

CA Profession Compensation Survey 2005 –

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Introduction

During the summer of 2005, the Provincial Institutes/Ordre and CICA conducted a comprehensive compensation survey of all CAs. The survey was conducted to develop a guide to aid members and those who hire members during salary negotiations. In addition, the results will be used to promote the profession to the best and brightest students across Canada.

The results of this survey are included in nine reports, a summary report covering all findings and eight regional reports. The summary report and the other seven regional reports are available on the CA Source website (www.casource.com) and on most Provincial Institute/Ordre websites. The reports are as follows:

- CA Compensation Survey October 2005 – Summary Report
- CA Compensation Survey October 2005 – BC and Territories
- CA Compensation Survey October 2005 – Alberta
- CA Compensation Survey October 2005 – Saskatchewan
- CA Compensation Survey October 2005 – Manitoba
- CA Compensation Survey October 2005 – Ontario
- CA Compensation Survey October 2005 – Quebec
- CA Compensation Survey October 2005 – Atlantic Canada
- CA Compensation Survey October 2005 – Bermuda, US and International

Methodology

For details on methodology please refer to the Summary Report

Note on Reporting of Results

To protect the privacy of respondents and to avoid misleading results, the mean and median for compensation data was only presented when there were at least 5 respondents in a subcategory and upper and lower quartile information was only shown when there were at least 20 respondents in a subcategory. Definitions of the four statistical measures used in this report are provided below for reference:

Mean: (also called average) is the sum of all cases divided by the total number of cases

Median: (or 50th percentile) is the value above and below which half the cases fall. If there is an even number of cases, then it is the average of the two middle cases. As compared to the mean, the median is not sensitive to outlying (a few very high or very low) values.

25th Percentile: is the value above which 75% of the cases fall

75th Percentile: is the value below which 75% of the cases fall

CMA (Census Metropolitan Authority) and CA (Census Agglomeration) are one more adjacent municipalities situated around a major urban core. To form a CMA the urban core must have a population of at least 100,000 and to form a CA the urban core must have a population of greater than 10,000 but less than 100,000.

Note that findings in this report are representative of those sampled and may not precisely represent membership as a whole. One noted difference that is likely to understate the compensation numbers presented in this report is that younger respondents are over represented in the sample.

Note that some results do not add to 100 due to rounding.

Feedback on this Report

Questions or comments related to this report can be directed to casource@cica.ca.

Report Structure

This report is organized into three sections. “Section 1: About the Respondents” includes demographics information. “Section 2: Compensation” includes overall compensation data and compensation data broken out by demographic information. “Section 3: Vacation, Benefits and Work/Life Balance” includes statistics on vacation received, benefits provided, and work/life balance options offered and used.

Section 1: About the respondents

Employees vs. Owners

5% of members worked as a sole practitioner, 11% as a partner in a CA firm, 4% as owner/partner of a non-CA firm, 75% as an employee of an organization and 4% as a contract employee or consultant.

	Frequency	Percent
Sole Practitioner	26	5%
Partner in a CA Firm	52	11%
Owner or Partner of a business	19	4%
Staff Employee	356	75%
Contract Employee	19	4%
Other	2	0%
Total	474	100%

CMA/CA Code

Location	Frequency	Percent
Brandon	19	4%
Manitoba-Non CMA	32	7%
Portage la Prairie	3	1%
Winnipeg	420	89%
Total	474	100%

Year Obtained CA

	Year Obtained CA	
	Count	%
2005*	15	3%
2004	19	4%
2003	21	4%
2002	19	4%
2001	26	5%
2000	23	5%
1995-1999	79	16%
1990-1994	87	18%
1985-1989	64	13%
1980-1984	55	11%
1975-1979	38	8%
1970-1974	28	6%
<1970	15	3%
Total	489	100%

*were not a CA during the compensation reporting period (2004)

Years in Current Position

	Years of service accumulated with the organization (enterprise, firm or other) worked for as of the end of 2004)		Years as owner/partner of firm/business as of the end of 2004	
	Count	%	Count	%
Less than 1 year	43	9%		
1	37	8%	2	2%
2	34	7%	3	3%
3	27	6%	3	3%
4	32	7%		
5	37	8%	9	9%
6-9	116	24%	21	22%
10-14	61	13%	22	23%
15-19	30	6%	6	6%
20-24	27	6%	14	14%
25+	30	6%	17	18%
Total	474	100%	97	100%

Years of Work Experience

	Years of total work experience including both pre and post CA qualification experience		Years of post CA qualification work experience	
	Count	%	Count	%
2 years			45	9%
3-4 years	15	3%	47	10%
5-9 years	107	23%	89	19%
10-14 years	72	15%	81	17%
15-19 years	69	15%	69	15%
20 to 24 years	75	16%	60	13%
25 or more years	136	29%	83	18%
Total	474	100%	474	100%

Area of Practice and Industry

41% of members worked in professional services, 41% in industry, 12% in crown corporation/public service and 3% in either an educational institute or not-for-profit.

	Count	%
Professional Services firm	192	41%
Industry	195	41%
Crown Corporation or Public Service	58	12%
Educational Institution	12	3%
Not for profit	15	3%
Other	2	0%
Total	474	100%

Members in Professional Services

Of those members who worked in professional services, 92% worked in a firm that primarily offers auditing, accounting and/or tax services (a CA Firm) and the remaining 8% work in a firm that primarily provides other professional services (e.g., legal, consulting, etc.). 97% worked in a role in which they primarily provided services to external clients (as opposed to an internal support role).

