

***2014 General Industry Salary Budget Survey Report***  
**Canada, Towers Watson Data Services**

**Data in Effect: April 1, 2014**



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## Participation Terms

By participating in Towers Watson's surveys, you will be deemed to have agreed to the following participation terms on behalf of your company and you represent that you have authority to submit data. As a participant in this survey, your company's name will be included on survey participant lists. Survey participants must submit data on a timely basis and provide an accurate and complete data submission, including, if relevant, long-term incentive information and responses to the policies and practices questions. If your company's data submission is late or does not meet the requirements for a particular survey, Towers Watson may, at its discretion, limit/deny access to such survey results. For select surveys, participants must submit executive data to purchase executive products, middle management, professional and support data to purchase non-executive products and industry-specific functions/disciplines/positions to purchase associated industry-specific survey products.

**Confidentiality and Use of Data.** Participant data submitted to the surveys will be held in confidence. Towers Watson takes reasonable security precautions, including the same precautions Towers Watson takes to protect our own confidential information, to prevent unauthorized access. Participant data will be used by Towers Watson for purposes of creating aggregated survey results which are presented in a manner that protects individual company confidentiality. Towers Watson reserves the right to use participant data in multiple surveys, where relevant, which may be available to participants and non-participants. Participant data and survey results may be used by Towers Watson for training, quality assurance, research and development, compensation and/or benefits consulting services (e.g., market/job pricings) and general promotional activities such as trends analysis that are provided to survey participants and other selected clients of Towers Watson.

**Data Protection.** Towers Watson may pass participant data, which may include individually identifiable information within its global network of offices and affiliates (including the Towers Watson Global Resource Centre) and to subcontractors and providers of IT outsourcing who will be subject to appropriate data protection standards. The Global Resource Centre is located in Manila, The Philippines, and will be used to analyze such data in connection with the surveys. The Manila corporate entity is a wholly owned subsidiary in the Towers Watson group, and it is governed by the same information security policies and internal controls that govern the Towers Watson group as a whole. Towers Watson confirms that, acting as data processor, Towers Watson will take appropriate technical, physical and organizational/administrative measures to protect such data against accidental or unlawful destruction or accidental loss or unauthorized alteration, disclosure or access. Towers Watson will use such data only for the purposes described above or for other reasonable purposes which are related to the surveys and services, unless a participant instructs Towers Watson otherwise. Participant and Towers Watson shall each comply with applicable data privacy legislation and regulations.

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## Introduction

Towers Watson Data Services is pleased to present the **2014 General Industry Salary Budget Survey Report - Canada**.

The data contained in this report is based on the responses of 411 organizations. Refer to the Overview of Survey Participants section for more information including a complete list of survey participants.

## Data Presentations

The tables are presented by: entire sample combined, profit status, industry sector, region, and organization size. The data are further broken out by the following employee groups:

- Executive
- Management (Excluding Executives)
- Professional/Client Management (Sales and Nonsales)
- Technical/Business Support
- Production/Manual Labor

## Supporting Documentation

The following are individual sections of the printed report:

- Survey Methodology
- Overview of Survey Participants
- Executive Summary
- Salary Increase Budgets and Range Increases
- Promotional Increases
- Compensation Philosophies
- Variable Pay
- Target Total Reward Mix

These sections include explanatory text and examples to provide guidance in using the materials and analyses provided in this report.

## Contact Us

If you have any questions or comments regarding this report or any of our other products, you may contact us at +1 877 550 4402 or at [twcadata@towerswatson.com](mailto:twcadata@towerswatson.com).



## Survey Methodology

In accordance with our objective to publish only the most accurate and representative information possible, each questionnaire is thoroughly reviewed by compensation professionals and our proprietary data diagnostic programs before it is included in the database. The data is further reviewed using statistical modeling techniques and survey respondents are contacted to clarify data, when necessary.

The results of any survey are highly dependent upon the quality of the data provided by participants. We take all appropriate measures to ensure that the input received from participants is accurate and complete. Our survey project teams carefully review each individual data submission to resolve omissions, inconsistencies, or other questionable input; they verify any questionable data directly with the participant.

Data input methodologies, data verification and proprietary data diagnostics programs are coupled with our employees' expertise and experience to resolve any anomalies, yielding a complete and accurate survey data base. Our quality assurance process is followed in this and all phases of conducting surveys and publishing survey results to ensure that all survey materials are reviewed by multiple employees.

Towers Watson Data Services (TWDS) will only publish statistics that comply with antitrust "safe harbor" guidelines. All published statistics are consistent with recognized statistical standards and principles. Our statistical publishing guidelines require not only the statistical minimum number of responses to perform a calculation, but also a sufficient sample to provide meaningful analysis. Therefore, not necessarily all questions asked in the questionnaire will yield publishable samples. At the time of release, published data will be at least three months old from the effective date of the data reported by survey respondents.

Any information disseminated is aggregated so that individual company data cannot be identified and TWDS ensures and maintains the confidentiality of individual company data. ***Under no circumstances will we disclose individual data.***





# Overview of Survey Participants

# Overview of Survey Participants

## Characteristics of Participating Organizations

The following table presents data on the organizations that comprise the sample.

### NUMBER OF PARTICIPATING ORGANIZATIONS BY PROFIT STATUS, INDUSTRY SECTOR AND ORGANIZATION SIZE WITHIN REGION

	# of Responses							% of Responses
	Eastern Canada	Greater Toronto	Other Ontario	Manitoba/Saskatchewan	Alberta	BC	All Canada	
<b>Entire Sample Combined</b>	59	178	58	21	59	36	411	100.0%
<b>Profit Status</b>								
For-Profit Organizations	52	165	52	18	51	32	370	90.0%
Not-For-Profit Organizations	7	13	6	3	8	4	41	10.0%
<b>Industry Sector</b>								
Durable Goods Manufacturing	14	42	26	4	4	12	102	18.5%
Non-Durable Goods Manufacturing	18	33	12	3	5	2	73	13.3%
High Tech	7	27	11	3	1	5	54	9.8%
Energy	7	6	2	1	36	5	57	10.4%
Retail and Wholesale Trade	4	26	7	0	3	6	46	8.4%
Services	21	68	13	9	16	14	141	25.6%
Health Care	0	5	2	0	1	0	8	1.5%
Banking and Finance	9	19	4	5	4	3	44	8.0%
Insurance	3	12	5	3	0	2	25	4.5%
<b>Organization Size</b>								
Under 300 FTEs	14	62	20	7	15	9	127	30.9%
300 - 999 FTEs	12	37	13	2	10	8	82	20.0%
1,000 - 4,999 FTEs	17	44	20	10	21	10	122	29.7%
5,000 FTEs or More	16	35	5	2	13	9	80	19.5%
<b>Regional Percentages</b>	14.4%	43.3%	14.1%	5.1%	14.4%	8.8%	100.0%	

## Overview of Survey Participants

## PARTICIPATING ORGANIZATIONS BY EMPLOYEE GEOGRAPHIC LOCATION

Geographic Location	No. of Orgs with Employees in Geographic Location	% of Respondents (n=328)	Percent of Employees in Geographic Location				No. of Orgs with 100% of Employees in Geographic Location
			P25	P50	P75	Average	
Newfoundland and Labrador	59	18.0%	0.5%	1.0%	2.0%	3.1%	0
Nova Scotia	93	28.4%	1.0%	1.8%	3.1%	5.9%	1
Prince Edward Island	41	12.5%	0.1%	0.3%	1.0%	0.7%	0
New Brunswick	68	20.7%	0.7%	1.8%	4.0%	8.8%	2
Greater Montreal	163	49.7%	4.5%	11.0%	30.0%	24.0%	10
Other Quebec	86	26.2%	1.7%	5.9%	12.0%	12.9%	0
Greater Toronto	230	70.1%	16.5%	45.8%	85.5%	49.8%	48
Ottawa	81	24.7%	1.2%	3.0%	5.4%	9.6%	3
South Western Ontario	85	25.9%	2.9%	10.0%	45.3%	29.3%	9
Other Ontario	104	31.7%	2.3%	10.0%	29.5%	23.5%	9
Manitoba	101	30.8%	1.0%	2.5%	5.0%	9.8%	3
Saskatchewan	92	28.0%	1.0%	2.0%	6.9%	12.4%	3
Calgary	161	49.1%	3.0%	6.7%	25.0%	21.7%	12
Edmonton	115	35.1%	1.6%	4.0%	12.0%	11.8%	3
Northern Alberta/Fort McMurray	53	16.2%	1.0%	4.0%	6.9%	10.2%	0
Other Alberta	90	27.4%	1.0%	3.3%	14.6%	10.8%	0
Vancouver	142	43.3%	2.3%	5.5%	17.3%	17.9%	7
Other British Columbia	97	29.6%	1.0%	3.0%	9.1%	9.3%	0
Northwest Territories/Nunavut/Yukon	14	4.3%	0.3%	0.8%	1.3%	1.6%	0

## Overview of Survey Participants

## Participant List

7-Eleven	Cadillac Fairview Corporation Limited
ACCEO Solutions, Inc.	Caisse de dépôt et placement du Québec
Advanced Micro Devices	Calgary Co-Operative Association
Agrium, Inc.	Cameco Corporation
Agropur Cooperative	Campbell Company of Canada
Air Canada	Canada Colors and Chemicals Limited
Aker Solutions	Canadian Broadcasting Corporation
Alberta Energy Regulator	Canadian Pacific Railway
Alberta Health Services	Canadian Salt Company
Alberta Securities Commission	Canadian Tire Corporation
Alexion Pharma Canada Corporation	Canadian Western Bank
Altex Energy Limited	Canexus Corporation
AMEC	Canfor Corporation
American Eagle Outfitters	Capital One Financial
Amgen Canada	Capital Power Corporation
Aon Canada	Cargill
Apache Canada Limited	Carleton University
Arbon Equipment Corporation	Carmeuse North America Group
ARC Resources	Carpenter Technology
Archer Daniels Midland Company	Catalyst Paper Corporation
Arkema Canada, Inc.	Caterpillar Financial Services
Ashland Canada Corporation	CBRE Limited
AspenTech Canada, Limited	CBS
Asurion	CDI Corporation
ATB Financial	Celestica
ATCO Electric - Distribution	Cenovus Energy
ATCO Energy Solutions	Centric Health Corporation
ATCO Group	CF Industries
ATCO Power	CH2M Hill
Atlantic Central	CHS, Inc.
ATS Automation Tooling Systems	Chubb Insurance
Avis Budget Group	CIBC
Aviva Canada	Cineplex Entertainment LP
Avon Products	Cirque du Soleil
Axiall Corporation	CMC Electronics, Inc.
Ball Corporation	Columbia Sportswear
Ballard Power Systems	CommScope Canada, Inc.
Bank of Canada	Compass Group Canada
Bank of Montreal	Concentra Financial
BC Maritime Employers Association	Concordia University
Bell Aliant Regional Communications	Contract Pharmaceutical Limited
Bell Canada	Convergys
Belron Canada, Inc.	Con-way Freight Canada
Benjamin Moore	Corby Distilleries Limited
BF&M Insurance Group	Core Laboratories
BMC Software	Coriant
Boehringer Ingelheim (Canada) Limited	CPP Investment Board
Bombardier Aerospace	Credit Union Central of Manitoba
Bombardier, Inc.	CSA Group
Bombardier Transportation	CST Brands
BP Canada Energy Group ULC	Cummins, Inc.
British Columbia Hydro and Power Authority	Curtiss-Wright
Broadridge Financial Solutions, Inc.	Cytec Canada, Inc.
Brookfield LePage Johnson Controls Services	Dawn Food Products (Canada), Inc.
Bruce Power	Dealertrack Canada, Inc.
BT	Dell
CAA South Central Ontario	Deluxe Corporation
Cabot Corporation	Dentsply

## Overview of Survey Participants

## Participant List (continued)

Domtar	Harsco Canada
Dura Automotive Systems	Hasbro Canada Corporation
E & J Gallo Winery Canada Limited	HDR, Inc.
Ecolab	Healthcare Insurance Reciprocal of Canada
Edwards Lifesciences (Canada), Inc.	Hendrickson Canada
Empire Life	Henry Schein Canada, Inc.
Enbridge, Inc.	HERE, a Nokia company
Encana Corporation	Hershey Canada, Inc.
Endo International	Hewlett Packard Canada Company
Enerflex Limited	High Liner Foods Incorporated
Energizer Canada, Inc.	Hoffmann-La Roche Limited
ENMAX Corporation	Holcim (Canada), Inc.
Ensign Energy	Hollister Limited
EPCOR Utilities	Hospira Healthcare Corporation
Equifax Canada	HSBC Bank Canada
Equitable Life of Canada	Hudson's Bay Company
Everest College	Hughes Network Systems Canada Limited
Evraz, Inc.	Husky Energy
Exel	Husky Injection Molding Systems
Experian Americas	Hydro-Québec
Exterran	Hypertherm, Inc.
Fairview Fittings & Manufacturing Limited	Hyundai Auto Canada
Farm Credit Canada	IAMGOLD Corporation
Federal Express Canada Limited	IBM Canada Limited
Finning International, Inc.	ICF International
First Calgary Financial Credit Union	Icon Clinical Research (Canada), Inc.
First Solar	IDEXX Laboratories Canada Corporation
First West Credit Union	Imperial Oil Limited
Flowserve Canada Corporation	IMS Brogan, a unit of IMS
Fluor Canada	Independent Electricity System Operator
FM Global	Industrial Alliance Insurance and Financial Services, Inc.
FMC Corporation	INEOS Canada Partnership
Follett of Canada	Information Services Corporation
Ford Motor Company of Canada	Insurance Corporation of British Columbia
Foresters	Intact Financial Corporation
FortisAlberta	Intel Corporation
FortisBC	International Game Technology Canada, Inc.
Fossil Canada, Inc.	Investors Group
Franklin Templeton	J.R. Simplot Company
Galderma Production Canada, Inc.	Jarden Consumer Solutions
Gamma-Dynacare Medical Laboratories	Jockey Canada Company
Gardner Denver	John Wiley & Sons Canada Limited
GATX	Johnson & Johnson Consumer Products
GE Corporation	Johnson Outdoors Canada, Inc.
General Dynamics Land Systems Canada	Joy Global (Canada) Limited
General Motors of Canada Limited	Kate Spade & Company
Genpact	Kellogg Canada, Inc.
Gerdau Long Steel North America	Keurig Green Mountain
Gibson Energy	Kiewit Energy Canada
Gordon Food Service, Inc.	Kimberly-Clark Canada, Inc.
Government of Alberta	Kinross Gold Corporation
Great Canadian Gaming Corporation	Kodak Alaris Canada
Great-West Life Assurance Company	Kruger
GROWMARK	L-3 WESCAM
Grundfos Canada, Inc.	Laurentian Bank of Canada
H.W. Siebens Charitable Foundation	Law Society of Upper Canada
Hammond Power Solutions, Inc.	Lear Corporation
Harlequin Enterprises Limited	Lehigh Hanson

## Overview of Survey Participants

**Participant List (continued)**

Level 3 Communications	Ontario Power Authority
Levi Strauss & Co. (Canada), Inc.	Ontario Power Generation
Liberty International Underwriters Canada	Ontario Securities Commission
Limited Brands, Canada	Ontario Teachers Pension Plan
Liquor Control Board of Ontario	OPSEU Pension Trust
Littelfuse	Osler, Hoskin & Harcourt LLP
Loblaw Companies Limited	OSRAM Sylvania Limited
LoyaltyOne	Oxford Industries, Inc.
Lubrizol Canada Limited	Pacific Life Insurance Company
lululemon athletica, Inc.	Pacific Northern Gas Limited
MacDonald, Dettwiler & Associates, Inc.	Panasonic Canada
MacDonald, Dettwiler and Associates Limited	Parmalat Canada, Inc.
Manulife Financial	Pelmorex Media, Inc.
Maple Leaf Foods	PepsiCo Canada
Marathon Petroleum	Phillips 66 Canada ULC
MasterCard	Pitney Bowes, Inc.
Mazak Corporation Canada	Port Metro Vancouver
McCain Foods Limited	Postmedia Network Canada Corporation
McGraw-Hill Financial	Pratt & Whitney Canada
McMaster University	Premier Farnell
MD Physician Services, Inc.	PricewaterhouseCoopers
Medtronic of Canada Limited	Procter & Gamble, Inc.
Meritor, Inc.	PSP Investments
Messier-Bugatti-Dowty	Purolator, Inc.
Méto, Inc.	Qualcomm
MidAmerican Energy	Quartech Systems Ltd
Millipore (Canada) Limited	Quintiles Canada
MMM Group	Raymond Chabot Grant Thornton
Molson Coors Brewing	Raytheon Canada
Mondelez International, Inc.	Reckitt Benckiser (Canada), Inc.
Monsanto Canada	Red Hat Canada Limited
Moody's Corporation	Regal Beloit Canada
Mouvement Desjardins	RES Canada
MTS Allstream	Revera Living
MTS Testing Systems (Canada) Limited	Reynolds Packaging
Mylan Pharmaceuticals ULC	Ritchie Brothers Auctioneers Incorporated
Nasdaq OMX	Robert Half International
National Bank of Canada	Rockwell Automation
NAV Canada	Rocky Mountaineer Railtours
Navigant Consulting	Rogers Communications
NBTY	Rothmans, Benson & Hedges
New Brunswick Power	Royal & Sun Alliance Insurance Company of Canada
NewMarket Corporation	Royal Bank of Canada
Newsco International Energy Services, Inc.	Russel Metals, Inc.
Nexen Energy ULC	Safety Codes Council
Niagara Casinos	Saint-Gobain
NIKE Canada Corporation	Sanmina Corporation
NOVA Chemicals	Sanofi Canada
NovaGold Resources, Inc.	Saputo, Inc.
Novartis Pharmaceuticals Canada, Inc.	Schneider Electric
Novus International	Schneider National
NuStar Terminals Canada	Schnitzer Steel Industries
OM Group	Scotiabank
Omicron Canada, Inc.	SGL Canada
ON Semiconductor	Shell Canada Limited
Ontario Municipal Employees Retirement System (OMERS)	Shoppers Drug Mart Corporation

## Overview of Survey Participants

**Participant List (continued)**

Sigma-Aldrich Canada Company	Volvo Group Canada, Inc.
SilverBirch Hotels & Resorts	Walmart Canada Corporation
Sleep Country Canada	Warner Bros Entertainment
Snap-on Tools of Canada Limited	Weatherford International
Sony Pictures Entertainment	Wendy's Restaurants of Canada, Inc.
SPIELO International Canada ULC	Wescast Industries, Inc.
St. Joseph's Health Care London	West Fraser Timber Co. Limited
Standard Life Assurance Company of Canada	Westminster Savings Credit Union
Stryker Canada LP	Workplace Safety Insurance Board
Sun Life Financial Services of Canada	Xerox Canada, Inc.
Suncor Energy, Inc.	Yamana Gold, Inc.
Synchrude Canada Limited	Yellow Media, Inc.
Syngenta Canada, Inc.	
Talisman Energy, Inc.	
Target Canada	
Tarion Warranty Corporation	
TC Transcontinental	
TD Bank Group	
Teck Metals Limited	
Teekay Shipping	
Teknion Corporation	
TELUS	
Teradata Canada ULC	
Tesoro Corporation	
The Children's Place	
The Economical Insurance Group	
The Pampered Chef-Canada Corporation	
The Wawanesa Mutual Insurance Company	
Thomson Reuters Canada	
Tiffany & Co. Canada	
TJX Companies	
TMX Group Limited	
Toronto Hydro Electric Systems	
Total E&P Canada	
Toyota Motor Corporation	
Toys R Us (Canada) Limited	
TransAlta Corporation	
Transat A.T.	
TransCanada PipeLines Limited	
Travelers Canada	
TRW Canada Limited	
Underwriters Laboratories of Canada	
Unilever Canada	
Union Gas Limited	
United Rentals of Canada	
United States Steel	
Univar Canada Limited	
University Health Network	
University of Calgary	
University of Saskatchewan	
Valero Energy, Inc.	
Varian Medical Systems Canada, Inc.	
Via Rail Canada	
Visa Canada Corporation	
Viterra, Inc.	



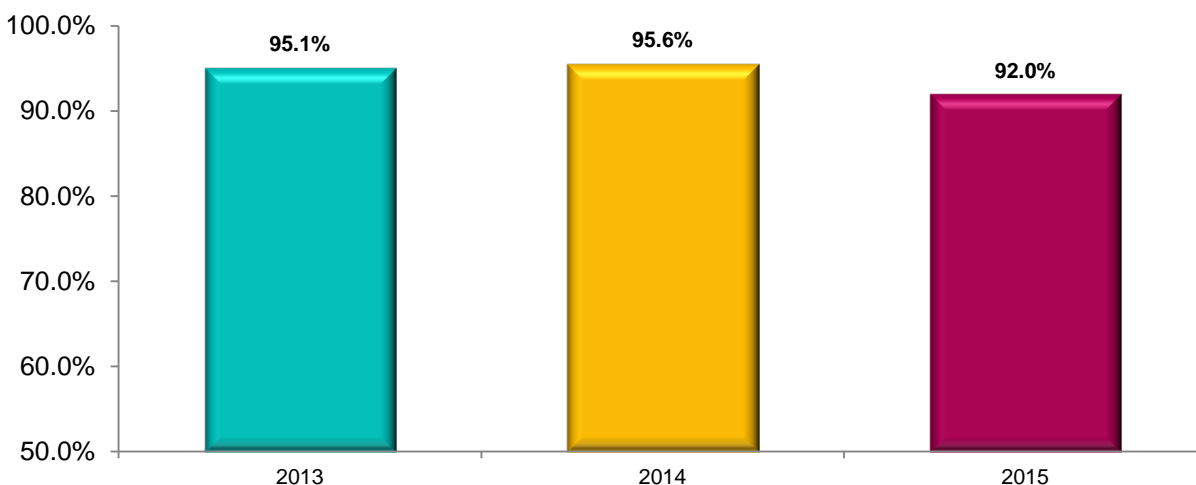


# Executive Summary

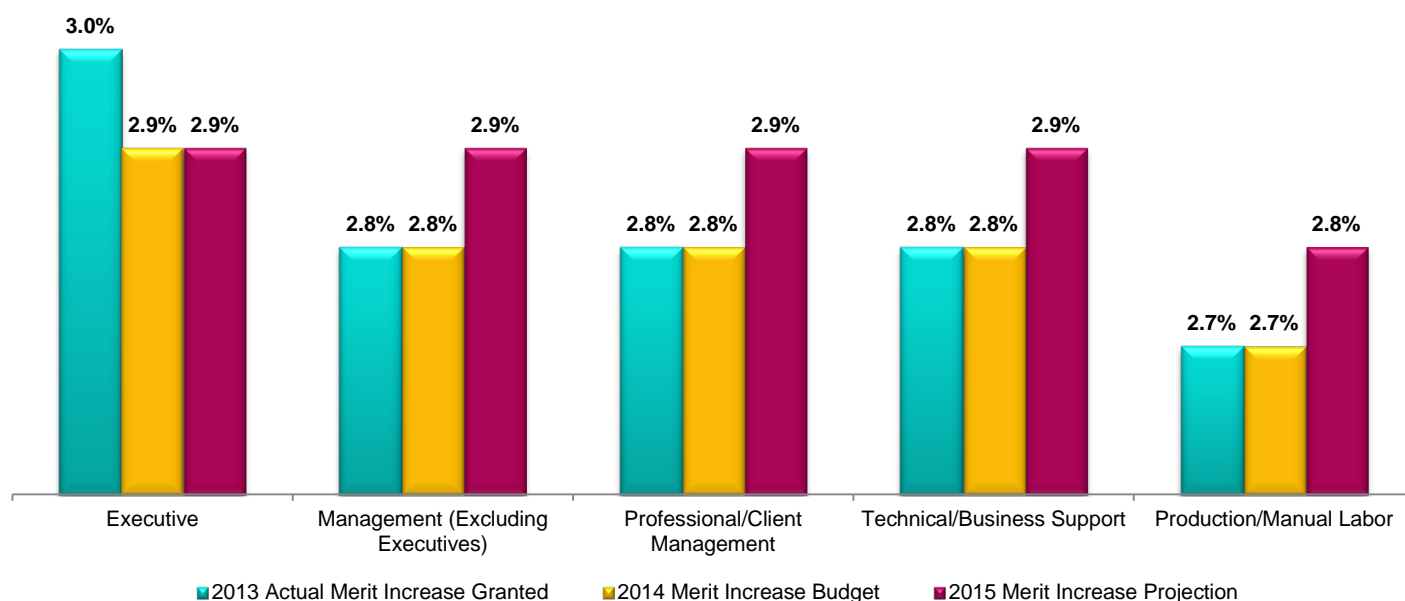
## Executive Summary

### Key Findings

- 92.0% of participating organizations provided salary increase forecasts in 2015, comparable to 95.1% which actually granted increases in 2013



- Merit increases remain relatively consistent in 2015 in comparison with merit increases budgeted/granted in 2014 (where companies granted increases)



## Executive Summary

### Key Findings (continued)

- Total increases projected in 2015 are slightly higher than total increases budgeted/granted in 2014 (where companies granted increases)

Entire Sample Combined (Including Companies Granting No Increases)							
	2013 Salary Increases		2014 Salary Increases		2015 Salary Increases		% Increase from 2014 Budgeted to 2015 Projected
	Avg. % Granted	# of Responses	Avg. % Budgeted	# of Responses	Avg. % Projected	# of Responses	
Executive	2.8%	296	2.7%	323	2.9%	291	7.4%
Management (Excluding Executives)	2.9%	361	2.9%	383	3.0%	335	3.4%
Professional/Client Management	2.9%	359	2.8%	383	3.0%	335	7.1%
Technical/Business Support	2.8%	351	2.8%	371	3.0%	323	7.1%
Production/Manual Labor	2.5%	220	2.5%	228	2.7%	209	8.0%

- More organizations plan to adjust salary range midpoints in 2015 as compared to the percentage of organizations that adjusted or plan to adjust salary range midpoints in 2013 and 2014

Entire Sample Combined								
Organizations That Adjusted Salary Range Midpoints in 2013			Organizations That Adjusted or Plan to Adjust Salary Range Midpoints in 2014			Organizations That Plan to Adjust Salary Range Midpoints in 2015		
# of Orgs.	% of Orgs.	# of Responses	# of Orgs.	% of Orgs.	# of Responses	# of Orgs.	% of Orgs.	# of Responses
243	72.8%	334	249	74.8%	333	258	79.9%	323

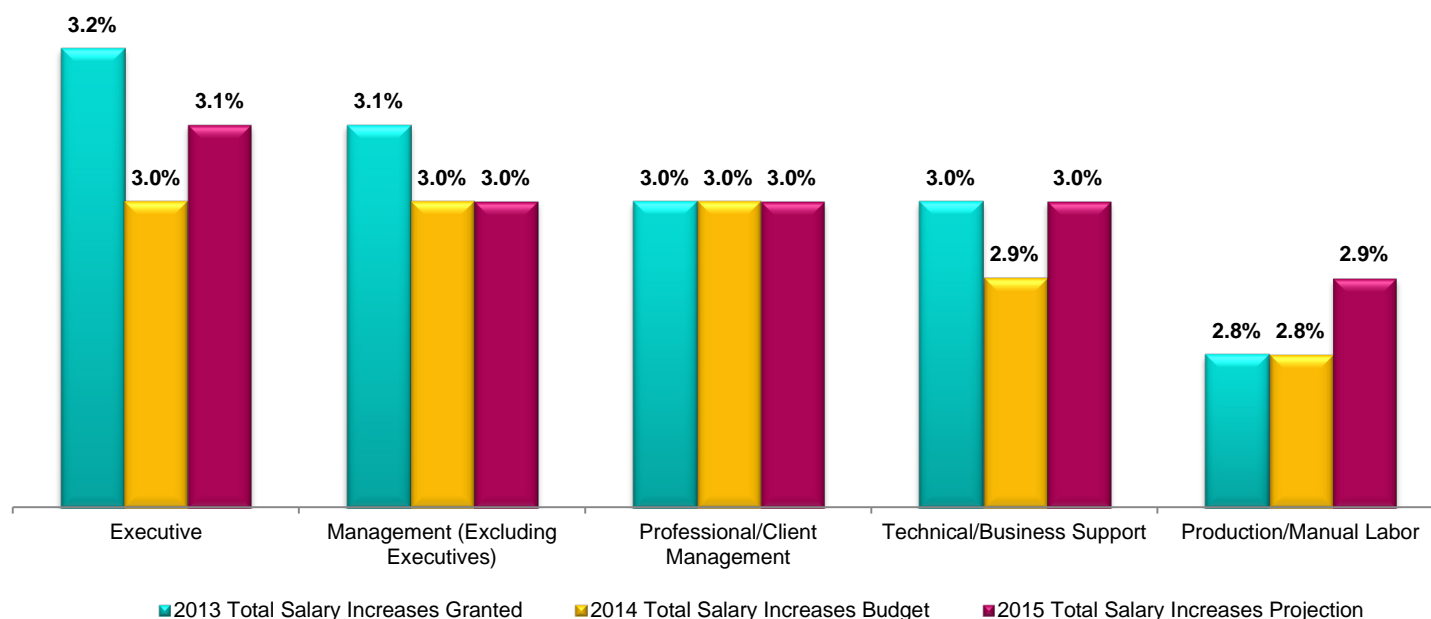
- Short-term incentive budgeted for 2014 and projected for 2015 remain fairly consistent

Entire Sample Combined							
	2013 Actual Short-Term Incentive/Bonus Granted (as % of Total Base Salaries)		2014 Short-Term Incentive/Bonus Budgeted (as % of Total Base Salaries)		2015 Short-Term Incentive/Bonus Projected (as % of Total Base Salaries)		# of Responses
	Average	Median	Average	Median	Average	Median	
Executive	38.8%	35.0%	39.2%	37.4%	39.7%	39.3%	185
Management, Excluding Executives	18.7%	17.8%	19.3%	19.0%	19.4%	19.0%	236
Professional/Client Management	12.1%	10.0%	12.0%	10.0%	12.4%	10.0%	213
Technical/Business Support	6.8%	6.2%	7.3%	6.9%	7.3%	6.0%	169
Production/Manual Labor	5.8%	5.2%	6.0%	5.0%	5.9%	5.0%	74

## Executive Summary

### Salary Increase Budgets and Range Increases

- Total increases granted, budgeted and projected are depicted below (where companies granted increases)



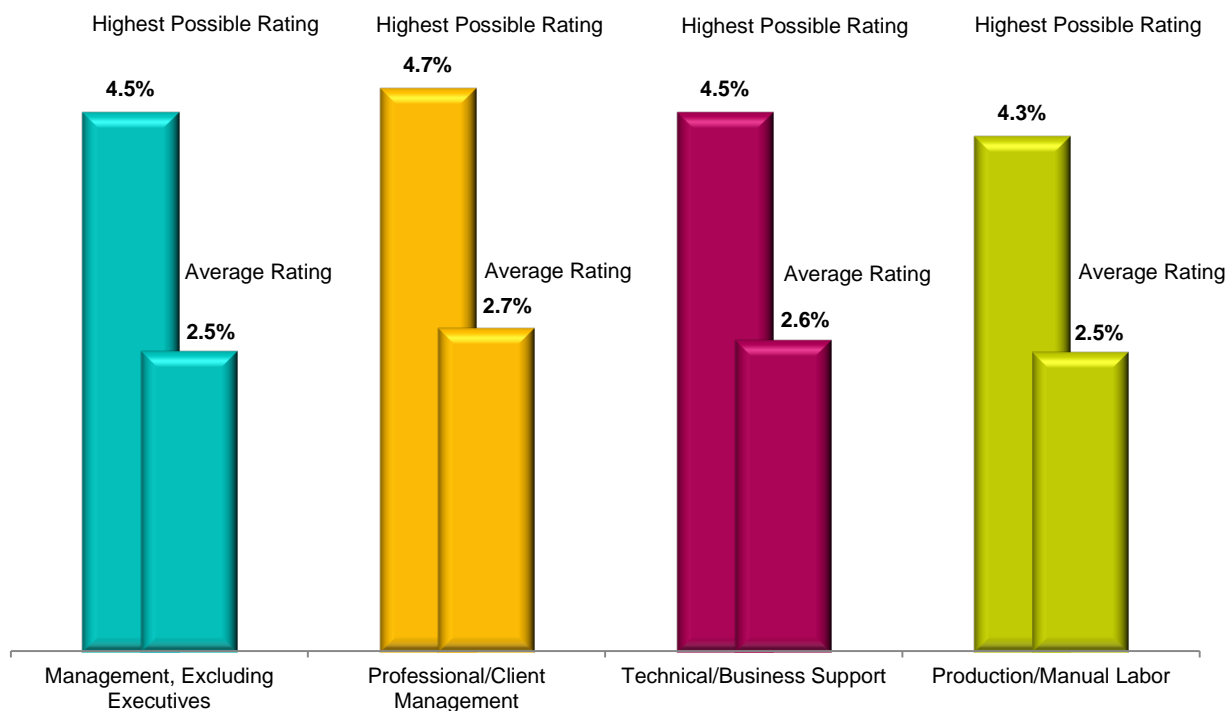
- Average increases to salary range midpoints are detailed below (where companies adjusted range midpoints)

Entire Sample Combined						
	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	Avg. Increase as % of Salary	# of Responses	Avg. Increase as % of Salary	# of Responses	Avg. Increase as % of Salary	# of Responses
Executive	2.4%	162	2.3%	168	2.2%	157
Management, Excluding Executives	2.3%	218	2.3%	226	2.2%	208
Professional/Client Management	2.3%	222	2.2%	228	2.2%	207
Technical/Business Support	2.3%	216	2.2%	220	2.2%	201
Production/Manual Labor	2.3%	127	2.2%	133	2.2%	126

## Executive Summary

### Salary Increase Budgets and Range Increases (continued)

- The disparity in salary increases between "Stars" and average performers remains pronounced



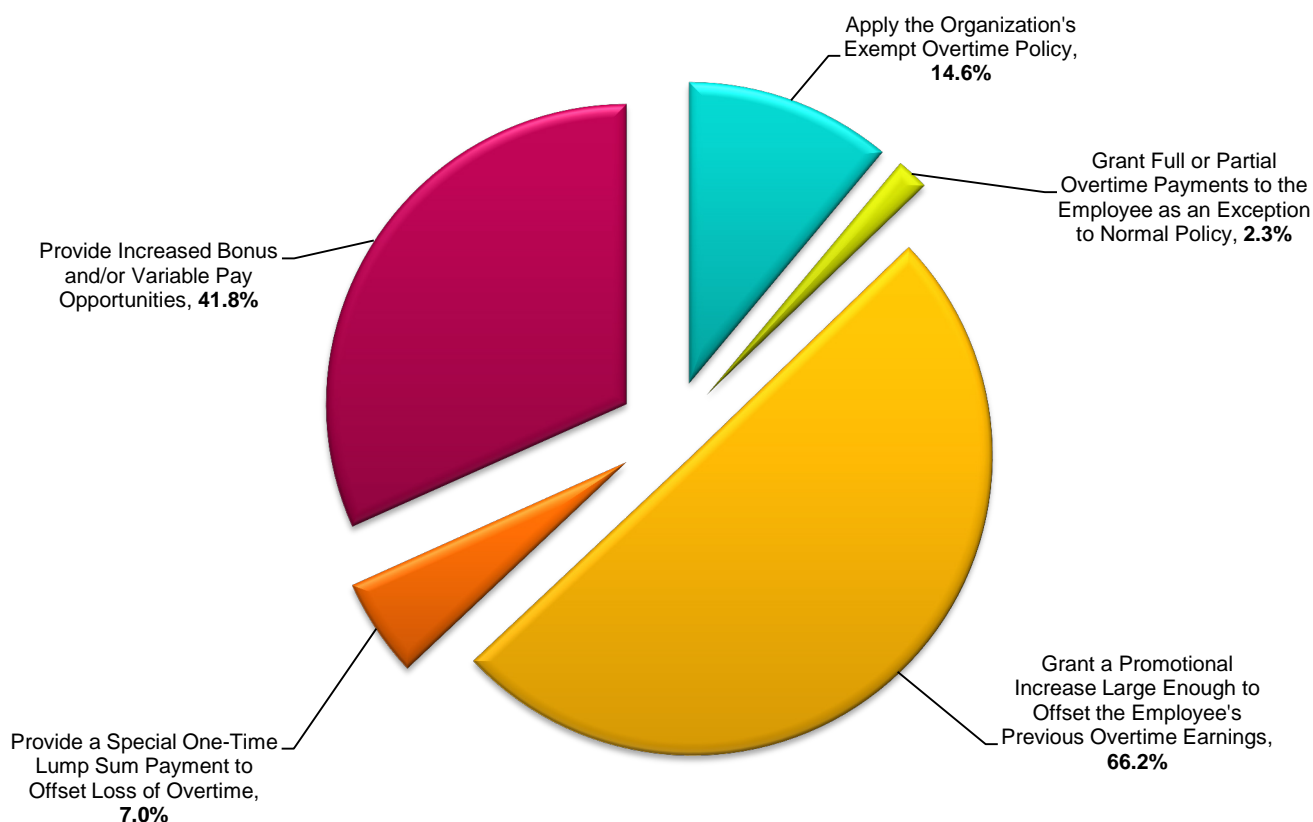
## Executive Summary

### Promotional Increases

- 21.7% of participating organizations have promotional increase budgets averaging 0.9% of total base salaries

Entire Sample Combined				
Overall Promotional Increase Budget (as % of Total Base Salaries)				
25th Percentile	Median	75th Percentile	Average	# of Responses
0.5%	0.5%	1.0%	0.9%	75

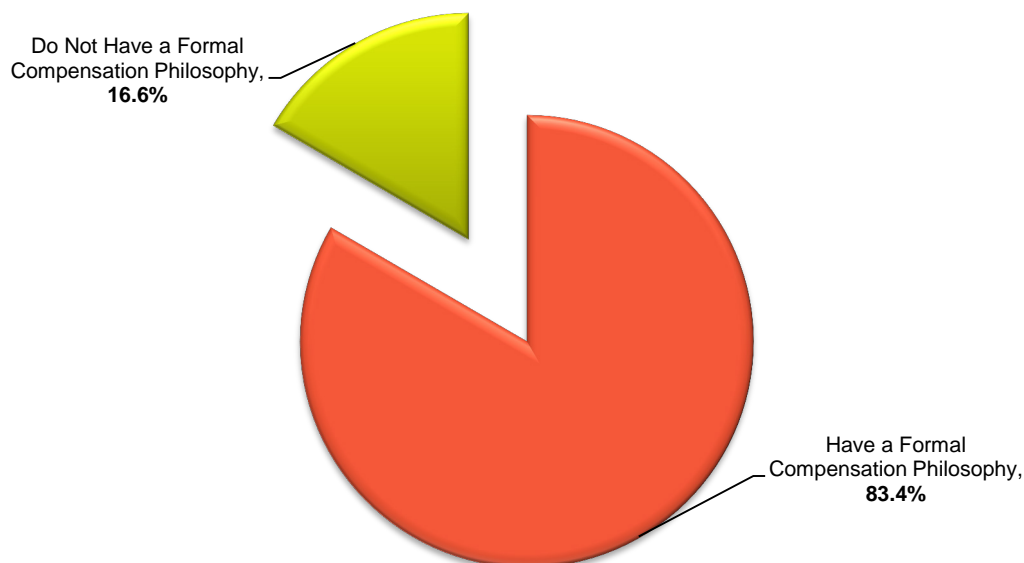
- Granting a promotional increase large enough to offset the employee's previous overtime earnings is the most prevalent method used to compensate for the loss of overtime and/or potential decrease in total cash compensation when promoted from an overtime eligible position to a non-overtime eligible position



## Executive Summary

### Compensation Philosophies

- 83.4% of participating organizations have a formal compensation philosophy in place



- While the majority of organizations target their compensation programs "At Market (50th Percentile)", 10.1% of participating organizations across the employee groups depicted below target total reward "Well Above Market (at or above 75th Percentile)"

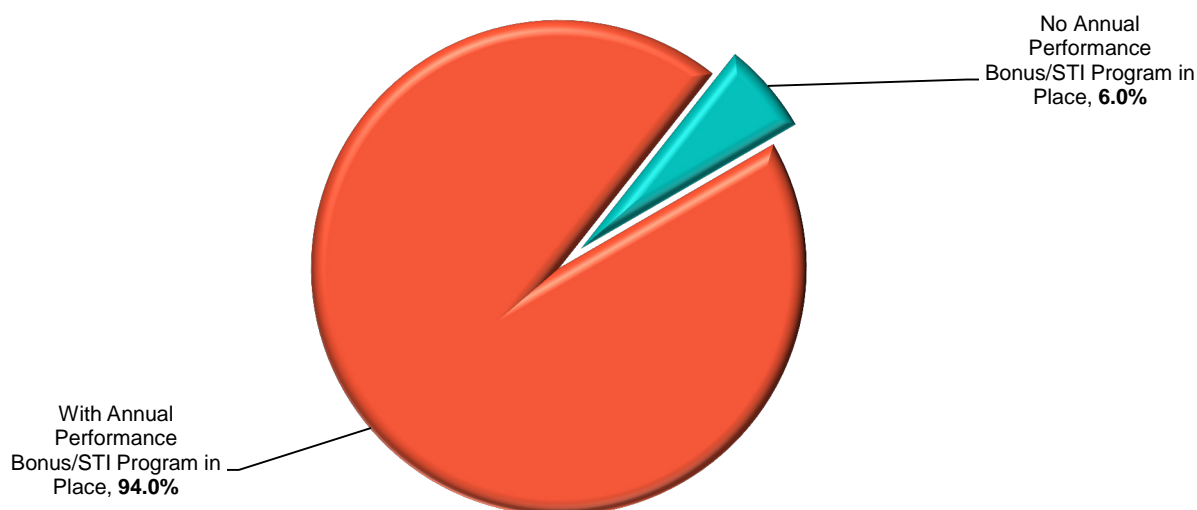




## Executive Summary

### Variable Pay

- The vast majority (94.0%) of participating organizations reported that they have an annual performance bonus/short-term incentive award program in place



### Long-Term Incentives

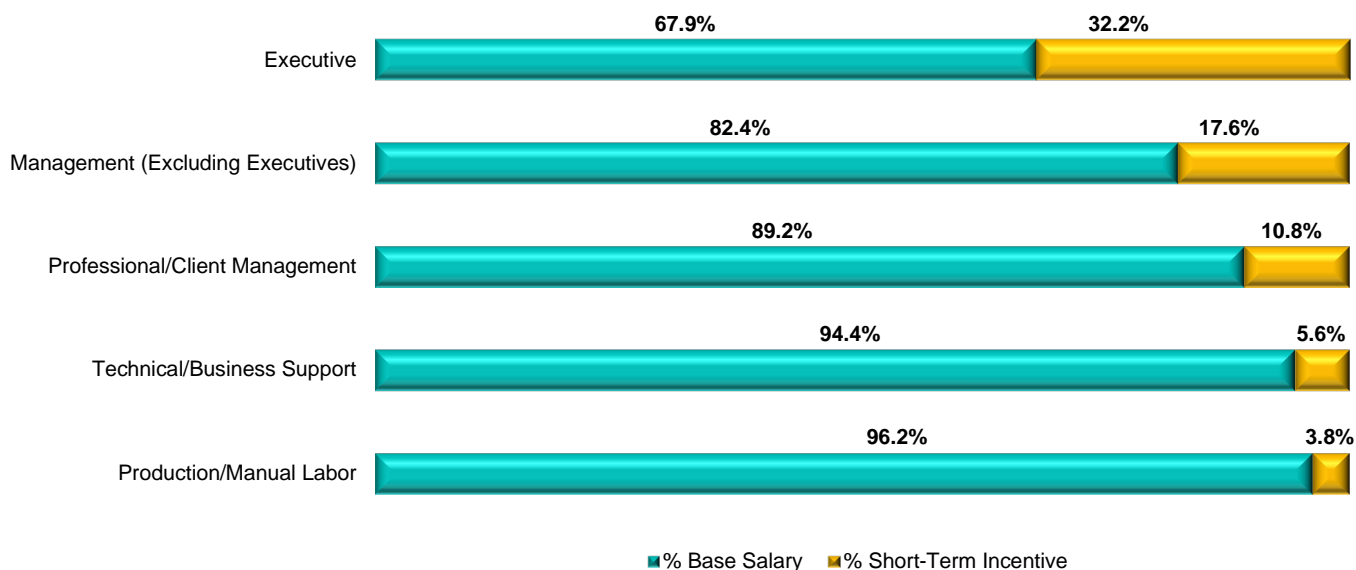
- More than half (64.2%) of participating organizations reported that they have a long-term incentives award program in place



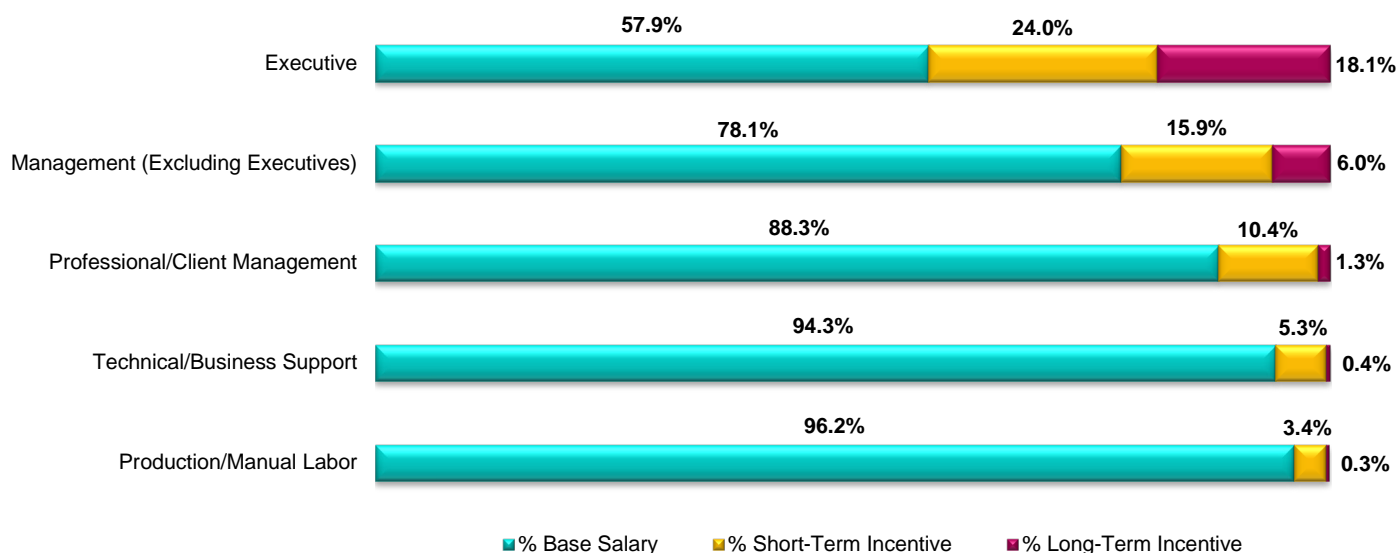
## Executive Summary

### Target Total Reward Mix

- The elements comprising average total cash compensation are depicted below for the five employee groups surveyed.



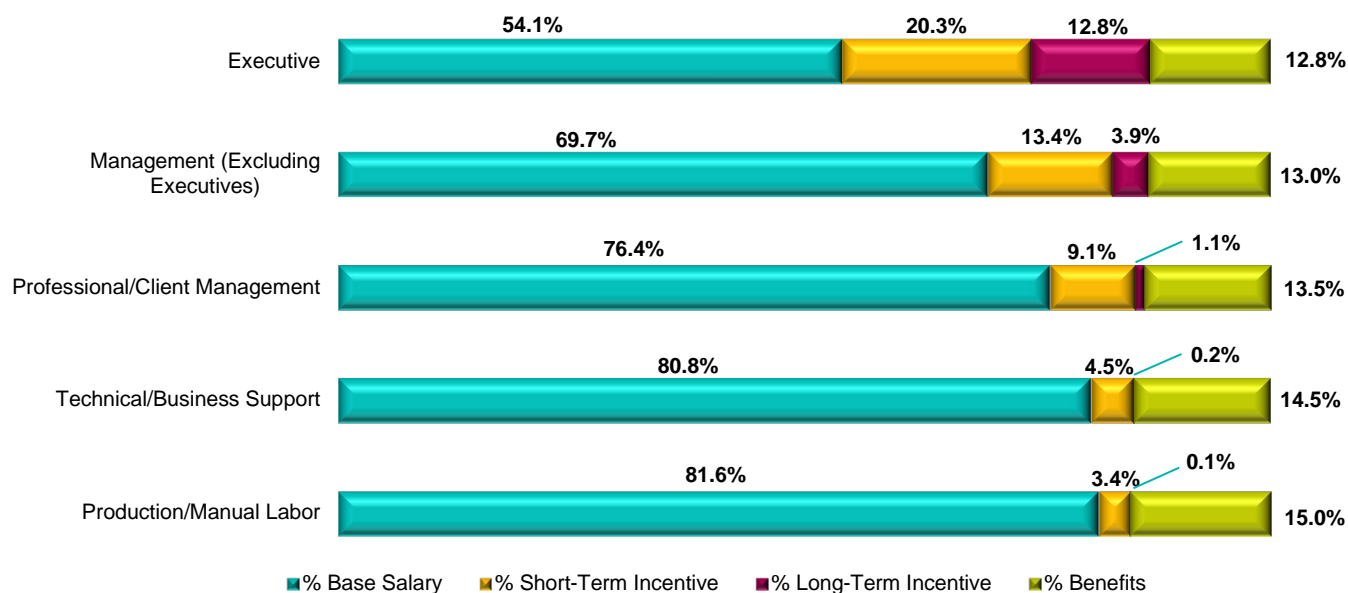
- The elements comprising average total direct compensation are depicted below for the five employee groups surveyed.



## Executive Summary

### Target Total Reward Mix (continued)

- The elements comprising average total reward are depicted below for the five employee groups surveyed.



# Salary Increase Budgets and Range Increases

# Salary Increase Budgets and Range Increases

## Three Year Comparison of Salary Increases

### PERCENT OF ORGANIZATIONS GRANTING SALARY INCREASES

	2013			2014			2015		
	# of Resp.	% of Resp.	# of Orgs	# of Resp.	% of Resp.	# of Orgs	# of Resp.	% of Resp.	# of Orgs
<b>Entire Sample Combined</b>									
Executive	318	84.4%	377	324	85.9%	377	325	89.3%	364
Management (Excluding Executives)	383	94.3%	406	388	95.1%	408	373	94.9%	393
Professional/Client Management	380	94.5%	402	382	94.6%	404	371	95.4%	389
Technical/Business Support	378	95.0%	398	381	95.5%	399	366	95.3%	384
Production/Manual Labor	256	85.9%	298	258	86.6%	298	254	88.5%	287
<b>Profit Status</b>									
<b>For-Profit Organizations</b>									
Executive	291	86.1%	338	300	89.0%	337	301	92.3%	326
Management (Excluding Executives)	350	95.6%	366	354	96.5%	367	342	96.6%	354
Professional/Client Management	350	95.9%	365	351	95.9%	366	343	97.2%	353
Technical/Business Support	346	95.8%	361	349	96.7%	361	337	96.8%	348
Production/Manual Labor	240	88.2%	272	244	89.4%	273	240	90.9%	264
<b>Not-For-Profit Organizations</b>									
Executive	27	69.2%	39	24	60.0%	40	24	63.2%	38
Management (Excluding Executives)	33	82.5%	40	34	82.9%	41	31	79.5%	39
Professional/Client Management	30	81.1%	37	31	81.6%	38	28	77.8%	36
Technical/Business Support	32	86.5%	37	32	84.2%	38	29	80.6%	36
Production/Manual Labor	16	61.5%	26	14	56.0%	25	14	60.9%	23
<b>Industry Sector</b>									
<b>Durable Goods Manufacturing</b>									
Executive	74	82.2%	90	73	83.0%	88	78	91.8%	85
Management (Excluding Executives)	95	94.1%	101	92	91.1%	101	91	93.8%	97
Professional/Client Management	97	95.1%	102	94	92.2%	102	93	94.9%	98
Technical/Business Support	93	93.0%	100	92	92.0%	100	91	94.8%	96
Production/Manual Labor	76	87.4%	87	75	86.2%	87	77	92.8%	83
<b>Non-Durable Goods Manufacturing</b>									
Executive	65	92.9%	70	65	92.9%	70	67	95.7%	70
Management (Excluding Executives)	71	97.3%	73	72	98.6%	73	73	100.0%	73
Professional/Client Management	71	97.3%	73	71	97.3%	73	72	98.6%	73
Technical/Business Support	71	97.3%	73	71	97.3%	73	72	98.6%	73
Production/Manual Labor	57	90.5%	63	58	92.1%	63	58	92.1%	63
<b>High Tech</b>									
Executive	23	63.9%	36	31	83.8%	37	32	91.4%	35
Management (Excluding Executives)	34	82.9%	41	37	88.1%	42	38	95.0%	40
Professional/Client Management	36	85.7%	42	39	90.7%	43	40	97.6%	41
Technical/Business Support	35	83.3%	42	39	90.7%	43	40	97.6%	41
Production/Manual Labor	27	79.4%	34	30	85.7%	35	32	97.0%	33

Table continues on next page.

## Salary Increase Budgets and Range Increases

### Three Year Comparison of Salary Increases (continued)

#### PERCENT OF ORGANIZATIONS GRANTING SALARY INCREASES (continued)

	2013			2014			2015		
	# of Resp.	% of Resp.	# of Orgs	# of Resp.	% of Resp.	# of Orgs	# of Resp.	% of Resp.	# of Orgs
<b>Industry Sector (continued)</b>									
<b>Energy</b>									
Executive	41	78.8%	52	40	78.4%	51	39	81.3%	48
Management (Excluding Executives)	52	92.9%	56	52	92.9%	56	49	90.7%	54
Professional/Client Management	52	92.9%	56	52	92.9%	56	49	90.7%	54
Technical/Business Support	53	96.4%	55	52	94.5%	55	49	92.5%	53
Production/Manual Labor	40	90.9%	44	39	88.6%	44	38	88.4%	43
<b>Retail and Wholesale Trade</b>									
Executive	37	86.0%	43	37	86.0%	43	39	90.7%	43
Management (Excluding Executives)	43	97.7%	44	41	93.2%	44	42	95.5%	44
Professional/Client Management	43	97.7%	44	40	90.9%	44	42	95.5%	44
Technical/Business Support	43	97.7%	44	40	93.0%	43	41	95.3%	43
Production/Manual Labor	31	86.1%	36	30	83.3%	36	31	86.1%	36
<b>Services</b>									
Executive	100	79.4%	126	105	82.7%	127	106	86.2%	123
Management (Excluding Executives)	122	89.7%	136	128	93.4%	137	124	93.9%	132
Professional/Client Management	120	90.2%	133	125	93.3%	134	124	96.1%	129
Technical/Business Support	120	90.9%	132	126	94.7%	133	122	95.3%	128
Production/Manual Labor	74	76.3%	97	79	81.4%	97	78	84.8%	92
<b>Health Care</b>									
Executive	4	57.1%	7	5	71.4%	7	5	71.4%	7
Management (Excluding Executives)	7	87.5%	8	7	87.5%	8	7	87.5%	8
Professional/Client Management	7	87.5%	8	7	87.5%	8	7	87.5%	8
Technical/Business Support	7	87.5%	8	7	87.5%	8	7	87.5%	8
Production/Manual Labor	4	80.0%	5	4	80.0%	5	4	80.0%	5
<b>Banking and Finance</b>									
Executive	37	94.9%	39	37	92.5%	40	36	94.7%	38
Management (Excluding Executives)	42	100.0%	42	43	100.0%	43	40	97.6%	41
Professional/Client Management	42	100.0%	42	43	100.0%	43	40	97.6%	41
Technical/Business Support	42	100.0%	42	43	100.0%	43	40	97.6%	41
Production/Manual Labor	14	93.3%	15	14	93.3%	15	14	93.3%	15
<b>Insurance</b>									
Executive	22	91.7%	24	23	95.8%	24	21	91.3%	23
Management (Excluding Executives)	24	96.0%	25	24	96.0%	25	22	95.7%	23
Professional/Client Management	23	95.8%	24	23	95.8%	24	21	95.5%	22
Technical/Business Support	23	95.8%	24	23	95.8%	24	21	95.5%	22
Production/Manual Labor	12	80.0%	15	12	80.0%	15	11	78.6%	14

*Table continues on next page.*

## Salary Increase Budgets and Range Increases

### Three Year Comparison of Salary Increases (continued)

#### PERCENT OF ORGANIZATIONS GRANTING SALARY INCREASES (continued)

	2013			2014			2015		
	# of Resp.	% of Resp.	# of Orgs	# of Resp.	% of Resp.	# of Orgs	# of Resp.	% of Resp.	# of Orgs
<b>Region</b>									
<b>Eastern Canada</b>									
Executive	50	87.7%	57	47	82.5%	57	53	94.6%	56
Management (Excluding Executives)	56	96.6%	58	54	93.1%	58	56	98.2%	57
Professional/Client Management	57	96.6%	59	55	93.2%	59	57	98.3%	58
Technical/Business Support	57	96.6%	59	55	93.2%	59	57	98.3%	58
Production/Manual Labor	39	88.6%	44	38	86.4%	44	38	88.4%	43
<b>Greater Toronto</b>									
Executive	134	84.8%	158	142	89.3%	159	141	90.4%	156
Management (Excluding Executives)	164	93.7%	175	170	96.6%	176	163	95.9%	170
Professional/Client Management	161	93.1%	173	166	95.4%	174	162	96.4%	168
Technical/Business Support	163	94.2%	173	169	97.1%	174	162	96.4%	168
Production/Manual Labor	102	85.0%	120	106	87.6%	121	104	88.1%	118
<b>Other Ontario</b>									
Executive	43	79.6%	54	44	81.5%	54	46	88.5%	52
Management (Excluding Executives)	53	91.4%	58	53	91.4%	58	53	94.6%	56
Professional/Client Management	52	92.9%	56	52	92.9%	56	52	96.3%	54
Technical/Business Support	49	89.1%	55	51	92.7%	55	51	96.2%	53
Production/Manual Labor	41	83.7%	49	42	85.7%	49	42	91.3%	46
<b>Manitoba/Saskatchewan</b>									
Executive	16	88.9%	18	18	94.7%	19	15	88.2%	17
Management (Excluding Executives)	20	100.0%	20	21	100.0%	21	17	89.5%	19
Professional/Client Management	19	100.0%	19	20	100.0%	20	16	88.9%	18
Technical/Business Support	19	100.0%	19	20	100.0%	20	16	88.9%	18
Production/Manual Labor	12	92.3%	13	12	92.3%	13	10	83.3%	12
<b>Alberta</b>									
Executive	47	87.0%	54	45	84.9%	53	44	88.0%	50
Management (Excluding Executives)	58	98.3%	59	57	96.6%	59	53	93.0%	57
Professional/Client Management	58	98.3%	59	57	96.6%	59	53	93.0%	57
Technical/Business Support	56	98.2%	57	55	96.5%	57	51	92.7%	55
Production/Manual Labor	41	91.1%	45	40	90.9%	44	38	88.4%	43
<b>British Columbia</b>									
Executive	28	77.8%	36	28	80.0%	35	26	78.8%	33
Management (Excluding Executives)	32	88.9%	36	33	91.7%	36	31	91.2%	34
Professional/Client Management	33	91.7%	36	32	88.9%	36	31	91.2%	34
Technical/Business Support	34	97.1%	35	31	91.2%	34	29	90.6%	32
Production/Manual Labor	21	77.8%	27	20	74.1%	27	22	88.0%	25

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## Salary Increase Budgets and Range Increases

### Three Year Comparison of Salary Increases (continued)

#### PERCENT OF ORGANIZATIONS GRANTING SALARY INCREASES (continued)

	2013			2014			2015		
	# of Resp.	% of Resp.	# of Orgs	# of Resp.	% of Resp.	# of Orgs	# of Resp.	% of Resp.	# of Orgs
<b>Organization Size</b>									
<b>Under 300 FTEs</b>									
Executive	86	78.9%	109	94	85.5%	110	89	85.6%	104
Management (Excluding Executives)	118	94.4%	125	123	97.6%	126	114	94.2%	121
Professional/Client Management	118	94.4%	125	121	96.0%	126	115	95.0%	121
Technical/Business Support	116	94.3%	123	121	97.6%	124	112	94.1%	119
Production/Manual Labor	75	87.2%	86	78	90.7%	86	74	91.4%	81
<b>300 to 999 FTEs</b>									
Executive	67	85.9%	78	65	85.5%	76	69	92.0%	75
Management (Excluding Executives)	76	93.8%	81	78	95.1%	82	77	97.5%	79
Professional/Client Management	76	95.0%	80	77	95.1%	81	76	97.4%	78
Technical/Business Support	76	93.8%	81	78	95.1%	82	77	97.5%	79
Production/Manual Labor	58	86.6%	67	58	86.6%	67	58	87.9%	66
<b>1,000 to 4,999 FTEs</b>									
Executive	95	82.6%	115	98	84.5%	116	100	90.1%	111
Management (Excluding Executives)	112	93.3%	120	113	93.4%	121	109	94.0%	116
Professional/Client Management	111	94.1%	118	112	94.1%	119	108	94.7%	114
Technical/Business Support	109	94.0%	116	110	94.0%	117	106	94.6%	112
Production/Manual Labor	74	83.1%	89	76	85.4%	89	76	88.4%	86
<b>5,000 FTEs or More</b>									
Executive	70	93.3%	75	67	89.3%	75	67	90.5%	74
Management (Excluding Executives)	77	96.3%	80	74	93.7%	79	73	94.8%	77
Professional/Client Management	75	94.9%	79	72	92.3%	78	72	94.7%	76
Technical/Business Support	77	98.7%	78	72	94.7%	76	71	95.9%	74
Production/Manual Labor	49	87.5%	56	46	82.1%	56	46	85.2%	54



## Salary Increase Budgets and Range Increases

# Type of Salary Review

## TYPE OF SALARY REVIEW

	Fixed/Focal	Multiple	Rolling	# of Responses
<b>Entire Sample Combined</b>	90.0%	6.8%	3.2%	410
<b>Profit Status</b>				
For-Profit Organizations	91.9%	5.4%	2.7%	369
Not-For-Profit Organizations	73.2%	19.5%	7.3%	41
<b>Industry Sector</b>				
Durable Goods Manufacturing	90.3%	6.8%	2.9%	103
Non-Durable Goods Manufacturing	93.2%	4.1%	2.7%	73
High Tech	88.4%	7.0%	4.7%	43
Energy	87.5%	10.7%	1.8%	56
Retail and Wholesale Trade	97.7%	2.3%	0.0%	44
Services	87.0%	8.0%	5.1%	138
Health Care	75.0%	12.5%	12.5%	8
Banking and Finance	90.7%	9.3%	0.0%	43
Insurance	92.0%	4.0%	4.0%	25
<b>Region</b>				
Eastern Canada	89.8%	8.5%	1.7%	59
Greater Toronto	91.0%	5.6%	3.4%	177
Other Ontario	89.7%	8.6%	1.7%	58
Manitoba/Saskatchewan	85.7%	14.3%	0.0%	21
Alberta	89.8%	5.1%	5.1%	59
British Columbia	88.9%	5.6%	5.6%	36
<b>Organization Size</b>				
Under 300 FTEs	88.2%	5.5%	6.3%	127
300 to 999 FTEs	95.1%	3.7%	1.2%	82
1,000 to 4,999 FTEs	89.3%	8.3%	2.5%	121
5,000 FTEs or More	88.8%	10.0%	1.3%	80

## Salary Increase Budgets and Range Increases

### Month of Increase

#### MONTH OF INCREASE FOR FIXED/FOCAL

	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	# of Resp.
<b>Entire Sample Combined</b>	26.0%	3.8%	17.1%	32.0%	4.1%	1.1%	6.8%	1.4%	1.4%	2.2%	1.9%	2.4%	369
<b>Profit Status</b>													
For-Profit Organizations	24.2%	4.1%	18.6%	31.3%	4.4%	1.2%	7.1%	1.2%	0.9%	2.4%	2.1%	2.7%	339
Not-For-Profit Organizations	46.7%	0.0%	0.0%	40.0%	0.0%	0.0%	3.3%	3.3%	6.7%	0.0%	0.0%	0.0%	30
<b>Industry Sector</b>													
Durable Goods Manufacturing	24.7%	5.4%	12.9%	29.0%	7.5%	3.2%	7.5%	2.2%	0.0%	2.2%	1.1%	4.3%	93
Non-Durable Goods Manufacturing	10.3%	5.9%	19.1%	44.1%	0.0%	0.0%	8.8%	1.5%	0.0%	2.9%	4.4%	2.9%	68
High Tech	7.9%	7.9%	28.9%	28.9%	2.6%	0.0%	15.8%	0.0%	0.0%	0.0%	2.6%	5.3%	38
Energy	32.7%	4.1%	16.3%	34.7%	2.0%	0.0%	10.2%	0.0%	0.0%	0.0%	0.0%	0.0%	49
Retail and Wholesale Trade	14.0%	7.0%	25.6%	27.9%	7.0%	0.0%	14.0%	2.3%	0.0%	2.3%	0.0%	0.0%	43
Services	25.0%	1.7%	20.0%	27.5%	4.2%	0.0%	6.7%	0.8%	4.2%	4.2%	2.5%	3.3%	120
Health Care	33.3%	0.0%	16.7%	33.3%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	6
Banking and Finance	41.0%	2.6%	15.4%	25.6%	0.0%	2.6%	0.0%	2.6%	0.0%	2.6%	5.1%	2.6%	39
Insurance	34.8%	4.3%	17.4%	39.1%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	23
<b>Region</b>													
Eastern Canada	30.2%	5.7%	13.2%	30.2%	5.7%	1.9%	7.5%	0.0%	0.0%	1.9%	3.8%	0.0%	53
Greater Toronto	23.0%	3.1%	19.9%	31.7%	3.7%	0.0%	8.1%	1.9%	1.9%	2.5%	1.9%	2.5%	161
Other Ontario	17.3%	3.8%	21.2%	26.9%	9.6%	3.8%	5.8%	1.9%	1.9%	0.0%	1.9%	5.8%	52
Manitoba/Saskatchewan	44.4%	5.6%	11.1%	22.2%	0.0%	0.0%	0.0%	5.6%	0.0%	0.0%	0.0%	11.1%	18
Alberta	24.5%	3.8%	13.2%	45.3%	1.9%	1.9%	5.7%	0.0%	1.9%	0.0%	1.9%	0.0%	53
British Columbia	40.6%	3.1%	12.5%	28.1%	0.0%	0.0%	6.3%	0.0%	0.0%	9.4%	0.0%	0.0%	32
<b>Organization Size</b>													
Under 300 FTEs	27.7%	3.6%	17.9%	31.3%	3.6%	0.9%	8.9%	1.8%	0.0%	0.9%	0.0%	3.6%	112
300 to 999 FTEs	19.2%	6.4%	14.1%	34.6%	1.3%	0.0%	9.0%	1.3%	2.6%	3.8%	5.1%	2.6%	78
1,000 to 4,999 FTEs	26.9%	2.8%	20.4%	30.6%	5.6%	0.9%	4.6%	0.9%	1.9%	1.9%	2.8%	0.9%	108
5,000 FTEs or More	29.6%	2.8%	14.1%	32.4%	5.6%	2.8%	4.2%	1.4%	1.4%	2.8%	0.0%	2.8%	71

## Salary Increase Budgets and Range Increases

## Month of Increase (continued)

## MONTH OF INCREASE

	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	# of Resp.
<b>Entire Sample Combined</b>													
Executive	26.1%	4.3%	17.4%	26.1%	4.3%	4.3%	13.0%	0.0%	0.0%	4.3%	0.0%	0.0%	23
Management (Excluding Executives)	11.5%	3.8%	19.2%	30.8%	3.8%	7.7%	11.5%	3.8%	0.0%	7.7%	0.0%	0.0%	26
Professional/Client Management	12.0%	8.0%	16.0%	32.0%	4.0%	8.0%	8.0%	4.0%	0.0%	8.0%	0.0%	0.0%	25
Technical/Business Support	17.4%	4.3%	13.0%	34.8%	0.0%	4.3%	8.7%	4.3%	0.0%	8.7%	0.0%	4.3%	23
Production/Manual Labor	33.3%	5.6%	16.7%	33.3%	0.0%	5.6%	0.0%	0.0%	0.0%	5.6%	0.0%	0.0%	18
<b>Profit Status</b>													
<b>For-Profit Organizations</b>													
Executive	23.5%	5.9%	23.5%	35.3%	0.0%	0.0%	11.8%	0.0%	0.0%	0.0%	0.0%	0.0%	17
Management (Excluding Executives)	11.1%	5.6%	22.2%	44.4%	0.0%	0.0%	11.1%	5.6%	0.0%	0.0%	0.0%	0.0%	18
Professional/Client Management	11.1%	11.1%	22.2%	38.9%	0.0%	0.0%	11.1%	5.6%	0.0%	0.0%	0.0%	0.0%	18
Technical/Business Support	12.5%	6.3%	18.8%	37.5%	0.0%	0.0%	12.5%	6.3%	0.0%	0.0%	0.0%	6.3%	16
Production/Manual Labor	33.3%	8.3%	25.0%	25.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12
<b>Not-For-Profit Organizations</b>													
Executive	33.3%	0.0%	0.0%	0.0%	16.7%	16.7%	16.7%	0.0%	0.0%	16.7%	0.0%	0.0%	6
Management (Excluding Executives)	12.5%	0.0%	12.5%	0.0%	12.5%	25.0%	12.5%	0.0%	0.0%	25.0%	0.0%	0.0%	8
Professional/Client Management	14.3%	0.0%	0.0%	14.3%	14.3%	28.6%	0.0%	0.0%	0.0%	28.6%	0.0%	0.0%	7
Technical/Business Support	28.6%	0.0%	0.0%	28.6%	0.0%	14.3%	0.0%	0.0%	0.0%	28.6%	0.0%	0.0%	7
Production/Manual Labor	33.3%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	6
<b>Industry Sector</b>													
<b>Durable Goods Manufacturing</b>													
Executive	33.3%	0.0%	16.7%	33.3%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	6
Management (Excluding Executives)	16.7%	0.0%	16.7%	50.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	6
Professional/Client Management	16.7%	0.0%	16.7%	50.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	6
Technical/Business Support	20.0%	0.0%	0.0%	60.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5
Production/Manual Labor	40.0%	20.0%	0.0%	20.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5
<b>Non-Durable Goods Manufacturing</b>													
Executive	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2
Management (Excluding Executives)	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2
Professional/Client Management	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2
Technical/Business Support	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2
Production/Manual Labor	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1
<b>High Tech</b>													
Executive	33.3%	0.0%	0.0%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Management (Excluding Executives)	33.3%	0.0%	0.0%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Professional/Client Management	33.3%	0.0%	0.0%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Technical/Business Support	33.3%	0.0%	0.0%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Production/Manual Labor	66.7%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
<b>Energy</b>													
Executive	20.0%	20.0%	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	5
Management (Excluding Executives)	16.7%	16.7%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	6
Professional/Client Management	16.7%	16.7%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	6
Technical/Business Support	20.0%	20.0%	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	5
Production/Manual Labor	50.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	4

Table continues on next page.

