

normandin  
beaudry

there • in black and white

25



Salary Increase Survey

**2018 - 2019**

8<sup>th</sup> edition | August 2018

## About this document

This report presents the results of the eighth edition of Normandin Beaudry's Salary Increase Survey. It contains segmented data and a detailed analysis by our compensation experts.

# TABLE OF CONTENTS

About this survey .....	1
<b>Highlights .....</b>	<b>2</b>
Upward pressure for 2019 .....	3
Total salary increases .....	5
Salary structure increases .....	6
<b>Quebec market trends .....</b>	<b>7</b>
Freezes in salary increases and salary structures.....	8
Organization size and salary increases.....	9
Differences among industry sectors .....	10
Regional differences .....	11
Differences between organization types .....	12
Differences between workforce categories.....	13
<b>Ontario market trends.....</b>	<b>14</b>
Organization size and salary increases.....	15
Differences between organization type .....	16
Differences between workforce categories.....	17
<b>Detailed results .....</b>	<b>18</b>
By province.....	19
<b>Detailed results for the Quebec market.....</b>	<b>20</b>
By region .....	21
By number of employees .....	23
By revenue/annual operating budget .....	24
By industry sector .....	25
By organization type .....	27
<b>Detailed results for the Ontario market .....</b>	<b>28</b>
By region .....	29
By number of employees .....	30
By revenue/annual operating budget .....	31
By industry sector .....	32
By organization type .....	34
Methodology and definitions .....	35
See you next year for the next edition!.....	36

### **GENERATE HUMAN AND FINANCIAL PERFORMANCE IN YOUR ORGANIZATION BY STRATEGICALLY PLANNING YOUR SALARY INCREASE BUDGET**

Data for the eighth edition of our *Salary Increase Survey* was collected in June and July 2018. Our call was answered by a total of 233 organizations. Normandin Beaudry is proud to have a reliable, information-rich database thanks to data representing more than 640,000 employees across Canada. The quality of the data allows us to shed light on compensation trends in Quebec, Ontario and all other Canadian provinces.

In a competitive market where organizations compete for top talent, strategically planning your salary increase budget plays a major role in maintaining or enhancing your ability to attract and retain employees. Salary increases are an important motivational tool to recognize employees who adopt and display desirable behaviours while allowing you to control payroll-related expenses.

Beyond determining the overall amount to budget, organizations are looking for creative approaches to optimize the distribution of salary increases among their employees. By strategically planning the overall process of your salary increases, you will be able to generate human and financial performance.

Our *Salary Increase Survey* offers a multitude of segmented results that will enable decision-makers to identify the reference market they want to compare to. The information contained in this report will allow you to better prepare your next salary increase budget and help you remain competitive in the market.

Enjoy!

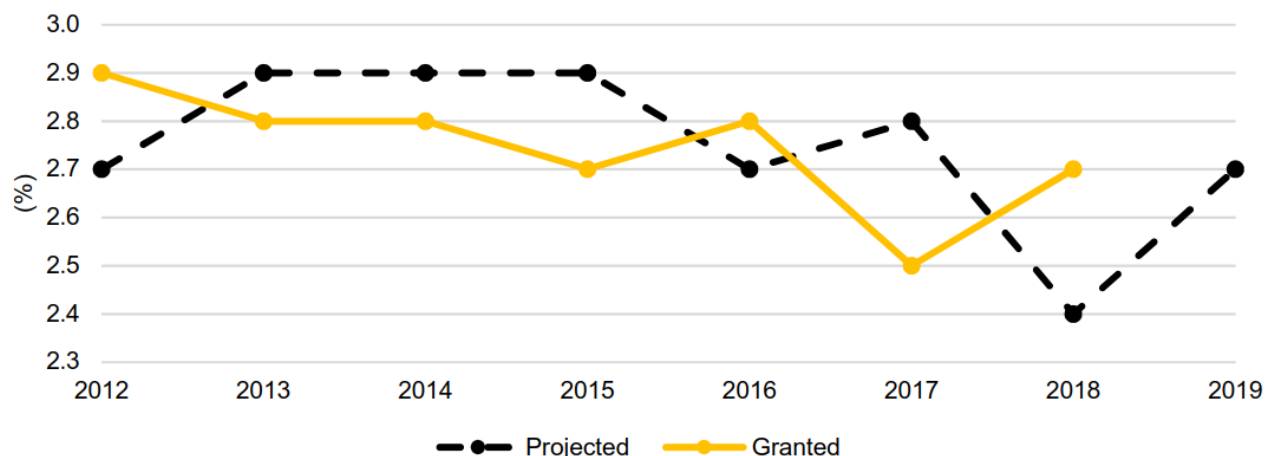
For more information about this survey and its results, please contact Anna Potvin, Senior Consultant, Compensation at Normandin Beaudry. 514-285-1122, extension 624, [apotvin@normandinbeaudry.ca](mailto:apotvin@normandinbeaudry.ca)

# Highlights

## UPWARD PRESSURE FOR 2019

Following a decline in salary increases granted over projected in 2017, Quebec organizations granted salary increases in 2018 more in line with previous years as shown in Figure 1. This marks the third time since 2012 that the increases granted are superior to the previous year's salary forecast. The gap is also the widest with an increase of 0.3%, comparatively to 0.2% in 2012 and 0.1% in 2016.

**Figure 1 – Differences between projected and granted increases in Quebec (excluding freezes)**



### Economic factors pushing salary increases higher

Many economic factors in Canada may have contributed to higher increases than what was anticipated last year. The annual inflation rate based on the total consumer price index, a measure used by several organizations to establish their salary increases, is up to 3.0% in Canada and 2.4% in Quebec (Bank of Canada, July 2018). Compared to the same period last year, the annual inflation rate was at 1.0%. Forecasts indicate that the inflation rate should remain in the top half of the Bank of Canada's inflation-control range, between 1.0% and 3.0%. Inflationary pressures are attributed to recent increases in oil prices as well as rising labour costs. The Bank of Canada's outlook for sales growth remains robust thanks to strong demand; however, several companies anticipate a slowdown in the coming year. The difference can also be attributed to organizations that were planning to freeze salaries or that were cautious in their initial budgeting process and ended up granting increases that were higher than forecasted, particularly where challenges related to recruitment were observed due to low unemployment.