	Count	%
A firm that primarily delivers auditing, accounting and/or tax	176	92%
A firm that primarily delivers other professional services	16	8%
Total	192	100%

	Count	%
I primarily provide services to external clients	185	97%
I primarily provide services internally	5	3%
Total	190	100%

Members in Industry

Financial Services (27%) accounted for the largest percentage of CAs in industry in 2004, followed by Manufacturing (19%) and Agriculture, Forestry, Fisheries (12%).

	Count	%
Financial Services	51	27%
Manufacturing	36	19%
Agriculture, Forestry, Fisheries	23	12%
Retail, Wholesale	17	9%
Transportation, Distribution	10	5%
Media, Communications, Publishing	8	4%
Real Estate or Building Management	7	4%
Telecommunications	6	3%
Construction	4	2%
Holding, Conglomerate	3	2%
Software	3	2%
Arts, Entertainment, Leisure	1	1%
Hotels and Restaurants	1	1%
Mining	2	1%
Pharmaceuticals and Chemicals	2	1%
Other	14	7%
Total	188	100%

Members in Public Service

Municipal, provincial, federal government or one of their agencies (44%) accounted for the largest percentages of CAs in public service in 2004, followed by crown corporation (30%), hospitals, libraries, health organizations or social services organizations (14%), board and commissions (5%), and an office of the auditor general and regulatory bodies (2%).

	Count	%
Municipal, provincial, federal government or one of their agencies	25	44%
Crown Corporation	17	30%
Hospital, library, health organization, or social services organization	8	14%
Board and commissions	3	5%
An office of the auditor general	1	2%
Regulatory bodies	1	2%
Other	2	4%
Total	57	100%

Members in Education

Half of members in education worked in a university (50%) or College/CEGEP (25%) in 2004.

	Count	%
University	6	50%
College or CEGEP	3	25%
Primary or Secondary School	3	25%
Total	12	100%

Members in Not-for-profits

Social or charitable organizations (47%) and industry, professional or trade associations (13%) and accounted for the largest percentage of CAs in not-for-profits in 2004.

	Count	%
Social or charitable organizations	7	47%
Industry, professional or trade association	2	13%
Religious institutes	1	7%
Other	5	33%
Total	15	100%

Size of Company

The majority of members worked for large companies in 2004. 44% worked for companies with 1,000 or more employees globally and another 10% worked for companies with between 10 and 24 employees.

	In your Province or Territory		In Canada		Globally	
	Count	%	Count	%	Count	%
1	18	4%	21	4%	27	6%
2	12	3%	10	2%	11	2%
3 - 5	16	3%	17	4%	15	3%
6 - 9	22	5%	22	5%	21	4%
10 - 24	52	11%	44	9%	48	10%
25 - 49	39	8%	26	5%	27	6%
50 - 99	44	9%	22	5%	20	4%
100 - 249	111	23%	42	9%	36	8%
250 - 499	43	9%	36	8%	32	7%
500 - 999	37	8%	37	8%	29	6%
1000 or more	80	17%	197	42%	208	44%
Total	474	100%	474	100%	474	100%

Time worked in 2004

411 (87%) of those who were Chartered Accountants in 2004 worked full-time for 12 months in 2004. The remaining respondents worked part-time for at least one month during the year and/or worked for less than 12 months.

	1 to 6 months		7 to 11 months		12 months		Total	
	Count	%	Count	%	Count	%	Count	%
Part-time	5	1%	4	1%	30	6%	39	8%
Full-time	11	2%	13	3%	411	87%	435	92%
Total	16	3%	17	4%	441	93%	474	100%

Length of Basic Work Week

For those CAs who worked full-time in 2004, most (79%) had a basic work week of from 35 to 40 hours per week. 18% had a basic work week in excess of 40 hours. Most (63%) of the CAs who worked full-time in 2004 worked on average from 1 to 10 hours of overtime per week. 22% averaged more than 10 hours of overtime per week.

Basic Work Week	Count	%
<35	4	1%
35	59	15%
36-39	118	29%
40	142	35%
>40	73	18%
not applicable	9	2%
Total	405	100%

Overtime Hours Worked

Overtime Hours Worked	Count	%
0	44	11%
1-5	132	33%
6-10	119	30%
11-15	66	17%
16-20	13	3%
>20	7	2%
Not Applicable	17	4%
Total	398	100%

Job Title

Manager/Senior Manager, Partner, CFO, and Controller/Comptroller, were the most common job titles held by members in 2004 and accounted for over 54% of titles held by members in total.

	Count	%
Manager	70	15%
Chief Financial Officer CFO	51	11%
Controller and/or Comptroller	52	11%
Partner	52	11%
Senior Manager	30	6%
Senior Auditor or Accountant	25	5%
Sole Practitioner	26	5%
Owner (non CA Firm)	19	4%
Vice President	15	3%
Director	15	3%
President and/or CEO	9	2%
Associate or Assistant Manager	11	2%
Consultant	9	2%
Tax Specialist	9	2%
Internal Auditor	10	2%
Analyst	10	2%
Supervisor	11	2%
Other Executive Management COO, CIO, EVP, etc	6	1%
General Manager	6	1%
Senior Vice President	3	1%
Treasurer	4	1%
Senior Director	4	1%
Associate or Assistant Director	4	1%
Principal	3	1%
Auditor or Accountant	7	1%
Professor, Lecturer or Teacher	3	1%
Other	4	1%
Assistant Vice President	2	0%
Junior Auditor or Accountant	2	0%
Assistant Controller	2	0%
Total	474	100%

Title of Direct Report

The largest percentage of members reported to a President and/or CEO (21%) followed by Partner (11%), and CFO (11%).

