

Salary Increase Survey, 2012 and 2013 Canada Salary Planning Report
AON Hewitt

Salary Increase Survey

2012 and 2013

Canada Salary Planning Report



We ask each participating company to treat these survey findings with the greatest confidence. The findings are not to be shared with or reproduced for any persons outside your organization and its subsidiaries. Any reproductions for internal use must include a copy of this page and the information contained hereon.

This material is the confidential property of Hewitt Associates LLC and Aon Hewitt expressly withholds all rights of reproduction except as stated above.

© 2012 Hewitt Associates LLC

Canada Salary Increase Planning Report

*2012 actuals and 2013 projections
424 Participating Organizations*

34th Annual Survey Findings



Canada Salary Increase Survey

Results of the survey provide current economic trends, an analysis of salary increase budgets and structure adjustments for 2012 along with projections for 2013. In addition the report includes information on other topics such as variable pay plans and participant demographics. Salary increase budgets and salary structure movements are provided on a National level as well as by specific employee groups.

Aon Hewitt also conducts a salary increase survey in the following markets:

Asia-Pacific	Europe	Middle East	Africa	Latin America	North America
Australia	Austria	Bahrain	Angola	Antigua	Canada
China	Azerbaijan	Egypt	Botswana	Argentina	United States
Fiji	Belgium	Israel	Ghana	Bahamas	
Guam	Bulgaria	Jordan	Kenya	Barbados	
Hong Kong	Croatia	Kuwait	Morocco	Bermuda	
India	Cyprus	Lebanon	Mozambique	Bolivia	
Indonesia	Czech Republic	Oman	South Africa	Brazil	
Japan	Denmark	Qatar	Tanzania	Chile	
Korea	Estonia	Saudi Arabia	Tunisia	Colombia	
Macau	Finland	Turkey	Uganda	Costa Rica	
Malaysia	France	United Arab Emirates	Zambia	Dominican Republic	
New Zealand	Georgia	Yemen		Ecuador	
Papua New Guinea	Germany			El Salvador	
Philippines	Gibraltar			Guatemala	
Singapore	Greece			Honduras	
Sri Lanka	Hungary			Jamaica	
Taiwan	Ireland			Mexico	
Thailand	Italy			Netherland Antilles	
Vietnam	Kazakhstan			Nicaragua	
	Latvia			Panama	
	Lithuania			Peru	
	Luxembourg			Puerto Rico	
	Malta			Trinidad & Tobago	
	Netherlands			Uruguay	
	Norway			Venezuela	
	Poland				
	Portugal				
	Romania				
	Russia				
	Serbia				
	Slovakia				
	Slovenia				
	Spain				
	Sweden				
	Switzerland				
	Ukraine				
	United Kingdom				

You may purchase detailed survey results from any of the countries mentioned above. For an order form or additional information, please send an e-mail to HewittCompensationSurveys@aonhewitt.com.

Economic Highlights for Canada

The Canadian and U.S. economies are highly integrated. The U.S. economy's demand for Canadian products has declined in 2012 (a combination of soft U.S. demand and an elevated Canadian dollar) consequently, the 2012 Canadian GDP growth rate is projected at 2.2 percent. The 2013 forecast growth rate is expected to increase to 2.4 percent.

Consumer price inflation (CPI) is projected to average 1.2 percent in 2012, and is forecasted to increase to 1.3 percent in 2013.

The predicted unemployment rate for 2012 is 7.4 percent. Forecasted is for a continued reduction in the unemployment rate in 2013 to 7.1 percent.

Based on results from The Conference Board of Canada's Summer 2012 Economic Performance and Trends Report.

Survey Highlights

This report presents the results of the 34th annual Salary Increase Survey conducted by Aon Hewitt. The survey focuses on overall changes in employee compensation for the 2012 calendar year and current projections for 2013. Information was collected between July and August 2012 from 424 organizations. Participants include 262 Services organizations, 162 Manufacturing organizations.

The results from this year's survey indicate:

Salary Budget

- In 2012, actual salary increase budgets were 3.0 percent across all employee groups and industries. In our 2011 survey, a 3.1 percent increase was projected for 2012 — indicating a slight decrease of 0.1 percent for projected versus actual salary increase budgets.

- For 2013, projected salary increase budgets are expected to increase — 3.1 percent on average across all employee groups and industries.

- In 2012, 3.3% of organizations reported a salary freeze while only 1.7% forecasted a freeze for 2013. The decline in organizations reporting a salary freeze mirrors the trends seen in 2007/2008 prior to the economic downturn witnessed in third quarter of 2008. The percentage of organizations reporting a salary freeze has steadily declined since 2009, where almost a third of organizations reported a salary freeze in response to the economic downturn.

Overall Salary Increase Budgets (Including Zeros).

	Executive Group		Manager / Supervisor		Professional/ Specialist		Admin Support		Hourly		Union	
	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013
Manufacturing	3.4%	3.2%	3.3%	3.3%	3.3%	3.3%	3.2%	3.2%	3.0%	3.1%	2.4%	2.4%
Service	3.1%	3.1%	3.2%	3.2%	3.1%	3.1%	3.0%	3.0%	2.6%	2.7%	2.3%	2.6%
All Organizations	3.2%	3.1%	3.3%	3.3%	3.2%	3.2%	3.1%	3.1%	2.8%	2.9%	2.4%	2.5%

Note: 2012 data is actual, 2013 data is projected.

Annual Increases

- In 2012, average actual salary increases, across all industries, range from 2.4 percent for Union employees to 3.3 percent for the Manager/Supervisor employee group.
- Salary increases for 2013 are projected to range between 2.5 percent for Union employees to 3.3 percent for Managers/Supervisor employee group.
- In 2012, actual salary increases in the manufacturing sector are within 0.1 percent to 0.5 percent of each other for all employee groups, except for Union employees where the salary increases were 2.4 percent. Actual increases in the service sector are within 0.1 percent to 0.3 percent for all employee groups, except for Hourly and Union employees where salary increases are 2.6 percent and 2.3 respectively.

- For 2013, projected salary increases in the manufacturing sector are within 0.1 percent to 0.3 percent of each other for all employee groups except for Union where the projected salary increases are 2.4 percent. Projected increases in the service sector are within 0.3 percent for all employee groups, except for Hourly and Union employees where the range is 2.7 percent to 2.6 percent.
- Top three reasons why 2013 salary budgets are expected to be below 2012:
 - Concerns about economy, 31 percent;
 - Organization going through cost reduction, 25 percent; and
 - Response to lower budgets among comparator group, 20 percent.
- Top three reasons why 2013 salary budgets are expected to be above 2012:
 - Response to higher budgets among our competitor group, 29 percent;
 - Strong expected company performance, 29 percent; and
 - 2012 budgets were reduced due to economic conditions, 18 percent.
- Special Adjustment/Miscellaneous Budget
 - Sixteen percent (16.2%) of the responding organizations use a separate budget for special adjustments.
 - The 2013 projected budget is up slightly at one percent (1.3%) from the actual 2012 budget (1.2%).
- Promotional Budget
 - Sixteen percent (16.1%) of the responding organizations use a separate budget for salary increases resulting from promotions.
 - The average projected overall promotional budget remains steady at one percent (1.4%).

Broad-Based Variable Pay Plans and Special Recognition Plans

- A large majority of organizations or 76 percent reported a broad-based variable pay plan (excluding those intended only for upper management and/or sales populations) in 2012. This is lower than the 81.7 percent reported in 2011.
- The most prevalent basis upon which awards are determined is corporate performance, which was 76.4 percent in 2012 — almost identical to the 76.7 percent reported in 2011. The second most prevalent is individual performance with 68.6 percent, slightly greater than the 67.8 percent reported in 2011.
- The average 2013 projected spending on variable pay plans are slightly higher than the actual 2012 spending percent for all employee groups except Executive.
- Top three things organizations are pursuing to reward and retain high performing employees:
 - Provide additional learning and development opportunities, 49.3 percent;
 - Reserve portion of salary increase budget for highest-performing employees, 31.5 percent; and
 - Offer retention bonuses for specified period of employment, 15.6 percent.

Additional Research & Special Topics

Changing Approaches to Granting Base Salary Increases

- Of participating organizations, 8.2 percent have reported they are changing their approach to granting base salary increases. Of this group:
 - The most prevalent approach to base salary increases is organizations opting for approaches such as merit increase and higher performance equal higher pay at 42 percent;
 - Granting more lump sum payments in lieu of increases, 28 percent compared to 12.5 percent in 2011;

- Putting more pay at risk by increasing variable pay and granting lower salary increases, 25 percent compared to 20 percent in 2011; and
- Restricting the degree of range penetration for an individual based on his/her performance ratings, 22 percent compared to 7.5 percent in 2011.

Special Compensation Arrangements for “Hot Skill” Jobs

- The use of special compensation arrangements for “hot skill” jobs appears to be trending laterally. In 2012, the use of special compensation arrangements for hot skill jobs is 30 percent, a slight increase compared to its prevalence of 29.8 percent in 2011.
- Top three most popular monetary hot skill arrangements:
 - Additional base pay, 69 percent;
 - Sign-on bonuses, 38 percent; and
 - Retention bonuses, 27 percent.
- In addition, organizations are using non-monetary benefits to attract and retain those with hot skills, particularly flexible work arrangements as reported by 49 percent of participants.
- The use of stock options or other long-term incentive vehicles has increased from 10 percent in 2011 to 13 percent of organizations in 2012.

Special Compensation Arrangements for “Hot Locations”

- In 2012, 20.1 percent of organizations reported special compensation arrangements for “hot locations”; more than half of organizations reporting special compensation arrangements by location are in Alberta:
 - Fort McMurray, 33.3 percent;
 - Calgary, 28.3 percent; and
 - Edmonton, 15 percent.
- 7 percent of employers reported special arrangements in the province of Saskatchewan.
- Additional base pay, COLA / living allowance, housing allowance, sign-on and retention bonuses are the most prevalent forms of monetary compensation.
- Flexible work arrangements and assistance with locating housing are the most prevalent non-monetary benefits.

Pay Positioning

- The majority of organizations indicate that they position base salaries for the broad employee group at the 50th percentile. The percentage of organizations that pay at the 50th percentile ranges from 70.8 percent for Union employees to 82.2 percent for Administrative Support employees.
- For high performers and high potential employees, the percentage of organizations that pay above the 50th percentile ranges from 30 percent for Union employees to 56 percent for Executive employees.
- The percentage of organizations that provide total cash compensation at the 50th percentile ranges from 34 percent for Executives to 63 percent for Union employees.

Communications

- The majority of organizations or 84 percent reported having formal salary ranges.
- Less than half or 35 percent of these organizations communicate all salary ranges (excluding Executives ranges) to their employees.

Top Challenges

- The top challenges facing organizations on a day-to-day basis are:
 - Maintaining market competitiveness of our pay levels, 56 percent;
 - Raising the ability of managers to have effective pay conversations with their people, 53 percent;
 - Enhancing our total reward package to better attract the kind of talent we need, 51 percent, and
 - Pay programs that give employees a clear line-of-sight between effort/achievement and rewards, 49 percent.

Contents

Overview of Survey Results	1
Historical Salary Increase Budgets - Movements by Employee Group/Industry	6
Overall Salary Increase by Region (Actual & Projected)	9
Salary Increase Budgets and Structure Movements by Employee Groups and Industry	11
Merit Increases Awarded	24
Salary Increase Budgets and Structure Movements by Geographic Region	31
▪ All Organizations	32
▪ Manufacturing	40
▪ Service	48
Variable Pay Plans	56
▪ Broad Based Variable Plans	57
▪ Prevalence of Variable Pay Plans	58
▪ Prevalence of Award Type	58
▪ Eligibility of Variable Pay Plans by Employee Group	58
▪ Effect of Special Recognition Plans on Employee Engagement	58
▪ Weighting of Performance Measures Determining Target Variable Pay Out, by Employee Group	59
▪ Employee Groups Not Eligible to Participate in Variable Pay Plans	59
▪ Organization Spending on Broad-Based Variable Pay Awards	59
▪ Alignment of Variable Pay Plans	60
▪ Prevalence of Broad-Based Variable Pay Plans by Industry	61
▪ Performance Rating Scale Used	62
▪ Performance Rating and Increases	62
▪ Rewarding and Retaining High-Performing Employees	62
▪ Nature of Changes in Variable Pay Plans	63
▪ Change in Plan Design of Largest Variable Pay Plan	63
Additional Research and Special Topics	64
▪ Salary Freeze	65
▪ Layoffs in 2012	65
▪ Salary Cuts in 2012	65
▪ Pay Cut/Reduction in 2012	66
▪ Timing of Salary Increases	67
▪ Reasons for 2013 Base Salary Budgets to be Below 2012 Levels	67
▪ Reasons for 2013 Base Salary Budgets to be Above 2012 Levels	67

▪ Special Adjustments and/or Miscellaneous Budget	68
▪ Promotional Budget	68
▪ Pay Administration	69
▪ Frequency of Pay Structure Adjustments	69
▪ Compensation Benchmarking	70
▪ Market Review	70
▪ Top Challenges Organizations Face on a Day-to-Day Basis	70
▪ Nature of Challenges Experienced by an Organization	71
▪ Changing Approach to Granting Base Salary Increases	72
▪ Communication	72
▪ Total Compensation Statements	73
▪ Communicating Compensation Philosophy	73
▪ Company Positioning	74
▪ Special Compensation Arrangement (“Hot Skill” Jobs)	76
▪ Special Compensation Arrangement (“Hot Location” Jobs)	77
▪ Regional Pay Differentials	78
Participant Demographics	79
▪ Participant Demographics by Industry	80
▪ Participant Demographics by Organization Size	81
▪ Participant Demographics by Geographic Region	82
▪ Market Trading	82
▪ Listing of Organizations	82
▪ Average Employee Population Composition by Industry	83
▪ Participant List by Company Name	84
▪ Participant List by Industry	90
Appendix - Definition of Terms	96

Overview of Survey Results

Overview of Survey Results (Including Zeros)

Overall Salary Increase Budgets

	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union	Overall
2012 Increase	3.2 % (351)	3.3 % (389)	3.2 % (376)	3.1 % (368)	2.8 % (219)	2.4 % (137)	3.0 % (403)
Projected 2013 Increase	3.1 % (325)	3.3 % (361)	3.2 % (350)	3.1 % (341)	2.9 % (203)	2.5 % (125)	3.1 % (379)

Merit Salary Increase Budgets

	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union	Overall
2012 Increase	2.6 % (272)	2.7 % (299)	2.6 % (289)	2.5 % (280)	2.2 % (155)	1.5 % (83)	2.4 % (303)
Projected 2013 Increase	2.6 % (250)	2.7 % (275)	2.7 % (264)	2.6 % (255)	2.2 % (144)	1.6 % (80)	2.4 % (279)

General Salary Increase Budgets

	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union	Overall
2012 Increase	1.5 % (158)	1.5 % (163)	1.5 % (157)	1.5 % (154)	1.4 % (96)	1.6 % (89)	1.6 % (182)
Projected 2013 Increase	1.5 % (150)	1.5 % (154)	1.5 % (147)	1.5 % (144)	1.4 % (89)	1.7 % (83)	1.5 % (171)

Salary Structure Increase

	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union	Overall
2012 Increase	1.8 % (227)	1.9 % (275)	1.9 % (269)	1.9 % (261)	1.7 % (146)	1.4 % (94)	1.7 % (281)
Projected 2013 Increase	1.9 % (201)	1.9 % (237)	2.0 % (233)	1.9 % (224)	1.7 % (124)	1.7 % (83)	1.9 % (244)

2012 Actual Merit Increase Awarded

	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union
Lowest Performers	1.6 % (140)	1.5 % (198)	1.4 % (201)	1.6 % (185)	1.6 % (96)	1.2 % (47)
Satisfactory Performers	2.9 % (161)	2.9 % (215)	2.9 % (214)	2.6 % (199)	2.4 % (99)	1.5 % (46)
Top Performers	4.4 % (164)	4.7 % (220)	4.7 % (213)	4.4 % (203)	3.4 % (94)	1.6 % (46)
Percent of Population Receiving	89.5 % (254)	89.2 % (290)	88.0 % (277)	87.8 % (265)	87.5 % (126)	77.5 % (58)

Note: Throughout this report, all numbers in parentheses indicate the number of organizations represented by each piece of data. For example, 2012 salary increase budgets (including zeros) for executives is 3.2 percent. This figure is based on the average of 351 responses given by organizations to this question. Unless specifically indicated otherwise, averages represent all reported data, including zero percent increases.

Overview of Survey Results (Excluding Zeros)

Overall Salary Increase Budgets

	Executive		Manager/ Supervisor		Professional/ Specialist		Administrative Support		Hourly		Union		Overall	
2012 Increase	3.4 %	(331)	3.3 %	(384)	3.2 %	(372)	3.1 %	(363)	3.0 %	(204)	2.8 %	(115)	3.1 %	(394)
Projected 2013 Increase	3.3 %	(313)	3.3 %	(357)	3.2 %	(346)	3.2 %	(336)	3.1 %	(187)	2.9 %	(110)	3.2 %	(371)

Merit Salary Increase Budgets

	Executive		Manager/ Supervisor		Professional/ Specialist		Administrative Support		Hourly		Union		Overall	
2012 Increase	2.9 %	(240)	2.8 %	(286)	2.8 %	(273)	2.7 %	(263)	2.7 %	(127)	2.4 %	(51)	2.8 %	(292)
Projected 2013 Increase	2.9 %	(225)	2.8 %	(263)	2.8 %	(250)	2.8 %	(236)	2.8 %	(116)	2.4 %	(51)	2.8 %	(267)

General Salary Increase Budgets

	Executive		Manager/ Supervisor		Professional/ Specialist		Administrative Support		Hourly		Union		Overall	
2012 Increase	2.2 %	(105)	2.2 %	(115)	2.2 %	(112)	2.1 %	(110)	2.2 %	(62)	2.4 %	(58)	2.2 %	(149)
Projected 2013 Increase	2.2 %	(102)	2.1 %	(110)	2.1 %	(106)	2.1 %	(105)	2.1 %	(59)	2.5 %	(56)	2.2 %	(141)

Salary Structure Increases

	Executive		Manager/ Supervisor		Professional/ Specialist		Administrative Support		Hourly		Union		Overall	
2012 Increase	2.4 %	(175)	2.3 %	(216)	2.4 %	(213)	2.3 %	(210)	2.4 %	(105)	2.3 %	(58)	2.4 %	(235)
Projected 2013 Increase	2.2 %	(174)	2.2 %	(212)	2.1 %	(212)	2.1 %	(204)	2.2 %	(100)	2.2 %	(65)	2.2 %	(224)

Median Salary Increase Budgets (Including Zeros)

Overall Salary Increase Budgets

	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union	Overall
2012 Increase	3.0 % (351)	3.0 % (389)	3.0 % (377)	3.0 % (368)	3.0 % (219)	2.5 % (137)	3.0 % (403)
Projected 2013 Increase	3.0 % (326)	3.0 % (361)	3.0 % (350)	3.0 % (341)	3.0 % (203)	2.5 % (125)	3.0 % (379)

Merit Salary Increase Budgets

	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union	Overall
2012 Increase	3.0 % (272)	3.0 % (299)	2.9 % (289)	2.8 % (280)	2.5 % (155)	2.0 % (83)	2.7 % (303)
Projected 2013 Increase	3.0 % (250)	3.0 % (275)	3.0 % (264)	3.0 % (255)	2.8 % (144)	2.0 % (80)	2.8 % (279)

General Salary Increase Budgets

	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union	Overall
2012 Increase	1.1 % (158)	1.5 % (163)	1.5 % (157)	1.5 % (154)	1.2 % (96)	2.0 % (89)	1.5 % (182)
Projected 2013 Increase	1.5 % (150)	1.5 % (154)	1.7 % (147)	1.9 % (144)	1.5 % (89)	2.0 % (83)	1.7 % (171)

Salary Structure Increases

	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union	Overall
2012 Increase	2.0 % (227)	2.0 % (275)	2.0 % (270)	2.0 % (263)	2.0 % (146)	1.7 % (94)	1.9 % (281)
Projected 2013 Increase	2.0 % (201)	2.0 % (238)	2.0 % (233)	2.0 % (224)	2.0 % (124)	2.0 % (83)	2.0 % (244)

2012 Actual Merit Increase Awarded

	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union
Lowest Performers	1.0 % (140)	1.0 % (198)	1.0 % (201)	1.0 % (185)	1.0 % (96)	0.0 % (47)
Satisfactory Performers	3.0 % (161)	2.8 % (215)	2.8 % (214)	2.6 % (199)	2.6 % (99)	2.0 % (46)
Top Performers	4.0 % (164)	4.1 % (220)	4.1 % (213)	4.0 % (203)	3.5 % (94)	1.8 % (46)
Percent of Population Receiving	100.0 % (254)	98.0 % (290)	96.0 % (277)	87.5 % (265)	98.0 % (126)	100.0 % (58)

Note: Throughout this report, all numbers in parentheses indicate the number of organizations represented by each piece of data. For example, 2012 salary increase budgets (including zeros) for executives is 3.0 percent. This figure is based on the average of 351 responses given by organizations to this question. Unless specifically indicated otherwise, averages represent all reported data, including zero percent increases.

Median Salary Increase Budgets (Excluding Zeros)

Overall Salary Increase Budgets

	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union	Overall
2012 Increase	3.0 % (331)	3.0 % (384)	3.0 % (373)	3.0 % (363)	3.0 % (204)	2.7 % (115)	3.0 % (394)
Projected 2013 Increase	3.0 % (314)	3.0 % (357)	3.0 % (346)	3.0 % (336)	3.0 % (187)	2.6 % (110)	3.0 % (371)

Merit Salary Increase Budgets

	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union	Overall
2012 Increase	3.0 % (240)	3.0 % (286)	2.9 % (273)	2.9 % (263)	3.0 % (127)	2.5 % (51)	2.9 % (292)
Projected 2013 Increase	3.0 % (225)	3.0 % (263)	3.0 % (250)	3.0 % (236)	3.0 % (116)	2.5 % (51)	2.9 % (267)

General Salary Increase Budgets

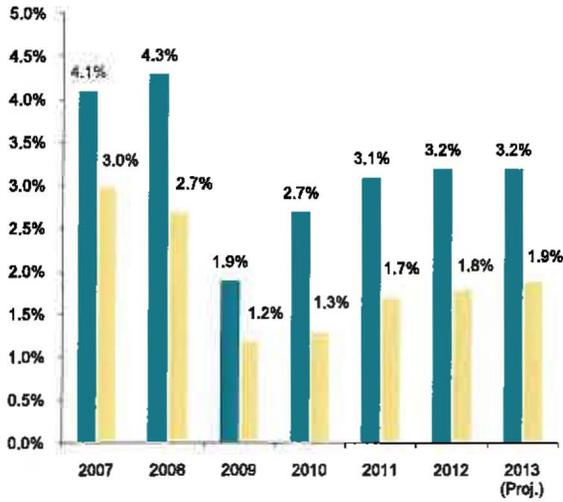
	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union	Overall
2012 Increase	2.0 % (105)	2.0 % (115)	2.0 % (112)	2.0 % (110)	2.0 % (62)	2.5 % (58)	2.1 % (149)
Projected 2013 Increase	2.0 % (102)	2.0 % (110)	2.0 % (106)	2.0 % (105)	2.0 % (59)	2.1 % (58)	2.0 % (141)

Salary Structure Increases

	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union	Overall
2012 Increase	2.0 % (175)	2.0 % (218)	2.0 % (214)	2.0 % (212)	2.0 % (105)	2.0 % (58)	2.0 % (235)
Projected 2013 Increase	2.0 % (174)	2.0 % (213)	2.0 % (212)	2.0 % (204)	2.0 % (100)	2.0 % (65)	2.0 % (224)

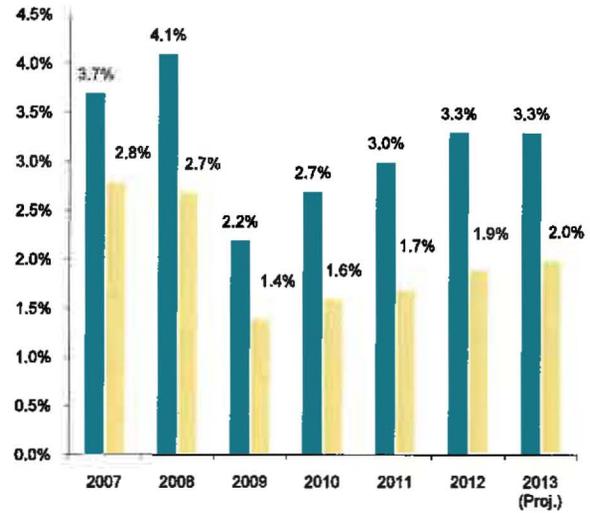
Historical Salary Increase Budgets and Structure Movements

Executive Group



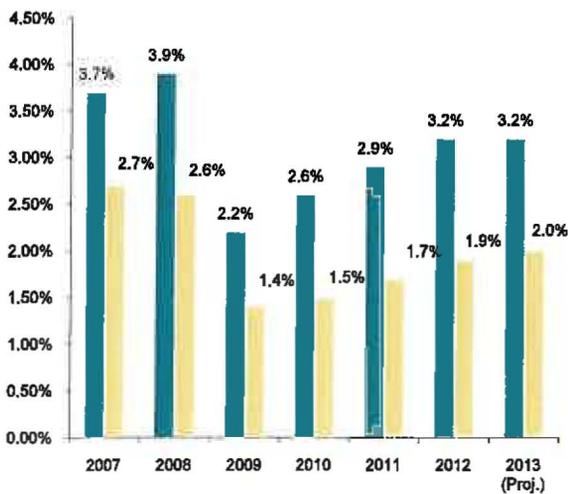
Overall Salary Increase Budgets Salary Structure Movement

Manager/Supervisor



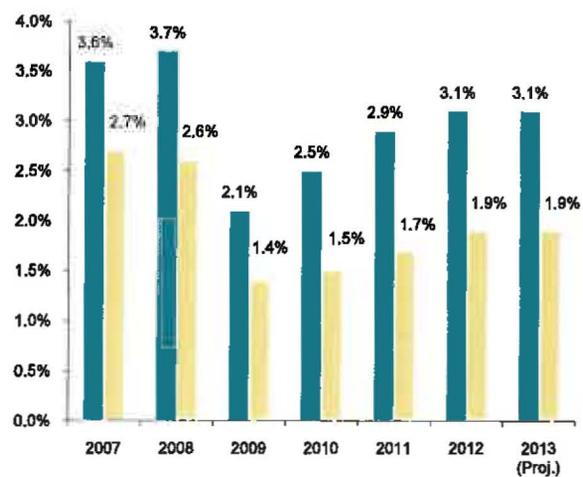
Overall Salary Increase Budgets Salary Structure Movement

