

HEALTH WEALTH CAREER

2018/2019 CANADA COMPENSATION PLANNING

SURVEY REPORT

Internal Use Only

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Nearly 600 organizations provided data for Mercer's 2018/2019 CA Compensation Planning Survey.

SURVEY DEFINITIONS

The following definitions are provided for your reference as you refer to the analyses presented in this report.

Merit Increase Budget – The percentage of payroll given to employees in the form of a base salary increase for merit. This is the percentage amount established by management or calculated by dividing the dollar sum of all increases granted or anticipated by the total salaries of all employees in the group, including those who will not receive increases.

Across-the-board Increase Budget – The percentage of payroll given to employees in the form of a base salary increase for across-the-board increases. This is the percentage amount established by management or calculated by dividing the dollar sum of all increases granted or anticipated by the total salaries of all employees in the group, including those who will not receive increases.

Cost-of-living Increase Budget – The percentage of payroll given to employees in the form of a base salary increase for cost of living adjustments (COLAs). This is the percentage amount established by management or calculated by dividing the dollar sum of all increases granted or anticipated by the total salaries of all employees in the group, including those who will not receive increases.

Promotional Increase Budget – The percent of payroll awarded to employees receiving a job promotion. This is the percentage amount established by management or calculated by dividing the dollar sum of all promotional increases granted or anticipated by the total salaries of all employees in the group, including those who will not receive a promotion.

Additional or Other Increase Budget – The percentage of payroll given to employees in the form of a base salary increase for additional market and other adjustments. This is the percentage amount established by management or calculated by dividing the dollar sum of all increases granted or anticipated by the total salaries of all employees in the group, including those who will not receive increases.

Total Increase Budget – The total percentage of payroll given to employees for salary increases. This is the percentage amount established by management or calculated by dividing the dollar sum of all increases granted or anticipated by the total salaries of all employees in the group, including those who will not receive increases.

Salary Structure Adjustment – The percentage by which the organization decides to adjust its salary range for a job or group of jobs in accordance with the external market. This is typically reviewed on an annual basis or as necessary to adhere to market trends.

Salary Increase Budget (previous definition used in reports from prior years) – The percent of payroll given to employees in the form of a base salary increase. This figure includes merit increases, across-the-board increases, and cost-of-living adjustments (COLAs). This is the percentage amount established by management or calculated by dividing the dollar sum of all increases granted or anticipated by the total salaries of all employees in the group, including those who will not receive increases.

All Employees (Non-union) – All non-union employees within an organization.

Executive – Top or senior management, typically the CEO/COO through the EVP or VP level.

Management – Employees who can have a significant impact on the direction and profitability of a division or business unit. Typically includes corporate directors, department managers, line-of-business managers, and managers reporting directly to an executive.

Professional (Sales) – Individual contributor with no supervisory responsibility in a technical function or professional role. Typically has a degree or equivalent. May coach or instruct less experienced staff. Employee is in a role where the primary focus is sales and will typically include eligibility for sales incentives.

Professional (Non-Sales) – Individual contributor with no supervisory responsibility in a technical function or professional role. Typically has a degree, full trade qualification, or equivalent. May coach or instruct less experienced staff. Employee is not in a role where the primary focus is sales.

Office/Clerical/Technical (Para-professional) – Salaried employees typically in a business support, analyst, administrative, or technical role. This employee group is aligned with the Para-professional level of Mercer's Benchmark Database survey (MBD).

Trades/Production/Service (Para-professional) – Employees who are non-union paid at an hourly rate. Typically includes production and manufacturing jobs. This employee group is aligned with the Para-professional level of Mercer's Benchmark Database survey (MBD).

TYPES OF ANALYSES PROVIDED

Participating organizations were categorized into 14 industry groups. Analysis is provided by each industry category within various sections of the report. The list of industries included in each super sector can be found in the Industry Sectors section (page 29).

Analysis is also provided by geographic location. Participants were asked to identify the Canadian region(s) in which they have employees who are affected by the reported increases. Because the reported increases may affect employees in more than one location, a single organization's data may be included in the location analyses for multiple regions.

REGION CLASSIFICATIONS

The region classifications used in the survey report are shown below.

Atlantic Canada
 Greater Montreal
 Other Quebec
 National Capital Region
 Greater Toronto
 Other Ontario
 Manitoba
 Saskatchewan
 Greater Calgary
 Greater Edmonton
 Other Alberta
 Greater Vancouver
 Other British Columbia
 Territories

SALARY INCREASE BUDGET

Salary increase budgets have remained at 2.5% (excluding 0s) since 2016 and are expected to increase slightly to 2.6% in 2019. Increases also continue to be relatively consistent across employee groups. The table below provides actual 2017, actual 2018 and projected 2019 salary increases by employee group.

Salary Increase Budget

	Actual 2017 (excl 0s)*	Actual 2017 (incl 0s)*	Actual 2018 (excl 0s)	Actual 2018 (incl 0s)	Projected 2019 (excl 0s)	Projected 2019 (incl 0s)
All Employees (Non-union)	2.5%	2.3%	2.5%	2.4%	2.6%	2.5%
Executive	2.5%	2.3%	2.6%	2.3%	2.6%	2.5%
Management	2.5%	2.4%	2.5%	2.4%	2.6%	2.5%
Professional (Sales)	2.6%	2.5%	2.5%	2.4%	2.6%	2.6%
Professional (Non-Sales)	2.5%	2.4%	2.5%	2.4%	2.6%	2.5%
Office/Clerical/Technical	2.6%	2.4%	2.5%	2.4%	2.6%	2.5%
Trades/Production/Service	2.5%	2.3%	2.5%	2.4%	2.5%	2.5%

Numbers are based on Merit Increase Budget definition. Please see page 2 for definitions.

TIMING OF SALARY INCREASES

Organizations were asked when salary increases for employees were effective. Salary increases for most participating organizations (93.5%) were effective on a Fixed date/Focal point (e.g. Jan 1, March 1). For those organizations that used a fixed date/focal point date, January and April combined to represent over half of all responses (62.1%).

When Base Salary Increases are Effective (N=589)

	% of Organizations
Fixed date/Focal point (e.g. Jan 1, March 1)	93.5%
Anniversary date of hire	2.2%
Anniversary date of entry into job	1.0%
Discretionary/Ad hoc	3.2%

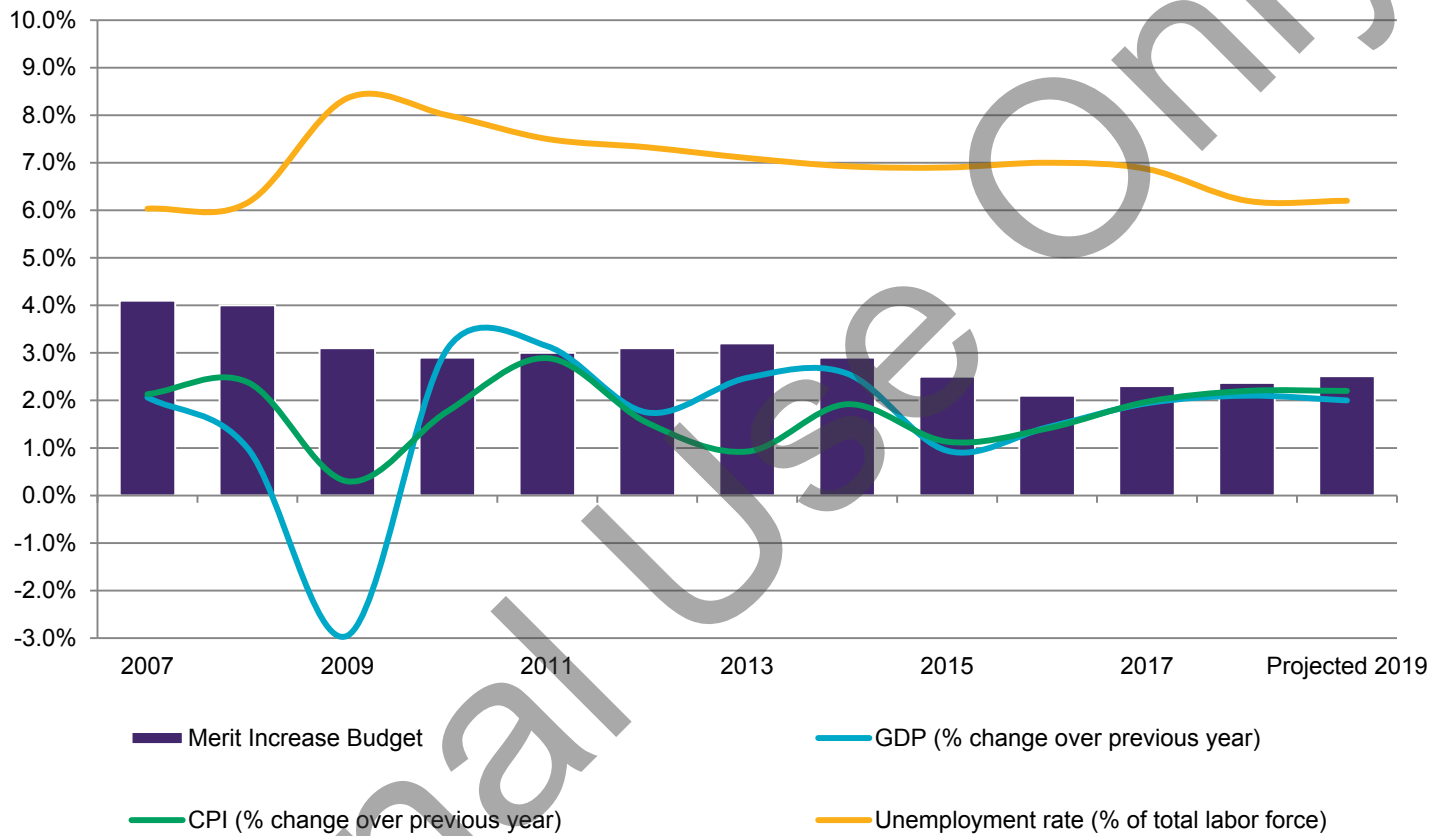
Month of Fixed Date/Focal Point Increases (N=544)

