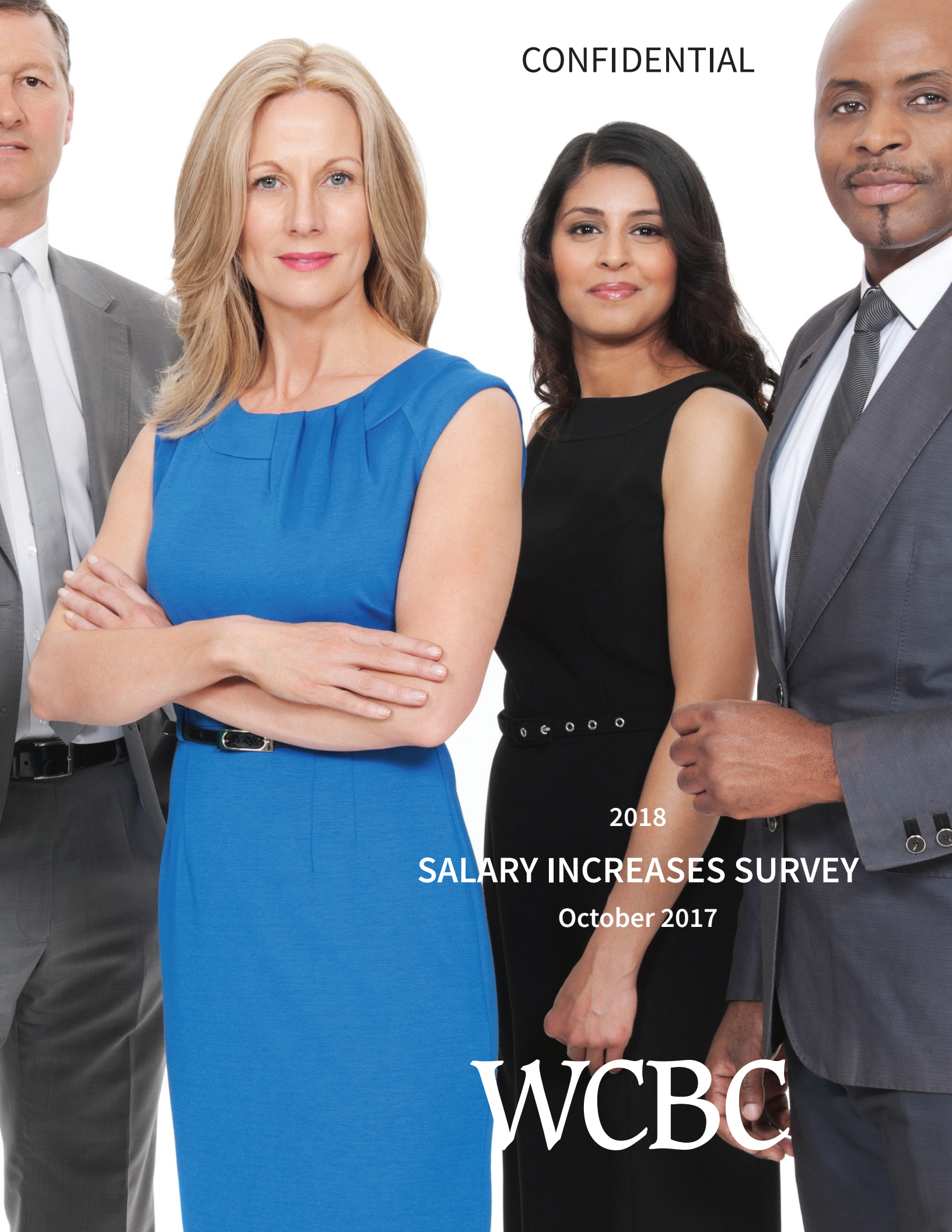


CONFIDENTIAL



2018

SALARY INCREASES SURVEY

October 2017

WCBC

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SECTION 1: INTRODUCTION

Being able to make informed compensation decisions is key to the attraction and retention of qualified and committed individuals. Information on the administration of salary and formal salary range structures, actual increases provided in 2017 and projected increases for 2018 are contained in this report.

The **2018 Salary Increases Survey** is one of a broad range of surveys produced annually by Western Compensation & Benefits Consultants (“WCBC”). Our Firm also publishes other surveys which report on the salaries, compensation policies and practices, group insurance benefits and retirement plans provided by employers.

Participation

Participation was open to organizations from across Canada. Compensation data was collected online at our website (www.wcbc.ca). All submissions to WCBC were reviewed thoroughly. Any missing or inappropriate data was verified before being included into the compensation database. If WCBC found any data to be “extreme,” the data may have been removed from the survey sample.

We thank those organizations who participated in this survey and thereby made this publication possible.

Data Collection

All data reported in this survey was collected during the period from May to September, 2017.

Comments or Questions

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SECTION 2: COMPENSATION ADMINISTRATION

This section of the report includes information on:

Base Salaries

Salary Range Structures

This is not a general guideline for salary levels but a defined, formal range with a minimum, a maximum and possibly a job rate/control point.

Base Salaries

Percent of Organizations

1 Type(s) of base salary increases and/or adjustments awarded (multiple answers allowed)

Performance-based merit increases	79.3
Promotional increases (increased level of responsibility)	75.9
Market-based adjustments (excluding cost-of-living adjustments)	55.2
Cost-of-living adjustments (COLA) based on changes in the cost-of-living index	40.9
Internal equity adjustments	36.9
Increases for skills or competencies acquired	28.6
Increases for the attainment of certification or education	27.1
Increases based on years of service	17.2
Other	3.9

2 Total number of months between base salary increases

Average	12.4
Median	12.0

3 Base salaries increased in the first half of 2017

	President & CEO	Other Exec.	Mgmt./ Sup.	Prof. & Tech.	Clerical/ Admin.	Hourly (non-union)	Hourly (union)
Yes	58.0	67.7	73.8	75.8	76.8	70.3	83.3
No	42.0	32.3	26.2	24.2	23.2	29.7	16.7

4 Base salaries increased or will be increased in the second half of 2017

Yes	13.0	18.0	22.0	18.8	20.0	20.3	26.2
No	72.2	70.1	68.1	71.5	72.1	73.4	59.5
Unsure	14.8	12.0	9.9	9.7	7.9	6.3	14.3

5 Percent of employees that have (or will have) received an increase to their base salary in 2017

All (100%)	72.2	38.3	33.5	30.6	32.1	31.3	57.1
Virtually all (more than 85%)	0.0	34.1	39.8	46.8	45.8	39.1	35.7
More than half (51% to 85%)	0.0	3.0	7.3	7.5	7.9	7.0	0.0
About half (50%)	0.0	3.0	4.2	3.2	3.7	3.9	2.4
Less than half (16% to 49%)	0.0	1.2	3.7	2.2	1.1	0.8	0.0
Almost none (less than 15%)	0.0	4.2	4.7	3.2	3.7	3.9	0.0
None (0%)	27.8	16.2	6.8	6.5	5.8	14.1	4.8

6 Plan to increase base salaries in 2018

Yes	68.6	74.3	81.2	83.3	83.2	78.9	81.0
No	6.5	3.6	1.6	2.2	1.6	6.3	2.4
Unsure	24.9	22.2	17.3	14.5	15.3	14.8	16.7

Percent of Organizations

7 Compared to 2017 increases, 2018 base salary increases will be:

Much higher (>1.5%)	13.8
Higher (>0.5% to 1.5%)	11.3
About the same (+/- 0.5%)	51.2
Lower (<0.5% to -1.5%)	3.9
Much lower (<1.5%)	0.5
Unable to answer	19.2

Percent of Organizations						
President & CEO	Other Exec.	Mgmt./ Sup.	Prof. & Tech.	Clerical/ Admin.	Hourly (non-union)	Hourly (union)

8 Percent of employees that will receive an increase to their base salary in 2018

All (100%)	81.1	39.5	34.6	31.7	32.1	31.3	57.1
Virtually all (more than 85%)	0.0	37.7	42.4	48.9	46.8	46.1	33.3
More than half (51% to 85%)	0.0	4.8	8.9	7.5	6.8	5.5	0.0
About half (50%)	0.0	1.8	2.1	2.7	4.7	1.6	0.0
Less than half (16% to 49%)	0.0	3.6	3.1	2.2	2.1	2.3	0.0
Almost none (less than 15%)	0.0	1.2	3.1	2.7	3.2	3.9	0.0
None (0%)	18.9	11.4	5.8	4.3	4.2	9.4	9.5

Percent of Organizations

9 Salary increase budget varies by functional area

Yes	11.8
No	88.2

10 Functional area(s) budgeted for higher salary increases (multiple answers allowed)

Accounting/Finance	20.8
Information Technology	16.7
Production/Distribution	12.5
Research/Development	4.2
Engineering/Technical	62.5
Marketing/Sales	16.7
Human Resources	12.5
Administrative	25.0
Other	8.3

11 Functional area(s) budgeted for lower salary increases (multiple answers allowed)

Accounting/Finance	43.5
Information Technology	26.1
Production/Distribution	8.7
Research/Development	8.7
Engineering/Technical	8.7
Marketing/Sales	17.4
Human Resources	30.4
Administrative	69.6
Other	8.7

12 Level of differentiation in base salary increases for high performers compared to average performers

No differentiation	24.1
Increases 1.0% to 1.5% higher than average performers	22.2
Increases >1.5% to 2.0% higher than average performers	16.7
Increases >2.0% to 2.5% higher than average performers	14.3
Increases >2.5% to 3.0% higher than average performers	6.9
Increases >3.0% to 3.5% higher than average performers	3.0
Increases >3.5% to 4.0% higher than average performers	2.5
Increases >4.0% higher than average performers	10.3

