

Another year in paradise

CEO pay in 2020

David Macdonald





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ABOUT THE AUTHORS

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Executive summary

EVERY YEAR WE examine trends in CEO compensation in Canada. General trends show that compensation for the highest-paid CEOs in Canada is impervious to external shocks, such as the 2020 COVID-19 pandemic. In fact, the highest-paid 100 CEOs in Canada had the second-highest average compensation levels in this country's history during the pandemic.

Canada's 100 highest-paid CEOs got paid an average of \$10.9 million in 2020, which is higher than their pay in 2019. As a result, those 100 CEOs now make, on average, 191 times more than the average worker wage in Canada. Before lunch hour on the first working day of 2022, January 4, Canada's highest-paid CEOs will have already racked up the same amount of pay that will take the average worker the entire year to accrue.

The rise of CEO compensation occurred even in companies that received pandemic government support, such as the Canada Emergency Wage Supplement (CEWS). Among the 100 best-paid CEOs in 2020, 30 CEOs headed companies that received the CEWS, 14 saw their bonuses changed to protect them from the impact of COVID-19, and five experienced both. The CEWS was meant to go to businesses that saw large declines in revenue during the worst of the pandemic, but some companies with the highest-paid 100 CEOs in Canada continued to pay their CEOs extraordinary amounts while receiving the CEWS.

Changes in bonus pay is a major driving force behind rising CEO compensation in good times and bad. "Variable compensation"—encompassing different forms of bonuses—made up 82% of total compensation for the

highest-paid CEOs in 2020. These bonuses have three broad components: direct cash bonuses, payment in the form of company stock and payment in the form of options to buy stock in the future at prices set today. Variable compensation as a proportion of all compensation has risen from roughly 70% a decade ago to over 80% in the past two years. Salaries have become a less important part of CEOs' total compensation.

Direct share awards continue to be the dominant form of CEO bonus compensation. This trend started in 2013 and has picked up pace since then. On the other hand, stock options and cash bonuses have declined somewhat in overall importance since 2013. Prior to July 2021, only 50% of the value of stock options was taxable. In July 2021 however, that 50% inclusion rate was limited to only the first \$200,000 of stock options for large publicly listed corporations. Had the \$200,000 limit been in place in 2020, 71 of the highest-paid 100 CEOs would have exceeded it. The tax savings for 71 people in 2020 alone due to this one tax loophole was \$63.4 million.

This report proposes several measures to bring a greater modicum of fairness to CEO pay, including:

1. Capping the corporate deductibility at \$1 million total compensation per employee
2. Eliminating the capital gains inclusion rate loophole
3. Eliminating the stock option deduction for large companies
4. Implementing higher top marginal tax brackets
5. Introducing a wealth tax

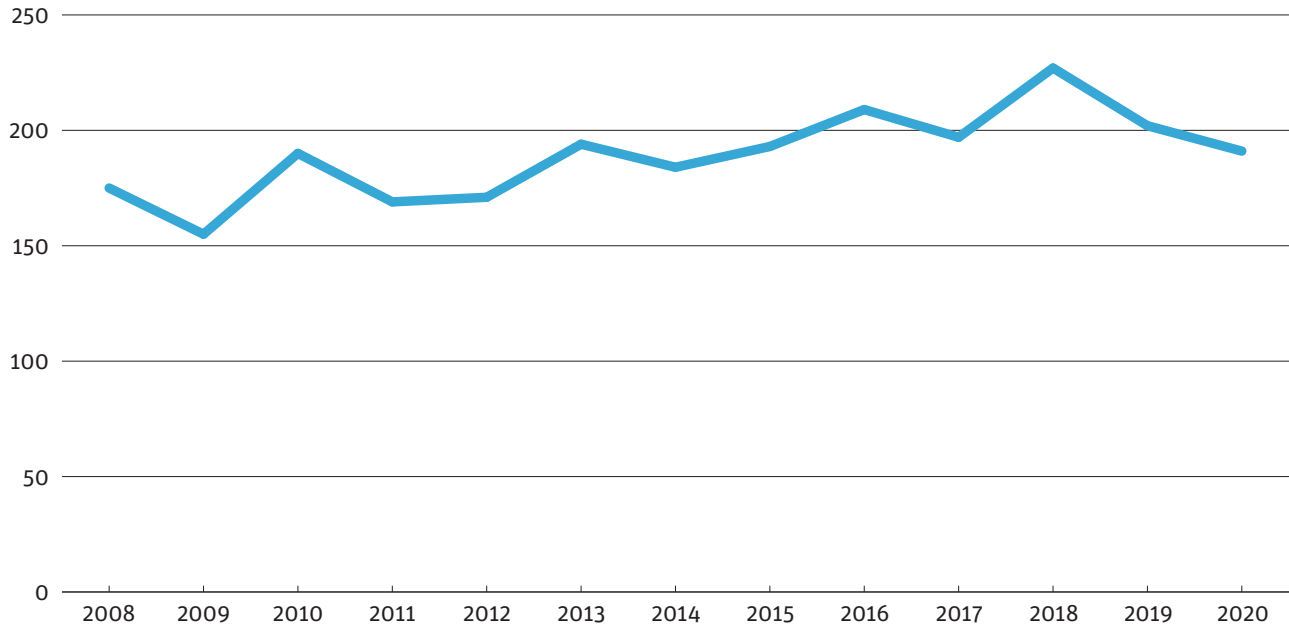
Introduction

THE YEAR 2020 might have been a bad one thanks to the COVID-19 pandemic, but for top CEO pay in Canada, it was another year in paradise. Despite the pandemic, the highest-paid 100 CEOs of Canada's largest companies got paid an average \$10.9 million in 2020, which is \$95,000 more than what they were paid in 2019. The highest average CEOs pay was in 2018, when they made, on average, \$11.8 million. Their pay in 2020, in the middle of the pandemic, is the second highest in history (see Figure 3). At this rate, just before noon on January 4—the first working day of the year—the highest-paid 100 CEOs will have already been paid what the average worker gets paid for a full year of work.

