

2023

Australian Board Remuneration Survey



June 2023

2023

**AUSTRALIAN BOARD
REMUNERATION SURVEY
REPORT**

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ABN 51 057 171 409

PO Box 205, Unley SA 5061

M: 0411 722 388 • Email: terrymcguirk@internode.on.net



SURVEY SUMMARY

The 2023 Australian Board Remuneration Survey is based on remuneration data covering 1167 Boards, an increase on last year's results of 1128 Boards. This data has been collected from 678 on-line contributors, 259 Boards who are ongoing sourced contributors to the Survey, plus 230 client Boards of McGuirk Management Consultants.

The primary sources of data are from Members of **Governance Institute of Australia** with whom we are working in alliance to produce the publication of this year's Survey. Combined, 922 (79%) of these Boards remunerate either all Directors, or a Chair 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 McGuirk Management Consultants

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.

Terry McGuirk BA(Hons), FAICD
Director
Email: terrymcguirk@internode.on.net
Mobile: 0411 722 388

About Governance Institute

A national membership association, Governance Institute of Australia advocates for a community of more than 43,000 governance and risk management professionals, equipping members with the tools to drive better governance within their organisation. www.governanceinstitute.com.au.



SIGNIFICANT STATISTICS

Types of Boards covered:

226	Listed Public
167	Unlisted Public
176	Private
362	Not For Profit (NFP)
186	Government
50	Super Fund

Remuneration determined for:

890	Chair
351	Deputy Chairs
878	Directors

Remuneration determined for:

360	Audit Committees
93	Finance Committees
126	Governance Committees
87	Nominations Committees
178	Remuneration Committees
179	Risk Committees

Median/Average remuneration increase:

7.7%	Listed Public
6.7%	Unlisted Public
3.2%	Private
4.5%	Not For Profit (NFP)
4.0%	Government
6.9%	Super Fund



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1. SURVEY BACKGROUND

The 2023 Australian Board Remuneration Survey Report, now in its 11th year, is published by McGuirk Management Consultants (MMC) working in alliance with the Governance Institute of Australia. The Survey seeks to determine the **current financial year** ending 30th June 2023 levels of remuneration relating to the following Board positions:

Chair
Deputy Chair
Director

The remuneration data for 16 C-Suite Executives plus 3 Governance positions has been published in the 2023 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 678 Contributors who contributed to an 'on-line' remuneration questionnaire this year and from 259 Boards who are sourced contributors to the Survey. Remuneration data was also obtained from 230 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 Chair, Deputy Chair, 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 Chair, Deputy Chair 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:

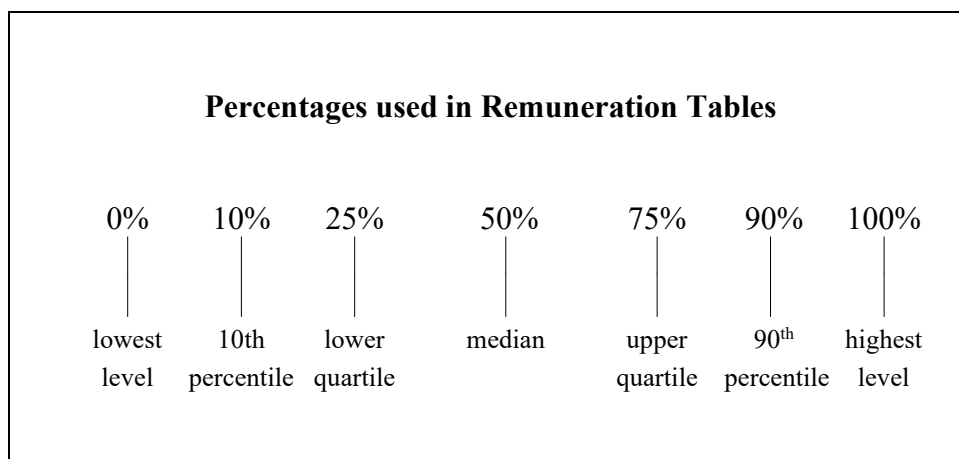
Tenth and Ninetieth Percentiles: The tenth and ninetieth percentiles are respectively the remuneration levels one tenth from the bottom and top of the total remuneration range. These two figures provide an indication of *upper* and *lower* deciles, while at the same time addressing potential outliers.

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 2023 Survey is based on data from 1167 Boards, with 922 Boards (79%) remunerating either all Directors, a Chair or a Director.*

The 245 Boards (21%) who do not currently remunerate their Directors also supplied Executive data, particularly on the MD/CEO role, with 1013 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	81	Up to \$1M	40	Up to 5	60
\$1M - \$5M	89	\$1M - \$4M	61	5 - 10	41
\$5M - \$10M	73	\$4M - \$8M	61	11 - 20	81
\$10M - \$20M	101	\$8M - \$12M	36	21 - 30	54
\$20M - \$40M	94	\$12M - \$20M	68	31 - 50	74
\$40M - \$80M	111	\$20M - \$40M	62	51 - 70	50
\$80M - \$120M	60	\$40M - \$60M	42	71 - 100	57
\$120M - \$160M	39	\$60M - \$100M	60	101 - 150	68
\$160M - \$240M	53	\$100M - \$200M	71	151 - 200	43
\$240M - \$400M	43	\$200M - \$500M	94	201 - 300	73
\$400M - \$800M	43	\$500M - \$1B	63	301 - 400	37
\$800M - \$1B	13	\$1B - \$3B	90	401 - 600	52
\$1B - \$4B	55	\$3B - \$10B	70	601 - 1000	63
\$4B or more	22	\$10B or more	51	1001 - 4000	82
				4001 or more	48

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 \$91B. The complete sample of data in FTE terms ranged from less than 5 to over 42,000 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 Chair and not a Director, or vice versa



Type of Organisation	No
ASX 200	65
Large (200+ employees) – listed public	38
Large (200+ employees) – unlisted public	40
Large (200+ employees) – private	41
Medium (10-199 employees) – listed public	72
Medium (10-199 employees) – unlisted public	96
Medium (10-199 employees) - private	99
Small (1-9 employees) – listed public	41
Small (1-9 employees) – unlisted public	15
Small (1-9 employees) – private	37
NFP: Charity	53
Community Housing	19
Disability	41
Education	46
Health	58
Aged Care	39
Professional/Industry	37
Sports & Recreation	8
Other	26
Govt: Large (200+ employees)	84
Medium (10-199 employees)	79
Small (1-9 employees)	14
Super Fund	51

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	35
Mining - Junior	32
Mining	44
Manufacturing	33
Electricity, Gas, Water and Waste Services	40
Construction	21
Wholesale Trade	19
Retail Trade	21
Accommodation and Food Services	8
Transport, Postal and Warehousing	17
Information Media and Telecommunications	23
Financial and Insurance Services	131
Rental, Hiring and Real Estate Services	11
Professional, Scientific and Technical Services	61
Administrative and Support Services	15
Public Administration and Safety	25
Education and Training	33
Health Care and Social Assistance	137
Arts and Recreation Services	9
Other Services	71
Super Fund	48
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

Two hundred and twenty-six (226) 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 \$92B, and in FTE terms ranged from less than 10 to over 42,000 employees.

4.3 Unlisted Public Boards

One hundred and sixty-seven (167) Boards are from Unlisted Public Entities. The sample of data for this group in Revenue terms ranged from less than \$300,000 to over \$3.5B, in Asset terms ranged from less than \$2M to over \$28B, and in FTE terms ranged from less than 5 to over 8,000 employees.



4.4 Private Boards

One hundred and seventy-six (176) Boards are from Private Entities. The sample of data for this group in Revenue terms ranged from less than \$300,000 to over \$1.1B, in Asset terms ranged from less than \$100,000 to over \$6B, and in FTE terms ranged from less than 5 to over 11,100 employees.

4.5 NFP Boards

Three hundred and sixty-two (362) Boards are from NFP Entities. The sample of data for this group in Revenue terms ranged from less than \$150,000 to over \$2B, in Asset terms ranged from less than \$100,000 to over \$6B, and in FTE terms ranged from less than 5 to over 16,000 employees.

4.6 Government Boards

One hundred and eighty-six (186) Boards are from Government Entities. The sample of data for this group in Revenue terms ranged from less than \$500,000 to over \$13.3B, in Asset terms ranged from less than \$1.0M to over \$104B, and in FTE terms ranged from less than 5 to over 27,000 employees.

4.7 Super Fund Boards

Fifty (50) Boards are from Super Fund Entities. The sample of data for this group in Revenue terms ranged from less than \$300,000 to over \$265M, in Asset terms ranged from less than \$600M to over \$260B, and in FTE terms ranged from less than 5 to over 1,300 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:

Chair
Deputy Chair
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 - Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	890	25000	49391	84000	140000	233180	119427
Revenue							
Up to 1M	81	31000	60000	87000	124000	200000	109116
\$1M - \$5M	89	9600	29270	52000	82160	120492	59586
\$5M - \$10M	73	12165	24000	43230	84000	150000	66835
\$10M - \$20M	101	20000	39506	55000	90000	116000	64269
\$20M - \$40M	94	24650	50000	76104	113044	158200	85983
\$40M - \$80M	111	33150	49676	67999	105359	140731	83593
\$80M - \$120M	60	39540	47810	76310	141773	196465	102515
\$120M - \$160M	39	31600	63830	97884	171100	225205	118551
\$160M - \$240M	53	62132	84000	120000	148987	219622	127906
\$240M - \$400M	53	65120	96840	125000	179000	256654	145763
\$400M - \$800M	43	88880	115250	164565	310418	374000	211492
\$800M - \$1B	13	51600	75000	83853	183100	272000	134077
\$1B - \$4B	55	87516	136725	210000	362800	557175	273424
\$4B or more	22	199436	300005	505000	765000	890400	542698
Assets							
Up to 1M	40	16652	30750	59355	92500	144939	68494
\$1M - \$4M	61	10000	24000	52000	82400	154000	79195
\$4M - \$8M	61	12000	30000	55000	100000	150000	72523
\$8M - \$12M	36	16412	30438	59830	93140	177422	83608
\$12M - \$20M	68	19404	39031	62660	85072	110000	67118
\$20M - \$40M	62	28110	49513	64000	95175	112685	76809
\$40M - \$60M	42	24100	39700	65500	109465	131700	82215
\$60M - \$100M	60	24700	44250	69680	118238	209982	104053
\$100M - \$200M	71	48393	69000	97000	140000	193000	118122
\$200M - \$500M	94	27900	47000	80000	138500	177800	94430
\$500M - \$1B	63	37013	72951	104617	182000	298000	134218
\$1B - \$3B	90	56812	83853	106359	196250	265880	156883
\$3B - \$10B	70	83668	111154	181398	301250	493700	234044
\$10B or more	51	110000	133990	170000	332918	660000	282641
FTE							
Up to 5	60	14814	44700	70000	100000	136801	88128
5 - 10	41	10000	32000	60000	110000	185000	79513
11 - 20	81	18000	33471	59900	96000	145000	79050
21 - 30	54	13627	30000	58325	99250	122233	65960
31 - 50	74	23964	42559	65000	96301	144270	77428
51 - 70	50	32115	50578	78974	103933	139200	88728
71 - 100	57	15510	47240	80000	114614	143995	83150
101 - 150	68	37400	61750	79880	115519	166849	97250
151 - 200	43	32000	55000	88322	117592	137600	87028
201 - 300	73	30200	54130	105390	155800	184800	108723
301 - 400	37	31404	52596	103000	188000	244009	136898
401 - 600	52	35000	59500	119915	172250	264500	147669
601 - 1000	63	41000	65000	110000	200148	284000	146568
1001 - 4000	82	39640	70190	120000	233180	323856	170936
4001 or more	48	86959	126812	320000	534279	747000	373113



5.2 Combined Results - Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	65	210805	250000	375000	530000	748288	430431
Large - listed	38	89771	130500	173600	243750	312151	185136
Large - public unlisted	40	79118	109750	140366	189908	269084	161156
Large - private	30	59800	86617	121861	152750	223000	144515
Medium - listed	70	60244	82500	101638	144395	213700	124472
Medium - public unlisted	88	24100	44558	75568	103104	147964	81086
Medium - private	66	23250	44400	60000	88500	125730	79064
Small - listed	41	45000	55250	71000	132000	185000	113316
Small - public unlisted	8	5574	9425	38812	52750	56500	33117
Small - private	18	13500	34500	57500	78750	118000	66556
NFP: Charity	22	10500	33094	46803	78638	99500	55704
NFP: Community Housing	15	12400	19800	32045	56250	91626	43109
NFP: Disability	23	7557	29000	45000	61000	120836	57890
NFP: Education	18	17960	24250	47775	79300	123048	59626
NFP: Health	44	12745	24875	44088	63625	108912	54897
NFP: Aged Care	24	21459	28750	35350	50250	79900	47899
NFP: Professional/Industry	24	6450	24630	32500	61830	102453	47611
NFP: Sport & Recreation	2	-	-	95000	-	-	95000
NFP: Other	26	5380	17761	41603	85840	137604	57426
Government - Large	84	51764	79658	90000	140000	186400	108849
Government - Medium	79	37600	55716	71200	93500	122460	77562
Government - Small	14	23600	45000	90527	120322	124700	82377
Superfunds	51	51078	88600	115286	154394	185180	122106
Type of Industry							
Agriculture, Forestry & Fishing	35	30000	43600	63440	80960	107500	77268
Mining - Junior	32	91000	117810	222500	260835	491884	241592
Mining	44	51500	65000	87800	110000	163500	105749
Manufacturing	33	40000	60000	85000	172200	325040	152312
Electricity, Gas, Water, & Waste	40	41607	63212	93000	140500	221318	129678
Construction	21	47240	85000	122460	170870	233180	149713
Wholesale Trade	19	49269	61000	82500	119750	142400	99109
Retail Trade	21	30000	39000	79760	210000	350000	170420
Accommodation and Food	8	43350	58125	67550	111320	294637	132102
Transport, Postal & Warehousing	17	62656	78234	150000	212013	443116	191511
Information Media & Telecoms	23	68000	99850	115500	193248	306600	168804
Financial & Insurance	131	52443	85345	121550	187500	320000	166028
Rental, Hiring & Real Estate	11	10000	23564	39000	126120	185000	93446
Professional, Scientific & Technical	61	27900	47435	73150	110000	154130	88152
Administrative & Support	15	35670	45500	79760	113925	179118	100379
Public Administration & Safety	25	39828	62660	88290	122460	156486	97187
Education & Training	33	20000	30000	40000	70758	111640	65948
Health Care & Social Assistance	137	14793	30000	49351	83853	120072	67637
Arts & Recreation	9	44456	45570	54130	96840	138400	74752
Other Services	71	20000	35500	68500	119595	300000	119756
Super Fund	48	65281	87940	114950	153691	193362	124148
Mutual ADI	52	15496	33423	76201	120000	197470	91661



5.3 Combined Results - Deputy Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	351	10200	24631	46118	79406	120000	60096
Revenue							
Up to 1M	16	5500	40000	52058	83516	114500	63214
\$1M - \$5M	33	3500	6090	14000	43260	57856	24971
\$5M - \$10M	24	8264	10800	15975	25288	36580	18951
\$10M - \$20M	44	6810	15000	31839	55500	75759	36349
\$20M - \$40M	40	9772	28750	48694	78066	97510	57486
\$40M - \$80M	46	21778	28175	40800	64348	94010	54035
\$80M - \$120M	28	20420	25000	47636	76205	117800	58906
\$120M - \$160M	18	19800	32950	52536	78505	180477	83148
\$160M - \$240M	26	38000	56002	78992	91850	101362	71042
\$240M - \$400M	24	30600	52500	81532	113400	132350	81682
\$400M - \$800M	15	46047	57500	71000	87500	176378	92152
\$800M - \$1B	9	25300	40000	46118	55172	97942	56480
\$1B - \$4B	25	46118	50000	115000	170000	220168	127895
\$4B or more	3	-	88762	111080	155540	-	125841
Assets							
Up to 1M	18	4700	15236	40100	50000	83512	41415
\$1M - \$4M	21	6000	10000	15000	61500	100000	40089
\$4M - \$8M	18	3955	10190	22431	40720	89508	36637
\$8M - \$12M	10	5214	12062	15225	42972	61692	28634
\$12M - \$20M	31	7800	16102	28100	43195	79762	43522
\$20M - \$40M	20	16100	24389	37000	58375	83149	50635
\$40M - \$60M	13	5277	7722	25000	47772	69647	32852
\$60M - \$100M	29	13532	20000	33000	60000	92180	54371
\$100M - \$200M	26	23076	40950	62908	83750	95275	63443
\$200M - \$500M	48	15525	28750	40975	78125	101125	52086
\$500M - \$1B	30	19850	27000	56813	73844	103794	57443
\$1B - \$3B	37	33308	46118	59009	80000	130456	73653
\$3B - \$10B	28	35920	46728	77035	147187	225465	112054
\$10B or more	18	61210	91906	110000	131875	168685	115223
FTE							
Up to 5	12	3461	6975	40000	42450	49380	34418
5 - 10	11	7555	9000	24862	73335	94000	43249
11 - 20	29	5600	13315	19000	40000	100750	46363
21 - 30	21	3850	7241	22500	43260	50000	31835
31 - 50	26	11500	20820	35291	56625	75025	39328
51 - 70	20	17745	31377	48274	65500	79786	48864
71 - 100	15	10352	17500	44421	93049	132911	60229
101 - 150	30	4910	31512	48500	67250	109898	62214
151 - 200	18	19700	38750	67315	82705	90914	61428
201 - 300	29	19000	39750	59820	81370	110000	61615
301 - 400	16	19750	26008	60000	73549	102862	60298
401 - 600	31	22557	27816	54116	85188	122500	68062
601 - 1000	36	18375	31094	52500	91994	132950	72633
1001 - 4000	40	20000	40000	57504	108250	133208	73517
4001 or more	16	46118	46118	79012	202500	218960	118095



5.3 Combined Results - Deputy Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	12	113180	138575	206500	221250	226396	202868
Large - listed	9	98000	122500	130000	136000	188000	140667
Large - public unlisted	19	45600	55586	69650	94102	134136	83733
Large - private	10	26872	61390	75012	95000	133000	87929
Medium - listed	12	39650	53000	72500	85762	111255	72129
Medium - public unlisted	39	9671	19891	39851	64239	81307	44193
Medium - private	12	10200	30000	55750	84200	176500	83953
Small - listed	5	40000	40000	40000	42000	43080	41160
Small - public unlisted	4	3558	3778	4995	10783	19230	9566
Small - private	2	-	-	25000	-	-	25000
NFP: Charity	9	4400	6000	27467	50000	57802	28984
NFP: Community Housing	6	10490	14510	21450	41929	57108	29682
NFP: Disability	15	5554	21250	39750	57220	77725	40897
NFP: Education	8	8700	14250	28500	53789	91272	39833
NFP: Health	28	9261	13792	26700	36483	67733	32529
NFP: Aged Care	17	15450	20000	25032	36750	47818	29336
NFP: Professional/Industry	11	4100	10500	15000	24378	30000	22348
NFP: Sport & Recreation	2	-	-	51500	-	-	51500
NFP: Other	16	6674	11086	30684	70000	78341	40936
Government - Large	60	30078	44500	54558	79538	106900	66004
Government - Medium	33	20000	32000	41000	59820	84000	46688
Government - Small	4	20399	46648	77615	95250	97500	64282
Superfunds	18	20700	41672	84295	113862	144492	82779
Type of Industry							
Agriculture, Forestry & Fishing	11	8000	12500	39880	60758	77500	41515
Mining - Junior	5	59280	82500	113000	122500	169000	112360
Mining	3	-	39250	40000	41000	-	40167
Manufacturing	7	40000	60750	128150	147391	190409	117062
Electricity, Gas, Water, & Waste	21	25375	39390	49000	71000	85000	54121
Construction	5	48800	68000	85440	141000	169044	103636
Wholesale Trade	2	-	-	60000	-	-	60000
Retail Trade	10	15736	21020	75000	185250	224000	103844
Accommodation and Food	2	-	-	68000	-	-	68000
Transport, Postal & Warehousing	9	39000	80000	112200	225000	253241	145546
Information Media & Telecoms	8	61210	77500	87915	101986	211971	128022
Financial & Insurance	40	39458	55129	75025	96662	122800	78699
Rental, Hiring & Real Estate	7	16372	21450	25000	67724	74465	41647
Professional, Scientific & Technical	18	17700	28575	40500	79268	92898	51806
Administrative & Support	6	24700	30299	41621	57733	137074	67798
Public Administration & Safety	13	25000	45000	54116	91850	130036	73474
Education & Training	12	12300	16500	38000	42650	74228	36338
Health Care & Social Assistance	82	7267	15000	26734	45750	58608	31224
Arts & Recreation	10	18800	25638	43800	69472	89500	52020
Other Services	32	5035	18750	43130	62059	93405	50284
Super Fund	17	23000	46690	88300	122465	146031	87737
Mutual ADI	31	7555	14352	31680	72795	94020	50099



