Compensation trends and strategies for 2017

September, 2016
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2. SALARY FORECASTS FOR 2017 | 13
3. WHAT’S TRENDING IN TALENT ACQUISITION | 31
4. APPENDICES | 47
Economic forecasts for 2017
Global growth remains moderate

Source: Scotiabank Economics. Forecasts as of August 3, 2016
Global Growth Remains Moderate

Source: Scotiabank Economics.
Forecasts as of August 3, 2016
Shifting regional growth performance

Source: Scotiabank Economics.
Forecasts as of August 3, 2016
Canada benefits from a strengthening US recovery

Source: Scotiabank Economics.
Forecasts as of August 3, 2016
Moderate global growth tempers commodity prices and the C$.

Source: Bank of Canada, Scotiabank Economics.
Forecasts as of August 3, 2016.
Moderate employment gains

Source: Scotiabank Economics.
Forecasts as of August 3, 2016
Inflation still restrained

Source: Bank of Canada, Scotiabank Economics.
Forecasts as of August 3, 2016
Bank of Canada moderate increase

Source: Bank of Canada, Scotiabank Economics.
Forecasts as of August 3, 2016
Economic summary

- Steady as she goes!
- Clear skies or the calm before the storm?

<table>
<thead>
<tr>
<th>Inflation</th>
<th>GDP growth</th>
<th>Exchange rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2% and steady</td>
<td>- Improving to 2% - 2.5% except for the Atlantic provinces</td>
<td>- Steady or strengthening to $0.8</td>
</tr>
<tr>
<td></td>
<td>- Employment growing slowly</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Non-oil exports improving</td>
<td></td>
</tr>
</tbody>
</table>
Salary projections for 2017
Survey participants – by sector

699 organizations were surveyed in June and July 2016

Note: 699 participating organizations is the sum of industrial, financial and pure public only. Broader public is the sum of pure public plus those industrial/financial organizations which also qualify as public organizations.
Survey participants by geography

699 organizations were surveyed in June and July 2016

Note: * Maritimes projections are for NS, NB and PEI
Range structure movement by sector

- **Compensation elements:** Structure
  - Including 0%: Yes
  - Sector: Separated

- **Sub-sector:** Combined
  - Geographies: Combined
  - Job levels: Combined

- **2017 projections**
- **2016 realized**
- **2016 projected**

- **Revenue:** Combined

- **Approved & not yet approved:** Combined
# Range structure projections by geography

<table>
<thead>
<tr>
<th>Geographies</th>
<th>2017 Projections</th>
<th>2016 Projections</th>
</tr>
</thead>
<tbody>
<tr>
<td>British Columbia</td>
<td>1.6%</td>
<td>1.2%</td>
</tr>
<tr>
<td>Alberta</td>
<td>1.5%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Saskatchewan</td>
<td>1.5%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Manitoba *</td>
<td>1.5%</td>
<td>1.3%</td>
</tr>
<tr>
<td>Ontario</td>
<td>1.6%</td>
<td>1.6%</td>
</tr>
<tr>
<td>Quebec</td>
<td>1.6%</td>
<td>1.6%</td>
</tr>
<tr>
<td>Maritimes**</td>
<td>1.0%</td>
<td>1.2%</td>
</tr>
<tr>
<td>Nfld/Labrador *</td>
<td>0.9%</td>
<td>0.0%</td>
</tr>
<tr>
<td>GTA</td>
<td>1.7%</td>
<td>1.5%</td>
</tr>
</tbody>
</table>

**National average**: 1.4%

**Notes**: * less than 10 organizations  
** Maritimes projections are for NS, NB and PEI

**Compensation elements**: Structure  
**Including 0%**: Yes  
**Sector**: Combined  
**Sub-sector**: Combined  
**Geographies**: Separated  
**Job levels**: Combined  
**Approved & not yet approved**: Combined  
**Revenue**: Combined
Base salary movement by sector

- **All organizations**: 2.2% (2017 projections), 2.2% (2016 realized), 2.4% (2016 projected)
- **Industrial**: 2.2% (2017 projections), 2.1% (2016 realized), 2.5% (2016 projected)
- **Financial**: 2.5% (2017 projections), 2.5% (2016 realized), 2.8% (2016 projected)
- **Pure public**: 1.8% (2017 projections), 2.1% (2016 realized), 2.0% (2016 projected)
- **Broader public**: 2.2% (2017 projections), 1.9% (2016 realized), 2.3% (2016 projected)

