP: Professional/Industry	4	2900	4250	8980	25533	48165	20803
NFP: Sport & recreation	-	-	-	-	-	-	-
NFP: Community housing	2	-	-	3500	-	-	3500
NFP: Disability	5	1713	2000	8500	10000	16000	8404
NFP: Other	3	-	3700	6200	7300	-	5267
Government - Large	3	-	2086	2500	2750	-	2391
Government - Medium	2	-	-	4376	-	-	4376
Government - Small	-	-	-	-	-	-	-
Superfunds	4	3464	3936	6191	8638	9455	6383
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	3000	-	-	3000
Mining - Junior	4	5818	7044	11362	17301	21444	12982
Mining	-	-	-	-	-	-	-
Manufacturing	4	2900	4250	7500	10375	11050	7125
Electricity, Gas, Water, & Waste	3	-	1598	1673	2336	-	2065
Construction	2	-	-	2000	-	-	2000
Wholesale Trade	2	-	-	5000	-	-	5000
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	2	-	-	3075	-	-	3075
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	2	-	-	5000	-	-	5000
Financial & Insurance	9	5000	7000	8400	9842	11414	8534
Rental, Hiring & Real Estate	2	-	-	1890	-	-	1890
Professional, Scientific & Technical	3	-	20000	25000	44126	-	34418
Administrative & Support	2	-	-	9969	-	-	9969
Public Administration & Safety	2	-	-	5751	-	-	5751
Education & Training	-	-	-	-	-	-	-
Health Care & Social Assistance	13	1040	1500	5000	12960	18600	8491
Arts & Recreation	2	-	-	20000	-	-	20000
Other Services	2	-	-	3000	-	-	3000
Super Fund	5	3569	4198	5000	8184	9274	6106
Mutual ADI	6	1235	1778	3500	11800	34700	13145



6.7 Combined - Nominations Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	67	2954	5000	10000	16500	28336	13425
Revenue							
Up to 1M	2	-	-	30000	-	-	30000
\$1M - \$5M	3	-	5325	7500	11250	-	8550
\$5M - \$10M	3	-	7500	10000	12500	-	10000
\$10M - \$20M	10	1800	5286	7300	24377	32756	17166
\$20M - \$40M	8	1729	2664	4050	5312	10918	6049
\$40M - \$80M	7	2040	3700	5160	6377	14452	7545
\$80M - \$120M	5	5000	5000	5000	5000	6052	5351
\$120M - \$160M	3	-	4300	5600	9300	-	7200
\$160M - \$240M	7	7200	10139	13000	15975	16500	12104
\$240M - \$400M	4	11200	13000	14500	18250	24100	16750
\$400M - \$800M	5	7000	10000	10858	15450	18780	12462
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	6	6500	11050	15850	20875	23360	15237
\$4B or more	3	-	46705	48410	50605	-	48737
Assets							
Up to 1M	3	-	9550	10000	20000	-	16367
\$1M - \$4M	4	5150	5375	15250	26250	28500	16375
\$4M - \$8M	3	-	8500	15000	21920	-	15280
\$8M - \$12M	-	-	-	-	-	-	-
\$12M - \$20M	4	2964	4411	5358	21125	49250	20179
\$20M - \$40M	2	-	-	5250	-	-	5250
\$40M - \$60M	-	-	-	-	-	-	-
\$60M - \$100M	3	-	5250	5500	8225	-	7150
\$100M - \$200M	4	2580	2850	4000	7000	10600	5850
\$200M - \$500M	9	5000	5160	15450	21000	23207	14069
\$500M - \$1B	9	2619	10000	10858	17500	23200	13081
\$1B - \$3B	14	2965	5150	8750	13750	15315	9558
\$3B - \$10B	6	3000	6375	30750	47558	50605	28118
\$10B or more	5	5762	6754	6754	14200	19815	11273
FTE							
Up to 5	-	-	-	-	-	-	-
5 - 10	3	-	19895	28840	29420	-	23263
11 - 20	2	-	-	6358	-	-	6358
21 - 30	5	4200	6000	10000	15000	19505	11302
31 - 50	5	2460	3150	5000	9100	12640	6850
51 - 70	4	1632	2438	4023	10120	19048	8535
71 - 100	4	1650	4125	5550	8325	13230	6900
101 - 150	3	-	5500	5500	14530	-	11520
151 - 200	7	8400	14000	15450	18750	23000	15493
201 - 300	8	2700	4500	5175	6754	7728	5482
301 - 400	2	-	-	68000	-	-	68000
401 - 600	2	-	-	5000	-	-	5000
601 - 1000	10	2940	5000	10000	13150	22272	10632
1001 - 4000	10	4800	10423	13500	16988	28200	14709
4001 or more	4	17000	35000	46705	49508	51483	37802



