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August 18, 2015

Vincent Rodo
Chief Financial & Administration Officer
Toronto Transit Commission
1900 Yonge Street
Toronto, Ontario
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Dear Mr. Rodo,

Please find attached the Hay Group Limited material for Item 2 (Comparator Group Discussion) for the August 20, 2015 agenda of the TTC Human Resources & Labour Relations Committee.

Please note that the suggested (highlighted) orgs are presented only for the HR&LR's consideration. The final approved comparator groups may be comprised of different organizations than those highlighted in these materials.

Thank you for your assistance in this matter.

Sincerely,



Karl Aboud
Senior Principal
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TORONTO TRANSIT COMMISSION

Comparator Group Discussion – HR & LR Committee

17 August, 2015



DISCUSSION AGENDA

- Chose comparator group orgs from the Hay database
- Chose comparator group orgs from disclosed sources (Ontario Public Sector Salary Disclosure List)

SHAREHOLDER GUIDELINES

- “The comparator group must be selected from public sector orgs that have comparability relative to attributes such as size, structure, business risk, and management complexity”

FROM HAY GROUP DATABASE

- Attached is a list of the 546 orgs in the current Hay database: separated between the 185 public sector orgs and the 361 private sector orgs
- The two ownership lists are thereafter segmented to include i) business sector, ii) revenue size, and iii) location
- 24 public sector orgs have been highlighted for your consideration
- The selected orgs are based on attributes including:
 - Location (Ontario) to be a competitive source of talent
 - Technology / science / engineering jobs
 - Unionization
 - Commercial public sector (agencies, boards, commissions, crowns, utilities) rather than Pure public sector (education, government, health care)

FROM ONTARIO PUBLIC SECTOR SALARY DISCLOSURE LIST

- Colleges

- **Crown Agencies**

 - See 12 suggested (highlighted) orgs on following list

- Hospitals & Boards of Public Health

- Hydro One & Ontario Power Generation

- Judiciary

- Legislative Assembly & Offices

- Ministries

- Municipalities & Services

- School Boards

- Universities

FROM ONTARIO PUBLIC SECTOR SALARY DISCLOSURE LIST – CROWN AGENCIES (N = 94)

- Advertising Review Board
- **AgriCorp**
- **Alcohol & Gaming Commission of Ontario**
- Algonquin Forestry Authority
- Assessment Review Board
- Cancer Care Ontario
- Child & Family Services Review Board/Custody Review Board
- Consent & Capacity Board
- Criminal Injuries Compensation Board
- Death Investigation Oversight Council
- **Deposit Insurance Corporation of Ontario**
- Education Quality & Accountability Office
- eHealth Ontario
- Environmental Review Tribunal
- Financial Services Commission
- Fire Marshal's Public Fire Safety Council
- Grievance Settlement Board
- Health Board Secretariat
- HealthForceOntario Marketing & Recruitment Agency
- Higher Education Quality Council of Ontario
- Human Rights Legal Support Centre
- Human Rights Tribunal of Ontario
- Landlord & Tenant Board
- Legal Aid Ontario
- Licence Appeal Tribunal
- **Liquor Control Board of Ontario**
- Local Health Integration Network - Central
- Local Health Integration Network - Central East
- Local Health Integration Network - Central West
- Local Health Integration Network - Champlain
- Local Health Integration Network - Erie St. Clair
- Local Health Integration Network - Hamilton Niagara Haldimand Brant
- Local Health Integration Network - Mississauga Halton
- Local Health Integration Network - North East
- Local Health Integration Network - North Simcoe Muskoka
- Local Health Integration Network - North West Ontario
- Local Health Integration Network - South East
- Local Health Integration Network - South West
- Local Health Integration Network - Toronto Central
- Local Health Integration Network - Waterloo Wellington
- McMichael Canadian Art Collection
- **Metrolinx**
- Metropolitan Toronto Convention Centre Corporation
- Niagara Escarpment Commission
- Niagara Parks Commission
- Northern Ontario Heritage Fund Corporation

FROM ONTARIO PUBLIC SECTOR SALARY DISCLOSURE LIST – CROWN AGENCIES (N = 94)

- The Ontario French Language Educational Communications Authority
- Office of the Conflict of Interest Commissioner
- Office of the Employer Adviser
- Office of the Fairness Commissioner
- Office of the French Language Services Commissioner
- Office of the Independent Police Review Director
- Office of the Worker Adviser
- Ontario Agency for Health Protection & Promotion
- Ontario Arts Council
- **Ontario Civilian Police Commission**
- Ontario Clean Water Agency
- Ontario Educational Communications Authority
- Ontario Energy Board
- Ontario Farm Products Marketing Commission
- Ontario Financing Authority
- Ontario Food Terminal Board
- Ontario Health Quality Council
- Ontario Heritage Trust
- **Ontario Highway Transport Board**
- Ontario Human Rights Commission
- **Ontario Infrastructure & Lands Corporation**
- Ontario Labour Relations Board
- **Ontario Lottery & Gaming Corporation**
- Ontario Media Development Corporation
- Ontario Mental Health Foundation
- Ontario Municipal Board
- Ontario Northland Transportation Commission
- Ontario Parole Board
- **Ontario Pension Board**
- Ontario Place
- Ontario Racing Commission
- Ontario Review Board
- Ontario Science Centre
- **Ontario Securities Commission**
- Ontario Tourism Marketing Partnership Corporation
- Ontario Trillium Foundation
- Ottawa Convention Centre
- Owen Sound Transportation Company Limited
- Pay Equity Commission
- Pay Equity Hearings Tribunal
- Royal Ontario Museum
- Science North
- Social Benefits Tribunal
- St. Lawrence Parks Commission
- Trillium Gift of Life Network
- Walkerton Clean Water Centre
- Workplace Safety & Insurance Appeals Tribunal
- **Workplace Safety & Insurance Board**

