

2015 Salary Budget Survey Report
Canada, Towers Watson Data Services

Towers Watson Data Services

2015 Salary Budget Survey Report - Canada

Data in Effect: April 1, 2015



General Industry



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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. Irrespective of where Towers Watson receives or holds such data, 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 **2015 General Industry Salary Budget Survey Report - Canada**.

The data contained in this report is based on the responses of 422 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
- Turnover
- Compensation Philosophies
- Variable Pay
- Long-Term Incentives
- Target Total Reward Mix
- Starting Salaries for Recent Graduates

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.

Survey Methodology

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	
Entire Sample Combined	59	188	57	21	67	30	422	100.0%
Profit Status								
For-Profit Organizations	50	176	51	18	57	25	377	89.3%
Not-For-Profit Organizations	9	12	6	3	10	5	45	10.7%
Industry Sector								
Durable Goods Manufacturing	12	42	23	6	10	9	102	19.5%
Non-Durable Goods Manufacturing	15	35	11	4	4	1	70	13.4%
High Tech	6	31	2	2	1	7	49	9.4%
Energy	4	3	4	1	28	4	44	8.4%
Retail and Wholesale Trade	6	31	4	0	4	2	47	9.0%
Services	22	65	17	5	25	14	148	28.3%
Health Care	0	5	1	0	0	0	6	1.1%
Banking and Finance	5	21	2	5	3	2	38	7.3%
Insurance	2	12	3	2	0	0	19	3.6%
Organization Size								
Under 300 FTEs	12	59	19	8	20	16	134	31.8%
300 to 999 FTEs	12	39	11	3	14	3	82	19.4%
1,000 to 4,999 FTEs	19	50	22	8	19	6	124	29.4%
5,000 FTEs or More	16	40	5	2	14	5	82	19.4%
Regional Percentages	14.0%	44.5%	13.5%	5.0%	15.9%	7.1%	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=364)	Percent of Employees in Geographic Location				No. of Orgs with 100% of Employees in Geographic Location
			P25	P50	P75	Average	
Newfoundland and Labrador	58	15.9%	0.5%	1.0%	2.0%	5.3%	2
Nova Scotia	96	26.4%	1.0%	1.9%	3.0%	6.4%	2
Prince Edward Island	33	9.1%	0.2%	0.5%	1.0%	0.8%	0
New Brunswick	77	21.2%	0.6%	1.5%	3.9%	7.4%	3
Greater Montreal	143	39.3%	4.6%	11.0%	26.0%	23.0%	8
Other Quebec	94	25.8%	2.3%	5.4%	21.0%	16.0%	3
Greater Toronto	236	64.8%	18.2%	49.0%	93.8%	51.8%	50
Ottawa	94	25.8%	1.1%	2.1%	6.0%	6.0%	0
South Western Ontario	89	24.5%	2.0%	6.0%	29.9%	21.5%	4
Other Ontario	115	31.6%	3.3%	7.1%	25.0%	22.0%	6
Manitoba	99	27.2%	1.0%	2.0%	5.0%	8.9%	3
Saskatchewan	99	27.2%	1.0%	2.4%	8.0%	14.2%	3
Calgary	172	47.3%	3.2%	8.0%	40.0%	24.5%	11
Edmonton	122	33.5%	1.8%	3.9%	10.0%	10.4%	1
Northern Alberta/Fort McMurray	47	12.9%	1.0%	2.7%	8.5%	9.2%	0
Other Alberta	90	24.7%	1.0%	3.0%	14.6%	11.5%	0
Vancouver	155	42.6%	2.5%	5.8%	14.0%	17.7%	11
Other British Columbia	92	25.3%	1.2%	3.5%	9.0%	9.7%	0
Northwest Territories/Nunavut/Yukon	15	4.1%	0.2%	0.5%	1.0%	0.8%	0

Overview of Survey Participants

Participant List

3M Canada	Boston Scientific
Accenture	BP Canada Energy Company
ACCEO Solutions	British Columbia Hydro and Power Authority
Agrium	Brookfield Global Integrated Solutions
Agropur Cooperative	Bruce Power
Air Canada	Build-A-Bear Workshop Canada
Aker Solutions	Burns & McDonnell
Alberta Electric System Operator	CAA South Central Ontario
Alberta Energy Regulator	Cadillac Fairview
Alberta Securities Commission	Caisse de dépôt et placement du Québec
Alexion Pharmaceuticals	Calgary Co-operative Association
Algonquin Power and Utilities Corporation	Cameco Corporation
Alliance Pipeline	Campbell Company of Canada
Allstate Insurance Company of Canada	Canada Colors and Chemicals
Allstream Corporation	Canada Post
AMEC Foster Wheeler	Canadian Blood Services
Amgen	Canadian Broadcasting Corporation / Radio-Canada
Analog Devices Canada	Canadian Imperial Bank of Commerce
Ansell Canada	Canadian Pacific Railway
Aon Reed Stenhouse	Canadian Tire Corporation
Apache Canada	Canadian Western Bank
Apotex	Capital One Canada
ARC Resources	Capital Power
ArcelorMittal Dofasco	Capsugel
ArcelorMittal Montréal	Cargill
Arkema Canada	Catalyst Paper
Arthur J Gallagher & Company	CBRE
Association of Professional Engineers & Geoscientists of BC	Celero Solutions
Asurion	Celestica
ATB Financial	Centric Health
ATCO Group	CF Industries
ATS Automation Tooling Systems	CGI Group
Avery Dennison	CH2M HILL
Avis Budget Group	CHS
Aviva Canada	Church of Jesus Christ of Latter-day Saints
Avnet	CIMA+
Avocette	Cirque du Soleil
Axiall Canada	CIT Financial
Ball Canada	Citrix Systems Canada
Bank of Canada	City of Edmonton
Bank of Montreal	City of Montreal
Barry Callebaut Canada	Clarks Americas
Basell Canada	CMC Electronics
Baxter Canada	CNH Industrial Canada
Beam Suntory	Coca-Cola Refreshments
Bell Canada	Columbia Sportswear
Belron Canada	Compass Group Canada
Bill & Melinda Gates Foundation	ConAgra Foods Canada
Black & Veatch	Concentra Financial
Blount Canada	Concordia University
BlueShore Financial	Continental Automotive Systems
BMC Software	Contract Pharmaceutical Limited
Boehringer Ingelheim	Con-way
Bombardier	Cooper Standard Automotive
Bombardier Aerospace	Corning

Overview of Survey Participants

Participant List (continued)

Cosmetica Laboratories	FMC of Canada
Covanta	Follett of Canada
CPP Investment Board	Ford Motor Company of Canada
Credit Union Central of Manitoba	Foresters
Crescent Point Energy	FortisAlberta
CSA Group	FortisBC
CSC	Galderma Manufacturing
CST Brands	Gap Canada
Dairy Queen Canada	Garland Canada
Dali Wireless	GDF SUEZ Energy North America
DealerTrack	General Dynamics Land Systems Canada
Dell	Gesca
Deluxe	Getty Images
Dematic	Godiva Chocolatier
Dentsply	Goldcorp
Diageo Canada	Gordon Food Service
Direct Energy	Government of Nova Scotia
DLL	Great Canadian Gaming Corporation
Doctors of BC	Great-West Life Assurance Company
Domtar	GROWMARK
Dow Chemical	H.W. Siebens Charitable Foundation
DST Systems	Halyard Health Canada
Dundee Corporation	Hamilton Beach Brands
DuPont	Harlequin Enterprises
Dynacare	Harsco Canada
E & J Gallo Winery Canada	Hasbro Canada
Ecolab	Haworth
Economical Insurance Group	HDR
Edwards Lifesciences	Healthcare Insurance Reciprocal of Canada
Eisai	Henry Schein Canada
Element Fleet Management	Hershey
Empire Life	Hertz
Enbridge	Hewlett-Packard Canada
Encana	High Liner Foods
Endurance Wind Power	Hill-Rom
Energy Solutions	Hollister Limited
Enerplus	Holt Renfrew
ENMAX	HOOPP
EPCOR Utilities	Hudson's Bay Company
Epson Canada	Husky Energy
Equifax Canada	Husky Injection Molding Systems
Ericsson	Hydro-Québec
ESCO Canada	IBM Canada
Estée Lauder	ICON Clinical Research (Canada)
Evraz	IMS Health
Experian Americas	INEOS Canada Partnership
Expocrete, an Oldcastle Company	Ingersoll Rand
Fairview Fittings & Manufacturing	Intact Financial Corporation
Farm Credit Canada	Inter Pipeline
Federal Express Canada	Interac Association
FedEx Ground	Intercontinental Hotels Group
Finning International	International Paper
First Solar	Investors Group
Flowserve	ITT Corporation
Fluor Canada	J.R. Simplot

Overview of Survey Participants

Participant List (continued)

Jarden Consumer Solutions	NAV Canada
John Wiley & Sons	Navigant Consulting
Johns Manville	NBTY
Johnson Controls	New Brunswick Power
Johnson Outdoors	New Gold
Joy Global (Canada)	Newark element14
K+S Potash Canada	Newfoundland & Labrador Hydro Electric
K+S Windsor Salt	Newfoundland Power
Katz Group Canada	Nexen Energy
Kellogg Canada	Niagara Casinos
Kimberly-Clark	Nike Canada
Kinross Gold Corporation	Nordson Canada
Kodak Canada	NOVA Chemicals
Kruger	NovaGold Resources
La Capitale Financial Group	NuStar Terminals Canada
Laurentian Bank of Canada	Ontario Municipal Employees Retirement System (OMERS)
Law Society of Upper Canada	Ontario Securities Commission
L Brands	Ontario Teachers Pension Plan
Lehigh Hanson	Owens Corning
Level 3 Communications	Pacific Life
Life Labs	Pacific Northern Gas
Linde Canada	Paladin Labs
Liquor Control Board of Ontario	Panasonic Canada
Littelfuse	PANDORA
Loblaws	PCL Constructors
London Machinery	Penn West Energy Trust
LoyaltyOne	Peoples Trust
Luxottica	PepsiCo Canada
LVMH	Percepta
MacDonald Dettwiler & Associates	PerkinElmer
Manulife Financial	Pernod Ricard
Maple Leaf Foods	Phillips 66 Canada
Marathon Petroleum	Pitney Bowes of Canada
Mars Canada	PolyOne
Mary Kay	Port Metro Vancouver
Masonite International	Postmedia Network
MasterCard	Power Packaging
Matrix Service	Praxair
McCain Foods	PricewaterhouseCoopers
McCormick Canada	PSP Investments
MEG Energy	Purolator
Meritor	PVH
Merrill Corporation	Qualcomm
Messier Bugatti Dowty	Quebecor Media
Metro Inc.	Raytheon
Mine Safety Appliances	Redpath Sugar
Modular Mining Systems	Reitmans
Molson Coors Canada	ResponseTek Networks
Mondelez Canada	Revera Living
Moneris Solutions	Rexnord Canada
Monsanto	Ricoh Canada
Moody's	Rio Tinto
Mouvement Desjardins	Robert Half
MTS Testing Systems (Canada)	Robertshaw Controls
National Bank of Canada	Roche Canada

Overview of Survey Participants

Participant List (continued)

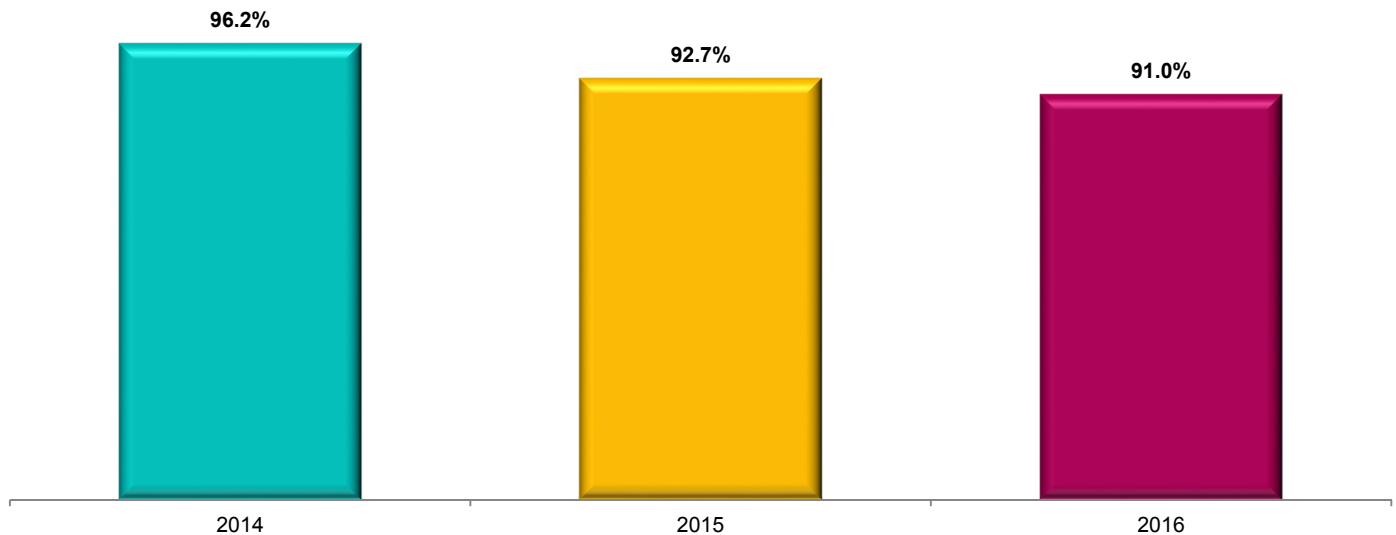
Rockwell Automation	TELUS
Rockwell Collins	Teradata
Rogers Communications	Teranet
Rothmans Benson & Hedges	Terrapure Environmental
Royal Bank of Canada	Tesco
Saint Gobain	Tesoro Canada Supply & Distribution
Saipem	The Brick Group
Samsung	The Children's Place
Samuel, Son & Co., Limited	The Pampered Chef - Canada Corporation
Sanofi Pasteur	The Shaw Group
Saskpower	Thomson Reuters Canada
Schlumberger	Tiffany & Co. Canada
Schneider Electric	Toro Company (Canada)
Schneider Electric Industry	Toronto Hydro Electric Systems
Schneider National	Toys R Us (Canada)
Scotiabank	TransAlta Corporation
Seastar Solutions	Transat A.T.
SGI Canada	TransCanada
SGS Canada	Travelers
Shearman & Sterling	TRW Canada
Shell Canada	UAP
Siemens Canada	UFA Co-operative
SilverBirch Hotels & Resorts	Underwriters Laboratories Canada
Simmons Prepared Food	Unilever Canada
Sitel	United Rentals
Sleep Country Canada	United States Steel
Sobeys	Univar Canada
Spectra Energy	University Health Network
Spicers Canada ULC	University of Calgary
SPX	Verizon
Stanley Black & Decker Canada	Via Rail Canada
Starwood Hotels & Resorts	Visa
Sun Life Financial	Viterra
Suncor Energy	VWR International
SunGard Data Systems	Weatherford
Syncreon Canada	Wendy's Restaurants of Canada
Syncrude Canada	West Fraser Timber
Syngenta	WestJet
T.D. Williamson	Whirlpool
Talisman Energy	Williams Companies
Tarion	Workplace Safety Insurance Board
TC Transcontinental	Yamana Gold
TD Bank Group	Yazaki
Teck Resources	Yellow Media
Teekay Shipping	York Catholic District School Board
Teknion	Zurich Canada

Executive Summary

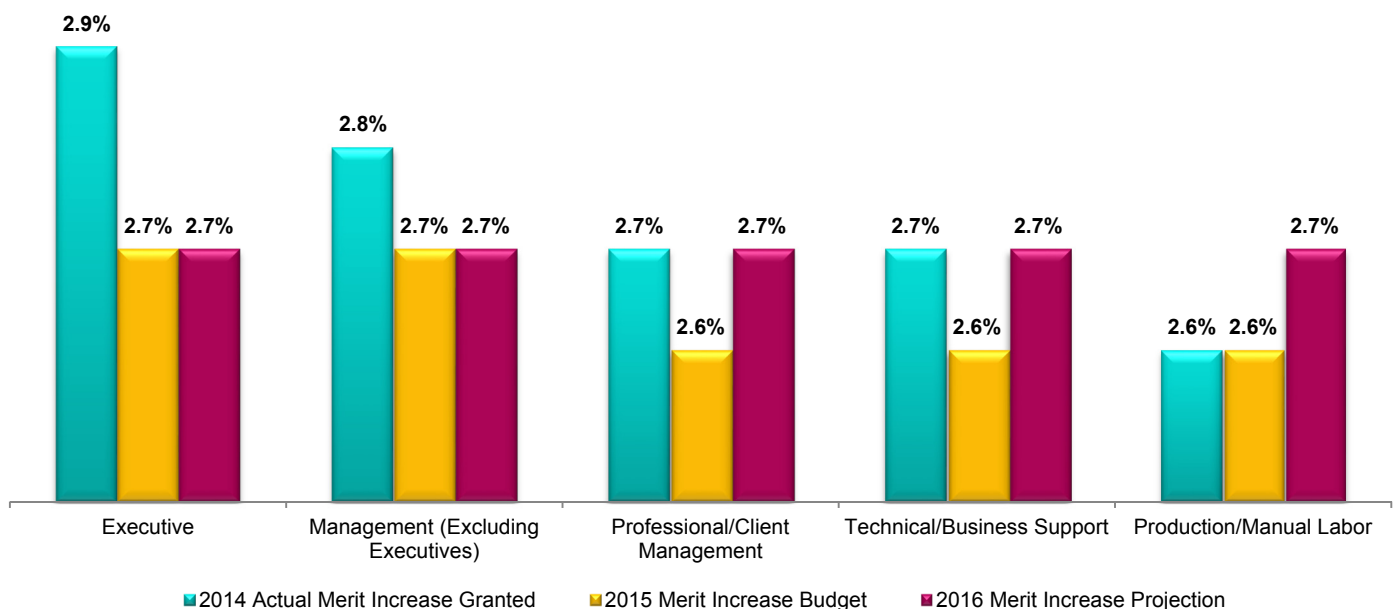
Executive Summary

Key Findings

- 91.0% of participating organizations provided salary increase forecasts in 2016, comparable to 96.2% which actually granted increases in 2014



- Merit increases remain relatively consistent in 2016 in comparison with merit increases budgeted/granted in 2015 (where companies granted increases)



Executive Summary

Key Findings (continued)

- Total increases projected in 2016 are slightly higher than total increases budgeted/granted in 2015

Entire Sample Combined (Including Companies Granting No Increases)							
	2014 Salary Increases		2015 Salary Increases		2016 Salary Increases		% Increase from 2015 Budgeted to 2016 Projected
	Avg. % Granted	# of Responses	Avg. % Budgeted	# of Responses	Avg. % Projected	# of Responses	
Executive	2.6%	330	2.4%	355	2.5%	325	4.2%
Management (Excluding Executives)	2.8%	367	2.6%	385	2.7%	347	3.8%
Professional/Client Management	2.8%	369	2.6%	388	2.7%	349	3.8%
Technical/Business Support	2.7%	361	2.5%	382	2.7%	342	8.0%
Production/Manual Labor	2.4%	257	2.2%	270	2.4%	249	9.1%

- More organizations plan to adjust salary range midpoints in 2016 as compared to the percentage of organizations that adjusted or plan to adjust salary range midpoints in 2014 and 2015

Entire Sample Combined								
Organizations That Adjusted Salary Range Midpoints in 2014			Organizations That Adjusted or Plan to Adjust Salary Range Midpoints in 2015			Organizations That Plan to Adjust Salary Range Midpoints in 2016		
# of Orgs.	% of Orgs.	# of Responses	# of Orgs.	% of Orgs.	# of Responses	# of Orgs.	% of Orgs.	# of Responses
257	74.1%	347	247	71.4%	346	274	80.8%	339

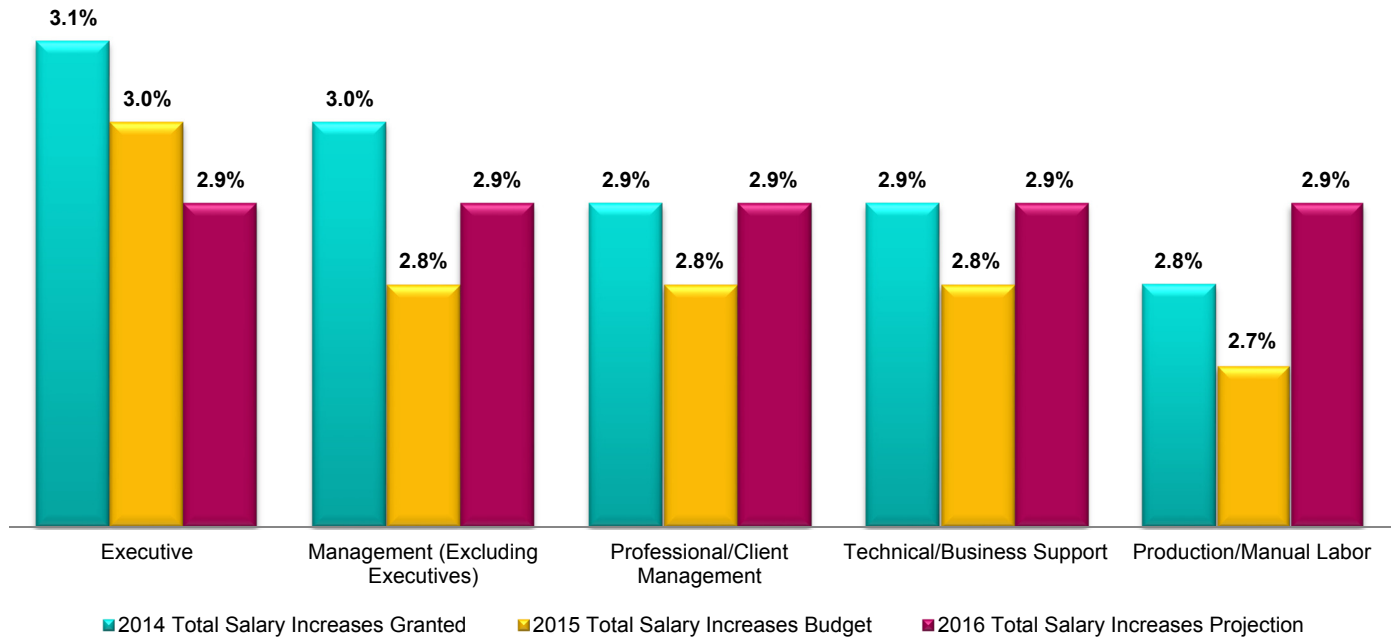
- Short-term incentive budgeted for 2015 and projected for 2016 remain fairly consistent

Entire Sample Combined							
	2014 Actual Short-Term Incentive/Bonus Granted (as % of Total Base Salaries)		2015 Short-Term Incentive/Bonus Budgeted (as % of Total Base Salaries)		2016 Short-Term Incentive/Bonus Projected (as % of Total Base Salaries)		# of Responses
	Average	Median	Average	Median	Average	Median	
Executive	38.5%	35.0%	38.5%	36.0%	38.5%	36.5%	181
Management, Excluding Executives	18.7%	18.0%	18.7%	18.0%	18.9%	18.0%	237
Professional/Client Management	11.7%	10.0%	11.5%	10.0%	11.8%	10.0%	223
Technical/Business Support	7.3%	5.8%	7.3%	6.0%	7.3%	5.8%	182
Production/Manual Labor	6.6%	5.0%	6.2%	5.0%	6.2%	5.0%	79

Executive Summary

Salary Increase Budgets and Range Increases

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



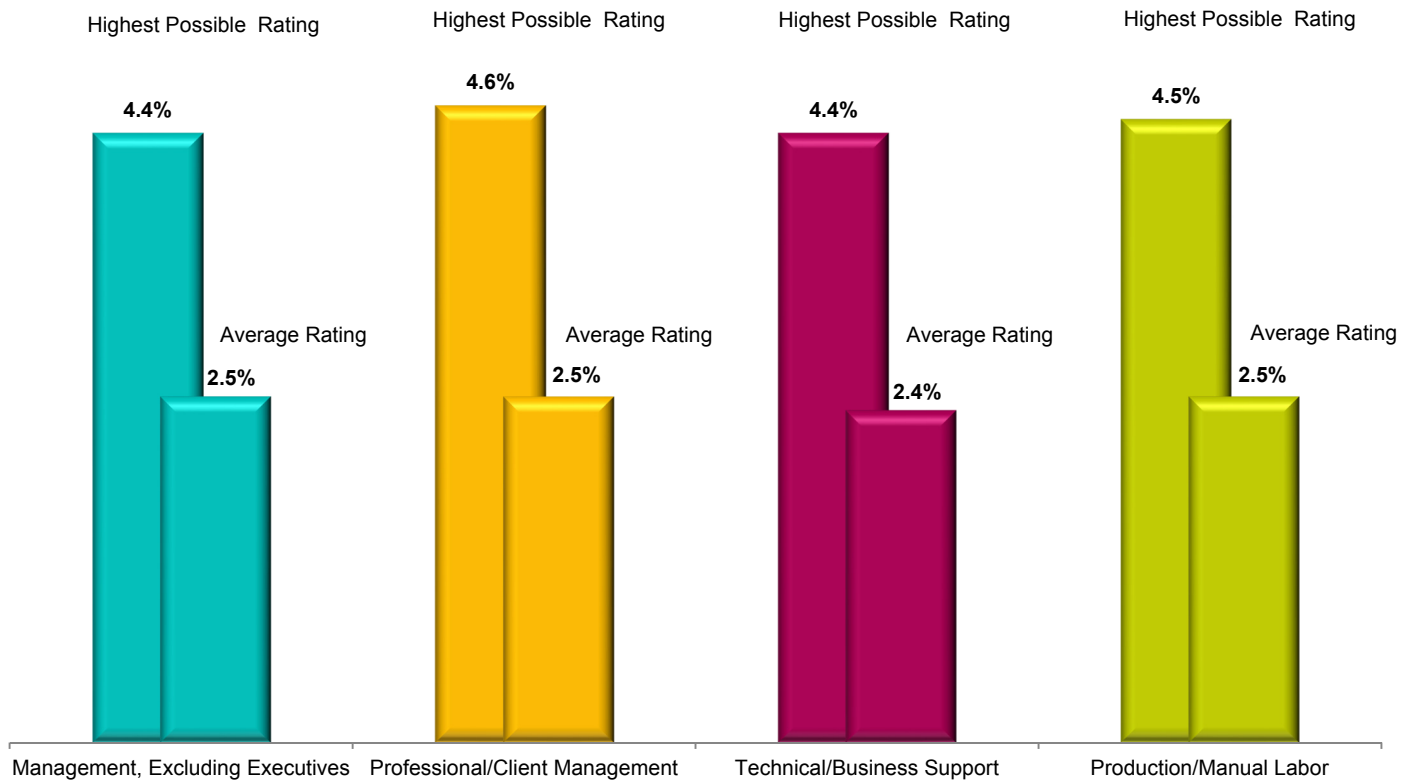
- Average increases to salary range midpoints are detailed below (where companies adjusted range midpoints)

Entire Sample Combined						
	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 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	2.2%	119	2.1%	110	2.1%	125
Management, Excluding Executives	2.2%	221	2.1%	211	2.1%	220
Professional/Client Management	2.2%	224	2.2%	215	2.1%	220
Technical/Business Support	2.2%	214	2.1%	210	2.1%	212
Production/Manual Labor	2.3%	96	2.1%	92	2.1%	94

Executive Summary

Salary Increase Budgets and Range Increases (continued)

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



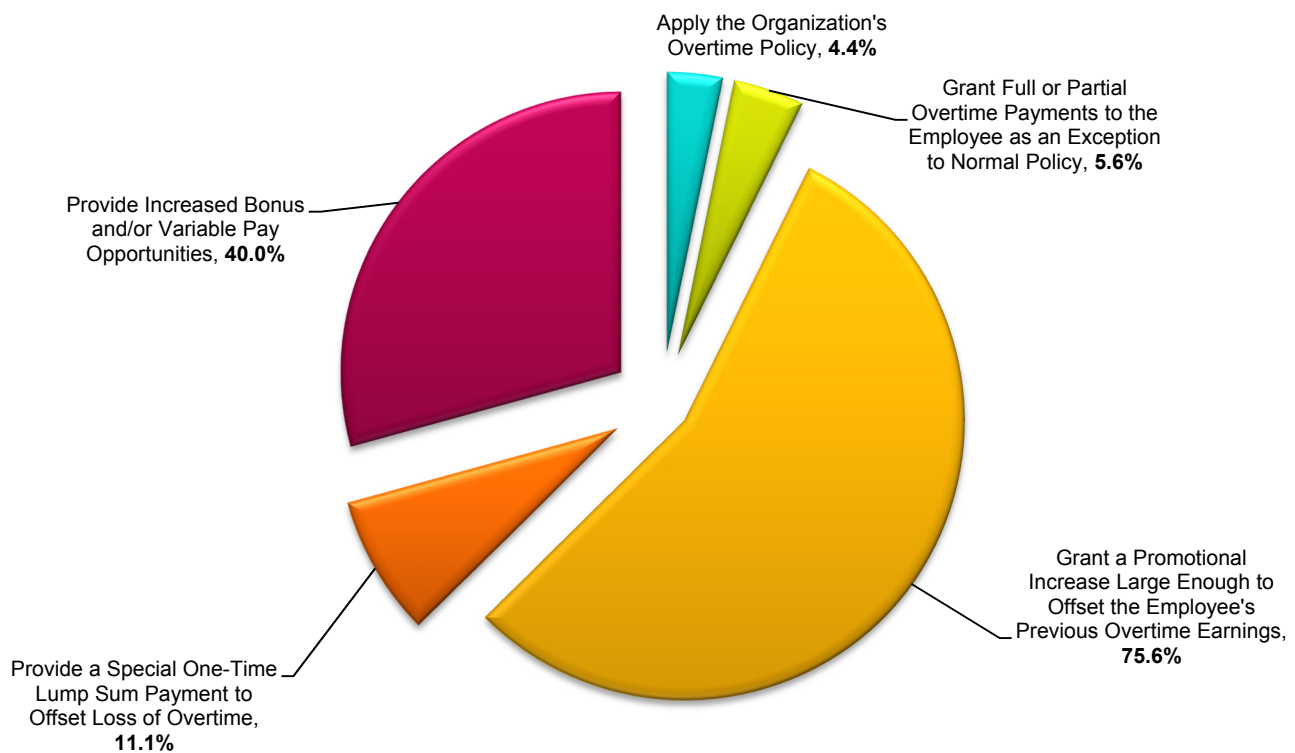
Executive Summary

Promotional Increases

- 20.3% 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%	64

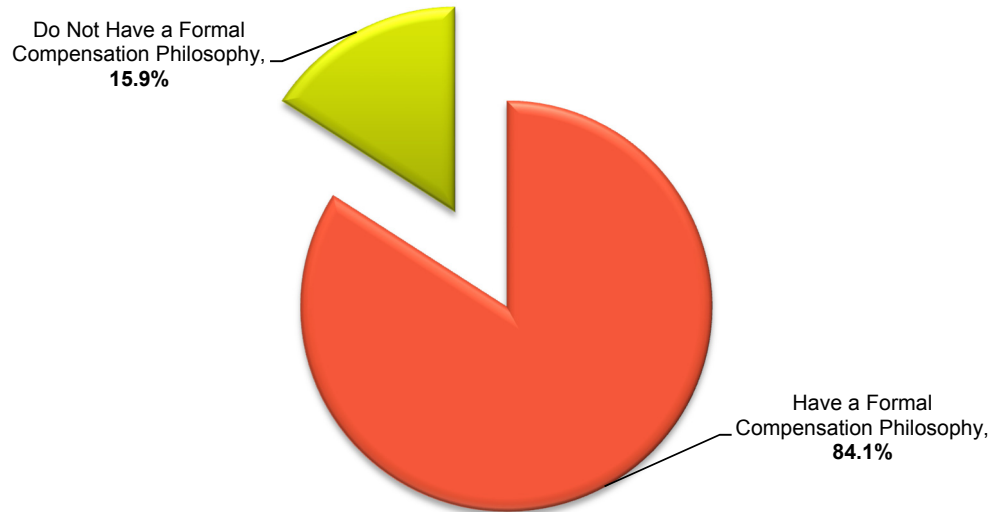
- Granting a promotional increase large enough to offset the employee's previous overtime earnings is the most prevalent method used to compensate for the loss of overtime and/or potential decrease in total cash compensation when promoted from an overtime eligible position to a non-overtime eligible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



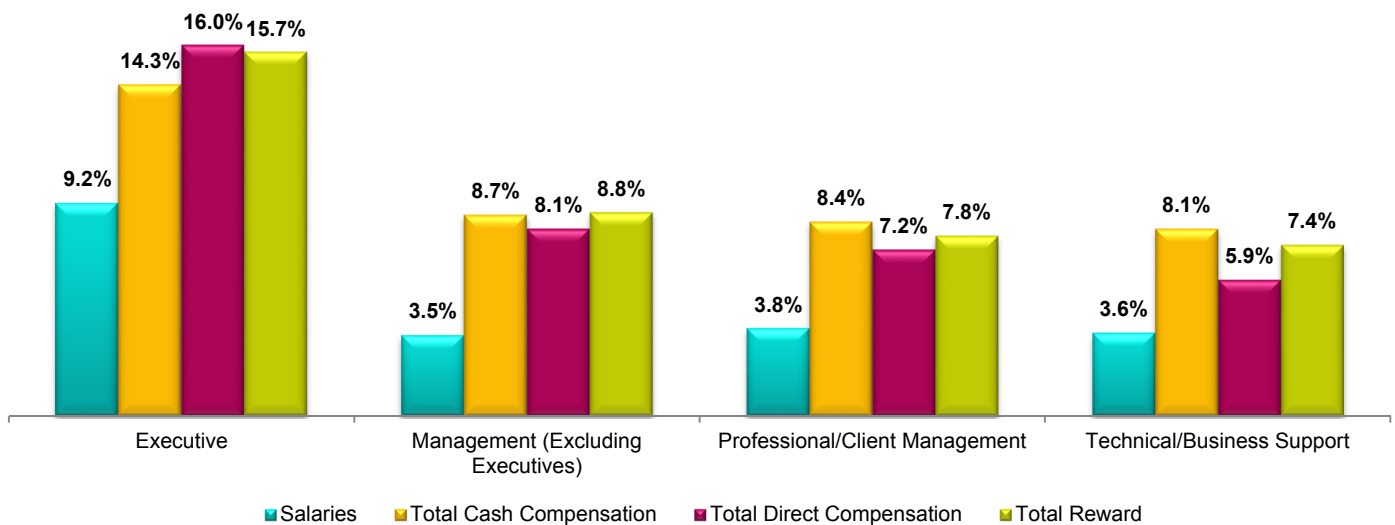
Executive Summary

Compensation Philosophies

- 84.1% of participating organizations have a formal compensation philosophy in place



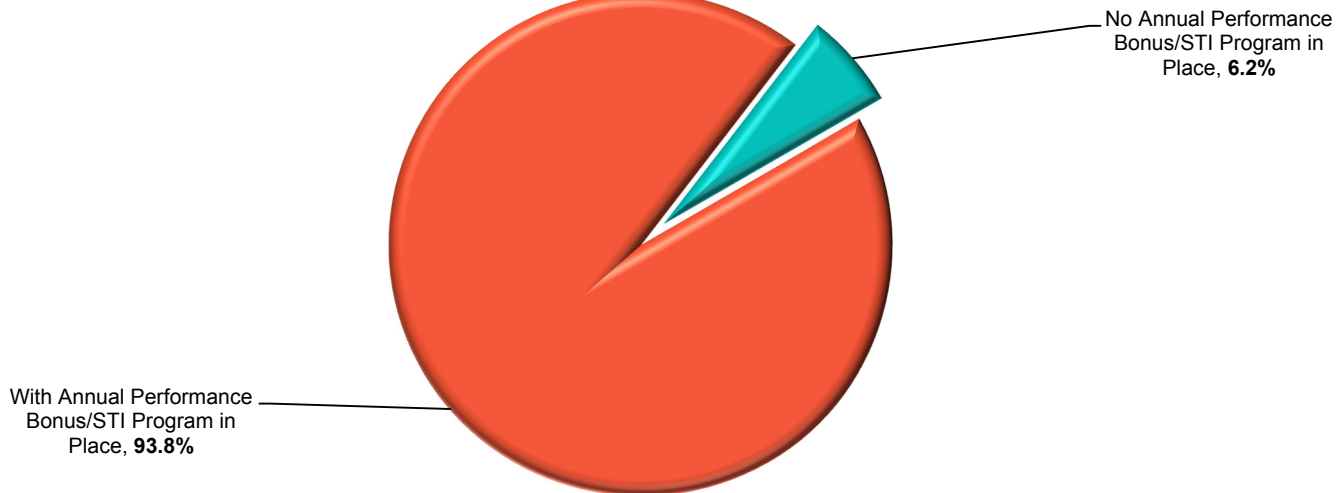
- While the majority of organizations target their compensation programs "At Market (50th Percentile)", 6.3% of organizations responding target total reward at "Well Above Market (at or above 75th Percentile)" for all four employee groups depicted below



Executive Summary

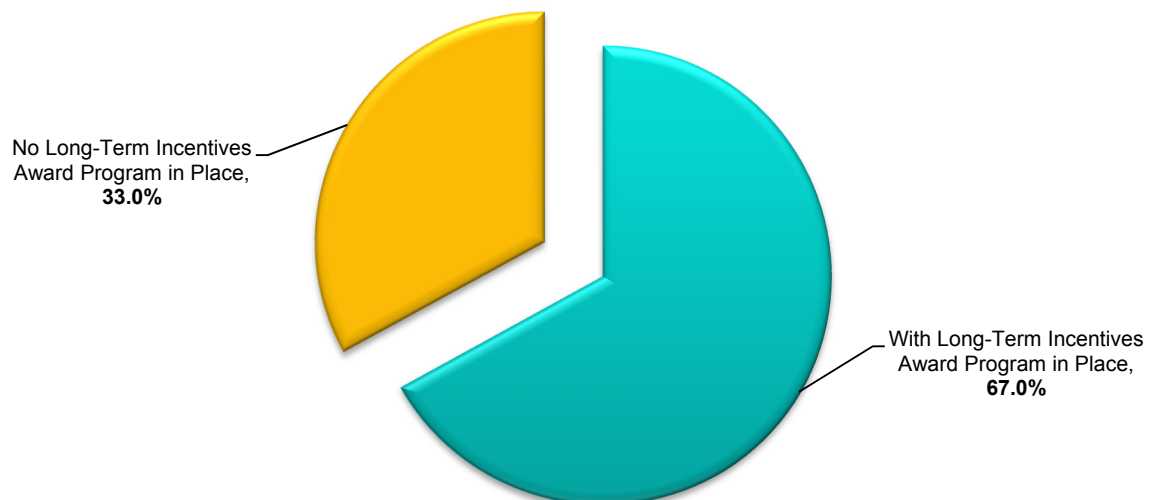
Variable Pay

- The vast majority (93.8%) of participating organizations reported that they have an annual performance bonus/short-term incentive award program in place



Long-Term Incentives

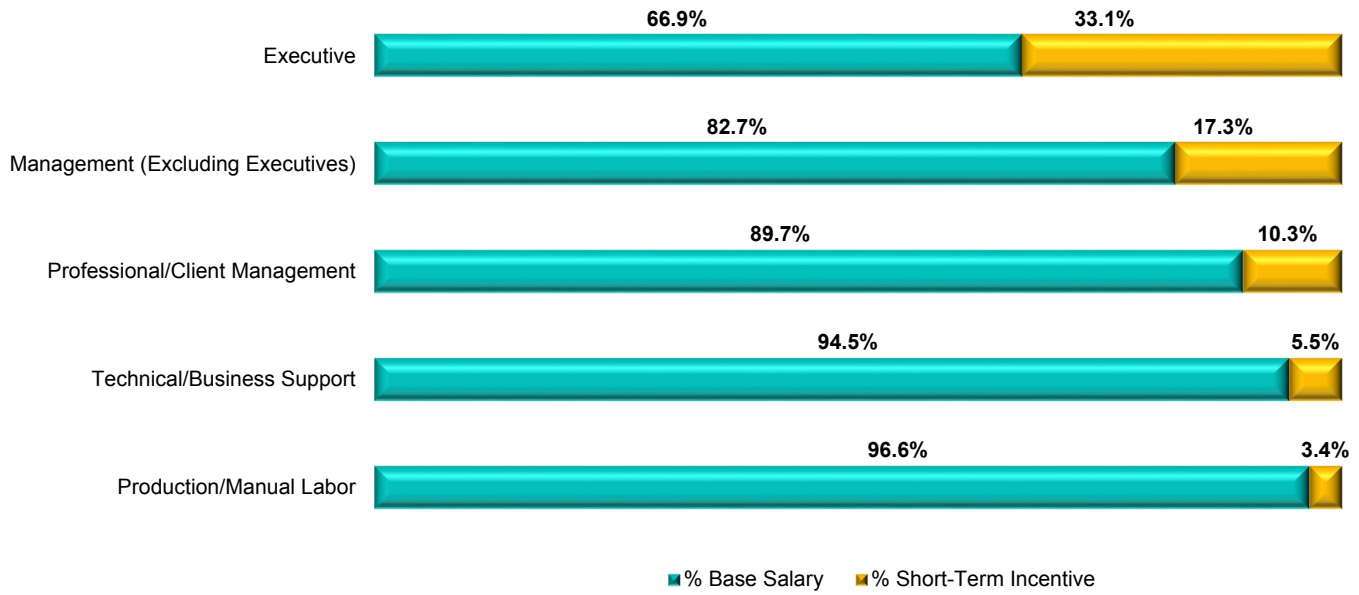
- Two-thirds (67.0%) of participating organizations reported that they have a long-term incentives award program in place



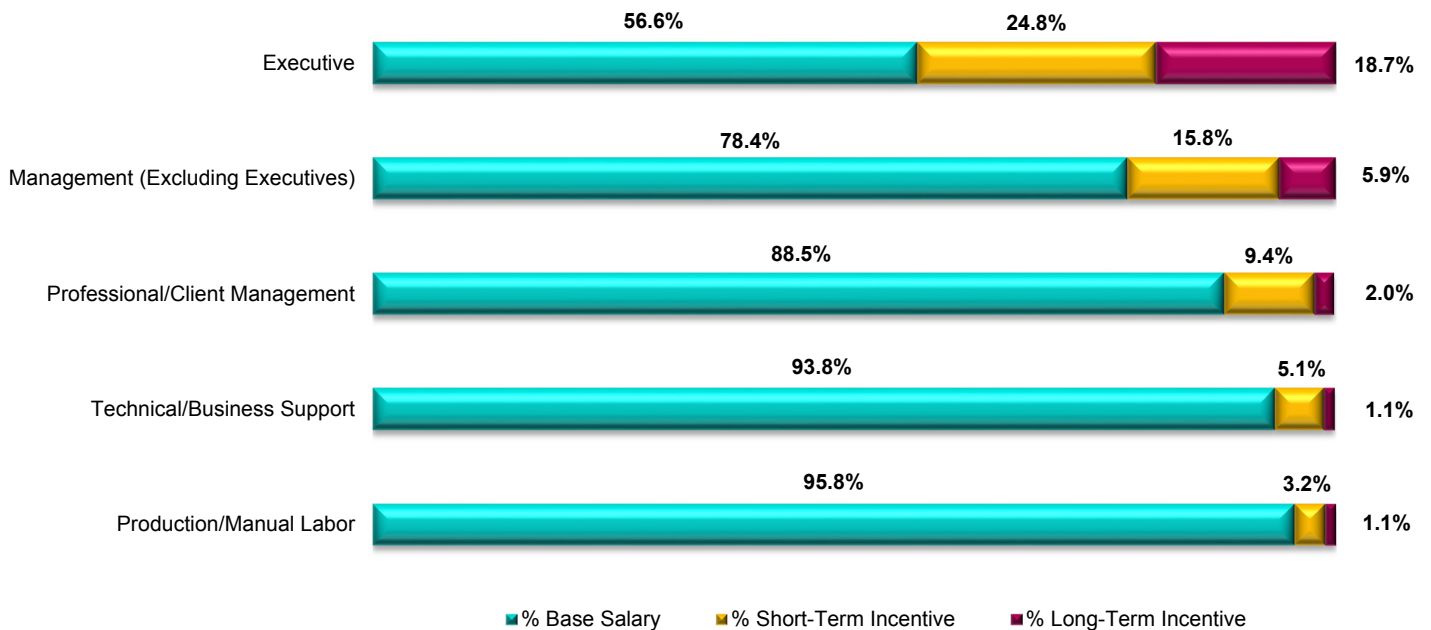
Executive Summary

Target Total Reward Mix

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



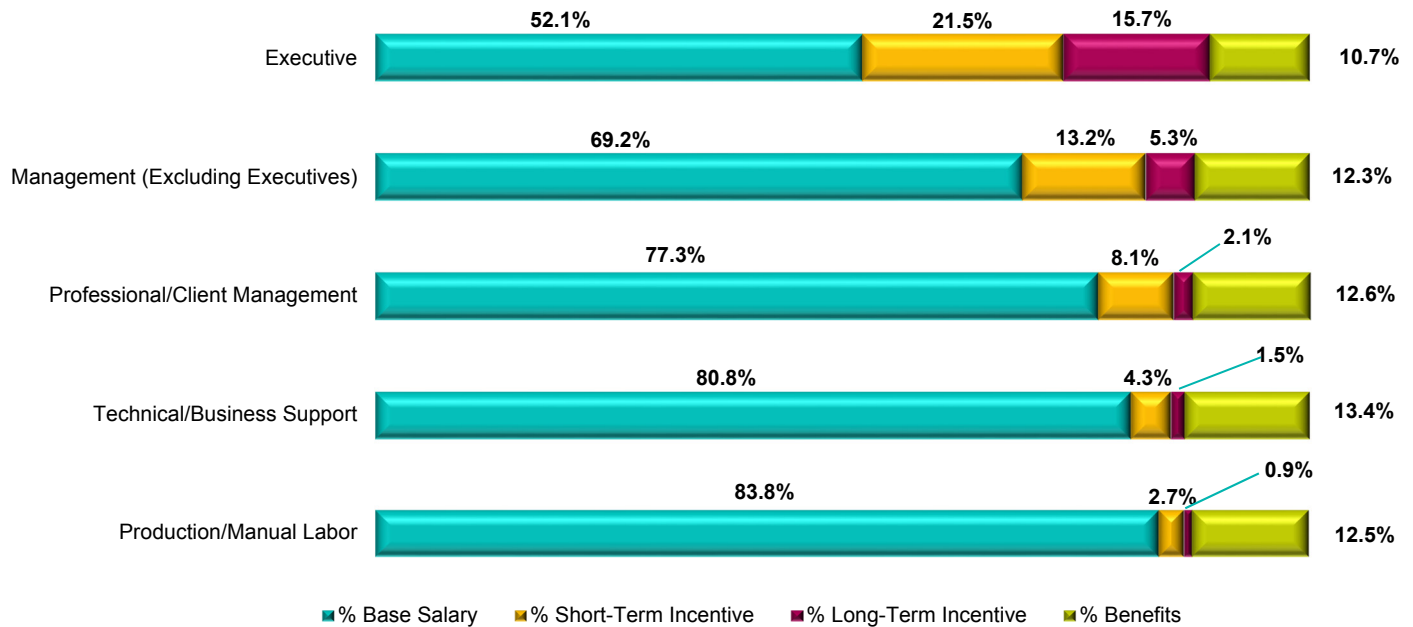
- The elements comprising average total direct compensation are depicted below for the five employee groups surveyed.



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

	2014			2015			2016		
	# of Resp.	% of Resp.	# of Orgs	# of Resp.	% of Resp.	# of Orgs	# of Resp.	% of Resp.	# of Orgs
Entire Sample Combined									
Executive	336	86.2%	390	324	83.3%	389	332	87.6%	379
Management (Excluding Executives)	398	95.7%	416	378	91.5%	413	377	94.5%	399
Professional/Client Management	401	96.2%	417	386	93.0%	415	380	94.8%	401
Technical/Business Support	395	95.2%	415	379	92.0%	412	375	94.0%	399
Production/Manual Labor	276	86.3%	320	267	84.0%	318	267	86.7%	308
Profit Status									
For-Profit Organizations									
Executive	301	87.0%	346	296	85.5%	346	298	88.4%	337
Management (Excluding Executives)	358	96.5%	371	345	93.5%	369	340	95.5%	356
Professional/Client Management	360	96.8%	372	351	94.6%	371	342	95.5%	358
Technical/Business Support	356	95.7%	372	344	93.2%	369	338	94.4%	358
Production/Manual Labor	253	87.2%	290	245	85.1%	288	245	87.5%	280
Not-For-Profit Organizations									
Executive	35	79.5%	44	28	65.1%	43	34	81.0%	42
Management (Excluding Executives)	40	88.9%	45	33	75.0%	44	37	86.0%	43
Professional/Client Management	41	91.1%	45	35	79.5%	44	38	88.4%	43
Technical/Business Support	39	90.7%	43	35	81.4%	43	37	90.2%	41
Production/Manual Labor	23	76.7%	30	22	73.3%	30	22	78.6%	28
Industry Sector									
Durable Goods Manufacturing									
Executive	80	86.0%	93	78	84.8%	92	80	87.0%	92
Management (Excluding Executives)	94	94.0%	100	92	93.9%	98	91	94.8%	96
Professional/Client Management	95	93.1%	102	95	94.1%	101	95	96.0%	99
Technical/Business Support	94	92.2%	102	92	92.0%	100	93	93.9%	99
Production/Manual Labor	77	84.6%	91	77	84.6%	91	78	87.6%	89
Non-Durable Goods Manufacturing									
Executive	62	95.4%	65	63	96.9%	65	64	100.0%	64
Management (Excluding Executives)	65	97.0%	67	65	98.5%	66	64	100.0%	64
Professional/Client Management	66	98.5%	67	67	100.0%	67	65	100.0%	65
Technical/Business Support	67	98.5%	68	67	98.5%	68	65	98.5%	66
Production/Manual Labor	58	96.7%	60	58	96.7%	60	58	96.7%	60
High Tech									
Executive	31	91.2%	34	31	93.9%	33	32	94.1%	34
Management (Excluding Executives)	37	100.0%	37	36	97.3%	37	36	100.0%	36
Professional/Client Management	38	97.4%	39	39	100.0%	39	37	100.0%	37
Technical/Business Support	38	97.4%	39	38	100.0%	38	37	97.4%	38
Production/Manual Labor	24	82.8%	29	25	86.2%	29	25	89.3%	28

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)

	2014			2015			2016		
	# of Resp.	% of Resp.	# of Orgs	# of Resp.	% of Resp.	# of Orgs	# of Resp.	% of Resp.	# of Orgs
Industry Sector (continued)									
Energy									
Executive	32	80.0%	40	26	63.4%	41	31	81.6%	38
Management (Excluding Executives)	41	95.3%	43	32	74.4%	43	35	89.7%	39
Professional/Client Management	41	95.3%	43	34	79.1%	43	36	90.0%	40
Technical/Business Support	39	90.7%	43	33	76.7%	43	36	90.0%	40
Production/Manual Labor	29	80.6%	36	25	71.4%	35	27	84.4%	32
Retail and Wholesale Trade									
Executive	36	90.0%	40	39	97.5%	40	36	87.8%	41
Management (Excluding Executives)	45	97.8%	46	45	97.8%	46	44	95.7%	46
Professional/Client Management	44	97.8%	45	44	97.8%	45	42	93.3%	45
Technical/Business Support	44	97.8%	45	44	97.8%	45	42	93.3%	45
Production/Manual Labor	37	92.5%	40	37	92.5%	40	36	90.0%	40
Services									
Executive	116	84.1%	138	110	80.3%	137	111	84.7%	131
Management (Excluding Executives)	141	95.9%	147	131	90.3%	145	129	92.8%	139
Professional/Client Management	142	95.9%	148	135	92.5%	146	130	93.5%	139
Technical/Business Support	140	96.6%	145	133	92.4%	144	128	93.4%	137
Production/Manual Labor	92	86.0%	107	86	81.1%	106	81	81.0%	100
Health Care									
Executive	3	75.0%	4	3	75.0%	4	3	75.0%	4
Management (Excluding Executives)	6	100.0%	6	6	100.0%	6	6	100.0%	6
Professional/Client Management	6	100.0%	6	6	100.0%	6	6	100.0%	6
Technical/Business Support	6	100.0%	6	6	100.0%	6	6	100.0%	6
Production/Manual Labor	5	100.0%	5	5	100.0%	5	5	100.0%	5
Banking and Finance									
Executive	29	80.6%	36	27	75.0%	36	27	77.1%	35
Management (Excluding Executives)	35	94.6%	37	32	86.5%	37	31	86.1%	36
Professional/Client Management	36	97.3%	37	33	89.2%	37	32	88.9%	36
Technical/Business Support	36	97.3%	37	32	88.9%	36	31	88.6%	35
Production/Manual Labor	10	76.9%	13	8	66.7%	12	10	83.3%	12
Insurance									
Executive	15	93.8%	16	15	93.8%	16	16	100.0%	16
Management (Excluding Executives)	15	93.8%	16	15	93.8%	16	16	100.0%	16
Professional/Client Management	16	100.0%	16	16	100.0%	16	16	100.0%	16
Technical/Business Support	15	93.8%	16	16	100.0%	16	16	100.0%	16
Production/Manual Labor	4	80.0%	5	5	100.0%	5	5	100.0%	5

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)

	2014			2015			2016		
	# of Resp.	% of Resp.	# of Orgs	# of Resp.	% of Resp.	# of Orgs	# of Resp.	% of Resp.	# of Orgs
Region									
Eastern Canada									
Executive	49	87.5%	56	48	87.3%	55	51	92.7%	55
Management (Excluding Executives)	54	94.7%	57	53	93.0%	57	55	96.5%	57
Professional/Client Management	55	94.8%	58	55	94.8%	58	56	96.6%	58
Technical/Business Support	55	94.8%	58	55	94.8%	58	56	96.6%	58
Production/Manual Labor	42	91.3%	46	43	93.5%	46	42	91.3%	46
Greater Toronto									
Executive	151	86.3%	175	154	87.5%	176	149	86.6%	172
Management (Excluding Executives)	179	96.2%	186	178	96.2%	185	170	94.4%	180
Professional/Client Management	179	96.8%	185	179	96.8%	185	170	94.4%	180
Technical/Business Support	179	95.7%	187	179	96.2%	186	170	93.4%	182
Production/Manual Labor	113	82.5%	137	116	83.5%	139	112	83.0%	135
Other Ontario									
Executive	40	83.3%	48	44	91.7%	48	42	89.4%	47
Management (Excluding Executives)	51	91.1%	56	54	98.2%	55	51	94.4%	54
Professional/Client Management	52	92.9%	56	54	98.2%	55	52	96.3%	54
Technical/Business Support	49	92.5%	53	51	96.2%	53	49	96.1%	51
Production/Manual Labor	40	88.9%	45	42	93.3%	45	40	90.9%	44
Manitoba/Saskatchewan									
Executive	19	95.0%	20	15	75.0%	20	18	94.7%	19
Management (Excluding Executives)	19	95.0%	20	16	80.0%	20	18	94.7%	19
Professional/Client Management	20	95.2%	21	18	85.7%	21	19	95.0%	20
Technical/Business Support	20	95.2%	21	17	85.0%	20	18	94.7%	19
Production/Manual Labor	12	92.3%	13	9	69.2%	13	11	91.7%	12
Alberta									
Executive	51	83.6%	61	40	66.7%	60	48	84.2%	57
Management (Excluding Executives)	66	98.5%	67	51	77.3%	66	56	93.3%	60
Professional/Client Management	66	98.5%	67	54	81.8%	66	57	93.4%	61
Technical/Business Support	63	95.5%	66	52	80.0%	65	55	91.7%	60
Production/Manual Labor	50	86.2%	58	41	74.5%	55	45	86.5%	52
British Columbia									
Executive	26	86.7%	30	23	76.7%	30	24	82.8%	29
Management (Excluding Executives)	29	96.7%	30	26	86.7%	30	27	93.1%	29
Professional/Client Management	29	96.7%	30	26	86.7%	30	26	92.9%	28
Technical/Business Support	29	96.7%	30	25	83.3%	30	27	93.1%	29
Production/Manual Labor	19	90.5%	21	16	80.0%	20	17	89.5%	19

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)

	2014			2015			2016		
	# of Resp.	% of Resp.	# of Orgs	# of Resp.	% of Resp.	# of Orgs	# of Resp.	% of Resp.	# of Orgs
Organization Size									
Under 300 FTEs									
Executive	103	86.6%	119	106	88.3%	120	104	88.9%	117
Management (Excluding Executives)	130	98.5%	132	127	96.9%	131	125	97.7%	128
Professional/Client Management	132	99.2%	133	128	97.0%	132	125	97.7%	128
Technical/Business Support	127	96.2%	132	123	94.6%	130	122	96.1%	127
Production/Manual Labor	76	80.9%	94	77	82.8%	93	78	85.7%	91
300 to 999 FTEs									
Executive	63	80.8%	78	60	77.9%	77	68	88.3%	77
Management (Excluding Executives)	76	95.0%	80	70	87.5%	80	77	97.5%	79
Professional/Client Management	76	95.0%	80	73	91.3%	80	77	97.5%	79
Technical/Business Support	76	93.8%	81	72	90.0%	80	76	95.0%	80
Production/Manual Labor	61	91.0%	67	58	86.6%	67	61	92.4%	66
1,000 to 4,999 FTEs									
Executive	103	87.3%	118	98	82.4%	119	101	89.4%	113
Management (Excluding Executives)	116	94.3%	123	108	88.5%	122	109	94.0%	116
Professional/Client Management	117	95.1%	123	111	90.2%	123	111	94.9%	117
Technical/Business Support	116	95.1%	122	109	89.3%	122	110	94.8%	116
Production/Manual Labor	87	85.3%	102	83	81.4%	102	86	86.9%	99
5,000 FTEs or More									
Executive	67	89.3%	75	60	82.2%	73	59	81.9%	72
Management (Excluding Executives)	76	93.8%	81	73	91.3%	80	66	86.8%	76
Professional/Client Management	76	93.8%	81	74	92.5%	80	67	87.0%	77
Technical/Business Support	76	95.0%	80	75	93.8%	80	67	88.2%	76
Production/Manual Labor	52	91.2%	57	49	87.5%	56	42	80.8%	52

Salary Increase Budgets and Range Increases

Type of Salary Review

TYPE OF SALARY REVIEW

	Fixed/Focal	Multiple	Rolling	# of Responses
Entire Sample Combined	92.6%	6.2%	1.2%	419
Profit Status				
For-Profit Organizations	93.3%	5.6%	1.1%	374
Not-For-Profit Organizations	86.7%	11.1%	2.2%	45
Industry Sector				
Durable Goods Manufacturing	91.1%	5.9%	3.0%	101
Non-Durable Goods Manufacturing	92.6%	7.4%	0.0%	68
High Tech	94.9%	5.1%	0.0%	39
Energy	97.7%	2.3%	0.0%	43
Retail and Wholesale Trade	91.3%	8.7%	0.0%	46
Services	91.9%	6.1%	2.0%	148
Health Care	100.0%	0.0%	0.0%	6
Banking and Finance	94.7%	5.3%	0.0%	38
Insurance	93.8%	6.3%	0.0%	16
Region				
Eastern Canada	89.8%	8.5%	1.7%	59
Greater Toronto	93.0%	5.9%	1.1%	187
Other Ontario	89.1%	9.1%	1.8%	55
Manitoba/Saskatchewan	90.5%	4.8%	4.8%	21
Alberta	94.0%	6.0%	0.0%	67
British Columbia	100.0%	0.0%	0.0%	30
Organization Size				
Under 300 FTEs	95.5%	4.5%	0.0%	134
300 to 999 FTEs	88.9%	9.9%	1.2%	81
1,000 to 4,999 FTEs	93.4%	4.9%	1.6%	122
5,000 FTEs or More	90.2%	7.3%	2.4%	82

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.
Entire Sample Combined	25.0%	4.1%	16.2%	31.7%	2.1%	3.1%	8.0%	0.8%	1.5%	3.4%	2.1%	2.1%	388
Profit Status													
For-Profit Organizations	23.8%	4.6%	16.9%	32.1%	2.3%	2.3%	8.0%	0.9%	1.4%	3.2%	2.3%	2.3%	349
Not-For-Profit Organizations	35.9%	0.0%	10.3%	28.2%	0.0%	10.3%	7.7%	0.0%	2.6%	5.1%	0.0%	0.0%	39
Industry Sector													
Durable Goods Manufacturing	18.5%	4.3%	14.1%	33.7%	3.3%	5.4%	5.4%	0.0%	2.2%	3.3%	3.3%	6.5%	92
Non-Durable Goods Manufacturing	9.5%	1.6%	15.9%	46.0%	1.6%	1.6%	9.5%	1.6%	3.2%	4.8%	3.2%	1.6%	63
High Tech	13.5%	5.4%	18.9%	29.7%	0.0%	2.7%	16.2%	0.0%	0.0%	5.4%	2.7%	5.4%	37
Energy	35.7%	2.4%	23.8%	28.6%	2.4%	2.4%	2.4%	0.0%	0.0%	2.4%	0.0%	0.0%	42
Retail and Wholesale Trade	23.8%	2.4%	21.4%	33.3%	2.4%	2.4%	9.5%	2.4%	0.0%	0.0%	2.4%	0.0%	42
Services	22.1%	3.7%	17.6%	26.5%	1.5%	2.2%	13.2%	1.5%	2.2%	5.1%	2.2%	2.2%	136
Health Care	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
Banking and Finance	41.7%	8.3%	16.7%	22.2%	0.0%	5.6%	2.8%	0.0%	0.0%	0.0%	2.8%	0.0%	36
Insurance	46.7%	6.7%	13.3%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	15
Region													
Eastern Canada	35.8%	5.7%	15.1%	24.5%	3.8%	3.8%	1.9%	0.0%	0.0%	7.5%	0.0%	1.9%	53
Greater Toronto	20.1%	2.9%	16.1%	35.6%	1.7%	3.4%	8.6%	0.6%	1.7%	3.4%	3.4%	2.3%	174
Other Ontario	20.4%	2.0%	24.5%	28.6%	0.0%	2.0%	12.2%	2.0%	2.0%	0.0%	2.0%	4.1%	49
Manitoba/Saskatchewan	57.9%	5.3%	5.3%	10.5%	0.0%	10.5%	5.3%	0.0%	0.0%	0.0%	0.0%	5.3%	19
Alberta	19.0%	7.9%	19.0%	36.5%	3.2%	0.0%	6.3%	1.6%	3.2%	1.6%	1.6%	0.0%	63
British Columbia	33.3%	3.3%	6.7%	30.0%	3.3%	3.3%	13.3%	0.0%	0.0%	6.7%	0.0%	0.0%	30
Organization Size													
Under 300 FTEs	22.7%	5.5%	14.8%	29.7%	1.6%	2.3%	10.9%	0.0%	1.6%	3.1%	3.9%	3.9%	128
300 to 999 FTEs	26.4%	4.2%	18.1%	31.9%	1.4%	2.8%	6.9%	0.0%	2.8%	2.8%	2.8%	0.0%	72
1,000 to 4,999 FTEs	25.4%	2.6%	18.4%	36.8%	1.8%	1.8%	6.1%	1.8%	0.9%	1.8%	0.9%	1.8%	114
5,000 FTEs or More	27.0%	4.1%	13.5%	27.0%	4.1%	6.8%	6.8%	1.4%	1.4%	6.8%	0.0%	1.4%	74