6.7 Combined - Nominations Committee Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	7	13270	16475	28000	46705	50166	31023
Large - listed	5	7000	10000	10000	22000	26800	15400
Large - public unlisted	5	5000	5000	10000	14200	46480	20440
Large - private	2	-	-	3000	-	-	3000
Medium - listed	5	2200	5500	10950	15000	15270	9380
Medium - public unlisted	7	2170	3943	5160	16254	25041	10784
Medium - private	4	5900	11750	15750	18625	22450	14625
Small - listed	2	-	-	30000	-	-	30000
Small - public unlisted	-	-	-	-	-	-	-
Small - private	-	-	-	-	-	-	-
NFP: Charity	2	-	-	12929	-	-	12929
NFP: Education	-	-	-	-	-	-	-
NFP: Health	5	8500	13000	16500	21000	23232	16144
NFP: Aged Care	7	3960	5000	5000	11639	13400	7811
NFP: Professional/Industry	2	-	-	5232	-	-	5232
NFP: Sport & recreation	-	-	-	-	-	-	-
NFP: Community housing	2	-	-	14500	-	-	14500
NFP: Disability	2	-	-	4000	-	-	4000
NFP: Other	3	-	4952	6754	7927	-	6335
Government - Large	2	-	-	3000	-	-	3000
Government - Medium	2	-	-	3500	-	-	3500
Government - Small	-	-	-	-	-	-	-
Superfunds	5	5300	5600	6754	7500	17135	9703
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	28840	-	-	28840
Mining - Junior	4	11635	14088	30225	45852	47387	29715
Mining	2	-	-	10950	-	-	10950
Manufacturing	3	-	10250	17500	19750	-	14167
Electricity, Gas, Water, & Waste	4	1950	2625	3000	3554	4550	3179
Construction	3	-	6000	10000	31400	-	21600
Wholesale Trade	2	-	-	5000	-	-	5000
Retail Trade	2	-	-	10000	-	-	10000
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	2	-	-	7725	-	-	7725
Financial & Insurance	12	6075	9188	14600	17625	24348	14569
Rental, Hiring & Real Estate	2	-	-	10080	-	-	10080
Professional, Scientific & Technical	7	5150	5375	10000	20000	42200	19107
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	17750	-	-	17750
Health Care & Social Assistance	14	2580	5000	5000	10713	13700	8260
Arts & Recreation	2	-	-	30000	-	-	30000
Other Services	2	-	-	5500	-	-	5500
Super Fund	4	5596	6340	7127	11515	18741	10728
Mutual ADI	3	-	1990	2886	12698	-	8830



6.8 Combined - Nominations Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	49	2000	3000	6200	11780	20280	10006
Revenue							
Up to 1M	2	-	-	15000	-	-	15000
\$1M - \$5M	5	2460	3000	5000	7500	12000	6520
\$5M - \$10M	2	-	-	4000	-	-	4000
\$10M - \$20M	7	1800	3500	6200	17500	26536	11220
\$20M - \$40M	4	2538	3092	4450	7070	9896	5712
\$40M - \$80M	4	1923	1972	2000	21500	56600	21472
\$80M - \$120M	2	-	-	2250	-	-	2250
\$120M - \$160M	4	2600	3500	4500	5425	6190	4425
\$160M - \$240M	3	-	4238	5475	6600	-	5400
\$240M - \$400M	3	-	5500	6000	11500	-	9333
\$400M - \$800M	3	-	8478	10500	11250	-	9652
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	6	6050	7512	10125	12145	15430	10535
\$4B or more	3	-	19700	21400	22450	-	20967
Assets							
Up to 1M	2	-	-	6200	-	-	6200
\$1M - \$4M	4	1950	2625	11500	21250	23500	12375
\$4M - \$8M	4	3650	6125	11250	18460	24688	13335
\$8M - \$12M	-	-	-	-	-	-	-
\$12M - \$20M	2	-	-	5500	-	-	5500
\$20M - \$40M	2	-	-	5475	-	-	5475
\$40M - \$60M	-	-	-	-	-	-	-
\$60M - \$100M	2	-	-	6975	-	-	6975
\$100M - \$200M	3	-	3000	4000	42000	-	28667
\$200M - \$500M	7	1734	1945	5000	8862	10200	5516
\$500M - \$1B	7	5000	5500	6456	10125	13700	8529
\$1B - \$3B	9	2080	2168	5000	6700	12072	5592
\$3B - \$10B	4	7650	14625	19950	21925	22870	16600
\$10B or more	4	4510	6175	9440	13335	16134	10070
FTE							
Up to 5	-	-	-	-	-	-	-
5 - 10	3	-	6975	10950	19895	-	14263
11 - 20	2	-	-	6250	-	-	6250
21 - 30	3	-	2500	3000	4000	-	3333
31 - 50	4	2030	2075	4150	8400	12360	6325
51 - 70	5	2001	2168	10000	10000	19000	9812
71 - 100	4	2550	4125	5000	5425	6190	4550
101 - 150	2	-	-	8640	-	-	8640
151 - 200	5	4590	5475	6000	7725	9390	6740
201 - 300	3	-	2500	3000	3200	-	2800
301 - 400	-	-	-	-	-	-	-
401 - 600	2	-	-	2000	-	-	2000
601 - 1000	7	2400	4000	5000	9300	11844	6494
1001 - 4000	7	7832	10375	17000	19250	44000	23244
4001 or more	3	-	19700	21400	22450	-	20967