	% of Organizations
January	30.3%
February	3.9%
March	10.8%
April	31.8%
May	3.3%
June	3.3%
July	8.5%
August	0.9%
September	1.5%
October	2.8%
November	1.5%
December	1.5%

Percentages may not sum up to 100% due to rounding.

SALARY INCREASE BUDGET (ALL NON-UNION EMPLOYEES) vs. CONSUMER PRICE INDEX

The Consumer Price Index (CPI) is expected to remain steady at 2.2% in 2018 and 2019. Furthermore, salary increases in 2018 are approximately 0.2% higher than the CPI, and the current forecast indicates that salary increases will continue to be approximately 0.3% higher than the CPI in 2019.



GDP and CPI figures from International Monetary Fund, World Economic Outlook Database, April 2018. Salary Increase Budget percentages include zeros.

Actual 2017, Actual 2018 and Projected 2019 numbers are based on Merit Increase Budget definition. Numbers prior to 2017 are based on Salary Increase Budget definition from the 2016/2017 survey version. Please see page 2 for definitions.

2019 PROJECTED MERIT INCREASES BY CORPORATE OWNERSHIP

Almost half of organizations (46%) in this year's survey are publicly traded. The table below provides average merit increase budgets by ownership type.

	Publicly Traded		Privately Held		Government and Broader Public Sector		Joint Venture		Not for Profit	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
All Employees (Non-union)	2.6%	183	2.6%	88	2.5%	37	2.4%	4	2.3%	20
Executive	2.6%	154	2.7%	75	2.5%	33	2.4%	4	2.7%	20
Management	2.6%	181	2.6%	86	2.4%	35	2.4%	4	2.7%	21
Professional (Sales)	2.6%	127	2.6%	57	2.5%	5	--%	1	2.9%	8
Professional (Non-Sales)	2.6%	176	2.6%	88	2.4%	35	2.4%	4	2.7%	20
Office/Clerical/Technical	2.6%	175	2.6%	85	2.4%	30	2.4%	4	2.7%	21
Trades/Production/Service	2.6%	91	2.5%	41	2.1%	8	--%	2	2.1%	4

Data excludes 0s.

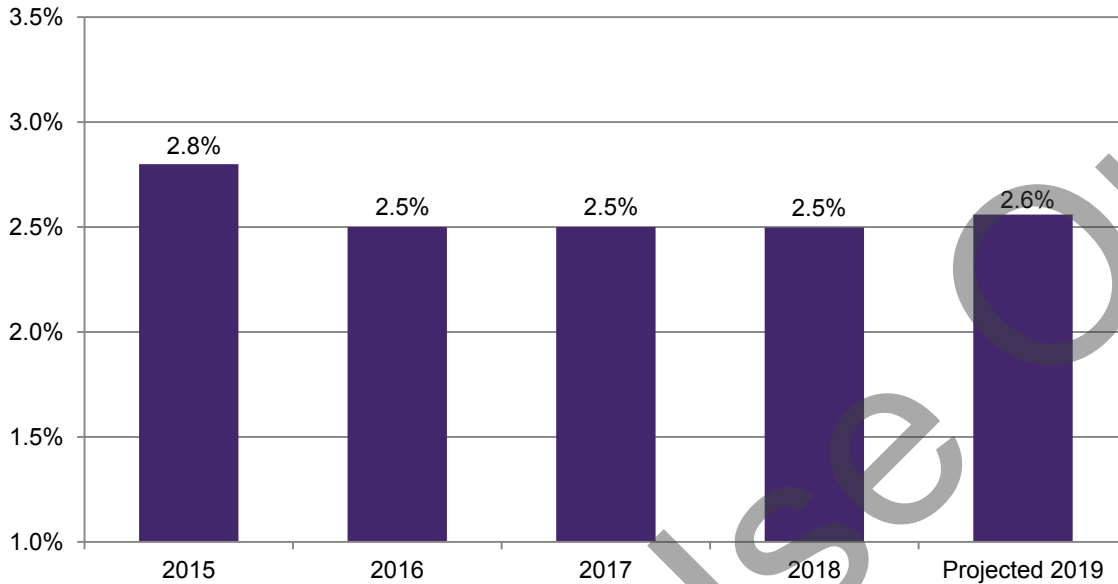
DIFFERENTIATION BY GEOGRAPHIC LOCATION

The majority of participating organizations (92%) indicated that they do not differentiate their salary increase budgets by geography across Canada.

The majority of participating organizations (85%) indicated that they do not differentiate their salary structure adjustments by geography across Canada.

SALARY INCREASE TRENDS — FIVE YEAR TREND FOR ALL EMPLOYEES (NON-UNION)

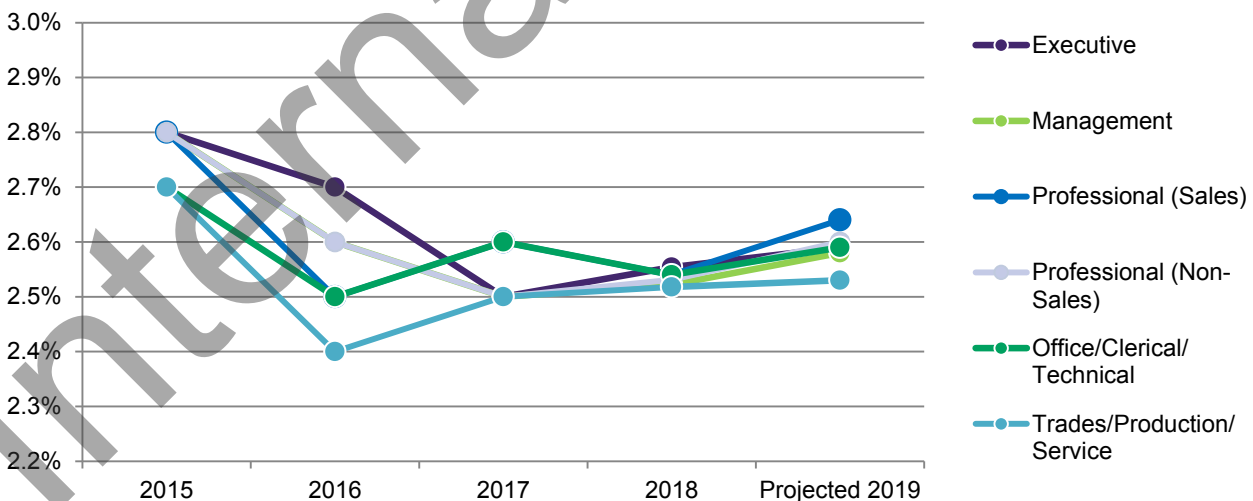
The following graph provides the average actual salary increase for all non-union employees from 2015 through 2018 and projected salary increase for 2019.



Actual 2017, Actual 2018 and Projected 2019 numbers are based on Merit Increase Budget definition. Other figures are based on Salary Increase Budget definition from the 2016/2017 survey version. Please see page 2 for definitions. All averages exclude 0s.