2014 HAY GROUP DATABASE PARTICIPANTS (N = 546 ORGS.)

Organization Name	Public (N=185)	Sector	Revenue	
ATB Financial		Banks	\$1 Billion to \$2.49 Billion	Alberta
Bank of Canada		Banks	\$250 to \$499 Million	Ontario
Business Development Bank of Canada		Banks	\$1 Billion to \$2.49 Billion	Quebec
Assiniboine Community College		Education	Less than \$100 Million	Manitoba
Calgary Board of Education		Education	\$500 to \$999 Million	Alberta
Cape Breton University		Education	Less than \$100 Million	Nova Scotia
Concordia University College of Alberta		Education	Less than \$100 Million	Alberta
Dalhousie University		Education	\$500 to \$999 Million	Nova Scotia
Durham College		Education	\$100 to \$249 Million	Ontario
Edmonton Catholic School District		Education	\$250 to \$499 Million	Alberta
Lakehead University		Education	\$100 to \$249 Million	Ontario
Lethbridge College		Education	Less than \$100 Million	Alberta
MacEwan University		Education	\$100 to \$249 Million	Alberta
McMaster University		Education	\$500 to \$999 Million	Ontario
Memorial University of Newfoundland		Education	\$250 to \$499 Million	Newfoundland
New Brunswick Community College		Education	Less than \$100 Million	New Brunswick
Northern Lakes College		Education	Less than \$100 Million	Alberta
Red River College		Education	\$100 to \$249 Million	Manitoba
Royal Roads University		Education	Less than \$100 Million	British Columbia
SAIT Polytechnic		Education	\$250 to \$499 Million	Alberta
St. Francis Xavier University		Education	\$100 to \$249 Million	Nova Scotia
Trillium Lakelands District School Board		Education	\$100 to \$249 Million	Ontario
Université d'Ottawa		Education	\$500 to \$999 Million	Ontario
University of Alberta		Education	\$1 Billion to \$2.49 Billion	Alberta
University of New Brunswick		Education	\$100 to \$249 Million	New Brunswick
University of Regina		Education	\$250 to \$499 Million	Saskatchewan
University of Victoria		Education	\$250 to \$499 Million	British Columbia
Alberta Pension Services Corporation		Financial Services	Less than \$100 Million	Alberta
Canada Lands Company CLC Limited		Financial Services	\$250 to \$499 Million	Ontario
Canada Mortgage and Housing Corporation		Financial Services	\$2.5 Billion or More	Ontario
CPP Investment Board		Financial Services	\$250 to \$499 Million	Ontario
Export Development Canada		Financial Services	\$1 Billion to \$2.49 Billion	Ontario
Farm Credit Canada		Financial Services	\$1 Billion to \$2.49 Billion	Saskatchewan
Ontario Pension Board		Financial Services	Less than \$100 Million	Ontario
Ontario Teachers' Pension Plan Board		Financial Services	\$250 to \$499 Million	Ontario

Organization Name	Public (N=185)	Sector	Revenue	
Otéra Capital Inc.		Financial Services	\$250 to \$499 Million	Quebec
Waterfront Toronto		Financial Services	\$100 to \$249 Million	Ontario
Annapolis Valley District Health Authority		Health Care	\$100 to \$249 Million	Nova Scotia
Cape Breton District Health Authority		Health Care	\$250 to \$499 Million	Nova Scotia
Capital District Health Authority		Health Care	\$500 to \$999 Million	Nova Scotia
Colchester East Hants District Health Authority		Health Care	\$100 to \$249 Million	Nova Scotia
Covenant Health		Health Care	\$500 to \$999 Million	Alberta
Cumberland District Health Authority		Health Care	Less than \$100 Million	Nova Scotia
Cypress Regional Health Authority		Health Care	\$100 to \$249 Million	Saskatchewan
Five Hills Regional Health Authority		Health Care	\$100 to \$249 Million	Saskatchewan
Guysborough Antigonish Strait District Health Authority		Health Care	Less than \$100 Million	Nova Scotia
IWK Health Centre		Health Care	\$250 to \$499 Million	Nova Scotia
Keewatin Yatthe Regional Health Authority		Health Care	Less than \$100 Million	Saskatchewan
Kelsey Trail Regional Health Authority		Health Care	\$100 to \$249 Million	Saskatchewan
Mamawetan Churchill River Regional Health Authority		Health Care	Less than \$100 Million	Saskatchewan
Pictou County District Health Authority		Health Care	Less than \$100 Million	Nova Scotia
Prairie North Regional Health Authority		Health Care	\$250 to \$499 Million	Saskatchewan
Prince Albert Parkland Regional Health Authority		Health Care	\$100 to \$249 Million	Saskatchewan
Regina Qu'Appelle Regional Health Authority		Health Care	\$500 to \$999 Million	Saskatchewan
Saskatoon Regional Health Authority		Health Care	\$1 Billion to \$2.49 Billion	Saskatchewan
South Shore District Health Authority		Health Care	Less than \$100 Million	Nova Scotia
South West Nova District Health Authority		Health Care	\$100 to \$249 Million	Nova Scotia
Sun Country Regional Health Authority		Health Care	\$100 to \$249 Million	Saskatchewan
Sunrise Regional Health Authority		Health Care	\$100 to \$249 Million	Saskatchewan
Assuris		Insurance	Less than \$100 Million	Ontario
Ontario Teachers Insurance Plan		Insurance	Less than \$100 Million	Ontario
Saskatchewan Workers' Compensation Board		Insurance	\$250 to \$499 Million	Saskatchewan
Workers' Compensation Board - Alberta		Insurance	\$1 Billion to \$2.49 Billion	Alberta
Workplace Safety and Insurance Board		Insurance	\$2.5 Billion or More	Ontario
WorkSafeNB		Insurance	\$100 to \$249 Million	New Brunswick
Atlantic Lottery Corporation		Leisure & Hospitality	\$1 Billion to \$2.49 Billion	New Brunswick
Ontario Lottery and Gaming Corporation		Leisure & Hospitality	\$2.5 Billion or More	Ontario
Saskatchewan Indian Gaming Authority		Leisure & Hospitality	\$250 to \$499 Million	Saskatchewan
The Calgary Stampede		Leisure & Hospitality	\$100 to \$249 Million	Alberta
Travel Alberta		Leisure & Hospitality	Less than \$100 Million	Alberta
TVOntario		Media	Less than \$100 Million	Ontario
Royal Canadian Mint		Natural Resources	\$2.5 Billion or More	Ontario
Alberta Institute Purchasing Management Assn. of Canada		Not-for-Profit	Less than \$100 Million	Alberta