## Salary Increase Budgets and Range Increases

## Month of Increase (continued)

## MONTH OF INCREASE (continued)

	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	# of Resp.
<b>Industry Sector (continued)</b>													
<b>Retail and Wholesale Trade</b>													
Executive	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1
Management (Excluding Executives)	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1
Professional/Client Management	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1
Technical/Business Support	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1
Production/Manual Labor	---	---	---	---	---	---	---	---	---	---	---	---	0
<b>Services</b>													
Executive	20.0%	0.0%	10.0%	30.0%	10.0%	10.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10
Management (Excluding Executives)	0.0%	0.0%	18.2%	27.3%	9.1%	18.2%	18.2%	9.1%	0.0%	0.0%	0.0%	0.0%	11
Professional/Client Management	0.0%	10.0%	10.0%	30.0%	10.0%	20.0%	10.0%	10.0%	0.0%	0.0%	0.0%	0.0%	10
Technical/Business Support	10.0%	0.0%	10.0%	40.0%	0.0%	10.0%	10.0%	10.0%	0.0%	0.0%	0.0%	10.0%	10
Production/Manual Labor	25.0%	0.0%	12.5%	62.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8
<b>Health Care</b>													
Executive	---	---	---	---	---	---	---	---	---	---	---	---	0
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	1
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	1
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	1
Production/Manual Labor	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1
<b>Banking and Finance</b>													
Executive	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4
Management (Excluding Executives)	25.0%	0.0%	50.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4
Professional/Client Management	25.0%	0.0%	50.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4
Technical/Business Support	25.0%	0.0%	50.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4
Production/Manual Labor	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2
<b>Insurance</b>													
Executive	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1
Management (Excluding Executives)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1
Professional/Client Management	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1
Technical/Business Support	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1
Production/Manual Labor	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1
<b>Region</b>													
<b>Eastern Canada</b>													
Executive	50.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	4
Management (Excluding Executives)	25.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	4
Professional/Client Management	25.0%	0.0%	0.0%	25.0%	0.0%	25.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	4
Technical/Business Support	25.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	4
Production/Manual Labor	0.0%	0.0%	0.0%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	3
<b>Greater Toronto</b>													
Executive	33.3%	0.0%	33.3%	22.2%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	9
Management (Excluding Executives)	10.0%	0.0%	30.0%	30.0%	0.0%	0.0%	20.0%	0.0%	0.0%	10.0%	0.0%	0.0%	10
Professional/Client Management	10.0%	0.0%	30.0%	30.0%	0.0%	0.0%	20.0%	0.0%	0.0%	10.0%	0.0%	0.0%	10
Technical/Business Support	11.1%	0.0%	22.2%	33.3%	0.0%	0.0%	22.2%	0.0%	0.0%	11.1%	0.0%	0.0%	9
Production/Manual Labor	0.0%	16.7%	33.3%	33.3%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6

Table continues on next page.

## Salary Increase Budgets and Range Increases

### Month of Increase (continued)

#### MONTH OF INCREASE (continued)

	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	# of Resp.
<b>Region (continued)</b>													
<b>Other Ontario</b>													
Executive	33.3%	0.0%	33.3%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Management (Excluding Executives)	25.0%	0.0%	25.0%	0.0%	25.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4
Professional/Client Management	33.3%	0.0%	33.3%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Technical/Business Support	33.3%	0.0%	33.3%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Production/Manual Labor	66.7%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
<b>Manitoba/Saskatchewan</b>													
Executive	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Management (Excluding Executives)	0.0%	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	3
Professional/Client Management	0.0%	33.3%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	3
Technical/Business Support	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	33.3%	3
Production/Manual Labor	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2
<b>Alberta</b>													
Executive	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2
Management (Excluding Executives)	0.0%	33.3%	0.0%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Professional/Client Management	0.0%	33.3%	0.0%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Technical/Business Support	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2
Production/Manual Labor	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2
<b>British Columbia</b>													
Executive	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2
Management (Excluding Executives)	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2
Professional/Client Management	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2
Technical/Business Support	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2
Production/Manual Labor	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2

*Table continues on next page.*

## Salary Increase Budgets and Range Increases

### Month of Increase (continued)

#### MONTH OF INCREASE (continued)

	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	# of Resp.
<b>Organization Size</b>													
<b>Under 300 FTEs</b>													
Executive	28.6%	0.0%	28.6%	28.6%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	7
Management (Excluding Executives)	14.3%	0.0%	28.6%	28.6%	0.0%	0.0%	28.6%	0.0%	0.0%	0.0%	0.0%	0.0%	7
Professional/Client Management	14.3%	0.0%	28.6%	28.6%	0.0%	0.0%	28.6%	0.0%	0.0%	0.0%	0.0%	0.0%	7
Technical/Business Support	16.7%	0.0%	16.7%	33.3%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	6
Production/Manual Labor	33.3%	0.0%	33.3%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
<b>300 to 999 FTEs</b>													
Executive	66.7%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Management (Excluding Executives)	33.3%	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Professional/Client Management	33.3%	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Technical/Business Support	33.3%	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Production/Manual Labor	33.3%	33.3%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
<b>1,000 to 4,999 FTEs</b>													
Executive	0.0%	0.0%	14.3%	42.9%	14.3%	0.0%	14.3%	0.0%	0.0%	14.3%	0.0%	0.0%	7
Management (Excluding Executives)	0.0%	0.0%	25.0%	50.0%	12.5%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	8
Professional/Client Management	0.0%	12.5%	12.5%	37.5%	12.5%	12.5%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	8
Technical/Business Support	14.3%	0.0%	14.3%	28.6%	0.0%	14.3%	0.0%	0.0%	0.0%	14.3%	0.0%	14.3%	7
Production/Manual Labor	42.9%	0.0%	14.3%	28.6%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	7
<b>5,000 FTEs or More</b>													
Executive	33.3%	16.7%	0.0%	16.7%	0.0%	16.7%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	6
Management (Excluding Executives)	12.5%	12.5%	0.0%	12.5%	0.0%	25.0%	12.5%	12.5%	0.0%	12.5%	0.0%	0.0%	8
Professional/Client Management	14.3%	14.3%	0.0%	28.6%	0.0%	14.3%	0.0%	14.3%	0.0%	14.3%	0.0%	0.0%	7
Technical/Business Support	14.3%	14.3%	0.0%	42.9%	0.0%	0.0%	0.0%	14.3%	0.0%	14.3%	0.0%	0.0%	7
Production/Manual Labor	20.0%	0.0%	0.0%	80.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5

## Salary Increase Budgets and Range Increases

### Prevalence of Salary Increases

#### PERCENT OF EMPLOYEES WHO RECEIVED 2013 SALARY INCREASES IN ORGANIZATIONS THAT GRANTED INCREASES

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Entire Sample Combined</b>					
Executive	91.3%	100.0%	100.0%	90.5%	228
Management (Excluding Executives)	91.0%	98.0%	100.0%	92.5%	293
Professional/Client Management	90.0%	98.0%	100.0%	92.2%	288
Technical/Business Support	90.0%	98.0%	100.0%	92.2%	281
Production/Manual Labor	95.0%	100.0%	100.0%	94.6%	161
<b>Profit Status</b>					
<b>For-Profit Organizations</b>					
Executive	94.0%	100.0%	100.0%	90.7%	206
Management (Excluding Executives)	91.5%	98.0%	100.0%	92.5%	265
Professional/Client Management	90.0%	98.0%	100.0%	92.1%	263
Technical/Business Support	90.0%	98.0%	100.0%	92.0%	254
Production/Manual Labor	95.0%	100.0%	100.0%	94.3%	150
<b>Not-For-Profit Organizations</b>					
Executive	81.8%	100.0%	100.0%	88.6%	22
Management (Excluding Executives)	90.0%	96.0%	100.0%	92.8%	28
Professional/Client Management	89.5%	100.0%	100.0%	93.4%	25
Technical/Business Support	92.0%	100.0%	100.0%	94.0%	27
Production/Manual Labor	100.0%	100.0%	100.0%	98.6%	11
<b>Industry Sector</b>					
<b>Durable Goods Manufacturing</b>					
Executive	99.0%	100.0%	100.0%	93.8%	57
Management (Excluding Executives)	95.0%	99.0%	100.0%	94.5%	77
Professional/Client Management	95.0%	99.0%	100.0%	95.0%	79
Technical/Business Support	95.0%	99.0%	100.0%	92.9%	75
Production/Manual Labor	95.0%	100.0%	100.0%	95.6%	53
<b>Non-Durable Goods Manufacturing</b>					
Executive	100.0%	100.0%	100.0%	97.7%	47
Management (Excluding Executives)	95.0%	100.0%	100.0%	97.1%	53
Professional/Client Management	95.0%	99.0%	100.0%	96.7%	52
Technical/Business Support	95.0%	100.0%	100.0%	96.6%	51
Production/Manual Labor	97.0%	100.0%	100.0%	97.3%	35
<b>High Tech</b>					
Executive	100.0%	100.0%	100.0%	88.9%	16
Management (Excluding Executives)	89.3%	99.0%	100.0%	89.7%	26
Professional/Client Management	86.3%	97.5%	100.0%	87.8%	28
Technical/Business Support	77.0%	97.0%	100.0%	83.9%	27
Production/Manual Labor	97.5%	100.0%	100.0%	93.1%	17
<b>Energy</b>					
Executive	97.0%	100.0%	100.0%	94.8%	32
Management (Excluding Executives)	95.0%	99.0%	100.0%	95.1%	43
Professional/Client Management	94.0%	99.0%	100.0%	94.8%	43
Technical/Business Support	95.0%	100.0%	100.0%	94.4%	43
Production/Manual Labor	99.0%	100.0%	100.0%	97.6%	27

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## Salary Increase Budgets and Range Increases

## Prevalence of Salary Increases (continued)

## PERCENT OF EMPLOYEES WHO RECEIVED 2013 SALARY INCREASES IN ORGANIZATIONS THAT GRANTED INCREASES (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Industry Sector (continued)</b>					
<b>Retail and Wholesale Trade</b>					
Executive	96.0%	100.0%	100.0%	96.4%	21
Management (Excluding Executives)	95.0%	99.0%	100.0%	96.9%	27
Professional/Client Management	92.3%	98.0%	100.0%	93.0%	26
Technical/Business Support	88.5%	98.0%	100.0%	93.9%	25
Production/Manual Labor	97.0%	100.0%	100.0%	96.4%	19
<b>Services</b>					
Executive	89.5%	100.0%	100.0%	88.8%	66
Management (Excluding Executives)	90.0%	95.0%	100.0%	89.0%	93
Professional/Client Management	87.0%	94.0%	100.0%	89.1%	90
Technical/Business Support	82.8%	98.0%	100.0%	89.3%	90
Production/Manual Labor	83.5%	98.0%	100.0%	89.1%	49
<b>Health Care</b>					
Executive	---	91.0%	---	90.3%	3
Management (Excluding Executives)	84.5%	96.0%	99.3%	93.3%	4
Professional/Client Management	55.3%	84.0%	99.3%	79.5%	4
Technical/Business Support	65.3%	86.0%	99.3%	83.5%	4
Production/Manual Labor	---	97.0%	---	92.3%	3
<b>Banking and Finance</b>					
Executive	38.5%	90.0%	100.0%	72.2%	25
Management (Excluding Executives)	79.3%	95.0%	100.0%	88.0%	30
Professional/Client Management	75.0%	90.0%	99.0%	86.0%	31
Technical/Business Support	85.3%	96.0%	99.8%	90.0%	28
Production/Manual Labor	98.3%	99.5%	100.0%	99.3%	4
<b>Insurance</b>					
Executive	76.0%	100.0%	100.0%	87.3%	19
Management (Excluding Executives)	91.5%	96.0%	100.0%	93.5%	21
Professional/Client Management	85.5%	96.0%	99.8%	91.8%	20
Technical/Business Support	86.8%	92.0%	99.8%	90.9%	20
Production/Manual Labor	84.8%	94.0%	99.5%	92.8%	4
<b>Region</b>					
<b>Eastern Canada</b>					
Executive	100.0%	100.0%	100.0%	94.8%	37
Management (Excluding Executives)	95.3%	100.0%	100.0%	95.6%	44
Professional/Client Management	95.0%	99.0%	100.0%	95.2%	44
Technical/Business Support	95.0%	99.0%	100.0%	94.3%	45
Production/Manual Labor	95.0%	100.0%	100.0%	93.0%	25
<b>Greater Toronto</b>					
Executive	90.0%	100.0%	100.0%	88.8%	95
Management (Excluding Executives)	90.0%	98.0%	100.0%	91.7%	124
Professional/Client Management	88.0%	97.0%	100.0%	90.5%	123
Technical/Business Support	86.8%	98.0%	100.0%	90.8%	122
Production/Manual Labor	95.0%	99.0%	100.0%	94.0%	63

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## Salary Increase Budgets and Range Increases

### Prevalence of Salary Increases (continued)

#### PERCENT OF EMPLOYEES WHO RECEIVED 2013 SALARY INCREASES IN ORGANIZATIONS THAT GRANTED INCREASES (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Region (continued)</b>					
<b>Other Ontario</b>					
Executive	99.0%	100.0%	100.0%	96.1%	32
Management (Excluding Executives)	95.0%	99.0%	100.0%	96.0%	43
Professional/Client Management	94.3%	99.0%	100.0%	94.2%	42
Technical/Business Support	95.0%	99.0%	100.0%	94.9%	37
Production/Manual Labor	95.5%	100.0%	100.0%	96.2%	29
<b>Manitoba/Saskatchewan</b>					
Executive	75.5%	98.0%	100.0%	88.8%	12
Management (Excluding Executives)	90.0%	100.0%	100.0%	92.2%	15
Professional/Client Management	91.3%	97.0%	100.0%	92.7%	14
Technical/Business Support	92.8%	97.5%	100.0%	94.1%	14
Production/Manual Labor	95.0%	100.0%	100.0%	95.9%	7
<b>Alberta</b>					
Executive	92.0%	100.0%	100.0%	91.3%	35
Management (Excluding Executives)	90.3%	98.0%	100.0%	92.9%	44
Professional/Client Management	87.3%	98.0%	100.0%	93.0%	44
Technical/Business Support	88.5%	99.0%	100.0%	92.8%	41
Production/Manual Labor	98.0%	100.0%	100.0%	97.4%	27
<b>British Columbia</b>					
Executive	55.0%	100.0%	100.0%	79.4%	17
Management (Excluding Executives)	80.0%	95.0%	100.0%	83.9%	23
Professional/Client Management	80.0%	95.0%	99.5%	90.4%	21
Technical/Business Support	78.8%	95.0%	100.0%	88.8%	22
Production/Manual Labor	80.0%	97.5%	100.0%	89.0%	10

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## Salary Increase Budgets and Range Increases

## Prevalence of Salary Increases (continued)

## PERCENT OF EMPLOYEES WHO RECEIVED 2013 SALARY INCREASES IN ORGANIZATIONS THAT GRANTED INCREASES (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Organization Size</b>					
<b>Under 300 FTEs</b>					
Executive	100.0%	100.0%	100.0%	95.0%	54
Management (Excluding Executives)	94.8%	100.0%	100.0%	92.4%	90
Professional/Client Management	94.0%	100.0%	100.0%	93.6%	87
Technical/Business Support	96.3%	100.0%	100.0%	93.7%	84
Production/Manual Labor	97.3%	100.0%	100.0%	95.7%	44
<b>300 to 999 FTEs</b>					
Executive	99.0%	100.0%	100.0%	94.1%	53
Management (Excluding Executives)	95.0%	98.5%	100.0%	94.9%	60
Professional/Client Management	95.0%	99.0%	100.0%	94.7%	59
Technical/Business Support	95.0%	99.0%	100.0%	94.6%	60
Production/Manual Labor	95.3%	100.0%	100.0%	97.2%	40
<b>1,000 to 4,999 FTEs</b>					
Executive	82.0%	100.0%	100.0%	88.2%	69
Management (Excluding Executives)	91.0%	95.0%	100.0%	92.5%	84
Professional/Client Management	89.0%	95.0%	99.0%	91.4%	84
Technical/Business Support	85.5%	96.5%	100.0%	91.6%	78
Production/Manual Labor	89.3%	98.0%	100.0%	92.5%	50
<b>5,000 FTEs or More</b>					
Executive	87.3%	98.0%	100.0%	85.1%	52
Management (Excluding Executives)	88.0%	96.0%	100.0%	90.3%	59
Professional/Client Management	85.0%	94.5%	100.0%	88.9%	58
Technical/Business Support	85.0%	94.0%	100.0%	88.4%	59
Production/Manual Labor	95.0%	100.0%	100.0%	92.8%	27

## Salary Increase Budgets and Range Increases

# Salary Increases

## AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
<b>Entire Sample Combined</b>							
Executive	3.0%	2.9%	2.9%	3.2%	3.0%	3.1%	315
Management (Excluding Executives)	2.8%	2.8%	2.9%	3.1%	3.0%	3.0%	385
Professional/Client Management	2.8%	2.8%	2.9%	3.0%	3.0%	3.0%	384
Technical/Business Support	2.8%	2.8%	2.9%	3.0%	2.9%	3.0%	371
Production/Manual Labor	2.7%	2.7%	2.8%	2.8%	2.8%	2.9%	222
Overall	2.8%	2.8%	2.9%	3.0%	3.0%	3.0%	390
<b>Profit Status</b>							
<b>For-Profit Organizations</b>							
Executive	3.0%	2.9%	3.0%	3.2%	3.1%	3.1%	289
Management (Excluding Executives)	2.9%	2.9%	2.9%	3.1%	3.0%	3.1%	352
Professional/Client Management	2.9%	2.8%	2.9%	3.0%	3.0%	3.1%	353
Technical/Business Support	2.8%	2.8%	2.9%	3.0%	2.9%	3.1%	341
Production/Manual Labor	2.7%	2.7%	2.8%	2.8%	2.8%	2.9%	210
Overall	2.8%	2.8%	2.9%	3.0%	3.0%	3.1%	357
<b>Not-For-Profit Organizations</b>							
Executive	2.6%	2.3%	2.3%	3.1%	2.9%	2.7%	26
Management (Excluding Executives)	2.3%	2.2%	2.2%	3.2%	2.8%	2.7%	33
Professional/Client Management	2.2%	2.2%	2.2%	3.0%	2.7%	2.7%	31
Technical/Business Support	2.2%	2.3%	2.4%	2.8%	2.7%	2.7%	30
Production/Manual Labor	2.6%	2.6%	2.6%	2.8%	2.8%	2.7%	12
Overall	2.2%	2.1%	2.2%	2.9%	2.7%	2.6%	33
<b>Industry Sector</b>							
<b>Durable Goods Manufacturing</b>							
Executive	3.1%	2.8%	2.9%	3.1%	3.0%	3.0%	75
Management (Excluding Executives)	2.8%	2.8%	2.9%	2.9%	2.9%	3.0%	97
Professional/Client Management	2.8%	2.7%	2.9%	2.9%	2.8%	2.9%	100
Technical/Business Support	2.8%	2.7%	2.8%	2.8%	2.8%	2.9%	95
Production/Manual Labor	2.6%	2.6%	2.7%	2.7%	2.6%	2.8%	74
Overall	2.7%	2.7%	2.9%	2.9%	2.8%	2.9%	101
<b>Non-Durable Goods Manufacturing</b>							
Executive	2.8%	2.6%	2.8%	3.0%	2.9%	2.9%	64
Management (Excluding Executives)	2.7%	2.6%	2.8%	2.9%	2.9%	3.0%	72
Professional/Client Management	2.7%	2.6%	2.8%	2.9%	2.8%	3.0%	71
Technical/Business Support	2.6%	2.6%	2.8%	2.9%	2.8%	3.0%	71
Production/Manual Labor	2.6%	2.5%	2.7%	2.8%	2.7%	2.9%	48
Overall	2.6%	2.6%	2.8%	2.9%	2.8%	3.0%	72

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## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Industry Sector (continued)							
High Tech							
Executive	3.3%	2.7%	2.9%	3.4%	2.9%	3.0%	28
Management (Excluding Executives)	2.6%	2.7%	2.8%	2.8%	2.9%	3.0%	39
Professional/Client Management	2.6%	2.6%	2.8%	2.8%	2.8%	3.0%	41
Technical/Business Support	2.7%	2.7%	2.8%	2.8%	2.8%	2.9%	39
Production/Manual Labor	2.5%	2.6%	2.8%	2.7%	2.7%	2.9%	31
Overall	2.6%	2.7%	2.8%	2.7%	2.9%	3.0%	41
Energy							
Executive	3.9%	3.7%	3.5%	4.2%	3.9%	3.8%	41
Management (Excluding Executives)	3.6%	3.5%	3.4%	4.1%	3.8%	3.7%	54
Professional/Client Management	3.6%	3.4%	3.4%	3.9%	3.8%	3.7%	54
Technical/Business Support	3.4%	3.4%	3.5%	3.8%	3.7%	3.7%	51
Production/Manual Labor	3.5%	3.4%	3.4%	3.6%	3.6%	3.6%	32
Overall	3.5%	3.4%	3.4%	3.8%	3.7%	3.7%	54
Retail and Wholesale Trade							
Executive	2.9%	2.7%	2.9%	2.8%	2.7%	2.9%	39
Management (Excluding Executives)	2.7%	2.7%	2.9%	2.7%	2.7%	2.9%	42
Professional/Client Management	2.7%	2.7%	2.8%	2.7%	2.7%	2.9%	42
Technical/Business Support	2.6%	2.6%	2.9%	2.6%	2.6%	2.9%	41
Production/Manual Labor	2.7%	2.7%	2.8%	2.7%	2.8%	2.9%	24
Overall	2.7%	2.6%	2.8%	2.7%	2.7%	2.9%	42
Services							
Executive	3.0%	2.8%	2.9%	3.2%	2.9%	3.0%	104
Management (Excluding Executives)	2.7%	2.8%	2.8%	3.2%	3.0%	3.0%	128
Professional/Client Management	2.7%	2.8%	2.9%	3.0%	3.0%	3.0%	127
Technical/Business Support	2.7%	2.8%	2.9%	2.9%	2.9%	3.0%	125
Production/Manual Labor	2.7%	2.8%	2.9%	2.8%	2.9%	3.0%	71
Overall	2.6%	2.7%	2.8%	3.0%	2.9%	3.0%	131
Health Care							
Executive	---	---	---	---	---	---	2
Management (Excluding Executives)	2.5%	2.3%	---	2.8%	2.4%	---	5
Professional/Client Management	2.5%	2.3%	---	2.8%	2.4%	---	5
Technical/Business Support	2.5%	2.3%	---	2.8%	2.4%	---	5
Production/Manual Labor	---	---	---	---	---	---	3
Overall	2.5%	2.3%	---	2.8%	2.4%	---	5

Table continues on next page.

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Industry Sector (continued)							
Banking and Finance							
Executive	3.1%	2.9%	2.9%	3.5%	3.2%	3.0%	34
Management (Excluding Executives)	2.8%	2.9%	2.9%	3.0%	3.0%	3.0%	41
Professional/Client Management	2.8%	2.8%	2.9%	3.0%	3.0%	3.1%	41
Technical/Business Support	2.8%	2.8%	2.9%	3.0%	2.9%	3.0%	39
Production/Manual Labor	2.3%	2.4%	2.6%	2.5%	2.5%	2.6%	11
Overall	2.8%	2.9%	2.9%	3.0%	3.0%	3.0%	41
Insurance							
Executive	2.5%	2.6%	2.6%	2.7%	2.7%	2.7%	21
Management (Excluding Executives)	2.6%	2.8%	2.8%	2.7%	2.9%	2.9%	23
Professional/Client Management	2.6%	2.8%	2.8%	2.9%	2.9%	2.9%	23
Technical/Business Support	2.6%	2.7%	2.8%	2.8%	2.9%	2.9%	23
Production/Manual Labor	2.3%	2.9%	2.7%	2.8%	2.8%	2.8%	11
Overall	2.6%	2.8%	2.8%	2.8%	2.9%	2.9%	23
Region							
Eastern Canada							
Executive	2.9%	2.6%	2.8%	2.9%	2.8%	2.8%	50
Management (Excluding Executives)	2.6%	2.5%	2.7%	2.7%	2.7%	2.8%	57
Professional/Client Management	2.6%	2.5%	2.7%	2.7%	2.7%	2.8%	57
Technical/Business Support	2.6%	2.5%	2.7%	2.7%	2.6%	2.7%	58
Production/Manual Labor	2.6%	2.5%	2.7%	2.5%	2.5%	2.6%	35
Overall	2.5%	2.5%	2.8%	2.7%	2.6%	2.7%	58
Greater Toronto							
Executive	3.0%	2.8%	2.9%	3.0%	2.8%	3.0%	132
Management (Excluding Executives)	2.7%	2.7%	2.9%	2.8%	2.8%	3.0%	163
Professional/Client Management	2.7%	2.7%	2.9%	2.9%	2.8%	3.0%	162
Technical/Business Support	2.7%	2.7%	2.9%	2.8%	2.8%	3.0%	157
Production/Manual Labor	2.5%	2.6%	2.8%	2.6%	2.7%	2.9%	86
Overall	2.7%	2.7%	2.9%	2.8%	2.8%	3.0%	165
Other Ontario							
Executive	2.7%	2.7%	2.7%	3.0%	3.0%	2.8%	43
Management (Excluding Executives)	2.7%	2.7%	2.7%	2.9%	3.0%	2.9%	53
Professional/Client Management	2.6%	2.7%	2.8%	2.9%	2.9%	2.9%	53
Technical/Business Support	2.7%	2.7%	2.8%	2.9%	2.9%	2.9%	50
Production/Manual Labor	2.6%	2.6%	2.8%	2.8%	2.7%	2.8%	37
Overall	2.6%	2.7%	2.8%	2.8%	2.9%	2.9%	55

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## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Region (continued)							
Manitoba/Saskatchewan							
Executive	2.5%	2.9%	2.7%	4.4%	3.7%	3.1%	16
Management (Excluding Executives)	2.8%	2.8%	2.7%	4.0%	3.2%	3.1%	20
Professional/Client Management	2.7%	2.8%	2.7%	3.2%	3.1%	3.1%	20
Technical/Business Support	2.8%	2.9%	2.8%	3.2%	3.1%	3.1%	20
Production/Manual Labor	3.0%	3.0%	3.1%	3.3%	3.2%	3.3%	12
Overall	2.7%	2.9%	2.6%	3.3%	3.3%	3.1%	20
Alberta							
Executive	3.7%	3.6%	3.4%	3.9%	3.8%	3.8%	44
Management (Excluding Executives)	3.6%	3.6%	3.4%	3.9%	3.9%	3.8%	57
Professional/Client Management	3.6%	3.4%	3.4%	3.9%	3.8%	3.7%	57
Technical/Business Support	3.5%	3.4%	3.4%	3.8%	3.8%	3.8%	54
Production/Manual Labor	3.4%	3.4%	3.3%	3.8%	3.7%	3.8%	33
Overall	3.6%	3.4%	3.4%	3.9%	3.8%	3.8%	57
British Columbia							
Executive	2.8%	2.9%	2.9%	3.2%	3.0%	3.0%	30
Management (Excluding Executives)	2.8%	2.8%	2.7%	3.2%	2.8%	2.8%	35
Professional/Client Management	2.8%	2.7%	2.7%	3.1%	2.8%	2.7%	35
Technical/Business Support	2.7%	2.7%	2.7%	2.8%	2.8%	2.7%	32
Production/Manual Labor	2.5%	2.5%	2.6%	2.4%	2.5%	2.5%	19
Overall	2.8%	2.7%	2.7%	3.0%	2.8%	2.8%	35

*Table continues on next page.*

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Organization Size							
Under 300 FTEs							
Executive	3.1%	3.0%	3.0%	3.4%	3.2%	3.2%	81
Management (Excluding Executives)	3.0%	3.0%	3.0%	3.3%	3.2%	3.2%	117
Professional/Client Management	2.9%	2.9%	3.0%	3.1%	3.1%	3.2%	118
Technical/Business Support	2.9%	2.8%	3.0%	3.1%	3.0%	3.2%	113
Production/Manual Labor	2.8%	2.8%	2.9%	2.9%	3.0%	3.1%	65
Overall	2.9%	2.9%	3.0%	3.1%	3.1%	3.2%	121
300 to 999 FTEs							
Executive	3.1%	2.9%	2.9%	3.4%	3.1%	3.1%	68
Management (Excluding Executives)	2.9%	2.8%	2.9%	3.1%	3.0%	3.1%	78
Professional/Client Management	2.9%	2.8%	2.9%	3.1%	3.0%	3.1%	78
Technical/Business Support	2.9%	2.8%	2.9%	3.1%	3.0%	3.1%	76
Production/Manual Labor	2.6%	2.6%	2.7%	2.9%	2.8%	2.9%	52
Overall	2.9%	2.8%	2.9%	3.1%	3.0%	3.1%	79
1,000 to 4,999 FTEs							
Executive	3.0%	2.8%	2.9%	3.2%	3.0%	3.0%	100
Management (Excluding Executives)	2.7%	2.8%	2.9%	3.0%	3.0%	3.0%	114
Professional/Client Management	2.7%	2.7%	2.9%	3.0%	3.0%	3.0%	114
Technical/Business Support	2.6%	2.7%	2.9%	2.9%	2.9%	3.0%	110
Production/Manual Labor	2.6%	2.7%	2.9%	2.8%	2.8%	2.9%	66
Overall	2.6%	2.7%	2.8%	3.0%	2.9%	3.0%	114
5,000 FTEs or More							
Executive	2.8%	2.7%	2.8%	2.8%	2.8%	2.8%	66
Management (Excluding Executives)	2.7%	2.6%	2.7%	2.8%	2.8%	2.8%	76
Professional/Client Management	2.7%	2.6%	2.7%	2.9%	2.8%	2.8%	74
Technical/Business Support	2.6%	2.6%	2.8%	2.7%	2.7%	2.8%	72
Production/Manual Labor	2.7%	2.7%	2.7%	2.7%	2.6%	2.7%	39
Overall	2.7%	2.6%	2.7%	2.8%	2.7%	2.8%	76

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
<b>Entire Sample Combined</b>							
Executive	2.5%	2.5%	2.7%	2.8%	2.7%	2.9%	334
Management (Excluding Executives)	2.6%	2.6%	2.8%	2.9%	2.9%	3.0%	390
Professional/Client Management	2.6%	2.6%	2.8%	2.9%	2.8%	3.0%	388
Technical/Business Support	2.6%	2.5%	2.7%	2.8%	2.8%	3.0%	377
Production/Manual Labor	2.3%	2.3%	2.5%	2.5%	2.5%	2.7%	237
Overall	2.6%	2.6%	2.8%	2.9%	2.8%	3.0%	395
<b>Profit Status</b>							
<b>For-Profit Organizations</b>							
Executive	2.7%	2.6%	2.8%	2.9%	2.8%	3.0%	298
Management (Excluding Executives)	2.7%	2.7%	2.9%	2.9%	2.9%	3.1%	353
Professional/Client Management	2.7%	2.7%	2.9%	2.9%	2.9%	3.0%	354
Technical/Business Support	2.6%	2.6%	2.8%	2.9%	2.9%	3.0%	343
Production/Manual Labor	2.4%	2.4%	2.6%	2.6%	2.6%	2.8%	220
Overall	2.7%	2.7%	2.9%	2.9%	2.9%	3.0%	358
<b>Not-For-Profit Organizations</b>							
Executive	1.6%	1.3%	1.6%	2.1%	1.8%	1.9%	36
Management (Excluding Executives)	1.9%	1.8%	1.8%	2.7%	2.2%	2.2%	37
Professional/Client Management	1.8%	1.7%	1.9%	2.5%	2.2%	2.3%	34
Technical/Business Support	1.7%	1.7%	1.8%	2.4%	2.1%	2.2%	34
Production/Manual Labor	1.1%	1.1%	1.4%	1.8%	1.6%	1.8%	17
Overall	1.7%	1.7%	1.7%	2.5%	2.2%	2.2%	37
<b>Industry Sector</b>							
<b>Durable Goods Manufacturing</b>							
Executive	2.7%	2.5%	2.9%	2.8%	2.6%	3.0%	76
Management (Excluding Executives)	2.7%	2.5%	2.8%	2.8%	2.6%	2.9%	97
Professional/Client Management	2.6%	2.4%	2.8%	2.7%	2.6%	2.9%	100
Technical/Business Support	2.6%	2.4%	2.8%	2.6%	2.6%	2.9%	96
Production/Manual Labor	2.3%	2.2%	2.6%	2.4%	2.3%	2.7%	76
Overall	2.6%	2.5%	2.8%	2.7%	2.6%	2.9%	101
<b>Non-Durable Goods Manufacturing</b>							
Executive	2.6%	2.5%	2.7%	2.8%	2.7%	2.8%	66
Management (Excluding Executives)	2.6%	2.6%	2.8%	2.8%	2.9%	3.0%	72
Professional/Client Management	2.6%	2.6%	2.8%	2.9%	2.8%	3.0%	71
Technical/Business Support	2.6%	2.5%	2.8%	2.8%	2.7%	3.0%	71
Production/Manual Labor	2.3%	2.3%	2.5%	2.5%	2.5%	2.7%	52
Overall	2.6%	2.6%	2.8%	2.8%	2.8%	3.0%	72

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## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES) (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Industry Sector (continued)							
High Tech							
Executive	2.6%	2.2%	2.7%	2.6%	2.4%	2.8%	31
Management (Excluding Executives)	2.1%	2.4%	2.7%	2.3%	2.6%	2.9%	40
Professional/Client Management	2.2%	2.4%	2.7%	2.3%	2.5%	2.9%	42
Technical/Business Support	2.1%	2.4%	2.7%	2.3%	2.5%	2.9%	41
Production/Manual Labor	2.0%	2.1%	2.7%	2.1%	2.3%	2.8%	32
Overall	2.1%	2.4%	2.7%	2.3%	2.6%	2.9%	42
Energy							
Executive	3.1%	3.0%	3.0%	3.5%	3.3%	3.4%	46
Management (Excluding Executives)	3.4%	3.2%	3.1%	3.9%	3.6%	3.5%	56
Professional/Client Management	3.5%	3.1%	3.2%	3.8%	3.6%	3.5%	55
Technical/Business Support	3.3%	3.0%	3.1%	3.7%	3.5%	3.5%	52
Production/Manual Labor	2.9%	2.9%	2.9%	3.4%	3.3%	3.4%	33
Overall	3.3%	3.0%	3.0%	3.7%	3.4%	3.4%	56
Retail and Wholesale Trade							
Executive	2.6%	2.2%	2.7%	2.5%	2.3%	2.8%	40
Management (Excluding Executives)	2.6%	2.5%	2.8%	2.7%	2.5%	2.8%	42
Professional/Client Management	2.7%	2.4%	2.7%	2.7%	2.4%	2.8%	42
Technical/Business Support	2.6%	2.4%	2.8%	2.5%	2.5%	2.8%	41
Production/Manual Labor	2.4%	2.1%	2.4%	2.4%	2.2%	2.6%	26
Overall	2.6%	2.4%	2.7%	2.6%	2.5%	2.8%	42
Services							
Executive	2.3%	2.3%	2.6%	2.6%	2.5%	2.7%	114
Management (Excluding Executives)	2.3%	2.5%	2.6%	2.8%	2.8%	2.9%	130
Professional/Client Management	2.3%	2.5%	2.7%	2.6%	2.8%	2.9%	129
Technical/Business Support	2.3%	2.5%	2.6%	2.6%	2.7%	2.9%	128
Production/Manual Labor	2.0%	2.2%	2.5%	2.2%	2.4%	2.6%	79
Overall	2.3%	2.5%	2.7%	2.7%	2.8%	2.9%	133
Health Care							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	2.1%	1.9%	2.2%	2.3%	2.0%	2.2%	6
Professional/Client Management	2.1%	1.9%	2.2%	2.3%	2.0%	2.2%	6
Technical/Business Support	2.1%	1.9%	2.2%	2.3%	2.0%	2.2%	6
Production/Manual Labor	---	---	---	---	---	---	4
Overall	2.1%	1.9%	2.2%	2.3%	2.0%	2.2%	6

Table continues on next page.

## Salary Increase Budgets and Range Increases

## Salary Increases (continued)

## AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES) (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Industry Sector (continued)							
Banking and Finance							
Executive	2.8%	2.7%	2.9%	3.3%	3.0%	3.0%	34
Management (Excluding Executives)	2.7%	2.8%	2.9%	3.0%	3.0%	3.0%	41
Professional/Client Management	2.7%	2.8%	2.9%	3.0%	3.0%	3.1%	41
Technical/Business Support	2.7%	2.7%	2.9%	3.0%	2.9%	3.0%	39
Production/Manual Labor	2.0%	2.2%	2.2%	2.3%	2.3%	2.4%	12
Overall	2.7%	2.9%	2.9%	3.0%	3.0%	3.0%	41
Insurance							
Executive	2.2%	2.3%	2.3%	2.5%	2.6%	2.6%	22
Management (Excluding Executives)	2.3%	2.5%	2.5%	2.6%	2.8%	2.8%	24
Professional/Client Management	2.4%	2.5%	2.5%	2.7%	2.8%	2.8%	24
Technical/Business Support	2.3%	2.5%	2.5%	2.7%	2.7%	2.8%	24
Production/Manual Labor	2.3%	2.5%	2.3%	2.8%	2.8%	2.8%	11
Overall	2.3%	2.5%	2.5%	2.7%	2.8%	2.8%	24
Region							
Eastern Canada							
Executive	2.5%	2.1%	2.6%	2.7%	2.4%	2.7%	51
Management (Excluding Executives)	2.4%	2.2%	2.6%	2.6%	2.5%	2.8%	57
Professional/Client Management	2.4%	2.2%	2.6%	2.6%	2.5%	2.8%	57
Technical/Business Support	2.4%	2.1%	2.5%	2.6%	2.4%	2.7%	58
Production/Manual Labor	2.3%	2.1%	2.5%	2.4%	2.3%	2.6%	36
Overall	2.4%	2.2%	2.6%	2.6%	2.5%	2.7%	58
Greater Toronto							
Executive	2.5%	2.5%	2.8%	2.6%	2.5%	2.9%	139
Management (Excluding Executives)	2.5%	2.6%	2.8%	2.7%	2.8%	3.0%	165
Professional/Client Management	2.5%	2.6%	2.8%	2.7%	2.7%	3.0%	163
Technical/Business Support	2.5%	2.6%	2.8%	2.7%	2.7%	3.0%	158
Production/Manual Labor	2.1%	2.3%	2.6%	2.3%	2.4%	2.7%	91
Overall	2.5%	2.6%	2.8%	2.7%	2.7%	3.0%	167
Other Ontario							
Executive	2.3%	2.2%	2.4%	2.6%	2.5%	2.6%	47
Management (Excluding Executives)	2.4%	2.5%	2.6%	2.7%	2.8%	2.8%	54
Professional/Client Management	2.3%	2.4%	2.7%	2.7%	2.7%	2.8%	54
Technical/Business Support	2.2%	2.4%	2.6%	2.5%	2.6%	2.7%	53
Production/Manual Labor	2.1%	2.1%	2.3%	2.3%	2.2%	2.5%	42
Overall	2.3%	2.4%	2.6%	2.6%	2.7%	2.8%	56

Table continues on next page.

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES) (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Region (continued)							
Manitoba/Saskatchewan							
Executive	2.0%	2.7%	2.4%	4.1%	3.5%	2.8%	17
Management (Excluding Executives)	2.6%	2.7%	2.7%	4.0%	3.2%	3.1%	20
Professional/Client Management	2.5%	2.6%	2.7%	3.2%	3.1%	3.1%	20
Technical/Business Support	2.5%	2.7%	2.8%	3.2%	3.1%	3.1%	20
Production/Manual Labor	2.6%	2.7%	2.7%	3.0%	2.9%	3.0%	13
Overall	2.5%	2.9%	2.6%	3.3%	3.3%	3.1%	20
Alberta							
Executive	3.3%	3.1%	3.2%	3.5%	3.5%	3.6%	46
Management (Excluding Executives)	3.5%	3.4%	3.2%	3.8%	3.8%	3.6%	58
Professional/Client Management	3.5%	3.3%	3.2%	3.9%	3.7%	3.6%	58
Technical/Business Support	3.4%	3.2%	3.2%	3.8%	3.7%	3.6%	55
Production/Manual Labor	3.1%	3.1%	3.0%	3.5%	3.5%	3.5%	35
Overall	3.5%	3.3%	3.2%	3.8%	3.6%	3.6%	58
British Columbia							
Executive	2.2%	2.4%	2.4%	2.6%	2.5%	2.6%	34
Management (Excluding Executives)	2.4%	2.5%	2.4%	2.8%	2.6%	2.6%	36
Professional/Client Management	2.4%	2.3%	2.4%	2.7%	2.4%	2.5%	36
Technical/Business Support	2.4%	2.3%	2.2%	2.7%	2.5%	2.5%	33
Production/Manual Labor	1.9%	1.8%	2.1%	2.0%	1.9%	2.2%	20
Overall	2.5%	2.4%	2.4%	2.9%	2.6%	2.6%	36

*Table continues on next page.*

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES) (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Organization Size							
Under 300 FTEs							
Executive	2.6%	2.6%	2.8%	2.9%	2.9%	3.0%	87
Management (Excluding Executives)	2.8%	2.9%	2.9%	3.1%	3.1%	3.2%	119
Professional/Client Management	2.7%	2.7%	2.9%	2.9%	2.9%	3.1%	120
Technical/Business Support	2.7%	2.7%	2.9%	3.0%	3.0%	3.1%	115
Production/Manual Labor	2.4%	2.5%	2.7%	2.5%	2.8%	2.9%	70
Overall	2.7%	2.8%	2.9%	3.0%	3.1%	3.2%	123
300 to 999 FTEs							
Executive	2.7%	2.5%	2.8%	3.0%	2.7%	3.0%	71
Management (Excluding Executives)	2.7%	2.6%	2.8%	2.9%	2.8%	3.0%	78
Professional/Client Management	2.7%	2.6%	2.8%	3.0%	2.9%	3.0%	78
Technical/Business Support	2.7%	2.6%	2.8%	2.9%	2.8%	3.0%	77
Production/Manual Labor	2.3%	2.1%	2.3%	2.6%	2.4%	2.6%	57
Overall	2.7%	2.6%	2.8%	3.0%	2.9%	3.0%	79
1,000 to 4,999 FTEs							
Executive	2.4%	2.3%	2.6%	2.7%	2.5%	2.8%	107
Management (Excluding Executives)	2.4%	2.5%	2.7%	2.8%	2.8%	2.9%	115
Professional/Client Management	2.4%	2.5%	2.7%	2.8%	2.8%	2.9%	115
Technical/Business Support	2.3%	2.4%	2.6%	2.7%	2.7%	2.9%	112
Production/Manual Labor	2.1%	2.3%	2.6%	2.4%	2.4%	2.7%	68
Overall	2.4%	2.4%	2.7%	2.8%	2.7%	2.9%	115
5,000 FTEs or More							
Executive	2.5%	2.4%	2.6%	2.6%	2.6%	2.7%	69
Management (Excluding Executives)	2.5%	2.4%	2.6%	2.7%	2.6%	2.7%	78
Professional/Client Management	2.5%	2.4%	2.6%	2.8%	2.6%	2.8%	75
Technical/Business Support	2.5%	2.4%	2.6%	2.7%	2.5%	2.7%	73
Production/Manual Labor	2.2%	2.2%	2.4%	2.5%	2.4%	2.5%	42
Overall	2.5%	2.4%	2.5%	2.7%	2.6%	2.7%	78

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES - BY INDUSTRY

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Durable Goods Manufacturing							
Aerospace and Defense							
Executive	2.8%	2.8%	2.9%	3.0%	2.9%	3.0%	8
Management (Excluding Executives)	2.8%	2.7%	2.9%	2.9%	2.8%	3.0%	10
Professional/Client Management	2.9%	2.8%	2.9%	3.0%	2.9%	3.0%	10
Technical/Business Support	2.9%	2.8%	2.9%	3.0%	2.9%	3.0%	10
Production/Manual Labor	2.6%	2.6%	2.5%	2.8%	2.5%	2.9%	9
Overall	2.8%	2.7%	2.8%	2.9%	2.8%	3.0%	10
Computer Hardware and Office Equipment							
Executive	---	---	2.9%	---	---	2.9%	5
Management (Excluding Executives)	---	---	2.9%	---	---	2.9%	6
Professional/Client Management	---	---	2.9%	---	---	2.9%	7
Technical/Business Support	---	---	2.9%	---	---	2.9%	6
Production/Manual Labor	---	---	2.9%	---	---	2.9%	6
Overall	---	---	2.9%	---	---	2.9%	7
Consumer Products - Durable							
Executive	3.5%	3.0%	2.9%	3.6%	3.2%	3.0%	12
Management (Excluding Executives)	3.0%	2.8%	2.9%	3.2%	2.9%	3.0%	15
Professional/Client Management	2.8%	2.7%	2.8%	2.8%	2.8%	2.9%	14
Technical/Business Support	2.7%	2.7%	2.8%	2.8%	2.8%	2.8%	13
Production/Manual Labor	2.5%	2.5%	2.6%	2.6%	2.6%	2.7%	12
Overall	2.8%	2.8%	2.8%	2.9%	2.8%	2.9%	15
Electronic, Electrical and Scientific Equipment and Components							
Executive	2.8%	2.7%	2.9%	2.9%	2.8%	3.0%	10
Management (Excluding Executives)	2.5%	2.6%	2.9%	2.7%	2.7%	3.0%	13
Professional/Client Management	2.7%	2.7%	2.9%	2.9%	2.7%	3.0%	14
Technical/Business Support	2.9%	2.7%	2.9%	3.0%	2.7%	3.0%	13
Production/Manual Labor	2.5%	2.7%	2.9%	2.6%	2.6%	3.0%	12
Overall	2.5%	2.6%	2.9%	2.7%	2.7%	3.0%	14
Forestry and Paper Products							
Executive	---	---	---	---	---	---	5
Management (Excluding Executives)	---	---	---	2.4%	2.3%	---	5
Professional/Client Management	---	---	---	2.4%	2.3%	---	5
Technical/Business Support	---	---	---	2.3%	2.3%	---	5
Production/Manual Labor	---	---	---	---	---	---	3
Overall	---	---	---	2.3%	2.2%	---	5

*Table continues on next page.*

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES - BY INDUSTRY (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Durable Goods Manufacturing (continued)							
Industrial Manufacturing							
Executive	3.1%	2.9%	2.9%	3.0%	2.9%	2.9%	21
Management (Excluding Executives)	3.0%	3.0%	2.9%	3.1%	3.0%	2.9%	29
Professional/Client Management	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	30
Technical/Business Support	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	29
Production/Manual Labor	2.9%	2.8%	2.8%	2.8%	2.8%	2.8%	24
Overall	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	30
Medical Equipment and Supplies							
Executive	3.3%	2.7%	2.6%	3.4%	2.9%	2.8%	9
Management (Excluding Executives)	2.7%	2.7%	2.7%	2.8%	2.9%	2.8%	11
Professional/Client Management	2.7%	2.7%	2.7%	2.8%	2.8%	2.8%	11
Technical/Business Support	2.7%	2.6%	2.7%	2.8%	2.8%	2.8%	11
Production/Manual Labor	2.7%	2.6%	2.7%	2.8%	2.7%	2.9%	10
Overall	2.7%	2.7%	2.7%	2.8%	2.9%	2.8%	11
Metals and Mining							
Executive	3.0%	3.2%	3.4%	3.1%	3.5%	3.5%	11
Management (Excluding Executives)	2.9%	2.9%	2.8%	3.3%	3.2%	3.0%	15
Professional/Client Management	2.9%	2.7%	2.8%	3.0%	3.1%	3.0%	15
Technical/Business Support	2.8%	2.7%	2.8%	2.9%	3.0%	3.0%	14
Production/Manual Labor	2.8%	2.7%	2.8%	2.8%	2.8%	2.8%	9
Overall	3.0%	2.9%	2.8%	3.1%	3.0%	3.0%	15
Transportation Vehicles and Equipment Including Parts							
Executive	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	13
Management (Excluding Executives)	2.8%	2.9%	3.0%	2.8%	2.9%	3.0%	16
Professional/Client Management	2.8%	2.9%	3.0%	2.8%	2.9%	3.0%	16
Technical/Business Support	2.6%	2.7%	2.9%	2.7%	2.8%	2.9%	14
Production/Manual Labor	2.2%	2.2%	2.7%	2.3%	2.2%	2.7%	7
Overall	2.8%	2.9%	3.0%	2.8%	2.9%	3.0%	16
Semiconductors							
Executive	---	---	---	---	---	---	3
Management (Excluding Executives)	2.6%	2.5%	3.0%	2.8%	2.7%	3.2%	6
Professional/Client Management	2.5%	2.5%	3.0%	2.8%	2.7%	3.2%	6
Technical/Business Support	2.5%	2.5%	3.0%	2.8%	2.7%	3.2%	6
Production/Manual Labor	2.6%	2.6%	---	2.8%	2.8%	---	5
Overall	2.6%	2.5%	3.0%	2.8%	2.7%	3.2%	6

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## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES - BY INDUSTRY (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Non-Durable Goods Manufacturing							
Chemicals							
Executive	2.6%	2.7%	2.9%	3.1%	3.1%	3.2%	16
Management (Excluding Executives)	2.7%	2.8%	2.8%	3.0%	3.1%	3.1%	22
Professional/Client Management	2.7%	2.7%	2.8%	3.0%	3.1%	3.1%	21
Technical/Business Support	2.6%	2.6%	2.8%	2.9%	3.1%	3.1%	21
Production/Manual Labor	2.5%	2.6%	2.8%	2.9%	3.0%	3.1%	18
Overall	2.6%	2.7%	2.8%	3.0%	3.0%	3.1%	22
Consumer Products - Nondurable							
Executive	2.9%	2.7%	2.8%	3.0%	3.0%	2.8%	18
Management (Excluding Executives)	2.7%	2.6%	2.8%	2.9%	2.8%	2.9%	19
Professional/Client Management	2.7%	2.6%	2.8%	3.1%	2.8%	2.9%	19
Technical/Business Support	2.6%	2.6%	2.8%	2.8%	2.7%	2.9%	19
Production/Manual Labor	2.5%	2.4%	2.6%	2.6%	2.4%	2.7%	11
Overall	2.7%	2.6%	2.8%	2.9%	2.8%	2.9%	19
Food and Beverage Processing and Production							
Executive	2.6%	2.6%	2.8%	2.7%	2.8%	2.9%	19
Management (Excluding Executives)	2.6%	2.6%	2.8%	2.8%	2.8%	2.9%	19
Professional/Client Management	2.6%	2.6%	2.8%	2.8%	2.7%	2.9%	19
Technical/Business Support	2.6%	2.5%	2.8%	2.7%	2.7%	2.9%	19
Production/Manual Labor	2.8%	2.6%	2.9%	2.9%	2.7%	2.9%	11
Overall	2.5%	2.6%	2.8%	2.7%	2.6%	2.9%	19
Pharmaceuticals and Biotechnology							
Executive	3.0%	2.6%	2.6%	3.0%	2.7%	2.8%	15
Management (Excluding Executives)	2.6%	2.6%	2.7%	2.7%	2.8%	2.9%	16
Professional/Client Management	2.6%	2.5%	2.7%	2.7%	2.7%	2.9%	16
Technical/Business Support	2.6%	2.5%	2.7%	2.8%	2.6%	2.9%	16
Production/Manual Labor	2.6%	2.4%	2.7%	2.6%	2.5%	2.8%	12
Overall	2.6%	2.6%	2.7%	2.7%	2.7%	2.9%	16

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## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES - BY INDUSTRY (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
High Tech							
Computer Hardware and Office Equipment							
Executive	---	---	2.9%	---	---	2.9%	5
Management (Excluding Executives)	---	---	2.9%	---	---	2.9%	6
Professional/Client Management	---	---	2.9%	---	---	2.9%	7
Technical/Business Support	---	---	2.9%	---	---	2.9%	6
Production/Manual Labor	---	---	2.9%	---	---	2.9%	6
Overall	---	---	2.9%	---	---	2.9%	7
Electronic, Electrical and Scientific Equipment and Components							
Executive	2.8%	2.7%	2.9%	2.9%	2.8%	3.0%	10
Management (Excluding Executives)	2.5%	2.6%	2.9%	2.7%	2.7%	3.0%	13
Professional/Client Management	2.7%	2.7%	2.9%	2.9%	2.7%	3.0%	14
Technical/Business Support	2.9%	2.7%	2.9%	3.0%	2.7%	3.0%	13
Production/Manual Labor	2.5%	2.7%	2.9%	2.6%	2.6%	3.0%	12
Overall	2.5%	2.6%	2.9%	2.7%	2.7%	3.0%	14
Industrial Manufacturing							
Executive	3.1%	2.9%	2.9%	3.0%	2.9%	2.9%	21
Management (Excluding Executives)	3.0%	3.0%	2.9%	3.1%	3.0%	2.9%	29
Professional/Client Management	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	30
Technical/Business Support	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	29
Production/Manual Labor	2.9%	2.8%	2.8%	2.8%	2.8%	2.8%	24
Overall	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	30
Medical Supplies and Equipment							
Executive	3.3%	2.7%	2.6%	3.4%	2.9%	2.8%	9
Management (Excluding Executives)	2.7%	2.7%	2.7%	2.8%	2.9%	2.8%	11
Professional/Client Management	2.7%	2.7%	2.7%	2.8%	2.8%	2.8%	11
Technical/Business Support	2.7%	2.6%	2.7%	2.8%	2.8%	2.8%	11
Production/Manual Labor	2.7%	2.6%	2.7%	2.8%	2.7%	2.9%	10
Overall	2.7%	2.7%	2.7%	2.8%	2.9%	2.8%	11
Semiconductors							
Executive	---	---	---	---	---	---	3
Management (Excluding Executives)	2.6%	2.5%	3.0%	2.8%	2.7%	3.2%	6
Professional/Client Management	2.5%	2.5%	3.0%	2.8%	2.7%	3.2%	6
Technical/Business Support	2.5%	2.5%	3.0%	2.8%	2.7%	3.2%	6
Production/Manual Labor	2.6%	2.6%	---	2.8%	2.8%	---	5
Overall	2.6%	2.5%	3.0%	2.8%	2.7%	3.2%	6

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## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES - BY INDUSTRY (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
High Tech (continued)							
Software Products and Services							
Executive	3.6%	3.0%	3.3%	3.6%	3.2%	3.3%	11
Management (Excluding Executives)	2.7%	2.9%	3.0%	2.8%	3.1%	3.2%	13
Professional/Client Management	2.8%	2.7%	2.8%	2.8%	2.9%	3.0%	16
Technical/Business Support	2.6%	2.7%	2.8%	2.8%	2.8%	3.0%	13
Production/Manual Labor	---	2.7%	2.9%	---	2.8%	3.0%	7
Overall	2.7%	2.7%	2.9%	2.8%	2.9%	3.1%	16
Telecommunications and Network Products and Services							
Executive	---	2.0%	2.0%	2.1%	2.1%	2.1%	6
Management (Excluding Executives)	2.4%	2.5%	2.4%	2.4%	2.6%	2.5%	9
Professional/Client Management	2.3%	2.3%	2.5%	2.3%	2.4%	2.6%	9
Technical/Business Support	2.3%	2.4%	2.5%	2.4%	2.4%	2.6%	9
Production/Manual Labor	---	---	---	---	---	---	5
Overall	2.3%	2.4%	2.5%	2.4%	2.5%	2.6%	9
Energy							
Energy Services and Utilities							
Executive	3.7%	3.5%	3.2%	3.9%	3.9%	3.6%	27
Management (Excluding Executives)	3.3%	3.2%	3.1%	3.6%	3.6%	3.4%	36
Professional/Client Management	3.3%	3.1%	3.1%	3.5%	3.5%	3.4%	36
Technical/Business Support	3.1%	3.1%	3.3%	3.4%	3.4%	3.4%	34
Production/Manual Labor	3.3%	3.1%	3.1%	3.2%	3.4%	3.3%	18
Overall	3.2%	3.1%	3.2%	3.4%	3.4%	3.4%	36
Oil and Gas							
Executive	4.2%	4.1%	4.0%	4.8%	4.1%	4.4%	15
Management (Excluding Executives)	4.1%	4.0%	3.9%	4.9%	4.3%	4.3%	21
Professional/Client Management	4.2%	4.0%	3.9%	4.6%	4.2%	4.3%	21
Technical/Business Support	4.0%	3.9%	3.9%	4.5%	4.2%	4.3%	20
Production/Manual Labor	3.6%	3.7%	3.8%	4.1%	3.8%	4.1%	15
Overall	4.1%	3.9%	3.9%	4.5%	4.1%	4.3%	21
Retail and Wholesale Trade							
Retail Trade							
Executive	2.7%	2.6%	2.9%	2.7%	2.7%	2.9%	33
Management (Excluding Executives)	2.6%	2.6%	2.8%	2.7%	2.6%	2.9%	36
Professional/Client Management	2.7%	2.6%	2.8%	2.7%	2.6%	2.9%	36
Technical/Business Support	2.6%	2.6%	2.8%	2.6%	2.6%	2.9%	35
Production/Manual Labor	2.5%	2.6%	2.8%	2.6%	2.7%	2.9%	19
Overall	2.6%	2.6%	2.8%	2.6%	2.6%	2.8%	36

Table continues on next page.