In 2020, Canada's highest-paid 100 CEOs were paid 191 times more than the average worker. This is the lowest ratio since 2014. It may seem as if the inequality gap is closing as a result of the pandemic, but it's closing for all of the wrong reasons. In the initial months of the pandemic, huge portions of Canada's low-wage workforce were laid off or lost working hours due to COVID-19 lockdowns.

Arithmetically, if we recalculate an average wage but remove many of the bottom earners who are paid less than \$17 an hour, the average wage goes up. That's what happened in 2020, as shown in Figure 2. Before March 2020, the wage spectrum contained the bottom quarter of workers, those paid \$17 an hour or less. In April and May 2020, half of those people were completely missing from the average because they lost their job and/or their working hours. The remainder of the year, from June to December

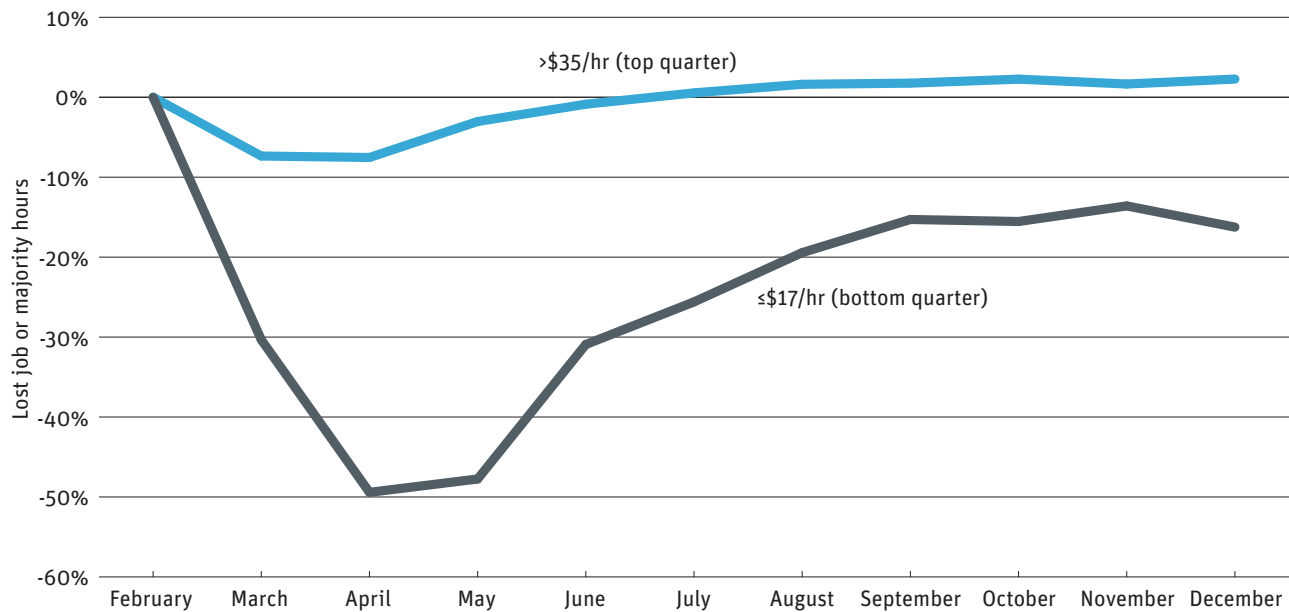
FIGURE 1 Ratio of top 100 CEO pay to that of the average worker



Source Company proxy circulars, Statistics Canada table 14-10-0204-01 and author's calculations.

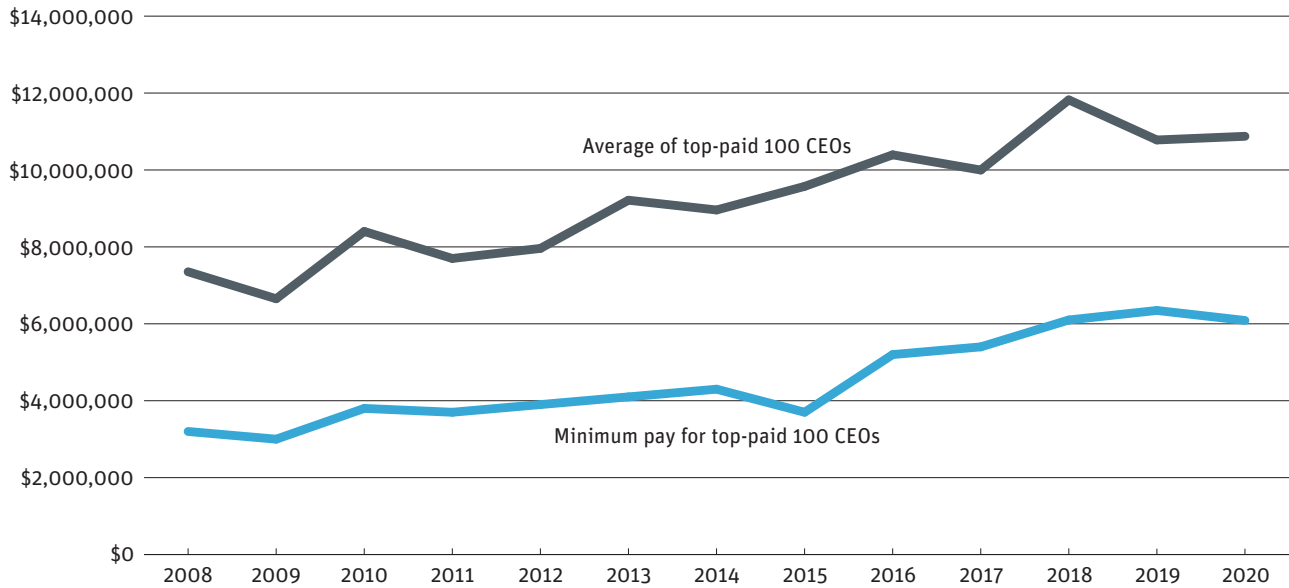
Note The large fall in the ratio is largely due to workers' wages rising rapidly. Workers' wages were up in 2020, since most of low-wage workers lost their job and/or working hours during the pandemic. If the lowest-wage workers aren't included, the average will be higher—not because workers got a raise but because low-wage workers couldn't get their job back.