	Count	%
President and/or CEO	81	21%
Chief Financial Officer CFO	40	11%
Partner	42	11%
Principal	34	9%
Director	28	7%
Manager	26	7%
Senior Manager	19	5%
Vice President	16	4%
Controller and/or Comptroller	16	4%
Chair/Board of Directors	13	3%
Other Executive Management COO, CIO, EVP, etc	10	3%
General Manager	7	2%
Senior Vice President	8	2%
Senior Director	6	2%
Assistant Vice President	5	1%
Associate or Assistant Director	4	1%
Senior Auditor or Accountant	3	1%
Other	5	1%
Minister (asst minister)	2	1%
Treasurer	1	0%
Associate or Assistant Manager	1	0%
Internal Auditor	1	0%
Auditor or Accountant	1	0%
Supervisor	1	0%
Professor, Lecturer or Teacher	1	0%
Sole Practitioner	1	0%
Owner (non CA Firm)	1	0%
None	4	1%
Total	377	100%

Number of Direct Reports

73% of members had at least one direct report in 2004. 39% had 5 or more.

	Count	%
None	115	24%
1	28	6%
2	33	7%
3	54	11%
4	62	13%
5	50	11%
6-9	64	14%
10-14	28	6%
15-19	10	2%
20-24	11	2%
25+	19	4%
Total	474	100%

Major Activities of Members

The tables below show the extent to which members are involved in specific activities. More than 64% of members who provide professional services spend at least some of their work time in taxation, financial statement review, financial statement audit, financial statement compilation and financial accounting.

Activities of Members in Professional Services	Somewhat		A Lot		Total Somewhat/A lot	
	Count	%	Count	%	Count	%
Taxation	87	47%	75	41%	162	88%
Financial statement compilation	99	54%	55	30%	154	84%
Financial statement review	89	48%	65	35%	154	83%
Financial statement audit	74	40%	75	41%	149	81%
Financial accounting	99	54%	44	24%	143	77%
Other Business Advisory, or Consulting services	83	45%	14	8%	97	52%
New Business Development	75	41%	7	4%	82	44%
Personal Financial Planning/Wealth Management	66	36%	3	2%	69	37%
Performance Measurement	53	29%	6	3%	59	32%
Corporate Finance Advisory (including M&A advisory)	52	28%	8	4%	60	32%
Business valuation	47	25%	6	3%	53	29%
Control and Risk Management	37	20%	12	6%	49	26%
Other assurance services (including IT audit & ISO audit)	37	20%	9	5%	46	25%
Information Technology Consulting	28	15%	3	2%	31	17%
Investigative and Forensic Accounting	11	6%	3	2%	14	8%
Insolvency and Restructuring	5	3%	5	3%	10	5%

Of members who do not provide professional services, more than 65% spend at least some of their work time in Financial Analysis, Financial Accounting, General Management, Internal Control/Risk Management and Performance Measurement.

Activities of Members not in Professional Services	Somewhat		A Lot		Total Somewhat/A lot	
	Count	%	Count	%	Count	%
Financial Accounting	137	48%	114	40%	251	87%
Management Accounting/Cost accounting	155	54%	38	13%	193	67%
Financial Analysis	141	49%	113	39%	254	89%
Taxation	144	50%	27	9%	171	60%
Performance Measurement	153	53%	32	11%	185	64%
Corporate Finance (Financing, M&A)	128	45%	28	10%	156	54%
Internal Control and Risk Management	175	61%	36	13%	211	74%
New Business Development	87	30%	17	6%	104	36%
Product and/or Service Development	73	25%	11	4%	84	29%
Strategy Development and Planning	160	56%	41	14%	201	70%
General Management, Administration	156	54%	89	31%	245	85%
Human Resources	163	57%	17	6%	180	63%
Public Affairs and Communications	55	19%	5	2%	60	21%
Marketing and Sales	54	19%	7	2%	61	21%
Audit (Internal/Government)	59	21%	29	10%	88	31%
Information Technology	114	40%	23	8%	137	48%
Law	43	15%	4	1%	47	16%
Teaching	39	14%	5	2%	44	15%

Compensation Governed by a Collective Bargaining Agreement

Compensation was governed by a collective bargaining agreement for 8% of members in Manitoba.

Professional Designations and Post Graduate Degrees

The Master of Taxation and/or Auditing (5%) is the most frequently held post graduate degree by CAs. A CPA is the most widely held professional designation by CAs.