Percent of Organizations						
President & CEO	Other Exec.	Mgmt./ Sup.	Prof. & Tech.	Clerical/ Admin.	Hourly (non-union)	Hourly (union)

Salary Range Structures

1 Formal salary/wage range structure in place

Yes	38.0	48.6	54.6	55.6	57.2	54.5	62.8
No	62.0	51.4	45.4	44.4	42.8	45.5	37.2

Percent of Organizations

2 Total number of months between salary/wage range increases

Average	16.3
Median	12.0

Percent of Organizations

3 Salary/wage range structures increased in the first half of 2017

	President & CEO	Other Exec.	Mgmt./ Sup.	Prof. & Tech.	Clerical/ Admin.	Hourly (non-union)	Hourly (union)
Yes	44.1	45.9	47.1	47.0	48.7	43.7	38.5
No	55.9	54.1	52.9	53.0	51.3	56.3	61.5

4 Salary/wage range structures increased or will be increased in the second half of 2017

Yes	10.3	9.4	11.7	14.4	11.2	15.3	19.2
No	79.4	74.1	72.5	71.2	74.1	63.9	65.4
Unsure	10.3	16.5	15.8	14.4	14.7	20.8	15.4

5 Plan to increase salary/wage range structure in 2018

Yes	42.6	42.4	42.5	45.8	44.8	45.8	38.5
No	38.2	34.1	33.3	33.9	32.8	29.2	46.2
Unsure	19.1	23.5	24.2	20.3	22.4	25.0	15.4

Percent of Organizations

6 Compared to 2017 increases, 2018 salary/wage range will be:

Much higher (>1.5%)	7.8
Higher (>0.5% to 1.5%)	14.1
About the same (+/- 0.5%)	41.4
Lower (<0.5% to -1.5%)	2.3
Much lower (<1.5%)	0.8
Unable to answer	33.6

SECTION 3: ACTUAL 2017 & PROJECTED 2018 INCREASES

This section of the report provides information on the increases in salary range structures and base salaries implemented in 2017 by the organizations surveyed, along with projected 2018 increases.

Salary Range Structures

Of those organizations which have a formal salary range structure, the national survey results indicate that these organizations are planning to move the ranges upwards, on average, by approximately 1.3% (median 1.5%).

Base Salaries

The next increase to base salaries by the surveyed organizations is anticipated to be, on average, approximately 2.1% (median 2.0%). On the other hand, the following tables show that the anticipated salary increases vary according to organizational level, geographic region, sector of economy and industry.

Notes Relating to Interpretation of Salary Increase Tables:

The first eight columns (with the heading “including 0%”) include data from all organizations, including any organizations which did not increase and/or are not planning to increase salary ranges or base salaries.

The last eight columns (with the heading “excluding 0%”) only contain data for those organizations which did increase and/or are planning to increase salary ranges or base salaries.

Definitions:

- Average the value obtained by dividing the sum of a set of values by the number of values in the set.
- P₅₀ 50% of the incumbents have or will receive an increase above this amount and 50% have or will receive an increase that is lower (also referred to as the median).

Statistics are not computed if there are too few values in the population. The critical numbers for determining when each statistic is calculated are:

- Average calculated only if there are 2 or more data points; and
- P₅₀ calculated only if there are 3 or more data points.

Increases for President & CEO																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
British Columbia																
Metro Vancouver	1.55	1.85	0.95	0.00	2.44	2.00	2.25	2.00	2.58	2.00	2.10	2.00	3.57	2.45	3.09	2.50
Vancouver Island	1.00	0.93	2.05	0.00	3.09	3.00	2.38	2.25	2.00	1.93	6.15		3.78	3.00	3.17	2.75
Other BC	1.33	1.85	1.00	0.00	3.31	2.00	2.93	2.00	2.21	1.85			4.51	2.32	3.73	2.00
Alberta																
Calgary	0.85		1.85		1.69	2.00	1.83	2.00			1.85		2.20	2.00	2.23	2.00
Edmonton	0.29	0.00	1.00	0.00	1.69	1.00	1.81	1.75			3.50		3.38	2.50	2.82	2.50
Other AB					1.33	1.67	0.88	0.75					1.78	1.90	1.75	
Saskatchewan																
Regina					1.88	2.00	1.78	1.50					3.13	2.00	2.97	2.00
Saskatoon	0.68	0.00	0.93	0.78	2.35	1.53	1.51	1.50	2.03		1.85	2.00	4.04	3.00	2.15	1.56
Manitoba																
Winnipeg	0.45	0.00	0.50	0.00	1.31	0.78	1.17	0.00					2.62	2.08	2.63	2.50
Ontario																
Toronto & Area	1.63	1.25	2.17	2.50	3.56	2.45	3.91	2.90	3.25		3.25		5.09	3.00	5.22	3.00
South Western ON	1.75		1.75		2.67	2.50	2.00		1.75		1.75		2.67	2.50	2.00	
Quebec																
Montreal	1.75	1.60	1.75	1.75	2.16	2.00	2.33	2.25	1.75	1.60	1.75	1.75	2.16	2.00	2.33	2.25
CANADA																
Canada	1.17	1.50	1.17	0.00	2.36	2.00	2.17	2.00	2.25	2.00	2.42	2.00	3.42	2.31	2.98	2.00

Increases for Executives (excl. President & CEO)																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
British Columbia																
Metro Vancouver	1.67	1.85	1.46	2.00	2.87	2.40	2.55	2.50	2.59	2.00	2.34	2.00	3.23	2.50	2.91	2.50
Vancouver Island	1.98	1.93	1.70	1.75	2.89	2.00	2.00	2.00	2.37	2.00	2.43	2.00	3.03	2.00	2.35	2.00
Other BC	1.55	1.85	1.56	2.00	2.25	2.00	1.73	2.00	2.48	1.93	2.50	2.50	2.58	2.00	2.21	2.00
Alberta																
Calgary	1.59	1.70	1.32	1.60	2.02	2.00	1.79	2.00	2.19	2.00	1.89	2.00	2.55	2.11	2.13	2.00
Edmonton	1.33	1.01	1.43	1.50	1.69	2.00	1.83	2.00	2.22	2.00	2.50	2.25	2.53	2.40	2.54	2.50
Other AB	1.10	0.00	0.75	0.50	1.37	2.00	1.06	0.56	2.75		1.50		2.15	2.00	1.91	2.00
Saskatchewan																
Regina	1.04	1.28	0.85	1.00	1.88	2.00	2.20	2.00	1.57	1.63	1.42	1.56	2.29	2.00	2.42	2.00
Saskatoon	0.97	1.01	1.03	1.56	1.49	1.20	2.05	2.00	1.75	1.70	1.85	2.00	2.57	2.00	2.49	2.00
Manitoba																
Winnipeg	0.99	1.25	1.01	1.25	1.73	2.00	2.01	2.00	1.65	1.75	1.68	1.80	2.20	2.00	2.35	2.08
Ontario																
Toronto & Area	1.78	2.00	2.88	2.00	2.44	2.45	3.12	2.80	2.38	2.25	3.41	2.50	2.62	2.50	3.25	2.80
Eastern ON	1.50		1.50		2.15	2.00	2.08	2.00	1.50		1.50		2.15	2.00	2.08	2.00
Northern ON	1.75		1.83	2.00	1.88	1.89	1.96	2.00	1.75		1.83	2.00	1.88	1.89	1.96	2.00
Central ON	1.25		1.25		1.76	1.78	1.76	1.78	1.25		1.25		1.76	1.78	1.76	1.78
South Western ON	1.88	1.75	1.88	1.75	2.81	3.00	2.44	2.75	1.88	1.75	1.88	1.75	2.81	3.00	2.44	2.75
Other ON	1.83	1.50	1.50		2.27	2.15	2.17	2.00	2.43	2.00	1.50		2.27	2.15	2.17	2.00
Quebec																
Montreal	1.98	1.85	1.72	2.00	2.59	2.33	2.67	2.50	2.20	2.00	1.94	2.00	2.59	2.33	2.67	2.50
Quebec City	0.33	0.00	0.50		1.82	1.82	2.04	1.82					2.19	2.00	2.04	1.82
Other QC					3.71	1.64	1.57						3.71	1.64	1.57	
Atlantic Region																
New Brunswick	1.24	1.00	1.30	1.00	1.87	1.50	1.91	1.50	1.55	1.35	1.63	1.50	1.87	1.50	1.91	1.50
Nova Scotia	1.66	1.00	1.00	1.00	2.35	1.82	2.14	1.64	2.08	1.50	1.33	1.00	2.35	1.82	2.14	1.64
PEI	1.00		1.00		1.50		1.50		1.00		1.00		1.50		1.50	
Nfld. & Labrador	1.00		1.00		1.95	1.64	1.95	1.64	1.00		1.00		1.95	1.64	1.95	1.64
Territories																
Yukon	1.75		1.75		2.19	2.00	2.14	2.00	1.75		1.75		2.19	2.00	2.14	2.00
NWT					1.02	0.56	0.78	0.56					1.28	1.28	1.04	0.56
CANADA																
Canada	1.52	1.56	1.48	1.50	2.27	2.00	2.16	2.00	2.16	2.00	2.11	2.00	2.66	2.00	2.49	2.00