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES - BY INDUSTRY (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Retail and Wholesale Trade (continued)							
Wholesale Trade							
Executive	3.5%	2.9%	3.1%	3.3%	2.9%	3.2%	13
Management (Excluding Executives)	3.1%	3.0%	3.1%	3.0%	3.0%	3.2%	16
Professional/Client Management	3.1%	3.0%	3.1%	3.0%	3.0%	3.2%	16
Technical/Business Support	3.0%	2.7%	3.1%	2.9%	2.8%	3.2%	16
Production/Manual Labor	2.9%	2.6%	3.0%	2.8%	2.8%	3.2%	12
Overall	3.0%	2.8%	3.1%	2.9%	2.9%	3.1%	16
Services							
Agribusiness and Agriculture							
Executive	3.0%	3.0%	3.3%	3.0%	3.1%	3.3%	9
Management (Excluding Executives)	2.9%	2.9%	3.2%	3.2%	3.0%	3.2%	11
Professional/Client Management	2.9%	2.9%	3.2%	3.2%	2.9%	3.2%	11
Technical/Business Support	2.9%	2.9%	3.2%	3.2%	2.9%	3.2%	11
Production/Manual Labor	2.8%	3.0%	3.3%	2.9%	3.0%	3.3%	9
Overall	2.9%	2.9%	3.1%	3.2%	3.0%	3.3%	11
Associations, Foundations, Education and Government							
Executive	2.6%	2.3%	2.4%	2.7%	2.4%	2.5%	10
Management (Excluding Executives)	2.7%	2.6%	2.4%	3.9%	3.2%	2.9%	14
Professional/Client Management	2.7%	2.7%	2.5%	3.5%	3.2%	3.0%	12
Technical/Business Support	2.7%	2.9%	2.6%	3.1%	3.2%	3.0%	13
Production/Manual Labor	---	---	---	3.2%	3.2%	3.2%	5
Overall	2.5%	2.5%	2.4%	3.4%	3.2%	2.9%	14
Business and Technical Consulting Services							
Executive	3.5%	2.7%	2.9%	3.7%	2.8%	3.0%	16
Management (Excluding Executives)	2.5%	2.8%	2.9%	2.9%	3.0%	3.1%	23
Professional/Client Management	2.7%	2.9%	3.0%	3.3%	3.3%	3.1%	24
Technical/Business Support	2.7%	2.8%	2.9%	3.1%	2.9%	3.1%	24
Production/Manual Labor	2.2%	---	---	2.2%	---	2.8%	7
Overall	2.6%	2.8%	3.0%	3.0%	2.9%	3.1%	24
Business Support Services							
Executive	---	2.6%	3.0%	---	2.5%	3.0%	9
Management (Excluding Executives)	---	2.7%	2.9%	---	2.6%	2.7%	9
Professional/Client Management	2.9%	2.5%	3.0%	2.9%	2.5%	2.8%	11
Technical/Business Support	---	2.6%	3.0%	2.8%	2.6%	2.9%	9
Production/Manual Labor	---	---	---	---	---	---	2
Overall	2.9%	2.6%	2.9%	2.7%	2.4%	2.8%	11

Table continues on next page.

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES - BY INDUSTRY (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Services (continued)							
Construction							
Executive	---	---	---	---	---	---	3
Management (Excluding Executives)	---	---	---	---	---	---	4
Professional/Client Management	---	---	---	---	---	---	4
Technical/Business Support	---	---	---	---	---	---	4
Production/Manual Labor	---	---	---	---	---	---	1
Overall	---	---	---	---	---	---	4
Consumer Real Estate Services							
Executive	---	---	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	---	---	0
Professional/Client Management	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	0
Consumer Support Services							
Executive	---	---	---	---	---	---	2
Management (Excluding Executives)	---	---	---	---	---	---	2
Professional/Client Management	---	---	---	---	---	---	3
Technical/Business Support	---	---	---	---	---	---	2
Production/Manual Labor	---	---	---	---	---	---	1
Overall	---	---	---	---	---	---	3
E-Commerce Services							
Executive	---	---	---	---	---	---	2
Management (Excluding Executives)	---	---	---	---	---	---	3
Professional/Client Management	---	---	---	---	---	---	3
Technical/Business Support	---	---	---	---	---	---	3
Production/Manual Labor	---	---	---	---	---	---	1
Overall	---	---	---	---	---	---	3
Leisure and Hospitality							
Executive	2.6%	3.5%	3.5%	3.4%	3.4%	3.4%	8
Management (Excluding Executives)	2.7%	2.8%	2.9%	2.8%	2.8%	2.9%	8
Professional/Client Management	2.7%	2.7%	2.8%	2.8%	2.7%	2.8%	8
Technical/Business Support	2.7%	---	2.7%	2.8%	2.6%	2.7%	7
Production/Manual Labor	---	---	---	---	---	---	5
Overall	2.7%	2.8%	2.9%	2.8%	2.8%	2.9%	8

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## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES - BY INDUSTRY (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Services (continued)							
Media and Entertainment							
Executive	2.6%	2.6%	2.5%	2.6%	2.6%	2.6%	19
Management (Excluding Executives)	2.6%	2.5%	2.5%	2.7%	2.5%	2.6%	21
Professional/Client Management	2.4%	2.5%	2.5%	2.4%	2.5%	2.6%	21
Technical/Business Support	2.4%	2.5%	2.5%	2.5%	2.5%	2.6%	21
Production/Manual Labor	2.4%	2.5%	2.6%	2.7%	2.6%	2.6%	17
Overall	2.3%	2.5%	2.5%	2.5%	2.5%	2.6%	21
Real Estate Holdings, Development and Trusts							
Executive	---	---	---	---	---	---	3
Management (Excluding Executives)	---	---	---	---	---	---	3
Professional/Client Management	---	---	---	---	---	---	3
Technical/Business Support	---	---	---	---	---	---	3
Production/Manual Labor	---	---	---	---	---	---	2
Overall	---	---	---	---	---	---	3
Software Products and Services							
Executive	3.6%	3.0%	3.3%	3.6%	3.2%	3.3%	11
Management (Excluding Executives)	2.7%	2.9%	3.0%	2.8%	3.1%	3.2%	13
Professional/Client Management	2.8%	2.7%	2.8%	2.8%	2.9%	3.0%	16
Technical/Business Support	2.6%	2.7%	2.8%	2.8%	2.8%	3.0%	13
Production/Manual Labor	---	2.7%	2.9%	---	2.8%	3.0%	7
Overall	2.7%	2.7%	2.9%	2.8%	2.9%	3.1%	16
Telecommunications and Network Products and Services							
Executive	---	2.0%	2.0%	2.1%	2.1%	2.1%	6
Management (Excluding Executives)	2.4%	2.5%	2.4%	2.4%	2.6%	2.5%	9
Professional/Client Management	2.3%	2.3%	2.5%	2.3%	2.4%	2.6%	9
Technical/Business Support	2.3%	2.4%	2.5%	2.4%	2.4%	2.6%	9
Production/Manual Labor	---	---	---	---	---	---	5
Overall	2.3%	2.4%	2.5%	2.4%	2.5%	2.6%	9

*Table continues on next page.*

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES - BY INDUSTRY (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Services (continued)							
Transportation Services							
Executive	3.1%	2.7%	3.0%	3.8%	3.1%	3.4%	13
Management (Excluding Executives)	2.6%	2.7%	3.0%	3.5%	2.9%	3.3%	15
Professional/Client Management	2.6%	2.7%	3.0%	2.8%	2.9%	3.3%	14
Technical/Business Support	2.8%	2.9%	3.2%	2.8%	2.9%	3.4%	14
Production/Manual Labor	2.8%	2.9%	3.2%	2.9%	2.9%	3.4%	8
Overall	2.7%	2.7%	3.0%	2.9%	2.9%	3.3%	15
Services - Not Classified Elsewhere							
Executive	2.9%	2.9%	2.7%	3.1%	2.9%	2.8%	17
Management (Excluding Executives)	3.0%	3.0%	2.7%	3.1%	3.3%	2.8%	19
Professional/Client Management	2.8%	2.8%	2.7%	3.0%	3.1%	2.8%	18
Technical/Business Support	2.8%	2.8%	2.8%	3.0%	3.1%	2.9%	19
Production/Manual Labor	3.1%	3.0%	3.0%	3.3%	3.2%	3.1%	10
Overall	2.8%	2.8%	2.7%	3.0%	3.1%	2.9%	19
Health Care							
Health Care Services							
Executive	---	---	---	---	---	---	2
Management (Excluding Executives)	2.5%	2.3%	---	2.8%	2.4%	---	5
Professional/Client Management	2.5%	2.3%	---	2.8%	2.4%	---	5
Technical/Business Support	2.5%	2.3%	---	2.8%	2.4%	---	5
Production/Manual Labor	---	---	---	---	---	---	3
Overall	2.5%	2.3%	---	2.8%	2.4%	---	5
Banking and Finance							
Banking							
Executive	2.7%	2.7%	2.4%	3.2%	2.9%	2.5%	18
Management (Excluding Executives)	2.6%	2.5%	2.5%	2.6%	2.5%	2.5%	21
Professional/Client Management	2.5%	2.5%	2.5%	2.5%	2.5%	2.6%	21
Technical/Business Support	2.5%	2.5%	2.4%	2.5%	2.5%	2.5%	20
Production/Manual Labor	1.9%	2.2%	---	2.4%	2.4%	2.5%	8
Overall	2.6%	2.7%	2.5%	2.6%	2.6%	2.5%	21
Finance (Excluding Banking and Insurance)							
Executive	3.2%	3.0%	3.0%	4.0%	3.5%	3.2%	23
Management (Excluding Executives)	2.8%	2.9%	2.9%	3.3%	3.3%	3.3%	28
Professional/Client Management	2.8%	2.9%	2.9%	3.3%	3.3%	3.3%	28
Technical/Business Support	2.9%	2.8%	2.8%	3.4%	3.2%	3.3%	27
Production/Manual Labor	2.2%	2.3%	2.4%	2.8%	2.6%	2.7%	6
Overall	2.8%	3.0%	2.9%	3.3%	3.4%	3.3%	28

Table continues on next page.

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES - BY INDUSTRY (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Insurance							
General/Property and Casualty Insurance							
Executive	2.5%	2.6%	2.8%	2.5%	2.7%	2.8%	13
Management (Excluding Executives)	2.6%	2.8%	2.8%	2.7%	2.9%	2.9%	14
Professional/Client Management	2.7%	2.8%	2.8%	2.9%	2.9%	2.9%	14
Technical/Business Support	2.6%	2.7%	2.8%	2.8%	2.9%	2.9%	14
Production/Manual Labor	2.4%	---	---	2.4%	2.9%	---	6
Overall	2.6%	2.8%	2.8%	2.8%	2.9%	2.9%	14
Life and Health Insurance							
Executive	2.5%	2.7%	---	2.9%	3.0%	2.5%	8
Management (Excluding Executives)	2.7%	2.9%	2.7%	2.8%	3.0%	2.8%	9
Professional/Client Management	2.7%	2.9%	2.7%	2.8%	3.0%	2.8%	9
Technical/Business Support	2.7%	2.9%	2.7%	2.8%	3.0%	2.8%	9
Production/Manual Labor	---	---	---	3.1%	2.9%	2.8%	5
Overall	2.7%	3.0%	2.7%	2.8%	3.0%	2.9%	9
Reinsurance							
Executive	---	---	---	---	---	---	3
Management (Excluding Executives)	---	---	---	---	---	---	3
Professional/Client Management	---	---	---	---	---	---	3
Technical/Business Support	---	---	---	---	---	---	3
Production/Manual Labor	---	---	---	---	---	---	1
Overall	---	---	---	---	---	---	3

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES) - BY INDUSTRY

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Durable Goods Manufacturing							
Aerospace and Defense							
Executive	2.8%	2.4%	2.9%	3.0%	2.5%	3.0%	8
Management (Excluding Executives)	2.8%	2.4%	2.9%	2.9%	2.5%	3.0%	10
Professional/Client Management	2.9%	2.5%	2.9%	3.0%	2.5%	3.0%	10
Technical/Business Support	2.9%	2.5%	2.9%	3.0%	2.6%	3.0%	10
Production/Manual Labor	2.6%	2.0%	2.5%	2.8%	2.2%	2.9%	9
Overall	2.8%	2.4%	2.8%	2.9%	2.5%	3.0%	10
Computer Hardware and Office Equipment							
Executive	---	---	2.9%	---	---	2.9%	5
Management (Excluding Executives)	1.1%	1.0%	2.5%	1.4%	1.0%	2.5%	6
Professional/Client Management	1.2%	1.2%	2.5%	1.4%	1.3%	2.5%	7
Technical/Business Support	1.1%	1.2%	2.5%	1.1%	1.2%	2.5%	7
Production/Manual Labor	1.0%	1.0%	2.5%	1.2%	1.0%	2.5%	6
Overall	1.2%	1.2%	2.5%	1.4%	1.2%	2.5%	7
Consumer Products - Durable							
Executive	3.2%	2.5%	2.9%	3.2%	2.6%	3.0%	12
Management (Excluding Executives)	3.0%	2.6%	2.9%	3.2%	2.7%	3.0%	15
Professional/Client Management	2.8%	2.6%	2.8%	2.8%	2.6%	2.9%	14
Technical/Business Support	2.4%	2.5%	2.8%	2.5%	2.5%	2.8%	13
Production/Manual Labor	2.1%	2.3%	2.6%	2.1%	2.4%	2.7%	13
Overall	2.8%	2.6%	2.8%	2.9%	2.7%	2.9%	15
Electronic, Electrical and Scientific Equipment and Components							
Executive	2.4%	2.7%	2.9%	2.5%	2.8%	3.0%	10
Management (Excluding Executives)	2.5%	2.4%	2.6%	2.7%	2.5%	2.7%	13
Professional/Client Management	2.7%	2.5%	2.6%	2.9%	2.5%	2.7%	14
Technical/Business Support	2.7%	2.5%	2.6%	2.7%	2.6%	2.7%	14
Production/Manual Labor	2.2%	2.1%	2.6%	2.4%	2.1%	2.6%	12
Overall	2.5%	2.4%	2.6%	2.7%	2.5%	2.7%	14
Forestry and Paper Products							
Executive	---	---	---	---	2.1%	---	5
Management (Excluding Executives)	---	---	---	2.4%	2.3%	---	5
Professional/Client Management	---	---	---	2.4%	2.3%	---	5
Technical/Business Support	---	---	---	2.3%	2.3%	---	5
Production/Manual Labor	---	---	---	---	---	---	3
Overall	---	---	---	2.3%	2.2%	---	5

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## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES) - BY INDUSTRY (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Durable Goods Manufacturing (continued)							
Industrial Manufacturing							
Executive	2.7%	2.4%	2.9%	2.7%	2.5%	2.9%	21
Management (Excluding Executives)	2.9%	2.6%	2.9%	2.9%	2.7%	2.9%	29
Professional/Client Management	2.8%	2.6%	2.9%	2.8%	2.6%	2.9%	30
Technical/Business Support	2.8%	2.5%	2.9%	2.8%	2.6%	2.9%	29
Production/Manual Labor	2.4%	2.3%	2.7%	2.4%	2.3%	2.7%	25
Overall	2.8%	2.6%	2.9%	2.8%	2.6%	2.9%	30
Medical Equipment and Supplies							
Executive	3.3%	2.7%	2.6%	3.4%	2.9%	2.8%	9
Management (Excluding Executives)	2.7%	2.7%	2.7%	2.8%	2.9%	2.8%	11
Professional/Client Management	2.7%	2.7%	2.7%	2.8%	2.8%	2.8%	11
Technical/Business Support	2.7%	2.6%	2.7%	2.8%	2.8%	2.8%	11
Production/Manual Labor	2.7%	2.6%	2.7%	2.8%	2.7%	2.9%	10
Overall	2.7%	2.7%	2.7%	2.8%	2.9%	2.8%	11
Metals and Mining							
Executive	2.7%	2.9%	3.4%	2.9%	3.1%	3.5%	11
Management (Excluding Executives)	2.9%	2.6%	2.8%	3.3%	3.0%	3.0%	15
Professional/Client Management	2.6%	2.3%	2.8%	2.8%	2.7%	3.0%	15
Technical/Business Support	2.8%	2.5%	2.8%	2.9%	2.8%	3.0%	14
Production/Manual Labor	2.8%	2.7%	2.8%	2.8%	2.8%	2.8%	9
Overall	3.0%	2.6%	2.8%	3.1%	3.0%	3.0%	15
Transportation Vehicles and Equipment Including Parts							
Executive	3.0%	2.5%	3.0%	3.0%	2.5%	3.0%	13
Management (Excluding Executives)	2.8%	2.5%	3.0%	2.8%	2.5%	3.0%	16
Professional/Client Management	2.8%	2.5%	3.0%	2.8%	2.5%	3.0%	16
Technical/Business Support	2.6%	2.3%	2.9%	2.7%	2.4%	2.9%	14
Production/Manual Labor	1.7%	1.6%	2.4%	1.7%	1.6%	2.4%	9
Overall	2.8%	2.5%	3.0%	2.8%	2.5%	3.0%	16
Semiconductors							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	2.6%	2.5%	3.0%	2.8%	2.7%	3.2%	6
Professional/Client Management	2.5%	2.5%	3.0%	2.8%	2.7%	3.2%	6
Technical/Business Support	2.5%	2.5%	3.0%	2.8%	2.7%	3.2%	6
Production/Manual Labor	2.6%	2.6%	---	2.8%	2.8%	---	5
Overall	2.6%	2.5%	3.0%	2.8%	2.7%	3.2%	6

Table continues on next page.



## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES) - BY INDUSTRY (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Non-Durable Goods Manufacturing							
Chemicals							
Executive	2.4%	2.3%	2.7%	2.8%	2.8%	3.0%	17
Management (Excluding Executives)	2.5%	2.6%	2.8%	2.8%	3.0%	3.1%	22
Professional/Client Management	2.7%	2.6%	2.8%	3.0%	2.9%	3.1%	21
Technical/Business Support	2.6%	2.5%	2.8%	2.9%	2.9%	3.1%	21
Production/Manual Labor	2.4%	2.4%	2.6%	2.7%	2.8%	2.9%	19
Overall	2.6%	2.6%	2.8%	3.0%	3.0%	3.1%	22
Consumer Products - Nondurable							
Executive	2.7%	2.4%	2.6%	2.8%	2.6%	2.7%	19
Management (Excluding Executives)	2.7%	2.6%	2.8%	2.9%	2.8%	2.9%	19
Professional/Client Management	2.7%	2.6%	2.8%	3.1%	2.8%	2.9%	19
Technical/Business Support	2.6%	2.6%	2.8%	2.8%	2.7%	2.9%	19
Production/Manual Labor	2.2%	2.1%	2.4%	2.3%	2.2%	2.5%	12
Overall	2.7%	2.6%	2.8%	2.9%	2.8%	2.9%	19
Food and Beverage Processing and Production							
Executive	2.5%	2.5%	2.8%	2.6%	2.7%	2.9%	19
Management (Excluding Executives)	2.4%	2.5%	2.8%	2.6%	2.6%	2.9%	19
Professional/Client Management	2.4%	2.4%	2.8%	2.6%	2.6%	2.9%	19
Technical/Business Support	2.4%	2.4%	2.8%	2.6%	2.6%	2.9%	19
Production/Manual Labor	2.1%	2.2%	2.4%	2.2%	2.3%	2.4%	13
Overall	2.4%	2.4%	2.8%	2.6%	2.6%	2.9%	19
Pharmaceuticals and Biotechnology							
Executive	3.0%	2.6%	2.6%	3.0%	2.7%	2.8%	15
Management (Excluding Executives)	2.6%	2.6%	2.7%	2.7%	2.8%	2.9%	16
Professional/Client Management	2.6%	2.5%	2.7%	2.7%	2.7%	2.9%	16
Technical/Business Support	2.6%	2.5%	2.7%	2.8%	2.6%	2.9%	16
Production/Manual Labor	2.6%	2.4%	2.7%	2.6%	2.5%	2.8%	12
Overall	2.6%	2.6%	2.7%	2.7%	2.7%	2.9%	16

*Table continues on next page.*

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES) - BY INDUSTRY (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
High Tech							
Computer Hardware and Office Equipment							
Executive	---	---	2.9%	---	---	2.9%	5
Management (Excluding Executives)	1.1%	1.0%	2.5%	1.4%	1.0%	2.5%	6
Professional/Client Management	1.2%	1.2%	2.5%	1.4%	1.3%	2.5%	7
Technical/Business Support	1.1%	1.2%	2.5%	1.1%	1.2%	2.5%	7
Production/Manual Labor	1.0%	1.0%	2.5%	1.2%	1.0%	2.5%	6
Overall	1.2%	1.2%	2.5%	1.4%	1.2%	2.5%	7
Electronic, Electrical and Scientific Equipment and Components							
Executive	2.4%	2.7%	2.9%	2.5%	2.8%	3.0%	10
Management (Excluding Executives)	2.5%	2.4%	2.6%	2.7%	2.5%	2.7%	13
Professional/Client Management	2.7%	2.5%	2.6%	2.9%	2.5%	2.7%	14
Technical/Business Support	2.7%	2.5%	2.6%	2.7%	2.6%	2.7%	14
Production/Manual Labor	2.2%	2.1%	2.6%	2.4%	2.1%	2.6%	12
Overall	2.5%	2.4%	2.6%	2.7%	2.5%	2.7%	14
Industrial Manufacturing							
Executive	2.7%	2.4%	2.9%	2.7%	2.5%	2.9%	21
Management (Excluding Executives)	2.9%	2.6%	2.9%	2.9%	2.7%	2.9%	29
Professional/Client Management	2.8%	2.6%	2.9%	2.8%	2.6%	2.9%	30
Technical/Business Support	2.8%	2.5%	2.9%	2.8%	2.6%	2.9%	29
Production/Manual Labor	2.4%	2.3%	2.7%	2.4%	2.3%	2.7%	25
Overall	2.8%	2.6%	2.9%	2.8%	2.6%	2.9%	30
Medical Supplies and Equipment							
Executive	3.3%	2.7%	2.6%	3.4%	2.9%	2.8%	9
Management (Excluding Executives)	2.7%	2.7%	2.7%	2.8%	2.9%	2.8%	11
Professional/Client Management	2.7%	2.7%	2.7%	2.8%	2.8%	2.8%	11
Technical/Business Support	2.7%	2.6%	2.7%	2.8%	2.8%	2.8%	11
Production/Manual Labor	2.7%	2.6%	2.7%	2.8%	2.7%	2.9%	10
Overall	2.7%	2.7%	2.7%	2.8%	2.9%	2.8%	11
Semiconductors							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	2.6%	2.5%	3.0%	2.8%	2.7%	3.2%	6
Professional/Client Management	2.5%	2.5%	3.0%	2.8%	2.7%	3.2%	6
Technical/Business Support	2.5%	2.5%	3.0%	2.8%	2.7%	3.2%	6
Production/Manual Labor	2.6%	2.6%	---	2.8%	2.8%	---	5
Overall	2.6%	2.5%	3.0%	2.8%	2.7%	3.2%	6

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## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES) - BY INDUSTRY (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
High Tech (continued)							
Software Products and Services							
Executive	2.8%	2.4%	3.0%	2.8%	2.6%	3.0%	12
Management (Excluding Executives)	1.9%	2.9%	3.0%	2.0%	3.1%	3.2%	13
Professional/Client Management	2.2%	2.7%	2.8%	2.2%	2.9%	3.0%	16
Technical/Business Support	2.0%	2.7%	2.8%	2.1%	2.8%	3.0%	13
Production/Manual Labor	1.4%	2.7%	2.9%	1.4%	2.8%	3.0%	7
Overall	2.1%	2.7%	2.9%	2.2%	2.9%	3.1%	16
Telecommunications and Network Products and Services							
Executive	---	1.7%	2.0%	2.1%	1.8%	2.1%	7
Management (Excluding Executives)	1.7%	2.2%	2.4%	1.8%	2.3%	2.5%	10
Professional/Client Management	1.6%	2.0%	2.5%	1.8%	2.1%	2.6%	10
Technical/Business Support	1.6%	2.1%	2.5%	1.8%	2.1%	2.6%	10
Production/Manual Labor	1.8%	1.9%	---	2.4%	2.2%	---	6
Overall	1.6%	2.1%	2.5%	1.8%	2.2%	2.6%	10
Energy							
Energy Services and Utilities							
Executive	2.8%	2.6%	2.6%	3.1%	3.1%	3.1%	32
Management (Excluding Executives)	3.0%	2.7%	2.7%	3.3%	3.2%	3.1%	38
Professional/Client Management	3.1%	2.7%	2.8%	3.3%	3.2%	3.2%	37
Technical/Business Support	2.9%	2.6%	2.7%	3.3%	3.1%	3.2%	35
Production/Manual Labor	2.5%	2.3%	2.5%	2.8%	2.9%	3.1%	19
Overall	2.9%	2.6%	2.7%	3.2%	3.0%	3.1%	38
Oil and Gas							
Executive	3.8%	3.8%	4.0%	4.5%	3.8%	4.4%	15
Management (Excluding Executives)	4.1%	4.0%	3.9%	4.9%	4.3%	4.3%	21
Professional/Client Management	4.2%	4.0%	3.9%	4.6%	4.2%	4.3%	21
Technical/Business Support	4.0%	3.9%	3.9%	4.5%	4.2%	4.3%	20
Production/Manual Labor	3.6%	3.7%	3.8%	4.1%	3.8%	4.1%	15
Overall	4.1%	3.9%	3.9%	4.5%	4.1%	4.3%	21
Retail and Wholesale Trade							
Retail Trade							
Executive	2.4%	2.3%	2.7%	2.4%	2.3%	2.7%	34
Management (Excluding Executives)	2.5%	2.4%	2.8%	2.6%	2.5%	2.8%	36
Professional/Client Management	2.6%	2.4%	2.7%	2.6%	2.4%	2.8%	36
Technical/Business Support	2.5%	2.4%	2.7%	2.5%	2.5%	2.8%	35
Production/Manual Labor	2.2%	2.1%	2.3%	2.3%	2.2%	2.4%	21
Overall	2.5%	2.4%	2.7%	2.6%	2.5%	2.7%	36

Table continues on next page.

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES) - BY INDUSTRY (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Retail and Wholesale Trade (continued)							
Wholesale Trade							
Executive	2.9%	2.1%	2.9%	2.8%	2.2%	3.0%	14
Management (Excluding Executives)	3.1%	2.8%	3.1%	3.0%	2.8%	3.2%	16
Professional/Client Management	3.1%	2.8%	3.1%	3.0%	2.8%	3.2%	16
Technical/Business Support	3.0%	2.5%	3.1%	2.9%	2.6%	3.2%	16
Production/Manual Labor	2.6%	1.9%	2.4%	2.6%	2.2%	2.7%	14
Overall	3.0%	2.6%	3.1%	2.9%	2.7%	3.1%	16
Services							
Agribusiness and Agriculture							
Executive	2.1%	2.7%	2.9%	2.3%	2.8%	3.0%	10
Management (Excluding Executives)	2.9%	2.9%	3.2%	3.2%	3.0%	3.2%	11
Professional/Client Management	2.9%	2.9%	3.2%	3.2%	2.9%	3.2%	11
Technical/Business Support	2.9%	2.9%	3.2%	3.2%	2.9%	3.2%	11
Production/Manual Labor	2.1%	2.4%	2.6%	2.3%	2.5%	2.7%	11
Overall	2.9%	2.9%	3.1%	3.2%	3.0%	3.3%	11
Associations, Foundations, Education and Government							
Executive	1.6%	1.3%	1.6%	2.0%	1.5%	1.7%	14
Management (Excluding Executives)	2.2%	2.1%	2.1%	3.3%	2.6%	2.5%	15
Professional/Client Management	2.1%	1.9%	2.0%	2.9%	2.4%	2.5%	13
Technical/Business Support	2.0%	2.0%	2.1%	2.7%	2.5%	2.5%	14
Production/Manual Labor	1.3%	1.3%	1.4%	1.8%	1.8%	1.8%	9
Overall	1.9%	2.0%	2.0%	2.9%	2.5%	2.5%	15
Business and Technical Consulting Services							
Executive	2.5%	2.2%	2.7%	2.6%	2.3%	2.8%	17
Management (Excluding Executives)	2.1%	2.6%	2.8%	2.5%	2.9%	3.1%	23
Professional/Client Management	2.2%	2.7%	2.9%	2.7%	3.0%	3.1%	24
Technical/Business Support	2.3%	2.5%	2.7%	2.8%	2.8%	3.1%	24
Production/Manual Labor	1.4%	1.2%	2.3%	1.4%	1.4%	2.3%	8
Overall	2.2%	2.5%	2.8%	2.7%	2.8%	3.1%	24
Business Support Services							
Executive	2.2%	2.3%	2.5%	2.2%	2.2%	2.5%	10
Management (Excluding Executives)	2.0%	2.7%	2.4%	2.0%	2.6%	2.7%	9
Professional/Client Management	2.2%	2.2%	2.6%	2.2%	2.2%	2.8%	11
Technical/Business Support	1.9%	2.3%	2.5%	2.3%	2.6%	2.9%	9
Production/Manual Labor	---	---	---	---	---	---	3
Overall	2.2%	2.3%	2.6%	2.4%	2.4%	2.8%	11

Table continues on next page.

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES) - BY INDUSTRY (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Services (continued)							
Construction							
Executive	---	---	---	---	---	---	3
Management (Excluding Executives)	---	---	---	---	---	---	4
Professional/Client Management	---	---	---	---	---	---	4
Technical/Business Support	---	---	---	---	---	---	4
Production/Manual Labor	---	---	---	---	---	---	1
Overall	---	---	---	---	---	---	4
Consumer Real Estate Services							
Executive	---	---	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	---	---	0
Professional/Client Management	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	0
Consumer Support Services							
Executive	---	---	---	---	---	---	2
Management (Excluding Executives)	---	---	---	---	---	---	2
Professional/Client Management	---	---	---	---	---	---	3
Technical/Business Support	---	---	---	---	---	---	2
Production/Manual Labor	---	---	---	---	---	---	1
Overall	---	---	---	---	---	---	3
E-Commerce Services							
Executive	---	---	---	---	---	---	3
Management (Excluding Executives)	---	---	---	---	---	---	3
Professional/Client Management	---	---	---	---	---	---	3
Technical/Business Support	---	---	---	---	---	---	3
Production/Manual Labor	---	---	---	---	---	---	1
Overall	---	---	---	---	---	---	3
Leisure and Hospitality							
Executive	2.2%	2.5%	3.0%	3.0%	2.5%	3.0%	8
Management (Excluding Executives)	2.3%	2.0%	2.5%	2.5%	2.1%	2.5%	8
Professional/Client Management	2.3%	1.9%	2.4%	2.4%	2.0%	2.5%	8
Technical/Business Support	2.3%	1.7%	2.3%	2.4%	1.8%	2.3%	7
Production/Manual Labor	---	---	---	1.9%	1.5%	2.1%	5
Overall	2.3%	2.0%	2.5%	2.4%	2.1%	2.5%	8

Table continues on next page.

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES) - BY INDUSTRY (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Services (continued)							
Media and Entertainment							
Executive	1.8%	1.9%	2.1%	1.9%	2.0%	2.2%	21
Management (Excluding Executives)	2.0%	2.1%	2.3%	2.3%	2.3%	2.4%	21
Professional/Client Management	1.9%	2.1%	2.3%	2.2%	2.3%	2.4%	21
Technical/Business Support	1.8%	2.1%	2.3%	2.1%	2.3%	2.4%	21
Production/Manual Labor	1.9%	2.2%	2.4%	2.2%	2.3%	2.5%	17
Overall	1.9%	2.1%	2.3%	2.2%	2.3%	2.4%	21
Real Estate Holdings, Development and Trusts							
Executive	---	---	---	---	---	---	3
Management (Excluding Executives)	---	---	---	---	---	---	3
Professional/Client Management	---	---	---	---	---	---	3
Technical/Business Support	---	---	---	---	---	---	3
Production/Manual Labor	---	---	---	---	---	---	2
Overall	---	---	---	---	---	---	3
Software Products and Services							
Executive	2.8%	2.4%	3.0%	2.8%	2.6%	3.0%	12
Management (Excluding Executives)	1.9%	2.9%	3.0%	2.0%	3.1%	3.2%	13
Professional/Client Management	2.2%	2.7%	2.8%	2.2%	2.9%	3.0%	16
Technical/Business Support	2.0%	2.7%	2.8%	2.1%	2.8%	3.0%	13
Production/Manual Labor	1.4%	2.7%	2.9%	1.4%	2.8%	3.0%	7
Overall	2.1%	2.7%	2.9%	2.2%	2.9%	3.1%	16
Telecommunications and Network Products and Services							
Executive	---	1.7%	2.0%	2.1%	1.8%	2.1%	7
Management (Excluding Executives)	1.7%	2.2%	2.4%	1.8%	2.3%	2.5%	10
Professional/Client Management	1.6%	2.0%	2.5%	1.8%	2.1%	2.6%	10
Technical/Business Support	1.6%	2.1%	2.5%	1.8%	2.1%	2.6%	10
Production/Manual Labor	1.8%	1.9%	---	2.4%	2.2%	---	6
Overall	1.6%	2.1%	2.5%	1.8%	2.2%	2.6%	10

Table continues on next page.

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES) - BY INDUSTRY (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Services (continued)							
Transportation Services							
Executive	3.1%	2.7%	3.0%	3.8%	3.1%	3.4%	13
Management (Excluding Executives)	2.6%	2.7%	3.0%	3.5%	2.9%	3.3%	15
Professional/Client Management	2.6%	2.7%	3.0%	2.8%	2.9%	3.3%	14
Technical/Business Support	2.6%	2.7%	2.9%	2.6%	2.7%	3.1%	15
Production/Manual Labor	2.4%	2.5%	2.7%	2.5%	2.6%	3.0%	9
Overall	2.7%	2.7%	3.0%	2.9%	2.9%	3.3%	15
Services - Not Classified Elsewhere							
Executive	2.6%	2.4%	2.5%	3.0%	2.8%	2.8%	18
Management (Excluding Executives)	2.8%	2.8%	2.5%	3.1%	3.3%	2.8%	19
Professional/Client Management	2.7%	2.7%	2.5%	3.0%	3.1%	2.8%	18
Technical/Business Support	2.6%	2.7%	2.6%	3.0%	3.1%	2.9%	19
Production/Manual Labor	2.8%	2.7%	2.6%	3.3%	3.2%	3.1%	10
Overall	2.7%	2.7%	2.6%	3.0%	3.1%	2.9%	19
Health Care							
Health Care Services							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	2.1%	1.9%	2.2%	2.3%	2.0%	2.2%	6
Professional/Client Management	2.1%	1.9%	2.2%	2.3%	2.0%	2.2%	6
Technical/Business Support	2.1%	1.9%	2.2%	2.3%	2.0%	2.2%	6
Production/Manual Labor	---	---	---	---	---	---	4
Overall	2.1%	1.9%	2.2%	2.3%	2.0%	2.2%	6
Banking and Finance							
Banking							
Executive	2.5%	2.7%	2.4%	3.2%	2.9%	2.5%	18
Management (Excluding Executives)	2.4%	2.3%	2.5%	2.6%	2.5%	2.5%	21
Professional/Client Management	2.3%	2.3%	2.5%	2.5%	2.5%	2.6%	21
Technical/Business Support	2.3%	2.3%	2.4%	2.5%	2.5%	2.5%	20
Production/Manual Labor	1.9%	2.2%	---	2.4%	2.4%	2.5%	8
Overall	2.4%	2.7%	2.5%	2.6%	2.6%	2.5%	21
Finance (Excluding Banking and Insurance)							
Executive	2.8%	2.6%	2.8%	3.7%	3.1%	3.1%	24
Management (Excluding Executives)	2.7%	2.8%	2.9%	3.3%	3.3%	3.3%	28
Professional/Client Management	2.7%	2.8%	2.9%	3.3%	3.3%	3.3%	28
Technical/Business Support	2.7%	2.7%	2.8%	3.4%	3.2%	3.3%	27
Production/Manual Labor	1.6%	1.6%	1.7%	2.0%	1.9%	2.0%	8
Overall	2.7%	3.0%	2.9%	3.3%	3.4%	3.3%	28

Table continues on next page.

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES) - BY INDUSTRY (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Insurance							
General/Property and Casualty Insurance							
Executive	2.3%	2.4%	2.6%	2.3%	2.4%	2.6%	14
Management (Excluding Executives)	2.4%	2.5%	2.6%	2.5%	2.7%	2.7%	15
Professional/Client Management	2.5%	2.6%	2.6%	2.7%	2.7%	2.7%	15
Technical/Business Support	2.4%	2.5%	2.6%	2.6%	2.7%	2.7%	15
Production/Manual Labor	2.4%	---	---	2.4%	2.9%	---	6
Overall	2.4%	2.6%	2.6%	2.6%	2.7%	2.7%	15
Life and Health Insurance							
Executive	2.1%	2.3%	1.8%	2.9%	3.0%	2.5%	8
Management (Excluding Executives)	2.3%	2.5%	2.2%	2.8%	3.0%	2.8%	9
Professional/Client Management	2.3%	2.5%	2.2%	2.8%	3.0%	2.8%	9
Technical/Business Support	2.3%	2.5%	2.2%	2.8%	3.0%	2.8%	9
Production/Manual Labor	---	---	---	3.1%	2.9%	2.8%	5
Overall	2.3%	2.5%	2.2%	2.8%	3.0%	2.9%	9
Reinsurance							
Executive	---	---	---	---	---	---	3
Management (Excluding Executives)	---	---	---	---	---	---	3
Professional/Client Management	---	---	---	---	---	---	3
Technical/Business Support	---	---	---	---	---	---	3
Production/Manual Labor	---	---	---	---	---	---	1
Overall	---	---	---	---	---	---	3



## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES - BY LOCATION

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Atlantic Canada							
Newfoundland and Labrador							
Executive	2.9%	2.5%	2.7%	2.9%	2.7%	2.9%	24
Management (Excluding Executives)	2.6%	2.6%	2.7%	2.8%	2.8%	2.8%	74
Professional/Client Management	2.6%	2.6%	2.7%	2.8%	2.8%	2.8%	77
Technical/Business Support	2.6%	2.6%	2.7%	2.7%	2.7%	2.8%	76
Production/Manual Labor	2.8%	2.7%	2.8%	2.8%	2.7%	2.8%	38
Overall	2.6%	2.6%	2.6%	2.8%	2.8%	2.8%	79
Nova Scotia							
Executive	2.4%	2.3%	2.6%	2.7%	2.6%	2.7%	33
Management (Excluding Executives)	2.5%	2.6%	2.7%	2.8%	2.8%	2.8%	100
Professional/Client Management	2.6%	2.6%	2.7%	2.8%	2.8%	2.8%	103
Technical/Business Support	2.5%	2.5%	2.7%	2.7%	2.6%	2.8%	100
Production/Manual Labor	2.6%	2.6%	2.7%	2.7%	2.7%	2.8%	57
Overall	2.5%	2.6%	2.7%	2.8%	2.7%	2.8%	107
Prince Edward Island							
Executive	2.3%	1.9%	2.2%	2.5%	2.3%	2.5%	14
Management (Excluding Executives)	2.4%	2.4%	2.5%	2.6%	2.6%	2.7%	50
Professional/Client Management	2.3%	2.3%	2.5%	2.5%	2.5%	2.7%	51
Technical/Business Support	2.3%	2.4%	2.6%	2.4%	2.5%	2.7%	49
Production/Manual Labor	2.5%	2.6%	2.6%	2.5%	2.6%	2.7%	26
Overall	2.4%	2.4%	2.5%	2.5%	2.6%	2.7%	53
New Brunswick							
Executive	2.7%	2.8%	2.7%	2.9%	3.0%	2.8%	31
Management (Excluding Executives)	2.6%	2.6%	2.7%	2.7%	2.7%	2.8%	87
Professional/Client Management	2.5%	2.5%	2.7%	2.6%	2.7%	2.8%	86
Technical/Business Support	2.5%	2.5%	2.7%	2.5%	2.6%	2.7%	85
Production/Manual Labor	2.7%	2.7%	2.8%	2.7%	2.7%	2.8%	49
Overall	2.5%	2.5%	2.7%	2.6%	2.7%	2.7%	91
Quebec							
Greater Montreal							
Executive	2.8%	2.5%	2.7%	2.8%	2.7%	2.8%	103
Management (Excluding Executives)	2.7%	2.7%	2.8%	2.8%	2.8%	2.9%	179
Professional/Client Management	2.7%	2.7%	2.8%	2.8%	2.8%	2.9%	183
Technical/Business Support	2.6%	2.6%	2.8%	2.7%	2.7%	2.8%	172
Production/Manual Labor	2.6%	2.6%	2.7%	2.7%	2.7%	2.8%	97
Overall	2.6%	2.6%	2.8%	2.8%	2.8%	2.8%	184

Table continues on next page.

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES - BY LOCATION (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Quebec (continued)							
Other Quebec							
Executive	2.5%	2.5%	2.6%	2.7%	2.7%	2.8%	46
Management (Excluding Executives)	2.5%	2.6%	2.6%	2.8%	2.8%	2.8%	108
Professional/Client Management	2.5%	2.5%	2.7%	2.7%	2.7%	2.8%	113
Technical/Business Support	2.5%	2.5%	2.7%	2.7%	2.6%	2.8%	108
Production/Manual Labor	2.6%	2.5%	2.7%	2.7%	2.6%	2.7%	68
Overall	2.5%	2.5%	2.7%	2.7%	2.7%	2.8%	115
Ontario							
Greater Toronto							
Executive	2.9%	2.7%	2.8%	2.9%	2.8%	2.9%	183
Management (Excluding Executives)	2.7%	2.7%	2.8%	2.9%	2.9%	3.0%	257
Professional/Client Management	2.7%	2.7%	2.8%	2.9%	2.8%	2.9%	257
Technical/Business Support	2.7%	2.7%	2.8%	2.9%	2.8%	2.9%	248
Production/Manual Labor	2.6%	2.6%	2.7%	2.7%	2.7%	2.8%	140
Overall	2.7%	2.7%	2.8%	2.9%	2.8%	2.9%	263
Ottawa							
Executive	2.6%	2.5%	2.6%	2.8%	2.8%	2.8%	41
Management (Excluding Executives)	2.7%	2.8%	2.8%	3.0%	2.9%	2.9%	110
Professional/Client Management	2.6%	2.7%	2.8%	2.9%	2.9%	2.9%	112
Technical/Business Support	2.7%	2.7%	2.8%	2.8%	2.8%	2.9%	102
Production/Manual Labor	2.6%	2.7%	2.7%	2.8%	2.8%	2.8%	59
Overall	2.6%	2.7%	2.8%	2.9%	2.8%	2.9%	112
South Western Ontario							
Executive	2.7%	2.6%	2.6%	2.8%	2.7%	2.7%	49
Management (Excluding Executives)	2.7%	2.8%	2.8%	2.9%	2.9%	2.9%	110
Professional/Client Management	2.7%	2.8%	2.8%	2.8%	2.9%	2.9%	109
Technical/Business Support	2.7%	2.8%	2.9%	2.8%	2.8%	2.9%	102
Production/Manual Labor	2.7%	2.7%	2.8%	2.9%	2.8%	2.8%	62
Overall	2.7%	2.8%	2.8%	2.8%	2.8%	2.9%	111
Other Ontario							
Executive	2.6%	2.6%	2.7%	2.7%	2.8%	2.8%	52
Management (Excluding Executives)	2.8%	2.8%	2.8%	2.9%	2.9%	2.9%	123
Professional/Client Management	2.7%	2.7%	2.8%	2.8%	2.9%	2.9%	126
Technical/Business Support	2.7%	2.7%	2.8%	2.8%	2.8%	2.9%	119
Production/Manual Labor	2.7%	2.7%	2.8%	2.8%	2.7%	2.8%	70
Overall	2.7%	2.7%	2.8%	2.8%	2.8%	2.9%	129

Table continues on next page.

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES - BY LOCATION (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Manitoba/Saskatchewan							
Manitoba							
Executive	2.7%	2.5%	2.7%	2.8%	2.7%	2.9%	41
Management (Excluding Executives)	2.6%	2.7%	2.7%	2.8%	2.8%	2.9%	114
Professional/Client Management	2.7%	2.7%	2.8%	2.9%	2.9%	2.9%	114
Technical/Business Support	2.6%	2.7%	2.8%	2.8%	2.8%	2.9%	110
Production/Manual Labor	2.7%	2.8%	2.8%	2.9%	2.9%	2.9%	67
Overall	2.6%	2.7%	2.7%	2.8%	2.9%	2.9%	119
Saskatchewan							
Executive	2.7%	2.7%	2.7%	3.2%	3.1%	2.9%	39
Management (Excluding Executives)	2.8%	2.8%	2.9%	3.2%	3.1%	3.0%	108
Professional/Client Management	2.8%	2.8%	2.8%	3.0%	3.1%	3.0%	108
Technical/Business Support	2.7%	2.8%	2.9%	2.9%	3.0%	3.0%	104
Production/Manual Labor	2.9%	2.9%	3.0%	3.1%	3.0%	3.1%	62
Overall	2.8%	2.8%	2.8%	3.0%	3.0%	3.0%	111
Alberta							
Calgary							
Executive	3.2%	2.9%	3.0%	3.5%	3.1%	3.3%	86
Management (Excluding Executives)	3.0%	3.0%	3.0%	3.2%	3.2%	3.2%	175
Professional/Client Management	3.0%	2.9%	3.0%	3.2%	3.1%	3.2%	179
Technical/Business Support	3.0%	2.9%	3.0%	3.2%	3.1%	3.2%	167
Production/Manual Labor	2.9%	3.0%	3.0%	3.1%	3.1%	3.2%	84
Overall	3.0%	2.9%	3.0%	3.2%	3.1%	3.2%	180
Edmonton							
Executive	3.0%	2.8%	2.9%	3.1%	2.9%	3.0%	56
Management (Excluding Executives)	2.9%	2.9%	2.9%	3.1%	3.0%	3.0%	131
Professional/Client Management	2.9%	2.9%	2.9%	3.1%	3.0%	3.0%	135
Technical/Business Support	2.8%	2.8%	2.9%	3.0%	2.9%	3.0%	127
Production/Manual Labor	2.9%	2.9%	2.9%	3.0%	2.9%	3.0%	68
Overall	2.9%	2.8%	2.9%	3.0%	2.9%	3.0%	137
Northern Alberta/Fort McMurray							
Executive	3.4%	2.9%	3.0%	3.4%	3.0%	3.2%	20
Management (Excluding Executives)	3.0%	3.0%	3.0%	3.2%	3.2%	3.1%	73
Professional/Client Management	2.9%	3.0%	3.0%	3.2%	3.1%	3.2%	74
Technical/Business Support	2.9%	2.9%	3.0%	3.1%	3.1%	3.1%	69
Production/Manual Labor	3.1%	3.2%	3.2%	3.3%	3.2%	3.2%	38
Overall	2.9%	2.9%	3.0%	3.1%	3.1%	3.2%	75

*Table continues on next page.*

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ORGANIZATIONS GRANTING INCREASES - BY LOCATION (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Alberta (continued)							
Other Alberta							
Executive	2.9%	2.8%	2.7%	3.2%	3.1%	3.1%	35
Management (Excluding Executives)	2.9%	2.9%	2.8%	3.2%	3.2%	3.2%	107
Professional/Client Management	2.8%	2.9%	2.9%	3.2%	3.2%	3.2%	108
Technical/Business Support	2.8%	2.9%	2.9%	3.1%	3.2%	3.1%	104
Production/Manual Labor	2.9%	3.0%	3.0%	3.2%	3.1%	3.2%	62
Overall	2.8%	2.9%	2.8%	3.1%	3.1%	3.1%	110
British Columbia							
Vancouver							
Executive	2.8%	2.7%	2.9%	2.9%	2.8%	3.0%	75
Management (Excluding Executives)	2.7%	2.8%	2.8%	2.9%	2.9%	2.9%	166
Professional/Client Management	2.7%	2.7%	2.8%	2.9%	2.9%	2.9%	165
Technical/Business Support	2.7%	2.7%	2.8%	3.2%	2.8%	2.9%	153
Production/Manual Labor	2.7%	2.7%	2.8%	2.7%	2.8%	2.8%	85
Overall	2.7%	2.7%	2.8%	2.9%	2.9%	2.9%	170
Other British Columbia							
Executive	2.6%	2.5%	2.6%	3.0%	2.8%	2.9%	33
Management (Excluding Executives)	2.8%	2.8%	2.7%	3.1%	3.0%	3.0%	107
Professional/Client Management	2.7%	2.7%	2.7%	3.0%	2.9%	3.0%	107
Technical/Business Support	2.6%	2.7%	2.8%	2.9%	2.9%	2.9%	103
Production/Manual Labor	2.8%	2.7%	2.8%	3.1%	2.9%	2.9%	61
Overall	2.7%	2.7%	2.7%	3.0%	2.9%	2.9%	112
Northern Canada							
Northern Territories/Nunavut/Yukon							
Executive	2.8%	2.1%	2.2%	2.8%	2.4%	2.5%	8
Management (Excluding Executives)	2.6%	2.7%	2.7%	2.6%	2.7%	2.9%	23
Professional/Client Management	2.5%	2.7%	2.7%	2.6%	2.7%	2.9%	22
Technical/Business Support	2.6%	2.7%	2.9%	2.4%	2.7%	2.9%	21
Production/Manual Labor	2.8%	3.0%	2.9%	2.8%	2.9%	2.8%	11
Overall	2.6%	2.7%	2.7%	2.6%	2.7%	2.8%	23

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES) - BY LOCATION

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Atlantic Canada							
Newfoundland and Labrador							
Executive	2.4%	2.4%	2.6%	2.5%	2.7%	2.9%	24
Management (Excluding Executives)	2.4%	2.4%	2.5%	2.7%	2.8%	2.8%	75
Professional/Client Management	2.4%	2.4%	2.6%	2.7%	2.7%	2.8%	77
Technical/Business Support	2.3%	2.4%	2.5%	2.5%	2.6%	2.7%	78
Production/Manual Labor	2.2%	2.3%	2.4%	2.4%	2.4%	2.6%	41
Overall	2.4%	2.4%	2.6%	2.7%	2.7%	2.8%	79
Nova Scotia							
Executive	2.1%	2.0%	2.4%	2.4%	2.4%	2.6%	34
Management (Excluding Executives)	2.3%	2.4%	2.5%	2.6%	2.7%	2.8%	100
Professional/Client Management	2.3%	2.4%	2.5%	2.7%	2.7%	2.8%	103
Technical/Business Support	2.2%	2.3%	2.5%	2.5%	2.5%	2.7%	101
Production/Manual Labor	2.3%	2.3%	2.5%	2.5%	2.5%	2.7%	58
Overall	2.3%	2.4%	2.5%	2.7%	2.7%	2.8%	107
Prince Edward Island							
Executive	2.0%	1.9%	2.2%	2.3%	2.3%	2.5%	14
Management (Excluding Executives)	2.2%	2.3%	2.5%	2.5%	2.6%	2.7%	50
Professional/Client Management	2.1%	2.2%	2.5%	2.4%	2.5%	2.7%	51
Technical/Business Support	2.1%	2.2%	2.4%	2.3%	2.4%	2.6%	50
Production/Manual Labor	2.1%	2.4%	2.5%	2.2%	2.4%	2.5%	27
Overall	2.2%	2.3%	2.5%	2.4%	2.5%	2.7%	53
New Brunswick							
Executive	2.1%	2.5%	2.6%	2.4%	2.8%	2.8%	32
Management (Excluding Executives)	2.4%	2.5%	2.6%	2.5%	2.7%	2.8%	87
Professional/Client Management	2.3%	2.4%	2.6%	2.6%	2.6%	2.8%	86
Technical/Business Support	2.3%	2.4%	2.6%	2.4%	2.5%	2.7%	86
Production/Manual Labor	2.2%	2.4%	2.5%	2.3%	2.5%	2.6%	52
Overall	2.3%	2.4%	2.6%	2.5%	2.6%	2.7%	91
Quebec							
Greater Montreal							
Executive	2.4%	2.2%	2.6%	2.6%	2.4%	2.7%	105
Management (Excluding Executives)	2.4%	2.5%	2.7%	2.6%	2.7%	2.9%	180
Professional/Client Management	2.5%	2.5%	2.7%	2.7%	2.7%	2.9%	183
Technical/Business Support	2.4%	2.4%	2.6%	2.6%	2.6%	2.8%	174
Production/Manual Labor	2.3%	2.3%	2.5%	2.4%	2.5%	2.7%	101
Overall	2.5%	2.5%	2.7%	2.7%	2.7%	2.8%	184

*Table continues on next page.*

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES) - BY LOCATION (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Quebec (continued)							
Other Quebec							
Executive	2.2%	2.2%	2.5%	2.4%	2.5%	2.8%	47
Management (Excluding Executives)	2.4%	2.5%	2.6%	2.7%	2.7%	2.8%	108
Professional/Client Management	2.3%	2.4%	2.6%	2.6%	2.7%	2.8%	113
Technical/Business Support	2.3%	2.3%	2.5%	2.6%	2.6%	2.7%	109
Production/Manual Labor	2.3%	2.3%	2.5%	2.5%	2.5%	2.7%	69
Overall	2.4%	2.4%	2.6%	2.6%	2.6%	2.8%	115
Ontario							
Greater Toronto							
Executive	2.5%	2.4%	2.7%	2.6%	2.6%	2.9%	190
Management (Excluding Executives)	2.5%	2.6%	2.7%	2.7%	2.8%	2.9%	258
Professional/Client Management	2.5%	2.5%	2.7%	2.8%	2.8%	2.9%	258
Technical/Business Support	2.5%	2.5%	2.7%	2.7%	2.7%	2.9%	251
Production/Manual Labor	2.2%	2.3%	2.5%	2.4%	2.5%	2.7%	147
Overall	2.5%	2.5%	2.7%	2.7%	2.7%	2.9%	264
Ottawa							
Executive	2.1%	2.1%	2.5%	2.3%	2.4%	2.6%	44
Management (Excluding Executives)	2.4%	2.5%	2.6%	2.8%	2.8%	2.8%	112
Professional/Client Management	2.4%	2.4%	2.7%	2.8%	2.7%	2.9%	113
Technical/Business Support	2.3%	2.4%	2.6%	2.6%	2.6%	2.8%	106
Production/Manual Labor	2.3%	2.3%	2.4%	2.4%	2.5%	2.6%	63
Overall	2.4%	2.5%	2.7%	2.7%	2.7%	2.9%	113
South Western Ontario							
Executive	2.3%	2.2%	2.3%	2.5%	2.4%	2.5%	53
Management (Excluding Executives)	2.6%	2.6%	2.7%	2.9%	2.8%	2.8%	111
Professional/Client Management	2.7%	2.6%	2.7%	2.8%	2.8%	2.8%	109
Technical/Business Support	2.6%	2.6%	2.7%	2.8%	2.7%	2.8%	104
Production/Manual Labor	2.6%	2.4%	2.5%	2.9%	2.6%	2.6%	63
Overall	2.6%	2.6%	2.7%	2.8%	2.8%	2.8%	112
Other Ontario							
Executive	2.1%	2.1%	2.4%	2.3%	2.4%	2.6%	56
Management (Excluding Executives)	2.5%	2.6%	2.7%	2.8%	2.8%	2.9%	124
Professional/Client Management	2.5%	2.5%	2.8%	2.7%	2.8%	2.9%	126
Technical/Business Support	2.4%	2.5%	2.8%	2.7%	2.7%	2.9%	120
Production/Manual Labor	2.3%	2.4%	2.6%	2.4%	2.5%	2.7%	73
Overall	2.5%	2.5%	2.7%	2.7%	2.7%	2.9%	130

*Table continues on next page.*

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES) - BY LOCATION (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Manitoba/Saskatchewan							
Manitoba							
Executive	2.2%	2.1%	2.6%	2.4%	2.4%	2.8%	44
Management (Excluding Executives)	2.5%	2.5%	2.6%	2.8%	2.8%	2.9%	114
Professional/Client Management	2.5%	2.5%	2.6%	2.8%	2.8%	2.9%	115
Technical/Business Support	2.4%	2.5%	2.6%	2.7%	2.7%	2.8%	112
Production/Manual Labor	2.4%	2.5%	2.6%	2.7%	2.8%	2.8%	69
Overall	2.5%	2.5%	2.7%	2.8%	2.8%	2.9%	119
Saskatchewan							
Executive	2.4%	2.4%	2.5%	3.1%	2.9%	2.9%	40
Management (Excluding Executives)	2.7%	2.6%	2.8%	3.2%	3.0%	3.0%	108
Professional/Client Management	2.6%	2.7%	2.7%	3.0%	3.1%	3.0%	108
Technical/Business Support	2.6%	2.6%	2.7%	2.9%	2.9%	3.0%	105
Production/Manual Labor	2.8%	2.7%	2.7%	3.1%	3.0%	3.0%	63
Overall	2.6%	2.6%	2.8%	3.0%	3.0%	3.0%	111
Alberta							
Calgary							
Executive	2.7%	2.6%	2.8%	3.0%	2.9%	3.2%	90
Management (Excluding Executives)	2.7%	2.8%	2.9%	3.1%	3.1%	3.1%	177
Professional/Client Management	2.8%	2.8%	2.9%	3.1%	3.0%	3.1%	180
Technical/Business Support	2.7%	2.7%	2.8%	3.0%	3.0%	3.1%	170
Production/Manual Labor	2.4%	2.7%	2.7%	2.7%	2.9%	3.0%	90
Overall	2.8%	2.8%	2.9%	3.1%	3.0%	3.1%	181
Edmonton							
Executive	2.6%	2.5%	2.6%	2.8%	2.7%	2.8%	60
Management (Excluding Executives)	2.7%	2.7%	2.8%	2.9%	2.9%	3.0%	133
Professional/Client Management	2.7%	2.7%	2.8%	3.0%	2.9%	3.0%	136
Technical/Business Support	2.6%	2.6%	2.7%	2.8%	2.8%	2.9%	130
Production/Manual Labor	2.6%	2.6%	2.7%	2.7%	2.7%	2.8%	71
Overall	2.7%	2.7%	2.8%	2.9%	2.9%	3.0%	138
Northern Alberta/Fort McMurray							
Executive	2.9%	2.5%	2.5%	3.0%	2.6%	2.7%	23
Management (Excluding Executives)	2.8%	2.9%	2.9%	3.1%	3.0%	3.0%	74
Professional/Client Management	2.8%	2.8%	2.9%	3.1%	3.0%	3.1%	75
Technical/Business Support	2.7%	2.7%	2.8%	2.9%	2.9%	2.9%	71
Production/Manual Labor	2.7%	2.9%	3.0%	3.0%	3.0%	3.0%	40
Overall	2.8%	2.8%	2.9%	3.1%	3.0%	3.1%	76

Table continues on next page.

