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Salary Increase Survey

2017 - 2018

7th edition | August 2017

About this document

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

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DOING MORE WITH LESS: THE ART OF MANAGING A SALARY INCREASE BUDGET TO GENERATE HUMAN AND FINANCIAL PERFORMANCE

Data for the seventh edition of our Salary Increase Survey was collected in June and July 2017. Our call was answered by a total of 294 organizations, of which 121 have nationwide operations. Normandin Beaudry is proud to have a reliable, information-rich database thanks to data representing more than 602,000 employees across Canada. The quality of the data allows us to shed light on the specific conditions of the Quebec and Canadian labour market.

In a market environment where there is great competition between organizations, salary forecasts and increases granted in the past year will be of great use to organizations in understanding current trends in compensation. The downward trend in salary increase budgets forces management to be creative in rewarding employee performance while respecting financial constraints. Now more than ever, the allocation of salary increases plays a strategic role in attracting and retaining employees. Salary increases must be used as a motivational tool to recognize employees who adopt and display desirable behaviours while controlling expenses related to payroll taxes. By combining a business strategy and the desired alignment with the market, organizations can establish the salary position needed to meet their goals while respecting their budgetary capacity.

We are confident that this year's Salary Increase Survey, with its detailed segment results, will enable decision-makers to hone in on their reference market and make informed decisions to properly set their salary increase budgets for the coming year.

Enjoy!



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Highlights

TOTAL SALARY INCREASES

Forecasts for average salary increases in Quebec have declined compared to last year's forecasts. With a projected average increase of 2.4% for 2018, Quebec's forecasts have dropped 0.4% compared to the sixth edition of our survey. However, forecasts are in line with the Canadian average, which also stand at 2.4%.

As for increases granted in 2017, Quebec was among the most generous provinces with increases of 2.5%, 0.1% higher than the Canadian average. Alberta, Newfoundland and Labrador and Prince Edward Island fell at the bottom of the ranking with increases of 2.2% on average.

In spite of increases above the Canadian average, Quebec granted lower-than-projected increases, estimated at 2.8% at the same period last year, and also lower than the increases granted in 2016, which amounted to 2.8%.

Table 1 — Total salary increases (excluding freezes) by province

	n	Granted in 2017		Projected for 2018	
		Average	Median	Average	Median
Quebec	258	2.5%	2.5%	2.4%	2.5%
British Columbia	54	2.3%	2.5%	2.5%	2.5%
Alberta	55	2.2%	2.3%	2.4%	2.5%
Saskatchewan	28	2.3%	2.5%	2.5%	2.5%
Manitoba	35	2.6%	2.5%	2.6%	2.5%
Ontario	100	2.4%	2.5%	2.4%	2.5%
Newfoundland and Labrador	23	2.2%	2.2%	2.4%	2.5%
New Brunswick	29	2.4%	2.5%	2.4%	2.5%
Nova Scotia	36	2.4%	2.5%	2.6%	2.5%
Prince Edward Island	12	2.2%	2.2%	2.3%	2.3%
<i>Canadian average</i>		2.4%	2.5%	2.4%	2.5%

Definition

Represents the percentage of payroll allocated to all salary increases, including general/economic salary increases and performance-based salary increases. This does not include promotional increases.

Purpose

Provides a framework for salary increase matrices and serves as a reference during discussions on annual salary reviews.

Calculation

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

SALARY STRUCTURE INCREASES

As for salary structures, Quebec is on top with increases granted in 2017 of 2.1% and 2.0% projected for next year. Structure increases granted in 2017 were higher than last year's forecast of 1.8% and also higher than the Canadian average of 1.7%.

The small gap between salary increases and salary structure increases lead us to believe that organizations are dedicating the largest part of their budgets to align their salary structures to their reference market rather than distribute it based on individual performance. Consequently, organizations only retain approximately 0.5% of their budgets to recognize the performance of their employees.

The impact of a salary increase lower than the salary structure increase has the effect of reducing the salary position of the employees in their pay scales. A practice that can lead to negative perceptions among employees.