6.8 Combined - Nominations Committee Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	6	10375	13250	17500	20550	22450	16775
Large - listed	5	3800	5000	5000	11500	16600	8900
Large - public unlisted	2	-	-	7100	-	-	7100
Large - private	2	-	-	41000	-	-	41000
Medium - listed	6	5000	5250	6862	9431	10475	7446
Medium - public unlisted	5	2001	2168	3000	7500	20304	8680
Medium - private	3	-	8500	15000	20000	-	14000
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	-	-	-	-	-	-	-
Small - private	-	-	-	-	-	-	-
NFP: Charity	2	-	-	5728	-	-	5728
NFP: Education	-	-	-	-	-	-	-
NFP: Health	5	2500	4000	5475	10500	11616	6767
NFP: Aged Care	2	-	-	1750	-	-	1750
NFP: Professional/Industry	-	-	-	-	-	-	-
NFP: Sport & recreation	2	-	-	3000	-	-	3000
NFP: Community housing	-	-	-	-	-	-	-
NFP: Disability	2	-	-	6000	-	-	6000
NFP: Other	2	-	-	4150	-	-	4150
Government - Large	2	-	-	10750	-	-	10750
Government - Medium	2	-	-	5500	-	-	5500
Government - Small	-	-	-	-	-	-	-
Superfunds	4	3880	4600	5850	7970	10256	6720
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	28840	-	-	28840
Mining - Junior	5	6090	7725	10000	18000	21300	12845
Mining	2	-	-	10950	-	-	10950
Manufacturing	3	-	5375	8750	10125	-	7417
Electricity, Gas, Water, & Waste	2	-	-	10750	-	-	10750
Construction	2	-	-	3500	-	-	3500
Wholesale Trade	2	-	-	3000	-	-	3000
Retail Trade	2	-	-	5000	-	-	5000
Accommodation and Food	2	-	-	80000	-	-	80000
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	2	-	-	8500	-	-	8500
Financial & Insurance	11	2100	3500	5475	9000	12360	6912
Rental, Hiring & Real Estate	2	-	-	3945	-	-	3945
Professional, Scientific & Technical	3	-	10250	15000	20000	-	15167
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	1500	-	-	1500
Health Care & Social Assistance	5	1700	2000	6200	6456	8582	5231
Arts & Recreation	2	-	-	11500	-	-	11500
Other Services	2	-	-	21400	-	-	21400
Super Fund	3	-	4200	5000	8390	-	6727
Mutual ADI	2	-	-	2168	-	-	2168



6.9 Combined - Remuneration Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	161	3000	6273	13133	25000	47000	19183
Revenue							
Up to 1M	3	-	17318	30000	30000	-	21545
\$1M - \$5M	8	3650	5000	7035	12808	19500	10206
\$5M - \$10M	6	2222	3250	5000	7725	9150	5458
\$10M - \$20M	14	2060	3850	7814	10000	20256	9124
\$20M - \$40M	16	2500	5170	8124	9510	12819	9240
\$40M - \$80M	22	2766	6816	13942	22412	27398	17349
\$80M - \$120M	9	4600	5000	6754	12460	17800	9118
\$120M - \$160M	10	5340	10422	11896	18750	22750	13612
\$160M - \$240M	10	4800	7908	11639	16125	19198	12740
\$240M - \$400M	11	10000	13802	21200	26500	85640	33836
\$400M - \$800M	12	11086	14533	15225	32000	35945	22629
\$800M - \$1B	2	-	-	12000	-	-	12000
\$1B - \$4B	23	4202	8492	22000	40500	50000	25137
\$4B or more	15	22360	37050	47000	51400	59480	44047
Assets							
Up to 1M	2	-	-	30000	-	-	30000
\$1M - \$4M	4	12099	20392	27500	30000	30000	22892
\$4M - \$8M	5	2400	3000	7500	10000	13000	7500
\$8M - \$12M	3	-	3350	5500	10250	-	7233
\$12M - \$20M	5	4200	7500	9888	10000	27496	13710
\$20M - \$40M	5	2694	4635	5250	10000	19450	9407
\$40M - \$60M	5	6085	7712	10000	12045	16818	10951
\$60M - \$100M	11	1445	4500	5500	11730	36050	13796
\$100M - \$200M	12	3200	6950	15000	21700	34000	19575
\$200M - \$500M	17	5096	6000	12604	22000	37600	19641
\$500M - \$1B	19	3000	5994	10278	15000	22600	11905
\$1B - \$3B	20	4750	8311	13569	15752	21330	12897
\$3B - \$10B	22	4396	14347	29850	44175	48269	28425
\$10B or more	27	6562	9306	22550	50000	55400	31634
FTE							
Up to 5	2	-	-	9324	-	-	9324
5 - 10	5	2300	5000	15000	30000	30000	16100
11 - 20	8	2744	4301	6250	11856	15931	8840
21 - 30	6	2600	3750	6856	9428	16254	8570
31 - 50	8	1170	1800	5994	7775	10310	5898
51 - 70	11	5610	8312	10000	22000	25000	14477
71 - 100	6	4800	6700	12500	16125	18250	11850
101 - 150	8	6550	8311	9306	11715	20100	11560
151 - 200	7	2400	4250	7500	14502	19400	10358
201 - 300	21	3000	5250	10230	17250	29985	14807
301 - 400	9	4548	11000	15759	20000	48562	27549
401 - 600	8	4201	8082	13500	17162	22480	13214
601 - 1000	15	2831	4591	10000	18500	24020	15882
1001 - 4000	25	6764	10858	21000	31000	47446	24461
4001 or more	21	15000	32400	45000	51500	56000	40967