## Salary Increase Budgets and Range Increases

### Salary Increases (continued)

#### AVERAGE SALARY INCREASES IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT GRANTING INCREASES) - BY LOCATION (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	2013 Actual Salary Increases Granted	2014 Salary Increase Budget	2015 Salary Increase Projection	
Alberta (continued)							
Other Alberta							
Executive	2.6%	2.5%	2.3%	2.8%	2.8%	2.8%	40
Management (Excluding Executives)	2.8%	2.8%	2.7%	3.1%	3.2%	3.1%	108
Professional/Client Management	2.8%	2.8%	2.7%	3.2%	3.2%	3.1%	109
Technical/Business Support	2.7%	2.8%	2.7%	3.1%	3.1%	3.0%	106
Production/Manual Labor	2.8%	2.8%	2.8%	3.1%	3.0%	3.0%	64
Overall	2.8%	2.8%	2.7%	3.1%	3.1%	3.1%	111
British Columbia							
Vancouver							
Executive	2.2%	2.4%	2.5%	2.4%	2.6%	2.7%	82
Management (Excluding Executives)	2.4%	2.6%	2.7%	2.8%	2.8%	2.9%	167
Professional/Client Management	2.4%	2.5%	2.6%	2.8%	2.7%	2.8%	166
Technical/Business Support	2.4%	2.5%	2.6%	3.0%	2.7%	2.8%	156
Production/Manual Labor	2.2%	2.3%	2.5%	2.4%	2.5%	2.7%	88
Overall	2.5%	2.5%	2.7%	2.8%	2.8%	2.9%	170
Other British Columbia							
Executive	2.0%	2.0%	2.2%	2.4%	2.3%	2.6%	37
Management (Excluding Executives)	2.6%	2.6%	2.6%	3.0%	2.9%	2.9%	109
Professional/Client Management	2.5%	2.5%	2.6%	2.9%	2.8%	2.9%	109
Technical/Business Support	2.4%	2.5%	2.5%	2.8%	2.8%	2.8%	105
Production/Manual Labor	2.4%	2.3%	2.4%	2.8%	2.6%	2.7%	63
Overall	2.5%	2.5%	2.6%	2.9%	2.8%	2.9%	112
Northern Canada							
Northern Territories/Nunavut/Yukon							
Executive	2.8%	2.1%	2.2%	2.8%	2.4%	2.5%	8
Management (Excluding Executives)	2.5%	2.7%	2.7%	2.5%	2.7%	2.9%	23
Professional/Client Management	2.5%	2.7%	2.7%	2.6%	2.7%	2.9%	22
Technical/Business Support	2.4%	2.6%	2.6%	2.3%	2.5%	2.7%	22
Production/Manual Labor	2.5%	2.6%	2.4%	2.6%	2.6%	2.5%	12
Overall	2.6%	2.7%	2.7%	2.6%	2.7%	2.8%	23



## Salary Increase Budgets and Range Increases

### Hourly Increases

#### PERCENT OF ORGANIZATIONS THAT EMPLOY HOURLY INCUMBENTS

	Organizations That Employ Hourly Incumbents		
	# of Organizations	% of Organizations	# of Responses
<b>Entire Sample Combined</b>	293	72.5%	404
<b>Profit Status</b>			
For-Profit Organizations	269	73.7%	365
Not-For-Profit Organizations	24	61.5%	39
<b>Industry Sector</b>			
Durable Goods Manufacturing	77	77.0%	100
Non-Durable Goods Manufacturing	56	76.7%	73
High Tech	29	69.0%	42
Energy	39	69.6%	56
Retail and Wholesale Trade	38	88.4%	43
Services	101	74.3%	136
Health Care	8	100.0%	8
Banking and Finance	28	65.1%	43
Insurance	11	44.0%	25
<b>Region</b>			
Eastern Canada	41	70.7%	58
Greater Toronto	125	70.6%	177
Other Ontario	42	77.8%	54
Manitoba/Saskatchewan	15	71.4%	21
Alberta	44	74.6%	59
British Columbia	26	74.3%	35
<b>Organization Size</b>			
Under 300 FTEs	76	60.8%	125
300 to 999 FTEs	59	72.8%	81
1,000 to 4,999 FTEs	95	79.8%	119
5,000 FTEs or More	63	79.7%	79

## Salary Increase Budgets and Range Increases

### Hourly Increases (continued)

#### AVERAGE HOURLY RATE INCREASES IN ORGANIZATIONS GRANTING INCREASES - 2014

	2014 Actual Overall Average Increase to Hourly Rates				# of Responses
	P25	P50	P75	Average	
<b>Entire Sample Combined</b>	2.0%	2.7%	3.0%	2.7%	219
<b>Profit Status</b>					
For-Profit Organizations	2.1%	2.8%	3.0%	2.7%	203
Not-For-Profit Organizations	2.0%	2.0%	2.9%	2.2%	16
<b>Industry Sector</b>					
Durable Goods Manufacturing	2.0%	2.8%	3.0%	2.6%	52
Non-Durable Goods Manufacturing	2.0%	2.5%	3.0%	2.6%	40
High Tech	2.5%	3.0%	3.1%	2.9%	22
Energy	3.0%	3.1%	3.5%	3.2%	34
Retail and Wholesale Trade	2.0%	2.5%	3.0%	2.6%	33
Services	2.1%	2.8%	3.0%	2.7%	74
Health Care	2.0%	2.5%	2.8%	2.4%	5
Banking and Finance	2.0%	2.5%	3.0%	2.4%	22
Insurance	1.6%	2.5%	2.9%	2.3%	8
<b>Region</b>					
Eastern Canada	2.0%	2.5%	3.0%	2.5%	31
Greater Toronto	2.0%	2.5%	3.0%	2.5%	96
Other Ontario	2.0%	2.9%	3.0%	2.6%	27
Manitoba/Saskatchewan	1.9%	2.5%	2.8%	2.4%	10
Alberta	3.0%	3.3%	3.5%	3.3%	36
British Columbia	2.0%	2.6%	3.0%	2.7%	19
<b>Organization Size</b>					
Under 300 FTEs	2.5%	3.0%	3.0%	2.9%	60
300 to 999 FTEs	2.0%	2.9%	3.0%	2.7%	42
1,000 --- 4,999 FTEs	2.0%	2.5%	3.0%	2.6%	72
5,000 FTEs or More	2.0%	2.5%	3.0%	2.4%	45

## Salary Increase Budgets and Range Increases

### Hourly Increases (continued)

#### AVERAGE HOURLY RATE INCREASES IN ORGANIZATIONS GRANTING INCREASES - 2015

	2015 Projected Overall Average Increase to Hourly Rates				# of Responses
	P25	P50	P75	Average	
<b>Entire Sample Combined</b>	2.2%	3.0%	3.0%	2.7%	204
<b>Profit Status</b>					
For-Profit Organizations	2.4%	3.0%	3.0%	2.8%	189
Not-For-Profit Organizations	2.0%	2.0%	3.0%	2.3%	15
<b>Industry Sector</b>					
Durable Goods Manufacturing	2.0%	2.8%	3.0%	2.6%	51
Non-Durable Goods Manufacturing	2.5%	3.0%	3.0%	2.7%	39
High Tech	2.6%	3.0%	3.0%	2.9%	21
Energy	3.0%	3.5%	3.9%	3.3%	30
Retail and Wholesale Trade	2.3%	3.0%	3.0%	2.8%	33
Services	2.5%	3.0%	3.0%	2.8%	69
Health Care	2.6%	2.9%	3.0%	2.8%	4
Banking and Finance	2.0%	2.3%	3.0%	2.3%	20
Insurance	2.0%	3.0%	3.0%	2.6%	7
<b>Region</b>					
Eastern Canada	2.1%	2.7%	3.0%	2.6%	28
Greater Toronto	2.0%	3.0%	3.0%	2.6%	90
Other Ontario	2.0%	3.0%	3.0%	2.6%	27
Manitoba/Saskatchewan	2.1%	2.6%	3.0%	2.7%	9
Alberta	3.0%	3.5%	4.0%	3.3%	32
British Columbia	2.2%	2.5%	3.0%	2.5%	18
<b>Organization Size</b>					
Under 300 FTEs	2.6%	3.0%	3.0%	2.9%	56
300 to 999 FTEs	2.1%	3.0%	3.0%	2.8%	41
1,000 --- 4,999 FTEs	2.0%	2.7%	3.0%	2.7%	67
5,000 FTEs or More	2.0%	2.5%	3.0%	2.5%	40

## Salary Increase Budgets and Range Increases

### Performance Ratings and Associated Salary Increases Granted

#### PERFORMANCE RATINGS AND AVERAGE SALARY INCREASES FOR MANAGEMENT (EXCLUDING EXECUTIVES)

	Average % of Incumbents Rated at this Level	Average Salary Increase % Granted
<b>Performance Rating</b>		
Highest Rating	8.6%	4.5%
Above Average Rating	30.4%	3.4%
Average Rating	56.4%	2.5%
Below Average Rating	4.5%	0.6%
# of Responses	277	

#### PERFORMANCE RATINGS AND AVERAGE SALARY INCREASES FOR PROFESSIONAL/CLIENT MANAGEMENT

	Average % of Incumbents Rated at this Level	Average Salary Increase % Granted
<b>Performance Rating</b>		
Highest Rating	6.4%	4.7%
Above Average Rating	25.4%	3.6%
Average Rating	61.9%	2.7%
Below Average Rating	6.3%	0.7%
# of Responses	267	

#### PERFORMANCE RATINGS AND AVERAGE SALARY INCREASES FOR TECHNICAL/BUSINESS SUPPORT

	Average % of Incumbents Rated at this Level	Average Salary % Increase
<b>Performance Rating</b>		
Highest Rating	6.2%	4.5%
Above Average Rating	22.9%	3.5%
Average Rating	64.7%	2.6%
Below Average Rating	6.2%	0.7%
# of Responses	247	

#### PERFORMANCE RATINGS AND AVERAGE SALARY INCREASES FOR PRODUCTION/MANUAL LABOR

	Average % of Incumbents Rated at this Level	Average Salary % Increase
<b>Performance Rating</b>		
Highest Rating	6.8%	4.3%
Above Average Rating	18.1%	3.2%
Average Rating	67.2%	2.5%
Below Average Rating	7.9%	0.7%
# of Responses	117	

## Salary Increase Budgets and Range Increases

# Salary Ranges

## PREVALENCE OF ORGANIZATIONS WITH ESTABLISHED SALARY RANGES

	Organizations With Established Salary Ranges		# of Responses
	# of Organizations	% of Organizations	
<b>Entire Sample Combined</b>	337	83.4%	404
<b>Profit Status</b>			
For-Profit Organizations	301	82.9%	363
Not-For-Profit Organizations	36	87.8%	41
<b>Industry Sector</b>			
Durable Goods Manufacturing	87	84.5%	103
Non-Durable Goods Manufacturing	62	86.1%	72
High Tech	35	81.4%	43
Energy	43	78.2%	55
Retail and Wholesale Trade	34	79.1%	43
Services	111	82.2%	135
Health Care	7	87.5%	8
Banking and Finance	37	88.1%	42
Insurance	24	96.0%	25
<b>Region</b>			
Eastern Canada	46	80.7%	57
Greater Toronto	138	78.9%	175
Other Ontario	49	86.0%	57
Manitoba/Saskatchewan	20	95.2%	21
Alberta	51	87.9%	58
British Columbia	33	91.7%	36
<b>Organization Size</b>			
Under 300 FTEs	97	77.0%	126
300 to 999 FTEs	74	91.4%	81
1,000 to 4,999 FTEs	95	80.5%	118
5,000 FTEs or More	71	89.9%	79

## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### PREVALENCE OF ORGANIZATIONS THAT ADJUSTED SALARY RANGE MIDPOINTS DURING 2013

	Organizations That Adjusted Salary Range Midpoints in 2013		# of Responses
	# of Organizations	% of Organizations	
<b>Entire Sample Combined</b>	243	72.8%	334
<b>Profit Status</b>			
For-Profit Organizations	218	73.2%	298
Not-For-Profit Organizations	25	69.4%	36
<b>Industry Sector</b>			
Durable Goods Manufacturing	69	80.2%	86
Non-Durable Goods Manufacturing	45	72.6%	62
High Tech	27	77.1%	35
Energy	29	67.4%	43
Retail and Wholesale Trade	26	78.8%	33
Services	81	73.0%	111
Health Care	6	100.0%	6
Banking and Finance	24	66.7%	36
Insurance	18	75.0%	24
<b>Region</b>			
Eastern Canada	37	82.2%	45
Greater Toronto	102	73.9%	138
Other Ontario	38	79.2%	48
Manitoba/Saskatchewan	16	84.2%	19
Alberta	31	60.8%	51
British Columbia	19	57.6%	33
<b>Organization Size</b>			
Under 300 FTEs	71	74.0%	96
300 to 999 FTEs	52	71.2%	73
1,000 to 4,999 FTEs	67	71.3%	94
5,000 FTEs or More	53	74.6%	71

## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### PREVALENCE OF ORGANIZATIONS THAT ADJUSTED OR PLAN TO ADJUST SALARY RANGE MIDPOINTS DURING 2014

	Organizations That Adjusted or Plan to Adjust Salary Range Midpoints During 2014		# of Responses
	# of Organizations	% of Organizations	
<b>Entire Sample Combined</b>	249	74.8%	333
<b>Profit Status</b>			
For-Profit Organizations	225	75.8%	297
Not-For-Profit Organizations	24	66.7%	36
<b>Industry Sector</b>			
Durable Goods Manufacturing	69	80.2%	86
Non-Durable Goods Manufacturing	49	79.0%	62
High Tech	29	82.9%	35
Energy	26	60.5%	43
Retail and Wholesale Trade	26	78.8%	33
Services	77	71.3%	108
Health Care	7	100.0%	7
Banking and Finance	28	75.7%	37
Insurance	20	83.3%	24
<b>Region</b>			
Eastern Canada	34	75.6%	45
Greater Toronto	104	75.9%	137
Other Ontario	38	77.6%	49
Manitoba/Saskatchewan	17	85.0%	20
Alberta	36	70.6%	51
British Columbia	20	64.5%	31
<b>Organization Size</b>			
Under 300 FTEs	71	73.2%	97
300 to 999 FTEs	54	74.0%	73
1,000 to 4,999 FTEs	70	75.3%	93
5,000 FTEs or More	54	77.1%	70

## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### PREVALENCE OF ORGANIZATIONS THAT PLAN TO ADJUST SALARY RANGE MIDPOINTS DURING 2015

	Organizations That Plan to Adjust Salary Range Midpoints During 2015		# of Responses
	# of Organizations	% of Organizations	
<b>Entire Sample Combined</b>	258	79.9%	323
<b>Profit Status</b>			
For-Profit Organizations	232	80.8%	287
Not-For-Profit Organizations	26	72.2%	36
<b>Industry Sector</b>			
Durable Goods Manufacturing	67	81.7%	82
Non-Durable Goods Manufacturing	50	83.3%	60
High Tech	28	84.8%	33
Energy	35	83.3%	42
Retail and Wholesale Trade	28	84.8%	33
Services	83	79.8%	104
Health Care	6	100.0%	6
Banking and Finance	27	75.0%	36
Insurance	17	70.8%	24
<b>Region</b>			
Eastern Canada	37	82.2%	45
Greater Toronto	110	82.1%	134
Other Ontario	35	76.1%	46
Manitoba/Saskatchewan	16	84.2%	19
Alberta	40	81.6%	49
British Columbia	20	66.7%	30
<b>Organization Size</b>			
Under 300 FTEs	76	80.9%	94
300 to 999 FTEs	54	77.1%	70
1,000 to 4,999 FTEs	74	79.6%	93
5,000 FTEs or More	54	81.8%	66



## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Entire Sample Combined</b>						
Executive	2.4%	162	2.3%	168	2.2%	157
Management (Excluding Executives)	2.3%	218	2.3%	226	2.2%	208
Professional/Client Management	2.3%	222	2.2%	228	2.2%	207
Technical/Business Support	2.3%	216	2.2%	220	2.2%	201
Production/Manual Labor	2.3%	127	2.2%	133	2.2%	126
Overall	2.3%	228	2.2%	232	2.2%	209
<b>Profit Status</b>						
<b>For-Profit Organizations</b>						
Executive	2.3%	148	2.3%	153	2.2%	143
Management (Excluding Executives)	2.3%	197	2.2%	205	2.2%	187
Professional/Client Management	2.2%	201	2.2%	207	2.2%	186
Technical/Business Support	2.2%	196	2.2%	197	2.2%	181
Production/Manual Labor	2.2%	116	2.2%	121	2.2%	116
Overall	2.3%	206	2.2%	209	2.2%	188
<b>Not-For-Profit Organizations</b>						
Executive	3.4%	14	2.4%	15	2.4%	14
Management (Excluding Executives)	2.8%	21	2.3%	21	2.3%	21
Professional/Client Management	2.9%	21	2.3%	21	2.3%	21
Technical/Business Support	2.6%	20	2.3%	23	2.3%	20
Production/Manual Labor	2.9%	11	2.3%	12	2.3%	10
Overall	2.8%	22	2.1%	23	2.3%	21
<b>Industry Sector</b>						
<b>Durable Goods Manufacturing</b>						
Executive	2.5%	46	2.2%	42	2.2%	41
Management (Excluding Executives)	2.3%	63	2.1%	61	2.2%	56
Professional/Client Management	2.2%	65	2.2%	63	2.1%	55
Technical/Business Support	2.3%	64	2.1%	60	2.1%	53
Production/Manual Labor	2.2%	34	2.0%	34	2.3%	31
Overall	2.3%	66	2.1%	64	2.1%	56
<b>Non-Durable Goods Manufacturing</b>						
Executive	2.3%	33	2.2%	34	2.4%	36
Management (Excluding Executives)	2.4%	42	2.3%	45	2.4%	44
Professional/Client Management	2.4%	44	2.2%	46	2.4%	45
Technical/Business Support	2.3%	43	2.3%	43	2.4%	44
Production/Manual Labor	2.4%	23	2.2%	23	2.5%	25
Overall	2.4%	45	2.2%	46	2.4%	45

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Industry Sector (continued)</b>						
<b>High Tech</b>						
Executive	2.3%	19	2.4%	19	2.0%	14
Management (Excluding Executives)	2.2%	23	2.6%	24	2.4%	20
Professional/Client Management	2.1%	24	2.3%	24	2.2%	19
Technical/Business Support	2.2%	24	2.1%	23	2.2%	19
Production/Manual Labor	2.2%	15	2.4%	14	2.1%	12
Overall	2.1%	25	2.3%	24	2.2%	20
<b>Energy</b>						
Executive	2.2%	23	2.4%	23	2.2%	25
Management (Excluding Executives)	2.3%	25	2.3%	25	2.1%	30
Professional/Client Management	2.3%	27	2.2%	25	2.1%	30
Technical/Business Support	2.2%	25	2.2%	24	2.2%	29
Production/Manual Labor	2.2%	14	2.2%	15	2.1%	17
Overall	2.3%	27	2.2%	25	2.1%	30
<b>Retail and Wholesale Trade</b>						
Executive	2.2%	16	2.5%	18	2.3%	16
Management (Excluding Executives)	2.2%	24	2.2%	26	2.3%	22
Professional/Client Management	2.3%	25	2.1%	26	2.3%	22
Technical/Business Support	2.2%	22	2.2%	23	2.3%	20
Production/Manual Labor	2.2%	13	2.3%	15	2.4%	15
Overall	2.4%	25	2.2%	26	2.3%	22
<b>Services</b>						
Executive	2.4%	52	2.3%	48	2.1%	42
Management (Excluding Executives)	2.2%	70	2.2%	66	2.1%	63
Professional/Client Management	2.3%	69	2.2%	66	2.1%	62
Technical/Business Support	2.2%	72	2.1%	68	2.1%	63
Production/Manual Labor	2.1%	45	2.2%	44	2.0%	42
Overall	2.2%	74	2.2%	67	2.1%	63
<b>Health Care</b>						
Executive	---	3	---	4	---	3
Management (Excluding Executives)	2.9%	6	2.5%	5	---	4
Professional/Client Management	2.9%	6	2.5%	5	---	4
Technical/Business Support	3.3%	5	2.2%	6	---	4
Production/Manual Labor	---	3	---	3	---	2
Overall	3.0%	6	2.3%	6	---	4

*Table continues on next page.*

## Salary Increase Budgets and Range Increases

## Salary Ranges (continued)

AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE  
MIDPOINTS (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Industry Sector (continued)</b>						
<b>Banking and Finance</b>						
Executive	1.9%	13	2.2%	19	1.9%	16
Management (Excluding Executives)	2.1%	22	2.3%	27	1.9%	23
Professional/Client Management	2.1%	20	2.3%	26	2.0%	22
Technical/Business Support	2.0%	20	2.2%	25	2.0%	22
Production/Manual Labor	1.9%	10	2.1%	13	1.9%	10
Overall	2.0%	22	2.1%	27	1.9%	23
<b>Insurance</b>						
Executive	2.5%	12	2.5%	15	2.5%	11
Management (Excluding Executives)	2.5%	16	2.4%	18	2.4%	14
Professional/Client Management	2.5%	16	2.4%	18	2.4%	14
Technical/Business Support	2.5%	16	2.4%	18	2.4%	14
Production/Manual Labor	2.5%	11	2.5%	13	2.4%	12
Overall	2.5%	16	2.4%	18	2.4%	14
<b>Region</b>						
<b>Eastern Canada</b>						
Executive	2.3%	28	2.0%	26	2.2%	28
Management (Excluding Executives)	2.4%	33	2.1%	30	2.3%	32
Professional/Client Management	2.4%	34	2.1%	31	2.3%	33
Technical/Business Support	2.3%	33	2.0%	29	2.3%	32
Production/Manual Labor	2.2%	24	2.0%	22	2.2%	22
Overall	2.3%	35	2.0%	31	2.3%	33
<b>Greater Toronto</b>						
Executive	2.3%	63	2.2%	65	2.1%	63
Management (Excluding Executives)	2.2%	92	2.1%	95	2.1%	87
Professional/Client Management	2.1%	92	2.1%	95	2.1%	85
Technical/Business Support	2.2%	92	2.1%	92	2.1%	84
Production/Manual Labor	2.4%	49	2.2%	54	2.1%	51
Overall	2.2%	96	2.1%	98	2.1%	87
<b>Other Ontario</b>						
Executive	2.8%	27	2.4%	28	2.5%	23
Management (Excluding Executives)	2.5%	34	2.3%	33	2.4%	28
Professional/Client Management	2.5%	34	2.2%	33	2.3%	28
Technical/Business Support	2.4%	31	2.2%	31	2.3%	25
Production/Manual Labor	2.3%	24	2.3%	22	2.7%	20
Overall	2.4%	35	2.2%	34	2.3%	28

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Region (continued)</b>						
<b>Manitoba/Saskatchewan</b>						
Executive	2.5%	12	2.1%	12	2.1%	11
Management (Excluding Executives)	2.8%	16	2.5%	16	2.5%	15
Professional/Client Management	2.5%	16	2.4%	17	2.0%	15
Technical/Business Support	2.5%	16	2.3%	16	2.1%	14
Production/Manual Labor	2.0%	10	1.9%	8	2.2%	10
Overall	2.6%	16	2.1%	17	2.1%	15
<b>Alberta</b>						
Executive	2.3%	20	2.7%	27	2.4%	23
Management (Excluding Executives)	2.3%	27	2.6%	34	2.3%	33
Professional/Client Management	2.3%	28	2.5%	34	2.3%	33
Technical/Business Support	2.3%	27	2.5%	33	2.3%	32
Production/Manual Labor	2.3%	12	2.7%	18	2.5%	15
Overall	2.3%	28	2.5%	34	2.3%	33
<b>British Columbia</b>						
Executive	2.4%	12	2.3%	10	2.2%	9
Management (Excluding Executives)	2.0%	16	2.1%	18	2.1%	13
Professional/Client Management	2.5%	18	2.5%	18	2.1%	13
Technical/Business Support	2.0%	17	2.4%	19	2.0%	14
Production/Manual Labor	1.9%	8	1.8%	9	1.7%	8
Overall	2.4%	18	2.4%	18	2.1%	13

*Table continues on next page.*

## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Organization Size</b>						
<b>Under 300 FTEs</b>						
Executive	2.3%	52	2.4%	55	2.2%	50
Management (Excluding Executives)	2.3%	62	2.3%	67	2.4%	62
Professional/Client Management	2.2%	63	2.3%	66	2.3%	61
Technical/Business Support	2.2%	62	2.2%	63	2.2%	60
Production/Manual Labor	2.3%	38	2.3%	42	2.3%	38
Overall	2.2%	65	2.3%	67	2.2%	62
<b>300 to 999 FTEs</b>						
Executive	2.4%	32	2.1%	34	2.0%	31
Management (Excluding Executives)	2.4%	47	2.2%	49	1.9%	43
Professional/Client Management	2.3%	47	2.1%	50	2.0%	43
Technical/Business Support	2.3%	46	2.1%	48	2.0%	43
Production/Manual Labor	2.3%	24	2.1%	27	1.9%	23
Overall	2.3%	48	2.1%	50	2.0%	44
<b>1,000 to 4,999 FTEs</b>						
Executive	2.5%	44	2.2%	47	2.3%	48
Management (Excluding Executives)	2.4%	64	2.2%	64	2.3%	62
Professional/Client Management	2.4%	64	2.2%	65	2.2%	62
Technical/Business Support	2.4%	63	2.2%	62	2.3%	59
Production/Manual Labor	2.3%	36	2.2%	37	2.5%	39
Overall	2.4%	65	2.1%	66	2.2%	62
<b>5,000 FTEs or More</b>						
Executive	2.4%	34	2.5%	32	2.1%	28
Management (Excluding Executives)	2.2%	45	2.3%	46	2.2%	41
Professional/Client Management	2.3%	48	2.5%	47	2.2%	41
Technical/Business Support	2.2%	45	2.4%	47	2.2%	39
Production/Manual Labor	2.0%	29	2.2%	27	2.1%	26
Overall	2.3%	50	2.3%	49	2.2%	41

## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Entire Sample Combined</b>						
Executive	1.5%	256	1.5%	255	1.6%	223
Management (Excluding Executives)	1.6%	313	1.6%	313	1.7%	272
Professional/Client Management	1.6%	317	1.6%	316	1.7%	273
Technical/Business Support	1.6%	311	1.6%	310	1.6%	268
Production/Manual Labor	1.4%	208	1.4%	206	1.5%	183
Overall	1.6%	319	1.6%	317	1.7%	274
<b>Profit Status</b>						
<b>For-Profit Organizations</b>						
Executive	1.5%	231	1.5%	227	1.6%	198
Management (Excluding Executives)	1.6%	281	1.6%	279	1.7%	242
Professional/Client Management	1.6%	284	1.6%	281	1.7%	242
Technical/Business Support	1.6%	279	1.6%	276	1.6%	238
Production/Manual Labor	1.4%	187	1.5%	183	1.6%	164
Overall	1.6%	286	1.6%	282	1.7%	243
<b>Not-For-Profit Organizations</b>						
Executive	1.9%	25	1.3%	28	1.3%	25
Management (Excluding Executives)	1.8%	32	1.4%	34	1.6%	30
Professional/Client Management	1.8%	33	1.4%	35	1.5%	31
Technical/Business Support	1.6%	32	1.6%	34	1.5%	30
Production/Manual Labor	1.5%	21	1.2%	23	1.2%	19
Overall	1.8%	33	1.4%	35	1.5%	31
<b>Industry Sector</b>						
<b>Durable Goods Manufacturing</b>						
Executive	1.9%	62	1.6%	59	1.7%	54
Management (Excluding Executives)	1.8%	82	1.6%	79	1.7%	71
Professional/Client Management	1.8%	83	1.7%	81	1.6%	71
Technical/Business Support	1.8%	83	1.5%	81	1.6%	71
Production/Manual Labor	1.5%	49	1.5%	47	1.6%	45
Overall	1.8%	83	1.6%	81	1.6%	71
<b>Non-Durable Goods Manufacturing</b>						
Executive	1.4%	53	1.5%	50	1.8%	48
Management (Excluding Executives)	1.7%	59	1.8%	58	1.9%	54
Professional/Client Management	1.7%	61	1.7%	59	1.9%	55
Technical/Business Support	1.7%	60	1.7%	57	1.9%	54
Production/Manual Labor	1.4%	38	1.5%	35	1.8%	35
Overall	1.8%	62	1.7%	59	1.9%	55

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS) (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Industry Sector (continued)</b>						
<b>High Tech</b>						
Executive	1.7%	26	2.0%	23	1.5%	19
Management (Excluding Executives)	1.5%	33	2.1%	30	2.0%	25
Professional/Client Management	1.5%	33	1.9%	30	1.6%	25
Technical/Business Support	1.6%	33	1.6%	30	1.7%	25
Production/Manual Labor	1.5%	22	1.8%	19	1.4%	18
Overall	1.6%	33	1.8%	30	1.7%	25
<b>Energy</b>						
Executive	1.4%	36	1.5%	37	1.7%	32
Management (Excluding Executives)	1.4%	40	1.4%	41	1.8%	36
Professional/Client Management	1.5%	41	1.3%	42	1.7%	37
Technical/Business Support	1.4%	39	1.3%	40	1.8%	35
Production/Manual Labor	1.1%	27	1.2%	28	1.5%	23
Overall	1.5%	41	1.3%	42	1.7%	37
<b>Retail and Wholesale Trade</b>						
Executive	1.5%	23	1.8%	25	1.8%	20
Management (Excluding Executives)	1.7%	31	1.7%	33	1.9%	27
Professional/Client Management	1.8%	32	1.7%	33	1.9%	27
Technical/Business Support	1.6%	29	1.7%	31	1.8%	25
Production/Manual Labor	1.5%	19	1.6%	21	2.0%	18
Overall	1.8%	32	1.7%	33	1.9%	27
<b>Services</b>						
Executive	1.6%	81	1.4%	77	1.4%	63
Management (Excluding Executives)	1.5%	102	1.4%	99	1.6%	84
Professional/Client Management	1.5%	103	1.4%	99	1.5%	84
Technical/Business Support	1.5%	103	1.4%	99	1.6%	84
Production/Manual Labor	1.3%	73	1.4%	68	1.4%	59
Overall	1.6%	104	1.4%	99	1.6%	84
<b>Health Care</b>						
Executive	2.8%	5	2.1%	5	---	4
Management (Excluding Executives)	2.9%	6	2.1%	6	---	4
Professional/Client Management	2.9%	6	2.1%	6	---	4
Technical/Business Support	2.8%	6	2.2%	6	---	4
Production/Manual Labor	---	4	---	4	---	3
Overall	3.0%	6	2.3%	6	---	4

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## Salary Increase Budgets and Range Increases

## Salary Ranges (continued)

## AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS) (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Industry Sector (continued)</b>						
<b>Banking and Finance</b>						
Executive	0.9%	26	1.5%	29	1.2%	26
Management (Excluding Executives)	1.3%	34	1.7%	36	1.4%	32
Professional/Client Management	1.3%	33	1.7%	35	1.4%	31
Technical/Business Support	1.2%	33	1.6%	35	1.4%	31
Production/Manual Labor	1.1%	18	1.4%	20	1.1%	17
Overall	1.3%	34	1.6%	36	1.4%	32
<b>Insurance</b>						
Executive	1.7%	18	2.0%	19	1.6%	17
Management (Excluding Executives)	1.8%	22	1.7%	23	1.6%	21
Professional/Client Management	1.8%	22	1.7%	23	1.6%	21
Technical/Business Support	1.8%	22	1.7%	23	1.6%	21
Production/Manual Labor	1.6%	17	1.8%	18	1.7%	17
Overall	1.8%	22	1.7%	23	1.6%	21
<b>Region</b>						
<b>Eastern Canada</b>						
Executive	1.8%	36	1.5%	36	1.7%	35
Management (Excluding Executives)	1.9%	41	1.5%	41	1.8%	40
Professional/Client Management	1.9%	42	1.5%	42	1.8%	41
Technical/Business Support	1.8%	42	1.4%	41	1.8%	40
Production/Manual Labor	1.6%	32	1.4%	31	1.6%	30
Overall	1.9%	43	1.5%	42	1.8%	41
<b>Greater Toronto</b>						
Executive	1.4%	102	1.4%	102	1.5%	87
Management (Excluding Executives)	1.5%	130	1.5%	130	1.6%	111
Professional/Client Management	1.5%	131	1.5%	131	1.6%	110
Technical/Business Support	1.6%	130	1.5%	130	1.6%	109
Production/Manual Labor	1.4%	83	1.4%	83	1.5%	73
Overall	1.6%	132	1.5%	132	1.6%	111
<b>Other Ontario</b>						
Executive	1.9%	40	1.7%	40	1.6%	35
Management (Excluding Executives)	1.9%	45	1.7%	45	1.7%	39
Professional/Client Management	1.9%	45	1.6%	45	1.7%	39
Technical/Business Support	1.7%	43	1.6%	43	1.5%	38
Production/Manual Labor	1.7%	32	1.6%	32	1.9%	29
Overall	1.9%	45	1.6%	45	1.7%	39

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS) (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Region (continued)</b>						
<b>Manitoba/Saskatchewan</b>						
Executive	2.0%	15	1.6%	16	1.5%	15
Management (Excluding Executives)	2.4%	19	2.0%	20	2.1%	18
Professional/Client Management	2.1%	19	2.1%	20	1.7%	18
Technical/Business Support	2.1%	19	1.8%	20	1.6%	18
Production/Manual Labor	1.8%	11	1.4%	11	1.8%	12
Overall	2.2%	19	1.8%	20	1.7%	18
<b>Alberta</b>						
Executive	1.1%	40	1.8%	41	1.6%	34
Management (Excluding Executives)	1.3%	48	1.8%	49	1.8%	42
Professional/Client Management	1.4%	48	1.8%	49	1.8%	42
Technical/Business Support	1.3%	47	1.7%	48	1.8%	41
Production/Manual Labor	0.9%	30	1.5%	31	1.5%	25
Overall	1.3%	48	1.7%	49	1.8%	42
<b>British Columbia</b>						
Executive	1.2%	23	1.1%	20	1.1%	17
Management (Excluding Executives)	1.1%	30	1.4%	28	1.3%	22
Professional/Client Management	1.4%	32	1.5%	29	1.2%	23
Technical/Business Support	1.1%	30	1.6%	28	1.3%	22
Production/Manual Labor	0.8%	20	0.9%	18	1.0%	14
Overall	1.4%	32	1.5%	29	1.2%	23

*Table continues on next page.*

## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS) (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Organization Size</b>						
<b>Under 300 FTEs</b>						
Executive	1.6%	76	1.6%	80	1.7%	66
Management (Excluding Executives)	1.6%	89	1.6%	94	1.8%	80
Professional/Client Management	1.6%	89	1.5%	93	1.7%	79
Technical/Business Support	1.6%	88	1.5%	92	1.7%	78
Production/Manual Labor	1.5%	59	1.5%	63	1.7%	52
Overall	1.6%	90	1.6%	94	1.7%	80
<b>300 to 999 FTEs</b>						
Executive	1.4%	54	1.3%	55	1.3%	49
Management (Excluding Executives)	1.6%	68	1.6%	68	1.4%	59
Professional/Client Management	1.6%	69	1.5%	69	1.4%	60
Technical/Business Support	1.6%	67	1.5%	67	1.5%	59
Production/Manual Labor	1.3%	44	1.3%	44	1.1%	40
Overall	1.6%	69	1.5%	69	1.5%	60
<b>1,000 to 4,999 FTEs</b>						
Executive	1.5%	73	1.5%	70	1.7%	66
Management (Excluding Executives)	1.7%	92	1.6%	88	1.7%	81
Professional/Client Management	1.6%	92	1.6%	89	1.7%	81
Technical/Business Support	1.6%	91	1.5%	88	1.7%	80
Production/Manual Labor	1.4%	60	1.4%	57	1.8%	55
Overall	1.7%	92	1.5%	89	1.7%	81
<b>5,000 FTEs or More</b>						
Executive	1.5%	53	1.6%	50	1.4%	42
Management (Excluding Executives)	1.5%	64	1.7%	63	1.7%	52
Professional/Client Management	1.6%	67	1.8%	65	1.7%	53
Technical/Business Support	1.5%	65	1.8%	63	1.7%	51
Production/Manual Labor	1.3%	45	1.4%	42	1.5%	36
Overall	1.7%	68	1.8%	65	1.7%	53

## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS - BY INDUSTRY

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Durable Goods Manufacturing</b>						
<b>Aerospace and Defense</b>						
Executive	---	2	---	4	---	3
Management (Excluding Executives)	2.2%	5	1.9%	9	2.0%	6
Professional/Client Management	2.2%	5	1.9%	9	2.0%	6
Technical/Business Support	2.2%	5	1.9%	9	2.0%	6
Production/Manual Labor	---	2	2.1%	6	---	3
Overall	2.2%	5	1.9%	9	2.0%	6
<b>Computer Hardware and Office Equipment</b>						
Executive	2.2%	5	1.9%	5	---	4
Management (Excluding Executives)	2.1%	6	1.9%	6	1.8%	5
Professional/Client Management	2.1%	6	1.9%	6	1.8%	5
Technical/Business Support	2.1%	6	1.9%	6	1.8%	5
Production/Manual Labor	---	4	---	4	---	4
Overall	2.1%	6	1.9%	6	1.8%	5
<b>Consumer Products - Durable</b>						
Executive	2.7%	9	2.2%	8	2.2%	9
Management (Excluding Executives)	2.5%	12	2.1%	10	2.1%	11
Professional/Client Management	2.4%	12	1.9%	11	2.1%	11
Technical/Business Support	2.4%	12	1.9%	11	2.1%	11
Production/Manual Labor	2.6%	5	---	4	2.2%	5
Overall	2.4%	12	1.9%	11	2.1%	11
<b>Electronic, Electrical and Scientific Equipment and Component</b>						
Executive	2.6%	7	2.3%	8	2.3%	5
Management (Excluding Executives)	2.2%	8	2.9%	11	3.4%	6
Professional/Client Management	2.2%	8	2.3%	11	2.3%	6
Technical/Business Support	2.2%	7	1.8%	10	2.3%	5
Production/Manual Labor	2.4%	6	2.1%	7	2.3%	5
Overall	2.2%	8	2.3%	11	2.3%	6
<b>Forestry and Paper Products</b>						
Executive	---	2	---	2	---	1
Management (Excluding Executives)	---	3	---	3	---	2
Professional/Client Management	---	3	---	3	---	2
Technical/Business Support	---	3	---	3	---	2
Production/Manual Labor	---	1	---	1	---	1
Overall	---	3	---	3	---	2

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS - BY INDUSTRY (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Durable Goods Manufacturing (continued)</b>						
<b>Industrial Manufacturing</b>						
Executive	2.7%	15	2.2%	13	2.3%	12
Management (Excluding Executives)	2.8%	20	1.9%	17	2.1%	15
Professional/Client Management	2.5%	20	2.1%	18	2.0%	15
Technical/Business Support	2.7%	19	2.1%	16	2.1%	13
Production/Manual Labor	2.4%	10	2.1%	9	2.7%	9
Overall	2.7%	20	1.9%	19	2.0%	15
<b>Medical Equipment and Supplies</b>						
Executive	2.9%	6	2.7%	5	2.1%	5
Management (Excluding Executives)	2.7%	7	2.3%	7	2.1%	7
Professional/Client Management	2.4%	8	2.3%	7	2.1%	7
Technical/Business Support	2.7%	7	1.9%	7	2.1%	7
Production/Manual Labor	---	3	---	3	---	3
Overall	2.6%	8	2.2%	7	2.1%	7
<b>Metals and Mining</b>						
Executive	2.4%	6	2.1%	5	2.4%	6
Management (Excluding Executives)	2.8%	9	2.0%	8	2.1%	8
Professional/Client Management	2.3%	10	3.0%	10	2.1%	8
Technical/Business Support	2.8%	10	2.9%	10	2.1%	8
Production/Manual Labor	2.1%	5	1.9%	5	---	4
Overall	2.6%	10	2.8%	10	2.1%	8
<b>Transportation Vehicles and Equipment Including Parts</b>						
Executive	2.1%	8	2.0%	5	2.0%	8
Management (Excluding Executives)	1.9%	10	1.9%	7	2.1%	9
Professional/Client Management	1.9%	10	2.0%	7	2.1%	9
Technical/Business Support	1.9%	10	2.1%	7	2.1%	9
Production/Manual Labor	1.8%	6	---	4	2.1%	5
Overall	1.9%	10	1.9%	7	2.1%	9
<b>Semiconductors</b>						
Executive	---	0	---	0	---	0
Management (Excluding Executives)	---	2	---	2	---	2
Professional/Client Management	---	2	---	2	---	1
Technical/Business Support	---	3	---	1	---	1
Production/Manual Labor	---	1	---	0	---	0
Overall	---	3	---	2	---	2

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS - BY INDUSTRY (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Nondurable Goods Manufacturing</b>						
<b>Chemicals</b>						
Executive	2.3%	11	2.4%	14	2.6%	13
Management (Excluding Executives)	2.1%	15	2.2%	18	2.4%	16
Professional/Client Management	2.1%	15	2.2%	18	2.4%	16
Technical/Business Support	2.1%	15	2.2%	18	2.4%	16
Production/Manual Labor	2.2%	8	2.4%	9	2.7%	8
Overall	2.1%	15	2.2%	18	2.4%	16
<b>Consumer Products - Nondurable</b>						
Executive	2.2%	9	2.2%	8	2.1%	7
Management (Excluding Executives)	2.4%	11	2.4%	10	2.3%	10
Professional/Client Management	2.3%	11	2.5%	10	2.3%	10
Technical/Business Support	2.5%	12	2.6%	10	2.3%	10
Production/Manual Labor	---	4	---	4	---	4
Overall	2.5%	12	2.4%	10	2.3%	10
<b>Food and Beverage Processing and Production</b>						
Executive	2.7%	6	2.2%	6	2.6%	8
Management (Excluding Executives)	3.1%	10	2.6%	11	2.5%	10
Professional/Client Management	2.9%	10	2.1%	11	2.5%	10
Technical/Business Support	2.6%	9	2.3%	9	2.5%	10
Production/Manual Labor	---	4	---	4	2.8%	5
Overall	2.9%	10	2.0%	11	2.5%	10
<b>Pharmaceuticals and Biotechnology</b>						
Executive	1.9%	9	2.0%	8	2.2%	9
Management (Excluding Executives)	1.9%	9	1.9%	9	2.2%	10
Professional/Client Management	2.2%	11	2.0%	10	2.2%	11
Technical/Business Support	2.1%	10	1.9%	9	2.2%	10
Production/Manual Labor	2.3%	7	2.0%	6	2.2%	8
Overall	2.2%	11	2.0%	10	2.2%	11
<b>High Tech</b>						
<b>Computer Hardware and Office Equipment</b>						
Executive	2.2%	5	1.9%	5	---	4
Management (Excluding Executives)	2.1%	6	1.9%	6	1.8%	5
Professional/Client Management	2.1%	6	1.9%	6	1.8%	5
Technical/Business Support	2.1%	6	1.9%	6	1.8%	5
Production/Manual Labor	---	4	---	4	---	4
Overall	2.1%	6	1.9%	6	1.8%	5

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS - BY INDUSTRY (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>High Tech (continued)</b>						
<b>Electronic, Electrical and Scientific Equipment and Component</b>						
Executive	2.6%	7	2.3%	8	2.3%	5
Management (Excluding Executives)	2.2%	8	2.9%	11	3.4%	6
Professional/Client Management	2.2%	8	2.3%	11	2.3%	6
Technical/Business Support	2.2%	7	1.8%	10	2.3%	5
Production/Manual Labor	2.4%	6	2.1%	7	2.3%	5
Overall	2.2%	8	2.3%	11	2.3%	6
<b>Industrial Manufacturing</b>						
Executive	2.7%	15	2.2%	13	2.3%	12
Management (Excluding Executives)	2.8%	20	1.9%	17	2.1%	15
Professional/Client Management	2.5%	20	2.1%	18	2.0%	15
Technical/Business Support	2.7%	19	2.1%	16	2.1%	13
Production/Manual Labor	2.4%	10	2.1%	9	2.7%	9
Overall	2.7%	20	1.9%	19	2.0%	15
<b>Medical Equipment and Supplies</b>						
Executive	2.9%	6	2.7%	5	2.1%	5
Management (Excluding Executives)	2.7%	7	2.3%	7	2.1%	7
Professional/Client Management	2.4%	8	2.3%	7	2.1%	7
Technical/Business Support	2.7%	7	1.9%	7	2.1%	7
Production/Manual Labor	---	3	---	3	---	3
Overall	2.6%	8	2.2%	7	2.1%	7
<b>Semiconductors</b>						
Executive	---	0	---	0	---	0
Management (Excluding Executives)	---	2	---	2	---	2
Professional/Client Management	---	2	---	2	---	1
Technical/Business Support	---	3	---	1	---	1
Production/Manual Labor	---	1	---	0	---	0
Overall	---	3	---	2	---	2
<b>Software Products and Services</b>						
Executive	2.1%	8	2.5%	9	1.7%	7
Management (Excluding Executives)	2.1%	8	2.5%	9	1.7%	7
Professional/Client Management	2.1%	8	2.5%	9	1.7%	7
Technical/Business Support	2.1%	8	2.5%	9	1.7%	7
Production/Manual Labor	2.2%	5	2.5%	7	1.7%	6
Overall	2.1%	8	2.5%	9	1.7%	7

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS - BY INDUSTRY (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>High Tech (continued)</b>						
<b>Telecommunications and Network Products and Services</b>						
Executive	---	3	---	2	---	2
Management (Excluding Executives)	---	3	---	2	---	4
Professional/Client Management	---	4	---	2	---	3
Technical/Business Support	---	4	---	2	---	4
Production/Manual Labor	---	3	---	2	---	2
Overall	2.6%	5	---	2	---	4
<b>Energy</b>						
<b>Energy Services and Utilities</b>						
Executive	2.2%	15	2.3%	15	2.3%	15
Management (Excluding Executives)	2.3%	17	2.3%	17	2.2%	19
Professional/Client Management	2.3%	18	2.3%	17	2.2%	19
Technical/Business Support	2.2%	16	2.3%	16	2.2%	18
Production/Manual Labor	1.9%	8	2.2%	11	2.0%	10
Overall	2.3%	18	2.3%	17	2.2%	19
<b>Oil and Gas</b>						
Executive	2.2%	9	2.6%	9	2.0%	11
Management (Excluding Executives)	2.2%	10	2.2%	10	2.0%	14
Professional/Client Management	2.2%	11	2.0%	10	2.0%	14
Technical/Business Support	2.3%	11	2.0%	10	2.0%	14
Production/Manual Labor	2.4%	7	2.2%	5	2.1%	8
Overall	2.2%	11	2.0%	10	2.0%	14
<b>Retail and Wholesale Trade</b>						
<b>Retail Trade</b>						
Executive	2.1%	16	2.5%	17	2.2%	15
Management (Excluding Executives)	2.1%	21	2.3%	22	2.3%	19
Professional/Client Management	2.4%	22	2.2%	22	2.3%	19
Technical/Business Support	2.2%	19	2.3%	20	2.3%	17
Production/Manual Labor	2.1%	13	2.3%	14	2.3%	14
Overall	2.4%	22	2.3%	22	2.3%	19
<b>Wholesale Trade</b>						
Executive	2.8%	5	3.8%	5	2.5%	5
Management (Excluding Executives)	2.5%	8	2.4%	8	2.3%	7
Professional/Client Management	2.4%	8	2.2%	8	2.3%	7
Technical/Business Support	2.4%	8	2.4%	7	2.3%	7
Production/Manual Labor	---	3	---	3	---	4
Overall	2.4%	8	2.3%	8	2.3%	7

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS - BY INDUSTRY (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Services</b>						
<b>Agribusiness and Agriculture</b>						
Executive	2.3%	6	---	4	2.3%	5
Management (Excluding Executives)	2.1%	9	2.1%	7	2.1%	8
Professional/Client Management	2.1%	9	2.1%	7	2.1%	8
Technical/Business Support	2.1%	9	2.2%	7	2.2%	8
Production/Manual Labor	2.1%	7	---	4	2.3%	6
Overall	2.1%	9	2.1%	7	2.2%	8
<b>Associations, Foundations, Education and Government</b>						
Executive	3.7%	8	2.2%	7	2.2%	5
Management (Excluding Executives)	3.7%	8	2.3%	8	2.2%	7
Professional/Client Management	3.7%	8	2.3%	8	2.2%	7
Technical/Business Support	3.0%	8	2.2%	9	2.3%	6
Production/Manual Labor	3.2%	6	2.1%	6	---	4
Overall	3.3%	9	2.2%	9	2.2%	7
<b>Business and Technical Consulting Services</b>						
Executive	2.0%	7	2.8%	8	2.3%	7
Management (Excluding Executives)	2.1%	10	2.5%	11	2.3%	10
Professional/Client Management	2.1%	10	2.5%	11	2.3%	10
Technical/Business Support	1.9%	11	2.2%	12	2.1%	11
Production/Manual Labor	2.0%	7	2.5%	8	2.1%	8
Overall	2.0%	11	2.4%	11	2.3%	10
<b>Business Support Services</b>						
Executive	1.8%	5	1.6%	5	1.7%	5
Management (Excluding Executives)	1.8%	7	1.7%	7	1.7%	7
Professional/Client Management	1.9%	6	1.7%	7	1.7%	7
Technical/Business Support	1.8%	7	1.7%	7	1.7%	7
Production/Manual Labor	1.9%	6	1.7%	6	1.8%	6
Overall	1.8%	7	1.7%	7	1.7%	7
<b>Construction</b>						
Executive	---	2	---	1	---	2
Management (Excluding Executives)	---	3	---	2	---	4
Professional/Client Management	---	3	---	2	---	4
Technical/Business Support	---	4	---	3	1.6%	5
Production/Manual Labor	---	2	---	2	---	2
Overall	---	3	---	2	---	4

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS - BY INDUSTRY (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Services (continued)</b>						
<b>Consumer Real Estate Services</b>						
Executive	---	0	---	0	---	0
Management (Excluding Executives)	---	0	---	0	---	0
Professional/Client Management	---	0	---	0	---	0
Technical/Business Support	---	0	---	0	---	0
Production/Manual Labor	---	0	---	0	---	0
Overall	---	0	---	0	---	0
<b>Consumer Support Services</b>						
Executive	---	2	---	2	---	1
Management (Excluding Executives)	---	2	---	3	---	2
Professional/Client Management	---	2	---	3	---	2
Technical/Business Support	---	2	---	3	---	2
Production/Manual Labor	---	1	---	2	---	2
Overall	---	2	---	3	---	2
<b>E-commerce Services</b>						
Executive	---	1	---	2	---	2
Management (Excluding Executives)	---	1	---	2	---	2
Professional/Client Management	---	1	---	2	---	2
Technical/Business Support	---	1	---	2	---	2
Production/Manual Labor	---	1	---	2	---	2
Overall	---	1	---	2	---	2
<b>Leisure and Hospitality</b>						
Executive	---	4	---	4	---	4
Management (Excluding Executives)	---	4	2.4%	5	2.3%	5
Professional/Client Management	---	4	2.4%	5	2.3%	5
Technical/Business Support	---	4	2.4%	5	2.3%	5
Production/Manual Labor	---	3	---	4	2.3%	5
Overall	---	4	2.4%	5	2.3%	5
<b>Media and Entertainment</b>						
Executive	2.3%	7	2.0%	7	2.0%	8
Management (Excluding Executives)	2.1%	10	2.0%	9	2.0%	11
Professional/Client Management	2.5%	11	1.9%	9	2.0%	11
Technical/Business Support	2.2%	11	1.9%	9	2.0%	11
Production/Manual Labor	1.9%	7	2.1%	7	2.1%	7
Overall	2.5%	12	1.9%	9	2.0%	11

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS - BY INDUSTRY (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Services (continued)</b>						
<b>Real Estate Holdings, Development and Trusts</b>						
Executive	---	1	---	1	---	1
Management (Excluding Executives)	---	1	---	1	---	1
Professional/Client Management	---	1	---	1	---	1
Technical/Business Support	---	2	---	2	---	2
Production/Manual Labor	---	1	---	1	---	1
Overall	---	1	---	1	---	1
<b>Software Products and Services</b>						
Executive	2.1%	8	2.5%	9	1.7%	7
Management (Excluding Executives)	2.1%	8	2.5%	9	1.7%	7
Professional/Client Management	2.1%	8	2.5%	9	1.7%	7
Technical/Business Support	2.1%	8	2.5%	9	1.7%	7
Production/Manual Labor	2.2%	5	2.5%	7	1.7%	6
Overall	2.1%	8	2.5%	9	1.7%	7
<b>Telecommunications and Network Products and Services</b>						
Executive	---	3	---	2	---	2
Management (Excluding Executives)	---	3	---	2	---	4
Professional/Client Management	---	4	---	2	---	3
Technical/Business Support	---	4	---	2	---	4
Production/Manual Labor	---	3	---	2	---	2
Overall	2.6%	5	---	2	---	4
<b>Transportation Services</b>						
Executive	---	4	---	3	---	4
Management (Excluding Executives)	2.1%	6	2.5%	5	---	4
Professional/Client Management	2.3%	6	2.5%	5	---	4
Technical/Business Support	2.3%	6	2.5%	5	---	4
Production/Manual Labor	---	2	---	1	---	2
Overall	2.2%	6	2.4%	5	---	4
<b>Services - Not Classified Elsewhere</b>						
Executive	2.7%	7	2.3%	6	---	2
Management (Excluding Executives)	2.0%	13	1.9%	11	1.7%	7
Professional/Client Management	2.0%	12	1.9%	11	1.7%	7
Technical/Business Support	2.1%	12	1.9%	11	1.7%	7
Production/Manual Labor	2.0%	8	1.9%	8	1.7%	5
Overall	2.1%	12	1.9%	11	1.7%	7

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS - BY INDUSTRY (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Health Care</b>						
<b>Health Care Services</b>						
Executive	---	3	---	4	---	3
Management (Excluding Executives)	2.9%	6	2.5%	5	---	4
Professional/Client Management	2.9%	6	2.5%	5	---	4
Technical/Business Support	3.3%	5	2.2%	6	---	4
Production/Manual Labor	---	3	---	3	---	2
Overall	3.0%	6	2.3%	6	---	4
<b>Banking and Finance</b>						
<b>Banking</b>						
Executive	2.2%	5	2.4%	10	2.0%	7
Management (Excluding Executives)	2.5%	10	2.4%	15	2.0%	10
Professional/Client Management	2.5%	10	2.5%	15	2.1%	10
Technical/Business Support	2.3%	9	2.4%	14	2.1%	10
Production/Manual Labor	2.3%	5	2.2%	8	2.0%	7
Overall	2.3%	10	2.3%	15	2.0%	10
<b>Finance (Excluding Banking and Insurance)</b>						
Executive	1.8%	10	2.1%	13	1.9%	12
Management (Excluding Executives)	1.8%	15	2.1%	17	1.9%	16
Professional/Client Management	1.8%	13	2.1%	16	1.9%	15
Technical/Business Support	1.8%	14	2.1%	16	1.9%	15
Production/Manual Labor	1.8%	7	2.2%	8	1.9%	6
Overall	1.8%	15	2.0%	17	1.9%	16
<b>Insurance</b>						
<b>General/Property and Casualty Insurance</b>						
Executive	2.5%	9	2.5%	10	2.4%	9
Management (Excluding Executives)	2.5%	10	2.5%	11	2.4%	10
Professional/Client Management	2.4%	10	2.5%	11	2.4%	10
Technical/Business Support	2.5%	10	2.5%	11	2.4%	10
Production/Manual Labor	2.5%	8	2.5%	10	2.4%	10
Overall	2.5%	10	2.5%	11	2.4%	10
<b>Life and Health Insurance</b>						
Executive	---	4	2.5%	6	---	3
Management (Excluding Executives)	2.6%	6	2.4%	7	---	4
Professional/Client Management	2.6%	6	2.4%	7	---	4
Technical/Business Support	2.6%	6	2.4%	7	---	4
Production/Manual Labor	---	4	---	4	---	3
Overall	2.6%	6	2.4%	7	---	4

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS - BY INDUSTRY (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Insurance (continued)</b>						
<b>Reinsurance</b>						
Executive	---	0	---	0	---	0
Management (Excluding Executives)	---	2	---	2	---	2
Professional/Client Management	---	2	---	2	---	2
Technical/Business Support	---	2	---	2	---	2
Production/Manual Labor	---	1	---	1	---	1
Overall	---	2	---	2	---	2

## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS) - BY INDUSTRY

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Durable Goods Manufacturing</b>						
<b>Aerospace and Defense</b>						
Executive	0.9%	6	1.4%	6	1.1%	6
Management (Excluding Executives)	1.2%	9	1.9%	9	1.4%	9
Professional/Client Management	1.2%	9	1.9%	9	1.4%	9
Technical/Business Support	1.2%	9	1.9%	9	1.4%	9
Production/Manual Labor	0.9%	6	2.1%	6	1.1%	6
Overall	1.2%	9	1.9%	9	1.4%	9
<b>Computer Hardware and Office Equipment</b>						
Executive	2.2%	5	1.9%	5	---	4
Management (Excluding Executives)	2.1%	6	1.9%	6	1.8%	5
Professional/Client Management	2.1%	6	1.9%	6	1.8%	5
Technical/Business Support	2.1%	6	1.9%	6	1.8%	5
Production/Manual Labor	---	4	---	4	---	4
Overall	2.1%	6	1.9%	6	1.8%	5
<b>Consumer Products - Durable</b>						
Executive	2.5%	10	1.7%	10	2.2%	9
Management (Excluding Executives)	2.3%	13	1.7%	12	2.1%	11
Professional/Client Management	2.2%	13	1.6%	13	2.1%	11
Technical/Business Support	2.2%	13	1.6%	13	2.1%	11
Production/Manual Labor	2.6%	5	1.9%	5	2.2%	5
Overall	2.2%	13	1.6%	13	2.1%	11
<b>Electronic, Electrical and Scientific Equipment and Component</b>						
Executive	2.3%	8	2.3%	8	1.9%	6
Management (Excluding Executives)	1.6%	11	2.9%	11	2.6%	8
Professional/Client Management	1.6%	11	2.3%	11	1.7%	8
Technical/Business Support	1.4%	11	1.6%	11	1.4%	8
Production/Manual Labor	2.0%	7	2.1%	7	1.6%	7
Overall	1.6%	11	2.3%	11	1.7%	8
<b>Forestry and Paper Products</b>						
Executive	---	2	---	2	---	1
Management (Excluding Executives)	---	4	---	4	---	3
Professional/Client Management	---	4	---	4	---	3
Technical/Business Support	---	4	---	4	---	3
Production/Manual Labor	---	2	---	2	---	2
Overall	---	4	---	4	---	3

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS) - BY INDUSTRY (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Durable Goods Manufacturing (continued)</b>						
<b>Industrial Manufacturing</b>						
Executive	2.3%	18	1.5%	19	1.6%	17
Management (Excluding Executives)	2.3%	24	1.4%	24	1.5%	21
Professional/Client Management	2.1%	24	1.5%	25	1.5%	21
Technical/Business Support	2.2%	24	1.3%	25	1.3%	21
Production/Manual Labor	2.0%	12	1.4%	13	1.9%	13
Overall	2.2%	24	1.4%	25	1.4%	21
<b>Medical Equipment and Supplies</b>						
Executive	2.2%	8	1.9%	7	1.8%	6
Management (Excluding Executives)	1.9%	10	1.8%	9	1.8%	8
Professional/Client Management	1.9%	10	1.8%	9	1.8%	8
Technical/Business Support	1.9%	10	1.5%	9	1.8%	8
Production/Manual Labor	2.1%	5	---	4	---	4
Overall	2.1%	10	1.7%	9	1.8%	8
<b>Metals and Mining</b>						
Executive	1.6%	9	1.2%	9	1.6%	9
Management (Excluding Executives)	2.1%	12	1.2%	13	1.6%	11
Professional/Client Management	1.8%	13	2.2%	14	1.6%	11
Technical/Business Support	2.1%	13	2.0%	14	1.6%	11
Production/Manual Labor	1.5%	7	1.2%	8	1.3%	7
Overall	2.0%	13	2.0%	14	1.6%	11
<b>Transportation Vehicles and Equipment Including Parts</b>						
Executive	1.5%	11	1.0%	10	1.8%	9
Management (Excluding Executives)	1.6%	12	1.2%	11	1.9%	10
Professional/Client Management	1.6%	12	1.3%	11	1.9%	10
Technical/Business Support	1.6%	12	1.4%	11	1.9%	10
Production/Manual Labor	1.4%	8	1.1%	7	1.8%	6
Overall	1.6%	12	1.2%	11	1.9%	10
<b>Semiconductors</b>						
Executive	---	2	---	1	---	1
Management (Excluding Executives)	0.4%	5	---	4	---	3
Professional/Client Management	0.4%	5	---	4	---	3
Technical/Business Support	1.0%	5	---	4	---	3
Production/Manual Labor	---	3	---	2	---	2
Overall	0.8%	5	---	4	---	3

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS) - BY INDUSTRY (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Nondurable Goods Manufacturing</b>						
<b>Chemicals</b>						
Executive	1.4%	18	1.8%	18	2.0%	17
Management (Excluding Executives)	1.6%	20	2.0%	20	2.1%	18
Professional/Client Management	1.6%	20	2.0%	20	2.2%	18
Technical/Business Support	1.6%	20	2.0%	20	2.2%	18
Production/Manual Labor	1.6%	11	1.9%	11	2.1%	10
Overall	1.6%	20	2.0%	20	2.2%	18
<b>Consumer Products - Nondurable</b>						
Executive	2.0%	10	1.7%	10	1.6%	9
Management (Excluding Executives)	2.2%	12	1.8%	13	1.9%	12
Professional/Client Management	2.1%	12	1.9%	13	1.9%	12
Technical/Business Support	2.3%	13	2.0%	13	1.9%	12
Production/Manual Labor	1.8%	5	1.8%	5	1.5%	6
Overall	2.3%	13	1.9%	13	1.9%	12
<b>Food and Beverage Processing and Production</b>						
Executive	1.1%	15	1.0%	13	1.6%	13
Management (Excluding Executives)	1.7%	18	1.8%	16	1.7%	15
Professional/Client Management	1.6%	18	1.4%	16	1.7%	15
Technical/Business Support	1.4%	17	1.4%	15	1.7%	15
Production/Manual Labor	1.0%	12	0.9%	10	1.4%	10
Overall	1.6%	18	1.4%	16	1.7%	15
<b>Pharmaceuticals and Biotechnology</b>						
Executive	1.4%	12	1.5%	11	1.8%	11
Management (Excluding Executives)	1.4%	12	1.4%	12	1.8%	12
Professional/Client Management	1.7%	14	1.5%	13	1.8%	13
Technical/Business Support	1.6%	13	1.5%	12	1.8%	12
Production/Manual Labor	1.6%	10	1.3%	9	1.8%	10
Overall	1.7%	14	1.5%	13	1.8%	13
<b>High Tech</b>						
<b>Computer Hardware and Office Equipment</b>						
Executive	2.2%	5	1.9%	5	---	4
Management (Excluding Executives)	2.1%	6	1.9%	6	1.8%	5
Professional/Client Management	2.1%	6	1.9%	6	1.8%	5
Technical/Business Support	2.1%	6	1.9%	6	1.8%	5
Production/Manual Labor	---	4	---	4	---	4
Overall	2.1%	6	1.9%	6	1.8%	5

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS) - BY INDUSTRY (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>High Tech (continued)</b>						
<b>Electronic, Electrical and Scientific Equipment and Component</b>						
Executive	2.3%	8	2.3%	8	1.9%	6
Management (Excluding Executives)	1.6%	11	2.9%	11	2.6%	8
Professional/Client Management	1.6%	11	2.3%	11	1.7%	8
Technical/Business Support	1.4%	11	1.6%	11	1.4%	8
Production/Manual Labor	2.0%	7	2.1%	7	1.6%	7
Overall	1.6%	11	2.3%	11	1.7%	8
<b>Industrial Manufacturing</b>						
Executive	2.3%	18	1.5%	19	1.6%	17
Management (Excluding Executives)	2.3%	24	1.4%	24	1.5%	21
Professional/Client Management	2.1%	24	1.5%	25	1.5%	21
Technical/Business Support	2.2%	24	1.3%	25	1.3%	21
Production/Manual Labor	2.0%	12	1.4%	13	1.9%	13
Overall	2.2%	24	1.4%	25	1.4%	21
<b>Medical Equipment and Supplies</b>						
Executive	2.2%	8	1.9%	7	1.8%	6
Management (Excluding Executives)	1.9%	10	1.8%	9	1.8%	8
Professional/Client Management	1.9%	10	1.8%	9	1.8%	8
Technical/Business Support	1.9%	10	1.5%	9	1.8%	8
Production/Manual Labor	2.1%	5	---	4	---	4
Overall	2.1%	10	1.7%	9	1.8%	8
<b>Semiconductors</b>						
Executive	---	2	---	1	---	1
Management (Excluding Executives)	0.4%	5	---	4	---	3
Professional/Client Management	0.4%	5	---	4	---	3
Technical/Business Support	1.0%	5	---	4	---	3
Production/Manual Labor	---	3	---	2	---	2
Overall	0.8%	5	---	4	---	3
<b>Software Products and Services</b>						
Executive	1.5%	11	2.3%	10	1.3%	9
Management (Excluding Executives)	1.5%	11	2.3%	10	1.3%	9
Professional/Client Management	1.5%	11	2.3%	10	1.3%	9
Technical/Business Support	1.5%	11	2.3%	10	1.3%	9
Production/Manual Labor	1.4%	8	2.5%	7	1.4%	7
Overall	1.5%	11	2.3%	10	1.3%	9

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS) - BY INDUSTRY (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>High Tech (continued)</b>						
<b>Telecommunications and Network Products and Services</b>						
Executive	0.8%	5	---	4	---	3
Management (Excluding Executives)	0.7%	6	0.7%	5	---	4
Professional/Client Management	1.6%	7	0.7%	5	---	4
Technical/Business Support	1.2%	6	0.7%	5	---	4
Production/Manual Labor	0.7%	6	0.7%	5	---	4
Overall	1.9%	7	0.7%	5	---	4
<b>Energy</b>						
<b>Energy Services and Utilities</b>						
Executive	1.5%	22	1.4%	24	1.6%	21
Management (Excluding Executives)	1.5%	26	1.4%	28	1.7%	25
Professional/Client Management	1.5%	27	1.4%	29	1.6%	26
Technical/Business Support	1.4%	25	1.3%	27	1.7%	24
Production/Manual Labor	1.0%	16	1.4%	18	1.4%	15
Overall	1.5%	27	1.3%	29	1.6%	26
<b>Oil and Gas</b>						
Executive	1.3%	15	1.7%	14	1.8%	12
Management (Excluding Executives)	1.3%	17	1.4%	16	2.0%	14
Professional/Client Management	1.4%	17	1.3%	16	2.0%	14
Technical/Business Support	1.5%	17	1.3%	16	2.0%	14
Production/Manual Labor	1.4%	12	1.0%	11	1.9%	9
Overall	1.4%	17	1.3%	16	2.0%	14
<b>Retail and Wholesale Trade</b>						
<b>Retail Trade</b>						
Executive	1.5%	23	1.8%	24	1.8%	19
Management (Excluding Executives)	1.6%	28	1.8%	29	1.9%	23
Professional/Client Management	1.8%	29	1.7%	29	1.9%	23
Technical/Business Support	1.6%	26	1.7%	27	1.9%	21
Production/Manual Labor	1.4%	19	1.6%	20	1.9%	17
Overall	1.8%	29	1.7%	29	1.9%	23
<b>Wholesale Trade</b>						
Executive	2.3%	6	2.4%	8	1.8%	7
Management (Excluding Executives)	2.2%	9	1.8%	11	1.6%	10
Professional/Client Management	2.1%	9	1.6%	11	1.6%	10
Technical/Business Support	2.1%	9	1.5%	11	1.6%	10
Production/Manual Labor	---	4	1.5%	6	1.7%	6
Overall	2.1%	9	1.6%	11	1.6%	10