Professional/Specialist



Overall Salary Increase Budgets Salary Structure Movement

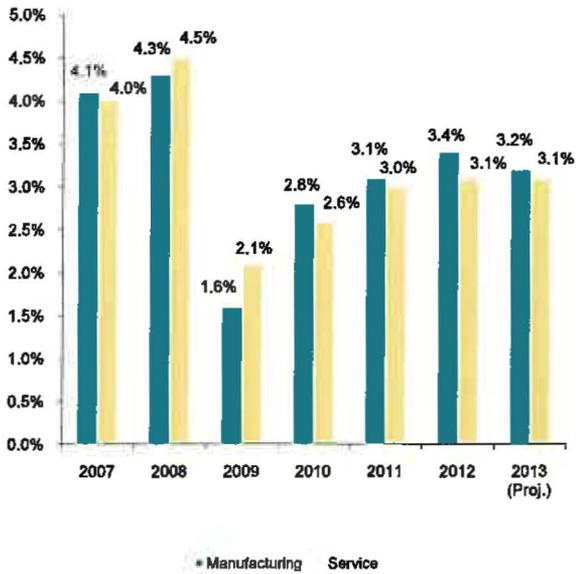
Administrative Support



Overall Salary Increase Budgets Salary Structure Movement

Historical Salary Increase Budgets by Industry

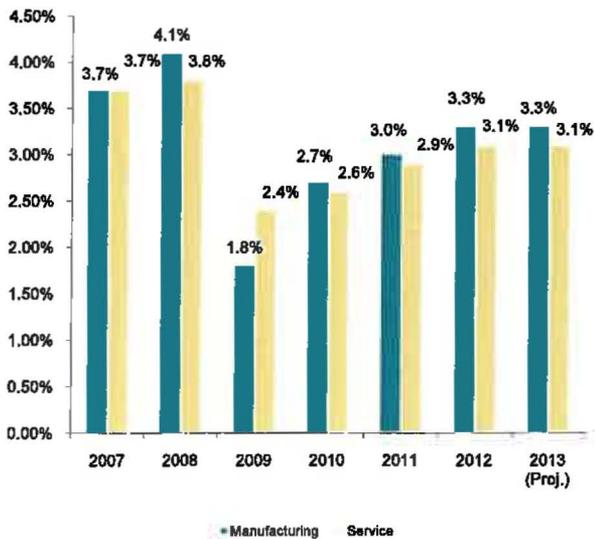
Executive Group



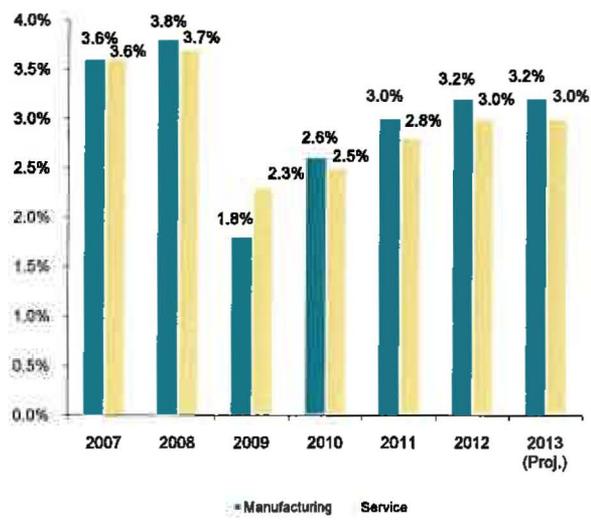
Manager/Supervisor



Professional/Specialist

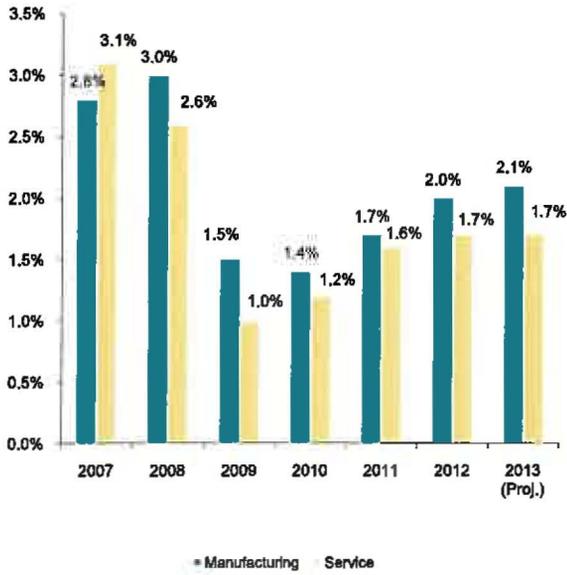


Administrative Support



Historical Salary Structure Movement by Industry

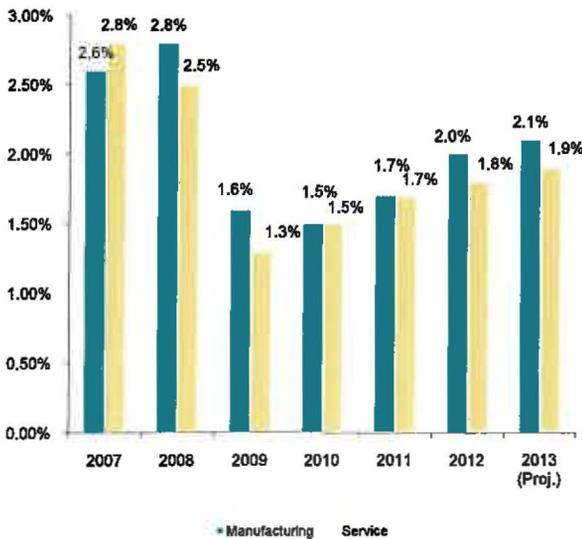
Executive Group



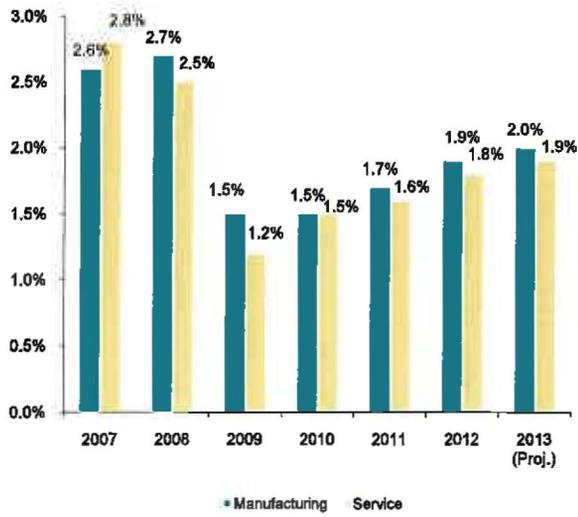
Manager/Supervisor



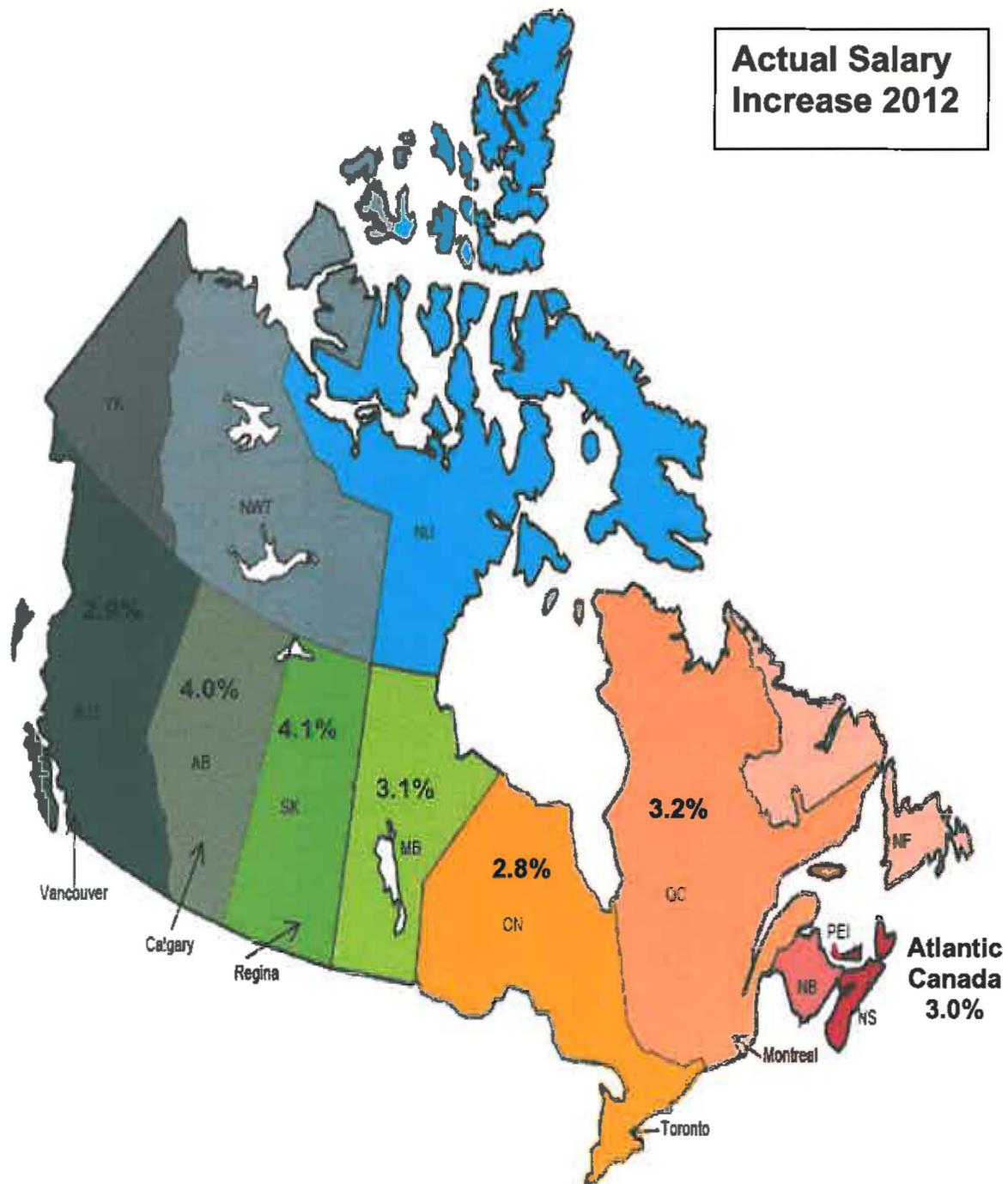
Professional/Specialist



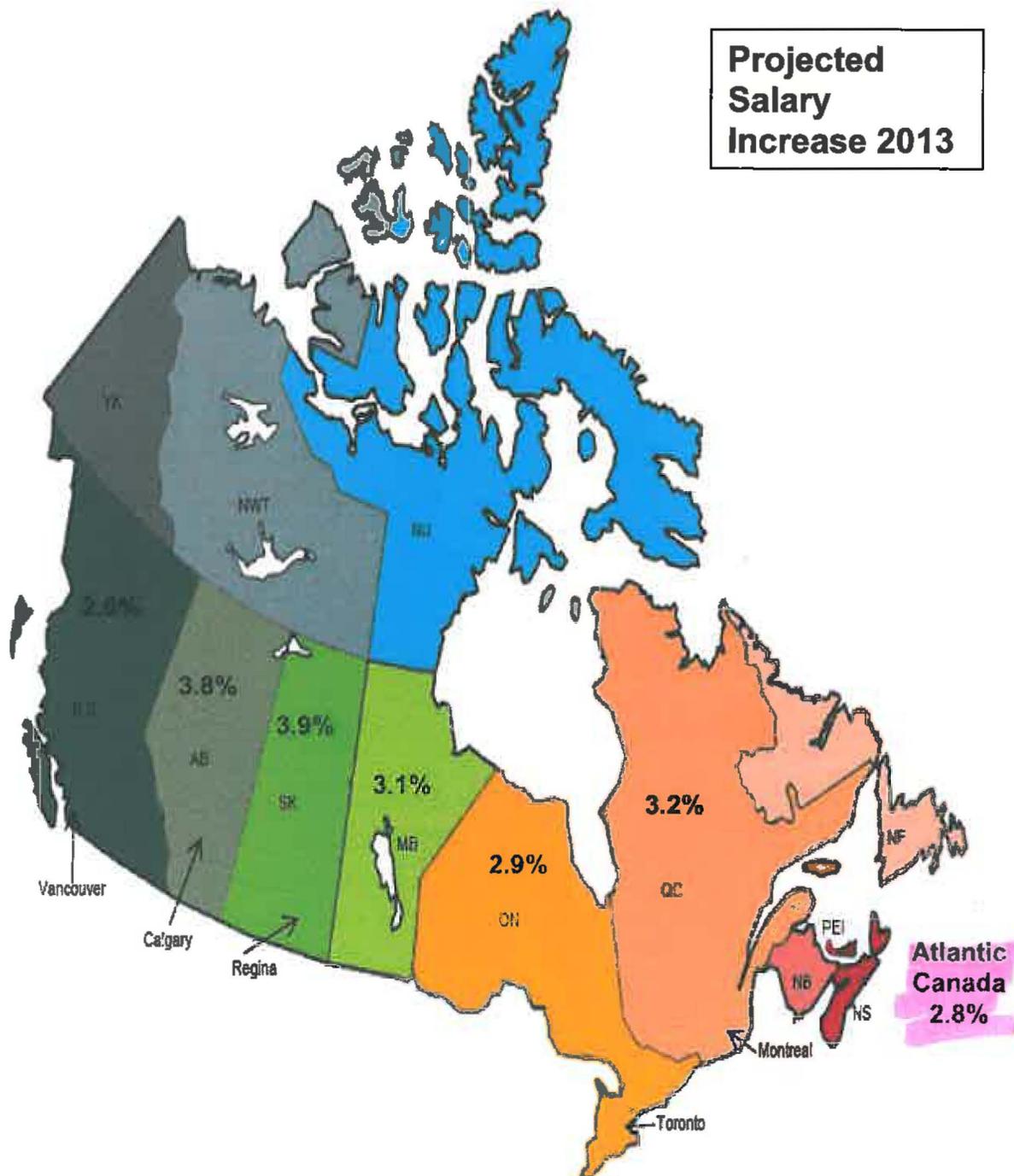
Administrative Support



Average Overall Salary Increase by Region across all employee groups – Actual 2012



Average Overall Salary Increase by Region across all employee groups – Projected 2013



Salary Increase Budgets and Structure Movements by Employee Groups and Industry

Executive Group
Overall Salary Increase Budgets

	Actual 2012 (Average)				Projected 2013 (Average)			
	Including Zeros		Excluding Zeros		Including Zeros		Excluding Zeros	
Manufacturing								
Aerospace	3.8 %	(11)	3.8 %	(11)	3.4 %	(11)	3.4 %	(11)
Agriculture	2.9 %	(3)	2.9 %	(3)	3.0 %	(3)	3.0 %	(3)
Automotive/Vehicle Manufacturing	3.4 %	(8)	3.4 %	(8)	3.6 %	(7)	3.6 %	(7)
Building Materials	2.2 %	(4)	2.9 %	(3)	2.9 %	(4)	2.9 %	(4)
Chemicals (not Pharmaceutical)	3.2 %	(11)	3.6 %	(10)	3.2 %	(11)	3.2 %	(11)
Computers and Related Products	3.1 %	(8)	3.6 %	(7)	2.8 %	(7)	3.3 %	(6)
Consumer Products - Durable Goods	2.7 %	(4)	2.7 %	(4)	2.8 %	(3)	2.8 %	(3)
Consumer Products - Nondurable Goods	3.1 %	(8)	3.1 %	(8)	3.0 %	(7)	3.0 %	(7)
Electronics/Electrical	3.9 %	(4)	3.9 %	(4)	3.0 %	(4)	3.0 %	(4)
Energy (Oil/Gas)	4.6 %	(20)	4.6 %	(20)	4.0 %	(17)	4.0 %	(17)
Food/Beverage/Tobacco	3.2 %	(12)	3.2 %	(12)	3.2 %	(13)	3.2 %	(13)
Forest & Paper Products/Packaging	2.8 %	(6)	2.8 %	(6)	3.4 %	(6)	3.4 %	(6)
Industrial Machinery/Equipment	2.6 %	(5)	2.6 %	(5)	2.8 %	(5)	2.8 %	(5)
Medical Devices/Products	-	(2)	-	(2)	-	(2)	-	(2)
Metals	-	(0)	-	(0)	-	(0)	-	(0)
Metals Fabrication	2.5 %	(4)	2.5 %	(4)	2.4 %	(4)	2.4 %	(4)
Mining/Milling/Smelting	4.2 %	(6)	4.2 %	(6)	4.1 %	(6)	4.1 %	(6)
Pharmaceutical	2.8 %	(11)	3.1 %	(10)	3.0 %	(9)	3.0 %	(9)
Printing	-	(0)	-	(0)	-	(0)	-	(0)
Rubber/Plastics/Glass	-	(2)	-	(2)	-	(2)	-	(2)
Textiles/Apparel Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
Other Manufacturing	3.2 %	(5)	4.0 %	(4)	2.1 %	(4)	2.8 %	(3)
All Manufacturing	3.4 %	(134)	3.5 %	(129)	3.2 %	(125)	3.3 %	(123)
Service								
Accounting/Consulting/Legal	2.6 %	(3)	2.6 %	(3)	-	(2)	-	(2)
Banking/Finance	3.3 %	(42)	3.5 %	(40)	3.3 %	(36)	3.3 %	(36)
Business/Computer Services	2.6 %	(8)	3.0 %	(7)	2.7 %	(8)	3.1 %	(7)
Construction/Engineering	3.6 %	(6)	3.6 %	(6)	3.1 %	(6)	3.7 %	(5)
Education	2.8 %	(4)	3.7 %	(3)	2.9 %	(4)	3.8 %	(3)
Energy	3.3 %	(12)	3.9 %	(10)	3.6 %	(11)	4.0 %	(10)
Entertainment/Communications/Publication	2.5 %	(11)	2.8 %	(10)	3.4 %	(11)	3.4 %	(11)
Government	2.9 %	(13)	3.1 %	(12)	2.9 %	(12)	3.2 %	(11)
Health Care/Medical Services	2.2 %	(9)	2.9 %	(7)	2.3 %	(8)	3.1 %	(6)
Hospitality/Restaurants	3.2 %	(3)	3.2 %	(3)	3.0 %	(3)	3.0 %	(3)
Insurance - Life & Health	2.1 %	(8)	2.4 %	(7)	2.2 %	(8)	2.5 %	(7)
Insurance - Property & Casualty	3.4 %	(12)	3.4 %	(12)	3.4 %	(10)	3.4 %	(10)
Insurance - Other	-	(1)	-	(1)	-	(1)	-	(1)
Not-for-Profit (not Hospitals/Schools)	3.8 %	(20)	3.8 %	(20)	3.4 %	(18)	3.4 %	(18)
Real Estate	3.3 %	(12)	3.9 %	(10)	3.1 %	(12)	3.3 %	(11)
Research/Development	3.7 %	(3)	3.7 %	(3)	3.7 %	(3)	3.7 %	(3)
Retail (Incl. Wholesale & Distribution)	3.0 %	(20)	3.0 %	(20)	3.0 %	(19)	3.0 %	(19)
Telecommunications	2.8 %	(5)	2.8 %	(5)	2.7 %	(5)	2.7 %	(5)
Transportation Services	3.1 %	(16)	3.1 %	(16)	2.9 %	(15)	2.9 %	(15)
Other Services	2.4 %	(9)	3.1 %	(7)	2.8 %	(8)	3.1 %	(7)
All Service	3.1 %	(217)	3.3 %	(202)	3.1 %	(200)	3.2 %	(190)
Multi-Industry								
Diversified/Multi-Company	-	(0)	-	(0)	-	(0)	-	(0)
All Multi-Industry	-	(0)	-	(0)	-	(0)	-	(0)
All Companies	3.2 %	(351)	3.4 %	(331)	3.1 %	(325)	3.3 %	(313)

**Executive Group
Salary Structure Increases**

	Actual 2012 (Average)				Projected 2013 (Average)			
	Including Zeros		Excluding Zeros		Including Zeros		Excluding Zeros	
Manufacturing								
Aerospace	2.6 %	(8)	2.9 %	(7)	2.2 %	(8)	2.2 %	(8)
Agriculture	-	(2)	-	(2)	-	(2)	-	(2)
Automotive/Vehicle Manufacturing	1.4 %	(7)	2.5 %	(4)	2.2 %	(6)	2.2 %	(6)
Building Materials	-	(2)	-	(2)	-	(2)	-	(2)
Chemicals (not Pharmaceutical)	2.4 %	(10)	2.4 %	(10)	2.3 %	(10)	2.3 %	(10)
Computers and Related Products	1.7 %	(3)	-	(2)	1.7 %	(3)	-	(2)
Consumer Products - Durable Goods	1.4 %	(5)	2.3 %	(3)	2.1 %	(3)	2.1 %	(3)
Consumer Products - Nondurable Goods	1.5 %	(4)	1.5 %	(4)	1.9 %	(5)	1.9 %	(5)
Electronics/Electrical	1.5 %	(3)	-	(2)	-	(2)	-	(2)
Energy (Oil/Gas)	3.2 %	(10)	3.2 %	(10)	3.5 %	(8)	3.5 %	(8)
Food/Beverage/Tobacco	1.4 %	(9)	2.1 %	(6)	1.8 %	(9)	2.0 %	(8)
Forest & Paper Products/Packaging	2.0 %	(4)	2.0 %	(4)	2.0 %	(3)	2.0 %	(3)
Industrial Machinery/Equipment	2.6 %	(3)	2.6 %	(3)	-	(2)	-	(1)
Medical Devices/Products	-	(2)	-	(1)	-	(2)	-	(2)
Metals	-	(0)	-	(0)	-	(0)	-	(0)
Metals Fabrication	2.0 %	(3)	2.0 %	(3)	2.0 %	(3)	2.0 %	(3)
Mining/Milling/Smelting	2.7 %	(4)	2.7 %	(4)	1.8 %	(3)	1.8 %	(3)
Pharmaceutical	1.6 %	(10)	2.0 %	(8)	1.8 %	(10)	2.2 %	(8)
Printing	-	(0)	-	(0)	-	(0)	-	(0)
Rubber/Plastics/Glass	-	(0)	-	(0)	-	(0)	-	(0)
Textiles/Apparel Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
Other Manufacturing	2.2 %	(4)	2.2 %	(4)	-	(2)	-	(2)
All Manufacturing	2.0 %	(93)	2.4 %	(79)	2.1 %	(83)	2.1 %	(78)
Service								
Accounting/Consulting/Legal	-	(2)	-	(1)	-	(1)	-	(1)
Banking/Finance	2.1 %	(29)	2.7 %	(22)	2.0 %	(26)	2.2 %	(23)
Business/Computer Services	1.2 %	(4)	-	(2)	1.6 %	(4)	2.1 %	(3)
Construction/Engineering	-	(2)	-	(2)	-	(1)	-	(0)
Education	-	(2)	-	(2)	-	(2)	-	(2)
Energy	1.1 %	(5)	1.9 %	(3)	1.3 %	(5)	2.2 %	(3)
Entertainment/Communications/Publication	1.1 %	(8)	1.5 %	(6)	1.7 %	(8)	1.9 %	(7)
Government	1.6 %	(8)	1.8 %	(7)	1.2 %	(7)	1.7 %	(5)
Health Care/Medical Services	1.4 %	(5)	2.4 %	(3)	1.3 %	(4)	-	(2)
Hospitality/Restaurants	-	(1)	-	(0)	-	(1)	-	(1)
Insurance - Life & Health	0.8 %	(4)	-	(2)	1.5 %	(4)	2.0 %	(3)
Insurance - Property & Casualty	1.8 %	(10)	2.0 %	(9)	2.0 %	(8)	2.0 %	(8)
Insurance - Other	-	(0)	-	(0)	-	(0)	-	(0)
Not-for-Profit (not Hospitals/Schools)	2.2 %	(12)	2.6 %	(10)	1.8 %	(11)	2.2 %	(9)
Real Estate	1.2 %	(5)	2.0 %	(3)	1.5 %	(4)	1.9 %	(3)
Research/Development	-	(0)	-	(0)	-	(1)	-	(1)
Retail (incl. Wholesale & Distribution)	1.3 %	(15)	2.2 %	(9)	1.7 %	(12)	2.2 %	(9)
Telecommunications	1.8 %	(4)	-	(1)	0.7 %	(3)	-	(1)
Transportation Services	1.5 %	(15)	2.0 %	(11)	1.9 %	(14)	2.1 %	(13)
Other Services	2.0 %	(3)	2.0 %	(3)	-	(2)	-	(2)
All Service	1.7 %	(134)	2.1 %	(96)	1.7 %	(116)	2.1 %	(96)
Multi-Industry								
Diversified/Multi-Company	-	(0)	-	(0)	-	(0)	-	(0)
All Multi-Industry	-	(0)	-	(0)	-	(0)	-	(0)
All Companies	1.8 %	(227)	2.4 %	(175)	1.9 %	(201)	2.2 %	(174)

**Manager/Supervisor
Overall Salary Increase Budgets**

	Actual 2012 (Average)				Projected 2013 (Average)			
	Including Zeros		Excluding Zeros		Including Zeros		Excluding Zeros	
Manufacturing								
Aerospace	3.4 %	(12)	3.4 %	(12)	3.4 %	(12)	3.4 %	(12)
Agriculture	2.9 %	(3)	2.9 %	(3)	3.0 %	(3)	3.0 %	(3)
Automotive/Vehicle Manufacturing	3.1 %	(9)	3.1 %	(9)	3.6 %	(7)	3.6 %	(7)
Building Materials	3.1 %	(4)	3.1 %	(4)	3.0 %	(4)	3.0 %	(4)
Chemicals (not Pharmaceutical)	3.4 %	(12)	3.4 %	(12)	3.1 %	(12)	3.1 %	(12)
Computers and Related Products	2.9 %	(10)	3.2 %	(9)	2.6 %	(8)	3.0 %	(7)
Consumer Products - Durable Goods	2.8 %	(7)	2.8 %	(7)	3.0 %	(8)	3.0 %	(6)
Consumer Products - Nondurable Goods	3.3 %	(9)	3.3 %	(9)	3.2 %	(8)	3.2 %	(8)
Electronics/Electrical	2.7 %	(5)	2.7 %	(5)	3.0 %	(4)	3.0 %	(4)
Energy (Oil/Gas)	4.2 %	(21)	4.2 %	(21)	4.0 %	(17)	4.0 %	(17)
Food/Beverage/Tobacco	3.4 %	(12)	3.4 %	(12)	3.2 %	(13)	3.2 %	(13)
Forest & Paper Products/Packaging	3.2 %	(6)	3.2 %	(6)	3.5 %	(6)	3.5 %	(6)
Industrial Machinery/Equipment	3.6 %	(7)	3.6 %	(7)	3.6 %	(7)	3.6 %	(7)
Medical Devices/Products	-	(2)	-	(2)	-	(2)	-	(2)
Metals	-	(0)	-	(0)	-	(0)	-	(0)
Metals Fabrication	2.3 %	(4)	2.3 %	(4)	2.3 %	(4)	2.3 %	(4)
Mining/Milling/Smelting	4.2 %	(6)	4.2 %	(6)	4.1 %	(6)	4.1 %	(6)
Pharmaceutical	2.7 %	(12)	3.0 %	(11)	3.0 %	(10)	3.0 %	(10)
Printing	-	(0)	-	(0)	-	(0)	-	(0)
Rubber/Plastics/Glass	-	(2)	-	(2)	-	(2)	-	(2)
Textiles/Apparel Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
Other Manufacturing	3.6 %	(6)	3.6 %	(6)	2.9 %	(5)	2.9 %	(5)
All Manufacturing	3.3 %	(149)	3.4 %	(147)	3.3 %	(136)	3.3 %	(135)
Service								
Accounting/Consulting/Legal	3.6 %	(5)	3.6 %	(5)	3.9 %	(4)	3.9 %	(4)
Banking/Finance	3.5 %	(46)	3.5 %	(46)	3.2 %	(41)	3.2 %	(41)
Business/Computer Services	2.5 %	(11)	2.7 %	(10)	2.7 %	(10)	3.0 %	(9)
Construction/Engineering	4.8 %	(6)	4.8 %	(6)	3.6 %	(7)	3.6 %	(7)
Education	3.6 %	(4)	3.6 %	(4)	3.7 %	(4)	3.7 %	(4)
Energy	2.9 %	(13)	2.9 %	(13)	3.4 %	(14)	3.4 %	(14)
Entertainment/Communications/Publication	2.5 %	(11)	2.8 %	(10)	3.4 %	(11)	3.4 %	(11)
Government	3.1 %	(15)	3.4 %	(14)	3.4 %	(12)	3.7 %	(11)
Health Care/Medical Services	3.2 %	(10)	3.2 %	(10)	3.4 %	(9)	3.4 %	(9)
Hospitality/Restaurants	3.1 %	(3)	3.1 %	(3)	3.0 %	(3)	3.0 %	(3)
Insurance - Life & Health	2.5 %	(8)	2.5 %	(8)	2.3 %	(8)	2.6 %	(7)
Insurance - Property & Casualty	3.6 %	(13)	3.6 %	(13)	3.3 %	(10)	3.3 %	(10)
Insurance - Other	-	(1)	-	(1)	-	(1)	-	(1)
Not-for-Profit (not Hospitals/Schools)	3.7 %	(20)	3.7 %	(20)	3.6 %	(21)	3.6 %	(21)
Real Estate	3.2 %	(12)	3.2 %	(12)	3.2 %	(12)	3.2 %	(12)
Research/Development	4.0 %	(4)	4.0 %	(4)	4.0 %	(4)	4.0 %	(4)
Retail (incl. Wholesale & Distribution)	2.8 %	(24)	2.8 %	(24)	2.9 %	(22)	2.9 %	(22)
Telecommunications	2.7 %	(6)	2.7 %	(6)	2.7 %	(6)	2.7 %	(6)
Transportation Services	3.2 %	(19)	3.2 %	(19)	3.4 %	(18)	3.4 %	(18)
Other Services	3.3 %	(9)	3.3 %	(9)	3.1 %	(8)	3.1 %	(8)
All Service	3.2 %	(240)	3.3 %	(237)	3.2 %	(225)	3.3 %	(222)
Multi-Industry								
Diversified/Multi-Company	-	(0)	-	(0)	-	(0)	-	(0)
All Multi-Industry	-	(0)	-	(0)	-	(0)	-	(0)
All Companies	3.3 %	(389)	3.3 %	(384)	3.3 %	(361)	3.3 %	(357)

**Manager/Supervisor
Salary Structure Increases**

	Actual 2012 (Average)				Projected 2013 (Average)			
	Including Zeros		Excluding Zeros		Including Zeros		Excluding Zeros	
Manufacturing								
Aerospace	1.6 %	(10)	2.2 %	(7)	2.1 %	(10)	2.1 %	(10)
Agriculture	-	(2)	-	(2)	-	(2)	-	(2)
Automotive/Vehicle Manufacturing	1.3 %	(9)	2.4 %	(5)	2.1 %	(7)	2.1 %	(7)
Building Materials	-	(2)	-	(2)	-	(2)	-	(2)
Chemicals (not Pharmaceutical)	2.5 %	(11)	2.5 %	(11)	2.3 %	(11)	2.3 %	(11)
Computers and Related Products	1.8 %	(4)	2.3 %	(3)	1.7 %	(3)	-	(2)
Consumer Products - Durable Goods	1.4 %	(5)	2.3 %	(3)	2.1 %	(3)	2.1 %	(3)
Consumer Products - Nondurable Goods	1.9 %	(6)	2.2 %	(5)	1.8 %	(7)	2.1 %	(6)
Electronics/Electrical	1.5 %	(3)	-	(2)	-	(2)	-	(2)
Energy (Oil/Gas)	3.1 %	(11)	3.1 %	(11)	3.3 %	(9)	3.3 %	(9)
Food/Beverage/Tobacco	1.4 %	(9)	2.1 %	(6)	1.8 %	(9)	2.0 %	(8)
Forest & Paper Products/Packaging	2.0 %	(4)	2.0 %	(4)	2.0 %	(3)	2.0 %	(3)
Industrial Machinery/Equipment	2.7 %	(4)	2.7 %	(4)	1.7 %	(3)	-	(2)
Medical Devices/Products	-	(2)	-	(1)	-	(2)	-	(2)
Metals	-	(0)	-	(0)	-	(0)	-	(0)
Metals Fabrication	1.6 %	(3)	1.6 %	(3)	1.7 %	(3)	1.7 %	(3)
Mining/Milling/Smelting	2.8 %	(6)	2.8 %	(6)	2.0 %	(5)	2.0 %	(5)
Pharmaceutical	2.0 %	(11)	2.2 %	(10)	1.7 %	(11)	2.1 %	(9)
Printing	-	(0)	-	(0)	-	(0)	-	(0)
Rubber/Plastics/Glass	-	(0)	-	(0)	-	(0)	-	(0)
Textiles/Apparel Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
Other Manufacturing	1.7 %	(5)	2.2 %	(4)	-	(2)	-	(2)
All Manufacturing	2.0 %	(107)	2.4 %	(89)	2.1 %	(94)	2.2 %	(88)
Service								
Accounting/Consulting/Legal	1.2 %	(3)	-	(2)	-	(2)	-	(2)
Banking/Finance	2.1 %	(34)	2.6 %	(28)	1.9 %	(30)	2.1 %	(26)
Business/Computer Services	1.1 %	(6)	2.1 %	(3)	1.5 %	(6)	1.8 %	(5)
Construction/Engineering	5.0 %	(4)	5.0 %	(4)	2.0 %	(3)	-	(2)
Education	-	(2)	-	(2)	-	(2)	-	(2)
Energy	1.3 %	(8)	2.5 %	(4)	1.3 %	(8)	2.1 %	(5)
Entertainment/Communications/Publication	1.1 %	(8)	1.5 %	(6)	1.7 %	(8)	1.9 %	(7)
Government	1.9 %	(8)	1.9 %	(8)	1.7 %	(7)	2.0 %	(8)
Health Care/Medical Services	1.9 %	(7)	2.3 %	(6)	1.6 %	(5)	2.0 %	(4)
Hospitality/Restaurants	-	(2)	-	(0)	-	(2)	-	(2)
Insurance - Life & Health	0.6 %	(5)	-	(2)	1.6 %	(5)	2.0 %	(4)
Insurance - Property & Casualty	1.9 %	(13)	2.1 %	(12)	2.0 %	(9)	2.0 %	(9)
Insurance - Other	-	(1)	-	(0)	-	(1)	-	(1)
Not-for-Profit (not Hospitals/Schools)	2.2 %	(13)	2.6 %	(11)	2.3 %	(12)	2.7 %	(10)
Real Estate	1.6 %	(5)	2.0 %	(4)	1.8 %	(4)	1.8 %	(4)
Research/Development	-	(2)	-	(2)	-	(2)	-	(2)
Retail (incl. Wholesale & Distribution)	1.4 %	(19)	2.2 %	(12)	1.8 %	(15)	2.1 %	(13)
Telecommunications	1.9 %	(4)	-	(2)	0.7 %	(3)	-	(1)
Transportation Services	1.6 %	(16)	2.0 %	(13)	2.1 %	(15)	2.1 %	(15)
Other Services	2.4 %	(6)	2.4 %	(6)	2.1 %	(4)	2.1 %	(4)
All Service	1.8 %	(166)	2.3 %	(127)	1.8 %	(143)	2.1 %	(124)
Multi-Industry								
Diversified/Multi-Company	-	(0)	-	(0)	-	(0)	-	(0)
All Multi-Industry	-	(0)	-	(0)	-	(0)	-	(0)
All Companies	1.9 %	(273)	2.3 %	(216)	1.9 %	(237)	2.2 %	(212)