6.9 Combined - Remuneration Committee Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	42	15000	20150	33700	49602	54780	36574
Large - listed	14	10038	13600	15754	24375	28725	18668
Large - public unlisted	2	-	-	7500	-	-	7500
Large - private	10	3000	5000	8316	14000	57500	19363
Medium - listed	9	5327	8300	10000	15000	21000	12604
Medium - public unlisted	15	1298	2350	5160	6994	13955	6519
Medium - private	6	3750	5768	7659	13437	20000	10470
Small - listed	3	-	22500	30000	30000	-	25000
Small - public unlisted	2	-	-	500	-	-	500
Small - private	-	-	-	-	-	-	-
NFP: Charity	2	-	-	25009	-	-	25009
NFP: Education	2	-	-	7500	-	-	7500
NFP: Health	7	6160	7656	9888	13250	18700	11100
NFP: Aged Care	4	3180	4350	7639	10958	12183	7670
NFP: Professional/Industry	5	7150	10000	12045	12604	56426	25108
NFP: Sport & recreation	-	-	-	-	-	-	-
NFP: Community housing	3	-	5000	7000	16500	-	12000
NFP: Disability	2	-	-	6000	-	-	6000
NFP: Other	2	-	-	4077	-	-	4077
Government - Large	9	2944	4182	5335	6273	12768	6990
Government - Medium	3	-	2250	3000	4305	-	3370
Government - Small	2	-	-	7499	-	-	7499
Superfunds	18	5420	9128	11012	20872	28283	14708
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	16624	-	-	16624
Mining - Junior	10	14813	16819	25000	40000	45341	27730
Mining	2	-	-	4635	-	-	4635
Manufacturing	8	4400	10250	13730	16750	25120	14608
Electricity, Gas, Water, & Waste	12	1622	2930	4233	7382	14571	8676
Construction	6	3500	5084	10168	15562	34275	15981
Wholesale Trade	3	-	8522	12045	13522	-	10682
Retail Trade	2	-	-	17800	-	-	17800
Accommodation and Food	3	-	11375	15750	47875	-	34250
Transport, Postal & Warehousing	5	2882	5406	5610	35000	41600	18643
Information Media & Telecoms	6	10000	11250	15225	22612	40500	21908
Financial & Insurance	29	5900	7600	16500	35000	52200	22413
Rental, Hiring & Real Estate	5	3864	5160	15000	15000	85560	34152
Professional, Scientific & Technical	10	5475	7700	11302	22500	35564	20479
Administrative & Support	2	-	-	28700	-	-	28700
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	3	-	10750	14000	22000	-	17167
Health Care & Social Assistance	15	2160	4000	10000	11929	24080	13276
Arts & Recreation	2	-	-	32500	-	-	32500
Other Services	10	5350	13250	28000	41065	48569	27577
Super Fund	17	6052	9139	11793	21400	28526	15243
Mutual ADI	7	860	1800	6488	13942	17407	8712



6.10 Combined - Remuneration Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	114	2000	4046	9500	16025	26870	13224
Revenue							
Up to 1M	3	-	1348	1875	10938	-	7566
\$1M - \$5M	7	1600	3750	6570	9565	12978	6921
\$5M - \$10M	5	1433	2500	2688	4000	6580	3642
\$10M - \$20M	6	1150	2750	7500	21250	29000	12550
\$20M - \$40M	10	2579	4062	6164	8209	12750	8385
\$40M - \$80M	14	3928	5000	7370	14310	16145	9311
\$80M - \$120M	5	2100	3000	3000	10000	10900	5800
\$120M - \$160M	8	2945	6838	9092	11562	14750	9410
\$160M - \$240M	7	2800	3635	5000	11000	13797	7395
\$240M - \$400M	7	4660	7446	12400	16000	35501	17885
\$400M - \$800M	9	6001	7004	12360	15500	23800	15096
\$800M - \$1B	2	-	-	5000	-	-	5000
\$1B - \$4B	19	1706	3713	14350	18750	25080	12761
\$4B or more	13	17660	24205	27500	34250	43860	35704
Assets							
Up to 1M	-	-	-	-	-	-	-
\$1M - \$4M	5	4128	6570	20000	25000	29800	17414
\$4M - \$8M	3	-	4750	7500	11250	-	8167
\$8M - \$12M	2	-	-	600	-	-	600
\$12M - \$20M	4	1335	2888	5171	13194	25078	10910
\$20M - \$40M	3	-	1538	1875	5058	-	3772
\$40M - \$60M	4	3228	4321	4964	6250	8500	5607
\$60M - \$100M	6	486	1292	4000	16250	25450	9979
\$100M - \$200M	5	4520	8300	9000	10300	11620	8420
\$200M - \$500M	12	1539	2348	6876	15000	47400	15029
\$500M - \$1B	14	3355	4452	6228	11125	15000	8221
\$1B - \$3B	13	3380	3662	7004	11250	12872	16963
\$3B - \$10B	20	2871	9375	15250	20875	31740	16623
\$10B or more	21	6327	8892	14992	25000	27500	16692
FTE							
Up to 5	2	-	-	9100	-	-	9100
5 - 10	4	925	1938	2594	3266	4306	2610
11 - 20	7	782	1348	4928	6250	10500	5121
21 - 30	2	-	-	4000	-	-	4000
31 - 50	5	1160	2000	2500	8300	12320	5680
51 - 70	9	4979	6592	15000	19400	26600	14626
71 - 100	5	2840	3350	5000	6500	8600	5470
101 - 150	6	4750	6082	7538	8937	10750	7679
151 - 200	4	1110	2325	3375	4312	5325	3262
201 - 300	11	3000	5000	11250	13676	33000	14299
301 - 400	6	2691	5360	9446	11680	14438	8858
401 - 600	6	2691	3116	6135	11300	13700	7509
601 - 1000	11	1673	3331	7004	13250	15000	12533
1001 - 4000	19	4084	7348	12360	18500	20944	18588
4001 or more	17	12730	17500	25000	30900	36270	24769