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS) - BY INDUSTRY (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Services</b>						
<b>Agribusiness and Agriculture</b>						
Executive	1.7%	8	1.3%	7	1.9%	6
Management (Excluding Executives)	1.9%	10	1.7%	9	2.1%	8
Professional/Client Management	1.9%	10	1.7%	9	2.1%	8
Technical/Business Support	1.9%	10	1.7%	9	2.2%	8
Production/Manual Labor	1.8%	8	1.4%	6	2.3%	6
Overall	1.9%	10	1.6%	9	2.2%	8
<b>Associations, Foundations, Education and Government</b>						
Executive	2.3%	13	1.1%	14	0.9%	12
Management (Excluding Executives)	2.3%	13	1.3%	14	1.3%	12
Professional/Client Management	2.3%	13	1.3%	14	1.3%	12
Technical/Business Support	1.8%	13	1.4%	14	1.1%	12
Production/Manual Labor	1.7%	11	1.0%	12	0.9%	10
Overall	2.3%	13	1.4%	14	1.3%	12
<b>Business and Technical Consulting Services</b>						
Executive	1.3%	11	2.2%	10	2.0%	8
Management (Excluding Executives)	1.3%	16	1.5%	15	1.8%	13
Professional/Client Management	1.3%	16	1.5%	15	1.8%	13
Technical/Business Support	1.3%	16	1.4%	15	1.8%	13
Production/Manual Labor	1.3%	11	2.0%	10	1.9%	9
Overall	1.4%	16	1.5%	15	1.7%	13
<b>Business Support Services</b>						
Executive	1.3%	7	1.1%	7	1.2%	7
Management (Excluding Executives)	1.4%	9	1.3%	9	1.3%	9
Professional/Client Management	1.3%	9	1.3%	9	1.3%	9
Technical/Business Support	1.4%	9	1.3%	9	1.3%	9
Production/Manual Labor	1.4%	8	1.3%	8	1.3%	8
Overall	1.4%	9	1.3%	9	1.3%	9
<b>Construction</b>						
Executive	---	2	---	2	---	2
Management (Excluding Executives)	1.2%	5	0.8%	5	1.6%	5
Professional/Client Management	1.2%	5	0.8%	5	1.6%	5
Technical/Business Support	1.2%	5	0.8%	5	1.6%	5
Production/Manual Labor	---	2	---	2	---	2
Overall	1.2%	5	0.8%	5	1.6%	5

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS) - BY INDUSTRY (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Services (continued)</b>						
<b>Consumer Real Estate Services</b>						
Executive	---	0	---	0	---	0
Management (Excluding Executives)	---	0	---	0	---	0
Professional/Client Management	---	0	---	0	---	0
Technical/Business Support	---	0	---	0	---	0
Production/Manual Labor	---	0	---	0	---	0
Overall	---	0	---	0	---	0
<b>Consumer Support Services</b>						
Executive	---	2	---	2	---	2
Management (Excluding Executives)	---	3	---	3	---	3
Professional/Client Management	---	3	---	3	---	3
Technical/Business Support	---	3	---	3	---	3
Production/Manual Labor	---	2	---	2	---	2
Overall	---	3	---	3	---	3
<b>E-commerce Services</b>						
Executive	---	2	---	2	---	2
Management (Excluding Executives)	---	2	---	2	---	2
Professional/Client Management	---	2	---	2	---	2
Technical/Business Support	---	2	---	2	---	2
Production/Manual Labor	---	2	---	2	---	2
Overall	---	2	---	2	---	2
<b>Leisure and Hospitality</b>						
Executive	1.9%	6	1.8%	6	2.0%	5
Management (Excluding Executives)	1.2%	7	1.7%	7	1.9%	6
Professional/Client Management	1.2%	7	1.7%	7	1.9%	6
Technical/Business Support	1.3%	7	1.7%	7	1.9%	6
Production/Manual Labor	1.0%	6	1.6%	6	1.9%	6
Overall	1.3%	7	1.7%	7	1.9%	6
<b>Media and Entertainment</b>						
Executive	1.4%	11	1.2%	12	1.6%	10
Management (Excluding Executives)	1.6%	13	1.2%	15	1.7%	13
Professional/Client Management	2.0%	14	1.2%	15	1.7%	13
Technical/Business Support	1.7%	14	1.2%	15	1.7%	13
Production/Manual Labor	1.5%	9	1.5%	10	1.8%	8
Overall	2.0%	15	1.2%	15	1.7%	13

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS) - BY INDUSTRY (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Services (continued)</b>						
<b>Real Estate Holdings, Development and Trusts</b>						
Executive	---	2	---	2	---	2
Management (Excluding Executives)	---	3	---	3	---	3
Professional/Client Management	---	3	---	3	---	3
Technical/Business Support	---	3	---	3	---	3
Production/Manual Labor	---	2	---	2	---	2
Overall	---	3	---	3	---	3
<b>Software Products and Services</b>						
Executive	1.5%	11	2.3%	10	1.3%	9
Management (Excluding Executives)	1.5%	11	2.3%	10	1.3%	9
Professional/Client Management	1.5%	11	2.3%	10	1.3%	9
Technical/Business Support	1.5%	11	2.3%	10	1.3%	9
Production/Manual Labor	1.4%	8	2.5%	7	1.4%	7
Overall	1.5%	11	2.3%	10	1.3%	9
<b>Telecommunications and Network Products and Services</b>						
Executive	0.8%	5	---	4	---	3
Management (Excluding Executives)	0.7%	6	0.7%	5	---	4
Professional/Client Management	1.6%	7	0.7%	5	---	4
Technical/Business Support	1.2%	6	0.7%	5	---	4
Production/Manual Labor	0.7%	6	0.7%	5	---	4
Overall	1.9%	7	0.7%	5	---	4
<b>Transportation Services</b>						
Executive	1.1%	9	0.8%	9	1.7%	6
Management (Excluding Executives)	1.3%	10	1.2%	10	1.8%	6
Professional/Client Management	1.4%	10	1.2%	10	1.8%	6
Technical/Business Support	1.4%	10	1.2%	10	1.8%	6
Production/Manual Labor	0.5%	6	0.5%	6	---	4
Overall	1.3%	10	1.2%	10	1.8%	6
<b>Services - Not Classified Elsewhere</b>						
Executive	1.7%	11	1.5%	9	0.5%	6
Management (Excluding Executives)	1.5%	18	1.3%	16	0.9%	13
Professional/Client Management	1.3%	18	1.3%	16	0.9%	13
Technical/Business Support	1.4%	18	1.3%	16	0.9%	13
Production/Manual Labor	1.2%	13	1.4%	11	1.0%	9
Overall	1.4%	18	1.3%	16	0.9%	13

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS) - BY INDUSTRY (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Health Care</b>						
<b>Health Care Services</b>						
Executive	2.8%	5	2.1%	5	---	4
Management (Excluding Executives)	2.9%	6	2.1%	6	---	4
Professional/Client Management	2.9%	6	2.1%	6	---	4
Technical/Business Support	2.8%	6	2.2%	6	---	4
Production/Manual Labor	---	4	---	4	---	3
Overall	3.0%	6	2.3%	6	---	4
<b>Banking and Finance</b>						
<b>Banking</b>						
Executive	0.9%	12	1.9%	13	1.1%	13
Management (Excluding Executives)	1.6%	16	2.2%	17	1.3%	16
Professional/Client Management	1.6%	16	2.2%	17	1.3%	16
Technical/Business Support	1.3%	16	2.0%	17	1.3%	16
Production/Manual Labor	1.3%	9	1.8%	10	1.4%	10
Overall	1.4%	16	2.0%	17	1.3%	16
<b>Finance (Excluding Banking and Insurance)</b>						
Executive	0.9%	20	1.2%	23	1.2%	20
Management (Excluding Executives)	1.1%	25	1.3%	27	1.3%	23
Professional/Client Management	1.0%	24	1.3%	26	1.3%	22
Technical/Business Support	1.1%	24	1.3%	26	1.3%	22
Production/Manual Labor	1.0%	13	1.2%	15	0.9%	12
Overall	1.1%	25	1.3%	27	1.3%	23
<b>Insurance</b>						
<b>General/Property and Casualty Insurance</b>						
Executive	1.9%	12	2.1%	12	1.8%	12
Management (Excluding Executives)	1.8%	14	1.6%	14	1.7%	14
Professional/Client Management	1.7%	14	1.6%	14	1.7%	14
Technical/Business Support	1.8%	14	1.6%	14	1.7%	14
Production/Manual Labor	1.7%	12	2.1%	12	2.0%	12
Overall	1.8%	14	1.6%	14	1.7%	14
<b>Life and Health Insurance</b>						
Executive	1.5%	7	1.9%	8	1.3%	6
Management (Excluding Executives)	1.9%	8	1.9%	9	1.4%	7
Professional/Client Management	1.9%	8	1.9%	9	1.4%	7
Technical/Business Support	1.9%	8	1.9%	9	1.4%	7
Production/Manual Labor	1.6%	6	1.5%	7	1.3%	6
Overall	1.9%	8	1.9%	9	1.4%	7

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS) - BY INDUSTRY (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Insurance (continued)</b>						
<b>Reinsurance</b>						
Executive	---	1	---	1	---	1
Management (Excluding Executives)	---	3	---	3	---	3
Professional/Client Management	---	3	---	3	---	3
Technical/Business Support	---	3	---	3	---	3
Production/Manual Labor	---	2	---	2	---	2
Overall	---	3	---	3	---	3

## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS - BY LOCATION

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Atlantic Canada</b>						
<b>Newfoundland and Labrador</b>						
Executive	2.0%	15	2.1%	16	2.0%	16
Management (Excluding Executives)	2.2%	47	2.2%	47	2.1%	41
Professional/Client Management	2.2%	47	2.0%	49	1.9%	41
Technical/Business Support	2.0%	46	1.9%	47	1.9%	39
Production/Manual Labor	2.2%	27	2.1%	27	1.9%	24
Overall	2.1%	48	1.9%	50	1.9%	41
<b>Nova Scotia</b>						
Executive	2.0%	27	2.2%	29	2.0%	25
Management (Excluding Executives)	2.2%	61	2.2%	61	2.1%	51
Professional/Client Management	2.1%	64	2.1%	65	2.0%	53
Technical/Business Support	2.1%	61	2.0%	60	1.9%	49
Production/Manual Labor	2.1%	35	2.0%	36	1.9%	29
Overall	2.1%	65	2.0%	66	2.0%	53
<b>Prince Edward Island</b>						
Executive	2.1%	8	2.1%	11	2.1%	8
Management (Excluding Executives)	2.0%	27	2.2%	30	2.1%	25
Professional/Client Management	2.0%	28	2.0%	31	1.8%	25
Technical/Business Support	2.0%	28	1.9%	30	1.8%	23
Production/Manual Labor	2.2%	17	2.0%	17	1.8%	13
Overall	2.0%	29	1.9%	32	1.8%	25
<b>New Brunswick</b>						
Executive	1.9%	21	2.2%	26	1.9%	21
Management (Excluding Executives)	2.1%	55	2.2%	57	2.0%	49
Professional/Client Management	2.1%	55	2.0%	58	1.9%	48
Technical/Business Support	1.9%	55	2.0%	57	1.9%	47
Production/Manual Labor	2.0%	32	2.1%	35	1.8%	29
Overall	2.0%	57	2.0%	60	1.9%	49
<b>Quebec</b>						
<b>Greater Montreal</b>						
Executive	2.2%	63	2.1%	66	2.1%	63
Management (Excluding Executives)	2.2%	113	2.1%	110	2.1%	102
Professional/Client Management	2.2%	116	2.1%	115	2.1%	104
Technical/Business Support	2.2%	111	2.0%	107	2.1%	98
Production/Manual Labor	2.2%	64	2.0%	64	2.1%	60
Overall	2.2%	118	2.0%	116	2.0%	104

Table continues on next page.

## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS - BY LOCATION (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Quebec (continued)</b>						
<b>Other Quebec</b>						
Executive	2.1%	34	2.0%	36	2.0%	33
Management (Excluding Executives)	2.1%	73	2.1%	72	2.0%	65
Professional/Client Management	2.1%	72	2.0%	73	1.9%	64
Technical/Business Support	2.0%	72	1.9%	71	2.0%	62
Production/Manual Labor	2.1%	44	1.9%	45	1.9%	40
Overall	2.1%	75	1.9%	75	1.9%	65
<b>Ontario</b>						
<b>Greater Toronto</b>						
Executive	2.2%	99	2.1%	98	2.1%	95
Management (Excluding Executives)	2.2%	149	2.1%	148	2.1%	138
Professional/Client Management	2.2%	153	2.1%	153	2.1%	140
Technical/Business Support	2.2%	148	2.1%	146	2.1%	135
Production/Manual Labor	2.2%	93	2.0%	92	2.1%	89
Overall	2.2%	156	2.0%	154	2.1%	140
<b>Ottawa</b>						
Executive	2.0%	27	2.2%	27	2.1%	24
Management (Excluding Executives)	2.1%	63	2.2%	62	2.1%	54
Professional/Client Management	2.1%	64	2.1%	65	2.0%	55
Technical/Business Support	2.0%	62	2.0%	62	2.0%	52
Production/Manual Labor	2.1%	40	2.0%	38	2.0%	35
Overall	2.0%	66	2.0%	66	1.9%	55
<b>South Western Ontario</b>						
Executive	2.1%	27	2.1%	30	1.9%	25
Management (Excluding Executives)	2.1%	61	2.2%	66	2.1%	56
Professional/Client Management	2.1%	64	2.1%	68	2.0%	56
Technical/Business Support	2.0%	62	2.0%	67	1.9%	55
Production/Manual Labor	2.0%	37	1.9%	44	1.9%	38
Overall	2.1%	66	2.0%	70	2.0%	56
<b>Other Ontario</b>						
Executive	2.2%	31	2.3%	34	2.2%	28
Management (Excluding Executives)	2.1%	69	2.2%	73	2.1%	64
Professional/Client Management	2.2%	69	2.1%	74	2.0%	63
Technical/Business Support	2.1%	66	2.0%	72	2.0%	60
Production/Manual Labor	2.1%	42	2.1%	44	2.0%	40
Overall	2.1%	73	2.1%	76	2.0%	64

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS - BY LOCATION (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Manitoba/Saskatchewan</b>						
<b>Manitoba</b>						
Executive	1.9%	30	2.1%	32	2.0%	30
Management (Excluding Executives)	2.0%	69	2.2%	71	2.1%	64
Professional/Client Management	2.0%	71	2.1%	74	2.0%	65
Technical/Business Support	2.0%	69	2.0%	71	2.0%	62
Production/Manual Labor	2.0%	41	2.0%	41	2.0%	41
Overall	2.0%	74	2.0%	75	2.0%	65
<b>Saskatchewan</b>						
Executive	2.2%	25	2.3%	27	2.2%	22
Management (Excluding Executives)	2.2%	63	2.2%	63	2.2%	55
Professional/Client Management	2.1%	64	2.2%	66	2.1%	55
Technical/Business Support	2.1%	62	2.1%	64	2.1%	53
Production/Manual Labor	2.1%	35	2.2%	37	2.2%	33
Overall	2.1%	67	2.1%	68	2.1%	56
<b>Alberta</b>						
<b>Calgary</b>						
Executive	2.5%	57	2.5%	60	2.3%	53
Management (Excluding Executives)	2.4%	110	2.4%	109	2.3%	97
Professional/Client Management	2.4%	112	2.3%	112	2.2%	97
Technical/Business Support	2.4%	109	2.3%	109	2.2%	94
Production/Manual Labor	2.3%	59	2.3%	59	2.2%	54
Overall	2.4%	115	2.2%	114	2.2%	97
<b>Edmonton</b>						
Executive	2.4%	42	2.2%	41	2.2%	38
Management (Excluding Executives)	2.3%	80	2.2%	78	2.2%	71
Professional/Client Management	2.3%	84	2.2%	84	2.1%	74
Technical/Business Support	2.3%	79	2.1%	77	2.1%	68
Production/Manual Labor	2.3%	48	2.1%	47	2.1%	45
Overall	2.3%	86	2.1%	84	2.1%	74
<b>Northern Alberta/Fort McMurray</b>						
Executive	2.7%	14	3.0%	12	2.7%	12
Management (Excluding Executives)	2.6%	39	2.6%	36	2.4%	36
Professional/Client Management	2.5%	41	2.5%	40	2.3%	37
Technical/Business Support	2.6%	38	2.3%	37	2.3%	33
Production/Manual Labor	2.5%	22	2.3%	23	2.4%	21
Overall	2.4%	43	2.3%	41	2.3%	37

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## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS - BY LOCATION (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Alberta (continued)</b>						
<b>Other Alberta</b>						
Executive	2.4%	28	2.6%	28	2.4%	24
Management (Excluding Executives)	2.4%	67	2.4%	66	2.3%	62
Professional/Client Management	2.3%	67	2.4%	69	2.2%	63
Technical/Business Support	2.3%	66	2.2%	66	2.2%	59
Production/Manual Labor	2.4%	43	2.4%	45	2.3%	41
Overall	2.2%	70	2.3%	70	2.2%	63
<b>British Columbia</b>						
<b>Vancouver</b>						
Executive	2.4%	45	2.3%	48	2.2%	49
Management (Excluding Executives)	2.2%	98	2.2%	98	2.2%	90
Professional/Client Management	2.3%	104	2.2%	103	2.1%	92
Technical/Business Support	2.2%	98	2.2%	97	2.1%	87
Production/Manual Labor	2.2%	57	2.1%	56	2.2%	57
Overall	2.3%	107	2.1%	104	2.1%	93
<b>Other British Columbia</b>						
Executive	2.3%	22	2.5%	25	2.3%	22
Management (Excluding Executives)	2.3%	64	2.3%	68	2.2%	61
Professional/Client Management	2.3%	66	2.2%	70	2.1%	60
Technical/Business Support	2.2%	63	2.1%	65	2.1%	57
Production/Manual Labor	2.2%	38	2.3%	40	2.3%	36
Overall	2.2%	69	2.2%	71	2.1%	61
<b>Northern Canada</b>						
<b>Northern Territories/Nunavut/Yukon</b>						
Executive	---	3	---	1	---	1
Management (Excluding Executives)	1.9%	11	2.9%	10	2.8%	8
Professional/Client Management	2.0%	12	2.4%	11	2.0%	8
Technical/Business Support	1.9%	11	1.8%	9	2.0%	7
Production/Manual Labor	1.9%	7	2.0%	5	---	3
Overall	1.9%	13	2.2%	11	2.0%	8

## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS) - BY LOCATION

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Atlantic Canada</b>						
<b>Newfoundland and Labrador</b>						
Executive	1.1%	29	1.2%	27	1.3%	25
Management (Excluding Executives)	1.5%	68	1.5%	67	1.5%	59
Professional/Client Management	1.5%	68	1.5%	68	1.4%	58
Technical/Business Support	1.3%	70	1.3%	69	1.3%	59
Production/Manual Labor	1.3%	46	1.3%	44	1.2%	38
Overall	1.5%	70	1.4%	69	1.3%	59
<b>Nova Scotia</b>						
Executive	1.2%	44	1.5%	42	1.3%	38
Management (Excluding Executives)	1.5%	90	1.5%	88	1.4%	77
Professional/Client Management	1.5%	92	1.5%	91	1.3%	78
Technical/Business Support	1.4%	91	1.3%	89	1.3%	76
Production/Manual Labor	1.2%	58	1.3%	56	1.2%	48
Overall	1.5%	94	1.5%	92	1.3%	79
<b>Prince Edward Island</b>						
Executive	0.9%	19	1.4%	17	1.1%	15
Management (Excluding Executives)	1.2%	47	1.4%	47	1.3%	40
Professional/Client Management	1.2%	47	1.3%	47	1.2%	39
Technical/Business Support	1.1%	49	1.2%	48	1.1%	40
Production/Manual Labor	1.1%	33	1.1%	30	0.9%	25
Overall	1.2%	49	1.3%	48	1.1%	40
<b>New Brunswick</b>						
Executive	1.1%	38	1.5%	37	1.2%	33
Management (Excluding Executives)	1.4%	81	1.5%	80	1.4%	70
Professional/Client Management	1.4%	80	1.5%	80	1.3%	68
Technical/Business Support	1.3%	83	1.4%	82	1.3%	70
Production/Manual Labor	1.2%	54	1.4%	52	1.2%	46
Overall	1.4%	83	1.4%	82	1.3%	70
<b>Quebec</b>						
<b>Greater Montreal</b>						
Executive	1.5%	92	1.5%	92	1.6%	82
Management (Excluding Executives)	1.6%	156	1.5%	155	1.6%	135
Professional/Client Management	1.6%	159	1.5%	159	1.6%	137
Technical/Business Support	1.6%	154	1.4%	153	1.5%	132
Production/Manual Labor	1.4%	98	1.4%	97	1.5%	84
Overall	1.6%	160	1.5%	159	1.6%	137

*Table continues on next page.*

## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS) - BY LOCATION (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Quebec (continued)</b>						
<b>Other Quebec</b>						
Executive	1.4%	49	1.5%	49	1.5%	44
Management (Excluding Executives)	1.6%	98	1.5%	97	1.5%	86
Professional/Client Management	1.6%	98	1.5%	98	1.5%	85
Technical/Business Support	1.5%	99	1.4%	98	1.4%	85
Production/Manual Labor	1.4%	64	1.4%	63	1.4%	56
Overall	1.5%	100	1.4%	99	1.5%	86
<b>Ontario</b>						
<b>Greater Toronto</b>						
Executive	1.4%	158	1.3%	157	1.5%	138
Management (Excluding Executives)	1.5%	216	1.5%	213	1.6%	187
Professional/Client Management	1.6%	220	1.5%	217	1.5%	189
Technical/Business Support	1.5%	214	1.4%	211	1.5%	183
Production/Manual Labor	1.4%	144	1.3%	140	1.5%	125
Overall	1.6%	221	1.4%	217	1.5%	189
<b>Ottawa</b>						
Executive	1.2%	47	1.3%	47	1.3%	39
Management (Excluding Executives)	1.4%	94	1.4%	94	1.4%	78
Professional/Client Management	1.4%	96	1.4%	97	1.4%	79
Technical/Business Support	1.3%	95	1.3%	95	1.3%	77
Production/Manual Labor	1.3%	62	1.3%	60	1.4%	51
Overall	1.4%	97	1.4%	97	1.4%	79
<b>South Western Ontario</b>						
Executive	1.2%	46	1.3%	48	1.1%	44
Management (Excluding Executives)	1.3%	95	1.5%	97	1.4%	85
Professional/Client Management	1.4%	96	1.5%	98	1.3%	84
Technical/Business Support	1.3%	95	1.4%	97	1.3%	83
Production/Manual Labor	1.1%	65	1.3%	66	1.2%	59
Overall	1.4%	98	1.4%	99	1.3%	85
<b>Other Ontario</b>						
Executive	1.3%	51	1.5%	53	1.3%	46
Management (Excluding Executives)	1.4%	102	1.6%	103	1.5%	90
Professional/Client Management	1.5%	102	1.5%	103	1.5%	88
Technical/Business Support	1.3%	102	1.4%	103	1.4%	88
Production/Manual Labor	1.3%	67	1.4%	67	1.4%	60
Overall	1.5%	105	1.5%	105	1.4%	90

*Table continues on next page.*

## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS) - BY LOCATION (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Manitoba/Saskatchewan</b>						
<b>Manitoba</b>						
Executive	1.2%	48	1.4%	47	1.4%	43
Management (Excluding Executives)	1.4%	99	1.5%	97	1.5%	86
Professional/Client Management	1.4%	100	1.5%	99	1.5%	86
Technical/Business Support	1.4%	101	1.4%	99	1.4%	86
Production/Manual Labor	1.3%	64	1.3%	62	1.4%	56
Overall	1.4%	102	1.4%	100	1.5%	87
<b>Saskatchewan</b>						
Executive	1.3%	42	1.5%	41	1.4%	34
Management (Excluding Executives)	1.4%	94	1.5%	91	1.5%	77
Professional/Client Management	1.4%	94	1.5%	92	1.5%	76
Technical/Business Support	1.4%	96	1.4%	93	1.4%	77
Production/Manual Labor	1.3%	58	1.5%	55	1.5%	48
Overall	1.5%	97	1.5%	94	1.5%	78
<b>Alberta</b>						
<b>Calgary</b>						
Executive	1.7%	84	1.8%	84	1.7%	73
Management (Excluding Executives)	1.7%	151	1.7%	149	1.8%	127
Professional/Client Management	1.7%	153	1.7%	150	1.7%	126
Technical/Business Support	1.7%	152	1.6%	149	1.7%	126
Production/Manual Labor	1.5%	88	1.6%	86	1.6%	76
Overall	1.8%	155	1.6%	151	1.7%	127
<b>Edmonton</b>						
Executive	1.6%	62	1.5%	62	1.5%	56
Management (Excluding Executives)	1.6%	115	1.5%	113	1.6%	99
Professional/Client Management	1.6%	118	1.6%	117	1.5%	101
Technical/Business Support	1.6%	116	1.4%	114	1.5%	98
Production/Manual Labor	1.5%	74	1.4%	72	1.5%	64
Overall	1.6%	120	1.5%	118	1.5%	102
<b>Northern Alberta/Fort McMurray</b>						
Executive	1.5%	26	1.5%	24	1.4%	24
Management (Excluding Executives)	1.7%	60	1.6%	58	1.6%	53
Professional/Client Management	1.7%	61	1.7%	60	1.6%	53
Technical/Business Support	1.6%	61	1.4%	59	1.4%	52
Production/Manual Labor	1.4%	40	1.3%	39	1.4%	35
Overall	1.7%	63	1.6%	61	1.6%	54

*Table continues on next page.*

## Salary Increase Budgets and Range Increases

### Salary Ranges (continued)

#### AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ALL ORGANIZATIONS (INCLUDING ORGANIZATIONS NOT ADJUSTING RANGE MIDPOINTS) - BY LOCATION (continued)

	2013 Actual Increase to Salary Range Midpoints		2014 Planned Increase to Salary Range Midpoints		2015 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
<b>Alberta (continued)</b>						
<b>Other Alberta</b>						
Executive	1.6%	43	1.7%	43	1.5%	39
Management (Excluding Executives)	1.7%	95	1.7%	93	1.7%	84
Professional/Client Management	1.6%	96	1.7%	95	1.6%	84
Technical/Business Support	1.6%	96	1.6%	94	1.5%	83
Production/Manual Labor	1.6%	64	1.7%	63	1.7%	57
Overall	1.6%	98	1.7%	96	1.6%	85
<b>British Columbia</b>						
<b>Vancouver</b>						
Executive	1.4%	78	1.4%	77	1.6%	70
Management (Excluding Executives)	1.5%	142	1.5%	141	1.6%	123
Professional/Client Management	1.6%	146	1.5%	145	1.6%	125
Technical/Business Support	1.5%	142	1.5%	141	1.5%	121
Production/Manual Labor	1.4%	89	1.3%	88	1.6%	80
Overall	1.6%	148	1.5%	146	1.6%	126
<b>Other British Columbia</b>						
Executive	1.3%	40	1.5%	41	1.4%	37
Management (Excluding Executives)	1.5%	97	1.7%	96	1.6%	85
Professional/Client Management	1.5%	98	1.6%	97	1.5%	84
Technical/Business Support	1.4%	97	1.4%	96	1.4%	83
Production/Manual Labor	1.4%	61	1.5%	61	1.6%	53
Overall	1.5%	100	1.6%	98	1.5%	85
<b>Northern Canada</b>						
<b>Northern Territories/Nunavut/Yukon</b>						
Executive	0.7%	9	0.4%	7	0.4%	7
Management (Excluding Executives)	1.1%	19	1.6%	18	1.5%	15
Professional/Client Management	1.2%	19	1.5%	18	1.1%	14
Technical/Business Support	1.0%	21	0.9%	19	0.9%	15
Production/Manual Labor	1.0%	13	0.9%	11	0.7%	8
Overall	1.2%	21	1.3%	19	1.1%	15

## Salary Increase Budgets and Range Increases

# Salary Budget Year

## 2014 ACTUAL SALARY BUDGETS COMPARED TO 2013

	2014 Budget Were Higher Than 2013 Budgets	2014 Budgets Were Lower Than 2013 Budgets	No Change from 2013	Other	# of Responses
<b>Entire Sample Combined</b>	25.1%	20.9%	52.6%	1.5%	407
<b>Profit Status</b>					
For-Profit-Organizations	23.2%	20.8%	54.6%	1.4%	366
Not-For-Profit-Organizations	41.5%	22.0%	34.1%	2.4%	41
<b>Industry Sector</b>					
Durable Goods Manufacturing	15.5%	19.4%	61.2%	3.9%	103
Non-Durable Goods Manufacturing	21.1%	21.1%	57.7%	0.0%	71
High Tech	30.2%	14.0%	53.5%	2.3%	43
Energy	29.1%	25.5%	45.5%	0.0%	55
Retail and Wholesale Trade	25.0%	25.0%	50.0%	0.0%	44
Services	32.1%	14.6%	51.1%	2.2%	137
Health Care	25.0%	37.5%	37.5%	0.0%	8
Banking and Finance	34.9%	18.6%	46.5%	0.0%	43
Insurance	20.0%	20.0%	60.0%	0.0%	25
<b>Region</b>					
Eastern Canada	27.6%	19.0%	50.0%	3.4%	58
Greater Toronto	22.0%	18.6%	57.6%	1.7%	177
Other Ontario	28.1%	15.8%	56.1%	0.0%	57
Manitoba/Saskatchewan	23.8%	28.6%	47.6%	0.0%	21
Alberta	31.0%	25.9%	41.4%	1.7%	58
British Columbia	22.2%	30.6%	47.2%	0.0%	36
<b>Organization Size</b>					
Under 300 FTEs	28.3%	15.0%	56.7%	0.0%	127
300 to 999 FTEs	18.8%	25.0%	56.3%	0.0%	80
1,000 to 4,999 FTEs	28.3%	20.8%	49.2%	1.7%	120
5,000 FTEs or More	21.3%	26.3%	47.5%	5.0%	80

## Salary Increase Budgets and Range Increases

### Salary Budget Year (continued)

#### REASONS FOR HIGHER SALARY BUDGETS

	Strong Financial Results (Actual or Forecasted)	Tighter Labor Market	Revised Compensation Philosophy	Competition Is Increasing Its Budgets	Conservation Salary Increase Budget in Prior Year	Other	# of Responses
<b>Entire Sample Combined</b>	32.4%	12.4%	8.6%	23.8%	29.5%	25.7%	105
<b>Profit Status</b>							
For-Profit-Organizations	34.8%	13.5%	9.0%	27.0%	29.2%	21.3%	89
Not-For-Profit-Organizations	18.8%	6.3%	6.3%	6.3%	31.3%	50.0%	16
<b>Industry Sector</b>							
Durable Goods Manufacturing	26.3%	21.1%	5.3%	26.3%	26.3%	31.6%	19
Non-Durable Goods Manufacturing	31.3%	12.5%	18.8%	18.8%	31.3%	12.5%	16
High Tech	30.8%	7.7%	0.0%	15.4%	38.5%	15.4%	13
Energy	37.5%	6.3%	12.5%	31.3%	18.8%	18.8%	16
Retail and Wholesale Trade	27.3%	9.1%	9.1%	9.1%	36.4%	45.5%	11
Services	37.2%	9.3%	7.0%	18.6%	39.5%	25.6%	43
Health Care	0.0%	0.0%	0.0%	50.0%	0.0%	50.0%	2
Banking and Finance	37.5%	25.0%	12.5%	18.8%	37.5%	31.3%	16
Insurance	20.0%	20.0%	0.0%	60.0%	0.0%	0.0%	5
<b>Region</b>							
Eastern Canada	16.7%	5.6%	5.6%	16.7%	50.0%	27.8%	18
Greater Toronto	41.0%	12.8%	10.3%	28.2%	35.9%	15.4%	39
Other Ontario	29.4%	17.6%	0.0%	11.8%	35.3%	23.5%	17
Manitoba/Saskatchewan	20.0%	0.0%	40.0%	40.0%	20.0%	0.0%	5
Alberta	38.9%	16.7%	5.6%	33.3%	5.6%	44.4%	18
British Columbia	25.0%	12.5%	12.5%	12.5%	0.0%	50.0%	8
<b>Organization Size</b>							
Under 300 FTEs	29.7%	13.5%	8.1%	21.6%	35.1%	29.7%	37
300 to 999 FTEs	37.5%	12.5%	6.3%	25.0%	25.0%	37.5%	16
1,000 to 4,999 FTEs	42.4%	15.2%	6.1%	27.3%	27.3%	21.2%	33
5,000 FTEs or More	15.8%	5.3%	15.8%	21.1%	26.3%	15.8%	19



## Salary Increase Budgets and Range Increases

### Salary Budget Year (continued)

#### REASONS FOR LOWER SALARY BUDGETS

	Anticipated Weaker Financial Results	Concerns About General Economic Forecast	Revised Compensation Philosophy	Anticipating Budget Cuts Across The Organization	Change in Pay Mix Philosophy (Base Pay vs. Variable Pay)	Other	# of Responses
<b>Entire Sample Combined</b>	50.5%	15.1%	4.3%	19.4%	1.1%	31.2%	93
<b>Profit Status</b>							
For-Profit-Organizations	54.2%	16.9%	4.8%	19.3%	1.2%	27.7%	83
Not-For-Profit-Organizations	20.0%	0.0%	0.0%	20.0%	0.0%	60.0%	10
<b>Industry Sector</b>							
Durable Goods Manufacturing	64.0%	8.0%	0.0%	16.0%	0.0%	32.0%	25
Non-Durable Goods Manufacturing	53.3%	13.3%	13.3%	6.7%	0.0%	20.0%	15
High Tech	50.0%	0.0%	0.0%	16.7%	0.0%	50.0%	6
Energy	28.6%	7.1%	7.1%	14.3%	0.0%	57.1%	14
Retail and Wholesale Trade	50.0%	14.3%	0.0%	7.1%	0.0%	35.7%	14
Services	63.6%	18.2%	0.0%	22.7%	4.5%	13.6%	22
Health Care	66.7%	33.3%	0.0%	66.7%	0.0%	0.0%	3
Banking and Finance	11.1%	22.2%	11.1%	44.4%	0.0%	55.6%	9
Insurance	40.0%	20.0%	0.0%	60.0%	0.0%	20.0%	5
<b>Region</b>							
Eastern Canada	38.5%	7.7%	7.7%	15.4%	0.0%	38.5%	13
Greater Toronto	77.1%	20.0%	2.9%	25.7%	2.9%	5.7%	35
Other Ontario	25.0%	8.3%	0.0%	16.7%	0.0%	50.0%	12
Manitoba/Saskatchewan	16.7%	0.0%	0.0%	33.3%	0.0%	66.7%	6
Alberta	37.5%	12.5%	6.3%	6.3%	0.0%	50.0%	16
British Columbia	45.5%	27.3%	9.1%	18.2%	0.0%	36.4%	11
<b>Organization Size</b>							
Under 300 FTEs	21.1%	10.5%	5.3%	10.5%	0.0%	57.9%	19
300 to 999 FTEs	61.9%	23.8%	14.3%	9.5%	0.0%	9.5%	21
1,000 to 4,999 FTEs	55.2%	10.3%	0.0%	34.5%	3.4%	31.0%	29
5,000 FTEs or More	58.3%	16.7%	0.0%	16.7%	0.0%	29.2%	24

## Salary Increase Budgets and Range Increases

### Salary Budget Year (continued)

#### 2015 PROJECTED SALARY BUDGETS COMPARED TO 2014

	2015 Budgets Were Higher Than 2014 Budgets	2015 Budgets Were Lower Than 2014 Budgets	No Change from 2014	Other	# of Responses
<b>Entire Sample Combined</b>	19.7%	5.6%	66.6%	8.1%	395
<b>Profit Status</b>					
For-Profit-Organizations	18.9%	5.4%	67.9%	7.9%	355
Not-For-Profit-Organizations	27.5%	7.5%	55.0%	10.0%	40
<b>Industry Sector</b>					
Durable Goods Manufacturing	21.4%	3.1%	67.3%	8.2%	98
Non-Durable Goods Manufacturing	18.3%	9.9%	69.0%	2.8%	71
High Tech	20.0%	0.0%	77.5%	2.5%	40
Energy	13.5%	3.8%	76.9%	5.8%	52
Retail and Wholesale Trade	28.6%	0.0%	69.0%	2.4%	42
Services	21.1%	4.5%	63.9%	10.5%	133
Health Care	37.5%	12.5%	50.0%	0.0%	8
Banking and Finance	21.4%	11.9%	59.5%	7.1%	42
Insurance	8.0%	4.0%	80.0%	8.0%	25
<b>Region</b>					
Eastern Canada	26.3%	7.0%	63.2%	3.5%	57
Greater Toronto	16.3%	5.2%	68.6%	9.9%	172
Other Ontario	21.1%	5.3%	63.2%	10.5%	57
Manitoba/Saskatchewan	19.0%	9.5%	52.4%	19.0%	21
Alberta	20.0%	5.5%	69.1%	5.5%	55
British Columbia	24.2%	3.0%	72.7%	0.0%	33
<b>Organization Size</b>					
Under 300 FTEs	19.7%	3.3%	68.9%	8.2%	122
300 to 999 FTEs	20.3%	8.9%	67.1%	3.8%	79
1,000 to 4,999 FTEs	17.9%	7.7%	64.1%	10.3%	117
5,000 FTEs or More	22.1%	2.6%	66.2%	9.1%	77

## Salary Increase Budgets and Range Increases

### Salary Budget Year (continued)

#### REASONS FOR HIGHER SALARY BUDGETS IN 2015

	Strong Financial Results (Actual or Forecasted)	Tighter Labor Market	Revised Compensation Philosophy	Competition Is Increasing Its Budgets	Conservation Salary Increase Budget in Prior Year	Other	# of Responses
<b>Entire Sample Combined</b>	27.9%	10.5%	11.6%	17.4%	29.1%	26.7%	86
<b>Profit Status</b>							
For-Profit-Organizations	32.4%	10.8%	12.2%	20.3%	31.1%	18.9%	74
Not-For-Profit-Organizations	0.0%	8.3%	8.3%	0.0%	16.7%	75.0%	12
<b>Industry Sector</b>							
Durable Goods Manufacturing	34.8%	0.0%	0.0%	8.7%	47.8%	21.7%	23
Non-Durable Goods Manufacturing	38.5%	7.7%	15.4%	30.8%	7.7%	7.7%	13
High Tech	25.0%	0.0%	12.5%	12.5%	50.0%	25.0%	8
Energy	12.5%	0.0%	12.5%	25.0%	12.5%	50.0%	8
Retail and Wholesale Trade	40.0%	33.3%	6.7%	20.0%	40.0%	26.7%	15
Services	31.0%	13.8%	20.7%	13.8%	24.1%	27.6%	29
Health Care	0.0%	0.0%	0.0%	33.3%	0.0%	66.7%	3
Banking and Finance	9.1%	9.1%	9.1%	18.2%	36.4%	27.3%	11
Insurance	0.0%	0.0%	0.0%	50.0%	0.0%	50.0%	2
<b>Region</b>							
Eastern Canada	26.7%	13.3%	6.7%	26.7%	26.7%	26.7%	15
Greater Toronto	25.0%	9.4%	15.6%	15.6%	34.4%	18.8%	32
Other Ontario	46.2%	7.7%	0.0%	0.0%	46.2%	23.1%	13
Manitoba/Saskatchewan	25.0%	0.0%	50.0%	25.0%	0.0%	25.0%	4
Alberta	15.4%	23.1%	7.7%	15.4%	7.7%	46.2%	13
British Columbia	33.3%	0.0%	11.1%	33.3%	33.3%	33.3%	9
<b>Organization Size</b>							
Under 300 FTEs	14.3%	14.3%	14.3%	25.0%	17.9%	32.1%	28
300 to 999 FTEs	44.4%	0.0%	16.7%	5.6%	38.9%	11.1%	18
1,000 to 4,999 FTEs	28.6%	14.3%	4.8%	9.5%	38.1%	33.3%	21
5,000 FTEs or More	31.6%	10.5%	10.5%	26.3%	26.3%	26.3%	19

## Salary Increase Budgets and Range Increases

### Salary Budget Year (continued)

#### REASONS FOR LOWER SALARY BUDGETS IN 2015

	Anticipated Weaker Financial Results	Concerns About General Economic Forecast	Revised Compensation Philosophy	Anticipating Budget Cuts Across The Organization	Change in Pay Mix Philosophy (Base Pay vs. Variable Pay)	Other	# of Responses
<b>Entire Sample Combined</b>	41.7%	25.0%	8.3%	41.7%	4.2%	12.5%	24
<b>Profit Status</b>							
For-Profit-Organizations	42.9%	23.8%	9.5%	42.9%	4.8%	14.3%	21
Not-For-Profit-Organizations	33.3%	33.3%	0.0%	33.3%	0.0%	0.0%	3
<b>Industry Sector</b>							
Durable Goods Manufacturing	100.0%	0.0%	0.0%	66.7%	0.0%	0.0%	3
Non-Durable Goods Manufacturing	28.6%	42.9%	14.3%	42.9%	0.0%	14.3%	7
High Tech	---	---	---	---	---	---	0
Energy	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	2
Retail and Wholesale Trade	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	2
Services	66.7%	0.0%	0.0%	50.0%	0.0%	16.7%	6
Health Care	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	1
Banking and Finance	0.0%	40.0%	0.0%	20.0%	20.0%	40.0%	5
Insurance	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	1
<b>Region</b>							
Eastern Canada	25.0%	25.0%	0.0%	50.0%	0.0%	0.0%	4
Greater Toronto	70.0%	20.0%	20.0%	30.0%	0.0%	0.0%	10
Other Ontario	0.0%	25.0%	0.0%	50.0%	0.0%	25.0%	4
Manitoba/Saskatchewan	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	2
Alberta	33.3%	33.3%	0.0%	66.7%	33.3%	33.3%	3
British Columbia	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	1
<b>Organization Size</b>							
Under 300 FTEs	40.0%	20.0%	40.0%	60.0%	0.0%	0.0%	5
300 to 999 FTEs	37.5%	37.5%	0.0%	25.0%	12.5%	25.0%	8
1,000 to 4,999 FTEs	33.3%	22.2%	0.0%	44.4%	0.0%	11.1%	9
5,000 FTEs or More	100.0%	0.0%	0.0%	50.0%	0.0%	0.0%	2



## Promotional Increases

# Promotional Increases

## 2013 Promotional Increases

### AVERAGE PROMOTIONAL INCREASES (AS A PERCENT OF SALARY) GRANTED DURING 2013

	P25	P50	P75	Average	# of Responses
<b>Entire Sample Combined</b>					
Lowest Increase Granted	2.0%	4.0%	5.0%	4.1%	133
Average Increase Granted	5.0%	7.0%	10.0%	7.5%	149
Highest Increase Granted	10.0%	13.1%	17.9%	15.4%	148
Standard Increase Granted in Accordance With Policy	5.0%	7.0%	10.0%	7.3%	135
Maximum Increase Allowed as Stated by Policy	10.0%	12.0%	15.0%	14.1%	97
<b>Profit Status</b>					
<b>For-Profit Organizations</b>					
Lowest Increase Granted	2.0%	4.0%	5.0%	4.2%	122
Average Increase Granted	5.0%	7.5%	10.0%	7.7%	137
Highest Increase Granted	10.0%	14.3%	18.6%	15.9%	136
Standard Increase Granted in Accordance with Policy	5.0%	7.5%	10.0%	7.4%	125
Maximum Increase Allowed as Stated by Policy	10.0%	12.5%	15.0%	14.2%	88
<b>Not-For-Profit Organizations</b>					
Lowest Increase Granted	2.0%	3.0%	4.0%	3.1%	11
Average Increase Granted	5.0%	5.0%	6.6%	5.7%	12
Highest Increase Granted	6.3%	10.0%	14.3%	10.1%	12
Standard Increase Granted in Accordance with Policy	5.0%	5.0%	10.0%	6.1%	10
Maximum Increase Allowed as Stated by Policy	10.0%	12.0%	15.0%	12.7%	9
<b>Industry Sector</b>					
<b>Durable Goods Manufacturing</b>					
Lowest Increase Granted	2.6%	5.0%	5.0%	4.6%	31
Average Increase Granted	5.0%	7.6%	10.0%	8.1%	37
Highest Increase Granted	10.0%	15.0%	19.5%	17.0%	36
Standard Increase Granted in Accordance with Policy	5.0%	6.0%	10.0%	7.0%	29
Maximum Increase Allowed as Stated by Policy	10.0%	15.0%	15.0%	16.5%	21
<b>Non-Durable Goods Manufacturing</b>					
Lowest Increase Granted	2.0%	4.0%	5.0%	3.8%	26
Average Increase Granted	5.0%	6.9%	8.5%	8.1%	28
Highest Increase Granted	10.0%	14.3%	19.1%	17.4%	26
Standard Increase Granted in Accordance with Policy	5.0%	6.0%	10.0%	7.5%	23
Maximum Increase Allowed as Stated by Policy	10.0%	10.0%	15.0%	12.6%	15

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## Promotional Increases

### 2013 Promotional Increases (continued)

#### AVERAGE PROMOTIONAL INCREASES (AS A PERCENT OF SALARY) GRANTED DURING 2013 (continued)

	P25	P50	P75	Average	# of Responses
<b>Industry Sector (continued)</b>					
<b>High Tech</b>					
Lowest Increase Granted	2.9%	5.0%	5.0%	4.6%	9
Average Increase Granted	8.0%	8.5%	10.0%	9.8%	13
Highest Increase Granted	10.5%	16.5%	21.7%	17.0%	12
Standard Increase Granted in Accordance with Policy	5.0%	8.0%	10.0%	7.8%	11
Maximum Increase Allowed as Stated by Policy	9.0%	12.0%	15.0%	11.8%	10
<b>Energy</b>					
Lowest Increase Granted	2.7%	3.8%	5.0%	3.9%	17
Average Increase Granted	5.0%	7.5%	9.0%	7.1%	19
Highest Increase Granted	8.5%	15.0%	20.0%	16.3%	19
Standard Increase Granted in Accordance with Policy	5.0%	8.0%	10.0%	7.7%	20
Maximum Increase Allowed as Stated by Policy	7.0%	13.0%	15.0%	12.2%	17
<b>Retail and Wholesale Trade</b>					
Lowest Increase Granted	2.0%	3.0%	5.0%	3.3%	15
Average Increase Granted	4.5%	7.0%	7.8%	6.6%	17
Highest Increase Granted	7.0%	10.0%	20.0%	15.0%	17
Standard Increase Granted in Accordance with Policy	5.0%	5.0%	7.0%	6.0%	15
Maximum Increase Allowed as Stated by Policy	5.0%	10.0%	11.3%	9.0%	10
<b>Services</b>					
Lowest Increase Granted	2.0%	3.0%	5.0%	4.0%	43
Average Increase Granted	5.0%	7.0%	8.8%	7.2%	50
Highest Increase Granted	10.0%	12.4%	17.6%	14.5%	50
Standard Increase Granted in Accordance with Policy	5.0%	8.0%	10.0%	7.4%	45
Maximum Increase Allowed as Stated by Policy	10.0%	12.0%	20.0%	14.7%	35
<b>Health Care</b>					
Lowest Increase Granted	---	---	---	---	1
Average Increase Granted	---	8.5%	---	8.5%	2
Highest Increase Granted	---	17.5%	---	17.5%	2
Standard Increase Granted in Accordance with Policy	---	7.0%	---	7.3%	3
Maximum Increase Allowed as Stated by Policy	---	---	---	---	1
<b>Banking and Finance</b>					
Lowest Increase Granted	1.8%	4.0%	5.0%	3.7%	14
Average Increase Granted	5.0%	7.0%	8.5%	6.6%	13
Highest Increase Granted	10.0%	12.0%	15.0%	12.4%	14
Standard Increase Granted in Accordance with Policy	4.5%	5.0%	8.5%	6.1%	14
Maximum Increase Allowed as Stated by Policy	10.0%	10.0%	15.0%	11.7%	9

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## Promotional Increases

### 2013 Promotional Increases (continued)

#### AVERAGE PROMOTIONAL INCREASES (AS A PERCENT OF SALARY) GRANTED DURING 2013 (continued)

	P25	P50	P75	Average	# of Responses
<b>Industry Sector (continued)</b>					
<b>Insurance</b>					
Lowest Increase Granted	3.3%	5.0%	10.0%	6.0%	7
Average Increase Granted	10.0%	10.0%	12.2%	9.9%	8
Highest Increase Granted	10.5%	15.0%	20.0%	19.5%	8
Standard Increase Granted in Accordance with Policy	5.0%	10.0%	10.0%	7.4%	7
Maximum Increase Allowed as Stated by Policy	10.5%	13.5%	15.0%	13.0%	4
<b>Region</b>					
<b>Eastern Canada</b>					
Lowest Increase Granted	1.3%	2.5%	5.0%	3.1%	20
Average Increase Granted	5.0%	6.5%	8.8%	7.7%	24
Highest Increase Granted	10.0%	13.5%	15.0%	16.0%	24
Standard Increase Granted in Accordance with Policy	5.0%	6.0%	10.0%	6.9%	23
Maximum Increase Allowed as Stated by Policy	10.0%	10.0%	20.0%	13.5%	19
<b>Greater Toronto</b>					
Lowest Increase Granted	2.9%	5.0%	5.0%	4.5%	61
Average Increase Granted	5.0%	7.5%	10.0%	7.8%	65
Highest Increase Granted	10.0%	14.0%	19.0%	16.2%	65
Standard Increase Granted in Accordance with Policy	5.0%	7.3%	10.0%	7.4%	60
Maximum Increase Allowed as Stated by Policy	10.0%	15.0%	15.0%	14.9%	39
<b>Other Ontario</b>					
Lowest Increase Granted	2.3%	4.0%	5.0%	4.2%	17
Average Increase Granted	5.0%	7.0%	8.5%	7.2%	19
Highest Increase Granted	10.0%	12.5%	20.0%	14.9%	19
Standard Increase Granted in Accordance with Policy	5.5%	8.0%	10.0%	8.0%	13
Maximum Increase Allowed as Stated by Policy	10.5%	15.0%	22.5%	16.5%	8
<b>Manitoba/Saskatchewan</b>					
Lowest Increase Granted	2.0%	4.0%	5.0%	3.9%	7
Average Increase Granted	5.0%	7.0%	10.0%	7.3%	8
Highest Increase Granted	10.0%	12.0%	14.8%	12.0%	8
Standard Increase Granted in Accordance with Policy	5.0%	5.0%	10.0%	6.4%	7
Maximum Increase Allowed as Stated by Policy	5.0%	12.0%	14.0%	10.1%	7

*Table continues on next page.*

## Promotional Increases

### 2013 Promotional Increases (continued)

#### AVERAGE PROMOTIONAL INCREASES (AS A PERCENT OF SALARY) GRANTED DURING 2013 (continued)

	P25	P50	P75	Average	# of Responses
<b>Region (continued)</b>					
<b>Alberta</b>					
Lowest Increase Granted	2.7%	3.0%	5.0%	3.8%	17
Average Increase Granted	5.0%	7.0%	8.0%	7.0%	19
Highest Increase Granted	8.5%	13.5%	15.8%	14.3%	18
Standard Increase Granted in Accordance with Policy	5.0%	8.0%	10.0%	7.8%	21
Maximum Increase Allowed as Stated by Policy	8.5%	12.5%	15.0%	11.5%	12
<b>British Columbia</b>					
Lowest Increase Granted	2.0%	3.0%	5.0%	4.1%	11
Average Increase Granted	5.0%	7.3%	10.0%	7.3%	14
Highest Increase Granted	10.0%	13.4%	20.0%	14.7%	14
Standard Increase Granted in Accordance with Policy	5.0%	5.0%	10.0%	6.3%	11
Maximum Increase Allowed as Stated by Policy	10.0%	12.5%	15.0%	15.5%	12
<b>Organization Size</b>					
<b>Under 300 FTEs</b>					
Lowest Increase Granted	2.0%	4.6%	5.0%	4.1%	46
Average Increase Granted	5.0%	7.3%	9.0%	7.6%	56
Highest Increase Granted	10.0%	12.0%	18.5%	16.1%	54
Standard Increase Granted in Accordance with Policy	5.0%	6.0%	10.0%	7.1%	51
Maximum Increase Allowed as Stated by Policy	10.0%	10.5%	15.0%	11.8%	36
<b>300 to 999 FTEs</b>					
Lowest Increase Granted	2.6%	3.1%	5.0%	4.0%	28
Average Increase Granted	5.0%	7.0%	10.0%	7.2%	29
Highest Increase Granted	10.0%	12.8%	18.4%	16.3%	29
Standard Increase Granted in Accordance with Policy	5.0%	6.0%	8.0%	6.6%	27
Maximum Increase Allowed as Stated by Policy	9.0%	10.0%	15.0%	13.3%	17
<b>1,000 to 4,999 FTEs</b>					
Lowest Increase Granted	2.5%	4.1%	5.0%	4.3%	38
Average Increase Granted	5.0%	7.6%	10.0%	8.0%	42
Highest Increase Granted	10.0%	14.2%	17.6%	14.8%	42
Standard Increase Granted in Accordance with Policy	5.5%	9.8%	10.0%	8.3%	37
Maximum Increase Allowed as Stated by Policy	10.0%	15.0%	20.0%	17.2%	27
<b>5,000 FTEs or More</b>					
Lowest Increase Granted	2.0%	3.0%	5.0%	3.9%	21
Average Increase Granted	5.0%	6.0%	9.3%	6.9%	22
Highest Increase Granted	10.0%	15.0%	16.6%	13.9%	23
Standard Increase Granted in Accordance with Policy	5.0%	5.0%	10.0%	7.0%	20
Maximum Increase Allowed as Stated by Policy	10.0%	15.0%	17.5%	14.7%	17

## Promotional Increases

### Loss of Overtime Policy

#### PREVALENCE OF ORGANIZATIONS THAT HAVE A POLICY OR PRACTICE IN PLACE TO COMPENSATE OVERTIME-ELIGIBLE EMPLOYEES PROMOTED TO NON-OVERTIME ELIGIBLE POSITIONS FOR THE LOSS OF OVERTIME AND/OR POTENTIAL DECREASE IN TOTAL COMPENSATION

	Organizations That Have a Loss of Overtime Policy or Practice in Place		# of Responses
	# of Organizations	% of Organizations	
Entire Sample Combined	80	22.9%	350
<b>Profit Status</b>			
For-Profit Organizations	73	23.1%	316
Not-For-Profit Organizations	7	20.6%	34
<b>Industry Sector</b>			
Durable Goods Manufacturing	18	20.2%	89
Non-Durable Goods Manufacturing	10	15.2%	66
High Tech	7	17.1%	41
Energy	12	24.5%	49
Retail and Wholesale Trade	11	28.9%	38
Services	32	27.8%	115
Health Care	1	20.0%	5
Banking and Finance	10	27.0%	37
Insurance	3	15.0%	20
<b>Region</b>			
Eastern Canada	7	14.0%	50
Greater Toronto	33	21.9%	151
Other Ontario	12	24.5%	49
Manitoba/Saskatchewan	6	33.3%	18
Alberta	10	19.6%	51
British Columbia	12	38.7%	31
<b>Organization Size</b>			
Under 300 FTEs	23	20.0%	115
300 to 999 FTEs	13	17.8%	73
1,000 to 4,999 FTEs	28	28.9%	97
5,000 FTEs or More	16	24.6%	65

## Promotional Increases

### Loss of Overtime Policy (continued)

#### PERCENT OF ORGANIZATIONS THAT USE VARIOUS METHODS TO COMPENSATE PROMOTED EMPLOYEES FOR THE LOSS OF OVERTIME AND/OR POTENTIAL DECREASE IN TOTAL COMPENSATION

	Apply the Organization's Overtime Policy	Grant Full or Partial Overtime Payments to the Employee as an Exception to Normal Policy	Grant a Promotional Increase Large Enough to Offset the Employee's Previous Overtime Earnings	Provide a Special One-Time Lump Sum Payment to Offset Loss of Overtime	Provide Increased Bonus and/or Variable Pay Opportunities	# of Responses
<b>Entire Sample Combined</b>	14.6%	2.3%	66.2%	7.0%	41.8%	213
<b>Profit Status</b>						
For-Profit Organizations	13.8%	2.6%	66.3%	7.7%	41.3%	196
Not-For-Profit Organizations	23.5%	0.0%	64.7%	0.0%	47.1%	17
<b>Industry Sector</b>						
Durable Goods Manufacturing	9.4%	1.9%	71.7%	1.9%	34.0%	53
Non-Durable Goods Manufacturing	22.2%	2.8%	72.2%	11.1%	38.9%	36
High Tech	9.5%	0.0%	76.2%	4.8%	28.6%	21
Energy	11.1%	7.4%	63.0%	7.4%	40.7%	27
Retail and Wholesale Trade	18.5%	3.7%	55.6%	14.8%	59.3%	27
Services	11.4%	0.0%	71.4%	8.6%	40.0%	70
Health Care	50.0%	0.0%	50.0%	50.0%	50.0%	2
Banking and Finance	16.7%	0.0%	66.7%	8.3%	45.8%	24
Insurance	14.3%	7.1%	42.9%	14.3%	35.7%	14
<b>Region</b>						
Eastern Canada	22.2%	3.7%	70.4%	14.8%	40.7%	27
Greater Toronto	13.4%	1.0%	63.9%	4.1%	47.4%	97
Other Ontario	20.0%	0.0%	66.7%	13.3%	33.3%	30
Manitoba/Saskatchewan	9.1%	9.1%	90.9%	9.1%	27.3%	11
Alberta	13.8%	6.9%	58.6%	3.4%	37.9%	29
British Columbia	5.3%	0.0%	68.4%	5.3%	42.1%	19
<b>Organization Size</b>						
Under 300 FTEs	15.1%	1.4%	69.9%	6.8%	37.0%	73
300 to 999 FTEs	25.0%	0.0%	54.5%	11.4%	38.6%	44
1,000 to 4,999 FTEs	8.8%	5.3%	70.2%	7.0%	45.6%	57
5,000 FTEs or More	10.3%	2.6%	66.7%	2.6%	48.7%	39

## Promotional Increases

# Formal Promotional Increase Budgets

## PREVALENCE OF ORGANIZATIONS THAT HAVE AN ESTABLISHED PROMOTIONAL INCREASE BUDGET

	Organizations That Have an Established Promotional Increase Budget		# of Responses
	# of Organizations	% of Organizations	
<b>Entire Sample Combined</b>	85	21.7%	392
<b>Profit Status</b>			
For-Profit Organizations	77	21.8%	354
Not-For-Profit Organizations	8	21.1%	38
<b>Industry Sector</b>			
Durable Goods Manufacturing	18	18.0%	100
Non-Durable Goods Manufacturing	15	21.7%	69
High Tech	9	21.4%	42
Energy	15	27.8%	54
Retail and Wholesale Trade	13	30.2%	43
Services	28	21.5%	130
Health Care	1	14.3%	7
Banking and Finance	5	12.5%	40
Insurance	6	25.0%	24
<b>Region</b>			
Eastern Canada	10	18.2%	55
Greater Toronto	37	22.0%	168
Other Ontario	11	19.3%	57
Manitoba/Saskatchewan	5	25.0%	20
Alberta	11	19.3%	57
British Columbia	11	31.4%	35
<b>Organization Size</b>			
Under 300 FTEs	32	25.6%	125
300 to 999 FTEs	12	15.0%	80
1,000 to 4,999 FTEs	27	24.1%	112
5,000 FTEs or More	14	18.7%	75

## Promotional Increases

### Formal Promotional Increase Budgets (continued)

#### OVERALL PROMOTIONAL INCREASE BUDGET AS A PERCENT OF TOTAL BASE SALARIES

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Entire Sample Combined</b>	0.5%	0.5%	1.0%	0.9%	75
<b>Profit Status</b>					
For-Profit Organizations	0.5%	0.5%	1.0%	0.9%	68
Not-For-Profit Organizations	0.5%	0.6%	1.0%	0.7%	7
<b>Industry Sector</b>					
Durable Goods Manufacturing	0.5%	0.5%	0.8%	0.7%	17
Non-Durable Goods Manufacturing	0.5%	1.0%	2.1%	1.3%	13
High Tech	0.5%	0.5%	0.8%	0.9%	9
Energy	0.5%	0.6%	1.0%	0.9%	12
Retail and Wholesale Trade	0.5%	0.5%	1.0%	0.7%	10
Services	0.5%	0.6%	1.0%	0.8%	25
Health Care	---	---	---	---	1
Banking and Finance	0.2%	0.8%	2.5%	1.2%	4
Insurance	0.6%	1.4%	2.8%	1.6%	4
<b>Region</b>					
Eastern Canada	0.5%	0.8%	3.0%	1.4%	9
Greater Toronto	0.5%	0.5%	1.0%	0.9%	35
Other Ontario	0.5%	0.5%	0.9%	0.7%	8
Manitoba/Saskatchewan	---	0.5%	---	0.4%	3
Alberta	0.5%	0.8%	1.0%	0.8%	9
British Columbia	0.5%	0.5%	1.0%	0.8%	11
<b>Organization Size</b>					
Under 300 FTEs	0.5%	0.6%	1.0%	0.9%	27
300 to 999 FTEs	0.5%	0.8%	2.3%	1.3%	9
1,000 to 4,999 FTEs	0.5%	0.5%	1.0%	0.8%	25
5,000 FTEs or More	0.5%	0.7%	1.0%	0.7%	14

## Promotional Increases

### Formal Promotional Increase Budgets (continued)

#### OVERALL PROMOTIONAL INCREASE BUDGET AS A PERCENT OF TOTAL BASE SALARIES - 2015

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Entire Sample Combined</b>	0.5%	0.5%	1.0%	0.9%	74
<b>Profit Status</b>					
For-Profit Organizations	0.5%	0.5%	1.0%	0.9%	67
Not-For-Profit Organizations	0.5%	0.6%	1.0%	0.7%	7
<b>Industry Sector</b>					
Durable Goods Manufacturing	0.5%	0.5%	0.8%	0.7%	17
Non-Durable Goods Manufacturing	0.5%	1.0%	2.1%	1.3%	13
High Tech	0.5%	0.5%	0.9%	0.9%	8
Energy	0.5%	0.6%	1.0%	0.9%	12
Retail and Wholesale Trade	0.5%	0.5%	1.0%	0.7%	10
Services	0.5%	0.6%	1.0%	0.8%	24
Health Care	---	---	---	---	1
Banking and Finance	0.2%	0.8%	2.5%	1.2%	4
Insurance	0.6%	1.9%	3.0%	1.8%	4
<b>Region</b>					
Eastern Canada	0.5%	0.8%	3.0%	1.4%	9
Greater Toronto	0.5%	0.5%	1.0%	0.9%	34
Other Ontario	0.5%	0.5%	0.9%	0.7%	8
Manitoba/Saskatchewan	---	0.5%	---	0.4%	3
Alberta	0.5%	0.8%	1.0%	0.8%	9
British Columbia	0.5%	0.5%	1.0%	0.8%	11
<b>Organization Size</b>					
Under 300 FTEs	0.5%	0.7%	1.0%	1.0%	26
300 to 999 FTEs	0.5%	0.8%	2.3%	1.3%	9
1,000 to 4,999 FTEs	0.5%	0.5%	1.0%	0.8%	25
5,000 FTEs or More	0.5%	0.7%	1.0%	0.7%	14