**Professional/Specialist
Overall Salary Increase Budgets**

	Actual 2012 (Average)				Projected 2013 (Average)			
	Including Zeros		Excluding Zeros		Including Zeros		Excluding Zeros	
Manufacturing								
Aerospace	3.4 %	(12)	3.4 %	(12)	3.4 %	(12)	3.4 %	(12)
Agriculture	2.9 %	(3)	2.9 %	(3)	3.0 %	(3)	3.0 %	(3)
Automotive/Vehicle Manufacturing	3.0 %	(9)	3.0 %	(9)	3.6 %	(7)	3.6 %	(7)
Building Materials	3.1 %	(4)	3.1 %	(4)	3.0 %	(4)	3.0 %	(4)
Chemicals (not Pharmaceutical)	3.1 %	(12)	3.1 %	(12)	3.0 %	(12)	3.0 %	(12)
Computers and Related Products	2.5 %	(9)	2.9 %	(8)	2.8 %	(7)	3.3 %	(6)
Consumer Products - Durable Goods	2.8 %	(7)	2.8 %	(7)	3.0 %	(6)	3.0 %	(6)
Consumer Products - Nondurable Goods	3.3 %	(9)	3.3 %	(9)	3.3 %	(8)	3.3 %	(8)
Electronics/Electrical	3.3 %	(5)	3.3 %	(5)	3.0 %	(4)	3.0 %	(4)
Energy (Oil/Gas)	4.3 %	(21)	4.3 %	(21)	3.9 %	(17)	3.9 %	(17)
Food/Beverage/Tobacco	3.2 %	(11)	3.2 %	(11)	3.1 %	(12)	3.1 %	(12)
Forest & Paper Products/Packaging	3.2 %	(6)	3.2 %	(6)	3.6 %	(6)	3.6 %	(6)
Industrial Machinery/Equipment	3.4 %	(7)	3.4 %	(7)	3.4 %	(7)	3.4 %	(7)
Medical Devices/Products	-	(2)	-	(2)	-	(2)	-	(2)
Metals	-	(0)	-	(0)	-	(0)	-	(0)
Metals Fabrication	2.3 %	(4)	2.3 %	(4)	2.3 %	(4)	2.3 %	(4)
Mining/Milling/Smelting	4.0 %	(6)	4.0 %	(6)	4.0 %	(6)	4.0 %	(6)
Pharmaceutical	2.7 %	(12)	3.0 %	(11)	3.0 %	(10)	3.0 %	(10)
Printing	-	(0)	-	(0)	-	(0)	-	(0)
Rubber/Plastics/Glass	-	(1)	-	(1)	-	(1)	-	(1)
Textiles/Apparel Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
Other Manufacturing	3.9 %	(5)	3.9 %	(5)	3.0 %	(4)	3.0 %	(4)
All Manufacturing	3.3 %	(145)	3.4 %	(143)	3.3 %	(132)	3.3 %	(131)
Service								
Accounting/Consulting/Legal	4.0 %	(3)	4.0 %	(3)	4.3 %	(3)	4.3 %	(3)
Banking/Finance	3.3 %	(46)	3.3 %	(46)	3.2 %	(41)	3.2 %	(41)
Business/Computer Services	2.5 %	(11)	2.8 %	(10)	2.7 %	(10)	3.0 %	(9)
Construction/Engineering	4.7 %	(6)	4.7 %	(6)	3.6 %	(7)	3.6 %	(7)
Education	3.4 %	(4)	3.4 %	(4)	3.5 %	(4)	3.5 %	(4)
Energy	3.3 %	(12)	3.3 %	(12)	3.4 %	(14)	3.4 %	(14)
Entertainment/Communications/Publication	2.8 %	(11)	2.8 %	(11)	3.0 %	(11)	3.0 %	(11)
Government	3.2 %	(15)	3.4 %	(14)	3.3 %	(13)	3.6 %	(12)
Health Care/Medical Services	2.8 %	(10)	2.8 %	(10)	3.0 %	(9)	3.0 %	(9)
Hospitality/Restaurants	-	(2)	-	(2)	-	(2)	-	(2)
Insurance - Life & Health	2.4 %	(8)	2.4 %	(8)	2.3 %	(8)	2.6 %	(7)
Insurance - Property & Casualty	3.4 %	(12)	3.4 %	(12)	3.2 %	(9)	3.2 %	(9)
Insurance - Other	-	(1)	-	(1)	-	(1)	-	(1)
Not-for-Profit (not Hospitals/Schools)	3.4 %	(20)	3.4 %	(20)	3.3 %	(20)	3.3 %	(20)
Real Estate	3.3 %	(12)	3.3 %	(12)	3.2 %	(12)	3.2 %	(12)
Research/Development	3.5 %	(4)	3.5 %	(4)	3.5 %	(4)	3.5 %	(4)
Retail (incl. Wholesale & Distribution)	2.7 %	(23)	2.7 %	(23)	2.9 %	(21)	2.9 %	(21)
Telecommunications	3.1 %	(7)	3.1 %	(7)	3.2 %	(7)	3.2 %	(7)
Transportation Services	2.8 %	(15)	2.8 %	(15)	2.9 %	(14)	2.9 %	(14)
Other Services	3.3 %	(9)	3.3 %	(9)	3.1 %	(8)	3.1 %	(8)
All Service	3.1 %	(231)	3.2 %	(229)	3.1 %	(218)	3.2 %	(215)
Multi-Industry								
Diversified/Multi-Company	-	(0)	-	(0)	-	(0)	-	(0)
All Multi-Industry	-	(0)	-	(0)	-	(0)	-	(0)
All Companies	3.2 %	(376)	3.2 %	(372)	3.2 %	(350)	3.2 %	(346)

**Professional/Specialist
Salary Structure Increases**

	Actual 2012 (Average)				Projected 2013 (Average)			
	Including Zeros		Excluding Zeros		Including Zeros		Excluding Zeros	
Manufacturing								
Aerospace	1.5 %	(10)	2.1 %	(7)	2.0 %	(10)	2.0 %	(10)
Agriculture	-	(2)	-	(2)	-	(2)	-	(2)
Automotive/Vehicle Manufacturing	1.3 %	(9)	2.4 %	(5)	2.1 %	(7)	2.1 %	(7)
Building Materials	-	(2)	-	(2)	-	(2)	-	(2)
Chemicals (not Pharmaceutical)	2.3 %	(11)	2.3 %	(11)	2.3 %	(11)	2.3 %	(11)
Computers and Related Products	1.8 %	(4)	2.3 %	(3)	1.7 %	(3)	-	(2)
Consumer Products - Durable Goods	1.4 %	(5)	2.3 %	(3)	2.1 %	(3)	2.1 %	(3)
Consumer Products - Nondurable Goods	2.0 %	(6)	2.0 %	(6)	2.1 %	(7)	2.1 %	(7)
Electronics/Electrical	1.5 %	(3)	-	(2)	-	(2)	-	(2)
Energy (Oil/Gas)	3.1 %	(11)	3.1 %	(11)	3.3 %	(9)	3.3 %	(9)
Food/Beverage/Tobacco	1.4 %	(9)	2.1 %	(6)	1.8 %	(9)	2.0 %	(8)
Forest & Paper Products/Packaging	2.0 %	(4)	2.0 %	(4)	2.0 %	(3)	2.0 %	(3)
Industrial Machinery/Equipment	2.7 %	(4)	2.7 %	(4)	1.7 %	(3)	-	(2)
Medical Devices/Products	-	(2)	-	(1)	-	(2)	-	(2)
Metals	-	(0)	-	(0)	-	(0)	-	(0)
Metals Fabrication	1.3 %	(3)	1.3 %	(3)	1.3 %	(3)	1.3 %	(3)
Mining/Milling/Smelting	2.8 %	(6)	2.8 %	(6)	2.0 %	(5)	2.0 %	(5)
Pharmaceutical	2.4 %	(11)	2.7 %	(10)	1.7 %	(11)	2.1 %	(9)
Printing	-	(0)	-	(0)	-	(0)	-	(0)
Rubber/Plastics/Glass	-	(0)	-	(0)	-	(0)	-	(0)
Textiles/Apparel Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
Other Manufacturing	1.7 %	(5)	2.2 %	(4)	-	(2)	-	(2)
All Manufacturing	2.0 %	(107)	2.4 %	(90)	2.1 %	(94)	2.2 %	(89)
Service								
Accounting/Consulting/Legal	1.2 %	(3)	-	(2)	-	(2)	-	(2)
Banking/Finance	2.0 %	(34)	2.6 %	(27)	2.0 %	(29)	2.2 %	(26)
Business/Computer Services	1.1 %	(6)	2.1 %	(3)	1.5 %	(6)	1.8 %	(5)
Construction/Engineering	5.0 %	(4)	5.0 %	(4)	2.0 %	(3)	-	(2)
Education	-	(2)	-	(2)	-	(2)	-	(2)
Energy	1.3 %	(8)	2.6 %	(4)	1.3 %	(8)	2.1 %	(5)
Entertainment/Communications/Publication	1.3 %	(8)	1.7 %	(6)	1.7 %	(8)	1.9 %	(7)
Government	1.9 %	(8)	1.9 %	(8)	2.0 %	(7)	2.0 %	(7)
Health Care/Medical Services	2.6 %	(7)	2.6 %	(7)	2.0 %	(5)	2.0 %	(5)
Hospitality/Restaurants	-	(2)	-	(0)	-	(2)	-	(2)
Insurance - Life & Health	1.0 %	(6)	1.9 %	(3)	1.7 %	(6)	2.0 %	(5)
Insurance - Property & Casualty	1.9 %	(12)	2.0 %	(11)	2.0 %	(8)	2.0 %	(8)
Insurance - Other	-	(1)	-	(0)	-	(1)	-	(1)
Not-for-Profit (not Hospitals/Schools)	2.2 %	(13)	2.6 %	(11)	1.7 %	(12)	2.0 %	(10)
Real Estate	1.6 %	(5)	2.0 %	(4)	1.8 %	(4)	1.8 %	(4)
Research/Development	-	(2)	-	(2)	-	(2)	-	(2)
Retail (incl. Wholesale & Distribution)	1.3 %	(18)	2.2 %	(11)	1.8 %	(14)	2.1 %	(12)
Telecommunications	1.2 %	(4)	-	(2)	0.7 %	(3)	-	(1)
Transportation Services	1.5 %	(13)	2.0 %	(10)	2.1 %	(12)	2.1 %	(12)
Other Services	2.4 %	(6)	2.4 %	(6)	2.5 %	(5)	2.5 %	(5)
All Service	1.8 %	(167)	2.3 %	(123)	1.9 %	(139)	2.1 %	(123)
Multi-Industry								
Diversified/Multi-Company	-	(0)	-	(0)	-	(0)	-	(0)
All Multi-Industry	-	(0)	-	(0)	-	(0)	-	(0)
All Companies	1.9 %	(269)	2.4 %	(213)	2.0 %	(233)	2.1 %	(212)

**Administrative Support
Overall Salary Increase Budgets**

	Actual 2012 (Average)				Projected 2013 (Average)			
	Including Zeros		Excluding Zeros		Including Zeros		Excluding Zeros	
Manufacturing								
Aerospace	3.2 %	(12)	3.2 %	(12)	3.4 %	(12)	3.4 %	(12)
Agriculture	2.9 %	(3)	2.9 %	(3)	3.0 %	(3)	3.0 %	(3)
Automotive/Vehicle Manufacturing	2.9 %	(7)	2.9 %	(7)	3.5 %	(5)	3.5 %	(5)
Building Materials	3.1 %	(4)	3.1 %	(4)	3.0 %	(4)	3.0 %	(4)
Chemicals (not Pharmaceutical)	3.0 %	(12)	3.0 %	(12)	3.0 %	(12)	3.0 %	(12)
Computers and Related Products	2.5 %	(9)	2.8 %	(8)	2.8 %	(8)	3.2 %	(7)
Consumer Products - Durable Goods	2.8 %	(7)	2.8 %	(7)	3.0 %	(6)	3.0 %	(6)
Consumer Products - Nondurable Goods	3.2 %	(9)	3.2 %	(9)	3.2 %	(8)	3.2 %	(8)
Electronics/Electrical	3.3 %	(5)	3.3 %	(5)	3.0 %	(4)	3.0 %	(4)
Energy (Oil/Gas)	4.3 %	(19)	4.3 %	(19)	4.0 %	(15)	4.0 %	(15)
Food/Beverage/Tobacco	3.3 %	(12)	3.3 %	(12)	3.2 %	(13)	3.2 %	(13)
Forest & Paper Products/Packaging	3.3 %	(6)	3.3 %	(6)	3.6 %	(6)	3.6 %	(6)
Industrial Machinery/Equipment	2.7 %	(8)	2.7 %	(8)	2.8 %	(8)	2.8 %	(6)
Medical Devices/Products	-	(2)	-	(2)	-	(2)	-	(2)
Metals	-	(0)	-	(0)	-	(0)	-	(0)
Metals Fabrication	2.3 %	(4)	2.3 %	(4)	2.3 %	(4)	2.3 %	(4)
Mining/Milling/Smelting	4.0 %	(8)	4.0 %	(8)	4.0 %	(8)	4.0 %	(6)
Pharmaceutical	2.7 %	(12)	2.9 %	(11)	2.9 %	(10)	2.9 %	(10)
Printing	-	(0)	-	(0)	-	(0)	-	(0)
Rubber/Plastics/Glass	-	(2)	-	(2)	-	(2)	-	(2)
Textiles/Apparel Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
Other Manufacturing	3.6 %	(8)	3.6 %	(8)	2.9 %	(5)	2.9 %	(5)
All Manufacturing	3.2 %	(143)	3.3 %	(141)	3.2 %	(131)	3.3 %	(130)
Service								
Accounting/Consulting/Legal	2.4 %	(5)	2.4 %	(5)	2.8 %	(4)	2.8 %	(4)
Banking/Finance	3.2 %	(44)	3.2 %	(44)	3.2 %	(41)	3.2 %	(41)
Business/Computer Services	2.4 %	(11)	2.7 %	(10)	2.7 %	(9)	3.0 %	(8)
Construction/Engineering	4.5 %	(6)	4.5 %	(6)	3.8 %	(7)	3.8 %	(7)
Education	3.3 %	(4)	3.3 %	(4)	3.4 %	(4)	3.4 %	(4)
Energy	3.2 %	(11)	3.2 %	(11)	3.4 %	(11)	3.4 %	(11)
Entertainment/Communications/Publication	2.7 %	(11)	2.7 %	(11)	3.4 %	(11)	3.4 %	(11)
Government	2.7 %	(14)	2.9 %	(13)	2.8 %	(12)	3.0 %	(11)
Health Care/Medical Services	2.5 %	(10)	2.5 %	(10)	2.7 %	(9)	2.7 %	(9)
Hospitality/Restaurants	-	(2)	-	(2)	-	(2)	-	(2)
Insurance - Life & Health	2.4 %	(8)	2.4 %	(8)	2.3 %	(8)	2.6 %	(7)
Insurance - Property & Casualty	3.5 %	(12)	3.5 %	(12)	3.2 %	(9)	3.2 %	(9)
Insurance - Other	-	(1)	-	(1)	-	(1)	-	(1)
Not-for-Profit (not Hospitals/Schools)	3.3 %	(20)	3.3 %	(20)	3.2 %	(20)	3.2 %	(20)
Real Estate	3.1 %	(12)	3.1 %	(12)	3.2 %	(12)	3.2 %	(12)
Research/Development	3.3 %	(3)	3.3 %	(3)	3.3 %	(3)	3.3 %	(3)
Retail (incl. Wholesale & Distribution)	2.7 %	(23)	2.7 %	(23)	2.8 %	(21)	2.8 %	(21)
Telecommunications	2.8 %	(5)	2.8 %	(5)	2.6 %	(5)	2.6 %	(5)
Transportation Services	2.5 %	(14)	2.7 %	(13)	2.7 %	(13)	2.9 %	(12)
Other Services	3.0 %	(9)	3.0 %	(9)	3.1 %	(8)	3.1 %	(8)
All Service	3.0 %	(225)	3.0 %	(222)	3.0 %	(210)	3.1 %	(206)
Multi-Industry								
Diversified/Multi-Company	-	(0)	-	(0)	-	(0)	-	(0)
All Multi-Industry	-	(0)	-	(0)	-	(0)	-	(0)
All Companies	3.1 %	(368)	3.1 %	(363)	3.1 %	(341)	3.2 %	(336)

**Administrative Support
Salary Structure Increases**

	Actual 2012 (Average)				Projected 2013 (Average)			
	Including Zeros		Excluding Zeros		Including Zeros		Excluding Zeros	
Manufacturing								
Aerospace	1.8 %	(10)	2.2 %	(8)	2.1 %	(10)	2.1 %	(10)
Agriculture	-	(2)	-	(2)	-	(2)	-	(2)
Automotive/Vehicle Manufacturing	1.1 %	(8)	2.3 %	(4)	2.0 %	(6)	2.0 %	(6)
Building Materials	-	(2)	-	(2)	-	(2)	-	(2)
Chemicals (not Pharmaceutical)	2.3 %	(11)	2.3 %	(11)	2.3 %	(11)	2.3 %	(11)
Computers and Related Products	1.6 %	(5)	2.0 %	(4)	1.5 %	(4)	2.0 %	(3)
Consumer Products - Durable Goods	1.8 %	(5)	2.2 %	(4)	2.1 %	(3)	2.1 %	(3)
Consumer Products - Nondurable Goods	2.3 %	(6)	2.3 %	(6)	2.1 %	(7)	2.1 %	(7)
Electronics/Electrical	1.5 %	(3)	-	(2)	-	(2)	-	(2)
Energy (Oil/Gas)	3.2 %	(10)	3.2 %	(10)	3.5 %	(8)	3.5 %	(8)
Food/Beverage/Tobacco	1.3 %	(9)	1.9 %	(6)	1.8 %	(9)	2.0 %	(8)
Forest & Paper Products/Packaging	2.0 %	(4)	2.0 %	(4)	2.0 %	(3)	2.0 %	(3)
Industrial Machinery/Equipment	2.5 %	(3)	2.5 %	(3)	-	(2)	-	(1)
Medical Devices/Products	-	(2)	-	(1)	-	(2)	-	(2)
Metals	-	(0)	-	(0)	-	(0)	-	(0)
Metals Fabrication	1.0 %	(3)	-	(2)	1.3 %	(3)	1.3 %	(3)
Mining/Milling/Smelting	2.6 %	(6)	2.6 %	(6)	2.0 %	(5)	2.0 %	(5)
Pharmaceutical	1.8 %	(11)	2.0 %	(10)	1.5 %	(11)	1.8 %	(9)
Printing	-	(0)	-	(0)	-	(0)	-	(0)
Rubber/Plastics/Glass	-	(0)	-	(0)	-	(0)	-	(0)
Textiles/Apparel Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
Other Manufacturing	1.7 %	(5)	2.1 %	(4)	-	(2)	-	(2)
All Manufacturing	1.9 %	(105)	2.3 %	(89)	2.0 %	(92)	2.2 %	(87)
Service								
Accounting/Consulting/Legal	1.6 %	(4)	2.1 %	(3)	2.1 %	(3)	2.1 %	(3)
Banking/Finance	2.0 %	(34)	2.4 %	(28)	2.0 %	(29)	2.2 %	(26)
Business/Computer Services	1.1 %	(6)	2.1 %	(3)	1.5 %	(6)	1.8 %	(5)
Construction/Engineering	5.0 %	(4)	5.0 %	(4)	2.0 %	(3)	-	(2)
Education	-	(2)	-	(2)	-	(2)	-	(2)
Energy	1.7 %	(5)	2.8 %	(3)	1.4 %	(5)	2.3 %	(3)
Entertainment/Communications/Publication	1.4 %	(8)	1.8 %	(6)	1.7 %	(8)	1.9 %	(7)
Government	2.0 %	(7)	2.0 %	(7)	2.0 %	(8)	2.0 %	(6)
Health Care/Medical Services	2.6 %	(7)	2.6 %	(7)	2.0 %	(5)	2.0 %	(5)
Hospitality/Restaurants	-	(2)	-	(0)	-	(2)	-	(2)
Insurance - Life & Health	1.0 %	(6)	1.9 %	(3)	1.7 %	(6)	2.0 %	(5)
Insurance - Property & Casualty	2.0 %	(12)	2.2 %	(11)	2.0 %	(8)	2.0 %	(8)
Insurance - Other	-	(1)	-	(0)	-	(1)	-	(1)
Not-for-Profit (not Hospitals/Schools)	2.2 %	(13)	2.6 %	(11)	1.8 %	(12)	2.2 %	(10)
Real Estate	1.6 %	(5)	2.0 %	(4)	2.0 %	(4)	2.0 %	(4)
Research/Development	-	(1)	-	(1)	-	(1)	-	(1)
Retail (incl. Wholesale & Distribution)	1.3 %	(18)	2.2 %	(11)	1.8 %	(14)	2.1 %	(12)
Telecommunications	0.7 %	(4)	-	(2)	0.7 %	(3)	-	(1)
Transportation Services	1.6 %	(11)	2.0 %	(9)	2.1 %	(10)	2.1 %	(10)
Other Services	2.4 %	(6)	2.4 %	(6)	2.1 %	(4)	2.1 %	(4)
All Service	1.8 %	(156)	2.3 %	(127)	1.9 %	(132)	2.1 %	(117)
Multi-Industry								
Diversified/Multi-Company	-	(0)	-	(0)	-	(0)	-	(0)
All Multi-Industry	-	(0)	-	(0)	-	(0)	-	(0)
All Companies	1.9 %	(261)	2.3 %	(210)	1.9 %	(224)	2.1 %	(204)

**Hourly
Overall Salary Increase Budgets**

	Actual 2012 (Average)				Projected 2013 (Average)			
	Including Zeros		Excluding Zeros		Including Zeros		Excluding Zeros	
Manufacturing								
Aerospace	3.6 %	(8)	3.6 %	(8)	3.3 %	(8)	3.3 %	(8)
Agriculture	2.9 %	(3)	2.9 %	(3)	3.0 %	(3)	3.0 %	(3)
Automotive/Vehicle Manufacturing	2.3 %	(5)	3.8 %	(3)	2.3 %	(5)	3.8 %	(3)
Building Materials	3.2 %	(3)	3.2 %	(3)	3.2 %	(3)	3.2 %	(3)
Chemicals (not Pharmaceutical)	2.7 %	(10)	2.7 %	(10)	2.9 %	(10)	2.9 %	(10)
Computers and Related Products	2.2 %	(5)	2.7 %	(4)	2.0 %	(3)	-	(2)
Consumer Products - Durable Goods	2.9 %	(6)	2.9 %	(6)	3.1 %	(5)	3.1 %	(5)
Consumer Products - Nondurable Goods	3.3 %	(4)	3.3 %	(4)	3.4 %	(3)	3.4 %	(3)
Electronics/Electrical	2.6 %	(4)	2.6 %	(4)	3.0 %	(3)	3.0 %	(3)
Energy (Oil/Gas)	4.0 %	(15)	4.0 %	(15)	3.8 %	(11)	3.8 %	(11)
Food/Beverage/Tobacco	2.6 %	(9)	2.9 %	(8)	2.9 %	(10)	3.3 %	(9)
Forest & Paper Products/Packaging	3.3 %	(4)	3.3 %	(4)	3.9 %	(4)	3.9 %	(4)
Industrial Machinery/Equipment	3.6 %	(5)	3.6 %	(5)	3.9 %	(5)	3.9 %	(5)
Medical Devices/Products	-	(1)	-	(1)	-	(1)	-	(1)
Metals	-	(0)	-	(0)	-	(0)	-	(0)
Metals Fabrication	1.8 %	(3)	1.8 %	(3)	1.8 %	(3)	1.8 %	(3)
Mining/Milling/Smelting	-	(1)	-	(1)	-	(1)	-	(1)
Pharmaceutical	2.8 %	(4)	2.8 %	(4)	2.9 %	(4)	2.9 %	(4)
Printing	-	(0)	-	(0)	-	(0)	-	(0)
Rubber/Plastics/Glass	-	(1)	-	(1)	-	(1)	-	(1)
Textiles/Apparel Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
Other Manufacturing	2.6 %	(4)	2.6 %	(4)	2.8 %	(3)	2.8 %	(3)
All Manufacturing	3.0 %	(95)	3.2 %	(91)	3.1 %	(86)	3.3 %	(82)
Service								
Accounting/Consulting/Legal	1.5 %	(3)	-	(2)	1.4 %	(3)	-	(2)
Banking/Finance	2.7 %	(23)	3.1 %	(20)	2.8 %	(21)	3.2 %	(18)
Business/Computer Services	2.5 %	(5)	2.5 %	(5)	2.8 %	(4)	2.8 %	(4)
Construction/Engineering	3.0 %	(3)	3.0 %	(3)	3.0 %	(4)	3.0 %	(4)
Education	-	(2)	-	(2)	-	(2)	-	(2)
Energy	3.5 %	(4)	3.5 %	(4)	3.4 %	(5)	3.4 %	(5)
Entertainment/Communications/Publication	2.5 %	(4)	2.5 %	(4)	2.9 %	(4)	2.9 %	(4)
Government	2.0 %	(9)	2.3 %	(8)	3.0 %	(6)	3.6 %	(5)
Health Care/Medical Services	2.6 %	(6)	3.1 %	(5)	2.7 %	(6)	3.2 %	(5)
Hospitality/Restaurants	2.6 %	(3)	2.6 %	(3)	2.8 %	(3)	2.8 %	(3)
Insurance - Life & Health	1.5 %	(3)	-	(2)	0.7 %	(3)	-	(1)
Insurance - Property & Casualty	2.3 %	(5)	2.9 %	(4)	2.5 %	(5)	3.1 %	(4)
Insurance - Other	-	(0)	-	(0)	-	(0)	-	(0)
Not-for-Profit (not Hospitals/Schools)	2.4 %	(5)	3.0 %	(4)	2.8 %	(4)	2.8 %	(4)
Real Estate	3.1 %	(9)	3.1 %	(9)	3.1 %	(10)	3.1 %	(10)
Research/Development	-	(0)	-	(0)	-	(0)	-	(0)
Retail (incl. Wholesale & Distribution)	2.9 %	(21)	2.9 %	(21)	2.8 %	(19)	2.9 %	(18)
Telecommunications	-	(1)	-	(1)	-	(1)	-	(1)
Transportation Services	2.6 %	(10)	2.9 %	(9)	2.6 %	(10)	2.9 %	(9)
Other Services	2.5 %	(8)	2.9 %	(7)	2.6 %	(7)	3.0 %	(6)
All Service	2.6 %	(124)	2.8 %	(113)	2.7 %	(117)	3.0 %	(105)
Multi-Industry								
Diversified/Multi-Company	-	(0)	-	(0)	-	(0)	-	(0)
All Multi-Industry	-	(0)	-	(0)	-	(0)	-	(0)
All Companies	2.8 %	(219)	3.0 %	(204)	2.9 %	(203)	3.1 %	(187)

**Hourly
Salary Structure Increases**

	Actual 2012 (Average)				Projected 2013 (Average)			
	Including Zeros		Excluding Zeros		Including Zeros		Excluding Zeros	
Manufacturing								
Aerospace	1.5 %	(5)	2.5 %	(3)	2.0 %	(5)	2.5 %	(4)
Agriculture	-	(2)	-	(2)	-	(2)	-	(2)
Automotive/Vehicle Manufacturing	1.2 %	(8)	2.3 %	(3)	1.8 %	(6)	2.2 %	(5)
Building Materials	-	(1)	-	(1)	-	(1)	-	(1)
Chemicals (not Pharmaceutical)	2.4 %	(7)	2.4 %	(7)	2.4 %	(7)	2.4 %	(7)
Computers and Related Products	1.7 %	(3)	-	(2)	-	(2)	-	(1)
Consumer Products - Durable Goods	1.7 %	(4)	2.3 %	(3)	-	(2)	-	(2)
Consumer Products - Nondurable Goods	2.4 %	(4)	2.4 %	(4)	2.3 %	(5)	2.3 %	(5)
Electronics/Electrical	1.5 %	(3)	-	(2)	-	(2)	-	(2)
Energy (Oil/Gas)	3.1 %	(5)	3.1 %	(5)	3.0 %	(4)	3.0 %	(4)
Food/Beverage/Tobacco	1.4 %	(5)	1.8 %	(4)	1.6 %	(5)	2.0 %	(4)
Forest & Paper Products/Packaging	-	(2)	-	(2)	-	(1)	-	(1)
Industrial Machinery/Equipment	2.6 %	(3)	2.6 %	(3)	-	(2)	-	(1)
Medical Devices/Products	-	(1)	-	(0)	-	(1)	-	(1)
Metals	-	(0)	-	(0)	-	(0)	-	(0)
Metals Fabrication	-	(2)	-	(2)	-	(2)	-	(2)
Mining/Milling/Smelting	-	(0)	-	(0)	-	(0)	-	(0)
Pharmaceutical	2.0 %	(4)	2.0 %	(4)	1.3 %	(4)	1.7 %	(3)
Printing	-	(0)	-	(0)	-	(0)	-	(0)
Rubber/Plastics/Glass	-	(0)	-	(0)	-	(0)	-	(0)
Textiles/Apparel Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
Other Manufacturing	1.7 %	(3)	1.7 %	(3)	-	(1)	-	(1)
All Manufacturing	1.9 %	(50)	2.3 %	(50)	2.0 %	(52)	2.3 %	(45)
Service								
Accounting/Consulting/Legal	-	(1)	-	(0)	-	(1)	-	(0)
Banking/Finance	1.5 %	(15)	2.8 %	(8)	1.5 %	(13)	2.4 %	(8)
Business/Computer Services	0.6 %	(3)	-	(1)	1.7 %	(3)	1.7 %	(3)
Construction/Engineering	4.7 %	(3)	4.7 %	(3)	-	(2)	-	(1)
Education	-	(1)	-	(1)	-	(1)	-	(1)
Energy	-	(2)	-	(1)	1.2 %	(3)	-	(1)
Entertainment/Communications/Publication	0.7 %	(3)	-	(1)	1.3 %	(3)	-	(2)
Government	-	(2)	-	(2)	-	(1)	-	(1)
Health Care/Medical Services	1.1 %	(4)	-	(2)	-	(2)	-	(1)
Hospitality/Restaurants	-	(2)	-	(1)	-	(2)	-	(2)
Insurance - Life & Health	0.5 %	(4)	-	(1)	0.5 %	(4)	-	(1)
Insurance - Property & Casualty	1.5 %	(4)	1.9 %	(3)	1.9 %	(3)	1.9 %	(3)
Insurance - Other	-	(0)	-	(0)	-	(0)	-	(0)
Not-for-Profit (not Hospitals/Schools)	2.7 %	(6)	3.2 %	(5)	0.7 %	(5)	1.2 %	(3)
Real Estate	1.6 %	(5)	2.0 %	(4)	2.0 %	(4)	2.0 %	(4)
Research/Development	-	(0)	-	(0)	-	(0)	-	(0)
Retail (incl. Wholesale & Distribution)	1.5 %	(15)	2.2 %	(10)	2.0 %	(11)	2.0 %	(11)
Telecommunications	0.6 %	(3)	-	(1)	0.7 %	(3)	-	(1)
Transportation Services	1.7 %	(9)	2.2 %	(7)	2.0 %	(9)	2.0 %	(9)
Other Services	2.6 %	(4)	2.6 %	(4)	-	(2)	-	(2)
All Service	1.6 %	(86)	2.5 %	(55)	1.6 %	(72)	2.1 %	(54)
Multi-Industry								
Diversified/Multi-Company	-	(0)	-	(0)	-	(0)	-	(0)
All Multi-Industry	-	(0)	-	(0)	-	(0)	-	(0)
All Companies	1.7 %	(146)	2.4 %	(105)	1.7 %	(124)	2.2 %	(100)

Union

Overall Salary Increase Budgets

	Actual 2012 (Average)				Projected 2013 (Average)			
	Including Zeros		Excluding Zeros		Including Zeros		Excluding Zeros	
Manufacturing								
Aerospace	2.8 %	(6)	3.3 %	(5)	3.2 %	(6)	4.0 %	(5)
Agriculture	-	(2)	-	(2)	-	(2)	-	(2)
Automotive/Vehicle Manufacturing	-	(1)	-	(0)	-	(1)	-	(0)
Building Materials	2.7 %	(3)	2.7 %	(3)	2.7 %	(3)	2.7 %	(3)
Chemicals (not Pharmaceutical)	2.6 %	(7)	2.6 %	(7)	3.1 %	(6)	3.1 %	(6)
Computers and Related Products	-	(1)	-	(0)	-	(1)	-	(0)
Consumer Products - Durable Goods	-	(1)	-	(1)	-	(1)	-	(1)
Consumer Products - Nondurable Goods	-	(1)	-	(1)	-	(1)	-	(1)
Electronics/Electrical	-	(0)	-	(0)	-	(0)	-	(0)
Energy (Oil/Gas)	3.6 %	(5)	3.6 %	(5)	2.8 %	(3)	2.8 %	(3)
Food/Beverage/Tobacco	1.5 %	(7)	2.6 %	(4)	1.5 %	(6)	3.0 %	(3)
Forest & Paper Products/Packaging	-	(2)	-	(2)	-	(2)	-	(2)
Industrial Machinery/Equipment	-	(2)	-	(2)	-	(2)	-	(2)
Medical Devices/Products	-	(0)	-	(0)	-	(0)	-	(0)
Metals	-	(0)	-	(0)	-	(0)	-	(0)
Metals Fabrication	1.4 %	(3)	-	(2)	0.5 %	(3)	-	(2)
Mining/Milling/Smelting	3.2 %	(3)	3.2 %	(3)	3.8 %	(3)	3.8 %	(3)
Pharmaceutical	2.4 %	(3)	2.4 %	(3)	-	(2)	-	(2)
Printing	-	(0)	-	(0)	-	(0)	-	(0)
Rubber/Plastics/Glass	-	(2)	-	(1)	-	(2)	-	(1)
Textiles/Apparel Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
Other Manufacturing	-	(1)	-	(1)	-	(1)	-	(1)
All Manufacturing	2.4 %	(50)	2.9 %	(42)	2.4 %	(45)	3.0 %	(37)
Service								
Accounting/Consulting/Legal	-	(2)	-	(0)	-	(2)	-	(0)
Banking/Finance	2.3 %	(10)	2.9 %	(8)	2.6 %	(11)	3.2 %	(9)
Business/Computer Services	-	(2)	-	(2)	-	(2)	-	(2)
Construction/Engineering	-	(1)	-	(1)	-	(1)	-	(1)
Education	1.4 %	(3)	-	(2)	1.5 %	(3)	-	(2)
Energy	2.6 %	(10)	2.9 %	(9)	3.0 %	(9)	3.0 %	(9)
Entertainment/Communications/Publication	2.0 %	(3)	2.0 %	(3)	2.5 %	(3)	2.5 %	(3)
Government	2.3 %	(11)	2.3 %	(11)	2.3 %	(10)	2.3 %	(10)
Health Care/Medical Services	1.3 %	(6)	2.0 %	(4)	2.6 %	(5)	2.6 %	(5)
Hospitality/Restaurants	-	(1)	-	(1)	-	(1)	-	(1)
Insurance - Life & Health	-	(2)	-	(0)	-	(1)	-	(0)
Insurance - Property & Casualty	-	(2)	-	(2)	-	(1)	-	(1)
Insurance - Other	-	(0)	-	(0)	-	(0)	-	(0)
Not-for-Profit (not Hospitals/Schools)	2.0 %	(6)	3.0 %	(4)	2.5 %	(4)	2.5 %	(4)
Real Estate	-	(2)	-	(2)	-	(2)	-	(2)
Research/Development	-	(0)	-	(0)	-	(1)	-	(1)
Retail (incl. Wholesale & Distribution)	2.5 %	(7)	2.5 %	(7)	2.4 %	(8)	2.4 %	(8)
Telecommunications	2.5 %	(3)	-	(2)	-	(2)	-	(2)
Transportation Services	3.0 %	(10)	3.0 %	(10)	3.2 %	(9)	3.2 %	(9)
Other Services	2.5 %	(6)	3.0 %	(5)	2.7 %	(5)	3.4 %	(4)
All Service	2.3 %	(87)	2.7 %	(74)	2.6 %	(80)	2.8 %	(73)
Multi-Industry								
Diversified/Multi-Company	-	(0)	-	(0)	-	(0)	-	(0)
All Multi-Industry	-	(0)	-	(0)	-	(0)	-	(0)
All Companies	2.4 %	(137)	2.8 %	(115)	2.5 %	(125)	2.9 %	(110)