Increases for Middle Management/Supervisory (excl. Executive)																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
British Columbia																
Metro Vancouver	1.59	1.50	1.37	1.50	2.59	2.35	2.34	2.20	2.33	2.00	2.17	2.00	2.88	2.50	2.61	2.50
Vancouver Island	1.51	1.70	1.64	2.00	2.70	2.00	2.20	2.00	2.15	2.00	2.41	2.00	2.90	2.00	2.45	2.00
Other BC	1.28	1.70	1.32	1.90	2.33	2.00	2.33	2.00	2.01	1.85	2.29	2.00	2.70	2.20	2.59	2.00
Alberta																
Calgary	1.46	1.50	1.35	1.60	2.01	2.00	2.09	2.00	2.23	1.80	2.06	2.00	2.30	2.00	2.29	2.00
Edmonton	1.44	1.50	1.27	1.50	1.88	2.00	2.07	2.10	2.12	2.00	2.12	2.00	2.32	2.20	2.46	2.50
Other AB	1.09	1.50	1.21	1.50	1.65	2.00	1.79	2.00	1.98	1.80	1.99	2.00	2.33	2.00	2.32	2.50
Saskatchewan																
Regina	1.13	1.53	1.29	1.63	2.15	2.00	2.48	2.20	1.81	1.75	1.88	2.00	2.58	2.00	2.48	2.20
Saskatoon	0.97	1.00	1.09	1.50	1.53	1.73	1.89	2.00	1.62	1.63	1.89	2.00	2.00	2.00	2.19	2.00
Other SK	0.80	0.50	1.00	1.00	1.71	2.00	1.87	1.50	1.60	1.70	1.67	2.00	2.13	2.00	1.87	1.50
Manitoba																
Winnipeg	1.06	1.00	0.98	1.00	2.43	2.13	2.20	2.10	1.83	1.90	1.84	2.00	2.72	2.25	2.39	2.23
Other MB	1.38	1.75	1.33	2.00	1.50	1.75	2.26	2.00	1.83	1.80	2.00		2.25	2.25	2.26	2.00
Ontario																
Toronto & Area	1.39	1.60	1.44	1.95	2.57	2.48	2.53	2.50	2.16	2.00	2.08	2.00	2.82	2.50	2.74	2.50
Eastern ON	1.94	1.70	1.00	1.00	1.99	2.00	2.25	2.40	2.43	1.85	1.67	2.00	2.16	2.00	2.25	2.40
Northern ON	1.65	1.85	1.75	2.00	2.12	2.00	2.33	2.10	1.89	2.00	2.10	2.00	2.31	2.00	2.33	2.10
Central ON	1.07	1.50	1.13	1.50	1.78	2.00	2.00	2.00	1.50	1.50	1.58	1.50	2.00	2.00	2.25	2.20
South Western ON	1.48	1.75	1.49	1.90	2.44	2.48	2.47	2.65	1.85	1.80	1.91	2.00	2.44	2.48	2.47	2.65
Other ON	1.77	1.80	1.75	2.00	2.10	2.15	2.21	2.00	2.07	1.90	1.75	2.00	2.33	2.30	2.21	2.00
Quebec																
Montreal	1.62	1.75	1.49	1.90	2.30	2.25	2.42	2.50	2.08	1.90	1.95	2.00	2.30	2.25	2.42	2.50
Quebec City	1.45	1.75	1.70	2.00	2.14	2.20	2.36	2.00	1.93	1.80	1.98	2.00	2.34	2.30	2.36	2.00
Other QC	1.50	1.50	1.57	1.50	2.26	2.25	2.33	2.00	1.75	1.60	1.83	1.75	2.26	2.25	2.33	2.00
Atlantic Region																
New Brunswick	1.64	1.70	1.77	2.00	1.91	2.00	2.21	2.00	1.64	1.70	1.77	2.00	2.07	2.00	2.21	2.00
Nova Scotia	1.65	1.75	1.49	2.00	1.84	2.00	2.22	2.10	1.98	1.80	1.82	2.00	2.06	2.00	2.22	2.10
PEI	1.38	1.35	1.50	1.50	2.10	2.00	2.16	2.00	1.38	1.35	1.50	1.50	2.10	2.00	2.16	2.00
Nfld. & Labrador	1.47	1.60	1.54	1.70	1.45	1.79	2.24	2.00	1.84	1.70	1.93	1.95	2.10	2.00	2.39	2.00
Territories																
Yukon	1.30	1.50	1.56	2.00	2.03	2.00	2.21	2.00	1.95	1.85	2.00	2.00	2.48	2.50	2.21	2.00
NWT	1.04	0.00	1.00	0.00	1.56	2.00	1.56	2.00	2.43	2.30	2.33	2.00	1.87	2.00	1.71	2.00
Nunavut					1.00		2.00								2.00	
CANADA																
Canada	1.38	1.56	1.36	1.70	2.17	2.00	2.22	2.00	2.03	1.80	2.03	2.00	2.50	2.20	2.42	2.20

Increases for Professional & Technical (Non-Union)																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
British Columbia																
Metro Vancouver	1.64	1.50	1.34	1.50	2.59	2.47	2.31	2.50	2.38	2.00	2.19	2.00	2.82	2.50	2.56	2.50
Vancouver Island	1.75	1.70	1.44	1.50	2.43	2.00	2.03	2.00	2.44	2.00	2.30	2.00	2.68	2.45	2.33	2.50
Other BC	1.41	1.70	1.22	1.90	1.97	2.00	1.99	2.00	2.19	1.93	2.18	2.00	2.47	2.32	2.35	2.20
Alberta																
Calgary	1.27	1.00	1.18	1.25	1.99	2.00	1.96	2.00	1.96	1.70	1.94	2.00	2.35	2.21	2.23	2.00
Edmonton	1.48	1.50	1.26	1.25	1.92	2.00	2.09	2.35	2.15	1.90	2.19	2.00	2.33	2.15	2.44	2.50
Other AB	1.16	1.50	1.15	1.50	1.84	2.00	1.86	2.00	2.07	1.80	1.99	2.00	2.40	2.17	2.26	2.50
Saskatchewan																
Regina	1.24	1.56	1.10	1.50	2.19	2.00	2.41	2.50	1.91	1.80	1.87	1.95	2.56	2.30	2.50	2.50
Saskatoon	1.34	1.01	1.13	1.00	2.09	2.00	1.92	2.00	1.92	1.70	1.98	2.00	2.53	2.20	2.25	2.00
Other SK	1.07	1.35	1.25	1.50	1.73	2.00	2.20	2.40	1.60	1.70	1.67	2.00	2.11	2.00	2.20	2.40
Manitoba																
Winnipeg	1.08	1.25	1.17	1.50	2.13	2.00	2.12	2.20	1.81	1.75	1.85	1.95	2.37	2.35	2.37	2.50
Other MB	1.38	1.75	1.33	2.00	1.67	2.00	2.30	2.25	1.83	1.80	2.00		2.34	2.50	2.30	2.25
Ontario																
Toronto & Area	1.53	1.70	1.48	1.95	2.50	2.50	2.54	2.50	2.22	2.00	2.13	2.00	2.75	2.50	2.75	2.50
Eastern ON	1.62	1.35	0.83	0.50	2.59	2.23	2.26	2.50	2.43	1.85	1.67	2.00	2.76	2.45	2.42	2.50
Northern ON	1.80	2.00	1.50	2.00	2.26	2.00	2.71	2.20	2.03	2.00	2.10	2.00	2.59	2.11	2.94	2.35
Central ON	1.07	1.50	1.13	1.50	1.67	1.89	1.96	2.25	1.50	1.50	1.58	1.50	2.39	2.45	2.45	2.65
South Western ON	1.62	1.80	1.34	1.70	2.78	2.50	2.86	3.00	1.98	1.80	1.91	2.00	2.96	2.75	3.05	3.00
Other ON	1.76	1.75	1.74	2.00	1.96	2.30	2.01	2.00	2.01	1.80	1.74	2.00	2.40	2.30	2.30	2.00
Quebec																
Montreal	1.68	1.75	1.55	1.90	2.22	2.24	2.46	2.50	2.15	1.90	2.03	2.00	2.22	2.24	2.46	2.50
Quebec City	1.16	1.35	1.32	1.90	1.98	2.05	2.15	2.00	1.93	1.80	1.98	2.00	2.31	2.20	2.33	2.00
Other QC	1.69	1.60	1.38	1.50	2.33	2.25	2.27	2.00	1.93	1.70	1.83	1.75	2.33	2.25	2.27	2.00
Atlantic Region																
New Brunswick	1.63	1.70	1.74	1.95	2.58	2.00	3.01	2.25	1.63	1.70	1.74	1.95	2.75	2.00	3.01	2.25
Nova Scotia	1.82	1.75	1.67	2.00	2.02	2.00	2.24	2.20	2.18	1.80	2.04	2.00	2.22	2.00	2.35	2.35
PEI	1.38	1.35	1.50	1.50	2.10	2.00	2.16	2.00	1.38	1.35	1.50	1.50	2.10	2.00	2.16	2.00
Nfld. & Labrador	1.47	1.60	1.54	1.70	1.94	2.00	2.59	2.25	1.84	1.70	1.93	1.95	2.78	2.45	2.88	2.65
Territories																
Yukon	1.19	1.50	1.44	2.00	1.72	1.75	2.03	2.00	2.14	2.00	2.17	2.00	2.49	2.00	2.21	2.00
NWT	1.04	0.00	1.00	0.00	1.34	1.58	1.62	2.00	2.43	2.30	2.33	2.00	1.70	2.00	1.92	2.00
Nunavut					1.00		2.00								2.00	
CANADA																
Canada	1.46	1.56	1.31	1.50	2.17	2.00	2.19	2.00	2.11	1.80	2.04	2.00	2.53	2.30	2.45	2.50