# Turnover



# Turnover

## Turnover

### 2013 ACTUAL TURNOVER RATES

	25th Percentile	Median	75 Percentile	Average	# of Responses
<b>Entire Sample Combined</b>					
Voluntary Turnover	4.0%	6.3%	10.2%	8.1%	268
Involuntary Turnover	2.0%	4.0%	6.5%	6.0%	244
Overall Turnover	6.9%	11.0%	16.1%	13.5%	269
<b>Profit Status</b>					
<b>For-Profit Organizations</b>					
Voluntary Turnover	4.4%	6.9%	10.8%	8.5%	237
Involuntary Turnover	2.0%	4.1%	7.0%	6.5%	215
Overall Turnover	7.0%	11.0%	17.1%	14.2%	238
<b>Not-For-Profit Organizations</b>					
Voluntary Turnover	2.2%	4.7%	7.9%	5.2%	31
Involuntary Turnover	1.1%	2.5%	4.4%	3.0%	29
Overall Turnover	4.0%	7.5%	12.0%	8.0%	31
<b>Industry Sector</b>					
<b>Durable Goods Manufacturing</b>					
Voluntary Turnover	3.0%	5.0%	8.0%	5.9%	59
Involuntary Turnover	1.8%	3.9%	6.4%	6.2%	54
Overall Turnover	5.3%	9.2%	12.9%	11.3%	60
<b>Non-Durable Goods Manufacturing</b>					
Voluntary Turnover	3.8%	6.0%	8.4%	8.8%	35
Involuntary Turnover	2.5%	5.6%	10.0%	7.7%	30
Overall Turnover	6.6%	9.0%	19.7%	15.3%	35
<b>High Tech</b>					
Voluntary Turnover	5.4%	7.5%	10.0%	7.7%	22
Involuntary Turnover	4.0%	5.8%	11.1%	9.7%	20
Overall Turnover	10.0%	12.5%	16.2%	15.8%	23
<b>Energy</b>					
Voluntary Turnover	3.5%	5.0%	8.4%	6.8%	47
Involuntary Turnover	1.0%	3.0%	5.3%	4.6%	43
Overall Turnover	4.7%	8.0%	13.7%	10.9%	47
<b>Retail and Wholesale Trade</b>					
Voluntary Turnover	4.9%	9.5%	21.5%	14.3%	26
Involuntary Turnover	3.0%	6.0%	10.5%	9.8%	24
Overall Turnover	7.6%	16.5%	28.8%	23.3%	26
<b>Services</b>					
Voluntary Turnover	5.0%	8.6%	12.2%	9.6%	90
Involuntary Turnover	3.0%	5.0%	7.5%	6.7%	82
Overall Turnover	8.0%	14.0%	19.8%	15.6%	90

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## Turnover

### Turnover (continued)

#### 2013 ACTUAL TURNOVER RATES (continued)

	25th Percentile	Median	75 Percentile	Average	# of Responses
<b>Industry Sector (continued)</b>					
<b>Health Care</b>					
Voluntary Turnover	4.6%	7.0%	11.6%	8.2%	6
Involuntary Turnover	1.8%	4.7%	10.6%	5.9%	6
Overall Turnover	8.7%	13.8%	20.1%	14.0%	6
<b>Banking and Finance</b>					
Voluntary Turnover	3.8%	6.2%	9.8%	6.8%	35
Involuntary Turnover	1.7%	3.0%	4.8%	3.7%	33
Overall Turnover	7.6%	11.0%	13.1%	10.4%	35
<b>Insurance</b>					
Voluntary Turnover	6.3%	7.9%	10.3%	8.7%	22
Involuntary Turnover	1.7%	3.2%	5.0%	4.0%	20
Overall Turnover	8.2%	11.1%	13.6%	12.3%	22
<b>Region</b>					
<b>Eastern Canada</b>					
Voluntary Turnover	3.9%	6.5%	12.1%	8.0%	34
Involuntary Turnover	2.1%	3.9%	6.5%	4.9%	28
Overall Turnover	5.5%	11.0%	15.5%	12.0%	34
<b>Greater Toronto</b>					
Voluntary Turnover	4.0%	7.0%	10.0%	7.6%	110
Involuntary Turnover	2.6%	4.1%	7.0%	6.8%	104
Overall Turnover	7.6%	11.2%	16.0%	13.9%	111
<b>Other Ontario</b>					
Voluntary Turnover	3.1%	6.6%	9.1%	8.5%	38
Involuntary Turnover	1.2%	4.0%	8.3%	6.1%	34
Overall Turnover	5.9%	9.1%	16.8%	13.9%	38
<b>Manitoba/Saskatchewan</b>					
Voluntary Turnover	4.8%	6.4%	8.6%	7.9%	12
Involuntary Turnover	1.9%	5.1%	6.7%	5.9%	10
Overall Turnover	8.1%	10.7%	11.2%	12.8%	12
<b>Alberta</b>					
Voluntary Turnover	4.2%	6.0%	10.8%	8.6%	50
Involuntary Turnover	1.4%	3.0%	6.0%	5.6%	46
Overall Turnover	5.3%	10.5%	18.4%	13.7%	50
<b>British Columbia</b>					
Voluntary Turnover	4.0%	6.0%	11.9%	8.6%	24
Involuntary Turnover	1.7%	3.3%	6.3%	4.9%	22
Overall Turnover	4.7%	11.4%	18.0%	13.2%	24

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## Turnover

### Turnover (continued)

#### 2013 ACTUAL TURNOVER RATES (continued)

	25th Percentile	Median	75 Percentile	Average	# of Responses
<b>Organization Size</b>					
<b>Under 300 FTEs</b>					
Voluntary Turnover	4.0%	7.0%	10.0%	8.6%	79
Involuntary Turnover	2.6%	4.9%	9.4%	7.8%	68
Overall Turnover	7.5%	11.2%	16.6%	15.1%	80
<b>300 - 999 FTEs</b>					
Voluntary Turnover	4.0%	5.8%	8.7%	7.5%	49
Involuntary Turnover	1.9%	3.0%	6.0%	5.5%	47
Overall Turnover	7.0%	9.0%	16.1%	12.8%	49
<b>1,000 - 4,999 FTEs</b>					
Voluntary Turnover	4.0%	6.5%	10.4%	7.9%	91
Involuntary Turnover	1.5%	3.8%	6.0%	5.3%	87
Overall Turnover	5.7%	11.0%	17.0%	13.0%	91
<b>5,000 FTEs or More</b>					
Voluntary Turnover	4.0%	7.0%	10.8%	8.1%	49
Involuntary Turnover	1.9%	4.0%	6.0%	5.3%	42
Overall Turnover	5.4%	11.1%	15.5%	12.6%	49

## Turnover

### Turnover (continued)

#### 2014 PROJECTED TURNOVER RATES

	25th Percentile	Median	75 Percentile	Average	# of Responses
<b>Entire Sample Combined</b>					
Voluntary Turnover	4.0%	5.7%	10.0%	7.8%	218
Involuntary Turnover	2.0%	3.5%	6.0%	5.6%	196
Overall Turnover	6.0%	10.0%	14.9%	12.7%	220
<b>Profit Status</b>					
<b>For-Profit Organizations</b>					
Voluntary Turnover	4.1%	6.0%	10.0%	8.1%	192
Involuntary Turnover	2.0%	4.0%	6.3%	6.0%	171
Overall Turnover	6.0%	10.0%	15.4%	13.3%	194
<b>Not-For-Profit Organizations</b>					
Voluntary Turnover	2.4%	4.5%	9.0%	5.3%	26
Involuntary Turnover	1.0%	2.0%	4.4%	3.1%	25
Overall Turnover	4.1%	7.5%	11.3%	8.3%	26
<b>Industry Sector</b>					
<b>Durable Goods Manufacturing</b>					
Voluntary Turnover	2.7%	5.0%	6.0%	5.3%	51
Involuntary Turnover	1.1%	3.0%	5.5%	3.7%	45
Overall Turnover	4.6%	7.0%	11.0%	8.3%	52
<b>Non-Durable Goods Manufacturing</b>					
Voluntary Turnover	3.0%	5.0%	8.1%	8.7%	25
Involuntary Turnover	2.5%	6.0%	10.0%	10.0%	21
Overall Turnover	5.0%	11.5%	22.5%	16.4%	26
<b>High Tech</b>					
Voluntary Turnover	4.0%	6.0%	10.0%	6.7%	19
Involuntary Turnover	1.2%	3.5%	6.3%	4.6%	18
Overall Turnover	5.2%	9.5%	13.8%	10.4%	20
<b>Energy</b>					
Voluntary Turnover	3.4%	5.3%	9.3%	6.7%	42
Involuntary Turnover	1.0%	2.0%	5.0%	5.3%	38
Overall Turnover	5.0%	7.4%	13.3%	11.4%	42
<b>Retail and Wholesale Trade</b>					
Voluntary Turnover	5.0%	10.0%	22.3%	14.8%	22
Involuntary Turnover	3.0%	6.0%	8.0%	8.7%	19
Overall Turnover	6.8%	15.9%	35.5%	22.3%	22
<b>Services</b>					
Voluntary Turnover	4.2%	8.0%	12.0%	9.2%	74
Involuntary Turnover	2.0%	4.0%	7.3%	6.2%	70
Overall Turnover	7.0%	12.0%	17.7%	14.8%	75
<b>Health Care</b>					
Voluntary Turnover	4.8%	9.0%	11.0%	8.1%	5
Involuntary Turnover	1.6%	2.0%	7.2%	3.9%	5
Overall Turnover	8.0%	10.2%	17.0%	12.0%	5

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## Turnover

### Turnover (continued)

#### 2014 PROJECTED TURNOVER RATES (continued)

	25th Percentile	Median	75 Percentile	Average	# of Responses
<b>Industry Sector (continued)</b>					
<b>Banking and Finance</b>					
Voluntary Turnover	4.0%	5.4%	8.0%	6.8%	27
Involuntary Turnover	2.1%	3.1%	5.2%	3.7%	24
Overall Turnover	7.2%	10.0%	12.2%	10.0%	27
<b>Insurance</b>					
Voluntary Turnover	6.3%	8.0%	10.0%	8.9%	17
Involuntary Turnover	1.7%	3.6%	5.6%	4.1%	15
Overall Turnover	9.0%	11.0%	12.5%	12.5%	17
<b>Region</b>					
<b>Eastern Canada</b>					
Voluntary Turnover	3.4%	5.0%	10.9%	7.6%	30
Involuntary Turnover	2.0%	3.1%	5.5%	5.1%	25
Overall Turnover	5.9%	10.0%	15.1%	11.8%	30
<b>Greater Toronto</b>					
Voluntary Turnover	4.0%	5.1%	10.0%	7.2%	84
Involuntary Turnover	2.0%	4.0%	6.2%	5.6%	78
Overall Turnover	6.0%	9.8%	14.3%	12.3%	85
<b>Other Ontario</b>					
Voluntary Turnover	3.5%	5.0%	7.5%	8.2%	33
Involuntary Turnover	1.0%	2.8%	7.0%	6.3%	30
Overall Turnover	5.0%	9.0%	15.3%	13.4%	34
<b>Manitoba/Saskatchewan</b>					
Voluntary Turnover	5.0%	6.8%	9.0%	7.7%	9
Involuntary Turnover	1.0%	4.4%	15.0%	8.5%	6
Overall Turnover	6.0%	8.0%	14.6%	13.3%	9
<b>Alberta</b>					
Voluntary Turnover	4.5%	6.0%	11.1%	8.9%	42
Involuntary Turnover	1.8%	2.7%	5.3%	6.0%	38
Overall Turnover	6.7%	10.5%	15.9%	14.3%	42
<b>British Columbia</b>					
Voluntary Turnover	4.0%	5.5%	10.0%	7.5%	20
Involuntary Turnover	1.0%	2.0%	5.0%	3.8%	19
Overall Turnover	4.6%	9.8%	16.3%	11.1%	20

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## Turnover

### Turnover (continued)

#### 2014 PROJECTED TURNOVER RATES (continued)

	25th Percentile	Median	75 Percentile	Average	# of Responses
<b>Organization Size</b>					
<b>Under 300 FTEs</b>					
Voluntary Turnover	3.9%	5.0%	10.0%	8.1%	64
Involuntary Turnover	2.0%	3.1%	8.0%	7.1%	51
Overall Turnover	5.0%	9.0%	15.1%	13.3%	66
<b>300 - 999 FTEs</b>					
Voluntary Turnover	4.5%	5.0%	8.0%	7.2%	41
Involuntary Turnover	2.0%	4.0%	5.8%	5.8%	40
Overall Turnover	7.0%	9.9%	12.2%	12.8%	41
<b>1,000 - 4,999 FTEs</b>					
Voluntary Turnover	4.3%	5.8%	10.0%	7.7%	74
Involuntary Turnover	1.5%	2.5%	6.3%	4.8%	72
Overall Turnover	5.9%	10.1%	16.3%	12.3%	74
<b>5,000 FTEs or More</b>					
Voluntary Turnover	4.0%	7.0%	10.0%	8.2%	39
Involuntary Turnover	1.6%	4.0%	5.8%	5.0%	33
Overall Turnover	6.0%	10.5%	14.3%	12.4%	39



# Compensation Philosophies



# Compensation Philosophies

## Prevalence of Compensation Philosophies

### PREVALENCE OF ORGANIZATIONS THAT HAVE AN ESTABLISHED COMPENSATION PHILOSOPHY

	Organizations That Have an Established Compensation Philosophy		# of Responses
	# of Organizations	% of Organizations	
Entire Sample Combined	336	83.4%	403
<b>Profit Status</b>			
For-Profit Organizations	300	82.6%	363
Not-For-Profit Organizations	36	90.0%	40
<b>Industry Sector</b>			
Durable Goods Manufacturing	83	81.4%	102
Non-Durable Goods Manufacturing	62	86.1%	72
High Tech	35	81.4%	43
Energy	46	83.6%	55
Retail and Wholesale Trade	36	83.7%	43
Services	109	80.7%	135
Health Care	7	87.5%	8
Banking and Finance	36	85.7%	42
Insurance	24	96.0%	25
<b>Region</b>			
Eastern Canada	50	87.7%	57
Greater Toronto	147	83.1%	177
Other Ontario	46	80.7%	57
Manitoba/Saskatchewan	17	85.0%	20
Alberta	48	84.2%	57
British Columbia	28	80.0%	35
<b>Organization Size</b>			
Under 300 FTEs	96	77.4%	124
300 to 999 FTEs	74	90.2%	82
1,000 to 4,999 FTEs	97	82.2%	118
5,000 FTEs or More	69	87.3%	79

## Compensation Philosophies

# Compensation Philosophies at Targeted Market

## EXECUTIVE COMPENSATION PHILOSOPHIES

	Percent of Organizations Reporting Their Executive Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
Entire Sample Combined							
Salaries	7.1%	5.6%	0.0%	86.6%	0.0%	0.7%	268
Total Cash Compensation	17.2%	9.8%	0.0%	73.0%	0.0%	0.0%	244
Total Direct Compensation	15.5%	8.8%	0.0%	75.2%	0.0%	0.4%	226
Total Reward	16.7%	7.1%	0.0%	76.2%	0.0%	0.0%	210
Profit Status							
For-Profit Organizations							
Salaries	6.9%	5.7%	0.0%	86.5%	0.0%	0.8%	245
Total Cash Compensation	17.4%	9.4%	0.0%	73.2%	0.0%	0.0%	224
Total Direct Compensation	15.5%	8.7%	0.0%	75.4%	0.0%	0.5%	207
Total Reward	16.6%	7.3%	0.0%	76.2%	0.0%	0.0%	193
Not-For-Profit Organizations							
Salaries	8.7%	4.3%	0.0%	87.0%	0.0%	0.0%	23
Total Cash Compensation	15.0%	15.0%	0.0%	70.0%	0.0%	0.0%	20
Total Direct Compensation	15.8%	10.5%	0.0%	73.7%	0.0%	0.0%	19
Total Reward	17.6%	5.9%	0.0%	76.5%	0.0%	0.0%	17
Industry Sector							
Durable Goods Manufacturing							
Salaries	6.2%	4.6%	0.0%	87.7%	0.0%	1.5%	65
Total Cash Compensation	20.3%	6.8%	0.0%	72.9%	0.0%	0.0%	59
Total Direct Compensation	18.2%	10.9%	0.0%	69.1%	0.0%	1.8%	55
Total Reward	12.8%	10.6%	0.0%	76.6%	0.0%	0.0%	47
Non-Durable Goods Manufacturing							
Salaries	8.3%	10.4%	0.0%	81.3%	0.0%	0.0%	48
Total Cash Compensation	20.5%	11.4%	0.0%	68.2%	0.0%	0.0%	44
Total Direct Compensation	19.5%	4.9%	0.0%	75.6%	0.0%	0.0%	41
Total Reward	22.5%	2.5%	0.0%	75.0%	0.0%	0.0%	40
High Tech							
Salaries	7.7%	3.8%	0.0%	88.5%	0.0%	0.0%	26
Total Cash Compensation	21.7%	4.3%	0.0%	73.9%	0.0%	0.0%	23
Total Direct Compensation	19.0%	9.5%	0.0%	66.7%	0.0%	4.8%	21
Total Reward	21.1%	5.3%	0.0%	73.7%	0.0%	0.0%	19
Energy							
Salaries	4.9%	4.9%	0.0%	90.2%	0.0%	0.0%	41
Total Cash Compensation	11.1%	11.1%	0.0%	77.8%	0.0%	0.0%	36
Total Direct Compensation	6.1%	9.1%	0.0%	84.8%	0.0%	0.0%	33
Total Reward	12.1%	9.1%	0.0%	78.8%	0.0%	0.0%	33

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## Compensation Philosophies

# Compensation Philosophies at Targeted Market (continued)

## EXECUTIVE COMPENSATION PHILOSOPHIES (continued)

	Percent of Organizations Reporting Their Executive Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
Industry Sector (continued)							
Retail and Wholesale Trade							
Salaries	5.0%	0.0%	0.0%	95.0%	0.0%	0.0%	20
Total Cash Compensation	4.8%	19.0%	0.0%	76.2%	0.0%	0.0%	21
Total Direct Compensation	11.1%	0.0%	0.0%	88.9%	0.0%	0.0%	18
Total Reward	16.7%	0.0%	0.0%	83.3%	0.0%	0.0%	18
Services							
Salaries	8.6%	4.3%	0.0%	87.1%	0.0%	0.0%	93
Total Cash Compensation	19.3%	7.2%	0.0%	73.5%	0.0%	0.0%	83
Total Direct Compensation	18.2%	6.5%	0.0%	75.3%	0.0%	0.0%	77
Total Reward	20.5%	4.1%	0.0%	75.3%	0.0%	0.0%	73
Health Care							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	3
Total Cash Compensation	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	2
Total Direct Compensation	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	2
Total Reward	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	2
Banking and Finance							
Salaries	3.1%	6.3%	0.0%	90.6%	0.0%	0.0%	32
Total Cash Compensation	9.7%	9.7%	0.0%	80.6%	0.0%	0.0%	31
Total Direct Compensation	10.3%	10.3%	0.0%	79.3%	0.0%	0.0%	29
Total Reward	7.7%	7.7%	0.0%	84.6%	0.0%	0.0%	26
Insurance							
Salaries	5.6%	5.6%	0.0%	83.3%	0.0%	5.6%	18
Total Cash Compensation	12.5%	12.5%	0.0%	75.0%	0.0%	0.0%	16
Total Direct Compensation	12.5%	12.5%	0.0%	75.0%	0.0%	0.0%	16
Total Reward	23.1%	15.4%	0.0%	61.5%	0.0%	0.0%	13

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## Compensation Philosophies

### Compensation Philosophies at Targeted Market (continued)

#### EXECUTIVE COMPENSATION PHILOSOPHIES (continued)

	Percent of Organizations Reporting Their Executive Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
Region							
Eastern Canada							
Salaries	4.9%	7.3%	0.0%	87.8%	0.0%	0.0%	41
Total Cash Compensation	11.4%	11.4%	0.0%	77.1%	0.0%	0.0%	35
Total Direct Compensation	6.1%	18.2%	0.0%	75.8%	0.0%	0.0%	33
Total Reward	9.7%	9.7%	0.0%	80.6%	0.0%	0.0%	31
Greater Toronto							
Salaries	10.7%	4.5%	0.0%	83.0%	0.0%	1.8%	112
Total Cash Compensation	21.0%	7.6%	0.0%	71.4%	0.0%	0.0%	105
Total Direct Compensation	20.4%	3.1%	0.0%	76.5%	0.0%	0.0%	98
Total Reward	20.7%	2.2%	0.0%	77.2%	0.0%	0.0%	92
Other Ontario							
Salaries	2.9%	5.7%	0.0%	91.4%	0.0%	0.0%	35
Total Cash Compensation	18.8%	12.5%	0.0%	68.8%	0.0%	0.0%	32
Total Direct Compensation	20.7%	13.8%	0.0%	65.5%	0.0%	0.0%	29
Total Reward	24.0%	16.0%	0.0%	60.0%	0.0%	0.0%	25
Manitoba/Saskatchewan							
Salaries	12.5%	0.0%	0.0%	87.5%	0.0%	0.0%	16
Total Cash Compensation	6.7%	6.7%	0.0%	86.7%	0.0%	0.0%	15
Total Direct Compensation	6.7%	13.3%	0.0%	73.3%	0.0%	6.7%	15
Total Reward	7.1%	7.1%	0.0%	85.7%	0.0%	0.0%	14
Alberta							
Salaries	4.9%	7.3%	0.0%	87.8%	0.0%	0.0%	41
Total Cash Compensation	17.9%	12.8%	0.0%	69.2%	0.0%	0.0%	39
Total Direct Compensation	14.3%	8.6%	0.0%	77.1%	0.0%	0.0%	35
Total Reward	15.2%	9.1%	0.0%	75.8%	0.0%	0.0%	33
British Columbia							
Salaries	0.0%	8.7%	0.0%	91.3%	0.0%	0.0%	23
Total Cash Compensation	11.1%	11.1%	0.0%	77.8%	0.0%	0.0%	18
Total Direct Compensation	6.3%	12.5%	0.0%	81.3%	0.0%	0.0%	16
Total Reward	6.7%	13.3%	0.0%	80.0%	0.0%	0.0%	15

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## Compensation Philosophies

# Compensation Philosophies at Targeted Market (continued)

## EXECUTIVE COMPENSATION PHILOSOPHIES (continued)

	Percent of Organizations Reporting Their Executive Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
Organization Size							
Under 300 FTEs							
Salaries	8.5%	7.3%	0.0%	84.1%	0.0%	0.0%	82
Total Cash Compensation	15.5%	11.3%	0.0%	73.2%	0.0%	0.0%	71
Total Direct Compensation	14.9%	11.9%	0.0%	71.6%	0.0%	1.5%	67
Total Reward	15.6%	10.9%	0.0%	73.4%	0.0%	0.0%	64
300 to 999 FTEs							
Salaries	5.2%	3.4%	0.0%	89.7%	0.0%	1.7%	58
Total Cash Compensation	19.2%	7.7%	0.0%	73.1%	0.0%	0.0%	52
Total Direct Compensation	9.3%	7.0%	0.0%	83.7%	0.0%	0.0%	43
Total Reward	14.0%	2.3%	0.0%	83.7%	0.0%	0.0%	43
1,000 to 4,999 FTEs							
Salaries	10.4%	6.5%	0.0%	81.8%	0.0%	1.3%	77
Total Cash Compensation	20.3%	10.8%	0.0%	68.9%	0.0%	0.0%	74
Total Direct Compensation	23.9%	7.0%	0.0%	69.0%	0.0%	0.0%	71
Total Reward	24.2%	6.5%	0.0%	69.4%	0.0%	0.0%	62
5,000 FTEs or More							
Salaries	2.0%	3.9%	0.0%	94.1%	0.0%	0.0%	51
Total Cash Compensation	12.8%	8.5%	0.0%	78.7%	0.0%	0.0%	47
Total Direct Compensation	8.9%	8.9%	0.0%	82.2%	0.0%	0.0%	45
Total Reward	9.8%	7.3%	0.0%	82.9%	0.0%	0.0%	41

## Compensation Philosophies

# Compensation Philosophies at Targeted Market (continued)

## MANAGEMENT (EXCLUDING EXECUTIVES) COMPENSATION PHILOSOPHIES

	Percent of Organizations Reporting Their Management (Excluding Executives) Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
Entire Sample Combined							
Salaries	3.4%	5.2%	0.0%	90.5%	0.0%	0.9%	326
Total Cash Compensation	12.0%	10.3%	0.0%	77.3%	0.0%	0.3%	291
Total Direct Compensation	10.7%	7.0%	0.0%	81.8%	0.0%	0.4%	242
Total Reward	10.1%	5.9%	0.0%	83.5%	0.0%	0.4%	237
Profit Status							
For-Profit Organizations							
Salaries	3.4%	5.5%	0.0%	90.1%	0.0%	1.0%	292
Total Cash Compensation	12.7%	10.4%	0.0%	76.5%	0.0%	0.4%	260
Total Direct Compensation	11.5%	6.9%	0.0%	81.2%	0.0%	0.5%	218
Total Reward	10.8%	6.1%	0.0%	82.6%	0.0%	0.5%	213
Not-For-Profit Organizations							
Salaries	2.9%	2.9%	0.0%	94.1%	0.0%	0.0%	34
Total Cash Compensation	6.5%	9.7%	0.0%	83.9%	0.0%	0.0%	31
Total Direct Compensation	4.2%	8.3%	0.0%	87.5%	0.0%	0.0%	24
Total Reward	4.2%	4.2%	0.0%	91.7%	0.0%	0.0%	24
Industry Sector							
Durable Goods Manufacturing							
Salaries	1.3%	5.1%	0.0%	92.3%	0.0%	1.3%	78
Total Cash Compensation	11.6%	8.7%	0.0%	79.7%	0.0%	0.0%	69
Total Direct Compensation	11.9%	6.8%	0.0%	81.4%	0.0%	0.0%	59
Total Reward	5.7%	5.7%	0.0%	88.7%	0.0%	0.0%	53
Non-Durable Goods Manufacturing							
Salaries	3.3%	6.6%	0.0%	90.2%	0.0%	0.0%	61
Total Cash Compensation	17.0%	11.3%	0.0%	71.7%	0.0%	0.0%	53
Total Direct Compensation	17.4%	6.5%	0.0%	76.1%	0.0%	0.0%	46
Total Reward	17.0%	6.4%	0.0%	76.6%	0.0%	0.0%	47
High Tech							
Salaries	0.0%	3.0%	0.0%	97.0%	0.0%	0.0%	33
Total Cash Compensation	10.7%	7.1%	0.0%	82.1%	0.0%	0.0%	28
Total Direct Compensation	13.0%	4.3%	0.0%	82.6%	0.0%	0.0%	23
Total Reward	9.1%	4.5%	0.0%	86.4%	0.0%	0.0%	22
Energy							
Salaries	4.5%	6.8%	0.0%	88.6%	0.0%	0.0%	44
Total Cash Compensation	7.7%	10.3%	0.0%	82.1%	0.0%	0.0%	39
Total Direct Compensation	0.0%	9.7%	0.0%	90.3%	0.0%	0.0%	31
Total Reward	3.1%	9.4%	0.0%	87.5%	0.0%	0.0%	32

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## Compensation Philosophies

### Compensation Philosophies at Targeted Market (continued)

#### MANAGEMENT (EXCLUDING EXECUTIVES) COMPENSATION PHILOSOPHIES (continued)

	Percent of Organizations Reporting Their Management (Excluding Executives) Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
Industry Sector (continued)							
Retail and Wholesale Trade							
Salaries	3.3%	0.0%	0.0%	96.7%	0.0%	0.0%	30
Total Cash Compensation	3.3%	13.3%	0.0%	83.3%	0.0%	0.0%	30
Total Direct Compensation	8.7%	0.0%	0.0%	91.3%	0.0%	0.0%	23
Total Reward	8.7%	0.0%	0.0%	91.3%	0.0%	0.0%	23
Services							
Salaries	5.2%	3.5%	0.0%	90.4%	0.0%	0.9%	115
Total Cash Compensation	12.9%	7.9%	0.0%	78.2%	0.0%	1.0%	101
Total Direct Compensation	13.8%	3.4%	0.0%	81.6%	0.0%	1.1%	87
Total Reward	14.1%	3.5%	0.0%	81.2%	0.0%	1.2%	85
Health Care							
Salaries	0.0%	14.3%	0.0%	85.7%	0.0%	0.0%	7
Total Cash Compensation	0.0%	20.0%	0.0%	80.0%	0.0%	0.0%	5
Total Direct Compensation	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	4
Total Reward	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	4
Banking and Finance							
Salaries	5.6%	2.8%	0.0%	91.7%	0.0%	0.0%	36
Total Cash Compensation	12.1%	3.0%	0.0%	84.8%	0.0%	0.0%	33
Total Direct Compensation	10.7%	7.1%	0.0%	82.1%	0.0%	0.0%	28
Total Reward	10.7%	3.6%	0.0%	85.7%	0.0%	0.0%	28
Insurance							
Salaries	4.8%	4.8%	0.0%	85.7%	0.0%	4.8%	21
Total Cash Compensation	15.8%	21.1%	0.0%	63.2%	0.0%	0.0%	19
Total Direct Compensation	11.8%	23.5%	0.0%	64.7%	0.0%	0.0%	17
Total Reward	20.0%	20.0%	0.0%	60.0%	0.0%	0.0%	15

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## Compensation Philosophies

### Compensation Philosophies at Targeted Market (continued)

#### MANAGEMENT (EXCLUDING EXECUTIVES) COMPENSATION PHILOSOPHIES (continued)

	Percent of Organizations Reporting Their Management (Excluding Executives) Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
Region							
Eastern Canada							
Salaries	0.0%	2.1%	0.0%	97.9%	0.0%	0.0%	48
Total Cash Compensation	4.9%	12.2%	0.0%	82.9%	0.0%	0.0%	41
Total Direct Compensation	0.0%	17.1%	0.0%	82.9%	0.0%	0.0%	35
Total Reward	0.0%	14.7%	0.0%	85.3%	0.0%	0.0%	34
Greater Toronto							
Salaries	5.7%	6.4%	0.0%	85.8%	0.0%	2.1%	141
Total Cash Compensation	15.6%	10.2%	0.0%	73.4%	0.0%	0.8%	128
Total Direct Compensation	15.9%	1.9%	0.0%	81.3%	0.0%	0.9%	107
Total Reward	14.3%	1.9%	0.0%	82.9%	0.0%	1.0%	105
Other Ontario							
Salaries	0.0%	2.3%	0.0%	97.7%	0.0%	0.0%	43
Total Cash Compensation	8.1%	10.8%	0.0%	81.1%	0.0%	0.0%	37
Total Direct Compensation	16.1%	9.7%	0.0%	74.2%	0.0%	0.0%	31
Total Reward	16.7%	6.7%	0.0%	76.7%	0.0%	0.0%	30
Manitoba/Saskatchewan							
Salaries	5.9%	0.0%	0.0%	94.1%	0.0%	0.0%	17
Total Cash Compensation	11.8%	5.9%	0.0%	82.4%	0.0%	0.0%	17
Total Direct Compensation	6.7%	6.7%	0.0%	86.7%	0.0%	0.0%	15
Total Reward	6.7%	6.7%	0.0%	86.7%	0.0%	0.0%	15
Alberta							
Salaries	4.2%	10.4%	0.0%	85.4%	0.0%	0.0%	48
Total Cash Compensation	13.3%	11.1%	0.0%	75.6%	0.0%	0.0%	45
Total Direct Compensation	5.4%	10.8%	0.0%	83.8%	0.0%	0.0%	37
Total Reward	5.4%	10.8%	0.0%	83.8%	0.0%	0.0%	37
British Columbia							
Salaries	0.0%	3.4%	0.0%	96.6%	0.0%	0.0%	29
Total Cash Compensation	8.7%	8.7%	0.0%	82.6%	0.0%	0.0%	23
Total Direct Compensation	5.9%	5.9%	0.0%	88.2%	0.0%	0.0%	17
Total Reward	6.3%	0.0%	0.0%	93.8%	0.0%	0.0%	16

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## Compensation Philosophies

### Compensation Philosophies at Targeted Market (continued)

#### MANAGEMENT (EXCLUDING EXECUTIVES) COMPENSATION PHILOSOPHIES (continued)

	Percent of Organizations Reporting Their Management (Excluding Executives) Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
Organization Size							
Under 300 FTEs							
Salaries	7.3%	4.2%	0.0%	87.5%	0.0%	1.0%	96
Total Cash Compensation	13.3%	7.2%	0.0%	78.3%	0.0%	1.2%	83
Total Direct Compensation	12.3%	6.8%	0.0%	79.5%	0.0%	1.4%	73
Total Reward	12.5%	6.9%	0.0%	79.2%	0.0%	1.4%	72
300 to 999 FTEs							
Salaries	1.5%	3.0%	0.0%	94.0%	0.0%	1.5%	67
Total Cash Compensation	14.0%	10.5%	0.0%	75.4%	0.0%	0.0%	57
Total Direct Compensation	4.5%	6.8%	0.0%	88.6%	0.0%	0.0%	44
Total Reward	4.3%	4.3%	0.0%	91.3%	0.0%	0.0%	46
1,000 to 4,999 FTEs							
Salaries	3.1%	10.3%	0.0%	85.6%	0.0%	1.0%	97
Total Cash Compensation	12.0%	15.2%	0.0%	72.8%	0.0%	0.0%	92
Total Direct Compensation	15.8%	7.9%	0.0%	76.3%	0.0%	0.0%	76
Total Reward	15.3%	6.9%	0.0%	77.8%	0.0%	0.0%	72
5,000 FTEs or More							
Salaries	0.0%	1.5%	0.0%	98.5%	0.0%	0.0%	66
Total Cash Compensation	8.5%	6.8%	0.0%	84.7%	0.0%	0.0%	59
Total Direct Compensation	6.1%	6.1%	0.0%	87.8%	0.0%	0.0%	49
Total Reward	4.3%	4.3%	0.0%	91.5%	0.0%	0.0%	47

## Compensation Philosophies

### Compensation Philosophies at Targeted Market (continued)

#### PROFESSIONAL/CLIENT MANAGEMENT COMPENSATION PHILOSOPHIES

	Percent of Organizations Reporting Their Professional/Client Management Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
<b>Entire Sample Combined</b>							
Salaries	2.8%	4.3%	0.0%	91.3%	0.0%	1.5%	323
Total Cash Compensation	10.0%	10.4%	0.0%	78.9%	0.0%	0.7%	289
Total Direct Compensation	8.1%	6.4%	0.0%	85.2%	0.0%	0.4%	236
Total Reward	7.6%	5.9%	0.4%	85.6%	0.0%	0.4%	236
<b>Profit Status</b>							
<b>For-Profit Organizations</b>							
Salaries	3.1%	4.5%	0.0%	90.7%	0.0%	1.7%	289
Total Cash Compensation	10.4%	10.8%	0.0%	78.0%	0.0%	0.8%	259
Total Direct Compensation	9.0%	5.7%	0.0%	84.9%	0.0%	0.5%	212
Total Reward	8.5%	5.7%	0.5%	84.9%	0.0%	0.5%	212
<b>Not-For-Profit Organizations</b>							
Salaries	0.0%	2.9%	0.0%	97.1%	0.0%	0.0%	34
Total Cash Compensation	6.7%	6.7%	0.0%	86.7%	0.0%	0.0%	30
Total Direct Compensation	0.0%	12.5%	0.0%	87.5%	0.0%	0.0%	24
Total Reward	0.0%	8.3%	0.0%	91.7%	0.0%	0.0%	24
<b>Industry Sector</b>							
<b>Durable Goods Manufacturing</b>							
Salaries	1.3%	3.8%	0.0%	93.8%	0.0%	1.3%	80
Total Cash Compensation	12.7%	8.5%	0.0%	78.9%	0.0%	0.0%	71
Total Direct Compensation	10.3%	3.4%	0.0%	86.2%	0.0%	0.0%	58
Total Reward	5.7%	1.9%	0.0%	92.5%	0.0%	0.0%	53
<b>Non-Durable Goods Manufacturing</b>							
Salaries	3.3%	6.7%	0.0%	90.0%	0.0%	0.0%	60
Total Cash Compensation	11.3%	13.2%	0.0%	75.5%	0.0%	0.0%	53
Total Direct Compensation	11.1%	4.4%	0.0%	84.4%	0.0%	0.0%	45
Total Reward	12.2%	6.1%	2.0%	79.6%	0.0%	0.0%	49
<b>High Tech</b>							
Salaries	0.0%	2.9%	0.0%	97.1%	0.0%	0.0%	34
Total Cash Compensation	10.3%	6.9%	0.0%	82.8%	0.0%	0.0%	29
Total Direct Compensation	13.0%	0.0%	0.0%	87.0%	0.0%	0.0%	23
Total Reward	9.1%	0.0%	0.0%	90.9%	0.0%	0.0%	22
<b>Energy</b>							
Salaries	2.3%	9.1%	0.0%	86.4%	0.0%	2.3%	44
Total Cash Compensation	2.6%	13.2%	0.0%	84.2%	0.0%	0.0%	38
Total Direct Compensation	0.0%	12.9%	0.0%	87.1%	0.0%	0.0%	31
Total Reward	0.0%	12.5%	0.0%	87.5%	0.0%	0.0%	32

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## Compensation Philosophies

### Compensation Philosophies at Targeted Market (continued)

#### PROFESSIONAL/CLIENT MANAGEMENT COMPENSATION PHILOSOPHIES (continued)

	Percent of Organizations Reporting Their Professional/Client Management Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
Industry Sector (continued)							
Retail and Wholesale Trade							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	29
Total Cash Compensation	0.0%	13.8%	0.0%	86.2%	0.0%	0.0%	29
Total Direct Compensation	0.0%	4.5%	0.0%	95.5%	0.0%	0.0%	22
Total Reward	0.0%	4.5%	0.0%	95.5%	0.0%	0.0%	22
Services							
Salaries	4.4%	1.8%	0.0%	92.0%	0.0%	1.8%	113
Total Cash Compensation	10.1%	6.1%	0.0%	81.8%	0.0%	2.0%	99
Total Direct Compensation	10.7%	3.6%	0.0%	84.5%	0.0%	1.2%	84
Total Reward	9.6%	4.8%	0.0%	84.3%	0.0%	1.2%	83
Health Care							
Salaries	0.0%	14.3%	0.0%	85.7%	0.0%	0.0%	7
Total Cash Compensation	0.0%	20.0%	0.0%	80.0%	0.0%	0.0%	5
Total Direct Compensation	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	4
Total Reward	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	4
Banking and Finance							
Salaries	5.9%	0.0%	0.0%	94.1%	0.0%	0.0%	34
Total Cash Compensation	12.5%	3.1%	0.0%	84.4%	0.0%	0.0%	32
Total Direct Compensation	7.4%	7.4%	0.0%	85.2%	0.0%	0.0%	27
Total Reward	7.4%	3.7%	0.0%	88.9%	0.0%	0.0%	27
Insurance							
Salaries	4.8%	4.8%	0.0%	85.7%	0.0%	4.8%	21
Total Cash Compensation	15.8%	21.1%	0.0%	63.2%	0.0%	0.0%	19
Total Direct Compensation	12.5%	18.8%	0.0%	68.8%	0.0%	0.0%	16
Total Reward	20.0%	20.0%	0.0%	60.0%	0.0%	0.0%	15

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## Compensation Philosophies

### Compensation Philosophies at Targeted Market (continued)

#### PROFESSIONAL/CLIENT MANAGEMENT COMPENSATION PHILOSOPHIES (continued)

	Percent of Organizations Reporting Their Professional/Client Management Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
Region							
Eastern Canada							
Salaries	2.1%	2.1%	0.0%	95.8%	0.0%	0.0%	48
Total Cash Compensation	5.0%	12.5%	0.0%	82.5%	0.0%	0.0%	40
Total Direct Compensation	0.0%	11.8%	0.0%	88.2%	0.0%	0.0%	34
Total Reward	0.0%	11.4%	0.0%	88.6%	0.0%	0.0%	35
Greater Toronto							
Salaries	3.6%	5.8%	0.0%	87.6%	0.0%	2.9%	137
Total Cash Compensation	12.8%	8.8%	0.0%	76.8%	0.0%	1.6%	125
Total Direct Compensation	13.6%	1.0%	0.0%	84.5%	0.0%	1.0%	103
Total Reward	12.6%	1.9%	0.0%	84.5%	0.0%	1.0%	103
Other Ontario							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	44
Total Cash Compensation	5.3%	10.5%	0.0%	84.2%	0.0%	0.0%	38
Total Direct Compensation	6.5%	9.7%	0.0%	83.9%	0.0%	0.0%	31
Total Reward	6.7%	6.7%	0.0%	86.7%	0.0%	0.0%	30
Manitoba/Saskatchewan							
Salaries	5.9%	0.0%	0.0%	94.1%	0.0%	0.0%	17
Total Cash Compensation	11.8%	11.8%	0.0%	76.5%	0.0%	0.0%	17
Total Direct Compensation	6.7%	6.7%	0.0%	86.7%	0.0%	0.0%	15
Total Reward	6.7%	6.7%	6.7%	80.0%	0.0%	0.0%	15
Alberta							
Salaries	4.2%	8.3%	0.0%	85.4%	0.0%	2.1%	48
Total Cash Compensation	11.1%	13.3%	0.0%	75.6%	0.0%	0.0%	45
Total Direct Compensation	5.4%	13.5%	0.0%	81.1%	0.0%	0.0%	37
Total Reward	5.4%	13.5%	0.0%	81.1%	0.0%	0.0%	37
British Columbia							
Salaries	0.0%	3.4%	0.0%	96.6%	0.0%	0.0%	29
Total Cash Compensation	8.3%	8.3%	0.0%	83.3%	0.0%	0.0%	24
Total Direct Compensation	0.0%	6.3%	0.0%	93.8%	0.0%	0.0%	16
Total Reward	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	16

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## Compensation Philosophies

### Compensation Philosophies at Targeted Market (continued)

#### PROFESSIONAL/CLIENT MANAGEMENT COMPENSATION PHILOSOPHIES (continued)

	Percent of Organizations Reporting Their Professional/Client Management Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
Organization Size							
Under 300 FTEs							
Salaries	6.3%	1.1%	0.0%	89.5%	0.0%	3.2%	95
Total Cash Compensation	10.7%	6.0%	0.0%	81.0%	0.0%	2.4%	84
Total Direct Compensation	9.6%	4.1%	0.0%	84.9%	0.0%	1.4%	73
Total Reward	9.7%	4.2%	0.0%	84.7%	0.0%	1.4%	72
300 to 999 FTEs							
Salaries	1.5%	1.5%	0.0%	95.6%	0.0%	1.5%	68
Total Cash Compensation	12.1%	10.3%	0.0%	77.6%	0.0%	0.0%	58
Total Direct Compensation	2.3%	4.5%	0.0%	93.2%	0.0%	0.0%	44
Total Reward	4.2%	4.2%	2.1%	89.6%	0.0%	0.0%	48
1,000 to 4,999 FTEs							
Salaries	2.1%	11.7%	0.0%	85.1%	0.0%	1.1%	94
Total Cash Compensation	9.0%	16.9%	0.0%	74.2%	0.0%	0.0%	89
Total Direct Compensation	12.5%	9.7%	0.0%	77.8%	0.0%	0.0%	72
Total Reward	11.4%	10.0%	0.0%	78.6%	0.0%	0.0%	70
5,000 FTEs or More							
Salaries	0.0%	1.5%	0.0%	98.5%	0.0%	0.0%	66
Total Cash Compensation	8.6%	6.9%	0.0%	84.5%	0.0%	0.0%	58
Total Direct Compensation	4.3%	6.4%	0.0%	89.4%	0.0%	0.0%	47
Total Reward	2.2%	4.3%	0.0%	93.5%	0.0%	0.0%	46

## Compensation Philosophies

# Compensation Philosophies at Targeted Market (continued)

## TECHNICAL/BUSINESS SUPPORT COMPENSATION PHILOSOPHIES

	Percent of Organizations Reporting Their Technical/Business Support Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
<b>Entire Sample Combined</b>							
Salaries	1.9%	4.4%	0.0%	92.7%	0.0%	1.0%	315
Total Cash Compensation	9.7%	9.7%	0.0%	79.9%	0.0%	0.7%	279
Total Direct Compensation	6.6%	6.1%	0.0%	86.8%	0.0%	0.4%	228
Total Reward	6.1%	6.1%	0.0%	87.3%	0.0%	0.4%	229
<b>Profit Status</b>							
<b>For-Profit Organizations</b>							
Salaries	2.1%	4.6%	0.0%	92.2%	0.0%	1.1%	282
Total Cash Compensation	10.0%	10.0%	0.0%	79.1%	0.0%	0.8%	249
Total Direct Compensation	7.4%	5.4%	0.0%	86.8%	0.0%	0.5%	204
Total Reward	6.8%	5.9%	0.0%	86.8%	0.0%	0.5%	205
<b>Not-For-Profit Organizations</b>							
Salaries	0.0%	3.0%	0.0%	97.0%	0.0%	0.0%	33
Total Cash Compensation	6.7%	6.7%	0.0%	86.7%	0.0%	0.0%	30
Total Direct Compensation	0.0%	12.5%	0.0%	87.5%	0.0%	0.0%	24
Total Reward	0.0%	8.3%	0.0%	91.7%	0.0%	0.0%	24
<b>Industry Sector</b>							
<b>Durable Goods Manufacturing</b>							
Salaries	1.3%	3.8%	0.0%	94.9%	0.0%	0.0%	78
Total Cash Compensation	13.0%	8.7%	0.0%	78.3%	0.0%	0.0%	69
Total Direct Compensation	10.5%	3.5%	0.0%	86.0%	0.0%	0.0%	57
Total Reward	5.9%	2.0%	0.0%	92.2%	0.0%	0.0%	51
<b>Non-Durable Goods Manufacturing</b>							
Salaries	1.7%	6.7%	0.0%	91.7%	0.0%	0.0%	60
Total Cash Compensation	12.0%	8.0%	0.0%	80.0%	0.0%	0.0%	50
Total Direct Compensation	9.5%	2.4%	0.0%	88.1%	0.0%	0.0%	42
Total Reward	10.6%	6.4%	0.0%	83.0%	0.0%	0.0%	47
<b>High Tech</b>							
Salaries	0.0%	3.0%	0.0%	97.0%	0.0%	0.0%	33
Total Cash Compensation	10.7%	7.1%	0.0%	82.1%	0.0%	0.0%	28
Total Direct Compensation	13.6%	0.0%	0.0%	86.4%	0.0%	0.0%	22
Total Reward	9.5%	0.0%	0.0%	90.5%	0.0%	0.0%	21
<b>Energy</b>							
Salaries	2.4%	9.5%	0.0%	88.1%	0.0%	0.0%	42
Total Cash Compensation	2.7%	13.5%	0.0%	83.8%	0.0%	0.0%	37
Total Direct Compensation	0.0%	13.3%	0.0%	86.7%	0.0%	0.0%	30
Total Reward	0.0%	12.5%	0.0%	87.5%	0.0%	0.0%	32

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## Compensation Philosophies

### Compensation Philosophies at Targeted Market (continued)

#### TECHNICAL/BUSINESS SUPPORT COMPENSATION PHILOSOPHIES (continued)

	Percent of Organizations Reporting Their Technical/Business Support Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
Industry Sector (continued)							
Retail and Wholesale Trade							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	27
Total Cash Compensation	0.0%	14.8%	0.0%	85.2%	0.0%	0.0%	27
Total Direct Compensation	0.0%	4.8%	0.0%	95.2%	0.0%	0.0%	21
Total Reward	0.0%	4.8%	0.0%	95.2%	0.0%	0.0%	21
Services							
Salaries	2.7%	1.8%	0.0%	93.7%	0.0%	1.8%	111
Total Cash Compensation	8.2%	6.2%	0.0%	83.5%	0.0%	2.1%	97
Total Direct Compensation	7.2%	3.6%	0.0%	88.0%	0.0%	1.2%	83
Total Reward	6.1%	4.9%	0.0%	87.8%	0.0%	1.2%	82
Health Care							
Salaries	0.0%	14.3%	0.0%	85.7%	0.0%	0.0%	7
Total Cash Compensation	0.0%	20.0%	0.0%	80.0%	0.0%	0.0%	5
Total Direct Compensation	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	4
Total Reward	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	4
Banking and Finance							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	33
Total Cash Compensation	6.5%	3.2%	0.0%	90.3%	0.0%	0.0%	31
Total Direct Compensation	0.0%	7.7%	0.0%	92.3%	0.0%	0.0%	26
Total Reward	0.0%	3.8%	0.0%	96.2%	0.0%	0.0%	26
Insurance							
Salaries	4.8%	4.8%	0.0%	85.7%	0.0%	4.8%	21
Total Cash Compensation	15.8%	21.1%	0.0%	63.2%	0.0%	0.0%	19
Total Direct Compensation	12.5%	18.8%	0.0%	68.8%	0.0%	0.0%	16
Total Reward	20.0%	20.0%	0.0%	60.0%	0.0%	0.0%	15

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## Compensation Philosophies

# Compensation Philosophies at Targeted Market (continued)

## TECHNICAL/BUSINESS SUPPORT COMPENSATION PHILOSOPHIES (continued)

	Percent of Organizations Reporting Their Technical/Business Support Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
Region							
Eastern Canada							
Salaries	0.0%	2.2%	0.0%	97.8%	0.0%	0.0%	45
Total Cash Compensation	5.4%	10.8%	0.0%	83.8%	0.0%	0.0%	37
Total Direct Compensation	0.0%	10.0%	0.0%	90.0%	0.0%	0.0%	30
Total Reward	0.0%	12.5%	0.0%	87.5%	0.0%	0.0%	32
Greater Toronto							
Salaries	3.0%	5.9%	0.0%	88.9%	0.0%	2.2%	135
Total Cash Compensation	12.3%	9.0%	0.0%	77.0%	0.0%	1.6%	122
Total Direct Compensation	11.9%	1.0%	0.0%	86.1%	0.0%	1.0%	101
Total Reward	11.0%	2.0%	0.0%	86.0%	0.0%	1.0%	100
Other Ontario							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	43
Total Cash Compensation	5.3%	10.5%	0.0%	84.2%	0.0%	0.0%	38
Total Direct Compensation	6.5%	9.7%	0.0%	83.9%	0.0%	0.0%	31
Total Reward	6.7%	6.7%	0.0%	86.7%	0.0%	0.0%	30
Manitoba/Saskatchewan							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	17
Total Cash Compensation	5.9%	5.9%	0.0%	88.2%	0.0%	0.0%	17
Total Direct Compensation	0.0%	6.7%	0.0%	93.3%	0.0%	0.0%	15
Total Reward	0.0%	6.7%	0.0%	93.3%	0.0%	0.0%	15
Alberta							
Salaries	4.3%	8.5%	0.0%	87.2%	0.0%	0.0%	47
Total Cash Compensation	11.9%	11.9%	0.0%	76.2%	0.0%	0.0%	42
Total Direct Compensation	2.9%	14.3%	0.0%	82.9%	0.0%	0.0%	35
Total Reward	2.8%	13.9%	0.0%	83.3%	0.0%	0.0%	36
British Columbia							
Salaries	0.0%	3.6%	0.0%	96.4%	0.0%	0.0%	28
Total Cash Compensation	8.7%	8.7%	0.0%	82.6%	0.0%	0.0%	23
Total Direct Compensation	0.0%	6.3%	0.0%	93.8%	0.0%	0.0%	16
Total Reward	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	16

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## Compensation Philosophies

### Compensation Philosophies at Targeted Market (continued)

#### TECHNICAL/BUSINESS SUPPORT COMPENSATION PHILOSOPHIES (continued)

	Percent of Organizations Reporting Their Technical/Business Support Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
Organization Size							
Under 300 FTEs							
Salaries	5.4%	1.1%	0.0%	91.4%	0.0%	2.2%	93
Total Cash Compensation	9.8%	6.1%	0.0%	81.7%	0.0%	2.4%	82
Total Direct Compensation	8.5%	4.2%	0.0%	85.9%	0.0%	1.4%	71
Total Reward	8.6%	4.3%	0.0%	85.7%	0.0%	1.4%	70
300 to 999 FTEs							
Salaries	0.0%	1.5%	0.0%	98.5%	0.0%	0.0%	65
Total Cash Compensation	11.1%	9.3%	0.0%	79.6%	0.0%	0.0%	54
Total Direct Compensation	0.0%	4.8%	0.0%	95.2%	0.0%	0.0%	42
Total Reward	2.2%	4.4%	0.0%	93.3%	0.0%	0.0%	45
1,000 to 4,999 FTEs							
Salaries	1.1%	11.8%	0.0%	86.0%	0.0%	1.1%	93
Total Cash Compensation	9.2%	14.9%	0.0%	75.9%	0.0%	0.0%	87
Total Direct Compensation	10.1%	8.7%	0.0%	81.2%	0.0%	0.0%	69
Total Reward	8.7%	10.1%	0.0%	81.2%	0.0%	0.0%	69
5,000 FTEs or More							
Salaries	0.0%	1.6%	0.0%	98.4%	0.0%	0.0%	64
Total Cash Compensation	8.9%	7.1%	0.0%	83.9%	0.0%	0.0%	56
Total Direct Compensation	4.3%	6.5%	0.0%	89.1%	0.0%	0.0%	46
Total Reward	2.2%	4.4%	0.0%	93.3%	0.0%	0.0%	45

## Compensation Philosophies

# Compensation Philosophies at Targeted Market (continued)

## PRODUCTION/MANUAL LABOR COMPENSATION PHILOSOPHIES

	Percent of Organizations Reporting Their Production/Manual Labor Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
<b>Entire Sample Combined</b>							
Salaries	2.6%	7.8%	0.0%	88.6%	0.0%	1.0%	193
Total Cash Compensation	6.5%	12.4%	0.0%	80.6%	0.0%	0.6%	170
Total Direct Compensation	7.6%	8.3%	0.0%	84.1%	0.0%	0.0%	145
Total Reward	6.1%	8.1%	0.0%	85.8%	0.0%	0.0%	148
<b>Profit Status</b>							
<b>For-Profit Organizations</b>							
Salaries	2.9%	8.0%	0.0%	87.9%	0.0%	1.1%	174
Total Cash Compensation	7.2%	13.1%	0.0%	79.1%	0.0%	0.7%	153
Total Direct Compensation	8.3%	8.3%	0.0%	83.5%	0.0%	0.0%	133
Total Reward	6.7%	8.1%	0.0%	85.2%	0.0%	0.0%	135
<b>Not-For-Profit Organizations</b>							
Salaries	0.0%	5.3%	0.0%	94.7%	0.0%	0.0%	19
Total Cash Compensation	0.0%	5.9%	0.0%	94.1%	0.0%	0.0%	17
Total Direct Compensation	0.0%	8.3%	0.0%	91.7%	0.0%	0.0%	12
Total Reward	0.0%	7.7%	0.0%	92.3%	0.0%	0.0%	13
<b>Industry Sector</b>							
<b>Durable Goods Manufacturing</b>							
Salaries	4.0%	4.0%	0.0%	90.0%	0.0%	2.0%	50
Total Cash Compensation	9.8%	7.3%	0.0%	82.9%	0.0%	0.0%	41
Total Direct Compensation	11.1%	5.6%	0.0%	83.3%	0.0%	0.0%	36
Total Reward	5.9%	2.9%	0.0%	91.2%	0.0%	0.0%	34
<b>Non-Durable Goods Manufacturing</b>							
Salaries	3.1%	12.5%	0.0%	84.4%	0.0%	0.0%	32
Total Cash Compensation	7.4%	14.8%	0.0%	77.8%	0.0%	0.0%	27
Total Direct Compensation	8.7%	4.3%	0.0%	87.0%	0.0%	0.0%	23
Total Reward	11.5%	11.5%	0.0%	76.9%	0.0%	0.0%	26
<b>High Tech</b>							
Salaries	4.8%	0.0%	0.0%	95.2%	0.0%	0.0%	21
Total Cash Compensation	5.9%	5.9%	0.0%	88.2%	0.0%	0.0%	17
Total Direct Compensation	13.3%	0.0%	0.0%	86.7%	0.0%	0.0%	15
Total Reward	7.1%	0.0%	0.0%	92.9%	0.0%	0.0%	14
<b>Energy</b>							
Salaries	7.1%	10.7%	0.0%	82.1%	0.0%	0.0%	28
Total Cash Compensation	8.0%	16.0%	0.0%	76.0%	0.0%	0.0%	25
Total Direct Compensation	9.5%	19.0%	0.0%	71.4%	0.0%	0.0%	21
Total Reward	4.3%	17.4%	0.0%	78.3%	0.0%	0.0%	23

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## Compensation Philosophies

### Compensation Philosophies at Targeted Market (continued)

#### PRODUCTION/MANUAL LABOR COMPENSATION PHILOSOPHIES (continued)

	Percent of Organizations Reporting Their Production/Manual Labor Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
Industry Sector (continued)							
Retail and Wholesale Trade							
Salaries	0.0%	5.6%	0.0%	94.4%	0.0%	0.0%	18
Total Cash Compensation	0.0%	23.5%	0.0%	76.5%	0.0%	0.0%	17
Total Direct Compensation	0.0%	14.3%	0.0%	85.7%	0.0%	0.0%	14
Total Reward	0.0%	13.3%	0.0%	86.7%	0.0%	0.0%	15
Services							
Salaries	3.1%	4.7%	0.0%	90.6%	0.0%	1.6%	64
Total Cash Compensation	5.2%	6.9%	0.0%	86.2%	0.0%	1.7%	58
Total Direct Compensation	7.8%	3.9%	0.0%	88.2%	0.0%	0.0%	51
Total Reward	6.0%	4.0%	0.0%	90.0%	0.0%	0.0%	50
Health Care							
Salaries	0.0%	20.0%	0.0%	80.0%	0.0%	0.0%	5
Total Cash Compensation	0.0%	33.3%	0.0%	66.7%	0.0%	0.0%	3
Total Direct Compensation	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	2
Total Reward	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	2
Banking and Finance							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	18
Total Cash Compensation	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	17
Total Direct Compensation	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	15
Total Reward	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	17
Insurance							
Salaries	0.0%	15.4%	0.0%	84.6%	0.0%	0.0%	13
Total Cash Compensation	8.3%	25.0%	0.0%	66.7%	0.0%	0.0%	12
Total Direct Compensation	8.3%	25.0%	0.0%	66.7%	0.0%	0.0%	12
Total Reward	10.0%	20.0%	0.0%	70.0%	0.0%	0.0%	10

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## Compensation Philosophies

### Compensation Philosophies at Targeted Market (continued)

#### PRODUCTION/MANUAL LABOR COMPENSATION PHILOSOPHIES (continued)

	Percent of Organizations Reporting Their Production/Manual Labor Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
Region							
Eastern Canada							
Salaries	0.0%	4.2%	0.0%	95.8%	0.0%	0.0%	24
Total Cash Compensation	0.0%	9.1%	0.0%	90.9%	0.0%	0.0%	22
Total Direct Compensation	0.0%	10.0%	0.0%	90.0%	0.0%	0.0%	20
Total Reward	0.0%	13.6%	0.0%	86.4%	0.0%	0.0%	22
Greater Toronto							
Salaries	3.5%	10.6%	0.0%	83.5%	0.0%	2.4%	85
Total Cash Compensation	9.5%	13.5%	0.0%	75.7%	0.0%	1.4%	74
Total Direct Compensation	12.5%	1.6%	0.0%	85.9%	0.0%	0.0%	64
Total Reward	11.3%	3.2%	0.0%	85.5%	0.0%	0.0%	62
Other Ontario							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	28
Total Cash Compensation	4.0%	12.0%	0.0%	84.0%	0.0%	0.0%	25
Total Direct Compensation	5.0%	15.0%	0.0%	80.0%	0.0%	0.0%	20
Total Reward	4.8%	9.5%	0.0%	85.7%	0.0%	0.0%	21
Manitoba/Saskatchewan							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	11
Total Cash Compensation	0.0%	9.1%	0.0%	90.9%	0.0%	0.0%	11
Total Direct Compensation	0.0%	11.1%	0.0%	88.9%	0.0%	0.0%	9
Total Reward	0.0%	10.0%	0.0%	90.0%	0.0%	0.0%	10
Alberta							
Salaries	7.4%	14.8%	0.0%	77.8%	0.0%	0.0%	27
Total Cash Compensation	12.5%	16.7%	0.0%	70.8%	0.0%	0.0%	24
Total Direct Compensation	9.5%	19.0%	0.0%	71.4%	0.0%	0.0%	21
Total Reward	4.8%	19.0%	0.0%	76.2%	0.0%	0.0%	21
British Columbia							
Salaries	0.0%	5.6%	0.0%	94.4%	0.0%	0.0%	18
Total Cash Compensation	0.0%	7.1%	0.0%	92.9%	0.0%	0.0%	14
Total Direct Compensation	0.0%	9.1%	0.0%	90.9%	0.0%	0.0%	11
Total Reward	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	12

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## Compensation Philosophies

### Compensation Philosophies at Targeted Market (continued)

#### PRODUCTION/MANUAL LABOR COMPENSATION PHILOSOPHIES (continued)

	Percent of Organizations Reporting Their Production/Manual Labor Compensation Program is Targeted:						# of Responses
	Well Above Market (at or above 75th Percentile)	Above Market (60th to 74th Percentile)	Slightly Above Market (51st to 59th Percentile)	At Market (50th Percentile)	Slightly Below Market (45th to 49th Percentile)	Well Below Market (at or below the 44th Percentile)	
Organization Size							
Under 300 FTEs							
Salaries	4.9%	3.3%	0.0%	90.2%	0.0%	1.6%	61
Total Cash Compensation	9.4%	3.8%	0.0%	84.9%	0.0%	1.9%	53
Total Direct Compensation	8.5%	2.1%	0.0%	89.4%	0.0%	0.0%	47
Total Reward	6.5%	2.2%	0.0%	91.3%	0.0%	0.0%	46
300 to 999 FTEs							
Salaries	0.0%	5.9%	0.0%	91.2%	0.0%	2.9%	34
Total Cash Compensation	3.6%	7.1%	0.0%	89.3%	0.0%	0.0%	28
Total Direct Compensation	0.0%	4.3%	0.0%	95.7%	0.0%	0.0%	23
Total Reward	3.8%	3.8%	0.0%	92.3%	0.0%	0.0%	26
1,000 to 4,999 FTEs							
Salaries	0.0%	16.1%	0.0%	83.9%	0.0%	0.0%	56
Total Cash Compensation	5.5%	21.8%	0.0%	72.7%	0.0%	0.0%	55
Total Direct Compensation	9.3%	14.0%	0.0%	76.7%	0.0%	0.0%	43
Total Reward	8.9%	15.6%	0.0%	75.6%	0.0%	0.0%	45
5,000 FTEs or More							
Salaries	4.8%	4.8%	0.0%	90.5%	0.0%	0.0%	42
Total Cash Compensation	5.9%	14.7%	0.0%	79.4%	0.0%	0.0%	34
Total Direct Compensation	9.4%	12.5%	0.0%	78.1%	0.0%	0.0%	32
Total Reward	3.2%	9.7%	0.0%	87.1%	0.0%	0.0%	31

## Variable Pay

## Variable Pay

### Prevalence of Variable Pay

#### PREVALENCE OF ORGANIZATIONS WITH ANNUAL PERFORMANCE BONUS/SHORT-TERM INCENTIVE AWARDS

	Organizations With Annual Performance Bonus/Short-Term Incentive Awards		# of Responses
	# of Organizations	% of Organizations	
<b>Entire Sample Combined</b>	379	94.0%	403
<b>Profit Status</b>			
For-Profit Organizations	342	94.5%	362
Not-For-Profit Organizations	37	90.2%	41
<b>Industry Sector</b>			
Durable Goods Manufacturing	96	95.0%	101
Non-Durable Goods Manufacturing	66	93.0%	71
High Tech	39	92.9%	42
Energy	53	94.6%	56
Retail and Wholesale Trade	40	93.0%	43
Services	129	95.6%	135
Health Care	7	87.5%	8
Banking and Finance	38	90.5%	42
Insurance	25	100.0%	25
<b>Region</b>			
Eastern Canada	49	89.1%	55
Greater Toronto	168	94.9%	177
Other Ontario	54	94.7%	57
Manitoba/Saskatchewan	18	90.0%	20
Alberta	58	98.3%	59
British Columbia	32	91.4%	35
<b>Organization Size</b>			
Under 300 FTEs	117	94.4%	124
300 to 999 FTEs	75	92.6%	81
1,000 to 4,999 FTEs	114	95.8%	119
5,000 FTEs or More	73	92.4%	79