SALARY INCREASE TRENDS — FIVE YEAR TREND BY EMPLOYEE GROUP

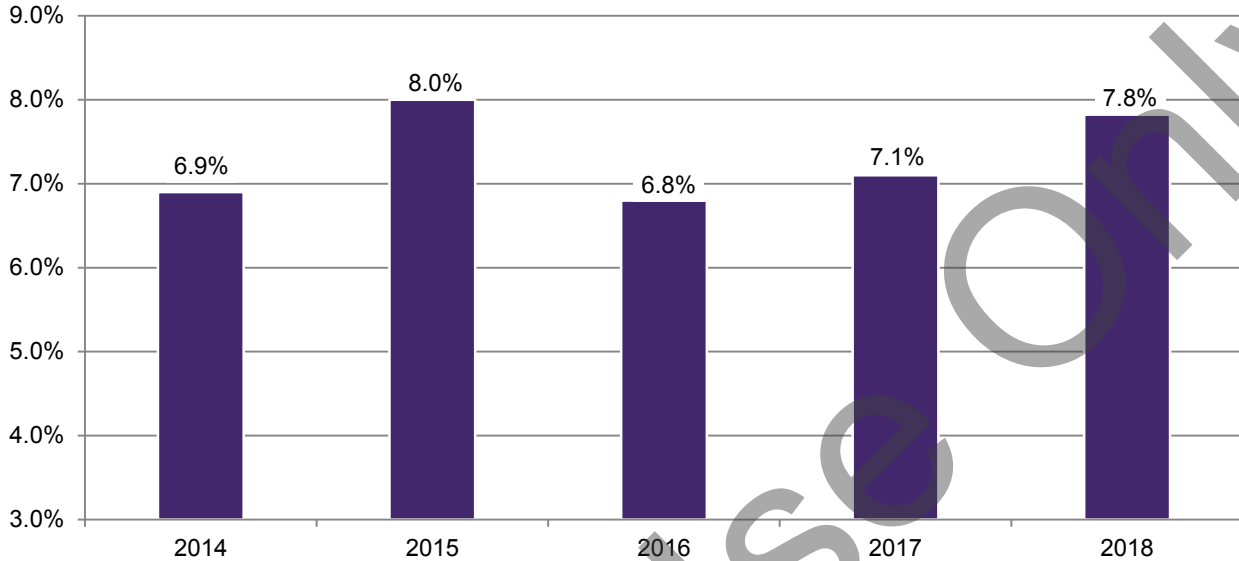
The following graph provides the average actual salary increase by employee group from 2015 through 2018 and projected salary increase for 2019.



Actual 2017, Actual 2018 and Projected 2019 numbers are based on Merit Increase Budget definition. Numbers prior to 2017 are based on Salary Increase Budget definition from the 2016/2017 survey version. Please see page 2 for definitions. All averages exclude 0s. Some data points may not be visible due to similar values in more than one employee group.

PROMOTIONAL INCREASE TRENDS — FIVE YEAR TREND FOR ALL EMPLOYEES (NON-UNION)

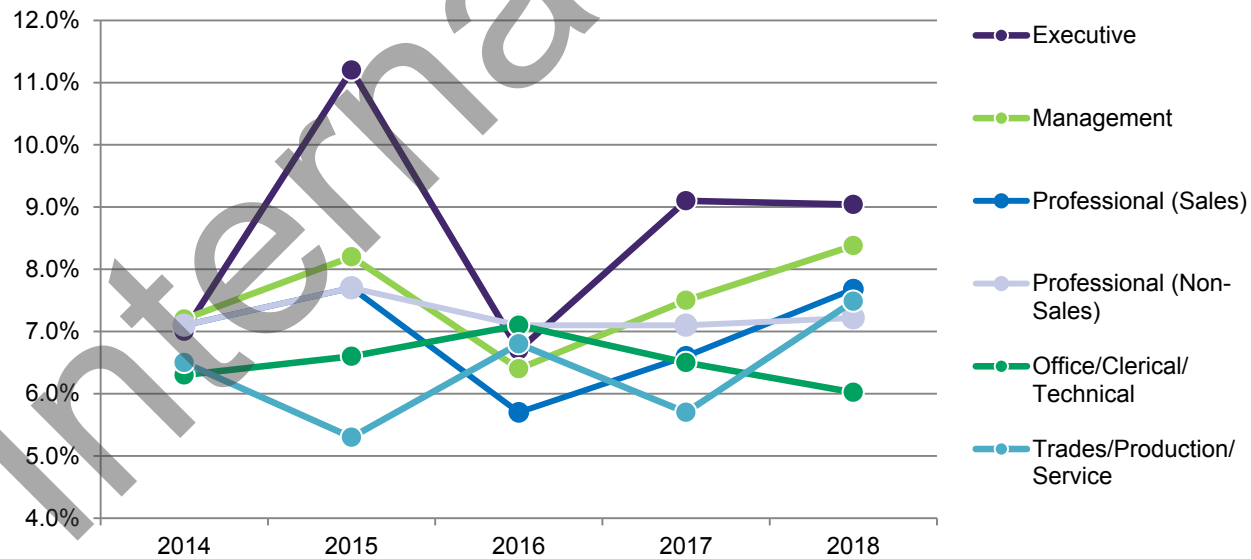
The following graph provides the average actual promotional increase (as a percent of base salary) for all non-union employees from 2014 through 2018.



All averages exclude 0s.

PROMOTIONAL INCREASE TRENDS — FIVE YEAR TREND BY EMPLOYEE GROUP

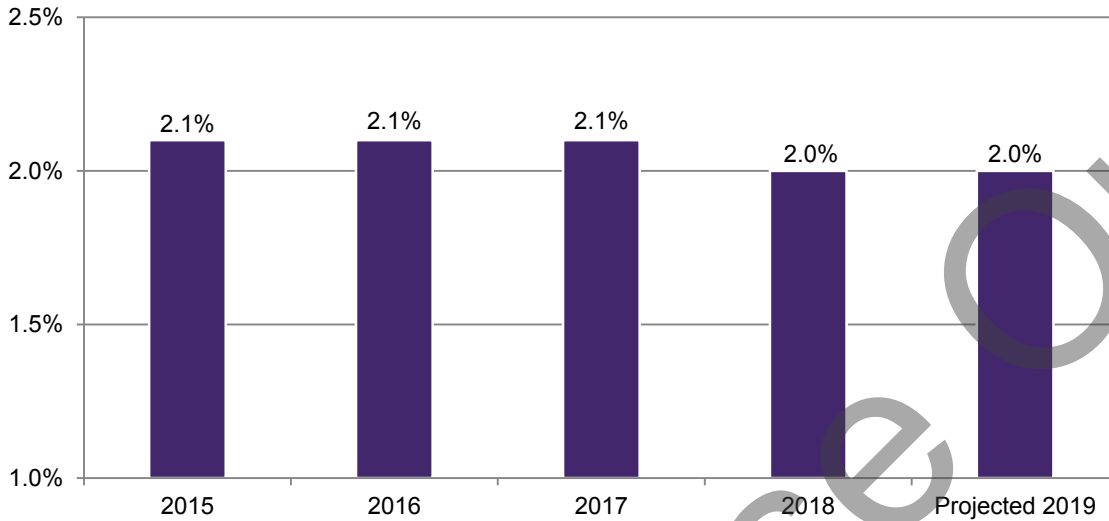
The following graph provides the average actual promotional increase (as a percent of base salary) by employee group from 2014 through 2018.



All averages exclude 0s.
Some data points may not be visible due to similar values in more than one employee group.

STRUCTURE ADJUSTMENT TRENDS — FIVE YEAR TREND FOR ALL EMPLOYEES (NON-UNION)