**Union
Salary Structure Increases**

	Actual 2012 (Average)				Projected 2013 (Average)			
	Including Zeros		Excluding Zeros		Including Zeros		Excluding Zeros	
Manufacturing								
Aerospace	1.0 %	(3)	-	(1)	0.8 %	(3)	-	(1)
Agriculture	-	(2)	-	(2)	-	(2)	-	(2)
Automotive/Vehicle Manufacturing	0.8 %	(3)	-	(1)	2.5 %	(3)	2.5 %	(3)
Building Materials	-	(1)	-	(1)	-	(1)	-	(1)
Chemicals (not Pharmaceutical)	1.9 %	(4)	2.5 %	(3)	1.6 %	(4)	2.2 %	(3)
Computers and Related Products	-	(1)	-	(0)	-	(1)	-	(0)
Consumer Products - Durable Goods	-	(1)	-	(1)	-	(1)	-	(1)
Consumer Products - Nondurable Goods	-	(1)	-	(1)	-	(2)	-	(2)
Electronics/Electrical	-	(1)	-	(0)	-	(0)	-	(0)
Energy (Oil/Gas)	2.6 %	(4)	2.6 %	(4)	2.5 %	(4)	2.5 %	(4)
Food/Beverage/Tobacco	-	(2)	-	(1)	-	(2)	-	(1)
Forest & Paper Products/Packaging	-	(1)	-	(1)	-	(0)	-	(0)
Industrial Machinery/Equipment	-	(1)	-	(1)	-	(0)	-	(0)
Medical Devices/Products	-	(0)	-	(0)	-	(0)	-	(0)
Metals	-	(0)	-	(0)	-	(0)	-	(0)
Metals Fabrication	-	(1)	-	(0)	-	(1)	-	(0)
Mining/Milling/Smelting	-	(0)	-	(0)	-	(0)	-	(0)
Pharmaceutical	-	(2)	-	(2)	-	(2)	-	(2)
Printing	-	(0)	-	(0)	-	(0)	-	(0)
Rubber/Plastics/Glass	-	(0)	-	(0)	-	(0)	-	(0)
Textiles/Apparel Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
Other Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
All Manufacturing	1.6 %	(38)	2.3 %	(19)	1.7 %	(26)	2.2 %	(20)
Service								
Accounting/Consulting/Legal	-	(1)	-	(0)	-	(1)	-	(0)
Banking/Finance	1.4 %	(11)	2.6 %	(6)	1.8 %	(10)	2.5 %	(7)
Business/Computer Services	-	(2)	-	(0)	-	(2)	-	(2)
Construction/Engineering	-	(0)	-	(0)	-	(0)	-	(0)
Education	-	(2)	-	(2)	-	(2)	-	(2)
Energy	2.0 %	(4)	2.6 %	(3)	2.3 %	(4)	2.3 %	(4)
Entertainment/Communications/Publication	0.3 %	(3)	-	(1)	1.3 %	(3)	-	(2)
Government	1.4 %	(5)	1.8 %	(4)	1.7 %	(4)	2.2 %	(3)
Health Care/Medical Services	0.8 %	(5)	-	(2)	2.4 %	(4)	2.4 %	(4)
Hospitality/Restaurants	-	(0)	-	(0)	-	(0)	-	(0)
Insurance - Life & Health	0.8 %	(4)	-	(1)	0.7 %	(3)	-	(1)
Insurance - Property & Casualty	1.5 %	(3)	-	(2)	-	(2)	-	(2)
Insurance - Other	-	(0)	-	(0)	-	(0)	-	(0)
Not-for-Profit (not Hospitals/Schools)	1.3 %	(4)	1.7 %	(3)	1.1 %	(4)	1.5 %	(3)
Real Estate	-	(1)	-	(0)	-	(0)	-	(0)
Research/Development	-	(0)	-	(0)	-	(0)	-	(0)
Retail (incl. Wholesale & Distribution)	1.1 %	(6)	2.2 %	(3)	2.0 %	(5)	2.0 %	(5)
Telecommunications	1.2 %	(4)	-	(2)	1.3 %	(4)	-	(2)
Transportation Services	2.2 %	(10)	2.4 %	(9)	2.1 %	(9)	2.4 %	(8)
Other Services	-	(1)	-	(1)	-	(0)	-	(0)
All Service	1.3 %	(66)	2.2 %	(39)	1.7 %	(57)	2.2 %	(45)
Multi-Industry								
Diversified/Multi-Company	-	(0)	-	(0)	-	(0)	-	(0)
All Multi-Industry	-	(0)	-	(0)	-	(0)	-	(0)
All Companies	1.4 %	(94)	2.3 %	(58)	1.7 %	(83)	2.2 %	(65)

Merit Increases Awarded

Executive Group
Actual Merit Increase Awarded

	2012 Actual Merit Increases Earned						Population % receiving Merit Increases	
	Lower Performers		Satisfactory Performers		Top Performers		Population	
	%	(#)	%	(#)	%	(#)	%	(#)
Manufacturing								
Aerospace	0.9 %	(7)	3.0 %	(7)	5.5 %	(7)	97.7 %	(9)
Agriculture	-	(0)	-	(0)	-	(0)	-	(1)
Automotive/Vehicle Manufacturing	1.4 %	(6)	3.5 %	(4)	4.2 %	(5)	98.6 %	(6)
Building Materials	-	(1)	-	(1)	-	(1)	-	(2)
Chemicals (not Pharmaceutical)	1.6 %	(7)	2.2 %	(6)	4.1 %	(7)	100.0 %	(6)
Computers and Related Products	1.6 %	(5)	1.8 %	(4)	3.7 %	(3)	95.3 %	(6)
Consumer Products - Durable Goods	-	(1)	-	(2)	-	(2)	100.0 %	(3)
Consumer Products - Nondurable Goods	1.4 %	(4)	2.5 %	(4)	4.7 %	(3)	81.1 %	(7)
Electronics/Electrical	-	(0)	-	(1)	-	(2)	98.3 %	(3)
Energy (Oil/Gas)	3.6 %	(6)	5.3 %	(9)	6.9 %	(7)	95.6 %	(14)
Food/Beverage/Tobacco	1.4 %	(6)	2.5 %	(5)	3.8 %	(6)	98.9 %	(10)
Forest & Paper Products/Packaging	-	(1)	-	(1)	-	(1)	53.3 %	(3)
Industrial Machinery/Equipment	-	(2)	-	(2)	-	(2)	86.7 %	(6)
Medical Devices/Products	-	(1)	-	(1)	-	(1)	-	(1)
Metals	-	(0)	-	(0)	-	(0)	-	(0)
Metals Fabrication	-	(2)	-	(2)	-	(2)	-	(2)
Mining/Milling/Smelting	-	(2)	4.3 %	(3)	4.7 %	(4)	97.5 %	(5)
Pharmaceutical	0.4 %	(5)	2.7 %	(9)	4.0 %	(9)	98.1 %	(11)
Printing	-	(0)	-	(0)	-	(0)	-	(0)
Rubber/Plastics/Glass	-	(1)	-	(1)	-	(2)	-	(0)
Textiles/Apparel Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
Other Manufacturing	-	(1)	-	(1)	-	(2)	75.9 %	(3)
All Manufacturing	1.6 %	(59)	3.1 %	(63)	4.4 %	(65)	93.8 %	(100)
Service								
Accounting/Consulting/Legal	-	(2)	-	(2)	-	(2)	-	(2)
Banking/Finance	1.6 %	(19)	2.8 %	(21)	3.8 %	(22)	87.3 %	(30)
Business/Computer Services	1.6 %	(3)	2.6 %	(5)	5.4 %	(5)	95.6 %	(7)
Construction/Engineering	-	(2)	-	(2)	-	(2)	98.3 %	(3)
Education	-	(0)	-	(1)	-	(0)	-	(2)
Energy	0.9 %	(5)	2.4 %	(5)	3.5 %	(5)	72.0 %	(7)
Entertainment/Communications/Publication	1.0 %	(4)	2.7 %	(4)	4.2 %	(4)	85.1 %	(7)
Government	0.3 %	(3)	2.4 %	(5)	5.3 %	(4)	85.0 %	(4)
Health Care/Medical Services	3.4 %	(4)	6.0 %	(5)	8.4 %	(5)	75.3 %	(4)
Hospitality/Restaurants	-	(1)	-	(1)	-	(1)	98.3 %	(3)
Insurance - Life & Health	-	(2)	-	(2)	-	(2)	90.8 %	(6)
Insurance - Property & Casualty	1.3 %	(6)	3.1 %	(9)	4.4 %	(10)	92.3 %	(12)
Insurance - Other	-	(1)	-	(0)	-	(0)	-	(1)
Not-for-Profit (not Hospitals/Schools)	0.4 %	(5)	2.6 %	(9)	5.2 %	(8)	97.0 %	(15)
Real Estate	1.3 %	(3)	2.0 %	(3)	3.9 %	(3)	99.0 %	(6)
Research/Development	-	(0)	-	(0)	-	(0)	-	(2)
Retail (incl. Wholesale & Distribution)	1.3 %	(10)	2.6 %	(11)	4.2 %	(11)	94.3 %	(15)
Telecommunications	0.8 %	(4)	2.7 %	(3)	4.7 %	(3)	88.0 %	(7)
Transportation Services	1.1 %	(4)	2.4 %	(6)	3.8 %	(7)	97.8 %	(12)
Other Services	2.1 %	(4)	3.3 %	(4)	4.6 %	(4)	100.0 %	(3)
All Service	1.3 %	(92)	2.6 %	(98)	4.5 %	(98)	90.8 %	(148)
Multi-Industry								
Diversified/Multi-Company	-	(0)	-	(0)	-	(0)	-	(0)
All Multi-Industry	-	(0)	-	(0)	-	(0)	-	(0)
All Companies	1.4 %	(140)	2.9 %	(161)	3.4 %	(154)	92.0 %	(248)

**Manager/Supervisor
Actual Merit Increase Awarded**

	2012 Actual Merit Increases Earned						Population % receiving Merit Increases	
	Lower Performers		Satisfactory Performers		Top Performers		Population	
	%	(#)	%	(#)	%	(#)	%	(#)
Manufacturing								
Aerospace	0.6 %	(7)	3.1 %	(7)	5.3 %	(7)	95.2 %	(9)
Agriculture	-	(0)	-	(1)	-	(0)	-	(2)
Automotive/Vehicle Manufacturing	1.3 %	(6)	2.5 %	(5)	3.6 %	(6)	94.4 %	(9)
Building Materials	-	(1)	-	(1)	-	(2)	85.0 %	(3)
Chemicals (not Pharmaceutical)	1.5 %	(8)	2.3 %	(6)	4.2 %	(7)	98.8 %	(6)
Computers and Related Products	0.6 %	(5)	2.0 %	(4)	4.3 %	(3)	91.1 %	(7)
Consumer Products - Durable Goods	-	(2)	2.3 %	(4)	3.2 %	(4)	100.0 %	(4)
Consumer Products - Nondurable Goods	1.0 %	(6)	3.0 %	(6)	4.4 %	(6)	84.7 %	(8)
Electronics/Electrical	-	(1)	2.3 %	(3)	3.7 %	(3)	97.1 %	(3)
Energy (Oil/Gas)	2.0 %	(9)	4.3 %	(10)	5.5 %	(8)	97.4 %	(16)
Food/Beverage/Tobacco	1.4 %	(5)	2.5 %	(5)	3.7 %	(6)	98.5 %	(10)
Forest & Paper Products/Packaging	-	(2)	1.9 %	(4)	4.0 %	(3)	45.6 %	(5)
Industrial Machinery/Equipment	0.6 %	(3)	3.1 %	(3)	5.5 %	(3)	85.7 %	(6)
Medical Devices/Products	-	(1)	-	(1)	-	(1)	-	(1)
Metals	-	(0)	-	(0)	-	(0)	-	(0)
Metals Fabrication	-	(2)	-	(2)	-	(2)	-	(2)
Mining/Milling/Smelting	2.3 %	(4)	4.2 %	(4)	6.6 %	(6)	96.7 %	(5)
Pharmaceutical	1.0 %	(10)	2.6 %	(11)	3.5 %	(11)	91.9 %	(12)
Printing	-	(0)	-	(0)	-	(0)	-	(0)
Rubber/Plastics/Glass	-	(1)	-	(1)	-	(2)	-	(1)
Textiles/Apparel Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
Other Manufacturing	-	(1)	2.5 %	(3)	3.8 %	(3)	97.6 %	(4)
All Manufacturing	1.3 %	(74)	2.9 %	(81)	4.4 %	(83)	91.2 %	(113)
Service								
Accounting/Consulting/Legal	-	(2)	1.5 %	(3)	2.7 %	(3)	90.5 %	(3)
Banking/Finance	1.5 %	(26)	3.1 %	(30)	4.6 %	(31)	90.3 %	(35)
Business/Computer Services	1.2 %	(7)	2.5 %	(7)	3.7 %	(7)	96.1 %	(8)
Construction/Engineering	-	(2)	-	(2)	-	(2)	89.8 %	(4)
Education	-	(1)	-	(2)	-	(1)	-	(2)
Energy	1.0 %	(7)	3.1 %	(8)	6.0 %	(8)	82.2 %	(9)
Entertainment/Communications/Publication	1.0 %	(4)	2.5 %	(3)	3.9 %	(3)	81.9 %	(7)
Government	0.8 %	(3)	2.5 %	(4)	3.3 %	(3)	85.8 %	(5)
Health Care/Medical Services	1.7 %	(6)	3.7 %	(6)	5.7 %	(6)	61.7 %	(7)
Hospitality/Restaurants	-	(1)	-	(1)	-	(1)	98.3 %	(3)
Insurance - Life & Health	0.5 %	(4)	2.1 %	(4)	3.5 %	(4)	95.7 %	(6)
Insurance - Property & Casualty	1.3 %	(6)	2.9 %	(10)	4.7 %	(11)	92.7 %	(13)
Insurance - Other	-	(1)	-	(1)	-	(1)	-	(1)
Not-for-Profit (not Hospitals/Schools)	0.9 %	(9)	2.5 %	(8)	4.0 %	(8)	91.6 %	(17)
Real Estate	1.5 %	(4)	3.1 %	(4)	4.6 %	(4)	86.0 %	(7)
Research/Development	-	(0)	-	(0)	8.3 %	(3)	72.0 %	(3)
Retail (incl. Wholesale & Distribution)	1.1 %	(15)	2.5 %	(16)	3.9 %	(15)	92.2 %	(18)
Telecommunications	1.4 %	(5)	3.0 %	(5)	4.9 %	(5)	80.5 %	(8)
Transportation Services	2.0 %	(11)	2.7 %	(12)	4.7 %	(13)	95.9 %	(15)
Other Services	1.3 %	(6)	3.2 %	(6)	4.4 %	(6)	82.2 %	(5)
All Service	1.3 %	(122)	2.9 %	(132)	4.7 %	(135)	88.9 %	(176)
Multi-Industry								
Diversified/Multi-Company	-	(0)	-	(0)	-	(0)	-	(0)
All Multi-Industry	-	(0)	-	(0)	-	(0)	-	(0)
All Companies	1.3 %	(196)	2.9 %	(213)	4.6 %	(218)	89.8 %	(289)

**Professional/Specialist
Actual Merit Increase Awarded**

	2012 Actual Merit Increases Earned						Population % receiving Merit Increases	
	Lower Performers		Satisfactory Performers		Top Performers		Population	
	%	(#)	%	(#)	%	(#)	%	(#)
Manufacturing								
Aerospace	2.3 %	(8)	3.1 %	(8)	5.4 %	(7)	94.2 %	(10)
Agriculture	-	(0)	-	(1)	-	(0)	-	(2)
Automotive/Vehicle Manufacturing	1.3 %	(7)	2.5 %	(5)	3.5 %	(6)	97.8 %	(9)
Building Materials	-	(1)	-	(1)	-	(1)	86.7 %	(3)
Chemicals (not Pharmaceutical)	1.4 %	(8)	2.3 %	(6)	4.3 %	(7)	88.8 %	(6)
Computers and Related Products	1.9 %	(5)	2.3 %	(3)	4.2 %	(3)	84.7 %	(6)
Consumer Products - Durable Goods	-	(2)	2.2 %	(4)	3.2 %	(3)	100.0 %	(4)
Consumer Products - Nondurable Goods	1.1 %	(6)	2.8 %	(6)	4.0 %	(6)	83.4 %	(8)
Electronics/Electrical	-	(2)	2.2 %	(3)	3.4 %	(3)	88.8 %	(3)
Energy (Oil/Gas)	1.4 %	(9)	3.8 %	(10)	5.8 %	(8)	94.3 %	(15)
Food/Beverage/Tobacco	1.2 %	(5)	2.4 %	(5)	3.6 %	(6)	95.6 %	(10)
Forest & Paper Products/Packaging	-	(2)	1.9 %	(4)	3.4 %	(3)	44.6 %	(5)
Industrial Machinery/Equipment	0.6 %	(3)	3.1 %	(3)	5.5 %	(3)	82.0 %	(6)
Medical Devices/Products	-	(1)	-	(1)	-	(1)	-	(1)
Metals	-	(0)	-	(0)	-	(0)	-	(0)
Metals Fabrication	-	(2)	-	(2)	-	(2)	-	(2)
Mining/Milling/Smelting	2.3 %	(4)	4.2 %	(4)	6.7 %	(6)	95.1 %	(5)
Pharmaceutical	1.0 %	(11)	2.5 %	(11)	3.6 %	(11)	97.0 %	(12)
Printing	-	(0)	-	(0)	-	(0)	-	(0)
Rubber/Plastics/Glass	-	(1)	-	(1)	-	(1)	-	(0)
Textiles/Apparel Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
Other Manufacturing	-	(2)	2.3 %	(3)	4.9 %	(3)	91.7 %	(4)
All Manufacturing	1.4 %	(80)	2.7 %	(81)	4.4 %	(80)	90.3 %	(111)
Service								
Accounting/Consulting/Legal	-	(1)	-	(2)	-	(2)	-	(2)
Banking/Finance	1.4 %	(27)	2.9 %	(32)	4.9 %	(31)	88.1 %	(34)
Business/Computer Services	1.2 %	(7)	2.5 %	(7)	3.9 %	(7)	90.6 %	(7)
Construction/Engineering	-	(2)	-	(2)	-	(2)	93.5 %	(4)
Education	-	(1)	-	(2)	-	(1)	-	(2)
Energy	1.4 %	(8)	3.0 %	(8)	6.4 %	(8)	91.1 %	(8)
Entertainment/Communications/Publication	1.0 %	(4)	2.4 %	(4)	3.6 %	(4)	89.3 %	(8)
Government	0.6 %	(4)	2.5 %	(4)	3.4 %	(4)	86.2 %	(5)
Health Care/Medical Services	0.9 %	(5)	2.9 %	(5)	4.8 %	(5)	82.0 %	(5)
Hospitality/Restaurants	-	(0)	-	(0)	-	(0)	-	(2)
Insurance - Life & Health	0.6 %	(5)	2.1 %	(4)	3.5 %	(4)	93.8 %	(6)
Insurance - Property & Casualty	1.1 %	(8)	2.4 %	(9)	4.0 %	(10)	89.9 %	(12)
Insurance - Other	-	(1)	-	(1)	-	(1)	-	(1)
Not-for-Profit (not Hospitals/Schools)	1.1 %	(7)	2.2 %	(9)	2.9 %	(8)	94.8 %	(15)
Real Estate	1.5 %	(4)	3.2 %	(4)	4.8 %	(4)	86.3 %	(7)
Research/Development	-	(1)	-	(1)	-	(1)	68.0 %	(3)
Retail (incl. Wholesale & Distribution)	1.0 %	(14)	2.5 %	(16)	3.9 %	(15)	87.4 %	(17)
Telecommunications	1.4 %	(5)	3.1 %	(5)	5.2 %	(5)	78.2 %	(8)
Transportation Services	1.7 %	(10)	2.6 %	(9)	4.3 %	(9)	94.2 %	(12)
Other Services	1.4 %	(6)	3.1 %	(6)	4.3 %	(6)	98.3 %	(4)
All Service	1.2 %	(120)	2.7 %	(130)	4.4 %	(127)	89.2 %	(162)
Multi-Industry								
Diversified/Multi-Company	-	(0)	-	(0)	-	(0)	-	(0)
All Multi-Industry	-	(0)	-	(0)	-	(0)	-	(0)
All Companies	1.3 %	(200)	2.7 %	(211)	4.4 %	(207)	89.7 %	(273)

Administrative Support
Actual Merit Increase Awarded

	2012 Actual Merit Increases Earned						Population % receiving Merit Increases	
	Lower Performers		Satisfactory Performers		Top Performers		Population	
	%	(#)	%	(#)	%	(#)	%	(#)
Manufacturing								
Aerospace	0.8 %	(6)	3.1 %	(6)	5.7 %	(6)	94.2 %	(9)
Agriculture	-	(0)	-	(1)	-	(0)	-	(2)
Automotive/Vehicle Manufacturing	1.0 %	(6)	2.3 %	(4)	3.2 %	(5)	96.8 %	(7)
Building Materials	-	(1)	-	(1)	-	(1)	88.3 %	(3)
Chemicals (not Pharmaceutical)	1.5 %	(8)	2.3 %	(6)	4.2 %	(7)	89.3 %	(6)
Computers and Related Products	2.0 %	(4)	2.0 %	(3)	5.3 %	(3)	98.2 %	(5)
Consumer Products - Durable Goods	-	(2)	2.2 %	(4)	3.2 %	(3)	100.0 %	(4)
Consumer Products - Nondurable Goods	0.9 %	(6)	3.0 %	(6)	3.7 %	(5)	94.1 %	(7)
Electronics/Electrical	-	(0)	-	(2)	3.1 %	(3)	97.3 %	(3)
Energy (Oil/Gas)	1.9 %	(8)	4.0 %	(9)	6.2 %	(8)	95.5 %	(14)
Food/Beverage/Tobacco	1.4 %	(5)	2.6 %	(6)	3.7 %	(7)	97.3 %	(9)
Forest & Paper Products/Packaging	-	(2)	1.9 %	(4)	2.9 %	(3)	42.6 %	(5)
Industrial Machinery/Equipment	3.9 %	(3)	-	(2)	-	(2)	78.0 %	(6)
Medical Devices/Products	-	(0)	-	(0)	-	(0)	-	(0)
Metals	-	(0)	-	(0)	-	(0)	-	(0)
Metals Fabrication	-	(2)	-	(2)	-	(2)	-	(2)
Mining/Milling/Smelting	2.3 %	(4)	4.1 %	(4)	5.8 %	(6)	96.5 %	(5)
Pharmaceutical	1.1 %	(9)	2.5 %	(11)	3.5 %	(11)	99.1 %	(12)
Printing	-	(0)	-	(0)	-	(0)	-	(0)
Rubber/Plastics/Glass	-	(1)	-	(1)	-	(2)	-	(0)
Textiles/Apparel Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
Other Manufacturing	-	(1)	2.2 %	(3)	-	(2)	89.4 %	(4)
All Manufacturing	1.5 %	(69)	2.7 %	(75)	4.3 %	(76)	91.6 %	(103)
Service								
Accounting/Consulting/Legal	-	(2)	1.3 %	(3)	2.5 %	(3)	86.8 %	(3)
Banking/Finance	2.1 %	(27)	2.7 %	(30)	4.8 %	(31)	89.9 %	(33)
Business/Computer Services	1.3 %	(7)	2.4 %	(7)	3.6 %	(7)	94.1 %	(8)
Construction/Engineering	-	(2)	-	(2)	-	(2)	98.0 %	(4)
Education	-	(1)	-	(2)	-	(1)	-	(1)
Energy	1.0 %	(7)	2.9 %	(8)	5.6 %	(8)	81.1 %	(9)
Entertainment/Communications/Publication	0.9 %	(4)	3.9 %	(5)	3.8 %	(5)	87.9 %	(8)
Government	0.6 %	(4)	2.3 %	(4)	2.3 %	(4)	80.8 %	(5)
Health Care/Medical Services	1.3 %	(5)	2.9 %	(5)	4.7 %	(5)	82.0 %	(5)
Hospitality/Restaurants	-	(1)	-	(1)	-	(1)	98.3 %	(3)
Insurance - Life & Health	0.6 %	(5)	2.1 %	(4)	5.8 %	(5)	93.2 %	(6)
Insurance - Property & Casualty	1.0 %	(7)	2.4 %	(9)	4.0 %	(10)	89.6 %	(12)
Insurance - Other	-	(1)	-	(1)	-	(1)	-	(1)
Not-for-Profit (not Hospitals/Schools)	1.9 %	(8)	2.2 %	(9)	3.3 %	(8)	92.7 %	(14)
Real Estate	1.4 %	(4)	2.7 %	(4)	4.2 %	(4)	86.9 %	(7)
Research/Development	-	(1)	-	(0)	-	(0)	-	(2)
Retail (incl. Wholesale & Distribution)	0.9 %	(11)	2.4 %	(13)	4.2 %	(13)	87.8 %	(15)
Telecommunications	2.3 %	(4)	2.2 %	(3)	4.9 %	(3)	74.8 %	(5)
Transportation Services	1.7 %	(9)	2.5 %	(8)	4.1 %	(9)	96.7 %	(11)
Other Services	1.3 %	(6)	3.0 %	(6)	4.2 %	(6)	81.6 %	(5)
All Service	1.4 %	(116)	2.6 %	(124)	4.4 %	(126)	88.1 %	(157)
Multi-Industry								
Diversified/Multi-Company	-	(0)	-	(0)	-	(0)	-	(0)
All Multi-Industry	-	(0)	-	(0)	-	(0)	-	(0)
All Companies	1.4 %	(184)	2.6 %	(199)	4.3 %	(202)	89.5 %	(260)

**Hourly
Actual Merit Increase Awarded**

	2012 Actual Merit Increases Earned						Population % receiving Merit Increases	
	Lower Performers		Satisfactory Performers		Top Performers		Population	
	%	(#)	%	(#)	%	(#)	%	(#)
Manufacturing								
Aerospace	0.9 %	(4)	3.5 %	(4)	4.7 %	(3)	97.5 %	(6)
Agriculture	-	(0)	-	(1)	-	(0)	-	(2)
Automotive/Vehicle Manufacturing	1.0 %	(5)	2.2 %	(3)	-	(1)	96.3 %	(4)
Building Materials	-	(1)	-	(1)	-	(2)	-	(2)
Chemicals (not Pharmaceutical)	1.5 %	(5)	1.8 %	(3)	4.3 %	(4)	99.8 %	(4)
Computers and Related Products	1.3 %	(3)	-	(2)	-	(2)	60.7 %	(3)
Consumer Products - Durable Goods	1.5 %	(3)	-	(2)	-	(2)	100.0 %	(3)
Consumer Products - Nondurable Goods	0.7 %	(3)	2.5 %	(3)	3.0 %	(3)	96.0 %	(3)
Electronics/Electrical	-	(0)	-	(1)	-	(0)	-	(1)
Energy (Oil/Gas)	2.4 %	(6)	4.5 %	(7)	5.4 %	(5)	99.1 %	(9)
Food/Beverage/Tobacco	-	(2)	-	(1)	-	(2)	95.0 %	(3)
Forest & Paper Products/Packaging	-	(1)	-	(2)	-	(1)	43.3 %	(3)
Industrial Machinery/Equipment	-	(1)	-	(1)	-	(1)	93.8 %	(4)
Medical Devices/Products	-	(0)	-	(0)	-	(0)	-	(0)
Metals	-	(0)	-	(0)	-	(0)	-	(0)
Metals Fabrication	-	(0)	-	(0)	-	(0)	-	(1)
Mining/Milling/Smelting	-	(0)	-	(0)	-	(0)	-	(0)
Pharmaceutical	0.8 %	(5)	2.0 %	(5)	3.0 %	(5)	97.8 %	(5)
Printing	-	(0)	-	(0)	-	(0)	-	(0)
Rubber/Plastics/Glass	-	(1)	-	(1)	-	(1)	-	(1)
Textiles/Apparel Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
Other Manufacturing	-	(1)	-	(2)	-	(2)	95.9 %	(3)
All Manufacturing	1.6 %	(41)	2.9 %	(39)	3.8 %	(34)	91.4 %	(57)
Service								
Accounting/Consulting/Legal	-	(1)	-	(1)	-	(1)	-	(1)
Banking/Finance	0.7 %	(10)	1.6 %	(13)	2.6 %	(13)	78.8 %	(9)
Business/Computer Services	-	(1)	-	(1)	-	(1)	97.7 %	(3)
Construction/Engineering	-	(1)	-	(1)	-	(1)	-	(2)
Education	-	(0)	-	(0)	-	(0)	-	(0)
Energy	-	(1)	-	(1)	-	(1)	-	(1)
Entertainment/Communications/Publication	-	(1)	-	(2)	-	(2)	89.9 %	(5)
Government	-	(2)	-	(2)	-	(2)	-	(0)
Health Care/Medical Services	0.8 %	(4)	2.2 %	(4)	3.5 %	(4)	79.3 %	(3)
Hospitality/Restaurants	-	(0)	-	(0)	-	(0)	-	(2)
Insurance - Life & Health	-	(1)	-	(2)	-	(1)	-	(1)
Insurance - Property & Casualty	-	(2)	-	(2)	4.8 %	(3)	75.4 %	(3)
Insurance - Other	-	(0)	-	(0)	-	(0)	-	(0)
Not-for-Profit (not Hospitals/Schools)	-	(2)	-	(2)	-	(2)	97.3 %	(3)
Real Estate	1.8 %	(4)	3.0 %	(4)	3.8 %	(4)	96.5 %	(6)
Research/Development	-	(0)	-	(0)	-	(0)	-	(0)
Retail (Incl. Wholesale & Distribution)	0.9 %	(11)	2.3 %	(13)	3.5 %	(11)	82.0 %	(14)
Telecommunications	-	(0)	-	(0)	-	(0)	-	(1)
Transportation Services	1.0 %	(7)	2.3 %	(7)	3.3 %	(7)	96.3 %	(9)
Other Services	0.8 %	(4)	3.1 %	(4)	4.8 %	(4)	99.3 %	(3)
All Service	1.0 %	(52)	2.1 %	(59)	3.2 %	(57)	88.1 %	(66)
Multi-Industry								
Diversified/Multi-Company	-	(0)	-	(0)	-	(0)	-	(0)
All Multi-Industry	-	(0)	-	(0)	-	(0)	-	(0)
All Companies	1.3 %	(93)	2.4 %	(96)	3.4 %	(91)	89.6 %	(123)