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.
Entire Sample Combined													
Executive	40.0%	0.0%	16.0%	20.0%	0.0%	0.0%	12.0%	4.0%	0.0%	0.0%	4.0%	4.0%	25
Management (Excluding Executives)	23.1%	3.8%	23.1%	26.9%	0.0%	0.0%	7.7%	3.8%	0.0%	0.0%	7.7%	3.8%	26
Professional/Client Management	28.0%	4.0%	24.0%	28.0%	0.0%	0.0%	4.0%	4.0%	0.0%	4.0%	4.0%	0.0%	25
Technical/Business Support	25.0%	4.2%	25.0%	29.2%	0.0%	0.0%	8.3%	4.2%	0.0%	0.0%	4.2%	0.0%	24
Production/Manual Labor	36.8%	0.0%	21.1%	21.1%	5.3%	0.0%	10.5%	0.0%	0.0%	0.0%	0.0%	5.3%	19
Profit Status													
For-Profit Organizations													
Executive	40.0%	0.0%	20.0%	20.0%	0.0%	0.0%	10.0%	5.0%	0.0%	0.0%	5.0%	0.0%	20
Management (Excluding Executives)	23.8%	0.0%	28.6%	23.8%	0.0%	0.0%	9.5%	4.8%	0.0%	0.0%	9.5%	0.0%	21
Professional/Client Management	28.6%	0.0%	28.6%	23.8%	0.0%	0.0%	4.8%	4.8%	0.0%	4.8%	4.8%	0.0%	21
Technical/Business Support	20.0%	5.0%	30.0%	25.0%	0.0%	0.0%	10.0%	5.0%	0.0%	0.0%	5.0%	0.0%	20
Production/Manual Labor	33.3%	0.0%	26.7%	13.3%	6.7%	0.0%	13.3%	0.0%	0.0%	0.0%	0.0%	6.7%	15
Not-For-Profit Organizations													
Executive	40.0%	0.0%	0.0%	20.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	20.0%	5
Management (Excluding Executives)	20.0%	20.0%	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	5
Professional/Client Management	25.0%	25.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4
Technical/Business Support	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4
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%	4
Industry Sector													
Durable Goods Manufacturing													
Executive	50.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	6
Management (Excluding Executives)	16.7%	0.0%	50.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	6
Professional/Client Management	33.3%	0.0%	50.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6
Technical/Business Support	16.7%	16.7%	50.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6
Production/Manual Labor	50.0%	0.0%	16.7%	16.7%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	6
Non-Durable Goods Manufacturing													
Executive	40.0%	0.0%	0.0%	20.0%	0.0%	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5
Management (Excluding Executives)	40.0%	0.0%	0.0%	20.0%	0.0%	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5
Professional/Client Management	40.0%	0.0%	0.0%	20.0%	0.0%	0.0%	20.0%	0.0%	0.0%	20.0%	0.0%	0.0%	5
Technical/Business Support	40.0%	0.0%	20.0%	0.0%	0.0%	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5
Production/Manual Labor	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	25.0%	4
High Tech													
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%	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%	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2
Energy													
Executive	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1
Management (Excluding Executives)	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1
Professional/Client Management	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1
Technical/Business Support	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1
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%	1

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.
Industry Sector (continued)													
Retail and Wholesale Trade													
Executive	0.0%	0.0%	66.7%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Management (Excluding Executives)	0.0%	0.0%	75.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4
Professional/Client Management	0.0%	0.0%	75.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	4
Technical/Business Support	0.0%	0.0%	66.7%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Production/Manual Labor	0.0%	0.0%	33.3%	0.0%	33.3%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Services													
Executive	33.3%	0.0%	0.0%	33.3%	0.0%	0.0%	11.1%	11.1%	0.0%	0.0%	0.0%	11.1%	9
Management (Excluding Executives)	33.3%	0.0%	0.0%	44.4%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	11.1%	9
Professional/Client Management	25.0%	0.0%	0.0%	62.5%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	8
Technical/Business Support	25.0%	0.0%	0.0%	62.5%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	8
Production/Manual Labor	60.0%	0.0%	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5
Health Care													
Executive	---	---	---	---	---	---	---	---	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	---	---	---	---	---	---	---	---	0
Professional/Client Management	---	---	---	---	---	---	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	---	---	---	---	---	---	0
Banking and Finance													
Executive	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
Management (Excluding Executives)	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	2
Professional/Client Management	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	2
Technical/Business Support	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	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%	1
Insurance													
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	100.0%	0.0%	0.0%	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%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1
Production/Manual Labor	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1
Region													
Eastern Canada													
Executive	60.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	5
Management (Excluding Executives)	60.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	5
Professional/Client Management	80.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5
Technical/Business Support	60.0%	20.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5
Production/Manual Labor	40.0%	0.0%	40.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5
Greater Toronto													
Executive	36.4%	0.0%	27.3%	18.2%	0.0%	0.0%	18.2%	0.0%	0.0%	0.0%	0.0%	0.0%	11
Management (Excluding Executives)	27.3%	0.0%	27.3%	27.3%	0.0%	0.0%	18.2%	0.0%	0.0%	0.0%	0.0%	0.0%	11
Professional/Client Management	18.2%	0.0%	27.3%	36.4%	0.0%	0.0%	9.1%	0.0%	0.0%	9.1%	0.0%	0.0%	11
Technical/Business Support	18.2%	0.0%	36.4%	27.3%	0.0%	0.0%	18.2%	0.0%	0.0%	0.0%	0.0%	0.0%	11
Production/Manual Labor	12.5%	0.0%	25.0%	12.5%	12.5%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	12.5%	8

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.
Region (continued)													
Other Ontario													
Executive	25.0%	0.0%	25.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4
Management (Excluding Executives)	0.0%	0.0%	60.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5
Professional/Client Management	20.0%	0.0%	60.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5
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%	4
Production/Manual Labor	75.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4
Manitoba/Saskatchewan													
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	1
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	1
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	1
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	1
Production/Manual Labor	---	---	---	---	---	---	---	---	---	---	---	---	0
Alberta													
Executive	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	25.0%	4
Management (Excluding Executives)	0.0%	25.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	25.0%	4
Professional/Client Management	0.0%	33.3%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	3
Technical/Business Support	33.3%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	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
British Columbia													
Executive	---	---	---	---	---	---	---	---	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	---	---	---	---	---	---	---	---	0
Professional/Client Management	---	---	---	---	---	---	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	---	---	---	---	---	---	0

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.
Organization Size													
Under 300 FTEs													
Executive	60.0%	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5
Management (Excluding Executives)	16.7%	0.0%	50.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6
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%	6
Technical/Business Support	0.0%	0.0%	60.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5
Production/Manual Labor	25.0%	0.0%	25.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4
Overall													
300 to 999 FTEs													
Executive	37.5%	0.0%	25.0%	25.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	8
Management (Excluding Executives)	37.5%	0.0%	25.0%	25.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	8
Professional/Client Management	50.0%	0.0%	25.0%	12.5%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	8
Technical/Business Support	37.5%	0.0%	25.0%	25.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	8
Production/Manual Labor	33.3%	0.0%	16.7%	16.7%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	16.7%	6
Overall													
1,000 to 4,999 FTEs													
Executive	50.0%	0.0%	0.0%	16.7%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	16.7%	0.0%	6
Management (Excluding Executives)	16.7%	16.7%	0.0%	16.7%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	33.3%	0.0%	6
Professional/Client Management	33.3%	16.7%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	16.7%	0.0%	6
Technical/Business Support	33.3%	16.7%	0.0%	16.7%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	16.7%	0.0%	6
Production/Manual Labor	60.0%	0.0%	20.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5
Overall													
5,000 FTEs or More													
Executive	16.7%	0.0%	16.7%	16.7%	0.0%	0.0%	16.7%	16.7%	0.0%	0.0%	0.0%	16.7%	6
Management (Excluding Executives)	16.7%	0.0%	16.7%	33.3%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	16.7%	6
Professional/Client Management	20.0%	0.0%	20.0%	40.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	5
Technical/Business Support	20.0%	0.0%	20.0%	40.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	5
Production/Manual Labor	25.0%	0.0%	25.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4
Overall													

Salary Increase Budgets and Range Increases

Prevalence of Salary Increases

PERCENT OF EMPLOYEES WHO RECEIVED 2014 SALARY INCREASES IN ORGANIZATIONS THAT GRANTED INCREASES

	25th Percentile	Median	75th Percentile	Average	# of Responses
Entire Sample Combined					
Executive	95.0%	100.0%	100.0%	91.5%	258
Management (Excluding Executives)	91.0%	99.0%	100.0%	92.6%	321
Professional/Client Management	90.0%	97.0%	100.0%	91.1%	324
Technical/Business Support	91.3%	98.0%	100.0%	92.7%	308
Production/Manual Labor	95.0%	99.0%	100.0%	93.6%	199
Overall	90.0%	96.0%	100.0%	89.7%	335
Profit Status					
For-Profit Organizations					
Executive	95.0%	100.0%	100.0%	92.3%	225
Management (Excluding Executives)	91.3%	99.0%	100.0%	92.9%	284
Professional/Client Management	90.0%	97.0%	100.0%	91.0%	287
Technical/Business Support	91.0%	98.0%	100.0%	93.1%	272
Production/Manual Labor	94.0%	99.0%	100.0%	93.6%	181
Overall	89.0%	95.0%	100.0%	89.6%	298
Not-For-Profit Organizations					
Executive	91.0%	100.0%	100.0%	85.9%	33
Management (Excluding Executives)	90.5%	98.0%	100.0%	90.4%	37
Professional/Client Management	90.0%	99.0%	100.0%	92.0%	37
Technical/Business Support	95.0%	99.0%	100.0%	89.3%	36
Production/Manual Labor	97.8%	100.0%	100.0%	93.8%	18
Overall	92.5%	98.0%	100.0%	90.4%	37
Industry Sector					
Durable Goods Manufacturing					
Executive	95.8%	100.0%	100.0%	91.2%	62
Management (Excluding Executives)	94.0%	99.0%	100.0%	93.3%	79
Professional/Client Management	91.0%	98.5%	100.0%	92.0%	80
Technical/Business Support	92.0%	98.0%	100.0%	93.6%	77
Production/Manual Labor	93.0%	99.0%	100.0%	91.8%	56
Overall	90.0%	96.0%	100.0%	91.3%	82
Non-Durable Goods Manufacturing					
Executive	96.5%	100.0%	100.0%	96.2%	54
Management (Excluding Executives)	95.0%	99.0%	100.0%	96.5%	59
Professional/Client Management	93.0%	98.0%	100.0%	94.4%	61
Technical/Business Support	95.0%	99.0%	100.0%	96.1%	61
Production/Manual Labor	95.0%	100.0%	100.0%	97.0%	50
Overall	92.0%	98.0%	100.0%	94.5%	62
High Tech					
Executive	98.0%	100.0%	100.0%	95.4%	14
Management (Excluding Executives)	90.0%	96.0%	100.0%	90.6%	21
Professional/Client Management	80.3%	91.0%	100.0%	85.6%	22
Technical/Business Support	90.0%	96.0%	100.0%	93.1%	21
Production/Manual Labor	90.0%	100.0%	100.0%	91.8%	11
Overall	76.5%	90.0%	98.5%	83.2%	24

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Salary Increase Budgets and Range Increases

Prevalence of Salary Increases (continued)

PERCENT OF EMPLOYEES WHO RECEIVED 2014 SALARY INCREASES IN ORGANIZATIONS THAT GRANTED INCREASES (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Industry Sector (continued)					
Energy					
Executive	100.0%	100.0%	100.0%	92.9%	29
Management (Excluding Executives)	95.0%	100.0%	100.0%	93.6%	39
Professional/Client Management	95.0%	100.0%	100.0%	92.5%	39
Technical/Business Support	96.5%	100.0%	100.0%	94.8%	37
Production/Manual Labor	100.0%	100.0%	100.0%	99.5%	24
Overall	95.0%	99.0%	100.0%	92.5%	39
Retail and Wholesale Trade					
Executive	95.0%	100.0%	100.0%	93.5%	28
Management (Excluding Executives)	85.5%	95.0%	99.8%	89.8%	32
Professional/Client Management	79.5%	95.0%	99.8%	88.1%	32
Technical/Business Support	85.5%	95.0%	98.8%	89.0%	28
Production/Manual Labor	87.3%	95.0%	100.0%	92.3%	26
Overall	79.0%	95.0%	99.0%	85.7%	35
Services					
Executive	91.0%	100.0%	100.0%	90.6%	75
Management (Excluding Executives)	90.0%	97.0%	100.0%	90.6%	97
Professional/Client Management	90.0%	97.0%	100.0%	89.1%	97
Technical/Business Support	88.3%	97.0%	100.0%	89.6%	92
Production/Manual Labor	90.0%	98.5%	100.0%	90.5%	58
Overall	85.8%	95.0%	99.0%	86.0%	102
Health Care					
Executive	---	99.0%	---	99.0%	2
Management (Excluding Executives)	91.0%	98.0%	98.5%	95.4%	5
Professional/Client Management	86.0%	95.0%	98.5%	92.8%	5
Technical/Business Support	81.8%	97.0%	98.8%	92.5%	4
Production/Manual Labor	---	98.0%	---	98.0%	3
Overall	87.0%	96.0%	98.5%	93.4%	5
Banking and Finance					
Executive	72.0%	93.0%	100.0%	79.5%	22
Management (Excluding Executives)	81.8%	94.5%	98.8%	87.3%	32
Professional/Client Management	85.0%	91.0%	99.0%	87.4%	32
Technical/Business Support	85.0%	93.0%	99.0%	88.7%	31
Production/Manual Labor	83.3%	94.5%	98.3%	92.0%	4
Overall	86.0%	92.0%	96.8%	87.4%	32
Insurance					
Executive	81.5%	100.0%	100.0%	85.8%	13
Management (Excluding Executives)	93.0%	99.0%	100.0%	94.2%	13
Professional/Client Management	82.5%	96.5%	100.0%	87.8%	14
Technical/Business Support	92.0%	95.0%	100.0%	92.8%	13
Production/Manual Labor	53.8%	97.5%	100.0%	83.8%	4
Overall	82.3%	95.5%	100.0%	87.3%	14

Table continues on next page.

Salary Increase Budgets and Range Increases

Prevalence of Salary Increases (continued)

PERCENT OF EMPLOYEES WHO RECEIVED 2014 SALARY INCREASES IN ORGANIZATIONS THAT GRANTED INCREASES (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Region					
Eastern Canada					
Executive	94.5%	100.0%	100.0%	93.1%	37
Management (Excluding Executives)	93.0%	99.0%	100.0%	94.3%	43
Professional/Client Management	92.5%	98.0%	100.0%	94.9%	44
Technical/Business Support	92.0%	98.0%	100.0%	95.1%	44
Production/Manual Labor	95.0%	100.0%	100.0%	95.5%	29
Overall	90.0%	95.0%	100.0%	91.6%	46
Greater Toronto					
Executive	91.0%	100.0%	100.0%	86.5%	107
Management (Excluding Executives)	87.0%	95.0%	100.0%	88.6%	133
Professional/Client Management	83.5%	95.0%	100.0%	87.3%	133
Technical/Business Support	86.0%	95.5%	100.0%	88.7%	126
Production/Manual Labor	92.5%	99.0%	100.0%	91.9%	77
Overall	82.0%	95.0%	99.0%	86.2%	137
Other Ontario					
Executive	95.0%	100.0%	100.0%	94.9%	31
Management (Excluding Executives)	94.3%	97.0%	100.0%	95.9%	44
Professional/Client Management	90.0%	96.0%	100.0%	93.3%	45
Technical/Business Support	94.0%	97.0%	100.0%	94.9%	42
Production/Manual Labor	93.0%	95.0%	100.0%	90.8%	33
Overall	90.8%	95.5%	100.0%	92.2%	46
Manitoba/Saskatchewan					
Executive	96.0%	100.0%	100.0%	96.7%	15
Management (Excluding Executives)	99.0%	100.0%	100.0%	99.2%	16
Professional/Client Management	97.5%	100.0%	100.0%	94.4%	17
Technical/Business Support	95.5%	100.0%	100.0%	98.1%	16
Production/Manual Labor	99.0%	100.0%	100.0%	99.4%	8
Overall	95.5%	100.0%	100.0%	95.2%	17
Alberta					
Executive	99.0%	100.0%	100.0%	95.2%	47
Management (Excluding Executives)	95.0%	100.0%	100.0%	94.6%	63
Professional/Client Management	94.0%	99.0%	100.0%	92.9%	63
Technical/Business Support	95.0%	99.0%	100.0%	95.5%	58
Production/Manual Labor	95.0%	100.0%	100.0%	96.5%	39
Overall	90.0%	98.0%	100.0%	92.2%	65
British Columbia					
Executive	99.0%	100.0%	100.0%	96.7%	21
Management (Excluding Executives)	93.8%	99.5%	100.0%	96.2%	22
Professional/Client Management	94.3%	98.5%	100.0%	94.3%	22
Technical/Business Support	93.5%	99.0%	100.0%	94.6%	22
Production/Manual Labor	92.0%	99.0%	100.0%	94.7%	13
Overall	89.3%	96.0%	99.8%	90.7%	24

Table continues on next page.

Salary Increase Budgets and Range Increases

Prevalence of Salary Increases (continued)

PERCENT OF EMPLOYEES WHO RECEIVED 2014 SALARY INCREASES IN ORGANIZATIONS THAT GRANTED INCREASES (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Organization Size					
Under 300 FTEs					
Executive	100.0%	100.0%	100.0%	98.4%	76
Management (Excluding Executives)	95.0%	100.0%	100.0%	96.1%	104
Professional/Client Management	95.0%	100.0%	100.0%	94.0%	107
Technical/Business Support	95.0%	100.0%	100.0%	96.4%	97
Production/Manual Labor	95.0%	100.0%	100.0%	95.3%	53
Overall	93.8%	98.0%	100.0%	91.9%	110
300 to 999 FTEs					
Executive	95.0%	100.0%	100.0%	87.1%	54
Management (Excluding Executives)	90.0%	99.0%	100.0%	91.3%	67
Professional/Client Management	90.0%	97.0%	100.0%	90.4%	67
Technical/Business Support	91.0%	98.0%	100.0%	91.9%	67
Production/Manual Labor	93.5%	100.0%	100.0%	92.1%	52
Overall	90.0%	96.5%	100.0%	88.9%	70
1,000 to 4,999 FTEs					
Executive	91.0%	100.0%	100.0%	89.2%	79
Management (Excluding Executives)	90.0%	96.0%	100.0%	93.0%	91
Professional/Client Management	90.0%	95.0%	99.0%	91.3%	91
Technical/Business Support	90.0%	95.0%	100.0%	92.6%	88
Production/Manual Labor	93.0%	97.0%	100.0%	93.3%	60
Overall	89.0%	95.0%	99.0%	91.0%	94
5,000 FTEs or More					
Executive	88.0%	100.0%	100.0%	89.2%	49
Management (Excluding Executives)	87.0%	95.0%	100.0%	87.1%	59
Professional/Client Management	83.0%	95.0%	100.0%	86.5%	59
Technical/Business Support	85.3%	96.0%	100.0%	87.0%	56
Production/Manual Labor	94.5%	100.0%	100.0%	93.8%	34
Overall	82.0%	93.0%	99.5%	84.9%	61

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Entire Sample Combined							
Executive	2.9%	2.7%	2.7%	3.1%	3.0%	2.9%	330
Management (Excluding Executives)	2.8%	2.7%	2.7%	3.0%	2.8%	2.9%	385
Professional/Client Management	2.7%	2.6%	2.7%	2.9%	2.8%	2.9%	388
Technical/Business Support	2.7%	2.6%	2.7%	2.9%	2.8%	2.9%	377
Production/Manual Labor	2.6%	2.6%	2.7%	2.8%	2.7%	2.9%	245
Overall	2.7%	2.6%	2.7%	2.9%	2.8%	2.9%	385
Profit Status							
For-Profit Organizations							
Executive	2.9%	2.8%	2.8%	3.1%	3.0%	2.9%	296
Management (Excluding Executives)	2.8%	2.7%	2.8%	3.0%	2.8%	2.9%	346
Professional/Client Management	2.8%	2.7%	2.8%	2.9%	2.8%	2.9%	349
Technical/Business Support	2.8%	2.7%	2.8%	2.9%	2.8%	2.9%	340
Production/Manual Labor	2.6%	2.6%	2.8%	2.8%	2.8%	2.9%	225
Overall	2.8%	2.7%	2.8%	2.9%	2.8%	2.9%	347
Not-For-Profit Organizations							
Executive	2.8%	2.2%	2.3%	3.3%	2.8%	2.6%	34
Management (Excluding Executives)	2.4%	2.4%	2.6%	3.0%	2.9%	3.1%	39
Professional/Client Management	2.4%	2.3%	2.4%	3.0%	2.8%	3.0%	39
Technical/Business Support	2.4%	2.2%	2.4%	2.9%	2.5%	2.8%	37
Production/Manual Labor	2.7%	2.3%	2.5%	3.1%	2.4%	2.9%	20
Overall	2.1%	2.1%	2.3%	2.8%	2.6%	2.8%	38
Industry Sector							
Durable Goods Manufacturing							
Executive	2.8%	2.7%	2.8%	2.9%	2.9%	2.9%	74
Management (Excluding Executives)	2.8%	2.7%	2.7%	2.9%	2.8%	2.8%	90
Professional/Client Management	2.7%	2.7%	2.7%	2.8%	2.8%	2.8%	92
Technical/Business Support	2.7%	2.7%	2.7%	2.8%	2.8%	2.9%	88
Production/Manual Labor	2.6%	2.6%	2.7%	2.7%	2.8%	2.8%	67
Overall	2.7%	2.7%	2.7%	2.8%	2.8%	2.8%	91
Non-Durable Goods Manufacturing							
Executive	2.9%	2.8%	2.9%	3.1%	3.1%	3.0%	62
Management (Excluding Executives)	2.8%	2.8%	2.9%	3.0%	2.9%	3.0%	64
Professional/Client Management	2.8%	2.7%	2.9%	2.9%	2.9%	3.0%	65
Technical/Business Support	2.7%	2.7%	2.9%	2.9%	2.9%	3.0%	65
Production/Manual Labor	2.7%	2.7%	2.8%	2.8%	2.8%	2.9%	54
Overall	2.7%	2.8%	2.9%	2.9%	2.9%	3.0%	65

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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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Industry Sector (continued)							
High Tech							
Executive	2.8%	2.8%	2.7%	3.0%	2.9%	2.9%	27
Management (Excluding Executives)	2.6%	2.8%	2.7%	2.9%	2.9%	2.9%	33
Professional/Client Management	2.5%	2.6%	2.7%	2.7%	2.9%	2.9%	35
Technical/Business Support	2.6%	2.6%	2.8%	2.8%	2.9%	3.0%	33
Production/Manual Labor	2.4%	2.5%	2.7%	2.7%	2.8%	2.9%	22
Overall	2.6%	2.6%	2.7%	2.8%	2.9%	2.9%	34
Energy							
Executive	3.8%	3.3%	2.7%	4.5%	4.0%	2.8%	35
Management (Excluding Executives)	3.4%	2.7%	2.7%	3.9%	3.0%	3.1%	40
Professional/Client Management	3.5%	2.7%	2.8%	3.9%	3.0%	3.1%	41
Technical/Business Support	3.5%	2.7%	2.7%	3.9%	2.8%	3.0%	40
Production/Manual Labor	3.5%	2.9%	3.0%	3.8%	2.9%	3.2%	25
Overall	3.3%	2.7%	2.7%	3.8%	2.9%	3.0%	40
Retail and Wholesale Trade							
Executive	2.6%	2.6%	2.7%	2.7%	2.6%	2.8%	38
Management (Excluding Executives)	2.5%	2.6%	2.7%	2.6%	2.6%	2.8%	45
Professional/Client Management	2.5%	2.5%	2.7%	2.6%	2.5%	2.8%	44
Technical/Business Support	2.5%	2.5%	2.7%	2.6%	2.5%	2.8%	43
Production/Manual Labor	2.6%	2.6%	2.8%	2.6%	2.6%	2.8%	36
Overall	2.5%	2.5%	2.7%	2.5%	2.5%	2.8%	45
Services							
Executive	2.9%	2.7%	2.7%	3.0%	2.8%	2.9%	111
Management (Excluding Executives)	2.7%	2.6%	2.7%	2.9%	2.8%	2.9%	133
Professional/Client Management	2.7%	2.6%	2.7%	2.9%	2.7%	2.9%	135
Technical/Business Support	2.7%	2.6%	2.7%	2.9%	2.7%	2.9%	131
Production/Manual Labor	2.6%	2.6%	2.7%	2.7%	2.6%	2.8%	83
Overall	2.6%	2.5%	2.7%	2.8%	2.7%	2.9%	133
Health Care							
Executive	---	---	---	---	---	---	3
Management (Excluding Executives)	2.0%	---	---	2.2%	2.4%	2.4%	6
Professional/Client Management	1.9%	---	---	2.2%	2.3%	2.4%	6
Technical/Business Support	1.9%	---	---	2.1%	2.3%	2.4%	6
Production/Manual Labor	---	---	---	---	---	---	2
Overall	1.9%	---	---	2.2%	2.3%	2.4%	6

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Industry Sector (continued)							
Banking and Finance							
Executive	2.9%	2.5%	2.1%	3.2%	2.9%	2.4%	28
Management (Excluding Executives)	3.0%	2.5%	2.4%	3.0%	2.7%	2.6%	35
Professional/Client Management	2.6%	2.4%	2.4%	2.7%	2.6%	2.7%	36
Technical/Business Support	2.4%	2.3%	2.4%	2.6%	2.6%	2.6%	35
Production/Manual Labor	2.1%	2.2%	2.4%	2.5%	2.5%	2.7%	9
Overall	2.6%	2.4%	2.4%	2.7%	2.7%	2.7%	35
Insurance							
Executive	2.4%	2.7%	2.8%	2.6%	2.9%	3.0%	16
Management (Excluding Executives)	2.8%	2.8%	2.9%	2.9%	3.0%	3.0%	16
Professional/Client Management	2.8%	2.8%	2.7%	2.9%	3.0%	2.9%	15
Technical/Business Support	2.6%	2.8%	2.7%	2.8%	3.0%	2.9%	15
Production/Manual Labor	---	---	---	---	---	---	4
Overall	2.7%	2.8%	2.7%	2.9%	2.9%	2.9%	15
Region							
Eastern Canada							
Executive	2.8%	2.6%	2.5%	3.0%	2.7%	2.7%	51
Management (Excluding Executives)	2.6%	2.6%	2.7%	2.9%	2.8%	2.8%	56
Professional/Client Management	2.5%	2.6%	2.7%	2.8%	2.8%	2.8%	57
Technical/Business Support	2.5%	2.5%	2.6%	2.8%	2.7%	2.8%	55
Production/Manual Labor	2.4%	2.5%	2.5%	2.6%	2.5%	2.5%	38
Overall	2.4%	2.5%	2.6%	2.7%	2.7%	2.7%	55
Greater Toronto							
Executive	2.7%	2.6%	2.7%	2.8%	2.8%	2.8%	145
Management (Excluding Executives)	2.7%	2.6%	2.7%	2.8%	2.7%	2.8%	169
Professional/Client Management	2.6%	2.6%	2.7%	2.7%	2.7%	2.8%	169
Technical/Business Support	2.5%	2.6%	2.7%	2.6%	2.7%	2.8%	167
Production/Manual Labor	2.5%	2.6%	2.7%	2.6%	2.7%	2.9%	103
Overall	2.6%	2.6%	2.7%	2.7%	2.7%	2.8%	168
Other Ontario							
Executive	2.7%	2.7%	2.7%	2.9%	3.0%	2.9%	37
Management (Excluding Executives)	2.7%	2.7%	2.7%	2.9%	2.9%	2.9%	52
Professional/Client Management	2.6%	2.7%	2.7%	2.9%	2.9%	2.9%	53
Technical/Business Support	2.6%	2.8%	2.8%	2.8%	2.9%	2.9%	50
Production/Manual Labor	2.4%	2.6%	2.7%	2.7%	2.7%	2.9%	34
Overall	2.6%	2.7%	2.7%	2.8%	2.9%	2.9%	53

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Region (continued)							
Manitoba/Saskatchewan							
Executive	3.1%	2.6%	2.9%	3.5%	3.3%	3.2%	18
Management (Excluding Executives)	3.0%	2.6%	3.0%	3.3%	2.9%	3.5%	19
Professional/Client Management	2.7%	2.6%	2.9%	3.1%	2.9%	3.4%	19
Technical/Business Support	2.8%	2.5%	2.9%	3.1%	2.9%	3.5%	18
Production/Manual Labor	3.1%	2.8%	3.2%	3.5%	3.0%	3.8%	10
Overall	2.8%	2.6%	2.9%	3.1%	2.9%	3.4%	19
Alberta							
Executive	3.6%	3.3%	2.9%	4.0%	3.8%	3.1%	53
Management (Excluding Executives)	3.4%	2.9%	2.9%	3.6%	3.1%	3.2%	63
Professional/Client Management	3.4%	2.9%	2.9%	3.6%	3.0%	3.1%	64
Technical/Business Support	3.4%	2.8%	2.9%	3.6%	3.0%	3.1%	62
Production/Manual Labor	3.3%	3.0%	3.0%	3.4%	3.1%	3.1%	46
Overall	3.3%	2.8%	2.9%	3.6%	3.0%	3.1%	64
British Columbia							
Executive	2.9%	2.7%	2.6%	3.1%	3.0%	2.8%	26
Management (Excluding Executives)	2.8%	2.6%	2.6%	2.9%	2.6%	2.7%	26
Professional/Client Management	2.8%	2.7%	2.6%	2.9%	2.7%	2.7%	26
Technical/Business Support	2.8%	2.6%	2.6%	2.9%	2.7%	2.7%	25
Production/Manual Labor	2.4%	2.4%	2.5%	2.5%	2.6%	2.8%	14
Overall	2.8%	2.6%	2.6%	2.9%	2.7%	2.7%	26

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Organization Size							
Under 300 FTEs							
Executive	3.0%	2.9%	2.9%	3.2%	3.1%	3.1%	101
Management (Excluding Executives)	3.0%	2.9%	2.9%	3.1%	2.9%	3.0%	126
Professional/Client Management	2.9%	2.9%	3.0%	3.0%	2.9%	3.1%	128
Technical/Business Support	2.9%	2.9%	3.0%	3.0%	2.9%	3.1%	121
Production/Manual Labor	2.8%	2.8%	2.9%	2.9%	2.9%	3.1%	70
Overall	2.9%	2.8%	2.9%	3.0%	2.9%	3.1%	128
300 to 999 FTEs							
Executive	2.8%	2.6%	2.6%	3.2%	2.9%	2.8%	64
Management (Excluding Executives)	2.6%	2.7%	2.6%	2.9%	2.8%	2.9%	73
Professional/Client Management	2.6%	2.6%	2.6%	2.9%	2.8%	2.8%	73
Technical/Business Support	2.6%	2.6%	2.6%	2.9%	2.8%	2.9%	72
Production/Manual Labor	2.5%	2.5%	2.6%	2.8%	2.8%	2.8%	56
Overall	2.6%	2.6%	2.6%	2.9%	2.8%	2.9%	73
1,000 to 4,999 FTEs							
Executive	2.9%	2.7%	2.7%	3.1%	3.1%	2.9%	100
Management (Excluding Executives)	2.7%	2.6%	2.7%	3.0%	2.8%	3.0%	113
Professional/Client Management	2.7%	2.6%	2.7%	3.0%	2.8%	2.9%	113
Technical/Business Support	2.7%	2.5%	2.7%	2.9%	2.7%	2.9%	110
Production/Manual Labor	2.7%	2.5%	2.7%	2.9%	2.7%	2.9%	81
Overall	2.6%	2.5%	2.7%	2.9%	2.8%	2.9%	112
5,000 FTEs or More							
Executive	2.7%	2.5%	2.4%	2.9%	2.7%	2.5%	65
Management (Excluding Executives)	2.7%	2.4%	2.4%	2.8%	2.5%	2.6%	73
Professional/Client Management	2.7%	2.4%	2.4%	2.8%	2.5%	2.5%	74
Technical/Business Support	2.6%	2.4%	2.4%	2.7%	2.5%	2.6%	74
Production/Manual Labor	2.4%	2.5%	2.5%	2.6%	2.5%	2.6%	38
Overall	2.5%	2.3%	2.4%	2.7%	2.5%	2.5%	72

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Entire Sample Combined							
Executive	2.3%	2.1%	2.3%	2.6%	2.4%	2.5%	365
Management (Excluding Executives)	2.6%	2.4%	2.5%	2.8%	2.6%	2.7%	396
Professional/Client Management	2.6%	2.4%	2.5%	2.8%	2.6%	2.7%	398
Technical/Business Support	2.5%	2.3%	2.5%	2.7%	2.5%	2.7%	391
Production/Manual Labor	2.1%	2.1%	2.2%	2.4%	2.2%	2.4%	281
Overall	2.6%	2.4%	2.5%	2.8%	2.6%	2.7%	395
Profit Status							
For-Profit Organizations							
Executive	2.4%	2.3%	2.4%	2.6%	2.5%	2.5%	324
Management (Excluding Executives)	2.7%	2.5%	2.6%	2.9%	2.6%	2.7%	353
Professional/Client Management	2.7%	2.5%	2.6%	2.8%	2.6%	2.7%	356
Technical/Business Support	2.6%	2.4%	2.6%	2.8%	2.6%	2.7%	351
Production/Manual Labor	2.2%	2.1%	2.3%	2.4%	2.3%	2.5%	255
Overall	2.7%	2.5%	2.6%	2.8%	2.6%	2.8%	354
Not-For-Profit Organizations							
Executive	2.0%	1.3%	1.7%	2.5%	1.7%	2.1%	41
Management (Excluding Executives)	2.1%	1.7%	2.1%	2.7%	2.1%	2.6%	43
Professional/Client Management	2.0%	1.6%	2.0%	2.7%	2.1%	2.6%	42
Technical/Business Support	1.9%	1.5%	2.0%	2.6%	2.0%	2.5%	40
Production/Manual Labor	1.5%	1.2%	1.4%	2.3%	1.6%	2.1%	26
Overall	1.9%	1.6%	1.9%	2.5%	2.1%	2.5%	41
Industry Sector							
Durable Goods Manufacturing							
Executive	2.2%	2.2%	2.3%	2.4%	2.4%	2.4%	81
Management (Excluding Executives)	2.5%	2.5%	2.5%	2.7%	2.6%	2.7%	92
Professional/Client Management	2.4%	2.5%	2.6%	2.6%	2.6%	2.7%	94
Technical/Business Support	2.4%	2.4%	2.5%	2.5%	2.6%	2.6%	92
Production/Manual Labor	2.0%	2.1%	2.2%	2.1%	2.2%	2.4%	76
Overall	2.5%	2.4%	2.5%	2.6%	2.6%	2.7%	93
Non-Durable Goods Manufacturing							
Executive	2.7%	2.7%	2.9%	2.9%	3.0%	3.0%	63
Management (Excluding Executives)	2.7%	2.7%	2.9%	2.9%	2.9%	3.0%	64
Professional/Client Management	2.7%	2.7%	2.9%	2.9%	2.9%	3.0%	65
Technical/Business Support	2.7%	2.7%	2.9%	2.8%	2.8%	3.0%	66
Production/Manual Labor	2.6%	2.6%	2.7%	2.7%	2.7%	2.8%	56
Overall	2.7%	2.8%	2.9%	2.9%	2.9%	3.0%	65

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Industry Sector (continued)							
High Tech							
Executive	2.5%	2.6%	2.5%	2.6%	2.7%	2.7%	29
Management (Excluding Executives)	2.6%	2.7%	2.7%	2.9%	2.8%	2.9%	33
Professional/Client Management	2.4%	2.6%	2.7%	2.7%	2.9%	2.9%	35
Technical/Business Support	2.5%	2.6%	2.7%	2.7%	2.9%	2.9%	34
Production/Manual Labor	2.0%	2.2%	2.3%	2.2%	2.5%	2.5%	25
Overall	2.6%	2.6%	2.7%	2.8%	2.9%	2.9%	34
Energy							
Executive	2.6%	1.7%	2.0%	3.5%	2.5%	2.3%	40
Management (Excluding Executives)	3.2%	1.9%	2.4%	3.7%	2.2%	2.8%	42
Professional/Client Management	3.2%	2.0%	2.4%	3.7%	2.4%	2.8%	43
Technical/Business Support	2.9%	1.8%	2.2%	3.5%	2.1%	2.6%	43
Production/Manual Labor	2.3%	1.6%	2.1%	2.8%	1.9%	2.6%	30
Overall	3.1%	2.0%	2.3%	3.6%	2.3%	2.7%	42
Retail and Wholesale Trade							
Executive	2.3%	2.5%	2.3%	2.4%	2.5%	2.4%	40
Management (Excluding Executives)	2.4%	2.5%	2.6%	2.5%	2.6%	2.6%	45
Professional/Client Management	2.4%	2.4%	2.5%	2.5%	2.5%	2.6%	44
Technical/Business Support	2.4%	2.4%	2.5%	2.5%	2.5%	2.6%	43
Production/Manual Labor	2.3%	2.4%	2.4%	2.4%	2.4%	2.5%	38
Overall	2.5%	2.5%	2.6%	2.5%	2.5%	2.7%	45
Services							
Executive	2.2%	2.0%	2.1%	2.5%	2.2%	2.3%	126
Management (Excluding Executives)	2.5%	2.3%	2.4%	2.7%	2.5%	2.6%	139
Professional/Client Management	2.5%	2.3%	2.4%	2.8%	2.5%	2.7%	140
Technical/Business Support	2.5%	2.3%	2.4%	2.7%	2.5%	2.7%	136
Production/Manual Labor	2.1%	1.9%	2.0%	2.3%	2.1%	2.2%	97
Overall	2.5%	2.3%	2.5%	2.7%	2.5%	2.7%	138
Health Care							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	2.0%	---	---	2.2%	2.4%	2.4%	6
Professional/Client Management	1.9%	---	---	2.2%	2.3%	2.4%	6
Technical/Business Support	1.9%	---	---	2.1%	2.3%	2.4%	6
Production/Manual Labor	---	---	---	---	---	---	2
Overall	1.9%	---	---	2.2%	2.3%	2.4%	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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Industry Sector (continued)							
Banking and Finance							
Executive	2.0%	1.6%	1.5%	2.4%	2.1%	1.8%	34
Management (Excluding Executives)	2.6%	2.0%	2.0%	2.8%	2.3%	2.2%	37
Professional/Client Management	2.4%	2.0%	2.1%	2.7%	2.4%	2.3%	37
Technical/Business Support	2.2%	1.9%	2.0%	2.5%	2.3%	2.3%	36
Production/Manual Labor	1.3%	1.4%	1.9%	1.7%	1.7%	2.2%	13
Overall	2.4%	2.0%	2.2%	2.6%	2.4%	2.4%	36
Insurance							
Executive	2.2%	2.5%	2.8%	2.4%	2.8%	3.0%	16
Management (Excluding Executives)	2.5%	2.6%	2.9%	2.7%	2.8%	3.0%	16
Professional/Client Management	2.8%	2.8%	2.7%	2.9%	3.0%	2.9%	15
Technical/Business Support	2.3%	2.8%	2.7%	2.6%	3.0%	2.9%	15
Production/Manual Labor	---	---	---	---	---	---	4
Overall	2.7%	2.8%	2.7%	2.9%	2.9%	2.9%	15
Region							
Eastern Canada							
Executive	2.2%	2.1%	2.2%	2.6%	2.3%	2.5%	53
Management (Excluding Executives)	2.4%	2.4%	2.5%	2.7%	2.6%	2.7%	57
Professional/Client Management	2.3%	2.4%	2.5%	2.7%	2.7%	2.7%	58
Technical/Business Support	2.2%	2.3%	2.4%	2.6%	2.5%	2.7%	57
Production/Manual Labor	2.0%	2.1%	2.1%	2.4%	2.3%	2.3%	42
Overall	2.3%	2.3%	2.4%	2.6%	2.6%	2.6%	56
Greater Toronto							
Executive	2.2%	2.2%	2.2%	2.4%	2.4%	2.4%	162
Management (Excluding Executives)	2.5%	2.5%	2.5%	2.6%	2.6%	2.6%	172
Professional/Client Management	2.5%	2.5%	2.5%	2.6%	2.6%	2.6%	171
Technical/Business Support	2.4%	2.5%	2.5%	2.5%	2.6%	2.6%	171
Production/Manual Labor	2.0%	2.1%	2.2%	2.1%	2.2%	2.3%	120
Overall	2.5%	2.5%	2.6%	2.6%	2.6%	2.7%	170
Other Ontario							
Executive	2.1%	2.4%	2.3%	2.3%	2.7%	2.5%	42
Management (Excluding Executives)	2.4%	2.6%	2.5%	2.6%	2.9%	2.7%	54
Professional/Client Management	2.4%	2.6%	2.6%	2.6%	2.8%	2.8%	55
Technical/Business Support	2.4%	2.6%	2.7%	2.6%	2.8%	2.8%	52
Production/Manual Labor	2.1%	2.3%	2.4%	2.3%	2.5%	2.5%	37
Overall	2.3%	2.6%	2.5%	2.6%	2.8%	2.7%	55

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Region (continued)							
Manitoba/Saskatchewan							
Executive	2.9%	1.8%	2.7%	3.3%	2.5%	3.0%	20
Management (Excluding Executives)	2.6%	1.8%	2.7%	3.2%	2.3%	3.3%	20
Professional/Client Management	2.4%	1.9%	2.7%	3.0%	2.4%	3.2%	20
Technical/Business Support	2.4%	1.8%	2.6%	2.9%	2.4%	3.3%	19
Production/Manual Labor	2.8%	1.7%	2.8%	3.1%	2.0%	3.3%	12
Overall	2.4%	2.0%	2.7%	3.0%	2.5%	3.2%	20
Alberta							
Executive	2.8%	2.0%	2.4%	3.3%	2.4%	2.6%	59
Management (Excluding Executives)	3.3%	2.1%	2.7%	3.6%	2.4%	2.9%	64
Professional/Client Management	3.3%	2.2%	2.6%	3.6%	2.4%	2.9%	65
Technical/Business Support	3.2%	2.1%	2.5%	3.5%	2.4%	2.8%	64
Production/Manual Labor	2.6%	1.9%	2.4%	2.9%	2.2%	2.6%	52
Overall	3.3%	2.3%	2.7%	3.5%	2.5%	2.9%	65
British Columbia							
Executive	2.4%	1.9%	2.1%	2.6%	2.3%	2.2%	29
Management (Excluding Executives)	2.6%	2.1%	2.4%	2.8%	2.3%	2.5%	29
Professional/Client Management	2.7%	2.2%	2.4%	2.8%	2.4%	2.5%	29
Technical/Business Support	2.7%	2.0%	2.3%	2.8%	2.2%	2.5%	28
Production/Manual Labor	2.0%	1.8%	2.2%	2.2%	2.0%	2.4%	18
Overall	2.7%	2.1%	2.4%	2.8%	2.2%	2.5%	29

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Organization Size							
Under 300 FTEs							
Executive	2.5%	2.5%	2.6%	2.7%	2.7%	2.7%	111
Management (Excluding Executives)	2.9%	2.7%	2.9%	3.1%	2.9%	3.0%	127
Professional/Client Management	2.9%	2.7%	2.9%	3.0%	2.8%	3.0%	129
Technical/Business Support	2.7%	2.7%	2.8%	2.9%	2.8%	2.9%	124
Production/Manual Labor	2.1%	2.3%	2.4%	2.3%	2.3%	2.6%	84
Overall	2.9%	2.7%	2.9%	3.0%	2.8%	3.0%	129
300 to 999 FTEs							
Executive	2.1%	1.9%	2.3%	2.5%	2.2%	2.5%	72
Management (Excluding Executives)	2.4%	2.3%	2.5%	2.7%	2.5%	2.8%	75
Professional/Client Management	2.4%	2.3%	2.5%	2.7%	2.5%	2.8%	75
Technical/Business Support	2.4%	2.3%	2.5%	2.7%	2.5%	2.7%	76
Production/Manual Labor	2.3%	2.2%	2.4%	2.5%	2.4%	2.6%	60
Overall	2.5%	2.3%	2.6%	2.8%	2.6%	2.8%	75
1,000 to 4,999 FTEs							
Executive	2.4%	2.1%	2.3%	2.7%	2.5%	2.6%	111
Management (Excluding Executives)	2.5%	2.2%	2.5%	2.8%	2.5%	2.8%	117
Professional/Client Management	2.5%	2.2%	2.5%	2.8%	2.5%	2.8%	116
Technical/Business Support	2.4%	2.1%	2.4%	2.8%	2.4%	2.7%	114
Production/Manual Labor	2.1%	1.9%	2.2%	2.4%	2.1%	2.4%	92
Overall	2.4%	2.2%	2.5%	2.8%	2.5%	2.7%	115
5,000 FTEs or More							
Executive	2.2%	1.9%	1.8%	2.5%	2.1%	2.0%	71
Management (Excluding Executives)	2.4%	2.1%	2.0%	2.6%	2.3%	2.2%	77
Professional/Client Management	2.3%	2.1%	1.9%	2.6%	2.3%	2.1%	78
Technical/Business Support	2.3%	2.1%	2.0%	2.5%	2.3%	2.2%	77
Production/Manual Labor	1.9%	1.9%	1.6%	2.2%	2.1%	1.9%	45
Overall	2.3%	2.1%	2.0%	2.5%	2.3%	2.3%	76

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Durable Goods Manufacturing							
Aerospace and Defense							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	---	3.0%	---	---	3.0%	---	7
Professional/Client Management	---	2.8%	---	---	2.8%	---	7
Technical/Business Support	---	2.9%	---	---	2.9%	---	7
Production/Manual Labor	---	2.8%	---	---	2.9%	---	5
Overall	---	2.9%	---	---	3.0%	---	7
Computer Hardware and Office Equipment							
Executive	---	2.2%	2.4%	2.3%	2.3%	2.5%	6
Management (Excluding Executives)	---	2.4%	2.4%	2.4%	2.5%	2.5%	6
Professional/Client Management	---	2.4%	2.4%	2.5%	2.5%	2.5%	6
Technical/Business Support	---	---	---	---	2.4%	2.4%	5
Production/Manual Labor	---	---	---	---	2.4%	---	5
Overall	---	2.4%	2.4%	2.5%	2.5%	2.5%	6
Consumer Products - Durable							
Executive	2.6%	2.7%	2.9%	2.6%	2.8%	3.0%	16
Management (Excluding Executives)	2.5%	2.5%	2.7%	2.6%	2.6%	2.8%	17
Professional/Client Management	2.5%	2.6%	2.7%	2.6%	2.7%	2.8%	17
Technical/Business Support	2.5%	2.5%	2.7%	2.6%	2.5%	2.8%	16
Production/Manual Labor	2.5%	2.4%	2.6%	2.5%	2.6%	2.7%	15
Overall	2.6%	2.6%	2.7%	2.6%	2.7%	2.8%	17
Electronic, Electrical and Scientific Equipment and Components							
Executive	---	---	---	---	---	---	3
Management (Excluding Executives)	---	---	---	2.5%	2.8%	---	5
Professional/Client Management	2.0%	2.6%	3.0%	2.2%	2.7%	3.1%	7
Technical/Business Support	2.4%	2.6%	3.0%	2.6%	2.7%	3.1%	7
Production/Manual Labor	---	---	---	2.5%	2.8%	---	5
Overall	2.0%	2.5%	---	2.3%	2.7%	3.1%	6
Forestry and Paper Products							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	---	---	---	2.5%	2.6%	2.5%	5
Professional/Client Management	---	---	---	2.5%	2.6%	2.5%	5
Technical/Business Support	---	---	---	---	---	---	4
Production/Manual Labor	---	---	---	---	---	---	3
Overall	---	---	---	2.5%	2.6%	2.5%	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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Durable Goods Manufacturing (continued)							
Industrial Manufacturing							
Executive	3.0%	2.7%	2.8%	3.2%	2.8%	2.8%	16
Management (Excluding Executives)	3.1%	2.8%	2.8%	3.2%	2.9%	2.9%	22
Professional/Client Management	3.0%	2.8%	2.8%	3.0%	2.8%	2.8%	22
Technical/Business Support	3.1%	3.0%	2.9%	3.1%	3.0%	2.9%	22
Production/Manual Labor	3.1%	2.9%	2.9%	3.1%	2.8%	3.0%	16
Overall	3.1%	2.8%	2.8%	3.1%	2.8%	2.8%	22
Medical Equipment and Supplies							
Executive	2.6%	2.8%	2.7%	2.8%	3.0%	2.9%	6
Management (Excluding Executives)	2.6%	2.8%	2.8%	2.7%	3.0%	2.9%	7
Professional/Client Management	2.5%	2.8%	2.8%	2.6%	3.0%	2.9%	7
Technical/Business Support	2.4%	2.7%	2.8%	2.5%	2.9%	2.9%	7
Production/Manual Labor	---	---	---	---	---	---	5
Overall	2.5%	2.8%	2.8%	2.7%	3.0%	2.9%	7
Metals and Mining							
Executive	3.4%	3.2%	3.7%	3.1%	3.3%	3.6%	11
Management (Excluding Executives)	3.2%	2.9%	2.9%	3.1%	3.1%	3.0%	11
Professional/Client Management	3.1%	2.8%	2.8%	3.0%	3.1%	3.0%	11
Technical/Business Support	3.0%	2.7%	2.8%	2.9%	3.0%	3.0%	10
Production/Manual Labor	2.6%	2.7%	---	2.5%	2.9%	3.0%	7
Overall	3.1%	2.8%	2.7%	3.0%	3.0%	2.9%	11
Transportation Vehicles and Equipment Including Parts							
Executive	3.0%	2.7%	2.8%	3.3%	2.8%	2.9%	7
Management (Excluding Executives)	3.1%	2.7%	2.9%	3.2%	2.8%	2.9%	9
Professional/Client Management	3.0%	2.8%	2.9%	3.1%	2.8%	2.9%	9
Technical/Business Support	3.0%	2.8%	3.0%	3.0%	2.9%	3.0%	8
Production/Manual Labor	-	-	-	-	-	-	4
Overall	2.8%	2.7%	2.9%	2.9%	2.8%	2.9%	9
Semiconductors							
Executive	---	---	---	---	---	---	2
Management (Excluding Executives)	---	---	---	---	---	---	2
Professional/Client Management	---	---	---	---	---	---	2
Technical/Business Support	---	---	---	---	---	---	2
Production/Manual Labor	---	---	---	---	---	---	2
Overall	---	---	---	---	---	---	2

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Non-Durable Goods Manufacturing							
Chemicals							
Executive	2.9%	2.8%	2.9%	3.0%	2.9%	3.0%	16
Management (Excluding Executives)	2.8%	2.7%	2.9%	3.0%	2.9%	3.0%	17
Professional/Client Management	2.8%	2.8%	2.9%	3.0%	2.9%	3.0%	17
Technical/Business Support	2.8%	2.8%	2.9%	2.9%	2.9%	3.0%	17
Production/Manual Labor	2.8%	2.7%	2.8%	3.0%	2.8%	2.8%	15
Overall	2.8%	2.8%	2.9%	3.0%	2.9%	3.0%	17
Consumer Products - Nondurable							
Executive	3.0%	2.7%	2.7%	3.2%	2.9%	2.9%	15
Management (Excluding Executives)	2.6%	2.5%	2.7%	2.8%	2.8%	2.9%	16
Professional/Client Management	2.7%	2.5%	2.7%	3.0%	2.8%	3.0%	17
Technical/Business Support	2.6%	2.5%	2.7%	2.9%	2.8%	3.0%	17
Production/Manual Labor	2.5%	2.5%	2.6%	2.7%	2.8%	2.8%	16
Overall	2.7%	2.6%	2.8%	3.0%	2.9%	3.0%	17
Food and Beverage Processing and Production							
Executive	3.0%	3.0%	3.0%	3.0%	3.1%	3.1%	19
Management (Excluding Executives)	2.9%	2.9%	3.0%	3.0%	3.0%	3.1%	19
Professional/Client Management	2.8%	2.9%	3.0%	2.9%	3.0%	3.1%	19
Technical/Business Support	2.8%	2.9%	3.0%	2.8%	3.0%	3.1%	19
Production/Manual Labor	2.8%	2.9%	3.1%	2.9%	3.0%	3.2%	14
Overall	2.8%	2.9%	3.0%	2.8%	3.0%	3.1%	19
Pharmaceuticals and Biotechnology							
Executive	2.9%	2.7%	3.0%	3.0%	3.4%	3.1%	13
Management (Excluding Executives)	2.8%	2.8%	3.0%	3.1%	3.0%	3.1%	13
Professional/Client Management	2.7%	2.8%	3.0%	2.8%	2.9%	3.1%	13
Technical/Business Support	2.7%	2.7%	3.0%	2.7%	2.8%	3.1%	13
Production/Manual Labor	2.6%	2.6%	2.9%	2.6%	2.7%	3.0%	10
Overall	2.7%	2.8%	3.0%	2.8%	3.0%	3.1%	13

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
High Tech							
Computer Hardware and Office Equipment							
Executive	---	2.2%	2.4%	2.3%	2.3%	2.5%	6
Management (Excluding Executives)	---	2.4%	2.4%	2.4%	2.5%	2.5%	6
Professional/Client Management	---	2.4%	2.4%	2.5%	2.5%	2.5%	6
Technical/Business Support	---	---	---	---	2.4%	2.4%	5
Production/Manual Labor	---	---	---	---	2.4%	---	5
Overall	---	2.4%	2.4%	2.5%	2.5%	2.5%	6
Electronic, Electrical and Scientific Equipment and Components							
Executive	---	---	---	---	---	---	3
Management (Excluding Executives)	---	---	---	2.5%	2.8%	---	5
Professional/Client Management	2.0%	2.6%	3.0%	2.2%	2.7%	3.1%	7
Technical/Business Support	2.4%	2.6%	3.0%	2.6%	2.7%	3.1%	7
Production/Manual Labor	---	---	---	2.5%	2.8%	---	5
Overall	2.0%	2.5%	---	2.3%	2.7%	3.1%	6
Industrial Manufacturing							
Executive	3.0%	2.7%	2.8%	3.2%	2.8%	2.8%	16
Management (Excluding Executives)	3.1%	2.8%	2.8%	3.2%	2.9%	2.9%	22
Professional/Client Management	3.0%	2.8%	2.8%	3.0%	2.8%	2.8%	22
Technical/Business Support	3.1%	3.0%	2.9%	3.1%	3.0%	2.9%	22
Production/Manual Labor	3.1%	2.9%	2.9%	3.1%	2.8%	3.0%	16
Overall	3.1%	2.8%	2.8%	3.1%	2.8%	2.8%	22
Medical Supplies and Equipment							
Executive	2.6%	2.8%	2.7%	2.8%	3.0%	2.9%	6
Management (Excluding Executives)	2.6%	2.8%	2.8%	2.7%	3.0%	2.9%	7
Professional/Client Management	2.5%	2.8%	2.8%	2.6%	3.0%	2.9%	7
Technical/Business Support	2.4%	2.7%	2.8%	2.5%	2.9%	2.9%	7
Production/Manual Labor	---	---	---	---	---	---	5
Overall	2.5%	2.8%	2.8%	2.7%	3.0%	2.9%	7
Semiconductors							
Executive	---	---	---	---	---	---	2
Management (Excluding Executives)	---	---	---	---	---	---	2
Professional/Client Management	---	---	---	---	---	---	2
Technical/Business Support	---	---	---	---	---	---	2
Production/Manual Labor	---	---	---	---	---	---	2
Overall	---	---	---	---	---	---	2

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
High Tech (continued)							
Software Products and Services							
Executive	3.0%	2.8%	2.5%	3.1%	2.8%	2.8%	10
Management (Excluding Executives)	2.5%	2.6%	2.5%	2.9%	2.8%	2.7%	12
Professional/Client Management	2.7%	2.5%	2.5%	3.1%	2.8%	2.8%	12
Technical/Business Support	2.7%	2.5%	2.6%	3.1%	2.9%	2.9%	11
Production/Manual Labor	---	---	---	2.5%	2.5%	2.6%	6
Overall	2.7%	2.4%	2.5%	3.1%	2.8%	2.8%	12
Telecommunications and Network Products and Services							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	3.2%	3.3%	3.1%	3.3%	3.5%	3.3%	5
Professional/Client Management	2.8%	2.9%	3.1%	2.9%	3.1%	3.3%	5
Technical/Business Support	2.8%	2.9%	3.1%	2.9%	3.1%	3.3%	5
Production/Manual Labor	---	---	---	---	---	---	3
Overall	3.0%	3.1%	3.1%	3.1%	3.3%	3.3%	5
Energy							
Energy Services and Utilities							
Executive	3.8%	3.2%	2.7%	4.8%	3.5%	2.8%	22
Management (Excluding Executives)	3.0%	2.7%	2.8%	3.7%	3.1%	3.3%	24
Professional/Client Management	3.1%	2.8%	2.9%	3.7%	3.1%	3.3%	25
Technical/Business Support	3.1%	2.6%	2.8%	3.5%	2.7%	3.0%	24
Production/Manual Labor	3.4%	2.9%	3.4%	3.8%	3.1%	3.4%	12
Overall	2.9%	2.6%	2.8%	3.5%	2.9%	3.2%	24
Oil and Gas							
Executive	3.7%	3.5%	2.6%	4.1%	5.2%	2.8%	13
Management (Excluding Executives)	3.9%	2.6%	2.6%	4.2%	2.8%	2.8%	16
Professional/Client Management	4.0%	2.7%	2.6%	4.3%	2.8%	2.8%	16
Technical/Business Support	4.1%	2.8%	2.6%	4.5%	2.8%	2.8%	16
Production/Manual Labor	3.5%	2.8%	2.6%	3.7%	2.8%	2.9%	13
Overall	3.9%	2.8%	2.6%	4.2%	2.8%	2.8%	16
Retail and Wholesale Trade							
Retail Trade							
Executive	2.7%	2.7%	2.7%	2.7%	2.7%	2.8%	30
Management (Excluding Executives)	2.5%	2.6%	2.7%	2.6%	2.6%	2.8%	35
Professional/Client Management	2.5%	2.5%	2.8%	2.6%	2.5%	2.8%	34
Technical/Business Support	2.5%	2.5%	2.7%	2.6%	2.5%	2.8%	33
Production/Manual Labor	2.6%	2.7%	2.8%	2.6%	2.7%	2.8%	27
Overall	2.5%	2.5%	2.8%	2.6%	2.6%	2.8%	35

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Retail and Wholesale Trade (continued)							
Wholesale Trade							
Executive	2.6%	2.3%	2.6%	2.8%	2.5%	2.7%	10
Management (Excluding Executives)	2.7%	2.6%	2.7%	2.8%	2.7%	2.7%	13
Professional/Client Management	2.5%	2.6%	2.7%	2.6%	2.6%	2.7%	13
Technical/Business Support	2.5%	2.6%	2.7%	2.6%	2.6%	2.7%	13
Production/Manual Labor	2.4%	2.5%	2.7%	2.6%	2.5%	2.7%	12
Overall	2.4%	2.4%	2.6%	2.6%	2.5%	2.6%	13
Services							
Agribusiness and Agriculture							
Executive	3.0%	2.8%	2.9%	3.1%	2.9%	3.0%	8
Management (Excluding Executives)	2.9%	2.9%	3.0%	3.0%	3.0%	3.1%	9
Professional/Client Management	2.9%	2.9%	3.0%	3.0%	3.0%	3.1%	9
Technical/Business Support	2.8%	2.8%	3.0%	2.9%	2.9%	3.1%	9
Production/Manual Labor	2.9%	2.8%	3.0%	2.9%	2.9%	3.1%	8
Overall	2.8%	2.9%	3.0%	2.9%	3.0%	3.1%	9
Associations, Foundations, Education and Government							
Executive	2.6%	2.1%	2.3%	2.9%	2.4%	2.4%	10
Management (Excluding Executives)	2.5%	2.4%	2.6%	2.9%	2.8%	2.8%	12
Professional/Client Management	2.3%	2.3%	2.3%	2.7%	2.4%	2.5%	12
Technical/Business Support	2.3%	2.3%	2.3%	2.8%	2.5%	2.5%	12
Production/Manual Labor	2.4%	2.4%	2.3%	2.6%	2.2%	2.2%	9
Overall	1.9%	2.1%	2.1%	2.6%	2.5%	2.5%	12
Business and Technical Consulting Services							
Executive	2.9%	2.8%	2.8%	3.1%	3.0%	3.0%	21
Management (Excluding Executives)	2.8%	2.7%	2.8%	3.0%	2.9%	3.0%	26
Professional/Client Management	3.0%	2.8%	2.9%	3.2%	3.0%	3.0%	27
Technical/Business Support	3.0%	2.8%	2.8%	3.1%	3.0%	3.0%	26
Production/Manual Labor	2.7%	2.8%	2.9%	2.7%	2.8%	3.0%	10
Overall	2.9%	2.7%	2.8%	3.0%	2.9%	3.0%	25
Business Support Services							
Executive	3.2%	2.3%	2.5%	3.2%	2.4%	2.5%	13
Management (Excluding Executives)	2.3%	2.5%	2.4%	2.3%	2.6%	2.5%	14
Professional/Client Management	2.2%	2.5%	2.4%	2.3%	2.5%	2.5%	14
Technical/Business Support	2.3%	2.4%	2.4%	2.3%	2.4%	2.5%	14
Production/Manual Labor	2.2%	2.3%	2.5%	2.3%	2.4%	2.5%	10
Overall	2.3%	2.4%	2.4%	2.3%	2.4%	2.5%	14