	Count	%
None	293	62%
Master of Taxation and/or Accounting	23	5%
Master of Business Administration (MBA)	15	3%
Other Masters Degree:	15	3%
Certified Financial Planner or CFP	16	3%
Certified Public Accountant or CPA	8	2%
CIA or CA•CIA	8	2%
CISA or CA•CISA	11	2%
Certified General Accountant or CGA	3	1%
Certified Management Accountant or CMA	6	1%
Certified Management Consultant or CMC	3	1%
Chartered Financial Analyst or CFA	3	1%
Chartered Accountant or CA (from a country other than Canada)	5	1%
CBV or CA•CBV	6	1%
CIRP or CA•CIRP	3	1%
A Doctorate degree	2	0%
CA•IFA	2	0%
CA•IT	1	0%
LLB/Lawyer	1	0%
Engineer P.Eng.	1	0%
Other	29	6%

Importance of a CA and accounting designations

	Less		Same		More		CA is required to hold this position	
	Count	%	Count	%	Count	%	Count	%
For your primary job in 2004, would someone with a CA be paid less, the same or more than someone with a Canadian accounting designation other than a CA?	35	9%	151	40%	114	30%	77	20%
For your primary job in 2004, would someone with a CA be paid less, the same or more than someone without an accounting designation?	35	12%	40	13%	142	47%	83	28%

Age

61% of members are under 45 years of age.

	Age Category	
	Count	%
Under 35	132	28%
35-44	157	33%
45-54	110	23%
55-64	66	14%
65 and over	7	1%
Total	472	100%

Section 2: Compensation

Overall Compensation

The table below shows the mean (average), median and top and bottom quartiles for member compensation from either employment or business. Figures below include members who worked at least one full month in 2004. Compensation of those who worked less than full-time for 12 months was annualized based on a 35 hour work week.

	2005
N	474
Mean	\$137,461
Median	\$92,000
25th Percentile	\$70,000
75th Percentile	\$140,850

Compensation of Owners

97 CAs who responded owned a business in 2004. Of these, 52 are a partner in a CA Firm, 26 are Sole Practitioners and 19 owned another type of business.

	Owner of CA Firm	Sole Practitioner	Partner	Owner of Another Business
N	78	26	52	19
Mean	\$163,012	\$113,999	\$187,519	\$392,166
Median	\$140,000	\$110,000	\$158,500	\$200,000
25thPercentile	\$98,000	\$81,875	\$117,825	\$92,000
75thPercentile	\$200,000	\$150,000	\$234,143	\$305,000

Compensation of Non-Owners

The first table below shows base, total-non base and total compensation statistics for members who did not own their own business in 2004. The second table below shows the percentage of members who received each type of non-base compensation in 2004 and statistics on the amount they received. Compensation was annualized using a 35 hour work week for members who did not work full time for the entire year.

	Base Compensation	Total non-base Compensation	Total Compensation
N	377	377	377
Mean	\$101,997	\$17,340	\$119,337
Median	\$80,000	\$3,600	\$85,000
25thPercentile	\$63,000	\$0	\$66,000
75thPercentile	\$106,000	\$12,500	\$121,750

Non-Base Compensation (non-owners)

	Profit Sharing	Bonus	Overtime	Commissions	Allowances	Other Non-Base
N	94	192	24	18	70	35
% who received it	25%	51%	6%	5%	19%	9%
Mean	\$9,929	\$20,107	\$3,887	\$33,081	\$4,449	\$21,234
Median	\$3,500	\$6,757	\$3,000	\$2,039	\$2,000	\$4,000
25thPercentile	\$1,446	\$3,000	\$2,000	\$1,150	\$1,000	\$1,677
75thPercentile	\$10,000	\$16,500	\$5,750	\$8,000	\$4,625	\$10,000

Compensation for Overtime (non-owners)

Of the 6% of members (who are non-owner) who are compensated for overtime, the largest percentage (35%) are compensated through a credit of hours.

	Count	%
At a regular rate	3	13%
At a higher rate	5	22%
Through a credit of hours	8	35%
Through a combination of the above	6	26%
Through another method	1	4%

Compensation by CMA/CA

	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
Manitoba-Other	54	\$117,621	\$77,775	\$58,000	\$119,100
Winnipeg	420	\$140,011	\$94,010	\$72,000	\$144,501

Compensation by Year Received CA

Average compensation for a new CA is \$57,978 but rises steadily each year. It jumps to \$75,107 for CAs with five years experience as a CA, and to \$140,957 for those who have been a CA for 25-29 years.

	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
2005*	15	\$42,891	\$42,500		
2004	19	\$57,978	\$47,300		
2003	21	\$55,250	\$53,400	\$51,050	\$58,750
2002	19	\$90,300	\$60,000		
2001	26	\$71,245	\$68,050	\$60,626	\$79,125
2000	23	\$75,107	\$70,000	\$62,000	\$80,400
1995-1999	79	\$94,862	\$84,000	\$74,731	\$97,501
1990-1994	87	\$138,928	\$102,400	\$83,000	\$148,500
1985-1989	64	\$179,351	\$130,501	\$85,500	\$170,150
1980-1984	55	\$186,485	\$117,500	\$85,750	\$198,500
1975-1979	38	\$172,961	\$137,500	\$110,000	\$183,883
1970-1974	28	\$140,957	\$135,000	\$90,079	\$161,500
<1970	15	\$384,244	\$140,000		

*were not a CA during the compensation reporting period (2004)