Union
Actual Merit Increase Awarded

	2012 Actual Merit Increases Earned						Population % receiving Merit Increases	
	Lower Performers		Satisfactory Performers		Top Performers		Population	
	%	(#)	%	(#)	%	(#)	%	(#)
Manufacturing								
Aerospace	-	(1)	-	(1)	-	(1)	-	(2)
Agriculture	-	(0)	-	(0)	-	(0)	-	(1)
Automotive/Vehicle Manufacturing	-	(1)	-	(1)	-	(1)	-	(1)
Building Materials	-	(1)	-	(1)	-	(1)	-	(2)
Chemicals (not Pharmaceutical)	-	(2)	-	(2)	-	(2)	-	(2)
Computers and Related Products	-	(1)	-	(1)	-	(1)	-	(0)
Consumer Products - Durable Goods	-	(0)	-	(0)	-	(0)	-	(0)
Consumer Products - Nondurable Goods	-	(1)	-	(1)	-	(1)	-	(0)
Electronics/Electrical	-	(0)	-	(0)	-	(0)	-	(0)
Energy (Oil/Gas)	-	(2)	3.6 %	(3)	-	(2)	100.0 %	(4)
Food/Beverage/Tobacco	-	(1)	-	(0)	-	(1)	-	(2)
Forest & Paper Products/Packaging	-	(1)	-	(1)	-	(1)	-	(1)
Industrial Machinery/Equipment	-	(0)	-	(0)	-	(0)	-	(2)
Medical Devices/Products	-	(0)	-	(0)	-	(0)	-	(0)
Metals	-	(0)	-	(0)	-	(0)	-	(0)
Metals Fabrication	-	(1)	-	(1)	-	(1)	-	(0)
Mining/Milling/Smelting	-	(1)	-	(1)	-	(1)	-	(1)
Pharmaceutical	-	(1)	-	(1)	-	(1)	-	(1)
Printing	-	(0)	-	(0)	-	(0)	-	(0)
Rubber/Plastics/Glass	-	(0)	-	(0)	-	(0)	-	(0)
Textiles/Apparel Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
Other Manufacturing	-	(0)	-	(0)	-	(0)	-	(0)
All Manufacturing	1.5 %	(14)	1.8 %	(14)	1.7 %	(14)	99.4 %	(19)
Service								
Accounting/Consulting/Legal	-	(0)	-	(0)	-	(0)	-	(0)
Banking/Finance	0.4 %	(7)	1.1 %	(8)	1.4 %	(8)	87.5 %	(4)
Business/Computer Services	-	(1)	-	(1)	-	(1)	-	(1)
Construction/Engineering	-	(0)	-	(0)	-	(0)	-	(0)
Education	-	(0)	-	(0)	-	(0)	-	(1)
Energy	-	(2)	-	(2)	-	(2)	68.5 %	(4)
Entertainment/Communications/Publication	-	(1)	-	(1)	-	(1)	-	(2)
Government	-	(1)	-	(1)	-	(1)	-	(0)
Health Care/Medical Services	-	(2)	-	(2)	-	(2)	-	(2)
Hospitality/Restaurants	-	(0)	-	(0)	-	(0)	-	(0)
Insurance - Life & Health	-	(1)	-	(1)	-	(1)	-	(1)
Insurance - Property & Casualty	-	(0)	-	(0)	-	(0)	-	(1)
Insurance - Other	-	(0)	-	(0)	-	(0)	-	(0)
Not-for-Profit (not Hospitals/Schools)	1.0 %	(3)	1.0 %	(3)	1.0 %	(3)	-	(2)
Real Estate	-	(0)	-	(0)	-	(0)	-	(1)
Research/Development	-	(0)	-	(0)	-	(0)	-	(0)
Retail (incl. Wholesale & Distribution)	0.6 %	(5)	1.2 %	(5)	2.0 %	(5)	92.7 %	(3)
Telecommunications	1.3 %	(3)	1.7 %	(3)	2.0 %	(3)	96.7 %	(3)
Transportation Services	1.8 %	(4)	1.8 %	(4)	1.8 %	(4)	100.0 %	(3)
Other Services	-	(2)	-	(1)	-	(1)	-	(1)
All Service	0.9 %	(32)	1.3 %	(32)	1.6 %	(32)	89.9 %	(29)
Multi-Industry								
Diversified/Multi-Company	-	(0)	-	(0)	-	(0)	-	(0)
All Multi-Industry	-	(0)	-	(0)	-	(0)	-	(0)
All Companies	1.1 %	(46)	1.5 %	(46)	1.6 %	(46)	93.7 %	(46)

Salary Increase Budgets and Structure Movements by Geographic Region

All Organizations
Overall Salary Increase Budgets

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
British Columbia				
Executive Group	2.8 %	(31)	2.6 %	(28)
Manager/Supervisor	3.2 %	(32)	2.9 %	(30)
Professional/Specialist	3.1 %	(32)	2.8 %	(30)
Administrative Support	2.8 %	(31)	2.7 %	(29)
Hourly	2.6 %	(17)	2.5 %	(16)
Union	2.4 %	(11)	2.3 %	(9)
Vancouver				
Executive Group	2.8 %	(25)	2.8 %	(22)
Manager/Supervisor	3.3 %	(26)	3.0 %	(24)
Professional/Specialist	3.1 %	(26)	2.9 %	(24)
Administrative Support	2.8 %	(25)	2.8 %	(23)
Hourly	2.6 %	(14)	2.5 %	(13)
Union	2.3 %	(10)	2.3 %	(8)
Other British Columbia				
Executive Group	2.6 %	(8)	1.8 %	(6)
Manager/Supervisor	3.0 %	(6)	2.3 %	(6)
Professional/Specialist	3.2 %	(6)	2.3 %	(6)
Administrative Support	3.0 %	(6)	2.3 %	(6)
Hourly	2.3 %	(3)	2.3 %	(3)
Union	-	(1)	-	(1)
Alberta				
Executive Group	4.2 %	(48)	4.0 %	(43)
Manager/Supervisor	4.0 %	(51)	3.9 %	(47)
Professional/Specialist	4.0 %	(50)	4.0 %	(46)
Administrative Support	3.9 %	(50)	3.9 %	(45)
Hourly	3.7 %	(37)	3.5 %	(33)
Union	2.8 %	(16)	3.3 %	(13)
Edmonton				
Executive Group	3.7 %	(13)	4.0 %	(12)
Manager/Supervisor	4.2 %	(14)	4.1 %	(12)
Professional/Specialist	4.0 %	(13)	4.4 %	(11)
Administrative Support	4.0 %	(13)	4.1 %	(12)
Hourly	3.2 %	(9)	3.4 %	(8)
Union	2.8 %	(7)	3.8 %	(6)

All Organizations
Overall Salary Increase Budgets

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
Calgary				
Executive Group	4.5 %	(31)	4.0 %	(27)
Manager/Supervisor	4.0 %	(32)	3.9 %	(30)
Professional/Specialist	4.1 %	(32)	3.9 %	(30)
Administrative Support	4.0 %	(32)	3.8 %	(28)
Hourly	3.8 %	(23)	3.5 %	(20)
Union	2.8 %	(9)	2.8 %	(7)
Other Alberta				
Executive Group	3.6 %	(4)	3.6 %	(4)
Manager/Supervisor	3.8 %	(5)	3.6 %	(5)
Professional/Specialist	3.8 %	(5)	3.6 %	(5)
Administrative Support	3.8 %	(5)	3.6 %	(5)
Hourly	3.7 %	(5)	3.6 %	(5)
Union	-	(0)	-	(0)
Saskatchewan				
Executive Group	4.3 %	(13)	4.0 %	(13)
Manager/Supervisor	4.2 %	(16)	4.0 %	(15)
Professional/Specialist	4.3 %	(16)	4.0 %	(15)
Administrative Support	3.8 %	(15)	3.6 %	(14)
Hourly	3.6 %	(7)	3.5 %	(6)
Union	3.0 %	(9)	3.4 %	(9)
Regina				
Executive Group	4.0 %	(9)	3.6 %	(9)
Manager/Supervisor	3.8 %	(10)	3.6 %	(9)
Professional/Specialist	4.0 %	(10)	3.7 %	(9)
Administrative Support	3.8 %	(9)	3.4 %	(8)
Hourly	2.9 %	(5)	2.9 %	(4)
Union	2.9 %	(7)	3.2 %	(6)
Saskatoon				
Executive Group	4.9 %	(4)	4.9 %	(4)
Manager/Supervisor	4.9 %	(8)	4.6 %	(6)
Professional/Specialist	4.8 %	(6)	4.5 %	(6)
Administrative Support	3.8 %	(6)	3.8 %	(6)
Hourly	-	(2)	-	(2)
Union	-	(2)	3.9 %	(3)

All Organizations
Overall Salary Increase Budgets

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
Manitoba				
Executive Group	2.9 %	(14)	2.7 %	(13)
Manager/Supervisor	3.3 %	(16)	3.1 %	(14)
Professional/Specialist	3.3 %	(15)	3.2 %	(13)
Administrative Support	3.3 %	(15)	3.1 %	(13)
Hourly	3.0 %	(11)	3.4 %	(10)
Union	3.5 %	(4)	2.6 %	(3)
Winnipeg				
Executive Group	2.9 %	(14)	2.7 %	(13)
Manager/Supervisor	3.3 %	(16)	3.1 %	(14)
Professional/Specialist	3.3 %	(15)	3.2 %	(13)
Administrative Support	3.3 %	(15)	3.1 %	(13)
Hourly	3.0 %	(11)	3.4 %	(10)
Union	3.5 %	(4)	2.6 %	(3)
Ontario				
Executive Group	2.8 %	(174)	2.9 %	(157)
Manager/Supervisor	3.0 %	(196)	3.0 %	(178)
Professional/Specialist	2.9 %	(189)	3.0 %	(173)
Administrative Support	2.8 %	(188)	2.9 %	(172)
Hourly	2.5 %	(107)	2.6 %	(102)
Union	1.8 %	(58)	2.0 %	(53)
Southwest Ontario				
Executive Group	2.5 %	(25)	2.3 %	(25)
Manager/Supervisor	3.0 %	(30)	3.0 %	(28)
Professional/Specialist	2.8 %	(28)	2.9 %	(26)
Administrative Support	2.7 %	(28)	2.8 %	(26)
Hourly	2.2 %	(20)	2.1 %	(19)
Union	1.1 %	(14)	1.4 %	(13)
Greater Toronto Area				
Executive Group	2.8 %	(136)	2.9 %	(120)
Manager/Supervisor	2.9 %	(152)	3.0 %	(137)
Professional/Specialist	2.9 %	(147)	3.0 %	(134)
Administrative Support	2.8 %	(146)	3.0 %	(133)
Hourly	2.5 %	(81)	2.7 %	(77)
Union	2.0 %	(39)	2.2 %	(36)
Ottawa				
Executive Group	3.6 %	(9)	3.4 %	(8)
Manager/Supervisor	3.3 %	(9)	3.3 %	(8)
Professional/Specialist	3.2 %	(9)	3.2 %	(8)
Administrative Support	2.5 %	(9)	2.7 %	(8)
Hourly	2.8 %	(3)	2.2 %	(3)
Union	2.5 %	(3)		(2)

All Organizations
Overall Salary Increase Budgets

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
Other Ontario				
Executive Group	3.4 %	(4)	3.3 %	(4)
Manager/Supervisor	3.3 %	(5)	3.3 %	(5)
Professional/Specialist	3.2 %	(5)	3.2 %	(5)
Administrative Support	3.2 %	(5)	3.1 %	(5)
Hourly	3.3 %	(3)	3.2 %	(3)
Union	-	(2)	-	(2)
Quebec				
Executive Group	3.3 %	(64)	3.4 %	(64)
Manager/Supervisor	3.4 %	(71)	3.5 %	(70)
Professional/Specialist	3.4 %	(68)	3.2 %	(67)
Administrative Support	3.2 %	(64)	3.2 %	(63)
Hourly	2.6 %	(39)	3.0 %	(35)
Union	2.8 %	(34)	2.9 %	(34)
Greater Montreal Area				
Executive Group	3.4 %	(56)	3.4 %	(55)
Manager/Supervisor	3.5 %	(64)	3.5 %	(62)
Professional/Specialist	3.4 %	(60)	3.2 %	(58)
Administrative Support	3.2 %	(57)	3.2 %	(55)
Hourly	2.6 %	(34)	3.0 %	(30)
Union	2.8 %	(30)	2.9 %	(29)
Quebec City				
Executive Group	2.6 %	(5)	2.5 %	(5)
Manager/Supervisor	2.3 %	(5)	3.5 %	(5)
Professional/Specialist	3.1 %	(5)	3.2 %	(5)
Administrative Support	2.4 %	(5)	2.5 %	(5)
Hourly	2.1 %	(3)	2.4 %	(3)
Union	-	(1)	-	(1)
Other Quebec				
Executive Group	2.7 %	(3)	3.6 %	(4)
Manager/Supervisor	-	(2)	3.4 %	(3)
Professional/Specialist	4.0 %	(3)	3.3 %	(4)
Administrative Support	-	(2)	3.4 %	(3)
Hourly	-	(2)	-	(2)
Union	3.7 %	(3)	3.1 %	(4)
Atlantic Canada				
Executive Group	4.1 %	(8)	3.5 %	(8)
Manager/Supervisor	2.5 %	(8)	2.9 %	(8)
Professional/Specialist	2.6 %	(7)	2.8 %	(7)
Administrative Support	2.9 %	(6)	2.9 %	(6)
Hourly	-	(2)	-	(2)
Union	1.6 %	(5)	2.6 %	(4)

*Note-Atlantic Canada includes Newfoundland & Labrador, Nova Scotia, New Brunswick and Prince Edward Island.

**All Organizations
Salary Structure Increase**

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
British Columbia				
Executive Group	1.6 %	(15)	1.5 %	(11)
Manager/Supervisor	1.8 %	(22)	1.8 %	(18)
Professional/Specialist	1.6 %	(22)	1.8 %	(18)
Administrative Support	1.4 %	(21)	1.7 %	(17)
Hourly	1.4 %	(10)	1.6 %	(9)
Union	1.7 %	(8)	1.9 %	(5)
Vancouver				
Executive Group	1.9 %	(13)	1.9 %	(9)
Manager/Supervisor	2.0 %	(19)	2.0 %	(15)
Professional/Specialist	1.7 %	(19)	2.0 %	(15)
Administrative Support	1.5 %	(18)	2.0 %	(14)
Hourly	1.8 %	(8)	2.0 %	(7)
Union	1.9 %	(7)	2.4 %	(4)
Other British Columbia				
Executive Group	-	(2)	-	(2)
Manager/Supervisor	0.7 %	(3)	0.7 %	(3)
Professional/Specialist	0.7 %	(3)	0.7 %	(3)
Administrative Support	0.7 %	(3)	0.7 %	(3)
Hourly	-	(2)	-	(2)
Union	-	(1)	-	(1)
Alberta				
Executive Group	2.4 %	(23)	2.6 %	(21)
Manager/Supervisor	2.8 %	(30)	2.6 %	(27)
Professional/Specialist	2.6 %	(30)	2.7 %	(28)
Administrative Support	2.7 %	(29)	2.8 %	(26)
Hourly	2.6 %	(21)	2.3 %	(19)
Union	2.0 %	(10)	2.2 %	(9)
Edmonton				
Executive Group	1.6 %	(7)	2.6 %	(7)
Manager/Supervisor	2.3 %	(9)	2.7 %	(9)
Professional/Specialist	1.9 %	(9)	2.7 %	(9)
Administrative Support	1.8 %	(9)	2.8 %	(9)
Hourly	2.6 %	(7)	2.6 %	(7)
Union	2.4 %	(5)	3.1 %	(5)

**All Organizations
Salary Structure Increase**

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
Calgary				
Executive Group	2.4 %	(13)	2.7 %	(11)
Manager/Supervisor	2.7 %	(17)	2.6 %	(14)
Professional/Specialist	2.7 %	(17)	2.7 %	(15)
Administrative Support	2.9 %	(16)	2.8 %	(13)
Hourly	2.1 %	(10)	2.0 %	(8)
Union	2.0 %	(4)	1.3 %	(3)
Other Alberta				
Executive Group	-	(2)	-	(2)
Manager/Supervisor	3.3%	(3)	3.2%	(3)
Professional/Specialist	3.3%	(3)	3.2%	(3)
Administrative Support	3.3%	(3)	3.2%	(3)
Hourly	3.3%	(3)	3.2%	(3)
Union	-	(1)	-	(1)
Saskatchewan				
Executive Group	3.3 %	(12)	2.2 %	(11)
Manager/Supervisor	3.4 %	(14)	2.3 %	(12)
Professional/Specialist	3.4 %	(13)	2.3 %	(11)
Administrative Support	3.1 %	(13)	2.3 %	(11)
Hourly	2.5 %	(4)	2.3 %	(3)
Union	2.5 %	(6)	2.4 %	(5)
Regina				
Executive Group	3.5 %	(9)	2.1 %	(8)
Manager/Supervisor	3.7 %	(9)	2.1 %	(8)
Professional/Specialist	3.8 %	(8)	2.1 %	(7)
Administrative Support	3.3 %	(8)	2.1 %	(7)
Hourly	2.3 %	(3)	-	(2)
Union	2.5 %	(5)	2.3 %	(4)
Saskatoon				
Executive Group	2.5 %	(3)	2.7 %	(3)
Manager/Supervisor	2.8 %	(5)	2.6 %	(4)
Professional/Specialist	2.8 %	(5)	2.6 %	(4)
Administrative Support	2.7 %	(5)	2.6 %	(4)
Hourly	-	(1)	-	(1)
Union	-	(1)	-	(1)

**All Organizations
Salary Structure Increase**

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
Manitoba				
Executive Group	2.3 %	(7)	2.3 %	(6)
Manager/Supervisor	2.1 %	(9)	1.8 %	(7)
Professional/Specialist	2.2 %	(10)	2.0 %	(8)
Administrative Support	2.3 %	(10)	2.1 %	(8)
Hourly	2.5 %	(6)	2.5 %	(6)
Union	-	(2)	-	(1)
Winnipeg				
Executive Group	2.3 %	(7)	2.3 %	(6)
Manager/Supervisor	2.1 %	(9)	1.8 %	(7)
Professional/Specialist	2.2 %	(10)	2.0 %	(8)
Administrative Support	2.3 %	(10)	2.1 %	(8)
Hourly	2.5 %	(6)	2.5 %	(6)
Union	-	(2)	-	(1)
Ontario				
Executive Group	1.6 %	(110)	1.7 %	(94)
Manager/Supervisor	1.6 %	(132)	1.8 %	(110)
Professional/Specialist	1.6 %	(132)	1.8 %	(109)
Administrative Support	1.6 %	(131)	1.8 %	(108)
Hourly	1.6 %	(69)	1.7 %	(54)
Union	1.0 %	(35)	1.6 %	(32)
Southwest Ontario				
Executive Group	1.4 %	(17)	1.5 %	(17)
Manager/Supervisor	1.4 %	(21)	1.7 %	(19)
Professional/Specialist	1.5 %	(21)	1.7 %	(19)
Administrative Support	1.5 %	(20)	1.7 %	(18)
Hourly	1.4 %	(12)	1.4 %	(11)
Union	0.8 %	(6)	1.8 %	(6)
Greater Toronto Area				
Executive Group	1.6 %	(85)	1.8 %	(69)
Manager/Supervisor	1.6 %	(102)	1.9 %	(83)
Professional/Specialist	1.6 %	(102)	1.8 %	(82)
Administrative Support	1.6 %	(102)	1.8 %	(82)
Hourly	1.6 %	(58)	1.7 %	(42)
Union	0.9 %	(26)	1.5 %	(23)
Ottawa				
Executive Group	2.2 %	(7)	1.8 %	(7)
Manager/Supervisor	1.5 %	(7)	1.8 %	(7)
Professional/Specialist	1.5 %	(7)	1.8 %	(7)
Administrative Support	1.9 %	(7)	1.8 %	(7)
Hourly	-	(0)	-	(0)
Union	2.2 %	(3)	2.2 %	(3)

**All Organizations
Salary Structure Increase**

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
Other Ontario				
Executive Group	-	(1)	-	(1)
Manager/Supervisor	-	(2)	-	(1)
Professional/Specialist	-	(2)	-	(1)
Administrative Support	-	(2)	-	(1)
Hourly	-	(1)	-	(1)
Union	-	(0)	-	(0)
Quebec				
Executive Group	1.7 %	(53)	1.8 %	(51)
Manager/Supervisor	1.8 %	(59)	1.8 %	(56)
Professional/Specialist	1.9 %	(56)	1.9 %	(53)
Administrative Support	1.9 %	(52)	1.9 %	(49)
Hourly	1.5 %	(34)	1.5 %	(31)
Union	1.4 %	(30)	1.5 %	(29)
Greater Montreal Area				
Executive Group	1.8 %	(47)	1.8 %	(43)
Manager/Supervisor	1.8 %	(52)	1.9 %	(48)
Professional/Specialist	1.9 %	(49)	1.9 %	(45)
Administrative Support	2.0 %	(46)	1.9 %	(42)
Hourly	1.5 %	(29)	1.5 %	(25)
Union	1.4 %	(28)	1.5 %	(26)
Québec City				
Executive Group	1.3 %	(3)	1.6 %	(4)
Manager/Supervisor	1.3 %	(4)	1.6 %	(4)
Professional/Specialist	1.3 %	(4)	1.6 %	(4)
Administrative Support	1.1 %	(3)	1.5 %	(3)
Hourly	1.3 %	(3)	1.6 %	(3)
Union	-	(0)	-	(0)
Other Québec				
Executive Group	1.5 %	(3)	1.6 %	(4)
Manager/Supervisor	1.5 %	(3)	1.8 %	(4)
Professional/Specialist	1.5 %	(3)	1.6 %	(4)
Administrative Support	1.5 %	(3)	1.6 %	(4)
Hourly	-	(2)	1.7 %	(3)
Union	-	(2)	1.5 %	(3)
Atlantic Canada				
Executive Group	1.6 %	(8)	1.7 %	(8)
Manager/Supervisor	1.4 %	(8)	1.7 %	(8)
Professional/Specialist	1.3 %	(7)	1.6 %	(7)
Administrative Support	1.6 %	(6)	1.6 %	(6)
Hourly	0.6 %	(3)	0.6 %	(3)
Union	0.6 %	(4)	1.3 %	(3)

*Note-Atlantic Canada includes Newfoundland & Labrador, Nova Scotia, New Brunswick and Prince Edward Island.

Manufacturing
Overall Salary Increase Budgets

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
British Columbia				
Executive Group	3.4 %	(9)	3.0 %	(9)
Manager/Supervisor	3.7 %	(9)	3.1 %	(9)
Professional/Specialist	3.4 %	(9)	3.0 %	(9)
Administrative Support	3.2 %	(9)	2.9 %	(9)
Hourly	2.7 %	(5)	2.8 %	(5)
Union	2.8 %	(3)	2.5 %	(3)
Vancouver				
Executive Group	3.2 %	(8)	3.1 %	(8)
Manager/Supervisor	3.5 %	(8)	3.2 %	(8)
Professional/Specialist	3.2 %	(8)	3.1 %	(8)
Administrative Support	3.0 %	(8)	3.0 %	(8)
Hourly	2.9 %	(4)	3.0 %	(4)
Union	2.8 %	(3)	2.5 %	(3)
Other British Columbia				
Executive Group	-	(1)	-	(1)
Manager/Supervisor	-	(1)	-	(1)
Professional/Specialist	-	(1)	-	(1)
Administrative Support	-	(1)	-	(1)
Hourly	-	(1)	-	(1)
Union	-	(0)	-	(0)
Alberta				
Executive Group	4.7 %	(24)	4.3 %	(20)
Manager/Supervisor	4.3 %	(26)	4.1 %	(21)
Professional/Specialist	4.4 %	(26)	4.1 %	(21)
Administrative Support	4.3 %	(25)	4.1 %	(20)
Hourly	4.1 %	(21)	4.0 %	(16)
Union	2.8 %	(7)	2.6 %	(5)
Edmonton				
Executive Group	-	(2)	-	(2)
Manager/Supervisor	3.8 %	(3)	-	(2)
Professional/Specialist	3.8 %	(3)	-	(2)
Administrative Support	-	(2)	-	(2)
Hourly	3.3 %	(3)	-	(2)
Union	-	(2)	-	(2)

Manufacturing
Overall Salary Increase Budgets

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
Calgary				
Executive Group	4.8 %	(19)	4.4 %	(15)
Manager/Supervisor	4.5 %	(19)	4.3 %	(15)
Professional/Specialist	4.6 %	(19)	4.3 %	(15)
Administrative Support	4.4 %	(19)	4.3 %	(14)
Hourly	4.3 %	(14)	4.2 %	(10)
Union	2.8 %	(5)	2.0 %	(3)
Other Alberta				
Executive Group	3.8 %	(3)	3.8 %	(3)
Manager/Supervisor	4.0 %	(4)	3.8 %	(4)
Professional/Specialist	4.0 %	(4)	3.8 %	(4)
Administrative Support	4.0 %	(4)	3.8 %	(4)
Hourly	3.9 %	(4)	3.8 %	(4)
Union	-	(0)	-	(0)
Saskatchewan				
Executive Group	3.7 %	(5)	3.6 %	(5)
Manager/Supervisor	4.3 %	(6)	4.2 %	(6)
Professional/Specialist	4.2 %	(6)	4.0 %	(6)
Administrative Support	3.5 %	(6)	3.4 %	(6)
Hourly	4.1 %	(4)	3.9 %	(4)
Union	3.1 %	(4)	3.4 %	(4)
Regina				
Executive Group	3.7 %	(4)	3.5 %	(4)
Manager/Supervisor	3.6 %	(4)	3.5 %	(4)
Professional/Specialist	3.6 %	(4)	3.4 %	(4)
Administrative Support	3.5 %	(4)	3.4 %	(4)
Hourly	3.2 %	(3)	3.2 %	(3)
Union	2.9 %	(3)	3.0 %	(3)
Saskatoon				
Executive Group	-	(1)	-	(1)
Manager/Supervisor	-	(2)	-	(2)
Professional/Specialist	-	(2)	-	(2)
Administrative Support	-	(2)	-	(2)
Hourly	-	(1)	-	(1)
Union	-	(1)	-	(1)

**Manufacturing
Overall Salary Increase Budgets**

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
Manitoba				
Executive Group	2.0 %	(4)	2.0 %	(4)
Manager/Supervisor	2.6 %	(5)	2.8 %	(5)
Professional/Specialist	2.8 %	(4)	2.9 %	(4)
Administrative Support	2.8 %	(5)	2.8 %	(5)
Hourly	2.8 %	(5)	3.0 %	(5)
Union	-	(1)	-	(1)
Winnipeg				
Executive Group	2.0 %	(4)	2.0 %	(4)
Manager/Supervisor	2.6 %	(5)	2.8 %	(5)
Professional/Specialist	2.8 %	(4)	2.9 %	(4)
Administrative Support	2.8 %	(5)	2.8 %	(5)
Hourly	2.8 %	(5)	3.0 %	(5)
Union	-	(1)	-	(1)
Ontario				
Executive Group	2.9 %	(68)	2.9 %	(63)
Manager/Supervisor	2.9 %	(76)	3.0 %	(69)
Professional/Specialist	2.8 %	(74)	3.0 %	(67)
Administrative Support	2.8 %	(72)	2.9 %	(66)
Hourly	2.5 %	(44)	2.6 %	(41)
Union	1.7 %	(22)	1.6 %	(20)
Southwest Ontario				
Executive Group	2.9 %	(13)	2.9 %	(13)
Manager/Supervisor	2.9 %	(14)	3.0 %	(13)
Professional/Specialist	2.8 %	(13)	3.1 %	(12)
Administrative Support	2.7 %	(14)	2.9 %	(13)
Hourly	2.4 %	(9)	2.5 %	(8)
Union	1.6 %	(6)	1.2 %	(5)
Greater Toronto Area				
Executive Group	2.7 %	(51)	2.9 %	(47)
Manager/Supervisor	2.8 %	(57)	3.0 %	(52)
Professional/Specialist	2.8 %	(56)	3.0 %	(51)
Administrative Support	2.8 %	(53)	2.9 %	(49)
Hourly	2.4 %	(33)	2.6 %	(31)
Union	1.6 %	(14)	1.7 %	(14)
Ottawa				
Executive Group	4.3 %	(3)	-	(2)
Manager/Supervisor	3.6 %	(3)	-	(2)
Professional/Specialist	3.5 %	(3)	-	(2)
Administrative Support	2.8 %	(3)	-	(2)
Hourly	-	(1)	-	(1)
Union	-	(1)	-	(0)

**Manufacturing
Overall Salary Increase Budgets**

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
Other Ontario				
Executive Group	-	(1)	-	(1)
Manager/Supervisor	-	(2)	-	(2)
Professional/Specialist	-	(2)	-	(2)
Administrative Support	-	(2)	-	(2)
Hourly	-	(1)	-	(1)
Union	-	(1)	-	(1)
Quebec				
Executive Group	3.8 %	(23)	3.5 %	(23)
Manager/Supervisor	3.5 %	(26)	3.4 %	(25)
Professional/Specialist	3.4 %	(25)	3.4 %	(24)
Administrative Support	3.5 %	(25)	3.5 %	(24)
Hourly	3.1 %	(16)	3.5 %	(15)
Union	3.3 %	(12)	3.4 %	(11)
Greater Montreal Area				
Executive Group	4.0 %	(19)	3.5 %	(19)
Manager/Supervisor	3.6 %	(22)	3.4 %	(21)
Professional/Specialist	3.5 %	(21)	3.4 %	(20)
Administrative Support	3.6 %	(21)	3.5 %	(20)
Hourly	3.1 %	(13)	3.5 %	(12)
Union	3.4 %	(10)	3.4 %	(9)
Québec City				
Executive Group	-	(2)	-	(2)
Manager/Supervisor	-	(2)	-	(2)
Professional/Specialist	-	(2)	-	(2)
Administrative Support	-	(2)	-	(2)
Hourly	-	(1)	-	(1)
Union	-	(0)	-	(0)
Other Québec				
Executive Group	-	(2)	-	(2)
Manager/Supervisor	-	(2)	-	(2)
Professional/Specialist	-	(2)	-	(2)
Administrative Support	-	(2)	-	(2)
Hourly	-	(2)	-	(2)
Union	-	(2)	-	(2)
Atlantic Canada				
Executive Group	-	(1)	-	(1)
Manager/Supervisor	-	(1)	-	(1)
Professional/Specialist	-	(1)	-	(1)
Administrative Support	-	(1)	-	(1)
Hourly	-	(0)	-	(0)
Union	-	(1)	-	(1)

*Note-Atlantic Canada includes Newfoundland & Labrador, Nova Scotia, New Brunswick and Prince Edward Island.