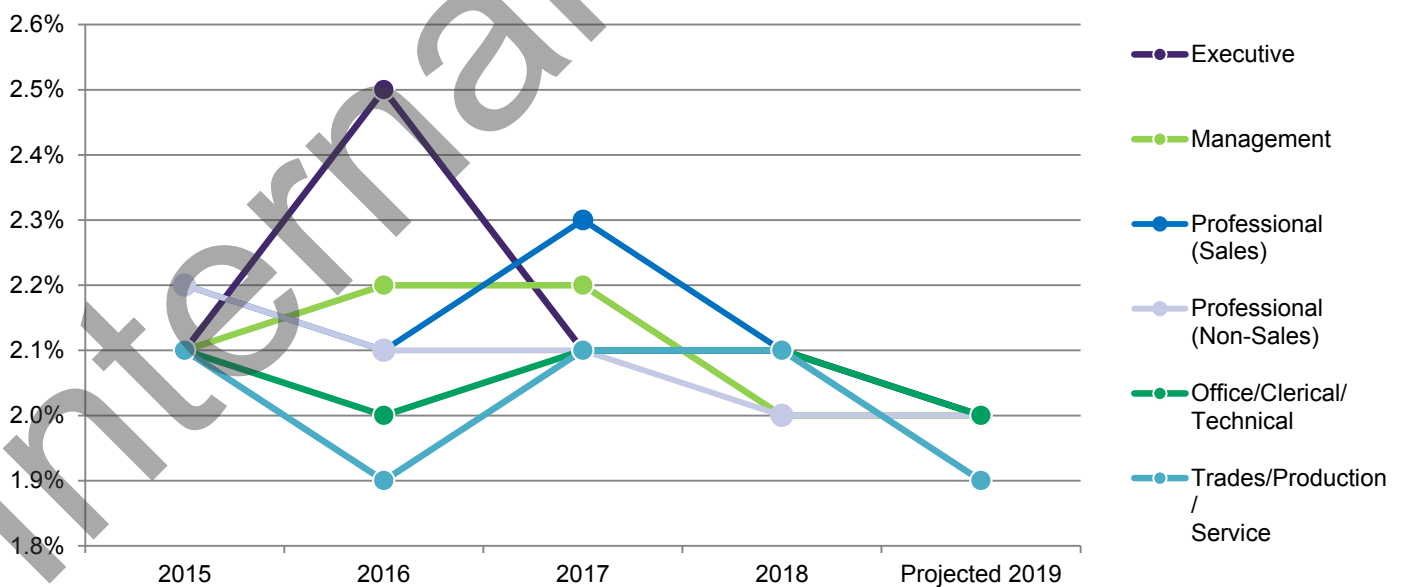
The following graph provides the average actual structure adjustment for all non-union employees from 2015 through 2018 and projected structure adjustment for 2019.



All averages exclude 0s.

STRUCTURE ADJUSTMENT TRENDS — FIVE YEAR TREND BY EMPLOYEE GROUP

The following graph provides the average actual structure adjustment by employee group from 2015 through 2018 and projected structure adjustment for 2019.

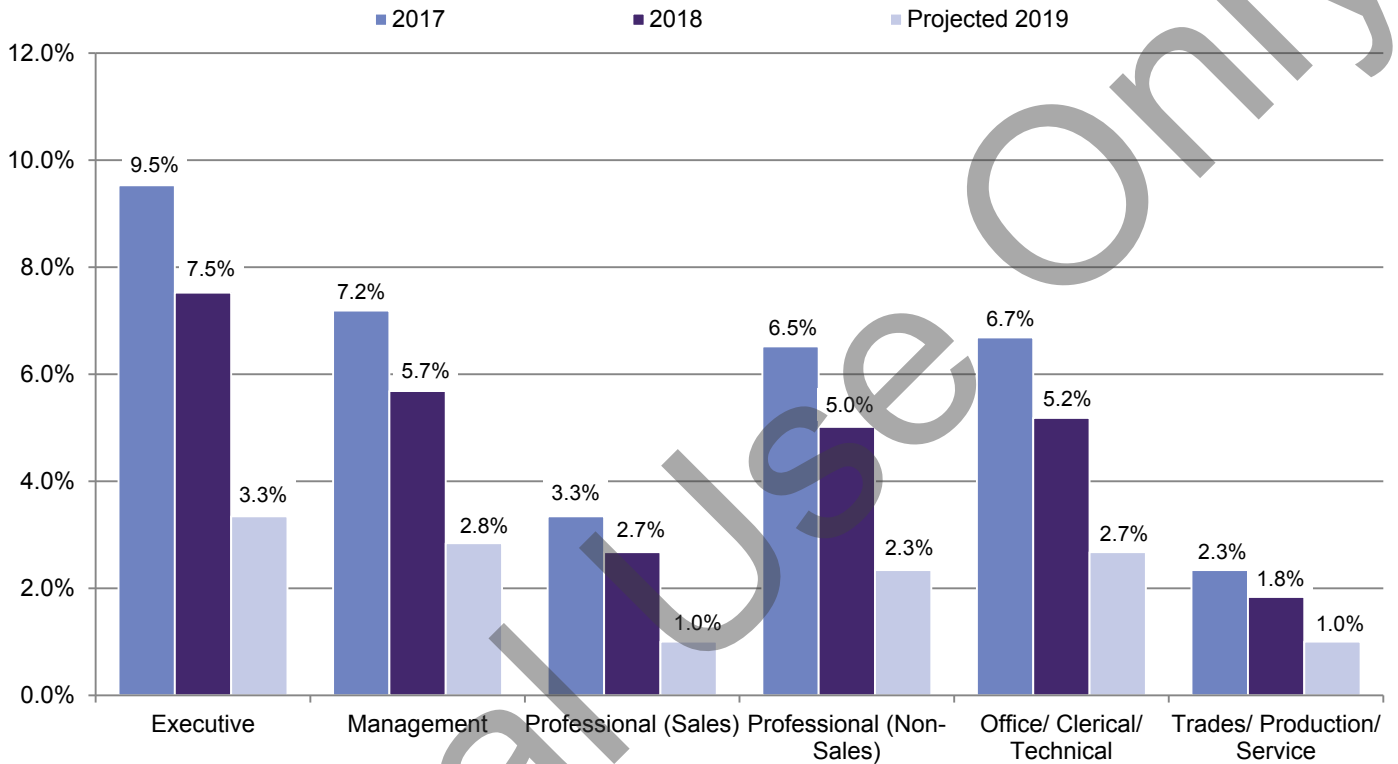


All averages exclude 0s.
Some data points may not be visible due to similar values in more than one employee group.

SALARY FREEZES FOR 2017, 2018 AND 2019

This year’s survey participants reported fewer salary freezes in 2018 than in 2017, with a further decline projected for 2019. The graph below provides the percentage of responding organizations who instituted or plan to institute a salary freeze in 2017, 2018 or 2019 by employee group.

ALL INDUSTRIES



CHANGES IN SALARY BUDGETS

Participating organizations were asked to indicate the reasons their 2019 projected salary increase budget was lower or higher than their 2018 actual salary increase budget. Nearly two-thirds of organizations (59%) are projecting that their 2019 increase budget will be the same as their 2018 increase budget.

The primary reason for lowering the projected salary increase budget was indicated as a “Change in base salary strategy or target positioning to market” by 30% of responding organizations. Almost one-fifth of organizations that planned to increase their 2019 projected salary increase budget versus the 2018 actual salary increase budget indicated the primary reason was “Response to economic improvement” or to “Account for salary freeze, delayed or lower than normal increases in previous years”.

Projected Budget Is Lower Than 2018 Actual (N=43)

Primary Reason for Change	% of Organizations
Response to economic uncertainty or general cost reduction initiative	14%
Business and / or industry performance weaker than expected	9%
Change in base salary strategy or target positioning to market	30%
Shift in budget dollars to other reward elements (e.g., variable pay, benefits)	2%
Change in business strategy	7%
Impact of the fluctuation in currencies (i.e. Canadian Dollar)	0%
Other	37%

Other responses include: 2018 budget was higher than normal; 2018 salary increase budget were higher to bring certain positions to market target.

Projected Budget Is Higher Than 2018 Actual (N=120)

Primary Reason for Change	% of Organizations
Response to economic improvement	19%
Account for salary freeze, delayed or lower than normal increases in previous years	19%
Business and / or industry performance stronger than expected	7%
Change in base salary strategy or competitive positioning to market	18%
Greater competition for workforce or anticipated labor shortages	16%
Change in business strategy	7%
Other	14%

Other responses include: Consideration of unionized wage rate increase; Anticipate higher cost-of-living increases; 2018 increases were lower due to other HR programs being introduced.

DISTRIBUTION OF SALARY BUDGETS (N=588)

Participating organizations were asked how they determine the distribution of their salary budgets to employees. The table below provides the prevalence of the various methods for distributing salary budgets. The majority of organizations (90%) distribute their salary budgets based on individual employee performance.

	% of Orgs
Based on individual performance	90%
Based on relationship of current salary level to new grade midpoint or market value	69%
Based on internal equity	56%
Based on individual potential	23%
Based on Total Compensation delivered	16%
No factors considered; across the board salary increase (i.e., equally distributed)	6%
Other	8%

Other responses include: Team/department/corporate performance; Manager discretion; Years of service; Market performance; Retention of critical jobs.

Multiple responses were allowed; therefore, the sum of the percent of organizations may be greater than 100%.

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OFF-CYCLE ADJUSTMENTS

Participating organizations were asked about their policy and practice toward off-cycle adjustments. Fewer than one-fifth of all reporting organizations (16%) delayed or held back on average 0.7% of their salary increase budget for off-cycle adjustments.

MARKET DATA INFLUENCE

Participating organizations were asked how market statistics influence salary increase budgets. The tables below depict how clients align their budgets to market data.