5.4 Combined Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	878	12458	25625	46118	75000	120000	59174
Revenue							
Up to 1M	85	17000	36000	51700	72350	96456	56659
\$1M - \$5M	84	4300	10609	28000	46164	72975	33611
\$5M - \$10M	66	7698	10625	21250	39900	77500	32528
\$10M - \$20M	94	6175	19250	31354	50353	63452	34556
\$20M - \$40M	96	15750	27275	46680	61760	78535	49229
\$40M - \$80M	113	17454	25000	36000	54800	75433	44683
\$80M - \$120M	60	19950	25000	45000	70000	87750	51269
\$120M - \$160M	36	13296	32332	51806	82500	107488	57683
\$160M - \$240M	52	34523	39880	61230	85188	112129	64915
\$240M - \$400M	54	29200	48398	67756	100000	120846	74549
\$400M - \$800M	44	46035	60375	91017	134880	162570	100466
\$800M - \$1B	12	26087	41124	46118	94025	139700	70175
\$1B - \$4B	56	46118	68250	108500	169184	222195	124829
\$4B or more	23	83608	133566	180000	231500	258000	181062
Assets							
Up to 1M	39	8200	12650	30750	51000	82997	40553
\$1M - \$4M	56	5811	14250	25812	49858	85625	37884
\$4M - \$8M	61	4000	14000	30000	46200	80000	38037
\$8M - \$12M	38	6224	21250	31450	46875	75676	41804
\$12M - \$20M	63	10000	16240	31330	45000	65986	33803
\$20M - \$40M	63	13280	22094	40000	53130	69246	42789
\$40M - \$60M	41	8000	22050	35000	65000	83000	43467
\$60M - \$100M	62	15150	22030	41500	60000	79886	54695
\$100M - \$200M	70	25563	36175	52774	77250	89100	58777
\$200M - \$500M	90	13521	26130	45285	74442	100000	50461
\$500M - \$1B	63	22688	39940	55000	81250	132000	65214
\$1B - \$3B	86	33432	45000	56106	105444	156104	78398
\$3B - \$10B	71	42000	58904	85000	148450	210000	110658
\$10B or more	52	55758	66332	81376	154690	218451	111762
FTE							
Up to 5	61	10000	22660	39780	56960	85000	45296
5 - 10	39	9511	21000	40000	67550	95200	50707
11 - 20	75	5773	14852	30000	51000	72560	35788
21 - 30	51	5000	15938	34208	51047	65000	36616
31 - 50	74	10000	22000	34601	56275	82100	42242
51 - 70	50	16377	29633	39940	55400	78200	46420
71 - 100	56	13362	21750	44324	61299	78685	44707
101 - 150	66	19500	34865	48062	63311	80000	50361
151 - 200	42	20104	34602	56825	68574	81750	53611
201 - 300	75	19700	26760	50300	78054	93000	55339
301 - 400	38	13965	25793	49000	89250	113700	60063
401 - 600	53	20120	30000	45000	94000	136500	69392
601 - 1000	61	20000	35000	71175	105200	148000	82596
1001 - 4000	81	17500	35900	64567	116600	165000	79766
4001 or more	49	46118	72100	150000	210000	252000	145965



5.4 Combined Results - Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	65	110100	132000	166000	210000	248000	170730
Large - Listed	39	53960	77930	100000	121250	157246	103590
Large - Unlisted	39	34499	53869	80000	96062	133600	80426
Large - Private	33	25000	40000	63467	80000	110000	65175
Medium - Listed	72	39640	51500	60000	82625	109550	68031
Medium - Unlisted	85	12152	26553	45860	58655	76800	44689
Medium - Private	65	12936	20000	36000	50000	60738	39974
Small - Listed	42	30000	34250	46725	65000	84500	52220
Small - Unlisted	7	3087	4488	22100	38000	44000	22811
Small - Private	20	10000	25165	35500	75000	147600	58883
NFP: Charity	21	4000	6500	16875	31384	50000	23123
NFP: Community Housing	14	8727	11752	18000	25938	49058	23658
NFP: Disability	21	3000	15500	25000	35000	55644	28694
NFP: Education	12	8100	10350	28174	35250	60528	28606
NFP: Health	44	7805	12378	21500	26626	54156	26605
NFP: Aged Care	24	11392	15000	20000	29278	39200	25012
NFP: Professional/Industry	20	2918	11750	20925	27224	33799	21690
NFP: Sport & Recreation	2	-	-	75000	-	-	75000
NFP: Other	26	4600	8250	19838	49238	67715	30832
Government - Large	87	26050	36700	46118	67794	86064	59510
Government - Medium	80	19900	26875	37250	50217	61278	40000
Government - Small	14	15500	26470	44290	60162	69245	44528
Super Fund	47	36841	46811	63050	77320	87352	60841
Type of Industry							
Agriculture, Forestry & Fishing	36	11500	30000	38645	45000	60000	39083
Mining - Junior	32	50800	81875	115000	140000	159800	112233
Mining	45	33000	40000	52500	65100	85000	56505
Manufacturing	37	10000	40000	50000	79700	120000	64915
Electricity, Gas, Water, & Waste	40	19650	35118	47000	72025	116940	59481
Construction	20	39000	54000	67500	93562	123800	80464
Wholesale Trade	19	19800	27000	40000	70000	93400	50904
Retail Trade	21	16250	22000	39880	120000	168000	82990
Accommodation and Food	10	20900	23250	26125	84970	110491	54504
Transport, Postal & Warehousing	16	31375	40000	72500	87258	176975	83525
Information Media & Telecoms	24	42161	51452	61810	85425	135150	77318
Financial & Insurance	123	35920	51806	72500	100000	163380	87877
Rental, Hiring & Real Estate	11	10890	15525	54800	66898	100000	53412
Professional, Scientific & Technical	59	13820	20500	30000	61626	81200	44269
Administrative & Support	14	16500	22566	40994	57798	102418	51840
Public Administration & Safety	27	19600	24770	40750	53220	67548	47892
Education & Training	28	9000	12000	27724	40965	59430	34885
Health Care & Social Assistance	136	7861	15000	25000	41277	55332	31421
Arts & Recreation	10	22511	27765	41445	76250	112790	64560
Other Services	69	5279	20000	38640	68235	166730	58227
Super Fund	45	35911	46690	60216	76111	85580	59780
Mutual ADI	52	8988	20185	47040	69469	97612	50033



5.5 Listed Public Results - Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	218	60000	90000	154098	288750	500437	226070
Revenue							
Up to 1M	54	48600	65000	90000	132450	221000	123410
\$1M - \$5M	19	49000	59136	100000	120000	174280	100664
\$5M - \$10M	8	57050	99680	144000	166750	238900	151218
\$10M - \$20M	8	63800	74750	78750	92500	104650	81500
\$20M - \$40M	13	60200	80000	100000	117650	170800	112619
\$40M - \$80M	11	63945	70000	104000	162500	186000	129722
\$80M - \$120M	9	83130	100000	150000	195000	214400	145983
\$120M - \$160M	8	112602	165615	192000	221250	230400	178132
\$160M - \$240M	8	103738	126406	167626	230500	234400	171110
\$240M - \$400M	15	134000	177000	212013	310000	376000	242934
\$400M - \$800M	20	154847	223349	281500	356250	401100	282686
\$800M - \$1B	3	-	267500	275000	282500	-	275000
\$1B - \$4B	24	219600	280050	433500	564573	660000	438504
\$4B or more	18	366002	465821	601058	846250	898278	622177
Assets							
Up to 1M	12	24600	37500	95000	120000	195000	121833
\$1M - \$4M	11	50000	65000	82500	210000	501458	195723
\$4M - \$8M	11	50000	57760	115500	145000	160000	107675
\$8M - \$12M	10	63300	73125	96800	176133	365000	154394
\$12M - \$20M	13	61000	69000	75000	100000	118000	85369
\$20M - \$40M	23	60000	64500	90000	102000	137578	100997
\$40M - \$60M	12	62900	95000	115000	134000	212000	136356
\$60M - \$100M	19	52220	75000	117650	189000	362200	179858
\$100M - \$200M	16	67500	89250	113620	171250	235000	146912
\$200M - \$500M	17	100000	130000	172200	195000	227800	167077
\$500M - \$1B	14	203878	248250	307500	336071	371000	295334
\$1B - \$3B	22	186500	207000	242500	317876	505500	316913
\$3B - \$10B	24	234500	271250	400000	502500	647400	409682
\$10B or more	14	244000	481250	618558	767680	879800	594543
FTE							
Up to 5	28	44640	63750	77000	132972	208981	127462
5 - 10	18	47400	52500	76500	161250	211800	108556
11 - 20	20	37650	81950	98850	136950	345200	135596
21 - 30	5	56000	65000	75000	87000	104100	78500
31 - 50	14	74300	76875	95000	175250	201953	121866
51 - 70	5	60960	92400	100000	180000	288000	154480
71 - 100	8	97000	100000	121000	173750	197300	140375
101 - 150	10	60900	68000	100000	126500	193000	111700
151 - 200	8	73400	102219	113825	135465	166002	120767
201 - 300	15	90000	108236	158000	190500	236000	160121
301 - 400	8	170695	223750	235000	269709	341184	239936
401 - 600	8	164000	192500	233000	316250	559055	335981
601 - 1000	16	115000	166838	208506	348750	397500	255560
1001 - 4000	25	178739	245000	315000	411000	548600	343676
4001 or more	28	260640	398900	505729	676250	874200	537187



5.5 Listed Public Results – Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	66	211006	252500	377500	527500	747860	429517
Large - Listed	37	90000	132000	175000	250000	333301	195841
Medium - Listed	73	60417	80000	100000	140000	211400	123056
Small - Listed	42	45100	56438	70500	129000	183000	112046
Type of Industry							
Agriculture, Forestry & Fishing	4	44695	51738	62825	165000	336000	153912
Mining - Junior	30	87000	123000	222500	255750	346952	236031
Mining	42	50500	64250	87300	108750	164500	104705
Manufacturing	14	74400	102500	161198	321300	514000	247133
Electricity, Gas, Water, & Waste	6	105000	120000	120000	337500	567500	264167
Construction	6	121175	151512	192000	235000	490000	267725
Wholesale Trade	9	61156	75000	82500	130000	176857	116081
Retail Trade	8	157300	201250	262500	356250	576555	349731
Accommodation and Food	2	-	-	353729	-	-	353729
Transport, Postal & Warehousing	4	178799	200151	352506	502250	518900	349894
Information Media & Telecoms	14	93000	102500	127825	258000	356300	214610
Financial & Insurance	36	83200	145645	204500	402750	617058	298479
Rental, Hiring & Real Estate	2	-	-	277500	-	-	277500
Professional, Scientific & Technical	8	37100	74375	90000	121750	340900	163312
Administrative & Support	2	-	-	365600	-	-	365600
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	5	34000	40000	132000	290000	326000	168400
Health Care & Social Assistance	9	67000	90000	132000	272000	471000	236556
Arts & Recreation	-	-	-	-	-	-	-
Other Services	16	65000	171133	279000	424750	561380	314083



5.6 Listed Public Results - Deputy Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	38	40000	62500	105472	143325	215043	119808
Revenue							
Up to 1M	6	23000	40000	41000	70500	105000	56333
\$1M - \$5M	2	-	-	40000	-	-	40000
\$5M - \$10M	2	-	-	38500	-	-	38500
\$10M - \$20M	2	-	-	57000	-	-	57000
\$20M - \$40M	3	-	46900	50000	72775	-	63117
\$40M - \$80M	2	-	-	260000	-	-	260000
\$80M - \$120M	3	-	85000	100000	118000	-	102000
\$120M - \$160M	2	-	-	122000	-	-	122000
\$160M - \$240M	4	70000	70000	76250	90125	103850	83875
\$240M - \$400M	5	81000	90000	112200	125000	134600	108640
\$400M - \$800M	2	-	-	165472	-	-	165472
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	8	137620	163525	206500	215939	291810	216902
\$4B or more	2	-	-	200000	-	-	200000
Assets							
Up to 1M	4	16200	31500	60000	85000	94000	56500
\$1M - \$4M	3	-	41000	42000	86000	-	70667
\$4M - \$8M	-	-	-	-	-	-	-
\$8M - \$12M	2	-	-	60000	-	-	60000
\$12M - \$20M	2	-	-	70000	-	-	70000
\$20M - \$40M	2	-	-	54000	-	-	54000
\$40M - \$60M	2	-	-	40000	-	-	40000
\$60M - \$100M	3	-	44250	50000	155000	-	116167
\$100M - \$200M	2	-	-	69675	-	-	69675
\$200M - \$500M	5	85500	90000	112200	113000	126800	106740
\$500M - \$1B	5	70000	70000	75000	110944	128978	93389
\$1B - \$3B	5	123200	125000	144100	203000	213200	162820
\$3B - \$10B	5	141500	170000	212919	225000	358620	235624
\$10B or more	2	-	-	205000	-	-	205000
FTE							
Up to 5	4	40000	40000	41000	42450	43260	41450
5 - 10	2	-	-	81000	-	-	81000
11 - 20	4	15750	30375	67025	183588	342055	146938
21 - 30	-	-	-	-	-	-	-
31 - 50	3	-	57000	60000	70000	-	64667
51 - 70	-	-	-	-	-	-	-
71 - 100	2	-	-	141000	-	-	141000
101 - 150	2	-	-	60000	-	-	60000
151 - 200	5	70000	70000	75000	82500	100800	82100
201 - 300	2	-	-	136000	-	-	136000
301 - 400	-	-	-	-	-	-	-
401 - 600	4	106750	116875	123750	158750	219500	151875
601 - 1000	4	96283	105708	111572	139150	187660	133286
1001 - 4000	3	-	137050	144100	173550	-	159033
4001 or more	5	182000	200000	210000	212919	220168	203584



5.6 Listed Public Results – Deputy Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	11	112200	133050	203000	216460	225000	200715
Large - Listed	8	97000	116875	127500	144500	197000	141688
Medium - Listed	14	41950	55500	70000	81875	107765	71825
Small - Listed	5	40000	40000	40000	42000	43080	41160
Type of Industry							
Agriculture, Forestry & Fishing	-	-	-	-	-	-	-
Mining - Junior	5	59280	82500	113000	122500	169000	112360
Mining	3	-	39250	40000	41000	-	40167
Manufacturing	2	-	-	97050	-	-	97050
Electricity, Gas, Water, & Waste	-	-	-	-	-	-	-
Construction	3	-	70000	70000	105500	-	93667
Wholesale Trade	2	-	-	60000	-	-	60000
Retail Trade	4	123900	174750	211500	230000	248000	193250
Accommodation and Food	2	-	-	125000	-	-	125000
Transport, Postal & Warehousing	2	-	-	168600	-	-	168600
Information Media & Telecoms	4	73000	77500	95472	195133	346673	177161
Financial & Insurance	6	47000	64388	97775	116500	129000	91258
Rental, Hiring & Real Estate	2	-	-	75000	-	-	75000
Professional, Scientific & Technical	2	-	-	6000	-	-	6000
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	-	-	190000	-	-	190000



5.7 Listed Public Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	224	38150	53308	85000	132150	185000	102055
Revenue							
Up to 1M	57	31530	43800	52500	66300	94683	58359
\$1M - \$5M	19	33200	42500	58000	80000	124881	67890
\$5M - \$10M	8	37750	39325	53775	81500	86156	59271
\$10M - \$20M	8	47200	53500	59000	60000	64500	56875
\$20M - \$40M	13	42000	52500	60000	75000	82400	63528
\$40M - \$80M	11	31972	34520	65000	91500	110000	85760
\$80M - \$120M	9	42400	70000	90000	110000	126110	87490
\$120M - \$160M	8	68250	97500	104488	110250	125100	99434
\$160M - \$240M	10	60000	67294	94000	114000	115988	91106
\$240M - \$400M	16	82500	96307	110500	145000	173000	119389
\$400M - \$800M	20	86931	115425	131000	165500	200000	138034
\$800M - \$1B	3	-	138500	140000	153000	-	147667
\$1B - \$4B	24	109920	130075	169456	212348	254204	175060
\$4B or more	18	159050	169750	201186	242500	273740	207570
Assets							
Up to 1M	13	9600	20000	60000	85000	116000	65077
\$1M - \$4M	12	30300	34875	47250	96250	136000	67659
\$4M - \$8M	11	36000	42990	52500	69000	100000	60476
\$8M - \$12M	10	35800	40950	46500	63750	167996	71926
\$12M - \$20M	13	39160	45000	60000	66000	74000	56985
\$20M - \$40M	24	32145	43500	52500	58500	78400	54985
\$40M - \$60M	12	56108	65075	77500	85035	101814	76247
\$60M - \$100M	19	39700	48625	63200	90000	257160	99224
\$100M - \$200M	16	36000	54500	79000	89640	115000	75231
\$200M - \$500M	17	74400	80000	88034	105500	124929	94805
\$500M - \$1B	17	61800	101699	132000	137000	166000	121532
\$1B - \$3B	22	101750	106950	126300	160250	167700	137879
\$3B - \$10B	24	110475	137279	174000	210000	239900	175684
\$10B or more	14	136200	172000	201186	238750	260204	201861
FTE							
Up to 5	29	29000	35000	46200	65000	88600	52671
5 - 10	18	30000	45750	53350	82500	103300	64767
11 - 20	20	30600	45000	54155	74950	89868	60439
21 - 30	5	39760	40000	50000	56000	57200	48720
31 - 50	15	51300	57500	80000	88570	110200	79553
51 - 70	5	36000	36000	52500	70000	76000	54900
71 - 100	8	43000	52412	75000	88750	115600	73569
101 - 150	10	43600	51280	61600	68775	111600	68342
151 - 200	11	60000	60000	65000	93738	105500	78089
201 - 300	15	48000	71500	90000	115000	125469	89500
301 - 400	8	82900	107500	115500	136327	160016	117538
401 - 600	8	102800	116000	131250	147000	222600	155562
601 - 1000	16	75588	84375	110850	145000	180000	122236
1001 - 4000	26	94017	112688	150500	177250	202000	145439
4001 or more	28	135680	166684	201186	241250	281070	203266



5.7 Listed Public Results – Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	66	110125	132000	163630	207500	247500	170932
Large - Listed	38	54900	80625	100000	124286	166500	108350
Medium - Listed	77	39840	52500	60000	82000	107300	67769
Small - Listed	43	30000	34500	47250	65000	84000	52169
Type of Industry							
Agriculture, Forestry & Fishing	4	36312	36779	40020	62250	96900	59010
Mining - Junior	30	59800	87390	117500	140000	160126	116716
Mining	43	33000	39890	51700	65050	84400	55934
Manufacturing	14	50000	63750	92250	120000	214780	110480
Electricity, Gas, Water, & Waste	6	42500	53750	80000	155000	195000	105833
Construction	8	60000	60000	76838	111938	137400	93241
Wholesale Trade	9	29978	40000	60000	80000	98868	64257
Retail Trade	8	94800	114750	163500	172250	234500	166750
Accommodation and Food	2	-	-	136456	-	-	136456
Transport, Postal & Warehousing	4	86069	87332	133017	189750	210900	144065
Information Media & Telecoms	14	54185	61250	77500	130250	145180	99404
Financial & Insurance	36	54560	82250	110500	194279	252646	137676
Rental, Hiring & Real Estate	3	-	81500	100000	135500	-	111333
Professional, Scientific & Technical	8	22200	41250	49750	62500	74800	49312
Administrative & Support	2	-	-	180828	-	-	180828
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	5	13400	20000	65100	137000	144800	76220
Health Care & Social Assistance	9	32300	46200	52500	70000	164000	80800
Arts & Recreation	2	-	-	100000	-	-	100000
Other Services	17	44350	85000	160000	175000	210000	134584



5.8 Unlisted Public Results - Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	147	25000	48964	95000	128188	182200	100361
Revenue							
Up to 1M	4	33100	45250	56000	70000	88000	59250
\$1M - \$5M	11	8000	12862	19860	32741	40000	23407
\$5M - \$10M	15	10824	19518	35000	67500	138000	53907
\$10M - \$20M	27	31018	41404	50000	78068	122517	64480
\$20M - \$40M	19	50000	69401	95030	100000	116430	87180
\$40M - \$80M	18	48220	66103	98504	123330	163000	97464
\$80M - \$120M	10	67000	86625	112224	145318	169397	119415
\$120M - \$160M	11	90000	97702	110600	145255	170000	123812
\$160M - \$240M	13	97049	120000	150000	198633	211998	161066
\$240M - \$400M	3	-	121810	125000	140503	-	133209
\$400M - \$800M	9	118100	138831	179000	305836	385100	224074
\$800M - \$1B	2	-	-	77288	-	-	77288
\$1B - \$4B	5	131400	165000	216373	227000	306800	215475
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to 1M	3	-	12518	17035	82063	-	57375
\$1M - \$4M	5	52000	52000	60000	60000	84000	64800
\$4M - \$8M	3	-	22474	39140	79570	-	54983
\$8M - \$12M	5	25000	25000	25000	45000	57000	37000
\$12M - \$20M	9	18888	46780	60850	100000	114928	70792
\$20M - \$40M	4	48400	65500	89000	106905	113935	83405
\$40M - \$60M	2	-	-	86706	-	-	86706
\$60M - \$100M	7	13355	16662	95404	102622	111146	66339
\$100M - \$200M	11	35000	85625	120000	150000	193000	117034
\$200M - \$500M	29	24880	43230	65471	138831	162000	85788
\$500M - \$1B	21	41063	74017	91542	117312	170000	99782
\$1B - \$3B	21	57013	78600	97133	114025	170000	116928
\$3B - \$10B	12	119898	135676	174554	215342	260137	186724
\$10B or more	5	151795	156006	165000	305836	338334	227166
FTE							
Up to 5	5	4647	6500	50000	52000	53800	33382
5 - 10	5	9680	10400	27625	39140	51656	29273
11 - 20	18	16522	21145	37200	52652	72595	44134
21 - 30	11	25000	31000	50000	125162	150000	78188
31 - 50	16	28506	39629	53030	79601	99002	63438
51 - 70	13	45017	73802	96301	117312	194000	109154
71 - 100	12	65924	77500	91576	96272	100882	89503
101 - 150	19	43200	61025	104617	138025	162000	102334
151 - 200	8	81400	99272	114610	128038	141309	110827
201 - 300	11	85500	108609	120000	150366	162108	129137
301 - 400	5	40830	79575	110000	148987	161595	104712
401 - 600	8	119949	123750	167503	236500	319150	204667
601 - 1000	9	102400	140000	187000	214998	362000	204848
1001 - 4000	7	55000	87000	120000	190686	252158	145887
4001 or more	-	-	-	-	-	-	-