Increases for Clerical/Administrative Support (Non-Union)																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
British Columbia																
Metro Vancouver	1.57	1.75	1.42	1.50	2.47	2.30	2.31	2.50	2.37	2.00	2.31	2.00	2.63	2.50	2.53	2.50
Vancouver Island	1.59	1.44	1.52	1.25	2.16	2.00	2.10	2.00	2.29	2.00	2.43	2.00	2.33	2.00	2.28	2.00
Other BC	1.16	1.00	1.06	0.00	2.07	2.00	2.06	2.00	2.11	2.00	2.17	2.00	2.49	2.00	2.36	2.00
Alberta																
Calgary	1.35	1.00	1.23	1.25	2.06	2.00	2.08	2.00	2.11	1.80	2.08	2.00	2.34	2.25	2.30	2.35
Edmonton	1.37	1.50	1.21	1.50	2.04	2.00	2.05	2.00	2.18	2.00	2.16	2.00	2.39	2.17	2.42	2.50
Other AB	0.96	0.00	1.18	1.45	1.84	2.00	1.84	2.00	2.09	1.80	2.13	2.00	2.37	2.00	2.23	2.50
Saskatchewan																
Regina	1.20	1.60	1.14	1.50	1.94	2.00	2.41	2.50	1.87	1.80	1.90	2.00	2.35	2.00	2.52	2.50
Saskatoon	1.15	1.00	1.06	1.00	1.75	2.00	1.89	2.00	1.77	1.56	1.91	2.00	2.15	2.00	2.11	2.00
Other SK	0.60	0.00	0.33	0.00	1.56	1.88	2.00	2.00	1.50				1.95	2.00	2.00	2.00
Manitoba																
Winnipeg	1.18	1.50	1.32	1.80	2.12	2.10	2.42	2.50	1.83	1.80	1.92	2.00	2.38	2.35	2.51	2.50
Other MB	1.90				1.67	1.75	2.10	2.00	1.90				2.50	2.50	2.10	2.00
Ontario																
Toronto & Area	1.59	1.80	1.50	1.90	2.42	2.30	2.48	2.50	2.21	2.00	2.15	2.00	2.55	2.30	2.62	2.50
Eastern ON	2.26	2.00	0.60	0.00	2.25	2.00	2.25	2.20	2.83	2.65	1.50		2.25	2.00	2.25	2.20
Northern ON	1.64	2.00	1.70	2.00	2.02	2.00	2.50	2.00	1.92	2.00	2.13	2.25	2.17	2.00	2.50	2.00
Central ON	0.86	1.00	0.88	1.00	2.08	2.00	2.14	2.00	1.43	1.50	1.47	1.50	2.08	2.00	2.14	2.00
South Western ON	1.46	1.80	1.27	1.50	2.51	2.48	2.57	2.70	1.87	1.80	1.90	1.95	2.51	2.48	2.57	2.70
Other ON	1.68	1.40	1.67	2.00	2.08	2.00	2.25	2.00	2.02	1.80	1.67	2.00	2.34	2.15	2.25	2.00
Quebec																
Montreal	1.61	1.70	1.56	1.90	2.31	2.28	2.42	2.50	2.11	1.80	1.95	2.00	2.31	2.28	2.42	2.50
Quebec City	1.24	1.40	1.41	1.90	2.04	2.00	2.29	2.00	1.98	1.80	1.98	2.00	2.23	2.00	2.29	2.00
Other QC	1.50	1.70	1.60	2.00	2.30	2.50	2.49	2.80	1.88	1.75	2.00	2.00	2.30	2.50	2.49	2.80
Atlantic Region																
New Brunswick	1.63	1.75	1.73	1.95	2.03	2.05	2.28	2.25	1.63	1.75	1.73	1.95	2.18	2.10	2.28	2.25
Nova Scotia	1.61	1.40	1.27	1.00	1.98	2.00	2.22	2.10	2.15	1.80	1.78	1.90	2.10	2.00	2.22	2.10
PEI	1.27	1.00	1.33	1.00	2.00	1.75	2.00	1.75	1.27	1.00	1.33	1.00	2.00	1.75	2.00	1.75
Nfld. & Labrador	1.40	1.00	1.41	1.00	2.04	1.89	2.42	2.25	1.96	1.80	1.98	1.90	2.72	2.23	2.59	2.50
Territories																
Yukon	1.30	1.50	1.30	1.50	1.66	1.88	2.07	2.00	2.17	2.00	2.17	2.00	2.22	2.00	2.07	2.00
NWT	1.22	1.00	1.17	1.00	1.41	1.75	1.56	2.00	2.43	2.30	2.33	2.00	1.72	2.00	1.71	2.00
Nunavut					1.00		2.00								2.00	
CANADA																
Canada	1.38	1.50	1.30	1.50	2.12	2.00	2.19	2.00	2.10	2.00	2.08	2.00	2.39	2.10	2.37	2.20

Increases for Hourly (Non-Union)																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
British Columbia																
Metro Vancouver	1.62	1.50	1.30	1.50	2.25	2.20	2.11	2.00	2.56	2.00	2.24	2.00	2.66	2.50	2.60	2.50
Vancouver Island	1.56	1.50	1.04	1.00	1.95	2.00	1.87	2.00	2.29	2.00	1.85	2.00	2.32	2.00	2.32	2.50
Other BC	1.22	1.35	1.11	1.90	2.31	2.20	2.16	2.20	2.08	1.80	2.15	2.00	2.60	2.45	2.45	2.50
Alberta																
Calgary	1.17	1.25	1.27	1.50	1.67	2.00	1.71	2.00	1.97	2.00	2.11	2.00	2.34	2.00	2.22	2.00
Edmonton	1.26	1.25	1.25	1.50	1.80	2.00	1.95	2.00	2.13	2.00	2.19	2.00	2.40	2.00	2.45	2.50
Other AB	1.03	0.50	1.18	1.45	1.55	1.75	1.51	1.75	2.07	2.00	2.13	2.00	2.26	2.03	2.01	2.00
Saskatchewan																
Regina	0.83	0.00	0.88	0.00	1.58	2.00	1.80	2.00	1.88	1.90	1.98	2.00	2.10	2.00	2.25	2.10
Saskatoon	0.83	0.00	0.84	0.00	1.38	1.75	1.51	2.00	1.79	1.85	2.01	2.00	2.03	2.00	2.07	2.00
Other SK	1.43	1.85	1.43	2.00	1.87	2.00	1.90	2.00	1.90	2.00	2.00	2.00	2.08	2.00	2.14	2.00
Manitoba																
Winnipeg	1.15	1.00	1.22	1.00	1.70	2.00	1.81	2.00	2.12	2.00	2.20	2.00	2.15	2.00	2.42	2.35
Other MB	1.85				1.50	1.75	2.10	2.00	1.85				2.00	2.00	2.10	2.00
Ontario																
Toronto & Area	1.50	1.80	1.64	2.00	2.06	2.00	2.13	2.25	2.25	2.25	2.29	2.25	2.44	2.35	2.56	2.50
Eastern ON	0.93	0.85	1.00	1.00	1.89	2.00	2.14	2.00	1.85		2.00		2.60	2.23	2.62	2.00
Northern ON	1.37	1.85	1.30	2.00	1.90	2.00	2.03	2.00	2.05	2.00	2.17	2.00	2.11	2.00	2.29	2.10
Central ON	0.83	0.75	0.90	0.75	1.75	2.00	2.01	2.00	1.67	1.70	1.80	1.90	2.00	2.00	2.30	2.00
South Western ON	1.31	1.75	1.27	1.90	2.03	2.00	2.19	2.50	2.10	2.00	2.23	2.00	2.21	2.00	2.41	2.50
Other ON	1.00		1.00		1.78	2.00	1.75	2.00					2.37	2.00	2.33	2.00
Quebec																
Montreal	1.25	1.60	1.43	1.90	2.38	2.37	2.52	2.50	2.08	1.90	2.15	2.00	2.55	2.41	2.73	2.65
Quebec City	0.70	0.00	0.78	0.00	1.77	2.00	1.99	2.00	1.75		1.95		2.07	2.00	2.32	2.25
Other QC	0.93	0.85	0.67	0.00	1.82	2.00	1.93	2.20	1.85				2.18	2.00	2.41	2.50
Atlantic Region																
New Brunswick	1.10	1.70	1.20	1.90	1.45	1.80	1.68	2.00	1.93	1.75	2.10	2.00	2.18	2.23	2.51	2.65
Nova Scotia	0.91	0.00	0.99	0.00	1.80	2.02	2.06	2.35	2.05	1.75	2.23	2.00	2.62	2.50	2.75	2.80
PEI	0.57	0.00	0.67	0.00	0.83	0.00	0.93	0.00								
Nfld. & Labrador	0.84	0.75	0.93	0.75	1.55	1.80	1.90	2.20	1.68	1.70	1.85	1.95	2.19	2.23	2.48	2.50
Territories																
Yukon	1.37	1.60	1.42	1.75	1.97	2.00	1.91	2.00	2.05	1.85	2.13	2.00	2.30	2.25	2.23	2.40
NWT	1.22	1.00	1.17	1.00	1.52	1.88	1.01	0.56	2.43	2.30	2.33	2.00	1.74	2.00	1.52	1.50
CANADA																
Canada	1.24	1.50	1.18	1.50	1.89	2.00	1.93	2.00	2.14	2.00	2.12	2.00	2.37	2.03	2.39	2.50