How does your organization use salary increase statistics from external vendors, like Mercer, to determine your salary increase budget (N=562)	% of Orgs
Align directly to market	88%
Market minus percentage points	8%
Market plus percentage points	4%

Specific alignment for organizations at a premium to market (N=22)	% of Orgs
Market plus 0.5 – 1.0%	41%
Market plus 0.25 – 0.5%	32%
Market plus 0.1 – 0.25%	14%
Market plus 0.01 - 0.1%	14%

Specific alignment for organizations at a discount to market (N=37)	% of Orgs
Market minus 0.01 - 0.1%	5%
Market minus 0.1 – 0.25%	35%
Market minus 0.25 – 0.5%	22%
Market minus 0.5 – 1.0%	38%

Mechanisms used to make up pay versus the market (N=41)	% of Orgs
Separate internal equity increase process	32%
Ad hoc	34%
Lump sum payments	5%
Variable incentives	20%
Other	10%

Other responses include: Incentives; Training; Non-financial benefits.

SUMMARY OF PROMOTIONAL INCREASE BUDGETS

Approximately 41% of organizations budget promotional increases separately from merit increases. The tables in this section include responses from organizations with separate budgets for promotional increases.

Of those organizations that have a separate budget for promotional increases, the table below shows which employee groups have separate promotional budgets, the percentage of each employee group promoted and the budget amount as a percentage of payroll for 2018.

	% Budgeted Separately	% of Employee Group Promoted	Num Orgs Budgeted Separately	2018 Promotional Budget	
				% of Payroll	N
Executives	74%	10.5%	168	1.3%	55
Management	77%	7.4%	191	1.4%	64
Professional (Sales)	76%	8.4%	113	1.1%	31
Professional (Non-Sales)	76%	9.1%	185	1.5%	62
Office/Clerical/Technical	72%	6.6%	178	1.3%	62
Trades/Production/Service	73%	7.9%	90	1.5%	31

Data excludes 0s.

INDIVIDUAL PROMOTIONAL INCREASES

The primary factors that influence the promotional increase amount that an individual receives are the relationship of the employee's current salary to the midpoint of their new salary grade (79%) and internal equity relative to other peers in the new job (76%).

Influencing Factors for an Individual Promotional Increase (N=241)

Influencing Factors	% of Organizations
Relationship of current salary level to new grade midpoint or market value	79%
Internal equity relative to other peers in the new job	76%
Individual performance and/or performance rating	63%
Number of grade/band/levels in the promotion	34%
Fixed promotion guideline	18%
Scope of other promotions across the organization	18%
Other	4%

Other responses include: Competencies; Market data; Amount of training completed.

Multiple responses were allowed; therefore, the sum of the percent of organizations may be greater than 100%.

Twenty-six percent of organizations do not have a formal guideline in place with regards to the promotional increase provided when an individual is promoted up one level. For organizations with a guideline in place, the most prevalent practice is to provide no more than a 10% salary increase.

Guideline for a One Level Promotion (N=235)

Size of Increase	% of Organizations
No guideline for the size of a one level promotional increase	26%
No more than 10% salary increase	19%
No cap on promotional increases	18%
Up to the midpoint of the new salary range	7%
No more than 20% salary increase	11%
No more than 5% salary increase	4%
Up to the maximum of new salary range	4%
Other	12%

Other responses include: Minimum of 85% of the range for the new level; No more than 8%; Market competitiveness; Internal equity; Up to the minimum of the new range; Up to the minimum of the new range plus 5%. Percentages may not equal 100% due to rounding.

SUMMARY OF SALARY STRUCTURE ADJUSTMENTS

The majority of participating organizations (81%) reported having a formal salary structure and three-quarters of these organizations (76%) indicated their structure uses traditional grades (e.g., min-mid-max; 50% range spread). Approximately 21% of organizations vary their structure according to geographic location. Additionally, approximately 22% of organizations have a separate salary structure for different job families. Of those organizations with a formal salary structure, the table below provides the percentage of organizations that have a formal structure for each employee group.

	% of Organizations that have a Formal Salary Structure	N
Executives	93%	464
Management	97%	274
Professional Sales	98%	434
Professional Non-Sales	99%	454
Office/Clerical/Technical	99%	226
Trades/Production/Service	97%	452

N = Number of responding organizations

Almost two-thirds of organizations (63%) adjust their salary structure on an annual basis. Of those participating organizations that have a formal salary structure, 67% are adjusting their structure in 2018 and 67% in 2019 for non-union employee groups. The table below provides the percentage of those organizations adjusting their structure for 2018 and 2019 for each employee group.

	% Organizations Adjusting Structure in 2018	N	% Organizations Adjusting Structure in 2019	N
Executive	92%	262	82%	301
Management	94%	308	95%	308
Professional Sales	87%	194	55%	287
Professional Non-Sales	94%	307	94%	304
Office/Clerical/Technical	92%	306	93%	305
Trades/Production/Service	75%	169	46%	285

N = Number of responding organizations

COMMUNICATION OF SALARY STRUCTURES

Only 39% of participating organizations indicated that they openly communicate an employee’s salary range within their current grade or salary band. Most organizations (63%) do not provide any communication of the ranges of all grades within their organization. The table below provides information on the ways in which employers communicate salary structure information to employees.

	Open communication % of Orgs	Communication on request % of Orgs	No communication % of Orgs	N
Salary range of employee's current grade/band	39%	27%	34%	464
Salary range for grade/band above or below employee's	25%	19%	56%	462
Salary range for all grades/bands	27%	10%	63%	467

N = Number of responding organizations

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PERFORMANCE RATING CATEGORIES

Many organizations use a pay for performance approach when providing salary increases and reward high performers with above average increases. The vast majority of organizations (86%) tie salary increases to individual performance.

Almost half of organizations (49%) differentiate performance by using a five level rating system in regards to distributing the performance ratings to their employees. The table below provides the percentage of organizations using two, three, four or five rating categories.

# of Performance Ratings	% of Organizations	N
Two	1%	3
Three	12%	62
Four	20%	101
Five	49%	247
Organization has a performance management process but no performance ratings	11%	55
Other	7%	33

Other responses include: More than 5 performance ratings; Number of performance ratings varies by function.
N = Number of responding organizations.

Organizations that do not use performance ratings were asked how they distribute merit pay. For organizations without performance ratings, the most prevalent practice to distribute merit pay is manager discretion with oversight / review by business leader or HR/Compensation group.

Criteria used by organizations to distribute merit pay, where no performance ratings exist	% of Organizations	N
Select metrics operate as a proxy for performance (e.g., individual sales revenue, meeting budget, billable hours, productivity measures, etc.)	2%	1
Manager discretion with oversight / review by business leader or HR/Compensation group	82%	45
Managers have full discretion to allocate merit pay within department/area budget (pay decisions <u>are not</u> reviewed by business leaders or HR/Compensation group)	9%	5
We do not distribute salary increases based on performance	2%	1
Other	6%	3

Other responses include: Internal equity; Reviewed by business leader and HR.
N = Number of responding organizations.
Percentages may not equal 100% due to rounding.

PLANNING FOR 2019

The most impactful factors influencing compensation decisions for 2019 are retention concerns (69%) and attraction concerns (63%).

Influencing Factors for 2019 Compensation Decisions (N=561)

Influencing Factors	% of Organizations
Retention concerns (losing people)	69%
Overall economic climate	56%
Attraction concerns (need to buy talent from the external labor market)	63%
Need to strengthen the performance-based culture and deliver "pay for performance"	53%
Concerns regarding employee engagement levels	40%
Desire to provide career mobility and advancement opportunities	37%
Other	8%

Other responses include: Remain competitive with union increases; Market competitiveness; Company performance. Multiple responses were allowed; therefore, the sum of the percent of organizations may be greater than 100%.

The table below provides information on the reasons why organizations have an annual salary increase budget at their organization.

Primary reasons for the annual salary increase budget (N=572)	% of Organizations
To remain market competitive	79%
To reward individual performance	73%
To maintain/increase retention	47%
To recognize increases to the cost-of-living	33%
Don't know/unsure	1%
Other	3%

Other responses include: To recognize potential; Recognize development of competencies; Recognize length of service. Multiple responses were allowed; therefore, the sum of the percent of organizations may be greater than 100%.

Planned changes to the Annual Salary Increase Program (N=570)

Participating organizations were asked if they were planning on making any changes to their annual salary increase program. The majority of organizations (80%) are not anticipating any major changes.