### Capacity constraints affecting organizations

In addition to economic issues, organizations also face different capacity constraints. In fact, according to the Business Outlook Survey (Bank of Canada - Summer 2018), just over one-third of organizations across the country report facing labour shortages that limit their ability to meet the demand. The inability to recruit staff at current wages also limits the ability of one-quarter of organizations. These elements may encourage some organizations to raise the level of compensation offered to increase their ability to attract and retain workers, and therefore position themselves advantageously in the market. As a result, we believe that the increases granted in 2019 will be higher for a second consecutive year and that they may again be higher than initial forecasts. If the same difference this year between projected and granted increases is observed next year, granted increases could reach 3.0%, a level not seen since 2009.

### **Spillover effect of employment policies on other provinces**

Each Canadian province is self-governing in matters of employment and labour legislation. However, some provincial measures may have ripple effects beyond its borders. Ontario recently enacted a key measure that will likely have repercussions across the country: the Pay Transparency Act. In addition to prohibiting employers from asking applicants for their compensation history, this new Act requires that employers include in all publicly advertised job postings the expected compensation or range of compensation for the position. Armed with this information, candidates will be able to compare salaries offered in the market, which will pressure less generous organizations to align their offer with compensation trends. We are convinced that pay transparency will extend beyond Ontario's borders as many organizations with Canada-wide operations will harmonize their compensation practices across the country, thereby creating a ripple effect between provinces.

Another example of measures causing repercussions beyond a province's borders is the increase in minimum wage, which could lead to upward adjustments to salaries in adjacent provinces. This tends to result in employees asking for salary increases to maintain a fair gap with minimum wage.

### **Global political climate casting a shadow**

Organizations continue to evolve in a volatile and uncertain environment where political issues can quickly change the face of the market and knock the wind out of the sails of even the most optimistic organizations. The renegotiation of the NAFTA agreement remains a key issue for the coming year given the strong integration of the economies of the three signatory countries since it came into force in 1993. Organizations must also cope with the imposition of tariffs by the United States, such as those imposed last May on imports of steel and aluminum from Canada. This increase in protectionism and the prospect of trade wars between allies is a major threat leading organization to be more cautious in the coming years.

## TOTAL SALARY INCREASES

With a projected average increase of 2.7% for 2019, Quebec's forecast increased by 0.3% compared to last year's survey. Moreover, Quebec's forecast is the highest in the country with a Canadian average at 2.5%.

As for increases granted in 2018, Quebec and British Columbia were among the most generous provinces with increases of 2.7%, 0.2% higher than the Canadian average. The provinces of Newfoundland and Labrador and Prince Edward Island fell at the bottom of the ranking with increases of 2.4% on average.

**Table 1 — Total salary increases by province**

	n	Granted in 2018		Projected for 2019	
		Including freezes	Excluding freezes	Including freezes	Excluding freezes
Quebec	225	2.7%	2.7%	<b>2.6%</b>	<b>2.7%</b>
Ontario	85	2.6%	2.6%	<b>2.6%</b>	<b>2.6%</b>
British Columbia	42	2.6%	2.7%	<b>2.5%</b>	<b>2.5%</b>
Alberta	44	2.4%	2.5%	<b>2.5%</b>	<b>2.6%</b>
Saskatchewan	25	2.5%	2.5%	<b>2.5%</b>	<b>2.5%</b>
Manitoba	28	2.5%	2.6%	<b>2.4%</b>	<b>2.5%</b>
New Brunswick	32	2.2%	2.5%	<b>2.3%</b>	<b>2.5%</b>
Nova Scotia	32	2.5%	2.6%	<b>2.4%</b>	<b>2.4%</b>
Prince Edward Island	13	2.4%	2.4%	<b>2.4%</b>	<b>2.4%</b>
Newfoundland and Labrador	19	2.4%	2.4%	<b>2.5%</b>	<b>2.5%</b>
<i>Canadian average</i>		2.5%	2.5%	<b>2.5%</b>	<b>2.5%</b>

### Total salary increases

Definition: Represents the percentage of payroll allocated for all salary increases, including general/economic salary increases and performance-based salary increases. This does not include promotional increases. It aims to provide a framework for salary increase matrices and serves as a reference point for discussions on annual salary reviews.

### Formula

$$\text{Total salary increase budget} = \frac{\text{Total salary increases}}{\text{Payroll}}$$



## SALARY STRUCTURE INCREASES

As for salary structures, the Canadian average was of 1.9% for 2018 and the forecasts for next year are also of 1.9%. Quebec is on top with increases granted in 2018 of 2.1% and 2.1% projected for next year.

The average gap between salary increases and average salary structure increases has widened slightly by 0.6% compared to the previous year. Despite this increase, we find that less than a quarter of the total budget allows organizations to reward the performance of their employees and that most of the amount is designated to maintain the positioning of employees within their salary scale.

Just over a quarter of organizations with a salary structure (25.7%) have an automatic progression for their employees who have not reached the maximum of their salary range. This automatic progression is not linked to performance and is added to the merit increase budget, if applicable. Over the past year, the average value of the overall increase for employees with automatic progression who have not reached the maximum of their structure was 3.4%.

**Table 2 — Average salary structure increases by province**

	n	Granted in 2018		Projected for 2019	
		Including freezes*	Excluding freezes	Including freezes	Excluding freezes
Quebec	181	1.9%	2.1%	<b>1.9%</b>	<b>2.1%</b>
Ontario	68	1.5%	1.9%	<b>1.6%</b>	<b>1.9%</b>
British Columbia	36	1.5%	1.8%	<b>1.6%</b>	<b>1.9%</b>
Alberta	38	1.5%	1.9%	<b>1.6%</b>	<b>1.9%</b>
Saskatchewan	23	1.6%	2.0%	<b>1.6%</b>	<b>1.8%</b>
Manitoba	22	1.6%	2.0%	<b>1.5%</b>	<b>1.8%</b>
New Brunswick	27	1.5%	1.9%	<b>1.4%</b>	<b>1.8%</b>
Nova Scotia	28	1.6%	1.9%	<b>1.6%</b>	<b>1.8%</b>
Prince Edward Island	13	1.5%	2.0%	<b>1.5%</b>	<b>1.9%</b>
Newfoundland and Labrador	18	1.4%	1.9%	<b>1.6%</b>	<b>1.9%</b>
<i>Canadian average</i>		<i>1.6%</i>	<i>1.9%</i>	<b>1.6%</b>	<b>1.9%</b>

\*The gap between the observed data including and excluding freezes is attributable to a higher percentage of organizations opting to freeze their salary structures from one province to another. Approximately 20% of organizations in the Atlantic provinces have opted to freeze, whereas less than 7.0% are doing so in Quebec and approximately 13.0% in Ontario.