## Variable Pay

### Prevalence of Variable Pay (continued)

#### PREVALENCE OF ORGANIZATIONS WITH DISCRETIONARY BONUS AWARDS

	Organizations With Discretionary Bonus Awards		# of Responses
	# of Organizations	% of Organizations	
<b>Entire Sample Combined</b>	129	32.6%	396
<b>Profit Status</b>			
For-Profit Organizations	117	32.9%	356
Not-For-Profit Organizations	12	30.0%	40
<b>Industry Sector</b>			
Durable Goods Manufacturing	26	26.0%	100
Non-Durable Goods Manufacturing	22	31.4%	70
High Tech	10	23.8%	42
Energy	19	33.9%	56
Retail and Wholesale Trade	15	35.7%	42
Services	47	35.6%	132
Health Care	2	25.0%	8
Banking and Finance	13	31.7%	41
Insurance	11	45.8%	24
<b>Region</b>			
Eastern Canada	20	36.4%	55
Greater Toronto	50	28.6%	175
Other Ontario	17	31.5%	54
Manitoba/Saskatchewan	7	36.8%	19
Alberta	21	36.2%	58
British Columbia	14	40.0%	35
<b>Organization Size</b>			
Under 300 FTEs	44	36.4%	121
300 to 999 FTEs	19	23.8%	80
1,000 to 4,999 FTEs	49	41.5%	118
5,000 FTEs or More	17	22.1%	77



## Variable Pay

### Prevalence of Variable Pay (continued)

#### PREVALENCE OF ORGANIZATIONS WITH BOTH FORMAL AND DISCRETIONARY BONUS AWARDS

	Organizations With Both Formal and Discretionary Bonus Awards		# of Responses
	# of Organizations	% of Organizations	
<b>Entire Sample Combined</b>	120	30.4%	395
<b>Profit Status</b>			
For-Profit Organizations	109	30.7%	355
Not-For-Profit Organizations	11	27.5%	40
<b>Industry Sector</b>			
Durable Goods Manufacturing	22	22.2%	99
Non-Durable Goods Manufacturing	19	27.5%	69
High Tech	8	19.0%	42
Energy	17	30.4%	56
Retail and Wholesale Trade	15	35.7%	42
Services	46	34.8%	132
Health Care	2	25.0%	8
Banking and Finance	12	29.3%	41
Insurance	11	45.8%	24
<b>Region</b>			
Eastern Canada	16	29.6%	54
Greater Toronto	47	26.9%	175
Other Ontario	15	27.8%	54
Manitoba/Saskatchewan	7	36.8%	19
Alberta	21	36.2%	58
British Columbia	14	40.0%	35
<b>Organization Size</b>			
Under 300 FTEs	40	33.3%	120
300 to 999 FTEs	17	21.3%	80
1,000 to 4,999 FTEs	46	39.0%	118
5,000 FTEs or More	17	22.1%	77

## Variable Pay

# Annual Performance Bonus/Short-Term Incentive Awards

## PERCENT OF EMPLOYEES WHO RECEIVED ANNUAL PERFORMANCE BONUS/SHORT-TERM INCENTIVE AWARDS IN 2013

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Entire Sample Combined</b>					
Executive	100.0%	100.0%	100.0%	96.1%	234
Management (Excluding Executives)	91.3%	100.0%	100.0%	88.5%	280
Professional/Client Management	80.0%	98.0%	100.0%	83.3%	252
Technical/Business Support	91.0%	100.0%	100.0%	88.6%	203
Production/Manual Labor	92.3%	100.0%	100.0%	89.3%	92
Overall	70.0%	96.5%	100.0%	79.3%	288
<b>Profit Status</b>					
<b>For-Profit Organizations</b>					
Executive	100.0%	100.0%	100.0%	96.3%	214
Management (Excluding Executives)	90.5%	100.0%	100.0%	88.3%	253
Professional/Client Management	80.0%	98.0%	100.0%	82.7%	226
Technical/Business Support	92.0%	100.0%	100.0%	89.0%	183
Production/Manual Labor	91.5%	100.0%	100.0%	89.7%	86
Overall	69.5%	96.0%	100.0%	78.7%	261
<b>Not-For-Profit Organizations</b>					
Executive	97.8%	100.0%	100.0%	93.5%	20
Management (Excluding Executives)	95.0%	100.0%	100.0%	90.5%	27
Professional/Client Management	93.0%	98.0%	100.0%	88.4%	26
Technical/Business Support	86.0%	98.5%	100.0%	84.5%	20
Production/Manual Labor	71.5%	100.0%	100.0%	83.0%	6
Overall	81.0%	97.0%	100.0%	84.6%	27
<b>Industry Sector</b>					
<b>Durable Goods Manufacturing</b>					
Executive	100.0%	100.0%	100.0%	96.4%	62
Management (Excluding Executives)	96.0%	100.0%	100.0%	93.1%	69
Professional/Client Management	80.0%	99.0%	100.0%	84.2%	67
Technical/Business Support	95.0%	99.0%	100.0%	93.2%	56
Production/Manual Labor	70.0%	99.0%	100.0%	83.3%	25
Overall	89.3%	99.0%	100.0%	84.7%	72
<b>Non-Durable Goods Manufacturing</b>					
Executive	100.0%	100.0%	100.0%	98.4%	45
Management (Excluding Executives)	90.0%	100.0%	100.0%	90.6%	53
Professional/Client Management	84.5%	100.0%	100.0%	85.1%	48
Technical/Business Support	94.0%	100.0%	100.0%	93.9%	39
Production/Manual Labor	86.3%	100.0%	100.0%	94.4%	16
Overall	74.8%	98.0%	100.0%	81.7%	54

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## Variable Pay

# Annual Performance Bonus/Short-Term Incentive Awards (continued)

## PERCENT OF EMPLOYEES WHO RECEIVED ANNUAL PERFORMANCE BONUS/SHORT-TERM INCENTIVE AWARDS IN 2013 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Industry Sector (continued)</b>					
<b>High Tech</b>					
Executive	100.0%	100.0%	100.0%	96.9%	26
Management (Excluding Executives)	97.3%	99.5%	100.0%	92.2%	28
Professional/Client Management	86.3%	98.0%	100.0%	85.4%	28
Technical/Business Support	92.0%	97.0%	100.0%	93.1%	25
Production/Manual Labor	87.5%	98.5%	100.0%	88.9%	14
Overall	70.0%	95.0%	99.0%	79.1%	31
<b>Energy</b>					
Executive	100.0%	100.0%	100.0%	96.6%	30
Management (Excluding Executives)	79.0%	98.5%	100.0%	83.1%	38
Professional/Client Management	36.0%	95.0%	99.0%	74.6%	35
Technical/Business Support	68.3%	97.0%	100.0%	77.4%	26
Production/Manual Labor	92.5%	100.0%	100.0%	91.4%	13
Overall	47.0%	92.0%	99.5%	73.3%	41
<b>Retail and Wholesale Trade</b>					
Executive	100.0%	100.0%	100.0%	100.0%	27
Management (Excluding Executives)	97.0%	100.0%	100.0%	90.4%	32
Professional/Client Management	94.3%	99.0%	100.0%	86.7%	26
Technical/Business Support	94.5%	99.0%	100.0%	90.8%	20
Production/Manual Labor	96.5%	100.0%	100.0%	98.3%	10
Overall	75.5%	98.0%	100.0%	82.8%	33
<b>Services</b>					
Executive	100.0%	100.0%	100.0%	94.1%	78
Management (Excluding Executives)	85.0%	99.0%	100.0%	85.9%	97
Professional/Client Management	78.0%	98.0%	100.0%	82.0%	86
Technical/Business Support	90.5%	100.0%	100.0%	85.3%	65
Production/Manual Labor	90.0%	99.5%	100.0%	86.3%	28
Overall	53.0%	95.0%	100.0%	75.8%	94
<b>Health Care</b>					
Executive	---	93.5%	---	93.5%	2
Management (Excluding Executives)	97.5%	100.0%	100.0%	99.0%	5
Professional/Client Management	93.5%	97.5%	100.0%	97.0%	4
Technical/Business Support	98.5%	100.0%	100.0%	99.5%	4
Production/Manual Labor	---	---	---	---	1
Overall	30.5%	95.0%	98.8%	74.8%	4

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## Variable Pay

# Annual Performance Bonus/Short-Term Incentive Awards (continued)

## PERCENT OF EMPLOYEES WHO RECEIVED ANNUAL PERFORMANCE BONUS/SHORT-TERM INCENTIVE AWARDS IN 2013 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Industry Sector (continued)</b>					
<b>Banking and Finance</b>					
Executive	100.0%	100.0%	100.0%	96.2%	27
Management (Excluding Executives)	90.0%	99.0%	100.0%	90.6%	29
Professional/Client Management	87.5%	98.0%	100.0%	86.4%	25
Technical/Business Support	88.5%	100.0%	100.0%	90.6%	20
Production/Manual Labor	83.3%	100.0%	100.0%	90.1%	8
Overall	54.5%	90.0%	100.0%	75.2%	29
<b>Insurance</b>					
Executive	97.0%	100.0%	100.0%	91.0%	15
Management (Excluding Executives)	83.3%	99.5%	100.0%	87.6%	18
Professional/Client Management	66.3%	94.5%	100.0%	78.4%	18
Technical/Business Support	81.8%	96.0%	100.0%	80.6%	16
Production/Manual Labor	60.0%	100.0%	100.0%	84.0%	5
Overall	82.5%	95.0%	100.0%	85.9%	21
<b>Region</b>					
<b>Eastern Canada</b>					
Executive	95.0%	100.0%	100.0%	93.9%	35
Management (Excluding Executives)	91.8%	98.5%	100.0%	90.2%	40
Professional/Client Management	81.5%	96.0%	100.0%	87.1%	37
Technical/Business Support	90.5%	98.0%	100.0%	86.1%	29
Production/Manual Labor	94.3%	99.5%	100.0%	93.4%	16
Overall	74.0%	95.0%	100.0%	80.7%	39
<b>Greater Toronto</b>					
Executive	100.0%	100.0%	100.0%	97.4%	111
Management (Excluding Executives)	93.0%	100.0%	100.0%	89.7%	129
Professional/Client Management	90.0%	99.0%	100.0%	84.5%	115
Technical/Business Support	94.5%	100.0%	100.0%	92.0%	97
Production/Manual Labor	93.8%	100.0%	100.0%	89.5%	42
Overall	80.0%	98.0%	100.0%	83.2%	127
<b>Other Ontario</b>					
Executive	100.0%	100.0%	100.0%	97.3%	26
Management (Excluding Executives)	88.8%	100.0%	100.0%	91.1%	34
Professional/Client Management	79.0%	98.0%	100.0%	84.6%	29
Technical/Business Support	95.0%	100.0%	100.0%	89.8%	23
Production/Manual Labor	87.5%	100.0%	100.0%	90.3%	10
Overall	61.0%	98.0%	100.0%	77.4%	41

Table continues on next page.

## Variable Pay

# Annual Performance Bonus/Short-Term Incentive Awards (continued)

## PERCENT OF EMPLOYEES WHO RECEIVED ANNUAL PERFORMANCE BONUS/SHORT-TERM INCENTIVE AWARDS IN 2013 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Region (continued)</b>					
<b>Manitoba/Saskatchewan</b>					
Executive	90.0%	100.0%	100.0%	88.6%	12
Management (Excluding Executives)	82.5%	95.0%	100.0%	87.3%	12
Professional/Client Management	56.0%	95.0%	100.0%	81.8%	11
Technical/Business Support	88.8%	99.0%	100.0%	87.1%	10
Production/Manual Labor	---	90.0%	---	91.7%	3
Overall	19.0%	92.5%	100.0%	66.4%	14
<b>Alberta</b>					
Executive	100.0%	100.0%	100.0%	98.7%	32
Management (Excluding Executives)	91.5%	99.0%	100.0%	87.8%	42
Professional/Client Management	70.3%	96.0%	100.0%	80.8%	40
Technical/Business Support	95.0%	99.0%	100.0%	86.5%	29
Production/Manual Labor	94.5%	100.0%	100.0%	97.5%	14
Overall	69.0%	95.0%	100.0%	78.4%	45
<b>British Columbia</b>					
Executive	96.5%	100.0%	100.0%	90.3%	18
Management (Excluding Executives)	34.0%	98.0%	100.0%	77.3%	23
Professional/Client Management	31.5%	94.0%	100.0%	72.6%	20
Technical/Business Support	59.0%	90.0%	100.0%	74.5%	15
Production/Manual Labor	5.0%	80.0%	100.0%	59.3%	7
Overall	26.5%	83.0%	99.3%	67.4%	22

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## Variable Pay

# Annual Performance Bonus/Short-Term Incentive Awards (continued)

## PERCENT OF EMPLOYEES WHO RECEIVED ANNUAL PERFORMANCE BONUS/SHORT-TERM INCENTIVE AWARDS IN 2013 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Organization Size</b>					
<b>Under 300 FTEs</b>					
Executive	100.0%	100.0%	100.0%	96.9%	71
Management (Excluding Executives)	90.0%	99.0%	100.0%	89.0%	84
Professional/Client Management	80.0%	97.5%	100.0%	83.9%	78
Technical/Business Support	90.0%	99.0%	100.0%	86.7%	67
Production/Manual Labor	80.8%	99.0%	100.0%	86.2%	34
Overall	70.0%	95.0%	100.0%	80.5%	91
<b>300 to 999 FTEs</b>					
Executive	100.0%	100.0%	100.0%	95.7%	48
Management (Excluding Executives)	90.5%	100.0%	100.0%	88.8%	52
Professional/Client Management	80.0%	99.0%	100.0%	81.8%	49
Technical/Business Support	95.0%	100.0%	100.0%	91.3%	35
Production/Manual Labor	81.3%	99.5%	100.0%	81.8%	16
Overall	72.5%	99.0%	100.0%	78.1%	54
<b>1,000 to 4,999 FTEs</b>					
Executive	100.0%	100.0%	100.0%	95.8%	72
Management (Excluding Executives)	90.0%	100.0%	100.0%	85.8%	92
Professional/Client Management	69.3%	98.0%	100.0%	82.1%	78
Technical/Business Support	91.8%	100.0%	100.0%	86.8%	62
Production/Manual Labor	94.3%	100.0%	100.0%	92.2%	26
Overall	50.3%	95.0%	100.0%	76.8%	92
<b>5,000 FTEs or More</b>					
Executive	100.0%	100.0%	100.0%	95.4%	43
Management (Excluding Executives)	95.3%	100.0%	100.0%	92.2%	52
Professional/Client Management	90.0%	98.0%	100.0%	85.7%	47
Technical/Business Support	95.0%	100.0%	100.0%	92.2%	39
Production/Manual Labor	97.3%	100.0%	100.0%	98.6%	16
Overall	81.0%	98.0%	100.0%	82.7%	51

## Variable Pay

# Annual Performance Bonus/Short-Term Incentive Awards (continued)

## PERCENT OF EMPLOYEES ELIGIBLE FOR ANNUAL PERFORMANCE BONUS/SHORT-TERM INCENTIVE AWARDS IN 2014

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Entire Sample Combined</b>					
Executive	100.0%	100.0%	100.0%	98.5%	245
Management (Excluding Executives)	100.0%	100.0%	100.0%	93.3%	292
Professional/Client Management	93.5%	100.0%	100.0%	88.3%	265
Technical/Business Support	100.0%	100.0%	100.0%	94.8%	206
Production/Manual Labor	100.0%	100.0%	100.0%	92.7%	101
Overall	74.3%	100.0%	100.0%	81.4%	286
<b>Profit Status</b>					
<b>For-Profit Organizations</b>					
Executive	100.0%	100.0%	100.0%	98.4%	226
Management (Excluding Executives)	100.0%	100.0%	100.0%	92.9%	264
Professional/Client Management	90.0%	100.0%	100.0%	87.7%	238
Technical/Business Support	100.0%	100.0%	100.0%	95.1%	185
Production/Manual Labor	100.0%	100.0%	100.0%	93.1%	93
Overall	69.8%	100.0%	100.0%	80.8%	262
<b>Not-For-Profit Organizations</b>					
Executive	100.0%	100.0%	100.0%	99.6%	19
Management (Excluding Executives)	100.0%	100.0%	100.0%	97.1%	28
Professional/Client Management	100.0%	100.0%	100.0%	92.8%	27
Technical/Business Support	100.0%	100.0%	100.0%	92.2%	21
Production/Manual Labor	100.0%	100.0%	100.0%	88.3%	8
Overall	92.3%	100.0%	100.0%	88.4%	24
<b>Industry Sector</b>					
<b>Durable Goods Manufacturing</b>					
Executive	100.0%	100.0%	100.0%	96.8%	66
Management (Excluding Executives)	100.0%	100.0%	100.0%	95.3%	71
Professional/Client Management	86.0%	100.0%	100.0%	87.0%	71
Technical/Business Support	100.0%	100.0%	100.0%	97.8%	57
Production/Manual Labor	95.0%	100.0%	100.0%	88.4%	25
Overall	90.0%	100.0%	100.0%	86.7%	69
<b>Non-Durable Goods Manufacturing</b>					
Executive	100.0%	100.0%	100.0%	99.7%	47
Management (Excluding Executives)	100.0%	100.0%	100.0%	95.0%	56
Professional/Client Management	96.5%	100.0%	100.0%	92.0%	52
Technical/Business Support	100.0%	100.0%	100.0%	96.9%	41
Production/Manual Labor	99.3%	100.0%	100.0%	95.6%	16
Overall	90.0%	100.0%	100.0%	84.5%	55

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## Variable Pay

# Annual Performance Bonus/Short-Term Incentive Awards (continued)

## PERCENT OF EMPLOYEES ELIGIBLE FOR ANNUAL PERFORMANCE BONUS/SHORT-TERM INCENTIVE AWARDS IN 2014 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Industry Sector (continued)</b>					
<b>High Tech</b>					
Executive	100.0%	100.0%	100.0%	99.4%	29
Management (Excluding Executives)	99.8%	100.0%	100.0%	95.0%	30
Professional/Client Management	89.0%	100.0%	100.0%	88.9%	30
Technical/Business Support	98.0%	100.0%	100.0%	98.1%	25
Production/Manual Labor	95.8%	100.0%	100.0%	91.6%	14
Overall	89.0%	100.0%	100.0%	86.9%	33
<b>Energy</b>					
Executive	100.0%	100.0%	100.0%	99.8%	32
Management (Excluding Executives)	99.0%	100.0%	100.0%	93.4%	37
Professional/Client Management	77.5%	100.0%	100.0%	83.9%	34
Technical/Business Support	99.8%	100.0%	100.0%	89.7%	22
Production/Manual Labor	100.0%	100.0%	100.0%	98.1%	13
Overall	51.0%	90.0%	100.0%	72.5%	37
<b>Retail and Wholesale Trade</b>					
Executive	100.0%	100.0%	100.0%	99.8%	29
Management (Excluding Executives)	100.0%	100.0%	100.0%	95.0%	34
Professional/Client Management	98.5%	100.0%	100.0%	91.1%	28
Technical/Business Support	100.0%	100.0%	100.0%	93.7%	23
Production/Manual Labor	100.0%	100.0%	100.0%	99.8%	12
Overall	60.0%	100.0%	100.0%	80.2%	31
<b>Services</b>					
Executive	100.0%	100.0%	100.0%	99.2%	83
Management (Excluding Executives)	99.0%	100.0%	100.0%	90.5%	102
Professional/Client Management	92.3%	100.0%	100.0%	86.9%	90
Technical/Business Support	100.0%	100.0%	100.0%	93.3%	67
Production/Manual Labor	99.5%	100.0%	100.0%	90.0%	33
Overall	53.0%	100.0%	100.0%	78.5%	98
<b>Health Care</b>					
Executive	---	95.0%	---	95.0%	3
Management (Excluding Executives)	98.0%	100.0%	100.0%	99.3%	6
Professional/Client Management	92.5%	98.0%	100.0%	96.6%	5
Technical/Business Support	97.0%	100.0%	100.0%	98.8%	5
Production/Manual Labor	---	99.0%	---	99.0%	2
Overall	50.5%	95.0%	99.0%	78.8%	5

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## Variable Pay

# Annual Performance Bonus/Short-Term Incentive Awards (continued)

## PERCENT OF EMPLOYEES ELIGIBLE FOR ANNUAL PERFORMANCE BONUS/SHORT-TERM INCENTIVE AWARDS IN 2014 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Industry Sector (continued)</b>					
<b>Banking and Finance</b>					
Executive	100.0%	100.0%	100.0%	98.9%	24
Management (Excluding Executives)	96.5%	100.0%	100.0%	91.1%	30
Professional/Client Management	73.8%	100.0%	100.0%	86.7%	26
Technical/Business Support	100.0%	100.0%	100.0%	95.2%	21
Production/Manual Labor	95.5%	100.0%	100.0%	94.2%	10
Overall	67.3%	100.0%	100.0%	81.0%	28
<b>Insurance</b>					
Executive	100.0%	100.0%	100.0%	95.8%	15
Management (Excluding Executives)	93.0%	100.0%	100.0%	90.5%	18
Professional/Client Management	67.5%	100.0%	100.0%	81.6%	17
Technical/Business Support	97.5%	100.0%	100.0%	89.5%	13
Production/Manual Labor	75.0%	100.0%	100.0%	90.0%	5
Overall	90.0%	100.0%	100.0%	90.4%	23
<b>Region</b>					
<b>Eastern Canada</b>					
Executive	100.0%	100.0%	100.0%	96.3%	35
Management (Excluding Executives)	98.5%	100.0%	100.0%	92.7%	41
Professional/Client Management	87.3%	100.0%	100.0%	89.9%	40
Technical/Business Support	100.0%	100.0%	100.0%	91.6%	32
Production/Manual Labor	99.8%	100.0%	100.0%	93.5%	18
Overall	67.3%	100.0%	100.0%	82.7%	36
<b>Greater Toronto</b>					
Executive	100.0%	100.0%	100.0%	98.9%	112
Management (Excluding Executives)	100.0%	100.0%	100.0%	94.3%	132
Professional/Client Management	95.0%	100.0%	100.0%	88.5%	119
Technical/Business Support	100.0%	100.0%	100.0%	95.8%	95
Production/Manual Labor	95.5%	100.0%	100.0%	90.9%	45
Overall	82.3%	100.0%	100.0%	82.5%	126
<b>Other Ontario</b>					
Executive	100.0%	100.0%	100.0%	96.7%	30
Management (Excluding Executives)	98.8%	100.0%	100.0%	92.4%	38
Professional/Client Management	90.0%	100.0%	100.0%	85.6%	35
Technical/Business Support	100.0%	100.0%	100.0%	98.6%	26
Production/Manual Labor	99.5%	100.0%	100.0%	95.9%	13
Overall	86.0%	100.0%	100.0%	82.4%	43

Table continues on next page.

## Variable Pay

# Annual Performance Bonus/Short-Term Incentive Awards (continued)

## PERCENT OF EMPLOYEES ELIGIBLE FOR ANNUAL PERFORMANCE BONUS/SHORT-TERM INCENTIVE AWARDS IN 2014 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Region (continued)</b>					
<b>Manitoba/Saskatchewan</b>					
Executive	100.0%	100.0%	100.0%	99.6%	14
Management (Excluding Executives)	95.0%	100.0%	100.0%	84.6%	15
Professional/Client Management	96.3%	100.0%	100.0%	90.8%	12
Technical/Business Support	100.0%	100.0%	100.0%	99.6%	11
Production/Manual Labor	100.0%	100.0%	100.0%	100.0%	5
Overall	57.8%	100.0%	100.0%	78.5%	16
<b>Alberta</b>					
Executive	100.0%	100.0%	100.0%	99.6%	34
Management (Excluding Executives)	100.0%	100.0%	100.0%	94.9%	40
Professional/Client Management	87.5%	100.0%	100.0%	86.0%	38
Technical/Business Support	99.8%	100.0%	100.0%	95.6%	26
Production/Manual Labor	100.0%	100.0%	100.0%	99.6%	14
Overall	69.0%	100.0%	100.0%	82.1%	43
<b>British Columbia</b>					
Executive	100.0%	100.0%	100.0%	100.0%	20
Management (Excluding Executives)	99.0%	100.0%	100.0%	93.3%	26
Professional/Client Management	89.0%	100.0%	100.0%	90.9%	21
Technical/Business Support	85.5%	100.0%	100.0%	84.9%	16
Production/Manual Labor	33.0%	100.0%	100.0%	74.7%	6
Overall	42.0%	89.0%	100.0%	72.4%	22

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Variable Pay

## Annual Performance Bonus/Short-Term Incentive Awards (continued)

### PERCENT OF EMPLOYEES ELIGIBLE FOR ANNUAL PERFORMANCE BONUS/SHORT-TERM INCENTIVE AWARDS IN 2014 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Organization Size</b>					
<b>Under 300 FTEs</b>					
Executive	100.0%	100.0%	100.0%	98.0%	73
Management (Excluding Executives)	99.0%	100.0%	100.0%	92.9%	90
Professional/Client Management	95.0%	100.0%	100.0%	89.9%	84
Technical/Business Support	98.3%	100.0%	100.0%	93.4%	66
Production/Manual Labor	95.3%	100.0%	100.0%	89.4%	36
Overall	85.3%	100.0%	100.0%	83.7%	92
<b>300 to 999 FTEs</b>					
Executive	100.0%	100.0%	100.0%	97.5%	48
Management (Excluding Executives)	99.5%	100.0%	100.0%	93.4%	53
Professional/Client Management	85.0%	100.0%	100.0%	86.1%	51
Technical/Business Support	100.0%	100.0%	100.0%	98.5%	36
Production/Manual Labor	97.3%	100.0%	100.0%	88.8%	18
Overall	83.0%	100.0%	100.0%	81.5%	55
<b>1,000 to 4,999 FTEs</b>					
Executive	100.0%	100.0%	100.0%	98.8%	79
Management (Excluding Executives)	100.0%	100.0%	100.0%	92.5%	95
Professional/Client Management	82.5%	100.0%	100.0%	86.2%	81
Technical/Business Support	100.0%	100.0%	100.0%	93.2%	65
Production/Manual Labor	100.0%	100.0%	100.0%	96.4%	28
Overall	52.0%	100.0%	100.0%	78.1%	89
<b>5,000 FTEs or More</b>					
Executive	100.0%	100.0%	100.0%	99.7%	45
Management (Excluding Executives)	100.0%	100.0%	100.0%	95.5%	54
Professional/Client Management	95.5%	100.0%	100.0%	91.2%	49
Technical/Business Support	100.0%	100.0%	100.0%	96.6%	39
Production/Manual Labor	100.0%	100.0%	100.0%	97.4%	19
Overall	74.0%	100.0%	100.0%	83.2%	50

## Variable Pay

# Discretionary Bonus

## PERCENT OF EMPLOYEES THAT RECEIVED DISCRETIONARY BONUS IN 2013

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Entire Sample Combined</b>					
Executive	16.8%	90.0%	100.0%	63.3%	22
Management (Excluding Executives)	4.0%	11.5%	54.3%	30.5%	52
Professional/Client Management	5.0%	10.0%	42.8%	27.9%	52
Technical/Business Support	5.0%	20.0%	70.0%	35.2%	35
Production/Manual Labor	2.5%	20.0%	79.0%	36.2%	17
Overall	5.0%	10.5%	43.3%	29.7%	62
<b>Profit Status</b>					
<b>For-Profit Organizations</b>					
Executive	16.8%	90.0%	100.0%	63.3%	22
Management (Excluding Executives)	3.0%	10.0%	57.0%	31.3%	47
Professional/Client Management	3.5%	10.0%	48.8%	28.7%	48
Technical/Business Support	4.0%	21.0%	70.0%	36.6%	33
Production/Manual Labor	2.5%	20.0%	79.0%	36.2%	17
Overall	5.0%	10.0%	47.0%	30.5%	59
<b>Not-For-Profit Organizations</b>					
Executive	---	---	---	---	0
Management (Excluding Executives)	9.5%	12.0%	41.5%	22.8%	5
Professional/Client Management	8.0%	15.5%	32.8%	18.8%	4
Technical/Business Support	---	12.0%	---	12.0%	2
Production/Manual Labor	---	---	---	---	0
Overall	---	17.0%	---	14.0%	3
<b>Industry Sector</b>					
<b>Durable Goods Manufacturing</b>					
Executive	70.0%	100.0%	100.0%	88.0%	5
Management (Excluding Executives)	2.0%	18.5%	92.5%	43.6%	10
Professional/Client Management	3.0%	12.0%	80.0%	35.0%	11
Technical/Business Support	17.0%	21.0%	100.0%	47.6%	7
Production/Manual Labor	---	20.0%	---	42.7%	3
Overall	5.0%	20.0%	82.5%	37.9%	13
<b>Non-Durable Goods Manufacturing</b>					
Executive	6.3%	15.0%	80.5%	33.6%	8
Management (Excluding Executives)	4.0%	17.0%	90.0%	37.0%	11
Professional/Client Management	4.5%	11.0%	47.8%	24.3%	10
Technical/Business Support	2.8%	9.5%	54.3%	23.8%	6
Production/Manual Labor	2.3%	6.5%	28.0%	12.3%	4
Overall	5.0%	15.5%	44.0%	28.6%	14
<b>High Tech</b>					
Executive	---	100.0%	---	100.0%	2
Management (Excluding Executives)	---	95.0%	---	95.0%	2
Professional/Client Management	---	90.0%	---	90.0%	2
Technical/Business Support	---	85.0%	---	85.0%	2
Production/Manual Labor	---	---	---	---	1
Overall	5.5%	80.0%	92.5%	55.2%	5

*Table continues on next page.*

## Variable Pay

### Discretionary Bonus (continued)

#### PERCENT OF EMPLOYEES THAT RECEIVED DISCRETIONARY BONUS IN 2013 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Industry Sector (continued)</b>					
<b>Energy</b>					
Executive	---	100.0%	---	100.0%	2
Management (Excluding Executives)	3.0%	10.0%	70.0%	31.1%	7
Professional/Client Management	8.3%	19.5%	82.5%	36.8%	4
Technical/Business Support	5.5%	25.0%	65.0%	33.2%	5
Production/Manual Labor	---	50.5%	---	50.5%	2
Overall	5.0%	11.0%	40.0%	28.1%	7
<b>Retail and Wholesale Trade</b>					
Executive	---	12.0%	---	12.0%	2
Management (Excluding Executives)	3.8%	13.5%	19.8%	15.6%	8
Professional/Client Management	5.0%	11.0%	30.0%	24.4%	11
Technical/Business Support	5.0%	30.0%	60.0%	34.0%	7
Production/Manual Labor	---	60.0%	---	53.7%	3
Overall	5.0%	10.0%	35.5%	23.2%	9
<b>Services</b>					
Executive	50.0%	80.0%	100.0%	76.0%	5
Management (Excluding Executives)	2.8%	12.0%	41.3%	24.4%	16
Professional/Client Management	4.0%	21.0%	43.0%	27.2%	17
Technical/Business Support	2.0%	30.0%	65.0%	37.5%	13
Production/Manual Labor	1.0%	29.5%	52.5%	28.5%	6
Overall	5.0%	12.5%	44.8%	26.1%	22
<b>Health Care</b>					
Executive	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	0
Professional/Client Management	---	---	---	---	0
Technical/Business Support	---	---	---	---	0
Production/Manual Labor	---	---	---	---	0
Overall	---	---	---	---	0
<b>Banking and Finance</b>					
Executive	---	100.0%	---	93.3%	3
Management (Excluding Executives)	6.3%	36.0%	100.0%	46.8%	6
Professional/Client Management	6.3%	36.5%	99.3%	46.8%	6
Technical/Business Support	---	70.0%	---	58.3%	3
Production/Manual Labor	---	---	---	---	1
Overall	2.0%	39.5%	99.3%	47.0%	6
<b>Insurance</b>					
Executive	---	---	---	---	1
Management (Excluding Executives)	---	13.0%	---	39.0%	3
Professional/Client Management	2.3%	5.5%	77.0%	28.3%	4
Technical/Business Support	---	51.0%	---	51.0%	2
Production/Manual Labor	---	---	---	---	1
Overall	---	95.0%	---	66.7%	3

*Table continues on next page.*

## Variable Pay

### Discretionary Bonus (continued)

#### PERCENT OF EMPLOYEES THAT RECEIVED DISCRETIONARY BONUS IN 2013 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Region</b>					
<b>Eastern Canada</b>					
Executive	5.0%	80.0%	100.0%	66.7%	7
Management (Excluding Executives)	9.5%	45.0%	85.0%	46.2%	9
Professional/Client Management	5.0%	20.0%	100.0%	40.7%	7
Technical/Business Support	4.3%	45.0%	100.0%	49.5%	6
Production/Manual Labor	2.5%	20.0%	75.0%	35.0%	5
Overall	4.3%	21.5%	71.5%	34.9%	10
<b>Greater Toronto</b>					
Executive	14.5%	22.0%	100.0%	46.8%	9
Management (Excluding Executives)	4.3%	13.5%	54.3%	31.0%	20
Professional/Client Management	3.0%	10.0%	51.0%	27.5%	23
Technical/Business Support	6.0%	25.0%	79.0%	39.1%	13
Production/Manual Labor	8.0%	25.0%	60.0%	33.7%	7
Overall	4.8%	13.0%	66.3%	36.4%	22
<b>Other Ontario</b>					
Executive	---	100.0%	---	100.0%	3
Management (Excluding Executives)	6.5%	11.0%	95.0%	42.8%	5
Professional/Client Management	9.0%	36.0%	90.0%	46.8%	5
Technical/Business Support	---	70.0%	---	62.7%	3
Production/Manual Labor	---	---	---	---	1
Overall	5.5%	10.0%	49.5%	26.8%	9
<b>Manitoba/Saskatchewan</b>					
Executive	---	---	---	---	1
Management (Excluding Executives)	---	4.0%	---	11.7%	3
Professional/Client Management	---	3.0%	---	11.3%	3
Technical/Business Support	---	3.0%	---	11.3%	3
Production/Manual Labor	---	2.0%	---	2.0%	2
Overall	1.3%	3.0%	23.5%	9.3%	4
<b>Alberta</b>					
Executive	---	100.0%	---	100.0%	2
Management (Excluding Executives)	1.5%	4.0%	64.0%	27.9%	9
Professional/Client Management	2.0%	9.0%	23.0%	23.7%	7
Technical/Business Support	3.5%	9.0%	55.0%	25.2%	5
Production/Manual Labor	---	50.5%	---	50.5%	2
Overall	4.3%	12.5%	35.3%	26.8%	12
<b>British Columbia</b>					
Executive	---	---	---	---	0
Management (Excluding Executives)	2.0%	5.5%	17.0%	8.2%	6
Professional/Client Management	5.0%	12.0%	30.0%	14.3%	7
Technical/Business Support	2.0%	21.0%	27.5%	16.0%	5
Production/Manual Labor	---	---	---	---	0
Overall	7.5%	11.0%	34.0%	18.8%	5

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## Variable Pay

### Discretionary Bonus (continued)

#### PERCENT OF EMPLOYEES THAT RECEIVED DISCRETIONARY BONUS IN 2013 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Organization Size</b>					
<b>Under 300 FTEs</b>					
Executive	7.5%	80.0%	100.0%	57.4%	9
Management (Excluding Executives)	3.0%	10.0%	60.0%	31.5%	19
Professional/Client Management	3.0%	11.0%	53.0%	31.5%	17
Technical/Business Support	2.0%	8.5%	70.0%	32.1%	14
Production/Manual Labor	1.8%	18.5%	62.5%	31.7%	6
Overall	4.0%	8.5%	44.8%	27.6%	22
<b>300 to 999 FTEs</b>					
Executive	31.0%	100.0%	100.0%	72.4%	5
Management (Excluding Executives)	4.0%	25.0%	100.0%	39.3%	7
Professional/Client Management	3.5%	6.0%	80.8%	30.6%	8
Technical/Business Support	---	99.0%	---	69.3%	3
Production/Manual Labor	---	---	---	---	0
Overall	5.0%	8.0%	80.3%	31.3%	8
<b>1,000 to 4,999 FTEs</b>					
Executive	90.0%	100.0%	100.0%	96.0%	5
Management (Excluding Executives)	4.0%	18.5%	74.8%	36.0%	18
Professional/Client Management	8.0%	18.5%	55.8%	33.0%	18
Technical/Business Support	18.5%	25.0%	79.0%	41.1%	13
Production/Manual Labor	4.5%	25.0%	99.0%	45.9%	9
Overall	10.0%	21.5%	78.8%	38.2%	24
<b>5,000 FTEs or More</b>					
Executive	---	10.0%	---	11.3%	3
Management (Excluding Executives)	2.0%	9.5%	11.5%	8.0%	8
Professional/Client Management	4.0%	8.0%	11.0%	8.6%	9
Technical/Business Support	3.5%	6.0%	14.0%	8.2%	5
Production/Manual Labor	---	6.5%	---	6.5%	2
Overall	5.3%	8.0%	10.8%	8.6%	8

## Variable Pay

### Discretionary Bonus (continued)

#### PERCENT OF EMPLOYEES ELIGIBLE FOR DISCRETIONARY BONUS IN 2014

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Entire Sample Combined</b>					
Executive	100.0%	100.0%	100.0%	92.9%	35
Management (Excluding Executives)	45.0%	100.0%	100.0%	77.6%	57
Professional/Client Management	24.0%	100.0%	100.0%	72.7%	61
Technical/Business Support	98.5%	100.0%	100.0%	83.3%	52
Production/Manual Labor	100.0%	100.0%	100.0%	85.7%	27
Overall	20.0%	98.0%	100.0%	67.1%	65
<b>Profit Status</b>					
<b>For-Profit Organizations</b>					
Executive	100.0%	100.0%	100.0%	92.7%	34
Management (Excluding Executives)	42.5%	100.0%	100.0%	78.3%	52
Professional/Client Management	24.0%	100.0%	100.0%	72.4%	57
Technical/Business Support	98.0%	100.0%	100.0%	83.0%	46
Production/Manual Labor	99.0%	100.0%	100.0%	84.5%	25
Overall	20.0%	99.0%	100.0%	68.0%	61
<b>Not-For-Profit Organizations</b>					
Executive	---	---	---	---	1
Management (Excluding Executives)	33.0%	86.0%	100.0%	70.4%	5
Professional/Client Management	33.3%	100.0%	100.0%	77.8%	4
Technical/Business Support	78.5%	100.0%	100.0%	85.7%	6
Production/Manual Labor	---	100.0%	---	100.0%	2
Overall	10.3%	56.0%	95.0%	53.8%	4
<b>Industry Sector</b>					
<b>Durable Goods Manufacturing</b>					
Executive	100.0%	100.0%	100.0%	92.5%	8
Management (Excluding Executives)	41.8%	100.0%	100.0%	77.2%	10
Professional/Client Management	6.8%	87.5%	100.0%	62.5%	12
Technical/Business Support	45.5%	100.0%	100.0%	74.8%	9
Production/Manual Labor	100.0%	100.0%	100.0%	100.0%	4
Overall	17.5%	92.0%	100.0%	65.1%	13
<b>Non-Durable Goods Manufacturing</b>					
Executive	100.0%	100.0%	100.0%	83.2%	11
Management (Excluding Executives)	53.5%	100.0%	100.0%	78.5%	13
Professional/Client Management	10.0%	100.0%	100.0%	71.0%	13
Technical/Business Support	45.0%	100.0%	100.0%	77.0%	9
Production/Manual Labor	8.3%	100.0%	100.0%	68.8%	6
Overall	11.0%	90.0%	100.0%	64.0%	15
<b>High Tech</b>					
Executive	100.0%	100.0%	100.0%	100.0%	4
Management (Excluding Executives)	70.0%	100.0%	100.0%	88.0%	5
Professional/Client Management	26.3%	95.0%	100.0%	73.8%	4
Technical/Business Support	---	100.0%	---	93.3%	3
Production/Manual Labor	---	100.0%	---	100.0%	2
Overall	7.8%	55.0%	100.0%	53.5%	6

*Table continues on next page.*



## Variable Pay

### Discretionary Bonus (continued)

#### PERCENT OF EMPLOYEES ELIGIBLE FOR DISCRETIONARY BONUS IN 2014 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Industry Sector (continued)</b>					
<b>Energy</b>					
Executive	---	100.0%	---	100.0%	2
Management (Excluding Executives)	20.0%	86.0%	100.0%	65.2%	5
Professional/Client Management	20.0%	77.0%	100.0%	63.4%	5
Technical/Business Support	100.0%	100.0%	100.0%	100.0%	4
Production/Manual Labor	---	100.0%	---	100.0%	3
Overall	17.0%	55.0%	100.0%	57.8%	5
<b>Retail and Wholesale Trade</b>					
Executive	99.0%	100.0%	100.0%	99.6%	5
Management (Excluding Executives)	78.5%	100.0%	100.0%	82.3%	10
Professional/Client Management	74.0%	100.0%	100.0%	81.6%	13
Technical/Business Support	98.0%	100.0%	100.0%	91.0%	11
Production/Manual Labor	88.5%	100.0%	100.0%	93.0%	6
Overall	85.0%	100.0%	100.0%	85.9%	9
<b>Services</b>					
Executive	100.0%	100.0%	100.0%	100.0%	8
Management (Excluding Executives)	30.0%	100.0%	100.0%	77.7%	19
Professional/Client Management	40.3%	100.0%	100.0%	76.5%	20
Technical/Business Support	100.0%	100.0%	100.0%	85.0%	20
Production/Manual Labor	83.0%	100.0%	100.0%	84.2%	10
Overall	15.0%	92.0%	100.0%	64.2%	25
<b>Health Care</b>					
Executive	---	---	---	---	1
Management (Excluding Executives)	---	---	---	---	1
Professional/Client Management	---	---	---	---	1
Technical/Business Support	---	---	---	---	1
Production/Manual Labor	---	---	---	---	1
Overall	---	---	---	---	1
<b>Banking and Finance</b>					
Executive	100.0%	100.0%	100.0%	100.0%	5
Management (Excluding Executives)	40.0%	100.0%	100.0%	78.0%	7
Professional/Client Management	77.8%	100.0%	100.0%	85.2%	6
Technical/Business Support	13.0%	100.0%	100.0%	70.7%	6
Production/Manual Labor	---	100.0%	---	70.0%	3
Overall	8.3%	100.0%	100.0%	68.8%	6
<b>Insurance</b>					
Executive	---	100.0%	---	100.0%	2
Management (Excluding Executives)	---	100.0%	---	100.0%	3
Professional/Client Management	28.8%	100.0%	100.0%	76.3%	4
Technical/Business Support	52.5%	100.0%	100.0%	81.0%	5
Production/Manual Labor	---	100.0%	---	100.0%	2
Overall	55.0%	100.0%	100.0%	82.0%	5

Table continues on next page.

## Variable Pay

### Discretionary Bonus (continued)

#### PERCENT OF EMPLOYEES ELIGIBLE FOR DISCRETIONARY BONUS IN 2014 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Region</b>					
<b>Eastern Canada</b>					
Executive	100.0%	100.0%	100.0%	100.0%	7
Management (Excluding Executives)	93.0%	100.0%	100.0%	88.4%	9
Professional/Client Management	88.8%	100.0%	100.0%	86.9%	8
Technical/Business Support	77.5%	100.0%	100.0%	85.0%	8
Production/Manual Labor	77.5%	100.0%	100.0%	85.0%	6
Overall	10.0%	100.0%	100.0%	73.9%	11
<b>Greater Toronto</b>					
Executive	100.0%	100.0%	100.0%	87.5%	12
Management (Excluding Executives)	28.8%	100.0%	100.0%	76.4%	20
Professional/Client Management	8.8%	100.0%	100.0%	67.8%	22
Technical/Business Support	100.0%	100.0%	100.0%	85.0%	19
Production/Manual Labor	80.0%	100.0%	100.0%	85.6%	9
Overall	11.0%	95.0%	100.0%	67.9%	23
<b>Other Ontario</b>					
Executive	100.0%	100.0%	100.0%	99.7%	7
Management (Excluding Executives)	82.5%	100.0%	100.0%	89.8%	10
Professional/Client Management	80.0%	100.0%	100.0%	84.3%	10
Technical/Business Support	98.5%	100.0%	100.0%	97.3%	8
Production/Manual Labor	---	100.0%	---	99.3%	3
Overall	24.3%	80.0%	99.5%	63.3%	12
<b>Manitoba/Saskatchewan</b>					
Executive	---	100.0%	---	68.3%	3
Management (Excluding Executives)	14.5%	30.0%	100.0%	51.8%	5
Professional/Client Management	10.5%	30.0%	100.0%	50.2%	5
Technical/Business Support	---	100.0%	---	67.7%	3
Production/Manual Labor	---	100.0%	---	67.7%	3
Overall	4.0%	30.0%	100.0%	47.6%	5
<b>Alberta</b>					
Executive	100.0%	100.0%	100.0%	100.0%	4
Management (Excluding Executives)	97.0%	100.0%	100.0%	86.1%	7
Professional/Client Management	44.0%	100.0%	100.0%	77.6%	9
Technical/Business Support	100.0%	100.0%	100.0%	89.3%	8
Production/Manual Labor	100.0%	100.0%	100.0%	100.0%	4
Overall	29.5%	100.0%	100.0%	73.4%	9
<b>British Columbia</b>					
Executive	---	100.0%	---	100.0%	2
Management (Excluding Executives)	14.0%	59.0%	100.0%	56.7%	6
Professional/Client Management	12.0%	100.0%	100.0%	65.6%	7
Technical/Business Support	11.8%	60.5%	100.0%	56.7%	6
Production/Manual Labor	---	66.0%	---	66.0%	2
Overall	15.5%	100.0%	100.0%	66.2%	5

Table continues on next page.

## Variable Pay

### Discretionary Bonus (continued)

#### PERCENT OF EMPLOYEES ELIGIBLE FOR DISCRETIONARY BONUS IN 2014 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
<b>Organization Size</b>					
<b>Under 300 FTEs</b>					
Executive	100.0%	100.0%	100.0%	91.4%	11
Management (Excluding Executives)	30.0%	100.0%	100.0%	71.5%	19
Professional/Client Management	8.8%	100.0%	100.0%	65.8%	18
Technical/Business Support	10.0%	100.0%	100.0%	67.6%	15
Production/Manual Labor	21.0%	100.0%	100.0%	71.7%	9
Overall	10.0%	85.0%	100.0%	57.5%	24
<b>300 to 999 FTEs</b>					
Executive	98.0%	100.0%	100.0%	91.1%	7
Management (Excluding Executives)	25.0%	100.0%	100.0%	76.9%	7
Professional/Client Management	6.3%	91.5%	100.0%	62.6%	8
Technical/Business Support	84.0%	100.0%	100.0%	93.6%	5
Production/Manual Labor	---	---	---	---	1
Overall	10.0%	92.0%	100.0%	60.9%	9
<b>1,000 to 4,999 FTEs</b>					
Executive	100.0%	100.0%	100.0%	100.0%	12
Management (Excluding Executives)	97.0%	100.0%	100.0%	87.2%	23
Professional/Client Management	92.8%	100.0%	100.0%	85.2%	26
Technical/Business Support	100.0%	100.0%	100.0%	96.6%	24
Production/Manual Labor	100.0%	100.0%	100.0%	97.1%	14
Overall	80.0%	100.0%	100.0%	82.7%	24
<b>5,000 FTEs or More</b>					
Executive	55.0%	100.0%	100.0%	82.0%	5
Management (Excluding Executives)	7.0%	100.0%	100.0%	65.1%	8
Professional/Client Management	10.0%	100.0%	100.0%	59.6%	9
Technical/Business Support	11.0%	100.0%	100.0%	66.1%	8
Production/Manual Labor	---	100.0%	---	70.0%	3
Overall	6.3%	66.0%	100.0%	56.3%	8

## Variable Pay

# Variable Pay Grants

## AVERAGE ANNUAL PERFORMANCE BONUS/SHORT-TERM INCENTIVE EXPRESSED AS A PERCENT OF TOTAL BASE SALARIES

	2013 Actual Annual Performance Bonus/Short-Term Incentive Granted		2014 Annual Performance Bonus/Short-Term Incentive Budget		2015 Annual Performance Bonus/Short-Term Incentive Projection		# of Responses
	Average	Median	Average	Median	Average	Median	
<b>Entire Sample Combined</b>							
Executive	38.8%	35.0%	39.2%	37.4%	39.7%	39.3%	185
Management (Excluding Executives)	18.7%	17.8%	19.3%	19.0%	19.4%	19.0%	236
Professional/Client Management	12.1%	10.0%	12.0%	10.0%	12.4%	10.0%	213
Technical/Business Support	6.8%	6.2%	7.3%	6.9%	7.3%	6.0%	169
Production/Manual Labor	5.8%	5.2%	6.0%	5.0%	5.9%	5.0%	74
Overall	13.8%	13.2%	15.1%	15.0%	15.4%	15.0%	165
<b>Profit Status</b>							
<b>For-Profit Organizations</b>							
Executive	39.9%	35.2%	40.6%	40.0%	40.9%	40.0%	168
Management (Excluding Executives)	18.9%	18.0%	19.7%	19.5%	19.6%	19.8%	218
Professional/Client Management	12.1%	10.0%	12.2%	10.0%	12.5%	10.0%	198
Technical/Business Support	6.9%	6.3%	7.4%	7.0%	7.4%	6.0%	155
Production/Manual Labor	5.9%	5.3%	6.0%	5.0%	5.9%	5.0%	73
Overall	14.1%	13.9%	15.6%	15.0%	15.9%	15.0%	153
<b>Not-For-Profit Organizations</b>							
Executive	29.3%	27.3%	25.0%	25.0%	27.9%	25.0%	17
Management (Excluding Executives)	16.1%	13.3%	14.6%	11.6%	16.1%	13.5%	18
Professional/Client Management	11.4%	10.0%	10.2%	8.0%	11.2%	10.0%	15
Technical/Business Support	6.2%	5.8%	5.6%	5.5%	6.4%	6.0%	14
Production/Manual Labor	---	---	---	---	---	---	1
Overall	10.0%	11.1%	8.5%	10.0%	8.7%	10.0%	12
<b>Industry Sector</b>							
<b>Durable Goods Manufacturing</b>							
Executive	37.9%	34.5%	41.3%	40.0%	41.6%	40.0%	45
Management (Excluding Executives)	17.1%	15.5%	18.8%	19.0%	18.5%	18.5%	58
Professional/Client Management	11.2%	9.0%	10.1%	10.0%	10.5%	10.0%	48
Technical/Business Support	5.9%	5.3%	6.5%	5.0%	6.4%	5.0%	33
Production/Manual Labor	4.8%	4.5%	5.4%	5.0%	5.1%	5.0%	17
Overall	12.5%	12.2%	14.1%	13.5%	15.2%	15.0%	43
<b>Non-Durable Goods Manufacturing</b>							
Executive	35.1%	35.0%	37.1%	35.0%	37.7%	35.0%	34
Management (Excluding Executives)	16.4%	15.5%	18.5%	18.0%	18.0%	18.0%	44
Professional/Client Management	10.7%	9.3%	11.1%	10.0%	11.0%	10.0%	42
Technical/Business Support	6.4%	5.0%	7.5%	7.0%	7.3%	6.5%	34
Production/Manual Labor	5.8%	5.5%	5.4%	5.0%	5.6%	5.0%	18
Overall	10.9%	10.4%	13.4%	12.0%	12.9%	11.7%	27

Table continues on next page.

## Variable Pay

### Variable Pay Grants (continued)

#### AVERAGE ANNUAL PERFORMANCE BONUS/SHORT-TERM INCENTIVE EXPRESSED AS A PERCENT OF TOTAL BASE SALARIES (continued)

	2013 Actual Annual Performance Bonus/Short-Term Incentive Granted		2014 Annual Performance Bonus/Short-Term Incentive Budget		2015 Annual Performance Bonus/Short-Term Incentive Projection		# of Responses
	Average	Median	Average	Median	Average	Median	
Industry Sector (continued)							
High Tech							
Executive	35.3%	30.0%	40.2%	36.0%	40.2%	36.0%	13
Management (Excluding Executives)	16.2%	17.5%	18.8%	18.6%	19.1%	18.0%	23
Professional/Client Management	9.3%	8.3%	10.5%	10.0%	10.7%	10.0%	21
Technical/Business Support	5.4%	5.0%	6.2%	5.0%	6.1%	5.0%	14
Production/Manual Labor	5.7%	5.3%	6.8%	6.3%	6.7%	5.0%	6
Overall	10.7%	9.7%	12.1%	10.5%	12.8%	10.5%	20
Energy							
Executive	49.0%	50.1%	44.7%	40.0%	45.4%	40.0%	27
Management (Excluding Executives)	24.2%	22.5%	22.9%	21.9%	22.1%	21.5%	34
Professional/Client Management	14.6%	15.0%	14.3%	14.6%	13.8%	14.6%	30
Technical/Business Support	9.5%	10.0%	10.1%	10.0%	10.0%	10.0%	28
Production/Manual Labor	7.3%	6.3%	7.9%	7.6%	7.3%	7.0%	13
Overall	16.4%	16.2%	17.3%	17.7%	17.1%	17.2%	30
Retail and Wholesale Trade							
Executive	42.7%	45.0%	41.2%	40.0%	40.8%	40.0%	25
Management (Excluding Executives)	21.0%	18.0%	19.6%	20.0%	19.2%	20.0%	31
Professional/Client Management	13.3%	11.4%	13.0%	10.0%	13.3%	10.0%	28
Technical/Business Support	7.4%	7.0%	7.7%	6.0%	7.6%	6.0%	21
Production/Manual Labor	5.1%	5.5%	4.4%	4.0%	4.4%	4.0%	9
Overall	15.6%	11.0%	15.7%	15.0%	15.6%	13.2%	17
Services							
Executive	40.0%	38.0%	39.5%	36.0%	40.6%	38.0%	52
Management (Excluding Executives)	18.6%	17.4%	19.5%	17.5%	20.3%	18.9%	67
Professional/Client Management	12.6%	10.0%	12.6%	10.0%	13.4%	12.0%	63
Technical/Business Support	6.3%	5.0%	7.0%	5.5%	7.1%	5.0%	49
Production/Manual Labor	5.5%	3.7%	5.9%	5.0%	5.8%	5.0%	23
Overall	14.5%	13.1%	15.6%	14.2%	16.4%	14.5%	52
Health Care							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	---	---	---	---	---	---	4
Professional/Client Management	---	---	---	---	---	---	4
Technical/Business Support	---	---	---	---	---	---	2
Production/Manual Labor	---	---	---	---	---	---	1
Overall	---	---	---	---	---	---	3
Banking and Finance							
Executive	42.3%	46.2%	43.3%	43.0%	43.4%	50.0%	22
Management (Excluding Executives)	18.6%	17.9%	19.0%	17.3%	19.4%	18.3%	31
Professional/Client Management	11.5%	10.0%	11.2%	9.9%	11.4%	9.9%	29
Technical/Business Support	6.2%	6.3%	6.1%	7.0%	5.8%	5.7%	25
Production/Manual Labor	6.0%	5.7%	---	---	---	---	5
Overall	12.4%	11.7%	13.8%	13.1%	13.5%	13.1%	20

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## Variable Pay

### Variable Pay Grants (continued)

#### AVERAGE ANNUAL PERFORMANCE BONUS/SHORT-TERM INCENTIVE EXPRESSED AS A PERCENT OF TOTAL BASE SALARIES (continued)

	2013 Actual Annual Performance Bonus/Short-Term Incentive Granted		2014 Annual Performance Bonus/Short-Term Incentive Budget		2015 Annual Performance Bonus/Short-Term Incentive Projection		# of Responses
	Average	Median	Average	Median	Average	Median	
Industry Sector (continued)							
Insurance							
Executive	28.6%	27.3%	27.7%	25.0%	27.1%	20.0%	13
Management (Excluding Executives)	16.7%	14.0%	15.7%	15.0%	15.5%	14.8%	18
Professional/Client Management	8.9%	9.2%	9.5%	9.0%	9.4%	9.3%	17
Technical/Business Support	6.3%	6.9%	6.3%	6.0%	6.5%	6.0%	16
Production/Manual Labor	5.1%	5.0%	5.6%	6.0%	5.7%	6.0%	7
Overall	9.8%	9.9%	11.9%	10.2%	11.3%	10.6%	10
Region							
Eastern Canada							
Executive	35.6%	35.0%	36.8%	40.0%	36.5%	39.7%	25
Management (Excluding Executives)	16.6%	13.8%	16.9%	17.3%	16.7%	17.0%	31
Professional/Client Management	10.4%	9.3%	9.8%	9.0%	9.8%	9.0%	26
Technical/Business Support	5.8%	5.0%	5.9%	5.5%	6.0%	5.0%	23
Production/Manual Labor	6.0%	5.7%	5.6%	5.0%	6.1%	5.5%	10
Overall	10.9%	10.9%	12.3%	11.8%	12.6%	11.5%	16
Greater Toronto							
Executive	38.4%	35.0%	38.5%	35.0%	38.4%	35.0%	81
Management (Excluding Executives)	18.2%	18.0%	19.3%	18.5%	19.1%	19.4%	101
Professional/Client Management	11.8%	10.0%	12.5%	10.0%	13.1%	10.0%	89
Technical/Business Support	6.2%	6.0%	6.9%	6.0%	6.9%	6.0%	71
Production/Manual Labor	5.5%	5.0%	5.8%	5.0%	5.7%	5.0%	26
Overall	13.9%	13.4%	15.4%	15.0%	15.5%	15.0%	66
Other Ontario							
Executive	36.7%	35.0%	38.2%	35.0%	38.8%	35.0%	21
Management (Excluding Executives)	17.9%	17.1%	19.0%	19.0%	19.2%	19.0%	35
Professional/Client Management	11.9%	9.3%	10.1%	10.0%	10.5%	10.0%	32
Technical/Business Support	6.0%	6.0%	5.8%	5.0%	5.6%	5.0%	22
Production/Manual Labor	4.5%	5.0%	4.3%	4.5%	4.0%	4.0%	17
Overall	11.1%	9.7%	11.9%	9.3%	13.2%	13.3%	23
Manitoba/Saskatchewan							
Executive	24.0%	21.0%	29.5%	25.6%	31.9%	25.6%	7
Management (Excluding Executives)	15.4%	15.8%	14.7%	16.9%	14.3%	15.8%	10
Professional/Client Management	9.5%	8.0%	9.1%	9.9%	8.9%	9.9%	9
Technical/Business Support	5.2%	4.7%	5.1%	5.0%	4.8%	5.0%	8
Production/Manual Labor	---	---	---	---	---	---	1
Overall	16.4%	13.1%	12.9%	12.1%	14.7%	12.1%	9

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## Variable Pay

### Variable Pay Grants (continued)

#### AVERAGE ANNUAL PERFORMANCE BONUS/SHORT-TERM INCENTIVE EXPRESSED AS A PERCENT OF TOTAL BASE SALARIES (continued)

	2013 Actual Annual Performance Bonus/Short-Term Incentive Granted		2014 Annual Performance Bonus/Short-Term Incentive Budget		2015 Annual Performance Bonus/Short-Term Incentive Projection		# of Responses
	Average	Median	Average	Median	Average	Median	
Region (continued)							
Alberta							
Executive	47.2%	44.2%	47.3%	40.0%	48.9%	50.0%	30
Management (Excluding Executives)	23.3%	20.5%	23.3%	22.4%	23.8%	23.0%	38
Professional/Client Management	14.5%	14.9%	14.4%	14.8%	14.3%	15.0%	37
Technical/Business Support	9.4%	10.0%	10.0%	10.0%	10.0%	10.0%	31
Production/Manual Labor	8.0%	7.0%	8.2%	7.7%	8.1%	7.3%	17
Overall	15.3%	15.6%	17.6%	18.0%	17.4%	17.4%	38
British Columbia							
Executive	39.2%	34.0%	37.9%	40.0%	39.7%	40.0%	21
Management (Excluding Executives)	18.5%	15.0%	19.0%	19.0%	19.3%	20.0%	21
Professional/Client Management	11.9%	10.0%	13.2%	10.2%	13.2%	11.4%	20
Technical/Business Support	8.0%	8.0%	9.8%	10.0%	9.5%	10.0%	14
Production/Manual Labor	---	---	---	---	---	---	3
Overall	15.6%	16.7%	18.1%	17.8%	18.3%	17.0%	13
Organization Size							
Under 300 FTEs							
Executive	33.6%	29.6%	35.8%	30.0%	34.5%	30.0%	39
Management (Excluding Executives)	18.0%	16.0%	18.6%	19.1%	17.9%	18.0%	66
Professional/Client Management	12.3%	9.3%	11.2%	10.0%	11.5%	10.0%	60
Technical/Business Support	6.2%	5.2%	6.7%	6.0%	6.8%	6.0%	45
Production/Manual Labor	5.6%	5.0%	6.1%	5.0%	6.1%	5.0%	15
Overall	13.7%	12.0%	15.0%	14.2%	14.6%	13.2%	58
300 to 999 FTEs							
Executive	36.0%	32.5%	35.9%	32.5%	37.0%	35.0%	43
Management (Excluding Executives)	19.0%	17.9%	19.4%	19.8%	19.8%	20.0%	46
Professional/Client Management	12.4%	10.2%	12.3%	12.0%	12.3%	11.3%	43
Technical/Business Support	6.8%	6.2%	6.8%	6.9%	6.7%	6.0%	33
Production/Manual Labor	4.9%	4.5%	5.2%	5.0%	5.1%	5.0%	22
Overall	13.7%	13.5%	15.7%	15.0%	16.5%	15.0%	25
1,000 to 4,999 FTEs							
Executive	43.6%	44.2%	42.3%	40.0%	44.1%	40.0%	66
Management (Excluding Executives)	18.9%	18.0%	19.6%	20.0%	19.9%	20.0%	78
Professional/Client Management	11.5%	10.0%	12.2%	10.0%	12.6%	10.0%	69
Technical/Business Support	7.4%	7.8%	7.4%	6.0%	7.3%	6.0%	55
Production/Manual Labor	6.3%	5.5%	5.9%	5.0%	5.8%	5.0%	27
Overall	14.1%	13.9%	13.8%	13.1%	14.3%	14.0%	52
5,000 FTEs or More							
Executive	39.1%	35.0%	41.4%	35.0%	42.1%	37.2%	37
Management (Excluding Executives)	19.2%	18.0%	19.7%	17.5%	20.4%	17.5%	46
Professional/Client Management	12.2%	10.2%	12.6%	10.0%	13.5%	10.0%	41
Technical/Business Support	6.9%	7.0%	8.6%	7.5%	8.7%	8.5%	36
Production/Manual Labor	7.3%	6.5%	7.7%	7.5%	8.0%	7.7%	10
Overall	13.6%	13.7%	17.1%	15.0%	18.0%	16.0%	30

## Variable Pay

### Variable Pay Grants (continued)

#### AVERAGE DISCRETIONARY BONUS AWARDS EXPRESSED AS A PERCENT OF TOTAL BASE SALARIES

	2013 Actual Discretionary Bonus Awards Granted		2014 Discretionary Bonus Awards Budget		2015 Discretionary Bonus Awards Projection		# of Responses
	Average	Median	Average	Median	Average	Median	
<b>Entire Sample Combined</b>							
Executive	10.0%	10.0%	9.6%	7.5%	9.6%	7.5%	13
Management (Excluding Executives)	6.0%	3.6%	5.6%	2.5%	5.6%	2.5%	30
Professional/Client Management	4.7%	4.0%	5.1%	3.0%	4.9%	2.0%	33
Technical/Business Support	4.4%	3.9%	4.6%	3.0%	4.6%	3.0%	26
Production/Manual Labor	4.8%	4.0%	4.8%	4.0%	4.4%	3.5%	14
Overall	7.2%	5.8%	7.0%	6.5%	7.8%	6.8%	29
<b>Profit Status</b>							
<b>For-Profit Organizations</b>							
Executive	9.1%	10.0%	9.6%	7.5%	9.6%	7.5%	12
Management (Excluding Executives)	6.0%	3.6%	5.6%	2.5%	5.6%	2.5%	30
Professional/Client Management	4.7%	4.0%	5.1%	3.0%	4.9%	2.0%	33
Technical/Business Support	4.4%	3.9%	4.6%	3.0%	4.6%	3.0%	26
Production/Manual Labor	4.8%	4.0%	4.8%	4.0%	4.4%	3.5%	14
Overall	7.2%	5.8%	7.0%	6.5%	7.8%	6.8%	29
<b>Not-For-Profit Organizations</b>							
Executive	---	---	---	---	---	---	1
Management (Excluding Executives)	---	---	---	---	---	---	0
Professional/Client Management	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	0
<b>Industry Sector</b>							
<b>Durable Goods Manufacturing</b>							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	6.1%	3.8%	7.5%	10.0%	7.5%	10.0%	9
Professional/Client Management	4.6%	3.9%	5.7%	5.0%	5.7%	5.0%	9
Technical/Business Support	6.1%	5.0%	6.6%	7.0%	6.6%	7.0%	8
Production/Manual Labor	5.8%	4.6%	6.4%	7.0%	6.4%	7.0%	8
Overall	7.0%	7.3%	7.7%	9.0%	7.5%	9.0%	8
<b>Non-Durable Goods Manufacturing</b>							
Executive	---	---	---	---	---	---	1
Management (Excluding Executives)	---	---	---	---	---	---	3
Professional/Client Management	---	---	---	---	---	---	4
Technical/Business Support	---	---	---	---	---	---	3
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	4
<b>High Tech</b>							
Executive	---	---	---	---	---	---	1
Management (Excluding Executives)	---	---	---	---	---	---	4
Professional/Client Management	---	---	---	---	---	---	3
Technical/Business Support	---	---	---	---	---	---	2
Production/Manual Labor	---	---	---	---	---	---	2
Overall	---	---	---	---	---	---	3

Table continues on next page.