Compensation by Year Received CA & CMA/CA

Winnipeg	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
2000-2004	86	\$71,345	\$60,128	\$53,000	\$70,000
1995-1999	73	\$95,959	\$84,000	\$74,866	\$97,794
1990-1994	77	\$127,104	\$102,400	\$83,500	\$142,901
1985-1989	60	\$183,439	\$133,601	\$91,125	\$170,150
1980-1984	50	\$193,409	\$120,250	\$87,438	\$202,250
1975-1979	74	\$205,409	\$140,000	\$93,750	\$179,820

Other Manitoba	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
2000-2004	22	\$64,624	\$61,000	\$51,808	\$72,438
1995-1999	6	\$81,510	\$81,100		
1990-1994	10	\$229,970	\$107,500		
1980-1984	5	\$117,244	\$97,500		
1975-1979	7	\$154,677	\$120,000		

Compensation by Years of Service in Organization

Years of Service in Organization	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
Less than 1 year	43	\$105,822	\$80,000	\$59,250	\$119,600
1	37	\$133,656	\$74,375	\$59,250	\$129,900
2	34	\$99,953	\$67,650	\$60,000	\$82,124
3	27	\$98,262	\$75,000	\$63,400	\$102,000
4	32	\$101,920	\$81,408	\$54,750	\$104,500
5	37	\$134,365	\$80,000	\$56,200	\$122,500
6-9	116	\$120,242	\$91,157	\$74,061	\$130,751
10-14	61	\$140,027	\$123,000	\$89,000	\$156,875
15-19	30	\$155,502	\$114,183	\$90,000	\$170,050
20-24	27	\$196,478	\$150,000	\$90,000	\$210,000
25+	30	\$297,221	\$151,364	\$111,667	\$238,393

Compensation by Years as Owner

	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
5	9	\$190,556	\$150,000		
6-9	21	\$168,019	\$150,000	\$83,500	\$200,000
10-14	22	\$170,716	\$150,000	\$108,000	\$212,500
15-19	6	\$245,000	\$160,000		
20-24	14	\$133,357	\$135,000		
25+	17	\$377,527	\$152,727		

Compensation by Years of Work Experience

Compensation by Total Years of Work Experience

	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
3-4 years	15	\$60,037	\$47,300		
5-9 years	107	\$72,445	\$63,300	\$57,000	\$76,284
10-14 years	72	\$116,756	\$85,000	\$73,000	\$107,000
15-19 years	69	\$123,469	\$100,000	\$82,500	\$144,001
20 to 24 years	75	\$161,268	\$130,000	\$84,000	\$176,000
25 or more years	136	\$202,082	\$129,900	\$90,000	\$182,813

Compensation by Years of Post CA Qualification Experience

	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
0-2 years	45	\$62,763	\$53,000	\$47,150	\$60,000
3-4 years	47	\$80,013	\$64,000	\$59,500	\$70,800
5-9 years	89	\$89,893	\$79,700	\$70,000	\$96,011
10-14 years	81	\$137,861	\$102,400	\$83,500	\$142,901
15-19 years	69	\$147,170	\$110,000	\$81,000	\$155,000
20 to 24 years	60	\$212,887	\$127,500	\$88,500	\$220,000
25 or more years	83	\$198,509	\$140,000	\$94,000	\$178,510

Compensation by Area of Practice

Average compensation is highest for members in industry (\$172,016), followed by professional services (\$116,360), education (\$113,001), public service (\$105,483), and not for profit (\$104,066).

	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
Industry	195	\$172,016	\$103,906	\$75,000	\$157,000
Professional Services firm	192	\$116,360	\$86,350	\$63,075	\$140,000
Educational Institution	12	\$113,001	\$103,525		
Crown Corporation or Public Service	58	\$105,483	\$85,000	\$72,750	\$108,250
Not for profit	15	\$104,066	\$71,500		

Compensation of Members in Professional Services

Average compensation is lower for CAs in professional services firms that primarily deliver auditing, accounting and/or tax services (\$115,103) as compared to firms that deliver other professional services (consulting, legal, etc.) (\$130,188).

Types of Professional Services Firm	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
A firm that primarily delivers auditing, accounting and/or tax	176	\$115,103	\$85,000	\$62,100	\$130,300
A firm that primarily delivers other professional services	16	\$130,188	\$122,500		

Business/Industry

CAs working in Transportation/Distribution, Mining and Holding/Conglomerate earned the highest compensation among members in industry.

	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
Transportation, Distribution	10	\$262,137	\$147,250		
Real Estate or Building Management	7	\$174,164	\$96,000		
Financial Services	51	\$169,243	\$105,151	\$72,000	\$156,000
Media, Communications, Publishing	8	\$165,188	\$149,801		
Retail, Wholesale	17	\$162,724	\$125,000		
Agriculture, Forestry, Fisheries	23	\$160,250	\$85,750	\$66,818	\$131,001
Manufacturing	36	\$108,933	\$95,750	\$72,533	\$132,000
Telecommunications	6	\$100,317	\$89,000		
Other	14	\$112,567	\$85,000		

Public Service

	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
Municipal, provincial, federal government or one of their agencies	25	\$94,927	\$80,000	\$64,300	\$99,001
Crown Corporation	17	\$133,194	\$87,000		
Hospital, library, health organization, or social services organization	8	\$91,859	\$88,334		