### Salary structure increases

Definition: Represents the percentage increase in the salary structure target salary in relation to the previous year. Salary structure increases ensure that the salary structure continues to be competitive with an organization's reference market.

### Formula

$$\text{Salary structure increase budget} = \frac{\text{Salary structure target}}{\text{Previous salary structure target}} - 1$$

# Quebec market trends

## FREEZES IN SALARY INCREASES AND SALARY STRUCTURES

The prevalence of salary freezes has remained stable in comparison to last year with only 1.4% of survey respondents recording a freeze. Projected salary freezes for next year remain low with an average of 1.9% of organizations planning to freeze wages.

As for salary structures, 6.9% of survey respondents recorded a freeze for 2018, which is lower than last year's forecast and is more in line with the average of the previous three years. The significant difference between the forecast for 2018 and the number of freezes observed is due, in part, to a high percentage of freezes observed in 2017 (15.0%) and the uncertainty that these freezes would persist for a subsequent year. As for forecasted salary structure freezes for next year, they remain within the range observed in recent years at 6.4%.

**Table 3 — Prevalence in freezes in salary increases and salary structures**

	n	Projected for 2018	Granted in 2018	Projected for 2019
Freezes in salary increase budgets	217	1.5%	1.4%	<b>1.9%</b>
Freezes in salary structures	175	13.9%	6.9%	<b>6.4%</b>

## ORGANIZATION SIZE AND SALARY INCREASES

### Revenue and number of employees

Small organizations are the most generous with salary increases above the provincial average of 2.7%. For next year, they also plan to offer increases equal to or greater than the provincial average.

As for mid-sized organizations, increases are aligned with the provincial average, while large organizations have provided forecasts slightly lower-than-average.

In recent years, we've observed a trend where small organizations granted higher increases than larger organizations, which tend to be slightly below the provincial average.

**Table 4 — Average total salary increases (excluding freezes) by organization size**

	n	Projected for 2018	Granted in 2018	<i>Difference</i>	<b>Projected for 2019</b>
<b>Small organizations</b>					
Fewer than 100 employees	45	2.4%	3.1%	0.7%	<b>2.9%</b>
Under \$50M	67	2.5%	2.9%	0.4%	<b>2.7%</b>
<b>Medium-sized organizations</b>					
100 to fewer than 500 employees	81	2.4%	2.8%	0.4%	<b>2.7%</b>
\$50M to \$100M	21	2.4%	2.7%	0.3%	<b>2.5%</b>
<b>Large organizations</b>					
More than 500 employees	99	2.4%	2.5%	0.1%	<b>2.5%</b>
Over \$100M	100	2.4%	2.5%	0.1%	<b>2.5%</b>

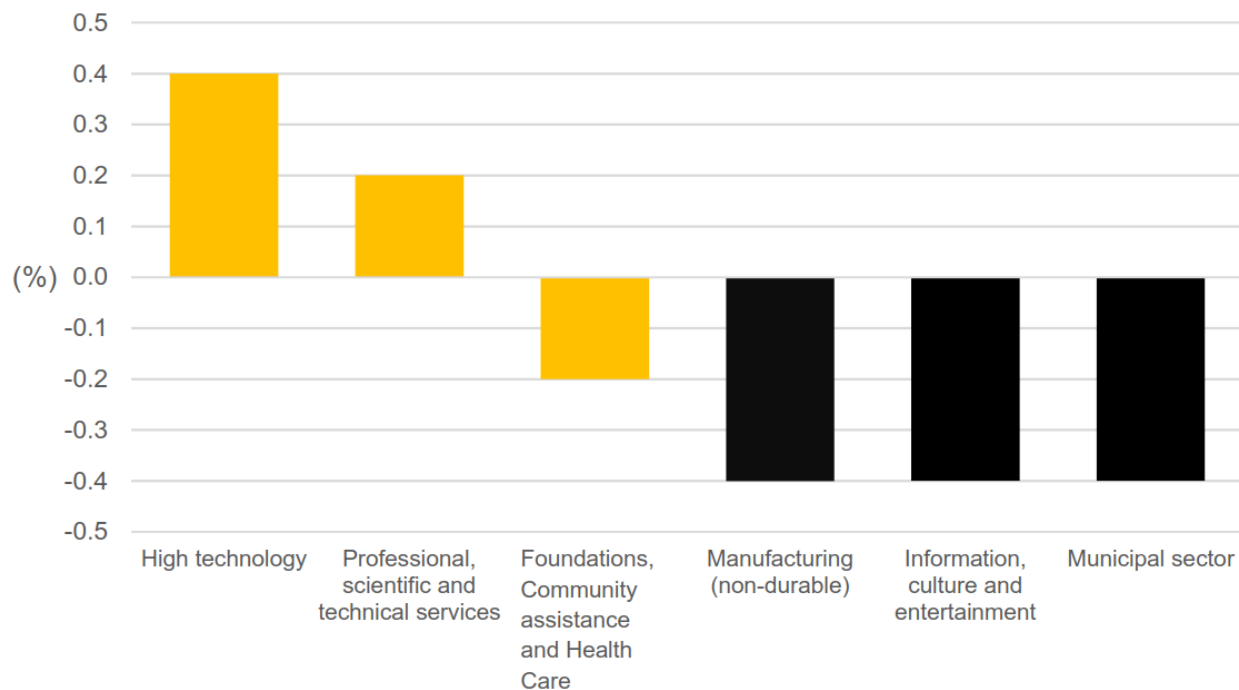
## DIFFERENCES AMONG INDUSTRY SECTORS

Certain industry sectors set themselves apart each year with salary increases higher than the provincial average. This year, the high technology sector as well as the professional, scientific and technical services sector stand out with forecasts of 0.4% and 0.2% higher than the Quebec average, respectively.

These two sectors also granted higher increases than last year's forecasts, with above average increases of 0.8% for the high-tech sector and 0.5% for the professional, scientific and technical services sector. These unplanned increases can be attributed to an upward pressure on organizations to attract and retain the limited, skilled labour in these industries.