Changes planned to the annual salary increase program	% of Organizations
Yes – we are shifting away from annual increases to provide them on a more frequent basis (e.g., quarterly basis)	1%
Yes – we are shifting away from annual increases to provide them on a less frequent, as needed basis	1%
Yes – we are shifting dollars away from annual increases to deliver more variable pay	1%
Yes – we are shifting dollars away from annual increases to other total rewards programs	1%
No, we are not planning any changes to our salary increase program	80%
Don't know/Unsure	11%
Other Change	7%

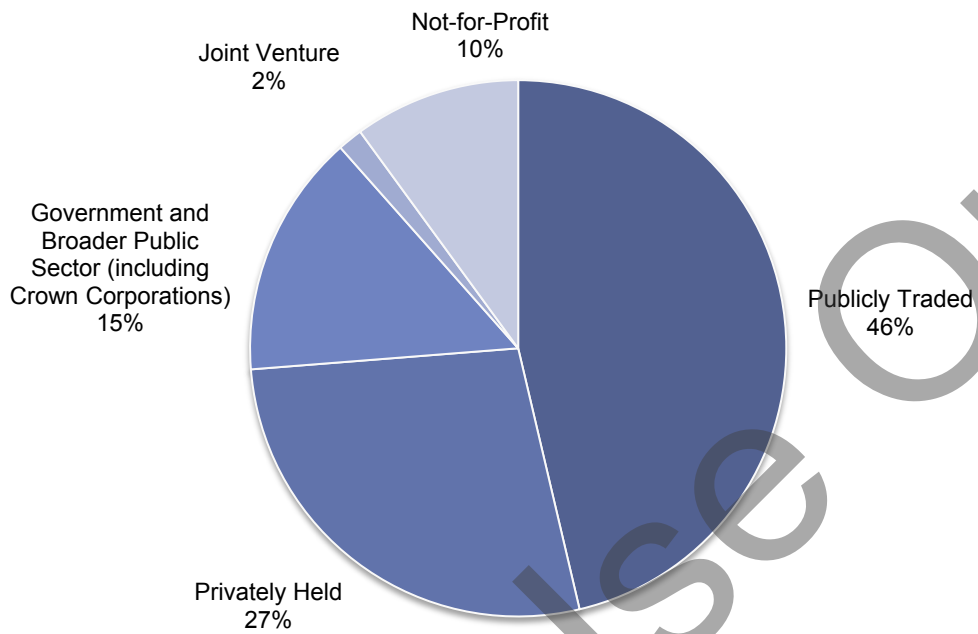
Living Wage (N=565)

The living wage is calculated as the hourly rate at which a household can meet its basic needs, once government transfers have been added to the family's income and deductions have been subtracted. It is different than the minimum wage.

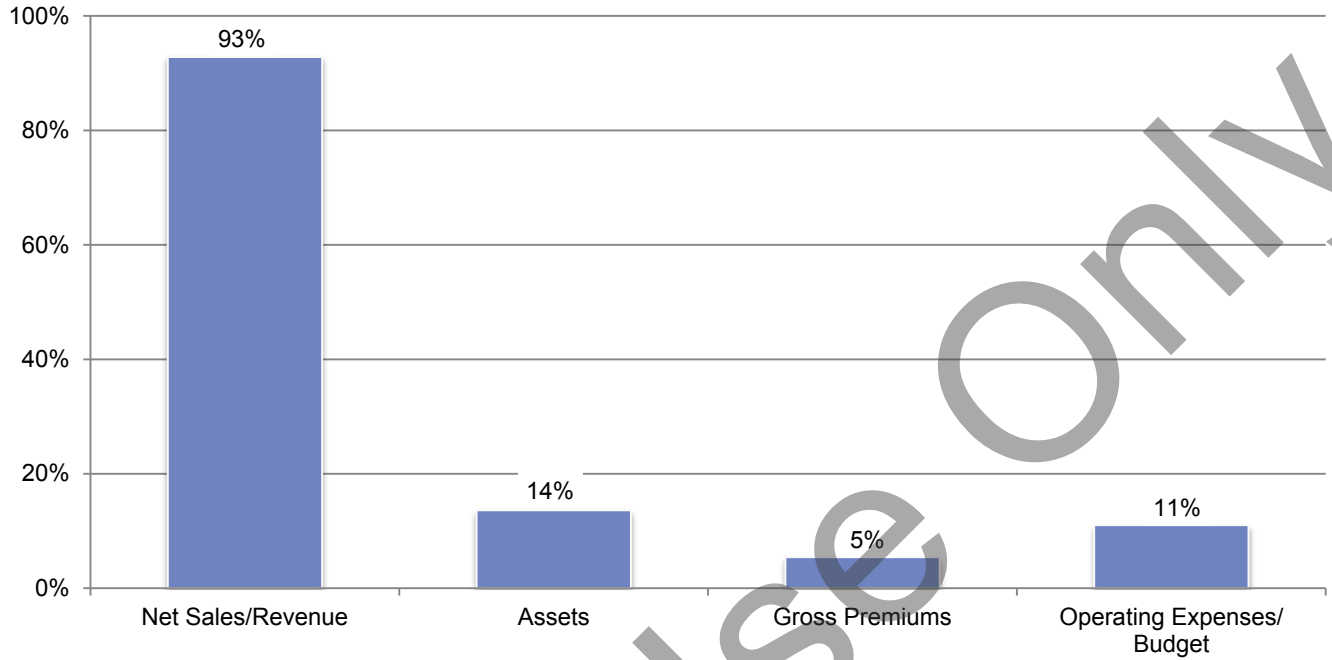
Participating organizations were asked what their company is doing in relation to the living wage.

Living Wage	% of Organizations
We have partnered with a Living Wage related organization/network to ensure that all of our employees in Canada are paid a living wage.	0%
We are considering partnering with a Living Wage related organization/network.	1%
We consider the Living Wage but only use it as a reference point (i.e. not every employee is necessarily paid a living wage).	6%
We do not consider the Living Wage when determining compensation.	60%
Don't know/Unsure	32%

Participation by Corporate Ownership (N=598)

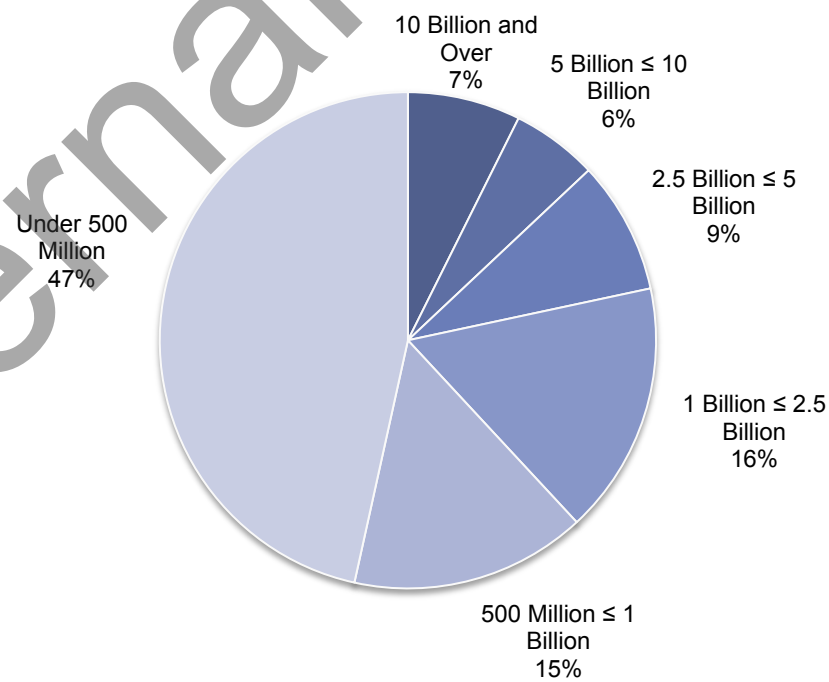


Participation by Annual Dollar Volume Type (N=571)

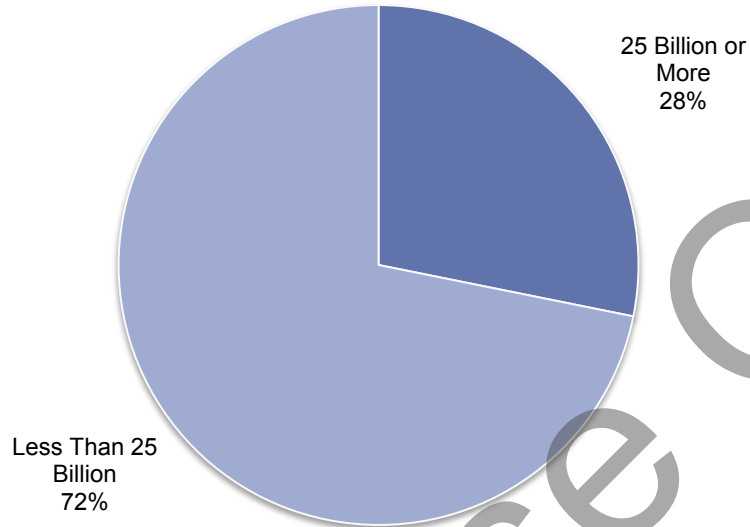


Multiple responses were allowed; therefore, the sum of the percent of organizations may be greater than 100%.