**Compensation elements:** Salary
- **Including 0%**: Yes
- **Sector**: Separated

**Sub-sector:** Combined
- **Geographies**: Combined
- **Job levels**: Combined
- **Approved & not yet approved**: Combined
- **Revenue**: Combined
Approved vs. not yet approved

<table>
<thead>
<tr>
<th>Category</th>
<th>2017 approved</th>
<th>2017 not yet approved</th>
</tr>
</thead>
<tbody>
<tr>
<td>All organizations</td>
<td>23%</td>
<td>77%</td>
</tr>
<tr>
<td>Industrial</td>
<td>20%</td>
<td>80%</td>
</tr>
<tr>
<td>Financial</td>
<td>9%</td>
<td>91%</td>
</tr>
<tr>
<td>Pure public</td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td>Broader public</td>
<td>37%</td>
<td>63%</td>
</tr>
</tbody>
</table>

Compensation elements: Salary
Including 0%: Yes
Sector: Separated
Sub-sector: Combined
Geographies: Combined
Job levels: Combined
Approved & not yet approved: Separated
Revenue: Combined
Base salary projections by geography

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Notes: * less than 10 organizations
** Maritimes projections are for NS, NB and PEI

Compensation elements: Salary
Including 0%: Yes
Sector: Combined
Sub-sector: Combined
Geographies: Separated
Job levels: Combined
Approved & not yet approved: Combined
Revenue: Combined

National average 2.2%
Base salary projections by geography for past 10 years

- BC
- Alberta
- Saskatchewan
- Manitoba
- Ontario
- Quebec
- Atlantic
- National
- NL
Direction

Base salary range:
- Increases
- No increases
- Not decided

Actual base salary:
- Increases
- Freezes
- Not decided

Compensation elements: Structure & Salary
Including 0%: Not applicable

Sub-sector: Combined
Geographies: Combined
Job levels: Combined
Revenue: Combined

Approved & not yet approved: Combined

2017 projections
2016 projections
2015 projections
2014 projections
Range structure projections including and excluding 0%

- 2017 projections including 0%
- 2017 projections excluding 0%

<table>
<thead>
<tr>
<th>Category</th>
<th>All organizations</th>
<th>Industrial</th>
<th>Financial</th>
<th>Pure public</th>
<th>Broader public</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017 projections</td>
<td>1.4%</td>
<td>1.4%</td>
<td>1.5%</td>
<td>1.6%</td>
<td>1.3%</td>
</tr>
<tr>
<td>including 0%</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>excluding 0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Compensation elements:** Structure
- Including 0%: Yes / no
- Sub-sector: Combined
- Geographies: Combined
- Job levels: Combined
- Approved & not yet approved: Combined
- Revenue: Combined
Base salary projections including and excluding 0%
Base salary projections by geography including and excluding 0%

Compensation elements: Salary
Including 0%: Yes / No
Sector: Combined

Sub-sector: Combined
Geographies: Separated
Job levels: Combined
Approved & not yet approved: Combined
Revenue: Combined

Notes: * less than 10 organizations
** Maritimes projections are for NS, NB and PEI

National average 2.2%
Global base salary projections

Source: Hay Group PayNet Landscape
What’s trending in talent acquisition
## Agenda

1. WHO IS FUTURESTEP?  
   - Page 29
2. CANDIDATES ARE IN THE DRIVER’S SEAT  
   - Page 31
3. SMART DATA TO SOURCE AND DEVELOP TALENT  
   - Page 34
4. TALENT FROM WITHIN WILL BE REALIZED AS A TRUE ASSET  
   - Page 37
5. EMBRACING DIVERSITY PROVING KEY TO GROWTH  
   - Page 40
Futurestep talent solutions

**Talent Acquisition**

- **Professional Search**
  From single search to multiple professional level hires

- **Project Recruitment**
  Volume recruitment with defined delivery time and number of hires

- **Recruitment Process Outsourcing**
  Ongoing volume hiring and outsourced process management

**Talent Consulting**

- **Talent Acquisition Advisory**
  Audit, benchmark and diagnose talent acquisition strategy

- **Talent Communications & Employer Branding**
  Define, launch and sustain the employer brand

- **On Demand**
  Web-based solutions for:
  - Internal mobility
  - Assessment & development
1. Candidates are in the driver’s seat

2. Investment hiring to edge out competition

3. Smart data to source and develop talent

4. Streamlined HR technologies enabling centralized global recruitment

5. Candidate Concierge Experience

6. Talent from within will be realized as a true asset

7. Graduate recruiting for today and into the future

8. Embracing diversity proving key to growth

TOP TALENT TRENDS IN 2016
1. Candidates are in the driver’s seat
The talent shortage and associated challenges

- Talent pool is getting smaller
- Increasing need for specialized, hard-to-find skill sets
- Qualified candidates have multiple job offers
- Job security is no longer a major selling point
- Young professionals have different and specific criteria for potential employers

What's the top criteria that gives a company a competitive advantage for hiring the best in the industry?