Conversely, some sectors are forecasting increases lower than the provincial average for the upcoming year. The foundations, community assistance and health care sectors are budgeting increases 0.2% below the provincial average. This is also the case for the manufacturing (non-durable goods), information, culture and entertainment industry and the municipal sector, all three 0.4% below the provincial average.

**Figure 2 – Difference of 0.2% or more between projected increases for 2019 by sector of activity compared to the Quebec provincial average forecast (excluding freezes)**



Note: Sectors of activity not shown in Figure 2 have a difference of less than 0.2% with the provincial average.

## REGIONAL DIFFERENCES

### — Difference between the Quebec City and Montreal regions

Over the previous year, the gap between Quebec City and Montreal has widened to 0.2%. In 2018, increases granted in Montreal were slightly higher by 0.1% compared to the provincial average, while those of the Quebec City region were 0.1% below the provincial average.

The unemployment rate hovering around 4.0% in the Quebec City region indicates a situation of full employment, which puts pressure on wages to allow organizations to meet demand. Other factors may have offset the decline in the unemployment rate in the Quebec City region, such as the strong presence of public and para-governmental organizations that have more defined financial frameworks than private sector organizations.

For the Montreal region, the unemployment rate also decreased from last year to 7.4% in June, one of the lowest in recent years. Combined with rising inflation, organizations will have a strong incentive to offer higher salaries to attract and retain talent.

**Table 5 — Average total salary increases (excluding freezes) between the Montreal and Quebec City regions**

	n	Inflation*	Unemployment rate**	Granted in 2018	Projected for 2019
Montreal	139	2.2%	7.4%	2.8%	<b>2.7%</b>
Quebec City	77	1.8%	4.2%	2.6%	<b>2.6%</b>

(\*) Source: Statistics Canada. Consumer Price Index, annual variation, July 2018

(\*\*) Source: Statistics Canada, Labour Force Survey. Adapted by the *Institut de la statistique du Québec*. 3-month moving averages, July 2018

## DIFFERENCES BETWEEN ORGANIZATION TYPES

Private sector companies plan to offer higher increases (2.7%) than the public and para-governmental sectors (2.5%) and non-profit organizations (2.6%). Forecasts for private sector companies are up slightly by 0.2% from last year's forecast.

In 2018, all types of organizations granted increases above their forecasts. To this, the private sector has allocated increases of 2.8%, a difference of 0.3% compared to forecasts.

**Table 6 — Average total salary increases (excluding freezes) by organization type**

	n	Projected for 2018	Granted in 2018	Difference	<b>Projected for 2019</b>
Private sector (listed or not listed on stock market)	159	2.5%	2.8%	0.3%	<b>2.7%</b>
Public and para-governmental sector	42	2.3%	2.5%	0.2%	<b>2.5%</b>
Non-profit organization	24	2.5%	2.7%	0.2%	<b>2.6%</b>

## DIFFERENCES BETWEEN WORKFORCE CATEGORIES

A relatively uniform distribution of increases granted is observed across the different categories of the labour market. The variation between job classes is 0.2%. Forecasts for 2019 suggest that increases will also be distributed evenly between 2.6% and 2.8%.

**Table 7 — Average total salary increases (excluding freezes) by workforce level**

	n	Managers	Professionals	Technical Personnel	Support and Operations Personnel
Granted in 2018	207	2.8%	2.8%	2.6%	2.7%
<b>Projected for 2019</b>	<b>194</b>	<b>2.8%</b>	<b>2.7%</b>	<b>2.6%</b>	<b>2.6%</b>

Methodological note: The average for the job categories may differ from the total budget. This is explained by the absence of reported data for any of the job categories within an organization.



# Ontario market trends

## ORGANIZATION SIZE AND SALARY INCREASES

Overall, Ontario's 2018 salary increases were higher than last year's projections.

For small organizations with fewer than 100 employees, average increases of 2.5% were granted, falling 0.1% below Ontario's provincial average of 2.6%. When analyzing data from a revenue perspective, organizations reporting less than \$50 million were the most generous with increases of 2.8%, a difference of 0.5% from what was originally forecast.

Medium-sized organizations had forecast the smallest increases for this year. Ultimately, they granted higher increases than expected: 2.7% for organizations between 100 and 500 employees, while organizations with revenue between \$50M and \$100M granted increases of 2.2%, representing a difference of 0.6% and 0.3% respectively.

Finally, large organizations, either with more than 500 employees or revenue of more than \$100 million, granted increases aligned with the provincial average of 2.6%.

For 2019, most organizations plan to offer increases similar to those granted this year.

**Table 8 — Average total salary increases (excluding freezes) by organization size**

	n	Projected for 2018	Granted in 2018	Difference	Projected for 2019
<b>Small organizations</b>					
Fewer than 100 employees	6	2.1%	2.5%	0.4%	<b>2.5%</b>
Under \$50M	16	2.3%	2.8%	0.5%	<b>2.7%</b>
<b>Medium-sized organizations</b>					
100 to fewer than 500 employees	23	2.1%	2.7%	0.6%	<b>2.6%</b>
\$50M to \$100M	6	1.9%	2.2%	0.3%	<b>2.2%</b>
<b>Large organizations</b>					
More than 500 employees	56	2.4%	2.6%	0.2%	<b>2.6%</b>
Over \$100M	56	2.4%	2.6%	0.2%	<b>2.6%</b>

## DIFFERENCES BETWEEN ORGANIZATION TYPE

Private sector firms plan on offering higher salary increases (2.7%) than the public and para-governmental sectors (2.0%) and non-profit organizations (2.2%). These forecasts are comparable to increases granted in 2018, except for forecasts for non-profit organizations, which are up slightly by 0.2%.

**Table 9 — Average total salary increases (excluding freezes) by organization type**

	n	Granted in 2018	Projected for 2019
Private sector (listed or not listed on stock market)	74	2.7%	2.7%
Public and para-governmental sector	4	2.0%	2.0%
Non-profit organization	7	2.0%	2.2%

## DIFFERENCES BETWEEN WORKFORCE CATEGORIES

Increases granted in 2018 as well as projected increases for the coming year are evenly distributed. Support and operations personnel received increases equivalent to the provincial average of 2.6% while technical personnel received increases 0.1% below the provincial average. As for professionals and managers, they received slightly higher increases, with an average of 2.7%.