Table 2 — Average salary structure increases (excluding freezes) by province

	n	Granted in 2017		Projected for 2018	
		Average	Median	Average	Median
Quebec	199	2.1%	2.0%	2.0%	2.0%
British Columbia	40	1.8%	1.6%	1.8%	1.8%
Alberta	41	1.7%	1.6%	1.7%	1.8%
Saskatchewan	22	1.6%	1.8%	1.8%	1.8%
Manitoba	28	1.8%	1.8%	1.8%	1.8%
Ontario	76	1.8%	1.8%	1.8%	1.9%
Newfoundland and Labrador	15	1.6%	1.5%	1.8%	1.9%
New Brunswick	21	1.8%	1.8%	1.8%	1.9%
Nova Scotia	28	1.8%	1.8%	1.8%	1.8%
Prince Edward Island	10	1.5%	1.5%	1.6%	1.7%
<i>Canadian average</i>		<i>1.7%</i>	<i>1.8%</i>	1.8%	1.8%

Definition

Represents the percentage increase in the salary structure target salary in relation to the previous year.

Purpose

Ensures that the salary structure continues to be competitive with the market.

Calculation

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

Quebec market trends

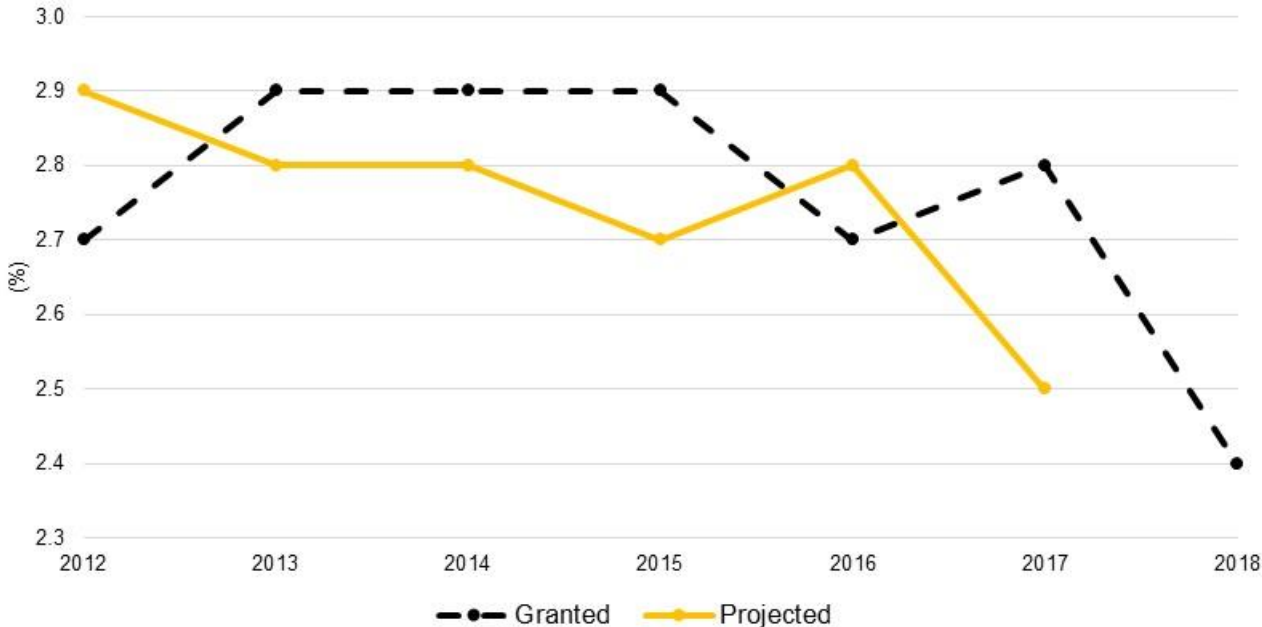
The decline in granted and projected salary increases leads us to believe that Quebec organizations will be more cautious. As Figure 1 demonstrates, average granted and projected increases are at their lowest in five years.

Many economic factors can explain the cautiousness among organizations. The inflation rate, used by many organizations to determine their salary increases, remains low and is expected to remain in the lower half of the Bank of Canada’s inflation-control range. For Quebec organizations with operations in Western Canada, this is compounded by low crude oil prices that are changing the economic landscape of recent years.

Looming political issues also have an influence on organizations. At the time data was collected, many organizations were wondering about the U.S. and Mexico’s positions on NAFTA, which has been in existence since 1993. A more protectionist approach by the United States could have a negative impact on many Quebec organizations, for which the U.S. is an important export market. This uncertainty, combined with a soaring loonie vis-à-vis the U.S. dollar, weighs on the optimism of exporting organizations.