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Culture</td>
<td>63%</td>
</tr>
<tr>
<td>Leading Employer Brand</td>
<td>26%</td>
</tr>
<tr>
<td>Offering Higher Salaries</td>
<td>6%</td>
</tr>
<tr>
<td>Promoting Quickly</td>
<td>5%</td>
</tr>
</tbody>
</table>
Burger King was going through a period of significant growth and culture change, generating an increased need for hiring. With career-driven graduates as the target candidates, Futurestep worked closely with Burger King to develop and implement its ‘Bring It’ campaign to reach this demographic and attract them into vital roles within the organization, from in-restaurant positions to corporate careers all over the world.

- Revamped EVP to align with culture
- Redefinition of Burger King’s employer brand for campus, restaurant, and professional roles to encompass the meteoritic, fast-paced culture with advancement opportunities
- Mobile-optimized career website with ATS integration, image library, video series and toolkits are currently in development
- Result: 50% increase in graduate applications
2. Smart data to source and develop talent
Talent acquisition metrics

Key Performance Indicators

- Quality of hire
- Retention
- Impact of talent on business performance
- Recruitment process efficiency
- Workforce planning
- Assessment

Metrics for evaluating success

- Time to hire
- Cost per hire
- Quality of candidate
- Number of hires
- Interview to offer ratio
- Source of hire
- Offer to acceptance ratio
- Attrition rate
- Number of applications
- Employee referrals to hire ratio
- Job views
- Cost per click
Innovative tools and resources required

An integrated and consolidated approach enables more informed decision making.
3. Talent from within will be realized as a true asset
Investing in highly engaged employees drives profitability

- **52% of young talent** (Gen Y) said the ability to rise rapidly was the main attraction when choosing their employer.

- The average cost of finding and hiring someone from outside the company is **1.7 times more** than an internal hire ($8,676 vs. $15,008), reports the Saratoga Institute.

- People leave companies – especially if they **aren’t given opportunities to advance** their careers. At least that’s what 7,350 LinkedIn members said in an “exit survey” of professionals.
Internal mobility initiatives still missing

87% of respondents say internal mobility programs support attraction and retention efforts.

BUT...2/3 of respondents do not have an internal mobility program.
4. Embracing diversity proving key to growth
Firms with diversity in leadership are 45% likelier to report a growth in market share over the previous year and 70% likelier to report that the firm captured a new market. (Harvard Business Review, 2013)

Companies in the bottom quartile (of the data set) for gender, ethnicity and race diversity are statistically less likely to achieve above-average financial returns. (McKinsey, 2015)
Organizations making a difference

- We have seen a number of organizations adopt a strategy to encourage women in STEM careers and make significant progress.

<table>
<thead>
<tr>
<th>Microsoft</th>
<th>Verizon</th>
<th>Ericsson</th>
</tr>
</thead>
<tbody>
<tr>
<td>27% of workforce - female</td>
<td>36% of workforce - female</td>
<td>22% of workforce - female</td>
</tr>
<tr>
<td>-% of women on their SLT is highest ever at 27.2%</td>
<td>Managers receive training to raise awareness of bias</td>
<td>Target 2020 = 30%</td>
</tr>
<tr>
<td>Rich community of Employee Resource Groups and Employee Networks to foster D &amp; I</td>
<td>Management compensation tied to increasing women in tech and people of color</td>
<td>Job descriptions – gender neutral language</td>
</tr>
<tr>
<td>STEM events to attract middle to high-school female STEM</td>
<td>Skill based training programs for women</td>
<td>Skill based training programs for women</td>
</tr>
<tr>
<td>Paid internships worldwide</td>
<td>Female exec’s speak at STEM events to attract middle to high-school female STEM</td>
<td>Sponsors Robogals – educational org. designed for primary and secondary youth</td>
</tr>
<tr>
<td></td>
<td>Paid internships worldwide</td>
<td>Paid internships worldwide</td>
</tr>
</tbody>
</table>
4 Appendices
Note: * Less than 10 organizations reporting base salary range projections
Base salary projections by sub-sector