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Services (continued)							
Construction							
Executive	---	---	---	---	---	---	1
Management (Excluding Executives)	---	---	---	---	---	---	3
Professional/Client Management	---	---	---	---	---	---	3
Technical/Business Support	---	---	---	---	---	---	3
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	3
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	---	---	---	---	---	---	2
Technical/Business Support	---	---	---	---	---	---	2
Production/Manual Labor	---	---	---	---	---	---	1
Overall	---	---	---	---	---	---	2
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	---	---	2.9%	2.8%	2.7%	2.9%	6
Management (Excluding Executives)	2.7%	2.6%	2.9%	2.8%	2.7%	2.9%	7
Professional/Client Management	2.8%	2.5%	2.9%	2.8%	2.6%	2.9%	7
Technical/Business Support	2.9%	2.6%	2.9%	2.9%	2.7%	2.9%	7
Production/Manual Labor	---	---	---	---	---	---	3
Overall	2.8%	2.6%	2.9%	2.8%	2.6%	2.9%	7

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Services (continued)							
Media and Entertainment							
Executive	2.1%	2.4%	2.2%	2.4%	2.5%	2.5%	11
Management (Excluding Executives)	2.3%	2.4%	2.3%	2.4%	2.4%	2.5%	13
Professional/Client Management	2.3%	2.5%	2.4%	2.5%	2.5%	2.6%	13
Technical/Business Support	2.2%	2.5%	2.4%	2.4%	2.4%	2.6%	13
Production/Manual Labor	2.3%	2.4%	2.4%	2.4%	2.5%	2.5%	10
Overall	2.1%	2.4%	2.3%	2.3%	2.4%	2.6%	13
Real Estate Holdings, Development and Trusts							
Executive	---	---	---	---	---	---	3
Management (Excluding Executives)	---	---	---	---	---	---	3
Professional/Client Management	---	---	---	---	---	---	4
Technical/Business Support	---	---	---	---	---	---	4
Production/Manual Labor	---	---	---	---	---	---	3
Overall	---	---	---	---	---	---	4
Software Products and Services							
Executive	3.0%	2.8%	2.5%	3.1%	2.8%	2.8%	10
Management (Excluding Executives)	2.5%	2.6%	2.5%	2.9%	2.8%	2.7%	12
Professional/Client Management	2.7%	2.5%	2.5%	3.1%	2.8%	2.8%	12
Technical/Business Support	2.7%	2.5%	2.6%	3.1%	2.9%	2.9%	11
Production/Manual Labor	---	---	---	2.5%	2.5%	2.6%	6
Overall	2.7%	2.4%	2.5%	3.1%	2.8%	2.8%	12
Telecommunications and Network Products and Services							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	3.2%	3.3%	3.1%	3.3%	3.5%	3.3%	5
Professional/Client Management	2.8%	2.9%	3.1%	2.9%	3.1%	3.3%	5
Technical/Business Support	2.8%	2.9%	3.1%	2.9%	3.1%	3.3%	5
Production/Manual Labor	---	---	---	---	---	---	3
Overall	3.0%	3.1%	3.1%	3.1%	3.3%	3.3%	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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Services (continued)							
Transportation Services							
Executive	2.4%	2.6%	2.4%	3.0%	3.3%	2.8%	11
Management (Excluding Executives)	2.6%	2.6%	2.5%	2.9%	2.8%	2.9%	12
Professional/Client Management	2.5%	2.6%	2.5%	2.7%	2.9%	2.9%	12
Technical/Business Support	2.7%	2.8%	2.7%	2.7%	2.8%	2.8%	11
Production/Manual Labor	2.4%	2.8%	---	2.5%	2.8%	3.0%	8
Overall	2.5%	2.6%	2.5%	2.7%	2.9%	2.9%	12
Services - Not Classified Elsewhere							
Executive	3.4%	3.2%	3.3%	3.7%	3.2%	3.9%	9
Management (Excluding Executives)	3.3%	3.0%	3.2%	3.4%	3.1%	3.6%	12
Professional/Client Management	3.3%	3.0%	3.2%	3.5%	3.1%	3.6%	12
Technical/Business Support	3.2%	3.0%	3.2%	3.4%	3.0%	3.6%	11
Production/Manual Labor	3.3%	3.0%	3.2%	3.5%	3.1%	3.6%	11
Overall	3.3%	3.0%	3.2%	3.5%	3.1%	3.6%	12
Health Care							
Health Care Services							
Executive	---	---	---	---	---	---	3
Management (Excluding Executives)	2.0%	---	---	2.2%	2.4%	2.4%	6
Professional/Client Management	1.9%	---	---	2.2%	2.3%	2.4%	6
Technical/Business Support	1.9%	---	---	2.1%	2.3%	2.4%	6
Production/Manual Labor	---	---	---	---	---	---	2
Overall	1.9%	---	---	2.2%	2.3%	2.4%	6
Banking and Finance							
Banking							
Executive	3.3%	---	2.3%	2.8%	2.2%	2.4%	10
Management (Excluding Executives)	2.8%	2.4%	2.4%	2.5%	2.2%	2.4%	14
Professional/Client Management	2.7%	2.4%	2.4%	2.5%	2.3%	2.4%	14
Technical/Business Support	2.6%	2.4%	2.4%	2.4%	2.3%	2.4%	14
Production/Manual Labor	---	---	---	---	---	---	4
Overall	2.7%	2.4%	2.4%	2.5%	2.3%	2.4%	13
Finance (Excluding Banking and Insurance)							
Executive	2.7%	2.5%	2.2%	3.7%	3.3%	2.6%	18
Management (Excluding Executives)	3.1%	2.5%	2.4%	3.3%	2.9%	2.8%	21
Professional/Client Management	2.5%	2.4%	2.5%	2.9%	2.8%	2.8%	22
Technical/Business Support	2.3%	2.3%	2.4%	2.7%	2.8%	2.7%	21
Production/Manual Labor	---	---	---	---	---	---	5
Overall	2.5%	2.5%	2.4%	2.8%	2.9%	2.8%	22

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Insurance							
General/Property and Casualty Insurance							
Executive	2.5%	2.7%	3.0%	2.6%	3.0%	3.2%	10
Management (Excluding Executives)	2.8%	2.8%	3.0%	3.0%	3.0%	3.2%	10
Professional/Client Management	2.5%	2.7%	2.7%	2.9%	3.0%	3.0%	9
Technical/Business Support	2.5%	2.7%	2.7%	2.9%	3.0%	3.0%	9
Production/Manual Labor	---	---	---	---	---	---	2
Overall	2.5%	2.7%	2.7%	2.9%	2.9%	3.0%	9
Life and Health Insurance							
Executive	---	---	---	---	3.0%	---	5
Management (Excluding Executives)	---	---	---	---	3.1%	---	5
Professional/Client Management	---	---	---	3.1%	3.0%	---	5
Technical/Business Support	---	---	---	---	3.0%	---	5
Production/Manual Labor	---	---	---	---	---	---	2
Overall	---	---	---	3.0%	3.0%	2.9%	5
Reinsurance							
Executive	---	---	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	---	---	0
Professional/Client Management	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	0
Other Insurance Companies - Not Classified Elsewhere							
Executive	---	---	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	---	---	0
Professional/Client Management	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	0

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Durable Goods Manufacturing							
Aerospace and Defense							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	2.5%	3.0%	---	2.6%	3.0%	---	7
Professional/Client Management	2.4%	2.8%	---	2.6%	2.8%	---	7
Technical/Business Support	2.4%	2.9%	---	2.4%	2.9%	---	7
Production/Manual Labor	---	2.8%	---	---	2.9%	---	5
Overall	2.4%	2.9%	---	2.5%	3.0%	---	7
Computer Hardware and Office Equipment							
Executive	---	2.2%	2.4%	2.3%	2.3%	2.5%	6
Management (Excluding Executives)	---	2.4%	2.4%	2.4%	2.5%	2.5%	6
Professional/Client Management	2.0%	2.4%	2.4%	2.1%	2.5%	2.5%	6
Technical/Business Support	---	---	1.8%	1.9%	2.4%	2.0%	6
Production/Manual Labor	---	---	---	---	2.4%	---	5
Overall	---	2.4%	2.4%	2.5%	2.5%	2.5%	6
Consumer Products - Durable							
Executive	2.0%	2.3%	2.7%	2.1%	2.4%	2.7%	16
Management (Excluding Executives)	2.4%	2.4%	2.7%	2.4%	2.5%	2.8%	17
Professional/Client Management	2.4%	2.4%	2.7%	2.5%	2.5%	2.8%	17
Technical/Business Support	2.2%	2.3%	2.5%	2.3%	2.4%	2.6%	17
Production/Manual Labor	2.1%	2.2%	2.6%	2.2%	2.4%	2.7%	15
Overall	2.4%	2.4%	2.7%	2.5%	2.5%	2.8%	17
Electronic, Electrical and Scientific Equipment and Components							
Executive	1.6%	---	1.8%	1.7%	---	1.8%	5
Management (Excluding Executives)	---	---	---	2.5%	2.8%	---	5
Professional/Client Management	2.0%	2.6%	3.0%	2.2%	2.7%	3.1%	7
Technical/Business Support	2.4%	2.6%	3.0%	2.6%	2.7%	3.1%	7
Production/Manual Labor	1.8%	2.0%	---	2.1%	2.3%	2.4%	6
Overall	2.0%	2.5%	---	2.3%	2.7%	3.1%	6
Forestry and Paper Products							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	---	---	---	2.5%	2.6%	2.5%	5
Professional/Client Management	---	---	---	2.5%	2.6%	2.5%	5
Technical/Business Support	---	---	---	---	---	---	4
Production/Manual Labor	---	---	---	---	---	---	4
Overall	---	---	---	2.5%	2.6%	2.5%	5

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Durable Goods Manufacturing (continued)							
Industrial Manufacturing							
Executive	2.0%	1.6%	2.0%	2.1%	1.7%	2.0%	20
Management (Excluding Executives)	2.6%	2.2%	2.4%	2.7%	2.2%	2.4%	24
Professional/Client Management	2.5%	2.1%	2.4%	2.6%	2.1%	2.4%	24
Technical/Business Support	2.6%	2.2%	2.4%	2.6%	2.2%	2.5%	24
Production/Manual Labor	2.2%	1.8%	2.2%	2.3%	1.9%	2.2%	19
Overall	2.6%	2.0%	2.4%	2.6%	2.1%	2.4%	24
Medical Equipment and Supplies							
Executive	2.6%	2.8%	2.7%	2.8%	3.0%	2.9%	6
Management (Excluding Executives)	2.6%	2.8%	2.8%	2.7%	3.0%	2.9%	7
Professional/Client Management	2.5%	2.8%	2.8%	2.6%	3.0%	2.9%	7
Technical/Business Support	2.4%	2.7%	2.8%	2.5%	2.9%	2.9%	7
Production/Manual Labor	2.1%	---	---	2.2%	---	---	5
Overall	2.5%	2.8%	2.8%	2.7%	3.0%	2.9%	7
Metals and Mining							
Executive	2.7%	2.0%	1.8%	2.8%	2.5%	2.3%	12
Management (Excluding Executives)	2.9%	2.6%	1.9%	3.1%	3.1%	2.4%	11
Professional/Client Management	2.8%	2.6%	2.2%	3.0%	3.1%	2.7%	11
Technical/Business Support	2.6%	2.4%	2.1%	2.9%	3.0%	2.6%	10
Production/Manual Labor	2.2%	2.0%	2.0%	2.1%	2.2%	2.1%	8
Overall	2.8%	2.5%	1.9%	3.0%	3.0%	2.4%	11
Transportation Vehicles and Equipment Including Parts							
Executive	2.5%	2.7%	2.8%	2.8%	2.8%	2.9%	7
Management (Excluding Executives)	2.7%	2.7%	2.9%	2.9%	2.8%	2.9%	9
Professional/Client Management	2.6%	2.8%	2.9%	2.8%	2.8%	2.9%	9
Technical/Business Support	2.3%	2.5%	2.6%	2.3%	2.5%	2.7%	9
Production/Manual Labor	1.1%	1.5%	1.5%	1.3%	1.6%	1.6%	7
Overall	2.4%	2.7%	2.9%	2.5%	2.8%	2.9%	9
Semiconductors							
Executive	---	---	---	---	---	---	2
Management (Excluding Executives)	---	---	---	---	---	---	2
Professional/Client Management	---	---	---	---	---	---	2
Technical/Business Support	---	---	---	---	---	---	2
Production/Manual Labor	---	---	---	---	---	---	2
Overall	---	---	---	---	---	---	2

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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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Non-Durable Goods Manufacturing							
Chemicals							
Executive	2.9%	2.8%	2.9%	3.0%	2.9%	3.0%	16
Management (Excluding Executives)	2.8%	2.7%	2.9%	3.0%	2.9%	3.0%	17
Professional/Client Management	2.8%	2.8%	2.9%	3.0%	2.9%	3.0%	17
Technical/Business Support	2.8%	2.8%	2.9%	2.9%	2.9%	3.0%	17
Production/Manual Labor	2.8%	2.7%	2.8%	3.0%	2.8%	2.8%	15
Overall	2.8%	2.8%	2.9%	3.0%	2.9%	3.0%	17
Consumer Products - Nondurable							
Executive	2.6%	2.5%	2.7%	3.0%	2.8%	2.9%	16
Management (Excluding Executives)	2.6%	2.4%	2.7%	2.8%	2.7%	2.9%	16
Professional/Client Management	2.7%	2.5%	2.7%	3.0%	2.8%	3.0%	17
Technical/Business Support	2.6%	2.5%	2.7%	2.9%	2.8%	3.0%	17
Production/Manual Labor	2.5%	2.5%	2.6%	2.7%	2.8%	2.8%	16
Overall	2.7%	2.6%	2.8%	3.0%	2.9%	3.0%	17
Food and Beverage Processing and Production							
Executive	2.6%	3.0%	3.0%	2.7%	3.1%	3.1%	19
Management (Excluding Executives)	2.6%	2.9%	3.0%	2.6%	3.0%	3.1%	19
Professional/Client Management	2.6%	2.9%	3.0%	2.7%	3.0%	3.1%	19
Technical/Business Support	2.6%	2.8%	2.9%	2.7%	2.8%	2.9%	20
Production/Manual Labor	2.6%	2.7%	2.8%	2.7%	2.8%	3.0%	15
Overall	2.8%	2.9%	3.0%	2.8%	3.0%	3.1%	19
Pharmaceuticals and Biotechnology							
Executive	2.9%	2.4%	3.0%	3.0%	3.1%	3.1%	13
Management (Excluding Executives)	2.8%	2.8%	3.0%	3.1%	3.0%	3.1%	13
Professional/Client Management	2.7%	2.8%	3.0%	2.8%	2.9%	3.1%	13
Technical/Business Support	2.7%	2.7%	3.0%	2.7%	2.8%	3.1%	13
Production/Manual Labor	2.4%	2.4%	2.6%	2.4%	2.4%	2.7%	11
Overall	2.7%	2.8%	3.0%	2.8%	3.0%	3.1%	13

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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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
High Tech							
Computer Hardware and Office Equipment							
Executive	---	2.2%	2.4%	2.3%	2.3%	2.5%	6
Management (Excluding Executives)	---	2.4%	2.4%	2.4%	2.5%	2.5%	6
Professional/Client Management	2.0%	2.4%	2.4%	2.1%	2.5%	2.5%	6
Technical/Business Support	---	---	1.8%	1.9%	2.4%	2.0%	6
Production/Manual Labor	---	---	---	---	2.4%	---	5
Overall	---	2.4%	2.4%	2.5%	2.5%	2.5%	6
Electronic, Electrical and Scientific Equipment and Components							
Executive	1.6%	---	1.8%	1.7%	---	1.8%	5
Management (Excluding Executives)	---	---	---	2.5%	2.8%	---	5
Professional/Client Management	2.0%	2.6%	3.0%	2.2%	2.7%	3.1%	7
Technical/Business Support	2.4%	2.6%	3.0%	2.6%	2.7%	3.1%	7
Production/Manual Labor	1.8%	2.0%	---	2.1%	2.3%	2.4%	6
Overall	2.0%	2.5%	---	2.3%	2.7%	3.1%	6
Industrial Manufacturing							
Executive	2.0%	1.6%	2.0%	2.1%	1.7%	2.0%	20
Management (Excluding Executives)	2.6%	2.2%	2.4%	2.7%	2.2%	2.4%	24
Professional/Client Management	2.5%	2.1%	2.4%	2.6%	2.1%	2.4%	24
Technical/Business Support	2.6%	2.2%	2.4%	2.6%	2.2%	2.5%	24
Production/Manual Labor	2.2%	1.8%	2.2%	2.3%	1.9%	2.2%	19
Overall	2.6%	2.0%	2.4%	2.6%	2.1%	2.4%	24
Medical Supplies and Equipment							
Executive	2.6%	2.8%	2.7%	2.8%	3.0%	2.9%	6
Management (Excluding Executives)	2.6%	2.8%	2.8%	2.7%	3.0%	2.9%	7
Professional/Client Management	2.5%	2.8%	2.8%	2.6%	3.0%	2.9%	7
Technical/Business Support	2.4%	2.7%	2.8%	2.5%	2.9%	2.9%	7
Production/Manual Labor	2.1%	---	---	2.2%	---	---	5
Overall	2.5%	2.8%	2.8%	2.7%	3.0%	2.9%	7
Semiconductors							
Executive	---	---	---	---	---	---	2
Management (Excluding Executives)	---	---	---	---	---	---	2
Professional/Client Management	---	---	---	---	---	---	2
Technical/Business Support	---	---	---	---	---	---	2
Production/Manual Labor	---	---	---	---	---	---	2
Overall	---	---	---	---	---	---	2

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
High Tech (continued)							
Software Products and Services							
Executive	2.6%	2.4%	2.5%	2.7%	2.5%	2.8%	10
Management (Excluding Executives)	2.5%	2.3%	2.5%	2.9%	2.6%	2.7%	12
Professional/Client Management	2.4%	2.5%	2.5%	2.8%	2.8%	2.8%	12
Technical/Business Support	2.7%	2.5%	2.6%	3.1%	2.9%	2.9%	11
Production/Manual Labor	1.1%	1.2%	1.5%	1.8%	1.9%	1.9%	8
Overall	2.7%	2.4%	2.5%	3.1%	2.8%	2.8%	12
Telecommunications and Network Products and Services							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	3.2%	3.3%	3.1%	3.3%	3.5%	3.3%	5
Professional/Client Management	2.8%	2.9%	3.1%	2.9%	3.1%	3.3%	5
Technical/Business Support	2.8%	2.9%	3.1%	2.9%	3.1%	3.3%	5
Production/Manual Labor	---	---	---	---	---	---	3
Overall	3.0%	3.1%	3.1%	3.1%	3.3%	3.3%	5
Energy							
Energy Services and Utilities							
Executive	2.5%	1.9%	1.7%	3.7%	2.5%	2.1%	25
Management (Excluding Executives)	2.7%	2.1%	2.3%	3.4%	2.5%	2.8%	26
Professional/Client Management	2.7%	2.1%	2.3%	3.4%	2.5%	2.8%	27
Technical/Business Support	2.4%	1.8%	2.1%	3.1%	2.2%	2.6%	27
Production/Manual Labor	1.6%	1.3%	1.8%	2.5%	1.8%	2.4%	17
Overall	2.6%	2.0%	2.2%	3.2%	2.4%	2.6%	26
Oil and Gas							
Executive	2.7%	1.5%	2.6%	3.1%	2.4%	2.8%	15
Management (Excluding Executives)	3.9%	1.6%	2.6%	4.2%	1.7%	2.8%	16
Professional/Client Management	4.0%	2.0%	2.6%	4.3%	2.1%	2.8%	16
Technical/Business Support	3.7%	1.8%	2.6%	4.2%	2.0%	2.8%	16
Production/Manual Labor	3.2%	2.0%	2.6%	3.4%	2.1%	2.9%	13
Overall	3.9%	2.0%	2.6%	4.2%	2.1%	2.8%	16
Retail and Wholesale Trade							
Retail Trade							
Executive	2.4%	2.6%	2.4%	2.5%	2.6%	2.4%	31
Management (Excluding Executives)	2.5%	2.5%	2.6%	2.6%	2.5%	2.6%	35
Professional/Client Management	2.5%	2.5%	2.5%	2.6%	2.5%	2.5%	34
Technical/Business Support	2.5%	2.5%	2.5%	2.6%	2.5%	2.5%	33
Production/Manual Labor	2.5%	2.6%	2.5%	2.5%	2.6%	2.5%	28
Overall	2.5%	2.5%	2.7%	2.6%	2.6%	2.7%	35

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Retail and Wholesale Trade (continued)							
Wholesale Trade							
Executive	1.9%	2.0%	2.3%	2.3%	2.3%	2.4%	11
Management (Excluding Executives)	2.4%	2.6%	2.7%	2.6%	2.7%	2.7%	13
Professional/Client Management	2.3%	2.3%	2.7%	2.4%	2.4%	2.7%	13
Technical/Business Support	2.3%	2.4%	2.7%	2.4%	2.4%	2.7%	13
Production/Manual Labor	1.9%	2.0%	2.4%	2.1%	2.1%	2.4%	13
Overall	2.4%	2.4%	2.6%	2.6%	2.5%	2.6%	13
Services							
Agribusiness and Agriculture							
Executive	3.0%	2.8%	2.9%	3.1%	2.9%	3.0%	8
Management (Excluding Executives)	2.9%	2.9%	3.0%	3.0%	3.0%	3.1%	9
Professional/Client Management	2.9%	2.9%	3.0%	3.0%	3.0%	3.1%	9
Technical/Business Support	2.8%	2.8%	3.0%	2.9%	2.9%	3.1%	9
Production/Manual Labor	2.9%	2.8%	3.0%	2.9%	2.9%	3.1%	8
Overall	2.8%	2.9%	3.0%	2.9%	3.0%	3.1%	9
Associations, Foundations, Education and Government							
Executive	1.6%	1.3%	1.5%	2.2%	1.6%	1.8%	12
Management (Excluding Executives)	2.1%	1.8%	1.9%	2.7%	2.2%	2.4%	13
Professional/Client Management	1.7%	1.3%	1.5%	2.5%	1.9%	2.1%	13
Technical/Business Support	1.7%	1.6%	1.7%	2.6%	2.1%	2.2%	13
Production/Manual Labor	1.3%	1.3%	1.0%	2.0%	1.7%	1.5%	12
Overall	1.8%	1.7%	1.6%	2.4%	2.1%	2.1%	13
Business and Technical Consulting Services							
Executive	2.6%	2.3%	2.5%	2.8%	2.4%	2.6%	22
Management (Excluding Executives)	2.8%	2.7%	2.8%	3.0%	2.9%	3.0%	26
Professional/Client Management	3.0%	2.8%	2.9%	3.2%	3.0%	3.0%	27
Technical/Business Support	3.0%	2.8%	2.8%	3.1%	3.0%	3.0%	26
Production/Manual Labor	2.1%	2.0%	2.0%	2.2%	2.0%	2.0%	13
Overall	2.9%	2.7%	2.8%	3.0%	2.9%	3.0%	25
Business Support Services							
Executive	2.0%	2.0%	2.3%	2.0%	2.0%	2.3%	15
Management (Excluding Executives)	1.9%	2.3%	2.4%	1.9%	2.4%	2.5%	15
Professional/Client Management	1.9%	2.3%	2.4%	1.9%	2.3%	2.5%	15
Technical/Business Support	1.9%	2.2%	2.4%	2.0%	2.3%	2.5%	15
Production/Manual Labor	1.7%	2.1%	2.5%	1.8%	2.2%	2.5%	11
Overall	1.9%	2.2%	2.4%	2.0%	2.3%	2.5%	15

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Services (continued)							
Construction							
Executive	---	---	---	---	---	---	1
Management (Excluding Executives)	---	---	---	---	---	---	3
Professional/Client Management	---	---	---	---	---	---	3
Technical/Business Support	---	---	---	---	---	---	3
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	3
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	---	---	---	---	---	---	2
Technical/Business Support	---	---	---	---	---	---	2
Production/Manual Labor	---	---	---	---	---	---	1
Overall	---	---	---	---	---	---	2
E-Commerce Services							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	---	---	---	---	---	---	4
Professional/Client Management	---	---	---	---	---	---	4
Technical/Business Support	---	---	---	---	---	---	3
Production/Manual Labor	---	---	---	---	---	---	2
Overall	---	---	---	---	---	---	4
Leisure and Hospitality							
Executive	1.6%	1.5%	2.5%	1.8%	1.7%	2.5%	8
Management (Excluding Executives)	2.3%	2.2%	2.9%	2.4%	2.3%	2.9%	8
Professional/Client Management	2.3%	2.2%	2.9%	2.4%	2.3%	2.9%	8
Technical/Business Support	2.4%	2.3%	2.9%	2.5%	2.4%	2.9%	8
Production/Manual Labor	---	---	---	---	1.2%	---	5
Overall	2.3%	2.2%	2.9%	2.4%	2.3%	2.9%	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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Services (continued)							
Media and Entertainment							
Executive	1.7%	1.7%	1.3%	2.0%	1.9%	1.7%	13
Management (Excluding Executives)	2.3%	1.9%	1.6%	2.4%	2.1%	1.9%	13
Professional/Client Management	2.3%	2.0%	1.7%	2.5%	2.1%	1.9%	13
Technical/Business Support	2.2%	2.0%	1.7%	2.4%	2.1%	1.9%	13
Production/Manual Labor	2.3%	1.9%	1.9%	2.4%	1.9%	2.0%	10
Overall	2.1%	1.9%	1.8%	2.3%	2.0%	2.1%	13
Real Estate Holdings, Development and Trusts							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	---	---	---	---	---	---	4
Professional/Client Management	---	---	---	---	---	---	4
Technical/Business Support	---	---	---	---	---	---	4
Production/Manual Labor	---	---	---	---	---	---	3
Overall	---	---	---	---	---	---	4
Software Products and Services							
Executive	2.6%	2.4%	2.5%	2.7%	2.5%	2.8%	10
Management (Excluding Executives)	2.5%	2.3%	2.5%	2.9%	2.6%	2.7%	12
Professional/Client Management	2.4%	2.5%	2.5%	2.8%	2.8%	2.8%	12
Technical/Business Support	2.7%	2.5%	2.6%	3.1%	2.9%	2.9%	11
Production/Manual Labor	1.1%	1.2%	1.5%	1.8%	1.9%	1.9%	8
Overall	2.7%	2.4%	2.5%	3.1%	2.8%	2.8%	12
Telecommunications and Network Products and Services							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	3.2%	3.3%	3.1%	3.3%	3.5%	3.3%	5
Professional/Client Management	2.8%	2.9%	3.1%	2.9%	3.1%	3.3%	5
Technical/Business Support	2.8%	2.9%	3.1%	2.9%	3.1%	3.3%	5
Production/Manual Labor	---	---	---	---	---	---	3
Overall	3.0%	3.1%	3.1%	3.1%	3.3%	3.3%	5

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Services (continued)							
Transportation Services							
Executive	2.2%	2.0%	1.9%	2.8%	2.7%	2.3%	12
Management (Excluding Executives)	2.6%	2.3%	2.0%	2.9%	2.6%	2.3%	13
Professional/Client Management	2.5%	2.3%	2.0%	2.7%	2.6%	2.3%	13
Technical/Business Support	2.7%	2.4%	2.1%	2.7%	2.6%	2.3%	12
Production/Manual Labor	2.4%	2.8%	2.0%	2.5%	2.8%	2.2%	9
Overall	2.5%	2.3%	2.2%	2.7%	2.6%	2.6%	13
Services - Not Classified Elsewhere							
Executive	2.8%	1.7%	2.3%	3.0%	1.8%	2.8%	11
Management (Excluding Executives)	3.3%	2.2%	2.9%	3.4%	2.2%	3.3%	12
Professional/Client Management	3.3%	2.3%	2.9%	3.5%	2.3%	3.3%	12
Technical/Business Support	2.9%	2.0%	2.6%	3.1%	2.0%	3.0%	12
Production/Manual Labor	3.0%	2.0%	2.6%	3.2%	2.0%	3.0%	12
Overall	3.3%	2.3%	2.9%	3.5%	2.3%	3.3%	12
Health Care							
Health Care Services							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	2.0%	---	---	2.2%	2.4%	2.4%	6
Professional/Client Management	1.9%	---	---	2.2%	2.3%	2.4%	6
Technical/Business Support	1.9%	---	---	2.1%	2.3%	2.4%	6
Production/Manual Labor	---	---	---	---	---	---	2
Overall	1.9%	---	---	2.2%	2.3%	2.4%	6
Banking and Finance							
Banking							
Executive	2.4%	1.4%	1.4%	2.3%	1.6%	1.7%	12
Management (Excluding Executives)	2.8%	2.1%	2.2%	2.5%	2.1%	2.2%	14
Professional/Client Management	2.7%	2.1%	2.2%	2.5%	2.2%	2.2%	14
Technical/Business Support	2.6%	2.1%	2.2%	2.4%	2.1%	2.2%	14
Production/Manual Labor	---	1.5%	2.0%	---	1.5%	2.0%	7
Overall	2.7%	2.1%	2.4%	2.5%	2.2%	2.4%	13
Finance (Excluding Banking and Insurance)							
Executive	1.8%	1.8%	1.6%	2.6%	2.4%	1.9%	22
Management (Excluding Executives)	2.6%	1.9%	1.9%	3.0%	2.4%	2.2%	23
Professional/Client Management	2.3%	1.9%	2.0%	2.7%	2.5%	2.4%	23
Technical/Business Support	2.0%	1.8%	1.9%	2.5%	2.4%	2.3%	22
Production/Manual Labor	0.7%	1.1%	1.4%	1.3%	1.6%	1.9%	7
Overall	2.2%	2.0%	2.0%	2.7%	2.5%	2.4%	23

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Insurance							
General/Property and Casualty Insurance							
Executive	2.5%	2.4%	3.0%	2.6%	2.7%	3.2%	10
Management (Excluding Executives)	2.8%	2.5%	3.0%	3.0%	2.7%	3.2%	10
Professional/Client Management	2.5%	2.7%	2.7%	2.9%	3.0%	3.0%	9
Technical/Business Support	2.5%	2.7%	2.7%	2.9%	3.0%	3.0%	9
Production/Manual Labor	---	---	---	---	---	---	2
Overall	2.5%	2.7%	2.7%	2.9%	2.9%	3.0%	9
Life and Health Insurance							
Executive	---	---	---	2.0%	3.0%	---	5
Management (Excluding Executives)	---	---	---	2.4%	3.1%	---	5
Professional/Client Management	---	---	---	3.1%	3.0%	---	5
Technical/Business Support	---	---	---	2.2%	3.0%	---	5
Production/Manual Labor	---	---	---	---	---	---	2
Overall	---	---	---	3.0%	3.0%	2.9%	5
Reinsurance							
Executive	---	---	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	---	---	0
Professional/Client Management	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	0
Other Insurance Companies - Not Classified Elsewhere							
Executive							
Management (Excluding Executives)	---	---	---	---	---	---	0
Professional/Client Management	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	0

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Atlantic Canada							
Newfoundland and Labrador							
Executive	2.4%	2.4%	2.4%	2.8%	2.6%	2.6%	29
Management (Excluding Executives)	2.6%	2.5%	2.6%	2.8%	2.7%	2.8%	72
Professional/Client Management	2.6%	2.5%	2.6%	2.8%	2.7%	2.8%	75
Technical/Business Support	2.6%	2.4%	2.6%	2.7%	2.5%	2.7%	70
Production/Manual Labor	2.5%	2.4%	2.6%	2.5%	2.5%	2.7%	44
Overall	2.5%	2.4%	2.6%	2.7%	2.6%	2.7%	73
Nova Scotia							
Executive	2.4%	2.4%	2.4%	2.7%	2.6%	2.6%	49
Management (Excluding Executives)	2.5%	2.5%	2.5%	2.7%	2.6%	2.7%	108
Professional/Client Management	2.5%	2.5%	2.6%	2.7%	2.6%	2.7%	111
Technical/Business Support	2.5%	2.5%	2.6%	2.7%	2.6%	2.7%	103
Production/Manual Labor	2.4%	2.4%	2.5%	2.6%	2.4%	2.6%	63
Overall	2.5%	2.4%	2.6%	2.6%	2.6%	2.7%	112
Prince Edward Island							
Executive	2.0%	2.0%	2.1%	2.3%	2.4%	2.5%	14
Management (Excluding Executives)	2.4%	2.3%	2.4%	2.5%	2.4%	2.6%	48
Professional/Client Management	2.4%	2.3%	2.4%	2.5%	2.4%	2.6%	51
Technical/Business Support	2.4%	2.4%	2.5%	2.4%	2.5%	2.6%	47
Production/Manual Labor	2.4%	2.3%	2.6%	2.4%	2.3%	2.5%	33
Overall	2.4%	2.3%	2.5%	2.5%	2.4%	2.6%	51
New Brunswick							
Executive	2.5%	2.5%	2.4%	2.5%	2.5%	2.6%	38
Management (Excluding Executives)	2.5%	2.5%	2.5%	2.6%	2.6%	2.6%	92
Professional/Client Management	2.5%	2.5%	2.5%	2.7%	2.6%	2.7%	94
Technical/Business Support	2.5%	2.5%	2.5%	2.6%	2.6%	2.7%	88
Production/Manual Labor	2.4%	2.4%	2.6%	2.5%	2.5%	2.7%	55
Overall	2.4%	2.4%	2.5%	2.6%	2.5%	2.7%	95
Quebec							
Greater Montreal							
Executive	2.5%	2.5%	2.5%	2.7%	2.7%	2.7%	110
Management (Excluding Executives)	2.6%	2.6%	2.6%	2.7%	2.7%	2.7%	170
Professional/Client Management	2.6%	2.6%	2.6%	2.7%	2.7%	2.8%	172
Technical/Business Support	2.5%	2.6%	2.6%	2.7%	2.7%	2.8%	165
Production/Manual Labor	2.5%	2.5%	2.6%	2.6%	2.6%	2.7%	109
Overall	2.5%	2.5%	2.6%	2.7%	2.7%	2.8%	171

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Quebec (continued)							
Other Quebec							
Executive	2.6%	2.5%	2.5%	2.7%	2.6%	2.7%	64
Management (Excluding Executives)	2.5%	2.5%	2.6%	2.7%	2.6%	2.7%	115
Professional/Client Management	2.5%	2.5%	2.6%	2.7%	2.6%	2.7%	118
Technical/Business Support	2.5%	2.5%	2.6%	2.6%	2.6%	2.8%	117
Production/Manual Labor	2.5%	2.4%	2.6%	2.6%	2.5%	2.8%	79
Overall	2.5%	2.5%	2.6%	2.6%	2.6%	2.7%	120
Ontario							
Greater Toronto							
Executive	2.7%	2.6%	2.7%	2.9%	2.8%	2.8%	195
Management (Excluding Executives)	2.6%	2.6%	2.6%	2.8%	2.7%	2.8%	256
Professional/Client Management	2.6%	2.6%	2.7%	2.8%	2.7%	2.8%	258
Technical/Business Support	2.6%	2.6%	2.7%	2.7%	2.7%	2.8%	253
Production/Manual Labor	2.5%	2.6%	2.6%	2.6%	2.7%	2.8%	156
Overall	2.6%	2.6%	2.7%	2.7%	2.7%	2.8%	258
Ottawa							
Executive	2.3%	2.5%	2.5%	2.5%	2.6%	2.7%	57
Management (Excluding Executives)	2.5%	2.5%	2.6%	2.6%	2.6%	2.7%	114
Professional/Client Management	2.5%	2.5%	2.6%	2.7%	2.6%	2.8%	116
Technical/Business Support	2.5%	2.5%	2.6%	2.6%	2.6%	2.7%	111
Production/Manual Labor	2.4%	2.5%	2.7%	2.5%	2.5%	2.7%	70
Overall	2.5%	2.5%	2.6%	2.6%	2.6%	2.7%	119
South Western Ontario							
Executive	2.7%	2.5%	2.5%	2.9%	2.6%	2.7%	58
Management (Excluding Executives)	2.5%	2.5%	2.6%	2.7%	2.6%	2.7%	111
Professional/Client Management	2.6%	2.6%	2.7%	2.7%	2.7%	2.8%	114
Technical/Business Support	2.5%	2.6%	2.7%	2.6%	2.6%	2.8%	107
Production/Manual Labor	2.6%	2.5%	2.7%	2.7%	2.6%	2.8%	66
Overall	2.5%	2.5%	2.6%	2.6%	2.6%	2.7%	115
Other Ontario							
Executive	2.5%	2.8%	2.6%	2.7%	2.9%	2.8%	72
Management (Excluding Executives)	2.6%	2.5%	2.6%	2.7%	2.6%	2.7%	133
Professional/Client Management	2.6%	2.6%	2.7%	2.7%	2.7%	2.8%	137
Technical/Business Support	2.6%	2.6%	2.7%	2.7%	2.7%	2.8%	127
Production/Manual Labor	2.5%	2.5%	2.7%	2.6%	2.6%	2.7%	81
Overall	2.6%	2.6%	2.6%	2.7%	2.7%	2.7%	140

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Manitoba/Saskatchewan							
Manitoba							
Executive	2.7%	2.6%	2.5%	2.9%	2.7%	2.7%	61
Management (Excluding Executives)	2.6%	2.6%	2.6%	2.8%	2.7%	2.7%	118
Professional/Client Management	2.6%	2.6%	2.6%	2.8%	2.6%	2.8%	120
Technical/Business Support	2.5%	2.5%	2.6%	2.6%	2.6%	2.8%	114
Production/Manual Labor	2.5%	2.5%	2.6%	2.7%	2.5%	2.7%	75
Overall	2.5%	2.6%	2.6%	2.7%	2.6%	2.7%	122
Saskatchewan							
Executive	2.7%	2.5%	2.7%	3.1%	2.8%	2.9%	62
Management (Excluding Executives)	2.7%	2.5%	2.6%	2.9%	2.6%	2.8%	114
Professional/Client Management	2.7%	2.5%	2.7%	3.0%	2.7%	2.9%	121
Technical/Business Support	2.7%	2.6%	2.7%	2.8%	2.7%	2.8%	113
Production/Manual Labor	2.6%	2.5%	2.7%	2.9%	2.6%	2.9%	78
Overall	2.7%	2.5%	2.7%	2.9%	2.7%	2.8%	122
Alberta							
Calgary							
Executive	2.9%	2.8%	2.7%	3.1%	3.0%	2.9%	116
Management (Excluding Executives)	2.8%	2.6%	2.7%	3.0%	2.7%	2.8%	185
Professional/Client Management	2.8%	2.6%	2.7%	3.0%	2.8%	2.9%	190
Technical/Business Support	2.8%	2.6%	2.7%	3.0%	2.8%	2.9%	176
Production/Manual Labor	2.7%	2.6%	2.8%	2.8%	2.6%	2.9%	110
Overall	2.8%	2.6%	2.7%	3.0%	2.8%	2.9%	190
Edmonton							
Executive	2.8%	2.6%	2.6%	2.9%	2.7%	2.7%	76
Management (Excluding Executives)	2.7%	2.6%	2.7%	2.9%	2.7%	2.9%	141
Professional/Client Management	2.7%	2.6%	2.7%	2.8%	2.7%	2.8%	142
Technical/Business Support	2.7%	2.6%	2.7%	2.8%	2.7%	2.8%	135
Production/Manual Labor	2.6%	2.6%	2.7%	2.7%	2.6%	2.8%	83
Overall	2.6%	2.6%	2.6%	2.7%	2.7%	2.8%	140
Northern Alberta/Fort McMurray							
Executive	2.9%	2.8%	2.9%	3.0%	2.8%	3.0%	24
Management (Excluding Executives)	2.8%	2.6%	2.7%	2.9%	2.6%	2.8%	61
Professional/Client Management	2.7%	2.4%	2.6%	2.9%	2.6%	2.8%	66
Technical/Business Support	2.8%	2.5%	2.7%	2.8%	2.6%	2.8%	62
Production/Manual Labor	2.7%	2.6%	2.8%	2.9%	2.7%	2.9%	44
Overall	2.7%	2.5%	2.6%	2.9%	2.6%	2.8%	66

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Alberta (continued)							
Other Alberta							
Executive	2.7%	2.5%	2.4%	3.0%	2.6%	2.7%	38
Management (Excluding Executives)	2.8%	2.5%	2.6%	3.0%	2.6%	2.7%	100
Professional/Client Management	2.8%	2.5%	2.6%	3.0%	2.7%	2.7%	101
Technical/Business Support	2.8%	2.6%	2.6%	2.9%	2.7%	2.7%	98
Production/Manual Labor	2.7%	2.5%	2.7%	2.9%	2.6%	2.8%	65
Overall	2.8%	2.5%	2.6%	3.0%	2.7%	2.7%	108
British Columbia							
Vancouver							
Executive	2.7%	2.6%	2.6%	2.9%	2.8%	2.8%	110
Management (Excluding Executives)	2.6%	2.6%	2.6%	2.7%	2.7%	2.8%	177
Professional/Client Management	2.6%	2.6%	2.7%	2.7%	2.7%	2.8%	184
Technical/Business Support	2.6%	2.6%	2.7%	2.7%	2.7%	2.8%	170
Production/Manual Labor	2.4%	2.5%	2.7%	2.5%	2.6%	2.8%	104
Overall	2.6%	2.6%	2.6%	2.7%	2.7%	2.8%	184
Other British Columbia							
Executive	2.4%	2.4%	2.3%	2.7%	2.6%	2.6%	47
Management (Excluding Executives)	2.6%	2.5%	2.5%	2.7%	2.6%	2.7%	112
Professional/Client Management	2.6%	2.5%	2.6%	2.8%	2.6%	2.7%	117
Technical/Business Support	2.7%	2.5%	2.6%	2.8%	2.5%	2.7%	112
Production/Manual Labor	2.5%	2.4%	2.6%	2.6%	2.4%	2.7%	70
Overall	2.6%	2.5%	2.5%	2.8%	2.6%	2.7%	116
Northern Canada							
Northern Territories/Nunavut/Yukon							
Executive	---	---	---	1.9%	2.1%	---	7
Management (Excluding Executives)	2.5%	2.2%	2.2%	2.4%	2.3%	2.4%	20
Professional/Client Management	2.6%	2.4%	2.3%	2.6%	2.4%	2.5%	21
Technical/Business Support	2.7%	2.4%	2.4%	2.5%	2.4%	2.4%	20
Production/Manual Labor	2.4%	2.4%	2.4%	2.4%	2.3%	2.4%	13
Overall	2.5%	2.3%	2.3%	2.4%	2.4%	2.4%	20

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Atlantic Canada							
Newfoundland and Labrador							
Executive	1.5%	1.7%	1.7%	1.9%	2.0%	2.0%	35
Management (Excluding Executives)	2.3%	2.2%	2.2%	2.5%	2.4%	2.4%	77
Professional/Client Management	2.5%	2.3%	2.3%	2.7%	2.5%	2.5%	78
Technical/Business Support	2.4%	2.2%	2.3%	2.6%	2.4%	2.4%	72
Production/Manual Labor	2.1%	1.9%	2.0%	2.2%	2.0%	2.1%	49
Overall	2.4%	2.3%	2.3%	2.5%	2.4%	2.5%	77
Nova Scotia							
Executive	1.6%	1.7%	1.7%	1.9%	1.9%	1.9%	59
Management (Excluding Executives)	2.2%	2.2%	2.2%	2.4%	2.3%	2.3%	116
Professional/Client Management	2.3%	2.2%	2.3%	2.5%	2.4%	2.4%	117
Technical/Business Support	2.3%	2.2%	2.2%	2.5%	2.3%	2.4%	109
Production/Manual Labor	2.0%	1.8%	1.9%	2.1%	1.9%	2.1%	75
Overall	2.3%	2.2%	2.3%	2.5%	2.4%	2.5%	117
Prince Edward Island							
Executive	1.4%	1.4%	1.3%	1.8%	1.9%	1.6%	19
Management (Excluding Executives)	2.2%	2.2%	2.0%	2.4%	2.3%	2.1%	52
Professional/Client Management	2.2%	2.3%	2.1%	2.3%	2.4%	2.3%	53
Technical/Business Support	2.3%	2.4%	2.1%	2.3%	2.4%	2.2%	49
Production/Manual Labor	2.2%	2.1%	2.1%	2.2%	2.1%	2.2%	37
Overall	2.3%	2.3%	2.2%	2.4%	2.4%	2.4%	53
New Brunswick							
Executive	1.5%	1.7%	1.6%	1.7%	1.9%	1.8%	47
Management (Excluding Executives)	2.3%	2.3%	2.2%	2.4%	2.4%	2.4%	96
Professional/Client Management	2.3%	2.3%	2.2%	2.5%	2.4%	2.4%	98
Technical/Business Support	2.3%	2.3%	2.2%	2.4%	2.4%	2.3%	93
Production/Manual Labor	2.0%	2.0%	2.1%	2.1%	2.1%	2.1%	62
Overall	2.3%	2.3%	2.3%	2.4%	2.4%	2.4%	99
Quebec							
Greater Montreal							
Executive	1.9%	2.1%	2.0%	2.2%	2.3%	2.3%	122
Management (Excluding Executives)	2.4%	2.4%	2.4%	2.6%	2.6%	2.5%	174
Professional/Client Management	2.4%	2.4%	2.4%	2.6%	2.6%	2.6%	175
Technical/Business Support	2.4%	2.4%	2.4%	2.5%	2.6%	2.5%	170
Production/Manual Labor	2.1%	2.2%	2.2%	2.3%	2.3%	2.3%	118
Overall	2.4%	2.4%	2.4%	2.5%	2.6%	2.6%	174

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Quebec (continued)							
Other Quebec							
Executive	2.1%	2.2%	2.2%	2.3%	2.4%	2.4%	69
Management (Excluding Executives)	2.4%	2.3%	2.4%	2.6%	2.4%	2.5%	118
Professional/Client Management	2.5%	2.4%	2.4%	2.6%	2.6%	2.6%	120
Technical/Business Support	2.4%	2.4%	2.4%	2.5%	2.5%	2.6%	120
Production/Manual Labor	2.2%	2.1%	2.3%	2.3%	2.2%	2.4%	87
Overall	2.5%	2.4%	2.5%	2.6%	2.5%	2.6%	122
Ontario							
Greater Toronto							
Executive	2.2%	2.1%	2.2%	2.4%	2.3%	2.4%	218
Management (Excluding Executives)	2.5%	2.4%	2.5%	2.7%	2.6%	2.6%	262
Professional/Client Management	2.5%	2.4%	2.5%	2.7%	2.6%	2.6%	263
Technical/Business Support	2.5%	2.4%	2.5%	2.6%	2.6%	2.6%	258
Production/Manual Labor	2.1%	2.1%	2.2%	2.2%	2.3%	2.4%	174
Overall	2.5%	2.4%	2.5%	2.6%	2.6%	2.7%	263
Ottawa							
Executive	1.8%	2.1%	1.9%	2.1%	2.3%	2.1%	66
Management (Excluding Executives)	2.4%	2.3%	2.3%	2.5%	2.5%	2.4%	118
Professional/Client Management	2.4%	2.3%	2.3%	2.5%	2.4%	2.5%	120
Technical/Business Support	2.3%	2.4%	2.4%	2.4%	2.5%	2.5%	115
Production/Manual Labor	2.1%	2.1%	2.1%	2.2%	2.2%	2.2%	78
Overall	2.3%	2.4%	2.4%	2.5%	2.5%	2.6%	122
South Western Ontario							
Executive	2.0%	2.0%	1.9%	2.3%	2.2%	2.1%	68
Management (Excluding Executives)	2.4%	2.3%	2.3%	2.6%	2.5%	2.5%	115
Professional/Client Management	2.4%	2.4%	2.4%	2.5%	2.6%	2.5%	117
Technical/Business Support	2.3%	2.4%	2.3%	2.5%	2.5%	2.5%	112
Production/Manual Labor	2.1%	2.1%	2.2%	2.3%	2.2%	2.3%	73
Overall	2.4%	2.4%	2.4%	2.5%	2.5%	2.6%	118
Other Ontario							
Executive	2.1%	2.4%	2.1%	2.3%	2.5%	2.3%	80
Management (Excluding Executives)	2.5%	2.4%	2.4%	2.6%	2.5%	2.5%	137
Professional/Client Management	2.5%	2.4%	2.4%	2.6%	2.6%	2.5%	142
Technical/Business Support	2.4%	2.4%	2.4%	2.5%	2.5%	2.5%	134
Production/Manual Labor	2.1%	2.1%	2.1%	2.2%	2.2%	2.2%	91
Overall	2.5%	2.4%	2.5%	2.6%	2.6%	2.6%	144

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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 LOCATION (continued)

	Merit Increases (% of Salary)			Total Increases (% of Salary)			# of Responses
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Manitoba/Saskatchewan							
Manitoba							
Executive	2.0%	2.1%	2.0%	2.4%	2.4%	2.3%	67
Management (Excluding Executives)	2.4%	2.4%	2.3%	2.6%	2.5%	2.5%	122
Professional/Client Management	2.5%	2.4%	2.3%	2.7%	2.5%	2.5%	124
Technical/Business Support	2.4%	2.3%	2.3%	2.6%	2.4%	2.4%	119
Production/Manual Labor	2.1%	2.0%	2.2%	2.3%	2.1%	2.3%	84
Overall	2.5%	2.4%	2.4%	2.6%	2.5%	2.6%	125
Saskatchewan							
Executive	2.1%	1.9%	2.2%	2.5%	2.2%	2.4%	69
Management (Excluding Executives)	2.5%	2.2%	2.3%	2.8%	2.3%	2.5%	119
Professional/Client Management	2.5%	2.2%	2.4%	2.9%	2.4%	2.6%	125
Technical/Business Support	2.6%	2.2%	2.4%	2.8%	2.4%	2.5%	117
Production/Manual Labor	2.3%	2.0%	2.3%	2.6%	2.1%	2.4%	85
Overall	2.6%	2.2%	2.4%	2.9%	2.4%	2.6%	126
Alberta							
Calgary							
Executive	2.3%	2.1%	2.2%	2.6%	2.4%	2.4%	129
Management (Excluding Executives)	2.7%	2.2%	2.4%	2.8%	2.4%	2.6%	191
Professional/Client Management	2.7%	2.4%	2.5%	3.0%	2.5%	2.7%	193
Technical/Business Support	2.7%	2.3%	2.4%	2.8%	2.5%	2.6%	182
Production/Manual Labor	2.2%	2.1%	2.3%	2.4%	2.2%	2.4%	122
Overall	2.7%	2.4%	2.6%	2.9%	2.6%	2.7%	193
Edmonton							
Executive	2.0%	2.0%	2.0%	2.2%	2.1%	2.2%	85
Management (Excluding Executives)	2.6%	2.3%	2.4%	2.7%	2.4%	2.6%	147
Professional/Client Management	2.5%	2.3%	2.4%	2.7%	2.5%	2.5%	147
Technical/Business Support	2.5%	2.3%	2.3%	2.6%	2.4%	2.5%	142
Production/Manual Labor	2.1%	2.1%	2.1%	2.2%	2.2%	2.3%	93
Overall	2.4%	2.3%	2.4%	2.6%	2.5%	2.6%	145
Northern Alberta/Fort McMurray							
Executive	2.3%	2.0%	2.2%	2.4%	2.1%	2.4%	27
Management (Excluding Executives)	2.7%	2.2%	2.4%	2.8%	2.3%	2.5%	64
Professional/Client Management	2.6%	2.2%	2.4%	2.8%	2.4%	2.5%	68
Technical/Business Support	2.7%	2.3%	2.4%	2.8%	2.4%	2.6%	63
Production/Manual Labor	2.5%	2.2%	2.3%	2.6%	2.3%	2.4%	47
Overall	2.6%	2.2%	2.5%	2.8%	2.4%	2.7%	68

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
	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	2014 Actual Salary Increases Granted	2015 Salary Increase Budget	2016 Salary Increase Projection	
Alberta (continued)							
Other Alberta							
Executive	2.2%	1.9%	1.9%	2.5%	2.1%	2.2%	44
Management (Excluding Executives)	2.6%	2.2%	2.3%	2.8%	2.3%	2.5%	105
Professional/Client Management	2.6%	2.3%	2.3%	2.9%	2.5%	2.5%	105
Technical/Business Support	2.7%	2.2%	2.3%	2.9%	2.4%	2.5%	102
Production/Manual Labor	2.4%	2.0%	2.3%	2.6%	2.2%	2.5%	71
Overall	2.7%	2.3%	2.4%	2.9%	2.4%	2.6%	112
British Columbia							
Vancouver							
Executive	2.2%	2.1%	2.2%	2.4%	2.3%	2.3%	122
Management (Excluding Executives)	2.4%	2.4%	2.3%	2.6%	2.5%	2.5%	186
Professional/Client Management	2.5%	2.4%	2.4%	2.7%	2.6%	2.6%	190
Technical/Business Support	2.4%	2.4%	2.3%	2.6%	2.5%	2.5%	180
Production/Manual Labor	2.1%	2.1%	2.2%	2.2%	2.2%	2.3%	117
Overall	2.5%	2.4%	2.4%	2.6%	2.6%	2.6%	190
Other British Columbia							
Executive	1.9%	1.8%	1.8%	2.2%	2.0%	2.1%	52
Management (Excluding Executives)	2.5%	2.2%	2.3%	2.6%	2.3%	2.4%	117
Professional/Client Management	2.4%	2.3%	2.3%	2.6%	2.4%	2.4%	122
Technical/Business Support	2.5%	2.2%	2.2%	2.6%	2.3%	2.4%	117
Production/Manual Labor	2.1%	1.9%	2.1%	2.2%	1.9%	2.2%	79
Overall	2.5%	2.3%	2.3%	2.6%	2.4%	2.5%	121
Northern Canada							
Northern Territories/Nunavut/Yukon							
Executive	1.4%	---	0.9%	1.6%	1.8%	1.4%	9
Management (Excluding Executives)	2.3%	2.2%	1.6%	2.3%	2.3%	1.8%	22
Professional/Client Management	2.4%	2.4%	1.7%	2.4%	2.4%	1.9%	23
Technical/Business Support	2.7%	2.4%	1.8%	2.5%	2.4%	1.9%	21
Production/Manual Labor	2.4%	2.2%	2.0%	2.4%	2.2%	2.0%	14
Overall	2.3%	2.3%	1.8%	2.3%	2.4%	2.0%	22

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
Entire Sample Combined	291	70.5%	413
Profit Status			
For-Profit Organizations	263	71.5%	368
Not-For-Profit Organizations	28	62.2%	45
Industry Sector			
Durable Goods Manufacturing	72	73.5%	98
Non-Durable Goods Manufacturing	53	80.3%	66
High Tech	23	60.5%	38
Energy	27	64.3%	42
Retail and Wholesale Trade	44	95.7%	46
Services	100	68.0%	147
Health Care	6	100.0%	6
Banking and Finance	20	52.6%	38
Insurance	7	43.8%	16
Region			
Eastern Canada	44	74.6%	59
Greater Toronto	128	69.6%	184
Other Ontario	40	76.9%	52
Manitoba/Saskatchewan	13	61.9%	21
Alberta	47	70.1%	67
British Columbia	19	63.3%	30
Organization Size			
Under 300 FTEs	76	58.0%	131
300 to 999 FTEs	54	66.7%	81
1,000 to 4,999 FTEs	97	81.5%	119
5,000 FTEs or More	64	78.0%	82

Salary Increase Budgets and Range Increases

Hourly Increases (continued)

AVERAGE HOURLY RATE INCREASES IN ORGANIZATIONS GRANTING INCREASES - 2015

	2015 Actual Overall Average Increase to Hourly Rates				# of Responses
	25th Percentile	Median	75th Percentile	Average	
Entire Sample Combined	2.0%	2.5%	3.0%	2.6%	222
Profit Status					
or-Profit Organizations	2.0%	2.6%	3.0%	2.6%	201
Not-For-Profit Organizations	1.7%	2.3%	2.7%	2.2%	21
Industry Sector					
Durable Goods Manufacturing	2.0%	2.8%	3.0%	2.6%	50
Non-Durable Goods Manufacturing	2.2%	2.6%	3.0%	2.6%	44
High Tech	2.5%	3.0%	3.0%	2.8%	19
Energy	2.1%	2.9%	3.5%	2.8%	20
Retail and Wholesale Trade	2.0%	2.5%	3.0%	2.6%	39
Services	2.0%	2.7%	3.0%	2.6%	74
Health Care	2.2%	2.3%	2.5%	2.3%	5
Banking and Finance	1.6%	2.0%	2.5%	2.0%	15
Insurance	1.9%	2.6%	3.0%	2.5%	5
Region					
Eastern Canada	2.3%	2.6%	3.0%	2.5%	35
Greater Toronto	2.0%	2.5%	3.0%	2.5%	98
Other Ontario	2.2%	2.8%	3.0%	2.6%	30
Manitoba/Saskatchewan	2.0%	2.8%	3.1%	2.6%	12
Alberta	2.8%	3.0%	3.5%	3.0%	33
British Columbia	2.0%	2.0%	2.5%	2.3%	14
Organization Size					
Under 300 FTEs	2.5%	2.9%	3.0%	2.8%	61
300 to 999 FTEs	2.0%	2.5%	3.0%	2.6%	41
1,000 to 4,999 FTEs	2.0%	2.5%	3.0%	2.5%	76
5,000 FTEs or More	2.0%	2.1%	3.0%	2.4%	44

Salary Increase Budgets and Range Increases

Hourly Increases (continued)

AVERAGE HOURLY RATE INCREASES IN ORGANIZATIONS GRANTING INCREASES - 2016

	2016 Projected Overall Average Increase to Hourly Rates				
	25th Percentile	Median	75th Percentile	Average	# of Responses
Entire Sample Combined	2.0%	2.7%	3.0%	2.6%	213
Profit Status					
For-Profit Organizations	2.0%	2.7%	3.0%	2.6%	193
Not-For-Profit Organizations	1.5%	2.5%	2.9%	2.2%	20
Industry Sector					
Durable Goods Manufacturing	2.0%	2.7%	3.0%	2.6%	53
Non-Durable Goods Manufacturing	2.4%	3.0%	3.0%	2.7%	42
High Tech	2.4%	3.0%	3.0%	2.8%	18
Energy	2.0%	2.5%	3.0%	2.5%	20
Retail and Wholesale Trade	2.5%	2.7%	3.0%	2.6%	37
Services	2.5%	3.0%	3.0%	2.8%	64
Health Care	2.0%	2.5%	2.6%	2.3%	5
Banking and Finance	1.9%	2.0%	2.6%	2.2%	14
Insurance	1.9%	2.5%	3.0%	2.5%	5
Region					
Eastern Canada	2.3%	2.6%	3.0%	2.6%	34
Greater Toronto	2.0%	2.5%	3.0%	2.5%	90
Other Ontario	2.4%	3.0%	3.0%	2.7%	30
Manitoba/Saskatchewan	2.0%	2.6%	3.0%	2.5%	11
Alberta	2.5%	3.0%	3.0%	2.8%	32
British Columbia	2.0%	2.1%	2.9%	2.5%	16
Organization Size					
Under 300 FTEs	2.5%	3.0%	3.0%	2.8%	60
300 to 999 FTEs	2.0%	2.5%	3.0%	2.6%	41
1,000 to 4,999 FTEs	2.1%	2.8%	3.0%	2.6%	72
5,000 FTEs or More	2.0%	2.0%	2.8%	2.2%	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
Performance Rating		
Highest Rating	9.7%	4.4%
Above Average Rating	30.9%	3.4%
Average Rating	54.8%	2.5%
Below Average Rating	4.6%	0.7%
# of Responses	282	

PERFORMANCE RATINGS AND AVERAGE SALARY INCREASES FOR PROFESSIONAL/CLIENT MANAGEMENT

	Average % of Incumbents Rated at this Level	Average Salary Increase % Granted
Performance Rating		
Highest Rating	7.0%	4.6%
Above Average Rating	27.2%	3.5%
Average Rating	60.1%	2.5%
Below Average Rating	5.7%	0.6%
# of Responses	284	

PERFORMANCE RATINGS AND AVERAGE SALARY INCREASES FOR TECHNICAL/BUSINESS SUPPORT

	Average % of Incumbents Rated at this Level	Average Salary % Increase
Performance Rating		
Highest Rating	6.7%	4.4%
Above Average Rating	25.7%	3.4%
Average Rating	61.9%	2.4%
Below Average Rating	5.7%	0.7%
# of Responses	257	

PERFORMANCE RATINGS AND AVERAGE SALARY INCREASES FOR PRODUCTION/MANUAL LABOR

	Average % of Incumbents Rated at this Level	Average Salary % Increase
Performance Rating		
Highest Rating	5.8%	4.5%
Above Average Rating	22.8%	3.5%
Average Rating	63.9%	2.5%
Below Average Rating	7.6%	0.7%
# of Responses	138	

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	
Entire Sample Combined	348	83.5%	417
Profit Status			
For-Profit Organizations	303	81.5%	372
Not-For-Profit Organizations	45	100.0%	45
Industry Sector			
Durable Goods Manufacturing	82	82.0%	100
Non-Durable Goods Manufacturing	60	88.2%	68
High Tech	34	89.5%	38
Energy	32	74.4%	43
Retail and Wholesale Trade	38	82.6%	46
Services	120	82.2%	146
Health Care	6	100.0%	6
Banking and Finance	35	92.1%	38
Insurance	14	87.5%	16
Region			
Eastern Canada	53	89.8%	59
Greater Toronto	158	85.4%	185
Other Ontario	45	81.8%	55
Manitoba/Saskatchewan	18	85.7%	21
Alberta	51	76.1%	67
British Columbia	23	76.7%	30
Organization Size			
Under 300 FTEs	101	75.9%	133
300 to 999 FTEs	64	80.0%	80
1,000 to 4,999 FTEs	109	89.3%	122
5,000 FTEs or More	74	90.2%	82

Salary Increase Budgets and Range Increases

Salary Ranges (continued)

PREVALENCE OF ORGANIZATIONS THAT ADJUSTED SALARY RANGE MIDPOINTS DURING 2014

	Organizations That Adjusted Salary Range Midpoints in 2014		# of Responses
	# of Organizations	% of Organizations	
Entire Sample Combined	257	74.1%	347
Profit Status			
For-Profit Organizations	225	74.5%	302
Not-For-Profit Organizations	32	71.1%	45
Industry Sector			
Durable Goods Manufacturing	67	81.7%	82
Non-Durable Goods Manufacturing	49	81.7%	60
High Tech	25	73.5%	34
Energy	24	75.0%	32
Retail and Wholesale Trade	22	57.9%	38
Services	90	75.0%	120
Health Care	5	100.0%	5
Banking and Finance	18	51.4%	35
Insurance	12	85.7%	14
Region			
Eastern Canada	45	84.9%	53
Greater Toronto	105	66.9%	157
Other Ontario	34	75.6%	45
Manitoba/Saskatchewan	16	88.9%	18
Alberta	41	80.4%	51
British Columbia	16	69.6%	23
Organization Size			
Under 300 FTEs	78	77.2%	101
300 to 999 FTEs	50	78.1%	64
1,000 to 4,999 FTEs	76	70.4%	108
5,000 FTEs or More	53	71.6%	74