Organization Name	Public (N=185)	Sector	Revenue	Location
AMAPCEO		Not-for-Profit	Less than \$100 Million	Ontario
Association of Canadian Community Colleges		Not-for-Profit	Less than \$100 Million	Ontario
Association of Universities and Colleges of Canada		Not-for-Profit	Less than \$100 Million	Ontario
Canadian Bankers Association		Not-for-Profit	Less than \$100 Million	Ontario
Canadian Blood Services		Not-for-Profit	\$1 Billion to \$2.49 Billion	Ontario
Canadian Cable Systems Alliance (CCSA)		Not-for-Profit	Less than \$100 Million	New Brunswick
Canadian Council of Christian Charities		Not-for-Profit	Less than \$100 Million	Ontario
Canadian Investor Protection Fund		Not-for-Profit	Less than \$100 Million	Ontario
Canadian Life and Health Insurance Association Inc.		Not-for-Profit	Less than \$100 Million	Ontario
Centre Street Church		Not-for-Profit	Less than \$100 Million	Alberta
Certified Management Accountants of Saskatchewan		Not-for-Profit	Less than \$100 Million	Saskatchewan
Chartered Professional Accountants of Canada		Not-for-Profit	Less than \$100 Million	Ontario
Downtown Vancouver Business Improvement Association		Not-for-Profit	Less than \$100 Million	British Columbia
Electricity Distributors Association		Not-for-Profit	Less than \$100 Million	Ontario
Engineers Canada		Not-for-Profit	Less than \$100 Million	Ontario
Federation of Canadian Municipalities		Not-for-Profit	Less than \$100 Million	Ontario
FIOSA-MIOSA Safety Alliance of BC		Not-for-Profit	Less than \$100 Million	British Columbia
MCC Canada		Not-for-Profit	Less than \$100 Million	Manitoba
Menno Homes of Saskatchewan Inc.		Not-for-Profit	Less than \$100 Million	Saskatchewan
Nova Scotia Egg Producers		Not-for-Profit	Less than \$100 Million	Nova Scotia
SOCAN		Not-for-Profit	\$250 to \$499 Million	Ontario
The Agency for Co-operative Housing		Not-for-Profit	Less than \$100 Million	Ontario
The Canadian Institute of Mining, Metallurgy and Petroleum		Not-for-Profit	Less than \$100 Million	Quebec
The United Church of Canada		Not-for-Profit	Less than \$100 Million	Ontario
Union of Northern Workers		Not-for-Profit	Less than \$100 Million	Yukon, NWT & Nunavut
United Way of the Alberta Capital Region		Not-for-Profit	Less than \$100 Million	Alberta
Western Canadian District, Christian & Missionary Alliance		Not-for-Profit	Less than \$100 Million	Alberta
Alberta Innovates - Health Solutions		Public Sector	Less than \$100 Million	Alberta
Alcohol and Gaming Commission of Ontario		Public Sector	Less than \$100 Million	Ontario
Calgary Public Library		Public Sector	Less than \$100 Million	Alberta
Canada Deposit Insurance Corporation		Public Sector	\$100 to \$249 Million	Ontario
Canada Foundation for Innovation		Public Sector	\$500 to \$999 Million	Ontario
Canadian Nuclear Laboratories		Public Sector	\$100 to \$249 Million	Ontario
City of Brantford		Public Sector	\$250 to \$499 Million	Ontario
City of Charlottetown		Public Sector	Less than \$100 Million	Prince Edward Island
City of Kelowna		Public Sector	\$250 to \$499 Million	British Columbia
Credit Union Deposit Guarantee Corporation - Saskatchewan		Public Sector	Less than \$100 Million	Saskatchewan
Deposit Insurance Corporation of Ontario		Public Sector	Less than \$100 Million	Ontario

Organization Name	Public (N=185)	Sector	Revenue	
Edmonton Public Library		Public Sector	Less than \$100 Million	Alberta
Gouvernement du Québec: Secrétariat du Conseil du trésor		Public Sector	\$2.5 Billion or More	Quebec
Government of Alberta		Public Sector	\$2.5 Billion or More	Alberta
Government of Nova Scotia		Public Sector	\$2.5 Billion or More	Nova Scotia
Government of Ontario		Public Sector	\$2.5 Billion or More	Ontario
Halifax Regional Municipality		Public Sector	\$500 to \$999 Million	Nova Scotia
Health Quality Council		Public Sector	Less than \$100 Million	Saskatchewan
House of Commons		Public Sector	\$250 to \$499 Million	Ontario
International Development Research Centre		Public Sector	\$250 to \$499 Million	Ontario
Office municipal d'habitation de Montréal		Public Sector	\$250 to \$499 Million	Quebec
Office of the Superintendent of Financial Institutions		Public Sector	Less than \$100 Million	Ontario
Regina Police Service		Public Sector	Less than \$100 Million	Saskatchewan
Regional District of Central Okanagan		Public Sector	Less than \$100 Million	British Columbia
Regional District of Nanaimo		Public Sector	Less than \$100 Million	British Columbia
Saskatchewan Assessment Management Agency		Public Sector	Less than \$100 Million	Saskatchewan
Saskatchewan Cancer Agency		Public Sector	\$100 to \$249 Million	Saskatchewan
Strathcona County		Public Sector	\$250 to \$499 Million	Alberta
The Senate of Canada		Public Sector	Less than \$100 Million	Ontario
Town of Ladysmith		Public Sector	Less than \$100 Million	British Columbia
Treasury Board of Canada Secretariat		Public Sector	\$2.5 Billion or More	Ontario
Water Security Agency of Saskatchewan		Public Sector	Less than \$100 Million	Saskatchewan
Yellowhead Regional Library		Public Sector	Less than \$100 Million	Alberta
LCBO		Retail	\$2.5 Billion or More	Ontario
Manitoba Liquor Control Commission		Retail	\$500 to \$999 Million	Manitoba
Association of Regina REALTORS Inc.		Services	Less than \$100 Million	Saskatchewan
Association of Saskatchewan REALTORS		Services	Less than \$100 Million	Saskatchewan
BBM Canada		Services	Less than \$100 Million	Ontario
Beaver Municipal Solutions		Services	Less than \$100 Million	Alberta
British Columbia Safety Authority		Services	Less than \$100 Million	British Columbia
Canadian Tourism Commission		Services	Less than \$100 Million	British Columbia
CSA Group		Services	\$250 to \$499 Million	Ontario
FPIinnovations		Services	Less than \$100 Million	Quebec
Hong Kong Trade Development Council		Services	Less than \$100 Million	Ontario
Innovate Calgary		Services		Alberta
New Zealand Trade & Enterprise		Services	Less than \$100 Million	British Columbia
Ontario Centres of Excellence		Services	Less than \$100 Million	Ontario
Ontario Power Authority		Services	Less than \$100 Million	Ontario
Safety Codes Council		Services	Less than \$100 Million	Alberta