6.10 Combined - Remuneration Committee Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	32	10000	12360	18750	25925	33915	23957
Large - listed	11	3000	6002	11250	15000	17000	10513
Large - public unlisted	2	-	-	5000	-	-	5000
Large - private	4	2681	3702	4635	16500	37200	15568
Medium - listed	6	3438	5250	7150	9575	11250	7279
Medium - public unlisted	8	685	797	2195	2875	5050	2567
Medium - private	6	4285	7114	11874	22500	29000	15053
Small - listed	2	-	-	5000	-	-	5000
Small - public unlisted	2	-	-	250	-	-	250
Small - private	-	-	-	-	-	-	-
NFP: Charity	2	-	-	19728	-	-	19728
NFP: Education	2	-	-	3750	-	-	3750
NFP: Health	4	3250	4375	5796	8694	12478	7273
NFP: Aged Care	2	-	-	7250	-	-	7250
NFP: Professional/Industry	2	-	-	34090	-	-	34090
NFP: Sport & recreation	-	-	-	-	-	-	-
NFP: Community housing	2	-	-	3500	-	-	3500
NFP: Disability	4	2160	4950	8250	12500	17000	9200
NFP: Other	2	-	-	1200	-	-	1200
Government - Large	8	1702	1998	3331	3868	4302	3084
Government - Medium	2	-	-	4376	-	-	4376
Government - Small	-	-	-	-	-	-	-
Superfunds	15	2979	5500	11275	12320	15978	9624
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	8240	-	-	8240
Mining - Junior	8	9101	11875	19602	31875	72000	34526
Mining	2	-	-	1875	-	-	1875
Manufacturing	4	3800	6500	9750	12675	14790	9425
Electricity, Gas, Water, & Waste	9	1483	1714	3000	3662	8366	4928
Construction	5	2873	4182	10500	15000	29580	14196
Wholesale Trade	4	3578	4446	7464	15750	26100	12732
Retail Trade	2	-	-	10300	-	-	10300
Accommodation and Food	2	-	-	3075	-	-	3075
Transport, Postal & Warehousing	5	1866	3764	5751	17500	19000	9523
Information Media & Telecoms	4	7208	10520	13680	18250	24100	15090
Financial & Insurance	21	4000	6500	10000	17000	30900	14266
Rental, Hiring & Real Estate	4	2823	4222	5500	6723	8024	5446
Professional, Scientific & Technical	5	6320	8300	15000	25000	47952	23311
Administrative & Support	2	-	-	14350	-	-	14350
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	3750	-	-	3750
Health Care & Social Assistance	11	1200	2000	5000	11500	20000	9019
Arts & Recreation	2	-	-	20000	-	-	20000
Other Services	6	12500	15125	20110	24930	29000	20537
Super Fund	14	3412	6082	11388	12360	16143	10072
Mutual ADI	2	-	-	536	-	-	536



6.11 Combined - Risk Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	162	3006	5500	11100	22000	45900	17481
Revenue							
Up to 1M	4	2743	4151	5166	11550	22620	10534
\$1M - \$5M	8	3071	4625	10050	15000	19500	11334
\$5M - \$10M	10	1850	2825	4500	5910	11880	5845
\$10M - \$20M	17	3500	5500	10614	25000	29211	13784
\$20M - \$40M	26	2000	5000	7810	9935	17400	10892
\$40M - \$80M	20	5000	6356	13932	19061	25599	13988
\$80M - \$120M	14	6626	8200	10136	15938	18000	12958
\$120M - \$160M	8	4820	8900	15500	20625	22950	14512
\$160M - \$240M	12	3700	6250	13200	17071	19968	12254
\$240M - \$400M	9	6022	7500	15750	30000	72446	29222
\$400M - \$800M	8	9106	13966	19860	35262	43835	25454
\$800M - \$1B	2	-	-	10000	-	-	10000
\$1B - \$4B	17	10322	20000	25000	50000	52000	31219
\$4B or more	8	34590	46500	49205	60965	64787	48940
Assets							
Up to 1M	2	-	-	3735	-	-	3735
\$1M - \$4M	5	5000	5000	25000	30000	30000	19000
\$4M - \$8M	4	3650	6125	11250	18460	24688	13335
\$8M - \$12M	3	-	3075	4500	5000	-	3883
\$12M - \$20M	3	-	4750	7500	7600	-	5733
\$20M - \$40M	6	1602	2604	5125	6938	8750	5159
\$40M - \$60M	3	-	4856	7712	28856	-	19904
\$60M - \$100M	9	3900	5500	10000	11400	42230	17378
\$100M - \$200M	12	3200	6950	14000	19762	33500	17332
\$200M - \$500M	28	4509	5120	12500	22000	27275	17965
\$500M - \$1B	23	2800	6710	10000	16500	21600	11958
\$1B - \$3B	23	3448	5620	12600	15375	22240	13182
\$3B - \$10B	19	9460	11125	24720	42108	47282	26790
\$10B or more	18	6754	10776	22977	50000	61158	30502
FTE							
Up to 5	3	-	3735	5400	10200	-	7490
5 - 10	3	-	16170	28840	29420	-	20780
11 - 20	8	4231	4983	6570	12150	15900	8733
21 - 30	7	2834	4260	6000	10356	18005	8936
31 - 50	13	1200	4500	6000	12600	19000	9274
51 - 70	17	4154	5160	11400	18000	23200	13250
71 - 100	15	3700	6760	10000	18040	19426	12087
101 - 150	10	5451	8996	12622	19287	51000	20139
151 - 200	13	5500	7500	11250	15450	29200	14361
201 - 300	18	4575	6754	10000	18512	23166	14178
301 - 400	3	-	1525	1650	5825	-	4350
401 - 600	11	5000	5750	15000	20100	25000	17506
601 - 1000	9	2944	5000	17500	24720	41449	23969
1001 - 4000	18	4418	10000	13000	27800	39035	19100
4001 or more	14	35262	45500	50000	58750	63242	48514