FIGURE 2 Top and bottom quartiles of workers, by hourly wage (2020)



Source Statistics Canada Labour Force Survey PUMF and author's calculations.

FIGURE 3 Average and minimum top 100 CEO pay



Source Company proxy circulars and author's calculations.

2020, 20% of everyone paid \$17 and hour or less still wasn't employed, on average. The counterintuitive effect of this will be that the average of those employed jumps way up. In 2020, the average worker wage rose by a shocking 7% compared to 2019 (the annual average was only 2% in the previous five years). So, the gap between the average worker and the highest-paid CEOs narrowed in 2020, but it was because so many low-wage workers lost their job and/or working hours, not because workers got a raise.

On the flip side, the minimum wage required to get into the top 100 CEO pay club—\$6.1 million in 2020—stayed close to last year's rate, which was \$6.4 million. To put that into historical context, the top 100 CEO minimum wage in 2020 is the third highest on record, after 2019 and 2018. Again, this was achieved in the middle of the worst economic downturn since the Great Depression.

A third of CEO millionaires benefited from public subsidies

2020 WAS A year of massive disruption everywhere, particularly for the lowest-paid workers in Canada. Half of all workers who are paid \$17 an hour or less either lost their job or the majority of their working hours in the first few months of the pandemic. Some of those jobs and working hours had rebounded by the summer of 2020, but many did not.

Record levels of government support were deployed to support individuals who were sideswiped by the pandemic. Across all levels of government, \$150 billion was transferred directly to individuals to offset the economic impacts of the pandemic.¹ While much attention has been focused on federal supports for the jobless, such as the Canada Emergency Response Benefit (CERB), businesses actually received more support than individuals. Across all federal and provincial programs, businesses received \$176 billion in COVID-19 support through programs such as the Canada Emergency Wage Supplement (CEWS).

The federal government had scheduled October 23, 2021 to wind down the Canada Recovery Benefit (CRB) supporting self-employed workers and the business support programs, the CEWS and the Canada Emergency Rent Subsidy (CERS). Self-employed workers were indeed cut off with no additional support on that date. However businesses were not. The CERS and CEWS

were replaced with new variants for business, the Tourism and Hospitality Recovery Program (THRR) and the Hardest Hit Business Recovery Program (HHBRP). These new business programs are almost identical to the CEWS and CERS but they are more focused and will continue to support roughly at least a quarter of CEWS recipients. Businesses can continue to apply for the Canada Recovery Hiring Program (CRHP) to further support their needs.

Jobless workers who are eligible for Employment Insurance (EI) will still enjoy some of the features of the CERB, such as lower universal entrance requirements. But other features, like a predictable \$500-a-week income floor, have been removed.

Throughout the pandemic, many of the business supports were available to Canada's biggest corporations and not just to smaller businesses. Of the 100 best paid CEOs in 2020, 35 of them headed companies that received the CEWS directly or indirectly through their subsidiaries or franchisees. The CEWS was meant to go to businesses that saw large declines in revenue during the worst of the pandemic, but some companies with the highest-paid 100 CEOs in Canada continued to paying bonuses to their CEOs while receiving the CEWS. Many companies that received the CEWS were profitable while receiving government subsidies and were paying cash to shareholders all the while.^{2,3}

Despite being in the title, there was no requirement that CEWS actually went toward workers' wages. While it was calculated as a proportion of Canadian payroll, companies didn't have to show that it went to payroll. It could have gone to anything that the company wished, including increased executive bonuses. The rules were amended in 2021: as of June 5, 2021, companies could no longer collect the CEWS while paying their executives more than they did in 2019.⁴ This wasn't much of a restriction because the new rule came into being over a year after the CEWS program had begun and 2019 recorded the third highest CEO pay in history.

Suffice to say that substantial government support flowed to companies headed by some of the highest-paid CEOs in the country. This was facilitated by no real government effort to avoid what should have been an obvious loophole.

Boosting bonuses through formula changes

ANOTHER CORPORATE TREND during the pandemic included changing executive bonus pay packages after the fact in order to mitigate some of the impact that COVID-19 would have otherwise had.⁵ There were several ways in which this played out. Some companies paid additional cash bonuses to executives due to their work adjusting to COVID-19. Changes in bonus calculations were also common, whether companies changed the weighting of factors, adjusted the impact of COVID-19 on financial results or switched the time frame within which targets were evaluated. The goal of these changes was to boost executive bonuses to a higher level than what they otherwise would have been.

Generally, the justification for these bonus boosts was one of equity: that it would be unfair for a CEO to take a financial hit when the pandemic wasn't their fault. However, when bonus goals for revenue, stock price or others are met due to external events, rather than personal performance, bonuses aren't reduced. In effect, bonuses aren't really performance-based bonuses at all—formulas are often changed in bad times to ensure the full downside is rarely felt but the full value of the bonuses are realized in good times. The philosophical justification of extreme bonuses—that they are merit

based—is on thin ice. Executive compensation isn't variable or merit-based but, rather, it's part of the c-suite culture.

Another trend in CEO pay during the pandemic was the advent of salary cuts. Salaries make up only 11% of total CEO compensation. The overwhelming amount of CEO compensation comes from various types of bonuses. There were 23 of the highest-paid 100 CEOs who had COVID-19 related salary cuts. However, almost half of them (10) saw their pay exceed the previous year's amount because the drop in salaries was more than offset by increases in bonuses.

Among the 100 highest-paid CEOs, almost half (49) either headed a company that received federal support through the CEWS and/or saw modifications to bonus formulas.⁶ While these two trends are largely unrelated, they reveal that executive pay is much less about the “free market” than corporations claim.