Organization Name	Public (N=185)	Sector	Revenue	Location
Tarion Warranty Corporation		Services	Less than \$100 Million	Ontario
SaskTel		Telecommunications	\$1 Billion to \$2.49 Billion	Saskatchewan
TBayTel		Telecommunications	\$100 to \$249 Million	Ontario
Greater Toronto Airports Authority		Transportation	\$1 Billion to \$2.49 Billion	Ontario
Halifax Port Authority		Transportation	Less than \$100 Million	Nova Scotia
Marine Atlantic Inc.		Transportation	\$100 to \$249 Million	Newfoundland
Metrolinx		Transportation	\$500 to \$999 Million	Ontario
Toronto Transit Commission		Transportation	\$2.5 Billion or More	Ontario
Bluewater Power Distribution Corporation		Utilities	\$100 to \$249 Million	Ontario
Burlington Hydro Inc.		Utilities	\$100 to \$249 Million	Ontario
Cambridge and North Dumfries Hydro Inc.		Utilities	\$100 to \$249 Million	Ontario
Columbia Power Corporation		Utilities	Less than \$100 Million	British Columbia
Enersource Hydro Mississauga Inc		Utilities	\$500 to \$999 Million	Ontario
Festival Hydro Inc.		Utilities	Less than \$100 Million	Ontario
Greater Sudbury Utilities		Utilities	\$100 to \$249 Million	Ontario
Guelph Hydro Electric Systems Inc.		Utilities	\$100 to \$249 Million	Ontario
Halifax Regional Water Commission		Utilities	\$100 to \$249 Million	Nova Scotia
Halton Hills Hydro Inc.		Utilities	Less than \$100 Million	Ontario
Horizon Utilities Corporation		Utilities	\$500 to \$999 Million	Ontario
Hydro One Brampton		Utilities	\$250 to \$499 Million	Ontario
Hydro One Inc.		Utilities	\$2.5 Billion or More	Ontario
Hydro Ottawa Limited		Utilities	\$500 to \$999 Million	Ontario
Kitchener-Wilmot Hydro Inc.		Utilities	\$100 to \$249 Million	Ontario
London Hydro		Utilities	\$250 to \$499 Million	Ontario
NB Power Holding Corporation		Utilities	\$1 Billion to \$2.49 Billion	New Brunswick
Ontario Power Generation Inc.		Utilities	\$2.5 Billion or More	Ontario
Orillia Power Corporation		Utilities	Less than \$100 Million	Ontario
Oshawa PUC Networks Inc.		Utilities	\$100 to \$249 Million	Ontario
Peterborough Utilities Group		Utilities	\$100 to \$249 Million	Ontario
PowerStream Inc.		Utilities	\$1 Billion to \$2.49 Billion	Ontario
SaskEnergy Incorporated		Utilities	\$500 to \$999 Million	Saskatchewan
Thunder Bay Hydro Electricity Distribution Inc.		Utilities	\$100 to \$249 Million	Ontario
Toronto Hydro-Electric System Limited		Utilities	\$2.5 Billion or More	Ontario
Veridian Corporation		Utilities	\$250 to \$499 Million	Ontario
Welland Hydro-Electric System Corp.		Utilities	Less than \$100 Million	Ontario
Westario Power Inc.		Utilities	Less than \$100 Million	Ontario
Yukon Energy Corporation		Utilities	Less than \$100 Million	Yukon, NWT & Nunavut
Organization Name	Private (N=361)	Sector	Revenue	Location

Organization Name	Private (N=361)	Sector	Revenue	Location
1st Choice Savings and Credit Union Ltd.		Banks	Less than \$100 Million	Alberta
Affinity Credit Union		Banks	\$100 to \$249 Million	Saskatchewan
Alterna Savings and Credit Union Limited		Banks	\$100 to \$249 Million	Ontario
Assiniboine Credit Union		Banks	\$100 to \$249 Million	Manitoba
BlueShore Financial		Banks	Less than \$100 Million	British Columbia
BMO Financial Group		Banks	\$2.5 Billion or More	Ontario
Canadian Western Bank		Banks	\$250 to \$499 Million	Alberta
Capital One		Banks		Ontario
Central 1 Credit Union		Banks	\$100 to \$249 Million	British Columbia
CIBC		Banks	\$2.5 Billion or More	Ontario
Coast Capital Savings Credit Union		Banks	\$500 to \$999 Million	British Columbia
Coastal Community Credit Union		Banks	Less than \$100 Million	British Columbia
Concentra Financial		Banks	\$100 to \$249 Million	Saskatchewan
Conexus Credit Union		Banks	\$100 to \$249 Million	Saskatchewan
Credit Union Central Alberta Limited		Banks	Less than \$100 Million	Alberta
Fédération des caisses Desjardins du Québec		Banks	\$2.5 Billion or More	Quebec
First Calgary Financial Credit Union Limited		Banks	\$100 to \$249 Million	Alberta
First West Credit Union		Banks	\$100 to \$249 Million	British Columbia
HSBC Bank Canada		Banks	\$1 Billion to \$2.49 Billion	British Columbia
ICICI Bank Canada		Banks	\$100 to \$249 Million	Ontario
Integris Credit Union		Banks	Less than \$100 Million	British Columbia
Laurentian Bank of Canada		Banks	\$500 to \$999 Million	Quebec
Meridian Credit Union		Banks	\$100 to \$249 Million	Ontario
National Bank Financial Group		Banks	\$2.5 Billion or More	Quebec
Newfoundland and Labrador Credit Union		Banks	Less than \$100 Million	Newfoundland
President's Choice Financial		Banks	\$500 to \$999 Million	Ontario
Prospera Credit Union		Banks	Less than \$100 Million	British Columbia
RBC		Banks	\$2.5 Billion or More	Ontario
SaskCentral		Banks	Less than \$100 Million	Saskatchewan
Scotiabank		Banks	\$2.5 Billion or More	Ontario
Servus Credit Union Ltd.		Banks	\$250 to \$499 Million	Alberta
Synergy Credit Union		Banks	Less than \$100 Million	Saskatchewan
Tangerine Bank		Banks	\$250 to \$499 Million	Ontario
TD Bank Financial Group		Banks	\$2.5 Billion or More	Ontario
Vancity Savings Credit Union		Banks	\$250 to \$499 Million	British Columbia
Westminster Savings Credit Union		Banks	Less than \$100 Million	British Columbia
Agrium Inc.		Chemicals	\$2.5 Billion or More	Alberta
Air Products Canada Ltd.		Chemicals	\$250 to \$499 Million	Ontario

Organization Name	Private (N=361)	Sector	Revenue	
Ashland Inc.		Chemicals	\$250 to \$499 Million	Ontario
Ashland Inc. - Performance Materials		Chemicals		Ontario
Ashland Inc. - Specialty Ingredients		Chemicals		Ontario
Ashland Inc. - Valvoline		Chemicals		Ontario
Atotech Canada Ltd.		Chemicals	Less than \$100 Million	Ontario
Basell Canada Inc.		Chemicals	Less than \$100 Million	Quebec
BASF Canada Inc.		Chemicals	\$1 Billion to \$2.49 Billion	Ontario
Cabot Canada Ltd.		Chemicals	\$100 to \$249 Million	Ontario
CEPSA Química Montreal L.P.		Chemicals	Less than \$100 Million	Quebec
Chemtura Canada Co Cie		Chemicals	\$250 to \$499 Million	Ontario
CSL Silicones Inc.		Chemicals	Less than \$100 Million	Ontario
Cytec Canada Inc.		Chemicals	Less than \$100 Million	Ontario
Dow Chemical Canada Inc.		Chemicals	\$2.5 Billion or More	Alberta
DSM Nutritional Products Canada Inc.		Chemicals	Less than \$100 Million	Ontario
E.I. du Pont Canada Company		Chemicals	\$1 Billion to \$2.49 Billion	Ontario
FMC of Canada, Ltd.		Chemicals	Less than \$100 Million	British Columbia
Huntsman Polyurethane		Chemicals	Less than \$100 Million	Ontario
International Flavors & Fragrances Canada Ltd.		Chemicals		Ontario
LANXESS Inc.		Chemicals	\$500 to \$999 Million	Ontario
Methanex Corporation		Chemicals	\$2.5 Billion or More	British Columbia
Occidental Chemical Corporation		Chemicals	\$100 to \$249 Million	Ontario
Orica Canada Inc.		Chemicals		Quebec
PPG Canada Inc.		Chemicals	\$250 to \$499 Million	Ontario
PPG Canada Inc. - Industrial Coatings Division		Chemicals	\$250 to \$499 Million	Ontario
PPG Canada Inc. - Performance Glazing Division		Chemicals	\$250 to \$499 Million	Ontario
Praxair Canada Inc.		Chemicals	\$500 to \$999 Million	Ontario
Primex Manufacturing Ltd.		Chemicals	Less than \$100 Million	British Columbia
SABIC Innovative Plastics Canada Incorporated		Chemicals	\$100 to \$249 Million	Ontario
Solenis LLC		Chemicals		Ontario
Solvay North America		Chemicals		Ontario
Styrolution Canada Limited		Chemicals		Ontario
Yara Belle Plaine Inc.		Chemicals	\$500 to \$999 Million	Saskatchewan
Armstrong World Industries Canada Ltd.		Construction & Materials	\$100 to \$249 Million	Quebec
General Shale Brick, Inc.		Construction & Materials		Ontario
Holcim (Canada) Inc.		Construction & Materials	\$1 Billion to \$2.49 Billion	Ontario
Knauf Insulation Ltd.		Construction & Materials	Less than \$100 Million	Quebec
Lafarge Canada Inc.		Construction & Materials	\$2.5 Billion or More	Quebec
Lehigh Hanson Materials Limited		Construction & Materials	\$500 to \$999 Million	Alberta