6.11 Combined - Risk Committee Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	21	20000	24720	46000	50000	61800	41470
Large - listed	8	9700	14312	22250	26250	31500	21156
Large - public unlisted	6	6536	7428	10000	14650	27708	14748
Large - private	6	6500	10000	10406	13953	38500	18468
Medium - listed	8	5500	8875	15225	20000	23000	15181
Medium - public unlisted	38	2798	5000	7710	13222	26510	10818
Medium - private	8	4450	7936	12500	19811	35500	18041
Small - listed	2	-	-	30000	-	-	30000
Small - public unlisted	2	-	-	9250	-	-	9250
Small - private	2	-	-	5400	-	-	5400
NFP: Charity	2	-	-	7932	-	-	7932
NFP: Education	2	-	-	7500	-	-	7500
NFP: Health	13	4720	7700	13000	18000	21537	13486
NFP: Aged Care	6	2125	2938	5000	8750	13750	6958
NFP: Professional/Industry	3	-	4875	5250	55140	-	38260
NFP: Sport & recreation	-	-	-	-	-	-	-
NFP: Community housing	3	-	3402	5000	15500	-	10935
NFP: Disability	4	2900	4250	7500	10750	12100	7500
NFP: Other	4	1475	1588	4202	8216	10846	5601
Government - Large	10	2972	5491	10250	10851	23900	13059
Government - Medium	2	-	-	1500	-	-	1500
Government - Small	2	-	-	2070	-	-	2070
Superfunds	13	5863	10614	15000	20400	31484	18862
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	16920	-	-	16920
Mining - Junior	9	13100	15450	20000	45000	50728	28262
Mining	-	-	-	-	-	-	-
Manufacturing	5	5800	10000	15000	22000	23200	14800
Electricity, Gas, Water, & Waste	9	1956	2718	10200	10404	18200	10910
Construction	2	-	-	2000	-	-	2000
Wholesale Trade	2	-	-	12500	-	-	12500
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	2	-	-	15750	-	-	15750
Transport, Postal & Warehousing	2	-	-	46000	-	-	46000
Information Media & Telecoms	2	-	-	15000	-	-	15000
Financial & Insurance	44	6978	9720	13492	25982	58500	22385
Rental, Hiring & Real Estate	3	-	3482	5160	17580	-	12322
Professional, Scientific & Technical	7	5340	5450	15000	27500	60012	27311
Administrative & Support	2	-	-	35875	-	-	35875
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	7500	-	-	7500
Health Care & Social Assistance	23	2000	4750	5000	10000	20460	9480
Arts & Recreation	2	-	-	32500	-	-	32500
Other Services	6	4750	6625	12500	18750	35000	17417
Super Fund	12	7140	11098	16074	21688	32225	19967
Mutual ADI	29	2474	4933	7920	14005	26460	11607