**Manufacturing
Salary Structure Increase**

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
British Columbia				
Executive Group	1.8 %	(5)	2.0 %	(4)
Manager/Supervisor	2.0 %	(8)	2.1 %	(7)
Professional/Specialist	1.8 %	(8)	2.1 %	(7)
Administrative Support	1.8 %	(8)	2.1 %	(7)
Hourly	1.9 %	(4)	2.3 %	(3)
Union	-	(2)	-	(1)
Vancouver				
Executive Group	1.8 %	(5)	2.0 %	(4)
Manager/Supervisor	2.0 %	(8)	2.1 %	(7)
Professional/Specialist	1.8 %	(8)	2.1 %	(7)
Administrative Support	1.8 %	(8)	2.1 %	(7)
Hourly	1.9 %	(4)	2.3 %	(3)
Union	-	(2)	-	(1)
Other British Columbia				
Executive Group	-	(0)	-	(0)
Manager/Supervisor	-	(0)	-	(0)
Professional/Specialist	-	(0)	-	(0)
Administrative Support	-	(0)	-	(0)
Hourly	-	(0)	-	(0)
Union	-	(0)	-	(0)
Alberta				
Executive Group	3.3 %	(12)	3.5 %	(10)
Manager/Supervisor	3.3 %	(13)	3.4 %	(11)
Professional/Specialist	3.3 %	(13)	3.5 %	(11)
Administrative Support	3.3 %	(13)	3.4 %	(11)
Hourly	3.2 %	(9)	3.2 %	(8)
Union	1.9 %	(5)	1.9 %	(5)
Edmonton				
Executive Group	-	(2)	-	(2)
Manager/Supervisor	-	(2)	-	(2)
Professional/Specialist	-	(2)	-	(2)
Administrative Support	-	(2)	-	(2)
Hourly	-	(2)	-	(2)
Union	-	(2)	-	(2)

**Manufacturing
Salary Structure Increase**

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
Calgary				
Executive Group	3.2 %	(8)	3.5 %	(6)
Manager/Supervisor	3.2 %	(8)	3.5 %	(6)
Professional/Specialist	3.2 %	(8)	3.5 %	(6)
Administrative Support	3.2 %	(8)	3.5 %	(6)
Hourly	2.6 %	(4)	2.3 %	(3)
Union	-	(2)	-	(2)
Other Alberta				
Executive Group	-	(2)	-	(2)
Manager/Supervisor	3.3 %	(3)	3.2 %	(3)
Professional/Specialist	3.3 %	(3)	3.2 %	(3)
Administrative Support	3.3 %	(3)	3.2 %	(3)
Hourly	3.3 %	(3)	3.3 %	(3)
Union	-	(1)	-	(1)
Saskatchewan				
Executive Group	2.6 %	(4)	1.8 %	(3)
Manager/Supervisor	2.8 %	(6)	1.9 %	(4)
Professional/Specialist	2.8 %	(6)	1.9 %	(4)
Administrative Support	2.5 %	(6)	1.9 %	(4)
Hourly	-	(2)	-	(1)
Union	-	(2)	-	(1)
Regina				
Executive Group	2.6 %	(4)	1.8 %	(3)
Manager/Supervisor	2.9 %	(4)	1.8 %	(3)
Professional/Specialist	2.8 %	(4)	1.8 %	(3)
Administrative Support	2.4 %	(4)	1.8 %	(3)
Hourly	-	(2)	-	(1)
Union	-	(2)	-	(1)
Saskatoon				
Executive Group	-	(0)	-	(0)
Manager/Supervisor	-	(2)	-	(1)
Professional/Specialist	-	(2)	-	(1)
Administrative Support	-	(2)	-	(1)
Hourly	-	(0)	-	(0)
Union	-	(0)	-	(0)

**Manufacturing
Salary Structure Increase**

Province/Territory		Actual 2012 (Average)		Projected 2013 (Average)	
Manitoba					
Executive Group	-	(1)	-	(1)	
Manager/Supervisor	-	(2)	-	(2)	
Professional/Specialist	-	(2)	-	(2)	
Administrative Support	-	(2)	-	(2)	
Hourly	-	(2)	-	(2)	
Union	-	(0)	-	(0)	
Winnipeg					
Executive Group	-	(1)	-	(1)	
Manager/Supervisor	-	(2)	-	(2)	
Professional/Specialist	-	(2)	-	(2)	
Administrative Support	-	(2)	-	(2)	
Hourly	-	(2)	-	(2)	
Union	-	(0)	-	(0)	
Ontario					
Executive Group	1.7 %	(51)	1.9 %	(45)	
Manager/Supervisor	1.7 %	(57)	1.9 %	(49)	
Professional/Specialist	1.7 %	(57)	1.9 %	(49)	
Administrative Support	1.6 %	(56)	1.8 %	(48)	
Hourly	1.6 %	(33)	1.7 %	(28)	
Union	1.0 %	(12)	1.5 %	(12)	
Southwest Ontario					
Executive Group	1.8 %	(10)	1.7 %	(10)	
Manager/Supervisor	1.5 %	(11)	1.7 %	(10)	
Professional/Specialist	1.4 %	(11)	1.6 %	(10)	
Administrative Support	1.3 %	(11)	1.6 %	(10)	
Hourly	1.5 %	(6)	1.3 %	(6)	
Union	-	(2)	-	(2)	
Greater Toronto Area					
Executive Group	1.6 %	(39)	1.9 %	(33)	
Manager/Supervisor	1.8 %	(43)	2.0 %	(37)	
Professional/Specialist	1.9 %	(43)	2.0 %	(37)	
Administrative Support	1.6 %	(42)	1.8 %	(36)	
Hourly	1.6 %	(27)	1.8 %	(22)	
Union	1.1 %	(10)	1.6 %	(10)	
Ottawa					
Executive Group	-	(2)	-	(2)	
Manager/Supervisor	-	(2)	-	(2)	
Professional/Specialist	-	(2)	-	(2)	
Administrative Support	-	(2)	-	(2)	
Hourly	-	(0)	-	(0)	
Union	-	(0)	-	(0)	

**Manufacturing
Salary Structure Increase**

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
Other Ontario				
Executive Group	-	(0)	-	(0)
Manager/Supervisor	-	(1)	-	(0)
Professional/Specialist	-	(1)	-	(0)
Administrative Support	-	(1)	-	(0)
Hourly	-	(0)	-	(0)
Union	-	(0)	-	(0)
Quebec				
Executive Group	1.8 %	(19)	1.9 %	(19)
Manager/Supervisor	1.8 %	(20)	1.9 %	(20)
Professional/Specialist	1.8 %	(20)	1.9 %	(20)
Administrative Support	1.8 %	(19)	1.9 %	(19)
Hourly	1.4 %	(10)	1.6 %	(10)
Union	1.7 %	(7)	1.7 %	(7)
Greater Montreal Area				
Executive Group	2.0 %	(16)	2.0 %	(15)
Manager/Supervisor	1.9 %	(17)	2.0 %	(16)
Professional/Specialist	1.9 %	(17)	2.0 %	(16)
Administrative Support	2.0 %	(16)	2.1 %	(15)
Hourly	1.5 %	(7)	1.7 %	(6)
Union	1.8 %	(6)	1.8 %	(5)
Québec City				
Executive Group	-	(1)	-	(1)
Manager/Supervisor	-	(1)	-	(1)
Professional/Specialist	-	(1)	-	(1)
Administrative Support	-	(1)	-	(1)
Hourly	-	(1)	-	(1)
Union	-	(0)	-	(0)
Other Québec				
Executive Group	-	(2)	1.7 %	(3)
Manager/Supervisor	-	(2)	1.7 %	(3)
Professional/Specialist	-	(2)	1.7 %	(3)
Administrative Support	-	(2)	1.7 %	(3)
Hourly	-	(2)	1.7 %	(3)
Union	-	(1)	-	(2)
Atlantic Canada				
Executive Group	-	(1)	2.0 %	(19)
Manager/Supervisor	-	(1)	2.0 %	(20)
Professional/Specialist	-	(1)	2.0 %	(20)
Administrative Support	-	(1)	2.0 %	(19)
Hourly	-	(0)	0.0 %	(10)
Union	-	(0)	0.0 %	(7)

*Note-Atlantic Canada includes Newfoundland & Labrador, Nova Scotia, New Brunswick and Prince Edward Island.

Service
Overall Salary Increase Budgets

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
British Columbia				
Executive Group	2.6 %	(22)	2.4 %	(19)
Manager/Supervisor	3.0 %	(23)	2.8 %	(21)
Professional/Specialist	3.0 %	(23)	2.7 %	(21)
Administrative Support	2.6 %	(22)	2.6 %	(20)
Hourly	2.5 %	(12)	2.4 %	(11)
Union	2.2 %	(8)	2.1 %	(6)
Vancouver				
Executive Group	2.7 %	(17)	2.6 %	(14)
Manager/Supervisor	3.1 %	(18)	2.9 %	(16)
Professional/Specialist	3.0 %	(18)	2.8 %	(16)
Administrative Support	2.7 %	(17)	2.6 %	(15)
Hourly	2.5 %	(10)	2.3 %	(9)
Union	2.1 %	(7)	2.2 %	(5)
Other British Columbia				
Executive Group	2.1 %	(5)	1.8 %	(5)
Manager/Supervisor	2.6 %	(5)	2.4 %	(5)
Professional/Specialist	2.8 %	(5)	2.4 %	(5)
Administrative Support	2.6 %	(5)	2.4 %	(5)
Hourly	-	(2)	-	(2)
Union	-	(1)	-	(1)
Alberta				
Executive Group	3.7 %	(24)	3.7 %	(23)
Manager/Supervisor	3.7 %	(25)	3.8 %	(26)
Professional/Specialist	3.6 %	(24)	3.8 %	(25)
Administrative Support	3.6 %	(25)	3.7 %	(25)
Hourly	3.2 %	(16)	3.0 %	(17)
Union	2.8 %	(9)	3.7 %	(8)
Edmonton				
Executive Group	3.7 %	(11)	4.1 %	(10)
Manager/Supervisor	4.3 %	(11)	4.2 %	(10)
Professional/Specialist	4.1 %	(10)	4.5 %	(9)
Administrative Support	4.0 %	(11)	4.2 %	(10)
Hourly	3.2 %	(6)	3.3 %	(6)
Union	2.9 %	(5)	4.0 %	(4)

Service
Overall Salary Increase Budgets

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
Calgary				
Executive Group	3.7 %	(12)	3.6 %	(12)
Manager/Supervisor	3.3 %	(13)	3.6 %	(15)
Professional/Specialist	3.3 %	(13)	3.5 %	(15)
Administrative Support	3.3 %	(13)	3.4 %	(14)
Hourly	3.2 %	(9)	2.9 %	(10)
Union	2.8 %	(4)	3.4 %	(4)
Other Alberta				
Executive Group	-	(1)	-	(1)
Manager/Supervisor	-	(1)	-	(1)
Professional/Specialist	-	(1)	-	(1)
Administrative Support	-	(1)	-	(1)
Hourly	-	(1)	-	(1)
Union	-	(0)	-	(0)
Saskatchewan				
Executive Group	4.7 %	(8)	4.3 %	(8)
Manager/Supervisor	4.2 %	(10)	3.8 %	(9)
Professional/Specialist	4.3 %	(10)	4.1 %	(9)
Administrative Support	4.1 %	(9)	3.7 %	(8)
Hourly	2.8 %	(3)	-	(2)
Union	2.9 %	(5)	3.4 %	(5)
Regina				
Executive Group	4.3 %	(5)	3.7 %	(5)
Manager/Supervisor	4.0 %	(6)	3.6 %	(5)
Professional/Specialist	4.4 %	(6)	4.0 %	(5)
Administrative Support	4.1 %	(5)	3.5 %	(4)
Hourly	-	(2)	-	(1)
Union	2.9 %	(4)	3.3 %	(3)
Saskatoon				
Executive Group	5.2 %	(3)	5.2 %	(3)
Manager/Supervisor	4.6 %	(4)	4.1 %	(4)
Professional/Specialist	4.2 %	(4)	4.3 %	(4)
Administrative Support	4.0 %	(4)	4.0 %	(4)
Hourly	-	(1)	-	(1)
Union	-	(1)	-	(2)

Service
Overall Salary Increase Budgets

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
Manitoba				
Executive Group	3.2 %	(10)	3.0 %	(9)
Manager/Supervisor	3.5 %	(11)	3.2 %	(9)
Professional/Specialist	3.5 %	(11)	3.4 %	(9)
Administrative Support	3.6 %	(10)	3.3 %	(8)
Hourly	3.2 %	(6)	3.9 %	(5)
Union	3.7 %	(3)	-	(2)
Winnipeg				
Executive Group	3.2 %	(10)	3.0 %	(9)
Manager/Supervisor	3.5 %	(11)	3.2 %	(9)
Professional/Specialist	3.5 %	(11)	3.4 %	(9)
Administrative Support	3.6 %	(10)	3.3 %	(8)
Hourly	3.2 %	(6)	3.9 %	(5)
Union	3.7 %	(3)	-	(2)
Ontario				
Executive Group	2.8 %	(106)	2.8 %	(94)
Manager/Supervisor	3.0 %	(120)	3.1 %	(109)
Professional/Specialist	2.9 %	(115)	3.0 %	(106)
Administrative Support	2.8 %	(116)	2.9 %	(106)
Hourly	2.5 %	(63)	2.6 %	(61)
Union	1.9 %	(36)	2.2 %	(33)
Southwest Ontario				
Executive Group	2.1 %	(12)	1.7 %	(12)
Manager/Supervisor	3.1 %	(16)	3.0 %	(15)
Professional/Specialist	2.7 %	(15)	2.7 %	(14)
Administrative Support	2.7 %	(14)	2.6 %	(13)
Hourly	2.0 %	(11)	1.8 %	(11)
Union	0.7 %	(8)	1.5 %	(8)
Greater Toronto Area				
Executive Group	2.9 %	(85)	2.9 %	(73)
Manager/Supervisor	3.0 %	(95)	3.0 %	(85)
Professional/Specialist	2.9 %	(91)	3.0 %	(83)
Administrative Support	2.8 %	(93)	3.0 %	(84)
Hourly	2.6 %	(48)	2.7 %	(46)
Union	2.2 %	(25)	2.5 %	(22)
Ottawa				
Executive Group	3.3 %	(6)	3.4 %	(6)
Manager/Supervisor	3.2 %	(6)	3.3 %	(6)
Professional/Specialist	3.0 %	(6)	3.2 %	(6)
Administrative Support	2.4 %	(6)	2.6 %	(6)
Hourly	-	(2)	-	(2)
Union	-	(2)	-	(2)

Service
Overall Salary Increase Budgets

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
Other Ontario				
Executive Group	3.5 %	(3)	3.3 %	(3)
Manager/Supervisor	3.3 %	(3)	3.3 %	(3)
Professional/Specialist	3.3 %	(3)	3.3 %	(3)
Administrative Support	3.4 %	(3)	3.3 %	(3)
Hourly	-	(2)	-	(2)
Union	-	(1)	-	(1)
Quebec				
Executive Group	3.0 %	(41)	3.3 %	(41)
Manager/Supervisor	3.4 %	(45)	3.5 %	(45)
Professional/Specialist	3.4 %	(43)	3.1 %	(43)
Administrative Support	3.0 %	(39)	3.0 %	(39)
Hourly	2.3 %	(23)	2.7 %	(20)
Union	2.6 %	(22)	2.6 %	(23)
Greater Montreal Area				
Executive Group	3.1 %	(37)	3.4 %	(36)
Manager/Supervisor	3.5 %	(42)	3.5 %	(41)
Professional/Specialist	3.3 %	(39)	3.1 %	(38)
Administrative Support	3.0 %	(36)	3.1 %	(35)
Hourly	2.3 %	(21)	2.7 %	(18)
Union	2.6 %	(20)	2.7 %	(20)
Quebec City				
Executive Group	2.7 %	(3)	2.5 %	(3)
Manager/Supervisor	2.2 %	(3)	4.2 %	(3)
Professional/Specialist	3.5 %	(3)	3.7 %	(3)
Administrative Support	2.3 %	(3)	2.5 %	(3)
Hourly	-	(2)	-	(2)
Union	-	(1)	-	(1)
Other Quebec				
Executive Group	-	(1)	-	(2)
Manager/Supervisor	-	(0)	-	(1)
Professional/Specialist	-	(1)	-	(2)
Administrative Support	-	(0)	-	(1)
Hourly	-	(0)	-	(0)
Union	-	(1)	-	(2)
Atlantic Canada				
Executive Group	4.1 %	(7)	3.5 %	(7)
Manager/Supervisor	2.4 %	(7)	2.8 %	(7)
Professional/Specialist	2.4 %	(6)	2.7 %	(6)
Administrative Support	2.8 %	(5)	2.8 %	(5)
Hourly	-	(2)	-	(2)
Union	1.5 %	(4)	2.8 %	(3)

*Note-Atlantic Canada includes Newfoundland & Labrador, Nova Scotia, New Brunswick and Prince Edward Island.

Service
Salary Structure Increase

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
British Columbia				
Executive Group	1.6 %	(10)	1.3 %	(7)
Manager/Supervisor	1.7 %	(14)	1.6 %	(11)
Professional/Specialist	1.5 %	(14)	1.6 %	(11)
Administrative Support	1.2 %	(13)	1.5 %	(10)
Hourly	1.1 %	(6)	1.2 %	(6)
Union	1.5 %	(6)	1.8 %	(4)
Vancouver				
Executive Group	1.9 %	(8)	1.8 %	(5)
Manager/Supervisor	2.0 %	(11)	2.0 %	(8)
Professional/Specialist	1.7 %	(11)	2.0 %	(8)
Administrative Support	1.4 %	(10)	1.9 %	(7)
Hourly	1.6 %	(4)	1.8 %	(4)
Union	1.8 %	(5)	2.3 %	(3)
Other British Columbia				
Executive Group	-	(2)	-	(2)
Manager/Supervisor	0.7 %	(3)	0.7 %	(3)
Professional/Specialist	0.7 %	(3)	0.7 %	(3)
Administrative Support	0.7 %	(3)	0.7 %	(3)
Hourly	-	(2)	-	(2)
Union	-	(1)	-	(1)
Alberta				
Executive Group	1.4 %	(11)	1.8 %	(11)
Manager/Supervisor	2.4 %	(17)	2.0 %	(16)
Professional/Specialist	2.1 %	(17)	2.1 %	(17)
Administrative Support	2.2 %	(16)	2.3 %	(15)
Hourly	2.2 %	(12)	1.7 %	(11)
Union	2.1 %	(5)	2.5 %	(4)
Edmonton				
Executive Group	0.8 %	(5)	2.2 %	(5)
Manager/Supervisor	2.0 %	(7)	2.4 %	(7)
Professional/Specialist	1.4 %	(7)	2.4 %	(7)
Administrative Support	1.3 %	(7)	2.6 %	(7)
Hourly	2.0 %	(5)	1.9 %	(5)
Union	2.2 %	(3)	3.3 %	(3)

**Service
Salary Structure Increase**

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
Calgary				
Executive Group	1.2 %	(5)	1.7 %	(5)
Manager/Supervisor	2.3 %	(9)	1.9 %	(8)
Professional/Specialist	2.3 %	(9)	2.2 %	(9)
Administrative Support	2.6 %	(8)	2.2 %	(7)
Hourly	1.8 %	(6)	1.8 %	(5)
Union	-	(2)	-	(1)
Other Alberta				
Executive Group	-	(1)	-	(1)
Manager/Supervisor	-	(1)	-	(1)
Professional/Specialist	-	(1)	-	(1)
Administrative Support	-	(1)	-	(1)
Hourly	-	(1)	-	(1)
Union	-	(0)	-	(0)
Saskatchewan				
Executive Group	3.6 %	(8)	2.4 %	(8)
Manager/Supervisor	3.7 %	(8)	2.4 %	(8)
Professional/Specialist	3.9 %	(7)	2.5 %	(7)
Administrative Support	3.5 %	(7)	2.5 %	(7)
Hourly	-	(2)	-	(2)
Union	2.5 %	(4)	2.5 %	(4)
Regina				
Executive Group	4.2 %	(5)	2.2 %	(5)
Manager/Supervisor	4.3 %	(5)	2.2 %	(5)
Professional/Specialist	4.8 %	(4)	2.3 %	(4)
Administrative Support	4.1 %	(4)	2.3 %	(4)
Hourly	-	(1)	-	(1)
Union	2.5 %	(3)	2.3 %	(3)
Saskatoon				
Executive Group	2.5 %	(3)	2.7 %	(3)
Manager/Supervisor	2.8 %	(3)	2.8 %	(3)
Professional/Specialist	2.8 %	(3)	2.8 %	(3)
Administrative Support	2.7 %	(3)	2.8 %	(3)
Hourly	-	(1)	-	(1)
Union	-	(1)	-	(1)

**Service
Salary Structure Increase**

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
Manitoba				
Executive Group	1.7 %	(6)	2.0 %	(5)
Manager/Supervisor	2.1 %	(7)	2.0 %	(5)
Professional/Specialist	2.2 %	(8)	2.0 %	(6)
Administrative Support	2.2 %	(8)	2.0 %	(6)
Hourly	2.0 %	(4)	2.0 %	(4)
Union	-	(2)	-	(1)
Winnipeg				
Executive Group	1.7 %	(6)	2.0 %	(5)
Manager/Supervisor	2.1 %	(7)	2.0 %	(5)
Professional/Specialist	2.2 %	(8)	2.0 %	(6)
Administrative Support	2.2 %	(8)	2.0 %	(6)
Hourly	2.0 %	(4)	2.0 %	(4)
Union	-	(2)	-	(1)
Ontario				
Executive Group	1.5 %	(59)	1.6 %	(49)
Manager/Supervisor	1.5 %	(75)	1.8 %	(61)
Professional/Specialist	1.5 %	(75)	1.8 %	(60)
Administrative Support	1.6 %	(75)	1.8 %	(60)
Hourly	1.5 %	(36)	1.6 %	(26)
Union	1.0 %	(23)	1.7 %	(20)
Southwest Ontario				
Executive Group	0.9 %	(7)	1.3 %	(7)
Manager/Supervisor	1.4 %	(10)	1.7 %	(9)
Professional/Specialist	1.5 %	(10)	1.9 %	(9)
Administrative Support	1.7 %	(9)	1.9 %	(8)
Hourly	1.3 %	(8)	1.5 %	(5)
Union	0.8 %	(4)	2.2 %	(4)
Greater Toronto Area				
Executive Group	1.5 %	(46)	1.6 %	(36)
Manager/Supervisor	1.5 %	(59)	1.8 %	(46)
Professional/Specialist	1.4 %	(59)	1.7 %	(45)
Administrative Support	1.5 %	(60)	1.7 %	(46)
Hourly	1.5 %	(29)	1.6 %	(20)
Union	0.9 %	(16)	1.5 %	(13)
Ottawa				
Executive Group	1.7 %	(5)	1.8 %	(5)
Manager/Supervisor	1.7 %	(5)	1.8 %	(5)
Professional/Specialist	1.7 %	(5)	1.8 %	(5)
Administrative Support	1.6 %	(5)	1.7 %	(5)
Hourly	-	(0)	-	(0)
Union	2.2 %	(3)	2.2 %	(3)

**Service
Salary Structure Increase**

Province/Territory	Actual 2012 (Average)		Projected 2013 (Average)	
Other Ontario				
Executive Group	-	(1)	-	(1)
Manager/Supervisor	-	(1)	-	(1)
Professional/Specialist	-	(1)	-	(1)
Administrative Support	-	(1)	-	(1)
Hourly	-	(1)	-	(1)
Union	-	(0)	-	(0)
Quebec				
Executive Group	1.7 %	(34)	1.7 %	(32)
Manager/Supervisor	1.8 %	(39)	1.8 %	(36)
Professional/Specialist	1.9 %	(36)	1.8 %	(33)
Administrative Support	2.0 %	(33)	1.8 %	(30)
Hourly	1.5 %	(24)	1.5 %	(21)
Union	1.3 %	(23)	1.5 %	(22)
Greater Montreal Area				
Executive Group	1.7 %	(31)	1.7 %	(28)
Manager/Supervisor	1.8 %	(35)	1.8 %	(32)
Professional/Specialist	1.9 %	(32)	1.9 %	(29)
Administrative Support	2.0 %	(30)	1.9 %	(27)
Hourly	1.5 %	(22)	1.4 %	(19)
Union	1.2 %	(22)	1.5 %	(21)
Quebec City				
Executive Group	-	(2)	1.8 %	(3)
Manager/Supervisor	1.7 %	(3)	1.8 %	(3)
Professional/Specialist	1.7 %	(3)	1.8 %	(3)
Administrative Support	-	(2)	-	(2)
Hourly	-	(2)	-	(2)
Union	-	(0)	-	(0)
Other Quebec				
Executive Group	-	(1)	-	(1)
Manager/Supervisor	-	(1)	-	(1)
Professional/Specialist	-	(1)	-	(1)
Administrative Support	-	(1)	-	(1)
Hourly	-	(0)	-	(0)
Union	-	(1)	-	(1)
Atlantic Canada				
Executive Group	1.5 %	(7)	1.6 %	(7)
Manager/Supervisor	1.3 %	(7)	1.6 %	(7)
Professional/Specialist	1.2 %	(6)	1.6 %	(6)
Administrative Support	1.5 %	(5)	1.5 %	(5)
Hourly	0.6 %	(3)	0.6 %	(3)
Union	0.6 %	(4)	1.3 %	(3)

*Note-Atlantic Canada includes Newfoundland & Labrador, Nova Scotia, New Brunswick and Prince Edward Island.

Variable Pay Plans

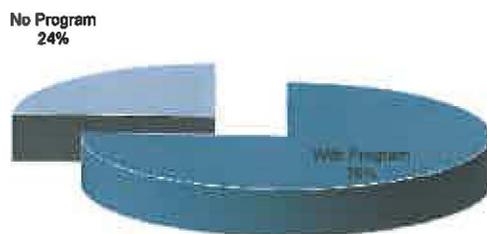
Broad Based Variable Pay Plans

Variable pay awards are performance-related awards that must be re-earned each year and do not permanently increase base salary.

- Of participating organizations, 76 percent reported a broad-based variable pay plan (excluding those intended only for upper management and/or sales populations). This is lower than the 81.7 percent reported in 2011.
- The most prevalent basis upon which awards are determined is corporate performance with 76.4 percent—almost identical to 76.7 percent in 2011. The second most prevalent is individual performance with 68.6 percent, slightly greater than 67.8 percent in 2011.
- The average 2013 projected payments from variable pay plans are slightly higher than the actual payments for all employee groups except Executive.

Note: Any bonuses or incentives intended only for Executive, Management, and/or Sales populations are excluded from the survey results.

Prevalence of Variable Pay Plans



(n=419)

Prevalence by Award Type

Performance Measure	Basis Upon Which Awards Are Determined ¹	
Corporate Performance	76.4 %	(237)
Divisional/Group Performance	37.5 %	(118)
Individual Performance Awards	68.6 %	(212)
Team Awards	10.7 %	(33)
Gain Sharing/Productivity Awards	9.1 %	(28)

(n=310)

¹ Note: Percentages will total more than 100% since more than one response was provided by some participants. Any bonus or incentive plans intended only for executive, management and/or sales populations have been excluded from these calculations.

Eligibility of Variable Pay Plans by Employee Group

Type of Plan	Eligible Employees*				
	Manager/Supervisor	Professional/Specialist	Administrative Support	Hourly	Union
Individual Performance Awards	67.0 % (207)	64.4 % (199)	51.5 % (159)	17.8 % (55)	4.2 % (13)
Team Awards	10.0 % (31)	9.1 % (28)	7.8 % (24)	2.9 % (9)	1.3 % (4)
Gainsharing/Productivity Awards	6.5 % (20)	7.1 % (22)	6.1 % (19)	5.8 % (18)	3.9 % (12)
Divisional/Group Performance	38.2 % (118)	32.7 % (101)	27.2 % (84)	12.0 % (37)	4.5 % (14)
Corporate Performance	76.1 % (235)	67.6 % (209)	57.0 % (176)	24.6 % (76)	7.4 % (23)

*Note: Multiple responses

(n=310)

Effect of Special Recognition Plans on Employee Engagement

Of the responding organizations, (46.2%) do have Special Recognition Plans.

The table below depicts the organization's perceived effect of Special Recognition Plans on employee engagement

1	2	3	4	5
Hindered Employee Engagement		Had No Effect		Helped Employee Engagement
0.8 %	4.4 %	24.0 %	59.2 %	11.6 %

(n=222)

Weighting of Performance Measures Determining Target Variable Pay Payout, by Employee Group

	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union
Financial	61.1%	56.0%	56.0%	55.7%	59.9%	49.7%
Operational	34.2%	37.3%	36.8%	38.2%	49.3%	57.6%
Customer Satisfaction	18.7%	20.5%	21.0%	22.2%	21.1%	21.4%
People (Competencies/Behaviors)	32.7%	37.9%	44.3%	47.1%	49.3%	34.3%
Other Measure	34.3%	38.4%	41.9%	44.0%	47.7%	27.9%

Employee Groups Not Eligible to Participate in Variable Pay Plans

Employee Group	Percent of Organizations	
Executive	7.3 %	(23)
Manager/Supervisor	7.3 %	(23)
Professional/Specialist	12.0 %	(38)
Administrative Support	21.1 %	(67)
Hourly	29.3 %	(94)
Union	34.4 %	(110)
		(n=318)

Organization Spending on Broad-Based Variable Pay Awards

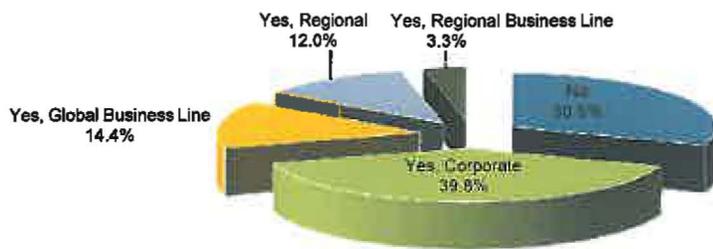
Spending is calculated by the amount of all variable pay awards divided by the amount of payroll (total cash compensation) of the eligible employee group.

Average Spending as a Percent of Payroll

Employee Group	Average Target	Average Maximum	2012 Actual	2013 Projected
Executive Group	32.5 %	53.9 %	34.0 %	32.2 %
Manager/Supervisor	15.5 %	27.0 %	16.0 %	16.2 %
Professional/Specialist	9.7 %	17.5 %	9.8 %	10.3 %
Administrative/Support	5.9 %	11.9 %	5.8 %	5.9 %
Hourly	5.4 %	11.2 %	5.3 %	5.4 %
Union	3.6 %	5.5 %	3.2 %	3.5 %

Business Entity/Region Targeted

Of the responding organizations, forty percent (39.8%) have their variable pay plans aligned to corporate.



(n=335)

■ No ■ Yes, Corporate ■ Yes, Global Business Line ■ Yes, Regional ■ Yes, Regional Business Line

Of the organizations aligning the variable pay plan globally/regionally, forty-five percent (44.9%) reported that they will make no adjustments and forty-four percent (43.5%) will make adjustments basis the Targets.

Adjustments made by the company by country	Percent of Organizations*	
No adjustments are made	44.9%	(97)
Eligibility Criteria	21.0%	(45)
Targets	43.5%	(93)
Measures	29.9%	(64)

* Note: Multiple responses

(n=215)

Prevalence of Broad-Based Variable Pay Plans by Industry

	Percent of Organizations Offering Variable Pay Plans	Total Number of Organizations
Manufacturing		
Aerospace	66.7 %	(12)
Agriculture	100.0 %	(3)
Automotive/Vehicle Manufacturing	72.7 %	(11)
Building Materials	100.0 %	(4)
Chemicals (not Pharmaceutical)	100.0 %	(14)
Computers and Related Products	70.0 %	(10)
Consumer Products - Durable Goods	71.4 %	(7)
Consumer Products - Nondurable Goods	88.9 %	(9)
Electronics/Electrical	66.7 %	(6)
Energy (Oil/Gas)	95.7 %	(23)
Food/Beverage/Tobacco	100.0 %	(13)
Forest & Paper Products/Packaging	71.4 %	(7)
Industrial Machinery/Equipment	62.5 %	(8)
Medical Devices/Products	-	(2)
Metals	-	(0)
Metals Fabrication	75.0 %	(4)
Mining/Milling/Smelting	85.7 %	(7)
Pharmaceutical	92.3 %	(13)
Printing	-	(0)
Rubber/Plastics/Glass	-	(2)
Textiles/Apparel Manufacturing	-	(0)
Other Manufacturing	57.1 %	(7)
All Manufacturing	82.7 %	(152)
Service		
Accounting/Consulting/Legal	50.0 %	(6)
Banking/Finance	89.6 %	(48)
Business/Computer Services	100.0 %	(12)
Construction/Engineering	75.0 %	(8)
Education	0.0 %	(4)
Energy	85.7 %	(14)
Entertainment/Communications/Publication	90.9 %	(11)
Government	23.5 %	(17)
Health Care/Medical Services	41.7 %	(12)
Hospitality/Restaurants	66.7 %	(3)
Insurance - Life & Health	50.0 %	(8)
Insurance - Property & Casualty	76.9 %	(13)
Insurance - Other	-	(1)
Not-for-Profit (not Hospitals/Schools)	29.2 %	(24)
Real Estate	84.6 %	(13)
Research/Development	75.0 %	(4)
Retail (incl. Wholesale & Distribution)	80.8 %	(26)
Telecommunications	87.5 %	(8)
Transportation Services	81.0 %	(21)
Other Services	88.9 %	(9)
All Service	71.0 %	(262)
Multi-Industry		
Diversified/Multi-Company	-	(0)
All Multi-Industry	-	(0)
All Companies	75.5%	(424)

Performance Rating Scale Used

Of the responding organizations, fifty-three percent (52.6%) follow a 5-point scale.