Compensation by Area of Practice and CMA/CA

Winnipeg					
	N	Mean	Median	Percentile 25	Percentile 75
Professional Services firm	155	\$121,258	\$90,000	\$65,500	\$140,000
Industry	183	\$170,933	\$105,000	\$75,000	\$160,000
Gov't, Education, Other	82	\$106,450	\$84,000	\$70,000	\$114,250

Other Manitoba	N	Mean	Median	Percentile 25	Percentile 75
Professional Services firm	37	\$95,839	\$77,000	\$54,931	\$119,400
Industry	12	\$188,533	\$85,250		
Gov't, Education, Other	5	\$108,620	\$64,000		

Compensation by Area of Practice, CMA/CA and Year received CA

Winnipeg		N	Mean	Median	Percentile 25	Percentile 75
Professional Services firm	2000-2004	45	\$75,721	\$57,500	\$49,250	\$70,690
	1995-1999	24	\$81,581	\$80,000	\$75,873	\$90,000
	1990-1994	14	\$154,794	\$117,500		
	1985-1989	14	\$131,835	\$109,250		
	1980-1984	17	\$185,809	\$130,000		
Industry	1975-1979	41	\$152,637	\$140,000	\$110,000	\$171,000
	2000-2004	27	\$66,602	\$62,000	\$57,000	\$70,000
	1995-1999	42	\$93,271	\$85,000	\$71,928	\$107,000
	1990-1994	41	\$133,742	\$119,600	\$94,000	\$150,000
	1985-1989	31	\$234,394	\$157,000	\$106,022	\$220,000
Gov't, Education, Other	1980-1984	23	\$244,051	\$172,500	\$106,500	\$224,000
	1975-1979	19	\$379,070	\$167,400		
	2000-2004	14	\$66,423	\$60,000		
	1995-1999	7	\$161,391	\$79,235		
	1990-1994	22	\$97,113	\$82,000	\$71,750	\$100,600
	1985-1989	15	\$126,296	\$90,000		
	1980-1984	10	\$89,851	\$89,273		
	1975-1979	14	\$124,271	\$106,183		

Compensation by Size of Company

	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
1	27	\$145,854	\$110,000	\$60,000	\$164,000
2	11	\$455,159	\$140,000		
3 - 5	15	\$112,912	\$98,952		
6 - 9	21	\$107,475	\$96,000	\$70,000	\$150,000
10 - 24	48	\$144,248	\$91,575	\$75,000	\$167,500
25 - 49	27	\$105,163	\$85,000	\$72,500	\$117,500
50 - 99	20	\$106,512	\$91,000	\$73,500	\$114,025
100 - 249	36	\$128,454	\$107,025	\$78,500	\$169,500
250 - 499	32	\$118,384	\$94,010	\$73,500	\$130,751
500 - 999	29	\$144,170	\$100,000	\$66,625	\$143,000
1000 or more	208	\$133,527	\$85,000	\$64,000	\$139,500

Compensation by Job Title

Members with the title Owner (non CA Firm) had the highest averaged compensation and that was followed by President and/or CEO, Other Executive Management and Vice President.

	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
Owner (non CA Firm)	19	\$392,166	\$200,000		
President and/or CEO	9	\$317,567	\$220,000		
Other Executive Management COO, CIO, EVP, etc	6	\$256,000	\$123,500		
Vice President	15	\$252,641	\$175,000		
Partner	52	\$187,519	\$158,500	\$117,825	\$234,143
Chief Financial Officer CFO	51	\$160,172	\$115,000	\$93,000	\$165,000
General Manager	6	\$135,545	\$112,500		
Senior Manager	30	\$129,883	\$85,000	\$74,373	\$103,930
Director	15	\$127,183	\$111,350		
Sole Practitioner	26	\$113,999	\$110,000	\$81,875	\$150,000
Consultant	9	\$108,657	\$80,000		
Supervisor	11	\$104,045	\$80,000		
Controller and/or Comptroller	52	\$99,393	\$86,875	\$74,781	\$108,688
Manager	70	\$91,842	\$75,001	\$62,975	\$85,050
Tax Specialist	9	\$91,534	\$84,000		
Internal Auditor	10	\$75,530	\$61,625		
Analyst	10	\$72,347	\$60,500		
Auditor or Accountant	7	\$70,241	\$49,091		
Associate or Assistant Manager	11	\$65,255	\$62,000		
Senior Auditor or Accountant	25	\$55,761	\$50,500	\$46,125	\$61,550

Compensation by Job Title and CMA/CA

	Winnipeg				
	N	Mean	Median	Percentile 25	Percentile 75
President and/or CEO	9	\$317,567	\$220,000		
Chief Financial Officer CFO	48	\$164,712	\$115,650	\$94,125	\$168,750
Other Executive Management COO, CIO, EVP, etc	6	\$256,000	\$123,500		
General Manager	6	\$135,545	\$112,500		
Vice President	14	\$257,115	\$165,500		
Controller and/or Comptroller	48	\$100,322	\$86,875	\$74,781	\$108,688
Director	15	\$127,183	\$111,350		
Senior Manager	27	\$92,843	\$85,000	\$74,731	\$103,906
Manager	54	\$93,773	\$75,251	\$63,850	\$85,792
Associate or Assistant Manager	11	\$65,255	\$62,000		
Consultant	8	\$107,240	\$80,000		
Tax Specialist	9	\$91,534	\$84,000		
Internal Auditor	9	\$76,894	\$60,000		
Senior Auditor or Accountant	21	\$54,988	\$50,500	\$46,125	\$61,550
Auditor or Accountant	5	\$81,538	\$49,091		
Analyst	10	\$72,347	\$60,500		
Supervisor	10	\$107,410	\$81,000		
Sole Practitioner	23	\$119,956	\$120,000	\$90,000	\$150,000
Partner	42	\$191,500	\$153,500	\$110,000	\$230,750
Owner (non CA Firm)	17	\$429,479	\$220,000		