6.12 Combined - Risk Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	95	2000	4091	9000	15000	25280	16766
Revenue							
Up to 1M	3	-	1273	1644	10822	-	7515
\$1M - \$5M	6	1585	3428	7950	9600	12500	7345
\$5M - \$10M	4	1900	3250	7000	132075	351810	128325
\$10M - \$20M	7	2600	4000	5307	26068	27817	13755
\$20M - \$40M	14	1716	3562	4560	8364	14160	8159
\$40M - \$80M	9	1978	6500	9041	15000	15880	10016
\$80M - \$120M	6	2750	4250	7000	9000	9500	6417
\$120M - \$160M	7	3200	5350	9000	10625	12750	8279
\$160M - \$240M	8	2850	4856	6603	9882	11500	7378
\$240M - \$400M	4	13125	14812	20425	34638	51807	29026
\$400M - \$800M	5	4108	6520	10000	12360	15144	9676
\$800M - \$1B	2	-	-	5000	-	-	5000
\$1B - \$4B	14	4213	6250	13680	23750	25280	14904
\$4B or more	7	17300	23852	25000	32215	32890	25516
Assets							
Up to 1M	2	-	-	2070	-	-	2070
\$1M - \$4M	2	-	-	22500	-	-	22500
\$4M - \$8M	4	3650	6125	11250	18460	24688	13335
\$8M - \$12M	2	-	-	10000	-	-	10000
\$12M - \$20M	2	-	-	3625	-	-	3625
\$20M - \$40M	3	-	1051	1200	3338	-	2526
\$40M - \$60M	2	-	-	13000	-	-	13000
\$60M - \$100M	4	2270	4025	5000	12119	24933	11144
\$100M - \$200M	7	1809	3000	4000	9921	205320	75666
\$200M - \$500M	17	1792	2500	7725	15000	15000	10474
\$500M - \$1B	10	5433	7140	9500	11125	13513	10564
\$1B - \$3B	14	4261	7125	9374	12082	15345	11225
\$3B - \$10B	13	4196	4284	15000	20000	24064	13971
\$10B or more	13	6642	8000	19400	25100	30624	18289
FTE							
Up to 5	2	-	-	2070	-	-	2070
5 - 10	2	-	-	14970	-	-	14970
11 - 20	3	-	4572	7500	8750	-	6381
21 - 30	3	-	2451	4000	6250	-	4467
31 - 50	10	2900	4514	7806	13750	63330	56847
51 - 70	11	1890	3084	9000	15000	19400	10533
71 - 100	10	2402	5375	7850	9760	11713	8740
101 - 150	4	6033	7778	9374	17500	31000	15904
151 - 200	5	3850	4000	5475	7725	10290	6590
201 - 300	10	3350	4250	5000	10898	12484	7155
301 - 400	2	-	-	1200	-	-	1200
401 - 600	6	3740	7861	15000	15562	20425	13055
601 - 1000	7	2400	3591	11500	12586	32989	15515
1001 - 4000	10	2459	4463	8260	15250	20000	9740
4001 or more	12	18494	24029	25000	31158	32443	25237



6.12 Combined - Risk Committee Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	15	10944	16469	24205	28150	32272	22481
Large - listed	8	5000	9688	13250	16062	17900	12562
Large - public unlisted	2	-	-	4500	-	-	4500
Large - private	2	-	-	3740	-	-	3740
Medium - listed	6	6362	8294	11000	14250	256650	91338
Medium - public unlisted	13	1946	3000	4870	14400	28499	11496
Medium - private	6	5374	8821	9520	13750	20000	11632
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	2	-	-	1100	-	-	1100
Small - private	-	-	-	-	-	-	-
NFP: Charity	2	-	-	6520	-	-	6520
NFP: Education	2	-	-	3750	-	-	3750
NFP: Health	10	3400	4369	9000	9632	12624	7968
NFP: Aged Care	3	-	1250	1500	1750	-	1500
NFP: Professional/Industry	2	-	-	63253	-	-	63253
NFP: Sport & recreation	-	-	-	-	-	-	-
NFP: Community housing	2	-	-	902	-	-	902
NFP: Disability	3	-	4011	6500	7500	-	5507
NFP: Other	2	-	-	4800	-	-	4800
Government - Large	8	2378	2875	4233	5750	13100	6757
Government - Medium	-	-	-	-	-	-	-
Government - Small	2	-	-	2070	-	-	2070
Superfunds	9	5096	6700	10000	13600	20540	11598
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	16420	-	-	16420
Mining - Junior	6	8862	11250	15000	21904	28352	17405
Mining	-	-	-	-	-	-	-
Manufacturing	3	-	6750	11500	13250	-	9500
Electricity, Gas, Water, & Waste	8	1906	2768	4233	5750	12650	6445
Construction	2	-	-	2000	-	-	2000
Wholesale Trade	2	-	-	7500	-	-	7500
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	2	-	-	15750	-	-	15750
Transport, Postal & Warehousing	2	-	-	20000	-	-	20000
Information Media & Telecoms	2	-	-	5000	-	-	5000
Financial & Insurance	30	4000	6750	9020	14340	27512	12530
Rental, Hiring & Real Estate	3	-	1396	1890	6945	-	4931
Professional, Scientific & Technical	4	18000	22500	44126	172015	367786	150388
Administrative & Support	2	-	-	17938	-	-	17938
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	3750	-	-	3750
Health Care & Social Assistance	9	1160	1500	2500	5000	10216	5358
Arts & Recreation	2	-	-	20000	-	-	20000
Other Services	2	-	-	17500	-	-	17500
Super Fund	8	4990	6736	11406	15050	21110	12210
Mutual ADI	8	1481	2037	3500	7252	22080	8898



6.13 Listed Public Committee Results

Eighty-six (50%) of the 171 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	78	10000	15000	25000	40000	55600	28918
	Director	59	7180	10000	15000	25000	33630	19686
Finance	Chairman	12	5950	13750	21000	30000	35288	20679
	Director	7	6800	9000	11500	15149	18763	12114
Governance	Chairman	17	8800	10000	20000	35000	46364	24911
	Director	12	5000	5000	9612	18454	23784	12939
Nominations	Chairman	18	5350	10000	15450	29500	46023	20614
	Director	17	5000	5000	10000	17000	20560	11166
Remuneration	Chairman	68	10000	15000	25000	42525	50450	29204
	Director	50	5000	10000	15000	24591	30900	18619
Risk	Chairman	38	10000	16812	27500	46750	56500	31357
	Director	29	7180	11250	15750	25000	32044	33991