The forecasts are not only unfavourable to Quebec organizations. Growth in the Canadian economy remains modest and the Bank of Canada’s recent interest rate hikes, are signs that organization leaders can use to predict outcomes that exceed expectations in 2018. Additionally, the Summer 2017 Business Outlook Survey indicates that economic activity continues to grow, in part thanks to increased domestic demand, thereby providing a favourable outlook for the coming months.

Figure 1 – Differences between projected and granted increases in Quebec



The prevalence of salary freezes is similar to recent years with less than 5.0% of survey respondents recording a freeze. This number drops sharply for 2018, with only a 1.5% planning a freeze. It should be noted that almost half of organizations that froze salaries in 2017 do not plan on freezing them again in the next year.

As for salary structures, 15.0% of organizations recorded a freeze for 2017. This percentage is much higher compared to the 2017 projections. For 2018, forecasts freezes remain above the values observed in recent years.

Table 3 — Prevalence in salary freezes

	Projected for 2017	Granted in 2017	Projected for 2018
Freezes in salary increase budgets	3.1%	4.2%	1.5%
Freezes in salary structures	7.1%	15.0%	13.9%

ORGANIZATION SIZE AND SALARY INCREASES

Revenue and number of employees

Despite differences in last year's forecasts, organization size did not have an impact on increases granted in 2017. All organizations, regardless of size, granted increases inferior to last year's forecasts, with differences varying from -0.2% to -0.5%.

Weaker forecasts for 2018

Increase forecasts for 2018 are comparable to increases granted in 2017. For all organizations, forecasts are around 2.4% and 2.5% on average.

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

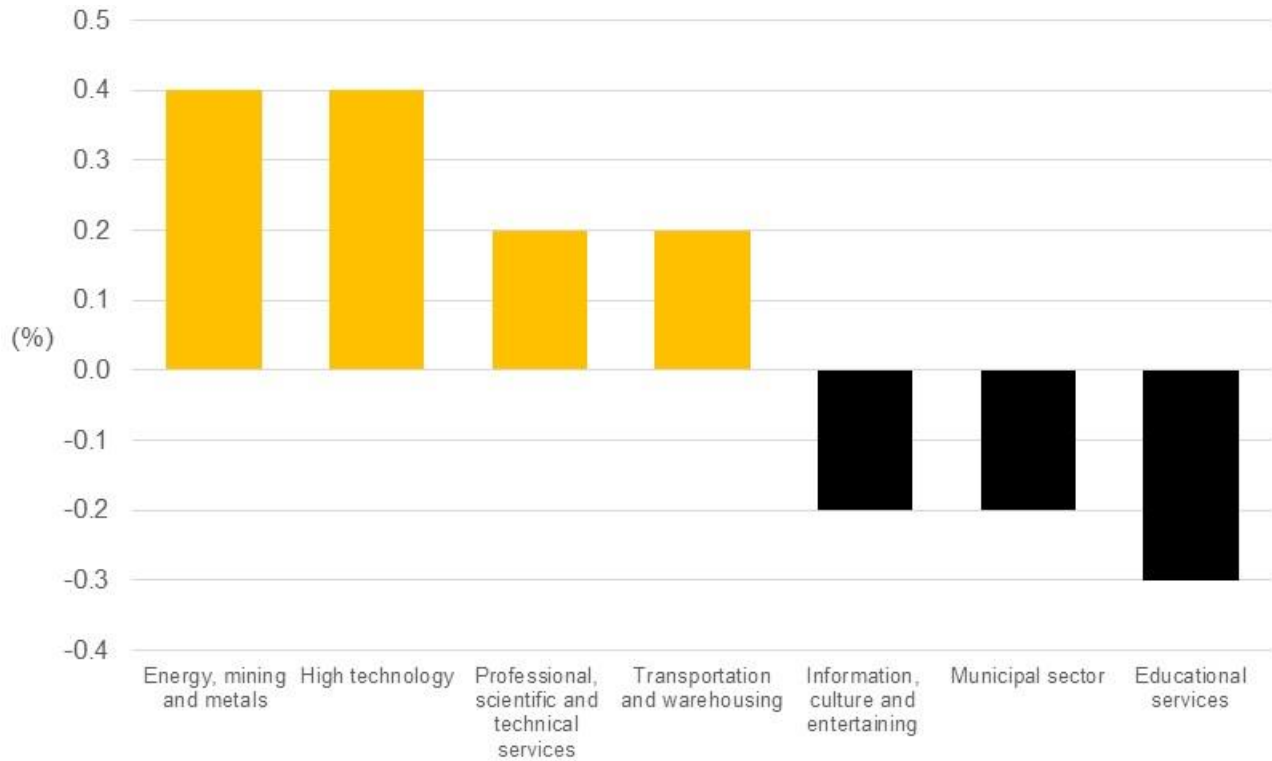
	Projected for 2017	Granted in 2017	<i>Difference</i>	Projected for 2018
Small organizations				
Fewer than 100 employees	3.0%	2.5%	-0.5%	2.4%
Under \$50M	2.8%	2.5%	-0.3%	2.5%
Medium-sized organizations				
100 to fewer than 500 employees	2.9%	2.5%	-0.4%	2.4%
\$50M to \$100M	2.8%	2.4%	-0.4%	2.4%
Large organizations				
More than 500 employees	2.6%	2.4%	-0.2%	2.4%
Over \$100M	2.8%	2.4%	-0.4%	2.4%