Compensation by Title of Direct Report

Title of Direct Report	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
Chair/Board of Directors	13	\$273,919	\$194,600		
President and/or CEO	81	\$148,220	\$106,500	\$80,000	\$162,500
Chief Financial Officer CFO	40	\$123,505	\$107,000	\$79,250	\$147,625
Other Executive Management COO, CIO, EVP, etc	10	\$136,897	\$123,650		
General Manager	7	\$117,629	\$109,250		
Senior Vice President	8	\$89,538	\$79,000		
Vice President	16	\$127,926	\$108,251		
Assistant Vice President	5	\$82,800	\$75,500		
Controller and/or Comptroller	16	\$78,225	\$81,901		
Senior Director	6	\$71,676	\$69,409		
Director	28	\$145,238	\$74,855	\$63,550	\$96,000
Principal	34	\$71,881	\$66,400	\$55,265	\$81,550
Senior Manager	19	\$115,687	\$60,000		
Manager	26	\$71,115	\$60,500	\$49,525	\$80,250
Other	5	\$121,620	\$115,000		
Partner	42	\$80,191	\$77,192	\$66,188	\$91,538

Compensation by Number of Direct Reports

	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
None	115	\$81,799	\$71,710	\$55,000	\$98,086
1	28	\$125,092	\$88,000	\$60,441	\$147,500
2	33	\$112,723	\$73,000	\$63,850	\$98,751
3	54	\$110,738	\$95,250	\$67,375	\$141,500
4	62	\$131,140	\$100,356	\$76,684	\$155,438
5	50	\$144,575	\$104,025	\$85,000	\$140,000
6-9	64	\$144,656	\$114,250	\$82,875	\$160,000
10-14	28	\$241,390	\$157,175	\$86,250	\$246,000
15-19	10	\$191,590	\$95,350		
20-24	11	\$243,585	\$79,700		
25+	19	\$346,078	\$125,000		

Compensation by Major Activities of Members

The primary work activities of CA earning the highest compensation are not in the traditional accounting, auditing and tax areas.

The primary work activities (e.g., ones they spent at least 25% of their time on) of the highest earners in professional services included: Business Valuation (\$184,792), Corporate Finance (\$179,010), and Personal Financial Planning (\$169,570).

For members in industries the activities of the top earners included: Financial Accounting (\$130,517), Management Accounting/Cost Accounting (\$163,409), and Financial Analysis (\$129,494).

Members in Professionals Services

	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
Business valuation	6	\$184,792	\$175,000		
Corporate Finance Advisory (including M&A advisory)	8	\$179,010	\$181,667		
Insolvency and Restructuring	5	\$157,097	\$92,000		
New Business Development	7	\$152,629	\$130,000		
Other Business Advisory, or Consulting services	14	\$147,650	\$107,750		
Control and Risk Management	12	\$125,119	\$78,701		
Taxation	75	\$120,057	\$85,200	\$62,400	\$130,000
Financial statement review	65	\$111,334	\$80,400	\$55,000	\$150,000
Financial accounting	44	\$108,746	\$79,312	\$54,931	\$125,000
Financial statement audit	75	\$107,720	\$75,000	\$53,000	\$108,500
Financial statement compilation	55	\$105,942	\$85,000	\$60,000	\$125,000
Other assurance services (including IT audit & ISO audit)	9	\$105,726	\$92,250		
Performance Measurement	6	\$60,300	\$50,550		

Members in Industry

	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
Financial Accounting	114	\$130,517	\$84,000	\$70,000	\$123,500
Management Accounting/Cost accounting	38	\$163,409	\$94,010	\$76,000	\$135,000
Financial Analysis	113	\$129,494	\$85,000	\$71,300	\$131,000
Taxation	27	\$153,317	\$106,500	\$93,000	\$157,000
Performance Measurement	32	\$135,325	\$89,875	\$74,000	\$140,400
Corporate Finance (Financing, M&A)	28	\$146,808	\$120,000	\$90,500	\$171,100
Internal Control and Risk Management	36	\$125,962	\$78,000	\$65,275	\$113,750
New Business Development	17	\$416,262	\$125,000		
Product and/or Service Development	11	\$444,059	\$100,000		
Strategy Development and Planning	41	\$278,339	\$119,600	\$85,000	\$198,500
General Management, Administration	89	\$206,935	\$105,050	\$80,000	\$170,000
Human Resources	17	\$152,083	\$113,180		
Public Affairs and Communications	5	\$189,150	\$156,750		
Marketing and Sales	7	\$321,857	\$220,000		
Audit (Internal/Government)	29	\$82,838	\$71,500	\$60,000	\$90,314
Information Technology	23	\$138,974	\$78,000	\$65,000	\$119,600
Teaching	5	\$134,300	\$119,000		