Organization Name Private (N=361)	Sector	Revenue	Location
Mission Group Enterprises	Construction & Materials	\$100 to \$249 Million	British Columbia
Stuart Olson Inc.	Construction & Materials	\$1 Billion to \$2.49 Billion	Alberta
Tafisa Canada	Construction & Materials	\$100 to \$249 Million	Quebec
Votorantim Cement North America	Construction & Materials	\$1 Billion to \$2.49 Billion	Ontario
Broan-NuTone Canada Inc.	Consumer Durables	Less than \$100 Million	Ontario
Canada Goose Inc.	Consumer Durables	\$100 to \$249 Million	Ontario
Canadelle Inc.	Consumer Durables	\$100 to \$249 Million	Quebec
Fisher & Paykel Appliances	Consumer Durables	Less than \$100 Million	Ontario
Group SEB Canada Inc.	Consumer Durables	Less than \$100 Million	Ontario
Richemont Canada Inc.	Consumer Durables	Less than \$100 Million	Ontario
3M Canada Company	Fast Moving Consumer Goods	\$500 to \$999 Million	Ontario
Andrew Peller Limited	Fast Moving Consumer Goods	\$250 to \$499 Million	Ontario
Arla Foods Inc.	Fast Moving Consumer Goods	\$100 to \$249 Million	Ontario
Barilla	Fast Moving Consumer Goods	Less than \$100 Million	Ontario
BEL Group	Fast Moving Consumer Goods	Less than \$100 Million	Quebec
BIC Graphic Canada	Fast Moving Consumer Goods	Less than \$100 Million	Ontario
Bonduelle North America Inc.	Fast Moving Consumer Goods		Quebec
Campbell Company of Canada	Fast Moving Consumer Goods	\$500 to \$999 Million	Ontario
CKF Inc.	Fast Moving Consumer Goods	\$100 to \$249 Million	Nova Scotia
Coty Canada	Fast Moving Consumer Goods	\$100 to \$249 Million	Quebec
Country Ribbon Inc.	Fast Moving Consumer Goods	Less than \$100 Million	Newfoundland
Dr. Oetker Ltd.	Fast Moving Consumer Goods	\$100 to \$249 Million	Ontario
E & J Gallo Winery	Fast Moving Consumer Goods		Ontario
Eden Valley Poultry Inc.	Fast Moving Consumer Goods	\$100 to \$249 Million	Nova Scotia
Ferrero Canada Limited Commercial Division	Fast Moving Consumer Goods	\$500 to \$999 Million	Ontario
H.J. Heinz Company of Canada Ltd.	Fast Moving Consumer Goods	\$500 to \$999 Million	Ontario
JTI-Macdonald Corp.	Fast Moving Consumer Goods	\$500 to \$999 Million	Ontario
Kellogg Canada Inc.	Fast Moving Consumer Goods	\$500 to \$999 Million	Ontario
Kimberly-Clark Corporation	Fast Moving Consumer Goods	\$500 to \$999 Million	Ontario
Labatt Breweries of Canada	Fast Moving Consumer Goods	\$2.5 Billion or More	Ontario
L'Oréal Canada Inc.	Fast Moving Consumer Goods	\$500 to \$999 Million	Quebec
Mary Kay, Inc.	Fast Moving Consumer Goods	Less than \$100 Million	Ontario
PepsiCo Canada	Fast Moving Consumer Goods	\$2.5 Billion or More	Ontario
Procter & Gamble Inc.	Fast Moving Consumer Goods	\$2.5 Billion or More	Ontario
Rothmans, Benson & Hedges Inc.	Fast Moving Consumer Goods	\$500 to \$999 Million	Ontario
SCA Hygiene Products	Fast Moving Consumer Goods	\$100 to \$249 Million	Ontario
Sleeman Breweries Ltd.	Fast Moving Consumer Goods	\$250 to \$499 Million	Ontario
Sofina Foods Inc.	Fast Moving Consumer Goods	\$1 Billion to \$2.49 Billion	Ontario

Organization Name Private (N=361)	Sector	Revenue	
WD-40 Products Canada Ltd.	Fast Moving Consumer Goods	Less than \$100 Million	Ontario
Brandes Investment Partners & Co.	Financial Services	Less than \$100 Million	Ontario
CIBC Mellon	Financial Services	\$500 to \$999 Million	Ontario
Credential Financial Inc.	Financial Services	\$100 to \$249 Million	British Columbia
Empire Life Investments Inc.	Financial Services	\$500 to \$999 Million	Ontario
Fidelity Investments Canada ULC	Financial Services	\$250 to \$499 Million	Ontario
Fiera Capital Corporation	Financial Services	\$100 to \$249 Million	Quebec
Franklin Templeton Investments	Financial Services	\$250 to \$499 Million	Ontario
Harvard Developments Inc.	Financial Services	\$100 to \$249 Million	Saskatchewan
Home Trust Company	Financial Services	\$500 to \$999 Million	Ontario
IA Clarington Investments Inc.	Financial Services	\$100 to \$249 Million	Quebec
International Financial Data Services (Canada)	Financial Services	\$100 to \$249 Million	Ontario
Investors Group Inc.	Financial Services	\$1 Billion to \$2.49 Billion	Manitoba
John Deere Credit Inc. - Canada	Financial Services	\$100 to \$249 Million	Ontario
Mackenzie Financial Corporation	Financial Services	\$500 to \$999 Million	Ontario
NEI Investments	Financial Services	Less than \$100 Million	Ontario
State Street Trust Company Canada	Financial Services	\$100 to \$249 Million	Ontario
The D&B Companies of Canada Ltd.	Financial Services	Less than \$100 Million	Ontario
Wells Fargo Financial Corporation Canada	Financial Services	Less than \$100 Million	Ontario
Belden (Canada) Inc.	High Technology	Less than \$100 Million	Ontario
Christie Digital Systems Inc.	High Technology	\$250 to \$499 Million	Ontario
Chubb Edwards	High Technology	\$250 to \$499 Million	Ontario
GE Canada	High Technology	\$2.5 Billion or More	Ontario
Navtech Systems Support Inc.	High Technology	Less than \$100 Million	Ontario
Rolls-Royce Canada Ltd.	High Technology	\$500 to \$999 Million	Quebec
Schneider Electric	High Technology	\$250 to \$499 Million	British Columbia
Siemens Canada Limited	High Technology	\$2.5 Billion or More	Ontario
Tech Data Canada Corporation	High Technology	\$1 Billion to \$2.49 Billion	Ontario
Teranet Inc.	High Technology	\$100 to \$249 Million	Ontario
Thales Canada Inc.	High Technology	\$250 to \$499 Million	Ontario
Ancor Limited	Industrial Goods		Ontario
ArcelorMittal Canada Hamilton	Industrial Goods	\$1 Billion to \$2.49 Billion	Ontario
ArcelorMittal Canada Saint-Patrick	Industrial Goods	\$1 Billion to \$2.49 Billion	Quebec
ArcelorMittal Tailored Blanks Americas Corp.	Industrial Goods	\$100 to \$249 Million	Ontario
ArcelorMittal Tubular Products - Automotive Division	Industrial Goods	Less than \$100 Million	Ontario
Archer-Daniels-Midland Company (Canada) Ltd.	Industrial Goods		Alberta
Atlantic Packaging Products Ltd.	Industrial Goods		Ontario
Babcock & Wilcox Canada Ltd.	Industrial Goods	\$100 to \$249 Million	Ontario