6.14 Unlisted Public Committee Results

Ninety-one (51%) of the 177 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	72	2622	5000	7500	13905	25152	11899
	Director	25	1496	2500	4870	10000	28158	9498
Finance	Chairman	7	5000	5000	6000	7969	9063	6705
	Director	6	2195	2500	3250	6625	8750	4732
Governance	Chairman	28	3514	5000	7710	11907	15360	10831
	Director	12	1422	2348	4000	5625	13710	8730
Nominations	Chairman	12	3097	5000	7580	16277	28207	14808
	Director	6	2029	2376	5050	7400	18170	8416
Remuneration	Chairman	18	1170	2275	5080	7247	13917	6294
	Director	10	565	747	2195	3625	5250	2578
Risk	Chairman	46	2973	5002	8340	13958	27176	11262
	Director	16	1767	2792	4435	11100	27988	9972



6.15 Private Committee Results

Thirty-Six (17%) of the 216 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	29	5000	7500	11000	21000	60200	19462
	Director	14	3451	5768	10000	13750	22000	13237
Finance	Chairman	6	6406	11858	20000	33250	58000	28135
	Director	4	3044	4611	10240	17500	22000	11870
Governance	Chairman	11	3000	5200	10000	20000	30135	18230
	Director	7	2000	3500	10000	15034	19041	10581
Nominations	Chairman	5	2400	3000	15000	16500	21600	12300
	Director	5	2000	2000	15000	25000	58000	24800
Remuneration	Chairman	16	3000	5000	8124	15000	40000	16028
	Director	10	2000	4452	7659	22500	34800	15259
Risk	Chairman	15	3960	7124	10000	16540	46000	17369
	Director	8	2000	4611	8894	11250	18000	9659

6.16 NFP Committee Results

One hundred and one (48%) of the 209 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	80	3006	5000	9754	15375	24771	12681
	Director	40	1470	2875	6760	10965	20200	11154
Finance	Chairman	37	1550	3000	5500	10865	16600	9522
	Director	18	880	1506	2500	5000	9510	3893
Governance	Chairman	40	2000	4075	7000	14125	26300	13310
	Director	20	1180	1880	5600	10125	13700	9282
Nominations	Chairman	23	3030	5000	6754	13500	20100	9901
	Director	14	1650	2025	4500	6392	10350	5149
Remuneration	Chairman	26	2700	5626	9944	12464	24000	13369
	Director	17	1380	3500	6456	13000	25200	11558
Risk	Chairman	36	2000	4875	7650	14125	20842	12234
	Director	22	1230	2125	5988	9000	12108	8397



6.17 Government Committee Results

Sixty-eight (38%) of the 178 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	53	3000	5150	9724	16060	16535	11339
	Director	46	2500	3868	4930	8029	8268	6593
Finance	Chairman	11	2805	3302	5406	10534	10710	12278
	Director	7	2169	2750	3764	5529	13451	6714
Governance	Chairman	6	2250	3296	4591	5750	8228	5023
	Director	5	2004	2500	3000	3000	4651	3185
Nominations	Chairman	4	1950	2625	3000	3625	4750	3250
	Director	3	-	4250	5500	12000	-	9000
Remuneration	Chairman	13	2774	3000	5335	6273	10068	6194
	Director	10	1710	2319	3331	4078	4699	3342
Risk	Chairman	12	2135	2930	8582	10553	20000	11180
	Director	9	2088	2500	4182	5000	11400	6236

6.18 Super Fund Committee Results

Thirty-seven (61%) of the 61 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	33	5064	7661	15000	20400	30893	16535
	Director	22	4251	5655	10270	14644	19679	11259
Finance	Chairman	5	7719	9167	11405	15000	23991	14462
	Director	2	-	-	12496	-	-	12496
Governance	Chairman	7	4656	6527	10230	12750	15859	9732
	Director	4	3464	3936	6191	8638	9455	6383
Nominations	Chairman	5	5300	5600	6754	7500	17135	9703
	Director	4	3880	4600	5850	7970	10256	6720
Remuneration	Chairman	18	5420	9128	11012	20872	28283	14708
	Director	15	2979	5500	11275	12320	15978	9624
Risk	Chairman	13	5863	10614	15000	20400	31484	18862
	Director	9	5096	6700	10000	13600	20540	11598



7. 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 552 Boards who supplied this data.

7.1 Board Remuneration Increases

The table below shows that the June quarter is when 46% of Boards decide on increases to Board remuneration for the following year:

January	3%	July	11%
February	4%	August	11%
March	7%	September	6%
April	7%	October	5%
May	16%	November	8%
June	23%	December	4%

In the previous calendar year only 35% of Boards increased Director remuneration compared to 32% in the 2021 Survey. Over the 10 years of the Survey, on average only 33% of Boards increased Director remuneration each year.

7.2 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	19%
Wage Price Index	8%
AWOTE	2%
Organisation Performance	28%
Industry Surveys	19%
Consultant Benchmarking	23%
Other	20%

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