

Survey Name:	2021 Canada MBD/TRS - Executive	Refinement:	All Data
Job Family:	General Management	Scale:	In Whole Numbers
Job Sub-family:	General Management	Currency:	Canadian Dollar
Job Code:	GMA.01.004.E21	Number of Organizations:	69
Job Title:	Head of Operations (COO) - Country Parent/Corporate (E2)	Number of Observations:	72
Job Type:	Job	Position Class:	58-66

Job Description: Head of Operations (COO) is accountable for the daily management and coordination of the overall operations of an organization including: •Overseeing, monitoring, and evaluating the operational performance •Directing the preparation of operating budgets and proposals for capital expenditure and investments in infrastructure, technology, equipment, systems, or other assets and resources •Analyzing and approving operational investments that best meet the organization's business needs •Oversee the opening or closing of facilities and the operational aspects of mergers and acquisitions Establishes and implements strategies that have mid to long-term (3-5 years) impact on business results in alignment with parent/corporate organization objectives. •Leads multiple teams of lower level executives, directors/senior managers, and managers. •Develops mid to long-term (3-5 years) plans for optimizing the organization, function, or sub-function and the talent required to execute strategies in job area.

* More than 35% of the rates within the sample are supplied by one organization
 ** Note only the Mean and Median will be displayed if more than 50% of the incumbents are supplied by one organization

Compensation Element	No. of Orgs	No. of Obs	*/**	Inc Wtd 10th %ile	Inc Wtd 25th %ile	Inc Wtd Mean	Inc Wtd Median	Inc Wtd 75th %ile	Inc Wtd 90th %ile
Base Salary	69	72		197,400	242,462	296,746	290,916	348,750	405,600
Salary Min	22	22		149,856	176,820	216,039	207,000	253,912	274,380
Salary Mid	23	23		175,680	209,100	265,519	241,500	335,000	367,676
Salary Max	22	22		217,860	265,980	332,118	303,615	409,005	481,809
Other Guaranteed Allowance	3	3		--	--	25,400	--	--	--
Total Guaranteed Cash Comp	69	72		197,400	243,362	297,805	290,916	348,750	411,687
STI Threshold % Base	8	9		--	11.6	33.4	16.3	65.0	--
STI Target	43	44		53,375	85,244	159,590	150,338	204,750	299,250
STI Target % of Base	43	44		20.0	33.5	51.0	47.5	65.0	80.0
STI Maximum % Base	25	26		28.2	50.0	89.1	92.5	120.0	143.0
STI Actual	39	41		39,919	77,732	170,384	145,000	250,689	340,672
STI Actual % Base	39	41		13.8	27.7	54.2	52.3	75.8	108.0
Sales Incentive (Target)	0	0		--	--	--	--	--	--
Sales Incentive Target % Base	0	0		--	--	--	--	--	--
Sales Incentive Actual	0	0		--	--	--	--	--	--
Sales Incentive Actual % Base	0	0		--	--	--	--	--	--
Profit Sharing Actual	1	1	**	--	--	--	--	--	--
Profit Sharing Actual % Base	1	1	**	--	--	--	--	--	--
Total Cash - Target	57	59		234,000	289,275	419,885	390,000	527,124	652,800
Total Cash Target - Receivers	43	44		288,138	329,097	465,912	445,500	528,396	682,500
Total Cash - Actual	69	72		230,000	272,505	398,785	360,318	498,419	643,534
Total Cash Actual - Receivers	40	42		262,054	348,809	472,209	435,272	599,063	711,095
LTI (B-S)	25	26		46,337	84,035	349,402	145,220	534,745	937,099
LTI % of Base (B-S)	25	26		15.7	26.7	102.8	52.8	157.6	242.6
TDC Target (B-S)	57	59		234,000	311,150	562,511	414,000	605,521	1,420,098
TDC Target (B-S), Rcvrs	20	21		381,530	468,109	917,914	888,581	1,439,621	1,767,159
TDC Actual (B-S)	69	72		230,000	274,264	524,958	398,760	578,617	1,091,558
TDC Actual (B-S) Rcvrs	25	26		393,963	447,917	845,037	578,086	1,185,401	1,788,539
Tenure - Organization	65	68		1	3	9	6	12	20