Organization Name Private (N=361)	Sector	Revenue	
Bericap North America Inc.	Industrial Goods	Less than \$100 Million	Ontario
Bombardier Transport Canada Inc.	Industrial Goods	\$1 Billion to \$2.49 Billion	Quebec
Cargill Limited	Industrial Goods	\$2.5 Billion or More	Manitoba
Caterpillar of Canada Corporation	Industrial Goods	Less than \$100 Million	Ontario
Caterpillar Tunneling Canada Corporation	Industrial Goods	Less than \$100 Million	Ontario
CHEP Canada Inc.	Industrial Goods	\$100 to \$249 Million	Ontario
CNH America, LLC.	Industrial Goods	\$1 Billion to \$2.49 Billion	Saskatchewan
Continental Tire Canada, Inc.	Industrial Goods	\$500 to \$999 Million	Ontario
Danfoss Inc.	Industrial Goods	Less than \$100 Million	Ontario
Dorman Products Inc.	Industrial Goods		Ontario
Elliott Turbomachinery Canada, Inc.	Industrial Goods		Ontario
EnerSys Inc.	Industrial Goods	Less than \$100 Million	Ontario
Finning (Canada)	Industrial Goods	\$2.5 Billion or More	Alberta
Finning International Inc.	Industrial Goods	\$2.5 Billion or More	British Columbia
Flowsolve Canada Inc.	Industrial Goods	\$100 to \$249 Million	Ontario
General Kinetics Engineering Corporation	Industrial Goods	Less than \$100 Million	Ontario
Hilti (Canada) Corporation	Industrial Goods	\$100 to \$249 Million	Ontario
John Deere Limited Canada	Industrial Goods	\$1 Billion to \$2.49 Billion	Ontario
Kennametal Ltd.	Industrial Goods	Less than \$100 Million	Ontario
Kongsberg Automotive	Industrial Goods		Quebec
Lantic Inc.	Industrial Goods	\$500 to \$999 Million	Quebec
Linamar	Industrial Goods	\$2.5 Billion or More	Ontario
Magotteaux Ltée	Industrial Goods	Less than \$100 Million	Quebec
Michelin North America (Canada) Inc.	Industrial Goods	\$1 Billion to \$2.49 Billion	Nova Scotia
Mitsubishi Canada Limited	Industrial Goods	\$100 to \$249 Million	British Columbia
Plastiflex Canada Inc.	Industrial Goods		Ontario
SMS Equipment Inc.	Industrial Goods	\$1 Billion to \$2.49 Billion	Alberta
Solar Turbines Incorporated	Industrial Goods		Alberta
Sonoco Canada Corporation	Industrial Goods	\$250 to \$499 Million	Ontario
Toromont CAT, A Division of Toromont Industries Ltd.	Industrial Goods	\$1 Billion to \$2.49 Billion	Ontario
Umicore Canada Inc.	Industrial Goods	\$100 to \$249 Million	Ontario
Wartsila Canada Incorporated	Industrial Goods	Less than \$100 Million	British Columbia
Wecast Industries Inc.	Industrial Goods	\$250 to \$499 Million	Ontario
AIG Insurance Company of Canada	Insurance	\$1 Billion to \$2.49 Billion	Ontario
Assomption, Compagnie mutuelle d'assurance vie	Insurance	\$100 to \$249 Million	New Brunswick
Aviva Canada Inc.	Insurance	\$250 to \$499 Million	Ontario
First Canadian Title Company Limited	Insurance	\$100 to \$249 Million	Ontario
FM Global	Insurance	\$250 to \$499 Million	Ontario