Increases for Hourly (Union)																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
British Columbia																
Metro Vancouver	1.08	1.50	1.10	1.50	1.65	1.85	1.66	2.00	1.76	1.83	1.79	2.00	1.86	2.00	2.03	2.00
Vancouver Island	1.17	1.85	1.17	1.85	2.27	2.00	1.83	2.00	1.95	2.00	1.95	2.00	2.27	2.00	2.35	2.50
Other BC	0.67	0.00	0.68	0.00	2.02	2.00	1.60	2.00	1.87	2.00	1.90	2.00	2.17	2.00	2.05	2.00
Alberta																
Calgary					0.66	0.00	0.70	0.50					1.65		1.40	
Edmonton					0.88	0.75	0.96	1.00					1.77	1.80	1.60	1.80
Other AB	0.58	0.00	0.17	0.00	0.82	0.00	0.87	1.00					1.87	1.80	1.31	1.00
Saskatchewan																
Regina					0.95	0.90	0.95	0.90					1.90		1.90	
Saskatoon					1.40	1.75	0.75						1.87	2.00		
Other SK					2.08	2.25	1.75						2.08	2.25	1.75	
Manitoba																
Winnipeg	0.83	0.00	0.67	0.00	1.10	1.00	1.00	1.00					1.83	2.00	1.67	2.00
Other MB	2.17	2.50	0.67	0.00	2.17	2.50	0.67	0.00	2.17	2.50			2.17	2.50		
Ontario																
Toronto & Area	0.00		0.00		2.27	2.15	2.27	2.15					2.72	2.30	2.72	2.30
Eastern ON					3.63		3.63						3.63		3.63	
Central ON					0.90		0.90									
South Western ON	0.00		0.00		0.77	0.50	0.77	0.50					1.15		1.15	
Quebec																
Montreal					2.33	2.15	2.40	2.30					3.10	2.50	3.20	2.80
Atlantic Region																
Nova Scotia					2.13	1.78	2.18	1.78					2.56	1.80	2.61	1.80
Nfld. & Labrador					0.90		0.90									
CANADA																
Canada	0.94	0.00	0.83	0.00	1.66	1.80	1.51	1.80	1.99	2.00	1.88	2.00	2.12	2.00	2.06	2.00

Increases for Economic Sector																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
Privately-Owned																
President & CEO	1.07	0.00	1.05	0.00	2.30	2.00	1.94	2.00	2.30	2.00	2.17	2.00	3.59	2.31	2.93	2.50
Exec. (excl. Pres./CEO)	1.39	1.50	1.23	1.50	2.27	2.00	1.97	2.00	2.28	2.00	2.20	2.00	2.77	2.50	2.41	2.50
Mgmt./Sup. (excl. Exec.)	1.43	1.70	1.39	1.90	2.25	2.08	2.38	2.50	2.07	1.80	2.12	2.00	2.65	2.50	2.60	2.50
Prof. & Tech. (non-union)	1.51	1.70	1.30	1.56	2.16	2.00	2.27	2.50	2.17	1.80	2.10	2.00	2.63	2.50	2.60	2.50
Clerical/Admin.	1.36	1.50	1.30	1.50	2.15	2.00	2.30	2.50	2.15	1.80	2.22	2.00	2.51	2.38	2.51	2.50
Hourly (non-union)	1.37	1.70	1.17	1.50	1.98	2.00	2.07	2.00	2.09	1.70	2.07	2.00	2.39	2.00	2.45	2.50
Hourly (union)	0.24	0.00	0.36	0.00	1.59	1.80	1.40	1.80	1.65	1.70	2.00	2.00	2.13	2.00	2.18	2.00
Overall	1.38	1.56	1.26	1.50	2.14	2.00	2.19	2.10	2.13	1.80	2.13	2.00	2.60	2.40	2.54	2.50
Publicly-Traded																
President & CEO	1.04	0.75	1.57	2.00	2.49	2.00	2.70	2.00	2.08	2.15	2.20	2.00	3.73	2.45	3.38	2.50
Exec. (excl. Pres./CEO)	1.35	1.00	1.63	1.75	2.02	2.00	2.13	2.00	1.64	1.75	1.69	2.00	2.15	2.00	2.16	2.00
Mgmt./Sup. (excl. Exec.)	1.11	1.00	1.22	1.00	1.92	2.00	1.86	2.00	1.70	2.00	1.76	2.00	2.03	2.00	1.95	2.00
Prof. & Tech. (non-union)	1.29	1.00	1.45	1.50	1.99	2.00	1.97	2.00	1.83	2.00	1.88	2.00	2.09	2.00	2.06	2.00
Clerical/Admin.	1.10	1.00	1.36	1.00	1.96	2.00	1.90	2.00	1.71	2.00	1.79	2.00	2.05	2.00	1.99	2.00
Hourly (non-union)	0.87	0.00	1.06	0.00	1.68	2.00	1.61	2.00	2.29	2.00	2.34	2.00	2.24	2.25	2.19	2.20
Hourly (union)	0.74	0.00	0.74	0.00	1.42	2.00	1.60	1.75	2.23		2.23		1.99	2.00	1.74	1.88
Overall	1.13	1.00	1.32	1.00	1.91	2.00	1.89	2.00	1.80	2.00	1.86	2.00	2.12	2.00	2.06	2.00
Not-for-Profit																
President & CEO	0.85	0.00	1.33	0.00	2.46	2.00	2.36	2.00	2.27	2.00	2.91	2.00	3.22	2.50	3.00	2.50
Exec. (excl. Pres./CEO)	1.08	0.75	1.69	1.70	2.62	2.00	2.76	2.00	2.17	2.00	2.87	2.00	3.17	2.04	3.19	2.50
Mgmt./Sup. (excl. Exec.)	1.26	1.50	1.44	1.50	2.05	2.00	2.02	2.00	2.08	2.00	2.08	2.00	2.72	2.20	2.43	2.10
Prof. & Tech. (non-union)	1.20	1.50	1.22	1.50	2.46	2.49	2.21	2.50	2.04	2.00	2.12	2.00	2.99	2.80	2.54	2.50
Clerical/Admin.	1.36	2.00	1.22	1.50	2.20	2.00	2.28	2.50	2.16	2.00	2.16	2.00	2.58	2.50	2.50	2.50
Hourly (non-union)	1.38	2.00	1.49	2.00	1.84	2.00	1.89	2.00	2.10	2.00	2.07	2.00	2.55	2.50	2.50	2.50
Hourly (union)	1.83	2.00	1.35	1.75	2.12	2.50	1.72	1.75	2.06	2.00	1.87	2.00	2.23	2.50	2.15	2.38
Overall	1.24	1.50	1.33	1.50	2.23	2.00	2.18	2.00	2.10	2.00	2.21	2.00	2.82	2.50	2.62	2.50
Public																
President & CEO	1.85	1.85	0.63	0.00	2.31	2.00	2.28	2.00	2.25	1.85	1.90		2.85	2.00	2.81	2.00
Exec. (excl. Pres./CEO)	2.75	1.85	1.61	1.00	2.38	2.23	2.43	2.00	3.09	2.75	2.90	2.00	2.58	2.30	2.71	2.00
Mgmt./Sup. (excl. Exec.)	2.31	1.85	1.64	1.50	2.71	2.30	2.38	2.00	2.57	1.85	2.57	2.00	2.81	2.30	2.50	2.00
Prof. & Tech. (non-union)	2.47	1.85	1.19	1.25	2.49	2.30	2.28	2.00	2.67	1.85	1.79	1.75	2.49	2.30	2.28	2.00
Clerical/Admin.	2.57	1.85	1.22	1.50	2.37	2.30	2.26	2.00	2.77	1.85	1.83	2.00	2.47	2.30	2.39	2.00
Hourly (non-union)	1.60	1.50	0.63	0.50	1.96	2.30	1.25	0.50	2.67	3.00	1.25		3.27	3.50	2.50	
Hourly (union)	1.66	1.50	1.45	1.80	2.13	1.61	1.95	1.85	1.94	1.65	1.69	1.83	2.13	1.61	1.95	1.85
Overall	2.36	1.85	1.29	1.25	2.44	2.00	2.26	2.00	2.67	1.85	2.08	1.93	2.61	2.30	2.47	2.00