**Table 10 — Average total salary increases (excluding freezes) by workforce category**

	n	Managers	Professionals	Technical Personnel	Support and Operations Personnel
Granted in 2018	81	2.7%	2.7%	2.5%	2.6%
<b>Projected for 2019</b>	<b>76</b>	<b>2.7%</b>	<b>2.6%</b>	<b>2.5%</b>	<b>2.6%</b>

Methodological note: The average for the job categories may differ from the total budget. This is explained by the absence of reported data for any of the job categories within an organization.

# Detailed results

**BY PROVINCE****Table 11 — Average total salary increases (excluding freezes) by job category and province**

		n	All	Managers	Professionals	Technical Personnel	Support and Operations Personnel
Quebec	Granted in 2018	210	2.7%	2.8%	2.8%	2.6%	2.7%
	<b>Projected for 2019</b>	<b>194</b>	<b>2.7%</b>	<b>2.8%</b>	<b>2.7%</b>	<b>2.6%</b>	<b>2.6%</b>
Ontario	Granted in 2018	80	2.6%	2.7%	2.7%	2.5%	2.6%
	<b>Projected for 2019</b>	<b>75</b>	<b>2.6%</b>	<b>2.7%</b>	<b>2.6%</b>	<b>2.5%</b>	<b>2.6%</b>
British Columbia	Granted in 2018	38	2.7%	2.7%	2.6%	2.6%	2.6%
	<b>Projected for 2019</b>	<b>37</b>	<b>2.5%</b>	<b>2.7%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>
Alberta	Granted in 2018	41	2.5%	2.6%	2.5%	2.5%	2.5%
	<b>Projected for 2019</b>	<b>39</b>	<b>2.6%</b>	<b>2.7%</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.6%</b>
Saskatchewan	Granted in 2018	25	2.5%	2.5%	2.5%	2.5%	2.5%
	<b>Projected for 2019</b>	<b>23</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>
Manitoba	Granted in 2018	25	2.6%	2.5%	2.5%	2.5%	2.5%
	<b>Projected for 2019</b>	<b>23</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>
New Brunswick	Granted in 2018	28	2.5%	2.4%	2.4%	2.4%	2.4%
	<b>Projected for 2019</b>	<b>25</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>
Nova Scotia	Granted in 2018	31	2.6%	2.5%	2.5%	2.5%	2.5%
	<b>Projected for 2019</b>	<b>29</b>	<b>2.4%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>
Prince Edward Island	Granted in 2018	12	2.4%	2.4%	2.4%	2.4%	2.4%
	<b>Projected for 2019</b>	<b>11</b>	<b>2.4%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>
Newfoundland and Labrador	Granted in 2018	19	2.4%	2.6%	2.6%	2.6%	2.6%
	<b>Projected for 2019</b>	<b>18</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>

Methodological note: The average for the job categories may differ from the total budget. This is explained by the absence of reported data for any of the job categories within an organization.

# Detailed results for the Quebec market

## BY REGION

Table 12 — Average total salary increases (excluding freezes) by job category and region

		n	All	Managers	Professionals	Technical personnel	Support and Operations Personnel
Abitibi-Témiscamingue	Granted in 2018	22	2.3%	2.4%	2.5%	2.4%	2.4%
	<b>Projected for 2019</b>	<b>20</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>
Bas-Saint-Laurent	Granted in 2018	25	2.3%	2.4%	2.3%	2.3%	2.4%
	<b>Projected for 2019</b>	<b>22</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.5%</b>	<b>2.5%</b>
Quebec City	Granted in 2018	74	2.6%	2.6%	2.6%	2.5%	2.5%
	<b>Projected for 2019</b>	<b>67</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.7%</b>	<b>2.5%</b>	<b>2.5%</b>
Centre-du-Québec	Granted in 2018	36	2.4%	2.4%	2.4%	2.4%	2.4%
	<b>Projected for 2019</b>	<b>33</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>
Chaudière-Appalaches	Granted in 2018	32	2.4%	2.4%	2.4%	2.4%	2.4%
	<b>Projected for 2019</b>	<b>30</b>	<b>2.5%</b>	<b>2.4%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>
Côte-Nord	Granted in 2018	21	2.3%	2.4%	2.3%	2.3%	2.3%
	<b>Projected for 2019</b>	<b>19</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>
Estrie	Granted in 2018	39	2.5%	2.6%	2.5%	2.6%	2.6%
	<b>Projected for 2019</b>	<b>35</b>	<b>2.6%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.6%</b>
Gaspésie-Îles-de-la-Madeleine	Granted in 2018	20	2.3%	2.4%	2.3%	2.3%	2.3%
	<b>Projected for 2019</b>	<b>17</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>
Lanaudière	Granted in 2018	31	2.3%	2.3%	2.3%	2.3%	2.3%
	<b>Projected for 2019</b>	<b>29</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>
Laurentides	Granted in 2018	39	2.4%	2.4%	2.4%	2.4%	2.4%
	<b>Projected for 2019</b>	<b>37</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2,5 %</b>	<b>2,5 %</b>
Laval	Granted in 2018	41	2.4%	2.4%	2.4%	2.4%	2.4%
	<b>Projected for 2019</b>	<b>40</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>
Mauricie	Granted in 2018	35	2.3%	2.4%	2.3%	2.3%	2.3%
	<b>Projected for 2019</b>	<b>31</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>



		n	All	Managers	Professionals	Technical personnel	Support and Operations Personnel
Montréal	Granted in 2018	72	2.5%	2.5%	2.5%	2.5%	2.4%
	<b>Projected for 2019</b>	<b>65</b>	<b>2.5%</b>	<b>2.6%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>
Montreal	Granted in 2018	133	2.8%	2.9%	2.9%	2.7%	2.8%
	<b>Projected for 2019</b>	<b>126</b>	<b>2.7%</b>	<b>2.8%</b>	<b>2.8%</b>	<b>2.6%</b>	<b>2.7%</b>
Nord-du-Québec	Granted in 2018	15	2.3%	2.3%	2.5%	2.3%	2.3%
	<b>Projected for 2019</b>	<b>15</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.4%</b>
Outaouais	Granted in 2018	34	2.4%	2.4%	2.4%	2.4%	2.4%
	<b>Projected for 2019</b>	<b>31</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>
Saguenay–Lac-Saint-Jean	Granted in 2018	30	2.4%	2.5%	2.4%	2.5%	2.5%
	<b>Projected for 2019</b>	<b>27</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>

Methodological note: The average for the job categories may differ from the total budget. This is explained by the absence of reported data for any of the job categories within an organization.