Salary Increase Budgets and Range Increases

Salary Ranges (continued)

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

	Organizations That Adjusted or Plan to Adjust Salary Range Midpoints During 2015		# of Responses
	# of Organizations	% of Organizations	
Entire Sample Combined	247	71.4%	346
Profit Status			
For-Profit Organizations	218	72.4%	301
Not-For-Profit Organizations	29	64.4%	45
Industry Sector			
Durable Goods Manufacturing	64	79.0%	81
Non-Durable Goods Manufacturing	45	75.0%	60
High Tech	22	66.7%	33
Energy	21	65.6%	32
Retail and Wholesale Trade	27	71.1%	38
Services	82	68.9%	119
Health Care	3	50.0%	6
Banking and Finance	21	60.0%	35
Insurance	11	78.6%	14
Region			
Eastern Canada	37	69.8%	53
Greater Toronto	103	65.2%	158
Other Ontario	36	81.8%	44
Manitoba/Saskatchewan	16	88.9%	18
Alberta	37	72.5%	51
British Columbia	18	81.8%	22
Organization Size			
Under 300 FTEs	75	75.0%	100
300 to 999 FTEs	48	75.0%	64
1,000 to 4,999 FTEs	80	73.4%	109
5,000 FTEs or More	44	60.3%	73

Salary Increase Budgets and Range Increases

Salary Ranges (continued)

PREVALENCE OF ORGANIZATIONS THAT PLAN TO ADJUST SALARY RANGE MIDPOINTS DURING 2016

	Organizations That Plan to Adjust Salary Range Midpoints During 2016		# of Responses
	# of Organizations	% of Organizations	
Entire Sample Combined	274	80.8%	339
Profit Status			
For-Profit Organizations	241	81.1%	297
Not-For-Profit Organizations	33	78.6%	42
Industry Sector			
Durable Goods Manufacturing	71	87.7%	81
Non-Durable Goods Manufacturing	51	85.0%	60
High Tech	28	87.5%	32
Energy	28	90.3%	31
Retail and Wholesale Trade	25	67.6%	37
Services	92	80.7%	114
Health Care	4	66.7%	6
Banking and Finance	21	60.0%	35
Insurance	12	85.7%	14
Region			
Eastern Canada	44	83.0%	53
Greater Toronto	111	72.1%	154
Other Ontario	37	88.1%	42
Manitoba/Saskatchewan	17	94.4%	18
Alberta	46	92.0%	50
British Columbia	19	86.4%	22
Organization Size			
Under 300 FTEs	87	88.8%	98
300 to 999 FTEs	54	85.7%	63
1,000 to 4,999 FTEs	83	78.3%	106
5,000 FTEs or More	50	69.4%	72

Salary Increase Budgets and Range Increases

Salary Ranges (continued)

AVERAGE INCREASES TO SALARY RANGE MIDPOINTS IN ORGANIZATIONS ADJUSTING RANGE MIDPOINTS

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Entire Sample Combined						
Executive	2.2%	119	2.1%	110	2.1%	125
Management (Excluding Executives)	2.2%	221	2.1%	211	2.1%	220
Professional/Client Management	2.2%	224	2.2%	215	2.1%	220
Technical/Business Support	2.2%	214	2.1%	210	2.1%	212
Production/Manual Labor	2.3%	96	2.1%	92	2.1%	94
Overall	2.2%	227	2.1%	218	2.1%	221
Profit Status						
For-Profit Organizations						
Executive	2.2%	98	2.2%	94	2.2%	104
Management (Excluding Executives)	2.2%	190	2.1%	182	2.1%	187
Professional/Client Management	2.2%	194	2.2%	187	2.1%	187
Technical/Business Support	2.2%	185	2.1%	183	2.1%	181
Production/Manual Labor	2.3%	79	2.1%	75	2.2%	78
Overall	2.2%	196	2.1%	189	2.1%	188
Not-For-Profit Organizations						
Executive	2.2%	21	2.0%	16	1.8%	21
Management (Excluding Executives)	2.2%	31	2.0%	29	1.8%	33
Professional/Client Management	2.1%	30	2.1%	28	1.8%	33
Technical/Business Support	2.1%	29	2.0%	27	1.8%	31
Production/Manual Labor	2.2%	17	2.0%	17	1.7%	16
Overall	2.2%	31	2.0%	29	1.8%	33
Industry Sector						
Durable Goods Manufacturing						
Executive	2.3%	22	2.2%	26	2.3%	26
Management (Excluding Executives)	2.2%	55	2.3%	54	2.1%	60
Professional/Client Management	2.2%	56	2.2%	56	2.1%	61
Technical/Business Support	2.2%	56	2.2%	56	2.1%	60
Production/Manual Labor	2.4%	24	2.3%	26	2.3%	25
Overall	2.2%	57	2.2%	56	2.1%	61
Non-Durable Goods Manufacturing						
Executive	2.1%	28	2.1%	24	2.2%	29
Management (Excluding Executives)	2.2%	44	2.1%	40	2.2%	44
Professional/Client Management	2.1%	44	2.2%	40	2.2%	44
Technical/Business Support	2.2%	42	2.1%	38	2.2%	42
Production/Manual Labor	2.3%	25	2.2%	21	2.3%	24
Overall	2.2%	45	2.1%	41	2.2%	45

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)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Industry Sector (continued)						
High Tech						
Executive	2.8%	5	2.7%	6	2.5%	9
Management (Excluding Executives)	2.5%	16	2.7%	16	2.4%	20
Professional/Client Management	2.6%	18	2.6%	17	2.4%	21
Technical/Business Support	2.5%	17	2.6%	17	2.4%	21
Production/Manual Labor	2.6%	7	2.5%	7	2.5%	8
Overall	2.4%	19	2.6%	17	2.4%	21
Energy						
Executive	2.3%	10	2.2%	9	2.1%	13
Management (Excluding Executives)	2.8%	23	2.5%	19	2.2%	21
Professional/Client Management	2.6%	22	2.9%	19	2.2%	21
Technical/Business Support	2.6%	20	2.7%	18	2.1%	19
Production/Manual Labor	3.3%	8	2.6%	6	2.3%	9
Overall	2.6%	23	2.6%	20	2.2%	21
Retail and Wholesale Trade						
Executive	2.4%	11	2.2%	11	2.0%	12
Management (Excluding Executives)	2.1%	19	1.8%	20	1.8%	19
Professional/Client Management	2.0%	19	1.7%	20	1.8%	19
Technical/Business Support	1.9%	17	1.8%	20	1.8%	18
Production/Manual Labor	1.8%	11	1.8%	12	1.8%	13
Overall	2.0%	19	1.7%	21	1.8%	19
Services						
Executive	2.3%	40	2.3%	32	2.2%	37
Management (Excluding Executives)	2.2%	72	2.1%	67	2.1%	66
Professional/Client Management	2.2%	76	2.1%	69	2.1%	67
Technical/Business Support	2.2%	73	2.1%	69	2.1%	66
Production/Manual Labor	2.3%	34	2.1%	30	2.1%	28
Overall	2.1%	78	2.1%	71	2.1%	68
Health Care						
Executive	---	2	---	0	---	0
Management (Excluding Executives)	---	4	---	3	---	4
Professional/Client Management	---	4	---	3	---	3
Technical/Business Support	---	4	---	3	---	3
Production/Manual Labor	---	2	---	1	---	1
Overall	---	4	---	3	---	3

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)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Industry Sector (continued)						
Banking and Finance						
Executive	2.1%	12	1.8%	10	1.9%	11
Management (Excluding Executives)	2.0%	16	2.1%	19	1.9%	16
Professional/Client Management	1.8%	16	2.3%	19	1.9%	16
Technical/Business Support	1.8%	15	1.9%	18	1.8%	15
Production/Manual Labor	---	4	---	4	---	4
Overall	1.9%	16	2.1%	19	1.9%	16
Insurance						
Executive	1.8%	7	1.9%	7	1.8%	7
Management (Excluding Executives)	2.0%	11	1.7%	10	1.9%	11
Professional/Client Management	2.0%	11	2.0%	10	1.9%	11
Technical/Business Support	2.0%	11	1.9%	10	2.0%	11
Production/Manual Labor	---	2	---	2	---	2
Overall	2.0%	11	1.8%	10	1.9%	11
Region						
Eastern Canada						
Executive	2.0%	26	2.0%	22	2.0%	28
Management (Excluding Executives)	2.0%	42	2.0%	36	2.0%	41
Professional/Client Management	2.0%	42	1.9%	36	2.0%	42
Technical/Business Support	2.0%	41	1.9%	35	2.0%	40
Production/Manual Labor	2.2%	16	1.9%	14	1.9%	15
Overall	2.0%	43	1.9%	36	2.0%	42
Greater Toronto						
Executive	2.2%	50	2.1%	46	2.1%	49
Management (Excluding Executives)	2.1%	88	2.1%	83	2.1%	84
Professional/Client Management	2.1%	90	2.1%	85	2.1%	83
Technical/Business Support	2.1%	88	2.1%	86	2.1%	82
Production/Manual Labor	2.2%	41	2.1%	38	2.1%	35
Overall	2.1%	91	2.0%	87	2.1%	83
Other Ontario						
Executive	2.3%	11	2.4%	11	2.4%	13
Management (Excluding Executives)	2.2%	26	2.3%	29	2.2%	29
Professional/Client Management	2.3%	26	2.4%	29	2.1%	29
Technical/Business Support	2.2%	24	2.3%	28	2.2%	28
Production/Manual Labor	2.3%	12	2.0%	15	2.2%	16
Overall	2.2%	26	2.4%	29	2.1%	29

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)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Region (continued)						
Manitoba/Saskatchewan						
Executive	2.4%	8	2.2%	7	2.2%	8
Management (Excluding Executives)	2.1%	16	2.0%	16	2.0%	16
Professional/Client Management	2.0%	16	2.1%	16	2.0%	16
Technical/Business Support	2.0%	15	2.1%	15	2.0%	15
Production/Manual Labor	---	4	---	4	2.3%	5
Overall	2.0%	16	2.1%	16	2.0%	16
Alberta						
Executive	2.4%	18	2.2%	15	2.0%	20
Management (Excluding Executives)	2.6%	37	2.4%	34	2.1%	37
Professional/Client Management	2.4%	38	2.5%	35	2.1%	37
Technical/Business Support	2.4%	34	2.4%	32	2.0%	34
Production/Manual Labor	2.9%	20	2.4%	16	2.2%	18
Overall	2.4%	39	2.4%	36	2.1%	38
British Columbia						
Executive	2.4%	6	2.3%	9	2.2%	7
Management (Excluding Executives)	2.5%	12	2.0%	13	1.9%	13
Professional/Client Management	2.4%	12	2.5%	14	1.9%	13
Technical/Business Support	2.3%	12	2.0%	14	1.9%	13
Production/Manual Labor	---	3	2.2%	5	2.2%	5
Overall	2.4%	12	2.2%	14	1.9%	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)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Organization Size						
Under 300 FTEs						
Executive	2.3%	30	2.2%	33	2.2%	32
Management (Excluding Executives)	2.3%	62	2.3%	62	2.2%	65
Professional/Client Management	2.3%	63	2.4%	64	2.2%	66
Technical/Business Support	2.3%	58	2.3%	62	2.2%	63
Production/Manual Labor	2.5%	22	2.4%	28	2.4%	28
Overall	2.2%	65	2.3%	65	2.2%	67
300 to 999 FTEs						
Executive	2.1%	28	2.1%	27	2.4%	31
Management (Excluding Executives)	2.2%	44	2.1%	40	2.3%	46
Professional/Client Management	2.2%	44	2.2%	42	2.3%	46
Technical/Business Support	2.2%	43	2.1%	41	2.3%	45
Production/Manual Labor	2.3%	22	1.9%	19	2.3%	21
Overall	2.2%	44	2.1%	42	2.3%	46
1,000 to 4,999 FTEs						
Executive	2.1%	34	2.3%	33	2.0%	38
Management (Excluding Executives)	2.2%	67	2.1%	70	2.0%	69
Professional/Client Management	2.2%	68	2.2%	70	1.9%	69
Technical/Business Support	2.2%	66	2.1%	68	1.9%	66
Production/Manual Labor	2.4%	30	2.0%	27	1.9%	28
Overall	2.2%	69	2.1%	71	1.9%	69
5,000 FTEs or More						
Executive	2.3%	27	2.0%	17	1.8%	24
Management (Excluding Executives)	2.1%	48	1.8%	39	1.7%	40
Professional/Client Management	2.0%	49	1.9%	39	1.8%	39
Technical/Business Support	2.1%	47	1.8%	39	1.7%	38
Production/Manual Labor	2.2%	22	2.0%	18	1.9%	17
Overall	2.0%	49	1.8%	40	1.8%	39

Salary Increase Budgets and Range Increases

Salary Ranges (continued)

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

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Entire Sample Combined						
Executive	1.5%	173	1.3%	179	1.6%	166
Management (Excluding Executives)	1.6%	314	1.4%	314	1.6%	285
Professional/Client Management	1.5%	316	1.5%	316	1.6%	287
Technical/Business Support	1.5%	306	1.4%	308	1.6%	279
Production/Manual Labor	1.7%	130	1.4%	134	1.7%	120
Overall	1.5%	317	1.5%	317	1.6%	288
Profit Status						
For-Profit Organizations						
Executive	1.6%	138	1.4%	144	1.7%	133
Management (Excluding Executives)	1.6%	270	1.4%	269	1.6%	243
Professional/Client Management	1.6%	272	1.5%	271	1.6%	245
Technical/Business Support	1.5%	265	1.5%	266	1.6%	240
Production/Manual Labor	1.7%	106	1.5%	110	1.7%	99
Overall	1.6%	273	1.5%	272	1.6%	246
Not-For-Profit Organizations						
Executive	1.3%	35	0.9%	35	1.2%	33
Management (Excluding Executives)	1.5%	44	1.3%	45	1.4%	42
Professional/Client Management	1.5%	44	1.3%	45	1.4%	42
Technical/Business Support	1.5%	41	1.3%	42	1.4%	39
Production/Manual Labor	1.6%	24	1.4%	24	1.3%	21
Overall	1.5%	44	1.3%	45	1.4%	42
Industry Sector						
Durable Goods Manufacturing						
Executive	1.5%	33	1.6%	35	1.8%	33
Management (Excluding Executives)	1.7%	70	1.7%	71	1.9%	69
Professional/Client Management	1.7%	72	1.7%	73	1.8%	71
Technical/Business Support	1.8%	71	1.7%	72	1.8%	70
Production/Manual Labor	1.9%	31	1.8%	32	2.0%	29
Overall	1.7%	72	1.7%	73	1.8%	71
Non-Durable Goods Manufacturing						
Executive	1.8%	33	1.5%	33	2.0%	32
Management (Excluding Executives)	1.8%	55	1.6%	55	1.8%	53
Professional/Client Management	1.7%	55	1.6%	55	1.8%	53
Technical/Business Support	1.7%	54	1.5%	54	1.8%	52
Production/Manual Labor	2.1%	28	1.7%	28	2.0%	27
Overall	1.7%	56	1.6%	56	1.8%	54

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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)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Industry Sector (continued)						
High Tech						
Executive	1.4%	10	1.5%	11	2.2%	10
Management (Excluding Executives)	1.5%	27	1.6%	27	2.0%	24
Professional/Client Management	1.7%	28	1.6%	28	2.0%	25
Technical/Business Support	1.6%	27	1.6%	28	2.0%	25
Production/Manual Labor	1.8%	10	1.6%	11	2.0%	10
Overall	1.6%	28	1.6%	28	2.0%	25
Energy						
Executive	1.5%	16	1.1%	17	1.7%	16
Management (Excluding Executives)	2.0%	31	1.5%	31	1.9%	24
Professional/Client Management	1.9%	31	1.8%	31	1.9%	24
Technical/Business Support	1.8%	28	1.7%	29	1.8%	22
Production/Manual Labor	2.2%	12	1.2%	13	1.7%	12
Overall	1.9%	31	1.7%	31	1.9%	24
Retail and Wholesale Trade						
Executive	1.5%	17	1.3%	19	1.4%	17
Management (Excluding Executives)	1.1%	35	1.1%	32	1.1%	31
Professional/Client Management	1.1%	35	1.1%	32	1.1%	31
Technical/Business Support	1.0%	34	1.1%	31	1.1%	30
Production/Manual Labor	1.1%	19	1.1%	19	1.3%	18
Overall	1.1%	35	1.1%	32	1.1%	31
Services						
Executive	1.5%	61	1.2%	62	1.5%	55
Management (Excluding Executives)	1.5%	106	1.3%	106	1.6%	89
Professional/Client Management	1.6%	107	1.4%	107	1.6%	90
Technical/Business Support	1.5%	104	1.4%	105	1.6%	88
Production/Manual Labor	1.7%	46	1.4%	46	1.5%	38
Overall	1.5%	108	1.4%	108	1.6%	91
Health Care						
Executive	---	2	---	2	---	2
Management (Excluding Executives)	---	4	0.6%	6	0.9%	6
Professional/Client Management	---	4	0.6%	6	0.6%	6
Technical/Business Support	---	4	0.6%	6	0.6%	6
Production/Manual Labor	---	2	---	2	---	2
Overall	---	4	0.6%	6	0.6%	6

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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)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Industry Sector (continued)						
Banking and Finance						
Executive	1.2%	21	0.8%	22	1.1%	19
Management (Excluding Executives)	1.0%	33	1.2%	33	1.0%	30
Professional/Client Management	0.9%	33	1.3%	33	1.0%	30
Technical/Business Support	0.8%	32	1.1%	32	0.9%	29
Production/Manual Labor	1.4%	5	0.7%	8	0.9%	7
Overall	0.9%	33	1.2%	33	1.0%	30
Insurance						
Executive	1.6%	8	1.7%	8	1.5%	8
Management (Excluding Executives)	1.7%	13	1.3%	13	1.6%	13
Professional/Client Management	1.7%	13	1.6%	13	1.6%	13
Technical/Business Support	1.7%	13	1.4%	13	1.7%	13
Production/Manual Labor	---	3	---	3	---	3
Overall	1.7%	13	1.4%	13	1.6%	13
Region						
Eastern Canada						
Executive	1.7%	30	1.5%	30	1.8%	31
Management (Excluding Executives)	1.7%	50	1.4%	51	1.6%	50
Professional/Client Management	1.7%	51	1.3%	52	1.6%	51
Technical/Business Support	1.7%	49	1.4%	50	1.6%	49
Production/Manual Labor	1.9%	18	1.4%	18	1.7%	17
Overall	1.7%	51	1.3%	52	1.6%	51
Greater Toronto						
Executive	1.4%	81	1.1%	85	1.4%	76
Management (Excluding Executives)	1.3%	143	1.2%	142	1.4%	128
Professional/Client Management	1.3%	143	1.2%	142	1.4%	128
Technical/Business Support	1.3%	143	1.2%	142	1.4%	128
Production/Manual Labor	1.5%	60	1.3%	62	1.4%	52
Overall	1.3%	143	1.2%	142	1.4%	128
Other Ontario						
Executive	1.6%	16	1.7%	16	1.9%	16
Management (Excluding Executives)	1.5%	37	1.8%	37	1.8%	34
Professional/Client Management	1.6%	37	1.9%	37	1.8%	34
Technical/Business Support	1.6%	34	1.8%	35	1.9%	32
Production/Manual Labor	1.5%	18	1.6%	19	1.9%	18
Overall	1.6%	37	1.8%	37	1.8%	34

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)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Region (continued)						
Manitoba/Saskatchewan						
Executive	1.9%	10	1.5%	10	1.9%	9
Management (Excluding Executives)	1.8%	18	1.7%	18	1.9%	17
Professional/Client Management	1.8%	18	1.8%	18	1.9%	17
Technical/Business Support	1.7%	17	1.9%	17	1.9%	16
Production/Manual Labor	1.4%	6	1.5%	6	1.9%	6
Overall	1.8%	18	1.8%	18	1.9%	17
Alberta						
Executive	1.7%	26	1.2%	27	1.7%	24
Management (Excluding Executives)	2.0%	48	1.6%	49	1.9%	41
Professional/Client Management	1.9%	48	1.8%	49	1.9%	41
Technical/Business Support	1.9%	44	1.7%	46	1.8%	38
Production/Manual Labor	2.5%	23	1.7%	23	1.9%	21
Overall	1.9%	49	1.7%	50	1.9%	42
British Columbia						
Executive	1.4%	10	1.9%	11	1.5%	10
Management (Excluding Executives)	1.6%	18	1.5%	17	1.7%	15
Professional/Client Management	1.5%	19	1.9%	18	1.6%	16
Technical/Business Support	1.5%	19	1.6%	18	1.6%	16
Production/Manual Labor	1.4%	5	1.9%	6	1.9%	6
Overall	1.5%	19	1.7%	18	1.6%	16

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)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Organization Size						
Under 300 FTEs						
Executive	1.7%	42	1.6%	45	1.9%	38
Management (Excluding Executives)	1.7%	85	1.6%	87	1.9%	76
Professional/Client Management	1.7%	87	1.7%	89	1.9%	78
Technical/Business Support	1.6%	82	1.7%	86	1.8%	75
Production/Manual Labor	1.7%	32	1.9%	36	2.1%	32
Overall	1.7%	88	1.7%	90	1.9%	79
300 to 999 FTEs						
Executive	1.5%	39	1.4%	40	1.9%	38
Management (Excluding Executives)	1.6%	58	1.4%	58	2.0%	55
Professional/Client Management	1.7%	58	1.6%	58	2.0%	55
Technical/Business Support	1.6%	57	1.5%	57	1.9%	54
Production/Manual Labor	1.9%	27	1.4%	27	1.9%	25
Overall	1.7%	58	1.5%	58	2.0%	55
1,000 to 4,999 FTEs						
Executive	1.4%	52	1.5%	52	1.5%	51
Management (Excluding Executives)	1.5%	101	1.5%	100	1.5%	92
Professional/Client Management	1.5%	101	1.5%	100	1.5%	92
Technical/Business Support	1.5%	99	1.5%	98	1.4%	90
Production/Manual Labor	1.7%	42	1.3%	42	1.4%	38
Overall	1.5%	101	1.5%	100	1.5%	92
5,000 FTEs or More						
Executive	1.6%	40	0.8%	42	1.1%	39
Management (Excluding Executives)	1.4%	70	1.0%	69	1.1%	62
Professional/Client Management	1.4%	70	1.0%	69	1.1%	62
Technical/Business Support	1.4%	68	1.1%	67	1.1%	60
Production/Manual Labor	1.6%	29	1.2%	29	1.3%	25
Overall	1.4%	70	1.1%	69	1.1%	62

Salary Increase Budgets and Range Increases

Salary Ranges (continued)

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

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Durable Goods Manufacturing						
Aerospace and Defense						
Executive	---	2	---	3	---	3
Management (Excluding Executives)	---	3	---	4	---	4
Professional/Client Management	---	3	---	4	---	4
Technical/Business Support	---	3	---	4	---	4
Production/Manual Labor	---	1	---	2	---	2
Overall	---	3	---	4	---	4
Computer Hardware and Office Equipment						
Executive	---	2	---	2	---	2
Management (Excluding Executives)	---	2	---	2	---	3
Professional/Client Management	---	2	---	2	---	3
Technical/Business Support	---	2	---	2	---	3
Production/Manual Labor	---	2	---	2	---	2
Overall	---	2	---	2	---	3
Consumer Products - Durable						
Executive	2.0%	5	2.0%	6	2.8%	5
Management (Excluding Executives)	2.1%	9	2.3%	10	2.5%	10
Professional/Client Management	2.1%	9	2.4%	10	2.5%	10
Technical/Business Support	2.1%	9	2.1%	10	2.5%	10
Production/Manual Labor	2.0%	6	2.0%	7	2.5%	6
Overall	2.1%	9	2.2%	10	2.5%	10
Electronic, Electrical and Scientific Equipment and Component						
Executive	---	1	---	1	---	2
Management (Excluding Executives)	---	3	---	4	2.3%	5
Professional/Client Management	---	4	---	4	2.2%	6
Technical/Business Support	2.5%	5	---	4	2.2%	6
Production/Manual Labor	---	3	---	2	---	3
Overall	2.1%	5	---	4	2.2%	6
Forestry and Paper Products						
Executive	---	0	---	1	---	0
Management (Excluding Executives)	---	4	---	3	---	4
Professional/Client Management	---	4	---	3	---	4
Technical/Business Support	---	3	---	3	---	3
Production/Manual Labor	---	0	---	1	---	0
Overall	---	4	---	3	---	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 - BY INDUSTRY (continued)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Durable Goods Manufacturing (continued)						
Industrial Manufacturing						
Executive	---	4	---	3	---	4
Management (Excluding Executives)	2.2%	14	2.1%	11	2.0%	13
Professional/Client Management	2.3%	14	2.0%	12	2.0%	13
Technical/Business Support	2.3%	14	2.0%	12	2.0%	13
Production/Manual Labor	---	3	---	2	---	2
Overall	2.3%	14	2.1%	12	2.0%	13
Medical Equipment and Supplies						
Executive	---	0	---	1	---	2
Management (Excluding Executives)	---	2	---	3	---	4
Professional/Client Management	---	2	---	3	---	4
Technical/Business Support	---	2	---	3	---	4
Production/Manual Labor	---	1	---	2	---	2
Overall	---	2	---	3	---	4
Metals and Mining						
Executive	---	2	---	3	---	2
Management (Excluding Executives)	2.0%	8	2.0%	8	1.8%	8
Professional/Client Management	2.2%	8	1.9%	9	1.8%	8
Technical/Business Support	2.0%	8	1.9%	9	1.8%	8
Production/Manual Labor	---	3	---	3	---	3
Overall	2.1%	8	2.0%	9	1.8%	8
Transportation Vehicles and Equipment Including Parts						
Executive	2.3%	6	2.3%	6	2.2%	6
Management (Excluding Executives)	2.3%	8	2.2%	7	2.1%	8
Professional/Client Management	2.2%	8	2.2%	7	2.1%	8
Technical/Business Support	2.2%	8	2.2%	7	2.1%	8
Production/Manual Labor	2.5%	5	2.4%	5	2.2%	5
Overall	2.2%	8	2.2%	7	2.1%	8
Semiconductors						
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	---	0	---	0	---	0
Overall	---	2	---	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)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Nondurable Goods Manufacturing						
Chemicals						
Executive	2.1%	9	2.2%	9	2.3%	10
Management (Excluding Executives)	2.2%	13	2.1%	13	2.2%	14
Professional/Client Management	2.1%	13	2.2%	13	2.3%	14
Technical/Business Support	2.0%	12	2.1%	12	2.2%	13
Production/Manual Labor	2.5%	9	2.4%	8	2.5%	9
Overall	2.1%	14	2.2%	14	2.3%	15
Consumer Products - Nondurable						
Executive	1.9%	7	1.9%	6	1.9%	7
Management (Excluding Executives)	2.0%	10	2.1%	9	1.9%	11
Professional/Client Management	2.0%	10	2.0%	9	1.9%	11
Technical/Business Support	2.1%	9	2.1%	8	2.0%	10
Production/Manual Labor	1.9%	6	2.0%	6	1.9%	7
Overall	2.0%	10	2.0%	9	1.9%	11
Food and Beverage Processing and Production						
Executive	2.2%	9	2.2%	7	2.2%	10
Management (Excluding Executives)	2.2%	14	2.1%	13	2.2%	13
Professional/Client Management	2.1%	14	2.2%	13	2.2%	13
Technical/Business Support	2.2%	14	2.1%	13	2.2%	13
Production/Manual Labor	2.4%	6	2.3%	5	2.3%	5
Overall	2.2%	14	2.1%	13	2.2%	13
Pharmaceuticals and Biotechnology						
Executive	---	3	---	2	---	2
Management (Excluding Executives)	2.5%	7	2.4%	5	2.5%	6
Professional/Client Management	2.5%	7	2.4%	5	2.5%	6
Technical/Business Support	2.5%	7	2.4%	5	2.5%	6
Production/Manual Labor	---	4	---	2	---	3
Overall	2.5%	7	2.4%	5	2.5%	6
High Tech						
Computer Hardware and Office Equipment						
Executive	---	2	---	2	---	2
Management (Excluding Executives)	---	2	---	2	---	3
Professional/Client Management	---	2	---	2	---	3
Technical/Business Support	---	2	---	2	---	3
Production/Manual Labor	---	2	---	2	---	2
Overall	---	2	---	2	---	3

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 INDUSTRY (continued)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
High Tech (continued)						
Electronic, Electrical and Scientific Equipment and Component						
Executive	---	1	---	1	---	2
Management (Excluding Executives)	---	3	---	4	2.3%	5
Professional/Client Management	---	4	---	4	2.2%	6
Technical/Business Support	2.5%	5	---	4	2.2%	6
Production/Manual Labor	---	3	---	2	---	3
Overall	2.1%	5	---	4	2.2%	6
Industrial Manufacturing						
Executive	---	4	---	3	---	4
Management (Excluding Executives)	2.2%	14	2.1%	11	2.0%	13
Professional/Client Management	2.3%	14	2.0%	12	2.0%	13
Technical/Business Support	2.3%	14	2.0%	12	2.0%	13
Production/Manual Labor	---	3	---	2	---	2
Overall	2.3%	14	2.1%	12	2.0%	13
Medical Equipment and Supplies						
Executive	---	0	---	1	---	2
Management (Excluding Executives)	---	2	---	3	---	4
Professional/Client Management	---	2	---	3	---	4
Technical/Business Support	---	2	---	3	---	4
Production/Manual Labor	---	1	---	2	---	2
Overall	---	2	---	3	---	4
Semiconductors						
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	---	0	---	0	---	0
Overall	---	2	---	2	---	2
Software Products and Services						
Executive	---	1	---	1	---	2
Management (Excluding Executives)	---	4	---	3	---	4
Professional/Client Management	2.6%	5	---	4	---	4
Technical/Business Support	---	3	---	4	---	4
Production/Manual Labor	---	1	---	1	---	1
Overall	2.2%	5	---	4	---	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 - BY INDUSTRY (continued)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
High Tech (continued)						
Telecommunications and Network Products and Services						
Executive	---	2	---	2	---	2
Management (Excluding Executives)	3.0%	5	---	4	---	4
Professional/Client Management	3.0%	5	---	4	---	4
Technical/Business Support	3.0%	5	---	4	---	4
Production/Manual Labor	---	1	---	1	---	1
Overall	3.0%	5	---	4	---	4
Energy						
Energy Services and Utilities						
Executive	2.1%	7	2.1%	6	2.1%	10
Management (Excluding Executives)	2.3%	15	2.2%	13	2.2%	15
Professional/Client Management	2.4%	14	2.7%	13	2.2%	15
Technical/Business Support	2.3%	14	2.4%	13	2.1%	14
Production/Manual Labor	---	3	---	4	2.2%	5
Overall	2.3%	15	2.3%	14	2.1%	15
Oil and Gas						
Executive	---	3	---	3	---	3
Management (Excluding Executives)	3.5%	8	3.1%	6	2.2%	6
Professional/Client Management	3.0%	8	3.3%	6	2.2%	6
Technical/Business Support	3.2%	6	3.6%	5	2.1%	5
Production/Manual Labor	3.8%	5	---	2	---	4
Overall	3.2%	8	3.4%	6	2.2%	6
Retail and Wholesale Trade						
Retail Trade						
Executive	2.4%	9	2.5%	8	1.9%	9
Management (Excluding Executives)	2.1%	15	1.8%	15	1.9%	14
Professional/Client Management	2.0%	15	1.7%	15	1.8%	14
Technical/Business Support	2.0%	13	1.8%	15	1.8%	13
Production/Manual Labor	1.8%	8	1.9%	8	1.8%	9
Overall	2.0%	15	1.7%	16	1.8%	14
Wholesale Trade						
Executive	---	2	---	3	---	3
Management (Excluding Executives)	2.0%	6	1.8%	7	1.8%	8
Professional/Client Management	2.0%	6	1.8%	7	1.8%	8
Technical/Business Support	2.1%	5	1.9%	6	1.8%	7
Production/Manual Labor	---	3	1.9%	5	1.9%	5
Overall	2.0%	6	1.8%	7	1.8%	8

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 INDUSTRY (continued)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Services						
Agribusiness and Agriculture						
Executive	---	3	---	3	---	3
Management (Excluding Executives)	---	4	---	4	---	4
Professional/Client Management	---	4	---	4	---	4
Technical/Business Support	---	4	---	4	---	4
Production/Manual Labor	---	3	---	3	---	3
Overall	2.1%	5	2.1%	5	2.2%	5
Associations, Foundations, Education and Government						
Executive	2.3%	8	2.0%	7	2.1%	7
Management (Excluding Executives)	2.1%	11	2.0%	10	2.0%	10
Professional/Client Management	2.1%	11	2.0%	10	2.0%	10
Technical/Business Support	2.2%	11	1.9%	10	1.9%	10
Production/Manual Labor	2.4%	7	1.9%	6	2.0%	5
Overall	2.2%	11	1.9%	10	2.0%	10
Business and Technical Consulting Services						
Executive	1.9%	6	2.3%	6	2.0%	6
Management (Excluding Executives)	1.9%	13	1.9%	14	1.9%	10
Professional/Client Management	1.8%	14	1.9%	14	1.9%	11
Technical/Business Support	1.9%	15	2.0%	14	1.9%	11
Production/Manual Labor	---	2	---	2	---	1
Overall	1.8%	15	1.9%	14	1.9%	11
Business Support Services						
Executive	---	2	---	3	---	4
Management (Excluding Executives)	1.9%	5	1.6%	7	2.4%	7
Professional/Client Management	1.8%	5	1.6%	7	2.4%	7
Technical/Business Support	1.8%	5	1.6%	7	2.4%	7
Production/Manual Labor	---	2	---	3	---	2
Overall	1.8%	5	1.6%	7	2.4%	7
Construction						
Executive	---	0	---	0	---	0
Management (Excluding Executives)	---	0	---	0	---	1
Professional/Client Management	---	0	---	0	---	1
Technical/Business Support	---	0	---	0	---	1
Production/Manual Labor	---	0	---	0	---	0
Overall	---	0	---	0	---	1

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 INDUSTRY (continued)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Services (continued)						
Consumer Real Estate Services						
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
Consumer Support Services						
Executive	---	0	---	0	---	1
Management (Excluding Executives)	---	0	---	0	---	1
Professional/Client Management	---	0	---	0	---	1
Technical/Business Support	---	0	---	0	---	1
Production/Manual Labor	---	0	---	0	---	1
Overall	---	0	---	0	---	1
E-commerce Services						
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
Leisure and Hospitality						
Executive	---	1	---	1	---	1
Management (Excluding Executives)	---	2	---	3	---	2
Professional/Client Management	---	2	---	3	---	2
Technical/Business Support	---	2	---	3	---	2
Production/Manual Labor	---	0	---	1	---	0
Overall	---	2	---	3	---	2
Media and Entertainment						
Executive	2.3%	5	---	2	---	4
Management (Excluding Executives)	1.9%	9	1.4%	7	1.8%	7
Professional/Client Management	1.9%	9	1.4%	7	1.8%	7
Technical/Business Support	1.9%	8	1.7%	8	1.9%	7
Production/Manual Labor	---	4	---	3	---	4
Overall	1.8%	9	1.4%	8	1.8%	7

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 INDUSTRY (continued)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Services (continued)						
Real Estate Holdings, Development and Trusts						
Executive	---	0	---	0	---	0
Management (Excluding Executives)	---	2	---	1	---	2
Professional/Client Management	---	2	---	1	---	2
Technical/Business Support	---	2	---	1	---	2
Production/Manual Labor	---	1	---	0	---	1
Overall	---	2	---	1	---	2
Software Products and Services						
Executive	---	1	---	1	---	2
Management (Excluding Executives)	---	4	---	3	---	4
Professional/Client Management	2.6%	5	---	4	---	4
Technical/Business Support	---	3	---	4	---	4
Production/Manual Labor	---	1	---	1	---	1
Overall	2.2%	5	---	4	---	4
Telecommunications and Network Products and Services						
Executive	---	2	---	2	---	2
Management (Excluding Executives)	3.0%	5	---	4	---	4
Professional/Client Management	3.0%	5	---	4	---	4
Technical/Business Support	3.0%	5	---	4	---	4
Production/Manual Labor	---	1	---	1	---	1
Overall	3.0%	5	---	4	---	4
Transportation Services						
Executive	2.7%	8	2.9%	5	1.8%	5
Management (Excluding Executives)	2.4%	11	2.7%	9	1.9%	8
Professional/Client Management	2.4%	11	2.7%	9	1.9%	8
Technical/Business Support	2.2%	10	2.5%	8	1.9%	7
Production/Manual Labor	2.3%	6	2.1%	5	---	4
Overall	2.4%	11	2.7%	9	1.9%	8
Services - Not Classified Elsewhere						
Executive	---	4	---	2	---	2
Management (Excluding Executives)	2.6%	6	2.8%	5	2.6%	6
Professional/Client Management	2.5%	8	2.8%	6	2.5%	6
Technical/Business Support	2.7%	8	2.8%	6	2.5%	6
Production/Manual Labor	2.8%	7	2.9%	5	2.6%	5
Overall	2.5%	8	2.7%	6	2.5%	6

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 INDUSTRY (continued)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Health Care						
Health Care Services						
Executive	---	2	---	0	---	0
Management (Excluding Executives)	---	4	---	3	---	4
Professional/Client Management	---	4	---	3	---	3
Technical/Business Support	---	4	---	3	---	3
Production/Manual Labor	---	2	---	1	---	1
Overall	---	4	---	3	---	3
Banking and Finance						
Banking						
Executive	---	4	---	3	---	4
Management (Excluding Executives)	1.9%	5	1.7%	6	1.5%	6
Professional/Client Management	1.4%	5	2.1%	6	1.5%	6
Technical/Business Support	1.4%	5	1.6%	6	1.3%	6
Production/Manual Labor	---	1	---	1	---	1
Overall	1.6%	5	1.9%	6	1.4%	6
Finance (Excluding Banking and Insurance)						
Executive	2.3%	8	2.0%	7	2.2%	7
Management (Excluding Executives)	2.0%	11	2.0%	12	2.1%	10
Professional/Client Management	2.0%	11	2.1%	12	2.1%	10
Technical/Business Support	1.9%	10	2.0%	11	2.1%	9
Production/Manual Labor	---	3	---	3	---	3
Overall	2.0%	11	2.0%	12	2.1%	10
Insurance						
General/Property and Casualty Insurance						
Executive	1.7%	5	1.8%	5	1.6%	5
Management (Excluding Executives)	1.9%	6	1.8%	6	1.7%	6
Professional/Client Management	1.8%	6	1.9%	6	1.7%	6
Technical/Business Support	1.9%	6	1.9%	6	1.7%	6
Production/Manual Labor	---	1	---	1	---	1
Overall	1.8%	6	1.8%	6	1.7%	6
Life and Health Insurance						
Executive	---	1	---	1	---	1
Management (Excluding Executives)	---	3	---	4	---	3
Professional/Client Management	---	3	---	4	---	3
Technical/Business Support	---	3	---	4	---	3
Production/Manual Labor	---	1	---	1	---	1
Overall	---	3	---	4	---	3

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 INDUSTRY (continued)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Insurance (continued)						
Reinsurance						
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
Other Insurance Companies - Not Classified Elsewhere						
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

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

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Durable Goods Manufacturing						
Aerospace and Defense						
Executive	---	3	---	3	---	3
Management (Excluding Executives)	---	4	---	4	---	4
Professional/Client Management	---	4	---	4	---	4
Technical/Business Support	---	4	---	4	---	4
Production/Manual Labor	---	2	---	2	---	2
Overall	---	4	---	4	---	4
Computer Hardware and Office Equipment						
Executive	---	2	---	2	---	2
Management (Excluding Executives)	---	4	---	4	---	4
Professional/Client Management	---	4	---	4	---	4
Technical/Business Support	---	4	---	4	---	4
Production/Manual Labor	---	2	---	2	---	2
Overall	---	4	---	4	---	4
Consumer Products - Durable						
Executive	1.3%	8	1.5%	8	2.3%	6
Management (Excluding Executives)	1.4%	13	1.8%	13	2.2%	11
Professional/Client Management	1.4%	13	1.8%	13	2.2%	11
Technical/Business Support	1.4%	13	1.6%	13	2.2%	11
Production/Manual Labor	1.5%	8	1.7%	8	2.5%	6
Overall	1.4%	13	1.7%	13	2.2%	11
Electronic, Electrical and Scientific Equipment and Component						
Executive	---	3	---	3	---	3
Management (Excluding Executives)	0.9%	8	1.2%	8	1.6%	7
Professional/Client Management	1.0%	9	1.1%	9	1.7%	8
Technical/Business Support	1.4%	9	1.1%	9	1.7%	8
Production/Manual Labor	---	4	---	4	---	4
Overall	1.1%	9	1.1%	9	1.7%	8
Forestry and Paper Products						
Executive	---	1	---	1	---	1
Management (Excluding Executives)	1.6%	5	---	4	1.5%	5
Professional/Client Management	1.6%	5	---	4	1.5%	5
Technical/Business Support	---	4	---	3	---	4
Production/Manual Labor	---	1	---	1	---	1
Overall	1.6%	5	---	4	1.5%	5

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 INDUSTRY (continued)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Durable Goods Manufacturing (continued)						
Industrial Manufacturing						
Executive	1.8%	5	1.0%	6	1.4%	6
Management (Excluding Executives)	2.1%	15	1.4%	16	1.6%	16
Professional/Client Management	2.2%	15	1.5%	16	1.6%	16
Technical/Business Support	2.2%	15	1.5%	16	1.6%	16
Production/Manual Labor	---	3	---	3	---	3
Overall	2.1%	15	1.6%	16	1.6%	16
Medical Equipment and Supplies						
Executive	---	1	---	2	---	2
Management (Excluding Executives)	---	3	---	4	---	4
Professional/Client Management	---	3	---	4	---	4
Technical/Business Support	---	3	---	4	---	4
Production/Manual Labor	---	1	---	2	---	2
Overall	---	3	---	4	---	4
Metals and Mining						
Executive	---	4	---	4	---	4
Management (Excluding Executives)	1.8%	9	1.8%	9	1.6%	9
Professional/Client Management	1.7%	10	1.7%	10	1.4%	10
Technical/Business Support	1.6%	10	1.7%	10	1.4%	10
Production/Manual Labor	---	3	---	3	---	3
Overall	1.7%	10	1.8%	10	1.4%	10
Transportation Vehicles and Equipment Including Parts						
Executive	2.3%	6	2.3%	6	2.2%	6
Management (Excluding Executives)	2.3%	8	1.9%	8	2.1%	8
Professional/Client Management	2.2%	8	2.0%	8	2.1%	8
Technical/Business Support	2.2%	8	2.0%	8	2.1%	8
Production/Manual Labor	2.1%	6	2.0%	6	2.2%	5
Overall	2.2%	8	2.0%	8	2.1%	8
Semiconductors						
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

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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)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Nondurable Goods Manufacturing						
Chemicals						
Executive	1.9%	10	2.0%	10	2.3%	10
Management (Excluding Executives)	2.0%	14	1.9%	15	2.1%	15
Professional/Client Management	2.0%	14	1.9%	15	2.2%	15
Technical/Business Support	1.8%	13	1.8%	14	2.0%	14
Production/Manual Labor	2.5%	9	2.1%	9	2.5%	9
Overall	1.9%	15	1.9%	16	2.1%	16
Consumer Products - Nondurable						
Executive	1.6%	8	1.4%	8	1.7%	8
Management (Excluding Executives)	1.4%	15	1.3%	14	1.5%	14
Professional/Client Management	1.3%	15	1.3%	14	1.5%	14
Technical/Business Support	1.3%	15	1.2%	14	1.4%	14
Production/Manual Labor	1.4%	8	1.5%	8	1.7%	8
Overall	1.3%	15	1.3%	14	1.5%	14
Food and Beverage Processing and Production						
Executive	1.7%	12	1.3%	12	2.0%	11
Management (Excluding Executives)	1.7%	18	1.5%	18	1.8%	16
Professional/Client Management	1.7%	18	1.6%	18	1.8%	16
Technical/Business Support	1.7%	18	1.5%	18	1.8%	16
Production/Manual Labor	2.1%	7	1.7%	7	1.9%	6
Overall	1.7%	18	1.6%	18	1.8%	16
Pharmaceuticals and Biotechnology						
Executive	---	3	---	3	---	3
Management (Excluding Executives)	2.2%	8	1.5%	8	1.8%	8
Professional/Client Management	2.2%	8	1.5%	8	1.8%	8
Technical/Business Support	2.2%	8	1.5%	8	1.8%	8
Production/Manual Labor	---	4	---	4	---	4
Overall	2.2%	8	1.5%	8	1.8%	8
High Tech						
Computer Hardware and Office Equipment						
Executive	---	2	---	2	---	2
Management (Excluding Executives)	---	4	---	4	---	4
Professional/Client Management	---	4	---	4	---	4
Technical/Business Support	---	4	---	4	---	4
Production/Manual Labor	---	2	---	2	---	2
Overall	---	4	---	4	---	4

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 INDUSTRY (continued)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
High Tech (continued)						
Electronic, Electrical and Scientific Equipment and Component						
Executive	---	3	---	3	---	3
Management (Excluding Executives)	0.9%	8	1.2%	8	1.6%	7
Professional/Client Management	1.0%	9	1.1%	9	1.7%	8
Technical/Business Support	1.4%	9	1.1%	9	1.7%	8
Production/Manual Labor	---	4	---	4	---	4
Overall	1.1%	9	1.1%	9	1.7%	8
Industrial Manufacturing						
Executive	1.8%	5	1.0%	6	1.4%	6
Management (Excluding Executives)	2.1%	15	1.4%	16	1.6%	16
Professional/Client Management	2.2%	15	1.5%	16	1.6%	16
Technical/Business Support	2.2%	15	1.5%	16	1.6%	16
Production/Manual Labor	---	3	---	3	---	3
Overall	2.1%	15	1.6%	16	1.6%	16
Medical Equipment and Supplies						
Executive	---	1	---	2	---	2
Management (Excluding Executives)	---	3	---	4	---	4
Professional/Client Management	---	3	---	4	---	4
Technical/Business Support	---	3	---	4	---	4
Production/Manual Labor	---	1	---	2	---	2
Overall	---	3	---	4	---	4
Semiconductors						
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
Software Products and Services						
Executive	---	2	---	2	---	2
Management (Excluding Executives)	1.5%	6	1.4%	5	---	4
Professional/Client Management	2.2%	6	1.8%	5	---	4
Technical/Business Support	1.4%	5	1.8%	5	---	4
Production/Manual Labor	---	1	---	1	---	1
Overall	1.8%	6	1.7%	5	---	4

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 INDUSTRY (continued)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
High Tech (continued)						
Telecommunications and Network Products and Services						
Executive	---	3	---	3	---	2
Management (Excluding Executives)	2.5%	6	1.8%	6	2.2%	5
Professional/Client Management	2.5%	6	1.8%	6	2.2%	5
Technical/Business Support	2.5%	6	1.8%	6	2.2%	5
Production/Manual Labor	---	2	---	2	---	1
Overall	2.5%	6	1.8%	6	2.2%	5
Energy						
Energy Services and Utilities						
Executive	1.1%	13	1.0%	13	1.6%	13
Management (Excluding Executives)	1.6%	22	1.4%	21	1.9%	17
Professional/Client Management	1.5%	22	1.7%	21	1.9%	17
Technical/Business Support	1.5%	21	1.5%	20	1.9%	16
Production/Manual Labor	1.1%	7	1.2%	8	1.4%	8
Overall	1.6%	22	1.5%	21	1.9%	17
Oil and Gas						
Executive	---	3	---	4	---	3
Management (Excluding Executives)	3.1%	9	1.9%	10	1.9%	7
Professional/Client Management	2.7%	9	2.0%	10	1.9%	7
Technical/Business Support	2.8%	7	2.0%	9	1.7%	6
Production/Manual Labor	3.8%	5	1.2%	5	---	4
Overall	2.9%	9	2.0%	10	1.9%	7
Retail and Wholesale Trade						
Retail Trade						
Executive	1.7%	13	1.3%	15	1.3%	13
Management (Excluding Executives)	1.1%	29	1.0%	26	1.1%	25
Professional/Client Management	1.1%	29	1.0%	26	1.0%	25
Technical/Business Support	0.9%	28	1.1%	25	1.0%	24
Production/Manual Labor	1.0%	14	1.1%	14	1.2%	13
Overall	1.0%	29	1.1%	26	1.0%	25
Wholesale Trade						
Executive	---	4	---	4	---	4
Management (Excluding Executives)	1.3%	9	1.4%	9	1.6%	9
Professional/Client Management	1.3%	9	1.4%	9	1.6%	9
Technical/Business Support	1.3%	8	1.4%	8	1.6%	8
Production/Manual Labor	0.9%	6	1.6%	6	1.6%	6
Overall	1.3%	9	1.4%	9	1.6%	9

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 INDUSTRY (continued)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Services						
Agribusiness and Agriculture						
Executive	---	4	---	4	---	4
Management (Excluding Executives)	2.0%	5	1.6%	5	1.7%	5
Professional/Client Management	1.8%	5	1.8%	5	1.9%	5
Technical/Business Support	1.6%	5	1.6%	5	1.7%	5
Production/Manual Labor	---	4	---	4	---	4
Overall	1.8%	6	1.7%	6	1.8%	6
Associations, Foundations, Education and Government						
Executive	1.4%	13	1.1%	13	1.2%	12
Management (Excluding Executives)	1.6%	15	1.3%	15	1.5%	14
Professional/Client Management	1.6%	15	1.3%	15	1.5%	14
Technical/Business Support	1.6%	15	1.2%	15	1.4%	14
Production/Manual Labor	2.1%	8	1.4%	8	1.4%	7
Overall	1.6%	15	1.3%	15	1.4%	14
Business and Technical Consulting Services						
Executive	1.4%	8	1.7%	8	1.7%	7
Management (Excluding Executives)	1.3%	19	1.3%	20	1.4%	13
Professional/Client Management	1.3%	20	1.3%	21	1.5%	14
Technical/Business Support	1.4%	20	1.3%	21	1.5%	14
Production/Manual Labor	---	3	---	3	---	2
Overall	1.3%	20	1.3%	21	1.5%	14
Business Support Services						
Executive	---	4	1.1%	5	2.0%	5
Management (Excluding Executives)	1.0%	9	1.1%	10	1.8%	9
Professional/Client Management	1.0%	9	1.1%	10	1.8%	9
Technical/Business Support	1.0%	9	1.2%	10	1.8%	9
Production/Manual Labor	---	3	---	4	---	3
Overall	1.0%	9	1.1%	10	1.8%	9
Construction						
Executive	---	0	---	0	---	0
Management (Excluding Executives)	---	1	---	1	---	1
Professional/Client Management	---	1	---	1	---	1
Technical/Business Support	---	1	---	1	---	1
Production/Manual Labor	---	0	---	0	---	0
Overall	---	1	---	1	---	1

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 INDUSTRY (continued)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Services (continued)						
Consumer Real Estate Services						
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
Consumer Support Services						
Executive	---	1	---	1	---	1
Management (Excluding Executives)	---	1	---	1	---	1
Professional/Client Management	---	1	---	1	---	1
Technical/Business Support	---	1	---	1	---	1
Production/Manual Labor	---	1	---	1	---	1
Overall	---	1	---	1	---	1
E-commerce Services						
Executive	---	1	---	1	---	1
Management (Excluding Executives)	---	4	---	3	---	4
Professional/Client Management	---	4	---	3	---	4
Technical/Business Support	---	3	---	2	---	3
Production/Manual Labor	---	0	---	0	---	0
Overall	---	4	---	3	---	4
Leisure and Hospitality						
Executive	---	1	---	1	---	1
Management (Excluding Executives)	---	4	---	4	---	2
Professional/Client Management	---	4	---	4	---	2
Technical/Business Support	---	4	---	4	---	2
Production/Manual Labor	---	1	---	1	---	0
Overall	---	4	---	4	---	2
Media and Entertainment						
Executive	1.6%	7	0.5%	8	1.2%	7
Management (Excluding Executives)	1.5%	11	0.8%	12	1.2%	10
Professional/Client Management	1.6%	11	0.8%	12	1.3%	10
Technical/Business Support	1.4%	11	1.1%	12	1.3%	10
Production/Manual Labor	1.3%	5	0.9%	5	1.3%	5
Overall	1.5%	11	1.0%	12	1.3%	10

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 INDUSTRY (continued)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Services (continued)						
Real Estate Holdings, Development and Trusts						
Executive	---	1	---	1	---	1
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
Software Products and Services						
Executive	---	2	---	2	---	2
Management (Excluding Executives)	1.5%	6	1.4%	5	---	4
Professional/Client Management	2.2%	6	1.8%	5	---	4
Technical/Business Support	1.4%	5	1.8%	5	---	4
Production/Manual Labor	---	1	---	1	---	1
Overall	1.8%	6	1.7%	5	---	4
Telecommunications and Network Products and Services						
Executive	---	3	---	3	---	2
Management (Excluding Executives)	2.5%	6	1.8%	6	2.2%	5
Professional/Client Management	2.5%	6	1.8%	6	2.2%	5
Technical/Business Support	2.5%	6	1.8%	6	2.2%	5
Production/Manual Labor	---	2	---	2	---	1
Overall	2.5%	6	1.8%	6	2.2%	5
Transportation Services						
Executive	2.1%	10	1.6%	9	1.3%	7
Management (Excluding Executives)	1.9%	14	1.9%	13	1.4%	11
Professional/Client Management	1.9%	14	1.9%	13	1.4%	11
Technical/Business Support	1.7%	13	1.7%	12	1.3%	10
Production/Manual Labor	1.6%	9	1.3%	8	1.3%	6
Overall	1.9%	14	1.9%	13	1.4%	11
Services - Not Classified Elsewhere						
Executive	1.8%	6	0.7%	6	1.2%	5
Management (Excluding Executives)	1.8%	9	1.6%	9	1.9%	8
Professional/Client Management	2.2%	9	1.9%	9	1.9%	8
Technical/Business Support	2.4%	9	1.9%	9	1.9%	8
Production/Manual Labor	2.5%	8	1.8%	8	1.9%	7
Overall	2.2%	9	1.8%	9	1.9%	8

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 INDUSTRY (continued)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Health Care						
Health Care Services						
Executive	---	2	---	2	---	2
Management (Excluding Executives)	---	4	0.6%	6	0.9%	6
Professional/Client Management	---	4	0.6%	6	0.6%	6
Technical/Business Support	---	4	0.6%	6	0.6%	6
Production/Manual Labor	---	2	---	2	---	2
Overall	---	4	0.6%	6	0.6%	6
Banking and Finance						
Banking						
Executive	1.3%	5	0.9%	5	1.1%	5
Management (Excluding Executives)	0.7%	13	0.8%	13	0.7%	12
Professional/Client Management	0.5%	13	0.9%	13	0.7%	12
Technical/Business Support	0.6%	13	0.7%	13	0.7%	12
Production/Manual Labor	---	1	---	1	---	1
Overall	0.6%	13	0.9%	13	0.7%	12
Finance (Excluding Banking and Insurance)						
Executive	1.2%	15	0.9%	16	1.2%	13
Management (Excluding Executives)	1.1%	20	1.2%	20	1.2%	18
Professional/Client Management	1.1%	20	1.3%	20	1.2%	18
Technical/Business Support	1.0%	19	1.1%	19	1.1%	17
Production/Manual Labor	---	4	0.8%	6	1.0%	5
Overall	1.1%	20	1.2%	20	1.2%	18
Insurance						
General/Property and Casualty Insurance						
Executive	1.4%	6	1.5%	6	1.4%	6
Management (Excluding Executives)	1.4%	8	1.3%	8	1.3%	8
Professional/Client Management	1.4%	8	1.4%	8	1.3%	8
Technical/Business Support	1.4%	8	1.4%	8	1.3%	8
Production/Manual Labor	---	2	---	2	---	2
Overall	1.4%	8	1.3%	8	1.3%	8
Life and Health Insurance						
Executive	---	2	---	2	---	2
Management (Excluding Executives)	---	4	---	4	---	4
Professional/Client Management	---	4	---	4	---	4
Technical/Business Support	---	4	---	4	---	4
Production/Manual Labor	---	1	---	2	---	2
Overall	---	4	---	4	---	4

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 INDUSTRY (continued)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Insurance (continued)						
Reinsurance						
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
Other Insurance Companies - Not Classified Elsewhere						
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

Salary Increase Budgets and Range Increases

Salary Ranges (continued)

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

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Atlantic Canada						
Newfoundland and Labrador						
Executive	2.3%	17	2.2%	15	2.0%	20
Management (Excluding Executives)	2.1%	51	1.9%	52	1.9%	45
Professional/Client Management	2.1%	52	1.9%	52	1.9%	44
Technical/Business Support	2.1%	49	1.9%	51	1.9%	43
Production/Manual Labor	2.2%	22	2.0%	20	2.0%	17
Overall	2.1%	52	1.9%	52	1.9%	44
Nova Scotia						
Executive	2.4%	24	2.4%	21	2.1%	25
Management (Excluding Executives)	2.1%	67	2.1%	66	2.0%	59
Professional/Client Management	2.2%	68	2.1%	67	2.0%	59
Technical/Business Support	2.1%	66	2.1%	66	2.0%	58
Production/Manual Labor	2.4%	28	2.1%	24	2.1%	24
Overall	2.1%	69	2.1%	69	2.0%	61
Prince Edward Island						
Executive	2.3%	6	2.5%	5	2.1%	8
Management (Excluding Executives)	2.0%	30	2.0%	31	1.9%	26
Professional/Client Management	2.0%	30	2.0%	31	1.9%	26
Technical/Business Support	2.0%	28	2.0%	31	1.9%	25
Production/Manual Labor	2.2%	14	2.1%	14	2.0%	13
Overall	2.0%	30	2.0%	32	1.9%	26
New Brunswick						
Executive	2.2%	15	2.3%	13	1.9%	18
Management (Excluding Executives)	2.0%	56	2.0%	57	1.9%	53
Professional/Client Management	2.1%	57	2.0%	58	1.9%	52
Technical/Business Support	2.1%	53	2.0%	57	1.9%	49
Production/Manual Labor	2.1%	23	2.0%	21	1.9%	21
Overall	2.0%	57	2.0%	59	1.9%	53
Quebec						
Greater Montreal						
Executive	2.1%	55	2.1%	49	2.0%	54
Management (Excluding Executives)	2.1%	108	2.1%	104	2.0%	100
Professional/Client Management	2.1%	112	2.1%	108	2.0%	103
Technical/Business Support	2.1%	108	2.0%	106	2.0%	100
Production/Manual Labor	2.2%	44	2.0%	42	1.9%	39
Overall	2.1%	114	2.1%	110	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)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Quebec (continued)						
Other Quebec						
Executive	2.2%	28	2.2%	25	2.1%	32
Management (Excluding Executives)	2.0%	73	2.0%	71	1.9%	69
Professional/Client Management	2.0%	74	2.0%	72	1.9%	68
Technical/Business Support	2.0%	72	2.0%	70	1.9%	67
Production/Manual Labor	2.2%	30	2.0%	26	2.0%	27
Overall	2.0%	75	2.0%	73	1.9%	70
Ontario						
Greater Toronto						
Executive	2.2%	70	2.1%	64	2.1%	69
Management (Excluding Executives)	2.1%	145	2.0%	141	2.0%	140
Professional/Client Management	2.1%	149	2.1%	145	2.0%	140
Technical/Business Support	2.1%	143	2.1%	142	2.0%	136
Production/Manual Labor	2.2%	56	2.1%	56	2.0%	53
Overall	2.1%	151	2.0%	147	2.0%	141
Ottawa						
Executive	2.2%	27	2.3%	22	2.0%	24
Management (Excluding Executives)	2.0%	69	2.0%	68	1.9%	62
Professional/Client Management	2.0%	71	2.0%	69	1.9%	62
Technical/Business Support	2.0%	69	1.9%	68	1.9%	60
Production/Manual Labor	2.2%	28	1.9%	27	1.9%	25
Overall	2.0%	71	1.9%	70	1.9%	62
South Western Ontario						
Executive	2.5%	21	2.4%	19	2.4%	19
Management (Excluding Executives)	2.1%	63	2.1%	66	2.1%	57
Professional/Client Management	2.2%	64	2.2%	68	2.1%	56
Technical/Business Support	2.1%	61	2.2%	68	2.1%	55
Production/Manual Labor	2.2%	26	2.0%	27	2.2%	23
Overall	2.1%	64	2.1%	69	2.1%	56
Other Ontario						
Executive	2.2%	25	2.2%	18	1.9%	24
Management (Excluding Executives)	2.0%	74	1.9%	73	1.9%	68
Professional/Client Management	2.1%	76	2.0%	74	1.9%	66
Technical/Business Support	2.0%	74	1.9%	74	1.9%	67
Production/Manual Labor	2.0%	29	1.8%	28	1.8%	27
Overall	2.0%	78	1.9%	76	1.9%	69

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)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Manitoba/Saskatchewan						
Manitoba						
Executive	2.3%	26	2.3%	23	2.1%	27
Management (Excluding Executives)	2.1%	64	2.1%	66	1.9%	59
Professional/Client Management	2.1%	65	2.1%	66	1.9%	58
Technical/Business Support	2.1%	61	2.1%	63	2.0%	55
Production/Manual Labor	2.3%	25	2.0%	24	2.1%	22
Overall	2.1%	66	2.1%	68	1.9%	60
Saskatchewan						
Executive	2.3%	27	2.4%	23	2.1%	25
Management (Excluding Executives)	2.2%	68	2.1%	69	2.0%	60
Professional/Client Management	2.2%	69	2.2%	69	2.0%	59
Technical/Business Support	2.1%	67	2.1%	69	2.0%	59
Production/Manual Labor	2.4%	29	2.1%	28	2.1%	25
Overall	2.1%	70	2.1%	71	2.0%	61
Alberta						
Calgary						
Executive	2.4%	50	2.3%	41	2.1%	48
Management (Excluding Executives)	2.3%	108	2.2%	105	2.1%	104
Professional/Client Management	2.2%	110	2.2%	107	2.1%	103
Technical/Business Support	2.2%	104	2.2%	103	2.0%	99
Production/Manual Labor	2.4%	46	2.1%	40	2.1%	41
Overall	2.2%	111	2.2%	109	2.1%	105
Edmonton						
Executive	2.2%	34	2.4%	27	2.1%	32
Management (Excluding Executives)	2.2%	83	2.1%	81	2.0%	77
Professional/Client Management	2.1%	85	2.2%	84	2.1%	77
Technical/Business Support	2.1%	83	2.1%	83	2.1%	76
Production/Manual Labor	2.3%	34	2.2%	32	2.1%	29
Overall	2.1%	86	2.1%	86	2.0%	78
Northern Alberta/Fort McMurray						
Executive	2.3%	17	2.7%	13	2.0%	17
Management (Excluding Executives)	2.3%	44	2.2%	43	2.0%	43
Professional/Client Management	2.2%	45	2.2%	43	2.0%	43
Technical/Business Support	2.2%	44	2.1%	42	2.0%	42
Production/Manual Labor	2.6%	24	2.2%	19	2.1%	21
Overall	2.3%	45	2.2%	43	2.0%	43