## Variable Pay

### Variable Pay Grants (continued)

#### AVERAGE DISCRETIONARY BONUS AWARDS EXPRESSED AS A PERCENT OF TOTAL BASE SALARIES (continued)

	2013 Actual Discretionary Bonus Awards Granted		2014 Discretionary Bonus Awards Budget		2015 Discretionary Bonus Awards Projection		# of Responses
	Average	Median	Average	Median	Average	Median	
Industry Sector (continued)							
Energy							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	6.6%	3.0%	---	---	---	---	8
Professional/Client Management	5.7%	3.4%	7.3%	2.0%	7.3%	2.0%	8
Technical/Business Support	3.7%	1.0%	---	---	---	---	6
Production/Manual Labor	---	---	---	---	---	---	3
Overall	7.1%	6.0%	---	---	---	---	6
Retail and Wholesale Trade							
Executive	---	---	---	---	---	---	1
Management (Excluding Executives)	---	---	---	---	---	---	3
Professional/Client Management	---	---	---	---	---	---	3
Technical/Business Support	---	---	---	---	---	---	2
Production/Manual Labor	---	---	---	---	---	---	1
Overall	---	---	---	---	---	---	4
Services							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	5.2%	5.0%	5.0%	5.0%	5.0%	5.0%	9
Professional/Client Management	3.3%	2.5%	3.7%	3.0%	3.7%	3.0%	10
Technical/Business Support	3.1%	2.8%	3.1%	3.0%	3.1%	3.0%	8
Production/Manual Labor	---	---	---	---	---	---	2
Overall	8.5%	8.0%	6.2%	5.0%	8.6%	6.0%	9
Health Care							
Executive	---	---	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	---	---	1
Professional/Client Management	---	---	---	---	---	---	1
Technical/Business Support	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	1
Banking and Finance							
Executive	---	---	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	---	---	2
Professional/Client Management	---	---	---	---	---	---	3
Technical/Business Support	---	---	---	---	---	---	3
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	2
Insurance							
Executive	---	---	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	---	---	0
Professional/Client Management	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	0

Table continues on next page.

## Variable Pay

### Variable Pay Grants (continued)

#### AVERAGE DISCRETIONARY BONUS AWARDS EXPRESSED AS A PERCENT OF TOTAL BASE SALARIES (continued)

	2013 Actual Discretionary Bonus Awards Granted		2014 Discretionary Bonus Awards Budget		2015 Discretionary Bonus Awards Projection		# of Responses
	Average	Median	Average	Median	Average	Median	
Region							
Eastern Canada							
Executive	---	---	---	---	---	---	2
Management (Excluding Executives)	---	---	---	---	---	---	2
Professional/Client Management	---	---	---	---	---	---	2
Technical/Business Support	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	2
Greater Toronto							
Executive	---	---	---	---	---	---	3
Management (Excluding Executives)	5.4%	3.6%	6.1%	8.0%	6.1%	8.0%	12
Professional/Client Management	3.6%	2.5%	4.2%	2.5%	4.2%	2.5%	14
Technical/Business Support	3.6%	2.8%	3.2%	3.0%	3.2%	3.0%	11
Production/Manual Labor	4.3%	3.3%	4.1%	4.0%	4.0%	4.0%	6
Overall	7.3%	7.0%	8.2%	8.0%	8.0%	8.0%	10
Other Ontario							
Executive	---	---	---	---	---	---	3
Management (Excluding Executives)	6.6%	6.5%	5.4%	1.0%	5.4%	1.0%	6
Professional/Client Management	6.5%	6.0%	---	---	---	---	5
Technical/Business Support	6.5%	5.0%	5.9%	5.0%	5.9%	5.0%	6
Production/Manual Labor	---	---	---	---	---	---	5
Overall	5.7%	5.8%	5.4%	5.8%	5.4%	5.8%	7
Manitoba/Saskatchewan							
Executive	---	---	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	---	---	0
Professional/Client Management	---	---	---	---	---	---	1
Technical/Business Support	---	---	---	---	---	---	1
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	2
Alberta							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	7.3%	3.9%	---	---	---	---	7
Professional/Client Management	5.8%	3.9%	---	---	---	---	8
Technical/Business Support	3.7%	1.0%	---	---	---	---	6
Production/Manual Labor	---	---	---	---	---	---	3
Overall	7.1%	6.0%	---	---	---	---	6
British Columbia							
Executive	---	---	---	---	---	---	1
Management (Excluding Executives)	---	---	---	---	---	---	3
Professional/Client Management	---	---	---	---	---	---	3
Technical/Business Support	---	---	---	---	---	---	2
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	2

Table continues on next page.

## Variable Pay

### Variable Pay Grants (continued)

#### AVERAGE DISCRETIONARY BONUS AWARDS EXPRESSED AS A PERCENT OF TOTAL BASE SALARIES (continued)

	2013 Actual Discretionary Bonus Awards Granted		2014 Discretionary Bonus Awards Budget		2015 Discretionary Bonus Awards Projection		# of Responses
	Average	Median	Average	Median	Average	Median	
Organization Size							
Under 300 FTEs							
Executive	---	---	---	---	---	---	2
Management (Excluding Executives)	5.9%	3.8%	---	---	---	---	9
Professional/Client Management	4.4%	3.9%	8.5%	4.0%	8.5%	4.0%	11
Technical/Business Support	5.0%	3.1%	5.5%	3.0%	5.5%	3.0%	9
Production/Manual Labor	4.7%	4.0%	---	---	---	---	5
Overall	7.6%	6.0%	11.8%	9.5%	11.6%	9.5%	10
300 to 999 FTEs							
Executive	4.5%	2.0%	---	---	---	---	5
Management (Excluding Executives)	2.3%	1.5%	2.1%	1.0%	2.1%	1.0%	8
Professional/Client Management	3.3%	3.5%	2.5%	2.0%	1.8%	1.5%	8
Technical/Business Support	---	---	---	---	---	---	5
Production/Manual Labor	---	---	---	---	---	---	4
Overall	5.2%	5.0%	3.8%	3.5%	3.8%	3.5%	7
1,000 to 4,999 FTEs							
Executive	---	---	---	---	---	---	5
Management (Excluding Executives)	9.0%	8.3%	---	---	---	---	7
Professional/Client Management	6.1%	5.4%	---	---	---	---	8
Technical/Business Support	4.7%	4.2%	5.8%	5.0%	5.8%	5.0%	8
Production/Manual Labor	---	---	---	---	---	---	4
Overall	8.9%	7.3%	---	---	9.3%	10.0%	8
5,000 FTEs or More							
Executive	---	---	---	---	---	---	1
Management (Excluding Executives)	7.5%	6.5%	---	---	---	---	6
Professional/Client Management	5.0%	3.7%	---	---	---	---	6
Technical/Business Support	---	---	---	---	---	---	4
Production/Manual Labor	---	---	---	---	---	---	1
Overall	---	---	---	---	---	---	4

## Long-Term Incentives

## Long-Term Incentives

### Prevalence of Long-Term Incentives

#### PREVALENCE OF ORGANIZATIONS WITH LONG-TERM INCENTIVES AWARDS

	Organizations With Long-Term Incentives Awards		# of Responses
	# of Organizations	% of Organizations	
<b>Entire Sample Combined</b>	255	64.2%	397
<b>Profit Status</b>			
For-Profit Organizations	250	69.8%	358
Not-For-Profit Organizations	5	12.8%	39
<b>Industry Sector</b>			
Durable Goods Manufacturing	61	62.2%	98
Non-Durable Goods Manufacturing	53	75.7%	70
High Tech	32	80.0%	40
Energy	38	69.1%	55
Retail and Wholesale Trade	30	71.4%	42
Services	74	55.6%	133
Health Care	4	50.0%	8
Banking and Finance	31	72.1%	43
Health Care	17	68.0%	25
<b>Region</b>			
Eastern Canada	34	58.6%	58
Greater Toronto	118	68.2%	173
Other Ontario	34	61.8%	55
Manitoba/Saskatchewan	9	45.0%	20
Alberta	39	68.4%	57
British Columbia	21	61.8%	34
<b>Organization Size</b>			
Under 300 FTEs	60	48.8%	123
300 --- 999 FTEs	56	73.7%	76
1,000 --- 4,999 FTEs	79	66.4%	119
5,000 FTEs or More	60	75.9%	79

## Long-Term Incentives

# Prevalence of Long-Term Incentives (continued)

## 2013 LONG-TERM INCENTIVES GRANT VALUES VS. 2014

	Down By More Than 75%	Down By 51% to 75%	Down By 26% to 50%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 50%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
<b>Entire Sample Combined</b>												
Executive	0.6%	0.0%	2.9%	2.3%	5.1%	13.7%	4.0%	2.9%	0.6%	0.0%	68.0%	175
Management (Excluding Executives)	0.8%	0.0%	3.2%	3.2%	4.8%	9.7%	8.1%	0.8%	1.6%	0.8%	66.9%	124
Professional/Client Management	1.6%	0.0%	3.1%	1.6%	6.3%	7.8%	4.7%	3.1%	0.0%	0.0%	71.9%	64
Technical/Business Support	0.0%	2.4%	0.0%	0.0%	2.4%	12.2%	2.4%	0.0%	0.0%	2.4%	78.0%	41
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	10.7%	0.0%	0.0%	0.0%	0.0%	89.3%	28
Overall	1.0%	0.0%	2.1%	2.6%	5.7%	13.5%	5.7%	2.1%	0.5%	0.5%	66.1%	192
<b>Profit Status</b>												
<b>For-Profit Organizations</b>												
Executive	0.6%	0.0%	2.9%	2.3%	5.3%	12.9%	4.1%	2.9%	0.6%	0.0%	68.4%	171
Management (Excluding Executives)	0.8%	0.0%	3.3%	3.3%	4.9%	8.2%	8.2%	0.8%	1.6%	0.8%	68.0%	122
Professional/Client Management	1.6%	0.0%	3.1%	1.6%	6.3%	7.8%	4.7%	3.1%	0.0%	0.0%	71.9%	64
Technical/Business Support	0.0%	2.4%	0.0%	0.0%	2.4%	12.2%	2.4%	0.0%	0.0%	2.4%	78.0%	41
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	10.7%	0.0%	0.0%	0.0%	0.0%	89.3%	28
Overall	1.1%	0.0%	2.1%	2.7%	5.9%	12.8%	5.9%	2.1%	0.5%	0.5%	66.5%	188
<b>Not-For-Profit Organizations</b>												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	4
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2
Professional/Client Management	---	---	---	---	---	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	---	---	---	---	---	0
Overall	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	4
<b>Industry Sector</b>												
<b>Durable Goods Manufacturing</b>												
Executive	0.0%	0.0%	4.8%	4.8%	2.4%	9.5%	4.8%	2.4%	0.0%	0.0%	71.4%	42
Management (Excluding Executives)	0.0%	0.0%	5.9%	5.9%	2.9%	8.8%	5.9%	0.0%	2.9%	0.0%	67.6%	34
Professional/Client Management	6.3%	0.0%	6.3%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	16
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	7
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	7
Overall	2.1%	0.0%	4.2%	4.2%	4.2%	12.5%	4.2%	2.1%	0.0%	0.0%	66.7%	48
<b>Non-Durable Goods Manufacturing</b>												
Executive	0.0%	0.0%	2.8%	0.0%	5.6%	8.3%	0.0%	2.8%	0.0%	0.0%	80.6%	36
Management (Excluding Executives)	0.0%	0.0%	4.0%	0.0%	4.0%	0.0%	0.0%	4.0%	0.0%	0.0%	88.0%	25
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	7.7%	0.0%	0.0%	84.6%	13
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	8
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	8
Overall	0.0%	0.0%	0.0%	2.5%	10.0%	7.5%	0.0%	2.5%	0.0%	0.0%	77.5%	40

Table continues on next page.

## Long-Term Incentives

### Prevalence of Long-Term Incentives (continued)

#### 2013 LONG-TERM INCENTIVES GRANT VALUES VS. 2014 (continued)

	Down By More Than 75%	Down By 51% to 75%	Down By 26% to 50%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 50%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
<b>Industry Sector (continued)</b>												
<b>High Tech</b>												
Executive	0.0%	0.0%	0.0%	0.0%	5.3%	5.3%	0.0%	0.0%	0.0%	0.0%	89.5%	19
Management (Excluding Executives)	0.0%	0.0%	0.0%	5.0%	10.0%	5.0%	5.0%	0.0%	5.0%	0.0%	70.0%	20
Professional/Client Management	0.0%	0.0%	6.7%	0.0%	13.3%	0.0%	6.7%	0.0%	0.0%	0.0%	73.3%	15
Technical/Business Support	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	77.8%	9
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	6
Overall	0.0%	0.0%	4.3%	0.0%	8.7%	8.7%	4.3%	0.0%	0.0%	0.0%	73.9%	23
<b>Energy</b>												
Executive	0.0%	0.0%	0.0%	3.6%	10.7%	17.9%	3.6%	3.6%	3.6%	0.0%	57.1%	28
Management (Excluding Executives)	0.0%	0.0%	0.0%	4.0%	12.0%	8.0%	8.0%	0.0%	4.0%	0.0%	64.0%	25
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	10.0%	20.0%	10.0%	5.0%	0.0%	0.0%	55.0%	20
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	6.7%	26.7%	0.0%	0.0%	0.0%	0.0%	66.7%	15
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	37.5%	0.0%	0.0%	0.0%	0.0%	62.5%	8
Overall	0.0%	0.0%	0.0%	2.9%	8.6%	17.1%	2.9%	5.7%	2.9%	0.0%	60.0%	35
<b>Retail and Wholesale Trade</b>												
Executive	0.0%	0.0%	0.0%	0.0%	5.3%	26.3%	0.0%	0.0%	0.0%	0.0%	68.4%	19
Management (Excluding Executives)	0.0%	0.0%	0.0%	7.7%	0.0%	23.1%	15.4%	0.0%	0.0%	0.0%	53.8%	13
Professional/Client Management	0.0%	0.0%	0.0%	14.3%	0.0%	14.3%	14.3%	0.0%	0.0%	0.0%	57.1%	7
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	75.0%	4
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	2
Overall	0.0%	0.0%	0.0%	0.0%	4.8%	19.0%	9.5%	0.0%	0.0%	0.0%	66.7%	21
<b>Services</b>												
Executive	0.0%	0.0%	4.1%	0.0%	0.0%	18.4%	2.0%	4.1%	0.0%	0.0%	71.4%	49
Management (Excluding Executives)	0.0%	0.0%	2.9%	0.0%	5.9%	14.7%	8.8%	2.9%	0.0%	2.9%	61.8%	34
Professional/Client Management	0.0%	0.0%	7.1%	0.0%	0.0%	7.1%	14.3%	7.1%	0.0%	0.0%	64.3%	14
Technical/Business Support	0.0%	11.1%	0.0%	0.0%	0.0%	11.1%	11.1%	0.0%	0.0%	11.1%	55.6%	9
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	5
Overall	0.0%	0.0%	3.8%	0.0%	3.8%	17.0%	5.7%	1.9%	0.0%	1.9%	66.0%	53
<b>Health Care</b>												
Executive	25.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	25.0%	0.0%	0.0%	25.0%	4
Management (Excluding Executives)	25.0%	0.0%	0.0%	0.0%	0.0%	25.0%	25.0%	0.0%	0.0%	0.0%	25.0%	4
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	1
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	1
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	1
Overall	25.0%	0.0%	0.0%	0.0%	0.0%	25.0%	25.0%	0.0%	0.0%	0.0%	25.0%	4

*Table continues on next page.*

## Long-Term Incentives

### Prevalence of Long-Term Incentives (continued)

#### 2013 LONG-TERM INCENTIVES GRANT VALUES VS. 2014 (continued)

	Down By More Than 75%	Down By 51% to 75%	Down By 26% to 50%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 50%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
<b>Industry Sector (continued)</b>												
<b>Banking and Finance</b>												
Executive	0.0%	0.0%	4.5%	0.0%	9.1%	18.2%	9.1%	0.0%	0.0%	0.0%	59.1%	22
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	18.8%	18.8%	0.0%	0.0%	0.0%	62.5%	16
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	6
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	4
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	2
Overall	0.0%	0.0%	0.0%	0.0%	9.1%	18.2%	9.1%	0.0%	0.0%	0.0%	63.6%	22
<b>Insurance</b>												
Executive	0.0%	0.0%	6.7%	6.7%	6.7%	6.7%	13.3%	0.0%	0.0%	0.0%	60.0%	15
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	5
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	3
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	2
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	2
Overall	0.0%	0.0%	0.0%	7.7%	0.0%	7.7%	15.4%	0.0%	0.0%	0.0%	69.2%	13
<b>Region</b>												
<b>Eastern Canada</b>												
Executive	0.0%	0.0%	4.8%	0.0%	4.8%	14.3%	0.0%	0.0%	0.0%	0.0%	76.2%	21
Management (Excluding Executives)	0.0%	0.0%	8.3%	0.0%	8.3%	8.3%	0.0%	0.0%	0.0%	0.0%	75.0%	12
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	4
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	4
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	3
Overall	0.0%	0.0%	4.5%	0.0%	13.6%	9.1%	0.0%	0.0%	0.0%	0.0%	72.7%	22
<b>Greater Toronto</b>												
Executive	1.3%	0.0%	0.0%	3.8%	5.0%	10.0%	3.8%	1.3%	0.0%	0.0%	75.0%	80
Management (Excluding Executives)	1.9%	0.0%	3.8%	3.8%	1.9%	5.7%	9.4%	0.0%	0.0%	1.9%	71.7%	53
Professional/Client Management	4.3%	0.0%	4.3%	4.3%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	82.6%	23
Technical/Business Support	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	93.3%	15
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	12
Overall	1.2%	0.0%	1.2%	4.8%	2.4%	9.6%	6.0%	0.0%	0.0%	1.2%	73.5%	83

*Table continues on next page.*



## Long-Term Incentives

### Prevalence of Long-Term Incentives (continued)

#### 2013 LONG-TERM INCENTIVES GRANT VALUES VS. 2014 (continued)

	Down By More Than 75%	Down By 51% to 75%	Down By 26% to 50%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 50%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
<b>Region (continued)</b>												
<b>Other Ontario</b>												
Executive	0.0%	0.0%	3.8%	3.8%	0.0%	15.4%	7.7%	3.8%	3.8%	0.0%	61.5%	26
Management (Excluding Executives)	0.0%	0.0%	0.0%	10.5%	0.0%	21.1%	5.3%	5.3%	5.3%	0.0%	52.6%	19
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	88.9%	9
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	3
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	3
Overall	3.6%	0.0%	0.0%	3.6%	3.6%	14.3%	7.1%	3.6%	3.6%	0.0%	60.7%	28
<b>Manitoba/Saskatchewan</b>												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%	33.3%	3
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	66.7%	3
Professional/Client Management	---	---	---	---	---	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	---	---	---	---	---	0
Overall	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	60.0%	5
<b>Alberta</b>												
Executive	0.0%	0.0%	3.4%	0.0%	10.3%	20.7%	3.4%	6.9%	0.0%	0.0%	55.2%	29
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	15.4%	11.5%	11.5%	0.0%	3.8%	0.0%	57.7%	26
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	9.1%	18.2%	13.6%	9.1%	0.0%	0.0%	50.0%	22
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	6.3%	25.0%	6.3%	0.0%	0.0%	6.3%	56.3%	16
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	37.5%	0.0%	0.0%	0.0%	0.0%	62.5%	8
Overall	0.0%	0.0%	0.0%	0.0%	11.1%	19.4%	8.3%	5.6%	0.0%	0.0%	55.6%	36
<b>British Columbia</b>												
Executive	0.0%	0.0%	12.5%	0.0%	6.3%	12.5%	0.0%	6.3%	0.0%	0.0%	62.5%	16
Management (Excluding Executives)	0.0%	0.0%	9.1%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	81.8%	11
Professional/Client Management	0.0%	0.0%	16.7%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	66.7%	6
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	66.7%	3
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	2
Overall	0.0%	0.0%	11.1%	0.0%	5.6%	22.2%	0.0%	5.6%	0.0%	0.0%	55.6%	18

*Table continues on next page.*

## Long-Term Incentives

### Prevalence of Long-Term Incentives (continued)

#### 2013 LONG-TERM INCENTIVES GRANT VALUES VS. 2014 (continued)

	Down By More Than 75%	Down By 51% to 75%	Down By 26% to 50%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 50%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
<b>Organization Size</b>												
<b>Under 300 FTEs</b>												
Executive	0.0%	0.0%	2.9%	2.9%	11.4%	5.7%	2.9%	0.0%	0.0%	0.0%	74.3%	35
Management (Excluding Executives)	0.0%	0.0%	0.0%	9.4%	6.3%	6.3%	9.4%	0.0%	0.0%	3.1%	65.6%	32
Professional/Client Management	0.0%	0.0%	4.8%	4.8%	4.8%	0.0%	9.5%	0.0%	0.0%	0.0%	76.2%	21
Technical/Business Support	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	84.6%	13
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	6
Overall	0.0%	0.0%	4.7%	2.3%	9.3%	7.0%	7.0%	0.0%	0.0%	2.3%	67.4%	43
<b>300 - 999 FTEs</b>												
Executive	0.0%	0.0%	0.0%	0.0%	2.6%	15.8%	5.3%	5.3%	0.0%	0.0%	71.1%	38
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	10.3%	3.4%	3.4%	6.9%	0.0%	75.9%	29
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%	0.0%	0.0%	93.3%	15
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	10
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	9
Overall	0.0%	0.0%	0.0%	0.0%	6.5%	17.4%	4.3%	4.3%	0.0%	0.0%	67.4%	46
<b>1,000 - 4,999 FTEs</b>												
Executive	1.6%	0.0%	3.2%	1.6%	3.2%	16.1%	4.8%	1.6%	1.6%	0.0%	66.1%	62
Management (Excluding Executives)	2.9%	0.0%	8.6%	0.0%	5.7%	14.3%	11.4%	0.0%	0.0%	0.0%	57.1%	35
Professional/Client Management	0.0%	0.0%	5.9%	0.0%	11.8%	23.5%	5.9%	0.0%	0.0%	0.0%	52.9%	17
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	8.3%	33.3%	0.0%	0.0%	0.0%	0.0%	58.3%	12
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	27.3%	0.0%	0.0%	0.0%	0.0%	72.7%	11
Overall	3.1%	0.0%	3.1%	3.1%	1.6%	18.8%	3.1%	1.6%	1.6%	0.0%	64.1%	64
<b>5,000 FTEs or More</b>												
Executive	0.0%	0.0%	5.0%	5.0%	5.0%	15.0%	2.5%	5.0%	0.0%	0.0%	62.5%	40
Management (Excluding Executives)	0.0%	0.0%	3.6%	3.6%	7.1%	7.1%	7.1%	0.0%	0.0%	0.0%	71.4%	28
Professional/Client Management	9.1%	0.0%	0.0%	0.0%	9.1%	9.1%	0.0%	9.1%	0.0%	0.0%	63.6%	11
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	16.7%	66.7%	6
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	2
Overall	0.0%	0.0%	0.0%	5.1%	7.7%	7.7%	10.3%	2.6%	0.0%	0.0%	66.7%	39

## Long-Term Incentives

### Prevalence of Long-Term Incentives (continued)

#### 2014 LONG-TERM INCENTIVES GRANT VALUES VS. 2015

	Down By More Than 75%	Down By 51% to 75%	Down By 26% to 50%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 50%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
<b>Entire Sample Combined</b>												
Executive	0.0%	0.0%	0.6%	0.6%	3.8%	10.7%	3.1%	1.3%	0.0%	0.6%	79.2%	159
Management (Excluding Executives)	0.0%	0.0%	0.9%	0.9%	3.5%	8.7%	2.6%	0.9%	0.0%	0.9%	81.7%	115
Professional/Client Management	0.0%	0.0%	1.8%	5.3%	3.5%	8.8%	0.0%	0.0%	0.0%	0.0%	80.7%	57
Technical/Business Support	0.0%	0.0%	2.8%	5.6%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%	86.1%	36
Production/Manual Labor	0.0%	0.0%	0.0%	4.0%	4.0%	4.0%	0.0%	0.0%	0.0%	0.0%	88.0%	25
Overall	0.0%	0.0%	0.6%	0.6%	4.0%	11.0%	2.9%	1.2%	0.0%	0.6%	79.2%	173
<b>Profit Status</b>												
<b>For-Profit Organizations</b>												
Executive	0.0%	0.0%	0.6%	0.6%	3.9%	10.3%	3.2%	1.3%	0.0%	0.6%	79.4%	155
Management (Excluding Executives)	0.0%	0.0%	0.9%	0.9%	3.5%	8.0%	2.7%	0.9%	0.0%	0.9%	82.3%	113
Professional/Client Management	0.0%	0.0%	1.8%	5.3%	3.5%	8.8%	0.0%	0.0%	0.0%	0.0%	80.7%	57
Technical/Business Support	0.0%	0.0%	2.8%	5.6%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%	86.1%	36
Production/Manual Labor	0.0%	0.0%	0.0%	4.0%	4.0%	4.0%	0.0%	0.0%	0.0%	0.0%	88.0%	25
Overall	0.0%	0.0%	0.6%	0.6%	4.1%	10.7%	3.0%	1.2%	0.0%	0.6%	79.3%	169
<b>Not-For-Profit Organizations</b>												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	75.0%	4
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	2
Professional/Client Management	---	---	---	---	---	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	---	---	---	---	---	0
Overall	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	75.0%	4
<b>Industry Sector</b>												
<b>Durable Goods Manufacturing</b>												
Executive	0.0%	0.0%	2.6%	0.0%	0.0%	15.4%	2.6%	0.0%	0.0%	0.0%	79.5%	39
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	6.5%	6.5%	0.0%	0.0%	0.0%	87.1%	31
Professional/Client Management	0.0%	0.0%	0.0%	7.1%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	78.6%	14
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	7
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	6
Overall	0.0%	0.0%	2.3%	0.0%	2.3%	13.6%	2.3%	0.0%	0.0%	0.0%	79.5%	44
<b>Non-Durable Goods Manufacturing</b>												
Executive	0.0%	0.0%	0.0%	2.9%	2.9%	8.8%	0.0%	2.9%	0.0%	0.0%	82.4%	34
Management (Excluding Executives)	0.0%	0.0%	0.0%	4.0%	4.0%	8.0%	0.0%	4.0%	0.0%	0.0%	80.0%	25
Professional/Client Management	0.0%	0.0%	0.0%	8.3%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	83.3%	12
Technical/Business Support	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	8
Production/Manual Labor	0.0%	0.0%	0.0%	12.5%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	8
Overall	0.0%	0.0%	0.0%	2.6%	2.6%	7.9%	0.0%	2.6%	0.0%	0.0%	84.2%	38

Table continues on next page.

## Long-Term Incentives

### Prevalence of Long-Term Incentives (continued)

#### 2014 LONG-TERM INCENTIVES GRANT VALUES VS. 2015 (continued)

	Down By More Than 75%	Down By 51% to 75%	Down By 26% to 50%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 50%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
<b>Industry Sector (continued)</b>												
<b>High Tech</b>												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%	94.4%	18
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%	94.7%	19
Professional/Client Management	0.0%	0.0%	7.1%	0.0%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%	85.7%	14
Technical/Business Support	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	88.9%	9
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	6
Overall	0.0%	0.0%	0.0%	0.0%	4.5%	4.5%	0.0%	0.0%	0.0%	0.0%	90.9%	22
<b>Energy</b>												
Executive	0.0%	0.0%	0.0%	0.0%	4.2%	8.3%	4.2%	0.0%	0.0%	0.0%	83.3%	24
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	4.8%	9.5%	0.0%	0.0%	0.0%	0.0%	85.7%	21
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	6.3%	12.5%	0.0%	0.0%	0.0%	0.0%	81.3%	16
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	83.3%	12
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	83.3%	6
Overall	0.0%	0.0%	0.0%	0.0%	3.7%	7.4%	0.0%	0.0%	0.0%	0.0%	88.9%	27
<b>Retail and Wholesale Trade</b>												
Executive	0.0%	0.0%	0.0%	0.0%	5.9%	23.5%	5.9%	0.0%	0.0%	0.0%	64.7%	17
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	9.1%	18.2%	0.0%	0.0%	0.0%	0.0%	72.7%	11
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	80.0%	5
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	3
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	2
Overall	0.0%	0.0%	0.0%	0.0%	5.6%	22.2%	11.1%	0.0%	0.0%	0.0%	61.1%	18
<b>Services</b>												
Executive	0.0%	0.0%	0.0%	0.0%	4.2%	10.4%	0.0%	2.1%	0.0%	0.0%	83.3%	48
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	3.1%	9.4%	0.0%	3.1%	0.0%	0.0%	84.4%	32
Professional/Client Management	0.0%	0.0%	6.7%	6.7%	0.0%	13.3%	0.0%	0.0%	0.0%	0.0%	73.3%	15
Technical/Business Support	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	85.7%	7
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	5
Overall	0.0%	0.0%	0.0%	0.0%	5.9%	11.8%	0.0%	2.0%	0.0%	0.0%	80.4%	51
<b>Health Care</b>												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	25.0%	0.0%	25.0%	25.0%	4
Management (Excluding Executives)	0.0%	0.0%	25.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	25.0%	25.0%	4
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	1
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	1
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	1
Overall	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	25.0%	0.0%	25.0%	25.0%	4

*Table continues on next page.*

## Long-Term Incentives

# Prevalence of Long-Term Incentives (continued)

## 2014 LONG-TERM INCENTIVES GRANT VALUES VS. 2015 (continued)

	Down By More Than 75%	Down By 51% to 75%	Down By 26% to 50%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 50%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
<b>Industry Sector (continued)</b>												
<b>Banking and Finance</b>												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	5.0%	0.0%	0.0%	0.0%	85.0%	20
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	6.3%	0.0%	0.0%	0.0%	81.3%	16
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	6
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	4
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	2
Overall	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	4.5%	0.0%	0.0%	0.0%	86.4%	22
<b>Insurance</b>												
Executive	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	9.1%	0.0%	0.0%	0.0%	81.8%	11
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	5
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	3
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	2
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	2
Overall	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	9.1%	0.0%	0.0%	0.0%	81.8%	11
<b>Region</b>												
<b>Eastern Canada</b>												
Executive	0.0%	0.0%	0.0%	0.0%	4.8%	14.3%	0.0%	0.0%	0.0%	0.0%	81.0%	21
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	91.7%	12
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	4
Technical/Business Support	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	4
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	66.7%	3
Overall	0.0%	0.0%	0.0%	0.0%	4.8%	9.5%	0.0%	0.0%	0.0%	0.0%	85.7%	21
<b>Greater Toronto</b>												
Executive	0.0%	0.0%	0.0%	0.0%	4.1%	5.4%	4.1%	1.4%	0.0%	1.4%	83.8%	74
Management (Excluding Executives)	0.0%	0.0%	1.9%	0.0%	1.9%	5.8%	5.8%	0.0%	0.0%	1.9%	82.7%	52
Professional/Client Management	0.0%	0.0%	4.3%	4.3%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	87.0%	23
Technical/Business Support	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	93.3%	15
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	12
Overall	0.0%	0.0%	0.0%	0.0%	3.9%	6.5%	5.2%	1.3%	0.0%	1.3%	81.8%	77
<b>Other Ontario</b>												
Executive	0.0%	0.0%	0.0%	0.0%	4.2%	16.7%	4.2%	4.2%	0.0%	0.0%	70.8%	24
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	5.6%	22.2%	0.0%	5.6%	0.0%	0.0%	66.7%	18
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	75.0%	8
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	3
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	2
Overall	0.0%	0.0%	0.0%	0.0%	3.8%	19.2%	3.8%	3.8%	0.0%	0.0%	69.2%	26

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## Long-Term Incentives

### Prevalence of Long-Term Incentives (continued)

#### 2014 LONG-TERM INCENTIVES GRANT VALUES VS. 2015 (continued)

	Down By More Than 75%	Down By 51% to 75%	Down By 26% to 50%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 50%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
<b>Region (continued)</b>												
<b>Manitoba/Saskatchewan</b>												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	2
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	2
Professional/Client Management	---	---	---	---	---	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	---	---	---	---	---	0
Overall	0.0%	0.0%	0.0%	0.0%	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	60.0%	5
<b>Alberta</b>												
Executive	0.0%	0.0%	0.0%	4.0%	4.0%	12.0%	4.0%	0.0%	0.0%	0.0%	76.0%	25
Management (Excluding Executives)	0.0%	0.0%	0.0%	4.5%	4.5%	13.6%	0.0%	0.0%	0.0%	0.0%	77.3%	22
Professional/Client Management	0.0%	0.0%	0.0%	5.6%	5.6%	11.1%	0.0%	0.0%	0.0%	0.0%	77.8%	18
Technical/Business Support	0.0%	0.0%	0.0%	8.3%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	75.0%	12
Production/Manual Labor	0.0%	0.0%	0.0%	16.7%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	66.7%	6
Overall	0.0%	0.0%	0.0%	3.4%	3.4%	10.3%	0.0%	0.0%	0.0%	0.0%	82.8%	29
<b>British Columbia</b>												
Executive	0.0%	0.0%	7.7%	0.0%	0.0%	15.4%	0.0%	0.0%	0.0%	0.0%	76.9%	13
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	9
Professional/Client Management	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	4
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	2
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	2
Overall	0.0%	0.0%	6.7%	0.0%	6.7%	13.3%	0.0%	0.0%	0.0%	0.0%	73.3%	15

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## Long-Term Incentives

### Prevalence of Long-Term Incentives (continued)

#### 2014 LONG-TERM INCENTIVES GRANT VALUES VS. 2015 (continued)

	Down By More Than 75%	Down By 51% to 75%	Down By 26% to 50%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 50%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
<b>Organization Size</b>												
<b>Under 300 FTEs</b>												
Executive	0.0%	0.0%	2.9%	0.0%	2.9%	8.8%	2.9%	0.0%	0.0%	0.0%	82.4%	34
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	12.9%	0.0%	0.0%	0.0%	0.0%	87.1%	31
Professional/Client Management	0.0%	0.0%	4.8%	4.8%	0.0%	9.5%	0.0%	0.0%	0.0%	0.0%	81.0%	21
Technical/Business Support	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	92.3%	13
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	6
Overall	0.0%	0.0%	2.3%	0.0%	4.7%	11.6%	2.3%	0.0%	0.0%	0.0%	79.1%	43
<b>300 - 999 FTEs</b>												
Executive	0.0%	0.0%	0.0%	0.0%	2.8%	13.9%	2.8%	2.8%	0.0%	0.0%	77.8%	36
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	7.1%	7.1%	3.6%	3.6%	0.0%	0.0%	78.6%	28
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	7.7%	7.7%	0.0%	0.0%	0.0%	0.0%	84.6%	13
Technical/Business Support	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	90.0%	10
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	88.9%	9
Overall	0.0%	0.0%	0.0%	0.0%	2.3%	14.0%	2.3%	2.3%	0.0%	0.0%	79.1%	43
<b>1,000 - 4,999 FTEs</b>												
Executive	0.0%	0.0%	0.0%	1.9%	3.8%	11.3%	3.8%	0.0%	0.0%	1.9%	77.4%	53
Management (Excluding Executives)	0.0%	0.0%	0.0%	3.4%	3.4%	10.3%	0.0%	0.0%	0.0%	3.4%	79.3%	29
Professional/Client Management	0.0%	0.0%	0.0%	15.4%	0.0%	15.4%	0.0%	0.0%	0.0%	0.0%	69.2%	13
Technical/Business Support	0.0%	0.0%	0.0%	11.1%	0.0%	22.2%	0.0%	0.0%	0.0%	0.0%	66.7%	9
Production/Manual Labor	0.0%	0.0%	0.0%	12.5%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	75.0%	8
Overall	0.0%	0.0%	0.0%	1.9%	3.8%	13.2%	1.9%	0.0%	0.0%	1.9%	77.4%	53
<b>5,000 FTEs or More</b>												
Executive	0.0%	0.0%	0.0%	0.0%	5.6%	8.3%	2.8%	2.8%	0.0%	0.0%	80.6%	36
Management (Excluding Executives)	0.0%	0.0%	3.7%	0.0%	3.7%	3.7%	7.4%	0.0%	0.0%	0.0%	81.5%	27
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	90.0%	10
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	4
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	2
Overall	0.0%	0.0%	0.0%	0.0%	5.9%	2.9%	5.9%	2.9%	0.0%	0.0%	82.4%	34

## Target Total Reward Mix



## Target Total Reward Mix

### Total Cash Compensation

#### TARGET MIX OF ELEMENTS COMPRISING TOTAL CASH COMPENSATION

	% Base Salary	% Short-Term Incentive	# of Responses
<b>Entire Sample Combined</b>			
Executive	67.9%	32.2%	243
Management (Excluding Executives)	82.4%	17.6%	285
Professional/Client Management	89.2%	10.8%	283
Technical/Business Support	94.4%	5.6%	271
Production/Manual Labor	96.2%	3.8%	149
<b>Profit Status</b>			
<b>For-Profit Organizations</b>			
Executive	66.3%	33.7%	214
Management (Excluding Executives)	81.6%	18.4%	256
Professional/Client Management	88.8%	11.2%	255
Technical/Business Support	94.1%	5.9%	243
Production/Manual Labor	96.0%	4.1%	138
<b>Not-For-Profit Organizations</b>			
Executive	79.3%	20.8%	29
Management (Excluding Executives)	90.0%	10.0%	29
Professional/Client Management	93.3%	6.7%	28
Technical/Business Support	96.7%	3.4%	28
Production/Manual Labor	99.7%	0.3%	11
<b>Industry Sector</b>			
<b>Durable Goods Manufacturing</b>			
Executive	64.4%	35.6%	57
Management (Excluding Executives)	80.6%	19.4%	66
Professional/Client Management	89.2%	10.9%	65
Technical/Business Support	94.5%	5.5%	63
Production/Manual Labor	97.1%	2.9%	47
<b>Non-Durable Goods Manufacturing</b>			
Executive	70.3%	29.7%	41
Management (Excluding Executives)	83.5%	16.6%	50
Professional/Client Management	89.8%	10.2%	50
Technical/Business Support	94.5%	5.5%	48
Production/Manual Labor	95.5%	4.5%	31
<b>High Tech</b>			
Executive	68.8%	31.2%	22
Management (Excluding Executives)	81.5%	18.5%	28
Professional/Client Management	87.2%	12.8%	28
Technical/Business Support	94.8%	5.2%	26
Production/Manual Labor	96.0%	4.0%	18

*Table continues on next page.*

## Target Total Reward Mix

# Total Cash Compensation (continued)

## TARGET MIX OF ELEMENTS COMPRISING TOTAL CASH COMPENSATION (continued)

	% Base Salary	% Short-Term Incentive	# of Responses
<b>Industry Sector (continued)</b>			
<b>Energy</b>			
Executive	66.0%	34.0%	39
Management (Excluding Executives)	79.9%	20.1%	45
Professional/Client Management	87.9%	12.1%	45
Technical/Business Support	91.8%	8.2%	43
Production/Manual Labor	93.2%	6.8%	23
<b>Retail and Wholesale Trade</b>			
Executive	69.8%	30.2%	25
Management (Excluding Executives)	80.6%	19.4%	31
Professional/Client Management	88.6%	11.4%	31
Technical/Business Support	93.9%	6.1%	31
Production/Manual Labor	97.1%	2.9%	17
<b>Services</b>			
Executive	69.4%	30.6%	82
Management (Excluding Executives)	83.8%	16.2%	97
Professional/Client Management	89.2%	10.8%	97
Technical/Business Support	95.2%	4.8%	93
Production/Manual Labor	96.4%	3.6%	51
<b>Health Care</b>			
Executive	76.0%	24.0%	6
Management (Excluding Executives)	91.9%	8.1%	7
Professional/Client Management	97.3%	2.7%	7
Technical/Business Support	99.2%	0.8%	6
Production/Manual Labor	---	---	4
<b>Banking and Finance</b>			
Executive	62.1%	37.9%	31
Management (Excluding Executives)	82.4%	17.7%	34
Professional/Client Management	88.7%	11.3%	33
Technical/Business Support	94.3%	5.7%	33
Production/Manual Labor	95.0%	5.0%	6
<b>Insurance</b>			
Executive	67.3%	32.7%	15
Management (Excluding Executives)	83.5%	16.5%	19
Professional/Client Management	90.4%	9.6%	19
Technical/Business Support	93.9%	6.1%	18
Production/Manual Labor	---	---	4

*Table continues on next page.*

## Target Total Reward Mix

# Total Cash Compensation (continued)

## TARGET MIX OF ELEMENTS COMPRISING TOTAL CASH COMPENSATION (continued)

	% Base Salary	% Short-Term Incentive	# of Responses
<b>Region</b>			
<b>Eastern Canada</b>			
Executive	70.8%	29.2%	34
Management (Excluding Executives)	85.8%	14.2%	38
Professional/Client Management	92.2%	7.8%	38
Technical/Business Support	95.7%	4.3%	39
Production/Manual Labor	96.9%	3.1%	23
<b>Greater Toronto</b>			
Executive	67.7%	32.3%	108
Management (Excluding Executives)	82.5%	17.5%	128
Professional/Client Management	89.0%	11.0%	127
Technical/Business Support	94.8%	5.2%	122
Production/Manual Labor	96.4%	3.7%	63
<b>Other Ontario</b>			
Executive	69.6%	30.4%	28
Management (Excluding Executives)	81.5%	18.5%	36
Professional/Client Management	89.7%	10.4%	35
Technical/Business Support	96.3%	3.7%	33
Production/Manual Labor	98.5%	1.6%	27
<b>Manitoba/Saskatchewan</b>			
Executive	67.6%	32.4%	10
Management (Excluding Executives)	82.3%	17.7%	11
Professional/Client Management	89.4%	10.6%	11
Technical/Business Support	94.5%	5.6%	11
Production/Manual Labor	97.0%	3.0%	5
<b>Alberta</b>			
Executive	68.7%	31.3%	37
Management (Excluding Executives)	80.7%	19.3%	45
Professional/Client Management	87.6%	12.4%	45
Technical/Business Support	91.9%	8.1%	41
Production/Manual Labor	93.0%	7.0%	22
<b>British Columbia</b>			
Executive	61.6%	38.5%	26
Management (Excluding Executives)	81.6%	18.4%	27
Professional/Client Management	88.3%	11.8%	27
Technical/Business Support	91.8%	8.2%	25
Production/Manual Labor	94.3%	5.7%	9

*Table continues on next page.*

## Target Total Reward Mix

# Total Cash Compensation (continued)

## TARGET MIX OF ELEMENTS COMPRISING TOTAL CASH COMPENSATION (continued)

	% Base Salary	% Short-Term Incentive	# of Responses
<b>Organization Size</b>			
<b>Under 300 FTEs</b>			
Executive	71.8%	28.2%	60
Management (Excluding Executives)	81.8%	18.3%	85
Professional/Client Management	88.0%	12.0%	85
Technical/Business Support	93.9%	6.1%	81
Production/Manual Labor	94.9%	5.1%	46
<b>300 to 999 FTEs</b>			
Executive	66.6%	33.4%	49
Management (Excluding Executives)	80.9%	19.1%	50
Professional/Client Management	87.9%	12.1%	51
Technical/Business Support	94.2%	5.8%	49
Production/Manual Labor	96.9%	3.2%	33
<b>1,000 to 4,999 FTEs</b>			
Executive	66.3%	33.7%	84
Management (Excluding Executives)	83.3%	16.7%	92
Professional/Client Management	90.6%	9.4%	91
Technical/Business Support	94.7%	5.3%	88
Production/Manual Labor	96.8%	3.2%	51
<b>5,000 FTEs or More</b>			
Executive	67.0%	33.0%	50
Management (Excluding Executives)	83.3%	16.7%	58
Professional/Client Management	90.1%	9.9%	56
Technical/Business Support	94.8%	5.2%	53
Production/Manual Labor	96.9%	3.1%	19

## Target Total Reward Mix

# Total Direct Compensation

## TARGET MIX OF ELEMENTS COMPRISING TOTAL DIRECT COMPENSATION

	% Base Salary	% Short-Term Incentive	% Long-Term Incentive	# of Responses
<b>Entire Sample Combined</b>				
Executive	57.9%	24.0%	18.1%	198
Management (Excluding Executives)	78.1%	15.9%	6.0%	224
Professional/Client Management	88.3%	10.4%	1.3%	219
Technical/Business Support	94.3%	5.3%	0.4%	212
Production/Manual Labor	96.2%	3.4%	0.3%	120
<b>Profit Status</b>				
<b>For-Profit Organizations</b>				
Executive	54.8%	24.9%	20.2%	173
Management (Excluding Executives)	76.5%	16.8%	6.7%	198
Professional/Client Management	87.5%	11.0%	1.5%	194
Technical/Business Support	93.9%	5.6%	0.5%	187
Production/Manual Labor	95.9%	3.7%	0.4%	110
<b>Not-For-Profit Organizations</b>				
Executive	79.1%	18.0%	3.0%	25
Management (Excluding Executives)	90.1%	9.2%	0.7%	26
Professional/Client Management	94.2%	5.9%	0.0%	25
Technical/Business Support	97.1%	2.9%	0.0%	25
Production/Manual Labor	99.7%	0.3%	0.0%	10
<b>Industry Sector</b>				
<b>Durable Goods Manufacturing</b>				
Executive	57.6%	25.9%	16.5%	46
Management (Excluding Executives)	75.9%	18.5%	5.6%	52
Professional/Client Management	88.7%	10.4%	1.0%	52
Technical/Business Support	95.6%	4.5%	0.0%	51
Production/Manual Labor	97.8%	2.2%	0.0%	37
<b>Non-Durable Goods Manufacturing</b>				
Executive	57.4%	22.7%	19.9%	29
Management (Excluding Executives)	77.6%	15.1%	7.4%	36
Professional/Client Management	88.7%	10.6%	0.7%	35
Technical/Business Support	94.5%	5.5%	0.1%	33
Production/Manual Labor	95.3%	4.8%	0.0%	21
<b>High Tech</b>				
Executive	63.6%	18.4%	18.0%	14
Management (Excluding Executives)	73.8%	17.9%	8.3%	20
Professional/Client Management	86.5%	11.6%	1.9%	20
Technical/Business Support	95.9%	3.8%	0.3%	19
Production/Manual Labor	97.9%	2.1%	0.0%	14

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## Target Total Reward Mix

### Total Direct Compensation (continued)

#### TARGET MIX OF ELEMENTS COMPRISING TOTAL DIRECT COMPENSATION (continued)

	% Base Salary	% Short-Term Incentive	% Long-Term Incentive	# of Responses
<b>Industry Sector (continued)</b>				
<b>Energy</b>				
Executive	48.1%	22.9%	29.0%	35
Management (Excluding Executives)	69.8%	17.8%	12.4%	37
Professional/Client Management	84.9%	11.3%	3.8%	37
Technical/Business Support	89.8%	8.3%	1.9%	36
Production/Manual Labor	91.7%	6.7%	1.6%	22
<b>Retail and Wholesale Trade</b>				
Executive	56.9%	21.1%	22.0%	22
Management (Excluding Executives)	77.4%	15.3%	7.2%	25
Professional/Client Management	90.2%	9.5%	0.4%	23
Technical/Business Support	94.5%	5.5%	0.0%	23
Production/Manual Labor	98.3%	1.7%	0.0%	15
<b>Services</b>				
Executive	63.2%	23.2%	13.7%	65
Management (Excluding Executives)	80.4%	14.6%	4.9%	74
Professional/Client Management	88.9%	9.9%	1.2%	73
Technical/Business Support	95.7%	4.1%	0.2%	71
Production/Manual Labor	97.3%	2.6%	0.1%	40
<b>Health Care</b>				
Executive	76.4%	14.6%	8.9%	5
Management (Excluding Executives)	92.7%	5.1%	2.2%	7
Professional/Client Management	97.3%	2.7%	0.0%	7
Technical/Business Support	99.3%	0.7%	0.0%	7
Production/Manual Labor	---	---	---	4
<b>Banking and Finance</b>				
Executive	54.4%	27.9%	17.7%	29
Management (Excluding Executives)	79.4%	16.3%	4.4%	31
Professional/Client Management	87.6%	11.4%	1.0%	30
Technical/Business Support	94.0%	5.7%	0.3%	29
Production/Manual Labor	94.4%	5.0%	0.7%	6
<b>Insurance</b>				
Executive	60.4%	23.8%	15.8%	12
Management (Excluding Executives)	81.3%	16.2%	2.5%	13
Professional/Client Management	89.4%	9.7%	0.9%	13
Technical/Business Support	93.6%	6.4%	0.0%	11
Production/Manual Labor	---	---	---	2

*Table continues on next page.*

## Target Total Reward Mix

### Total Direct Compensation (continued)

#### TARGET MIX OF ELEMENTS COMPRISING TOTAL DIRECT COMPENSATION (continued)

	% Base Salary	% Short-Term Incentive	% Long-Term Incentive	# of Responses
<b>Region</b>				
<b>Eastern Canada</b>				
Executive	65.7%	23.2%	11.1%	24
Management (Excluding Executives)	86.6%	12.0%	1.4%	26
Professional/Client Management	93.3%	6.8%	0.0%	27
Technical/Business Support	97.2%	2.8%	0.0%	28
Production/Manual Labor	98.2%	1.8%	0.0%	18
<b>Greater Toronto</b>				
Executive	57.0%	25.0%	18.0%	90
Management (Excluding Executives)	78.5%	16.3%	5.3%	100
Professional/Client Management	88.3%	10.8%	0.9%	96
Technical/Business Support	95.1%	4.8%	0.1%	92
Production/Manual Labor	96.7%	3.2%	0.1%	47
<b>Other Ontario</b>				
Executive	68.8%	21.1%	10.1%	21
Management (Excluding Executives)	79.0%	16.9%	4.1%	30
Professional/Client Management	88.8%	10.2%	1.0%	28
Technical/Business Support	96.5%	3.5%	0.0%	27
Production/Manual Labor	98.5%	1.5%	0.0%	22
<b>Manitoba/Saskatchewan</b>				
Executive	65.9%	26.0%	8.1%	7
Management (Excluding Executives)	79.9%	16.1%	3.9%	7
Professional/Client Management	87.3%	11.3%	1.4%	7
Technical/Business Support	93.2%	5.8%	0.9%	7
Production/Manual Labor	---	---	---	4
<b>Alberta</b>				
Executive	51.7%	19.8%	28.5%	36
Management (Excluding Executives)	71.9%	15.7%	12.4%	40
Professional/Client Management	85.1%	11.2%	3.7%	40
Technical/Business Support	90.2%	8.1%	1.7%	39
Production/Manual Labor	91.7%	6.9%	1.4%	23
<b>British Columbia</b>				
Executive	49.5%	30.8%	19.8%	20
Management (Excluding Executives)	75.4%	17.8%	6.8%	21
Professional/Client Management	87.3%	12.0%	0.8%	21
Technical/Business Support	91.9%	8.1%	0.0%	19
Production/Manual Labor	96.5%	3.5%	0.0%	6

*Table continues on next page.*

## Target Total Reward Mix

### Total Direct Compensation (continued)

#### TARGET MIX OF ELEMENTS COMPRISING TOTAL DIRECT COMPENSATION (continued)

	% Base Salary	% Short-Term Incentive	% Long-Term Incentive	# of Responses
<b>Organization Size</b>				
<b>Under 300 FTEs</b>				
Executive	65.0%	24.0%	11.0%	46
Management (Excluding Executives)	78.5%	17.0%	4.5%	63
Professional/Client Management	86.8%	11.5%	1.8%	61
Technical/Business Support	94.8%	4.7%	0.5%	59
Production/Manual Labor	96.0%	3.8%	0.2%	34
<b>300 to 999 FTEs</b>				
Executive	55.7%	27.3%	17.0%	38
Management (Excluding Executives)	75.0%	17.5%	7.6%	38
Professional/Client Management	86.6%	11.8%	1.6%	38
Technical/Business Support	93.1%	6.0%	0.9%	38
Production/Manual Labor	95.8%	3.5%	0.7%	27
<b>1,000 to 4,999 FTEs</b>				
Executive	57.2%	23.7%	19.1%	68
Management (Excluding Executives)	79.6%	15.0%	5.4%	73
Professional/Client Management	89.3%	9.6%	1.2%	73
Technical/Business Support	94.2%	5.5%	0.3%	71
Production/Manual Labor	96.3%	3.5%	0.3%	43
<b>5,000 FTEs or More</b>				
Executive	53.6%	21.9%	24.5%	46
Management (Excluding Executives)	77.7%	14.5%	7.8%	50
Professional/Client Management	90.1%	9.2%	0.7%	47
Technical/Business Support	95.0%	5.0%	0.0%	44
Production/Manual Labor	97.4%	2.6%	0.0%	16



## Target Total Reward Mix

# Total Reward

## TARGET MIX OF ELEMENTS COMPRISING TOTAL REWARD

	% Base Salary	% Short-Term Incentive	% Long-Term Incentive	% Benefits	# of Responses
<b>Entire Sample Combined</b>					
Executive	54.1%	20.3%	12.8%	12.8%	128
Management (Excluding Executives)	69.7%	13.4%	3.9%	13.0%	149
Professional/Client Management	76.4%	9.1%	1.1%	13.5%	148
Technical/Business Support	80.8%	4.5%	0.2%	14.5%	143
Production/Manual Labor	81.6%	3.4%	0.1%	15.0%	86
<b>Profit Status</b>					
<b>For-Profit Organizations</b>					
Executive	51.2%	21.7%	15.2%	12.0%	105
Management (Excluding Executives)	68.7%	14.6%	4.6%	12.1%	126
Professional/Client Management	76.1%	9.8%	1.2%	12.9%	126
Technical/Business Support	80.8%	4.9%	0.2%	14.1%	121
Production/Manual Labor	81.5%	3.8%	0.1%	14.7%	77
<b>Not-For-Profit Organizations</b>					
Executive	67.4%	14.3%	1.7%	16.6%	23
Management (Excluding Executives)	75.2%	7.0%	0.0%	17.8%	23
Professional/Client Management	77.9%	4.7%	0.0%	17.3%	22
Technical/Business Support	80.7%	2.4%	0.0%	16.9%	22
Production/Manual Labor	82.2%	0.4%	0.0%	17.3%	9
<b>Industry Sector</b>					
<b>Durable Goods Manufacturing</b>					
Executive	51.8%	23.7%	12.8%	11.8%	32
Management (Excluding Executives)	68.5%	15.3%	4.3%	11.9%	33
Professional/Client Management	78.2%	7.9%	1.2%	12.8%	34
Technical/Business Support	82.3%	4.0%	0.0%	13.8%	33
Production/Manual Labor	83.9%	2.7%	0.0%	13.4%	27
<b>Non-Durable Goods Manufacturing</b>					
Executive	49.3%	19.1%	16.5%	15.2%	18
Management (Excluding Executives)	65.4%	13.4%	6.0%	15.3%	23
Professional/Client Management	74.4%	8.7%	0.6%	16.3%	23
Technical/Business Support	77.0%	4.9%	0.0%	18.1%	22
Production/Manual Labor	77.5%	5.2%	0.0%	17.3%	17
<b>High Tech</b>					
Executive	51.8%	19.8%	16.3%	12.1%	13
Management (Excluding Executives)	66.7%	15.5%	6.8%	10.9%	16
Professional/Client Management	75.1%	10.5%	2.2%	12.2%	17
Technical/Business Support	83.7%	3.4%	0.4%	12.5%	17
Production/Manual Labor	84.7%	1.9%	0.0%	13.4%	12

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## Target Total Reward Mix

### Total Reward (continued)

#### TARGET MIX OF ELEMENTS COMPRISING TOTAL REWARD (continued)

	% Base Salary	% Short-Term Incentive	% Long-Term Incentive	% Benefits	# of Responses
<b>Industry Sector (continued)</b>					
<b>Energy</b>					
Executive	47.9%	20.3%	19.7%	12.1%	23
Management (Excluding Executives)	65.2%	14.5%	7.4%	12.9%	26
Professional/Client Management	75.2%	9.3%	2.3%	13.2%	26
Technical/Business Support	78.7%	6.7%	0.4%	14.1%	26
Production/Manual Labor	77.9%	6.7%	0.4%	15.0%	14
<b>Retail and Wholesale Trade</b>					
Executive	58.5%	16.5%	12.3%	12.8%	14
Management (Excluding Executives)	71.2%	13.4%	3.6%	11.8%	18
Professional/Client Management	77.4%	8.8%	0.4%	13.4%	17
Technical/Business Support	80.7%	4.6%	0.0%	14.8%	16
Production/Manual Labor	83.9%	2.5%	0.0%	13.6%	12
<b>Services</b>					
Executive	57.6%	19.5%	11.0%	12.0%	43
Management (Excluding Executives)	71.3%	12.7%	4.0%	12.0%	56
Professional/Client Management	77.1%	9.2%	1.2%	12.5%	56
Technical/Business Support	83.4%	3.3%	0.2%	13.2%	53
Production/Manual Labor	83.4%	1.9%	0.0%	14.8%	28
<b>Health Care</b>					
Executive	62.7%	11.5%	7.9%	17.9%	5
Management (Excluding Executives)	75.6%	6.1%	1.0%	17.2%	5
Professional/Client Management	77.2%	3.7%	0.0%	19.1%	5
Technical/Business Support	77.5%	1.0%	0.0%	21.5%	5
Production/Manual Labor	---	---	---	---	3
<b>Banking and Finance</b>					
Executive	50.4%	24.5%	12.0%	13.1%	15
Management (Excluding Executives)	70.5%	14.4%	2.3%	12.8%	15
Professional/Client Management	75.3%	10.8%	1.1%	12.8%	15
Technical/Business Support	80.5%	5.8%	0.2%	13.5%	15
Production/Manual Labor	---	---	---	---	4
<b>Insurance</b>					
Executive	56.7%	18.9%	10.6%	13.8%	8
Management (Excluding Executives)	73.9%	13.3%	0.8%	12.1%	10
Professional/Client Management	79.3%	8.6%	0.0%	12.1%	10
Technical/Business Support	82.7%	5.1%	0.0%	12.2%	10
Production/Manual Labor	---	---	---	---	3

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## Target Total Reward Mix

### Total Reward (continued)

#### TARGET MIX OF ELEMENTS COMPRISING TOTAL REWARD (continued)

	% Base Salary	% Short-Term Incentive	% Long-Term Incentive	% Benefits	# of Responses
<b>Region</b>					
<b>Eastern Canada</b>					
Executive	57.3%	20.6%	8.4%	13.6%	19
Management (Excluding Executives)	73.2%	11.7%	1.0%	14.1%	21
Professional/Client Management	78.3%	7.0%	0.2%	14.6%	21
Technical/Business Support	81.8%	2.6%	0.0%	15.6%	20
Production/Manual Labor	81.4%	1.9%	0.0%	16.8%	15
<b>Greater Toronto</b>					
Executive	53.8%	20.6%	12.5%	13.1%	53
Management (Excluding Executives)	69.5%	13.8%	2.8%	13.9%	60
Professional/Client Management	74.9%	9.6%	0.6%	14.8%	59
Technical/Business Support	79.7%	4.3%	0.1%	15.9%	58
Production/Manual Labor	80.3%	3.0%	0.0%	16.7%	34
<b>Other Ontario</b>					
Executive	59.3%	19.1%	7.9%	13.7%	17
Management (Excluding Executives)	71.8%	12.7%	3.9%	11.6%	21
Professional/Client Management	77.9%	8.7%	1.4%	11.9%	21
Technical/Business Support	85.7%	2.6%	0.0%	11.7%	21
Production/Manual Labor	87.8%	2.0%	0.0%	10.2%	16
<b>Manitoba/Saskatchewan</b>					
Executive	60.8%	17.9%	3.5%	17.7%	5
Management (Excluding Executives)	69.1%	9.3%	2.7%	18.9%	7
Professional/Client Management	73.5%	6.8%	0.0%	19.7%	7
Technical/Business Support	76.3%	3.2%	0.0%	20.5%	6
Production/Manual Labor	---	---	---	---	3
<b>Alberta</b>					
Executive	51.9%	18.1%	18.1%	11.9%	23
Management (Excluding Executives)	67.2%	14.1%	7.3%	11.4%	28
Professional/Client Management	76.0%	9.6%	2.8%	11.6%	28
Technical/Business Support	79.3%	6.9%	0.7%	13.1%	27
Production/Manual Labor	78.1%	7.2%	0.4%	14.3%	14
<b>British Columbia</b>					
Executive	43.7%	26.2%	21.9%	8.2%	11
Management (Excluding Executives)	67.7%	16.3%	6.8%	9.2%	12
Professional/Client Management	79.9%	10.6%	0.3%	9.2%	12
Technical/Business Support	81.5%	8.0%	0.0%	10.5%	11
Production/Manual Labor	---	---	---	---	4

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## Target Total Reward Mix

### Total Reward (continued)

#### TARGET MIX OF ELEMENTS COMPRISING TOTAL REWARD (continued)

	% Base Salary	% Short-Term Incentive	% Long-Term Incentive	% Benefits	# of Responses
<b>Organization Size</b>					
<b>Under 300 FTEs</b>					
Executive	58.9%	19.3%	8.3%	13.5%	34
Management (Excluding Executives)	68.4%	14.9%	3.9%	12.8%	45
Professional/Client Management	74.8%	9.7%	1.7%	13.8%	46
Technical/Business Support	79.4%	4.9%	0.4%	15.3%	44
Production/Manual Labor	80.6%	4.1%	0.0%	15.3%	26
<b>300 to 999 FTEs</b>					
Executive	48.2%	24.3%	13.4%	14.0%	21
Management (Excluding Executives)	68.6%	13.9%	3.4%	14.1%	22
Professional/Client Management	73.6%	11.2%	1.1%	14.1%	22
Technical/Business Support	80.5%	3.8%	0.0%	15.7%	22
Production/Manual Labor	80.7%	2.8%	0.0%	16.5%	16
<b>1,000 to 4,999 FTEs</b>					
Executive	53.7%	21.5%	12.4%	12.4%	46
Management (Excluding Executives)	71.3%	13.1%	2.9%	12.8%	51
Professional/Client Management	77.6%	8.3%	0.8%	13.4%	51
Technical/Business Support	81.3%	4.9%	0.1%	13.7%	49
Production/Manual Labor	83.3%	3.4%	0.2%	13.1%	32
<b>5,000 FTEs or More</b>					
Executive	53.4%	16.5%	18.4%	11.8%	27
Management (Excluding Executives)	70.0%	11.5%	5.7%	12.8%	31
Professional/Client Management	78.7%	7.9%	0.5%	12.9%	29
Technical/Business Support	82.2%	4.0%	0.0%	13.7%	28
Production/Manual Labor	79.9%	3.0%	0.0%	17.2%	12