5.8 Unlisted Public Results – Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Unlisted	40	79118	109750	140366	189908	269084	161156
Medium - Unlisted	99	25000	42453	76135	107922	147673	81231
Small - Unlisted	8	5574	9425	38812	52750	56500	33117
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	52306	-	-	52306
Mining - Junior	2	-	-	100000	-	-	100000
Mining	2	-	-	150000	-	-	150000
Manufacturing	2	-	-	143012	-	-	143012
Electricity, Gas, Water, & Waste	6	44000	54212	80940	107008	154500	93147
Construction	3	-	122500	125000	142500	-	135000
Wholesale Trade	2	-	-	81500	-	-	81500
Retail Trade	2	-	-	37000	-	-	37000
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	2	-	-	82500	-	-	82500
Financial & Insurance	54	42100	58750	102798	149273	186000	116916
Rental, Hiring & Real Estate	2	-	-	91542	-	-	91542
Professional, Scientific & Technical	8	71000	95000	115000	125000	149000	111250
Administrative & Support	2	-	-	75000	-	-	75000
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	65000	-	-	65000
Health Care & Social Assistance	6	10404	21250	42500	101250	120000	57635
Arts & Recreation	-	-	-	-	-	-	-
Other Services	2	-	-	42625	-	-	42625
Super Fund	-	-	-	-	-	-	-
Mutual ADI	54	15838	33328	76201	120340	195143	91063



5.9 Unlisted Public Results – Deputy Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	70	7550	24886	55086	75218	94036	54098
Revenue							
Up to 1M	-	-	-	-	-	-	-
\$1M - \$5M	7	3765	5045	13623	14352	18136	11302
\$5M - \$10M	7	6093	8878	13315	21326	28363	15615
\$10M - \$20M	15	18945	26900	34582	54000	75792	42354
\$20M - \$40M	8	22500	42262	55660	68102	85929	54079
\$40M - \$80M	10	27345	58460	65065	77412	89649	61885
\$80M - \$120M	4	30371	45928	65256	76205	76682	56878
\$120M - \$160M	5	60843	65000	69910	81370	122957	85007
\$160M - \$240M	5	57000	60000	78933	94185	99308	78168
\$240M - \$400M	2	-	-	86535	-	-	86535
\$400M - \$800M	4	68424	69061	74708	127778	213778	122132
\$800M - \$1B	2	-	-	53586	-	-	53586
\$1B - \$4B	2	-	-	93000	-	-	93000
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to 1M	2	-	-	8658	-	-	8658
\$1M - \$4M	-	-	-	-	-	-	-
\$4M - \$8M	2	-	-	16470	-	-	16470
\$8M - \$12M	2	-	-	15000	-	-	15000
\$12M - \$20M	6	11102	18529	34695	60848	81124	42307
\$20M - \$40M	2	-	-	86535	-	-	86535
\$40M - \$60M	2	-	-	3412	-	-	3412
\$60M - \$100M	6	9856	13717	36036	59518	69466	38453
\$100M - \$200M	6	15026	31202	50675	73750	115341	60347
\$200M - \$500M	15	12720	27480	34582	66500	75766	43520
\$500M - \$1B	10	21454	52424	55586	60412	65922	50230
\$1B - \$3B	7	61009	66499	69910	79992	85084	72794
\$3B - \$10B	6	65256	77298	87695	94144	182648	111866
\$10B or more	2	-	-	116362	-	-	116362
FTE							
Up to 5	2	-	-	3656	-	-	3656
5 - 10	4	6530	7189	16208	25856	27647	16837
11 - 20	10	12384	13717	20428	36930	46375	29848
21 - 30	5	12120	15000	30000	31680	40482	26646
31 - 50	10	22604	26547	37216	69306	77062	45622
51 - 70	5	55267	57626	61340	65000	73360	63319
71 - 100	3	-	67455	69910	82079	-	76386
101 - 150	7	4640	17500	57500	71674	80946	46045
151 - 200	5	59052	65130	69415	86535	88112	73049
201 - 300	8	53800	64643	74825	84532	111019	81287
301 - 400	4	21802	43254	61586	76681	92306	58349
401 - 600	3	-	67970	75940	85062	-	76708
601 - 1000	2	-	-	135556	-	-	135556
1001 - 4000	3	-	38000	56000	93000	-	68667
4001 or more	-	-	-	-	-	-	-



5.9 Unlisted Public Results – Deputy Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Unlisted	19	45600	55586	69650	94102	134136	83733
Medium - Unlisted	47	12069	24121	40000	67272	80946	45907
Small - Unlisted	4	3558	3778	4995	10783	19230	9566
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	28840	-	-	28840
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	75300	-	-	75300
Electricity, Gas, Water, & Waste	4	15317	30792	47695	58282	62391	41380
Construction	-	-	-	-	-	-	-
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	-	-	-	-	-	-	-
Financial & Insurance	22	30053	52750	66500	78450	93477	64776
Rental, Hiring & Real Estate	2	-	-	61340	-	-	61340
Professional, Scientific & Technical	3	-	49000	68000	74000	-	59333
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	-	-	-	-	-	-	-
Health Care & Social Assistance	4	5120	6650	13750	30000	48000	22900
Arts & Recreation	-	-	-	-	-	-	-
Other Services	2	-	-	25175	-	-	25175
Super Fund	-	-	-	-	-	-	-
Mutual ADI	32	7820	14529	35766	76360	93534	51107



5.10 Unlisted Public Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	142	11978	29104	50956	73762	90900	53221
Revenue							
Up to 1M	4	21300	30750	38000	42500	47000	35250
\$1M - \$5M	11	3412	8742	14705	21601	30000	17300
\$5M - \$10M	15	7736	9420	16000	28902	75000	27275
\$10M - \$20M	25	17988	25000	30655	41154	66962	35582
\$20M - \$40M	19	40960	47860	52101	65654	75000	55500
\$40M - \$80M	16	14850	39902	54726	67250	77528	50613
\$80M - \$120M	10	41500	56316	68865	76000	81297	62102
\$120M - \$160M	11	51612	52369	55080	78625	90000	67565
\$160M - \$240M	13	45520	52622	85000	94124	109803	76489
\$240M - \$400M	3	-	65614	66229	78614	-	74076
\$400M - \$800M	8	63680	77354	96000	149230	154114	106192
\$800M - \$1B	2	-	-	38747	-	-	38747
\$1B - \$4B	5	69720	91800	113500	115000	154000	111060
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to 1M	3	-	6158	10315	46900	-	31933
\$1M - \$4M	5	25800	36000	40000	50000	51200	39400
\$4M - \$8M	3	-	15958	28840	51920	-	35638
\$8M - \$12M	5	15000	15000	15000	25000	38500	23500
\$12M - \$20M	9	12764	29645	32473	75000	75708	42818
\$20M - \$40M	4	12535	16338	19225	31557	52360	28670
\$40M - \$60M	2	-	-	66706	-	-	66706
\$60M - \$100M	7	9378	12210	52622	56962	68000	39504
\$100M - \$200M	11	16000	44100	55080	75000	85750	54852
\$200M - \$500M	25	9704	26090	43647	72500	83932	47871
\$500M - \$1B	20	28502	40000	45505	54850	60095	46923
\$1B - \$3B	21	35000	50000	54653	67959	90000	61609
\$3B - \$10B	12	68463	76702	84256	101564	128225	91134
\$10B or more	5	92250	94124	115000	152920	169168	126609
FTE							
Up to 5	4	2844	3209	19706	39500	45800	23003
5 - 10	5	6361	7555	22100	28840	35536	20812
11 - 20	18	9623	13051	19350	30750	50600	24705
21 - 30	11	10000	16725	30000	60075	75000	39012
31 - 50	16	16340	21636	31181	43366	57462	34855
51 - 70	13	29980	45860	52622	58655	75400	53894
71 - 100	11	47500	49916	52000	68980	75000	58310
101 - 150	18	28500	40450	54704	74108	85225	55422
151 - 200	7	51848	56740	66229	71708	77794	64801
201 - 300	11	45000	51519	65610	78625	80000	65130
301 - 400	5	15998	32494	45000	90000	92474	53324
401 - 600	8	63500	67048	89229	98875	126520	91948
601 - 1000	9	58000	80000	112254	130000	154400	106473
1001 - 4000	6	22500	40000	73400	109200	133960	76620
4001 or more	-	-	-	-	-	-	-



5.10 Unlisted Public Results – Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Unlisted	39	34499	53869	80000	96062	133600	80426
Medium - Unlisted	96	13602	25818	46430	59241	75000	44387
Small - Unlisted	7	3087	4488	22100	38000	44000	22811
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	36244	-	-	36244
Mining - Junior	2	-	-	50000	-	-	50000
Mining	2	-	-	85000	-	-	85000
Manufacturing	2	-	-	46369	-	-	46369
Electricity, Gas, Water, & Waste	6	34236	37000	47500	57550	79200	53646
Construction	3	-	52500	65000	76500	-	64333
Wholesale Trade	2	-	-	14500	-	-	14500
Retail Trade	2	-	-	18450	-	-	18450
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	2	-	-	61250	-	-	61250
Financial & Insurance	51	26553	43077	55000	76500	90000	61140
Rental, Hiring & Real Estate	2	-	-	54800	-	-	54800
Professional, Scientific & Technical	6	37500	51250	75000	80000	105000	72500
Administrative & Support	2	-	-	20000	-	-	20000
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	35000	-	-	35000
Health Care & Social Assistance	6	4038	6250	17500	51250	67500	29679
Arts & Recreation	-	-	-	-	-	-	-
Other Services	2	-	-	21600	-	-	21600
Super Fund	-	-	-	-	-	-	-
Mutual ADI	54	9283	18515	47040	70564	96837	49780



5.11 Private Results - Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	114	30000	48581	68430	115750	160000	93203
Revenue							
Up to 1M	16	38000	57500	72180	86480	110500	79500
\$1M - \$5M	12	24600	30000	55000	60000	78000	54075
\$5M - \$10M	14	24750	40250	53050	96000	188500	87741
\$10M - \$20M	11	20000	34000	49836	57500	82000	50839
\$20M - \$40M	10	19834	40398	55000	73275	166000	74903
\$40M - \$80M	16	42500	48610	61000	90615	133000	74928
\$80M - \$120M	9	47740	50000	75000	160000	242398	139561
\$120M - \$160M	6	55000	71250	117500	223750	305000	159167
\$160M - \$240M	6	88234	93602	110000	120077	240052	146095
\$240M - \$400M	9	81000	100000	110500	132000	145000	111950
\$400M - \$800M	4	114002	119254	137586	198730	281044	180398
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	2	-	-	152000	-	-	152000
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to 1M	19	38200	47500	60000	77500	83912	63428
\$1M - \$4M	17	10000	22500	50000	67000	98184	52874
\$4M - \$8M	14	33000	43194	57500	120162	241000	107861
\$8M - \$12M	3	-	35000	50000	105000	-	76667
\$12M - \$20M	11	18340	29350	60000	80500	100000	81185
\$20M - \$40M	7	44680	46000	58000	63550	77400	59614
\$40M - \$60M	2	-	-	94500	-	-	94500
\$60M - \$100M	13	49317	56100	69360	91469	130034	85345
\$100M - \$200M	14	68900	95464	122500	150250	318000	165339
\$200M - \$500M	5	76000	100000	110500	137000	154099	114600
\$500M - \$1B	7	73000	89250	115000	132552	151000	112658
\$1B - \$3B	-	-	-	-	-	-	-
\$3B - \$10B	2	-	-	123980	-	-	123980
\$10B or more	-	-	-	-	-	-	-
FTE							
Up to 5	12	16500	30750	52500	69000	75000	49000
5 - 10	5	18000	30000	60000	80000	164000	80000
11 - 20	10	55329	59925	83000	111250	169807	110347
21 - 30	13	25200	30000	44200	67500	93872	64889
31 - 50	10	19000	25000	49000	63750	87846	51946
51 - 70	4	51385	53709	65000	76750	79900	65459
71 - 100	9	45600	50000	80000	90000	118600	76182
101 - 150	10	46834	64075	86000	151748	338328	134436
151 - 200	9	34121	45000	60000	62000	101794	60137
201 - 300	7	63000	80000	110500	146000	160000	109643
301 - 400	6	54573	75543	133586	156250	355000	181053
401 - 600	8	52210	59500	120052	176500	283000	144850
601 - 1000	4	86941	89852	114234	139000	142600	114617
1001 - 4000	4	101050	102625	124250	147000	150600	125375
4001 or more	2	-	-	220000	-	-	220000



5.11 Private Results – Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Private	30	59800	86617	121861	152750	223000	142515
Medium - Private	66	23250	42244	60000	83910	125730	78056
Small - Private	18	13500	34500	57500	78750	118000	66556
Type of Industry							
Agriculture, Forestry & Fishing	10	28000	48150	82500	99214	102500	73106
Mining - Junior	2	-	-	550000	-	-	550000
Mining	2	-	-	82680	-	-	82680
Manufacturing	12	17500	47500	61050	81250	139000	76945
Electricity, Gas, Water, & Waste	4	75270	104025	170000	255000	318000	189025
Construction	6	36000	57250	90000	115595	133730	86577
Wholesale Trade	10	46300	52877	67500	107875	131300	82534
Retail Trade	3	-	57073	65000	98500	-	82049
Accommodation and Food	2	-	-	60000	-	-	60000
Transport, Postal & Warehousing	3	-	75000	80000	110000	-	170000
Information Media & Telecoms	-	-	-	-	-	-	-
Financial & Insurance	16	63500	73125	117552	161374	235000	132862
Rental, Hiring & Real Estate	-	-	-	-	-	-	-
Professional, Scientific & Technical	25	25500	38700	50000	60000	119800	59268
Administrative & Support	2	-	-	45000	-	-	45000
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	5	23004	30000	60000	60000	74400	50468
Health Care & Social Assistance	5	20000	20000	41000	50000	102200	53600
Arts & Recreation	-	-	-	-	-	-	-
Other Services	9	40000	60000	91469	116000	187184	111725



5.12 Private Results – Deputy Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	25	10800	33600	61500	90000	159000	79256
Revenue							
Up to 1M	3	-	54000	68000	126500	-	97667
\$1M - \$5M	2	-	-	75000	-	-	75000
\$5M - \$10M	2	-	-	10000	-	-	10000
\$10M - \$20M	4	10600	11500	24000	42375	53850	29875
\$20M - \$40M	2	-	-	23000	-	-	23000
\$40M - \$80M	3	-	26040	27080	58540	-	47360
\$80M - \$120M	2	-	-	33600	-	-	33600
\$120M - \$160M	2	-	-	305000	-	-	305000
\$160M - \$240M	4	65430	74796	90000	105000	114000	89796
\$240M - \$400M	2	-	-	77625	-	-	77625
\$400M - \$800M	2	-	-	70200	-	-	70200
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	-	-	-	-	-	-	-
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to 1M	2	-	-	45000	-	-	45000
\$1M - \$4M	4	10000	10000	35750	71125	88450	45375
\$4M - \$8M	2	-	-	110500	-	-	110500
\$8M - \$12M	2	-	-	12000	-	-	12000
\$12M - \$20M	4	17080	27700	34800	117000	262800	109900
\$20M - \$40M	-	-	-	-	-	-	-
\$40M - \$60M	-	-	-	-	-	-	-
\$60M - \$100M	4	36712	51160	65792	116799	196720	102166
\$100M - \$200M	3	-	74000	80000	100000	-	89333
\$200M - \$500M	3	-	46500	68000	84000	-	64333
\$500M - \$1B	2	-	-	77625	-	-	77625
\$1B - \$3B	-	-	-	-	-	-	-
\$3B - \$10B	2	-	-	90000	-	-	90000
\$10B or more	-	-	-	-	-	-	-
FTE							
Up to 5	2	-	-	40000	-	-	40000
5 - 10	2	-	-	10000	-	-	10000
11 - 20	2	-	-	100000	-	-	100000
21 - 30	2	-	-	117500	-	-	117500
31 - 50	3	-	11000	12000	24000	-	19333
51 - 70	2	-	-	61500	-	-	61500
71 - 100	-	-	-	-	-	-	-
101 - 150	2	-	-	214000	-	-	214000
151 - 200	2	-	-	36000	-	-	36000
201 - 300	2	-	-	79000	-	-	79000
301 - 400	2	-	-	49740	-	-	49740
401 - 600	5	28440	33600	80000	120000	198000	101720
601 - 1000	2	-	-	59186	-	-	59186
1001 - 4000	2	-	-	88812	-	-	88812
4001 or more	-	-	-	-	-	-	-



5.12 Private Results – Deputy Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Private	11	27080	63593	77625	95000	120000	88117
Medium - Private	12	10200	28200	43000	76000	176500	80175
Small Private	2	-	-	25000	-	-	25000
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	55000	-	-	55000
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	250000	-	-	250000
Electricity, Gas, Water, & Waste	2	-	-	100000	-	-	100000
Construction	2	-	-	52000	-	-	52000
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	2	-	-	27080	-	-	27080
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	2	-	-	360000	-	-	360000
Information Media & Telecoms	-	-	-	-	-	-	-
Financial & Insurance	3	-	70200	72399	128700	-	108466
Rental, Hiring & Real Estate	-	-	-	-	-	-	-
Professional, Scientific & Technical	4	17080	27700	36800	45375	55050	36275
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	43000	-	-	43000
Health Care & Social Assistance	2	-	-	11000	-	-	11000
Arts & Recreation	-	-	-	-	-	-	-
Other Services	4	35256	50640	68406	83219	93288	65453



5.13 Private Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	117	14746	23659	40000	60000	87000	48698
Revenue							
Up to 1M	16	28330	40500	52736	75000	107500	61233
\$1M - \$5M	13	15420	18000	30000	30000	47000	31777
\$5M - \$10M	12	14100	16125	24000	43088	81000	46504
\$10M - \$20M	10	5809	8528	20000	28906	32588	19842
\$20M - \$40M	12	13004	20782	38000	51500	124400	53606
\$40M - \$80M	20	19000	23915	40000	42750	55641	35956
\$80M - \$120M	10	28800	35200	42500	50858	73492	45718
\$120M - \$160M	3	-	40000	45000	62500	-	53333
\$160M - \$240M	6	41441	47500	59234	75867	100000	66892
\$240M - \$400M	9	45000	60000	66000	70000	86000	65004
\$400M - \$800M	4	56930	66874	75200	94689	124729	86364
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	2	-	-	118500	-	-	118500
\$4B or more	-	-	-	-	-	-	-
Assets							
Up to 1M	19	23732	30000	40000	50000	71600	43007
\$1M - \$4M	15	10000	16050	20000	31000	56738	31997
\$4M - \$8M	14	16500	23282	30000	62576	129900	56467
\$8M - \$12M	5	9695	14365	30000	40000	76000	38189
\$12M - \$20M	9	10000	10000	20000	36000	56800	27536
\$20M - \$40M	9	19280	25000	41000	45000	60000	40122
\$40M - \$60M	2	-	-	40600	-	-	40600
\$60M - \$100M	14	19236	23744	38941	46950	64200	39511
\$100M - \$200M	14	26000	47628	61500	80000	116100	73057
\$200M - \$500M	5	33000	45000	50300	55020	65669	49618
\$500M - \$1B	7	49050	57608	75000	82500	95000	72888
\$1B - \$3B	2	-	-	130000	-	-	130000
\$3B - \$10B	2	-	-	112378	-	-	112378
\$10B or more	-	-	-	-	-	-	-
FTE							
Up to 5	14	13600	24495	34500	48750	85500	45261
5 - 10	6	12000	18500	23000	38000	131000	55333
11 - 20	8	12776	16950	36225	51250	64000	37517
21 - 30	12	15300	21075	27000	50700	96000	43308
31 - 50	9	7716	10000	25000	30000	44246	24979
51 - 70	6	22812	27160	35882	41500	121000	59898
71 - 100	11	18000	30000	41000	43500	50000	36549
101 - 150	9	11782	30000	56000	63000	87166	54861
151 - 200	8	21796	32530	45450	54608	62785	44019
201 - 300	8	23500	36250	45150	67000	73000	48912
301 - 400	6	23830	28000	56200	78100	80000	53343
401 - 600	8	31020	34650	54234	86750	110900	63633
601 - 1000	4	43017	50720	55010	61265	72506	56976
1001 - 4000	4	47025	50062	64875	86000	100400	71188
4001 or more	2	-	-	131000	-	-	131000



5.13 Private Results – Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Private	33	25000	40000	63467	80000	109400	64265
Medium - Private	65	12936	20000	33600	47600	60738	39681
Small - Private	19	10000	24330	35000	62500	96800	52508
Type of Industry							
Agriculture, Forestry & Fishing	11	22100	33000	45000	56405	60000	42901
Mining - Junior	2	-	-	40000	-	-	40000
Mining	2	-	-	51300	-	-	51300
Manufacturing	16	10000	28030	40000	42750	55500	37257
Electricity, Gas, Water, & Waste	5	17900	20000	80000	120000	127200	73700
Construction	6	37500	49058	62115	68250	135000	78205
Wholesale Trade	10	23600	30441	40600	56475	82700	47986
Retail Trade	3	-	20830	23659	44830	-	35886
Accommodation and Food	3	-	23000	24000	62000	-	48667
Transport, Postal & Warehousing	2	-	-	35500	-	-	35500
Information Media & Telecoms	2	-	-	18000	-	-	18000
Financial & Insurance	13	40490	50300	72399	80000	117000	76904
Rental, Hiring & Real Estate	-	-	-	-	-	-	-
Professional, Scientific & Technical	25	14146	18000	25000	35000	64800	35176
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	4	13059	14307	22500	31500	34200	23307
Health Care & Social Assistance	6	8291	13250	36500	53765	72510	39100
Arts & Recreation	2	-	-	50000	-	-	50000
Other Services	7	32729	43941	50471	90875	135902	69980