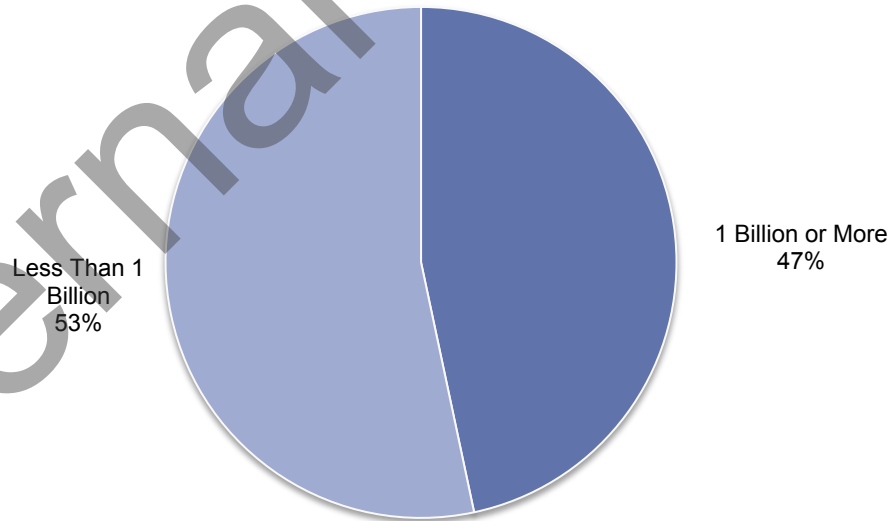
Participation by Organization Size
Annual Dollar Volume for Net Sales Revenue (N=462)



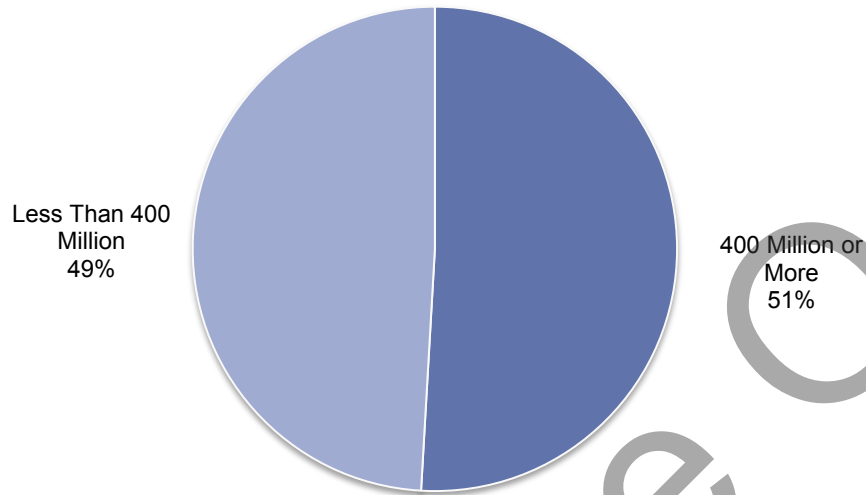
Annual Dollar Volume for Assets (N=71)



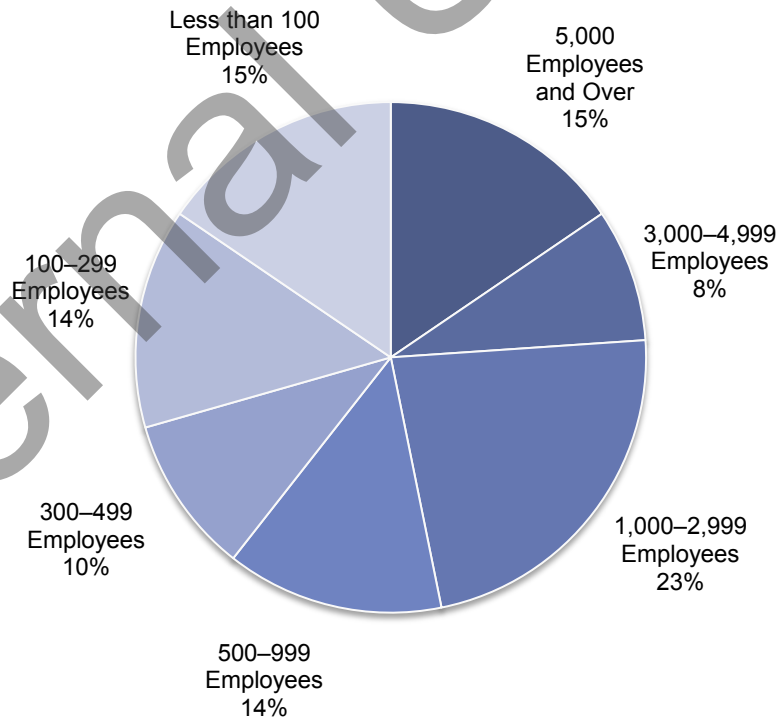
Annual Dollar Volume for Gross Premiums (N=30)



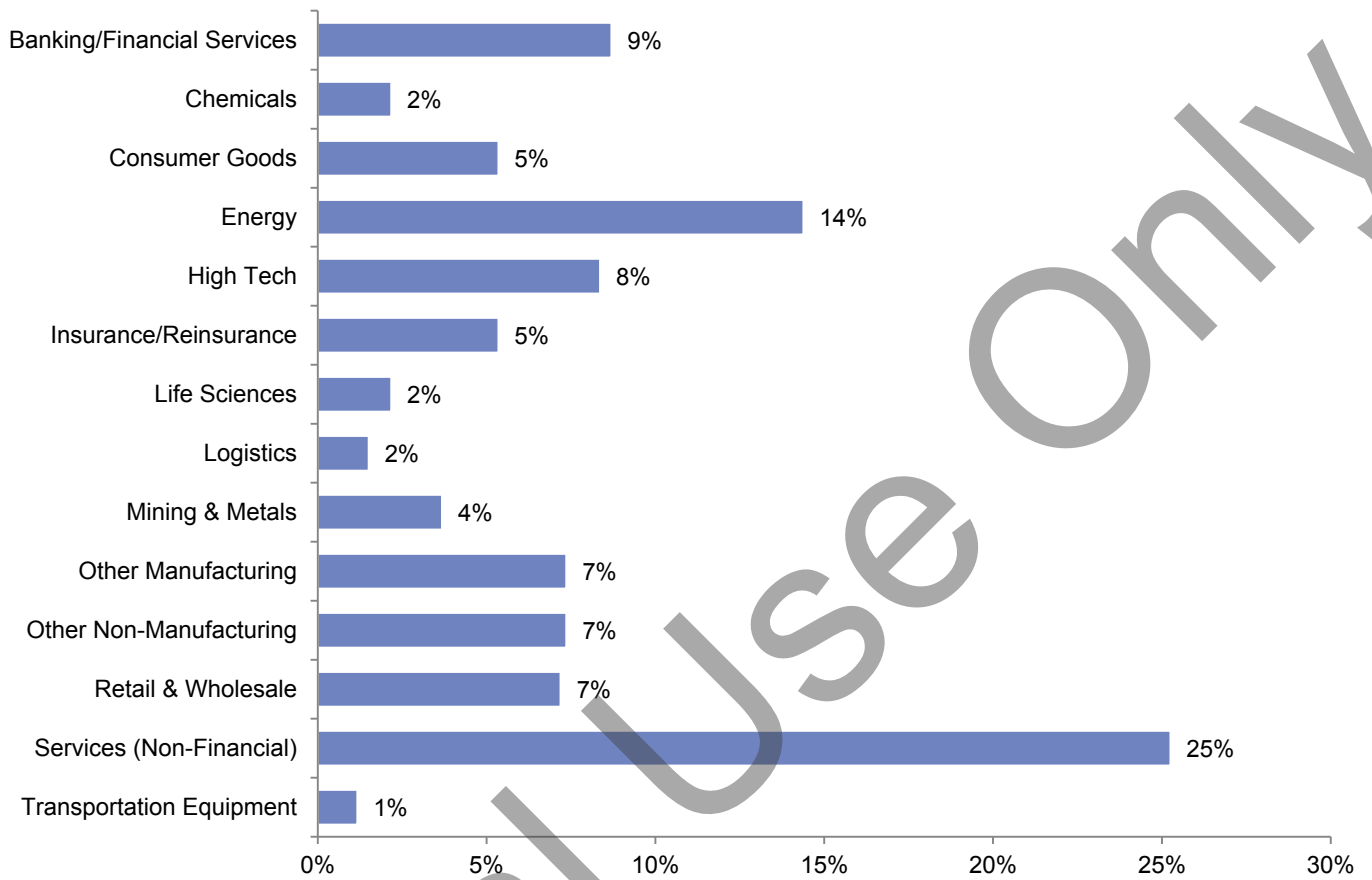
Annual Dollar Volume for Operating Expenses/Budget (N=55)



Participation by Organization Size
Number of Employees (N=581)



Participation by Industry Super Sector (N=598)



Percentages may not sum up to 100% due to rounding.