Increases By Selected Industries																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
Agriculture, Forestry, Fishing & Hunting																
President & CEO					2.44	2.32									2.44	2.32
Exec. (excl. Pres./CEO)					2.44	2.32									2.44	2.32
Mgmt./Sup. (excl. Exec.)	1.08	2.00			2.12	2.16	1.33	2.00	2.00	2.00					2.26	2.32
Prof. & Tech. (non-union)	1.08	2.00			2.06	2.00	1.00		2.00	2.00					2.21	2.16
Clerical/Admin. (non-union)	1.08	2.00			2.06	2.00	1.00		2.00	2.00					2.21	2.16
Hourly (non-union)	2.00	2.00			2.00	2.00	1.33	2.00	2.00	2.00					2.22	2.00
Overall	1.17	2.00	0.00		2.10	2.00	1.33	2.00	2.00	2.00					2.25	2.00
Mining, Quarrying and Oil & Gas Extraction																
President & CEO					1.58	1.15	2.00	2.00							3.15	2.67
Exec. (excl. Pres./CEO)					1.05	0.00	1.00	0.00							3.15	3.00
Mgmt./Sup. (excl. Exec.)	2.30	2.30	2.00	2.00	1.54	2.30	1.50	2.00	2.30	2.30	2.00	2.00			2.64	2.25
Prof. & Tech. (non-union)	2.30	2.30	2.00	2.00	1.86	2.30	1.57	2.00	2.30	2.30	2.00	2.00			2.61	2.20
Clerical/Admin. (non-union)	2.30	2.30	2.00	2.00	1.47	2.30	1.45	2.00	2.30	2.30	2.00	2.00			2.70	2.29
Hourly (non-union)					1.58	1.15	1.50	1.00							3.15	3.00
Overall	2.32	2.30	2.04	2.00	1.56	2.30	1.49	2.00	2.32	2.30	2.04	2.00			2.75	2.38
Manufacturing																
President & CEO	1.00	0.00	1.20	0.00	4.26	3.00	2.50	2.00	2.50		3.00				5.68	4.00
Exec. (excl. Pres./CEO)	1.50	2.00	1.73	2.50	2.87	2.50	2.47	2.50	2.50	2.50	2.60	2.50			3.49	2.80
Mgmt./Sup. (excl. Exec.)	1.46	2.25	1.86	2.50	2.52	2.50	2.60	2.50	2.56	2.50	2.60	2.50			2.84	2.75
Prof. & Tech. (non-union)	1.28	1.00	1.63	2.50	2.60	2.50	2.54	2.50	2.56	2.50	2.60	2.50			2.74	2.67
Clerical/Admin. (non-union)	1.46	2.25	2.07	2.50	2.50	2.50	2.39	2.50	2.56	2.50	2.64	2.50			2.65	2.53
Hourly (non-union)	2.28	2.35	1.87	2.50	2.64	2.50	2.56	2.50	3.54	2.50	2.62	2.50			2.81	2.73
Hourly (union)	0.00	0.00	0.00	0.00	1.08	1.25	0.92	0.75							1.63	1.38
Overall	1.47	2.00	1.70	2.50	2.66	2.50	2.42	2.50	2.75	2.50	2.63	2.50			3.01	2.71
Wholesale Trade																
President & CEO	0.85		1.00		0.67	0.00	2.72	2.15							2.00	3.26
Exec. (excl. Pres./CEO)	1.42	1.70	1.67	2.00	2.18	2.20	2.94	2.80	1.70	1.70	2.00	2.00			2.62	3.13
Mgmt./Sup. (excl. Exec.)	1.09	1.70	1.26	2.00	2.18	2.00	2.14	2.20	1.67	1.70	1.94	2.00			2.18	2.14
Prof. & Tech. (non-union)	1.09	1.70	1.26	2.00	1.77	1.75	1.71	2.20	1.67	1.70	1.94	2.00			2.22	2.18
Clerical/Admin. (non-union)	0.66	0.00	0.73	0.00	2.06	2.00	1.84	2.00	1.62	1.70	1.81	2.00			2.06	1.84
Hourly (non-union)	1.09	1.70	1.28	2.00	2.24	2.00	2.14	2.20	1.70	1.70	2.00	2.00			2.24	2.14
Hourly (union)	1.70	1.70	2.00	2.00	1.46	2.00	2.04	2.50	1.70	1.70	2.00	2.00			2.14	2.04
Overall	1.04	1.70	1.21	2.00	2.01	2.00	2.03	2.20	1.68	1.70	1.94	2.00			2.20	2.16
Retail Trade																
President & CEO					3.75	2.50	5.00								7.50	
Exec. (excl. Pres./CEO)	0.00	0.00	0.00	0.00	1.54	2.00	1.82	2.00							2.00	2.00
Mgmt./Sup. (excl. Exec.)	0.00		0.00		4.16	4.00	4.59	4.00							4.65	4.59
Prof. & Tech. (non-union)	0.00	0.00	0.00	0.00	1.78	2.00	2.00	2.00							2.00	2.00
Clerical/Admin. (non-union)	0.00	0.00	0.00	0.00	2.42	3.00	2.73	3.00							2.64	2.73
Hourly (non-union)	0.00	0.00	0.00	0.00	2.04	2.00	2.00	2.00							2.88	2.59
Hourly (union)					1.68	2.75	0.18	0.00							2.94	3.00
Overall	0.00	0.00	0.00	0.00	2.38	2.00	2.37	2.00							3.01	2.93

Increases By Selected Industries																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
Transportation & Warehousing																
President & CEO	1.37	1.50	1.33	1.50	2.08	2.00	1.42	2.00	2.05		2.00		2.50	2.00	2.37	2.50
Exec. (excl. Pres./CEO)	0.79	0.00	1.75	1.50	3.33	2.80	2.43	2.50	1.78	1.50	1.75	1.50	3.33	2.80	2.43	2.50
Mgmt./Sup. (excl. Exec.)	1.34	1.50	2.04	2.50	2.30	2.25	2.29	2.50	2.08	2.25	2.23	2.50	2.40	2.25	2.50	2.50
Prof. & Tech. (non-union)	1.15	1.50	2.11	2.50	2.25	2.25	2.40	2.50	2.01	2.25	2.11	2.50	2.41	2.25	2.40	2.50
Clerical/Admin. (non-union)	1.07	1.50	2.06	2.25	2.14	2.25	2.39	2.50	1.98	2.25	2.06	2.25	2.39	2.25	2.39	2.50
Hourly (non-union)	2.21	2.25	2.50	2.50	2.09	2.00	2.50	2.50	2.21	2.25	2.50	2.50	2.09	2.00	2.50	2.50
Overall	1.25	1.50	2.04	2.50	2.35	2.25	2.25	2.50	2.03	2.25	2.14	2.50	2.50	2.25	2.40	2.50
Finance & Insurance																
President & CEO	0.75		0.75		2.68	2.75	3.63	3.50					3.13	3.38	3.63	3.50
Exec. (excl. Pres./CEO)	1.17	1.50	1.17	1.50	2.80	3.06	2.93	3.10	1.75		1.75		3.20	3.30	3.34	3.20
Mgmt./Sup. (excl. Exec.)	0.48	0.00	1.33	1.50	1.85	1.75	2.81	3.25	1.75	1.75	2.00	1.75	3.43	3.50	3.21	3.50
Prof. & Tech. (non-union)	0.59	0.00	0.50	0.00	2.84	3.90	2.96	3.00	1.63	1.50	2.13	2.00	3.59	3.90	2.96	3.00
Clerical/Admin. (non-union)	1.01	0.00	0.44	0.00	1.71	2.00	2.86	3.00	2.22	2.00	1.88	1.75	2.79	2.80	2.86	3.00
Hourly (non-union)	0.31	0.00	0.83	1.00	0.96	0.00	2.57	2.70	1.25		1.25		2.57	2.70	2.57	2.70
Hourly (union)	1.38		1.25		2.63		2.50		1.38		1.25		2.63		2.50	
Overall	0.67	0.00	0.68	0.00	2.25	2.75	2.92	3.00	1.72	1.50	1.79	1.50	3.24	3.50	3.01	3.00
Real Estate & Rental & Leasing																
President & CEO					3.90		4.00								4.00	
Exec. (excl. Pres./CEO)					6.70		4.00						6.70		4.00	
Mgmt./Sup. (excl. Exec.)	2.00	2.00			5.93	5.40	3.00	3.00	2.00	2.00			5.93	5.40	3.00	3.00
Prof. & Tech. (non-union)																
Clerical/Admin. (non-union)	0.50				3.77	2.00	2.75	3.00					3.77	2.00	2.75	3.00
Hourly (non-union)					2.33	2.00	1.67	2.00					3.50		2.50	
Hourly (union)																
Overall	0.89	1.00	3.50	3.50	4.44	5.00	2.93	3.00	1.60	2.00	3.50	3.50	5.12	5.00	3.14	3.00
Associations & Regulatory Bodies																
President & CEO	1.98	2.15	0.97	0.75	2.72	2.00	2.13	1.75	2.98	2.45	1.93	2.00	3.71	2.00	3.32	2.00
Exec. (excl. Pres./CEO)	2.13	2.00	1.46	0.75	2.57	2.00	2.26	2.00	3.20	2.30	2.92	2.00	2.91	2.04	3.02	2.25
Mgmt./Sup. (excl. Exec.)	1.66	2.00	1.73	2.00	2.92	2.20	2.41	2.20	2.03	2.00	2.59	2.00	3.04	2.20	2.62	2.20
Prof. & Tech. (non-union)	1.55	2.00	1.33	2.00	2.67	2.80	2.45	2.80	2.10	2.00	2.25	2.00	2.78	2.80	2.66	2.80
Clerical/Admin. (non-union)	1.81	2.00	1.44	2.00	2.55	2.80	2.31	2.50	2.23	2.00	2.22	2.00	2.78	2.80	2.65	2.80
Hourly (non-union)	1.73	2.00	1.73	2.00	2.19	2.80	2.06	2.80	2.31	2.00	2.31	2.00	2.74	2.80	2.81	2.80
Hourly (union)	1.79	2.00	1.79	2.00	2.47	2.80	2.50	2.80	1.98	2.00	1.98	2.00	2.47	2.80	2.50	2.80
Overall	1.76	2.00	1.52	2.00	2.62	2.50	2.32	2.50	2.27	2.00	2.33	2.00	2.90	2.80	2.75	2.80
Professional, Scientific & Technical Services																
President & CEO	1.52	1.56	1.25	1.50	2.67	2.00	2.28	2.00	2.28	2.00	2.08	2.00	3.71	2.00	2.94	2.00
Exec. (excl. Pres./CEO)	1.89	2.00	1.84	2.00	2.21	2.00	2.08	2.00	2.08	2.00	2.14	2.00	2.58	2.00	2.33	2.00
Mgmt./Sup. (excl. Exec.)	1.45	1.53	1.45	1.85	1.98	2.00	2.15	2.00	2.03	2.00	2.16	2.00	2.48	2.00	2.38	2.00
Prof. & Tech. (non-union)	1.44	1.50	1.45	1.56	2.19	2.00	2.30	2.00	2.06	2.00	2.18	2.00	2.58	2.21	2.50	2.00
Clerical/Admin. (non-union)	1.54	1.70	1.49	2.00	2.03	2.00	2.18	2.00	2.10	2.00	2.27	2.00	2.44	2.12	2.38	2.00
Hourly (non-union)	1.40	1.50	1.31	1.50	1.82	2.00	1.92	2.00	1.99	2.00	2.15	2.00	2.38	2.03	2.30	2.00
Hourly (union)	0.50	0.00	0.38	0.00	0.50	0.00	0.38	0.00								
Overall	1.49	1.70	1.46	1.70	2.07	2.00	2.15	2.00	2.06	2.00	2.18	2.00	2.54	2.00	2.41	2.00