DIFFERENCES AMONG INDUSTRY SECTORS

Some industry sectors set themselves apart each year with salary increases higher than the provincial average. This year, the Energy, Mining and Metals and the High Technology sectors lead the pack with forecasts 0.4% higher than the Quebec average, with projected increases of 2.8%. The Professional, Scientific and Technical Services sector as well as the Transportation and Warehousing sector are projecting increases of 2.6%.

Conversely, some sectors are well below the provincial average of 2.4%. These sectors include the Information Culture and Entertainment industry (-0.2%), the Municipal Sector (-0.2%) and Education Services (-0.3%).

Figure 2 – Differences between projected increases for 2018 and the provincial average



— Maintaining the equilibrium between Montreal and Quebec City

Forecasts for the region of Montreal (2.5%) and for Quebec City (2.4%) remain in line with the provincial and Canadian averages.

The unemployment rate remains very low in Quebec City; at 4.6%, close to full employment. However, a substantial decline was recorded in the unemployment rate for Montreal, with a nearly 1.5% drop over the past year. Such low unemployment rates may encourage some organizations to raise their compensation levels to increase their ability to attract and retain the workforce, thereby placing themselves in a more advantageous market position. This could explain in part why most of the total salary increase budget is being granted to salary structure increases.

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

	Inflation*	Unemployment rate**	Granted in 2017	Projected for 2018
Montreal	1.1%	8.0%	2.5%	2.5%
Quebec City	1.0%	4.6%	2.4%	2.4%

(*) Source: Statistics Canada, Consumer Price Index, by city (monthly), July 2017

(**) Source: Statistics Canada, Labour Force Survey, adapted by the *Institut de la statistique du Québec*. 3-month moving averages, July 2017

DIFFERENCES BETWEEN ORGANIZATION TYPES

Private sector companies plan to offer higher increases (2.5%) than the public and paragovernmental sectors (2.3%). Forecasts for both sectors are down 0.4% and 0.2%, respectively, from the previous year forecasts.

Both organization types have granted lower increases than their previous forecasts. The private sector granted a 2.6% increase while the public and paragovernmental sector granted 2.2%.

As for non-profit organizations, the forecasts for 2018 are lower compared to 2017, with expected increases of 2.5%.

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

	Projected for 2017	Granted in 2017	<i>Difference</i>	Projected for 2018
Private sector (listed or not listed on stock market)	2.9%	2.6%	-0.3%	2.5%
Public and paragovernmental sector	2.5%	2.2%	-0.3%	2.3%
Not-for-profit organization	3.1%	2.4%	-0.6%	2.5%

DIFFERENCES BY HIERARCHICAL LEVEL

The distribution of increases granted in 2017 is uniform between the different hierarchical levels. The variation between the different job categories is of 0.1%. Forecasts for 2018 suggest the same with increases distributed uniformly over the next year.