5.14 NFP Results - Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	198	10000	25000	43850	70359	115760	53877
Revenue							
Up to 1M	5	11000	20000	30000	100000	160998	71333
\$1M - \$5M	23	4672	8750	24029	39600	68600	29067
\$5M - \$10M	26	11000	15723	27875	47400	78810	36416
\$10M - \$20M	28	4700	15250	27450	46250	74093	35817
\$20M - \$40M	22	9910	17875	35775	65865	70431	41816
\$40M - \$80M	35	30000	34075	50000	60750	95400	54826
\$80M - \$120M	20	29700	38175	42850	48832	78286	49146
\$120M - \$160M	9	17400	21184	47000	72800	94032	51127
\$160M - \$240M	8	44000	50000	70259	87382	121995	75565
\$240M - \$400M	12	44100	75000	115500	160310	190700	118320
\$400M - \$800M	3	-	134064	139000	139500	-	136043
\$800M - \$1B	2	-	-	80500	-	-	80500
\$1B - \$4B	4	139361	155278	167060	186725	216830	174943
\$4B or more	2	-	-	117553	-	-	117553
Assets							
Up to 1M	10	19320	22500	39600	61125	110166	58556
\$1M - \$4M	18	5738	8125	21000	31125	80720	33874
\$4M - \$8M	21	4400	12000	30000	50500	63000	31553
\$8M - \$12M	12	5076	11059	25375	41662	55485	31446
\$12M - \$20M	26	15500	24625	42100	73870	98895	50811
\$20M - \$40M	22	16113	28425	47232	51188	68831	45139
\$40M - \$60M	18	9936	30250	45736	77500	110002	54708
\$60M - \$100M	11	22000	29075	42000	48855	52596	45018
\$100M - \$200M	9	30200	50000	53000	90000	116128	68178
\$200M - \$500M	26	18842	35175	47125	85185	149452	68973
\$500M - \$1B	8	27930	31500	52500	90883	121012	64845
\$1B - \$3B	11	55000	78598	90000	119375	164121	105006
\$3B - \$10B	2	-	-	170000	-	-	170000
\$10B or more	2	-	-	117553	-	-	117553
FTE							
Up to 5	5	15000	30000	30000	75000	90000	48000
5 - 10	7	4800	6750	20000	47500	62960	30557
11 - 20	21	11169	24029	31500	44200	70000	38007
21 - 30	13	4080	5000	24000	52443	65150	31790
31 - 50	19	14945	28950	45000	65515	90000	49543
51 - 70	9	23200	25750	40000	50411	87409	49478
71 - 100	19	4480	14000	25000	50926	78133	36587
101 - 150	7	5075	7455	24000	69303	95024	40725
151 - 200	8	28500	60000	111828	122900	139300	93149
201 - 300	17	15849	24500	31000	44200	58928	38715
301 - 400	8	24430	28750	36170	51586	54817	39286
401 - 600	16	21250	32612	43557	63745	111430	53762
601 - 1000	20	26500	38925	50000	113520	173166	82349
1001 - 4000	22	21276	33900	52500	78638	107858	63981
4001 or more	7	114508	120590	128750	167060	179200	143293



5.14 NFP Results – Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
NFP: Charity	22	10500	33094	46803	78638	99500	55704
NFP: Community Housing	15	12400	19800	32045	56250	91626	43109
NFP: Disability	23	7557	29000	45000	61000	120836	57890
NFP: Education	18	17960	24250	47775	79300	123048	59626
NFP: Health	44	12745	24875	44088	63625	108912	54897
NFP: Aged Care	24	21459	28750	35350	50250	79900	47899
NFP: Professional/Industry	24	6450	24630	32500	61830	102453	47611
NFP: Sport & Recreation	2	-	-	95000	-	-	95000
NFP: Other	26	5380	17761	41603	85840	137604	57426
Type of Industry							
Agriculture, Forestry & Fishing	7	4760	17500	39506	57500	76048	38789
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	4	14100	30750	42100	57900	82560	46550
Electricity, Gas, Water, & Waste	2	-	-	53750	-	-	53750
Construction	2	-	-	36638	-	-	36638
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	7	20668	28500	31000	41350	94220	50267
Accommodation and Food	3	-	37250	52500	57750	-	45833
Transport, Postal & Warehousing	2	-	-	24000	-	-	24000
Information Media & Telecoms	2	-	-	5000	-	-	5000
Financial & Insurance	13	58434	90000	110160	136209	209400	119232
Rental, Hiring & Real Estate	6	6500	13275	23564	35257	78266	36110
Professional, Scientific & Technical	12	25290	44850	85000	121706	155554	86551
Administrative & Support	3	-	16200	30000	37088	-	25525
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	17	17280	22000	31000	40000	61000	35146
Health Care & Social Assistance	97	12695	25000	45000	62000	106744	51129
Arts & Recreation	2	-	-	50000	-	-	50000
Other Services	21	7000	15681	35000	60000	95000	47899



5.15 NFP Results - Deputy Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	112	6039	13178	25000	44055	73848	33789
Revenue							
Up to 1M	3	-	27500	50000	66438	-	45958
\$1M - \$5M	13	1810	5349	8000	13180	14800	10715
\$5M - \$10M	12	10028	11000	13850	23125	31390	17919
\$10M - \$20M	15	2840	7093	15000	19500	32400	17730
\$20M - \$40M	11	5000	13611	25000	48694	51970	31408
\$40M - \$80M	19	16634	26234	33150	44177	63488	36734
\$80M - \$120M	13	18920	21000	25000	33000	51400	30722
\$120M - \$160M	6	19000	22250	33000	42272	54015	35338
\$160M - \$240M	6	17500	25000	49504	76832	84074	50360
\$240M - \$400M	9	31600	40950	70000	105030	120000	73823
\$400M - \$800M	2	-	-	82250	-	-	82250
\$800M - \$1B	2	-	-	40000	-	-	40000
\$1B - \$4B	2	-	-	66950	-	-	66950
\$4B or more	2	-	-	66443	-	-	66443
Assets							
Up to 1M	6	13000	24250	38966	48483	66438	39468
\$1M - \$4M	10	3820	7000	11058	14250	25200	20252
\$4M - \$8M	9	3280	9920	11000	20000	28884	15577
\$8M - \$12M	7	4809	8800	15000	29355	56724	24604
\$12M - \$20M	15	7465	10590	22500	30692	45294	25135
\$20M - \$40M	13	9800	19000	28399	40000	67594	33312
\$40M - \$60M	8	5970	7388	25000	34106	54440	27054
\$60M - \$100M	10	12953	20150	25016	32775	36779	28249
\$100M - \$200M	5	25650	39750	40000	65000	83000	51200
\$200M - \$500M	16	15375	23550	36875	58625	88900	43951
\$500M - \$1B	6	19250	21500	28000	54000	68054	38435
\$1B - \$3B	5	42000	45000	57500	59009	103944	67082
\$3B - \$10B	-	-	-	-	-	-	-
\$10B or more	2	-	-	66443	-	-	66443
FTE							
Up to 5	2	-	-	29000	-	-	29000
5 - 10	2	-	-	8000	-	-	8000
11 - 20	9	8260	11115	14000	16250	20200	13872
21 - 30	10	1900	4138	6620	19875	30921	13240
31 - 50	10	11000	14188	32000	45532	52523	31430
51 - 70	6	11625	18454	27933	44312	64690	34749
71 - 100	8	7094	10730	17500	31165	35796	20474
101 - 150	5	4040	4100	6386	65000	72152	31281
151 - 200	5	36800	69500	74109	82773	90109	67276
201 - 300	8	7010	14680	21628	28238	47758	25490
301 - 400	2	-	-	19750	-	-	19750
401 - 600	11	17500	21578	25032	34950	43933	31480
601 - 1000	18	14976	25000	35500	80031	113121	54147
1001 - 4000	14	16500	25250	36000	40712	44409	32928
4001 or more	3	-	69720	70000	93500	-	85480



5.15 NFP Results – Deputy Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
NFP: Charity	9	4400	6000	27467	50000	57802	28984
NFP: Community Housing	6	10490	14510	21450	41929	57108	29682
NFP: Disability	15	5554	21250	39750	57220	77725	40897
NFP: Education	8	8700	14250	28500	53789	91272	39833
NFP: Health	28	9261	13792	26700	36483	67733	32529
NFP: Aged Care	17	15450	20000	25032	36750	47818	29336
NFP: Professional/Industry	11	4100	10500	15000	24378	30000	22348
NFP: Sport & Recreation	2	-	-	51500	-	-	51500
NFP: Other	16	6674	11086	30684	70000	78341	40936
Type of Industry							
Agriculture, Forestry & Fishing	4	5095	6962	11500	20952	31667	16415
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	48250	-	-	48250
Electricity, Gas, Water, & Waste	2	-	-	50000	-	-	50000
Construction	-	-	-	-	-	-	-
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	4	12656	14966	17625	47250	98100	44591
Accommodation and Food	2	-	-	11000	-	-	11000
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	-	-	-	-	-	-	-
Financial & Insurance	7	46320	61250	69500	81268	103224	73998
Rental, Hiring & Real Estate	4	14776	17170	21450	36827	59196	32547
Professional, Scientific & Technical	5	27000	30000	85375	92426	99988	67566
Administrative & Support	2	-	-	24700	-	-	24700
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	7	7600	13500	17000	31250	54768	26346
Health Care & Social Assistance	64	6643	14750	25000	40238	57806	29821
Arts & Recreation	2	-	-	8000	-	-	8000
Other Services	9	4400	5349	10000	40000	53608	26523



5.16 NFP Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	183	5000	11775	22000	33130	58519	26470
Revenue							
Up to 1M	5	4111	10000	13300	15000	55725	24272
\$1M - \$5M	19	1420	3925	7241	12445	16600	9224
\$5M - \$10M	23	5512	8880	12000	22700	30000	16143
\$10M - \$20M	24	2120	7086	15000	22750	37718	17358
\$20M - \$40M	21	5000	12000	22000	31384	35000	21977
\$40M - \$80M	35	14700	18850	25625	32075	46400	27469
\$80M - \$120M	18	14595	20150	22692	25024	40250	26109
\$120M - \$160M	9	7800	10592	19000	33110	52616	25309
\$160M - \$240M	7	15000	25000	39258	51336	69549	40829
\$240M - \$400M	12	24400	37712	52500	66752	102405	56556
\$400M - \$800M	4	33370	53425	67034	70875	73350	57267
\$800M - \$1B	2	-	-	44000	-	-	44000
\$1B - \$4B	4	66281	78314	86266	91657	99081	83705
\$4B or more	2	-	-	66443	-	-	66443
Assets							
Up to 1M	9	9000	10000	13300	22000	41175	22192
\$1M - \$4M	14	1220	3306	7000	14250	18775	12784
\$4M - \$8M	21	3000	6500	12000	25000	30000	15269
\$8M - \$12M	11	4000	5370	15450	26006	30900	18591
\$12M - \$20M	22	7820	10598	16678	24826	37120	20479
\$20M - \$40M	20	7356	16356	23544	25875	37358	23994
\$40M - \$60M	16	6361	13250	22142	27500	43000	23127
\$60M - \$100M	11	13170	17500	20600	25665	33150	23845
\$100M - \$200M	8	23425	29125	32604	52770	61056	40005
\$200M - \$500M	26	11476	15250	27812	50006	66376	35517
\$500M - \$1B	8	13965	18000	26500	46892	65130	33820
\$1B - \$3B	10	36658	40504	47500	57444	89183	53568
\$3B - \$10B	2	-	-	52500	-	-	52500
\$10B or more	2	-	-	66443	-	-	66443
FTE							
Up to 5	5	3311	8000	10000	15000	15000	9637
5 - 10	4	5100	8250	18812	28219	29288	17656
11 - 20	17	3600	6000	15000	23000	27268	15198
21 - 30	13	2300	3850	7241	19700	33546	13946
31 - 50	19	7572	11000	22000	27860	41048	22098
51 - 70	7	9420	12975	16480	29833	48919	25118
71 - 100	17	2240	9920	16500	25000	29010	18846
101 - 150	6	3538	4236	14623	45076	52000	23387
151 - 200	8	12550	29875	59206	67207	71150	48357
201 - 300	17	8489	15000	20000	22234	29100	21141
301 - 400	8	9400	11162	18000	25793	26378	18005
401 - 600	16	11221	17875	25641	31826	44250	27905
601 - 1000	18	13506	20500	26875	62086	89222	41820
1001 - 4000	21	13260	15000	28000	39339	55000	32470
4001 or more	7	47600	52822	58258	81125	86013	65384



5.16 NFP Results – Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
NFP: Charity	21	4000	6500	16875	31384	50000	23123
NFP: Community Housing	14	8727	11752	18000	25938	49058	23658
NFP: Disability	21	3000	15500	25000	35000	55644	28694
NFP: Education	12	8100	10350	28174	35250	60528	28606
NFP: Health	44	7805	12378	21500	26626	54156	26605
NFP: Aged Care	24	11392	15000	20000	29278	39200	25012
NFP: Professional/Industry	20	2918	11750	20925	27224	33799	21690
NFP: Sport & Recreation	2	-	-	75000	-	-	75000
NFP: Other	26	4600	8250	19838	49238	67715	30832
Type of Industry							
Agriculture, Forestry & Fishing	7	2384	5925	15000	34405	44486	21264
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	4	3600	4500	12500	29646	47009	21646
Electricity, Gas, Water, & Waste	2	-	-	10000	-	-	10000
Construction	2	-	-	41026	-	-	41026
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	7	11249	15625	19000	22142	55420	29337
Accommodation and Food	3	-	17000	23000	24625	-	20083
Transport, Postal & Warehousing	-	-	-	-	-	-	-
Information Media & Telecoms	2	-	-	3500	-	-	3500
Financial & Insurance	11	34208	51000	61506	67715	104030	62617
Rental, Hiring & Real Estate	5	6156	10890	11550	19500	47666	22277
Professional, Scientific & Technical	11	13100	22375	30000	49626	63253	36086
Administrative & Support	3	-	8700	15000	18544	-	13163
Public Administration & Safety	2	-	-	20000	-	-	20000
Education & Training	13	8200	10000	12000	25447	34200	18432
Health Care & Social Assistance	94	7385	13738	22000	31226	48500	24999
Arts & Recreation	-	-	-	-	-	-	-
Other Services	20	2900	5262	16500	28219	37200	21722



5.17 Government Results - Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	177	42692	62660	83853	113910	154878	92791
Revenue							
Up to 1M	6	62695	110042	130634	142842	157785	117038
\$1M - \$5M	19	33165	44285	64000	90930	125968	73271
\$5M - \$10M	7	24920	41316	62660	81987	137284	78022
\$10M - \$20M	19	38133	55565	79350	96840	126152	80680
\$20M - \$40M	20	41607	62660	77655	113910	132852	93673
\$40M - \$80M	23	45570	54130	67000	88306	100168	75908
\$80M - \$120M	9	50248	62000	66000	80000	107094	74129
\$120M - \$160M	7	49596	69530	80000	93942	132730	88849
\$160M - \$240M	16	54330	77820	90500	122460	122850	94026
\$240M - \$400M	13	51848	70758	96840	113910	140600	97198
\$400M - \$800M	9	77342	82000	88600	103000	114941	92541
\$800M - \$1B	6	40375	59026	83853	149116	176985	100404
\$1B - \$4B	20	83853	86213	113000	154598	188300	125811
\$4B or more	3	-	201020	203000	211790	-	207540
Assets							
Up to 1M	7	37386	60855	105390	122695	141880	88941
\$1M - \$4M	10	35400	52190	81987	110358	127900	84534
\$4M - \$8M	12	30942	49187	66930	92418	123919	76114
\$8M - \$12M	8	49500	61245	71188	94246	156418	90448
\$12M - \$20M	12	45570	46969	63050	74802	87437	65970
\$20M - \$40M	7	45596	63330	88290	96840	175234	101233
\$40M - \$60M	6	26100	34682	66740	92468	101420	64753
\$60M - \$100M	9	38200	62140	68500	80000	90598	68047
\$100M - \$200M	20	47792	65165	77010	110988	122538	83636
\$200M - \$500M	17	40000	54130	79760	96840	113064	75554
\$500M - \$1B	9	50950	72100	88600	170870	185600	112060
\$1B - \$3B	28	59639	81440	89145	125595	152443	100968
\$3B - \$10B	22	55277	82463	99920	151772	202112	118858
\$10B or more	6	93000	102000	138000	191250	211790	147597
FTE							
Up to 5	5	11240	20000	84214	113910	119964	69505
5 - 10	6	34000	46940	96835	120322	123730	84855
11 - 20	11	42230	45218	79760	90930	99700	77210
21 - 30	8	41936	58388	80000	105390	110730	79457
31 - 50	10	44079	58415	62660	85500	131903	82256
51 - 70	15	38692	61990	79715	100395	135001	82391
71 - 100	4	54428	65210	96830	122655	123006	91035
101 - 150	18	49891	62660	69050	79760	88290	69639
151 - 200	12	31500	47250	65500	94719	113910	71038
201 - 300	15	48652	66945	96840	111955	134184	96235
301 - 400	9	52418	79350	88600	158144	185600	109062
401 - 600	12	62486	74615	86000	135347	139727	96046
601 - 1000	12	46475	53938	85500	103245	133746	94647
1001 - 4000	25	63529	82000	113910	170870	201472	127788
4001 or more	11	83853	83853	88290	132350	154000	112296



5.17 Government Results – Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Government - Large	84	51764	79658	90000	140000	186400	108849
Government - Medium	79	37600	55716	71200	93500	122460	77562
Government - Small	14	23600	45000	90527	120322	124700	82377
Type of Industry							
Agriculture, Forestry & Fishing	13	54704	60980	63440	79760	106432	78513
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	170870	-	-	170870
Electricity, Gas, Water, & Waste	23	43934	65500	87000	137500	180800	99985
Construction	4	59648	78260	129735	186448	214487	134972
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	3	-	51600	71200	75480	-	60987
Accommodation and Food	2	-	-	75930	-	-	75930
Transport, Postal & Warehousing	8	62742	74426	100000	155218	176009	114030
Information Media & Telecoms	6	81850	103252	118575	123810	153550	117992
Financial & Insurance	14	80840	91710	111955	120322	199712	122256
Rental, Hiring & Real Estate	2	-	-	82353	-	-	82353
Professional, Scientific & Technical	9	36533	47435	73150	88322	130826	77684
Administrative & Support	9	59600	79760	105390	122460	141346	104834
Public Administration & Safety	25	39828	62660	88290	122460	156486	97187
Education & Training	5	63529	70758	76400	99700	108226	83896
Health Care & Social Assistance	20	46569	71800	83853	83943	91600	78195
Arts & Recreation	8	43899	45570	58395	107130	138600	77846
Other Services	24	31000	45428	73925	102098	120406	73363



5.18 Government Results - Deputy Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	97	22790	39880	47000	77500	96000	59361
Revenue							
Up to 1M	4	19035	41587	69778	88830	94932	60639
\$1M - \$5M	8	16823	40272	48121	60172	68361	46760
\$5M - \$10M	2	-	-	41000	-	-	41000
\$10M - \$20M	9	19600	32370	39880	68235	88600	51276
\$20M - \$40M	10	19900	39027	55650	77381	100896	71037
\$40M - \$80M	13	23852	32000	40600	45000	87164	52714
\$80M - \$120M	5	39464	40700	60000	61517	72037	55981
\$120M - \$160M	5	21240	30600	40000	47000	54800	38520
\$160M - \$240M	9	40800	47000	60000	91850	91850	66602
\$240M - \$400M	7	15816	39300	72630	80572	107097	65157
\$400M - \$800M	6	43100	46030	46559	65000	74000	54553
\$800M - \$1B	6	25188	30561	46118	79322	109270	60192
\$1B - \$4B	13	46118	46118	50000	81000	113200	70439
\$4B or more	2	-	-	111080	-	-	111080
Assets							
Up to 1M	4	14090	30875	43721	56682	73673	43836
\$1M - \$4M	4	28446	48615	68422	81269	88908	61461
\$4M - \$8M	5	18352	39880	41000	85440	93576	53864
\$8M - \$12M	2	-	-	42107	-	-	42107
\$12M - \$20M	6	21895	24118	33050	44750	66220	40388
\$20M - \$40M	5	35702	40700	47000	79050	175620	87824
\$40M - \$60M	3	-	43118	68235	74618	-	55745
\$60M - \$100M	5	19400	20000	35000	60000	60000	38800
\$100M - \$200M	9	34912	45000	61517	85000	91850	60573
\$200M - \$500M	11	36000	40500	46000	66315	77500	50166
\$500M - \$1B	7	31780	47935	60000	97425	113060	72035
\$1B - \$3B	18	33526	46104	46559	71734	83117	57533
\$3B - \$10B	15	24160	41300	50000	77035	128182	67647
\$10B or more	2	-	-	77500	-	-	77500
FTE							
Up to 5	2	-	-	50950	-	-	50950
5 - 10	3	-	73335	85440	89720	-	80223
11 - 20	5	10800	21000	42107	59820	90576	47601
21 - 30	2	-	-	35016	-	-	35016
31 - 50	-	-	-	-	-	-	-
51 - 70	8	28059	34342	40440	78125	81500	51094
71 - 100	2	-	-	91850	-	-	91850
101 - 150	11	28100	37025	40700	53410	60000	43601
151 - 200	5	19400	20000	32000	47000	48200	33400
201 - 300	8	35500	40450	42000	64628	82890	52540
301 - 400	7	36776	53050	60000	72618	87400	62446
401 - 600	9	29200	34180	54116	60000	66214	50113
601 - 1000	12	26438	40500	47000	73399	90236	64725
1001 - 4000	17	43680	46118	85440	115000	132729	87439
4001 or more	7	46118	46118	46118	61572	78615	55516