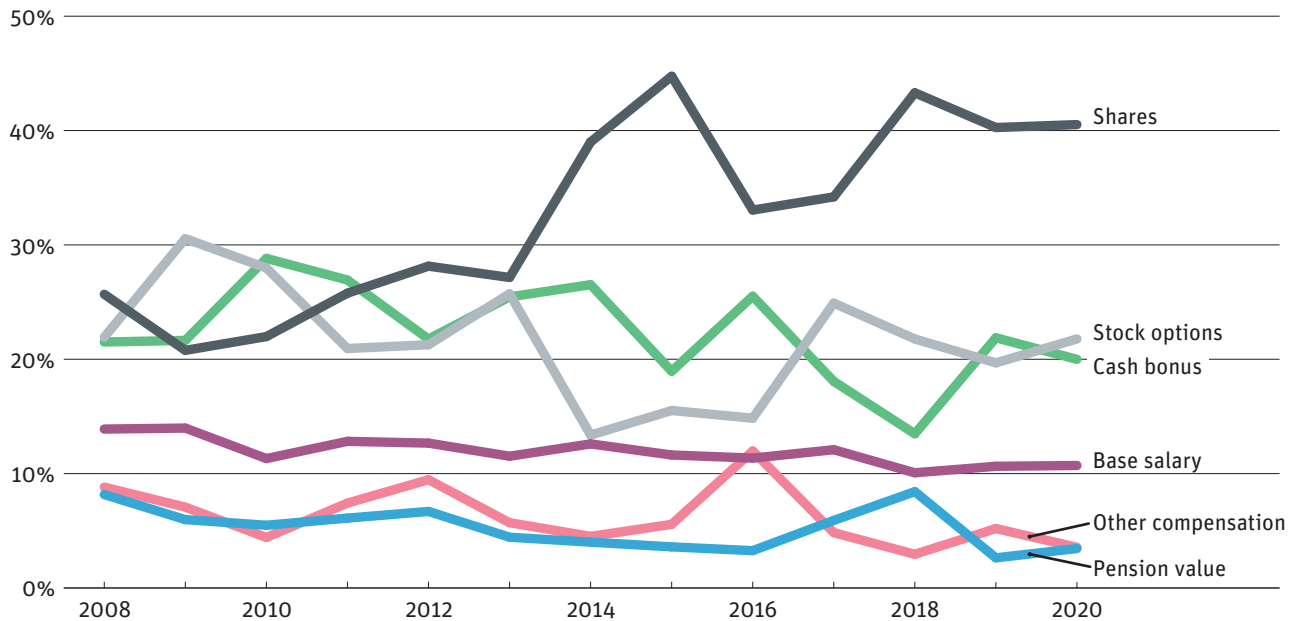
Top CEO pay

MOST CANADIANS ARE familiar with the idea of a work bonus, but those bonuses rarely make up more than a small percentage of overall compensation. In most jobs, the majority of compensation comes in the form of a salary or wages. However, the exact opposite is true for the highest-paid CEOs.

On the other hand, “variable compensation” or “incentive based compensation”—encompassing different forms of bonuses—made up 82% of total compensation for the highest-paid CEOs in 2020. The awarding of these bonuses is done utilizing complex, often multi-year and multi-factor formulas. These formulas often contain various goals that routinely include share prices, revenue, and profit goals. Other goals might include measures as specific as injury rates or successful completion of a company re-organization. These bonuses have three broad components: direct cash bonuses, payment in the form of company stock and payment in the form of options to buy stock in the future at prices set today. The total variable compensation has risen from roughly 70% a decade ago to over 80% in the past two years. This has happened as salaries have become a less important part of CEOs’ total compensation.

Direct share awards continue to be the dominant form of CEO bonus compensation. This trend started in 2013 and has picked up pace since then. On the other hand, stock options and cash bonuses have declined somewhat in overall importance since 2013. Prior to July 2021, only 50% of the value of stock options was considered taxable. In July 2021 however, that 50% inclusion rate was limited to only the first \$200,000 of stock options

FIGURE 4 Highest-paid 100 CEOs' compensation, by type



Source Company proxy circulars and author's calculations.

for large publicly listed corporations.⁷ Had the \$200,000 limit been in place in 2020, 71 of the highest-paid 100 CEOs would have exceeded it. The tax savings for 71 people in a single year due to this one tax loophole was \$63.4 million in 2020.⁸

It's worth remembering that stock options are valued in company disclosures (and this report) at their "fair value" upon granting and not what they're actually worth when exercised in the future. For example, if an executive is granted an option in 2020 to buy company stock three years from now at a price set today, the "fair value" of that contract is calculated into their 2020 pay (at the time that it is granted). That executive may well exercise that option in three years for far more than this year's "fair value", but that's not included in company reports. As a result, the full impact of this stock options tax change may not be known for some time since it will include stock options that aren't yet exercised. However, next year's CEO report examining the 2021 data should provide some indication of whether this tax change will alter the use of this particular bonus type.

CEOs and the glass ceiling

AS IN PREVIOUS years, there are few women among Canada's highest-paid 100 CEOs. In 2020, the count was four. While this result isn't new, it reiterates the fact that there is essentially no progress in seeing more women among Canada's highest-paid CEOs.

There were actually more men named Michael (5) among the highest-paid 100 CEOs. There were equal numbers of both Scotts (4) and Marks (4) as there were women (4) among the highest-paid 100 CEOs in Canada.

Recommendations

WHILE THE COVID-19 pandemic was generally bad for Canadians, it wasn't for the pay of its highest-paid CEOs. When it comes to recover the expense of re-building our health care systems in addition to supporting workers and businesses hit hard by the pandemic, a basic principle should be at play: those who did the best during the pandemic should be expected to pay more than those who did the worst.

Half of the 100 best-paid CEOs ran companies with support from government or their bonuses were changed to forestall the COVID-19 impact on their compensation. In either event, the idea that “merit” is behind extraordinary bonus pay rings hollow.

Higher taxation levels can reduce inequality and help to refill government coffers following the impact of the pandemic. Some key steps related to fairer CEO pay measures could include:

1. Capping the corporate deductibility at \$1 million total compensation per employee: At present corporations can deduct all executive compensation from their corporate taxes. The United States has implemented a \$1 million cap on executive pay and Canada should too.