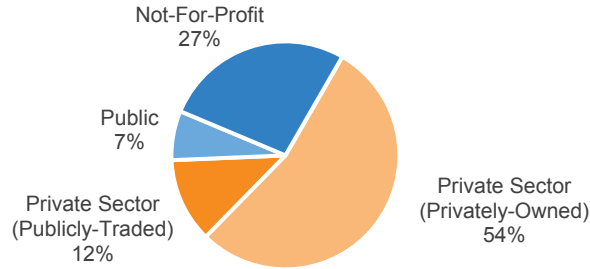
Increases By Selected Industries

	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase		2017 Increase		2018 Increase	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
Educational Services																
President & CEO	0.50	0.00	0.00	0.00	0.43	0.00	0.43	0.00								
Exec. (excl. Pres./CEO)	0.38	0.00	0.00	0.00	3.03	3.00	3.03	3.00					3.03	3.00	3.03	3.00
Mgmt./Sup. (excl. Exec.)	1.09	1.50	1.09	1.50	1.15	0.00	1.14	0.00	1.71	1.50	1.71	1.50	2.54	2.23	2.50	2.50
Prof. & Tech. (non-union)	1.20	1.50	1.60	1.50	1.78	2.23	1.63	2.50	2.00	1.50	2.18	1.50	2.97	3.00	2.72	3.00
Clerical/Admin. (non-union)	0.75	0.75	0.83	0.75	1.88	2.23	2.07	2.50	1.50	1.50	1.67	1.50	2.64	2.23	2.90	2.50
Hourly (non-union)																
Hourly (union)																
Overall	0.95	1.50	1.04	1.50	1.63	2.00	1.60	2.00	1.77	1.50	1.93	1.50	2.69	2.23	2.65	2.50
Health Care & Social Assistance																
President & CEO	0.62	0.00	0.50	0.00	1.88	2.25	3.13	2.75					2.50	2.50	3.13	2.75
Exec. (excl. Pres./CEO)	0.46	0.00	0.38	0.00	2.00	2.50	2.90	2.50					2.50	2.50	2.90	2.50
Mgmt./Sup. (excl. Exec.)	1.27	1.50	0.30	0.00	3.00	2.50	2.60	2.00	2.12	1.85			3.00	2.50	2.60	2.00
Prof. & Tech. (non-union)	1.27	1.50	0.30	0.00	2.80	2.50	2.40	2.00	2.12	1.85			2.80	2.50	2.40	2.00
Clerical/Admin. (non-union)	1.37	1.85	0.30	0.00	2.70	2.50	2.40	2.00	2.28	2.00			2.70	2.50	2.40	2.00
Hourly (non-union)	1.67	2.00	0.00	0.00	2.75	2.50	2.38	2.25	2.50				3.67	2.50	3.17	2.50
Hourly (union)	1.85		1.50		1.50		1.50		1.85		1.50		1.50		1.50	
Overall	1.18	1.50	0.39	0.00	2.47	2.50	2.55	2.00	2.13	1.85	1.50	1.50	2.74	2.50	2.64	2.00
Arts, Entertainment, Recreation, Tourism, Hospitality																
President & CEO	0.00	0.00	0.00	0.00	1.74	2.00	1.50	2.00					2.18	2.20	1.88	2.00
Exec. (excl. Pres./CEO)	1.00	0.00	0.67	0.00	1.46	1.30	1.37	1.30					1.70	1.30	1.49	1.30
Mgmt./Sup. (excl. Exec.)	0.73	0.00	0.18	0.00	1.82	2.00	1.37	1.30	4.00				1.92	2.13	1.49	1.30
Prof. & Tech. (non-union)	0.83	0.00	0.50	0.00	1.84	1.30	1.37	1.30					1.98	1.30	1.49	1.30
Clerical/Admin. (non-union)	0.27	0.00	0.50	0.00	1.73	2.00	1.37	1.30					1.83	2.00	1.49	1.30
Hourly (non-union)	0.55	0.00	0.50	0.00	1.75	2.25	1.14	1.65	3.00				2.29	2.25	1.90	1.80
Hourly (union)	2.50	2.50	0.00	0.00	2.11	2.00	0.70	0.00	2.50	2.50			2.11	2.00	1.75	
Overall	0.62	0.00	0.30	0.00	1.64	1.83	1.18	1.30	3.32	2.50	2.00	2.00	1.97	2.00	1.58	1.30
Other Services (except public administration)																
President & CEO					4.75		4.00						4.75		4.00	
Exec. (excl. Pres./CEO)					2.85		2.50						2.85		2.50	
Mgmt./Sup. (excl. Exec.)	0.13	0.00	1.33	1.50	2.20	2.00	2.33	2.50			1.33	1.50	2.20	2.00	2.33	2.50
Prof. & Tech. (non-union)	0.13	0.00	1.33	1.50	2.47	2.50	2.33	2.50			1.33	1.50	2.47	2.50	2.33	2.50
Clerical/Admin. (non-union)	0.13	0.00	1.33	1.50	2.00	2.00	2.33	2.50			1.33	1.50	2.00	2.00	2.33	2.50
Hourly (non-union)	0.20		0.75		2.25		1.25						2.25			
Hourly (union)																
Overall	0.13	0.00	1.29	1.50	2.65	2.50	2.43	2.50	0.40	0.40	1.41	1.50	2.65	2.50	2.61	2.50
Public Administration																
President & CEO					0.67	0.00	0.67	0.00								
Exec. (excl. Pres./CEO)	0.75		1.00		1.63	1.75	1.75	2.00					2.17	2.00	2.33	2.00
Mgmt./Sup. (excl. Exec.)	0.75		1.00		1.63	1.75	1.75	2.00					2.17	2.00	2.33	2.00
Prof. & Tech. (non-union)					2.17	2.00	2.33	2.00					2.17	2.00	2.33	2.00
Clerical/Admin. (non-union)					2.17	2.00	2.33	2.00					2.17	2.00	2.33	2.00
Hourly (non-union)																
Hourly (union)																
Overall	0.94	1.50	1.25	2.00	1.66	2.00	1.79	2.00	1.50	1.50	2.00	2.00	2.10	2.00	2.27	2.00

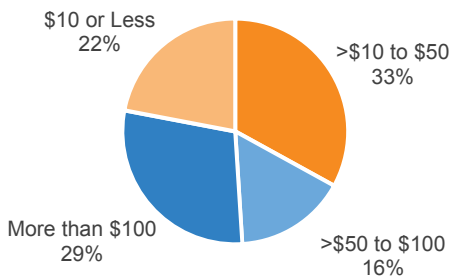
SECTION 4: SURVEY PARTICIPANTS

A total of 203 organizations across Canada provided data for this survey. The participants are broken down below by economic sector, annual revenues, number of employees, and type of business.

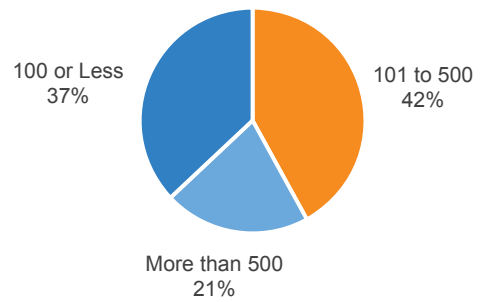
Sector of Economy



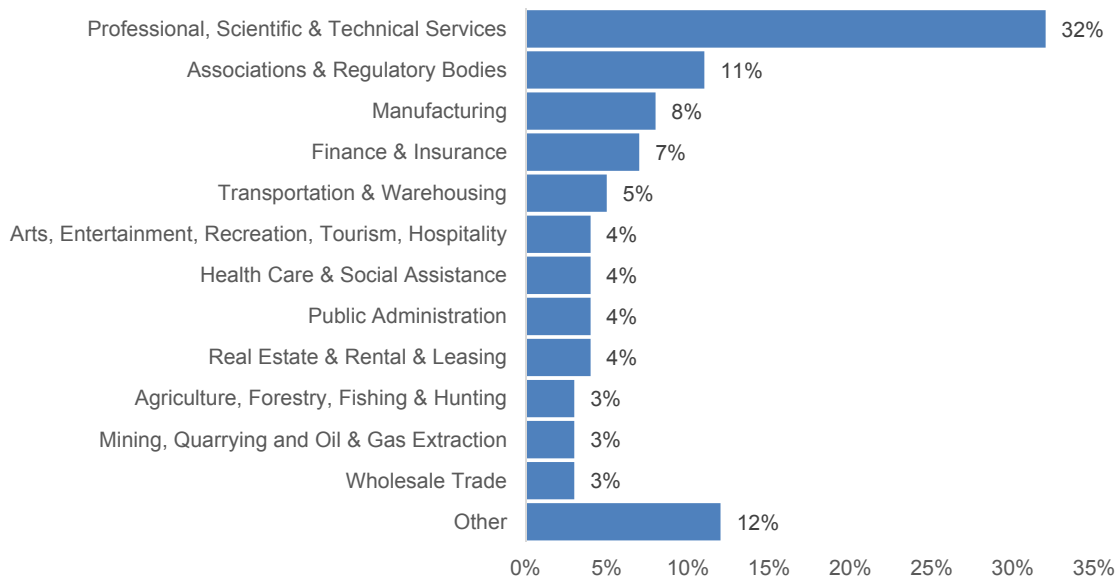
Annual Revenues (in \$Million)



Total Number of Employees



Business Classification



List of Participants

2Paths Solutions Ltd.