Rating Scale	Percent of Organizations	
3-point scale	15.2 %	(58)
4-point scale	20.7 %	(79)
5-point scale	52.6 %	(201)
6-point scale	3.7 %	(14)
Other	8.8 %	(34)
		(n=382)

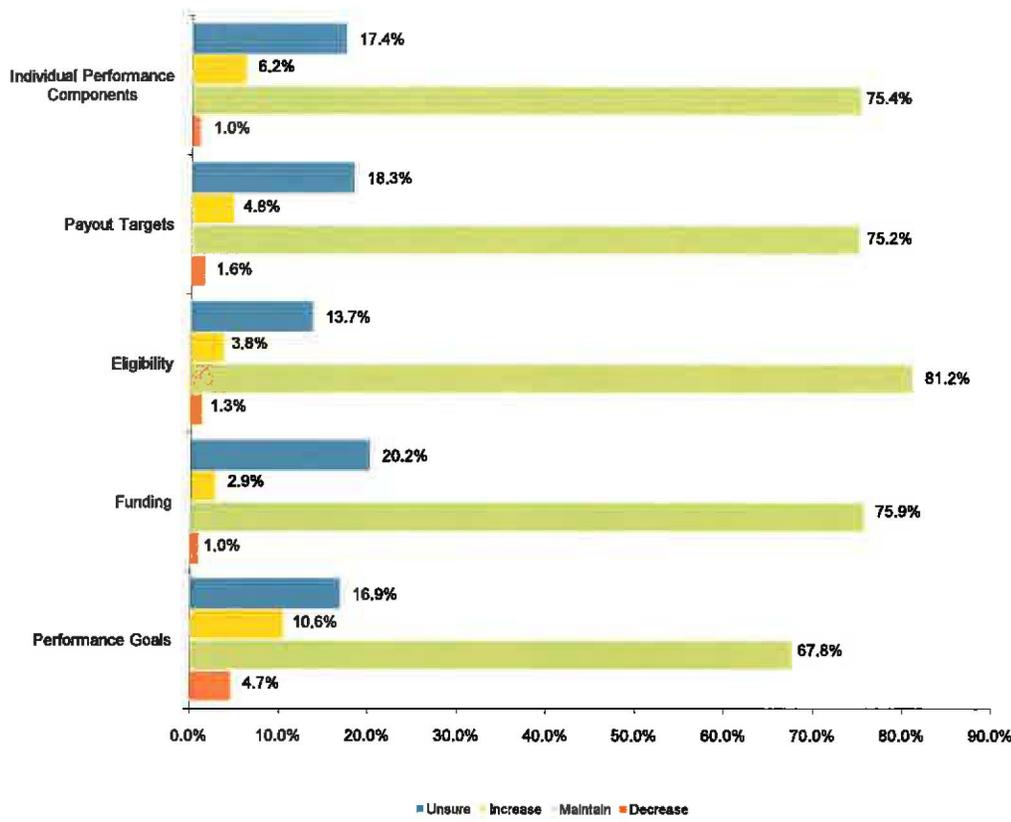
Performance Rating and Increases

Performance Rating	Percentage of Full Time Employees		Performance based Salary Increase	
Top Performers	20.9 %	(311)	5.0 %	(272)
Satisfactory Performers	69.9 %	(311)	3.7 %	(273)
Lower Performers	6.7 %	(304)	0.8 %	(268)

Rewarding and Retaining High-Performing Employees

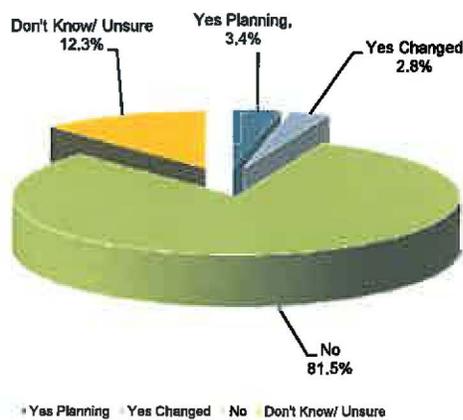
Approaches	Percent of Organizations	
Reserve portion of salary increase budget for highest-performing employees (i.e., split merit budget)	31.5 %	(117)
Create supplemental, discretionary incentive pool for high-performing employees	14.0 %	(52)
Grant discretionary restricted stock and/or stock options to high-performing employees	10.8 %	(41)
Offer retention bonuses for specified period of employment	15.6 %	(58)
Provide additional learning and development opportunities to high-performing employees	49.3 %	(183)
Other	8.1 %	(30)
None	20.5 %	(76)
		(n=372)

Nature of Changes in Variable Pay Plan



Change in Plan Design of Largest Variable Pay Plan

Of the responding organizations, eighty-two percent (81.5%) have not made any change to the plan design of their largest variable pay plan.



(n=353)

Additional Research and Special Topics

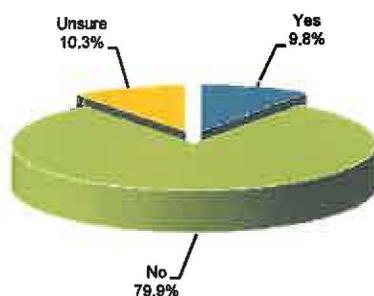
Salary Freeze

Of the responding organizations, three percent (3.3%) reported a salary freeze for 2012 as compared to the projected salary freeze reported last year. Responding organizations are projecting a salary freeze of less than two percent (1.7%) in 2013.

Percentage of Organizations Reporting Salary Freezes						
2007	2008	2009	2010	2011	2012	2013 Projected
3.4%	1.7%	29.2%	8.5%	2.7%	3.3%	1.7%

Layoffs in 2012

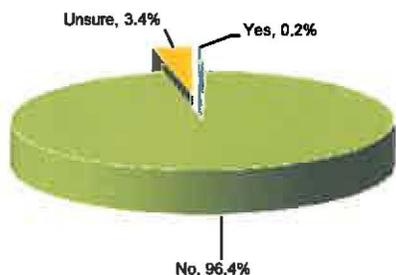
Eighty percent (79.9%) of the responding organizations do not intend to layoff any employees in 2012.



(n=419)

Salary Cuts for Executives

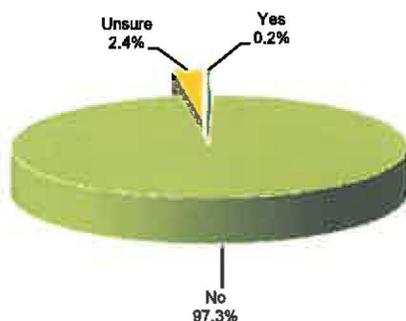
Ninety-six percent (96.4%) of the responding organizations have reported no salary cut for Executives in 2012.



(n=418)

Salary Cuts for All Employees

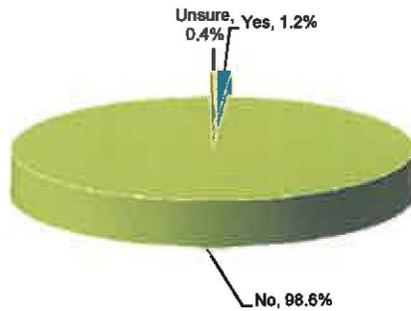
Ninety-seven percent (97.3%) of the responding organizations have reported no salary cut for employees in 2012.



(n=416)

Pay Cut/Reduction

One percent (1.2%) of the responding organizations have reported a pay cut/reduction for employees in 2012.



(n=420)

Actions Being Taken for the Pay Cut/Reduction in 2012

Reasons	Percent of Organizations	
Fully restore pay	7.1%	(1)
Partially restore pay	0.0%	(0)
Plans to restore pay	0.0%	(0)
No plan to restore pay	50.0%	(7)
Other	42.9%	(6)
		(n=14)

Timing of Salary Increases

Majority of the responding organizations reported using common/focal date to implement salary increases across all employee groups.

	Timing of Increases											
	Executive		Manager/ Supervisor		Professional/ Specialist		Administrative Support		Hourly		Union	
Anniversary Date	3.9%	(16)	4.6%	(19)	5.4%	(22)	6.8%	(27)	7.1%	(18)	8.2%	(15)
Common/Focal Date	92.7%	(382)	93.7%	(389)	92.9%	(378)	91.7%	(364)	84.6%	(214)	74.7%	(136)
Other	2.2%	(9)	1.2%	(5)	1.2%	(5)	1.3%	(5)	6.7%	(17)	15.4%	(28)
Don't Know/Unsure	2.4%	(5)	-	(2)	-	(2)	-	(1)	1.6%	(4)	1.6%	(3)
	<i>(n=412)</i>		<i>(n=415)</i>		<i>(n=407)</i>		<i>(n=397)</i>		<i>(n=253)</i>		<i>(n=182)</i>	

Reasons for 2013 base salary budgets to be below 2012 levels

Reasons	Percent of Organizations*	
Concerns about the economy	31.2%	(24)
Current pay levels are over market	10.4%	(8)
Different business strategy	10.4%	(8)
Organization under going cost reductions	24.7%	(19)
Response to lower budgets among our comparator group	19.5%	(15)
Shift in spending from base salary to variable pay	6.5%	(5)
Other	39.0%	(30)
<i>* Note: Multiple responses</i>		<i>(n=77)</i>

Reasons for 2013 base salary budgets to be above 2012 levels

Reasons	Percent of Organizations*	
2012 budgets were reduced due to economic conditions	18.3%	(31)
Different business strategy	5.3%	(9)
Freeze in place in 2012	5.3%	(9)
Pay levels are below market	17.2%	(29)
Pay reduction in 2012	0.0%	(0)
Response to higher budgets among our comparator group	29.0%	(50)
Shift in spending from variable pay to base pay	1.2%	(2)
Shortage of qualified candidates	17.8%	(30)
Strong expected company performance	29.0%	(49)
Other	32.0%	(54)
<i>* Note: Multiple responses</i>		<i>(n=170)</i>

Special Adjustments and/or Miscellaneous Budget

Sixteen percent (16.2%) of the responding organizations use a separate budget for special adjustments. Of those organizations using a separate budget, the table below shows the average overall budget for the same.

Average Overall

	Special Adjustments and/or Misc. Budgets	
2012	1.2%	(61)
2013 Projected	1.3%	(52)

Average By Employee Group

	Special Adjustments and/or Miscellaneous Budget											
	Executive		Manager/Supervisor		Professional/Specialist		Admin Support		Hourly		Union	
2012	0.8%	(25)	0.9%	(38)	0.8%	(37)	0.8%	(33)	0.9%	(11)	0.6%	(3)
2013 Projected	0.9%	(22)	1.1%	(34)	1.0%	(33)	0.9%	(30)	1.1%	(13)	1.2%	(4)

Promotional Budget

Sixteen percent (16.1%) of the responding organizations use a separate budget for salary increases resulting from promotions. Of those organizations using a separate budget, the table below shows the average overall budget.

Average Overall

	Promotional Budget	
2012	1.4%	(50)
2013 Projected	1.4%	(48)

Average by Employee Group

	Promotional Budget											
	Executive		Manager/Supervisor		Professional/Specialist		Administrative Support		Hourly		Union	
2012	0.9%	(25)	1.3%	(32)	1.2%	(33)	1.2%	(31)	1.2%	(13)	1.6%	(6)
2013 Projected	0.9%	(26)	0.9%	(32)	0.9%	(33)	0.9%	(32)	1.2%	(13)	1.5%	(7)

Pay Administration

The most common framework used to help administer pay is still the Traditional salary structure. This is the case for sixty-four percent (63.9%) of responding organizations, followed by nineteen percent (19.4%) who use Broad grades.

Framework	Percent of Organizations*	
Traditional salary structure	63.9%	(257)
Broad grades	19.4%	(78)
Career bands	5.2%	(21)
Individual job market points/ranges	14.9%	(60)
Other	6.0%	(24)
* Note: Multiple responses		(n=402)

Frequency of Pay Structure Adjustments

The majority of responding organizations or eighty percent (79.9%) adjust their pay structure on an annual basis.

Frequency	Percent of Organizations	
Annually	79.9%	(315)
Bi-Annually	11.2%	(44)
Other*	8.9%	(35)
		(n=394)

*For those organizations who responded to 'Other', the median frequency used for pay structure adjustments is every thirty-six (36) months or once every three (3) years.

Compensation Benchmarking

Eighty-two percent (82.4%) of the responding organizations collect information on compensation through published surveys.

Source	Percent of Organizations	
Personal contact in other companies	51.4%	(216)
Participation in surveys sponsored by other company	80.7%	(339)
Industry forums/Club surveys	44.5%	(187)
Own-Company-sponsored compensation survey	18.8%	(79)
Published surveys	82.4%	(346)
Interviews	6.2%	(26)
No reference	0.2%	(1)
Others	6.9%	(29)
		(n=420)

Market Review

Seventy-eight percent (77.5%) of the responding organizations review the market annually to collect compensation information.

Frequency	Percent of Organizations	
Annually	77.5%	(314)
Bi-Annually	11.6%	(47)
Other	10.9%	(44)
		(n=405)

Eighty-five percent (84.5%) of the responding organizations benchmark against companies/comparators within their respective industry.

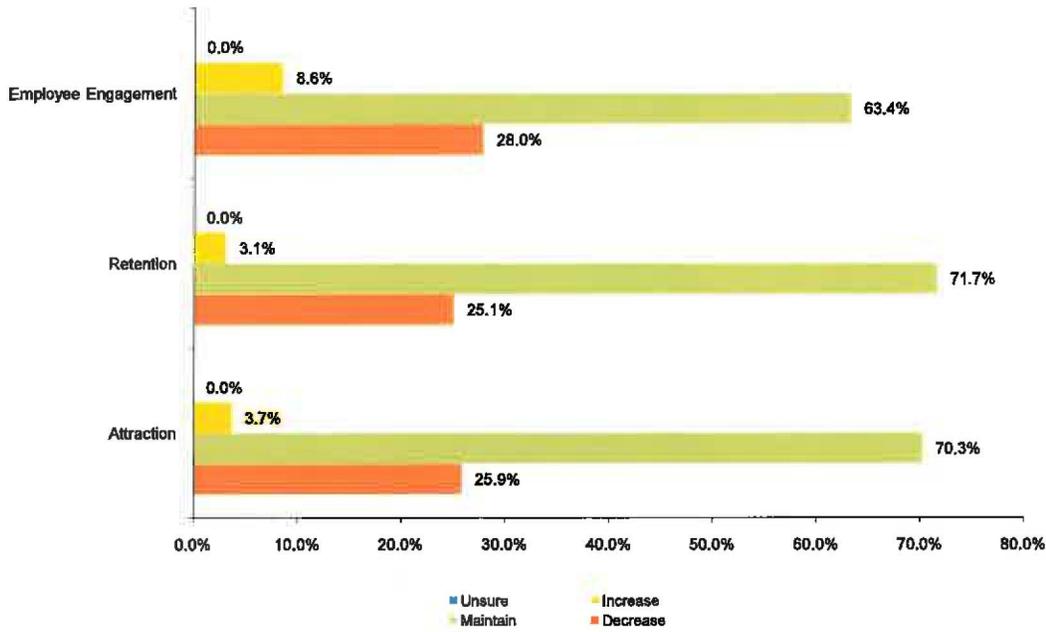
Benchmarks	Percent of Organizations	
Within industry	84.5%	(354)
Across multiple industries	35.1%	(147)
General industry	45.8%	(192)
"Best in Class"/Premium companies	12.2%	(51)
Others	8.6%	(36)
		(n=419)

Top Challenges Organizations Face on a Day-to Day Basis

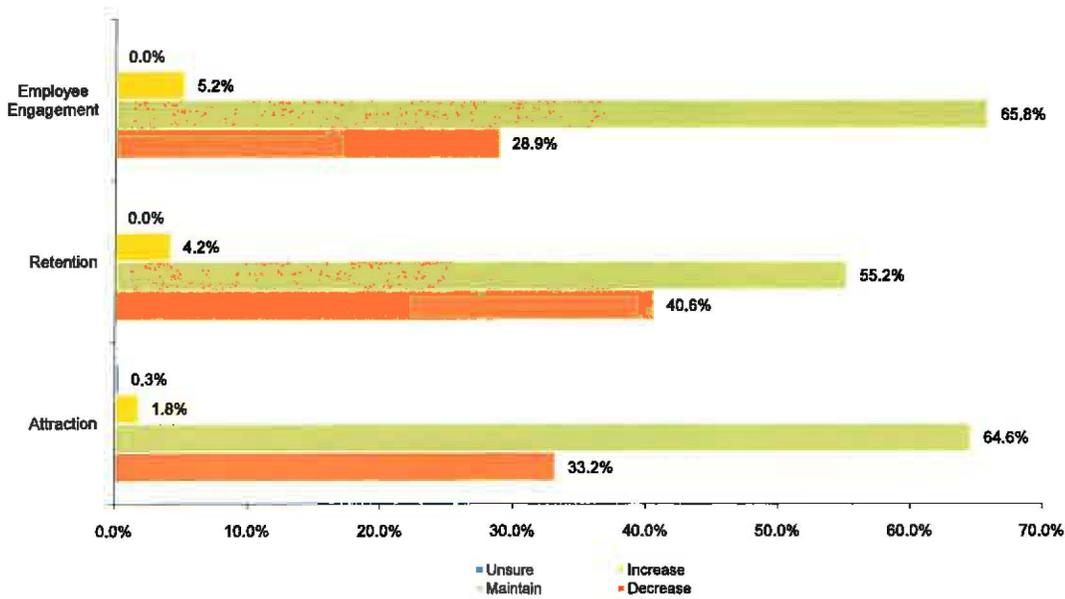
Type of Market	Percent of Organizations	
Finding/keeping compensation experts/talent.	14.9%	(57)
Access to quality and insightful market data.	43.1%	(165)
Raising the ability of managers to have effective pay conversations with their people.	52.5%	(201)
Enhancing our total reward package to address the diverse needs of our workforce.	51.2%	(196)
Maintaining market competitiveness of our pay levels	55.9%	(214)
Pay programs that give employees a clear line-of-sight between effort/achievement and rewards.	48.8%	(187)
		(n=383)

Nature of Challenges Experienced by an Organization

For All Employees

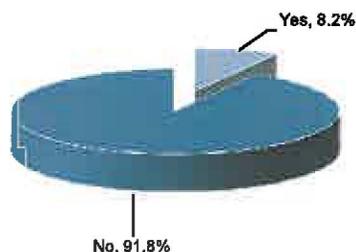


For High Performers



Changing Approach to Granting Base Salary Increases

Eight percent (8.2%) of the responding organizations indicated that they are changing their approach to base salary increases.



(n=417)

The most prevalent approach to base salary increases are forty-two percent (41.7%) organizations opting for approaches such as merit increases and higher performance equal higher pay. Following by twenty-eight percent (27.8%) are organizations granting more lump sum payments in lieu of base salary increases.

Approach to Salary Increase Changes	Percent of Organizations*	
Granting more lump sum payments in lieu of base salary increases	27.8%	(10)
Putting more pay at risk in lieu of base increases (variable pay), with lower increases to base pay	25.0%	(9)
Restricting the degree of range penetration for an individual based on his/her performance rating(s)	22.2%	(8)
Implementing a salary freeze	5.6%	(2)
Granting more across-the-board increases	0.0%	(0)
Expanding time interval between increases	0.0%	(0)
Providing merit increases based on team performance	5.6%	(2)
Other (merit increases, higher performance equal higher pay)	41.7%	(15)
* Note: Multiple responses		(n=36)

Communication

Of the 418 responding organizations, eighty-four percent (84.0%) have formal salary ranges. Out of these, 395 organizations communicate their salary ranges to their employees details of which are given in the table below.

Communication	Percent of Organizations	
Employees know their own salary range information only	65.1%	(149)
Communicate all salary range information to all employees, excluding executive salary ranges	34.9%	(80)
		(n=229)

Total Compensation Statements

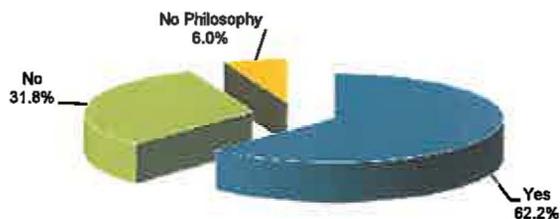
Of the responding organizations, sixty percent (60.4%) provide their employees with total compensation statements.



(n=414)

Communicating Compensation Philosophy

Of the responding organizations, sixty-two percent (62.2%) communicate their compensation philosophy to their employees.



(n=415)

Responsibility of Communications	Percent of Organizations	
----------------------------------	--------------------------	--

Business/Line Manager	24%	(94)
Human Resource Department	27%	(106)
Joint responsibility between Business/Line Manager AND Human Resource Department	58%	(231)

(n=397)

Company Positioning

Base Salary Market Percentiles - Broad Employee Population

	Eligible Employees					
	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union
< 25th	0.4%	0.0%	0.0%	0.0%	0.0%	2.1%
25th	0.4%	0.0%	0.4%	0.8%	0.8%	0.0%
>26th-49th	1.8%	1.2%	0.8%	1.2%	3.1%	0.0%
50th	75.1%	80.5%	81.7%	82.2%	77.7%	70.8%
>51st-74th	7.1%	7.8%	7.2%	7.3%	6.9%	4.2%
75th	9.8%	5.5%	5.6%	4.9%	7.7%	6.3%
>75th	5.3%	5.1%	4.4%	3.6%	3.8%	16.7%
	(n=225)	(n=256)	(n=251)	(n=247)	(n=130)	(n=48)

Base Salary Market Percentiles - High Performing/High Potential Employees

	Eligible Employees					
	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union
< 25th	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
25th	0.5%	0.0%	0.5%	1.0%	1.0%	0.0%
>26th-49th	3.1%	1.9%	1.4%	1.9%	4.8%	2.7%
50th	40.8%	47.9%	50.5%	54.4%	57.1%	67.6%
>51st-74th	18.8%	19.1%	18.1%	17.0%	13.3%	8.1%
75th	28.8%	22.8%	21.9%	20.4%	20.0%	13.5%
>75th	7.9%	8.4%	7.6%	5.3%	3.8%	8.1%
	(n=191)	(n=215)	(n=210)	(n=206)	(n=105)	(n=37)

Company Positioning

Total Cash Compensation Target Market Percentiles - Broad Employee Population

	Eligible Employees					
	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union
< 25th	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%
25th	0.5%	0.0%	0.4%	0.9%	0.8%	0.0%
>26th-49th	2.5%	2.1%	1.3%	0.4%	1.7%	2.6%
50th	64.7%	71.2%	72.5%	74.6%	75.0%	71.1%
>51st-74th	10.3%	9.9%	10.5%	10.3%	10.0%	5.3%
75th	17.6%	12.0%	11.4%	11.2%	10.0%	7.9%
>75th	4.4%	4.7%	3.9%	2.7%	2.5%	10.5%
	(n=204)	(n=233)	(n=229)	(n=224)	(n=120)	(n=38)

Total Cash Compensation Target Market Percentiles - High Performing/High Potential Employees

	Eligible Employees					
	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union
< 25th	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
25th	0.6%	0.0%	0.5%	1.0%	1.0%	0.0%
>26th-49th	2.9%	2.0%	1.5%	1.0%	2.9%	5.7%
50th	34.3%	39.6%	42.1%	47.2%	52.4%	62.9%
>51st-74th	17.1%	17.8%	17.8%	18.5%	16.5%	8.6%
75th	35.4%	30.2%	28.4%	25.1%	21.4%	11.4%
>75th	9.7%	10.4%	9.6%	7.2%	5.8%	11.4%
	(n=175)	(n=202)	(n=197)	(n=195)	(n=103)	(n=35)

Special Compensation Arrangements ("Hot Skill" Jobs)

Of the participating organizations, thirty percent (30.0%) reported the use of special compensation arrangements for 'Hot Skill' Jobs.

Job Groups	Primary Skill Shortage	Secondary Skill Shortage	Tertiary Skill Shortage
Accounting	2.5%	3.3%	2.5%
Business Development	1.7%	4.2%	0.8%
Engineering	24.2%	8.3%	1.7%
Finance	3.3%	5.0%	3.3%
Human Resources	0.8%	0.0%	0.8%
Information Technology	20.8%	13.3%	5.0%
Logistics	0.8%	0.0%	2.5%
Marketing	2.5%	2.5%	1.7%
Medical/Nursing	3.3%	0.0%	0.0%
Operations	6.7%	2.5%	2.5%
Purchasing/Procurement	1.7%	0.0%	0.8%
Research & Development	3.3%	2.5%	0.8%
Sales	1.7%	3.3%	4.2%
Other	26.7%	18.3%	9.2%
			(n=120)

The prevalence of different types of arrangements is shown in the table below.

Monetary Awards*		Non-Monetary Awards*	
Additional base pay	69%	Additional perquisites (e.g. cellphone, PC, Internet hookup/fees, car allowance, etc.)	30%
Sign-on bonuses	38%		
Retention bonuses	27%		
Additional Shift Allowances	9%	Flexible work arrangements (e.g. flex hours, compressed work week, telecommuting, job sharing, etc.)	49%
Special Overtime Rates	6%		
Enhanced Annual Bonuses	21%		
Long-Term Incentives	13%	Other	21%
Other	6%		
* Note: Multiple responses	(n=117)		(n=47)

Special Compensation Arrangements (“Hot Location” Jobs)

Of the responding organizations, twenty percent (20.1%) make special compensation arrangements to attract and retain works in specific areas of the country.

Job Locations	First Location	Second Location	Third Location
Calgary	28.3%	8.3%	1.7%
Edmonton	5.0%	15.0%	1.7%
Fort McMurray	33.3%	0.0%	0.0%
Grand Prairie	1.7%	8.3%	3.3%
Nunavut	1.7%	0.0%	0.0%
NWT	0.0%	3.3%	0.0%
Vancouver	5.0%	5.0%	5.0%
Yukon	1.7%	0.0%	3.3%
Ontario	5.0%	0.0%	1.7%
Saskatchewan	6.7%	1.7%	0.0%
Wood Buffalo	0.0%	1.7%	0.0%
			(n=60)

The prevalence of different types of arrangements is shown in the table below.

Monetary Awards*		Non - Monetary Awards*	
Additional base pay	64%	Additional perquisites (e.g., cellphone, PC, Internet hookup/fees, car allowance, etc.)	22.6%
Sign-on bonuses	20%		
Retention bonuses	36%	Flexible work arrangements (e.g., flex hours, compressed work week, telecommuting, jobsharing, etc.)	45.2%
Additional Shift Allowances	5%		
Special Overtime Rates	2%	Assistance of locating housing	38.7%
Enhanced annual/lump sum bonuses	8%		
Long-Term Incentives	17%	Additional Vacation Time	22.6%
Free/Subsidized Meals	8%		
COLA / Living Allowance	23%	Other	6.5%
Housing Allowance/Subsidies/ Loans	19%		
Company paid trips to urban centres	6%		
Company provided housing	9%		
Other	17%		
* Note: Multiple responses	(n=64)		(n=31)

Regional Pay Differentials

Using Toronto as a base equal to one hundred percent, we asked organizations with more than one location to indicate how different employee groups are paid in relation to Toronto rates.

Of the responding organizations, twenty-nine percent (29.1%) have regional pay differentials.

Number of Organizations	Location	Executive		Manager/ Supervisor		Professional/ Specialist		Administrative Support		Hourly	
(163)	Vancouver	100.3%	(64)	100.6%	(77)	100.4%	(76)	100.4%	(74)	100.6%	(46)
(132)	Other B.C.	99.0%	(38)	99.6%	(49)	99.3%	(49)	99.2%	(45)	100.3%	(33)
(184)	Calgary	101.1%	(62)	101.5%	(79)	101.8%	(78)	101.0%	(77)	102.3%	(51)
(145)	Edmonton	100.7%	(49)	101.0%	(66)	101.2%	(64)	100.2%	(63)	102.0%	(41)
(58)	Fort McMurray	105.2%	(18)	106.0%	(23)	106.0%	(23)	106.0%	(23)	107.7%	(18)
(115)	Other Alberta	100.3%	(35)	100.5%	(43)	100.7%	(42)	99.8%	(41)	101.5%	(30)
(69)	Grand Prairie	99.1%	(17)	100.0%	(25)	102.0%	(23)	99.8%	(22)	102.3%	(16)
(115)	Saskatchewan	98.7%	(36)	98.3%	(50)	98.1%	(49)	97.5%	(47)	99.1%	(32)
(126)	Manitoba	96.1%	(34)	95.6%	(43)	95.7%	(45)	93.8%	(40)	94.6%	(28)
(192)	Toronto	100.0%		100.0%		100.0%		100.0%		100.0%	
(172)	Other Ontario	98.0%	(63)	97.9%	(78)	97.7%	(76)	97.3%	(76)	98.1%	(52)
(142)	Montreal	98.7%	(69)	97.9%	(83)	97.7%	(82)	97.6%	(82)	98.6%	(51)
(112)	Other Quebec	97.6%	(50)	96.8%	(62)	96.6%	(63)	96.4%	(61)	96.9%	(39)
(109)	Atlantic Region	94.8%	(48)	93.2%	(64)	92.5%	(63)	91.7%	(61)	93.3%	(38)
(20)	Yukon	100.0%	(6)	106.4%	(7)	106.4%	(7)	106.4%	(7)	110.0%	(4)
(20)	Northwest Territories	102.9%	(7)	106.1%	(9)	108.1%	(8)	108.1%	(8)	111.3%	(4)
(37)	Nunavut	100.0%	(2)	100.0%	(2)	100.0%	(1)	100.0%	(1)	0.0%	(0)

(n=265)

Participant Demographics

Participant Demographics by Industry

	Number of Participants
Manufacturing	
Aerospace	12
Agriculture	3
Automotive/Vehicle Manufacturing	11
Building Materials	4
Chemicals (not Pharmaceutical)	14
Computers and Related Products	10
Consumer Products - Durable Goods	7
Consumer Products - Nondurable Goods	9
Electronics/Electrical	6
Energy (Oil/Gas)	23
Food/Beverage/Tobacco	13
Forest & Paper Products/Packaging	7
Industrial Machinery/Equipment	8
Medical Devices/Products	2
Metals	0
Metals Fabrication	4
Mining/Milling/Smelting	7
Pharmaceutical	13
Printing	0
Rubber/Plastics/Glass	2
Textiles/Apparel Manufacturing	0
Other Manufacturing	7
All Manufacturing	162
Service	
Accounting/Consulting/Legal	6
Banking/Finance	48
Business/Computer Services	12
Construction/Engineering	8
Education	4
Energy	14
Entertainment/Communications/Publication	11
Government	17
Health Care/Medical Services	12
Hospitality/Restaurants	3
Insurance - Life & Health	8
Insurance - Property & Casualty	13
Insurance - Other	1
Not-for-Profit (not Hospitals/Schools)	24
Real Estate	13
Research/Development	4
Retail (incl. Wholesale & Distribution)	26
Telecommunications	8
Transportation Services	21
Other Service	9
All Service	262
Multi-Industry	
Diversified/Multi-Company	0
All Multi-Industry	0
All Companies	424

Participant Demographics by Organization Size

Annual Revenue	Number of Participants					
	All Organizations		Manufacturing		Service	
All Organizations						
Under \$25 million	11.6%	(49)	8.6%	(14)	13.5%	(35)
\$25-\$50 million	4.5%	(19)	1.2%	(2)	6.6%	(17)
\$51-\$150 million	12.4%	(52)	12.3%	(20)	12.4%	(32)
\$151-\$500 million	23.8%	(100)	25.9%	(42)	22.4%	(58)
\$501 million-\$1 billion	14.0%	(59)	16.0%	(26)	12.7%	(33)
\$1.1 billion to \$5 billion	21.4%	(90)	22.8%	(37)	20.5%	(53)
Over \$5 billion	12.4%	(52)	13.0%	(21)	12.0%	(31)
	(n=421)		(n=162)		(n=259)	

Number of Full-Time Canadian Employees	Number of Participants					
	All Organizations		Manufacturing		Service	
Under 250	28.8%	(122)	29.2%	(47)	28.6%	(75)
250 - 500	11.3%	(48)	13.7%	(22)	9.9%	(26)
501 - 1000	15.4%	(65)	19.3%	(31)	13.0%	(34)
1001 - 1500	9.0%	(38)	9.9%	(16)	8.4%	(22)
1501 - 2000	6.6%	(28)	3.7%	(6)	8.4%	(22)
2001 - 5000	14.9%	(63)	15.5%	(25)	14.5%	(38)
Over 5000	13.9%	(59)	8.7%	(14)	17.2%	(45)
	(n=423)		(n=161)		(n=262)	