**BY NUMBER OF EMPLOYEES****Table 13 — Average total salary increases (excluding freezes) by job category and number of employees**

		n	All	Managers	Professionals	Technical Personnel	Support and Operations Personnel
Fewer than 100 employees	Granted in 2018	44	3.1%	3.0%	3.3%	2.9%	2.7%
	<b>Projected for 2019</b>	<b>42</b>	<b>2.9%</b>	<b>3.0%</b>	<b>2.9%</b>	<b>2.7%</b>	<b>2.7%</b>
100 to fewer than 500 employees	Granted in 2018	73	2.8%	3.0%	2.9%	2.6%	2.8%
	<b>Projected for 2019</b>	<b>70</b>	<b>2.7%</b>	<b>2.9%</b>	<b>2.8%</b>	<b>2.6%</b>	<b>2.6%</b>
500 to fewer than 5,000 employees	Granted in 2018	72	2.5%	2.5%	2.5%	2.5%	2.5%
	<b>Projected for 2019</b>	<b>63</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>
5,000 or more employees	Granted in 2018	21	2.5%	2.5%	2.5%	2.7%	2.7%
	<b>Projected for 2019</b>	<b>19</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.6%</b>	<b>2.6%</b>

Methodological note: The average for the job categories may differ from the total budget. This is explained by the absence of reported data for any of the job categories within an organization.

**BY REVENUE/ANNUAL OPERATING BUDGET****Table 14 — Average total salary increases (excluding freezes) by job category and revenue/annual operating budget**

		n	All	Managers	Professionals	Technical Personnel	Support and Operations Personnel
Less than 50 million (\$)	Granted in 2018	62	2.9%	3.0%	2.9%	2.7%	2.7%
	<b>Projected for 2019</b>	<b>57</b>	<b>2.7%</b>	<b>3.0%</b>	<b>2.7%</b>	<b>2.6%</b>	<b>2.7%</b>
50 million to 100 million (\$)	Granted in 2018	20	2.7%	3.1%	3.0%	2.7%	2.8%
	<b>Projected for 2019</b>	<b>17</b>	<b>2.5%</b>	<b>2.7%</b>	<b>2.9%</b>	<b>2.5%</b>	<b>2.6%</b>
100 million to less than 500 million (\$)	Granted in 2018	44	2.5%	2.5%	2.5%	2.4%	2.4%
	<b>Projected for 2019</b>	<b>41</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>
500 million to less than 1 billion (\$)	Granted in 2018	17	2.4%	2.4%	2.4%	2.6%	2.7%
	<b>Projected for 2019</b>	<b>17</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.5%</b>	<b>2.5%</b>
1 billion or more (\$)	Granted in 2018	34	2.6%	2.6%	2.6%	2.6%	2.6%
	<b>Projected for 2019</b>	<b>31</b>	<b>2.7%</b>	<b>2.7%</b>	<b>2.7%</b>	<b>2.7%</b>	<b>2.7%</b>
Not available/Confidential	Granted in 2018	31	3.1%	3.1%	3.5%	2.9%	2.8%
	<b>Projected for 2019</b>	<b>29</b>	<b>3.1%</b>	<b>3.1%</b>	<b>3.3%</b>	<b>2.9%</b>	<b>2.8%</b>

Methodological note: The average for the job categories may differ from the total budget. This is explained by the absence of reported data for any of the job categories within an organization.

**BY INDUSTRY SECTOR****Table 15 — Average total salary increases (excluding freezes) by job category and industry sector**

		n	All	Managers	Professionals	Technical Personnel	Support and Operations Personnel
Retail and wholesale trade/distribution	Granted in 2018	22	2.5%	2.6%	2.5%	2.5%	2.6%
	<b>Projected for 2019</b>	<b>22</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.7%</b>
Energy, mining and metals	Granted in 2018	9	2.6%	2.6%	3.0%	2.6%	2.6%
	<b>Projected for 2019</b>	<b>8</b>	<b>2.7%</b>	<b>2.7%</b>	<b>2.7%</b>	<b>2.7%</b>	<b>2.7%</b>
Manufacturing (durable)	Granted in 2018	19	2.6%	2.7%	2.6%	2.6%	2.5%
	<b>Projected for 2019</b>	<b>17</b>	<b>2.6%</b>	<b>2.7%</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.6%</b>
Manufacturing (non-durable)	Granted in 2018	17	2.3%	2.3%	2.4%	2.3%	2.3%
	<b>Projected for 2019</b>	<b>17</b>	<b>2.3%</b>	<b>2.4%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.3%</b>
Finance and insurance	Granted in 2018	21	2.6%	2.6%	2.6%	2.5%	2.5%
	<b>Projected for 2019</b>	<b>21</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.6%</b>
Foundations, community assistance and health care	Granted in 2018	13	2.7%	2.6%	2.6%	2.6%	2.6%
	<b>Projected for 2019</b>	<b>13</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.4%</b>	<b>2.6%</b>
High technology	Granted in 2018	24	3.4%	3.4%	3.5%	3.3%	3.6%
	<b>Projected for 2019</b>	<b>23</b>	<b>3.1%</b>	<b>3.1%</b>	<b>3.1%</b>	<b>3.0%</b>	<b>3.1%</b>
Information, culture and entertainment	Granted in 2018	9	2.1%	2.4%	2.1%	2.1%	2.1%
	<b>Projected for 2019</b>	<b>8</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.3%</b>
Pharmaceutical and biotechnology	Granted in 2018	1	--	--	--	--	--
	<b>Projected for 2019</b>	<b>1</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
Municipal sector	Granted in 2018	13	2.3%	2.4%	2.4%	2.4%	2.4%
	<b>Projected for 2019</b>	<b>9</b>	<b>2.3%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>

		n	All	Managers	Professionals	Technical Personnel	Support and Operations Personnel
Educational services	Granted in 2018	4	2.4%	2.4%	2.4%	3.2%	3.2%
	<b>Projected for 2019</b>	<b>2</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
Professional, scientific and technical services	Granted in 2018	46	3.1%	3.2%	3.4%	2.8%	2.6%
	<b>Projected for 2019</b>	<b>43</b>	<b>2.9%</b>	<b>3.3%</b>	<b>3.1%</b>	<b>2.7%</b>	<b>2.6%</b>
Transportation and warehousing	Granted in 2018	12	2.7%	2.7%	2.5%	2.5%	2.5%
	<b>Projected for 2019</b>	<b>10</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>

Methodological note: The average for the job categories may differ from the total budget. This is explained by the absence of reported data for any of the job categories within an organization.