2. Eliminating the capital gains inclusion rate loophole: The largest means of compensation for Canada's highest-paid CEOs is awards in stock. Over time, this makes CEOs, specifically, and corporate executives, in general, enormous shareholders in a company. As shares increase in value, these highly paid people disproportionately benefit from the fact that stock prices gains are taxed at half the rate as regular income.

3. Eliminating the stock option deduction for large companies: The stock option deduction saw an important cap of \$200,000 come into force in 2021. The justification of a cap, instead of full elimination, was, in part, to provide incentives to tech startups. None of Canada's highest-paid 100 CEOs are in tech startups, but they still receive this tax break. It should be removed for large companies instead of capped, so that stock option gains are taxed just like wages.

4. Implementing higher top marginal tax brackets: The highest-paid CEOs also receive substantial compensation in cash bonuses in addition to their average salary of \$1.2 million. This places them at the very top of Canada's income distribution. Several thousand dollars to someone already making on average almost \$11 million means much less than that same amount to someone making \$50,000 or even \$100,000. As such, new revenues can come from higher brackets at the top, with little evidence that these high-paid CEOs would quit their jobs and move to lower-tax countries.⁹

5. Introducing a wealth tax: The stock options and stock awards in this report are valued when they are given out, not when they are eventually sold. In most cases, executives are making far more upon sale than what is being reported. Large holdings of company stock as a result of these award types make the net worth gap between CEOs and average Canadians much larger than the 191 times income gap. To constrain this growing wealth inequality, a wealth tax should be introduced.

Methodology

DATA FOR THIS report are compiled from the companies' disclosure of pay for their Named Executive Officers (NEO). Companies on the S&P/TSX Composite index as of June 2021 are included. Proxy circulars from those companies were reviewed, with the highest-paid CEOs included in the top-100 list. The report considers CEOs, but also other executive positions, which may include the CEOs of subsidiaries that are NEOs. It may also include presidents, founders and so on who are NEOs. The list does not include chief operating or chief financial officers, of which there are several that would otherwise make the top 100 paid list.

Companies often report executive pay in U.S. dollars. In these cases, amounts are converted into Canadian dollars at a rate of 1.3415, as per the Bank of Canada's average annual exchange rates in 2020.¹⁰

Annual worker pay is obtained from the Survey of Employment Payroll and Hours (table 14-10-0204-01) weekly average industrial aggregate wage including overtime.¹¹ This figure is multiplied by 52 weeks to obtain an average annual worker's wage.

Whether a CEO's bonus was changed, at least in part due to COVID-19, was reported in *Boundless Bonuses*.¹² A breakdown of all executives, not just CEOs, as well as a full methodology explanation, can be found in that report.

TABLE 1 Highest-paid 100 CEOs (2020 \$CDN)

Name	Company	Position	Salary	Share-based Awards	Option-based Awards	Non-Equity Incentive Plan Compensation	Pension Value	All Other Compensation	Total Compensation 2020	Canada Emergency Wage Subsidy (CEWS)	Bonus alteration
David Klein *	Canopy Growth Corp	Chief Executive Officer	281,715	10,075,349	33,267,017	408,739	-	1,273,265	45,306,085	Y	
José Cil *	Restaurant Brands Intl Inc	CEO and Former President, Burger King	742,346	23,766,961	-	2,263,379	-	130,313	26,902,999	Y	
D. Mark Bristow *	Barrick Gold Corp	President and Chief Executive Officer	2,414,700	13,353,357	-	6,954,336	1,405,355	192,100	24,319,848		
Glenn J. Chamandy *	Gildan Activewear Inc	President and CEO	1,433,342	7,646,523	10,476,349	2,461,136	75,962	154,474	22,247,785	Y	Y
Donald J. Walker *	Magna International Inc	Chief Executive Officer	435,988	9,578,310	6,385,540	5,535,029	-	174,395	22,109,262		Y
Tobias Lütke *	Shopify Inc.	CEO	140,483	-	20,123,112	-	-	-	20,263,595		
Joseph C. Papa *	Bausch Health Companies Inc	Chief Executive Officer	2,047,852	10,903,587	3,020,189	2,897,640	-	71,855	18,941,123		Y
James C. Smith *	Thomson-Reuters Corp	Former President and Chief Executive Officer; Chairman of the Thomson Reuters Foundation and Special Advisor to the CEO	2,146,400	8,854,018	2,951,304	3,219,600	539,283	50,778	17,761,384		
Al Monaco	Enbridge Inc	President & Chief Executive Officer	1,546,139	8,475,960	2,303,250	3,205,919	1,462,000	61,568	17,054,836		
Keith E. Creel	Canadian Pacific Railway Ltd	President and Chief Executive Officer	1,601,097	6,826,446	4,156,579	3,442,359	546,767	242,948	16,816,196		
Chuck Magro *	Nutrien Ltd	President & CEO	1,700,381	4,804,221	5,475,430	3,287,511	973,928	139,925	16,381,396		
Darren Entwistle	Telus Corp	President and Chief Executive Officer (CEO)	1,031,250	12,855,980	-	855,980	1,167,000	126,763	16,036,973	Y	Y
Steve Hasker *	Thomson-Reuters Corp	President and Chief Executive Officer	1,271,103	6,363,778	2,121,252	2,243,845	-	3,189,034	15,189,013		
Robert A. Mionis *	Celestica Inc	President and Chief Executive Officer	1,274,425	9,658,800	-	3,186,063	120,380	671,045	14,910,712	Y	
Roy Gori	Manulife Financial Corp	President and CEO	1,584,887	5,887,690	2,523,296	3,580,497	951,902	168,816	14,697,088		
Russell Girling	TC Energy Corp	President and Chief Executive Officer	1,465,835	5,760,000	3,840,000	2,389,500	1,082,000	14,658	14,551,993		
Sean Boyd *	Agnico-Eagle Mines Ltd	Vice-Chairman and Chief Executive Officer	1,849,915	7,986,634	-	3,749,828	597,602	19,076	14,203,055		Y
Kurt Schmidt *	Cronos Group Inc	President and CEO	195,859	3,187,404	9,859,488	326,811	-	-	13,569,562		
N. Murray Edwards	Canadian Natural Resources Ltd	Executive Chair	1	-	4,636,000	8,930,250	-	-	13,566,251	Y	
D. McKay	Royal Bank Of Canada	President and Chief Executive Officer	1,500,000	7,560,000	1,890,000	1,406,250	1,080,000	44,877	13,481,127		
Brian Hannasch	Alimentation Couche-Tard Inc	President and Chief Executive Officer	1,850,455	5,306,160	988,767	3,984,768	951,357	-	13,081,507	Y	
Mark J. Barrenechea *	Open Text Corp	Vice Chair, Chief Executive Officer and Chief Technology Officer	1,250,530	6,668,052	2,349,425	2,747,980	-	63,913	13,079,900		Y
R. Jeffrey Orr	Power Corp of Canada	President and Chief Executive Officer	4,776,000	3,034,062	6,067,270	-	-1,413,000	590,589	13,054,921		
Michael Medline	Empire Co Ltd	President & CEO	1,109,610	1,856,250	8,137,500	1,406,250	471,000	55,075	13,035,685		