5.18 Government Results - Deputy Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Government - Large	60	30078	44500	54558	79538	106900	66004
Government - Medium	33	20000	32000	41000	59820	84000	46688
Government - Small	4	20399	46648	77615	95250	97500	64282
Type of Industry							
Agriculture, Forestry & Fishing	5	40771	42107	60000	61517	71107	56201
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	128150	-	-	128150
Electricity, Gas, Water, & Waste	14	27362	37538	48000	67000	82212	51502
Construction	2	-	-	136590	-	-	136590
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	2	-	-	60000	-	-	60000
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	5	37000	40000	80000	103000	118096	77232
Information Media & Telecoms	4	54122	74255	87915	92542	96417	78882
Financial & Insurance	5	60800	77000	91850	111080	113432	88986
Rental, Hiring & Real Estate	2	-	-	25000	-	-	25000
Professional, Scientific & Technical	6	24550	30575	39500	68052	85535	49862
Administrative & Support	3	-	41621	47242	54236	-	48157
Public Administration & Safety	13	25000	45000	54116	91850	130036	73474
Education & Training	2	-	-	62820	-	-	62820
Health Care & Social Assistance	12	33233	44750	46118	46118	46118	44850
Arts & Recreation	8	21953	31332	43800	63158	76341	47775
Other Services	15	18400	21395	47000	59910	74724	45215



5.19 Government Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	181	21000	30750	43260	60000	77070	49728
Revenue							
Up to 1M	6	17839	35634	54750	69762	78895	50495
\$1M - \$5M	19	17207	23895	37500	40994	52094	34905
\$5M - \$10M	7	13902	19535	27052	41428	71192	39651
\$10M - \$20M	19	18400	26785	35600	52195	71588	40851
\$20M - \$40M	21	21630	28000	42107	57000	65251	51205
\$40M - \$80M	23	21358	26760	36050	44135	85800	47887
\$80M - \$120M	10	26400	38682	43850	55692	57300	43954
\$120M - \$160M	7	18683	29470	40000	44130	51000	36743
\$160M - \$240M	16	30000	35542	40940	61230	61425	46226
\$240M - \$400M	13	25280	35379	45570	52000	72080	49491
\$400M - \$800M	10	38280	43750	49559	59625	67718	50517
\$800M - \$1B	6	22688	30561	46118	56747	69995	46267
\$1B - \$4B	20	43735	46118	52810	77802	101660	78995
\$4B or more	4	74398	77845	89660	102245	107078	90430
Assets							
Up to 1M	7	22160	37600	47430	56250	67940	44340
\$1M - \$4M	10	18100	28720	40994	55172	78722	45366
\$4M - \$8M	12	5704	22798	36095	46890	61924	36970
\$8M - \$12M	9	21800	25070	32000	42107	75165	42928
\$12M - \$20M	13	21358	22790	33891	40750	54430	35281
\$20M - \$40M	7	25022	33420	40700	48425	119620	62627
\$40M - \$60M	6	12878	17084	28035	43565	58328	33080
\$60M - \$100M	10	19900	31062	37690	50030	57300	39025
\$100M - \$200M	20	25563	34352	39345	53887	62806	44449
\$200M - \$500M	17	18780	26500	35379	46000	50252	34405
\$500M - \$1B	9	26675	36050	57000	61230	81160	52582
\$1B - \$3B	28	29121	39285	46118	57590	74470	54717
\$3B - \$10B	22	23942	42395	56750	75890	116645	77124
\$10B or more	7	49600	52810	66000	75930	91976	68969
FTE							
Up to 5	5	7340	14000	42107	56960	59984	35593
5 - 10	6	20500	26470	48440	60172	77615	48852
11 - 20	11	21000	23315	39880	45958	52000	38560
21 - 30	8	18964	24500	41215	49375	56872	38008
31 - 50	10	21033	31498	35735	43150	66589	42146
51 - 70	15	18853	29526	36590	53826	74100	42229
71 - 100	4	25380	31950	48415	61328	61503	44862
101 - 150	19	24800	31235	38640	44150	53151	38730
151 - 200	12	19100	24500	34180	47262	56933	37047
201 - 300	16	26760	29268	45060	60682	75880	49094
301 - 400	10	26642	38095	55000	59250	70112	50948
401 - 600	13	23774	30000	38810	45000	66882	52957
601 - 1000	12	24138	31844	46710	63948	205210	86789
1001 - 4000	25	35587	45570	55620	79700	109960	63491
4001 or more	11	40000	45134	46118	59109	72350	51383



5.19 Government Results - Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Government - Large	87	26050	36700	46118	67794	86064	59510
Government - Medium	80	19900	26875	37250	50217	61278	40000
Government - Small	14	15500	26470	44290	60162	69245	44528
Type of Industry							
Agriculture, Forestry & Fishing	13	28056	34470	38480	39880	52143	38965
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	79700	-	-	79700
Electricity, Gas, Water, & Waste	23	22379	31525	45000	67500	72080	48864
Construction	4	31800	48000	71220	93242	107287	70022
Wholesale Trade	-	-	-	-	-	-	-
Retail Trade	3	-	27946	33891	36886	-	31924
Accommodation and Food	2	-	-	32940	-	-	32940
Transport, Postal & Warehousing	9	31750	40000	53000	80000	85752	57021
Information Media & Telecoms	6	43135	46630	55050	61288	61810	53332
Financial & Insurance	15	44490	46500	56960	89660	106180	87995
Rental, Hiring & Real Estate	2	-	-	43676	-	-	43676
Professional, Scientific & Technical	9	16245	21000	28000	44120	80456	39956
Administrative & Support	9	32800	39880	47430	61230	81748	53939
Public Administration & Safety	26	20895	26635	42450	54110	69128	48965
Education & Training	5	37307	40200	43260	52000	55000	45568
Health Care & Social Assistance	21	21000	29000	37000	46118	46118	37308
Arts & Recreation	8	21953	25962	32235	57565	127870	61950
Other Services	24	16515	25572	37070	53765	64048	38425



5.20 Super Fund Results - Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	51	51078	88600	115286	154394	185180	122106
Revenue							
Up to 1M	-	-	-	-	-	-	-
\$1M - \$5M	8	24431	44818	86575	107375	114913	76055
\$5M - \$10M	2	-	-	25000	-	-	25000
\$10M - \$20M	11	80000	87543	100345	116299	120000	102783
\$20M - \$40M	11	100000	108250	150880	167084	175795	140501
\$40M - \$80M	11	84050	131115	137330	174693	186382	145751
\$80M - \$120M	4	160060	166450	189824	217239	230905	193866
\$120M - \$160M	-	-	-	-	-	-	-
\$160M - \$240M	2	-	-	165389	-	-	165389
\$240M - \$400M	2	-	-	110000	-	-	110000
\$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	2	-	-	51078	-	-	51078
\$60M - \$100M	2	-	-	209647	-	-	209647
\$100M - \$200M	-	-	-	-	-	-	-
\$200M - \$500M	2	-	-	103189	-	-	103189
\$500M - \$1B	5	19592	29270	50000	80000	102387	57944
\$1B - \$3B	8	25000	66250	86662	100780	104461	76969
\$3B - \$10B	9	91554	106500	115286	140000	155159	121129
\$10B or more	24	103000	124790	151934	172346	210459	153805
FTE							
Up to 5	5	39884	80000	80000	93150	103260	75258
5 - 10	2	-	-	67885	-	-	67885
11 - 20	3	-	65000	80000	80086	-	70058
21 - 30	6	25000	43750	100172	101652	114232	79802
31 - 50	6	105943	116464	124125	144562	162898	130988
51 - 70	5	59194	71368	94913	117312	129323	94400
71 - 100	6	114513	119460	143494	177132	185781	147929
101 - 150	5	136388	140000	145752	165392	191945	158954
151 - 200	-	-	-	-	-	-	-
201 - 300	9	81915	150880	168775	170000	194119	156146
301 - 400	2	-	-	240015	-	-	240015
401 - 600	2	-	-	220778	-	-	220778
601 - 1000	2	-	-	110000	-	-	110000
1001 - 4000	-	-	-	-	-	-	-
4001 or more	-	-	-	-	-	-	-



5.21 Super Results - Deputy Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	18	20700	41672	84295	113862	144492	82779
Revenue							
Up to 1M	-	-	-	-	-	-	-
\$1M - \$5M	2	-	-	20782	-	-	20782
\$5M - \$10M	2	-	-	20500	-	-	20500
\$10M - \$20M	2	-	-	46932	-	-	46932
\$20M - \$40M	7	59127	76084	88300	118807	129429	93994
\$40M - \$80M	3	-	78002	109314	109657	-	88668
\$80M - \$120M	3	-	132632	155264	163284	-	145522
\$120M - \$160M	-	-	-	-	-	-	-
\$160M - \$240M	-	-	-	-	-	-	-
\$240M - \$400M	-	-	-	-	-	-	-
\$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	2	-	-	171303	-	-	171303
\$100M - \$200M	-	-	-	-	-	-	-
\$200M - \$500M	-	-	-	-	-	-	-
\$500M - \$1B	3	-	20782	25000	32500	-	27188
\$1B - \$3B	3	-	20500	21000	46439	-	37626
\$3B - \$10B	2	-	-	46932	-	-	46932
\$10B or more	10	76930	93554	110000	120636	141414	107735
FTE							
Up to 5	2	-	-	40000	-	-	40000
5 - 10	2	-	-	16564	-	-	16564
11 - 20	2	-	-	25000	-	-	25000
21 - 30	3	-	20500	21000	46439	-	37626
31 - 50	-	-	-	-	-	-	-
51 - 70	2	-	-	46932	-	-	46932
71 - 100	3	-	101378	122465	131170	-	114210
101 - 150	4	65477	93658	112232	129188	154457	110614
151 - 200	-	-	-	-	-	-	-
201 - 300	3	-	99150	110000	110000	-	102767
301 - 400	2	-	-	155264	-	-	155264
401 - 600	-	-	-	-	-	-	-
601 - 1000	-	-	-	-	-	-	-
1001 - 4000	-	-	-	-	-	-	-
4001 or more	-	-	-	-	-	-	-



5.22 Super Fund Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	47	36841	46811	63050	77320	87352	60841
Revenue							
Up to 1M	-	-	-	-	-	-	-
\$1M - \$5M	6	7380	10711	35782	55750	65125	36096
\$5M - \$10M	-	-	-	-	-	-	-
\$10M - \$20M	11	44551	45863	53785	61528	80000	55853
\$20M - \$40M	11	40880	55109	70000	80761	87421	66993
\$40M - \$80M	11	42025	51845	63050	74202	78830	61710
\$80M - \$120M	4	70042	75801	83250	91103	97589	83654
\$120M - \$160M	-	-	-	-	-	-	-
\$160M - \$240M	2	-	-	81708	-	-	81708
\$240M - \$400M	2	-	-	76111	-	-	76111
\$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	2	-	-	34052	-	-	34052
\$60M - \$100M	2	-	-	66203	-	-	66203
\$100M - \$200M	-	-	-	-	-	-	-
\$200M - \$500M	2	-	-	55500	-	-	55500
\$500M - \$1B	5	7104	8760	16564	40000	51193	25996
\$1B - \$3B	4	35742	41561	47398	50524	51465	44688
\$3B - \$10B	9	45722	53785	64400	74250	80000	63062
\$10B or more	24	49783	62342	75819	84070	87500	72220
FTE							
Up to 5	3	-	24380	40000	47500	-	34587
5 - 10	2	-	-	45407	-	-	45407
11 - 20	3	-	18932	31863	38328	-	27552
21 - 30	4	50629	51570	54046	58250	62300	55774
31 - 50	6	47332	56101	63725	68600	75000	62019
51 - 70	5	38252	44551	46932	58058	58416	48450
71 - 100	6	57154	58034	69523	81952	85206	70628
101 - 150	5	54495	66203	72876	78530	79412	68860
151 - 200	-	-	-	-	-	-	-
201 - 300	9	41360	63200	75527	87500	87777	70593
301 - 400	2	-	-	101913	-	-	101913
401 - 600	2	-	-	87306	-	-	87306
601 - 1000	2	-	-	76111	-	-	76111
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 **45%** of Boards (417 out of 922) 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 Results
NFP Results
Government Results
Super Fund Results



6.1 Combined - Audit Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	360	4000	6215	12535	24790	40140	20146
Revenue							
Up to 1M	16	4500	6600	15000	34000	63500	26150
\$1M - \$5M	17	2628	3500	7000	17000	24600	11688
\$5M - \$10M	18	3181	3640	10000	15000	16500	9398
\$10M - \$20M	41	4000	5100	6918	17000	31730	14527
\$20M - \$40M	39	3466	5480	11322	21666	34271	17488
\$40M - \$80M	33	3346	6141	10000	14860	22446	12695
\$80M - \$120M	35	5000	5375	10000	15572	20000	12047
\$120M - \$160M	18	2604	6700	10000	17046	25000	12308
\$160M - \$240M	25	7900	10000	16000	19000	26677	16678
\$240M - \$400M	35	5000	8250	12604	26000	31300	19359
\$400M - \$800M	21	6000	12000	17400	32597	40000	22885
\$800M - \$1B	7	5120	7575	10610	15600	19900	12434
\$1B - \$4B	37	6600	16500	31365	48300	56072	34139
\$4B or more	17	16634	25000	55000	65000	72200	70068
Assets							
Up to 1M	13	2456	5400	15000	20000	31600	18596
\$1M - \$4M	8	9200	15125	21198	30000	31500	21237
\$4M - \$8M	10	4750	5250	7940	13875	24891	13376
\$8M - \$12M	7	3054	3795	9800	10500	16600	9484
\$12M - \$20M	19	4080	5562	10112	29316	69400	23623
\$20M - \$40M	11	4000	9950	11050	16600	22000	12610
\$40M - \$60M	14	3600	5125	8830	17750	25164	12383
\$60M - \$100M	19	3140	3750	10000	15000	45000	17413
\$100M - \$200M	29	5120	7500	12823	17500	28000	19746
\$200M - \$500M	55	4358	5375	10614	17000	28200	14889
\$500M - \$1B	41	3600	5525	10950	22000	31500	16624
\$1B - \$3B	53	4124	9000	12600	21120	35000	16784
\$3B - \$10B	36	5550	10938	25000	40350	58000	38150
\$10B or more	39	6743	10457	23559	49862	59004	29347
FTE							
Up to 5	12	2223	3900	7700	16500	38100	16085
5 - 10	8	5950	9250	15500	19931	30000	16009
11 - 20	18	2946	3725	5820	10750	35100	11096
21 - 30	18	4661	6719	10250	17000	31610	15079
31 - 50	33	4100	5100	9800	15000	20886	12671
51 - 70	21	5751	7845	13156	20000	31730	19603
71 - 100	22	4100	5525	10083	17878	32708	18040
101 - 150	26	4078	6231	10056	14103	24280	11898
151 - 200	16	4250	10204	14315	21220	30750	17677
201 - 300	38	4400	10000	14172	18975	25070	14993
301 - 400	15	6000	8500	10610	26692	60800	23672
401 - 600	20	4024	5000	13280	23168	26774	14412
601 - 1000	33	4248	5250	17000	25000	36600	19839
1001 - 4000	46	4100	10088	18250	28916	45050	21107
4001 or more	33	10300	16500	41400	61000	70800	54324



6.1 Combined - Audit Committee Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	48	19250	25000	38736	55000	62900	47649
Large - listed	24	10000	15098	21500	25625	34100	22462
Large - public unlisted	20	5000	6250	10305	19296	33179	16753
Large - private	11	7500	10175	12000	15750	21879	19047
Medium - listed	25	5200	10000	15000	20000	30900	18286
Medium - public unlisted	53	3264	5500	10000	14800	31046	14805
Medium - private	11	5000	12990	15000	21198	32597	18627
Small - listed	5	12400	16000	30000	30000	36000	25200
Small - public unlisted	3	-	2250	3500	4250	-	3167
Small - private	4	5880	6600	11000	30000	57000	25600
NFP: Charity	8	8898	10724	11901	19969	39272	18750
NFP: Community Housing	5	2040	2100	5000	5175	11272	5922
NFP: Disability	10	1881	2688	4550	9500	12400	6968
NFP: Education	4	3873	5048	22430	55628	85269	38245
NFP: Health	12	4050	4875	8000	15202	24198	11387
NFP: Aged Care	14	2754	3472	5125	11875	16450	9097
Professional/Industry	8	5700	6000	9850	13996	19847	11404
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	9	3800	4200	16575	21000	23092	14682
Government - Large	30	3544	6000	10150	16500	17145	15258
Government - Medium	22	3215	5563	10000	11750	20990	15065
Government - Small	2	-	-	2070	-	-	2070
Superfunds	33	5832	7661	12570	21900	31000	15642
Type of Industry							
Agriculture, Forestry & Fishing	10	5800	8094	10556	15056	19300	13411
Mining - Junior	15	12000	17725	25000	26000	41000	24197
Mining	3	-	10000	10000	10500	-	10333
Manufacturing	12	7750	12357	17750	26000	44510	55299
Electricity, Gas, Water, & Waste	21	2718	3300	5150	10300	25000	12866
Construction	11	5000	5000	5500	20885	28665	14510
Wholesale Trade	3	-	7500	10000	12500	-	10000
Retail Trade	6	5000	8125	12500	16875	21367	12956
Accommodation and Food	2	-	-	25375	-	-	25375
Transport, Postal & Warehousing	8	5925	9000	28250	43125	57810	30994
Information Media & Telecoms	9	10900	15000	23000	33000	73000	32500
Financial & Insurance	77	5570	10000	17000	30000	53200	23685
Rental, Hiring & Real Estate	6	6422	9884	17224	28237	32442	18696
Professional, Scientific & Technical	22	5410	7725	12552	16500	29563	19512
Administrative & Support	2	-	-	20938	-	-	20938
Public Administration & Safety	9	2125	7000	12000	16800	17887	11540
Education & Training	6	5562	6872	12657	26175	35000	17740
Health Care & Social Assistance	46	2449	4275	8525	15252	26378	12753
Arts & Recreation	4	12100	15250	23500	40000	58000	31750
Other Services	25	3454	6500	17000	37472	56608	27600
Super Fund	30	5622	8246	12957	23144	32820	17258
Mutual ADI	32	2950	4327	7760	13150	28733	10573



6.2 Combined - Audit Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	220	2500	5000	8923	16892	31038	14342
Revenue							
Up to 1M	10	2500	3258	8500	11750	26000	15268
\$1M - \$5M	12	1982	2052	4500	8190	9876	6734
\$5M - \$10M	8	2595	3000	7500	12000	18900	9581
\$10M - \$20M	17	1600	3120	5307	20758	26944	10633
\$20M - \$40M	23	2275	5028	10000	17100	34600	16795
\$40M - \$80M	17	2500	4940	5807	8390	9852	6761
\$80M - \$120M	18	2700	5000	8188	10000	10686	7562
\$120M - \$160M	8	3688	5000	8350	11562	25274	13270
\$160M - \$240M	22	5000	5119	8450	10000	17513	10032
\$240M - \$400M	16	2706	4800	10175	20500	35050	18712
\$400M - \$800M	17	4000	6800	10000	13200	16413	10092
\$800M - \$1B	4	3705	4538	5152	6041	7367	5426
\$1B - \$4B	31	4000	9125	15684	25200	35875	20195
\$4B or more	17	13602	23100	31000	35150	43200	34201
Assets							
Up to 1M	8	2049	2392	7500	12750	34500	16071
\$1M - \$4M	7	7034	12945	20000	26812	28800	19216
\$4M - \$8M	7	2000	2250	2500	4470	6964	3991
\$8M - \$12M	4	3400	4750	6750	8500	9400	6500
\$12M - \$20M	10	4700	5166	11592	29788	37554	20866
\$20M - \$40M	6	3814	4962	5238	7549	9020	6024
\$40M - \$60M	8	1830	4375	6554	13919	28472	11444
\$60M - \$100M	10	1090	2488	6750	10750	36127	13672
\$100M - \$200M	16	2912	5000	8058	11375	34000	13146
\$200M - \$500M	31	2500	5000	6800	10046	15000	11229
\$500M - \$1B	24	3071	5229	9380	11875	15850	9659
\$1B - \$3B	36	2706	4665	8887	12970	42129	17069
\$3B - \$10B	27	4900	9614	16856	24550	35350	19025
\$10B or more	23	5675	9890	19400	25250	33768	18774
FTE							
Up to 5	4	2021	2052	3535	5940	7632	4458
5 - 10	4	2870	5525	9000	15750	24300	12275
11 - 20	9	1914	2500	2678	11000	23800	8820
21 - 30	11	3000	3312	5000	8000	20758	8426
31 - 50	14	3669	6222	9200	14000	25000	15483
51 - 70	17	4259	5307	9800	13184	26944	14452
71 - 100	12	2300	5000	7600	10000	18460	13352
101 - 150	20	1950	5000	5581	9478	12852	7204
151 - 200	11	5475	7721	10000	24000	55080	19772
201 - 300	18	4250	5000	8138	14250	16944	10336
301 - 400	7	3800	5152	5400	11038	17245	9254
401 - 600	14	2500	2538	6740	11500	14440	8572
601 - 1000	17	2639	3045	8500	15000	28800	15672
1001 - 4000	33	4360	6520	10000	17000	24480	15852
4001 or more	28	9400	19375	25838	35038	42900	27271