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)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Alberta (continued)						
Other Alberta						
Executive	2.4%	20	2.5%	17	2.0%	19
Management (Excluding Executives)	2.3%	59	2.1%	59	1.9%	55
Professional/Client Management	2.2%	60	2.1%	61	1.9%	54
Technical/Business Support	2.2%	58	2.1%	59	2.0%	53
Production/Manual Labor	2.6%	27	2.1%	23	2.1%	24
Overall	2.2%	60	2.1%	61	1.9%	55
British Columbia						
Vancouver						
Executive	2.4%	42	2.3%	41	2.2%	38
Management (Excluding Executives)	2.2%	103	2.1%	104	2.0%	94
Professional/Client Management	2.2%	106	2.2%	109	2.0%	95
Technical/Business Support	2.2%	102	2.1%	107	2.0%	92
Production/Manual Labor	2.3%	39	2.1%	38	2.0%	35
Overall	2.2%	107	2.1%	111	2.0%	96
Other British Columbia						
Executive	2.3%	19	2.3%	14	1.8%	16
Management (Excluding Executives)	2.1%	58	2.1%	59	1.9%	52
Professional/Client Management	2.1%	59	2.2%	60	1.9%	50
Technical/Business Support	2.1%	56	2.1%	59	1.9%	49
Production/Manual Labor	2.2%	24	2.1%	24	1.9%	23
Overall	2.1%	59	2.1%	61	1.9%	51
Northern Canada						
Northern Territories/Nunavut/Yukon						
Executive	---	2	---	2	---	1
Management (Excluding Executives)	2.0%	11	1.9%	13	1.9%	7
Professional/Client Management	2.1%	12	1.9%	13	1.9%	7
Technical/Business Support	2.1%	11	2.0%	12	2.0%	6
Production/Manual Labor	2.3%	6	2.2%	6	---	4
Overall	2.0%	12	2.0%	13	1.9%	7

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

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Atlantic Canada						
Newfoundland and Labrador						
Executive	1.5%	25	1.3%	25	1.6%	26
Management (Excluding Executives)	1.5%	72	1.4%	72	1.3%	65
Professional/Client Management	1.5%	72	1.4%	71	1.3%	65
Technical/Business Support	1.4%	71	1.4%	71	1.3%	64
Production/Manual Labor	1.9%	26	1.5%	26	1.5%	22
Overall	1.5%	72	1.4%	71	1.3%	64
Nova Scotia						
Executive	1.6%	36	1.4%	36	1.5%	34
Management (Excluding Executives)	1.5%	96	1.4%	96	1.4%	85
Professional/Client Management	1.5%	96	1.5%	95	1.4%	85
Technical/Business Support	1.5%	95	1.4%	95	1.4%	84
Production/Manual Labor	1.8%	38	1.3%	38	1.6%	32
Overall	1.5%	97	1.5%	97	1.4%	86
Prince Edward Island						
Executive	1.3%	11	1.1%	11	1.5%	11
Management (Excluding Executives)	1.3%	45	1.3%	45	1.2%	40
Professional/Client Management	1.4%	45	1.4%	45	1.3%	40
Technical/Business Support	1.3%	44	1.4%	44	1.2%	39
Production/Manual Labor	1.6%	19	1.6%	19	1.6%	16
Overall	1.3%	45	1.4%	45	1.2%	40
New Brunswick						
Executive	1.2%	27	1.1%	28	1.2%	27
Management (Excluding Executives)	1.4%	84	1.3%	86	1.3%	77
Professional/Client Management	1.4%	84	1.4%	85	1.3%	77
Technical/Business Support	1.3%	82	1.4%	84	1.3%	74
Production/Manual Labor	1.4%	34	1.2%	34	1.4%	28
Overall	1.4%	84	1.4%	86	1.3%	77
Quebec						
Greater Montreal						
Executive	1.6%	72	1.4%	74	1.6%	70
Management (Excluding Executives)	1.5%	151	1.4%	149	1.5%	137
Professional/Client Management	1.5%	154	1.5%	152	1.5%	140
Technical/Business Support	1.5%	150	1.5%	149	1.5%	137
Production/Manual Labor	1.6%	60	1.4%	59	1.4%	52
Overall	1.5%	155	1.5%	153	1.5%	141

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)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Quebec (continued)						
Other Quebec						
Executive	1.4%	44	1.2%	46	1.5%	44
Management (Excluding Executives)	1.4%	110	1.3%	110	1.3%	99
Professional/Client Management	1.4%	110	1.3%	109	1.3%	99
Technical/Business Support	1.4%	109	1.3%	109	1.3%	98
Production/Manual Labor	1.5%	43	1.2%	42	1.5%	36
Overall	1.4%	111	1.3%	111	1.3%	100
Ontario						
Greater Toronto						
Executive	1.4%	107	1.2%	111	1.4%	100
Management (Excluding Executives)	1.4%	214	1.3%	214	1.5%	192
Professional/Client Management	1.5%	216	1.4%	215	1.4%	194
Technical/Business Support	1.4%	211	1.4%	212	1.4%	190
Production/Manual Labor	1.4%	84	1.4%	85	1.4%	74
Overall	1.4%	216	1.4%	216	1.4%	194
Ottawa						
Executive	1.4%	44	1.1%	44	1.2%	41
Management (Excluding Executives)	1.3%	104	1.2%	108	1.2%	95
Professional/Client Management	1.4%	104	1.2%	108	1.2%	95
Technical/Business Support	1.3%	103	1.2%	107	1.2%	94
Production/Manual Labor	1.3%	46	1.1%	46	1.2%	39
Overall	1.4%	104	1.3%	108	1.2%	95
South Western Ontario						
Executive	1.4%	37	1.2%	38	1.3%	35
Management (Excluding Executives)	1.3%	101	1.4%	103	1.3%	88
Professional/Client Management	1.4%	101	1.5%	103	1.3%	88
Technical/Business Support	1.3%	99	1.4%	102	1.3%	87
Production/Manual Labor	1.3%	44	1.2%	44	1.4%	36
Overall	1.3%	101	1.4%	103	1.3%	88
Other Ontario						
Executive	1.3%	41	0.9%	42	1.1%	40
Management (Excluding Executives)	1.3%	114	1.2%	114	1.2%	104
Professional/Client Management	1.4%	114	1.3%	113	1.2%	104
Technical/Business Support	1.3%	113	1.3%	114	1.2%	104
Production/Manual Labor	1.3%	44	1.1%	45	1.3%	39
Overall	1.4%	116	1.3%	116	1.2%	106

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)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Manitoba/Saskatchewan						
Manitoba						
Executive	1.5%	40	1.3%	41	1.4%	41
Management (Excluding Executives)	1.3%	101	1.4%	101	1.3%	91
Professional/Client Management	1.3%	101	1.4%	100	1.2%	91
Technical/Business Support	1.3%	99	1.3%	99	1.2%	89
Production/Manual Labor	1.5%	38	1.3%	38	1.4%	32
Overall	1.3%	102	1.4%	102	1.3%	92
Saskatchewan						
Executive	1.6%	39	1.4%	40	1.4%	38
Management (Excluding Executives)	1.5%	100	1.4%	101	1.3%	91
Professional/Client Management	1.5%	100	1.5%	100	1.3%	91
Technical/Business Support	1.4%	99	1.5%	100	1.3%	90
Production/Manual Labor	1.7%	40	1.4%	41	1.5%	35
Overall	1.5%	101	1.5%	102	1.3%	92
Alberta						
Calgary						
Executive	1.7%	71	1.3%	72	1.5%	67
Management (Excluding Executives)	1.6%	155	1.4%	157	1.5%	140
Professional/Client Management	1.6%	155	1.5%	156	1.5%	140
Technical/Business Support	1.5%	150	1.5%	153	1.5%	136
Production/Manual Labor	1.8%	61	1.4%	61	1.5%	56
Overall	1.6%	156	1.5%	158	1.5%	141
Edmonton						
Executive	1.4%	53	1.2%	54	1.4%	50
Management (Excluding Executives)	1.4%	125	1.3%	126	1.4%	112
Professional/Client Management	1.5%	125	1.5%	125	1.4%	112
Technical/Business Support	1.4%	124	1.4%	125	1.4%	111
Production/Manual Labor	1.6%	50	1.4%	50	1.4%	43
Overall	1.4%	126	1.4%	127	1.4%	112
Northern Alberta/Fort McMurray						
Executive	1.8%	22	1.5%	23	1.7%	21
Management (Excluding Executives)	1.6%	62	1.4%	64	1.5%	57
Professional/Client Management	1.6%	62	1.5%	64	1.5%	57
Technical/Business Support	1.6%	61	1.4%	63	1.5%	56
Production/Manual Labor	2.3%	27	1.5%	28	1.8%	25
Overall	1.6%	62	1.5%	64	1.5%	57

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)

	2014 Actual Increase to Salary Range Midpoints		2015 Planned Increase to Salary Range Midpoints		2016 Projected Increase to Salary Range Midpoints	
	% of Midpoint	# of Responses	% of Midpoint	# of Responses	% of Midpoint	# of Responses
Alberta (continued)						
Other Alberta						
Executive	1.6%	30	1.3%	32	1.3%	29
Management (Excluding Executives)	1.5%	92	1.3%	95	1.3%	83
Professional/Client Management	1.5%	92	1.4%	94	1.3%	83
Technical/Business Support	1.4%	91	1.3%	94	1.3%	82
Production/Manual Labor	2.0%	36	1.3%	37	1.6%	32
Overall	1.5%	92	1.3%	95	1.3%	83
British Columbia						
Vancouver						
Executive	1.6%	64	1.4%	68	1.4%	60
Management (Excluding Executives)	1.5%	153	1.4%	153	1.4%	135
Professional/Client Management	1.5%	155	1.5%	155	1.4%	137
Technical/Business Support	1.4%	152	1.5%	153	1.4%	135
Production/Manual Labor	1.6%	55	1.4%	56	1.4%	50
Overall	1.5%	156	1.5%	156	1.4%	138
Other British Columbia						
Executive	1.4%	31	1.0%	32	1.0%	29
Management (Excluding Executives)	1.3%	94	1.3%	93	1.2%	79
Professional/Client Management	1.3%	94	1.5%	92	1.2%	79
Technical/Business Support	1.2%	93	1.4%	92	1.2%	78
Production/Manual Labor	1.4%	38	1.3%	38	1.3%	33
Overall	1.3%	94	1.4%	93	1.2%	79
Northern Canada						
Northern Territories/Nunavut/Yukon						
Executive	---	4	---	4	---	3
Management (Excluding Executives)	1.0%	21	1.2%	20	0.8%	16
Professional/Client Management	1.2%	21	1.2%	20	0.8%	16
Technical/Business Support	1.1%	20	1.2%	19	0.8%	15
Production/Manual Labor	2.3%	6	2.2%	6	---	4
Overall	1.2%	21	1.3%	20	0.8%	16

Salary Increase Budgets and Range Increases

Salary Budget Year

2015 ACTUAL SALARY BUDGETS COMPARED TO 2014

	2015 Budget Were Higher Than 2014 Budgets	2015 Budgets Were Lower Than 2014 Budgets	No Change from 2014	Other	# of Responses
Entire Sample Combined	22.4%	20.5%	54.0%	3.1%	420
Profit Status					
For-Profit-Organizations	22.4%	21.6%	53.3%	2.7%	375
Not-For-Profit-Organizations	22.2%	11.1%	60.0%	6.7%	45
Industry Sector					
Durable Goods Manufacturing	23.5%	13.7%	57.8%	4.9%	102
Non-Durable Goods Manufacturing	21.7%	20.3%	56.5%	1.4%	69
High Tech	23.1%	10.3%	66.7%	0.0%	39
Energy	11.9%	52.4%	33.3%	2.4%	42
Retail and Wholesale Trade	23.9%	6.5%	69.6%	0.0%	46
Services	25.7%	19.6%	50.7%	4.1%	148
Health Care	16.7%	33.3%	16.7%	33.3%	6
Banking and Finance	10.5%	23.7%	65.8%	0.0%	38
Insurance	37.5%	6.3%	56.3%	0.0%	16
Region					
Eastern Canada	25.4%	16.9%	57.6%	0.0%	59
Greater Toronto	24.1%	14.4%	59.9%	1.6%	187
Other Ontario	30.4%	14.3%	51.8%	3.6%	56
Manitoba/Saskatchewan	9.5%	19.0%	66.7%	4.8%	21
Alberta	7.5%	47.8%	37.3%	7.5%	67
British Columbia	33.3%	16.7%	43.3%	6.7%	30
Organization Size					
Under 300 FTEs	22.4%	16.4%	59.7%	1.5%	134
300 to 999 FTEs	24.4%	22.0%	51.2%	2.4%	82
1,000 to 4,999 FTEs	23.0%	21.3%	52.5%	3.3%	122
5,000 FTEs or More	19.5%	24.4%	50.0%	6.1%	82

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
Entire Sample Combined	32.3%	13.5%	9.4%	22.9%	25.0%	24.0%	96
Profit Status							
For-Profit-Organizations	36.9%	14.3%	9.5%	22.6%	22.6%	23.8%	84
Not-For-Profit-Organizations	0.0%	8.3%	8.3%	25.0%	41.7%	25.0%	12
Industry Sector							
Durable Goods Manufacturing	37.5%	16.7%	4.2%	12.5%	16.7%	33.3%	24
Non-Durable Goods Manufacturing	40.0%	20.0%	20.0%	53.3%	20.0%	0.0%	15
High Tech	33.3%	0.0%	0.0%	33.3%	22.2%	33.3%	9
Energy	20.0%	0.0%	0.0%	0.0%	60.0%	20.0%	5
Retail and Wholesale Trade	66.7%	8.3%	8.3%	25.0%	41.7%	0.0%	12
Services	30.8%	10.3%	12.8%	23.1%	23.1%	28.2%	39
Health Care	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	1
Banking and Finance	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	4
Insurance	0.0%	0.0%	0.0%	33.3%	50.0%	16.7%	6
Region							
Eastern Canada	26.7%	13.3%	13.3%	13.3%	26.7%	26.7%	15
Greater Toronto	33.3%	8.9%	15.6%	28.9%	28.9%	15.6%	45
Other Ontario	47.1%	17.6%	0.0%	17.6%	11.8%	29.4%	17
Manitoba/Saskatchewan	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	2
Alberta	14.3%	14.3%	0.0%	14.3%	42.9%	42.9%	7
British Columbia	30.0%	20.0%	0.0%	30.0%	20.0%	30.0%	10
Organization Size							
Under 300 FTEs	33.3%	16.7%	0.0%	30.0%	20.0%	30.0%	30
300 to 999 FTEs	30.4%	17.4%	26.1%	30.4%	13.0%	13.0%	23
1,000 to 4,999 FTEs	25.0%	10.7%	7.1%	10.7%	39.3%	28.6%	28
5,000 FTEs or More	46.7%	6.7%	6.7%	20.0%	26.7%	20.0%	15

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
Entire Sample Combined	42.4%	45.5%	5.1%	30.3%	3.0%	24.2%	99
Profit Status							
For-Profit-Organizations	46.7%	44.4%	5.6%	31.1%	3.3%	22.2%	90
Not-For-Profit-Organizations	0.0%	55.6%	0.0%	22.2%	0.0%	44.4%	9
Industry Sector							
Durable Goods Manufacturing	47.4%	47.4%	5.3%	21.1%	0.0%	21.1%	19
Non-Durable Goods Manufacturing	28.6%	28.6%	0.0%	35.7%	7.1%	35.7%	14
High Tech	50.0%	0.0%	25.0%	50.0%	25.0%	0.0%	4
Energy	45.8%	79.2%	0.0%	41.7%	0.0%	16.7%	24
Retail and Wholesale Trade	33.3%	16.7%	0.0%	33.3%	0.0%	33.3%	6
Services	54.5%	45.5%	9.1%	30.3%	3.0%	12.1%	33
Health Care	50.0%	100.0%	0.0%	50.0%	0.0%	0.0%	2
Banking and Finance	11.1%	0.0%	11.1%	11.1%	11.1%	66.7%	9
Insurance	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	1
Region							
Eastern Canada	40.0%	30.0%	10.0%	30.0%	10.0%	40.0%	10
Greater Toronto	34.5%	27.6%	6.9%	20.7%	3.4%	34.5%	29
Other Ontario	50.0%	10.0%	10.0%	30.0%	10.0%	20.0%	10
Manitoba/Saskatchewan	16.7%	16.7%	0.0%	16.7%	0.0%	50.0%	6
Alberta	47.4%	81.6%	2.6%	36.8%	0.0%	10.5%	38
British Columbia	66.7%	16.7%	0.0%	50.0%	0.0%	16.7%	6
Organization Size							
Under 300 FTEs	48.1%	33.3%	7.4%	18.5%	3.7%	22.2%	27
300 to 999 FTEs	28.6%	38.1%	9.5%	28.6%	9.5%	28.6%	21
1,000 to 4,999 FTEs	44.8%	55.2%	3.4%	51.7%	0.0%	10.3%	29
5,000 FTEs or More	45.5%	54.5%	0.0%	18.2%	0.0%	40.9%	22

Salary Increase Budgets and Range Increases

Salary Budget Year (continued)

2016 PROJECTED SALARY BUDGETS COMPARED TO 2015

	2016 Budgets Were Higher Than 2015 Budgets	2016 Budgets Were Lower Than 2015 Budgets	No Change from 2015	Other	# of Responses
Entire Sample Combined	16.9%	6.8%	67.3%	9.0%	413
Profit Status					
For-Profit-Organizations	15.7%	6.2%	69.2%	8.9%	370
Not-For-Profit-Organizations	27.9%	11.6%	51.2%	9.3%	43
Industry Sector					
Durable Goods Manufacturing	13.0%	10.0%	69.0%	8.0%	100
Non-Durable Goods Manufacturing	16.2%	2.9%	75.0%	5.9%	68
High Tech	18.4%	2.6%	76.3%	2.6%	38
Energy	23.8%	21.4%	42.9%	11.9%	42
Retail and Wholesale Trade	13.0%	4.3%	76.1%	6.5%	46
Services	17.4%	4.2%	68.8%	9.7%	144
Health Care	16.7%	16.7%	50.0%	16.7%	6
Banking and Finance	10.5%	5.3%	76.3%	7.9%	38
Insurance	25.0%	0.0%	68.8%	6.3%	16
Region					
Eastern Canada	18.6%	6.8%	69.5%	5.1%	59
Greater Toronto	15.2%	3.3%	73.4%	8.2%	184
Other Ontario	13.0%	1.9%	77.8%	7.4%	54
Manitoba/Saskatchewan	19.0%	19.0%	47.6%	14.3%	21
Alberta	18.2%	16.7%	50.0%	15.2%	66
British Columbia	27.6%	6.9%	58.6%	6.9%	29
Organization Size					
Under 300 FTEs	16.7%	5.3%	72.7%	5.3%	132
300 to 999 FTEs	21.3%	6.3%	67.5%	5.0%	80
1,000 to 4,999 FTEs	18.2%	8.3%	62.0%	11.6%	121
5,000 FTEs or More	11.3%	7.5%	66.3%	15.0%	80

Salary Increase Budgets and Range Increases

Salary Budget Year (continued)

REASONS FOR HIGHER SALARY BUDGETS IN 2016

	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
Entire Sample Combined	25.6%	15.9%	7.3%	17.1%	35.4%	22.0%	82
Profit Status							
For-Profit-Organizations	30.4%	18.8%	8.7%	18.8%	30.4%	18.8%	69
Not-For-Profit-Organizations	0.0%	0.0%	0.0%	7.7%	61.5%	38.5%	13
Industry Sector							
Durable Goods Manufacturing	41.2%	23.5%	5.9%	11.8%	29.4%	17.6%	17
Non-Durable Goods Manufacturing	23.1%	30.8%	15.4%	23.1%	46.2%	0.0%	13
High Tech	42.9%	0.0%	0.0%	0.0%	42.9%	28.6%	7
Energy	9.1%	0.0%	9.1%	18.2%	27.3%	45.5%	11
Retail and Wholesale Trade	55.6%	22.2%	0.0%	22.2%	22.2%	11.1%	9
Services	24.1%	6.9%	6.9%	17.2%	44.8%	20.7%	29
Health Care	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	1
Banking and Finance	0.0%	25.0%	0.0%	0.0%	0.0%	75.0%	4
Insurance	0.0%	0.0%	0.0%	25.0%	50.0%	25.0%	4
Region							
Eastern Canada	15.4%	7.7%	0.0%	7.7%	61.5%	23.1%	13
Greater Toronto	34.5%	24.1%	10.3%	17.2%	24.1%	13.8%	29
Other Ontario	40.0%	20.0%	10.0%	30.0%	10.0%	20.0%	10
Manitoba/Saskatchewan	20.0%	0.0%	0.0%	0.0%	40.0%	40.0%	5
Alberta	11.8%	0.0%	5.9%	23.5%	47.1%	35.3%	17
British Columbia	25.0%	37.5%	12.5%	12.5%	37.5%	12.5%	8
Organization Size							
Under 300 FTEs	29.6%	7.4%	3.7%	18.5%	33.3%	18.5%	27
300 to 999 FTEs	30.0%	35.0%	10.0%	20.0%	30.0%	15.0%	20
1,000 to 4,999 FTEs	17.4%	8.7%	8.7%	8.7%	47.8%	34.8%	23
5,000 FTEs or More	25.0%	16.7%	8.3%	25.0%	25.0%	16.7%	12

Salary Increase Budgets and Range Increases

Salary Budget Year (continued)

REASONS FOR LOWER SALARY BUDGETS IN 2016

	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
Entire Sample Combined	40.0%	60.0%	2.5%	30.0%	0.0%	10.0%	40
Profit Status							
For-Profit-Organizations	48.5%	57.6%	3.0%	33.3%	0.0%	9.1%	33
Not-For-Profit-Organizations	0.0%	71.4%	0.0%	14.3%	0.0%	14.3%	7
Industry Sector							
Durable Goods Manufacturing	27.3%	54.5%	9.1%	18.2%	0.0%	18.2%	11
Non-Durable Goods Manufacturing	66.7%	33.3%	0.0%	0.0%	0.0%	0.0%	3
High Tech	0.0%	0.0%	0.0%	50.0%	0.0%	50.0%	2
Energy	41.7%	83.3%	0.0%	25.0%	0.0%	8.3%	12
Retail and Wholesale Trade	25.0%	75.0%	0.0%	50.0%	0.0%	25.0%	4
Services	54.5%	45.5%	0.0%	27.3%	0.0%	0.0%	11
Health Care	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	1
Banking and Finance	33.3%	66.7%	0.0%	33.3%	0.0%	0.0%	3
Insurance	---	---	---	---	---	---	0
Region							
Eastern Canada	50.0%	50.0%	0.0%	25.0%	0.0%	0.0%	4
Greater Toronto	27.3%	36.4%	9.1%	45.5%	0.0%	18.2%	11
Other Ontario	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	1
Manitoba/Saskatchewan	20.0%	80.0%	0.0%	0.0%	0.0%	0.0%	5
Alberta	47.1%	82.4%	0.0%	29.4%	0.0%	5.9%	17
British Columbia	100.0%	0.0%	0.0%	50.0%	0.0%	0.0%	2
Organization Size							
Under 300 FTEs	44.4%	55.6%	0.0%	11.1%	0.0%	11.1%	9
300 to 999 FTEs	42.9%	71.4%	0.0%	57.1%	0.0%	0.0%	7
1,000 to 4,999 FTEs	21.4%	78.6%	0.0%	21.4%	0.0%	7.1%	14
5,000 FTEs or More	60.0%	30.0%	10.0%	40.0%	0.0%	20.0%	10

Promotional Increases

Promotional Increases

2014 Promotional Increases

AVERAGE PROMOTIONAL INCREASES (AS A PERCENT OF SALARY) GRANTED DURING 2014

	25th Percentile	Median	75th Percentile	Average	# of Responses
Entire Sample Combined					
Lowest Increase Granted	2.5%	4.0%	5.0%	3.9%	125
Average Increase Granted	5.0%	7.0%	10.0%	7.3%	157
Highest Increase Granted	10.0%	13.7%	20.0%	16.4%	147
Standard Increase Granted in Accordance With Policy	5.0%	7.3%	10.0%	7.4%	112
Maximum Increase Allowed as Stated by Policy	10.0%	12.0%	20.0%	15.1%	101
Profit Status					
For-Profit Organizations					
Lowest Increase Granted	2.5%	4.0%	5.0%	4.0%	106
Average Increase Granted	5.0%	7.0%	10.0%	7.4%	133
Highest Increase Granted	10.0%	14.0%	20.0%	17.0%	124
Standard Increase Granted in Accordance with Policy	5.0%	8.0%	10.0%	7.7%	96
Maximum Increase Allowed as Stated by Policy	10.0%	15.0%	20.0%	15.7%	87
Not-For-Profit Organizations					
Lowest Increase Granted	2.0%	3.0%	4.0%	3.3%	19
Average Increase Granted	4.6%	6.0%	9.9%	6.8%	24
Highest Increase Granted	10.0%	12.0%	16.9%	13.3%	23
Standard Increase Granted in Accordance with Policy	4.3%	5.0%	7.0%	5.8%	16
Maximum Increase Allowed as Stated by Policy	9.3%	10.0%	15.0%	11.1%	14
Industry Sector					
Durable Goods Manufacturing					
Lowest Increase Granted	2.0%	3.0%	5.0%	3.7%	22
Average Increase Granted	4.1%	6.0%	10.0%	6.7%	28
Highest Increase Granted	10.0%	12.0%	17.7%	13.5%	27
Standard Increase Granted in Accordance with Policy	5.0%	8.0%	10.0%	7.8%	18
Maximum Increase Allowed as Stated by Policy	10.0%	10.0%	15.0%	13.5%	15
Non-Durable Goods Manufacturing					
Lowest Increase Granted	3.0%	5.0%	5.0%	4.9%	22
Average Increase Granted	5.0%	6.7%	10.0%	7.4%	28
Highest Increase Granted	10.0%	15.0%	20.0%	15.8%	25
Standard Increase Granted in Accordance with Policy	5.0%	7.3%	10.0%	7.7%	22
Maximum Increase Allowed as Stated by Policy	10.0%	15.0%	20.0%	15.6%	24

Table continues on next page.

Promotional Increases

2014 Promotional Increases (continued)

AVERAGE PROMOTIONAL INCREASES (AS A PERCENT OF SALARY) GRANTED DURING 2014 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Industry Sector (continued)					
High Tech					
Lowest Increase Granted	1.0%	2.0%	5.0%	2.6%	7
Average Increase Granted	3.4%	5.0%	6.3%	5.5%	10
Highest Increase Granted	7.0%	10.0%	14.5%	12.2%	9
Standard Increase Granted in Accordance with Policy	---	5.0%	---	4.3%	3
Maximum Increase Allowed as Stated by Policy	---	10.0%	---	8.7%	3
Energy					
Lowest Increase Granted	2.0%	3.2%	5.0%	3.5%	18
Average Increase Granted	5.2%	7.7%	10.0%	8.0%	21
Highest Increase Granted	10.3%	13.1%	21.2%	17.0%	20
Standard Increase Granted in Accordance with Policy	4.0%	5.0%	8.0%	6.1%	11
Maximum Increase Allowed as Stated by Policy	10.0%	10.0%	14.3%	12.2%	12
Retail and Wholesale Trade					
Lowest Increase Granted	1.7%	4.0%	5.0%	4.2%	17
Average Increase Granted	5.5%	8.0%	10.0%	8.2%	17
Highest Increase Granted	9.6%	13.3%	23.8%	19.1%	16
Standard Increase Granted in Accordance with Policy	5.0%	8.5%	10.0%	8.0%	20
Maximum Increase Allowed as Stated by Policy	10.0%	15.0%	19.2%	14.0%	18
Services					
Lowest Increase Granted	2.5%	3.0%	5.0%	3.6%	36
Average Increase Granted	5.0%	7.0%	10.0%	7.5%	51
Highest Increase Granted	10.0%	15.0%	20.0%	17.6%	48
Standard Increase Granted in Accordance with Policy	5.0%	7.8%	10.0%	7.5%	36
Maximum Increase Allowed as Stated by Policy	10.0%	13.5%	20.0%	17.2%	30
Health Care					
Lowest Increase Granted	---	5.0%	---	4.0%	3
Average Increase Granted	---	7.5%	---	7.5%	3
Highest Increase Granted	---	10.0%	---	13.3%	3
Standard Increase Granted in Accordance with Policy	---	5.0%	---	6.7%	3
Maximum Increase Allowed as Stated by Policy	---	15.0%	---	15.0%	2
Banking and Finance					
Lowest Increase Granted	3.3%	4.2%	5.0%	4.3%	10
Average Increase Granted	3.5%	5.0%	7.3%	5.7%	13
Highest Increase Granted	10.0%	12.2%	20.8%	16.2%	12
Standard Increase Granted in Accordance with Policy	4.5%	5.0%	7.8%	6.1%	9
Maximum Increase Allowed as Stated by Policy	8.8%	12.5%	20.0%	13.3%	6

Table continues on next page.

Promotional Increases

2014 Promotional Increases (continued)

AVERAGE PROMOTIONAL INCREASES (AS A PERCENT OF SALARY) GRANTED DURING 2014 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Industry Sector (continued)					
Insurance					
Lowest Increase Granted	1.0%	2.5%	5.0%	2.9%	5
Average Increase Granted	3.8%	5.3%	6.8%	5.5%	8
Highest Increase Granted	10.0%	11.0%	26.1%	17.0%	8
Standard Increase Granted in Accordance with Policy	3.0%	5.0%	7.0%	5.3%	6
Maximum Increase Allowed as Stated by Policy	7.5%	10.0%	21.0%	13.4%	5
Region					
Eastern Canada					
Lowest Increase Granted	2.8%	4.0%	5.0%	4.1%	21
Average Increase Granted	5.0%	8.0%	10.0%	7.8%	24
Highest Increase Granted	10.0%	15.0%	20.0%	16.0%	22
Standard Increase Granted in Accordance with Policy	7.1%	9.0%	10.0%	8.4%	16
Maximum Increase Allowed as Stated by Policy	10.0%	12.0%	15.0%	13.2%	20
Greater Toronto					
Lowest Increase Granted	2.4%	4.0%	5.0%	3.9%	62
Average Increase Granted	5.0%	6.2%	10.0%	7.0%	76
Highest Increase Granted	10.0%	12.0%	20.0%	16.4%	72
Standard Increase Granted in Accordance with Policy	5.0%	6.0%	10.0%	7.3%	56
Maximum Increase Allowed as Stated by Policy	10.0%	15.0%	20.0%	16.6%	54
Other Ontario					
Lowest Increase Granted	2.3%	3.0%	4.5%	3.1%	9
Average Increase Granted	3.8%	5.9%	7.8%	5.9%	14
Highest Increase Granted	10.0%	15.0%	24.0%	16.0%	13
Standard Increase Granted in Accordance with Policy	5.0%	5.8%	9.5%	6.5%	12
Maximum Increase Allowed as Stated by Policy	7.8%	10.0%	13.8%	10.9%	8
Manitoba/Saskatchewan					
Lowest Increase Granted	3.3%	4.5%	7.3%	5.0%	4
Average Increase Granted	4.8%	7.0%	10.0%	7.2%	6
Highest Increase Granted	---	10.0%	---	10.7%	3
Standard Increase Granted in Accordance with Policy	4.3%	5.0%	6.9%	5.4%	4
Maximum Increase Allowed as Stated by Policy	---	10.0%	---	13.3%	3

Table continues on next page.

Promotional Increases

2014 Promotional Increases (continued)

AVERAGE PROMOTIONAL INCREASES (AS A PERCENT OF SALARY) GRANTED DURING 2014 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Region (continued)					
Alberta					
Lowest Increase Granted	2.0%	3.7%	5.0%	4.2%	22
Average Increase Granted	5.0%	7.9%	10.0%	7.8%	28
Highest Increase Granted	10.0%	14.4%	20.0%	15.8%	28
Standard Increase Granted in Accordance with Policy	5.0%	8.0%	10.0%	7.8%	18
Maximum Increase Allowed as Stated by Policy	10.0%	12.0%	15.0%	14.3%	13
British Columbia					
Lowest Increase Granted	2.0%	3.0%	5.0%	3.0%	7
Average Increase Granted	5.3%	8.0%	12.4%	8.8%	9
Highest Increase Granted	9.8%	20.0%	27.5%	21.7%	9
Standard Increase Granted in Accordance with Policy	6.8%	9.5%	10.0%	8.3%	6
Maximum Increase Allowed as Stated by Policy	---	20.0%	---	17.0%	3
Organization Size					
Under 300 FTEs					
Lowest Increase Granted	2.5%	4.0%	5.0%	4.1%	27
Average Increase Granted	4.0%	5.0%	10.0%	6.7%	41
Highest Increase Granted	7.0%	10.0%	20.0%	12.2%	35
Standard Increase Granted in Accordance with Policy	5.0%	6.5%	10.0%	7.0%	27
Maximum Increase Allowed as Stated by Policy	10.0%	10.0%	20.0%	13.4%	28
300 to 999 FTEs					
Lowest Increase Granted	2.5%	4.0%	5.0%	4.1%	34
Average Increase Granted	5.0%	7.0%	8.0%	6.9%	37
Highest Increase Granted	10.0%	13.0%	20.0%	14.7%	37
Standard Increase Granted in Accordance with Policy	5.0%	7.5%	10.0%	7.7%	23
Maximum Increase Allowed as Stated by Policy	10.0%	13.5%	20.0%	15.1%	22
1,000 to 4,999 FTEs					
Lowest Increase Granted	2.0%	3.0%	5.0%	3.6%	37
Average Increase Granted	5.4%	7.8%	10.0%	7.7%	46
Highest Increase Granted	10.0%	15.0%	25.0%	19.2%	43
Standard Increase Granted in Accordance with Policy	5.0%	8.0%	10.0%	7.5%	33
Maximum Increase Allowed as Stated by Policy	10.0%	15.0%	19.7%	18.5%	28
5,000 FTEs or More					
Lowest Increase Granted	2.5%	3.4%	5.0%	3.7%	27
Average Increase Granted	5.0%	8.0%	10.0%	7.9%	33
Highest Increase Granted	10.0%	15.0%	23.8%	19.3%	32
Standard Increase Granted in Accordance with Policy	5.0%	8.0%	10.0%	7.5%	29
Maximum Increase Allowed as Stated by Policy	10.0%	12.0%	15.0%	13.1%	23

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	93	24.4%	381
Profit Status			
For-Profit Organizations	89	26.2%	340
Not-For-Profit Organizations	4	9.8%	41
Industry Sector			
Durable Goods Manufacturing	29	31.5%	92
Non-Durable Goods Manufacturing	21	35.0%	60
High Tech	12	32.4%	37
Energy	5	13.2%	38
Retail and Wholesale Trade	14	31.8%	44
Services	35	25.5%	137
Health Care	0	0.0%	6
Banking and Finance	3	9.1%	33
Insurance	2	14.3%	14
Region			
Eastern Canada	18	31.6%	57
Greater Toronto	34	20.0%	170
Other Ontario	16	34.0%	47
Manitoba/Saskatchewan	5	29.4%	17
Alberta	16	25.8%	62
British Columbia	4	14.3%	28
Organization Size			
Under 300 FTEs	35	28.5%	123
300 to 999 FTEs	21	28.0%	75
1,000 to 4,999 FTEs	27	24.3%	111
5,000 FTEs or More	10	13.9%	72

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
Entire Sample Combined	4.4%	5.6%	75.6%	11.1%	40.0%	90
Profit Status						
For-Profit Organizations	4.6%	5.7%	77.0%	11.5%	39.1%	87
Not-For-Profit Organizations	0.0%	0.0%	33.3%	0.0%	66.7%	3
Industry Sector						
Durable Goods Manufacturing	0.0%	0.0%	79.3%	10.3%	37.9%	29
Non-Durable Goods Manufacturing	10.0%	15.0%	80.0%	10.0%	35.0%	20
High Tech	0.0%	0.0%	83.3%	0.0%	25.0%	12
Energy	0.0%	20.0%	60.0%	20.0%	60.0%	5
Retail and Wholesale Trade	0.0%	7.7%	69.2%	15.4%	61.5%	13
Services	0.0%	0.0%	84.8%	15.2%	33.3%	33
Health Care	---	---	---	---	---	0
Banking and Finance	33.3%	0.0%	0.0%	0.0%	66.7%	3
Insurance	50.0%	0.0%	0.0%	0.0%	50.0%	2
Region						
Eastern Canada	0.0%	5.6%	72.2%	5.6%	55.6%	18
Greater Toronto	6.1%	3.0%	69.7%	9.1%	36.4%	33
Other Ontario	7.1%	7.1%	92.9%	21.4%	28.6%	14
Manitoba/Saskatchewan	0.0%	0.0%	60.0%	0.0%	40.0%	5
Alberta	0.0%	12.5%	81.3%	12.5%	37.5%	16
British Columbia	25.0%	0.0%	75.0%	25.0%	50.0%	4
Organization Size						
Under 300 FTEs	8.8%	8.8%	76.5%	14.7%	32.4%	34
300 to 999 FTEs	0.0%	0.0%	76.2%	9.5%	42.9%	21
1,000 to 4,999 FTEs	0.0%	4.0%	80.0%	12.0%	40.0%	25
5,000 FTEs or More	10.0%	10.0%	60.0%	0.0%	60.0%	10

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	
Entire Sample Combined	84	20.3%	413
Profit Status			
For-Profit Organizations	77	20.9%	369
Not-For-Profit Organizations	7	15.9%	44
Industry Sector			
Durable Goods Manufacturing	19	19.4%	98
Non-Durable Goods Manufacturing	18	27.3%	66
High Tech	9	23.1%	39
Energy	9	22.0%	41
Retail and Wholesale Trade	8	17.4%	46
Services	30	20.3%	148
Health Care	0	0.0%	6
Banking and Finance	10	26.3%	38
Insurance	3	18.8%	16
Region			
Eastern Canada	11	18.6%	59
Greater Toronto	38	20.7%	184
Other Ontario	13	24.5%	53
Manitoba/Saskatchewan	3	14.3%	21
Alberta	16	23.9%	67
British Columbia	3	10.3%	29
Organization Size			
Under 300 FTEs	33	24.8%	133
300 to 999 FTEs	24	29.6%	81
1,000 to 4,999 FTEs	16	13.7%	117
5,000 FTEs or More	11	13.4%	82

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
Entire Sample Combined	0.5%	0.5%	1.0%	0.9%	64
Profit Status					
For-Profit Organizations	0.5%	0.5%	1.0%	0.9%	58
Not-For-Profit Organizations	0.2%	0.9%	1.4%	0.9%	6
Industry Sector					
Durable Goods Manufacturing	0.5%	0.8%	1.0%	0.9%	14
Non-Durable Goods Manufacturing	0.4%	0.5%	0.7%	0.7%	14
High Tech	0.5%	1.0%	1.3%	1.0%	6
Energy	0.5%	0.5%	0.5%	0.5%	7
Retail and Wholesale Trade	0.4%	0.8%	2.2%	1.2%	6
Services	0.5%	1.0%	1.5%	1.1%	24
Health Care	---	---	---	---	0
Banking and Finance	0.5%	0.8%	1.6%	1.1%	9
Insurance	---	0.5%	---	1.3%	3
Region					
Eastern Canada	0.5%	0.6%	1.1%	0.8%	10
Greater Toronto	0.5%	0.9%	2.0%	1.1%	30
Other Ontario	0.5%	0.5%	1.0%	0.9%	9
Manitoba/Saskatchewan	---	0.8%	---	0.8%	2
Alberta	0.5%	0.5%	0.5%	0.5%	11
British Columbia	---	0.7%	---	0.7%	2
Organization Size					
Under 300 FTEs	0.5%	0.5%	1.0%	0.7%	24
300 to 999 FTEs	0.5%	0.8%	1.0%	0.8%	21
1,000 to 4,999 FTEs	0.4%	0.6%	1.3%	0.9%	10
5,000 FTEs or More	0.5%	1.0%	3.0%	1.6%	9

Promotional Increases

Formal Promotional Increase Budgets (continued)

OVERALL PROMOTIONAL INCREASE BUDGET AS A PERCENT OF TOTAL BASE SALARIES - 2016

	25th Percentile	Median	75th Percentile	Average	# of Responses
Entire Sample Combined	0.5%	0.5%	1.0%	1.0%	65
Profit Status					
For-Profit Organizations	0.5%	0.5%	1.0%	1.0%	59
Not-For-Profit Organizations	0.2%	0.9%	1.3%	0.8%	6
Industry Sector					
Durable Goods Manufacturing	0.5%	1.0%	1.0%	1.0%	17
Non-Durable Goods Manufacturing	0.4%	0.5%	0.7%	0.7%	14
High Tech	0.5%	1.0%	1.0%	0.9%	7
Energy	0.5%	0.5%	0.5%	0.5%	7
Retail and Wholesale Trade	0.4%	0.8%	2.2%	1.2%	6
Services	0.5%	1.0%	1.9%	1.1%	22
Health Care	---	---	---	---	0
Banking and Finance	0.5%	0.9%	1.4%	1.1%	8
Insurance	---	0.5%	---	1.3%	3
Region					
Eastern Canada	0.5%	0.6%	1.1%	0.8%	10
Greater Toronto	0.5%	0.9%	2.0%	1.1%	28
Other Ontario	0.5%	0.5%	1.5%	1.1%	10
Manitoba/Saskatchewan	---	0.5%	---	0.7%	3
Alberta	0.5%	0.5%	1.0%	0.7%	11
British Columbia	---	1.0%	---	0.8%	3
Organization Size					
Under 300 FTEs	0.5%	0.5%	1.0%	0.8%	25
300 to 999 FTEs	0.5%	1.0%	1.1%	0.9%	21
1,000 to 4,999 FTEs	0.4%	0.6%	1.3%	0.9%	10
5,000 FTEs or More	0.6%	1.0%	3.0%	1.7%	9

Turnover

Turnover

Turnover

2014 ACTUAL TURNOVER RATES

	25th Percentile	Median	75th Percentile	Average	# of Responses
Entire Sample Combined					
Voluntary Turnover	3.8%	6.1%	11.2%	10.8%	274
Involuntary Turnover	2.0%	3.6%	7.1%	6.4%	255
Overall Turnover	6.0%	10.5%	18.1%	16.5%	277
Profit Status					
For-Profit Organizations					
Voluntary Turnover	4.1%	7.0%	12.0%	11.7%	239
Involuntary Turnover	2.1%	4.0%	8.5%	7.0%	221
Overall Turnover	7.0%	11.3%	20.0%	18.1%	241
Not-For-Profit Organizations					
Voluntary Turnover	2.5%	3.8%	5.5%	4.3%	35
Involuntary Turnover	0.9%	1.6%	2.9%	2.0%	34
Overall Turnover	3.6%	5.5%	7.9%	6.1%	36
Industry Sector					
Durable Goods Manufacturing					
Voluntary Turnover	4.1%	6.1%	11.4%	9.3%	55
Involuntary Turnover	2.0%	5.0%	10.0%	7.7%	47
Overall Turnover	6.2%	10.0%	19.3%	15.6%	56
Non-Durable Goods Manufacturing					
Voluntary Turnover	3.0%	4.7%	10.2%	9.0%	38
Involuntary Turnover	2.0%	3.0%	8.4%	7.2%	35
Overall Turnover	5.8%	9.0%	16.0%	15.6%	38
High Tech					
Voluntary Turnover	4.4%	6.5%	13.1%	9.2%	26
Involuntary Turnover	2.7%	5.4%	10.7%	8.4%	24
Overall Turnover	8.6%	13.0%	20.7%	17.0%	26
Energy					
Voluntary Turnover	2.8%	4.9%	6.5%	5.1%	37
Involuntary Turnover	0.9%	1.9%	5.9%	3.8%	35
Overall Turnover	3.8%	6.1%	12.9%	8.8%	37
Retail and Wholesale Trade					
Voluntary Turnover	5.0%	20.2%	39.8%	26.9%	30
Involuntary Turnover	4.0%	8.0%	11.0%	9.9%	29
Overall Turnover	12.0%	26.0%	43.0%	35.4%	31
Services					
Voluntary Turnover	5.6%	9.0%	14.0%	12.5%	94
Involuntary Turnover	2.5%	5.0%	9.4%	8.0%	87
Overall Turnover	8.6%	14.9%	21.5%	19.9%	94

Table continues on next page.

Turnover

Turnover (continued)

2014 ACTUAL TURNOVER RATES (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Industry Sector (continued)					
Health Care					
Voluntary Turnover	3.7%	6.3%	17.5%	9.4%	6
Involuntary Turnover	1.8%	3.3%	4.3%	3.1%	6
Overall Turnover	6.3%	9.1%	21.8%	12.6%	6
Banking and Finance					
Voluntary Turnover	5.0%	7.2%	10.0%	9.1%	31
Involuntary Turnover	1.5%	3.0%	5.0%	4.3%	31
Overall Turnover	6.6%	10.5%	13.1%	13.0%	32
Insurance					
Voluntary Turnover	3.2%	5.5%	8.4%	9.8%	13
Involuntary Turnover	1.3%	2.1%	3.0%	4.7%	13
Overall Turnover	4.7%	8.0%	10.6%	14.5%	13
Region					
Eastern Canada					
Voluntary Turnover	3.1%	6.6%	12.3%	10.7%	36
Involuntary Turnover	1.7%	4.0%	9.0%	7.2%	34
Overall Turnover	5.9%	10.7%	23.0%	17.0%	37
Greater Toronto					
Voluntary Turnover	3.9%	6.2%	10.7%	10.0%	117
Involuntary Turnover	2.1%	4.0%	8.5%	6.8%	113
Overall Turnover	7.0%	11.0%	18.3%	16.3%	119
Other Ontario					
Voluntary Turnover	2.0%	5.0%	11.5%	14.9%	33
Involuntary Turnover	1.0%	2.0%	6.0%	7.5%	29
Overall Turnover	3.2%	7.0%	16.5%	21.4%	33
Manitoba/Saskatchewan					
Voluntary Turnover	5.0%	5.9%	12.5%	8.6%	13
Involuntary Turnover	1.0%	3.0%	5.6%	5.0%	11
Overall Turnover	5.5%	11.0%	17.5%	12.8%	13
Alberta					
Voluntary Turnover	4.5%	7.0%	11.7%	11.0%	56
Involuntary Turnover	1.7%	3.9%	7.1%	5.3%	50
Overall Turnover	6.1%	11.0%	18.9%	15.8%	56
British Columbia					
Voluntary Turnover	4.5%	6.6%	15.9%	9.8%	19
Involuntary Turnover	2.4%	3.4%	4.3%	3.6%	18
Overall Turnover	7.0%	9.8%	18.2%	13.2%	19

Table continues on next page.

Turnover

Turnover (continued)

2014 ACTUAL TURNOVER RATES (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Organization Size					
Under 300 FTEs					
Voluntary Turnover	4.0%	7.2%	12.0%	10.9%	75
Involuntary Turnover	2.2%	4.0%	8.4%	6.6%	65
Overall Turnover	6.0%	11.3%	19.2%	16.1%	77
300 to 999 FTEs					
Voluntary Turnover	3.2%	5.6%	9.0%	6.8%	55
Involuntary Turnover	2.0%	3.9%	7.0%	5.3%	55
Overall Turnover	6.3%	10.0%	13.8%	11.9%	56
1,000 to 4,999 FTEs					
Voluntary Turnover	3.0%	6.9%	11.7%	12.3%	88
Involuntary Turnover	1.5%	3.7%	8.7%	6.4%	82
Overall Turnover	6.0%	10.1%	19.9%	18.2%	88
5,000 FTEs or More					
Voluntary Turnover	4.1%	6.5%	10.9%	12.2%	56
Involuntary Turnover	1.7%	3.3%	7.1%	7.2%	53
Overall Turnover	6.0%	10.5%	17.8%	19.1%	56

Turnover

Turnover (continued)

2015 PROJECTED TURNOVER RATES

	25th Percentile	Median	75th Percentile	Average	# of Responses
Entire Sample Combined					
Voluntary Turnover	3.0%	5.5%	10.0%	9.3%	231
Involuntary Turnover	2.0%	4.0%	7.0%	6.1%	209
Overall Turnover	5.8%	10.0%	17.0%	14.7%	232
Profit Status					
For-Profit Organizations					
Voluntary Turnover	3.5%	6.0%	11.6%	10.0%	201
Involuntary Turnover	2.3%	5.0%	8.2%	6.8%	178
Overall Turnover	6.3%	10.5%	19.3%	16.0%	201
Not-For-Profit Organizations					
Voluntary Turnover	2.0%	3.5%	5.4%	4.1%	30
Involuntary Turnover	1.0%	2.0%	3.0%	2.0%	31
Overall Turnover	3.5%	5.5%	7.5%	5.9%	31
Industry Sector					
Durable Goods Manufacturing					
Voluntary Turnover	3.1%	5.0%	10.0%	8.7%	48
Involuntary Turnover	2.1%	5.0%	10.0%	6.5%	40
Overall Turnover	5.2%	8.9%	21.1%	14.1%	48
Non-Durable Goods Manufacturing					
Voluntary Turnover	2.4%	5.0%	8.0%	8.7%	35
Involuntary Turnover	2.0%	4.0%	6.0%	6.2%	33
Overall Turnover	5.0%	8.0%	12.0%	14.6%	35
High Tech					
Voluntary Turnover	5.0%	8.0%	10.5%	9.1%	22
Involuntary Turnover	4.0%	5.0%	11.1%	8.2%	19
Overall Turnover	9.5%	15.3%	23.4%	16.2%	22
Energy					
Voluntary Turnover	2.8%	3.5%	5.5%	4.5%	35
Involuntary Turnover	1.0%	2.4%	7.3%	4.9%	30
Overall Turnover	4.0%	6.5%	11.8%	8.6%	35
Retail and Wholesale Trade					
Voluntary Turnover	5.0%	20.0%	37.5%	23.4%	25
Involuntary Turnover	4.9%	7.3%	11.4%	9.7%	22
Overall Turnover	10.5%	26.0%	41.5%	31.9%	25
Services					
Voluntary Turnover	5.0%	8.0%	12.0%	9.8%	78
Involuntary Turnover	2.8%	5.0%	7.4%	7.4%	73
Overall Turnover	7.0%	12.1%	20.0%	16.5%	79
Health Care					
Voluntary Turnover	3.5%	6.7%	12.7%	7.5%	6
Involuntary Turnover	1.8%	4.0%	5.4%	3.8%	6
Overall Turnover	6.0%	10.2%	18.3%	11.3%	6

Table continues on next page.

Turnover

Turnover (continued)

2015 PROJECTED TURNOVER RATES (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Industry Sector (continued)					
Banking and Finance					
Voluntary Turnover	4.9%	7.0%	10.5%	9.9%	21
Involuntary Turnover	1.1%	3.0%	6.8%	5.8%	20
Overall Turnover	6.8%	10.0%	14.6%	15.4%	21
Insurance					
Voluntary Turnover	3.1%	5.5%	9.0%	11.2%	9
Involuntary Turnover	1.4%	2.5%	4.0%	6.5%	9
Overall Turnover	4.7%	8.0%	13.0%	17.8%	9
Region					
Eastern Canada					
Voluntary Turnover	3.0%	5.3%	12.6%	11.8%	30
Involuntary Turnover	1.9%	5.0%	9.1%	6.4%	26
Overall Turnover	5.2%	10.0%	24.4%	17.3%	30
Greater Toronto					
Voluntary Turnover	4.0%	5.6%	10.0%	8.3%	93
Involuntary Turnover	2.0%	4.7%	7.8%	6.1%	88
Overall Turnover	6.3%	10.0%	18.1%	14.0%	93
Other Ontario					
Voluntary Turnover	2.0%	3.9%	7.8%	11.8%	32
Involuntary Turnover	1.0%	3.0%	5.7%	7.3%	26
Overall Turnover	3.0%	6.5%	11.8%	17.8%	32
Manitoba/Saskatchewan					
Voluntary Turnover	3.8%	5.6%	12.0%	8.4%	10
Involuntary Turnover	1.5%	5.0%	5.0%	3.6%	9
Overall Turnover	6.8%	9.3%	17.0%	11.7%	10
Alberta					
Voluntary Turnover	3.1%	5.0%	10.0%	8.1%	52
Involuntary Turnover	2.0%	5.0%	9.0%	6.4%	47
Overall Turnover	5.6%	10.0%	16.0%	13.6%	53
British Columbia					
Voluntary Turnover	4.0%	6.9%	14.0%	9.5%	14
Involuntary Turnover	2.5%	4.0%	5.0%	3.6%	13
Overall Turnover	7.4%	10.3%	16.5%	12.8%	14

Table continues on next page.

Turnover

Turnover (continued)

2015 PROJECTED TURNOVER RATES (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Organization Size					
Under 300 FTEs					
Voluntary Turnover	3.4%	5.6%	10.8%	9.1%	68
Involuntary Turnover	2.0%	4.9%	7.9%	6.1%	54
Overall Turnover	5.0%	10.0%	15.8%	13.7%	69
300 to 999 FTEs					
Voluntary Turnover	3.0%	5.0%	8.8%	6.3%	55
Involuntary Turnover	2.5%	5.0%	7.0%	5.6%	53
Overall Turnover	7.0%	9.4%	15.0%	11.7%	55
1,000 to 4,999 FTEs					
Voluntary Turnover	3.0%	5.1%	10.1%	9.1%	70
Involuntary Turnover	1.5%	3.8%	7.0%	5.8%	65
Overall Turnover	5.0%	8.5%	21.7%	14.5%	70
5,000 FTEs or More					
Voluntary Turnover	2.9%	7.0%	14.4%	14.0%	38
Involuntary Turnover	1.8%	3.0%	7.5%	7.2%	37
Overall Turnover	4.8%	10.8%	21.3%	21.0%	38

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	350	84.1%	416
Profit Status			
For-Profit Organizations	311	83.6%	372
Not-For-Profit Organizations	39	88.6%	44
Industry Sector			
Durable Goods Manufacturing	83	83.0%	100
Non-Durable Goods Manufacturing	59	88.1%	67
High Tech	33	86.8%	38
Energy	37	88.1%	42
Retail and Wholesale Trade	37	80.4%	46
Services	118	79.7%	148
Health Care	6	100.0%	6
Banking and Finance	33	86.8%	38
Insurance	15	93.8%	16
Region			
Eastern Canada	48	82.8%	58
Greater Toronto	152	81.7%	186
Other Ontario	48	87.3%	55
Manitoba/Saskatchewan	19	95.0%	20
Alberta	58	86.6%	67
British Columbia	25	83.3%	30
Organization Size			
Under 300 FTEs	109	83.2%	131
300 to 999 FTEs	65	80.2%	81
1,000 to 4,999 FTEs	103	84.4%	122
5,000 FTEs or More	73	89.0%	82

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	9.2%	3.9%	0.0%	85.8%	0.0%	1.1%	282
Total Cash Compensation	14.3%	10.1%	1.6%	73.6%	0.0%	0.4%	258
Total Direct Compensation	16.0%	9.7%	1.3%	72.3%	0.0%	0.8%	238
Total Reward	15.7%	7.0%	0.9%	76.1%	0.0%	0.4%	230
Profit Status							
For-Profit Organizations							
Salaries	9.2%	3.6%	0.0%	86.1%	0.0%	1.2%	251
Total Cash Compensation	14.2%	9.5%	1.3%	74.6%	0.0%	0.4%	232
Total Direct Compensation	16.6%	9.7%	0.9%	72.4%	0.0%	0.5%	217
Total Reward	16.4%	6.8%	0.5%	75.8%	0.0%	0.5%	207
Not-For-Profit Organizations							
Salaries	9.7%	6.5%	0.0%	83.9%	0.0%	0.0%	31
Total Cash Compensation	15.4%	15.4%	3.8%	65.4%	0.0%	0.0%	26
Total Direct Compensation	9.5%	9.5%	4.8%	71.4%	0.0%	4.8%	21
Total Reward	8.7%	8.7%	4.3%	78.3%	0.0%	0.0%	23
Industry Sector							
Durable Goods Manufacturing							
Salaries	11.8%	2.9%	0.0%	83.8%	0.0%	1.5%	68
Total Cash Compensation	14.8%	3.3%	0.0%	82.0%	0.0%	0.0%	61
Total Direct Compensation	19.6%	1.8%	0.0%	78.6%	0.0%	0.0%	56
Total Reward	15.1%	1.9%	0.0%	83.0%	0.0%	0.0%	53
Non-Durable Goods Manufacturing							
Salaries	10.0%	4.0%	0.0%	86.0%	0.0%	0.0%	50
Total Cash Compensation	19.1%	8.5%	2.1%	68.1%	0.0%	2.1%	47
Total Direct Compensation	20.0%	11.1%	2.2%	64.4%	0.0%	2.2%	45
Total Reward	21.4%	4.8%	2.4%	69.0%	0.0%	2.4%	42
High Tech							
Salaries	4.3%	4.3%	0.0%	91.3%	0.0%	0.0%	23
Total Cash Compensation	10.0%	5.0%	0.0%	85.0%	0.0%	0.0%	20
Total Direct Compensation	5.9%	0.0%	0.0%	94.1%	0.0%	0.0%	17
Total Reward	5.9%	0.0%	0.0%	94.1%	0.0%	0.0%	17
Energy							
Salaries	3.1%	0.0%	0.0%	93.8%	0.0%	3.1%	32
Total Cash Compensation	12.5%	3.1%	0.0%	84.4%	0.0%	0.0%	32
Total Direct Compensation	10.0%	3.3%	0.0%	86.7%	0.0%	0.0%	30
Total Reward	12.9%	3.2%	0.0%	83.9%	0.0%	0.0%	31

Table continues on next page.

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	13.8%	6.9%	0.0%	75.9%	0.0%	3.4%	29
Total Cash Compensation	18.5%	11.1%	0.0%	70.4%	0.0%	0.0%	27
Total Direct Compensation	13.0%	13.0%	0.0%	73.9%	0.0%	0.0%	23
Total Reward	14.3%	4.8%	0.0%	81.0%	0.0%	0.0%	21
Services							
Salaries	9.6%	1.1%	0.0%	88.3%	0.0%	1.1%	94
Total Cash Compensation	13.6%	13.6%	3.7%	69.1%	0.0%	0.0%	81
Total Direct Compensation	14.7%	12.0%	2.7%	69.3%	0.0%	1.3%	75
Total Reward	16.9%	7.0%	1.4%	74.6%	0.0%	0.0%	71
Health Care							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	3
Total Cash Compensation	0.0%	66.7%	0.0%	33.3%	0.0%	0.0%	3
Total Direct Compensation	33.3%	33.3%	0.0%	33.3%	0.0%	0.0%	3
Total Reward	0.0%	66.7%	0.0%	33.3%	0.0%	0.0%	3
Banking and Finance							
Salaries	6.9%	10.3%	0.0%	82.8%	0.0%	0.0%	29
Total Cash Compensation	10.7%	10.7%	0.0%	78.6%	0.0%	0.0%	28
Total Direct Compensation	8.0%	12.0%	0.0%	80.0%	0.0%	0.0%	25
Total Reward	7.4%	11.1%	0.0%	81.5%	0.0%	0.0%	27
Insurance							
Salaries	10.0%	10.0%	0.0%	80.0%	0.0%	0.0%	10
Total Cash Compensation	20.0%	10.0%	0.0%	70.0%	0.0%	0.0%	10
Total Direct Compensation	22.2%	11.1%	0.0%	66.7%	0.0%	0.0%	9
Total Reward	22.2%	11.1%	0.0%	66.7%	0.0%	0.0%	9

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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	2.4%	4.8%	0.0%	92.9%	0.0%	0.0%	42
Total Cash Compensation	5.6%	5.6%	0.0%	86.1%	0.0%	2.8%	36
Total Direct Compensation	13.5%	2.7%	0.0%	78.4%	0.0%	5.4%	37
Total Reward	13.2%	2.6%	0.0%	81.6%	0.0%	2.6%	38
Greater Toronto							
Salaries	11.7%	5.5%	0.0%	81.3%	0.0%	1.6%	128
Total Cash Compensation	17.4%	13.0%	0.0%	69.6%	0.0%	0.0%	115
Total Direct Compensation	15.1%	15.1%	0.0%	69.8%	0.0%	0.0%	106
Total Reward	14.3%	10.2%	1.0%	74.5%	0.0%	0.0%	98
Other Ontario							
Salaries	15.6%	0.0%	0.0%	84.4%	0.0%	0.0%	32
Total Cash Compensation	23.5%	2.9%	2.9%	70.6%	0.0%	0.0%	34
Total Direct Compensation	26.7%	3.3%	3.3%	66.7%	0.0%	0.0%	30
Total Reward	26.7%	3.3%	0.0%	70.0%	0.0%	0.0%	30
Manitoba/Saskatchewan							
Salaries	7.7%	7.7%	0.0%	84.6%	0.0%	0.0%	13
Total Cash Compensation	8.3%	8.3%	8.3%	75.0%	0.0%	0.0%	12
Total Direct Compensation	9.1%	18.2%	0.0%	72.7%	0.0%	0.0%	11
Total Reward	20.0%	10.0%	0.0%	70.0%	0.0%	0.0%	10
Alberta							
Salaries	9.3%	0.0%	0.0%	88.4%	0.0%	2.3%	43
Total Cash Compensation	12.8%	5.1%	2.6%	79.5%	0.0%	0.0%	39
Total Direct Compensation	13.9%	5.6%	2.8%	77.8%	0.0%	0.0%	36
Total Reward	13.5%	5.4%	0.0%	81.1%	0.0%	0.0%	37
British Columbia							
Salaries	0.0%	4.2%	0.0%	95.8%	0.0%	0.0%	24
Total Cash Compensation	4.5%	22.7%	4.5%	68.2%	0.0%	0.0%	22
Total Direct Compensation	16.7%	5.6%	5.6%	72.2%	0.0%	0.0%	18
Total Reward	11.8%	5.9%	5.9%	76.5%	0.0%	0.0%	17

Table continues on next page.