Name	Company	Position	Salary	Share-based Awards	Option-based Awards	Non-Equity Incentive Plan Compensation	Pension Value	All Other Compensation	Total Compensation 2020	Canada Emergency Wage Subsidy (CEWS)	Bonus alteration
Gerald W. Schwartz *	Onex Corp	Chief Executive Officer	1,743,950	-	4,420,589	6,707,500	-	-	12,872,039	Y	
Alain Bédard *	TFI International Inc	President and CEO	1,878,100	3,664,192	-	4,223,037	698,653	2,249,706	12,713,688	Y	
D.R. Lindsay	Teck Resources Ltd	President and CEO	1,677,150	3,499,000	3,500,000	2,941,200	651,000	-	12,268,350		Y
Brian J. Porter	Bank Of Nova Scotia	President and Chief Executive Officer	1,300,000	5,142,000	1,285,000	2,142,000	2,349,000	3,588	12,221,588		
Paul Benson *	Silver Standard Resources Inc	Prior President & Chief Executive Officer	489,998	680,611	680,668	747,807	46,243	9,546,172	12,191,498		Y
Ajay Virmani	Cargojet Inc	Founder, President & Chief Executive Officer	975,000	487,500	243,750	3,656,250	6,307,000	219,322	11,888,822		
Tom Eacobacci *	Blackberry Ltd	President and Chief Operating Officer	571,148	10,731,989	-	271,399	-	-	11,574,536	Y	
Linda Hasenfratz	Linamar Corp	Chief Executive Officer	649,350	3,391,000	-	6,570,222	3,500	668,899	11,282,971	Y	
Serge Godin	CGI Group Inc	Founder and Executive Chairman of the Board	687,500	10,552,161	-	-	-	27,479	11,267,140		Y
Toby Shannan *	Shopify Inc.	Chief Operating Officer	501,344	5,366,303	5,366,192	-	-	-	11,233,839		
Joe Natale	Rogers Communications	President and Chief Executive Officer	1,293,048	4,000,169	4,000,009	941,551	808,400	177,079	11,220,256	Y	
Darryl White	Bank Of Montreal	Chief Executive Officer	1,000,000	4,545,750	1,326,750	2,392,500	1,818,920	3,000	11,086,920		
Jean-Jacques Ruest	Canadian National Railway Co	President and Chief Executive Officer	1,140,275	6,118,773	2,730,880	313,334	490,000	19,973	10,813,235	Y	Y
Peter Greenleaf	Aurinia Pharmaceuticals Inc	Chief Executive Officer	673,400	1,534,992	7,753,906	707,070	-	9,500	10,678,868		Y
Bharat Masrani	Toronto Dominion Bank	Group President and Chief Executive Officer, TD Bank Group	1,450,000	4,825,340	2,376,698	1,790,000	-	82,953	10,524,991		
J. Paul Rollinson *	Kinross Gold Corp	President and CEO (SLT)	1,564,617	4,797,103	-	2,878,262	704,077	398,077	10,342,136		Y
Armins Martens	Artis REIT	President & CEO (former)	800,000	398,500	-	1,124,485	-	7,908,929	10,231,914		
Barry V. Perry	Fortis Inc	President and Chief Executive Officer	1,325,000	4,173,750	1,391,250	2,170,000	484,840	607,818	10,152,658		
M.S. Little	Suncor Energy Inc	President and Chief Executive Officer	990,635	6,375,042	2,125,005	575,000	-16,200	91,023	10,140,505	Y	Y
Charles Brindamour	Intact Financial Corp	Chief Executive Officer	1,261,000	6,305,000	-	2,388,610	158,639	-	10,113,249		
Dean A. Connor	Sun Life Financial Inc	President & Chief Executive Officer	1,100,000	4,875,042	1,625,007	1,920,000	475,277	95,048	10,090,374		
John L. Thornton *	Barrick Gold Corp	Executive Chairman	3,353,750	-	-	5,869,063	503,063	242,685	9,968,560		
Victor Dodig	Canadian Imperial Bank of Commerce	CEO	1,000,000	5,126,400	1,281,600	1,602,000	666,000	2,250	9,678,250		
Ann Fandozzi *	Ritchie Bros Auctioneers Inc	Chief Executive Officer	1,194,191	4,896,476	670,754	2,751,626	-	136,932	9,649,980		
Alexander J. Pourbaix	Cenovus Energy Inc	President & Chief Executive Officer	961,458	3,519,997	3,519,998	1,300,750	108,917	100,879	9,511,999	Y	
Mirko Bibic	BCE Inc	President and CEO BCE and Bell Canada	1,300,000	4,500,000	1,500,000	1,610,700	356,583	210,016	9,477,299	Y	