6.2 Combined - Audit Committee Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	39	10000	14600	22000	30950	36100	25654
Large - listed	16	3825	7430	11750	15125	18500	11921
Large - public unlisted	7	2336	3750	5000	6052	10354	6054
Large - private	5	5192	5481	6800	10000	10210	7526
Medium - listed	17	4071	7725	10000	12500	39000	16600
Medium - public unlisted	23	2040	3179	6700	11750	26738	12071
Medium - private	11	2000	5108	10000	15511	25625	11545
Small - listed	2	-	-	20500	-	-	20500
Small - public unlisted	2	-	-	3050	-	-	3050
Small - private	2	-	-	7000	-	-	7000
NFP: Charity	5	7272	8400	31384	39258	54293	29976
NFP: Community Housing	2	-	-	9480	-	-	9480
NFP: Disability	2	-	-	1384	-	-	1384
NFP: Education	4	11650	25375	34000	52508	84021	43882
NFP: Health	6	3575	4369	5641	10722	33720	14312
NFP: Aged Care	4	1180	1450	2181	3322	4329	2590
Professional/Industry	4	2885	4212	7018	13064	20226	10259
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	5	2200	2500	4200	10500	12110	6477
Government - Large	28	2850	4750	6750	8500	14703	9649
Government - Medium	19	2915	4970	5055	7250	10000	9504
Government - Small	2	-	-	2070	-	-	2070
Superfunds	17	4200	5307	8500	13133	19918	10200
Type of Industry							
Agriculture, Forestry & Fishing	7	3764	4998	5500	7978	8344	5993
Mining - Junior	11	10000	10000	15000	25500	45000	28566
Mining	3	-	3839	5000	8000	-	6226
Manufacturing	6	6625	8688	10750	11875	17550	11642
Electricity, Gas, Water, & Waste	15	1818	2788	5000	8000	23600	9197
Construction	10	2450	2781	5000	10366	17700	9704
Wholesale Trade	2	-	-	7500	-	-	7500
Retail Trade	3	-	7500	10000	10500	-	8667
Accommodation and Food	2	-	-	10075	-	-	10075
Transport, Postal & Warehousing	8	4700	5563	14125	20775	38700	20588
Information Media & Telecoms	7	8000	12750	22000	47500	68000	32500
Financial & Insurance	45	5000	5807	10000	15684	30960	14431
Rental, Hiring & Real Estate	5	5634	9229	11000	13000	20200	12293
Professional, Scientific & Technical	14	3235	5125	9125	22500	28688	18311
Administrative & Support	2	-	-	18938	-	-	18938
Public Administration & Safety	7	1451	3500	5400	7200	8440	5132
Education & Training	3	-	7654	10000	22500	-	16769
Health Care & Social Assistance	21	1600	3150	5000	25675	37000	14284
Arts & Recreation	3	-	6750	8500	14250	-	11167
Other Services	16	2875	7625	16011	25960	34000	17864
Super Fund	17	4265	6377	8760	14600	20720	11382
Mutual ADI	12	1982	2068	4391	9706	14420	7546



6.3 Combined - Finance Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	93	2679	5000	10000	15000	30000	13274
Revenue							
Up to 1M	5	4000	7000	25000	30000	30000	18800
\$1M - \$5M	4	3900	5250	6000	9750	16500	9000
\$5M - \$10M	6	2700	6000	13500	15000	15788	10662
\$10M - \$20M	12	1100	3500	8000	15000	24563	11397
\$20M - \$40M	8	2368	4375	5250	14719	34912	12242
\$40M - \$80M	12	5012	5219	7127	10044	21551	9639
\$80M - \$120M	10	4834	5000	5625	9188	12700	9334
\$120M - \$160M	6	4074	6250	9250	15250	18000	10441
\$160M - \$240M	3	-	7500	12000	12578	-	9385
\$240M - \$400M	9	6170	10614	11000	27500	39971	20997
\$400M - \$800M	7	8000	10000	10865	20700	31840	16752
\$800M - \$1B	2	-	-	7880	-	-	7880
\$1B - \$4B	8	3365	5401	10650	25469	48220	21076
\$4B or more	2	-	-	15336	-	-	15336
Assets							
Up to 1M	7	4400	7612	12875	15000	21000	12871
\$1M - \$4M	7	5800	8500	12000	20312	27375	15018
\$4M - \$8M	5	1640	2000	5000	6000	17400	7880
\$8M - \$12M	2	-	-	3000	-	-	3000
\$12M - \$20M	4	2192	2390	5000	14344	26663	11734
\$20M - \$40M	7	4675	5312	6311	12500	19223	9785
\$40M - \$60M	6	2634	5000	8000	29000	56012	22215
\$60M - \$100M	7	2404	3670	5000	7500	22000	9763
\$100M - \$200M	2	-	-	10153	-	-	10153
\$200M - \$500M	19	5000	7625	10500	17788	37600	17174
\$500M - \$1B	10	4725	8009	10738	14375	22550	12207
\$1B - \$3B	5	3020	5150	5500	10300	11320	6910
\$3B - \$10B	5	4200	6000	21000	26400	32085	18455
\$10B or more	7	3285	5180	6754	13168	21602	11036
FTE							
Up to 5	2	-	-	21000	-	-	21000
5 - 10	4	9400	13000	15788	19931	25973	17144
11 - 20	4	3200	5000	9000	19000	31600	15000
21 - 30	3	-	9000	12000	18500	-	14333
31 - 50	6	1700	2500	7250	12281	13938	7629
51 - 70	4	6771	7462	10500	16273	21884	13234
71 - 100	7	2800	4500	5000	7750	12000	6500
101 - 150	2	-	-	2634	-	-	2634
151 - 200	4	5620	11650	20500	28250	32300	19400
201 - 300	13	3500	6754	10000	10000	16667	10062
301 - 400	5	3550	5125	6000	7500	9366	6347
401 - 600	6	4170	5062	7238	19224	28716	13374
601 - 1000	12	3200	5000	12552	24250	36400	19251
1001 - 4000	15	3031	5000	8500	13000	29000	12309
4001 or more	7	5660	8150	11000	23438	52335	22336



6.3 Combined - Finance Committee Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	4	18420	23550	31138	36906	38762	29319
Large - listed	5	14400	21000	22000	27500	29000	22100
Large - public unlisted	5	5200	5500	7500	10000	10366	7722
Large - private	2	-	-	10000	-	-	10000
Medium - listed	3	-	3000	4000	9500	-	7000
Medium - public unlisted	4	5854	7134	8922	17500	31000	15711
Medium - private	5	6462	13156	15000	25000	25375	16156
Small - listed	2	-	-	30000	-	-	30000
Small - public unlisted	-	-	-	-	-	-	-
Small - private	2	-	-	7000	-	-	7000
NFP: Charity	7	3635	5562	10300	12932	22950	11938
NFP: Community Housing	3	-	10418	15336	20668	-	15612
NFP: Disability	5	985	2060	2250	11000	11000	5316
NFP: Education	5	10800	15000	17000	35000	59514	30171
NFP: Health	12	4100	5000	5325	7040	11723	6547
NFP: Aged Care	11	2648	4170	5250	10500	19000	9499
Professional/Industry	2	-	-	9302	-	-	9302
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	4	5250	8625	13538	18070	20762	13158
Government - Large	10	2980	3954	6575	10460	17602	13620
Government - Medium	2	-	-	6800	-	-	6800
Government - Small	-	-	-	-	-	-	-
Superfunds	3	-	6754	6754	18877	-	14836
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	10500	-	-	10500
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	22000	-	-	22000
Electricity, Gas, Water, & Waste	6	2202	2854	3302	4651	8000	4502
Construction	2	-	-	2000	-	-	2000
Wholesale Trade	2	-	-	12500	-	-	12500
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	2	-	-	8000	-	-	8000
Information Media & Telecoms	2	-	-	15000	-	-	15000
Financial & Insurance	13	7403	10000	13156	26400	38200	19071
Rental, Hiring & Real Estate	2	-	-	7845	-	-	7845
Professional, Scientific & Technical	6	4500	8401	13802	22969	50741	23014
Administrative & Support	3	-	6156	6311	21093	-	16062
Public Administration & Safety	2	-	-	12000	-	-	12000
Education & Training	8	5500	7375	12807	20250	31500	15827
Health Care & Social Assistance	39	2450	5000	6000	12250	23246	11309
Arts & Recreation	2	-	-	30000	-	-	30000
Other Services	6	2200	3250	5000	13931	22038	9746
Super Fund	2	-	-	6754	-	-	6754
Mutual ADI	-	-	-	-	-	-	-



6.4 Combined - Finance Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	59	1682	2782	5500	12350	30200	11314
Revenue							
Up to 1M	5	3000	4500	18000	20000	56000	24900
\$1M - \$5M	3	-	3250	4000	7000	-	5500
\$5M - \$10M	2	-	-	8200	-	-	8200
\$10M - \$20M	10	927	1776	2500	9123	26162	8429
\$20M - \$40M	4	2550	4125	18192	32288	33915	18221
\$40M - \$80M	5	1590	2100	2563	3238	4063	2753
\$80M - \$120M	5	1760	2000	5000	5000	8000	4720
\$120M - \$160M	3	-	5250	5500	7135	-	6423
\$160M - \$240M	5	4200	6000	6000	30000	33000	16000
\$240M - \$400M	2	-	-	6854	-	-	6854
\$400M - \$800M	6	4150	5800	6160	9130	11600	7303
\$800M - \$1B	2	-	-	4228	-	-	4228
\$1B - \$4B	6	7750	13110	18581	24062	32996	23776
\$4B or more	2	-	-	7666	-	-	7666
Assets							
Up to 1M	6	2000	2653	7006	13600	27500	18836
\$1M - \$4M	3	-	11500	20000	22812	-	16208
\$4M - \$8M	6	1700	2000	3000	8500	14000	6233
\$8M - \$12M	2	-	-	2500	-	-	2500
\$12M - \$20M	2	-	-	16317	-	-	16317
\$20M - \$40M	2	-	-	2563	-	-	2563
\$40M - \$60M	4	1688	3817	15338	28006	32202	16486
\$60M - \$100M	3	-	3000	5000	5000	-	3667
\$100M - \$200M	3	-	3851	6000	20500	-	14234
\$200M - \$500M	10	2050	3125	5554	8950	30100	9911
\$500M - \$1B	7	2543	4272	6520	9200	10600	6638
\$1B - \$3B	5	4090	5500	6000	19224	27500	19638
\$3B - \$10B	5	3400	4000	8292	13200	16043	9286
\$10B or more	2	-	-	7666	-	-	7666
FTE							
Up to 5	-	-	-	-	-	-	-
5 - 10	2	-	-	4500	-	-	4500
11 - 20	4	1791	1926	3000	10750	22900	9676
21 - 30	2	-	-	12000	-	-	12000
31 - 50	6	1700	3850	9700	13750	27500	19633
51 - 70	2	-	-	14432	-	-	14432
71 - 100	4	1300	1750	2500	4750	7900	4000
101 - 150	4	638	1192	3750	6573	7604	4015
151 - 200	2	-	-	21700	-	-	21700
201 - 300	8	4250	5000	5800	7942	10099	6717
301 - 400	4	1475	1812	2282	3248	4482	2780
401 - 600	4	2854	3985	4806	11596	23469	10774
601 - 1000	5	2160	3000	5000	11500	25600	11220
1001 - 4000	7	4184	5404	6520	15000	24000	11404
4001 or more	6	3575	7484	18581	24062	27500	22384



6.4 Combined - Finance Committee Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	3	-	11600	13200	15569	-	13713
Large - listed	3	-	8250	11500	15750	-	12167
Large - public unlisted	5	2872	5305	5500	5800	7582	5325
Large - private	2	-	-	17900	-	-	17900
Medium - listed	3	-	5200	8400	44200	-	30133
Medium - public unlisted	5	2195	3238	6000	10000	22600	10348
Medium - private	6	1851	4000	12500	17250	21812	12054
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	-	-	-	-	-	-	-
Small - private	2	-	-	4500	-	-	4500
NFP: Charity	5	1865	2563	6520	31384	51144	21237
NFP: Community Housing	2	-	-	5333	-	-	5333
NFP: Disability	3	-	2634	5000	20000	-	13423
NFP: Education	2	-	-	17500	-	-	17500
NFP: Health	5	2460	3150	4000	4613	7485	4633
NFP: Aged Care	4	1180	1450	1850	2825	4130	2425
Professional/Industry	2	-	-	2000	-	-	2000
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	10862	-	-	10862
Government - Large	6	2750	3250	4500	5230	15491	7580
Government - Medium	2	-	-	6000	-	-	6000
Government - Small	-	-	-	-	-	-	-
Superfunds	2	-	-	8292	-	-	8292
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	15000	-	-	15000
Mining - Junior	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	8250	-	-	8250
Electricity, Gas, Water, & Waste	2	-	-	2250	-	-	2250
Construction	2	-	-	2000	-	-	2000
Wholesale Trade	2	-	-	7500	-	-	7500
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	2	-	-	4500	-	-	4500
Information Media & Telecoms	2	-	-	40000	-	-	40000
Financial & Insurance	10	4945	5800	7385	12400	19300	10558
Rental, Hiring & Real Estate	2	-	-	5819	-	-	5819
Professional, Scientific & Technical	5	3000	4500	10000	15000	21375	11425
Administrative & Support	2	-	-	9969	-	-	9969
Public Administration & Safety	2	-	-	6000	-	-	6000
Education & Training	4	3692	4730	5404	12875	26150	12202
Health Care & Social Assistance	19	1200	2050	4000	8533	32107	11053
Arts & Recreation	2	-	-	20000	-	-	20000
Other Services	3	-	1950	2500	10862	-	7708
Super Fund	2	-	-	8292	-	-	8292
Mutual ADI	-	-	-	-	-	-	-



6.5 Combined - Governance Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	126	3000	5288	10000	18625	32938	15339
Revenue							
Up to 1M	11	4000	6200	15000	30000	30000	21218
\$1M - \$5M	7	2200	3250	6000	8475	12570	6493
\$5M - \$10M	7	2672	4572	9800	11000	13200	8192
\$10M - \$20M	15	1400	3552	6680	15400	23375	11088
\$20M - \$40M	12	2796	5490	10192	17860	33763	14092
\$40M - \$80M	18	2580	5000	6532	14295	27286	13005
\$80M - \$120M	16	5000	5812	8500	12812	31117	12935
\$120M - \$160M	8	4644	8875	11000	17099	17876	11693
\$160M - \$240M	9	5800	10799	13156	25000	34706	18493
\$240M - \$400M	9	3544	5000	15750	27500	44206	24081
\$400M - \$800M	3	-	7500	10000	15500	-	12000
\$800M - \$1B	3	-	10305	10610	17805	-	15203
\$1B - \$4B	4	8165	9538	16150	25469	31713	18856
\$4B or more	4	24235	37584	48500	57500	67400	46584
Assets							
Up to 1M	11	4000	5700	9400	17500	30000	17820
\$1M - \$4M	5	7600	10000	12000	25625	28250	16725
\$4M - \$8M	7	1760	3500	6000	15000	17000	9200
\$8M - \$12M	3	-	6400	9800	9900	-	7600
\$12M - \$20M	5	3140	4100	5625	23757	30428	14171
\$20M - \$40M	7	4675	5312	5500	11656	19223	9428
\$40M - \$60M	6	1634	3500	8000	21676	30117	13250
\$60M - \$100M	7	2404	3420	5000	10300	11160	6491
\$100M - \$200M	4	5450	6125	9828	17367	24947	13664
\$200M - \$500M	24	3230	5000	12725	25250	34986	18564
\$500M - \$1B	10	2125	9130	10305	19238	31263	16828
\$1B - \$3B	17	2960	6680	10799	12600	15216	11901
\$3B - \$10B	10	6150	7938	18125	39364	45700	23640
\$10B or more	8	6366	6754	15615	20750	43900	21566
FTE							
Up to 5	3	-	7700	10000	10475	-	8783
5 - 10	3	-	5250	7000	18500	-	13500
11 - 20	5	3600	6000	12000	30000	36000	18000
21 - 30	7	3354	4572	6000	11000	13200	7893
31 - 50	16	1700	4447	9600	15000	20400	13820
51 - 70	5	7323	8840	13156	14800	21295	13746
71 - 100	11	2100	5000	5500	15447	20000	10391
101 - 150	4	2137	4942	8550	10780	11105	7172
151 - 200	7	9556	15155	21000	30500	47052	25577
201 - 300	19	3000	6754	10000	16168	24052	12292
301 - 400	5	3550	5125	6000	10000	10366	6847
401 - 600	11	4100	5750	15750	21278	25000	14880
601 - 1000	10	4800	5062	18250	28750	43803	24978
1001 - 4000	13	2892	4000	10000	27500	29800	14777
4001 or more	7	9080	10650	35875	48500	60800	33632



6.5 Combined - Governance Committee Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	7	11200	18500	35875	48500	60800	36268
Large - listed	7	8800	12875	20000	24750	28500	18893
Large - public unlisted	11	5000	6000	10000	14292	17395	12287
Large - private	2	-	-	10000	-	-	10000
Medium - listed	8	3400	8500	15225	26250	45000	22681
Medium - public unlisted	13	3735	6240	9061	14800	34972	15281
Medium - private	7	8694	14078	15000	17500	22250	15112
Small - listed	2	-	-	30000	-	-	30000
Small - public unlisted	2	-	-	6750	-	-	6750
Small - private	2	-	-	6200	-	-	6200
NFP: Charity	9	4380	5625	10300	12600	37806	15139
NFP: Community Housing	4	2402	2854	9220	18002	22801	11635
NFP: Disability	5	1061	2250	4000	4100	8240	4324
NFP: Education	3	-	26000	35000	70015	-	52343
NFP: Health	12	5000	5000	5750	9269	11740	8370
NFP: Aged Care	12	2683	3255	5125	11875	18850	9571
Professional/Industry	4	7140	8850	16778	25389	28327	17461
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	5	8120	15800	21000	22557	24163	17518
Government - Large	3	-	4000	5000	7500	-	6000
Government - Medium	3	-	4050	6500	9250	-	6700
Government - Small	-	-	-	-	-	-	-
Superfunds	7	6236	6754	10600	13422	21936	12487
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	22900	-	-	22900
Mining - Junior	6	12725	17838	25000	40000	48500	28742
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	21000	-	-	21000
Electricity, Gas, Water, & Waste	4	2020	2650	6500	23782	48591	19932
Construction	3	-	2552	3105	4052	-	3368
Wholesale Trade	2	-	-	10000	-	-	10000
Retail Trade	2	-	-	25234	-	-	25234
Accommodation and Food	2	-	-	15750	-	-	15750
Transport, Postal & Warehousing	2	-	-	10000	-	-	10000
Information Media & Telecoms	2	-	-	47500	-	-	47500
Financial & Insurance	15	6852	10000	10610	16198	26572	14520
Rental, Hiring & Real Estate	-	-	-	-	-	-	-
Professional, Scientific & Technical	7	4040	6200	15000	20312	57387	25008
Administrative & Support	3	-	6156	6311	21093	-	16062
Public Administration & Safety	2	-	-	12000	-	-	12000
Education & Training	5	5550	5625	17000	30000	33000	18625
Health Care & Social Assistance	42	2515	4325	6625	14502	28700	12661
Arts & Recreation	2	-	-	30000	-	-	30000
Other Services	6	2200	3750	6250	16625	23750	10733
Super Fund	6	6107	7716	10775	14658	23447	13443
Mutual ADI	17	2518	4596	8840	12600	15850	10216



6.6 Combined - Governance Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	63	2000	2706	6000	14900	34277	12623
Revenue							
Up to 1M	7	3500	4750	12000	16250	44000	19429
\$1M - \$5M	5	949	1100	2500	4000	6856	3442
\$5M - \$10M	2	-	-	8200	-	-	8200
\$10M - \$20M	10	927	2018	4060	7900	26162	8488
\$20M - \$40M	4	8403	12516	23092	32288	33915	21712
\$40M - \$80M	6	2327	3076	5495	7894	11772	6531
\$80M - \$120M	6	1800	2312	4125	6500	7750	4558
\$120M - \$160M	2	-	-	5250	-	-	5250
\$160M - \$240M	7	4800	6862	10000	26000	36703	16855
\$240M - \$400M	4	2545	2612	2706	17885	45106	17791
\$400M - \$800M	2	-	-	6500	-	-	6500
\$800M - \$1B	2	-	-	5152	-	-	5152
\$1B - \$4B	3	-	14719	17938	41128	-	31252
\$4B or more	3	-	16833	26000	31500	-	23555
Assets							
Up to 1M	8	2000	3960	5700	12750	34500	15877
\$1M - \$4M	3	-	12500	20000	22812	-	16875
\$4M - \$8M	4	1580	1850	3000	6125	9950	4975
\$8M - \$12M	2	-	-	2500	-	-	2500
\$12M - \$20M	2	-	-	31384	-	-	31384
\$20M - \$40M	2	-	-	2563	-	-	2563
\$40M - \$60M	2	-	-	17634	-	-	17634
\$60M - \$100M	4	1030	1075	3050	5875	7450	3900
\$100M - \$200M	3	-	2875	3250	19125	-	13583
\$200M - \$500M	13	1694	2500	7000	15143	28200	12828
\$500M - \$1B	4	5092	5229	7032	9445	10678	7641
\$1B - \$3B	12	2661	4816	7200	11200	36812	14153
\$3B - \$10B	3	-	10469	17938	21969	-	15646
\$10B or more	3	-	7022	7666	22333	-	17014
FTE							
Up to 5	2	-	-	6880	-	-	6880
5 - 10	2	-	-	2800	-	-	2800
11 - 20	4	1194	1712	3000	10750	22900	9462
21 - 30	3	-	4035	6000	9250	-	6857
31 - 50	9	1880	3120	8400	15000	29600	15747
51 - 70	2	-	-	20212	-	-	20212
71 - 100	4	2200	4000	7500	11286	13600	7786
101 - 150	5	1461	3250	5662	6377	7651	4811
151 - 200	3	-	9112	10500	22750	-	17742
201 - 300	7	2336	3750	5000	6000	7266	4894
301 - 400	3	-	2282	2563	3934	-	3289
401 - 600	5	2560	2650	4613	12000	23630	10629
601 - 1000	5	2160	3000	11500	35000	51952	22871
1001 - 4000	5	2605	2762	5500	20000	31555	14004
4001 or more	4	20357	23984	31500	43829	56122	36314