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	7.2%	3.6%	0.0%	86.7%	0.0%	2.4%	83
Total Cash Compensation	7.8%	9.1%	3.9%	77.9%	0.0%	1.3%	77
Total Direct Compensation	12.5%	8.3%	2.8%	75.0%	0.0%	1.4%	72
Total Reward	13.2%	2.9%	2.9%	79.4%	0.0%	1.5%	68
300 to 999 FTEs							
Salaries	13.0%	5.6%	0.0%	81.5%	0.0%	0.0%	54
Total Cash Compensation	28.8%	7.7%	0.0%	63.5%	0.0%	0.0%	52
Total Direct Compensation	32.7%	8.2%	0.0%	59.2%	0.0%	0.0%	49
Total Reward	31.3%	6.3%	0.0%	62.5%	0.0%	0.0%	48
1,000 to 4,999 FTEs							
Salaries	8.0%	4.5%	0.0%	86.4%	0.0%	1.1%	88
Total Cash Compensation	9.1%	13.0%	1.3%	76.6%	0.0%	0.0%	77
Total Direct Compensation	11.3%	9.9%	1.4%	76.1%	0.0%	1.4%	71
Total Reward	9.9%	11.3%	0.0%	78.9%	0.0%	0.0%	71
5,000 FTEs or More							
Salaries	10.5%	1.8%	0.0%	87.7%	0.0%	0.0%	57
Total Cash Compensation	17.3%	9.6%	0.0%	73.1%	0.0%	0.0%	52
Total Direct Compensation	10.9%	13.0%	0.0%	76.1%	0.0%	0.0%	46
Total Reward	11.6%	7.0%	0.0%	81.4%	0.0%	0.0%	43

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	3.5%	4.7%	0.3%	91.0%	0.0%	0.6%	344
Total Cash Compensation	8.7%	9.0%	1.9%	79.7%	0.0%	0.6%	310
Total Direct Compensation	8.1%	7.7%	1.5%	82.2%	0.0%	0.4%	259
Total Reward	8.8%	6.5%	1.5%	82.7%	0.0%	0.4%	260
Profit Status							
For-Profit Organizations							
Salaries	3.2%	4.5%	0.3%	91.3%	0.0%	0.6%	309
Total Cash Compensation	8.5%	8.5%	1.8%	80.4%	0.0%	0.7%	281
Total Direct Compensation	8.5%	7.6%	1.3%	82.2%	0.0%	0.4%	236
Total Reward	9.4%	6.4%	1.3%	82.6%	0.0%	0.4%	235
Not-For-Profit Organizations							
Salaries	5.7%	5.7%	0.0%	88.6%	0.0%	0.0%	35
Total Cash Compensation	10.3%	13.8%	3.4%	72.4%	0.0%	0.0%	29
Total Direct Compensation	4.3%	8.7%	4.3%	82.6%	0.0%	0.0%	23
Total Reward	4.0%	8.0%	4.0%	84.0%	0.0%	0.0%	25
Industry Sector							
Durable Goods Manufacturing							
Salaries	4.8%	3.6%	0.0%	91.7%	0.0%	0.0%	84
Total Cash Compensation	9.1%	2.6%	0.0%	87.0%	0.0%	1.3%	77
Total Direct Compensation	11.8%	1.5%	0.0%	86.8%	0.0%	0.0%	68
Total Reward	10.8%	1.5%	0.0%	87.7%	0.0%	0.0%	65
Non-Durable Goods Manufacturing							
Salaries	3.6%	9.1%	0.0%	87.3%	0.0%	0.0%	55
Total Cash Compensation	8.0%	16.0%	2.0%	72.0%	0.0%	2.0%	50
Total Direct Compensation	7.0%	16.3%	0.0%	74.4%	0.0%	2.3%	43
Total Reward	4.8%	11.9%	2.4%	78.6%	0.0%	2.4%	42
High Tech							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	31
Total Cash Compensation	3.7%	0.0%	0.0%	96.3%	0.0%	0.0%	27
Total Direct Compensation	9.1%	0.0%	0.0%	90.9%	0.0%	0.0%	22
Total Reward	9.1%	0.0%	0.0%	90.9%	0.0%	0.0%	22
Energy							
Salaries	5.4%	2.7%	0.0%	89.2%	0.0%	2.7%	37
Total Cash Compensation	13.9%	2.8%	0.0%	83.3%	0.0%	0.0%	36
Total Direct Compensation	12.1%	3.0%	0.0%	84.8%	0.0%	0.0%	33
Total Reward	14.7%	2.9%	0.0%	82.4%	0.0%	0.0%	34

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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	2.6%	7.9%	0.0%	89.5%	0.0%	0.0%	38
Total Cash Compensation	11.4%	8.6%	2.9%	74.3%	0.0%	2.9%	35
Total Direct Compensation	0.0%	7.1%	3.6%	89.3%	0.0%	0.0%	28
Total Reward	0.0%	3.7%	3.7%	92.6%	0.0%	0.0%	27
Services							
Salaries	1.7%	1.7%	0.8%	95.0%	0.0%	0.8%	120
Total Cash Compensation	6.9%	10.8%	3.9%	78.4%	0.0%	0.0%	102
Total Direct Compensation	6.2%	7.4%	3.7%	82.7%	0.0%	0.0%	81
Total Reward	7.2%	6.0%	2.4%	84.3%	0.0%	0.0%	83
Health Care							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	6
Total Cash Compensation	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%	4
Total Direct Compensation	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	1
Total Reward	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	2
Banking and Finance							
Salaries	6.3%	9.4%	0.0%	84.4%	0.0%	0.0%	32
Total Cash Compensation	10.3%	10.3%	0.0%	79.3%	0.0%	0.0%	29
Total Direct Compensation	7.1%	10.7%	0.0%	82.1%	0.0%	0.0%	28
Total Reward	6.9%	10.3%	0.0%	82.8%	0.0%	0.0%	29
Insurance							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	12
Total Cash Compensation	7.7%	0.0%	0.0%	92.3%	0.0%	0.0%	13
Total Direct Compensation	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	8
Total Reward	22.2%	0.0%	0.0%	77.8%	0.0%	0.0%	9

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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%	2.0%	0.0%	98.0%	0.0%	0.0%	51
Total Cash Compensation	2.3%	2.3%	0.0%	93.0%	0.0%	2.3%	43
Total Direct Compensation	5.0%	2.5%	0.0%	90.0%	0.0%	2.5%	40
Total Reward	4.8%	2.4%	0.0%	90.5%	0.0%	2.4%	42
Greater Toronto							
Salaries	4.0%	6.7%	0.7%	88.0%	0.0%	0.7%	150
Total Cash Compensation	9.5%	13.1%	1.5%	75.2%	0.0%	0.7%	137
Total Direct Compensation	6.5%	13.0%	1.9%	78.7%	0.0%	0.0%	108
Total Reward	5.9%	9.8%	2.9%	81.4%	0.0%	0.0%	102
Other Ontario							
Salaries	2.3%	2.3%	0.0%	95.3%	0.0%	0.0%	43
Total Cash Compensation	11.4%	2.3%	2.3%	84.1%	0.0%	0.0%	44
Total Direct Compensation	13.5%	0.0%	0.0%	86.5%	0.0%	0.0%	37
Total Reward	15.8%	0.0%	0.0%	84.2%	0.0%	0.0%	38
Manitoba/Saskatchewan							
Salaries	6.3%	6.3%	0.0%	87.5%	0.0%	0.0%	16
Total Cash Compensation	7.1%	14.3%	7.1%	71.4%	0.0%	0.0%	14
Total Direct Compensation	9.1%	18.2%	0.0%	72.7%	0.0%	0.0%	11
Total Reward	16.7%	16.7%	0.0%	66.7%	0.0%	0.0%	12
Alberta							
Salaries	5.1%	3.4%	0.0%	89.8%	0.0%	1.7%	59
Total Cash Compensation	8.0%	6.0%	2.0%	84.0%	0.0%	0.0%	50
Total Direct Compensation	6.4%	6.4%	2.1%	85.1%	0.0%	0.0%	47
Total Reward	6.1%	6.1%	0.0%	87.8%	0.0%	0.0%	49
British Columbia							
Salaries	4.0%	4.0%	0.0%	92.0%	0.0%	0.0%	25
Total Cash Compensation	13.6%	13.6%	4.5%	68.2%	0.0%	0.0%	22
Total Direct Compensation	18.8%	0.0%	6.3%	75.0%	0.0%	0.0%	16
Total Reward	23.5%	5.9%	5.9%	64.7%	0.0%	0.0%	17

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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	1.8%	0.9%	0.0%	96.3%	0.0%	0.9%	109
Total Cash Compensation	4.0%	5.1%	3.0%	85.9%	0.0%	2.0%	99
Total Direct Compensation	7.0%	4.7%	2.3%	84.9%	0.0%	1.2%	86
Total Reward	8.3%	1.2%	2.4%	86.9%	0.0%	1.2%	84
300 to 999 FTEs							
Salaries	4.8%	6.3%	1.6%	87.3%	0.0%	0.0%	63
Total Cash Compensation	16.9%	10.2%	1.7%	71.2%	0.0%	0.0%	59
Total Direct Compensation	12.0%	12.0%	2.0%	74.0%	0.0%	0.0%	50
Total Reward	11.5%	9.6%	1.9%	76.9%	0.0%	0.0%	52
1,000 to 4,999 FTEs							
Salaries	4.0%	6.0%	0.0%	89.0%	0.0%	1.0%	100
Total Cash Compensation	5.6%	12.4%	2.2%	79.8%	0.0%	0.0%	89
Total Direct Compensation	6.8%	8.2%	1.4%	83.6%	0.0%	0.0%	73
Total Reward	8.0%	10.7%	1.3%	80.0%	0.0%	0.0%	75
5,000 FTEs or More							
Salaries	4.2%	6.9%	0.0%	88.9%	0.0%	0.0%	72
Total Cash Compensation	12.7%	9.5%	0.0%	77.8%	0.0%	0.0%	63
Total Direct Compensation	8.0%	8.0%	0.0%	84.0%	0.0%	0.0%	50
Total Reward	8.2%	6.1%	0.0%	85.7%	0.0%	0.0%	49

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)	
Entire Sample Combined							
Salaries	3.8%	4.1%	0.0%	91.6%	0.0%	0.6%	344
Total Cash Compensation	8.4%	8.0%	1.6%	81.4%	0.0%	0.6%	311
Total Direct Compensation	7.2%	4.8%	1.2%	86.4%	0.0%	0.4%	250
Total Reward	7.8%	4.7%	1.2%	86.0%	0.0%	0.4%	258
Profit Status							
For-Profit Organizations							
Salaries	3.5%	3.9%	0.0%	91.9%	0.0%	0.6%	310
Total Cash Compensation	8.2%	7.4%	1.4%	82.3%	0.0%	0.7%	282
Total Direct Compensation	7.5%	4.8%	0.9%	86.4%	0.0%	0.4%	228
Total Reward	8.1%	4.7%	0.9%	85.9%	0.0%	0.4%	234
Not-For-Profit Organizations							
Salaries	5.9%	5.9%	0.0%	88.2%	0.0%	0.0%	34
Total Cash Compensation	10.3%	13.8%	3.4%	72.4%	0.0%	0.0%	29
Total Direct Compensation	4.5%	4.5%	4.5%	86.4%	0.0%	0.0%	22
Total Reward	4.2%	4.2%	4.2%	87.5%	0.0%	0.0%	24
Industry Sector							
Durable Goods Manufacturing							
Salaries	4.7%	4.7%	0.0%	90.7%	0.0%	0.0%	86
Total Cash Compensation	8.9%	2.5%	0.0%	87.3%	0.0%	1.3%	79
Total Direct Compensation	12.1%	0.0%	0.0%	87.9%	0.0%	0.0%	66
Total Reward	9.2%	0.0%	0.0%	90.8%	0.0%	0.0%	65
Non-Durable Goods Manufacturing							
Salaries	3.6%	7.3%	0.0%	89.1%	0.0%	0.0%	55
Total Cash Compensation	9.8%	11.8%	2.0%	74.5%	0.0%	2.0%	51
Total Direct Compensation	4.9%	9.8%	0.0%	82.9%	0.0%	2.4%	41
Total Reward	4.8%	7.1%	2.4%	83.3%	0.0%	2.4%	42
High Tech							
Salaries	3.1%	6.3%	0.0%	90.6%	0.0%	0.0%	32
Total Cash Compensation	3.6%	3.6%	0.0%	92.9%	0.0%	0.0%	28
Total Direct Compensation	4.8%	0.0%	0.0%	95.2%	0.0%	0.0%	21
Total Reward	4.3%	0.0%	0.0%	95.7%	0.0%	0.0%	23
Energy							
Salaries	5.4%	0.0%	0.0%	91.9%	0.0%	2.7%	37
Total Cash Compensation	13.9%	2.8%	0.0%	83.3%	0.0%	0.0%	36
Total Direct Compensation	12.1%	3.0%	0.0%	84.8%	0.0%	0.0%	33
Total Reward	14.7%	2.9%	0.0%	82.4%	0.0%	0.0%	34

Table continues on next page.

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	2.7%	0.0%	0.0%	97.3%	0.0%	0.0%	37
Total Cash Compensation	11.8%	2.9%	2.9%	79.4%	0.0%	2.9%	34
Total Direct Compensation	0.0%	0.0%	3.7%	96.3%	0.0%	0.0%	27
Total Reward	0.0%	0.0%	4.0%	96.0%	0.0%	0.0%	25
Services							
Salaries	2.5%	1.7%	0.0%	95.0%	0.0%	0.8%	120
Total Cash Compensation	3.9%	10.7%	2.9%	82.5%	0.0%	0.0%	103
Total Direct Compensation	2.6%	5.2%	2.6%	89.6%	0.0%	0.0%	77
Total Reward	3.6%	4.8%	1.2%	90.5%	0.0%	0.0%	84
Health Care							
Salaries	0.0%	16.7%	0.0%	83.3%	0.0%	0.0%	6
Total Cash Compensation	0.0%	66.7%	0.0%	33.3%	0.0%	0.0%	3
Total Direct Compensation	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	1
Total Reward	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	2
Banking and Finance							
Salaries	6.3%	9.4%	0.0%	84.4%	0.0%	0.0%	32
Total Cash Compensation	10.3%	10.3%	0.0%	79.3%	0.0%	0.0%	29
Total Direct Compensation	7.4%	7.4%	0.0%	85.2%	0.0%	0.0%	27
Total Reward	7.1%	7.1%	0.0%	85.7%	0.0%	0.0%	28
Insurance							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	12
Total Cash Compensation	7.7%	0.0%	0.0%	92.3%	0.0%	0.0%	13
Total Direct Compensation	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	8
Total Reward	22.2%	0.0%	0.0%	77.8%	0.0%	0.0%	9

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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	0.0%	2.0%	0.0%	98.0%	0.0%	0.0%	51
Total Cash Compensation	2.3%	2.3%	0.0%	93.2%	0.0%	2.3%	44
Total Direct Compensation	5.0%	2.5%	0.0%	90.0%	0.0%	2.5%	40
Total Reward	4.7%	2.3%	0.0%	90.7%	0.0%	2.3%	43
Greater Toronto							
Salaries	4.0%	4.7%	0.0%	90.6%	0.0%	0.7%	149
Total Cash Compensation	10.3%	10.3%	0.7%	77.9%	0.0%	0.7%	136
Total Direct Compensation	4.9%	7.8%	1.0%	86.3%	0.0%	0.0%	102
Total Reward	5.0%	7.0%	2.0%	86.0%	0.0%	0.0%	100
Other Ontario							
Salaries	2.3%	2.3%	0.0%	95.3%	0.0%	0.0%	43
Total Cash Compensation	9.1%	2.3%	2.3%	86.4%	0.0%	0.0%	44
Total Direct Compensation	11.1%	0.0%	0.0%	88.9%	0.0%	0.0%	36
Total Reward	13.2%	0.0%	0.0%	86.8%	0.0%	0.0%	38
Manitoba/Saskatchewan							
Salaries	6.3%	6.3%	0.0%	87.5%	0.0%	0.0%	16
Total Cash Compensation	7.1%	7.1%	7.1%	78.6%	0.0%	0.0%	14
Total Direct Compensation	9.1%	9.1%	0.0%	81.8%	0.0%	0.0%	11
Total Reward	16.7%	8.3%	0.0%	75.0%	0.0%	0.0%	12
Alberta							
Salaries	5.1%	1.7%	0.0%	91.5%	0.0%	1.7%	59
Total Cash Compensation	8.0%	6.0%	2.0%	84.0%	0.0%	0.0%	50
Total Direct Compensation	6.5%	4.3%	2.2%	87.0%	0.0%	0.0%	46
Total Reward	6.3%	4.2%	0.0%	89.6%	0.0%	0.0%	48
British Columbia							
Salaries	7.7%	11.5%	0.0%	80.8%	0.0%	0.0%	26
Total Cash Compensation	8.7%	21.7%	4.3%	65.2%	0.0%	0.0%	23
Total Direct Compensation	20.0%	0.0%	6.7%	73.3%	0.0%	0.0%	15
Total Reward	17.6%	5.9%	5.9%	70.6%	0.0%	0.0%	17

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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	2.7%	1.8%	0.0%	94.5%	0.0%	0.9%	110
Total Cash Compensation	3.0%	5.0%	3.0%	87.0%	0.0%	2.0%	100
Total Direct Compensation	7.1%	1.2%	2.4%	88.2%	0.0%	1.2%	85
Total Reward	7.2%	0.0%	2.4%	89.2%	0.0%	1.2%	83
300 to 999 FTEs							
Salaries	4.8%	6.3%	0.0%	88.9%	0.0%	0.0%	63
Total Cash Compensation	20.0%	10.0%	0.0%	70.0%	0.0%	0.0%	60
Total Direct Compensation	10.6%	10.6%	0.0%	78.7%	0.0%	0.0%	47
Total Reward	11.5%	9.6%	0.0%	78.8%	0.0%	0.0%	52
1,000 to 4,999 FTEs							
Salaries	4.0%	4.0%	0.0%	91.0%	0.0%	1.0%	100
Total Cash Compensation	4.5%	9.1%	2.3%	84.1%	0.0%	0.0%	88
Total Direct Compensation	5.6%	4.2%	1.4%	88.9%	0.0%	0.0%	72
Total Reward	6.7%	6.7%	1.3%	85.3%	0.0%	0.0%	75
5,000 FTEs or More							
Salaries	4.2%	5.6%	0.0%	90.1%	0.0%	0.0%	71
Total Cash Compensation	11.1%	9.5%	0.0%	79.4%	0.0%	0.0%	63
Total Direct Compensation	6.5%	6.5%	0.0%	87.0%	0.0%	0.0%	46
Total Reward	6.3%	4.2%	0.0%	89.6%	0.0%	0.0%	48

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)	
Entire Sample Combined							
Salaries	3.6%	3.6%	0.0%	91.6%	0.0%	1.2%	334
Total Cash Compensation	8.1%	7.1%	1.4%	82.1%	0.0%	1.4%	296
Total Direct Compensation	5.9%	4.2%	1.3%	88.1%	0.0%	0.4%	236
Total Reward	7.4%	4.1%	0.8%	87.2%	0.0%	0.4%	243
Profit Status							
For-Profit Organizations							
Salaries	3.3%	3.3%	0.0%	92.1%	0.0%	1.3%	303
Total Cash Compensation	7.8%	6.3%	1.1%	83.3%	0.0%	1.5%	270
Total Direct Compensation	6.0%	4.1%	0.9%	88.5%	0.0%	0.5%	217
Total Reward	7.7%	4.1%	0.5%	87.4%	0.0%	0.5%	222
Not-For-Profit Organizations							
Salaries	6.5%	6.5%	0.0%	87.1%	0.0%	0.0%	31
Total Cash Compensation	11.5%	15.4%	3.8%	69.2%	0.0%	0.0%	26
Total Direct Compensation	5.3%	5.3%	5.3%	84.2%	0.0%	0.0%	19
Total Reward	4.8%	4.8%	4.8%	85.7%	0.0%	0.0%	21
Industry Sector							
Durable Goods Manufacturing							
Salaries	4.7%	3.5%	0.0%	91.9%	0.0%	0.0%	86
Total Cash Compensation	7.7%	1.3%	0.0%	89.7%	0.0%	1.3%	78
Total Direct Compensation	9.4%	1.6%	0.0%	89.1%	0.0%	0.0%	64
Total Reward	9.4%	0.0%	0.0%	90.6%	0.0%	0.0%	64
Non-Durable Goods Manufacturing							
Salaries	3.8%	5.7%	0.0%	90.6%	0.0%	0.0%	53
Total Cash Compensation	10.4%	10.4%	0.0%	77.1%	0.0%	2.1%	48
Total Direct Compensation	5.1%	5.1%	0.0%	87.2%	0.0%	2.6%	39
Total Reward	5.1%	5.1%	0.0%	87.2%	0.0%	2.6%	39
High Tech							
Salaries	0.0%	0.0%	0.0%	96.8%	0.0%	3.2%	31
Total Cash Compensation	0.0%	0.0%	0.0%	96.2%	0.0%	3.8%	26
Total Direct Compensation	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	19
Total Reward	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	21
Energy							
Salaries	8.3%	0.0%	0.0%	88.9%	0.0%	2.8%	36
Total Cash Compensation	14.3%	2.9%	0.0%	82.9%	0.0%	0.0%	35
Total Direct Compensation	12.5%	3.1%	0.0%	84.4%	0.0%	0.0%	32
Total Reward	15.2%	3.0%	0.0%	81.8%	0.0%	0.0%	33

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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	2.8%	0.0%	0.0%	97.2%	0.0%	0.0%	36
Total Cash Compensation	12.1%	3.0%	3.0%	78.8%	0.0%	3.0%	33
Total Direct Compensation	0.0%	0.0%	3.8%	96.2%	0.0%	0.0%	26
Total Reward	0.0%	0.0%	4.2%	95.8%	0.0%	0.0%	24
Services							
Salaries	1.7%	1.7%	0.0%	94.0%	0.0%	2.6%	116
Total Cash Compensation	4.2%	9.5%	3.2%	81.1%	0.0%	2.1%	95
Total Direct Compensation	1.4%	5.6%	2.8%	90.1%	0.0%	0.0%	71
Total Reward	2.6%	5.2%	1.3%	90.9%	0.0%	0.0%	77
Health Care							
Salaries	0.0%	16.7%	0.0%	83.3%	0.0%	0.0%	6
Total Cash Compensation	0.0%	66.7%	0.0%	33.3%	0.0%	0.0%	3
Total Direct Compensation	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	1
Total Reward	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%	2
Banking and Finance							
Salaries	3.3%	10.0%	0.0%	86.7%	0.0%	0.0%	30
Total Cash Compensation	7.4%	11.1%	0.0%	81.5%	0.0%	0.0%	27
Total Direct Compensation	4.0%	8.0%	0.0%	88.0%	0.0%	0.0%	25
Total Reward	3.8%	7.7%	0.0%	88.5%	0.0%	0.0%	26
Insurance							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	12
Total Cash Compensation	7.7%	0.0%	0.0%	92.3%	0.0%	0.0%	13
Total Direct Compensation	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	8
Total Reward	22.2%	0.0%	0.0%	77.8%	0.0%	0.0%	9

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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%	2.0%	0.0%	96.0%	0.0%	2.0%	50
Total Cash Compensation	2.3%	2.3%	0.0%	90.7%	0.0%	4.7%	43
Total Direct Compensation	2.7%	2.7%	0.0%	91.9%	0.0%	2.7%	37
Total Reward	2.6%	2.6%	0.0%	92.3%	0.0%	2.6%	39
Greater Toronto							
Salaries	3.4%	4.8%	0.0%	91.0%	0.0%	0.7%	145
Total Cash Compensation	9.3%	10.1%	0.8%	79.1%	0.0%	0.8%	129
Total Direct Compensation	3.1%	6.2%	1.0%	89.7%	0.0%	0.0%	97
Total Reward	4.2%	6.3%	1.0%	88.5%	0.0%	0.0%	96
Other Ontario							
Salaries	2.4%	2.4%	0.0%	95.1%	0.0%	0.0%	41
Total Cash Compensation	10.0%	2.5%	0.0%	87.5%	0.0%	0.0%	40
Total Direct Compensation	11.8%	0.0%	0.0%	88.2%	0.0%	0.0%	34
Total Reward	14.3%	0.0%	0.0%	85.7%	0.0%	0.0%	35
Manitoba/Saskatchewan							
Salaries	6.7%	6.7%	0.0%	86.7%	0.0%	0.0%	15
Total Cash Compensation	7.7%	7.7%	7.7%	76.9%	0.0%	0.0%	13
Total Direct Compensation	10.0%	10.0%	0.0%	80.0%	0.0%	0.0%	10
Total Reward	18.2%	9.1%	0.0%	72.7%	0.0%	0.0%	11
Alberta							
Salaries	7.0%	1.8%	0.0%	89.5%	0.0%	1.8%	57
Total Cash Compensation	8.3%	4.2%	2.1%	85.4%	0.0%	0.0%	48
Total Direct Compensation	6.8%	2.3%	2.3%	88.6%	0.0%	0.0%	44
Total Reward	6.5%	2.2%	0.0%	91.3%	0.0%	0.0%	46
British Columbia							
Salaries	3.8%	3.8%	0.0%	88.5%	0.0%	3.8%	26
Total Cash Compensation	8.7%	13.0%	4.3%	69.6%	0.0%	4.3%	23
Total Direct Compensation	14.3%	7.1%	7.1%	71.4%	0.0%	0.0%	14
Total Reward	18.8%	6.3%	6.3%	68.8%	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	1.9%	0.9%	0.0%	95.3%	0.0%	1.9%	107
Total Cash Compensation	3.1%	2.1%	3.1%	88.5%	0.0%	3.1%	96
Total Direct Compensation	4.9%	1.2%	2.5%	90.1%	0.0%	1.2%	81
Total Reward	6.4%	0.0%	1.3%	91.0%	0.0%	1.3%	78
300 to 999 FTEs							
Salaries	4.9%	3.3%	0.0%	90.2%	0.0%	1.6%	61
Total Cash Compensation	17.5%	8.8%	0.0%	71.9%	0.0%	1.8%	57
Total Direct Compensation	9.3%	9.3%	0.0%	81.4%	0.0%	0.0%	43
Total Reward	10.6%	8.5%	0.0%	80.9%	0.0%	0.0%	47
1,000 to 4,999 FTEs							
Salaries	4.1%	5.2%	0.0%	89.7%	0.0%	1.0%	97
Total Cash Compensation	4.9%	9.8%	1.2%	84.1%	0.0%	0.0%	82
Total Direct Compensation	4.4%	4.4%	1.5%	89.7%	0.0%	0.0%	68
Total Reward	6.9%	6.9%	1.4%	84.7%	0.0%	0.0%	72
5,000 FTEs or More							
Salaries	4.3%	5.8%	0.0%	89.9%	0.0%	0.0%	69
Total Cash Compensation	11.5%	9.8%	0.0%	78.7%	0.0%	0.0%	61
Total Direct Compensation	6.8%	4.5%	0.0%	88.6%	0.0%	0.0%	44
Total Reward	6.5%	2.2%	0.0%	91.3%	0.0%	0.0%	46

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)	
Entire Sample Combined							
Salaries	3.8%	6.1%	0.0%	89.2%	0.0%	0.9%	212
Total Cash Compensation	8.5%	8.5%	1.6%	80.3%	0.0%	1.1%	188
Total Direct Compensation	7.4%	6.8%	1.9%	82.7%	0.0%	1.2%	162
Total Reward	7.2%	6.0%	1.8%	84.3%	0.0%	0.6%	166
Profit Status							
For-Profit Organizations							
Salaries	4.1%	6.6%	0.0%	88.3%	0.0%	1.0%	197
Total Cash Compensation	9.1%	8.5%	1.1%	80.1%	0.0%	1.1%	176
Total Direct Compensation	7.9%	7.2%	1.3%	82.2%	0.0%	1.3%	152
Total Reward	7.7%	6.5%	1.3%	83.9%	0.0%	0.6%	155
Not-For-Profit Organizations							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	15
Total Cash Compensation	0.0%	8.3%	8.3%	83.3%	0.0%	0.0%	12
Total Direct Compensation	0.0%	0.0%	10.0%	90.0%	0.0%	0.0%	10
Total Reward	0.0%	0.0%	9.1%	90.9%	0.0%	0.0%	11
Industry Sector							
Durable Goods Manufacturing							
Salaries	4.8%	9.7%	0.0%	83.9%	0.0%	1.6%	62
Total Cash Compensation	9.1%	7.3%	0.0%	81.8%	0.0%	1.8%	55
Total Direct Compensation	10.4%	4.2%	0.0%	83.3%	0.0%	2.1%	48
Total Reward	10.4%	4.2%	0.0%	85.4%	0.0%	0.0%	48
Non-Durable Goods Manufacturing							
Salaries	4.2%	6.3%	0.0%	89.6%	0.0%	0.0%	48
Total Cash Compensation	11.4%	9.1%	0.0%	77.3%	0.0%	2.3%	44
Total Direct Compensation	5.7%	8.6%	0.0%	82.9%	0.0%	2.9%	35
Total Reward	5.6%	5.6%	2.8%	83.3%	0.0%	2.8%	36
High Tech							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	19
Total Cash Compensation	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	15
Total Direct Compensation	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	14
Total Reward	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	15
Energy							
Salaries	12.5%	8.3%	0.0%	75.0%	0.0%	4.2%	24
Total Cash Compensation	17.4%	8.7%	0.0%	73.9%	0.0%	0.0%	23
Total Direct Compensation	17.4%	8.7%	0.0%	73.9%	0.0%	0.0%	23
Total Reward	16.7%	8.3%	0.0%	75.0%	0.0%	0.0%	24

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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%	0.0%	0.0%	96.4%	0.0%	3.6%	28
Total Cash Compensation	4.2%	4.2%	4.2%	83.3%	0.0%	4.2%	24
Total Direct Compensation	0.0%	0.0%	4.5%	90.9%	0.0%	4.5%	22
Total Reward	0.0%	0.0%	5.0%	95.0%	0.0%	0.0%	20
Services							
Salaries	0.0%	3.1%	0.0%	96.9%	0.0%	0.0%	65
Total Cash Compensation	1.8%	10.9%	3.6%	83.6%	0.0%	0.0%	55
Total Direct Compensation	2.1%	8.5%	4.3%	85.1%	0.0%	0.0%	47
Total Reward	2.0%	8.0%	2.0%	88.0%	0.0%	0.0%	50
Health Care							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	3
Total Cash Compensation	---	---	---	---	---	---	0
Total Direct Compensation	---	---	---	---	---	---	0
Total Reward	---	---	---	---	---	---	0
Banking and Finance							
Salaries	0.0%	11.1%	0.0%	88.9%	0.0%	0.0%	9
Total Cash Compensation	0.0%	11.1%	0.0%	88.9%	0.0%	0.0%	9
Total Direct Compensation	0.0%	12.5%	0.0%	87.5%	0.0%	0.0%	8
Total Reward	0.0%	11.1%	0.0%	88.9%	0.0%	0.0%	9
Insurance							
Salaries	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	5
Total Cash Compensation	0.0%	0.0%	0.0%	100.0%	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

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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%	0.0%	0.0%	100.0%	0.0%	0.0%	31
Total Cash Compensation	0.0%	4.0%	0.0%	92.0%	0.0%	4.0%	25
Total Direct Compensation	0.0%	4.8%	0.0%	90.5%	0.0%	4.8%	21
Total Reward	0.0%	4.3%	0.0%	91.3%	0.0%	4.3%	23
Greater Toronto							
Salaries	2.2%	7.6%	0.0%	89.1%	0.0%	1.1%	92
Total Cash Compensation	7.6%	11.4%	1.3%	78.5%	0.0%	1.3%	79
Total Direct Compensation	4.7%	9.4%	1.6%	82.8%	0.0%	1.6%	64
Total Reward	4.7%	7.8%	3.1%	84.4%	0.0%	0.0%	64
Other Ontario							
Salaries	3.7%	7.4%	0.0%	88.9%	0.0%	0.0%	27
Total Cash Compensation	10.7%	7.1%	0.0%	82.1%	0.0%	0.0%	28
Total Direct Compensation	8.3%	4.2%	0.0%	87.5%	0.0%	0.0%	24
Total Reward	8.0%	4.0%	0.0%	88.0%	0.0%	0.0%	25
Manitoba/Saskatchewan							
Salaries	12.5%	0.0%	0.0%	87.5%	0.0%	0.0%	8
Total Cash Compensation	12.5%	0.0%	0.0%	87.5%	0.0%	0.0%	8
Total Direct Compensation	14.3%	0.0%	0.0%	85.7%	0.0%	0.0%	7
Total Reward	14.3%	0.0%	0.0%	85.7%	0.0%	0.0%	7
Alberta							
Salaries	7.1%	7.1%	0.0%	83.3%	0.0%	2.4%	42
Total Cash Compensation	11.1%	8.3%	2.8%	77.8%	0.0%	0.0%	36
Total Direct Compensation	11.1%	8.3%	2.8%	77.8%	0.0%	0.0%	36
Total Reward	10.8%	8.1%	0.0%	81.1%	0.0%	0.0%	37
British Columbia							
Salaries	8.3%	8.3%	0.0%	83.3%	0.0%	0.0%	12
Total Cash Compensation	16.7%	8.3%	8.3%	66.7%	0.0%	0.0%	12
Total Direct Compensation	20.0%	0.0%	10.0%	70.0%	0.0%	0.0%	10
Total Reward	20.0%	0.0%	10.0%	70.0%	0.0%	0.0%	10

Table continues on next page.

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	3.2%	1.6%	0.0%	93.7%	0.0%	1.6%	63
Total Cash Compensation	1.9%	3.7%	3.7%	87.0%	0.0%	3.7%	54
Total Direct Compensation	3.9%	3.9%	3.9%	84.3%	0.0%	3.9%	51
Total Reward	2.1%	2.1%	4.2%	89.6%	0.0%	2.1%	48
300 to 999 FTEs							
Salaries	4.3%	8.5%	0.0%	87.2%	0.0%	0.0%	47
Total Cash Compensation	17.8%	15.6%	0.0%	66.7%	0.0%	0.0%	45
Total Direct Compensation	10.8%	16.2%	0.0%	73.0%	0.0%	0.0%	37
Total Reward	10.3%	15.4%	0.0%	74.4%	0.0%	0.0%	39
1,000 to 4,999 FTEs							
Salaries	6.3%	4.7%	0.0%	87.5%	0.0%	1.6%	64
Total Cash Compensation	7.3%	5.5%	1.8%	85.5%	0.0%	0.0%	55
Total Direct Compensation	8.3%	2.1%	2.1%	87.5%	0.0%	0.0%	48
Total Reward	9.8%	2.0%	2.0%	86.3%	0.0%	0.0%	51
5,000 FTEs or More							
Salaries	0.0%	13.2%	0.0%	86.8%	0.0%	0.0%	38
Total Cash Compensation	8.8%	11.8%	0.0%	79.4%	0.0%	0.0%	34
Total Direct Compensation	7.7%	7.7%	0.0%	84.6%	0.0%	0.0%	26
Total Reward	7.1%	7.1%	0.0%	85.7%	0.0%	0.0%	28

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	
Entire Sample Combined	391	93.8%	417
Profit Status			
For-Profit Organizations	358	96.2%	372
Not-For-Profit Organizations	33	73.3%	45
Industry Sector			
Durable Goods Manufacturing	95	96.0%	99
Non-Durable Goods Manufacturing	67	98.5%	68
High Tech	37	94.9%	39
Energy	41	95.3%	43
Retail and Wholesale Trade	45	97.8%	46
Services	129	87.8%	147
Health Care	5	83.3%	6
Banking and Finance	38	100.0%	38
Insurance	16	100.0%	16
Region			
Eastern Canada	50	86.2%	58
Greater Toronto	179	96.2%	186
Other Ontario	55	98.2%	56
Manitoba/Saskatchewan	19	95.0%	20
Alberta	61	91.0%	67
British Columbia	27	90.0%	30
Organization Size			
Under 300 FTEs	125	94.7%	132
300 to 999 FTEs	78	96.3%	81
1,000 to 4,999 FTEs	116	95.1%	122
5,000 FTEs or More	72	87.8%	82

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	
Entire Sample Combined	127	30.7%	414
Profit Status			
For-Profit Organizations	118	32.0%	369
Not-For-Profit Organizations	9	20.0%	45
Industry Sector			
Durable Goods Manufacturing	33	33.0%	100
Non-Durable Goods Manufacturing	14	20.9%	67
High Tech	15	38.5%	39
Energy	16	37.2%	43
Retail and Wholesale Trade	13	28.3%	46
Services	48	33.1%	145
Health Care	0	0.0%	6
Banking and Finance	10	26.3%	38
Insurance	7	43.8%	16
Region			
Eastern Canada	13	22.4%	58
Greater Toronto	54	29.3%	184
Other Ontario	16	28.6%	56
Manitoba/Saskatchewan	5	26.3%	19
Alberta	30	44.8%	67
British Columbia	9	30.0%	30
Organization Size			
Under 300 FTEs	47	36.4%	129
300 to 999 FTEs	20	25.0%	80
1,000 to 4,999 FTEs	38	30.9%	123
5,000 FTEs or More	22	26.8%	82

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	
Entire Sample Combined	118	28.6%	413
Profit Status			
For-Profit Organizations	110	29.9%	368
Not-For-Profit Organizations	8	17.8%	45
Industry Sector			
Durable Goods Manufacturing	30	30.3%	99
Non-Durable Goods Manufacturing	13	19.7%	66
High Tech	14	35.9%	39
Energy	16	37.2%	43
Retail and Wholesale Trade	13	28.3%	46
Services	41	28.3%	145
Health Care	0	0.0%	6
Banking and Finance	10	26.3%	38
Insurance	7	43.8%	16
Region			
Eastern Canada	10	17.5%	57
Greater Toronto	52	28.3%	184
Other Ontario	15	26.8%	56
Manitoba/Saskatchewan	5	26.3%	19
Alberta	28	41.8%	67
British Columbia	8	26.7%	30
Organization Size			
Under 300 FTEs	45	34.9%	129
300 to 999 FTEs	18	22.5%	80
1,000 to 4,999 FTEs	35	28.7%	122
5,000 FTEs or More	20	24.4%	82

Variable Pay

Annual Performance Bonus/Short-Term Incentive Awards

PERCENT OF EMPLOYEES WHO RECEIVED ANNUAL PERFORMANCE BONUS/SHORT-TERM INCENTIVE AWARDS IN 2014

	25th Percentile	Median	75th Percentile	Average	# of Responses
Entire Sample Combined					
Executive	100.0%	100.0%	100.0%	97.0%	240
Management (Excluding Executives)	95.0%	100.0%	100.0%	92.3%	284
Professional/Client Management	90.0%	100.0%	100.0%	87.9%	260
Technical/Business Support	93.3%	100.0%	100.0%	90.2%	216
Production/Manual Labor	95.3%	100.0%	100.0%	90.5%	100
Overall	73.0%	97.5%	100.0%	81.3%	304
Profit Status					
For-Profit Organizations					
Executive	100.0%	100.0%	100.0%	97.4%	211
Management (Excluding Executives)	95.0%	100.0%	100.0%	92.7%	256
Professional/Client Management	90.0%	100.0%	100.0%	87.9%	235
Technical/Business Support	95.0%	100.0%	100.0%	90.5%	192
Production/Manual Labor	96.0%	100.0%	100.0%	92.4%	93
Overall	70.0%	97.0%	100.0%	81.2%	278
Not-For-Profit Organizations					
Executive	100.0%	100.0%	100.0%	94.4%	29
Management (Excluding Executives)	94.3%	100.0%	100.0%	88.6%	28
Professional/Client Management	90.5%	99.0%	100.0%	88.6%	25
Technical/Business Support	90.0%	99.0%	100.0%	87.6%	24
Production/Manual Labor	25.0%	98.0%	100.0%	65.4%	7
Overall	83.5%	98.5%	100.0%	81.3%	26
Industry Sector					
Durable Goods Manufacturing					
Executive	100.0%	100.0%	100.0%	97.3%	43
Management (Excluding Executives)	99.3%	100.0%	100.0%	92.7%	60
Professional/Client Management	95.8%	100.0%	100.0%	88.8%	56
Technical/Business Support	98.8%	100.0%	100.0%	94.5%	50
Production/Manual Labor	99.0%	100.0%	100.0%	90.4%	23
Overall	74.3%	99.0%	100.0%	81.0%	68
Non-Durable Goods Manufacturing					
Executive	100.0%	100.0%	100.0%	96.9%	46
Management (Excluding Executives)	97.0%	100.0%	100.0%	95.5%	53
Professional/Client Management	91.5%	100.0%	100.0%	87.9%	50
Technical/Business Support	90.0%	100.0%	100.0%	87.9%	39
Production/Manual Labor	97.8%	100.0%	100.0%	94.9%	26
Overall	60.0%	97.0%	100.0%	78.6%	59

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 2014 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Industry Sector (continued)					
High Tech					
Executive	100.0%	100.0%	100.0%	100.0%	13
Management (Excluding Executives)	95.0%	100.0%	100.0%	89.2%	20
Professional/Client Management	88.8%	98.5%	100.0%	88.4%	18
Technical/Business Support	92.0%	99.0%	100.0%	94.3%	15
Production/Manual Labor	98.0%	100.0%	100.0%	99.0%	6
Overall	70.0%	95.0%	99.5%	78.0%	25
Energy					
Executive	100.0%	100.0%	100.0%	99.9%	35
Management (Excluding Executives)	100.0%	100.0%	100.0%	96.4%	37
Professional/Client Management	99.0%	100.0%	100.0%	97.3%	35
Technical/Business Support	99.0%	100.0%	100.0%	97.5%	35
Production/Manual Labor	98.0%	100.0%	100.0%	95.1%	21
Overall	98.0%	100.0%	100.0%	92.7%	37
Retail and Wholesale Trade					
Executive	100.0%	100.0%	100.0%	99.3%	24
Management (Excluding Executives)	91.5%	98.5%	100.0%	90.4%	30
Professional/Client Management	63.3%	98.0%	100.0%	81.8%	24
Technical/Business Support	80.3%	96.5%	99.8%	86.3%	16
Production/Manual Labor	11.0%	85.0%	95.0%	67.0%	7
Overall	46.0%	95.0%	99.0%	73.2%	29
Services					
Executive	100.0%	100.0%	100.0%	96.0%	71
Management (Excluding Executives)	90.0%	99.0%	100.0%	87.1%	83
Professional/Client Management	81.0%	97.0%	100.0%	83.3%	75
Technical/Business Support	81.0%	98.0%	100.0%	83.9%	59
Production/Manual Labor	86.0%	97.5%	100.0%	85.4%	28
Overall	65.5%	94.0%	99.5%	77.2%	93
Health Care					
Executive	---	100.0%	---	99.7%	3
Management (Excluding Executives)	90.5%	95.5%	99.8%	95.3%	4
Professional/Client Management	---	55.0%	---	53.0%	3
Technical/Business Support	---	---	---	---	1
Production/Manual Labor	---	---	---	---	0
Overall	---	60.0%	---	56.0%	3

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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 2014 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Industry Sector (continued)					
Banking and Finance					
Executive	98.8%	100.0%	100.0%	94.5%	30
Management (Excluding Executives)	94.0%	98.0%	100.0%	92.6%	32
Professional/Client Management	89.5%	97.0%	100.0%	90.9%	30
Technical/Business Support	89.0%	98.0%	100.0%	89.3%	27
Production/Manual Labor	60.0%	99.0%	100.0%	83.8%	5
Overall	89.0%	96.0%	100.0%	88.5%	33
Insurance					
Executive	98.0%	100.0%	100.0%	98.3%	15
Management (Excluding Executives)	90.0%	100.0%	100.0%	95.5%	15
Professional/Client Management	85.5%	97.0%	100.0%	91.5%	13
Technical/Business Support	91.3%	99.5%	100.0%	94.8%	12
Production/Manual Labor	---	100.0%	---	99.3%	3
Overall	89.0%	99.0%	100.0%	92.1%	13
Region					
Eastern Canada					
Executive	100.0%	100.0%	100.0%	98.5%	29
Management (Excluding Executives)	96.0%	100.0%	100.0%	94.7%	34
Professional/Client Management	94.5%	100.0%	100.0%	91.8%	30
Technical/Business Support	96.0%	100.0%	100.0%	93.1%	25
Production/Manual Labor	83.8%	99.5%	100.0%	82.3%	12
Overall	33.8%	92.5%	99.3%	71.9%	42
Greater Toronto					
Executive	100.0%	100.0%	100.0%	95.9%	106
Management (Excluding Executives)	90.0%	100.0%	100.0%	89.0%	126
Professional/Client Management	75.0%	98.0%	100.0%	82.5%	117
Technical/Business Support	90.0%	100.0%	100.0%	87.7%	87
Production/Manual Labor	93.5%	100.0%	100.0%	87.8%	33
Overall	65.0%	95.0%	100.0%	80.0%	130
Other Ontario					
Executive	97.3%	100.0%	100.0%	92.6%	30
Management (Excluding Executives)	95.0%	100.0%	100.0%	91.6%	41
Professional/Client Management	95.0%	99.0%	100.0%	90.5%	35
Technical/Business Support	80.0%	99.0%	100.0%	87.2%	31
Production/Manual Labor	92.5%	99.0%	100.0%	88.8%	18
Overall	79.8%	95.0%	100.0%	82.7%	42

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 2014 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Region (continued)					
Manitoba/Saskatchewan					
Executive	99.8%	100.0%	100.0%	99.6%	14
Management (Excluding Executives)	97.0%	100.0%	100.0%	94.7%	16
Professional/Client Management	90.5%	98.5%	100.0%	89.1%	14
Technical/Business Support	80.5%	98.0%	100.0%	84.7%	13
Production/Manual Labor	76.5%	98.0%	100.0%	86.3%	6
Overall	93.0%	98.0%	100.0%	88.3%	15
Alberta					
Executive	100.0%	100.0%	100.0%	99.7%	41
Management (Excluding Executives)	99.0%	100.0%	100.0%	99.2%	47
Professional/Client Management	98.5%	100.0%	100.0%	97.4%	45
Technical/Business Support	98.0%	99.0%	100.0%	94.5%	43
Production/Manual Labor	98.0%	100.0%	100.0%	98.9%	25
Overall	98.0%	100.0%	100.0%	90.2%	51
British Columbia					
Executive	100.0%	100.0%	100.0%	100.0%	20
Management (Excluding Executives)	98.5%	100.0%	100.0%	91.6%	20
Professional/Client Management	98.0%	100.0%	100.0%	87.4%	19
Technical/Business Support	99.0%	100.0%	100.0%	97.5%	17
Production/Manual Labor	93.8%	100.0%	100.0%	96.5%	6
Overall	70.0%	100.0%	100.0%	78.3%	24

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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 2014 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Organization Size					
Under 300 FTEs					
Executive	100.0%	100.0%	100.0%	97.8%	57
Management (Excluding Executives)	98.0%	100.0%	100.0%	95.1%	82
Professional/Client Management	95.0%	100.0%	100.0%	90.9%	80
Technical/Business Support	95.0%	100.0%	100.0%	90.9%	65
Production/Manual Labor	98.5%	100.0%	100.0%	93.5%	21
Overall	71.5%	98.0%	100.0%	83.2%	93
300 to 999 FTEs					
Executive	100.0%	100.0%	100.0%	95.0%	60
Management (Excluding Executives)	97.0%	100.0%	100.0%	92.3%	64
Professional/Client Management	90.0%	99.0%	100.0%	84.8%	60
Technical/Business Support	90.0%	99.0%	100.0%	88.7%	51
Production/Manual Labor	96.0%	100.0%	100.0%	90.0%	35
Overall	80.0%	98.5%	100.0%	82.5%	66
1,000 to 4,999 FTEs					
Executive	100.0%	100.0%	100.0%	97.5%	73
Management (Excluding Executives)	91.0%	99.0%	100.0%	87.0%	81
Professional/Client Management	84.5%	99.0%	100.0%	84.0%	69
Technical/Business Support	93.0%	99.0%	100.0%	89.0%	59
Production/Manual Labor	94.3%	98.5%	100.0%	87.6%	26
Overall	50.0%	95.0%	100.0%	75.8%	87
5,000 FTEs or More					
Executive	100.0%	100.0%	100.0%	97.8%	50
Management (Excluding Executives)	96.0%	100.0%	100.0%	95.6%	57
Professional/Client Management	93.0%	99.0%	100.0%	92.3%	51
Technical/Business Support	92.5%	99.0%	100.0%	92.8%	41
Production/Manual Labor	96.8%	100.0%	100.0%	92.3%	18
Overall	82.8%	98.0%	100.0%	84.8%	58

Variable Pay

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

PERCENT OF EMPLOYEES ELIGIBLE FOR ANNUAL PERFORMANCE BONUS/SHORT-TERM INCENTIVE AWARDS IN 2015

	25th Percentile	Median	75th Percentile	Average	# of Responses
Entire Sample Combined					
Executive	100.0%	100.0%	100.0%	98.8%	247
Management (Excluding Executives)	100.0%	100.0%	100.0%	93.8%	293
Professional/Client Management	95.8%	100.0%	100.0%	88.4%	270
Technical/Business Support	100.0%	100.0%	100.0%	92.4%	223
Production/Manual Labor	100.0%	100.0%	100.0%	92.1%	108
Overall	75.0%	100.0%	100.0%	82.8%	308
Profit Status					
For-Profit Organizations					
Executive	100.0%	100.0%	100.0%	99.1%	218
Management (Excluding Executives)	100.0%	100.0%	100.0%	94.0%	265
Professional/Client Management	95.0%	100.0%	100.0%	88.0%	245
Technical/Business Support	100.0%	100.0%	100.0%	92.5%	199
Production/Manual Labor	100.0%	100.0%	100.0%	93.2%	101
Overall	70.0%	100.0%	100.0%	82.5%	282
Not-For-Profit Organizations					
Executive	100.0%	100.0%	100.0%	96.6%	29
Management (Excluding Executives)	96.0%	100.0%	100.0%	91.3%	28
Professional/Client Management	98.5%	100.0%	100.0%	92.8%	25
Technical/Business Support	97.0%	100.0%	100.0%	91.7%	24
Production/Manual Labor	33.0%	100.0%	100.0%	76.9%	7
Overall	89.3%	100.0%	100.0%	85.2%	26
Industry Sector					
Durable Goods Manufacturing					
Executive	100.0%	100.0%	100.0%	98.9%	50
Management (Excluding Executives)	100.0%	100.0%	100.0%	92.9%	65
Professional/Client Management	99.0%	100.0%	100.0%	88.7%	61
Technical/Business Support	100.0%	100.0%	100.0%	95.3%	53
Production/Manual Labor	100.0%	100.0%	100.0%	92.0%	27
Overall	70.0%	100.0%	100.0%	80.4%	75
Non-Durable Goods Manufacturing					
Executive	100.0%	100.0%	100.0%	99.8%	48
Management (Excluding Executives)	100.0%	100.0%	100.0%	95.3%	53
Professional/Client Management	93.8%	100.0%	100.0%	87.8%	50
Technical/Business Support	100.0%	100.0%	100.0%	91.1%	39
Production/Manual Labor	100.0%	100.0%	100.0%	95.2%	26
Overall	58.3%	100.0%	100.0%	81.9%	56

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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 2015 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Industry Sector (continued)					
High Tech					
Executive	100.0%	100.0%	100.0%	100.0%	13
Management (Excluding Executives)	100.0%	100.0%	100.0%	91.2%	19
Professional/Client Management	67.5%	100.0%	100.0%	83.1%	17
Technical/Business Support	100.0%	100.0%	100.0%	97.9%	15
Production/Manual Labor	98.8%	100.0%	100.0%	99.2%	6
Overall	41.0%	95.0%	100.0%	74.3%	25
Energy					
Executive	100.0%	100.0%	100.0%	100.0%	34
Management (Excluding Executives)	100.0%	100.0%	100.0%	96.9%	38
Professional/Client Management	100.0%	100.0%	100.0%	97.3%	36
Technical/Business Support	100.0%	100.0%	100.0%	96.0%	36
Production/Manual Labor	100.0%	100.0%	100.0%	96.4%	22
Overall	100.0%	100.0%	100.0%	93.3%	38
Retail and Wholesale Trade					
Executive	100.0%	100.0%	100.0%	99.6%	26
Management (Excluding Executives)	90.0%	100.0%	100.0%	90.9%	33
Professional/Client Management	60.0%	100.0%	100.0%	80.3%	27
Technical/Business Support	50.0%	90.0%	100.0%	73.8%	19
Production/Manual Labor	8.0%	89.0%	100.0%	62.9%	9
Overall	50.0%	82.0%	100.0%	72.4%	29
Services					
Executive	100.0%	100.0%	100.0%	97.1%	73
Management (Excluding Executives)	91.0%	100.0%	100.0%	90.0%	87
Professional/Client Management	72.0%	100.0%	100.0%	81.7%	80
Technical/Business Support	89.5%	100.0%	100.0%	87.2%	61
Production/Manual Labor	97.5%	100.0%	100.0%	88.2%	29
Overall	57.5%	95.0%	100.0%	76.5%	96
Health Care					
Executive	---	100.0%	---	100.0%	3
Management (Excluding Executives)	92.5%	100.0%	100.0%	97.5%	4
Professional/Client Management	---	60.0%	---	55.0%	3
Technical/Business Support	---	---	---	---	1
Production/Manual Labor	---	---	---	---	0
Overall	---	60.0%	---	56.0%	3

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 2015 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Industry Sector (continued)					
Banking and Finance					
Executive	100.0%	100.0%	100.0%	98.9%	28
Management (Excluding Executives)	100.0%	100.0%	100.0%	97.7%	31
Professional/Client Management	98.5%	100.0%	100.0%	97.1%	30
Technical/Business Support	97.0%	100.0%	100.0%	96.3%	28
Production/Manual Labor	100.0%	100.0%	100.0%	100.0%	6
Overall	99.0%	100.0%	100.0%	96.8%	30
Insurance					
Executive	100.0%	100.0%	100.0%	98.7%	15
Management (Excluding Executives)	100.0%	100.0%	100.0%	98.7%	15
Professional/Client Management	100.0%	100.0%	100.0%	98.5%	13
Technical/Business Support	100.0%	100.0%	100.0%	98.3%	12
Production/Manual Labor	---	100.0%	---	100.0%	3
Overall	100.0%	100.0%	100.0%	96.5%	13
Region					
Eastern Canada					
Executive	100.0%	100.0%	100.0%	99.7%	29
Management (Excluding Executives)	100.0%	100.0%	100.0%	95.2%	34
Professional/Client Management	80.0%	100.0%	100.0%	86.7%	31
Technical/Business Support	100.0%	100.0%	100.0%	93.0%	27
Production/Manual Labor	89.0%	100.0%	100.0%	81.8%	11
Overall	48.3%	100.0%	100.0%	75.0%	42
Greater Toronto					
Executive	100.0%	100.0%	100.0%	98.3%	110
Management (Excluding Executives)	99.0%	100.0%	100.0%	91.7%	130
Professional/Client Management	79.0%	100.0%	100.0%	84.6%	119
Technical/Business Support	99.3%	100.0%	100.0%	90.0%	88
Production/Manual Labor	100.0%	100.0%	100.0%	88.5%	39
Overall	60.0%	100.0%	100.0%	81.0%	131
Other Ontario					
Executive	100.0%	100.0%	100.0%	98.8%	33
Management (Excluding Executives)	100.0%	100.0%	100.0%	93.0%	43
Professional/Client Management	98.0%	100.0%	100.0%	90.7%	38
Technical/Business Support	100.0%	100.0%	100.0%	94.4%	32
Production/Manual Labor	98.8%	100.0%	100.0%	94.3%	18
Overall	83.8%	100.0%	100.0%	83.7%	42

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 2015 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Region (continued)					
Manitoba/Saskatchewan					
Executive	100.0%	100.0%	100.0%	99.9%	14
Management (Excluding Executives)	100.0%	100.0%	100.0%	95.7%	16
Professional/Client Management	98.5%	100.0%	100.0%	93.5%	14
Technical/Business Support	97.5%	100.0%	100.0%	91.4%	13
Production/Manual Labor	82.5%	100.0%	100.0%	88.7%	6
Overall	99.0%	100.0%	100.0%	93.8%	15
Alberta					
Executive	100.0%	100.0%	100.0%	99.8%	41
Management (Excluding Executives)	100.0%	100.0%	100.0%	99.7%	50
Professional/Client Management	100.0%	100.0%	100.0%	96.5%	49
Technical/Business Support	100.0%	100.0%	100.0%	93.9%	47
Production/Manual Labor	100.0%	100.0%	100.0%	100.0%	29
Overall	100.0%	100.0%	100.0%	92.4%	53
British Columbia					
Executive	100.0%	100.0%	100.0%	97.5%	20
Management (Excluding Executives)	92.0%	100.0%	100.0%	89.9%	20
Professional/Client Management	98.0%	100.0%	100.0%	86.4%	19
Technical/Business Support	100.0%	100.0%	100.0%	97.7%	16
Production/Manual Labor	84.5%	100.0%	100.0%	93.8%	5
Overall	52.5%	100.0%	100.0%	76.4%	25

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 2015 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Organization Size					
Under 300 FTEs					
Executive	100.0%	100.0%	100.0%	99.8%	64
Management (Excluding Executives)	100.0%	100.0%	100.0%	96.3%	91
Professional/Client Management	96.0%	100.0%	100.0%	88.8%	88
Technical/Business Support	100.0%	100.0%	100.0%	91.5%	73
Production/Manual Labor	100.0%	100.0%	100.0%	92.0%	27
Overall	77.5%	100.0%	100.0%	85.2%	97
300 to 999 FTEs					
Executive	100.0%	100.0%	100.0%	95.9%	55
Management (Excluding Executives)	100.0%	100.0%	100.0%	91.9%	61
Professional/Client Management	99.3%	100.0%	100.0%	85.6%	56
Technical/Business Support	100.0%	100.0%	100.0%	91.9%	47
Production/Manual Labor	100.0%	100.0%	100.0%	91.1%	34
Overall	93.5%	100.0%	100.0%	82.8%	64
1,000 to 4,999 FTEs					
Executive	100.0%	100.0%	100.0%	99.9%	78
Management (Excluding Executives)	99.0%	100.0%	100.0%	90.5%	84
Professional/Client Management	95.0%	100.0%	100.0%	87.8%	74
Technical/Business Support	100.0%	100.0%	100.0%	94.8%	62
Production/Manual Labor	99.5%	100.0%	100.0%	92.2%	29
Overall	64.5%	100.0%	100.0%	79.3%	90
5,000 FTEs or More					
Executive	100.0%	100.0%	100.0%	99.1%	50
Management (Excluding Executives)	100.0%	100.0%	100.0%	96.4%	57
Professional/Client Management	91.5%	100.0%	100.0%	91.9%	52
Technical/Business Support	95.0%	100.0%	100.0%	91.2%	41
Production/Manual Labor	100.0%	100.0%	100.0%	93.9%	18
Overall	75.0%	100.0%	100.0%	84.0%	57

Variable Pay

Discretionary Bonus

PERCENT OF EMPLOYEES THAT RECEIVED DISCRETIONARY BONUS IN 2014

	25th Percentile	Median	75th Percentile	Average	# of Responses
Entire Sample Combined					
Executive	20.0%	100.0%	100.0%	66.9%	13
Management (Excluding Executives)	5.0%	12.0%	41.5%	29.9%	36
Professional/Client Management	3.0%	8.0%	30.0%	22.6%	47
Technical/Business Support	5.0%	10.5%	45.0%	26.0%	28
Production/Manual Labor	4.0%	10.0%	70.5%	30.8%	13
Overall	5.0%	9.0%	30.8%	24.3%	64
Profit Status					
For-Profit Organizations					
Executive	20.0%	67.0%	100.0%	60.9%	11
Management (Excluding Executives)	5.0%	10.0%	22.0%	27.4%	31
Professional/Client Management	3.0%	8.0%	25.0%	19.7%	43
Technical/Business Support	5.0%	7.0%	37.5%	21.1%	25
Production/Manual Labor	3.0%	5.0%	50.0%	26.1%	11
Overall	5.0%	8.5%	26.3%	21.9%	58
Not-For-Profit Organizations					
Executive	---	100.0%	---	100.0%	2
Management (Excluding Executives)	7.0%	15.0%	99.0%	45.4%	5
Professional/Client Management	4.5%	56.5%	99.5%	53.5%	4
Technical/Business Support	---	87.0%	---	66.7%	3
Production/Manual Labor	---	56.5%	---	56.5%	2
Overall	3.3%	45.0%	89.8%	46.7%	6
Industry Sector					
Durable Goods Manufacturing					
Executive	---	57.5%	---	57.5%	2
Management (Excluding Executives)	16.3%	54.0%	97.0%	55.8%	4
Professional/Client Management	3.0%	15.0%	45.0%	22.2%	5
Technical/Business Support	3.5%	13.0%	32.5%	17.0%	5
Production/Manual Labor	---	15.0%	---	22.7%	3
Overall	3.5%	15.0%	72.5%	32.1%	9
Non-Durable Goods Manufacturing					
Executive	---	---	---	---	1
Management (Excluding Executives)	3.0%	5.0%	11.5%	6.8%	5
Professional/Client Management	3.0%	5.0%	5.0%	4.6%	7
Technical/Business Support	5.0%	5.0%	35.3%	15.8%	6
Production/Manual Labor	2.8%	5.0%	69.5%	25.8%	4
Overall	5.0%	5.0%	25.5%	20.4%	9
High Tech					
Executive	---	57.5%	---	57.5%	2
Management (Excluding Executives)	---	57.5%	---	57.5%	2
Professional/Client Management	---	15.0%	---	40.7%	3
Technical/Business Support	---	---	---	---	1
Production/Manual Labor	---	---	---	---	1
Overall	8.5%	22.5%	62.3%	35.0%	6

Table continues on next page.

Variable Pay

Discretionary Bonus (continued)

PERCENT OF EMPLOYEES THAT RECEIVED DISCRETIONARY BONUS IN 2014 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Industry Sector (continued)					
Energy					
Executive	---	---	---	---	0
Management (Excluding Executives)	3.3%	6.5%	40.0%	23.0%	6
Professional/Client Management	1.0%	1.0%	18.0%	10.0%	7
Technical/Business Support	---	4.5%	---	4.5%	2
Production/Manual Labor	---	---	---	---	0
Overall	1.0%	5.0%	12.5%	9.2%	9
Retail and Wholesale Trade					
Executive	---	---	---	---	1
Management (Excluding Executives)	---	10.0%	---	12.7%	3
Professional/Client Management	2.5%	11.0%	100.0%	37.7%	6
Technical/Business Support	---	61.0%	---	67.7%	3
Production/Manual Labor	---	95.5%	---	95.5%	2
Overall	5.0%	5.0%	27.3%	18.5%	8
Services					
Executive	17.5%	100.0%	100.0%	67.8%	9
Management (Excluding Executives)	4.0%	15.0%	90.0%	34.2%	19
Professional/Client Management	5.0%	13.0%	42.0%	25.7%	23
Technical/Business Support	5.5%	11.5%	38.8%	26.0%	12
Production/Manual Labor	4.0%	12.5%	35.8%	24.0%	6
Overall	5.0%	15.0%	67.0%	32.2%	31
Health Care					
Executive	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	0
Professional/Client Management	---	---	---	---	0
Technical/Business Support	---	---	---	---	0
Production/Manual Labor	---	---	---	---	0
Overall	---	---	---	---	0
Banking and Finance					
Executive	---	---	---	---	0
Management (Excluding Executives)	---	12.0%	---	12.0%	2
Professional/Client Management	---	17.5%	---	17.5%	2
Technical/Business Support	---	---	---	---	1
Production/Manual Labor	---	---	---	---	0
Overall	---	4.0%	---	27.7%	3
Insurance					
Executive	---	---	---	---	1
Management (Excluding Executives)	---	---	---	---	0
Professional/Client Management	---	25.0%	---	25.0%	2
Technical/Business Support	---	40.0%	---	40.0%	2
Production/Manual Labor	---	---	---	---	0
Overall	---	5.0%	---	8.3%	3

Table continues on next page.