Compensation Governed by a Collective Bargaining Agreement

	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
Yes	31	\$88,570	\$75,000	\$60,500	\$85,000
No	346	\$122,094	\$85,625	\$67,088	\$125,000

Compensation by Designation/Post Graduate Degree held

	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
None	293	\$129,228	\$93,000	\$69,969	\$140,000
Master of Taxation and/or Accounting	23	\$104,424	\$85,000	\$74,000	\$98,086
Master of Business Administration (MBA)	15	\$107,391	\$94,500		
Other Masters Degree:	15	\$90,612	\$78,000		
Certified Management Accountant or CMA	6	\$162,538	\$125,251		
Certified Financial Planner or CFP	16	\$169,146	\$104,964		
Certified Public Accountant or CPA	8	\$106,125	\$87,500		
Chartered Accountant or CA (from a country other than Canada)	5	\$121,617	\$102,000		
CBV or CA•CBV	6	\$194,234	\$121,750		
CIA or CA•CIA	8	\$132,607	\$97,023		
CISA or CA•CISA	11	\$99,207	\$90,000		
Other	29	\$140,952	\$94,500	\$75,736	\$156,750

Compensation by Board Experience

	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
Were you a member of a board of directors of a business or organization in 2004? Yes	190	\$169,874	\$109,250	\$75,000	\$171,250
No	284	\$115,775	\$85,250	\$65,125	\$123,125

	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
A public company or one of its subsidiaries	8	\$447,104	\$317,501		
A privately held company	39	\$237,314	\$200,000	\$100,000	\$245,000
A hospital or university	17	\$168,768	\$154,350		
An industry or trade association	32	\$191,691	\$132,700	\$85,100	\$231,000
A social or charitable organization	126	\$168,030	\$100,356	\$72,000	\$154,350
A religious institute	20	\$207,938	\$117,500	\$68,500	\$175,000
A crown corporation	5	\$208,300	\$200,000		
A government commission, agency or regulatory body	10	\$208,840	\$171,700		
Other	20	\$128,149	\$114,400		

Additional Compensation for work outside of Primary Job

Non-owners who received fee income related to services provided outside of primary job

	Count	%
Yes	49	16%
No	251	84%

	Amount of such fee income received
N	48
Mean	\$7,229
Median	\$2,700
Percentile 25	\$1,200
Percentile 75	\$6,750

Compensation by Age

	Total compensation (includes owners and non-owners)				
	N	Mean	Median	Percentile 25	Percentile 75
Under 35	132	\$72,289	\$63,050	\$55,025	\$79,176
35-44	157	\$136,089	\$100,000	\$78,000	\$142,800
45-54	110	\$180,484	\$118,750	\$85,000	\$173,125
55-64	66	\$205,925	\$140,000	\$93,079	\$188,750
65 and over	7	\$82,929	\$82,500		

Section 3: Vacation, Benefits and Work/Life Balance

Vacation

	Vacation Entitlement		Vacation Days Taken	
	Count	%	Count	%
Less than 10 working days	2	0%	33	7%
10-14 Working Days	9	2%	75	16%
15-19 Working Days	119	25%	165	35%
20-24 Working Days	217	46%	130	28%
25-29 Working Days	67	14%	35	7%
30 to 34 Working Days	23	5%	8	2%
35+ working days	5	1%	12	3%
n/a	31	7%	14	3%

Benefits

Professional Dues

87% of members have their professional dues paid for by their employers or business

	Count	%
Yes – All	412	87%
Yes – A portion paid for by employer/business.	5	1%
No	47	10%
N/A	10	2%

Benefits Received (All Members)

	Count	%
Medical (health and dental) benefits	414	87%
Life Insurance	382	81%
Long Term Disability Insurance	360	76%
Out of Country Travel	224	47%
Pension Benefits	254	54%
Parking	284	60%
Professional Membership dues other than CA	158	33%
Car Allowances	114	24%
Health/Fitness Club Memberships	97	20%
Stock or Stock Options Purchase Program	74	16%
Parental/Maternal/Caregiver Leave Top Ups	67	14%
Credit Card Fees	53	11%
Other Significant Benefits	22	6%

Benefits Received by Industry

	Professional Services	Industry	Public Service
Medical (health and dental) benefits	79%	92%	94%
Life Insurance	73%	87%	84%
Long Term Disability Insurance	66%	81%	89%
Out of Country Travel	36%	57%	49%
Pension Benefits	33%	58%	89%
Parking	66%	64%	39%
Stock or Stock Options Purchase Program	2%	35%	2%
Professional Membership dues other than CA	34%	34%	30%
Car Allowances	23%	26%	23%
Health/Fitness Club Memberships	29%	18%	6%
Parental/Maternal/Caregiver Leave Top Ups	13%	9%	28%
Credit Card Fees	11%	14%	3%
Other Significant Benefits:	4%	9%	4%

Programs to Encourage Work/Life Balance

	Offered		Used	
	Count	%	Count	%
Training Programs	290	77%	207	55%
Leaves for Personal Reasons	266	71%	66	18%
Employee Assistance Programs	277	73%	37	10%
Flexible working hours	263	70%	185	49%
Work from home	150	40%	91	24%
Sabbaticals	70	19%	7	2%
Compressed Work Weeks	105	28%	41	11%
Other options to promote work/life balance	8	3%	4	1%