6.6 Combined - Governance Committee Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	3	-	21969	26000	31500	-	26979
Large - listed	6	3825	5500	9250	11875	16000	9692
Large - public unlisted	5	2255	2500	5000	5305	5422	4079
Large - private	-	-	-	-	-	-	-
Medium - listed	6	3500	5681	8862	15250	48500	20288
Medium - public unlisted	6	1984	3756	7031	13200	22900	10638
Medium - private	4	5150	9875	13750	17656	22438	13781
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	2	-	-	3050	-	-	3050
Small - private	2	-	-	4500	-	-	4500
NFP: Charity	6	1982	4022	19892	27290	31788	24554
NFP: Community Housing	2	-	-	4868	-	-	4868
NFP: Disability	2	-	-	17634	-	-	17634
NFP: Education	2	-	-	49126	-	-	49126
NFP: Health	3	-	4306	4613	5506	-	5004
NFP: Aged Care	3	-	1300	1600	2181	-	1787
Professional/Industry	2	-	-	8572	-	-	8572
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	6500	-	-	6500
Government - Large	3	-	2750	3000	4000	-	3500
Government - Medium	2	-	-	4625	-	-	4625
Government - Small	-	-	-	-	-	-	-
Superfunds	3	-	7438	8500	8630	-	7879
Type of Industry							
Agriculture, Forestry & Fishing	-	-	-	-	-	-	-
Mining - Junior	4	8408	9431	13500	19250	23300	15181
Mining	-	-	-	-	-	-	-
Manufacturing	2	-	-	11750	-	-	11750
Electricity, Gas, Water, & Waste	2	-	-	4000	-	-	4000
Construction	3	-	2035	2070	2285	-	2190
Wholesale Trade	2	-	-	5000	-	-	5000
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	2	-	-	2650	-	-	2650
Transport, Postal & Warehousing	2	-	-	5000	-	-	5000
Information Media & Telecoms	2	-	-	42500	-	-	42500
Financial & Insurance	8	5214	6576	9450	13161	19900	11856
Rental, Hiring & Real Estate	-	-	-	-	-	-	-
Professional, Scientific & Technical	5	3000	4500	15000	25625	48202	22076
Administrative & Support	2	-	-	9969	-	-	9969
Public Administration & Safety	2	-	-	6000	-	-	6000
Education & Training	2	-	-	20250	-	-	20250
Health Care & Social Assistance	15	1240	2532	4613	33192	38355	16022
Arts & Recreation	2	-	-	20000	-	-	20000
Other Services	3	-	1950	2500	2875	-	2383
Super Fund	3	-	7438	8500	8630	-	7879
Mutual ADI	7	1000	1596	3120	7031	10960	5146



6.7 Combined - Nominations Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	87	3000	5175	10000	20500	31000	14986
Revenue							
Up to 1M	9	3600	5000	11000	30000	40000	21000
\$1M - \$5M	2	-	-	6500	-	-	6500
\$5M - \$10M	4	10000	10000	12500	15000	15000	12500
\$10M - \$20M	12	2304	5085	6459	14367	34062	15016
\$20M - \$40M	12	2936	4065	5466	9000	23153	9773
\$40M - \$80M	6	3320	5092	5780	6643	16377	8492
\$80M - \$120M	8	5000	5000	5125	7566	11087	6954
\$120M - \$160M	5	3829	5600	10000	12000	13062	8804
\$160M - \$240M	5	5800	10000	10799	15450	24780	14050
\$240M - \$400M	7	8500	12000	16000	28750	30400	19250
\$400M - \$800M	5	10343	10858	20000	21000	27958	18891
\$800M - \$1B	2	-	-	25000	-	-	25000
\$1B - \$4B	7	5670	8625	17500	23360	25705	15993
\$4B or more	4	24235	37584	48500	52750	54100	41834
Assets							
Up to 1M	7	3200	6700	15000	25000	50000	22914
\$1M - \$4M	3	-	15562	25625	27812	-	20375
\$4M - \$8M	3	-	3500	5000	5500	-	4333
\$8M - \$12M	2	-	-	4000	-	-	4000
\$12M - \$20M	6	3780	5854	13209	31031	51438	22809
\$20M - \$40M	2	-	-	5906	-	-	5906
\$40M - \$60M	-	-	-	-	-	-	-
\$60M - \$100M	6	3000	5000	5000	9500	11500	6500
\$100M - \$200M	4	10000	10000	10000	10942	12639	10942
\$200M - \$500M	11	5000	5250	10000	18225	26000	13566
\$500M - \$1B	10	4278	7188	13429	21500	27750	15003
\$1B - \$3B	13	3351	5040	10000	14000	17000	10171
\$3B - \$10B	10	3270	5638	26092	41899	52300	25543
\$10B or more	9	5470	6754	10614	23559	31000	15105
FTE							
Up to 5	-	-	-	-	-	-	-
5 - 10	2	-	-	18500	-	-	18500
11 - 20	5	3600	6000	6918	11000	25400	12184
21 - 30	5	7000	10000	10000	10000	13000	10000
31 - 50	7	3824	5040	5100	12200	41000	17369
51 - 70	5	3525	4420	6311	10614	19621	9980
71 - 100	4	2338	4345	5480	5525	5570	4390
101 - 150	5	4000	5500	13624	23559	28982	15656
151 - 200	7	6640	11885	15450	18500	23000	14831
201 - 300	12	3200	5000	6127	10000	14802	7865
301 - 400	2	-	-	68000	-	-	68000
401 - 600	4	9675	16312	22500	27469	31912	21281
601 - 1000	11	5000	5125	10000	23360	31000	14270
1001 - 4000	14	3510	5312	11429	24762	29250	14360
4001 or more	5	12350	20000	45000	52000	53800	35850



6.7 Combined - Nominations Committee Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	9	11600	17500	25000	45000	52600	29611
Large - listed	7	8000	10000	20000	24750	28500	17786
Large - public unlisted	4	6500	8750	18592	37387	55755	27546
Large - private	2	-	-	5625	-	-	5625
Medium - listed	6	6000	10250	13225	15862	48000	22408
Medium - public unlisted	9	2986	4420	5600	10000	15000	9212
Medium - private	6	3500	7156	14312	22969	29111	15641
Small - listed	2	-	-	30000	-	-	30000
Small - public unlisted	-	-	-	-	-	-	-
Small - private	2	-	-	7000	-	-	7000
NFP: Charity	4	6768	9359	10828	16862	27670	15393
NFP: Community Housing	3	-	10418	15336	20668	-	15612
NFP: Disability	2	-	-	3030	-	-	3030
NFP: Education	-	-	-	-	-	-	-
NFP: Health	7	5300	5906	9400	16635	21588	12029
NFP: Aged Care	7	1989	3824	5250	6250	9950	5771
Professional/Industry	2	-	-	6000	-	-	6000
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	12000	-	-	12000
Government - Large	3	-	3150	3300	6650	-	5433
Government - Medium	2	-	-	3550	-	-	3550
Government - Small	-	-	-	-	-	-	-
Superfunds	11	5460	6113	10000	19280	31000	13701
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	6000	-	-	6000
Mining - Junior	5	12180	15450	25000	45000	49200	29490
Mining	2	-	-	11000	-	-	11000
Manufacturing	3	-	18750	20000	21000	-	19833
Electricity, Gas, Water, & Waste	5	2160	3000	3000	3300	5471	3564
Construction	3	-	6000	10000	32500	-	22333
Wholesale Trade	2	-	-	5000	-	-	5000
Retail Trade	2	-	-	10000	-	-	10000
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	2	-	-	10000	-	-	10000
Information Media & Telecoms	2	-	-	80000	-	-	80000
Financial & Insurance	15	5264	8377	13770	25952	30600	16913
Rental, Hiring & Real Estate	2	-	-	16000	-	-	16000
Professional, Scientific & Technical	9	4400	5500	7000	15000	34100	16042
Administrative & Support	2	-	-	6311	-	-	6311
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	3	-	12750	20000	25000	-	18500
Health Care & Social Assistance	21	2648	5000	7250	12000	19500	10035
Arts & Recreation	2	-	-	30000	-	-	30000
Other Services	3	-	15250	27500	30048	-	21032
Super Fund	8	5352	5469	8377	13850	25791	12245
Mutual ADI	3	-	3674	4420	4730	-	4130



6.8 Combined - Nominations Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	61	2100	3360	6400	12360	25625	11961
Revenue							
Up to 1M	7	2300	3500	10000	15500	44000	18571
\$1M - \$5M	2	-	-	3750	-	-	3750
\$5M - \$10M	4	3000	3000	4000	7500	12000	6500
\$10M - \$20M	9	1400	2000	5000	6400	26700	9021
\$20M - \$40M	6	1850	2575	4600	10210	21582	9344
\$40M - \$80M	2	-	-	2730	-	-	2730
\$80M - \$120M	3	-	2300	3000	6546	-	4897
\$120M - \$160M	4	5510	6275	7735	20348	41187	18888
\$160M - \$240M	5	3200	3500	5475	7725	9090	5940
\$240M - \$400M	4	5000	5000	5650	9475	15190	8825
\$400M - \$800M	4	7519	9114	10250	11880	14365	10744
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	7	7250	10125	12360	16296	43400	21457
\$4B or more	4	10766	15416	20650	23975	25190	18742
Assets							
Up to 1M	5	3200	5000	6400	15000	54000	21680
\$1M - \$4M	3	-	10750	20000	22812	-	15708
\$4M - \$8M	2	-	-	2250	-	-	2250
\$8M - \$12M	2	-	-	2500	-	-	2500
\$12M - \$20M	2	-	-	18442	-	-	18442
\$20M - \$40M	2	-	-	5475	-	-	5475
\$40M - \$60M	-	-	-	-	-	-	-
\$60M - \$100M	3	-	2000	3000	7000	-	5000
\$100M - \$200M	3	-	4250	5000	30040	-	21193
\$200M - \$500M	9	2000	5000	7725	10091	14600	9224
\$500M - \$1B	8	3950	5000	6378	10375	13750	8094
\$1B - \$3B	11	3000	3180	5000	9375	12360	12521
\$3B - \$10B	6	8296	14200	17511	22225	24650	16819
\$10B or more	5	4343	5307	7666	11780	15512	9291
FTE							
Up to 5	-	-	-	-	-	-	-
5 - 10	2	-	-	4500	-	-	4500
11 - 20	3	-	6500	11000	21000	-	14667
21 - 30	5	2700	3000	3000	5000	5000	3700
31 - 50	6	2680	3360	4880	12850	47500	18353
51 - 70	5	3443	5307	10000	25625	58250	24626
71 - 100	5	1200	1500	5000	6700	8680	4840
101 - 150	5	3100	5500	10091	11780	14325	8979
151 - 200	5	5805	6300	7725	10500	37248	17016
201 - 300	6	2750	3175	4350	7000	8218	5106
301 - 400	-	-	-	-	-	-	-
401 - 600	2	-	-	16742	-	-	16742
601 - 1000	7	2440	3250	5000	8250	11844	5994
1001 - 4000	7	5874	7603	13592	19000	19400	13114
4001 or more	4	12400	16000	20650	23975	25190	19325



6.8 Combined - Nominations Committee Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	6	9375	12000	18500	22225	24650	17508
Large - listed	5	3800	5000	5000	11500	16600	8900
Large - public unlisted	2	-	-	11181	-	-	11181
Large - private	2	-	-	5000	-	-	5000
Medium - listed	9	4400	5000	7725	10000	24800	15225
Medium - public unlisted	6	1850	2400	3180	5865	18850	7960
Medium - private	6	2250	4398	12546	15766	20824	11873
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	-	-	-	-	-	-	-
Small - private	2	-	-	4500	-	-	4500
NFP: Charity	3	-	4908	6456	18920	-	13733
NFP: Community Housing	2	-	-	4583	-	-	4583
NFP: Disability	2	-	-	3500	-	-	3500
NFP: Education	-	-	-	-	-	-	-
NFP: Health	4	5752	6169	9380	23040	24264	10829
NFP: Aged Care	3	-	1300	1600	1850	-	1567
Professional/Industry	-	-	-	-	-	-	-
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	6500	-	-	6500
Government - Large	3	-	4000	5000	12000	-	9000
Government - Medium	2	-	-	42750	-	-	42750
Government - Small	-	-	-	-	-	-	-
Superfunds	5	3280	3700	5000	5307	9191	5757
Type of Industry							
Agriculture, Forestry & Fishing	-	-	-	-	-	-	-
Mining - Junior	5	8635	10000	10000	18000	22800	14345
Mining	2	-	-	11000	-	-	11000
Manufacturing	2	-	-	10125	-	-	10125
Electricity, Gas, Water, & Waste	3	-	2250	3000	11000	-	7833
Construction	2	-	-	3500	-	-	3500
Wholesale Trade	2	-	-	3000	-	-	3000
Retail Trade	2	-	-	5000	-	-	5000
Accommodation and Food	-	-	-	-	-	-	-
Transport, Postal & Warehousing	2	-	-	22000	-	-	22000
Information Media & Telecoms	2	-	-	22000	-	-	22000
Financial & Insurance	14	3108	5119	9430	13284	27400	13316
Rental, Hiring & Real Estate	2	-	-	6300	-	-	6300
Professional, Scientific & Technical	6	3250	4625	5250	12625	20312	9604
Administrative & Support	-	-	-	-	-	-	-
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	5750	-	-	5750
Health Care & Social Assistance	9	1480	2100	5000	6456	12410	7234
Arts & Recreation	2	-	-	20000	-	-	20000
Other Services	3	-	9261	16022	19661	-	13941
Super Fund	4	3210	3525	4504	6925	9838	5947
Mutual ADI	2	-	-	2780	-	-	2780



6.9 Combined - Remuneration Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	178	3000	7000	15000	29766	48746	20976
Revenue							
Up to 1M	9	2400	4635	10000	30000	40000	20682
\$1M - \$5M	5	1500	3000	10000	10000	22000	10700
\$5M - \$10M	5	3580	4000	8300	11000	13400	8320
\$10M - \$20M	12	2350	5519	8590	17656	28718	12807
\$20M - \$40M	12	3200	6874	10294	23530	34800	15996
\$40M - \$80M	14	1795	3652	7990	15715	24102	10635
\$80M - \$120M	17	4200	5000	7925	18115	26800	12849
\$120M - \$160M	9	5010	10000	12000	22500	25760	14728
\$160M - \$240M	11	9133	10400	18000	24058	31000	19339
\$240M - \$400M	19	5000	10052	20000	27250	31477	21359
\$400M - \$800M	17	5810	10000	15000	26400	37000	21727
\$800M - \$1B	4	10183	10458	12655	17275	21910	15078
\$1B - \$4B	26	9000	17069	28100	48382	50750	31467
\$4B or more	17	19112	34100	45000	55000	58320	43390
Assets							
Up to 1M	7	6335	12112	15000	25000	50000	24461
\$1M - \$4M	4	26938	28906	30000	31250	33500	30156
\$4M - \$8M	5	2200	2500	6000	10500	17327	8576
\$8M - \$12M	2	-	-	9000	-	-	9000
\$12M - \$20M	4	4408	7931	22382	35946	37874	21496
\$20M - \$40M	3	-	7818	11000	18375	-	13795
\$40M - \$60M	5	3800	5000	10000	10000	16000	9600
\$60M - \$100M	15	1920	4500	10000	16572	53080	18488
\$100M - \$200M	13	3400	5000	13156	20000	24326	13472
\$200M - \$500M	20	4765	7027	10000	21250	35200	17469
\$500M - \$1B	22	5050	6135	10734	19000	26600	13312
\$1B - \$3B	25	4560	10799	15750	22500	35000	19862
\$3B - \$10B	24	8700	25000	34100	45000	51137	31966
\$10B or more	26	6754	12084	31000	49931	55000	31204
FTE							
Up to 5	-	-	-	-	-	-	-
5 - 10	6	1750	4000	11500	26500	30000	14417
11 - 20	8	2910	4301	8896	21875	29750	13778
21 - 30	5	5500	10000	10000	10500	21637	12412
31 - 50	8	4450	5519	7302	9975	34500	16366
51 - 70	8	6260	7259	11522	25156	41937	21665
71 - 100	9	3400	5000	10000	15000	22824	11747
101 - 150	7	6764	9637	10600	15812	20800	12785
151 - 200	8	2055	2812	15430	20470	23115	13199
201 - 300	23	3000	6140	10000	15668	25620	13355
301 - 400	10	9600	11708	16937	26600	38644	24364
401 - 600	11	5000	7066	15750	24058	25000	15873
601 - 1000	18	2915	5000	17500	31000	40818	21913
1001 - 4000	31	7000	11500	21400	30000	48300	22924
4001 or more	25	17000	34100	45000	52000	55600	41177



6.9 Combined - Remuneration Committee Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	49	15000	21120	34100	49725	55000	34776
Large - listed	20	5472	14536	20000	23500	27750	18541
Large - public unlisted	9	2209	5000	10000	10610	29852	12429
Large - private	7	6500	8316	10000	25340	51669	24041
Medium - listed	16	4818	9575	10750	20000	22500	16715
Medium - public unlisted	13	5505	5600	7925	14860	23600	11762
Medium - private	8	2175	2438	8228	13968	18188	9682
Small - listed	4	6900	12750	23000	30000	30000	19750
Small - public unlisted	2	-	-	500	-	-	500
Small - private	2	-	-	7000	-	-	7000
NFP: Charity	4	10817	10843	22866	28539	35134	26516
NFP: Community Housing	2	-	-	20668	-	-	20668
NFP: Disability	2	-	-	2060	-	-	2060
NFP: Education	2	-	-	31500	-	-	31500
NFP: Health	4	4300	4750	7112	9419	9768	7056
NFP: Aged Care	8	2154	2912	4434	5062	14775	7846
Professional/Industry	2	-	-	9302	-	-	9302
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	6444	-	-	6444
Government - Large	8	2915	5250	6500	10250	14000	8340
Government - Medium	5	2160	3000	5610	7499	51000	19542
Government - Small	-	-	-	-	-	-	-
Superfunds	12	7139	10675	19185	29546	31000	19439
Type of Industry							
Agriculture, Forestry & Fishing	4	6450	7124	13750	21438	24025	14812
Mining - Junior	14	14300	16819	25000	32500	45000	26554
Mining	2	-	-	3818	-	-	3818
Manufacturing	5	8257	13143	16000	22000	29260	18049
Electricity, Gas, Water, & Waste	12	2746	3000	5150	12000	24000	11242
Construction	9	2400	5000	6000	16375	34040	15075
Wholesale Trade	3	-	3625	5000	10000	-	7417
Retail Trade	2	-	-	18315	-	-	18315
Accommodation and Food	2	-	-	25375	-	-	25375
Transport, Postal & Warehousing	7	5844	8000	35000	42262	60980	31591
Information Media & Telecoms	8	10850	14000	21500	34625	63200	30375
Financial & Insurance	39	5585	10000	18000	33000	50300	23787
Rental, Hiring & Real Estate	4	9377	13635	16000	20346	28170	17981
Professional, Scientific & Technical	9	6000	7500	12604	25625	41128	21519
Administrative & Support	2	-	-	28700	-	-	28700
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	3	-	17350	20000	25000	-	21567
Health Care & Social Assistance	22	2683	5000	9612	20559	36788	15898
Arts & Recreation	2	-	-	30000	-	-	30000
Other Services	12	4600	18340	30800	40620	48069	28897
Super Fund	11	10600	11246	20255	26088	31000	19719
Mutual ADI	7	827	1772	6680	12067	25127	10769



6.10 Combined - Remuneration Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	123	2500	4806	10000	17750	30900	15131
Revenue							
Up to 1M	7	1950	2250	4500	14000	44000	16982
\$1M - \$5M	5	490	849	2500	5000	6800	3320
\$5M - \$10M	3	-	4975	8300	11650	-	8317
\$10M - \$20M	6	1500	2750	10856	23396	28312	13556
\$20M - \$40M	9	5574	9274	12570	31384	38400	20527
\$40M - \$80M	10	3123	3452	5182	6375	8701	5619
\$80M - \$120M	8	2580	3000	9250	10023	10686	7283
\$120M - \$160M	4	3845	4588	8125	11562	12125	8025
\$160M - \$240M	10	2973	3692	7500	12267	30926	12183
\$240M - \$400M	10	2635	3322	8150	15100	23425	13986
\$400M - \$800M	12	5080	5800	8750	13775	16850	9688
\$800M - \$1B	2	-	-	5152	-	-	5152
\$1B - \$4B	22	4150	11125	15750	20278	25360	18060
\$4B or more	15	13342	21000	27500	33950	43800	33495
Assets							
Up to 1M	7	3568	4806	8000	12500	41000	17802
\$1M - \$4M	3	-	18750	20000	22812	-	21042
\$4M - \$8M	2	-	-	2250	-	-	2250
\$8M - \$12M	2	-	-	2500	-	-	2500
\$12M - \$20M	3	-	18988	31384	32192	-	23659
\$20M - \$40M	2	-	-	5058	-	-	5058
\$40M - \$60M	2	-	-	9000	-	-	9000
\$60M - \$100M	7	700	1325	3000	19700	42540	15043
\$100M - \$200M	7	3071	3476	5000	9650	11600	6607
\$200M - \$500M	13	1780	5000	5800	12500	30800	13780
\$500M - \$1B	17	3143	5000	6300	11500	15700	8357
\$1B - \$3B	17	2717	3662	10000	17000	55555	22059
\$3B - \$10B	21	7500	13200	16856	21000	30900	18505
\$10B or more	18	6200	10392	16126	25300	27650	17823
FTE							
Up to 5	-	-	-	-	-	-	-
5 - 10	3	-	2375	4500	5250	-	3583
11 - 20	6	1250	1706	1938	12875	23750	8979
21 - 30	4	2786	3214	4226	7928	13198	6916
31 - 50	5	4520	8300	12570	15000	54000	23574
51 - 70	7	3366	4602	6592	19062	47375	19594
71 - 100	7	2410	4175	5000	8250	13760	7179
101 - 150	5	4300	8500	9274	10091	11536	8373
151 - 200	3	-	4650	6300	33150	-	23100
201 - 300	12	2550	4500	5800	11650	13165	8930
301 - 400	5	5122	5305	10000	10000	11245	8476
401 - 600	9	2620	4270	8000	11567	18277	9998
601 - 1000	11	2500	2866	3662	15500	18000	12795
1001 - 4000	23	5100	7250	12400	19500	28944	19198
4001 or more	22	11335	17125	25200	27875	36390	23751