Participant Demographics by Geographical Region

	Percent of Organizations	Number of Participants
Alberta	13.4 %	57
British Columbia	8.0 %	34
Manitoba	3.1 %	16
New Brunswick	0.5 %	2
Newfoundland and Labrador	0.2 %	1
Northwest Territories	0.0 %	0
Nova Scotia	1.2 %	5
Nunavut	0.0 %	0
Ontario	48.8 %	207
Prince Edward Island	0.0 %	0
Québec	19.3 %	82
Saskatchewan	4.7 %	20
Yukon	0.0 %	0
Total		(n=424)

Market Trading

Percent of Organizations publicly traded	Percent of Organizations	
Publicly traded	47.6 %	(202)
Not publicly traded	52.4 %	(222)
		(n=424)

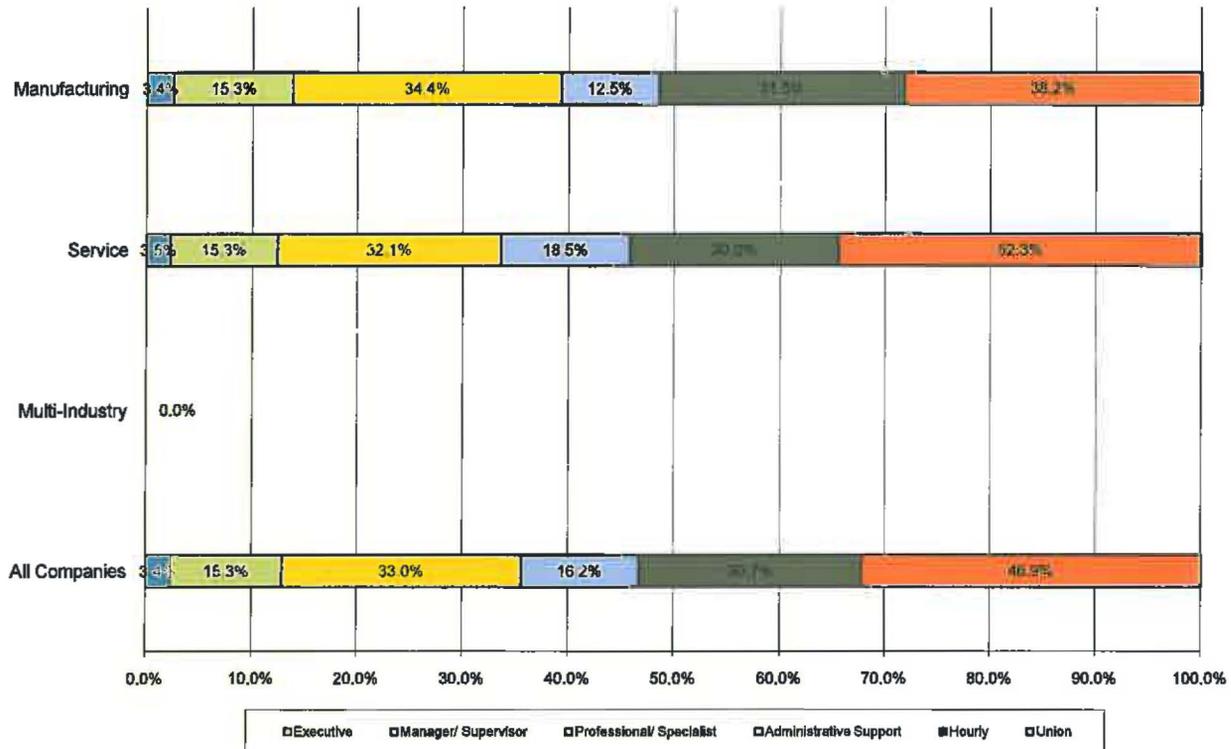
Listing of Organizations

Exchange	Percent of Organizations*	
TSX	47.5 %	(96)
TSX Venture	0.5 %	(1)
NYSE	44.1 %	(89)
NASDAQ	6.4 %	(13)
Other	23.3 %	(47)
* Multiple Responses		(n=202)

Average Employee Population Composition by Industry

Employee Group

Industry	Participants	Executive	Manager/ Supervisor	Professional/ Specialist	Administrative Support	Hourly	Union
Manufacturing	162	3.4%	15.3%	34.4%	12.5%	31.5%	38.2%
Service	262	3.5%	15.3%	32.1%	18.5%	30.0%	52.3%
Multi-Industry	0	-	-	-	-	-	-
All Companies	424	3.4%	15.3%	33.0%	16.2%	30.7%	46.9%



Participant List by Company Name

Participant List by Company Name

A

Access Communications Co-operative Limited
Acklands - Grainger Inc.
Aéroports de Montreal
AGF Management Limited
Agropur - Services Corporatifs
Air Canada
Air Liquide Canada
Akozyrev.org
Akzo Nobel Canada Inc.
Alberta Pacific Forest Industries Inc.
Alberta Pensions Services Corporation
Allergan Inc.
Alliance Pipeline
Allstate Insurance Company of Canada
Amcal Family Services
AMEC Americas Limited
Amgen Inc.
Amway Canada Corporation
Analog Devices Inc.
Apotex Inc.
ARC Resources Ltd.
ArcelorMittal Dofasco
AREVA Resources Canada Inc.
Assiniboine Credit Union
Association of Universities and Colleges of Canada
Assumption Life
ATB Financial
ATCO Electric
ATCO Gas
Atlantic Central
Atrium Innovations
Automobile et Touring Club du Quebec (A.T.C.Q.)
Aviva Canada Inc.

B

Babcock & Wilcox Canada
Bank of Montreal
Bayer Inc.
BBA Inc.
BC Government and Service Employees' Union
Bel Canada Group
Bell Aliant Inc.
Biogen Idec Inc.
Blue Water Milk Transport Co-operative
Boardwalk Rental Communities
Boehringer Ingelheim (Canada) Ltd.
Bombardier Aerospace
Bombardier Transport Canada Inc
Boston Scientific Corporation
British Columbia Hydro Power & Authority
British Columbia Institute of Technology
British Columbia Lottery Corporation
British Columbia Maritime Employers Association
British Columbia Medical Association
Brookfield LePage Johnson Controls
Brookside Foods Inc.
Business Development Bank of Canada

C

Cadillac Fairview Corporation Ltd.
CAE Inc.
Caisse de depot et placement du Québec
Calgary Co-operative Association
Cameco Corporation
Canada Lands Company
Canadian Breast Cancer Foundation
Canadian Imperial Bank of Commerce
Canadian Medical Association
Canadian Pacific Railway
Canadian Tire Corporation
Canexus Corporation
Cantons unis de Stoneham-et-Tewkesbury
Canwest Bedding Ltd.
Capital Group Companies Inc.
Capital One
Capital Power Corporation
Cargill, Inc.
Carleton University
Caterpillar Financial Services Corporation
CBRE Limited
Celero Solutions
Celestica Inc.
Ceridian Canada Ltd.
CGC Inc.
CH2MHILL
Chambre immobiliere du Grand Montreal
CHC Helicopter
Chevron Canada Resources
Chubb Edwards
Chubb Insurance Company of Canada
Church of Jesus Christ of Latter-Day Saints
Cineplex Entertainment LP
CIT Group
City of Burlington
City of Kitchener
City of Mississauga
City of Montreal
City of Regina
CMC Electronics
CNH America LLC
Coast Capital Savings Credit Union
College of Physicians and Surgeons of Ontario
Columbia Power Corporation
Compass Group Canada
Concentra Financial
Conexus Credit Union
Co-operators Life Insurance Company
Corby Distilleries
Corporation des maîtres mécaniciens en tuyauterie du Québec (CMMTQ)
Corporation of the County of Northumberland
Corporation STERIS Canada
Credit Union Central of Manitoba
Crombie REIT
CSL Group Inc.

Participant List by Company Name

D

DATA Group of Companies
Davis and Henderson Partnership Limited
DealerTrack Canada Inc.
Deere & Company
Direct Energy
Dominion of Canada General Insurance Company
Domtar Canada Inc.
Dow Chemical Company

E

E. I. du Pont Canada Company
EastForest Homes
Ecolab Inc.
Economical Insurance
Edmonton Community Foundation
Edward Jones
eHealth Ontario
Eli Lilly Canada Inc.
Emerson Electric Canada Limited
Empire Life
Encana Corporation
Energy Resources Conservation Board
Enerplus Corporation
Entero Corporation
Epcor Utilities Inc.
Equifax Canada
Ericsson Canada Inc.
Evraz Inc. NA
Excelitas Technologies Corp.
Exprocrete Concrete Products Ltd.

F

Fabrique de la paroisse Notre-Dame de Montreal
Fairmont Raffles Hotels International
FANUC Robotics
Farm Credit Canada
Farris, Vaughan, Wills & Murphy LLP
Federal Express Canada Ltd.
Federated Co-operatives Limited
First Capital Realty Inc.
First West Credit Union
Flowserve Corporation
Fluor Canada Ltd.
Fossil Inc.
Franklin Templeton Investments

G

Gamma-Dynacare Medical Laboratories
Gardner Denver, Inc.
Gaz Metro
Genco ATC
General Dynamics Land Systems - Canada
General Motors Company
Genivar Inc.
Gibson Energy
GlaxoSmithKline Inc.
Good Samaritan Society
Gowling Lafleur Henderson LLP
Great-West Life Assurance Company

G (Contd.)

Griffith Laboratories Limited
Groupe GFI Solutions
Groupe Ledor Inc.
Groupe Orleans Express
Growmark Inc.

H

Habib Canadian Bank
Halifax International Airport Authority
Hamilton Health Sciences
Harlequin Enterprises Ltd.
Hewlett Packard Canada Co.
High Liner Foods
Holcim (Canada) Inc.
Holt Renfrew Inc.
Hospital for Sick Children Foundation
Hudson's Bay Company
Husky Energy Inc.
Hydro-Quebec

I

IBM Canada
IMS Health
Independent Electricity System Operator
INEOS Canada Partnership
ING Bank of Canada
Ingram Content Group
INO
Institute of Public Administration of Canada (IPAC)
Insurance Corporation of British Columbia
Intact Financial Corporation
Inter Pipeline Fund
Investors Group Inc.

J

Jaguar Land Rover
John Wiley & Sons Canada Ltd.
Johnson & Johnson
Johnson Controls, Inc.
Jules and Paul-Emile Leger Foundation

K

Katz Group Canada Ltd.
Kellogg Canada Inc.
Keyera Corp.
Kinder Morgan Canada
Kinross Gold Corporation
Komatsu America Corp
Kone Inc.
Kronos Inc.
Kruger Inc.

L

L-3 Wescam
La Coop fédérée
Lafarge North America
Land Title & Survey Authority of British Columbia
Lanxess Inc.
Larco Investments Ltd.

Participant List by Company Name

L (Contd.)

LASIK MD
Lassonde Industries Inc.
Laurentian Bank of Canada
Lavo Inc.
Levi Strauss & Co. Inc.
Liberty International Underwriters
LifeLabs Inc.
Lifetouch Inc.
Littelfuse Startco
Loblaws Companies Limited
Lockheed Martin Canada
London Drugs Limited
London Health Sciences Centre
Long View Systems
Longos Brothers Fruit Markets Inc.
Loto-Quebec

M

MacDonald, Dettwiler and Associates Ltd.
Magil Construction Corporation
Magna Electric
Magna International
Manitoba Public Insurance
Manitoba School Boards Association
Manulife Financial
Marriott Hotels of Canada Ltd.
Mazda Canada Inc.
MCAP
McGill University
McMaster University
MEGlobal Canada Inc.
Menkes Developments Ltd.
Messier-Dowty Inc.
Methanex Corporation
Metro Inc.
Minto Group
Mitsubishi Motor Sales of Canada, Incorporated
Mizuho Corporate Bank, Ltd., Canada Branch
Moen Inc.
Mold-Masters (2007) Limited
Molson Coors Canada
Moody's
Mosaic Company
Mountain Equipment Coop
Mouvement Desjardins
MTS Allstream
Multimatic Inc.
MWH Global

N

NAL Resources
National Bank of Canada
NAV Canada
Nestle Waters Canada
New Brunswick Power Corporation
Newalta Corporation
Newell Rubbermaid

N (Contd.)

Newfoundland Power
Nexen Inc.
NGF Canada Limited
Nike Inc.
Nordion Inc.
North West Company
NOVA Chemicals

O

Objectif Lune Inc.
Office municipal d'habitation de Montreal
Okiok Data Ltd.
Ontario Long Term Care Association
Ontario Municipal Employees Retirement System (OMERS)
Ontario Pharmacists' Association
Ontario Teachers Insurance Plan
Ontario Teacher's Pension Plan
Organisme d'autoréglementation du courtage immobilier
du Québec (OACIQ)
Osler, Hoskin & Harcourt LLP
Osum Oil Sands Corp
Otera Capital Inc.
Ottawa Macdonald-Cartier International Airport Authority
Oxford Properties Group

P

Pacific & Western Bank of Canada
Pacific Northern Gas
Pacific Salmon Commission
Pampered Chef, The
Panasonic Canada Inc.
Paper Excellence Canada Holdings Corporation
Paradigm Quest Inc.
PCL Constructors Inc.
Peel Senior Link
PepsiCo Canada
Petroleum Services Association of Canada
Pharmascience Inc
Philips Electronics Ltd.
Pitney Bowes Inc.
Porsche Cars Canada
Port Metro Vancouver
POS Bio-Sciences
Pottinger Gaherty Environmental Consultants Ltd.
Pratt & Whitney Canada
Precision Drilling Corporation
Premier Tech
PricewaterhouseCoopers LLP
Prince Rupert Port Authority
Procter & Gamble Inc.
Public Health Ontario
Purolator Inc.

Q

Qualcomm Incorporated
Quebecor Media Inc.
Quintiles Canada

Participant List by Company Name

R

RBC Financial
Recochem Inc.
Red Hat Inc.
Regal Beloit Corporation
Reitmans (Canada) Limited
Reliance Protectron Inc.
Reseau de transport de Longueuil
Rich Products of Canada, Ltd.
Ridley Inc.
Ritchie Brothers Auctioneers
Rockwell Collins, Inc.
Rogers Communications
Rolls-Royce Canada
Rona Inc.
Russel Metals Inc.

S

SABIC Americas, Inc.
Safety Codes Council
Safety-Kleen Systems Inc.
Sandoz Canada
Sanofi Canada Inc.
Saskatchewan Government Insurance
Saskatchewan Healthcare Employees Pension Plan (SHEPP)
SaskPower
Schneider Electric Canada
Schneider National, Inc.
Scotiabank
Sears Canada Inc.
Secretariat du Conseil du tresor
Selenis Canada
Services Ultramar inc.
Servus Credit Union
ShawCor Ltd.
Shepherd Village Inc.
Sherritt International Corporation
Shred Tech Corporation
Siemens Canada Limited
Simmons Edeco Inc.
Sleep Country Canada LP
SMART Technologies
Société de transport de Laval
Societe de transport de Montreal
Sony of Canada
St. Boniface Hospital
Standard Life
StandardAero
Stewardship Ontario
Stikeman Elliott LLP
Sudbury Credit Union Limited
Sun Life Financial
Suncor Energy Inc.
Superior Energy Management
Superior Propane
Syncrude Canada Ltd.

T

TAQA North Ltd.
Tarion Warranty Corporation
TCU Financial Group
TD Bank Group
Technicolor
Technologies 2020 Inc.
Teck Resources
Teknion Corporation
Teledyne DALSA
Tellabs Inc.
TELUS Corporation
Teradata Corporation
Teranet Inc.
The Beer Store
Thomson Reuters Canada Limited
Tiffany & Co.
Tim Hortons Inc.
TimberWest Forest Corp.
TMX Group Ltd.
Torys LLP
Town of Richmond Hill
Toyota Canada Inc.
Toyota Credit Canada Inc.
Toyota Motor Manufacturing Canada Inc.
Toys R Us
TransAlta Corporation
Transat A.T. Inc.
TransCanada Corporation
Tricentris, centre de tri
TrioVest Realty Advisors

U

Uniboard Canada Inc.
Unilever Canada
United Way of the Alberta Capital Region
United Way-Centraide Windsor-Essex County
University Health Network
UPS Canada

V

Valiant Machine & Tool Inc.
Vancity Credit Union
Vetoquinol Canada
VIA Rail Canada
Victorian Order of Nurses for Canada
Vidéotron Ltd.
Ville de Bois-des-Filion
Viterra Inc.

Participant List by Company Name

W

Wal-Mart Canada Corp.
Wawanesa Mutual Insurance Company
West Fraser Timber Co. Ltd.
Westech Building Products
Western Canada Lottery Corporation
WestJet Airlines
Westminster Savings Credit Union
Workplace Safety & Insurance Board
Wrigley Canada

Y

Yamaha Motor Canada Ltd.
Yellow Media Inc.

Z

Zurich Canadian Holdings Ltd.

Participant List by Industry

Participant List by Industry

Accounting/Consulting/Legal

Farris, Vaughan, Wills & Murphy LLP
Gowling Lafleur Henderson LLP
Osler, Hoskin & Harcourt LLP
PricewaterhouseCoopers LLP
Stikeman Elliott LLP
Torys LLP

Aerospace

Bombardier Aerospace
CAE Inc.
CHC Helicopter
CMC Electronics
L-3 Wescam
Lockheed Martin Canada
MacDonald, Dettwiler and Associates Ltd.
Messier-Dowty Inc.
Pratt & Whitney Canada
Rockwell Collins, Inc.
Rolls-Royce Canada
StandardAero

Agriculture

Cargill, Inc.
Growmark Inc.
Viterra Inc.

Automotive/Vehicle Manufacturing

AMEC Americas Limited
General Dynamics Land Systems - Canada
General Motors Company
Jaguar Land Rover
Johnson Controls, Inc.
Magna International
Mazda Canada Inc.
Mitsubishi Motor Sales of Canada, Incorporated
Porsche Cars Canada
Toyota Canada Inc.
Toyota Motor Manufacturing Canada Inc.

Banking/Finance

AGF Management Limited
Alberta Pensions Services Corporation
Assiniboine Credit Union
ATB Financial
Atlantic Central
Bank of Montreal
Business Development Bank of Canada
Caisse de depot et placement du Québec
Canadian Imperial Bank of Commerce
Capital Group Companies Inc.
Capital One
Caterpillar Financial Services Corporation
Celero Solutions
CIT Group
Coast Capital Savings Credit Union
Concentra Financial
Conexus Credit Union

Banking/Finance (Contd.)

Credit Union Central of Manitoba
Davis and Henderson Partnership Limited
Edward Jones
Farm Credit Canada
First West Credit Union
Franklin Templeton Investments
Habib Canadian Bank
ING Bank of Canada
Investors Group Inc.
Laurentian Bank of Canada
MCAP
Mizuho Corporate Bank, Ltd., Canada Branch
Moody's
Mouvement Desjardins
National Bank of Canada
Ontario Municipal Employees Retirement System (OMERS)
Ontario Teacher's Pension Plan
Otéra Capital Inc.
Pacific & Western Bank of Canada
Paradigm Quest Inc.
RBC Financial
Saskatchewan Healthcare Employees Pension Plan (SHEPP)
Scotiabank
Servus Credit Union
Sudbury Credit Union Limited
TCU Financial Group
TD Bank Group
TMX Group Ltd.
Toyota Credit Canada Inc.
Vancity Credit Union
Westminster Savings Credit Union

Building Materials

CGC Inc.
Expocrete Concrete Products Ltd.
Holcim (Canada) Inc.
Lafarge North America

Business/Computer Services

Ceridian Canada Ltd.
DATA Group of Companies
DealerTrack Canada Inc.
eHealth Ontario
Equifax Canada
Genco ATC
Groupe GFI Solutions
IBM Canada
Long View Systems
Okiok Data Ltd.
Red Hat Inc.
Teranet Inc.

Participant List by Industry

Chemicals (not Pharmaceutical)

Air Liquide Canada
Akzo Nobel Canada Inc.
Canexus Corporation
Dow Chemical Company
E. I. du Pont Canada Company
Ecolab Inc.
INEOS Canada Partnership
Lanxess Inc.
Lavo Inc.
Methanex Corporation
NOVA Chemicals
Recochem Inc.
SABIC Americas, Inc.
Selenis Canada

Computers and Related Products

Akozyrev.org
Analog Devices Inc.
Celestica Inc.
Entero Corporation
Hewlett Packard Canada Co.
Kronos Inc.
Objectif Lune Inc.
Pitney Bowes Inc.
SMART Technologies
Teradata Corporation

Construction/Engineering

BBA Inc.
CH2MHILL
EastForest Homes
Fluor Canada Ltd.
Genivar Inc.
Kone Inc.
MWH Global
PCL Constructors Inc.

Consumer Products - Durable Goods

Emerson Electric Canada Limited
Flowsolve Corporation
Lifetouch Inc.
Moen Inc.
Newell Rubbermaid
Pampered Chef, The
Yamaha Motor Canada Ltd.

Consumer Products - Nondurable Goods

Atrium Innovations
Johnson & Johnson
Levi Strauss & Co. Inc.
MEGlobal Canada Inc.
Nike Inc.
Premier Tech
Procter & Gamble Inc.
Ridley Inc.
Unilever Canada

Education

Carleton University
Manitoba School Boards Association
McGill University
McMaster University

Electronics/Electrical

Excelitas Technologies Corp.
Panasonic Canada Inc.
Philips Electronics Ltd.
Sony of Canada
Technologies 2020 Inc.
Teledyne DALSA

Energy

ATCO Electric
British Columbia Hydro Power & Authority
Capital Power Corporation
Columbia Power Corporation
Direct Energy
Epcor Utilities Inc.
Hydro-Quebec
Independent Electricity System Operator
New Brunswick Power Corporation
Newfoundland Power
SaskPower
Schneider Electric Canada
TransAlta Corporation
TransCanada Corporation

Energy (Oil/Gas)

Alliance Pipeline
ARC Resources Ltd.
ATCO Gas
Chevron Canada Resources
Encana Corporation
Enerplus Corporation
Gaz Metro
Gibson Energy
Husky Energy Inc.
Inter Pipeline Fund
Keyera Corp.
Kinder Morgan Canada
NAL Resources
Nexen Inc.
Osum Oil Sands Corp
Pacific Northern Gas
Petroleum Services Association of Canada
ShawCor Ltd.
Simmons Edeco Inc.
Suncor Energy Inc.
Superior Energy Management
Syncrude Canada Ltd.
TAQA North Ltd.

Participant List by Industry

Entertainment/Communications/Publication

British Columbia Lottery Corporation
Cineplex Entertainment LP
Harlequin Enterprises Ltd.
John Wiley & Sons Canada Ltd.
Loto-Quebec
Quebecor Media Inc.
Technicolor
Thomson Reuters Canada Limited
Transat A.T. Inc.
Western Canada Lottery Corporation
Yellow Media Inc.

Food/Beverage/Tobacco

Agropur - Services Corporatifs
Bel Canada Group
Brookside Foods Inc.
Corby Distilleries
Griffith Laboratories Limited
High Liner Foods
Kellogg Canada Inc.
Lassonde Industries Inc.
Molson Coors Canada
Nestle Waters Canada
PepsiCo Canada
Rich Products of Canada, Ltd.
Wrigley Canada

Forest & Paper Products/Packaging

Alberta Pacific Forest Industries Inc.
Domtar Canada Inc.
Kruger Inc.
Paper Excellence Canada Holdings Corporation
TimberWest Forest Corp.
Uniboard Canada Inc.
West Fraser Timber Co. Ltd.

Government

Cantons unis de Stoneham-et-Tewkesbury
City of Burlington
City of Kitchener
City of Mississauga
City of Montreal
City of Regina
Corporation of the County of Northumberland
Energy Resources Conservation Board
Institute of Public Administration of Canada (IPAC)
Office municipal d'habitation de Montreal
Pacific Salmon Commission
Secretariat du Conseil du tresor
Société de transport de Laval
St. Boniface Hospital
Town of Richmond Hill
Ville de Bois-des-Filion
Workplace Safety & Insurance Board

Health Care/Medical Services

Gamma-Dynacare Medical Laboratories
Good Samaritan Society
Hamilton Health Sciences
IMS Health
LASIK MD
LifeLabs Inc.
London Health Sciences Centre
Public Health Ontario
Quintiles Canada
Shepherd Village Inc.
University Health Network
Victorian Order of Nurses for Canada

Hospitality/Restaurants

Fairmont Raffles Hotels International
Marriott Hotels of Canada Ltd.
Tim Hortons Inc.

Industrial Machinery/Equipment

CNH America LLC
FANUC Robotics
Komatsu America Corp
Littelfuse Startco
Magna Electric
Regal Beloit Corporation
Siemens Canada Limited
Valiant Machine & Tool Inc.

Insurance - Life & Health

Assumption Life
Co-operators Life Insurance Company
Empire Life
Great-West Life Assurance Company
Manulife Financial
Ontario Teachers Insurance Plan
Standard Life
Sun Life Financial

Insurance - Other

Tarion Warranty Corporation

Insurance - Property & Casualty

Allstate Insurance Company of Canada
Aviva Canada Inc.
Chubb Insurance Company of Canada
Dominion of Canada General Insurance Company
Economical Insurance
Groupe Ledor Inc.
Insurance Corporation of British Columbia
Intact Financial Corporation
Liberty International Underwriters
Manitoba Public Insurance
Saskatchewan Government Insurance
Wawanesa Mutual Insurance Company
Zurich Canadian Holdings Ltd.

Participant List by Industry

Medical Devices/Products

Boston Scientific Corporation
Corporation STERIS Canada

Metals Fabrication

ArcelorMittal Dofasco
Babcock & Wilcox Canada
Multimatic Inc.
Russel Metals Inc.

Mining/Milling/Smelting

AREVA Resources Canada Inc.
Cameco Corporation
Evraz Inc. NA
Kinross Gold Corporation
Mosaic Company
Sherritt International Corporation
Teck Resources

Not-for-Profit (not Hospitals/Schools)

Ancal Family Services
Association of Universities and Colleges of Canada
BC Government and Service Employees' Union
British Columbia Maritime Employers Association
British Columbia Medical Association
Canadian Breast Cancer Foundation
Canadian Medical Association
Chambre immobiliere du Grand Montreal
Church of Jesus Christ of Latter-Day Saints
College of Physicians and Surgeons of Ontario
Corporation des maîtres mécaniciens en tuyauterie du Québec (CMMTQ)
Edmonton Community Foundation
Fabrique de la paroisse Notre-Dame de Montreal
Hospital for Sick Children Foundation
Jules and Paul-Emile Leger Foundation
Land Title & Survey Authority of British Columbia
Ontario Long Term Care Association
Ontario Pharmacists' Association
Organisme d'autoréglementation du courtage immobilier
du Québec (OACIQ)
Peel Senior Link
Safety Codes Council
Stewardship Ontario
United Way of the Alberta Capital Region
United Way-Centraide Windsor-Essex County

Other Manufacturing

Bombardier Transport Canada Inc
Canwest Bedding Ltd.
Deere & Company
Gardner Denver, Inc.
Mold-Masters (2007) Limited
Shred Tech Corporation
Teknion Corporation

Other Services

Chubb Edwards
Compass Group Canada
Newalta Corporation
Pottinger Gaherty Environmental Consultants Ltd.
Precision Drilling Corporation
Reliance Protectron Inc.
Ritchie Brothers Auctioneers
Safety-Kleen Systems Inc.
Tricentris, centre de tri

Pharmaceutical

Allergan Inc.
Amgen Inc.
Apotex Inc.
Bayer Inc.
Biogen Idec Inc.
Boehringer Ingelheim (Canada) Ltd.
Eli Lilly Canada Inc.
GlaxoSmithKline Inc.
Nordion Inc.
Pharmascience Inc
Sandoz Canada
Sanofi Canada Inc.
Vetoquinol Canada

Real Estate

Boardwalk Rental Communities
Brookfield LePage Johnson Controls
Cadillac Fairview Corporation Ltd.
Canada Lands Company
CBRE Limited
Crombie REIT
First Capital Realty Inc.
Larco Investments Ltd.
Magil Construction Corporation
Menkes Developments Ltd.
Minto Group
Oxford Properties Group
Triovest Realty Advisors

Research/Development

British Columbia Institute of Technology
INO
POS Bio-Sciences
Tellabs Inc.

Participant List by Industry

Retail (Incl. Wholesale & Distribution)

Acklands - Grainger Inc.
Amway Canada Corporation
Calgary Co-operative Association
Canadian Tire Corporation
Federated Co-operatives Limited
Fossil Inc.
Holt Renfrew Inc.
Hudson's Bay Company
Ingram Content Group
Katz Group Canada Ltd.
La Coop fédérée
Loblaw Companies Limited
London Drugs Limited
Longos Brothers Fruit Markets Inc.
Metro Inc.
Mountain Equipment Coop
North West Company
Reitmans (Canada) Limited
Rona Inc.
Sears Canada Inc.
Services Ultramar inc.
Sleep Country Canada LP
The Beer Store
Tiffany & Co.
Toys R Us
Wal-Mart Canada Corp.

Rubber/Plastics/Glass

NGF Canada Limited
Westech Building Products

Telecommunications

Access Communications Co-operative Limited
Bell Aliant Inc.
Ericsson Canada Inc.
MTS Allstream
Qualcomm Incorporated
Rogers Communications
TELUS Corporation
Vidéotron Ltd.

Transportation Services

Aéroports de Montreal
Air Canada
Automobile et Touring Club du Quebec (A.T.C.Q.)
Blue Water Milk Transport Co-operative
Canadian Pacific Railway
CSL Group Inc.
Federal Express Canada Ltd.
Groupe Orleans Express
Halifax International Airport Authority
NAV Canada
Ottawa Macdonald-Cartier International Airport Authority
Port Metro Vancouver
Prince Rupert Port Authority
Purolator Inc.
Reseau de transport de Longueuil
Schneider National, Inc.
Societe de transport de Montreal
Superior Propane
UPS Canada
VIA Rail Canada
WestJet Airlines

Appendix - Definition of Terms

Definition of Terms

The following provides brief definitions of terms used throughout this report.

Salary Increases

- **Overall Salary Increase Budget**—The total amount of all increases combined (that is, merit increases plus general salary increases). This amount excludes any promotional and/or any special adjustments.
- **Merit Increase Budget**—The amount of any nonguaranteed, individual performance-based increases, including merit lump sums. The budget percentage is calculated by dividing the dollar sum of increases granted/anticipated in the year, divided by the total salaries of all eligible employees, whether or not they received a merit increase.
- **General Salary Increase Budget**—The amount of any across-the-board increases given to all employees in a classification, without consideration to performance. This would include general lump sum payments and cost-of-living allowances (COLA), but will exclude merit increases.
- **Special Adjustment and/or Miscellaneous Budget**—The amount of any salary adjustment granted to an employee for a special or unique situation that is not typically covered by a merit increase. This would include market, internal equity, or "hot skills" adjustments.
- **Promotional Budget**—The amount of any promotional increase granted to an employee for receiving a promotion.
- **Structure Movement**—The amounts by which the established midpoints of a formal salary range/band (or wage rate) are adjusted to reflect movements in your marketplace.
- **Merit Increases Earned**—Actual merit awards paid to employees (not budgets).

Employee Groups

- **Executive Group**—Individuals considered top and/or senior management.
- **Manager/Supervisor**—Middle-management positions with managerial status and supervisory roles.
- **Professional/Specialist**—Salaried positions without supervisory responsibility, but with functional expertise and/or a high level of autonomy in the completion of work assignments.
- **Administrative Support**—Salaried clerical employees.
- **Hourly**—Non-union employees who are paid on an hourly basis (for example, skilled trades, production employees).
- **Union**—Your organization's largest represented group (if applicable).

Variable Pay Plans

- Performance-related lump-sum awards that must be re-earned each year and do not permanently increase base salary.

- **Individual Performance Awards**—Payment based mainly on individual performance (e.g., more than 50 percent weighting).
- **Team Awards**—Awards based on project team or work team performance/results (e.g., more than 50 percent weighting).
- **Gainsharing/Productivity Awards**—Plans designed to measure productivity improvements of a group, unit, or organization. Typically, the gains are shared uniformly among all participants.
- **Divisional/Group Performance Awards**—Awards based mainly on operational and/or financial performance of a division or group of divisions (e.g., more than 75 percent weighting).
- **Corporate Performance**—Awards based mainly on overall organizational performance (e.g., more than 75 percent weighting).

Special Topics

- **Hot Skill Jobs**—Jobs that require skills that are short in supply and high in demand.
- **Company Positioning**—The percentile in the market at which an organizations target to pay either each element of compensation or the total compensation package.