**BY ORGANIZATION TYPE****Table 16 — Average total salary increases (excluding freezes) by job category and organization type**

		n	All	Managers	Professionals	Technical Personnel	Support and Operations Personnel
Private sector (listed or not listed on the stock market)	Granted in 2018	150	2.8%	2.8%	2.9%	2.7%	2.7%
	<b>Projected for 2019</b>	<b>143</b>	<b>2.7%</b>	<b>2.8%</b>	<b>2.8%</b>	<b>2.6%</b>	<b>2.7%</b>
Public and para-governmental sector	Granted in 2018	38	2.5%	2.6%	2.5%	2.5%	2.4%
	<b>Projected for 2019</b>	<b>29</b>	<b>2.5%</b>	<b>2.6%</b>	<b>2.5%</b>	<b>2.4%</b>	<b>2.4%</b>
Non-profit organization (NPO)	Granted in 2018	22	2.7%	2.7%	2.6%	2.6%	2.7%
	<b>Projected for 2019</b>	<b>22</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.5%</b>	<b>2.7%</b>

Methodological note: The average for the job categories may differ from the total budget. This is explained by the absence of reported data for any of the job categories within an organization.

# Detailed results for the Ontario market

**BY REGION****Table 17 — Average total salary increases (excluding freezes) by job category and region**

		n	All	Managers	Professionals	Technical Personnel	Support and Operations Personnel
Eastern Ontario	Granted in 2018	34	2.4%	2.6%	2.5%	2.5%	2.5%
	<b>Projected for 2019</b>	<b>30</b>	<b>2.4%</b>	<b>2.6%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>
Northern Ontario	Granted in 2018	17	2.6%	2.5%	2.5%	2.5%	2.5%
	<b>Projected for 2019</b>	<b>17</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>
Southwestern Ontario	Granted in 2018	19	2.4%	2.4%	2.4%	2.4%	2.4%
	<b>Projected for 2019</b>	<b>18</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>
Greater Toronto Area	Granted in 2018	63	2.6%	2.6%	2.6%	2.5%	2.5%
	<b>Projected for 2019</b>	<b>60</b>	<b>2.5%</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.5%</b>	<b>2.5%</b>
Central Ontario	Granted in 2018	8	2.4%	2.4%	2.4%	2.4%	2.4%
	<b>Projected for 2019</b>	<b>8</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>

Methodological note: The average for the job categories may differ from the total budget. This is explained by the absence of reported data for any of the job categories within an organization.



**BY NUMBER OF EMPLOYEES****Table 18 — Average total salary increases (excluding freezes) by job category and number of employees**

		n	All	Managers	Professionals	Technical Personnel	Support and Operations Personnel
Fewer than 100 employees	Granted in 2018	5	2.5%	2.5%	2.5%	2.5%	2.5%
	<b>Projected for 2019</b>	<b>5</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>
100 to fewer than 500 employees	Granted in 2018	21	2.7%	3.0%	2.9%	2.4%	2.8%
	<b>Projected for 2019</b>	<b>19</b>	<b>2.6%</b>	<b>2.9%</b>	<b>2.7%</b>	<b>2.4%</b>	<b>2.6%</b>
500 to fewer than 5,000 employees	Granted in 2018	42	2.7%	2.6%	2.6%	2.6%	2.6%
	<b>Projected for 2019</b>	<b>40</b>	<b>2.7%</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.6%</b>
5,000 or more employees	Granted in 2018	12	2.4%	2.5%	2.5%	2.5%	2.5%
	<b>Projected for 2019</b>	<b>11</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>

Methodological note: The average for the job categories may differ from the total budget. This is explained by the absence of reported data for any of the job categories within an organization.

**BY REVENUE/ANNUAL OPERATING BUDGET****Table 19 — Average total salary increases (excluding freezes) by job category and revenue/annual operating budget**

		n	All	Managers	Professionals	Technical Personnel	Support and Operations Personnel
Less than 50 million (\$)	Granted in 2018	13	2.8%	3.3%	3.0%	2.5%	3.1%
	<b>Projected for 2019</b>	<b>11</b>	<b>2.7%</b>	<b>3.2%</b>	<b>2.8%</b>	<b>2.4%</b>	<b>2.8%</b>
50 million to 100 million (\$)	Granted in 2018	6	2.2%	2.4%	2.4%	2.2%	2.2%
	<b>Projected for 2019</b>	<b>6</b>	<b>2.2%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.2%</b>	<b>2.2%</b>
100 million to less than 500 million (\$)	Granted in 2018	19	2.7%	2.5%	2.7%	2.5%	2.5%
	<b>Projected for 2019</b>	<b>18</b>	<b>2.5%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>
500 million to less than 1 billion (\$)	Granted in 2018	9	2.4%	2.4%	2.4%	2.4%	2.4%
	<b>Projected for 2019</b>	<b>9</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>
1 billion or more (\$)	Granted in 2018	26	2.6%	2.6%	2.6%	2.6%	2.6%
	<b>Projected for 2019</b>	<b>24</b>	<b>2.8%</b>	<b>2.8%</b>	<b>2.8%</b>	<b>2.8%</b>	<b>2.8%</b>
Not available/ Confidential	Granted in 2018	6	3.2%	2.9%	2.9%	2.9%	2.9%
	<b>Projected for 2019</b>	<b>6</b>	<b>2.8%</b>	<b>2.8%</b>	<b>2.8%</b>	<b>2.8%</b>	<b>2.8%</b>

**Methodological note:** The average for the job categories may differ from the total budget. This is explained by the absence of reported data for any of the job categories within an organization.