6.10 Combined - Remuneration Committee Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	37	10000	13200	18000	26000	33340	23404
Large - listed	14	2755	8060	11375	15000	16550	10860
Large - public unlisted	6	2296	3125	5152	5676	9696	5715
Large - private	4	4489	4818	5400	11850	22740	11268
Medium - listed	11	2000	5000	8000	11250	60000	18089
Medium - public unlisted	9	1370	3238	3452	9274	16200	7796
Medium - private	6	1825	2125	6296	13773	20312	9478
Small - listed	2	-	-	6000	-	-	6000
Small - public unlisted	2	-	-	250	-	-	250
Small - private	2	-	-	4500	-	-	4500
NFP: Charity	3	-	8920	21334	25321	-	25699
NFP: Community Housing	2	-	-	7666	-	-	7666
NFP: Disability	2	-	-	3500	-	-	3500
NFP: Education	2	-	-	48126	-	-	48126
NFP: Health	2	-	-	4032	-	-	4032
NFP: Aged Care	3	-	1300	1600	2181	-	1787
Professional/Industry	-	-	-	-	-	-	-
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	4546	-	-	4546
Government - Large	7	2637	3331	4000	5000	5200	4036
Government - Medium	3	-	4376	5751	42876	-	29584
Government - Small	-	-	-	-	-	-	-
Superfunds	9	5746	8500	12075	12852	17249	11434
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	19120	-	-	19120
Mining - Junior	9	9400	12500	18000	27500	63000	32889
Mining	2	-	-	1875	-	-	1875
Manufacturing	3	-	9750	11500	14250	-	12167
Electricity, Gas, Water, & Waste	9	1620	3000	3662	8000	15200	7201
Construction	7	2300	2500	5000	13012	25800	11432
Wholesale Trade	2	-	-	6500	-	-	6500
Retail Trade	2	-	-	11000	-	-	11000
Accommodation and Food	2	-	-	10075	-	-	10075
Transport, Postal & Warehousing	7	4600	5376	17500	19556	44600	21623
Information Media & Telecoms	6	10250	15750	22250	52000	70000	34167
Financial & Insurance	27	3411	5000	7500	15296	27600	11628
Rental, Hiring & Real Estate	4	4067	5310	6150	7225	8890	6384
Professional, Scientific & Technical	7	3500	4750	8300	20312	40676	17668
Administrative & Support	2	-	-	14350	-	-	14350
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	10000	-	-	10000
Health Care & Social Assistance	11	1600	3131	5000	19525	37000	12749
Arts & Recreation	2	-	-	20000	-	-	20000
Other Services	8	8450	14750	17178	24790	27400	18322
Super Fund	9	7346	11567	12400	12852	17249	12090
Mutual ADI	4	430	699	1470	3887	7119	3116



6.11 Combined - Risk Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	179	3153	6370	13156	25000	46000	19598
Revenue							
Up to 1M	8	2350	4675	9500	32500	52000	22362
\$1M - \$5M	7	1642	2535	3500	10046	21000	8523
\$5M - \$10M	8	3405	3880	13100	15375	19050	11670
\$10M - \$20M	21	2500	5145	6240	18565	31730	13139
\$20M - \$40M	18	4379	9114	14072	23293	34912	20366
\$40M - \$80M	20	3110	5395	9612	10650	15191	9306
\$80M - \$120M	18	6303	10000	12437	17875	38058	16798
\$120M - \$160M	9	2618	5600	10000	17000	19700	11446
\$160M - \$240M	15	5900	10000	15450	22500	25716	16041
\$240M - \$400M	13	7790	11050	20000	31000	57740	28116
\$400M - \$800M	11	5525	11432	15000	20700	40000	22890
\$800M - \$1B	2	-	-	10305	-	-	10305
\$1B - \$4B	17	8718	21120	31365	50000	57720	34299
\$4B or more	10	14832	39354	50145	58000	66975	45455
Assets							
Up to 1M	10	2063	6356	11136	15000	26000	17097
\$1M - \$4M	4	26938	28906	30000	31250	33500	30156
\$4M - \$8M	5	2200	2500	5000	6000	11400	6100
\$8M - \$12M	2	-	-	3750	-	-	3750
\$12M - \$20M	5	4236	7500	23757	34875	70499	32488
\$20M - \$40M	4	3288	4469	8088	12538	15215	8919
\$40M - \$60M	3	-	22500	35000	43175	-	32117
\$60M - \$100M	10	2350	3625	12500	35000	69755	25795
\$100M - \$200M	11	7150	10550	13156	19500	25000	15943
\$200M - \$500M	31	5000	5375	12000	19500	31308	17265
\$500M - \$1B	21	5000	5500	10350	15000	27500	12444
\$1B - \$3B	26	3043	6276	11961	18938	23610	15245
\$3B - \$10B	19	6160	11290	26400	42764	50632	28220
\$10B or more	23	6754	10150	21900	50000	59000	28464
FTE							
Up to 5	2	-	-	3735	-	-	3735
5 - 10	6	4250	5500	11000	22500	27500	14250
11 - 20	10	2450	3626	5820	10900	40000	12557
21 - 30	4	2806	3265	6760	16342	27758	12847
31 - 50	17	2300	5500	7925	15000	27523	14699
51 - 70	11	5145	7142	14800	25312	31730	20970
71 - 100	16	4500	8196	10083	18270	27060	17552
101 - 150	9	4631	6141	10500	13624	15410	10365
151 - 200	14	6850	10466	14315	18862	29850	15793
201 - 300	24	3758	9188	11625	17980	23380	13696
301 - 400	5	6075	7500	10000	10610	61244	25647
401 - 600	12	6772	10414	16542	25298	34007	19412
601 - 1000	14	3600	8312	19500	29430	35200	24444
1001 - 4000	20	4585	9288	15000	28125	41000	20099
4001 or more	15	35350	41236	50290	57500	64890	48549



6.11 Combined - Risk Committee Chair (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	22	15000	23325	42500	51572	61620	39828
Large - listed	12	10200	14812	21000	25625	29750	22881
Large - public unlisted	12	6600	9375	10930	20842	39611	17481
Large - private	6	10175	10465	11406	17250	57000	26194
Medium - listed	11	5500	15000	20000	28250	40000	24495
Medium - public unlisted	42	3193	5506	10000	13847	24500	12989
Medium - private	8	2350	8950	13390	15000	18188	12251
Small - listed	2	-	-	17500	-	-	17500
Small - public unlisted	2	-	-	3500	-	-	3500
Small - private	3	-	6200	7000	16000	-	12467
NFP: Charity	5	7421	10865	12600	15000	16925	15693
NFP: Community Housing	2	-	-	20668	-	-	20668
NFP: Disability	2	-	-	2155	-	-	2155
NFP: Education	3	-	26000	35000	70015	-	52343
NFP: Health	8	3550	4375	7112	10942	17055	9214
NFP: Aged Care	9	2318	5000	5250	17500	22600	11405
Professional/Industry	3	-	12086	18171	20964	-	15976
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	3000	-	-	3000
Government - Large	9	2944	5000	10000	11330	27070	13539
Government - Medium	2	-	-	40800	-	-	40800
Government - Small	2	-	-	2070	-	-	2070
Superfunds	15	6754	10000	18565	28596	32872	19163
Type of Industry							
Agriculture, Forestry & Fishing	2	-	-	23000	-	-	23000
Mining - Junior	10	14050	16588	22500	40000	52800	28295
Mining	2	-	-	5000	-	-	5000
Manufacturing	3	-	15500	19000	20500	-	17667
Electricity, Gas, Water, & Waste	9	1976	2718	5000	11330	30058	12368
Construction	2	-	-	2000	-	-	2000
Wholesale Trade	3	-	10550	11100	13050	-	12033
Retail Trade	2	-	-	2500	-	-	2500
Accommodation and Food	2	-	-	25375	-	-	25375
Transport, Postal & Warehousing	3	-	7400	10000	45000	-	31600
Information Media & Telecoms	4	15000	15000	17500	35000	62000	32500
Financial & Insurance	51	5525	10000	13156	25700	55000	22794
Rental, Hiring & Real Estate	2	-	-	18472	-	-	18472
Professional, Scientific & Technical	8	4380	6600	15000	26719	52509	25632
Administrative & Support	2	-	-	35875	-	-	35875
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	26000	-	-	26000
Health Care & Social Assistance	26	2449	5000	8362	18625	30438	13459
Arts & Recreation	2	-	-	30000	-	-	30000
Other Services	7	3600	7175	21120	32486	42483	21920
Super Fund	13	7403	13344	20920	31000	35118	23384
Mutual ADI	29	3095	5145	9274	14800	31392	12546



6.12 Combined - Risk Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	110	2089	5000	9637	19034	32598	19100
Revenue							
Up to 1M	6	2500	3000	8250	18000	50000	20250
\$1M - \$5M	4	1364	1760	2025	2178	2371	1912
\$5M - \$10M	5	5120	11000	15000	15000	304980	108100
\$10M - \$20M	10	1900	2280	6700	24408	29131	12783
\$20M - \$40M	12	2020	4796	13576	32288	57500	22676
\$40M - \$80M	12	2092	2447	5210	6425	8210	4821
\$80M - \$120M	7	3640	7000	10000	10000	10036	7956
\$120M - \$160M	5	5200	5500	6700	11250	37548	16706
\$160M - \$240M	12	5000	5356	8362	12658	16613	10693
\$240M - \$400M	4	13545	14962	20425	34638	51807	29176
\$400M - \$800M	7	4912	6660	6800	8750	11280	7617
\$800M - \$1B	2	-	-	5152	-	-	5152
\$1B - \$4B	15	7700	11930	17500	25000	28700	21058
\$4B or more	9	7933	16856	25200	32500	33810	23316
Assets							
Up to 1M	8	2371	4085	7500	12750	34500	16398
\$1M - \$4M	3	-	18750	20000	22812	-	21042
\$4M - \$8M	3	-	2000	2000	2250	-	2167
\$8M - \$12M	2	-	-	2500	-	-	2500
\$12M - \$20M	3	-	16317	31384	54962	-	37058
\$20M - \$40M	3	-	1882	2563	4019	-	3079
\$40M - \$60M	2	-	-	30000	-	-	30000
\$60M - \$100M	6	1050	2075	7500	27606	46738	18429
\$100M - \$200M	7	5484	7404	15000	25040	32368	29027
\$200M - \$500M	18	2064	3590	7262	10773	21200	11475
\$500M - \$1B	12	2124	4560	6000	10375	12490	8422
\$1B - \$3B	15	3520	6181	9274	11805	18755	13956
\$3B - \$10B	12	5700	11775	16270	22050	25920	16482
\$10B or more	14	6850	9138	17000	25075	30370	18314
FTE							
Up to 5	2	-	-	2070	-	-	2070
5 - 10	3	-	2800	4500	9750	-	6867
11 - 20	3	-	2240	2500	16750	-	11827
21 - 30	3	-	4154	5807	13282	-	9688
31 - 50	10	1920	4440	9700	16500	21830	24442
51 - 70	9	3030	5807	9000	25625	39138	19299
71 - 100	12	2000	4250	6600	10000	18460	12936
101 - 150	5	3165	5662	9000	9274	9764	7105
151 - 200	7	6825	8862	12600	45040	57048	26554
201 - 300	12	2750	5000	6800	11576	13135	7705
301 - 400	3	-	1906	2563	3934	-	3039
401 - 600	9	4110	5481	12000	15000	18877	12162
601 - 1000	7	2440	4000	11500	23680	46301	18816
1001 - 4000	12	2800	5500	8750	16763	20900	11033
4001 or more	14	17049	19704	25100	29675	33182	24566



6.12 Combined - Risk Committee Director (continued)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	17	10600	16856	25000	26000	32890	21978
Large - listed	9	9000	11250	12000	15750	21020	13956
Large - public unlisted	7	1755	3546	5305	6150	10354	5947
Large - private	3	-	5240	5481	6140	-	5760
Medium - listed	10	4750	8294	11300	29500	31830	21312
Medium - public unlisted	20	1998	3208	7550	10250	29131	12242
Medium - private	5	2200	2500	10091	15000	21375	11043
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	2	-	-	1100	-	-	1100
Small - private	2	-	-	9750	-	-	9750
NFP: Charity	4	3750	5531	7460	14146	24489	12217
NFP: Community Housing	2	-	-	7666	-	-	7666
NFP: Disability	2	-	-	35000	-	-	35000
NFP: Education	2	-	-	49126	-	-	49126
NFP: Health	6	3306	4828	5641	10722	33720	14222
NFP: Aged Care	3	-	1300	1600	1850	-	1567
Professional/Industry	2	-	-	9086	-	-	9086
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	1850	-	-	1850
Government - Large	7	2337	2750	5000	6750	14800	7299
Government - Medium	2	-	-	40000	-	-	40000
Government - Small	2	-	-	2070	-	-	2070
Superfunds	7	6460	9526	13133	17000	19943	13335
Type of Industry							
Agriculture, Forestry & Fishing	-	-	-	-	-	-	-
Mining - Junior	6	8862	11250	16000	23750	29250	18038
Mining	-	-	-	-	-	-	-
Manufacturing	3	-	8250	11500	11750	-	9500
Electricity, Gas, Water, & Waste	7	1842	2535	5500	10250	17580	8253
Construction	2	-	-	2000	-	-	2000
Wholesale Trade	2	-	-	7500	-	-	7500
Retail Trade	-	-	-	-	-	-	-
Accommodation and Food	2	-	-	16625	-	-	16625
Transport, Postal & Warehousing	3	-	13000	21000	50500	-	35333
Information Media & Telecoms	4	6500	8750	35000	65000	74000	38750
Financial & Insurance	34	5092	5980	9043	15513	32732	15423
Rental, Hiring & Real Estate	2	-	-	7919	-	-	7919
Professional, Scientific & Technical	6	3500	7125	20312	23846	28776	21530
Administrative & Support	2	-	-	17938	-	-	17938
Public Administration & Safety	-	-	-	-	-	-	-
Education & Training	2	-	-	20250	-	-	20250
Health Care & Social Assistance	13	1320	2000	2563	7666	30107	9477
Arts & Recreation	2	-	-	20000	-	-	20000
Other Services	5	1720	2500	11000	16856	21742	11311
Super Fund	7	10091	12842	14600	20079	22495	15992
Mutual ADI	11	1980	2046	3120	8837	11000	6886



6.13 Listed Public Committee Results

One hundred and seventeen (52%) of the 226 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	Chair	108	10000	15000	25000	40000	55000	32180
	Director	78	6908	10000	15000	25000	35045	19837
Finance	Chair	13	5200	15000	22000	30000	34700	21444
	Director	9	4400	8400	11500	17938	32000	18671
Governance	Chair	23	7600	11000	22000	30000	50600	25982
	Director	15	3590	6000	11500	18969	32600	17388
Nominations	Chair	25	10000	11000	17500	30000	49200	23418
	Director	22	5000	5250	9375	16375	22970	13572
Remuneration	Chair	95	8980	15000	22000	35000	50174	26320
	Director	67	5600	8120	15000	23155	30900	18755
Risk	Chair	50	9553	15112	25700	43750	55500	30254
	Director	39	7500	10500	15750	25100	33810	31547

6.14 Unlisted Public Committee Results

Eighty-five (51%) of the 167 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	Chair	82	3502	5500	10000	16875	31359	15095
	Director	36	2046	3208	6254	12818	23420	10948
Finance	Chair	9	5000	5500	7845	10000	16488	11273
	Director	11	1500	3669	5500	7385	10000	7497
Governance	Chair	28	3514	6055	10000	14815	26578	13618
	Director	14	1397	2655	5152	7716	13484	7196
Nominations	Chair	15	3568	5020	10000	20476	32536	15713
	Director	10	2130	3090	7735	13726	29056	11273
Remuneration	Chair	25	2700	5500	9274	14860	26310	11891
	Director	17	1240	2500	5000	9274	14155	7041
Risk	Chair	61	3500	6141	10000	14860	31308	14220
	Director	32	1982	3208	6750	11375	27524	11112



6.15 Private Committee Results

Thirty-four (19%) of the 176 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	Chair	26	6200	10000	12662	18442	42298	19756
	Director	17	2300	5481	8390	10350	19863	10096
Finance	Chair	6	4500	7750	12500	22500	25312	14104
	Director	9	1940	4500	10000	18000	26500	12514
Governance	Chair	10	5060	7750	12500	15000	20562	12502
	Director	5	3000	4500	12500	15000	21375	11925
Nominations	Chair	9	4400	5000	7000	15000	27019	12455
	Director	8	2350	4000	7546	15256	18903	10092
Remuneration	Chair	15	2350	4150	9133	18440	27530	15972
	Director	11	2000	3385	5000	12546	25625	9676
Risk	Chair	17	4240	10000	11100	15000	25250	17024
	Director	10	2450	4625	6140	13773	16062	9200

6.16 NFP Committee Results

One hundred and seven (47%) of the 215 NFP Boards who pay Directors Board fees 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	Chair	70	2633	4275	8525	15684	25023	12709
	Director	32	2000	2696	5641	17752	38832	16150
Finance	Chair	49	2450	5000	6311	12875	23246	11472
	Director	23	1440	2050	4000	8533	34277	10813
Governance	Chair	54	2544	4325	6780	17375	29900	13596
	Director	22	1420	2178	5506	27324	38832	15504
Nominations	Chair	26	2824	5010	6156	13942	22860	10349
	Director	15	1540	2300	5475	9083	23774	10059
Remuneration	Chair	25	2789	4000	9225	15336	38296	15870
	Director	14	1870	2934	5534	25454	37381	14788
Risk	Chair	33	2530	5000	10000	18171	33100	15407
	Director	20	1560	2400	6164	17116	37008	14630



6.17 Government Committee Results

Sixty-one (33%) of the 186 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	Chair	95	4024	6550	10614	17000	25919	15808
	Director	70	2716	5000	5876	9112	19530	9738
Finance	Chair	19	2961	4302	7150	11500	24246	12997
	Director	10	2500	3250	5154	7719	19869	8150
Governance	Chair	18	3000	5720	10300	15870	23360	11839
	Director	10	2500	3062	5500	7969	8934	5639
Nominations	Chair	18	3000	5190	6754	13904	25791	11006
	Director	12	3000	3525	5154	10820	18278	12857
Remuneration	Chair	28	3000	6000	10300	21100	31000	15428
	Director	22	2759	3746	6126	12319	16325	10973
Risk	Chair	28	3000	6754	12337	27395	40163	19936
	Director	18	2378	3500	7250	18200	25030	14069

6.18 Super Fund Committee Results

Thirty-three (66%) of the 50 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	Chair	33	5832	7661	12570	21900	31000	15642
	Director	17	4200	5307	8500	13133	19918	10200
Finance	Chair	3	-	6754	6754	18877	-	14836
	Director	2	-	-	8292	-	-	8292
Governance	Chair	7	6236	6754	10600	13422	21936	12487
	Director	3	-	7438	8500	8630	-	7879
Nominations	Chair	11	5460	6113	10000	19280	31000	13701
	Director	5	3280	3700	5000	5307	9191	5757
Remuneration	Chair	12	7139	10675	19185	29546	31000	19439
	Director	9	5746	8500	12075	12852	17249	11434
Risk	Chair	15	6754	10000	18565	28596	32872	19163
	Director	7	6460	9526	13133	17000	19943	13335



7. REMUNERATION GOVERNANCE QUESTIONS

Contributors 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 678 Boards who supplied this data.

Q79 *In which month does the Board usually decide on increases to remuneration for the following year?*

	March Quarter	June Quarter	September Quarter	December Quarter
ASX	9%	42%	35%	15%
Unlisted	3%	47%	31%	15%
Private	13%	48%	22%	17%
NFP	12%	44%	23%	21%

Q80 *Was there an increase given to Directors in the period 1 Jan 2022-31 Dec 2022?*

	Yes	No
ASX	42%	58%
Unlisted	67%	33%
Private	61%	39%
NFP	47%	53%

Q81 *If yes, what was the average percentage increase received by Directors in the period 1 Jan 2022-31 Dec 2022?*

	1-5%	6-10%	More than 10%
ASX	79%	18%	3%
Unlisted	84%	12%	4%
Private	82%	15%	3%
NFP	94%	5%	1%

Q82 *Was there an increase given to C-Suite Executives in the period 1 Jan 2022-31 Dec 2022?*

	Yes	No
ASX	71%	29%
Unlisted	78%	22%
Private	77%	23%
NFP	80%	20%



Q83 *If yes, what was the average percentage increase received by C-Suite Executives in the period 1 Jan 2022-31 Dec 2022?*

	1-5%	6-10%	More than 10%
ASX	81%	10%	9%
Unlisted	84%	14%	2%
Private	82%	15%	3%
NFP	88%	11%	1%

Q84 *Was there an increase given to general staff in the period 1 Jan 2022-31 Dec 2022?*

	Yes	No
ASX	82%	18%
Unlisted	100%	0%
Private	76%	24%
NFP	89%	11%

Q85 *If yes, what was the average percentage increase received by general staff in the period 1 Jan 2022-31 Dec 2022?*

	1-5%	6-10%	More than 10%
ASX	78%	19%	3%
Unlisted	89%	11%	0%
Private	59%	41%	0%
NFP	93%	7%	0%

Q86 *On what criteria are Board Remuneration increases based?*

	CPI	WPI	AWOTE	Organisation Performance	Industry Surveys	Consultant Benchmarking	Other
ASX	16%	5%	1%	17%	27%	25%	9%
Unlisted	24%	10%	4%	20%	16%	20%	6%
Private	22%	12%	0%	24%	17%	15%	14%
NFP	23%	15%	1%	15%	16%	12%	17%

Q87 *On what basis does the Board pay Directors for Committee work?*

	Included in Board fees	Board fee + Committee fees
ASX	48%	52%
Unlisted	49%	51%
Private	81%	19%
NFP	53%	47%