Organization Name Private (N=361)	Sector	Revenue	
Industrial Alliance, Insurance and Financial Services	Insurance	\$2.5 Billion or More	Quebec
Manulife Financial	Insurance	\$2.5 Billion or More	Ontario
Sun Life Financial Canada	Insurance	\$2.5 Billion or More	Ontario
The Equitable Life Insurance Company of Canada	Insurance	\$500 to \$999 Million	Ontario
Zurich Canada	Insurance	\$1 Billion to \$2.49 Billion	Ontario
A&W Food Services of Canada Inc.	Leisure & Hospitality	\$500 to \$999 Million	British Columbia
Blue Mountain Resorts Limited	Leisure & Hospitality	Less than \$100 Million	Ontario
Edmonton Eskimo Football Club	Leisure & Hospitality	Less than \$100 Million	Alberta
Fortis Properties Corporation	Leisure & Hospitality	\$100 to \$249 Million	Newfoundland
Tim Hortons Inc.	Leisure & Hospitality	\$2.5 Billion or More	Ontario
Abbott Laboratories, Limited	Life Sciences	\$500 to \$999 Million	Quebec
Alcon Canada Inc.	Life Sciences	\$250 to \$499 Million	Ontario
Amgen Canada Inc.	Life Sciences	\$500 to \$999 Million	Ontario
Astellas Pharma Canada Inc.	Life Sciences	\$100 to \$249 Million	Ontario
AstraZeneca Canada Inc.	Life Sciences	\$500 to \$999 Million	Ontario
Baxter Corporation	Life Sciences	\$500 to \$999 Million	Ontario
Bayer Inc.	Life Sciences	\$1 Billion to \$2.49 Billion	Ontario
Boehringer Ingelheim (Canada) Ltd.	Life Sciences	\$250 to \$499 Million	Ontario
Bristol-Myers Squibb Canada Co.	Life Sciences	\$500 to \$999 Million	Quebec
Eli Lilly Canada Inc.	Life Sciences	\$250 to \$499 Million	Ontario
EMD Serono Canada Inc.	Life Sciences	\$100 to \$249 Million	Ontario
Fisher & Paykel Healthcare Inc.	Life Sciences	Less than \$100 Million	Quebec
GlaxoSmithKline Inc.	Life Sciences	\$500 to \$999 Million	Ontario
Henry Schein Canada	Life Sciences	\$250 to \$499 Million	Ontario
Hoffmann-La Roche Ltd.	Life Sciences	\$500 to \$999 Million	Ontario
Janssen Inc.	Life Sciences	\$500 to \$999 Million	Ontario
Leo Pharma	Life Sciences	Less than \$100 Million	Ontario
LifeLabs	Life Sciences	\$250 to \$499 Million	Ontario
Novartis Pharmaceuticals Canada Inc.	Life Sciences	\$500 to \$999 Million	Quebec
Novo Nordisk Canada	Life Sciences	\$250 to \$499 Million	Ontario
Pharmascience Inc.	Life Sciences	\$100 to \$249 Million	Quebec
Purdue Pharma	Life Sciences	\$250 to \$499 Million	Ontario
Sandoz Canada Inc.	Life Sciences	\$250 to \$499 Million	Quebec
Takeda Canada Inc.	Life Sciences	\$100 to \$249 Million	Ontario
Taro Pharmaceuticals Inc.	Life Sciences	\$250 to \$499 Million	Ontario
Teva Canada Limited	Life Sciences	\$1 Billion to \$2.49 Billion	Ontario
Ainsworth Engineered Canada L. P.	Natural Resources	\$250 to \$499 Million	British Columbia
Alamos Gold Inc.	Natural Resources	\$250 to \$499 Million	Ontario

Organization Name Private (N=361)	Sector	Revenue	
Alberta Newsprint Company	Natural Resources	Less than \$100 Million	Alberta
Alberta-Pacific Forest Industries Inc.	Natural Resources	\$250 to \$499 Million	Alberta
AltaSteel Ltd.	Natural Resources	\$100 to \$249 Million	Alberta
ArcelorMittal - Baffinland Iron Mines Corporation	Natural Resources		Ontario
ArcelorMittal Canada	Natural Resources	\$1 Billion to \$2.49 Billion	Quebec
ArcelorMittal Canada Contrecoeur-Ouest Inc.	Natural Resources	\$1 Billion to \$2.49 Billion	Quebec
ArcelorMittal Canada Longeuil	Natural Resources	\$1 Billion to \$2.49 Billion	Quebec
ArcelorMittal Dofasco Inc.	Natural Resources	\$2.5 Billion or More	Ontario
ArcelorMittal Mines Canada	Natural Resources	\$1 Billion to \$2.49 Billion	Quebec
AV Nackawic Inc.	Natural Resources	\$100 to \$249 Million	New Brunswick
Barrick Gold Corporation	Natural Resources	\$2.5 Billion or More	Ontario
Bekaert Canada	Natural Resources	Less than \$100 Million	British Columbia
BHP Billiton Canada Inc.	Natural Resources	\$1 Billion to \$2.49 Billion	British Columbia
Canadian Forest Products Ltd.	Natural Resources	\$1 Billion to \$2.49 Billion	British Columbia
Canfor Pulp Limited Partnership	Natural Resources	\$500 to \$999 Million	British Columbia
Canpotex Limited	Natural Resources	\$2.5 Billion or More	Saskatchewan
Capstone Mining Corp.	Natural Resources	\$250 to \$499 Million	British Columbia
Catalyst Paper Corporation	Natural Resources	\$1 Billion to \$2.49 Billion	British Columbia
Centerra Gold Inc.	Natural Resources	\$500 to \$999 Million	Ontario
Cermaq Canada Ltd.	Natural Resources	\$100 to \$249 Million	British Columbia
Cliffs Natural Resources Inc.	Natural Resources		Newfoundland
Compass Minerals International, Inc.	Natural Resources		Ontario
De Beers Canada Inc., Corporate Division	Natural Resources	\$500 to \$999 Million	Ontario
De Beers Canada Inc., Exploration Division	Natural Resources	Less than \$100 Million	Ontario
De Beers Canada Inc., Mining Division	Natural Resources		Ontario
Detour Gold Corporation	Natural Resources	\$500 to \$999 Million	Ontario
Essar Steel Algoma Inc.	Natural Resources	\$1 Billion to \$2.49 Billion	Ontario
First Majestic Silver Corp.	Natural Resources	\$250 to \$499 Million	British Columbia
Fortune Minerals Limited	Natural Resources		Ontario
Gerdau Long Steel North America	Natural Resources	\$2.5 Billion or More	Ontario
Glencore Canada Corporation - Copper	Natural Resources	\$2.5 Billion or More	Ontario
Glencore Canada Corporation - Nickel	Natural Resources	\$2.5 Billion or More	Ontario
Glencore Canada Corporation - Zinc	Natural Resources	\$1 Billion to \$2.49 Billion	Ontario
Goldcorp Inc.	Natural Resources	\$2.5 Billion or More	British Columbia
HudBay Minerals Inc.	Natural Resources	\$500 to \$999 Million	Ontario
Hunter Dickinson Inc.	Natural Resources	Less than \$100 Million	British Columbia
J.D. Irving, Limited - Forestry & Forest Products	Natural Resources		New Brunswick
Johnson Matthey Ltd.	Natural Resources	Less than \$100 Million	Ontario