Note: * Less than 10 organizations reporting base salary projections
Base salary projections by job level

- **Executive/senior management**: 2.1% (2017), 2.4% (2016)
- **Middle Mgmt./seasoned prof.**: 2.2% (2017), 2.5% (2016)
- **Supervisory/junior professional**: 2.2% (2017), 2.5% (2016)
- **Clerical/operations (non-union)**: 2.1% (2017), 2.4% (2016)
- **Clerical/operations (union)**: 2.2% (2017), 2.2% (2016)

**National average**: 2.2%

- **Compensation elements**: Salary
- **Including 0%**: Yes
- **Sub-sector**: Combined
- **Geographies**: Combined
- **Job levels**: Separated
- **Approved & not yet approved**: Combined
- **Revenue**: Combined

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Base salary projections by revenue group

Compensation elements: Salary
Including 0%: Yes
Sub-sector: Combined
Geographies: Combined
Job levels: Combined
Approved & not yet approved: Combined
Revenue: Separated

National average 2.2%
Range structure and base salary projections – Canada vs US

- **Compensation elements:**
  - Structure & salary: Yes
  - Geographies: Combined
  - Job levels: Combined
  - Approved & not yet approved: Combined

- **Sector:** Separated

<table>
<thead>
<tr>
<th></th>
<th>2017 Canada</th>
<th>2017 U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial range</td>
<td>1.4%</td>
<td>2.3%</td>
</tr>
<tr>
<td>Industrial base salary</td>
<td>2.2%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Financial range</td>
<td>1.5%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Financial base salary</td>
<td>2.5%</td>
<td>3.0%</td>
</tr>
</tbody>
</table>

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## Base salary projections for executive/senior management

**Compensation elements:** Salary
**Including 0%:** Yes
**Sector:** Separated

**Sub-sector:** Combined
**Geographies:** Separated
**Job levels:** Executive/sr. mgmt.
**Approved & not yet approved:** Combined
**Revenue:** Combined

**Notes:** * Insufficient data
**Maritimes projections are NS, NB & PEI**

<table>
<thead>
<tr>
<th>Geographies</th>
<th>Industrial</th>
<th>Financial</th>
<th>Broader public</th>
</tr>
</thead>
<tbody>
<tr>
<td>British Columbia</td>
<td>2.5%</td>
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<tr>
<td>Alberta</td>
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<td>Maritimes**</td>
<td>1.9%</td>
<td>1.5%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Nfld/Labrador</td>
<td>0%</td>
<td>0.9%</td>
<td>0.9%</td>
</tr>
</tbody>
</table>
Base salary projections for middle management/seasoned professional

- **Compensation elements**: Salary
- **Including 0%**: Yes
- **Sector**: Separated
- **Sub-sector**: Combined
- **Geographies**: Separated
- **Job levels**: Middle mgmt./season prof.
- **Approved & not yet approved**: Combined
- **Revenue**: Combined

**Notes**:
* Insufficient data
** Maritimes projections are NS, NB & PEI

*British Columbia* 2.3% 2.4% 2.2%
*Alberta* 1.6% 1.6% 0.6%
*Saskatchewan* 2.4% 2.3% 2.8%
*Manitoba* 2.7% 2.5% 1.5%
*Ontario* 2.5% 2.4% 2.3%
*Québec* 2.6% 1.8% 0.6%
*Maritimes** 1.8% 1.5% 1.7%
*Nfld/Labrador* 0.6% 0.9%
Base salary projections for supervisory/junior professional

<table>
<thead>
<tr>
<th>Geographies</th>
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**Notes:** * Insufficient data
** Maritimes projections are NS, NB & PEI

Compensation elements: Salary
Including 0%: Yes
Sector: Separated
Sub-sector: Combined
Geographies: Separated
Job levels: Supervisory/jr. prof.
Approved & not yet approved: Combined
Revenue: Combined

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Base salary projections for clerical/operations (non-union)

**Compensation elements:** Salary
**Including 0%:** Yes
**Sector:** Separated

**Sub-sector:** Combined
**Geographies:** Separated
**Job levels:** Clerical/Ops (non-union)
**Approved & not yet approved:** Combined
**Revenue:** Combined

**Notes:** * Insufficient data
**Maritimes projections are NS, NB & PEI**

<table>
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<td></td>
</tr>
</tbody>
</table>

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Base salary projections for clerical/operations (union)