**BY INDUSTRY SECTOR****Table 20 — Average total salary increases (excluding freezes) by job category and industry sector**

		n	All	Managers	Professionals	Technical Personnel	Support and Operations Personnel
Retail and wholesale trade/distribution	Granted in 2018	11	2.5%	2.5%	2.5%	2.5%	2.5%
	<b>Projected for 2019</b>	<b>11</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.6%</b>
Energy, mining and metals	Granted in 2018	5	2.6%	2.5%	3.1%	2.5%	2.5%
	<b>Projected for 2019</b>	<b>4</b>	<b>2.7%</b>	<b>2.7%</b>	<b>2.7%</b>	<b>2.7%</b>	<b>2.7%</b>
Manufacturing (durable)	Granted in 2018	7	2.4%	2.5%	2.5%	2.5%	2.5%
	<b>Projected for 2019</b>	<b>6</b>	<b>2.7%</b>	<b>2.7%</b>	<b>2.7%</b>	<b>2.7%</b>	<b>2.7%</b>
Manufacturing (non-durable)	Granted in 2018	11	2.3%	2.3%	2.3%	2.2%	2.2%
	<b>Projected for 2019</b>	<b>11</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.3%</b>	<b>2.3%</b>
Finance and insurance	Granted in 2018	12	2.3%	2.4%	2.4%	2.4%	2.4%
	<b>Projected for 2019</b>	<b>12</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>
Foundations, community assistance and health care	Granted in 2018	4	1.9%	1.9%	1.9%	1.9%	1.9%
	<b>Projected for 2019</b>	<b>3</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>
High technology	Granted in 2018	11	3.5%	3.5%	3.6%	3.0%	3.8%
	<b>Projected for 2019</b>	<b>10</b>	<b>3.3%</b>	<b>3.2%</b>	<b>3.2%</b>	<b>2.8%</b>	<b>3.2%</b>
Information, culture and entertainment	Granted in 2018	3	2.1%	2.1%	2.1%	2.1%	2.1%
	<b>Projected for 2019</b>	<b>3</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.3%</b>
Pharmaceutical and biotechnology	Granted in 2018	1	--	--	--	--	--
	<b>Projected for 2019</b>	<b>1</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
Municipal sector	Granted in 2018	--	--	--	--	--	--
	<b>Projected for 2019</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

		n	All	Managers	Professionals	Technical Personnel	Support and Operations Personnel
Educational services	Granted in 2018	--	--	--	--	--	--
	<b>Projected for 2019</b>	--	--	--	--	--	--
Professional, scientific and technical services	Granted in 2018	11	3.2%	3.3%	2.9%	2.9%	2.9%
	<b>Projected for 2019</b>	<b>11</b>	<b>2.6%</b>	<b>3.0%</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.6%</b>
Transportation and warehousing	Granted in 2018	4	3.4%	3.0%	3.0%	3.0%	3.0%
	<b>Projected for 2019</b>	<b>3</b>	<b>2.8%</b>	<b>2.8%</b>	<b>2.8%</b>	<b>2.8%</b>	<b>2.8%</b>

Methodological note: The average for the job categories may differ from the total budget. This is explained by the absence of reported data for any of the job categories within an organization.

**BY ORGANIZATION TYPE****Table 21 — Average total salary increases (excluding freezes) by job category and organization type**

		n	All	Managers	Professionals	Technical Personnel	Support and Operations Personnel
Private sector (listed or not listed on the stock market)	Granted in 2018	70	2.7%	2.8%	2.7%	2.6%	2.7%
	<b>Projected for 2019</b>	<b>66</b>	<b>2.7%</b>	<b>2.7%</b>	<b>2.7%</b>	<b>2.6%</b>	<b>2.6%</b>
Public and para-governmental sector	Granted in 2018	3	2.0%	2.2%	2.2%	2.2%	2.2%
	<b>Projected for 2019</b>	<b>3</b>	<b>2.0%</b>	<b>2.2%</b>	<b>2.2%</b>	<b>2.2%</b>	<b>2.2%</b>
Non-profit organization (NPO)	Granted in 2018	7	2.0%	2.0%	2.0%	2.0%	2.0%
	<b>Projected for 2019</b>	<b>6</b>	<b>2.2%</b>	<b>2.2%</b>	<b>2.2%</b>	<b>2.2%</b>	<b>2.2%</b>

Methodological note: The average for the job categories may differ from the total budget. This is explained by the absence of reported data for any of the job categories within an organization.

### **Methodology**

#### Data validation

Normandin Beaudry's consultants take great care to ensure the validity and consistency of the data provided by survey participants. Questionable data was confirmed with participants or eliminated so as not to impact final results.

#### Confidentiality of results

To ensure the confidentiality of results, data (responses) from a minimum of three respondents is required to display results in the tables on salary increase budgets. When interpreting the results, we invite you to exercise caution and to consider the number of organizations included in the sample.

### **Definition of terms used in this report**

#### Job categories

##### **Managers**

Members of the leadership team responsible for managing the services and/or operations of part of or an entire sector within the organization. They supervise one or more work teams (e.g. Chief Accountant, Call Centre Supervisor).

##### **Professionals**

Non-unionized employees possessing skills in a specific field that have been acquired through university education or many years of experience. They are afforded autonomy and do not assume any management responsibilities (e.g. Legal Advisor, Computer Programmer).

##### **Technical Personnel**

Non-unionized employees possessing technical knowledge and skills in a specific field that have been acquired through post-secondary education or a certain number of years of experience. They apply procedures specific to their field in carrying out their tasks (e.g. IT Support Technician, Lab Technician).

##### **Support and Operations Personnel**

Non-unionized employees contributing to the achievement of the objectives of a team of employees or of a sector by completing administrative or operational activities. They follow established processes in carrying out their tasks (e.g. Administrative Assistant, Accounting Clerk, Forklift Operator, Warehouse Clerk).

## SEE YOU NEXT YEAR FOR THE NEXT EDITION!

We would like to take this opportunity to invite organizations from all industries and regions in Canada to take part in next year's *Salary Increase Survey* starting in June 2019.

Increasing participation with organizations such as yours is helping to make this study an invaluable decision-making tool for compensation and management committees in determining salary increases and in developing compensation policies.

We would like to thank you on behalf of the entire Normandin Beaudry team.

**For other needs related to your employees' total rewards package, become a member of remun.**

**rēmun**  
your reference for  
total compensation

**remun**

<https://remun.normandin-beaudry.ca>

normandin  
beaudry

there • in black and white

25

**FOR MORE INFORMATION**

For more information about this survey  
and its results, please contact:

**Anna Potvin, M. Sc., CHRP**  
Senior Consultant, Compensation

Normandin Beaudry  
514-285-1122, extension 624  
[apotvin@normandin-beaudry.ca](mailto:apotvin@normandin-beaudry.ca)

Salary Increase Survey

**2018 - 2019**