Organization Name Private (N=361)	Sector	Revenue	
K+S Potash Canada	Natural Resources	Less than \$100 Million	Saskatchewan
KGHM International Ltd.	Natural Resources	\$250 to \$499 Million	Ontario
Kinross Gold Corporation	Natural Resources	\$2.5 Billion or More	Ontario
Lake Shore Gold Corp.	Natural Resources	\$100 to \$249 Million	Ontario
Marine Harvest Canada	Natural Resources	\$100 to \$249 Million	British Columbia
Newmont Mining Corporation of Canada Limited	Natural Resources	\$2.5 Billion or More	Ontario
North American Palladium Ltd.	Natural Resources	\$100 to \$249 Million	Ontario
Pan American Silver Corporation	Natural Resources	\$500 to \$999 Million	British Columbia
Potash Corporation of Saskatchewan Inc.	Natural Resources	\$2.5 Billion or More	Saskatchewan
Rio Tinto - Diavik Diamond Mines	Natural Resources	Less than \$100 Million	Yukon, NWT & Nunavut
Rio Tinto - Fer et Titane Inc.	Natural Resources	\$500 to \$999 Million	Quebec
Rio Tinto Iron Ore	Natural Resources	\$1 Billion to \$2.49 Billion	Quebec
SEMAFO inc.	Natural Resources	\$100 to \$249 Million	Quebec
Sherritt International Corporation	Natural Resources	\$250 to \$499 Million	Ontario
Shore Gold Inc.	Natural Resources	Less than \$100 Million	Saskatchewan
Silver Standard Resources Inc.	Natural Resources	\$100 to \$249 Million	British Columbia
Skretting	Natural Resources	\$100 to \$249 Million	British Columbia
Teck Resources Limited	Natural Resources	\$2.5 Billion or More	British Columbia
Teck Resources Limited - Highland Valley Copper	Natural Resources	\$2.5 Billion or More	British Columbia
Teck Resources Limited - Trail Operation	Natural Resources	\$2.5 Billion or More	British Columbia
Tembec Inc.	Natural Resources	\$1 Billion to \$2.49 Billion	Quebec
The Mosaic Company	Natural Resources	\$2.5 Billion or More	Saskatchewan
The Shaw Group Limited	Natural Resources	\$100 to \$249 Million	Nova Scotia
Tolko Industries Ltd.	Natural Resources	\$1 Billion to \$2.49 Billion	British Columbia
TVI Pacific, Inc.	Natural Resources	Less than \$100 Million	Alberta
Uranium One Inc.	Natural Resources	\$250 to \$499 Million	British Columbia
Vale Canada Limited	Natural Resources	\$1 Billion to \$2.49 Billion	Ontario
Viterra Inc.	Natural Resources	\$2.5 Billion or More	Saskatchewan
Westmoreland Coal Company - Canada	Natural Resources	\$1 Billion to \$2.49 Billion	Alberta
Yamana Gold Inc.	Natural Resources	\$1 Billion to \$2.49 Billion	Ontario
DOF Subsea Canada	Oil & Gas	Less than \$100 Million	Newfoundland
Enbridge Inc.	Oil & Gas	\$2.5 Billion or More	Alberta
North American Energy Partners	Oil & Gas	\$250 to \$499 Million	Alberta
Suncor Energy Inc.	Oil & Gas	\$2.5 Billion or More	Alberta
Total E&P Canada	Oil & Gas	\$100 to \$249 Million	Alberta
Transocean Inc.	Oil & Gas	Less than \$100 Million	Newfoundland
Valero Energy Inc.	Oil & Gas	\$2.5 Billion or More	Quebec
Amway Canada Corporation	Retail	Less than \$100 Million	Ontario

Organization Name Private (N=361)	Sector	Revenue	
Canada Safeway Limited	Retail	\$2.5 Billion or More	Alberta
Co-op Atlantic	Retail	\$500 to \$999 Million	New Brunswick
Deeley Harley-Davidson Canada	Retail	\$250 to \$499 Million	British Columbia
Gap (Canada) Inc.	Retail	\$1 Billion to \$2.49 Billion	Ontario
Grand & Toy	Retail	\$500 to \$999 Million	Ontario
Home Outfitters	Retail		Ontario
Hudson's Bay Company	Retail	\$2.5 Billion or More	Ontario
IKEA Canada	Retail	\$1 Billion to \$2.49 Billion	Ontario
Luxottica Group	Retail		Ontario
Nike Canada Corp.	Retail	\$100 to \$249 Million	Ontario
Shoppers Drug Mart Corporation	Retail	\$2.5 Billion or More	Ontario
Staples Business Depot	Retail	\$2.5 Billion or More	Ontario
Target Corporation	Retail	\$1 Billion to \$2.49 Billion	Ontario
The Bay	Retail	\$2.5 Billion or More	Ontario
The Beer Store	Retail	\$250 to \$499 Million	Ontario
The Home Depot Canada	Retail	\$2.5 Billion or More	Ontario
uniPHARM Wholesale Drugs Ltd.	Retail	\$100 to \$249 Million	British Columbia
Wal-Mart Canada Corp.	Retail	\$2.5 Billion or More	Ontario
Winners Merchants International L.P.	Retail	\$2.5 Billion or More	Ontario
Zale Corporation	Retail	\$250 to \$499 Million	Ontario
ALS Canada Ltd.	Services	\$100 to \$249 Million	British Columbia
AMEC Americas Limited	Services	\$2.5 Billion or More	Ontario
ATCO I-Tek	Services	\$250 to \$499 Million	Alberta
Bureau Veritas (Canada) Inc.	Services		Quebec
Capgemini Canada	Services	\$250 to \$499 Million	Ontario
Compass Group Canada	Services	\$1 Billion to \$2.49 Billion	Ontario
Fluor Canada Ltd.	Services	\$1 Billion to \$2.49 Billion	Alberta
FundSERV Inc.	Services	Less than \$100 Million	Ontario
McElhanney Consulting Services Ltd.	Services	\$100 to \$249 Million	British Columbia
McElhanney Land Surveys Ltd.	Services	\$100 to \$249 Million	Alberta
Moneris Solutions Corporation	Services	\$500 to \$999 Million	Ontario
Morneau Shepell Inc.	Services	\$250 to \$499 Million	Ontario
Northern Lights Canada	Services	Less than \$100 Million	Ontario
Randstad Canada	Services	Less than \$100 Million	Quebec
Shred-it International	Services	\$250 to \$499 Million	Ontario
Symcor Inc.	Services	\$500 to \$999 Million	Ontario
The McElhanney Group Ltd.	Services	\$100 to \$249 Million	British Columbia
Rogers Communications Inc.	Telecommunications	\$2.5 Billion or More	Ontario

Organization Name	Private (N=361)	Sector	Revenue	
TELUS Communications Inc.		Telecommunications	\$2.5 Billion or More	British Columbia
Air New Zealand		Transportation		British Columbia
Arrow Transportation Systems Inc.		Transportation	\$100 to \$249 Million	British Columbia
Avis Budget Group, Inc.		Transportation	\$250 to \$499 Million	Ontario
Brink's Canada Limited		Transportation	\$100 to \$249 Million	Ontario
Canadian National Railway Company		Transportation	\$2.5 Billion or More	Quebec
Montship Inc.		Transportation	Less than \$100 Million	Quebec
Penske Truck Leasing		Transportation	\$100 to \$249 Million	Quebec
Teekay Corporation		Transportation	\$1 Billion to \$2.49 Billion	British Columbia
Bruce Power L.P.		Utilities	\$2.5 Billion or More	Ontario
Fortis Inc.		Utilities	\$2.5 Billion or More	Newfoundland
FortisAlberta Inc.		Utilities	\$250 to \$499 Million	Alberta
FortisBC Energy Inc.		Utilities	\$1 Billion to \$2.49 Billion	British Columbia
FortisBC Inc.		Utilities	\$250 to \$499 Million	British Columbia
FortisOntario Inc.		Utilities	\$100 to \$249 Million	Ontario
GDF SUEZ Energy North America, Inc.		Utilities	\$250 to \$499 Million	Ontario
Maritime Electric Company		Utilities	\$100 to \$249 Million	Prince Edward Island
Newfoundland Power Inc.		Utilities	\$500 to \$999 Million	Newfoundland