**Compensation elements:** Salary
**Including 0%:** Yes
**Sector:** Separated

**Sub-sector:** Combined
**Geographies:** Separated
**Job levels:** Clerical/Ops (Union)
**Revenue:** Combined

**Approved & not yet approved:** Combined

**Notes:**
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** Maritimes projections are NS, NB & PEI

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<td>2.4%</td>
<td>3.1%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Manitoba</td>
<td>1.9%</td>
<td>2.0%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Ontario</td>
<td>2.2%</td>
<td>2.0%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Quebec</td>
<td>2.9%</td>
<td>2.7%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Maritimes**</td>
<td>2.1%</td>
<td>1.8%</td>
<td>2.1%</td>
</tr>
<tr>
<td>Nfld/Labrador</td>
<td>*</td>
<td>*</td>
<td>1.3%</td>
</tr>
</tbody>
</table>
Base salary projections for British Columbia

- **Executive/senior management**: 2.2%
- **Middle mgmt./seasoned prof.**: 2.3%
- **Supervisory/junior professional**: 2.3%
- **Clerical/operations (non-union)**: 2.2%
- **Clerical/operations (union)**: 2.2%

**Compensation elements**: Salary
**Including 0%**: Yes
**Sub-sector**: Combined
**Geographies**: British Columbia
**Job levels**: Separated
**Approved & not yet approved**: Combined
**Revenue**: Combined

**Note**: * Insufficient data

National average 2.2%
Base salary projections for Alberta

- Compensation elements: Salary
  - Sub-sectors: Combined
  - Geographies: Alberta
  - Job levels: Separated
  - Revenue: Combined
  - Approved & not yet approved: Combined
- National average 2.2%

- Note: * Insufficient data

Executive/senior management: 1.5% (Industrial), 1.3% (Financial), 0.2% (Broader public)
Middle mgmt./seasoned prof.: 1.6% (Industrial), 1.6% (Financial), 0.6% (Broader public)
Supervisory/junior professional: 1.6% (Industrial), 1.6% (Financial), 0.8% (Broader public)
Clerical/operations (non-union): 1.6% (Industrial), 1.9% (Financial), 0.7% (Broader public)
Clerical/operations (union): 2.3% (Industrial), 2.5% (Financial), 2.7% (Broader public)
Base salary projections for Saskatchewan

Compensation elements: Salary
Including 0%: Yes
Sector: Separated

Sub-sector: Combined
Geographies: Saskatchewan
Job levels: Separated
Approved & not yet approved: Combined
Revenue: Combined

Note: * Insufficient data

National average 2.2%
Base salary projections for Ontario

- **Executive/senior management**: 2.3%
- **Middle mgmt./seasoned prof.**: 2.3%
- **Supervisor/junior professional**: 2.3%
- **Clerical/operations (non-union)**: 2.2%
- **Clerical/operations (union)**: 3.0%

**National average**: 2.2%

**Compensation elements**: Salary
- **Including 0%**: Yes
- **Sub-sector**: Combined
- **Geographies**: Ontario
- **Job levels**: Separated
- **Approved & not yet approved**: Combined
- **Revenue**: Combined

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Base salary projections for Québec

Compensation elements: Salary
Including 0%: Yes
Sector: Separated

Sub-sector: Combined
Geographies: Québec
Job levels: Separated
Approved & not yet approved: Combined
Revenue: Combined

National average 2.2%
Base salary projections for Maritimes **

- **Executive/senior management**: 1.9%
- **Middle mgmt./seasoned prof.**: 1.8%
- **Supervisory/junior professional**: 2.1%
- **Clerical/operations (non-union)**: 1.8%
- **Clerical/operations (union)**: *1.8%

**Compensation elements**: Salary
**Including 0%**: Yes
**Sub-sector**: Combined
**Geographies**: Atlantic Canada
**Job levels**: Separated
**Revenue**: Combined

**Approved & not yet approved**: Combined

**National average**: 2.2%

**Notes**: * Insufficient data
**Maritimes projections are NS, NB & PEI**
Range structure projections by city

- **Compensation elements**: Structure
- **Including 0%**: Yes
- **Sector**: Combined
- **Sub-sector**: Combined
- **Geographies**: Separated
- **Job levels**: Combined
- **Approved & not yet approved**: Combined
- **Revenue**: Combined

National average 1.4%

- **2017 projections**
- **2016 projections**
Base salary projections by city

Compensation elements: Salary
Including 0%: Yes
Sector: Combined

Sub-sector: Combined
Geographies: Separated
Job levels: Combined

Approved & not yet approved: Combined
Revenue: Combined

National average 2.2%