PARTICIPATION BY INDUSTRY SECTORS (N=598)

Industry	% of Total	N	Industry	% of Total	N
Banking/Financial Services			High Tech		
Consumer Finance & Retail Banking	2.3%	14	High Tech (Manufactured Products & Hardware)	1.3%	8
Corporate & Commercial Banking	0.2%	1	High Tech (Software & Virtual Products)	1.5%	9
Universal (Diversified) Banking	0.8%	5	High Tech (Services)	2.2%	13
Financial Services Operations	1.2%	7	Combination High Tech		
Combination Banking/Financial Services Organizations	0.8%	5	Manufactured/Hardware & Software/Virtual Products	1.7%	10
Other Financial Services	2.0%	12	Combination High Tech		
Asset Management	1.2%	7	Manufactured/Hardware Products & Services	0.2%	1
Capital Markets	0.2%	1	Combination High Tech Software/Virtual Products & Services	0.8%	5
Alternative Investments	0.0%	0	Combination All High Tech Products & Services	0.5%	3
Trust & Private Banking	0.0%	0	Other High Tech Products or Services	0.2%	1
Chemicals			Insurance/Reinsurance		
Basic Chemicals	0.7%	4	Life Insurance	0.8%	5
Specialty Chemicals	0.3%	2	Non-Life Insurance (excluding Health & Medical)	2.2%	13
Consumer Chemicals	0.0%	0	Health & Medical Insurance	0.3%	2
Combination Chemicals	1.2%	7	Combination Life & Non-Life Insurers	1.0%	6
Consumer Goods			Reinsurance	0.2%	1
Beverage & Tobacco	1.2%	7	Combination Insurance/Reinsurance & Banking/Financial Services	0.8%	5
Food	2.7%	16	Life Sciences		
Personal Care & Household Products	0.7%	4	Pharmaceutical	1.5%	9
Over the Counter Pharmaceutical	0.2%	1	Medical Devices & Equipment	0.5%	3
Combination Consumer Goods	0.3%	2	Biotechnology	0.0%	0
Other Consumer Goods	0.3%	2	Contract Organizations (Life Sciences)	0.2%	1
Energy			Animal Health	0.0%	0
Energy Fully Integrated and Exploration & Production	4.7%	28	Combination Life Sciences	0.0%	0
Energy Services & Drilling	2.3%	14			
Energy Pipeline/Midstream	1.7%	10			
Energy Downstream	0.3%	2			
Energy Trading	0.2%	1			
Energy Utilities	3.2%	19			
Alternative & Renewable Energy	0.8%	5			
Energy Engineering, Procurement & Construction	0.8%	5			
Other Energy	0.3%	2			

PARTICIPATION BY INDUSTRY SECTORS

Industry	% of Total	N	Industry	% of Total	N
Logistics			Retail & Wholesale		
Shipping	0.7%	4	Apparel, Fashion, Footwear & Accessories Retail	1.3%	8
Freight Forwarding	0.3%	2	Department Stores	0.3%	2
Warehousing & Distribution	0.3%	2	Electronics, Entertainment, Communications & Office Retail	0.5%	3
Express	0.0%	0	Grocery, Pharmacy & General Merchandise Retail	1.0%	6
Combination Logistics	0.2%	1	Convenience Retail	0.0%	0
Mining & Metals			Home, Hardware, Building & Garden Supply Retail	0.0%	0
Industrial Metals & Mining	1.3%	8	Restaurants	0.5%	3
Other Mining	1.8%	11	Specialty Retail	2.2%	13
Diversified Mining	0.5%	3	Wholesale Distribution	1.3%	8
Other Manufacturing			Services (Non-financial)		
Paper & Allied Products Manufacturing	0.5%	3	Business Process Outsourcing	0.5%	3
Machinery Manufacturing	1.2%	7	Business/Professional Services	5.9%	35
Plastics & Rubber Products Manufacturing	0.3%	2	Education	2.0%	12
Electrical Equipment Manufacturing	1.0%	6	Healthcare Services	3.3%	20
Other Manufacturing	4.3%	26	Information & Data Processing Services	0.5%	3
Other Non-Manufacturing			Government/Public Administration & Other Organizations	4.7%	28
Agriculture, Forestry, Fishing & Hunting	1.2%	7	Passenger Transportation	1.5%	9
Construction	1.3%	8	Services - Other or Combination	6.9%	41
Media & Entertainment	0.8%	5	Transportation Equipment		
Hospitality	1.5%	9	Automobile Manufacturing	0.0%	0
Real Estate	0.7%	4	Automobile Components Manufacturing	0.7%	4
Research & Development	0.2%	1	Construction, Farm Machinery & Heavy Trucks Manufacturing	0.0%	0
Water, Water Utility, Sewage & Other Systems	0.3%	2	Other Transportation Equipment Manufacturing	0.5%	3
Combination or Other Non-Manufacturing	1.3%	8			

Banking/Financial Services

- Consumer Finance & Retail Banking
- Corporate & Commercial Banking
- Universal (Diversified) Banking
- Financial Services Operations
- Combination Banking/Financial Services Organizations
- Other Financial Services
- Asset Management
- Capital Markets
- Alternative Investments
- Trust & Private Banking

Chemicals

- Basic Chemicals
- Specialty Chemicals
- Consumer Chemicals
- Combination Chemicals

Consumer Goods

- Beverage & Tobacco
- Food
- Personal Care & Household Products
- Over the Counter Pharmaceutical
- Combination Consumer Goods
- Other Consumer Goods

Energy

- Energy Fully Integrated and Exploration & Production
- Energy Services & Drilling
- Energy Pipeline/Midstream
- Energy Downstream
- Energy Trading
- Energy Utilities
- Alternative & Renewable Energy
- Energy Engineering, Procurement & Construction
- Other Energy

High Tech

- High Tech (Manufactured Products & Hardware)
- High Tech (Software & Virtual Products)
- High Tech (Services)
- Combination High Tech Manufactured/Hardware & Software/Virtual Products
- Combination High Tech Manufactured/Hardware Products & Services
- Combination High Tech Software/Virtual Products & Services
- Combination All High Tech Products & Services
- Other High Tech Products or Services

Insurance/Reinsurance

- Life Insurance
- Non-Life Insurance (excluding Health & Medical)
- Health & Medical Insurance
- Combination Life & Non-Life Insurers
- Reinsurance
- Combination Insurance/Reinsurance & Banking/Financial Services

Life Sciences

- Pharmaceutical
- Medical Devices & Equipment
- Biotechnology
- Contract Organizations (Life Sciences)
- Animal Health
- Combination Life Sciences

Logistics

- Shipping
- Freight Forwarding
- Warehousing & Distribution
- Express
- Combination Logistics

Mining & Metals

- Industrial Metals & Mining
- Other Mining
- Diversified Mining

Other Manufacturing

- Paper & Allied Products Manufacturing
- Machinery Manufacturing
- Plastics & Rubber Products Manufacturing
- Electrical Equipment Manufacturing
- Other Manufacturing

Other Non-Manufacturing

- Agriculture, Forestry, Fishing & Hunting
- Construction
- Media & Entertainment
- Hospitality
- Real Estate
- Research & Development
- Water, Water Utility, Sewage & Other Systems
- Combination or Other Non-Manufacturing

Retail & Wholesale

- Apparel, Fashion, Footwear & Accessories Retail
- Department Stores
- Electronics, Entertainment, Communications & Office Retail
- Grocery, Pharmacy & General Merchandise Retail
- Convenience Retail
- Home, Hardware, Building & Garden Supply Retail
- Restaurants
- Specialty Retail
- Wholesale Distribution

Services (Non-Financial)

- Business Process Outsourcing
- Business/Professional Services
- Education
- Healthcare Services
- Information & Data Processing Services
- Government/Public Administration & Other Civic, Social Political or Religious Organizations
- Passenger Transportation
- Services - Other or Combination

Transportation Equipment

- Automobile Manufacturing
- Automobile Components Manufacturing
- Construction, Farm Machinery & Heavy Trucks Manufacturing
- Other Transportation Equipment Manufacturing