Name	Company	Position	Salary	Share-based Awards	Option-based Awards	Non-Equity Incentive Plan Compensation	Pension Value	All Other Compensation	Total Compensation 2020	Canada Emergency Wage Subsidy (CEWS)	Bonus alteration
George D. Schindler	CGI Group Inc	President and Chief Executive Officer	945,836	8,449,926	-	-	3,364	60,216	9,459,342		Y
Jim Jarrell	Linamar Corp	President & Chief Operating Officer	519,784	-	3,943,831	4,417,679	3,500	491,970	9,376,764	Y	
Peter Marrone *	Yamana Gold Inc	Executive Chairman	2,186,394	3,443,566	-	2,287,514	899,838	447,176	9,264,488	Y	
Calin Rovinescu	Air Canada	President and Chief Executive Officer	910,005	3,124,635	3,537,143	723,000	964,200	-	9,258,983	Y	Y
Randall Crawford	Altgas Ltd	President & CEO	1,240,907	2,905,687	1,931,252	2,047,464	1,014,662	49,420	9,189,392	Y	
Galen G. Weston	George Weston Ltd	Chairman and CEO of the Corporation	1,200,000	3,400,054	2,599,996	1,608,120	-	191,908	9,000,078		Y
Bruce Flatt *	Brookfield Asset Management Inc	Managing Partner and CEO	1,033,492	7,760,712	-	-	-	77,512	8,871,715		
José Boisjoli	BRP Inc	President and CEO	1,119,572	-	4,006,286	2,830,198	519,000	2,088	8,477,144		
Stephen Wetmore	Canadian Tire Corp	Former President and CEO	1,523,077	4,499,867	-	2,100,938	-	279,010	8,402,892	Y	
Louis Vachon	National Bank Canada	President and Chief Executive Officer	1,125,015	3,375,000	1,687,520	1,231,875	918,000	3,693	8,341,103		
D. Neldner	Royal Bank Of Canada	Group Head and CEO, RBC Capital Markets	700,000	3,900,000	975,000	2,625,000	6,500	4,500	8,211,000		
Clive Johnson	B2Gold Corp	President and CEO	1,300,000	5,000,000	500,000	975,000	-	258,546	8,033,546		
Ian Edwards	SNC-Lavalin Group Inc	President and CEO	1,029,568	5,615,000	-	1,070,789	216,462	90,179	8,021,998	Y	
M.H. McCain	Maple Leaf Foods Inc	President and Chief Executive Officer	1,203,454	2,369,846	2,370,114	1,691,793	366,608	-	8,001,815		Y
Michael Dilger	Pembina Pipeline Corp	President and CEO	1,191,667	3,132,000	2,088,000	1,188,000	298,445	74,717	7,972,829	Y	
Paul A. Mahon	Great-West Lifeco Inc	President and Chief Executive Officer of Lifeco and Canada Life	1,310,563	2,983,253	1,892,766	2,463,266	-1,026,615	245,871	7,869,104		
Ian Robertson	Algonquin Power & Utilities Corp	Former CEO	559,431	5,431,530	551,310	-	265,635	1,057,517	7,865,423		
Scott Balfour	Emera Inc	President and Chief Executive Officer	1,038,461	3,750,209	1,249,800	1,420,000	293,000	36,546	7,788,017		
Tim S. McKay	Canadian Natural Resources Ltd	President and CEO	519,940	2,897,500	-	4,255,030	-	105,749	7,778,219	Y	
Frank Hasenfratz	Linamar Corp	Executive Chairman of the Board	446,064	-	-	6,482,078	-	650,612	7,578,754	Y	
Connor Teskey *	Brookfield Renewable Partners	Chief Executive Officer of the Service Provider	947,220	4,675,128	935,026	947,220	-	67,998	7,572,590		
D. Scott Patterson *	FirstService Corp	President and Chief Executive Officer	550,417	-	5,959,614	1,015,516	-	-	7,525,547		Y
Scott Shaw *	ECN Capital Corp	Chief Executive Officer Kessler Financial Services, LLC	804,900	5,954,602	-	704,288	-	-	7,463,789		
Marc Parent	CAE Inc	President and Chief Executive Officer	1,039,683	2,930,078	1,254,825	1,684,700	308,000	206,175	7,423,461	Y	
Anthony P. Makuch *	Kirkland Lake Gold Inc	President and Chief Executive Officer	1,355,028	1,881,427	-	3,964,240	27,251	98,761	7,326,706		
Daniel Racine *	Yamana Gold Inc	President and Chief Executive Officer	1,381,745	2,720,307	-	2,409,419	568,674	181,065	7,261,209	Y	

