

2013 Compensation for CEO, Executive Team and Board of Directors

We take our commitment to transparency and accountability seriously at Efficiency Nova Scotia. That's why we disclose the annual salary of our CEO and salary range for our Executive Team, along with the annual remuneration or compensation for our Board of Directors.

What we aim for:

Our aim for salary and benefits compensation for staff at Efficiency Nova Scotia - including the CEO and Executive Team - is to be in the middle of the Nova Scotia labour market; not on the low end of compensation, not on the high-end. We regularly seek independent advice on the Nova Scotia compensation market to make sure we're in that sweet spot.

In addition to salary, all staff at Efficiency Nova Scotia - including the CEO and Executive Team - are provided health and dental benefits and contributions to a Defined Contribution pension plan.

Efficiency Nova Scotia does not pay bonuses to its employees. Yearly salary increases - including for inflation - are not automatic; all are based on organizational and individual performance.

CEO and Executive Team Compensation:

Our Board of Directors approves the salary of the CEO and the salary range of the Executive Team.

The salary range for our Executive Team, not including our CEO, is \$111,153 to \$178,219.

The total compensation for our Executive Team in 2013 was \$955,733. This includes \$177,466 for our CEO.

Total compensation includes all cash compensation together with any other taxable employer contributions to benefits, such as life insurance and accidental death and dismemberment insurance.

Board of Directors Compensation:

The approach to compensation for our Board of Directors is based on the following principles:

- **Process:** The process used to set compensation should be transparent, easily understood, and defensible to stakeholders.
- **Independence:** Compensation should be designed to promote a high degree of objectivity and independent thinking.

- **Time Commitment:** Compensation should reflect the time required to perform to the expectations of the role.
- **Expertise:** Compensation should reflect the overall base level expertise and experience required.

Board members who perform similar roles are compensated the same. Distinctions are made for those with greater responsibilities, for example the Board Chair and Committee Chairs.

Efficiency Nova Scotia's Board of Directors meets 10 times throughout the year. The Board has three committees: Finance, Governance and the Management Resources and Compensation Committee. Each committee meets about four times a year.

The structure of our Board of Directors compensation is a mix of a monthly honorarium and fee for Board meetings:

Overview: Board of Directors Compensation

Honorarium / Fee	Board Chair	Committee Chair	Voting Board Member
Monthly Honorarium	\$1,785	\$1,355	\$1,200
Board and Committee Meeting Fee	\$510	\$460*	\$360
Full Day Meeting Fee**	\$920	\$830*	\$645

Notes:

* This meeting fee is applicable only when a Committee Chair is acting in this role.

** The full day meeting fees apply as determined by the Chair of the Board.

The total compensation paid to our Board of Directors in 2013 was \$172,800. This includes both honorarium and fees.