Variable Pay

Discretionary Bonus (continued)

PERCENT OF EMPLOYEES THAT RECEIVED DISCRETIONARY BONUS IN 2014 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Region					
Eastern Canada					
Executive	---	14.0%	---	14.0%	2
Management (Excluding Executives)	---	5.0%	---	8.7%	3
Professional/Client Management	2.0%	6.5%	9.5%	6.0%	4
Technical/Business Support	---	8.0%	---	15.3%	3
Production/Manual Labor	---	---	---	---	0
Overall	4.0%	12.0%	93.5%	36.3%	6
Greater Toronto					
Executive	27.5%	100.0%	100.0%	71.0%	5
Management (Excluding Executives)	8.0%	15.0%	22.0%	25.4%	13
Professional/Client Management	3.5%	14.0%	41.5%	26.4%	16
Technical/Business Support	7.0%	42.0%	55.5%	37.1%	9
Production/Manual Labor	23.8%	70.5%	97.8%	64.0%	4
Overall	5.0%	12.0%	38.8%	24.4%	26
Other Ontario					
Executive	---	---	---	---	1
Management (Excluding Executives)	3.0%	5.0%	94.0%	39.8%	5
Professional/Client Management	5.0%	7.0%	50.0%	19.3%	7
Technical/Business Support	5.0%	9.0%	37.8%	17.3%	4
Production/Manual Labor	---	5.0%	---	6.0%	3
Overall	5.0%	13.5%	43.0%	26.8%	6
Manitoba/Saskatchewan					
Executive	---	---	---	---	1
Management (Excluding Executives)	---	---	---	---	1
Professional/Client Management	---	5.0%	---	12.7%	3
Technical/Business Support	---	5.0%	---	13.3%	3
Production/Manual Labor	---	---	---	---	1
Overall	---	5.0%	---	25.7%	3
Alberta					
Executive	---	---	---	---	1
Management (Excluding Executives)	2.5%	13.0%	74.0%	32.8%	9
Professional/Client Management	1.0%	8.5%	24.0%	18.5%	12
Technical/Business Support	2.0%	6.0%	34.5%	20.0%	6
Production/Manual Labor	---	3.0%	---	3.0%	2
Overall	1.5%	5.0%	23.5%	17.9%	17
British Columbia					
Executive	---	100.0%	---	73.3%	3
Management (Excluding Executives)	3.5%	15.0%	99.0%	44.0%	5
Professional/Client Management	3.5%	15.0%	99.0%	44.0%	5
Technical/Business Support	---	15.0%	---	39.3%	3
Production/Manual Labor	---	15.0%	---	39.3%	3
Overall	4.0%	12.5%	47.0%	26.5%	6

Table continues on next page.

Variable Pay

Discretionary Bonus (continued)

PERCENT OF EMPLOYEES THAT RECEIVED DISCRETIONARY BONUS IN 2014 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Organization Size					
Under 300 FTEs					
Executive	60.0%	100.0%	100.0%	84.0%	5
Management (Excluding Executives)	5.0%	17.0%	98.0%	39.4%	15
Professional/Client Management	5.0%	17.0%	46.0%	32.4%	21
Technical/Business Support	5.0%	24.0%	67.5%	36.1%	10
Production/Manual Labor	1.8%	10.0%	62.0%	28.5%	6
Overall	5.0%	16.0%	36.5%	24.6%	25
300 to 999 FTEs					
Executive	---	---	---	---	1
Management (Excluding Executives)	6.5%	21.0%	74.0%	36.4%	5
Professional/Client Management	4.0%	6.5%	40.8%	23.3%	6
Technical/Business Support	5.0%	7.0%	58.5%	26.8%	5
Production/Manual Labor	---	52.5%	---	52.5%	2
Overall	5.0%	10.0%	77.5%	32.8%	13
1,000 to 4,999 FTEs					
Executive	28.0%	83.5%	100.0%	70.5%	4
Management (Excluding Executives)	2.0%	5.0%	20.0%	22.6%	11
Professional/Client Management	1.0%	3.0%	17.5%	12.7%	13
Technical/Business Support	5.5%	14.0%	45.0%	22.5%	8
Production/Manual Labor	4.8%	12.5%	72.0%	29.8%	4
Overall	2.0%	9.0%	31.0%	24.7%	19
5,000 FTEs or More					
Executive	---	20.0%	---	22.7%	3
Management (Excluding Executives)	4.5%	10.0%	17.5%	10.8%	5
Professional/Client Management	5.0%	8.0%	13.0%	10.9%	7
Technical/Business Support	3.5%	7.0%	19.0%	10.4%	5
Production/Manual Labor	---	---	---	---	1
Overall	4.0%	5.0%	8.0%	5.9%	7

Variable Pay

Discretionary Bonus (continued)

PERCENT OF EMPLOYEES ELIGIBLE FOR DISCRETIONARY BONUS IN 2015

	25th Percentile	Median	75th Percentile	Average	# of Responses
Entire Sample Combined					
Executive	100.0%	100.0%	100.0%	91.6%	27
Management (Excluding Executives)	15.0%	100.0%	100.0%	70.5%	47
Professional/Client Management	18.8%	100.0%	100.0%	67.6%	58
Technical/Business Support	85.3%	100.0%	100.0%	81.2%	46
Production/Manual Labor	100.0%	100.0%	100.0%	83.9%	28
Overall	20.0%	80.0%	100.0%	60.6%	67
Profit Status					
For-Profit Organizations					
Executive	100.0%	100.0%	100.0%	91.3%	26
Management (Excluding Executives)	15.0%	100.0%	100.0%	72.3%	44
Professional/Client Management	16.3%	100.0%	100.0%	67.9%	56
Technical/Business Support	100.0%	100.0%	100.0%	82.5%	44
Production/Manual Labor	100.0%	100.0%	100.0%	86.3%	27
Overall	20.0%	80.0%	100.0%	61.5%	63
Not-For-Profit Organizations					
Executive	---	---	---	---	1
Management (Excluding Executives)	---	20.0%	---	44.3%	3
Professional/Client Management	---	60.0%	---	60.0%	2
Technical/Business Support	---	53.5%	---	53.5%	2
Production/Manual Labor	---	---	---	---	1
Overall	8.0%	47.5%	84.0%	46.5%	4
Industry Sector					
Durable Goods Manufacturing					
Executive	78.8%	100.0%	100.0%	85.8%	6
Management (Excluding Executives)	100.0%	100.0%	100.0%	83.3%	11
Professional/Client Management	100.0%	100.0%	100.0%	84.7%	12
Technical/Business Support	100.0%	100.0%	100.0%	84.7%	12
Production/Manual Labor	15.0%	100.0%	100.0%	73.7%	7
Overall	28.5%	100.0%	100.0%	74.5%	13
Non-Durable Goods Manufacturing					
Executive	---	100.0%	---	100.0%	3
Management (Excluding Executives)	5.0%	6.0%	100.0%	45.3%	7
Professional/Client Management	3.5%	12.5%	100.0%	41.8%	8
Technical/Business Support	5.0%	44.0%	100.0%	56.3%	7
Production/Manual Labor	49.5%	100.0%	100.0%	79.8%	5
Overall	5.0%	20.0%	100.0%	42.7%	9
High Tech					
Executive	---	57.5%	---	57.5%	2
Management (Excluding Executives)	---	100.0%	---	71.7%	3
Professional/Client Management	36.3%	100.0%	100.0%	78.8%	4
Technical/Business Support	---	100.0%	---	71.7%	3
Production/Manual Labor	---	---	---	---	1
Overall	22.5%	64.0%	100.0%	61.8%	5

Table continues on next page.

Variable Pay

Discretionary Bonus (continued)

PERCENT OF EMPLOYEES ELIGIBLE FOR DISCRETIONARY BONUS IN 2015 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Industry Sector (continued)					
Energy					
Executive	---	---	---	---	1
Management (Excluding Executives)	---	100.0%	---	100.0%	3
Professional/Client Management	6.0%	100.0%	100.0%	63.9%	7
Technical/Business Support	57.0%	100.0%	100.0%	82.8%	5
Production/Manual Labor	35.5%	100.0%	100.0%	78.5%	4
Overall	15.8%	90.0%	100.0%	65.5%	8
Retail and Wholesale Trade					
Executive	---	100.0%	---	81.0%	3
Management (Excluding Executives)	6.8%	54.5%	100.0%	53.8%	4
Professional/Client Management	3.8%	70.0%	100.0%	57.8%	6
Technical/Business Support	72.0%	100.0%	100.0%	88.8%	5
Production/Manual Labor	95.5%	100.0%	100.0%	98.5%	4
Overall	4.8%	56.5%	100.0%	53.7%	6
Services					
Executive	100.0%	100.0%	100.0%	86.9%	13
Management (Excluding Executives)	18.8%	100.0%	100.0%	71.1%	22
Professional/Client Management	18.8%	100.0%	100.0%	67.9%	26
Technical/Business Support	65.0%	100.0%	100.0%	79.2%	18
Production/Manual Labor	100.0%	100.0%	100.0%	85.0%	11
Overall	23.8%	79.5%	100.0%	63.3%	30
Health Care					
Executive	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	0
Professional/Client Management	---	---	---	---	0
Technical/Business Support	---	---	---	---	0
Production/Manual Labor	---	---	---	---	0
Overall	---	---	---	---	0
Banking and Finance					
Executive	---	---	---	---	0
Management (Excluding Executives)	---	56.5%	---	56.5%	2
Professional/Client Management	---	100.0%	---	100.0%	2
Technical/Business Support	---	---	---	---	1
Production/Manual Labor	---	---	---	---	0
Overall	---	79.0%	---	61.0%	3
Insurance					
Executive	---	100.0%	---	100.0%	3
Management (Excluding Executives)	---	100.0%	---	70.0%	3
Professional/Client Management	47.5%	100.0%	100.0%	82.5%	4
Technical/Business Support	100.0%	100.0%	100.0%	100.0%	4
Production/Manual Labor	---	---	---	---	1
Overall	20.0%	45.0%	92.5%	52.5%	4

Table continues on next page.

Variable Pay

Discretionary Bonus (continued)

PERCENT OF EMPLOYEES ELIGIBLE FOR DISCRETIONARY BONUS IN 2015 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Region					
Eastern Canada					
Executive	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	1
Professional/Client Management	---	52.5%	---	52.5%	2
Technical/Business Support	---	52.5%	---	52.5%	2
Production/Manual Labor	---	---	---	---	0
Overall	---	49.0%	---	49.0%	2
Greater Toronto					
Executive	85.8%	100.0%	100.0%	83.8%	14
Management (Excluding Executives)	15.0%	100.0%	100.0%	72.8%	19
Professional/Client Management	9.5%	100.0%	100.0%	67.5%	21
Technical/Business Support	100.0%	100.0%	100.0%	91.2%	16
Production/Manual Labor	98.5%	100.0%	100.0%	90.9%	10
Overall	16.5%	72.5%	100.0%	59.9%	26
Other Ontario					
Executive	100.0%	100.0%	100.0%	100.0%	4
Management (Excluding Executives)	4.0%	100.0%	100.0%	61.7%	10
Professional/Client Management	30.0%	100.0%	100.0%	71.5%	11
Technical/Business Support	52.5%	100.0%	100.0%	78.4%	9
Production/Manual Labor	4.0%	100.0%	100.0%	67.7%	6
Overall	20.0%	96.0%	100.0%	66.6%	11
Manitoba/Saskatchewan					
Executive	---	100.0%	---	100.0%	2
Management (Excluding Executives)	---	52.5%	---	52.5%	2
Professional/Client Management	8.8%	60.0%	100.0%	56.3%	4
Technical/Business Support	13.8%	70.0%	100.0%	61.3%	4
Production/Manual Labor	---	---	---	---	1
Overall	2.0%	12.5%	80.0%	31.5%	4
Alberta					
Executive	100.0%	100.0%	100.0%	100.0%	4
Management (Excluding Executives)	55.0%	100.0%	100.0%	80.3%	11
Professional/Client Management	17.3%	100.0%	100.0%	66.7%	16
Technical/Business Support	81.8%	100.0%	100.0%	83.3%	12
Production/Manual Labor	100.0%	100.0%	100.0%	89.3%	8
Overall	25.0%	90.0%	100.0%	66.4%	19
British Columbia					
Executive	---	100.0%	---	100.0%	3
Management (Excluding Executives)	40.0%	100.0%	100.0%	80.0%	4
Professional/Client Management	40.0%	100.0%	100.0%	80.0%	4
Technical/Business Support	---	100.0%	---	73.3%	3
Production/Manual Labor	---	100.0%	---	73.3%	3
Overall	25.0%	40.0%	100.0%	58.0%	5

Table continues on next page.

Variable Pay

Discretionary Bonus (continued)

PERCENT OF EMPLOYEES ELIGIBLE FOR DISCRETIONARY BONUS IN 2015 (continued)

	25th Percentile	Median	75th Percentile	Average	# of Responses
Organization Size					
Under 300 FTEs					
Executive	100.0%	100.0%	100.0%	100.0%	9
Management (Excluding Executives)	40.0%	100.0%	100.0%	75.8%	21
Professional/Client Management	35.0%	100.0%	100.0%	72.0%	26
Technical/Business Support	87.0%	100.0%	100.0%	85.9%	19
Production/Manual Labor	100.0%	100.0%	100.0%	92.0%	10
Overall	22.5%	74.5%	100.0%	62.1%	28
300 to 999 FTEs					
Executive	100.0%	100.0%	100.0%	100.0%	4
Management (Excluding Executives)	8.8%	77.5%	100.0%	61.7%	6
Professional/Client Management	5.5%	30.0%	100.0%	51.8%	9
Technical/Business Support	14.0%	100.0%	100.0%	62.6%	7
Production/Manual Labor	7.3%	57.0%	100.0%	54.8%	4
Overall	8.8%	50.0%	97.0%	51.9%	14
1,000 to 4,999 FTEs					
Executive	57.5%	100.0%	100.0%	81.1%	9
Management (Excluding Executives)	6.0%	100.0%	100.0%	66.3%	11
Professional/Client Management	7.5%	100.0%	100.0%	64.5%	12
Technical/Business Support	44.0%	100.0%	100.0%	78.6%	11
Production/Manual Labor	95.5%	100.0%	100.0%	88.6%	8
Overall	15.0%	100.0%	100.0%	64.5%	15
5,000 FTEs or More					
Executive	71.5%	100.0%	100.0%	88.6%	5
Management (Excluding Executives)	11.0%	100.0%	100.0%	69.2%	9
Professional/Client Management	4.0%	100.0%	100.0%	73.5%	11
Technical/Business Support	100.0%	100.0%	100.0%	89.0%	9
Production/Manual Labor	75.3%	100.0%	100.0%	83.5%	6
Overall	4.0%	90.0%	100.0%	62.9%	10

Variable Pay

Variable Pay Grants

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

	2014 Actual Annual Performance Bonus/Short-Term Incentive Granted		2015 Annual Performance Bonus/Short-Term Incentive Budget		2016 Annual Performance Bonus/Short-Term Incentive Projection		# of Responses
	Average	Median	Average	Median	Average	Median	
Entire Sample Combined							
Executive	38.5%	35.0%	38.5%	36.0%	38.6%	36.5%	181
Management (Excluding Executives)	18.7%	18.0%	18.7%	18.0%	18.9%	18.0%	238
Professional/Client Management	11.7%	10.0%	11.5%	10.0%	11.8%	10.0%	224
Technical/Business Support	7.3%	5.8%	7.3%	6.0%	7.3%	5.8%	183
Production/Manual Labor	6.6%	5.0%	6.2%	5.0%	6.2%	5.0%	79
Overall	16.6%	13.0%	16.6%	14.0%	17.0%	14.7%	165
Profit Status							
For-Profit Organizations							
Executive	39.8%	36.0%	40.1%	40.0%	40.2%	40.0%	159
Management (Excluding Executives)	19.0%	18.1%	18.9%	18.0%	19.1%	19.0%	216
Professional/Client Management	11.6%	10.0%	11.6%	10.0%	11.9%	10.0%	203
Technical/Business Support	7.4%	5.9%	7.5%	6.0%	7.5%	6.0%	163
Production/Manual Labor	6.8%	5.3%	6.3%	5.0%	6.4%	5.0%	74
Overall	16.5%	13.3%	16.8%	15.0%	17.3%	15.0%	149
Not-For-Profit Organizations							
Executive	29.0%	26.3%	26.3%	25.0%	27.8%	25.0%	22
Management (Excluding Executives)	15.9%	15.0%	16.2%	12.0%	17.0%	11.3%	22
Professional/Client Management	12.6%	10.0%	10.4%	8.8%	11.3%	10.0%	21
Technical/Business Support	6.2%	5.1%	5.3%	5.0%	5.7%	5.0%	20
Production/Manual Labor	4.5%	4.0%	4.2%	4.0%	---	---	5
Overall	16.9%	10.9%	14.3%	10.0%	15.0%	10.8%	16
Industry Sector							
Durable Goods Manufacturing							
Executive	37.8%	39.0%	39.0%	39.0%	39.3%	39.0%	36
Management (Excluding Executives)	16.5%	19.0%	16.5%	18.0%	17.0%	19.0%	51
Professional/Client Management	10.2%	10.0%	10.1%	10.0%	10.3%	10.0%	47
Technical/Business Support	6.5%	5.0%	6.6%	5.0%	6.4%	5.0%	40
Production/Manual Labor	6.6%	5.0%	6.0%	5.0%	5.7%	5.0%	17
Overall	14.0%	14.2%	15.4%	13.0%	16.4%	14.9%	32
Non-Durable Goods Manufacturing							
Executive	32.3%	29.4%	34.2%	35.0%	33.9%	30.0%	32
Management (Excluding Executives)	16.7%	16.6%	17.7%	16.4%	18.0%	17.0%	38
Professional/Client Management	9.9%	10.0%	10.2%	10.0%	10.5%	10.0%	36
Technical/Business Support	6.4%	5.0%	6.6%	6.0%	6.5%	6.0%	28
Production/Manual Labor	5.9%	5.0%	5.4%	5.0%	5.5%	5.0%	18
Overall	15.8%	13.5%	18.2%	14.5%	18.3%	14.0%	27

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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)

	2014 Actual Annual Performance Bonus/Short- Term Incentive Granted		2015 Annual Performance Bonus/Short-Term Incentive Budget		2016 Annual Performance Bonus/Short-Term Incentive Projection		# of Responses
	Average	Median	Average	Median	Average	Median	
Industry Sector (continued)							
High Tech							
Executive	33.4%	37.5%	32.9%	35.0%	33.6%	35.0%	8
Management (Excluding Executives)	18.6%	19.0%	17.6%	17.0%	18.3%	17.0%	12
Professional/Client Management	9.2%	11.0%	9.6%	10.0%	9.9%	10.0%	11
Technical/Business Support	5.0%	5.0%	5.6%	5.0%	5.6%	5.0%	9
Production/Manual Labor	---	---	---	---	---	---	4
Overall	16.4%	11.0%	9.6%	10.5%	9.7%	10.0%	12
Energy							
Executive	51.1%	47.8%	47.7%	44.0%	43.5%	41.3%	30
Management (Excluding Executives)	26.0%	24.0%	24.0%	22.7%	23.5%	22.0%	33
Professional/Client Management	15.8%	16.0%	15.6%	16.2%	14.3%	13.0%	34
Technical/Business Support	10.9%	10.1%	10.4%	10.0%	9.9%	9.0%	34
Production/Manual Labor	9.0%	9.4%	8.9%	8.7%	8.7%	8.9%	20
Overall	16.1%	15.3%	15.4%	16.4%	13.6%	14.3%	28
Retail and Wholesale Trade							
Executive	42.9%	39.0%	41.1%	40.0%	41.2%	39.5%	23
Management (Excluding Executives)	18.7%	18.0%	18.7%	17.0%	19.1%	17.5%	32
Professional/Client Management	11.4%	10.5%	11.5%	10.0%	12.6%	10.5%	26
Technical/Business Support	5.9%	5.7%	6.7%	6.8%	6.7%	6.8%	20
Production/Manual Labor	3.8%	3.0%	4.1%	4.0%	4.3%	4.0%	8
Overall	21.7%	10.8%	20.4%	11.5%	20.9%	13.0%	18
Services							
Executive	38.2%	35.0%	36.4%	35.0%	36.3%	40.0%	50
Management (Excluding Executives)	18.2%	18.0%	18.2%	18.0%	19.0%	19.0%	69
Professional/Client Management	11.6%	11.8%	11.4%	10.0%	11.9%	10.0%	66
Technical/Business Support	6.4%	5.5%	6.6%	5.0%	6.7%	5.0%	48
Production/Manual Labor	5.1%	4.1%	4.8%	4.5%	4.9%	5.0%	22
Overall	15.7%	11.0%	15.8%	11.9%	16.7%	13.2%	53
Health Care							
Executive	---	---	---	---	---	---	3
Management (Excluding Executives)	---	---	---	---	---	---	4
Professional/Client Management	---	---	---	---	---	---	3
Technical/Business Support	---	---	---	---	---	---	1
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	2
Banking and Finance							
Executive	37.0%	38.0%	43.5%	43.0%	44.4%	44.0%	16
Management (Excluding Executives)	24.5%	18.4%	25.9%	20.0%	25.0%	19.3%	26
Professional/Client Management	13.3%	10.0%	13.0%	10.5%	13.8%	11.5%	26
Technical/Business Support	6.3%	5.6%	6.5%	6.0%	7.3%	6.2%	24
Production/Manual Labor	---	---	---	---	---	---	1
Overall	21.8%	12.2%	19.1%	12.2%	22.4%	12.2%	15

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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)

	2014 Actual Annual Performance Bonus/Short-Term Incentive Granted		2015 Annual Performance Bonus/Short-Term Incentive Budget		2016 Annual Performance Bonus/Short-Term Incentive Projection		# of Responses
	Average	Median	Average	Median	Average	Median	
Industry Sector (continued)							
Insurance							
Executive	40.8%	35.0%	38.3%	31.5%	34.2%	30.0%	11
Management (Excluding Executives)	14.0%	12.5%	14.2%	12.3%	13.3%	12.0%	11
Professional/Client Management	8.5%	7.9%	9.2%	9.0%	9.3%	8.3%	10
Technical/Business Support	6.4%	5.4%	6.6%	5.0%	6.8%	5.0%	10
Production/Manual Labor	---	---	---	---	---	---	3
Overall	11.4%	11.1%	12.3%	12.0%	---	---	6
Region							
Eastern Canada							
Executive	37.4%	35.0%	35.6%	36.0%	39.4%	40.0%	24
Management (Excluding Executives)	17.9%	18.0%	17.2%	17.0%	19.5%	18.0%	31
Professional/Client Management	12.3%	11.0%	11.1%	10.0%	12.4%	10.3%	29
Technical/Business Support	5.3%	5.0%	5.3%	5.0%	5.7%	5.0%	26
Production/Manual Labor	3.9%	2.5%	4.2%	3.0%	4.3%	2.6%	9
Overall	17.6%	12.0%	15.8%	11.8%	17.1%	15.0%	23
Greater Toronto							
Executive	34.0%	31.0%	37.0%	35.0%	37.3%	35.0%	79
Management (Excluding Executives)	17.6%	15.9%	18.2%	16.9%	17.8%	17.0%	105
Professional/Client Management	10.5%	10.0%	10.6%	10.0%	10.9%	10.0%	93
Technical/Business Support	6.0%	5.0%	6.5%	5.0%	6.5%	5.0%	69
Production/Manual Labor	5.5%	4.2%	5.3%	4.0%	5.4%	4.0%	25
Overall	17.9%	13.0%	17.9%	15.0%	18.6%	15.0%	68
Other Ontario							
Executive	39.7%	36.5%	38.2%	36.0%	35.5%	35.0%	16
Management (Excluding Executives)	16.4%	18.6%	16.6%	16.9%	16.4%	16.0%	29
Professional/Client Management	9.1%	9.1%	10.1%	10.0%	10.4%	10.0%	27
Technical/Business Support	6.6%	5.9%	7.3%	6.0%	7.3%	5.0%	21
Production/Manual Labor	5.9%	6.0%	5.6%	5.0%	6.0%	6.0%	11
Overall	11.5%	12.0%	13.4%	12.0%	12.5%	11.0%	18
Manitoba/Saskatchewan							
Executive	27.0%	28.7%	32.2%	30.0%	31.9%	28.8%	11
Management (Excluding Executives)	13.7%	14.2%	15.6%	15.0%	15.1%	15.0%	11
Professional/Client Management	8.5%	7.8%	9.6%	10.0%	9.1%	10.0%	11
Technical/Business Support	5.9%	5.0%	6.9%	6.7%	6.5%	5.2%	9
Production/Manual Labor	7.6%	7.1%	---	---	6.8%	6.7%	5
Overall	7.4%	7.5%	10.8%	11.0%	10.8%	11.0%	6

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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)

	2014 Actual Annual Performance Bonus/Short- Term Incentive Granted		2015 Annual Performance Bonus/Short-Term Incentive Budget		2016 Annual Performance Bonus/Short-Term Incentive Projection		# of Responses
	Average	Median	Average	Median	Average	Median	
Region (continued)							
Alberta							
Executive	49.6%	47.9%	46.1%	42.2%	44.3%	40.6%	36
Management (Excluding Executives)	25.5%	24.0%	24.3%	22.5%	24.7%	22.0%	46
Professional/Client Management	15.9%	16.0%	15.6%	15.5%	15.4%	14.8%	47
Technical/Business Support	11.4%	10.1%	9.9%	9.9%	10.2%	9.2%	43
Production/Manual Labor	9.4%	9.0%	8.7%	8.6%	8.6%	8.9%	25
Overall	18.1%	16.0%	18.7%	16.2%	18.6%	15.3%	37
British Columbia							
Executive	41.4%	35.0%	38.7%	37.0%	38.0%	34.0%	15
Management (Excluding Executives)	14.8%	15.4%	16.0%	20.0%	14.9%	14.0%	16
Professional/Client Management	10.5%	10.0%	9.9%	10.0%	9.5%	10.0%	17
Technical/Business Support	6.2%	6.0%	7.2%	8.5%	6.3%	4.5%	15
Production/Manual Labor	---	---	---	---	---	---	4
Overall	14.7%	14.3%	12.6%	11.7%	12.7%	9.2%	13
Organization Size							
Under 300 FTEs							
Executive	26.8%	26.2%	28.4%	28.0%	29.0%	28.0%	46
Management (Excluding Executives)	16.9%	15.0%	17.9%	15.0%	16.7%	15.0%	71
Professional/Client Management	10.5%	9.8%	11.0%	10.0%	10.8%	10.0%	70
Technical/Business Support	6.1%	5.0%	6.8%	5.0%	6.8%	5.0%	54
Production/Manual Labor	6.1%	5.0%	5.4%	5.0%	5.5%	5.0%	17
Overall	14.6%	12.0%	16.0%	14.0%	15.7%	13.5%	58
300 to 999 FTEs							
Executive	36.7%	33.9%	35.9%	35.0%	35.8%	35.0%	42
Management (Excluding Executives)	19.9%	18.0%	19.5%	18.0%	20.8%	20.0%	50
Professional/Client Management	13.4%	10.0%	13.0%	10.0%	13.4%	10.5%	46
Technical/Business Support	7.5%	5.6%	7.0%	5.0%	7.4%	5.4%	39
Production/Manual Labor	6.0%	5.0%	5.7%	5.0%	6.0%	5.0%	26
Overall	19.5%	12.7%	18.7%	15.0%	18.6%	15.3%	34
1,000 to 4,999 FTEs							
Executive	45.3%	44.7%	43.9%	40.0%	45.7%	41.0%	54
Management (Excluding Executives)	18.9%	20.0%	18.6%	20.0%	19.4%	20.0%	66
Professional/Client Management	11.7%	11.4%	11.2%	10.5%	11.7%	11.3%	61
Technical/Business Support	7.1%	5.9%	7.0%	6.0%	6.9%	5.7%	52
Production/Manual Labor	6.8%	6.4%	6.1%	5.5%	5.7%	5.5%	22
Overall	18.0%	13.0%	16.7%	13.0%	18.0%	13.0%	47
5,000 FTEs or More							
Executive	43.9%	42.5%	45.5%	45.0%	43.9%	40.5%	39
Management (Excluding Executives)	19.7%	19.1%	19.2%	20.0%	19.4%	20.0%	51
Professional/Client Management	11.6%	10.7%	11.4%	10.0%	11.8%	11.3%	47
Technical/Business Support	8.8%	8.3%	8.9%	8.9%	9.1%	9.0%	38
Production/Manual Labor	8.3%	8.3%	8.2%	8.0%	8.7%	9.0%	14
Overall	14.5%	14.8%	14.9%	14.0%	15.7%	15.0%	26

Variable Pay

Variable Pay Grants (continued)

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

	2014 Actual Discretionary Bonus Awards Granted		2015 Discretionary Bonus Awards Budget		2016 Discretionary Bonus Awards Projection		# of Responses
	Average	Median	Average	Median	Average	Median	
Entire Sample Combined							
Executive	13.0%	10.0%	10.3%	10.0%	11.5%	10.0%	11
Management (Excluding Executives)	5.2%	2.7%	5.8%	3.1%	6.1%	4.8%	30
Professional/Client Management	4.4%	2.3%	4.5%	2.0%	5.3%	3.0%	42
Technical/Business Support	4.0%	2.0%	3.9%	2.0%	3.7%	2.0%	30
Production/Manual Labor	4.1%	2.0%	5.1%	1.8%	4.7%	2.3%	14
Overall	4.4%	2.9%	4.3%	2.3%	3.9%	2.0%	36
Profit Status							
For-Profit Organizations							
Executive	13.0%	10.0%	10.3%	10.0%	11.5%	10.0%	11
Management (Excluding Executives)	4.6%	2.5%	5.0%	3.1%	5.5%	4.8%	27
Professional/Client Management	3.9%	2.2%	3.7%	1.8%	4.7%	2.5%	40
Technical/Business Support	3.3%	2.0%	3.0%	1.8%	3.0%	2.0%	29
Production/Manual Labor	2.5%	1.5%	3.4%	1.0%	3.3%	2.0%	13
Overall	3.7%	2.8%	3.5%	1.8%	3.1%	2.0%	33
Not-For-Profit Organizations							
Executive	---	---	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	---	---	3
Professional/Client Management	---	---	---	---	---	---	2
Technical/Business Support	---	---	---	---	---	---	1
Production/Manual Labor	---	---	---	---	---	---	1
Overall	---	---	---	---	---	---	3
Industry Sector							
Durable Goods Manufacturing							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	10.1%	9.0%	8.1%	8.5%	7.9%	8.5%	7
Professional/Client Management	5.8%	3.4%	5.8%	5.3%	5.6%	5.3%	7
Technical/Business Support	5.1%	2.7%	5.0%	2.8%	4.8%	2.8%	8
Production/Manual Labor	---	---	4.7%	2.5%	4.5%	2.5%	6
Overall	---	---	---	---	---	---	5
Non-Durable Goods Manufacturing							
Executive	---	---	---	---	---	---	1
Management (Excluding Executives)	---	---	---	---	---	---	3
Professional/Client Management	1.5%	1.3%	---	---	---	---	6
Technical/Business Support	1.6%	1.0%	---	---	---	---	5
Production/Manual Labor	---	---	---	---	---	---	3
Overall	---	---	---	---	---	---	4
High Tech							
Executive	---	---	---	---	---	---	2
Management (Excluding Executives)	---	---	---	---	---	---	3
Professional/Client Management	---	---	---	---	---	---	4
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)

	2014 Actual Discretionary Bonus Awards Granted		2015 Discretionary Bonus Awards Budget		2016 Discretionary Bonus Awards Projection		# of Responses
	Average	Median	Average	Median	Average	Median	
Industry Sector (continued)							
Energy							
Executive	---	---	---	---	---	---	0
Management (Excluding Executives)	6.5%	2.0%	---	---	---	---	5
Professional/Client Management	6.2%	2.3%	---	---	---	---	8
Technical/Business Support	---	---	---	---	---	---	4
Production/Manual Labor	---	---	---	---	---	---	1
Overall	6.9%	3.1%	---	---	---	---	8
Retail and Wholesale Trade							
Executive	---	---	---	---	---	---	2
Management (Excluding Executives)	---	---	---	---	---	---	3
Professional/Client Management	---	---	---	---	---	---	4
Technical/Business Support	---	---	---	---	---	---	4
Production/Manual Labor	---	---	---	---	---	---	2
Overall	---	---	---	---	---	---	3
Services							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	5.9%	3.7%	11.5%	12.5%	10.7%	8.8%	14
Professional/Client Management	5.3%	4.0%	7.6%	6.3%	7.3%	5.0%	18
Technical/Business Support	6.1%	4.0%	7.3%	4.0%	5.7%	3.0%	11
Production/Manual Labor	7.5%	5.0%	---	---	7.7%	5.0%	5
Overall	4.2%	2.8%	5.5%	2.8%	5.2%	2.1%	16
Health Care							
Executive	---	---	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	---	---	0
Professional/Client Management	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	0
Banking and Finance							
Executive	---	---	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	---	---	1
Professional/Client Management	---	---	---	---	---	---	2
Technical/Business Support	---	---	---	---	---	---	1
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	1
Insurance							
Executive	---	---	---	---	---	---	1
Management (Excluding Executives)	---	---	---	---	---	---	1
Professional/Client Management	---	---	---	---	---	---	3
Technical/Business Support	---	---	---	---	---	---	1
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)

	2014 Actual Discretionary Bonus Awards Granted		2015 Discretionary Bonus Awards Budget		2016 Discretionary Bonus Awards Projection		# of Responses
	Average	Median	Average	Median	Average	Median	
Region							
Eastern Canada							
Executive	---	---	---	---	---	---	1
Management (Excluding Executives)	---	---	---	---	---	---	2
Professional/Client Management	---	---	---	---	---	---	2
Technical/Business Support	---	---	---	---	---	---	2
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	1
Greater Toronto							
Executive	11.5%	10.0%	7.0%	6.0%	7.0%	6.0%	8
Management (Excluding Executives)	4.2%	2.0%	6.1%	3.9%	6.1%	4.8%	16
Professional/Client Management	3.2%	1.8%	4.3%	3.0%	4.2%	3.0%	19
Technical/Business Support	4.3%	2.7%	4.4%	3.0%	3.9%	2.8%	13
Production/Manual Labor	3.5%	2.3%	5.3%	3.8%	5.1%	3.8%	6
Overall	2.7%	2.7%	3.0%	2.3%	3.0%	2.1%	17
Other Ontario							
Executive	---	---	---	---	---	---	1
Management (Excluding Executives)	---	---	---	---	---	---	4
Professional/Client Management	4.1%	3.0%	---	---	---	---	6
Technical/Business Support	---	---	---	---	---	---	4
Production/Manual Labor	---	---	---	---	---	---	3
Overall	---	---	---	---	---	---	5
Manitoba/Saskatchewan							
Executive	---	---	---	---	---	---	0
Management (Excluding Executives)	---	---	---	---	---	---	0
Professional/Client Management	---	---	---	---	---	---	2
Technical/Business Support	---	---	---	---	---	---	2
Production/Manual Labor	---	---	---	---	---	---	0
Overall	---	---	---	---	---	---	0
Alberta							
Executive	---	---	---	---	---	---	0
Management (Excluding Executives)	6.2%	3.4%	---	---	---	---	6
Professional/Client Management	5.6%	1.9%	2.9%	1.1%	6.6%	1.2%	11
Technical/Business Support	1.9%	1.0%	---	---	1.8%	1.0%	7
Production/Manual Labor	---	---	---	---	---	---	3
Overall	5.7%	1.5%	4.0%	1.1%	2.9%	1.4%	12
British Columbia							
Executive	---	---	---	---	---	---	1
Management (Excluding Executives)	---	---	---	---	---	---	2
Professional/Client Management	---	---	---	---	---	---	2
Technical/Business Support	---	---	---	---	---	---	2
Production/Manual Labor	---	---	---	---	---	---	2
Overall	---	---	---	---	---	---	1

Table continues on next page.

Variable Pay

Variable Pay Grants (continued)

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

	2014 Actual Discretionary Bonus Awards Granted		2015 Discretionary Bonus Awards Budget		2016 Discretionary Bonus Awards Projection		# of Responses
	Average	Median	Average	Median	Average	Median	
Organization Size							
Under 300 FTEs							
Executive	---	---	---	---	---	---	4
Management (Excluding Executives)	3.2%	0.3%	---	---	---	---	8
Professional/Client Management	4.9%	1.3%	5.1%	1.0%	5.1%	1.0%	15
Technical/Business Support	3.4%	0.9%	5.0%	1.0%	4.7%	1.5%	9
Production/Manual Labor	---	---	---	---	6.6%	2.0%	5
Overall	5.1%	1.0%	7.4%	6.5%	5.9%	2.5%	15
300 to 999 FTEs							
Executive	---	---	---	---	---	---	2
Management (Excluding Executives)	7.4%	5.9%	6.5%	5.0%	6.8%	5.4%	6
Professional/Client Management	4.2%	1.8%	4.9%	2.1%	4.8%	2.4%	8
Technical/Business Support	4.0%	2.0%	---	---	3.5%	1.0%	6
Production/Manual Labor	---	---	---	---	---	---	3
Overall	3.6%	2.2%	2.6%	1.5%	2.7%	2.0%	8
1,000 to 4,999 FTEs							
Executive	---	---	---	---	---	---	3
Management (Excluding Executives)	7.6%	7.0%	---	---	---	---	8
Professional/Client Management	4.9%	4.3%	---	---	---	---	9
Technical/Business Support	4.8%	3.7%	---	---	---	---	6
Production/Manual Labor	---	---	---	---	---	---	4
Overall	4.6%	3.7%	---	---	---	---	8
5,000 FTEs or More							
Executive	---	---	---	---	---	---	2
Management (Excluding Executives)	2.6%	2.5%	---	---	---	---	8
Professional/Client Management	3.4%	3.0%	2.9%	2.0%	3.2%	3.5%	10
Technical/Business Support	4.1%	5.0%	2.9%	2.0%	3.2%	3.5%	9
Production/Manual Labor	---	---	---	---	---	---	2
Overall	---	---	---	---	---	---	5

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	
Entire Sample Combined	276	67.0%	412
Profit Status			
For-Profit Organizations	268	73.0%	367
Not-For-Profit Organizations	8	17.8%	45
Industry Sector			
Durable Goods Manufacturing	71	71.7%	99
Non-Durable Goods Manufacturing	55	80.9%	68
High Tech	32	82.1%	39
Energy	34	79.1%	43
Retail and Wholesale Trade	31	68.9%	45
Services	88	61.1%	144
Health Care	2	33.3%	6
Banking and Finance	24	63.2%	38
Insurance	8	50.0%	16
Region			
Eastern Canada	34	57.6%	59
Greater Toronto	129	70.5%	183
Other Ontario	38	69.1%	55
Manitoba/Saskatchewan	8	42.1%	19
Alberta	46	69.7%	66
British Columbia	21	70.0%	30
Organization Size			
Under 300 FTEs	81	62.3%	130
300 to 999 FTEs	55	68.8%	80
1,000 to 4,999 FTEs	79	65.3%	121
5,000 FTEs or More	61	75.3%	81

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 5%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 5%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
Entire Sample Combined												
Executive	2.6%	0.0%	2.1%	2.6%	5.1%	11.8%	2.6%	2.1%	0.5%	0.5%	70.3%	195
Management (Excluding Executives)	3.0%	0.0%	5.2%	4.4%	4.4%	14.8%	2.2%	0.0%	0.7%	0.0%	65.2%	135
Professional/Client Management	5.5%	0.0%	8.2%	4.1%	4.1%	15.1%	0.0%	0.0%	1.4%	1.4%	60.3%	73
Technical/Business Support	8.5%	0.0%	5.1%	3.4%	3.4%	8.5%	0.0%	1.7%	1.7%	0.0%	67.8%	59
Production/Manual Labor	7.3%	0.0%	2.4%	2.4%	2.4%	9.8%	0.0%	0.0%	0.0%	0.0%	75.6%	41
Overall	2.8%	0.5%	2.3%	3.2%	6.0%	12.0%	3.2%	0.0%	0.9%	1.4%	67.7%	217
Profit Status												
For-Profit Organizations												
Executive	2.7%	0.0%	2.1%	2.7%	5.3%	11.8%	2.7%	2.1%	0.5%	0.5%	69.5%	187
Management (Excluding Executives)	3.1%	0.0%	5.3%	4.6%	4.6%	14.5%	2.3%	0.0%	0.8%	0.0%	64.9%	131
Professional/Client Management	5.5%	0.0%	8.2%	4.1%	4.1%	15.1%	0.0%	0.0%	1.4%	1.4%	60.3%	73
Technical/Business Support	8.5%	0.0%	5.1%	3.4%	3.4%	8.5%	0.0%	1.7%	1.7%	0.0%	67.8%	59
Production/Manual Labor	7.3%	0.0%	2.4%	2.4%	2.4%	9.8%	0.0%	0.0%	0.0%	0.0%	75.6%	41
Overall	2.9%	0.5%	2.4%	3.3%	6.2%	12.0%	3.3%	0.0%	1.0%	1.4%	67.0%	209
Not-For-Profit Organizations												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	87.5%	8
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	75.0%	4
Professional/Client Management	---	---	---	---	---	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	---	---	---	---	---	0
Overall	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	87.5%	8
Industry Sector												
Durable Goods Manufacturing												
Executive	2.2%	0.0%	2.2%	2.2%	4.4%	6.7%	2.2%	0.0%	0.0%	0.0%	80.0%	45
Management (Excluding Executives)	5.6%	0.0%	0.0%	5.6%	2.8%	8.3%	2.8%	0.0%	0.0%	0.0%	75.0%	36
Professional/Client Management	11.1%	0.0%	5.6%	0.0%	5.6%	11.1%	0.0%	0.0%	0.0%	0.0%	66.7%	18
Technical/Business Support	20.0%	0.0%	0.0%	0.0%	6.7%	6.7%	0.0%	0.0%	0.0%	0.0%	66.7%	15
Production/Manual Labor	10.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	80.0%	10
Overall	3.6%	1.8%	0.0%	3.6%	7.3%	9.1%	1.8%	0.0%	1.8%	1.8%	69.1%	55
Non-Durable Goods Manufacturing												
Executive	2.5%	0.0%	0.0%	0.0%	5.0%	10.0%	2.5%	2.5%	0.0%	2.5%	75.0%	40
Management (Excluding Executives)	3.8%	0.0%	0.0%	0.0%	3.8%	11.5%	3.8%	0.0%	0.0%	0.0%	76.9%	26
Professional/Client Management	10.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	80.0%	10
Technical/Business Support	12.5%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	75.0%	8
Production/Manual Labor	14.3%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	71.4%	7
Overall	2.3%	0.0%	0.0%	0.0%	2.3%	9.3%	4.7%	0.0%	0.0%	2.3%	79.1%	43

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 5%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 5%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
Industry Sector (continued)												
High Tech												
Executive	0.0%	0.0%	15.4%	0.0%	0.0%	15.4%	0.0%	0.0%	0.0%	0.0%	69.2%	13
Management (Excluding Executives)	0.0%	0.0%	8.3%	8.3%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	75.0%	12
Professional/Client Management	0.0%	0.0%	20.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	70.0%	10
Technical/Business Support	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	80.0%	5
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%	4
Overall	0.0%	0.0%	4.8%	9.5%	4.8%	9.5%	0.0%	0.0%	0.0%	4.8%	66.7%	21
Energy												
Executive	0.0%	0.0%	6.9%	3.4%	3.4%	13.8%	0.0%	3.4%	0.0%	0.0%	69.0%	29
Management (Excluding Executives)	0.0%	0.0%	12.5%	4.2%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	70.8%	24
Professional/Client Management	0.0%	0.0%	15.8%	5.3%	0.0%	21.1%	0.0%	0.0%	0.0%	0.0%	57.9%	19
Technical/Business Support	0.0%	0.0%	11.1%	11.1%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	66.7%	18
Production/Manual Labor	0.0%	0.0%	7.1%	7.1%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	71.4%	14
Overall	0.0%	0.0%	9.7%	3.2%	6.5%	16.1%	0.0%	0.0%	0.0%	0.0%	64.5%	31
Retail and Wholesale Trade												
Executive	0.0%	0.0%	0.0%	3.8%	11.5%	19.2%	0.0%	0.0%	3.8%	3.8%	57.7%	26
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	12.5%	25.0%	0.0%	0.0%	6.3%	0.0%	56.3%	16
Professional/Client Management	0.0%	0.0%	16.7%	0.0%	33.3%	0.0%	0.0%	0.0%	16.7%	0.0%	33.3%	6
Technical/Business Support	0.0%	0.0%	25.0%	0.0%	25.0%	0.0%	0.0%	0.0%	25.0%	0.0%	25.0%	4
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	2
Overall	0.0%	0.0%	0.0%	3.8%	11.5%	19.2%	0.0%	0.0%	3.8%	3.8%	57.7%	26
Services												
Executive	5.3%	0.0%	3.5%	1.8%	3.5%	15.8%	5.3%	3.5%	0.0%	0.0%	61.4%	57
Management (Excluding Executives)	2.7%	0.0%	10.8%	5.4%	5.4%	21.6%	5.4%	0.0%	0.0%	0.0%	48.6%	37
Professional/Client Management	5.0%	0.0%	15.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	5.0%	50.0%	20
Technical/Business Support	14.3%	0.0%	7.1%	0.0%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%	71.4%	14
Production/Manual Labor	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	87.5%	8
Overall	4.7%	0.0%	3.1%	4.7%	6.3%	14.1%	4.7%	0.0%	0.0%	1.6%	60.9%	64
Health Care												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	2
Management (Excluding Executives)	---	---	---	---	---	---	---	---	---	---	---	0
Professional/Client Management	---	---	---	---	---	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	---	---	---	---	---	0
Overall	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	2

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 5%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 5%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
Industry Sector (continued)												
Banking and Finance												
Executive	6.3%	0.0%	0.0%	6.3%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%	81.3%	16
Management (Excluding Executives)	7.1%	0.0%	0.0%	14.3%	0.0%	7.1%	7.1%	0.0%	0.0%	0.0%	64.3%	14
Professional/Client Management	16.7%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	6
Technical/Business Support	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	60.0%	5
Production/Manual Labor	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	66.7%	3
Overall	5.6%	0.0%	0.0%	5.6%	0.0%	5.6%	11.1%	0.0%	0.0%	0.0%	72.2%	18
Insurance												
Executive	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	85.7%	7
Management (Excluding Executives)	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	66.7%	3
Professional/Client Management	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	66.7%	3
Technical/Business Support	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	2
Production/Manual Labor	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	2
Overall	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	85.7%	7
Region												
Eastern Canada												
Executive	0.0%	0.0%	0.0%	0.0%	5.9%	17.6%	0.0%	0.0%	0.0%	0.0%	76.5%	17
Management (Excluding Executives)	0.0%	0.0%	8.3%	0.0%	0.0%	16.7%	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%	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%	3
Overall	0.0%	0.0%	4.0%	0.0%	8.0%	8.0%	0.0%	0.0%	0.0%	4.0%	76.0%	25
Greater Toronto												
Executive	1.1%	0.0%	1.1%	1.1%	3.2%	11.7%	3.2%	3.2%	1.1%	1.1%	73.4%	94
Management (Excluding Executives)	1.7%	0.0%	3.4%	3.4%	5.2%	19.0%	1.7%	0.0%	1.7%	0.0%	63.8%	58
Professional/Client Management	3.8%	0.0%	7.7%	3.8%	0.0%	19.2%	0.0%	0.0%	3.8%	3.8%	57.7%	26
Technical/Business Support	10.0%	0.0%	5.0%	0.0%	0.0%	10.0%	0.0%	5.0%	5.0%	0.0%	65.0%	20
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	18.2%	0.0%	0.0%	0.0%	0.0%	81.8%	11
Overall	2.0%	0.0%	0.0%	3.9%	4.9%	12.7%	4.9%	0.0%	2.0%	2.0%	67.6%	102

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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 5%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 5%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
Region (continued)												
Other Ontario												
Executive	7.1%	0.0%	0.0%	3.6%	0.0%	3.6%	0.0%	0.0%	0.0%	0.0%	85.7%	28
Management (Excluding Executives)	10.0%	0.0%	0.0%	5.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	80.0%	20
Professional/Client Management	22.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	77.8%	9
Technical/Business Support	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	8
Production/Manual Labor	28.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	71.4%	7
Overall	6.7%	0.0%	0.0%	3.3%	0.0%	3.3%	0.0%	0.0%	0.0%	0.0%	86.7%	30
Manitoba/Saskatchewan												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	4
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%	1
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%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	4
Alberta												
Executive	0.0%	0.0%	5.7%	5.7%	14.3%	8.6%	5.7%	2.9%	0.0%	0.0%	57.1%	35
Management (Excluding Executives)	0.0%	0.0%	9.1%	6.1%	6.1%	15.2%	6.1%	0.0%	0.0%	0.0%	57.6%	33
Professional/Client Management	0.0%	0.0%	12.0%	8.0%	8.0%	20.0%	0.0%	0.0%	0.0%	0.0%	52.0%	25
Technical/Business Support	0.0%	0.0%	9.5%	9.5%	4.8%	14.3%	0.0%	0.0%	0.0%	0.0%	61.9%	21
Production/Manual Labor	0.0%	0.0%	6.7%	6.7%	6.7%	13.3%	0.0%	0.0%	0.0%	0.0%	66.7%	15
Overall	0.0%	0.0%	7.5%	2.5%	12.5%	12.5%	5.0%	0.0%	0.0%	0.0%	60.0%	40
British Columbia												
Executive	11.8%	0.0%	5.9%	5.9%	5.9%	29.4%	0.0%	0.0%	0.0%	0.0%	41.2%	17
Management (Excluding Executives)	9.1%	0.0%	9.1%	9.1%	0.0%	18.2%	0.0%	0.0%	0.0%	0.0%	54.5%	11
Professional/Client Management	16.7%	0.0%	16.7%	0.0%	16.7%	16.7%	0.0%	0.0%	0.0%	0.0%	33.3%	6
Technical/Business Support	20.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	60.0%	5
Production/Manual Labor	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	4
Overall	12.5%	0.0%	6.3%	6.3%	6.3%	31.3%	0.0%	0.0%	0.0%	0.0%	37.5%	16

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 5%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 5%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
Organization Size												
Under 300 FTEs												
Executive	4.2%	0.0%	2.1%	0.0%	6.3%	6.3%	2.1%	2.1%	0.0%	2.1%	75.0%	48
Management (Excluding Executives)	2.4%	0.0%	4.8%	2.4%	2.4%	7.1%	4.8%	0.0%	0.0%	0.0%	76.2%	42
Professional/Client Management	4.3%	0.0%	4.3%	4.3%	4.3%	4.3%	0.0%	0.0%	0.0%	0.0%	78.3%	23
Technical/Business Support	6.3%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	6.3%	0.0%	0.0%	81.3%	16
Production/Manual Labor	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	87.5%	8
Overall	3.2%	0.0%	1.6%	3.2%	4.8%	6.5%	3.2%	0.0%	0.0%	1.6%	75.8%	62
300 to 999 FTEs												
Executive	0.0%	0.0%	0.0%	0.0%	2.5%	20.0%	2.5%	5.0%	0.0%	0.0%	70.0%	40
Management (Excluding Executives)	0.0%	0.0%	3.4%	0.0%	0.0%	20.7%	3.4%	0.0%	0.0%	0.0%	72.4%	29
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	21.4%	0.0%	0.0%	0.0%	7.1%	71.4%	14
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	15.4%	0.0%	0.0%	0.0%	0.0%	84.6%	13
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%	12
Overall	0.0%	0.0%	0.0%	0.0%	7.1%	14.3%	4.8%	0.0%	0.0%	2.4%	71.4%	42
1,000 to 4,999 FTEs												
Executive	3.1%	0.0%	3.1%	4.7%	4.7%	9.4%	3.1%	0.0%	1.6%	0.0%	70.3%	64
Management (Excluding Executives)	2.7%	0.0%	8.1%	8.1%	13.5%	13.5%	0.0%	0.0%	2.7%	0.0%	51.4%	37
Professional/Client Management	4.8%	0.0%	14.3%	4.8%	9.5%	14.3%	0.0%	0.0%	4.8%	0.0%	47.6%	21
Technical/Business Support	13.3%	0.0%	6.7%	6.7%	6.7%	6.7%	0.0%	0.0%	6.7%	0.0%	53.3%	15
Production/Manual Labor	9.1%	0.0%	9.1%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	72.7%	11
Overall	2.9%	1.4%	4.3%	4.3%	4.3%	11.6%	2.9%	0.0%	2.9%	0.0%	65.2%	69
5,000 FTEs or More												
Executive	2.3%	0.0%	2.3%	4.7%	7.0%	14.0%	2.3%	2.3%	0.0%	0.0%	65.1%	43
Management (Excluding Executives)	7.4%	0.0%	3.7%	7.4%	0.0%	22.2%	0.0%	0.0%	0.0%	0.0%	59.3%	27
Professional/Client Management	13.3%	0.0%	13.3%	6.7%	0.0%	26.7%	0.0%	0.0%	0.0%	0.0%	40.0%	15
Technical/Business Support	13.3%	0.0%	13.3%	6.7%	0.0%	13.3%	0.0%	0.0%	0.0%	0.0%	53.3%	15
Production/Manual Labor	10.0%	0.0%	0.0%	10.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	60.0%	10
Overall	4.5%	0.0%	2.3%	4.5%	9.1%	18.2%	2.3%	0.0%	0.0%	2.3%	56.8%	44

Long-Term Incentives

Prevalence of Long-Term Incentives (continued)

2015 LONG-TERM INCENTIVES GRANT VALUES VS. 2016

	Down By More Than 75%	Down By 51% to 75%	Down By 26% to 5%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 5%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
Entire Sample Combined												
Executive	0.5%	0.0%	0.0%	0.0%	0.5%	7.1%	2.7%	1.1%	0.0%	1.1%	87.0%	184
Management (Excluding Executives)	0.8%	0.0%	0.0%	0.0%	1.6%	6.4%	2.4%	0.0%	0.0%	0.8%	88.0%	125
Professional/Client Management	1.6%	0.0%	0.0%	0.0%	0.0%	7.8%	3.1%	0.0%	0.0%	1.6%	85.9%	64
Technical/Business Support	2.0%	0.0%	0.0%	0.0%	0.0%	2.0%	4.0%	0.0%	0.0%	2.0%	90.0%	50
Production/Manual Labor	2.4%	0.0%	0.0%	0.0%	2.4%	0.0%	4.9%	0.0%	0.0%	2.4%	87.8%	41
Overall	0.5%	0.0%	0.0%	1.0%	1.5%	7.9%	3.0%	1.0%	0.0%	0.5%	84.7%	203
Profit Status												
For-Profit Organizations												
Executive	0.6%	0.0%	0.0%	0.0%	0.6%	6.8%	2.8%	1.1%	0.0%	1.1%	86.9%	176
Management (Excluding Executives)	0.8%	0.0%	0.0%	0.0%	1.7%	5.8%	2.5%	0.0%	0.0%	0.8%	88.4%	121
Professional/Client Management	1.6%	0.0%	0.0%	0.0%	0.0%	7.8%	3.1%	0.0%	0.0%	1.6%	85.9%	64
Technical/Business Support	2.0%	0.0%	0.0%	0.0%	0.0%	2.0%	4.0%	0.0%	0.0%	2.0%	90.0%	50
Production/Manual Labor	2.4%	0.0%	0.0%	0.0%	2.4%	0.0%	4.9%	0.0%	0.0%	2.4%	87.8%	41
Overall	0.5%	0.0%	0.0%	1.0%	1.5%	7.7%	3.1%	1.0%	0.0%	0.5%	84.6%	195
Not-For-Profit Organizations												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	87.5%	8
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	75.0%	4
Professional/Client Management	---	---	---	---	---	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	---	---	---	---	---	0
Overall	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	87.5%	8
Industry Sector												
Durable Goods Manufacturing												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	2.3%	0.0%	0.0%	0.0%	88.6%	44
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	2.9%	2.9%	0.0%	0.0%	0.0%	0.0%	94.1%	34
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%	0.0%	0.0%	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%	12
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%	10
Overall	0.0%	0.0%	0.0%	2.0%	0.0%	8.0%	2.0%	0.0%	0.0%	0.0%	88.0%	50
Non-Durable Goods Manufacturing												
Executive	2.7%	0.0%	0.0%	0.0%	0.0%	2.7%	2.7%	2.7%	0.0%	0.0%	89.2%	37
Management (Excluding Executives)	4.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	0.0%	0.0%	0.0%	92.0%	25
Professional/Client Management	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	90.0%	10
Technical/Business Support	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	87.5%	8
Production/Manual Labor	14.3%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	71.4%	7
Overall	2.3%	0.0%	0.0%	0.0%	2.3%	4.5%	2.3%	2.3%	0.0%	0.0%	86.4%	44

Table continues on next page.

Long-Term Incentives

Prevalence of Long-Term Incentives (continued)

2015 LONG-TERM INCENTIVES GRANT VALUES VS. 2016 (continued)

	Down By More Than 75%	Down By 51% to 75%	Down By 26% to 5%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 5%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
Industry Sector (continued)												
High Tech												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	13
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	91.7%	12
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	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%	5
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%	9.5%	0.0%	4.8%	0.0%	0.0%	0.0%	0.0%	85.7%	21
Energy												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	3.8%	0.0%	0.0%	0.0%	92.3%	26
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	4.5%	9.1%	4.5%	0.0%	0.0%	0.0%	81.8%	22
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	17.6%	5.9%	0.0%	0.0%	0.0%	76.5%	17
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	6.3%	0.0%	0.0%	0.0%	87.5%	16
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	92.3%	13
Overall	0.0%	0.0%	0.0%	0.0%	3.7%	11.1%	7.4%	0.0%	0.0%	0.0%	77.8%	27
Retail and Wholesale Trade												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	4.2%	4.2%	0.0%	0.0%	83.3%	24
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	7.1%	0.0%	0.0%	0.0%	85.7%	14
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	80.0%	5
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	66.7%	3
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	2
Overall	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	4.2%	4.2%	0.0%	0.0%	83.3%	24
Services												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	7.5%	3.8%	1.9%	0.0%	3.8%	83.0%	53
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	3.0%	0.0%	0.0%	3.0%	84.8%	33
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	6.3%	81.3%	16
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	90.9%	11
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	88.9%	9
Overall	0.0%	0.0%	0.0%	3.3%	0.0%	6.7%	3.3%	1.7%	0.0%	1.7%	83.3%	60
Health Care												
Executive	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	2
Management (Excluding Executives)	---	---	---	---	---	---	---	---	---	---	---	0
Professional/Client Management	---	---	---	---	---	---	---	---	---	---	---	0
Technical/Business Support	---	---	---	---	---	---	---	---	---	---	---	0
Production/Manual Labor	---	---	---	---	---	---	---	---	---	---	---	0
Overall	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	2

Table continues on next page.

Long-Term Incentives

Prevalence of Long-Term Incentives (continued)

2015 LONG-TERM INCENTIVES GRANT VALUES VS. 2016 (continued)

	Down By More Than 75%	Down By 51% to 75%	Down By 26% to 5%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 5%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
Industry Sector (continued)												
Banking and Finance												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	6.3%	87.5%	16
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	8.3%	83.3%	12
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	80.0%	5
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	75.0%	4
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	66.7%	3
Overall	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	6.3%	87.5%	16
Insurance												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	85.7%	7
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	66.7%	3
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	66.7%	3
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	2
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	2
Overall	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	85.7%	7
Region												
Eastern Canada												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	88.9%	18
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	91.7%	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%	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%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	4
Overall	0.0%	0.0%	0.0%	0.0%	4.2%	4.2%	8.3%	0.0%	0.0%	0.0%	83.3%	24
Greater Toronto												
Executive	0.0%	0.0%	0.0%	0.0%	1.1%	8.0%	1.1%	1.1%	0.0%	1.1%	87.4%	87
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	2.0%	8.0%	0.0%	0.0%	0.0%	0.0%	90.0%	50
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	88.9%	18
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%	14
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%	10
Overall	0.0%	0.0%	0.0%	2.1%	1.1%	9.6%	0.0%	1.1%	0.0%	0.0%	86.2%	94
Other Ontario												
Executive	3.8%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	0.0%	0.0%	3.8%	88.5%	26
Management (Excluding Executives)	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%	89.5%	19
Professional/Client Management	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	77.8%	9
Technical/Business Support	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	75.0%	8
Production/Manual Labor	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	71.4%	7
Overall	3.4%	0.0%	0.0%	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	3.4%	89.7%	29

Table continues on next page.

Long-Term Incentives

Prevalence of Long-Term Incentives (continued)

2015 LONG-TERM INCENTIVES GRANT VALUES VS. 2016 (continued)

	Down By More Than 75%	Down By 51% to 75%	Down By 26% to 5%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 5%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
Region (continued)												
Manitoba/Saskatchewan												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	4
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%	1
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%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	3
Alberta												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%	9.7%	0.0%	0.0%	0.0%	87.1%	31
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	3.2%	9.7%	9.7%	0.0%	0.0%	0.0%	77.4%	31
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	13.0%	8.7%	0.0%	0.0%	0.0%	78.3%	23
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%	11.1%	0.0%	0.0%	0.0%	83.3%	18
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	85.7%	14
Overall	0.0%	0.0%	0.0%	0.0%	2.8%	8.3%	8.3%	0.0%	0.0%	0.0%	80.6%	36
British Columbia												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	5.6%	0.0%	0.0%	77.8%	18
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%	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%	7
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%	5
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%	0.0%	17.6%	0.0%	5.9%	0.0%	0.0%	76.5%	17

Table continues on next page.