Name	Company	Position	Salary	Share-based Awards	Option-based Awards	Non-Equity Incentive Plan Compensation	Pension Value	All Other Compensation	Total Compensation 2020	Canada Emergency Wage Subsidy (CEWS)	Bonus alteration
Steven K. Hudson *	ECN Capital Corp	Chief Executive Officer	1,341,500	1,576,263	1,777,488	2,548,850	-	-	7,244,100		
Dan Barclay	Bank Of Montreal	Chief Executive Officer & Group Head, BMO Capital Markets	600,000	3,380,000	850,000	2,260,000	5,500	3,000	7,098,500		
Sachin Shah *	Brookfield Renewable Partners	Former Chief Executive Officer of the Service Provider	700,907	5,610,153	-	700,907	-	40,701	7,052,668		
Thomas J. Harrington	Primo Water Corp	Chief Executive Officer	824,231	3,579,266	1,847,715	722,700	-	25,633	6,999,545	Y	
Francois Olivier	Transcontinental Inc	President and Chief Executive Officer	1,078,508	3,244,210	-	1,757,275	183,917	701,243	6,965,153	Y	
Stephen J. Sadler	Enghouse Systems Ltd	Chairman and Chief Executive Officer	693,333	-	-	6,263,227	-	-	6,956,560		
Ken Seitz *	Nutrien Ltd	EVP & CEO, Potash	800,179	3,707,730	1,030,668	939,701	422,092	24,972	6,925,342		
Denis Ricard	Industrial Alliance Insurance & Fin. Serv.	President and Chief Executive Officer	950,000	284,984	763,200	1,227,891	3,677,435	-	6,903,510		
Alexandre L'Heureux	WSP Global Inc	President and CEO	1,088,909	2,874,217	1,158,743	1,236,000	-	538,728	6,896,597	Y	
Bradley S. Shaw	Shaw Communications Inc	Executive Chair & Chief Executive Officer	2,000,000	1,916,359	-	5,265,436	-2,772,170	458,033	6,867,658		
Neil Rossy	Dollarama Inc	CEO	1,236,000	-	3,729,000	1,854,000	12,132	-	6,831,132		Y
Worthing F. Jackman *	Waste Connections Inc	President and Chief Executive Officer	1,191,872	3,961,979	-	1,509,188	-	97,210	6,760,249	Y	
John Floren	Methanex Corp	President & CEO	1,287,000	2,465,820	2,465,333	-	318,533	222,830	6,759,516	Y	
Dawn L. Farrell	Transalta Renewables Inc	President and Chief Executive Officer	1,000,000	2,240,000	560,000	1,350,000	1,480,500	84,714	6,715,214		
Barry McInerney	IGM Financial Inc	President and Chief Executive Officer, Mackenzie Investments	1,056,000	1,425,600	924,000	2,842,320	307,230	61,931	6,617,081		
Tim Gitzel	Cameco Corp	President and Chief Executive Officer	1,060,900	3,766,285	-	1,400,000	315,000	-	6,542,185	Y	
Michael Capatides	Canadian Imperial Bank of Commerce	Group Head, CIBC U.S. Region, President and CEO, CIBC Bank USA	1,008,225	2,380,753	595,188	1,275,404	400,536	868,182	6,528,288		
Sarah R. Davis	George Weston Ltd	President of Loblaw	1,000,000	2,666,624	1,333,336	1,350,000	42,500	74,181	6,466,641		
L. Scott Thomson	Finning International Inc	President and Chief Executive Officer	870,771	3,000,000	750,000	1,129,281	208,832	398,835	6,357,719	Y	
Mike Frank *	Nutrien Ltd	EVP & CEO, Retail	1,298,365	1,193,421	1,360,154	1,800,411	627,737	34,509	6,314,597		
Edward J. Ryan *	Descartes Systems Group Inc	Chief Executive Office	590,260	4,434,727	669,772	590,260	-	2,683	6,287,702		
John Sicard *	Kinaxis Inc	President and CEO	664,454	2,146,499	2,196,042	1,139,080	-	16,435	6,162,510		
Gregory Lang *	Novagold Resources Ltd	President and CEO	1,047,577	1,901,096	1,912,158	1,176,141	-	68,781	6,105,754		
Alain Bouchard	Alimentation Couche-Tard Inc	Founder and Executive Chairman	1,356,978	2,793,075	1,044,604	892,142	-	-	6,086,799	Y	

Source Company proxy circulars

* Converted from U.S. dollars to Canadian dollars using the average annual exchange rate, as reported by the Bank of Canada <https://www.bankofcanada.ca/rates/exchange/annual-average-exchange-rates/>.

Notes

- 1** David Macdonald. August 26, 2021. *Still Picking Up the Tab: Feds still cover almost all COVID-19 spending*, Canadian Centre for Policy Alternatives.
- 2** DT Cochrane. May 2021. *Pandemic Profits and the Public Purse: Tax dodging and wage subsidies in 50 firms*, Canadians for Tax Fairness. Retrieved from <https://www.taxfairness.ca/en/news/c4tf-report-pandemic-profits-and-public-purse>.
- 3** Financial Post staff. December 10, 2020. “Canadian companies that received CEWS and kept paying a dividend: List of 68 publicly traded companies found in FP investigation,” *Financial Post*. Retrieved from <https://financialpost.com/investing/canadian-companies-that-received-cews-and-kept-paying-a-dividend>.
- 4** Department of Finance. *Budget 2021: A recovery plan for jobs, growth, and resilience*, Government of Canada, pg 84.
- 5** Alicia Massie and David Macdonald. August 2021. *Boundless Bonuses: Skyrocketing Canadian executive pay during the 2020 pandemic*, Canadian Centre for Policy Alternatives.
- 6** Five CEOs both headed companies that received the CEWS and had modified bonuses, 14 CEOs had only modified bonuses and 30 CEOs only headed companies that received the CEWS (including subsidiaries or franchisees).
- 7** This restriction is only in place for companies with revenues of over \$500 million and companies that aren't Canadian Controlled Private Corporation (CCPCs).
- 8** Across these 71 CEOs, total stock option compensation was \$236.8 million. At the stock option deduction partial inclusion rate of 50%, this would mean an additional \$118.4 million in compensation would become taxable. At Ontario's combined federal and provincial marginal rate of 53.53%, this amounts to \$63.4 million in additional tax revenue.
- 9** Lars Osberg. October 2015. *How Much Income Tax Could Canada's Top 1% Pay?* Canadian Centre for Policy Alternatives.
- 10** Bank of Canada, Annual Exchange Rates: Retrieved from <https://www.bankofcanada.ca/rates/exchange/annual-average-exchange-rates/>.

11 Statistics Canada. Table 14-10-0204-01 : Average weekly earnings by industry, annual. Retrieved from <https://www150.statcan.gc.ca/t1/tbl1/en/cv!recreate.action?pid=1410020401&selectedNodeIds=3D1&checkedLevels=0D1,1D1,3D1&refPeriods=20180101,20190101&dimensionLayouts=layout2,layout2,layout2,layout3,layout2&vectorDisplay=false>.

12 Alicia Massie and David Macdonald. August 2021. *Boundless Bonuses: Skyrocketing Canadian executive pay during the 2020 pandemic*, Canadian Centre for Policy Alternatives. Retrieved from <https://www.policyalternatives.ca/BoundlessBonuses>.



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