

Hay Group Limited
121 King Street West
Suite 700
Toronto, ON M5H 3X7
Canada

tel +1.416.868.1371
fax +1.888.210.6976

www.haygroup.com/ca

August 18, 2015

Vincent Rodo
Chief Financial & Administration Officer
Toronto Transit Commission
1900 Yonge Street
Toronto, Ontario
M4S 1Z2

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
tel: 416-815-6410
cell: 647-287-3715

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	Location
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	Location
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	Location
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
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	Location
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	Location
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	Location
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	Location
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