Long-Term Incentives

Prevalence of Long-Term Incentives (continued)

2015 LONG-TERM INCENTIVES GRANT VALUES VS. 2016 (continued)

	Down By More Than 75%	Down By 51% to 75%	Down By 26% to 5%	Down By 15% to 25%	Down By Less Than 15%	Higher By Less Than 15%	Higher By 15% to 25%	Higher By 26% to 5%	Higher By 51% to 75%	Higher By More Than 75%	Same	# of Resp.
Organization Size												
Under 300 FTEs												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	4.1%	2.0%	2.0%	0.0%	2.0%	89.8%	49
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	4.9%	2.4%	0.0%	0.0%	0.0%	92.7%	41
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	95.7%	23
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%	15
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	90.0%	10
Overall	0.0%	0.0%	0.0%	1.7%	1.7%	5.0%	1.7%	1.7%	0.0%	0.0%	88.3%	60
300 to 999 FTEs												
Executive	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%	2.6%	0.0%	0.0%	0.0%	94.7%	38
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	0.0%	3.7%	0.0%	0.0%	0.0%	0.0%	96.3%	27
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	90.9%	11
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%	11
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%	11
Overall	0.0%	0.0%	0.0%	2.4%	0.0%	7.3%	2.4%	0.0%	0.0%	0.0%	87.8%	41
1,000 to 4,999 FTEs												
Executive	1.7%	0.0%	0.0%	0.0%	0.0%	10.3%	3.4%	1.7%	0.0%	0.0%	82.8%	58
Management (Excluding Executives)	3.0%	0.0%	0.0%	0.0%	0.0%	9.1%	3.0%	0.0%	0.0%	0.0%	84.8%	33
Professional/Client Management	5.6%	0.0%	0.0%	0.0%	0.0%	5.6%	5.6%	0.0%	0.0%	0.0%	83.3%	18
Technical/Business Support	7.7%	0.0%	0.0%	0.0%	0.0%	7.7%	7.7%	0.0%	0.0%	0.0%	76.9%	13
Production/Manual Labor	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	81.8%	11
Overall	1.6%	0.0%	0.0%	0.0%	0.0%	9.7%	3.2%	1.6%	0.0%	0.0%	83.9%	62
5,000 FTEs or More												
Executive	0.0%	0.0%	0.0%	0.0%	2.6%	10.3%	2.6%	0.0%	0.0%	2.6%	82.1%	39
Management (Excluding Executives)	0.0%	0.0%	0.0%	0.0%	8.3%	8.3%	4.2%	0.0%	0.0%	4.2%	75.0%	24
Professional/Client Management	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	8.3%	0.0%	0.0%	8.3%	66.7%	12
Technical/Business Support	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	9.1%	81.8%	11
Production/Manual Labor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	11.1%	77.8%	9
Overall	0.0%	0.0%	0.0%	0.0%	5.0%	10.0%	5.0%	0.0%	0.0%	2.5%	77.5%	40

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
Entire Sample Combined			
Executive	66.9%	33.1%	235
Management (Excluding Executives)	82.7%	17.3%	288
Professional/Client Management	89.7%	10.3%	286
Technical/Business Support	94.5%	5.5%	274
Production/Manual Labor	96.6%	3.4%	167
Profit Status			
For-Profit Organizations			
Executive	65.0%	35.0%	203
Management (Excluding Executives)	81.6%	18.4%	253
Professional/Client Management	89.2%	10.8%	251
Technical/Business Support	94.2%	5.8%	240
Production/Manual Labor	96.3%	3.7%	149
Not-For-Profit Organizations			
Executive	78.9%	21.1%	32
Management (Excluding Executives)	90.4%	9.6%	35
Professional/Client Management	93.7%	6.3%	35
Technical/Business Support	96.7%	3.3%	34
Production/Manual Labor	98.5%	1.5%	18
Industry Sector			
Durable Goods Manufacturing			
Executive	64.3%	35.7%	46
Management (Excluding Executives)	82.2%	17.8%	63
Professional/Client Management	90.5%	9.6%	64
Technical/Business Support	95.1%	4.9%	62
Production/Manual Labor	96.9%	3.1%	43
Non-Durable Goods Manufacturing			
Executive	69.2%	30.8%	37
Management (Excluding Executives)	82.3%	17.7%	42
Professional/Client Management	89.8%	10.2%	40
Technical/Business Support	95.7%	4.3%	37
Production/Manual Labor	96.8%	3.2%	30
High Tech			
Executive	70.7%	29.3%	19
Management (Excluding Executives)	81.7%	18.3%	26
Professional/Client Management	86.9%	13.1%	26
Technical/Business Support	92.8%	7.2%	25
Production/Manual Labor	95.6%	4.4%	13

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
Industry Sector (continued)			
Energy			
Executive	64.7%	35.3%	36
Management (Excluding Executives)	79.2%	20.8%	38
Professional/Client Management	86.4%	13.6%	38
Technical/Business Support	90.9%	9.1%	38
Production/Manual Labor	93.4%	6.6%	26
Retail and Wholesale Trade			
Executive	65.7%	34.4%	26
Management (Excluding Executives)	83.2%	16.8%	35
Professional/Client Management	90.4%	9.6%	34
Technical/Business Support	95.4%	4.6%	33
Production/Manual Labor	98.3%	1.7%	26
Services			
Executive	68.6%	31.4%	80
Management (Excluding Executives)	83.8%	16.2%	101
Professional/Client Management	90.1%	9.9%	101
Technical/Business Support	95.0%	5.0%	97
Production/Manual Labor	97.2%	2.8%	55
Health Care			
Executive	---	---	3
Management (Excluding Executives)	89.9%	10.1%	6
Professional/Client Management	97.5%	2.5%	6
Technical/Business Support	99.2%	0.8%	6
Production/Manual Labor	---	---	2
Banking and Finance			
Executive	60.9%	39.1%	23
Management (Excluding Executives)	79.2%	20.8%	26
Professional/Client Management	87.8%	12.3%	26
Technical/Business Support	94.2%	5.8%	25
Production/Manual Labor	---	---	3
Insurance			
Executive	66.1%	33.9%	10
Management (Excluding Executives)	85.4%	14.6%	12
Professional/Client Management	90.8%	9.2%	12
Technical/Business Support	93.2%	6.8%	11
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
Region			
Eastern Canada			
Executive	69.9%	30.1%	35
Management (Excluding Executives)	84.4%	15.6%	40
Professional/Client Management	91.3%	8.8%	39
Technical/Business Support	95.2%	4.8%	38
Production/Manual Labor	98.4%	1.6%	25
Greater Toronto			
Executive	66.5%	33.5%	102
Management (Excluding Executives)	83.0%	17.0%	126
Professional/Client Management	90.1%	9.9%	124
Technical/Business Support	95.1%	4.9%	117
Production/Manual Labor	97.0%	3.1%	68
Other Ontario			
Executive	64.3%	35.7%	24
Management (Excluding Executives)	82.0%	18.1%	36
Professional/Client Management	89.7%	10.3%	36
Technical/Business Support	96.0%	4.0%	33
Production/Manual Labor	96.8%	3.3%	21
Manitoba/Saskatchewan			
Executive	74.6%	25.4%	10
Management (Excluding Executives)	84.1%	15.9%	12
Professional/Client Management	91.8%	8.2%	12
Technical/Business Support	95.4%	4.6%	11
Production/Manual Labor	97.2%	2.8%	5
Alberta			
Executive	63.3%	36.7%	42
Management (Excluding Executives)	80.2%	19.8%	52
Professional/Client Management	87.2%	12.8%	52
Technical/Business Support	91.6%	8.4%	52
Production/Manual Labor	94.0%	6.0%	36
British Columbia			
Executive	70.2%	29.8%	22
Management (Excluding Executives)	84.3%	15.7%	22
Professional/Client Management	89.7%	10.3%	23
Technical/Business Support	94.4%	5.6%	23
Production/Manual Labor	97.7%	2.3%	12

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
Organization Size			
Under 300 FTEs			
Executive	70.9%	29.1%	62
Management (Excluding Executives)	82.0%	18.1%	87
Professional/Client Management	88.9%	11.1%	87
Technical/Business Support	93.8%	6.2%	82
Production/Manual Labor	97.4%	2.6%	43
300 to 999 FTEs			
Executive	68.0%	32.0%	49
Management (Excluding Executives)	82.3%	17.7%	57
Professional/Client Management	87.6%	12.4%	56
Technical/Business Support	94.2%	5.8%	56
Production/Manual Labor	96.0%	4.1%	43
1,000 to 4,999 FTEs			
Executive	63.5%	36.5%	72
Management (Excluding Executives)	82.6%	17.4%	85
Professional/Client Management	90.8%	9.2%	84
Technical/Business Support	95.0%	5.0%	80
Production/Manual Labor	96.8%	3.2%	53
5,000 FTEs or More			
Executive	65.8%	34.2%	52
Management (Excluding Executives)	84.3%	15.7%	59
Professional/Client Management	91.5%	8.5%	59
Technical/Business Support	95.3%	4.7%	56
Production/Manual Labor	95.7%	4.3%	28

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
Entire Sample Combined				
Executive	56.6%	24.8%	18.7%	197
Management (Excluding Executives)	78.4%	15.8%	5.9%	231
Professional/Client Management	88.5%	9.4%	2.0%	224
Technical/Business Support	93.8%	5.1%	1.1%	217
Production/Manual Labor	95.8%	3.2%	1.1%	132
Profit Status				
For-Profit Organizations				
Executive	53.6%	25.6%	20.8%	169
Management (Excluding Executives)	76.9%	16.5%	6.6%	202
Professional/Client Management	88.0%	9.8%	2.3%	195
Technical/Business Support	93.5%	5.3%	1.2%	189
Production/Manual Labor	95.5%	3.4%	1.1%	117
Not-For-Profit Organizations				
Executive	74.9%	19.5%	5.6%	28
Management (Excluding Executives)	88.9%	10.3%	0.9%	29
Professional/Client Management	92.6%	6.9%	0.5%	29
Technical/Business Support	95.9%	3.6%	0.5%	28
Production/Manual Labor	97.6%	1.4%	1.0%	15
Industry Sector				
Durable Goods Manufacturing				
Executive	54.7%	27.7%	17.7%	39
Management (Excluding Executives)	75.8%	17.8%	6.5%	48
Professional/Client Management	89.5%	8.9%	1.6%	47
Technical/Business Support	94.8%	4.5%	0.8%	47
Production/Manual Labor	97.7%	2.3%	0.0%	30
Non-Durable Goods Manufacturing				
Executive	60.0%	21.9%	18.1%	30
Management (Excluding Executives)	78.1%	15.9%	6.0%	32
Professional/Client Management	89.1%	9.4%	1.5%	28
Technical/Business Support	95.3%	4.2%	0.5%	26
Production/Manual Labor	96.7%	3.0%	0.2%	22
High Tech				
Executive	63.3%	22.7%	14.0%	11
Management (Excluding Executives)	74.2%	18.4%	7.4%	15
Professional/Client Management	88.5%	9.8%	1.7%	14
Technical/Business Support	95.1%	4.6%	0.4%	14
Production/Manual Labor	96.9%	2.5%	0.6%	8

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
Industry Sector (continued)				
Energy				
Executive	44.9%	21.9%	33.2%	30
Management (Excluding Executives)	69.1%	15.4%	15.5%	33
Professional/Client Management	80.6%	11.5%	7.9%	33
Technical/Business Support	87.2%	8.1%	4.7%	33
Production/Manual Labor	88.8%	6.1%	5.1%	23
Retail and Wholesale Trade				
Executive	57.4%	26.7%	15.9%	23
Management (Excluding Executives)	81.2%	15.6%	3.2%	31
Professional/Client Management	90.8%	9.0%	0.2%	30
Technical/Business Support	95.6%	4.4%	0.0%	30
Production/Manual Labor	98.4%	1.6%	0.0%	23
Services				
Executive	60.6%	24.1%	15.3%	66
Management (Excluding Executives)	81.6%	14.9%	3.5%	78
Professional/Client Management	90.4%	8.7%	0.9%	78
Technical/Business Support	95.1%	4.5%	0.4%	75
Production/Manual Labor	96.8%	2.7%	0.5%	44
Health Care				
Executive	---	---	---	1
Management (Excluding Executives)	---	---	---	3
Professional/Client Management	---	---	---	3
Technical/Business Support	---	---	---	3
Production/Manual Labor	---	---	---	1
Banking and Finance				
Executive	54.8%	29.4%	15.8%	20
Management (Excluding Executives)	76.2%	20.2%	3.6%	24
Professional/Client Management	86.3%	12.9%	0.8%	23
Technical/Business Support	93.9%	5.9%	0.2%	22
Production/Manual Labor	---	---	---	4
Insurance				
Executive	60.0%	28.6%	11.4%	9
Management (Excluding Executives)	84.4%	15.1%	0.6%	11
Professional/Client Management	90.7%	9.1%	0.2%	11
Technical/Business Support	94.0%	6.0%	0.0%	11
Production/Manual Labor	---	---	---	4

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
Region				
Eastern Canada				
Executive	64.0%	25.6%	10.5%	28
Management (Excluding Executives)	82.5%	15.0%	2.6%	33
Professional/Client Management	91.2%	7.9%	0.9%	31
Technical/Business Support	95.9%	3.3%	0.8%	30
Production/Manual Labor	98.0%	1.3%	0.7%	21
Greater Toronto				
Executive	55.6%	26.4%	18.0%	84
Management (Excluding Executives)	78.9%	17.2%	4.0%	99
Professional/Client Management	89.2%	9.9%	0.8%	95
Technical/Business Support	95.1%	4.7%	0.3%	92
Production/Manual Labor	97.4%	2.5%	0.1%	53
Other Ontario				
Executive	59.4%	25.8%	14.8%	21
Management (Excluding Executives)	78.7%	16.2%	5.1%	28
Professional/Client Management	89.6%	8.9%	1.6%	27
Technical/Business Support	95.0%	4.5%	0.5%	25
Production/Manual Labor	96.0%	3.8%	0.3%	15
Manitoba/Saskatchewan				
Executive	77.1%	21.6%	1.3%	8
Management (Excluding Executives)	83.2%	16.8%	0.0%	9
Professional/Client Management	91.5%	8.5%	0.0%	9
Technical/Business Support	95.3%	4.8%	0.0%	8
Production/Manual Labor	---	---	---	4
Alberta				
Executive	47.2%	23.2%	29.6%	39
Management (Excluding Executives)	72.2%	14.0%	13.8%	46
Professional/Client Management	83.6%	10.3%	6.1%	46
Technical/Business Support	89.1%	7.3%	3.5%	46
Production/Manual Labor	90.7%	5.7%	3.6%	31
British Columbia				
Executive	57.5%	18.9%	23.5%	17
Management (Excluding Executives)	81.4%	12.4%	6.2%	16
Professional/Client Management	90.2%	8.2%	1.6%	16
Technical/Business Support	93.3%	5.5%	1.3%	16
Production/Manual Labor	97.1%	2.3%	0.6%	8

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
Organization Size				
Under 300 FTEs				
Executive	66.0%	22.2%	11.9%	51
Management (Excluding Executives)	80.7%	15.3%	3.9%	67
Professional/Client Management	89.0%	9.3%	1.7%	66
Technical/Business Support	94.2%	5.0%	0.8%	63
Production/Manual Labor	97.5%	2.1%	0.3%	30
300 to 999 FTEs				
Executive	56.2%	24.6%	19.2%	42
Management (Excluding Executives)	76.6%	16.7%	6.8%	46
Professional/Client Management	85.1%	11.8%	3.1%	45
Technical/Business Support	92.7%	5.6%	1.7%	45
Production/Manual Labor	94.6%	3.5%	1.9%	35
1,000 to 4,999 FTEs				
Executive	52.6%	28.4%	19.1%	59
Management (Excluding Executives)	77.5%	17.0%	5.5%	64
Professional/Client Management	89.5%	8.6%	1.9%	62
Technical/Business Support	94.1%	4.7%	1.2%	60
Production/Manual Labor	96.2%	2.8%	1.0%	42
5,000 FTEs or More				
Executive	51.6%	23.1%	25.3%	45
Management (Excluding Executives)	78.1%	14.1%	7.8%	54
Professional/Client Management	89.8%	8.4%	1.8%	51
Technical/Business Support	93.8%	5.3%	0.9%	49
Production/Manual Labor	94.5%	4.5%	1.0%	25

Target Total Reward Mix

Total Reward

TARGET MIX OF ELEMENTS COMPRISING TOTAL REWARD

	% Base Salary	% Short-Term Incentive	% Long-Term Incentive	% Benefits	# of Responses
Entire Sample Combined					
Executive	52.1%	21.5%	15.7%	10.7%	121
Management (Excluding Executives)	69.2%	13.2%	5.3%	12.3%	140
Professional/Client Management	77.3%	8.1%	2.1%	12.6%	139
Technical/Business Support	80.8%	4.3%	1.5%	13.4%	136
Production/Manual Labor	83.8%	2.7%	0.9%	12.5%	88
Profit Status					
For-Profit Organizations					
Executive	48.9%	22.7%	18.6%	9.8%	96
Management (Excluding Executives)	67.7%	14.5%	6.3%	11.5%	114
Professional/Client Management	77.0%	8.8%	2.4%	11.8%	113
Technical/Business Support	80.9%	4.7%	1.7%	12.6%	111
Production/Manual Labor	83.8%	3.0%	0.9%	12.3%	74
Not-For-Profit Organizations					
Executive	64.2%	16.6%	4.9%	14.2%	25
Management (Excluding Executives)	75.9%	7.6%	1.0%	15.6%	26
Professional/Client Management	78.4%	4.9%	0.6%	16.1%	26
Technical/Business Support	80.4%	2.4%	0.6%	16.6%	25
Production/Manual Labor	84.0%	1.0%	1.1%	14.0%	14
Industry Sector					
Durable Goods Manufacturing					
Executive	50.6%	23.9%	15.0%	10.6%	23
Management (Excluding Executives)	67.5%	14.0%	6.8%	11.8%	27
Professional/Client Management	78.9%	6.4%	2.4%	12.3%	27
Technical/Business Support	81.3%	3.1%	2.3%	13.3%	28
Production/Manual Labor	86.6%	1.7%	0.3%	11.5%	18
Non-Durable Goods Manufacturing					
Executive	51.1%	20.2%	17.2%	11.5%	17
Management (Excluding Executives)	68.1%	13.8%	5.8%	12.3%	18
Professional/Client Management	76.5%	8.3%	2.4%	12.8%	17
Technical/Business Support	81.9%	3.5%	1.5%	13.1%	16
Production/Manual Labor	84.1%	2.7%	0.4%	12.8%	14
High Tech					
Executive	68.4%	15.6%	9.0%	7.1%	6
Management (Excluding Executives)	76.4%	11.9%	5.2%	6.4%	8
Professional/Client Management	83.1%	7.8%	2.6%	6.6%	8
Technical/Business Support	86.9%	3.4%	0.5%	9.2%	9
Production/Manual Labor	89.1%	1.5%	0.9%	8.5%	5

Table continues on next page.

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
Industry Sector (continued)					
Energy					
Executive	44.9%	17.8%	26.3%	10.9%	21
Management (Excluding Executives)	60.6%	12.8%	13.1%	13.4%	24
Professional/Client Management	70.4%	9.8%	4.8%	15.1%	24
Technical/Business Support	74.7%	5.7%	3.8%	15.8%	24
Production/Manual Labor	77.2%	4.6%	2.8%	15.4%	18
Retail and Wholesale Trade					
Executive	53.8%	22.6%	12.2%	11.4%	10
Management (Excluding Executives)	68.4%	15.7%	2.2%	13.7%	13
Professional/Client Management	79.5%	8.5%	0.5%	11.5%	13
Technical/Business Support	82.9%	4.2%	0.0%	12.9%	14
Production/Manual Labor	87.6%	1.4%	0.0%	11.1%	11
Services					
Executive	55.8%	21.5%	12.5%	10.3%	44
Management (Excluding Executives)	74.3%	12.3%	2.5%	10.8%	49
Professional/Client Management	80.5%	7.4%	1.1%	10.9%	49
Technical/Business Support	83.6%	3.8%	0.6%	12.0%	47
Production/Manual Labor	85.7%	2.2%	0.7%	11.5%	31
Health Care					
Executive	---	---	---	---	2
Management (Excluding Executives)	---	---	---	---	3
Professional/Client Management	---	---	---	---	3
Technical/Business Support	---	---	---	---	3
Production/Manual Labor	---	---	---	---	1
Banking and Finance					
Executive	49.7%	28.5%	12.7%	9.1%	9
Management (Excluding Executives)	66.3%	19.2%	2.8%	11.7%	12
Professional/Client Management	74.9%	11.0%	1.1%	13.0%	12
Technical/Business Support	80.5%	4.9%	0.4%	14.3%	11
Production/Manual Labor	---	---	---	---	2
Insurance					
Executive	---	---	---	---	4
Management (Excluding Executives)	75.6%	13.6%	0.0%	10.8%	6
Professional/Client Management	79.9%	9.5%	0.0%	10.5%	6
Technical/Business Support	82.2%	7.7%	0.0%	10.1%	6
Production/Manual Labor	---	---	---	---	2

Table continues on next page.

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
Region					
Eastern Canada					
Executive	58.0%	21.1%	7.5%	13.4%	20
Management (Excluding Executives)	73.6%	10.2%	2.3%	13.9%	22
Professional/Client Management	78.6%	5.8%	1.1%	14.5%	21
Technical/Business Support	81.2%	2.3%	1.0%	15.6%	21
Production/Manual Labor	83.3%	1.1%	1.1%	14.5%	14
Greater Toronto					
Executive	51.1%	24.0%	15.4%	9.4%	50
Management (Excluding Executives)	70.5%	15.1%	3.3%	11.2%	58
Professional/Client Management	79.2%	8.6%	1.2%	11.0%	58
Technical/Business Support	82.9%	4.3%	0.7%	12.1%	57
Production/Manual Labor	86.9%	2.2%	0.3%	10.6%	36
Other Ontario					
Executive	47.6%	22.7%	16.2%	13.6%	10
Management (Excluding Executives)	67.2%	12.9%	5.8%	14.2%	12
Professional/Client Management	76.3%	6.4%	2.9%	14.4%	12
Technical/Business Support	80.1%	3.4%	2.1%	14.5%	11
Production/Manual Labor	83.5%	2.4%	0.0%	14.1%	8
Manitoba/Saskatchewan					
Executive	66.6%	16.0%	1.4%	16.0%	7
Management (Excluding Executives)	71.9%	12.4%	2.5%	13.3%	8
Professional/Client Management	76.3%	7.6%	2.5%	13.6%	8
Technical/Business Support	76.9%	5.1%	3.6%	14.5%	7
Production/Manual Labor	---	---	---	---	3
Alberta					
Executive	44.5%	21.1%	24.9%	9.6%	24
Management (Excluding Executives)	61.7%	13.6%	12.0%	12.8%	30
Professional/Client Management	72.2%	9.4%	4.4%	14.1%	30
Technical/Business Support	76.4%	5.8%	3.2%	14.7%	30
Production/Manual Labor	77.9%	5.2%	2.5%	14.5%	20
British Columbia					
Executive	57.7%	12.7%	21.3%	8.3%	10
Management (Excluding Executives)	74.8%	9.4%	5.2%	10.6%	10
Professional/Client Management	80.8%	8.1%	0.5%	10.6%	10
Technical/Business Support	85.2%	4.2%	0.5%	10.1%	10
Production/Manual Labor	87.5%	2.1%	0.7%	9.8%	7

Table continues on next page.

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
Organization Size					
Under 300 FTEs					
Executive	62.3%	17.9%	10.3%	9.4%	34
Management (Excluding Executives)	71.6%	13.8%	3.6%	11.0%	40
Professional/Client Management	78.2%	8.9%	2.1%	10.8%	40
Technical/Business Support	82.2%	4.3%	1.0%	12.5%	40
Production/Manual Labor	88.3%	1.8%	0.5%	9.4%	22
300 to 999 FTEs					
Executive	47.7%	24.2%	16.1%	12.1%	26
Management (Excluding Executives)	66.2%	14.2%	6.6%	13.1%	31
Professional/Client Management	75.5%	8.9%	2.1%	13.5%	31
Technical/Business Support	80.5%	4.0%	1.7%	13.7%	31
Production/Manual Labor	82.0%	3.0%	1.5%	13.5%	26
1,000 to 4,999 FTEs					
Executive	50.0%	23.7%	14.4%	11.9%	32
Management (Excluding Executives)	69.2%	13.0%	4.5%	13.3%	35
Professional/Client Management	76.6%	7.1%	2.2%	14.2%	34
Technical/Business Support	78.7%	4.6%	2.0%	14.8%	33
Production/Manual Labor	82.4%	2.7%	0.6%	14.3%	25
5,000 FTEs or More					
Executive	46.4%	20.6%	23.2%	9.8%	29
Management (Excluding Executives)	69.2%	12.0%	6.9%	12.0%	34
Professional/Client Management	78.5%	7.4%	1.9%	12.3%	34
Technical/Business Support	81.6%	4.2%	1.6%	12.7%	32
Production/Manual Labor	82.9%	3.6%	1.1%	12.4%	15

Policies and Practices

Policies and Practices

Starting Salaries for Recent Graduates

Organizations reported starting salaries paid annually to 2015 graduates who met the minimum requirements of the job, and had limited or no experience.

Community College/Institute of Technology

AVERAGE STARTING SALARY PAID TO GRADUATES OF BUSINESS PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	10	\$36,500	\$42,650	\$56,450	\$44,789
Montreal	12	\$38,250	\$40,000	\$45,825	\$42,992
Other Quebec	9	\$36,500	\$40,000	\$52,800	\$43,929
Toronto	31	\$37,000	\$40,000	\$47,000	\$42,228
SW Ontario	10	\$35,750	\$41,218	\$47,875	\$42,604
Other Ontario	14	\$37,750	\$45,650	\$51,400	\$45,332
Manitoba	8	\$32,400	\$38,000	\$45,825	\$40,294
Saskatchewan	10	\$33,841	\$42,650	\$50,108	\$43,371
Calgary	22	\$39,785	\$45,650	\$58,550	\$47,777
Edmonton	14	\$39,500	\$44,288	\$51,775	\$44,965
Northern Alberta	10	\$38,000	\$50,800	\$58,800	\$48,994
Other Alberta	9	\$36,000	\$46,000	\$59,250	\$47,505
Vancouver	20	\$38,000	\$40,590	\$45,525	\$41,591
Other BC	9	\$40,000	\$45,000	\$54,500	\$45,971
Territories	4	---	\$40,845	---	\$43,423
All Canada	56	\$38,083	\$45,000	\$50,000	\$45,128

Policies and Practices

Starting Salaries for Recent Graduates (continued)

Community College/Institute of Technology (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF CHEMICAL AND METALLURGICAL PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	3	---	---	---	---
Montreal	5	\$43,803	\$55,000	\$65,800	\$54,841
Other Quebec	4	---	\$53,450	---	\$54,802
Toronto	7	\$42,435	\$51,000	\$61,600	\$51,815
SW Ontario	5	\$43,868	\$58,790	\$65,800	\$55,625
Other Ontario	5	\$43,868	\$49,120	\$65,800	\$53,691
Manitoba	2	---	---	---	---
Saskatchewan	6	\$50,239	\$61,480	\$70,625	\$60,441
Calgary	5	\$48,038	\$52,500	\$65,800	\$56,035
Edmonton	5	\$46,392	\$50,500	\$65,800	\$54,977
Northern Alberta	6	\$54,450	\$64,836	\$70,625	\$62,495
Other Alberta	4	---	\$65,800	---	\$62,350
Vancouver	5	\$43,868	\$51,885	\$63,000	\$53,124
Other BC	3	---	---	---	---
Territories	2	---	---	---	---
All Canada	20	\$47,892	\$52,935	\$60,898	\$54,555

Policies and Practices

Starting Salaries for Recent Graduates (continued)

Community College/Institute of Technology (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF CIVIL AND STRUCTURAL PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	5	\$45,150	\$61,600	\$69,200	\$58,060
Montreal	5	\$43,803	\$55,000	\$65,800	\$54,841
Other Quebec	4	---	\$53,450	---	\$54,802
Toronto	3	---	---	---	---
SW Ontario	3	---	---	---	---
Other Ontario	4	---	\$55,360	---	\$56,505
Manitoba	2	---	---	---	---
Saskatchewan	5	\$48,593	\$57,960	\$67,500	\$58,029
Calgary	4	---	\$57,050	---	\$57,350
Edmonton	5	\$46,392	\$50,500	\$65,800	\$54,977
Northern Alberta	5	\$51,400	\$61,600	\$69,036	\$60,494
Other Alberta	3	---	---	---	---
Vancouver	4	---	\$53,943	---	\$55,796
Other BC	2	---	---	---	---
Territories	2	---	---	---	---
All Canada	15	\$47,483	\$55,000	\$65,000	\$55,775

Policies and Practices

Starting Salaries for Recent Graduates (continued)

Community College/Institute of Technology (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF COMPUTER PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	8	\$41,032	\$50,150	\$58,900	\$49,728
Montreal	9	\$39,800	\$45,300	\$55,050	\$46,923
Other Quebec	6	\$40,000	\$43,803	\$56,700	\$47,201
Toronto	17	\$39,500	\$41,000	\$53,300	\$45,943
SW Ontario	6	\$39,250	\$43,868	\$56,700	\$46,723
Other Ontario	10	\$40,000	\$45,650	\$56,700	\$47,558
Manitoba	5	\$41,500	\$45,300	\$53,000	\$46,860
Saskatchewan	8	\$41,140	\$45,650	\$56,703	\$47,704
Calgary	12	\$43,575	\$51,638	\$61,500	\$51,626
Edmonton	9	\$45,650	\$50,500	\$61,000	\$52,379
Northern Alberta	8	\$45,475	\$56,550	\$61,500	\$53,925
Other Alberta	5	\$42,650	\$46,000	\$57,800	\$49,380
Vancouver	13	\$40,000	\$40,520	\$48,000	\$44,097
Other BC	6	\$40,000	\$41,218	\$48,975	\$44,623
Territories	3	---	---	---	---
All Canada	41	\$40,000	\$45,300	\$55,878	\$47,661

Policies and Practices

Starting Salaries for Recent Graduates (continued)

Community College/Institute of Technology (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF DRAFTING PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	4	---	\$46,190	---	\$45,745
Montreal	5	\$43,803	\$46,000	\$55,050	\$48,741
Other Quebec	3	---	---	---	---
Toronto	3	---	---	---	---
SW Ontario	3	---	---	---	---
Other Ontario	5	\$45,650	\$49,120	\$57,863	\$51,229
Manitoba	2	---	---	---	---
Saskatchewan	4	---	\$45,650	---	\$49,205
Calgary	4	---	\$49,250	---	\$49,850
Edmonton	6	\$45,825	\$48,992	\$57,200	\$51,147
Northern Alberta	4	---	\$50,800	---	\$51,100
Other Alberta	3	---	---	---	---
Vancouver	3	---	---	---	---
Other BC	1	---	---	---	---
Territories	1	---	---	---	---
All Canada	15	\$42,306	\$47,483	\$57,313	\$49,445

Policies and Practices

Starting Salaries for Recent Graduates (continued)

Community College/Institute of Technology (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF ELECTRICAL AND ELECTRONIC PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	5	\$44,251	\$55,000	\$63,800	\$54,220
Montreal	7	\$45,300	\$54,500	\$61,600	\$52,958
Other Quebec	5	\$41,153	\$45,300	\$63,800	\$51,041
Toronto	10	\$43,975	\$50,000	\$61,825	\$52,240
SW Ontario	4	---	\$59,316	---	\$57,483
Other Ontario	7	\$45,300	\$49,120	\$61,600	\$52,592
Manitoba	4	---	\$47,500	---	\$51,575
Saskatchewan	6	\$44,068	\$48,943	\$65,250	\$52,426
Calgary	7	\$46,000	\$50,776	\$61,600	\$53,025
Edmonton	7	\$46,000	\$49,000	\$61,600	\$52,269
Northern Alberta	6	\$45,825	\$59,550	\$66,518	\$57,412
Other Alberta	5	\$45,650	\$49,000	\$63,800	\$53,580
Vancouver	6	\$43,975	\$48,943	\$57,750	\$50,698
Other BC	4	---	\$52,650	---	\$52,825
Territories	2	---	---	---	---
All Canada	25	\$45,650	\$50,776	\$60,000	\$52,332

Policies and Practices

Starting Salaries for Recent Graduates (continued)

Community College/Institute of Technology (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF FORESTRY PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	2	---	---	---	---
Montreal	2	---	---	---	---
Other Quebec	2	---	---	---	---
Toronto	1	---	---	---	---
SW Ontario	1	---	---	---	---
Other Ontario	1	---	---	---	---
Manitoba	1	---	---	---	---
Saskatchewan	1	---	---	---	---
Calgary	1	---	---	---	---
Edmonton	2	---	---	---	---
Northern Alberta	1	---	---	---	---
Other Alberta	1	---	---	---	---
Vancouver	2	---	---	---	---
Other BC	1	---	---	---	---
Territories	1	---	---	---	---
All Canada	5	\$41,922	\$45,300	\$48,860	\$45,373

Policies and Practices

Starting Salaries for Recent Graduates (continued)

Community College/Institute of Technology (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF MECHANICAL PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	5	\$42,826	\$55,000	\$63,800	\$53,650
Montreal	6	\$44,552	\$50,250	\$62,700	\$52,618
Other Quebec	5	\$42,153	\$45,300	\$63,800	\$51,441
Toronto	9	\$45,150	\$50,000	\$62,050	\$52,422
SW Ontario	4	---	\$60,156	---	\$57,903
Other Ontario	6	\$45,825	\$54,623	\$62,700	\$54,691
Manitoba	4	---	\$47,500	---	\$51,575
Saskatchewan	6	\$45,825	\$58,443	\$67,625	\$57,781
Calgary	8	\$45,475	\$49,888	\$59,325	\$52,022
Edmonton	7	\$46,000	\$49,000	\$61,600	\$52,269
Northern Alberta	7	\$46,000	\$61,600	\$68,072	\$59,567
Other Alberta	6	\$45,825	\$55,300	\$67,625	\$56,733
Vancouver	6	\$45,525	\$48,943	\$57,750	\$51,631
Other BC	3	---	---	---	---
Territories	2	---	---	---	---
All Canada	24	\$45,700	\$50,388	\$61,200	\$53,261

Policies and Practices

Starting Salaries for Recent Graduates (continued)

Community College/Institute of Technology (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF OIL, GAS AND PETROLEUM PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	4	---	\$61,800	---	\$58,725
Montreal	3	---	---	---	---
Other Quebec	3	---	---	---	---
Toronto	3	---	---	---	---
SW Ontario	3	---	---	---	---
Other Ontario	3	---	---	---	---
Manitoba	2	---	---	---	---
Saskatchewan	3	---	---	---	---
Calgary	9	\$51,638	\$62,000	\$65,500	\$59,775
Edmonton	4	---	\$56,050	---	\$55,850
Northern Alberta	7	\$57,500	\$64,800	\$70,000	\$62,529
Other Alberta	6	\$57,525	\$63,500	\$67,625	\$62,067
Vancouver	2	---	---	---	---
Other BC	3	---	---	---	---
Territories	2	---	---	---	---
All Canada	10	\$52,819	\$63,400	\$67,000	\$61,148

Policies and Practices

Starting Salaries for Recent Graduates (continued)

University Graduates - General Degrees

AVERAGE STARTING SALARY PAID TO GRADUATES OF BA PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	14	\$40,000	\$45,647	\$60,250	\$48,983
Montreal	22	\$40,000	\$47,350	\$55,011	\$48,694
Other Quebec	13	\$40,000	\$46,000	\$57,521	\$48,454
Toronto	36	\$40,000	\$45,000	\$50,750	\$46,745
SW Ontario	15	\$40,000	\$45,300	\$60,000	\$48,237
Other Ontario	16	\$40,500	\$47,708	\$55,381	\$48,789
Manitoba	13	\$40,000	\$45,300	\$57,500	\$47,492
Saskatchewan	15	\$43,000	\$53,006	\$60,000	\$52,226
Calgary	26	\$43,750	\$50,899	\$60,550	\$51,738
Edmonton	18	\$43,750	\$52,223	\$60,550	\$51,942
Northern Alberta	12	\$45,329	\$57,500	\$63,423	\$54,301
Other Alberta	12	\$45,329	\$57,500	\$63,175	\$54,243
Vancouver	22	\$40,795	\$45,358	\$53,505	\$48,265
Other BC	11	\$42,435	\$45,416	\$60,000	\$49,377
Territories	7	\$40,000	\$45,300	\$50,000	\$45,301
All Canada	63	\$41,000	\$48,700	\$55,472	\$49,164

Policies and Practices

Starting Salaries for Recent Graduates (continued)

University Graduates - General Degrees (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF BSC PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	14	\$40,000	\$50,150	\$70,875	\$54,720
Montreal	18	\$40,000	\$49,350	\$56,532	\$52,075
Other Quebec	12	\$41,049	\$53,750	\$71,500	\$55,218
Toronto	27	\$40,973	\$45,000	\$60,000	\$51,627
SW Ontario	13	\$40,500	\$45,300	\$68,000	\$52,513
Other Ontario	16	\$42,109	\$51,250	\$59,618	\$53,265
Manitoba	13	\$40,000	\$55,000	\$70,450	\$54,955
Saskatchewan	15	\$45,300	\$58,770	\$75,000	\$59,215
Calgary	28	\$45,075	\$55,801	\$78,590	\$60,385
Edmonton	17	\$40,809	\$54,445	\$68,000	\$54,910
Northern Alberta	14	\$45,387	\$61,496	\$80,259	\$62,986
Other Alberta	16	\$47,812	\$63,450	\$78,590	\$63,346
Vancouver	20	\$42,826	\$45,358	\$60,000	\$52,514
Other BC	14	\$44,359	\$48,958	\$70,875	\$55,440
Territories	8	\$40,000	\$45,358	\$70,000	\$52,091
All Canada	59	\$44,133	\$52,500	\$65,900	\$56,660

Policies and Practices

Starting Salaries for Recent Graduates (continued)

University Graduates - General Degrees (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF BCOMM PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	16	\$40,442	\$53,050	\$63,625	\$52,704
Montreal	20	\$41,000	\$49,350	\$55,032	\$49,607
Other Quebec	13	\$42,098	\$50,000	\$58,550	\$50,888
Toronto	33	\$40,000	\$45,000	\$56,500	\$49,222
SW Ontario	15	\$40,000	\$45,300	\$60,000	\$48,810
Other Ontario	19	\$42,000	\$50,000	\$58,000	\$50,770
Manitoba	13	\$42,000	\$50,000	\$65,450	\$52,884
Saskatchewan	16	\$45,329	\$56,885	\$65,675	\$55,630
Calgary	31	\$45,416	\$60,400	\$66,300	\$57,416
Edmonton	18	\$44,155	\$54,723	\$64,175	\$53,638
Northern Alberta	16	\$46,562	\$62,946	\$66,225	\$58,590
Other Alberta	18	\$48,854	\$64,450	\$66,375	\$59,339
Vancouver	20	\$42,826	\$47,708	\$60,750	\$51,128
Other BC	15	\$45,000	\$55,000	\$66,000	\$54,923
Territories	7	\$40,000	\$45,300	\$50,000	\$46,015
All Canada	69	\$43,294	\$51,798	\$63,563	\$53,094

Policies and Practices

Starting Salaries for Recent Graduates (continued)

University Graduates - Master's Degrees

AVERAGE STARTING SALARY PAID TO GRADUATES OF MA PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	9	\$49,250	\$61,000	\$69,000	\$60,266
Montreal	14	\$50,469	\$57,521	\$67,250	\$58,991
Other Quebec	8	\$50,156	\$54,521	\$66,250	\$58,396
Toronto	19	\$50,000	\$54,000	\$68,000	\$57,301
SW Ontario	9	\$46,450	\$54,000	\$68,000	\$57,569
Other Ontario	9	\$50,145	\$55,000	\$68,492	\$58,856
Manitoba	7	\$48,500	\$54,000	\$61,000	\$56,184
Saskatchewan	8	\$48,875	\$52,895	\$59,500	\$55,411
Calgary	14	\$50,967	\$56,543	\$64,840	\$57,754
Edmonton	10	\$53,447	\$58,000	\$68,000	\$60,361
Northern Alberta	9	\$52,895	\$61,000	\$69,478	\$61,583
Other Alberta	7	\$51,789	\$55,000	\$68,000	\$59,756
Vancouver	12	\$52,092	\$57,500	\$67,750	\$59,310
Other BC	7	\$48,500	\$53,000	\$61,000	\$55,818
Territories	4	---	\$52,895	---	\$58,572
All Canada	33	\$50,500	\$60,000	\$68,000	\$59,273

Policies and Practices

Starting Salaries for Recent Graduates (continued)

University Graduates - Master's Degrees (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF MSC PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	9	\$49,250	\$61,000	\$76,750	\$64,055
Montreal	12	\$50,156	\$56,021	\$65,500	\$60,322
Other Quebec	8	\$50,156	\$56,021	\$76,000	\$61,646
Toronto	17	\$50,000	\$57,000	\$77,500	\$61,278
SW Ontario	8	\$45,425	\$54,395	\$76,000	\$59,516
Other Ontario	10	\$50,967	\$56,000	\$71,988	\$61,071
Manitoba	6	\$50,967	\$56,000	\$68,250	\$60,548
Saskatchewan	6	\$50,967	\$56,000	\$68,250	\$60,548
Calgary	16	\$55,000	\$62,893	\$84,385	\$67,765
Edmonton	10	\$54,197	\$59,000	\$81,920	\$64,629
Northern Alberta	11	\$55,000	\$70,956	\$84,680	\$70,130
Other Alberta	10	\$54,197	\$66,750	\$86,000	\$69,079
Vancouver	10	\$50,967	\$56,000	\$63,750	\$59,072
Other BC	8	\$49,322	\$55,000	\$69,625	\$59,528
Territories	4	---	\$54,395	---	\$61,822
All Canada	33	\$53,500	\$65,000	\$80,000	\$65,470

Policies and Practices

Starting Salaries for Recent Graduates (continued)

University Graduates - Master's Degrees (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF MBA PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	9	\$49,250	\$61,000	\$69,000	\$60,933
Montreal	15	\$50,625	\$60,000	\$68,000	\$60,125
Other Quebec	8	\$50,156	\$57,521	\$66,250	\$59,146
Toronto	19	\$50,000	\$60,000	\$68,000	\$59,722
SW Ontario	9	\$46,450	\$60,000	\$68,000	\$58,236
Other Ontario	9	\$50,145	\$60,000	\$68,492	\$59,523
Manitoba	7	\$51,789	\$60,000	\$80,000	\$63,756
Saskatchewan	6	\$50,967	\$57,500	\$65,750	\$59,382
Calgary	16	\$55,000	\$60,500	\$71,375	\$63,109
Edmonton	10	\$54,197	\$60,500	\$68,000	\$60,961
Northern Alberta	11	\$55,000	\$68,000	\$78,000	\$65,993
Other Alberta	7	\$51,789	\$60,000	\$68,000	\$60,613
Vancouver	10	\$50,967	\$57,500	\$64,500	\$58,672
Other BC	7	\$48,500	\$53,000	\$61,000	\$56,675
Territories	4	---	\$55,895	---	\$60,072
All Canada	34	\$54,250	\$63,900	\$70,000	\$63,424

Policies and Practices

Starting Salaries for Recent Graduates (continued)

Engineering Degrees

AVERAGE STARTING SALARY PAID TO GRADUATES OF CIVIL PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	9	\$57,200	\$68,400	\$77,750	\$67,256
Montreal	6	\$52,416	\$60,850	\$76,625	\$63,404
Other Quebec	4	---	\$70,000	---	\$68,305
Toronto	8	\$57,900	\$66,350	\$78,875	\$66,450
SW Ontario	7	\$64,500	\$72,790	\$80,000	\$69,599
Other Ontario	6	\$52,529	\$66,350	\$76,625	\$64,562
Manitoba	4	---	\$79,650	---	\$76,575
Saskatchewan	8	\$64,625	\$76,030	\$79,956	\$72,985
Calgary	15	\$65,000	\$75,800	\$82,300	\$75,320
Edmonton	11	\$65,000	\$75,500	\$80,000	\$74,011
Northern Alberta	9	\$70,250	\$80,000	\$81,357	\$77,074
Other Alberta	9	\$73,900	\$75,800	\$80,000	\$76,156
Vancouver	5	\$62,250	\$75,800	\$81,250	\$72,560
Other BC	5	\$69,750	\$75,800	\$81,250	\$75,560
Territories	1	---	---	---	---
All Canada	27	\$57,419	\$72,760	\$79,823	\$69,267

Policies and Practices

Starting Salaries for Recent Graduates (continued)

Engineering Degrees (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF STRUCTURAL PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	7	\$50,000	\$75,000	\$80,000	\$67,486
Montreal	6	\$52,416	\$61,600	\$76,625	\$63,654
Other Quebec	3	---	---	---	---
Toronto	6	\$59,300	\$71,850	\$80,625	\$70,567
SW Ontario	5	\$70,495	\$75,500	\$81,250	\$75,798
Other Ontario	5	\$60,736	\$68,200	\$77,750	\$69,034
Manitoba	4	---	\$79,650	---	\$76,950
Saskatchewan	8	\$65,250	\$76,030	\$79,956	\$73,173
Calgary	14	\$73,129	\$79,650	\$82,750	\$77,485
Edmonton	10	\$69,336	\$75,650	\$80,625	\$75,062
Northern Alberta	9	\$75,650	\$80,000	\$83,000	\$79,296
Other Alberta	9	\$73,900	\$75,800	\$80,000	\$76,322
Vancouver	5	\$63,000	\$75,800	\$81,250	\$72,860
Other BC	4	---	\$77,900	---	\$78,325
Territories	1	---	---	---	---
All Canada	24	\$59,314	\$73,717	\$80,000	\$71,380

Policies and Practices

Starting Salaries for Recent Graduates (continued)

Engineering Degrees (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF ELECTRICAL AND ELECTRONIC PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	9	\$55,000	\$68,400	\$77,750	\$66,944
Montreal	9	\$53,861	\$55,000	\$70,750	\$60,825
Other Quebec	6	\$54,555	\$62,563	\$76,625	\$64,808
Toronto	9	\$56,100	\$62,000	\$77,750	\$65,611
SW Ontario	6	\$65,725	\$74,145	\$80,625	\$72,515
Other Ontario	6	\$55,354	\$65,500	\$76,625	\$66,162
Manitoba	5	\$60,500	\$79,300	\$81,250	\$72,560
Saskatchewan	10	\$58,750	\$69,380	\$79,867	\$69,538
Calgary	16	\$61,250	\$74,369	\$81,725	\$72,314
Edmonton	11	\$65,000	\$72,800	\$80,000	\$72,257
Northern Alberta	8	\$68,375	\$80,000	\$81,928	\$76,171
Other Alberta	10	\$63,250	\$75,250	\$80,000	\$71,810
Vancouver	6	\$55,000	\$63,000	\$80,625	\$66,417
Other BC	6	\$58,750	\$70,000	\$80,625	\$69,583
Territories	2	---	---	---	---
All Canada	34	\$56,141	\$65,500	\$76,450	\$67,002

Policies and Practices

Starting Salaries for Recent Graduates (continued)

Engineering Degrees (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF COMPUTER PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	6	\$47,500	\$55,549	\$77,250	\$59,850
Montreal	7	\$50,000	\$54,500	\$66,000	\$56,632
Other Quebec	4	---	\$56,673	---	\$57,212
Toronto	11	\$43,700	\$55,000	\$75,500	\$58,627
SW Ontario	5	\$41,850	\$72,790	\$79,000	\$62,898
Other Ontario	6	\$42,775	\$60,236	\$68,375	\$57,612
Manitoba	6	\$42,250	\$65,960	\$80,100	\$62,787
Saskatchewan	10	\$53,328	\$65,460	\$79,431	\$63,831
Calgary	11	\$60,000	\$66,000	\$82,300	\$68,152
Edmonton	6	\$53,064	\$70,750	\$84,414	\$68,596
Northern Alberta	6	\$58,750	\$70,750	\$84,414	\$69,859
Other Alberta	6	\$59,440	\$70,750	\$80,100	\$68,203
Vancouver	5	\$47,500	\$55,000	\$74,250	\$59,700
Other BC	3	---	---	---	---
Territories	1	---	---	---	---
All Canada	28	\$53,666	\$58,710	\$74,823	\$62,654

Policies and Practices

Starting Salaries for Recent Graduates (continued)

Engineering Degrees (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF CHEMICAL PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	6	\$70,000	\$77,560	\$80,625	\$74,603
Montreal	7	\$53,221	\$57,200	\$79,620	\$64,506
Other Quebec	5	\$59,111	\$75,500	\$79,810	\$70,668
Toronto	9	\$62,000	\$70,000	\$79,810	\$70,313
SW Ontario	6	\$70,593	\$77,560	\$80,625	\$75,735
Other Ontario	6	\$61,868	\$70,250	\$79,715	\$69,932
Manitoba	5	\$79,460	\$80,000	\$81,446	\$80,362
Saskatchewan	10	\$70,820	\$79,460	\$80,098	\$75,840
Calgary	16	\$75,875	\$80,000	\$83,250	\$79,438
Edmonton	10	\$72,212	\$78,310	\$80,625	\$76,544
Northern Alberta	9	\$78,310	\$80,000	\$83,000	\$80,943
Other Alberta	11	\$75,500	\$79,620	\$80,392	\$78,465
Vancouver	5	\$69,500	\$79,620	\$81,250	\$76,224
Other BC	7	\$75,000	\$79,620	\$80,392	\$77,073
Territories	2	---	---	---	---
All Canada	30	\$64,250	\$74,817	\$80,544	\$72,795

Policies and Practices

Starting Salaries for Recent Graduates (continued)

Engineering Degrees (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF GEOLOGICAL PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	4	---	\$75,250	---	\$72,800
Montreal	3	---	---	---	---
Other Quebec	2	---	---	---	---
Toronto	3	---	---	---	---
SW Ontario	3	---	---	---	---
Other Ontario	1	---	---	---	---
Manitoba	3	---	---	---	---
Saskatchewan	7	\$65,000	\$79,300	\$80,392	\$73,996
Calgary	11	\$75,500	\$80,392	\$84,200	\$79,113
Edmonton	6	\$68,955	\$77,750	\$86,814	\$76,929
Northern Alberta	5	\$77,750	\$83,500	\$87,928	\$82,971
Other Alberta	7	\$75,000	\$79,300	\$80,392	\$78,385
Vancouver	2	---	---	---	---
Other BC	3	---	---	---	---
Territories	0	---	---	---	---
All Canada	18	\$70,820	\$77,400	\$83,550	\$74,792

Policies and Practices

Starting Salaries for Recent Graduates (continued)

Engineering Degrees (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF GEOPHYSICAL PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	4	---	\$75,250	---	\$72,525
Montreal	3	---	---	---	---
Other Quebec	2	---	---	---	---
Toronto	3	---	---	---	---
SW Ontario	3	---	---	---	---
Other Ontario	1	---	---	---	---
Manitoba	3	---	---	---	---
Saskatchewan	6	\$69,570	\$79,562	\$81,944	\$76,479
Calgary	10	\$74,825	\$80,196	\$83,950	\$78,649
Edmonton	5	\$65,110	\$75,500	\$83,300	\$74,464
Northern Alberta	4	---	\$81,750	---	\$81,400
Other Alberta	7	\$75,000	\$79,300	\$80,392	\$78,513
Vancouver	2	---	---	---	---
Other BC	3	---	---	---	---
Territories	0	---	---	---	---
All Canada	16	\$72,768	\$77,400	\$82,723	\$74,698

Policies and Practices

Starting Salaries for Recent Graduates (continued)

Engineering Degrees (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF MECHANICAL PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	11	\$55,000	\$64,400	\$75,500	\$64,718
Montreal	8	\$54,625	\$56,100	\$73,125	\$62,053
Other Quebec	6	\$54,555	\$62,563	\$76,625	\$64,808
Toronto	13	\$56,600	\$62,000	\$72,750	\$64,904
SW Ontario	7	\$68,200	\$72,790	\$80,000	\$71,899
Other Ontario	7	\$55,472	\$66,000	\$75,500	\$66,453
Manitoba	6	\$63,250	\$79,650	\$80,919	\$73,865
Saskatchewan	11	\$60,000	\$72,760	\$80,000	\$70,525
Calgary	19	\$66,000	\$79,300	\$82,500	\$75,483
Edmonton	12	\$65,250	\$74,150	\$80,000	\$72,552
Northern Alberta	10	\$73,125	\$80,000	\$82,750	\$76,867
Other Alberta	12	\$67,700	\$75,650	\$80,000	\$73,108
Vancouver	7	\$55,000	\$66,000	\$80,000	\$67,757
Other BC	8	\$61,250	\$75,400	\$80,294	\$71,712
Territories	2	---	---	---	---
All Canada	40	\$57,255	\$68,850	\$79,692	\$68,296

Policies and Practices

Starting Salaries for Recent Graduates (continued)

Engineering Degrees (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF MINING PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	4	---	\$69,700	---	\$67,475
Montreal	1	---	---	---	---
Other Quebec	1	---	---	---	---
Toronto	3	---	---	---	---
SW Ontario	3	---	---	---	---
Other Ontario	2	---	---	---	---
Manitoba	1	---	---	---	---
Saskatchewan	4	---	\$76,030	---	\$72,971
Calgary	7	\$75,500	\$79,300	\$83,700	\$77,779
Edmonton	5	\$66,460	\$75,800	\$85,078	\$75,775
Northern Alberta	4	---	\$77,900	---	\$80,364
Other Alberta	5	\$75,250	\$75,800	\$79,650	\$77,120
Vancouver	3	---	---	---	---
Other BC	2	---	---	---	---
Territories	0	---	---	---	---
All Canada	13	\$72,570	\$75,500	\$80,000	\$75,218

Policies and Practices

Starting Salaries for Recent Graduates (continued)

Engineering Degrees (continued)

AVERAGE STARTING SALARY PAID TO GRADUATES OF OIL, GAS AND PETROLEUM PROGRAMS

Regions	# of Responses	25th Percentile	Median	75th Percentile	Average
Atlantic Canada	4	---	\$79,000	---	\$79,125
Montreal	1	---	---	---	---
Other Quebec	1	---	---	---	---
Toronto	2	---	---	---	---
SW Ontario	3	---	---	---	---
Other Ontario	1	---	---	---	---
Manitoba	4	---	\$80,696	---	\$80,798
Saskatchewan	4	---	\$80,696	---	\$80,798
Calgary	15	\$75,500	\$81,000	\$83,500	\$80,392
Edmonton	7	\$72,800	\$80,000	\$82,500	\$78,915
Northern Alberta	6	\$74,125	\$80,107	\$84,414	\$79,728
Other Alberta	10	\$75,375	\$80,196	\$82,500	\$79,249
Vancouver	1	---	---	---	---
Other BC	5	\$77,696	\$81,000	\$83,000	\$80,478
Territories	0	---	---	---	---
All Canada	17	\$74,817	\$80,392	\$83,000	\$79,710

About Us

About Us



Companies continually struggle to attract and retain the right talent — no matter what the economy. While many factors affect employee attraction and retention, compensation is, and will always be, a key driver.

Towers Watson's survey products and consultants can help you manage these increasingly complex pay and benefit program decisions so you can develop competitive compensation plans that attract the talent you need and drive employee engagement and performance.

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countries

Benefits Profiles

- Distinctive features of the benefits environment
- Key changes in recent years
- Statutory/mandatory programs (retirement, death and disability benefits, workers compensation, health benefits, contributions)
- Supplemental programs (retirement, death and disability benefits, health and wellness, other company benefits)
- Financial summary (accounting and reporting, taxation of benefits)

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countries

Company Car Benefits Survey Reports

- Company car, cash allowance
- Personal use of cars, fuel
- Green initiatives
- Tax treatment highlights

66
countries

Employment Terms and Conditions Reports

- Legislation and market practice information for collective and individual employment relationships throughout their life cycle, from recruitment to termination/resignation

58
countries

Global 50 Remuneration Planning Report

- Economic, labor law and rewards summaries
- Compensation trends and pay increases
- Snapshots of employee benefits and perquisites plans
- Salary structures — base salary, variable pay and benefits value by Global Grade
- Regional and country comparisons of net and gross salaries

63
countries

Global Geographic Salary Differentials Report

- Comparisons of pay differentials for key cities/region vs the national average

77
countries

Global Starting Salaries Report

- Starting base salary comparison by qualification and by function

112
countries

Salary Budget Planning Reports

- Economic key data
- Salary increase (actual and projected)
- Salary review policies
- Budget allocation

Our portfolio of reports are designed for global and regional headquarters as well as for multinationals and local companies.

About Us

Breadth and Depth of Coverage

We compare your competitive position to your comparators', your pay levels and company car plans across regions. We can level roles for benchmarking across industry sectors and calculate statutory employer costs in a new market, whether you're looking at

manufacturing in North Africa or IT in the Middle East, pharmaceuticals in Brazil or technology in China. Or all of these. **Data from all of our Industry-specific surveys flows directly into the corresponding General Industry Compensation Survey for that country.**

Compensation Survey Reports



Covering all employee levels and sector specific roles our surveys capture*:

Compensation			HR Policies and Practices	Benefits Design Practices
Position Information <ul style="list-style-type: none"> Board membership Reporting level Employee location Geographic responsibility Global Grade Annual revenues and number of employees 	Salary Information <ul style="list-style-type: none"> Base pay Guaranteed bonus Allowances Variable pay (actual and target) Long-term incentives Actual, target and maximum bonus Total cash and total direct compensation 	Methodology <ul style="list-style-type: none"> Career Bands/Levels + Global Grades grouped by job Functions + Disciplines (areas of specialization) Benchmark jobs + scope measures (executive surveys only) 	<ul style="list-style-type: none"> Salary review practices Compensation Starting salaries Variable pay Company cars Guaranteed payments, cash allowances and perquisites Education and training Working hours Business travel and relocation Attraction, retention and termination Length of service awards Sales force policies 	Retirement <ul style="list-style-type: none"> DB, DC or hybrid schemes Healthcare <ul style="list-style-type: none"> Medical, dental and vision Wellness <ul style="list-style-type: none"> Medical check up Employee Assistance Program Risk Benefit Plans <ul style="list-style-type: none"> Death, accident, disability Critical illness Paid Time Off Meal Benefits Flexible Benefits

* May vary by region.

About Us

Reports Cover More Than 115 Countries Globally
and All Industry Sectors

	Energy and Natural Resources Compensation Survey Report	Financial Services Compensation Survey Report	General Industry Compensation Survey Report	General Industry Executive Compensation Survey Report	High Tech Compensation Survey Report	Media Compensation Survey Report	Pharmaceutical and Health Sciences Compensation Survey Report	Private Equity Compensation Survey Report	Retail Compensation Survey Report
Single Country Report	✓	✓	✓	✓	✓	✓	✓	✓	✓
Albania									
Algeria	•								
Angola*									
Argentina									
Australia		•							
Austria		•							
Azerbaijan									
Bahrain									
Bangladesh									
Belarus									
Belgium		•							
Bosnia-Herzegovina									
Botswana*									
Brazil	•								
Brunei									
Bulgaria									
Cambodia									
Canada	•								
Chile									
China	•	•							
Colombia									
Congo (DRC)*									
Costa Rica									
Croatia									
Cyprus									
Czech Republic		•							
Denmark		•							
Dominican Republic									
Ecuador									
Egypt		•							
El Salvador									
Estonia									
Finland		•							
France	•	•							
Georgia									
Germany	•	•							
Ghana									
Greece	•								
Guatemala									
Honduras									
Hong Kong		•							
Hungary		•							
India		•							
Indonesia	•	•							
Iraq									
Ireland	•	•							
Israel									
Italy	•	•							
Ivory Coast									
Japan		•							
Jordan									
Kazakhstan	•								
Kenya									
Korea		•							
Kuwait									
Laos									
Latvia									
Lebanon									
Lesotho*									
Libya									
Lithuania									
Luxembourg		•							
Macedonia									
Malawi*									
Malaysia	•	•							
Mauritius*									
Mexico	•	•							
Moldova									
Montenegro									
Morocco									
Mozambique*									
Myanmar									
Namibia*									
Netherlands	•	•							
New Zealand									
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Norway	•	•							
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Poland		•							
Portugal	•	•							
Puerto Rico									
Qatar	•								
Romania									
Russia	•	•							
Saudi Arabia									
Senegal									
Serbia									
Singapore	•	•							
Slovakia									
Slovenia									
South Africa	•	•							
Spain	•	•							
Sri Lanka									
Swaziland*									
Sweden		•							
Switzerland		•							
Taiwan		•							
Tanzania*									
Thailand	•	•							
Tunisia									
Turkey	•	•							
Uganda*									
Ukraine									
United Arab Emirates	•	•							
United Kingdom	•	•							
United States	•	•							
Uruguay									
Venezuela									
Vietnam		•							
Zambia*									
Zimbabwe*									

Results will be published assuming sufficient participation. *TWPECS General Industry Survey for Africa.

Pulse and bespoke custom surveys are also available upon request.

About Us

Our Consistent Approach Facilitates Analyses Across Countries and Regions

	Benefits Profiles	Company Car Benefits Survey Reports	Employment Terms and Conditions Reports	Global 50 Remuneration Planning Report	Global Geographic Salary Differentials Report	Global Starting Salaries Report	Salary Budget Planning Reports
Single Country Report	✓	✓	✓	✓	✓	✓	✓
Multi-Country Report	✓	✓	✓	✓	✓	✓	✓
Albania							
Algeria							
Angola							
Argentina							
Australia							
Austria							
Azerbaijan							
Bahrain							
Bangladesh							
Belarus							
Belgium							
Bosnia-Herzegovina							
Botswana							
Brazil							
Brunei							
Bulgaria							
Cambodia							
Canada							
Chile							
China							
Colombia							
Congo (DRC)							
Costa Rica							
Croatia							
Cyprus							
Czech Republic							
Denmark							
Dominican Republic							
Ecuador							
Egypt							
El Salvador							
Estonia							
Finland							
France							
Georgia							
Germany							
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Honduras							
Hong Kong							
Hungary							
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Indonesia							
Iraq							
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Italy							
Ivory Coast							
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Kuwait							
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Netherlands							
New Zealand							
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Nigeria							
Norway							
Oman							
Pakistan							
Panama							
Paraguay							
Peru							
Philippines							
Poland							
Portugal							
Puerto Rico							
Qatar							
Romania							
Russia							
Saudi Arabia							
Senegal							
Serbia							
Singapore							
Slovakia							
Slovenia							
South Africa							
South Korea							
Spain							
Sri Lanka							
Sweden							
Switzerland							
Taiwan							
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Thailand							
Tunisia							
Turkey							
Uganda							
Ukraine							
United Arab Emirates							
United Kingdom							
United States							
Uruguay							
Venezuela							
Vietnam							
Zambia							
Zimbabwe							

Results will be published assuming sufficient participation.