Advantage Insurance Services Ltd.
Alberta Blue Cross
Alberta Children's Hospital Foundation
Alberta Dental Association and College
Alberta Medical Association
Allnorth Consultants Limited
Alterra Power Corp.
AMEC Foster Wheeler Ltd.
AREVA Resources Canada Inc.
Arrow Engineering Inc.
Asco Aerospace Canada Ltd.
Aspac Development Ltd.
Associated Engineering Group Ltd.

BC Cancer Foundation
BC Children's Hospital Foundation
BC Egg Marketing Board
BC Real Estate Association
BlueShore Financial Credit Union
BrettYoung Seeds
British Columbia Automobile Association
British Columbia Securities Commission
Bullee Consulting Ltd.

Calgary Co-operative Association Limited
Cameco Corporation
Camrose County
Canada Lands Company Limited
Canadian Autoparts Toyota Inc.
Canadian Light Source Inc.
Canlan Ice Sports Corp.
CanWel Building Materials Group Ltd.
CBRE Limited
Celero Solutions, Inc.
Central 1 Credit Union
CH2M Hill Canada Limited
Chartered Professional Accountants of BC
CIMA+
City of Burnaby
City of Maple Ridge
City of Vernon
Clifton Associates Ltd.
Coast Hotels
Cole Engineering Group Ltd.
College & Association of Registered Nurses of Alberta
College of Pharmacists of BC
College of Physicians & Surgeons of BC
College of Registered Nurses of BC
Conair Group Inc.
Construction Labour Relations Association of BC
Convoy Supply Ltd.
Corix Group of Companies
Covenant House Vancouver
Credit Counselling Society
Credit Union Central of Manitoba
Crestline Coach Ltd.
Crosier Kilgour & Partners Ltd.
CTQ Consultants Ltd.
Currency Exchange International, Corp.

David Suzuki Foundation
Department of Fisheries & Oceans
Desjardins Group

DIALOG
Directors Guild of Canada BC Council
Dr. Pepper Snapple Group

EHC Canada Inc.
Encepta Corp.
ENGCOMP Engineering & Computing Professionals Inc.
Enghouse Systems Ltd.
ESTI Consulting Services

Federated Co-operatives Limited
Finning International Inc.
FIRMA Foreign Exchange Corporation
FPI Fireplace Products International Ltd.
Fulton & Company LLP

Gateway Property Management Corporation
GEF Seniors Housing
Geometrik Manufacturing
GHD Limited
Golder Associates Ltd.
Gordon Food Service Canada
Great Canadian Gaming Corporation
Greentower Management (1996) Corp.
Groupe BBA Inc.

H.H. Angus & Associates Limited
Halifax Port Authority
Harper Grey LLP
Health Employers Association of British Columbia
Hemmera Envirochem Inc.

Information Services Corporation
Insurance Brokers Association of BC
InterCAD Services Ltd.
Interior Savings Credit Union
International Minerals Innovation Institute
IPAC Chemicals Ltd.
ISL Engineering and Land Services Ltd.

Jensen Hughes Consulting Canada Ltd.

Kerr Wood Leidal Associates Ltd.

Land Title & Survey Authority of British Columbia
Law Society of Alberta
Law Society of BC
Lawson Lundell LLP
Leavitt Machinery
Legal Services Society
Legum Services Ltd.

Manitoba Liquor & Lotteries Corporation
McElhanney Consulting Services Ltd.
McInnis & Holloway Funeral Homes Ltd.
Metrie Inc.
Metro Vancouver
Mitacs
Monarch Industries Ltd.
Morrison Hershfield Limited
MPE Engineering Ltd.
MTE Consultants Inc.
Municipal Insurance Association of BC

Neovasc Inc.
Neptune Bulk Terminals (Canada) Ltd.
NexGen Healthcare Management
North Ridge Development Corporation

Ocean Wise
OK Tire Stores Inc.
Omni Engineering Inc.
Opus International Consultants (Canada) Ltd.
Orbis Engineering Field Services Ltd.
Organizational Solutions Inc.

PARC Retirement Living
Peterson Group Properties (Canada) Inc.
Pinnacle Renewable Energy Inc.
Piteau Associates Engineering Ltd.
Porter Airlines Inc.
Primex Manufacturing Ltd.
Protegra Inc.
PRT Growing Services Ltd.

R.F. Binnie & Associates Ltd.
R.V. Anderson Associates Limited
RBC Convention Centre Winnipeg
RC Pet Products Inc.
Read Jones Christoffersen Ltd.
Ready Engineering Corporation
Real Estate Council of BC
Real Estate Errors and Omissions Insurance
Realtors Association of Edmonton
Reliable Controls Corporation
Renaissance BioScience Corp.
Richform Construction Supply Co. Ltd.
Rio Tinto Canada Management Inc.
Robinson Consultants Inc.
Rocky Mountaineer

Sarcan Recycling
Saskatchewan Association of Health Organizations
Saskatchewan Blue Cross
Seastar Chemicals Inc.
SFU Community Trust
Shepherd's Care Foundation
Solvera Solutions
Spectrum Society for Community Living
Speed Shift Media
Sproule Associates Limited
SRK Consulting (Canada) Inc.
Stahl Peterbilt Inc.
Stantec Consulting Ltd.

Steelhead LNG Corp.
Stevenson Real Estate Group Ltd.
Strathcona Paper LP
Surrey City Development Corporation

TAKRAF Canada Inc.
Terrapure Environmental
Teshmont Consultants LP
Tetra Tech Canada Inc.
The Calgary Zoo
The Teal-Jones Group
The Wawanesa Mutual Insurance Company
Thunder Bay Port Authority
Tolko Industries Ltd.
Tourism Vancouver
Tourism Whistler
Transat A.T. Inc.
TransLink
Trinity Western University

UAP Inc.
Union Gospel Mission Foundation
Unit Electrical Engineering Ltd.
University of Manitoba

V3 Companies of Canada Ltd.
Vancouver Convention Centre
Vancouver Island Real Estate Board
VersaBank
VGH & UBC Hospital Foundation
Vitalus Nutrition Inc.
VWR International Inc.

Watt Consulting Group
Wavefront Wireless Commercialization Centre
Society
WCS Waste Control Services Inc.
West Coast Reduction Limited
Westcoast Family Centres
Westminster Savings Credit Union
Williams Engineering Canada Inc.
Windward Software Inc.
Wood Buffalo Housing & Development Corporation
Woodfibre LNG Ltd.
WorleyParsons Canada Services Ltd.
WSP Canada Inc.

Yukon Workers' Compensation Health and Safety
Board

SECTION 5: GLOSSARY

A

average The result obtained by adding several quantities together and then dividing this total by the number of quantities. Also referred to as the mean.

B

base salary Fixed amount of money paid to an employee by an employer in return for work performed. Base salary does not include benefits, bonuses, overtime pay or any other potential compensation from an employer.

C

compensation Monetary value provided to employees in exchange for work performed for the organization. Includes components such as base pay, incentive pay, benefits, perquisites, and time off programs.

competencies A combination of knowledge, skills and behaviour used to improve performance or perform a specific role.

cost of living adjustments (COLA) Periodic (often annual) change in salary based on changes in a cost of living index, typically the Consumer Price Index (CPI).

I

incumbent A person who holds a particular position.

internal equity Offering a compensation program that balances the compensation provided to a position in comparison to those provided to other positions in the hierarchy to ensure fairness within the organization.

J

job rate/control point The salary in a formal salary range that is earned by an incumbent whose performance is assessed as fully competent.

M

market-based adjustments The adjustment that is necessary for an individual or an organization to bring the individual or organization to approximate market values.

median The middle value in a group of values, wherein 50% of the values are lower and 50% are higher. Also referred to as the P_{50} .

merit increases A performance related pay that increases an employee's base pay rate based on achievement of goals and standards.

P

performance-based merit increases A raise in an employee's salary due to goal achievement and/or other criteria.

promotional increases A raise in an employee's salary to recognize increased level of responsibility.

S

salary range A formal salary structure defined by a minimum and a maximum.

T

total cash

Base salary plus short-term cash incentive. Total cash does not include benefits, retirement savings or long-term incentives.



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