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

	All	Senior Management	Managers	Professionals	Technical Personnel	Administrative Personnel	Operations Personnel
Granted in 2017	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.4%
Projected for 2018	2.4%	2.5%	2.5%	2.5%	2.5%	2.4%	2.4%

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

Table 8 — Average total salary increases by job category and province (excluding freezes)

		n	All	Senior Management	Managers	Professionals	Technical Personnel	Administrative Personnel	Operations Personnel
Quebec	Granted in 2017	258	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.4%
	Projected for 2018	237	2.4%	2.5%	2.5%	2.5%	2.5%	2.4%	2.4%
British Columbia	Granted in 2017	54	2.3%	2.4%	2.6%	2.6%	2.4%	2.4%	2.4%
	Projected for 2018	48	2.5%	2.5%	2.7%	2.7%	2.5%	2.5%	2.6%
Alberta	Granted in 2017	55	2.2%	2.4%	2.5%	2.5%	2.4%	2.4%	2.4%
	Projected for 2018	47	2.4%	2.5%	2.6%	2.6%	2.5%	2.5%	2.6%
Saskatchewan	Granted in 2017	28	2.3%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
	Projected for 2018	26	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Manitoba	Granted in 2017	35	2.6%	2.5%	2.5%	2.5%	2.6%	2.6%	2.5%
	Projected for 2018	32	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.7%
Ontario	Granted in 2017	100	2.4%	2.5%	2.6%	2.6%	2.5%	2.5%	2.5%
	Projected for 2018	89	2.4%	2.6%	2.6%	2.6%	2.5%	2.5%	2.5%
Newfoundland and Labrador	Granted in 2017	23	2.2%	2.3%	2.5%	2.3%	2.4%	2.4%	2.4%
	Projected for 2018	19	2.4%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
New Brunswick	Granted in 2017	29	2.4%	2.5%	2.6%	2.5%	2.5%	2.5%	2.5%
	Projected for 2018	26	2.4%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Nova Scotia	Granted in 2017	36	2.4%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
	Projected for 2018	30	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Prince Edward Island	Granted in 2017	12	2.2%	2.2%	2.2%	2.2%	2.3%	2.3%	2.3%
	Projected for 2018	11	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%

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.

Table 9 — Average total salary increases (excluding freezes) by job category and region

		n	All	Senior Management	Managers	Professionals	Technical Personnel	Administrative Personnel	Operations Personnel
Abitibi-Témiscamingue	Granted in 2017	27	2.2%	2.2%	2.4%	2.2%	2.2%	2.2%	2.2%
	Projected for 2018	25	2.4%	2.3%	2.5%	2.4%	2.4%	2.4%	2.4%
Bas-Saint-Laurent	Granted in 2017	23	2.2%	2.1%	2.4%	2.1%	2.1%	2.1%	2.1%
	Projected for 2018	22	2.3%	2.2%	2.4%	2.3%	2.3%	2.3%	2.2%
Capitale-Nationale	Granted in 2017	60	2.4%	2.3%	2.4%	2.4%	2.3%	2.3%	2.3%
	Projected for 2018	55	2.4%	2.3%	2.5%	2.5%	2.3%	2.4%	2.4%
Centre-du-Québec	Granted in 2017	26	2.2%	2.3%	2.4%	2.2%	2.2%	2.2%	2.1%
	Projected for 2018	25	2.4%	2.4%	2.4%	2.3%	2.3%	2.3%	2.3%
Chaudière-Appalaches	Granted in 2017	29	2.4%	2.3%	2.5%	2.4%	2.4%	2.4%	2.3%
	Projected for 2018	26	2.4%	2.4%	2.5%	2.4%	2.4%	2.5%	2.3%
Côte-Nord	Granted in 2017	17	2.2%	2.1%	2.5%	2.1%	2.1%	2.1%	2.1%
	Projected for 2018	16	2.4%	2.4%	2.5%	2.4%	2.4%	2.4%	2.4%
Estrie	Granted in 2017	28	2.2%	2.1%	2.5%	2.3%	2.2%	2.2%	2.1%
	Projected for 2018	26	2.3%	2.3%	2.5%	2.5%	2.4%	2.4%	2.4%
Gaspésie-Îles-de-la-Madeleine	Granted in 2017	16	2.1%	2.1%	2.3%	2.1%	2.1%	2.1%	2.1%
	Projected for 2018	14	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%
Lanaudière	Granted in 2017	20	2.3%	2.2%	2.4%	2.2%	2.3%	2.3%	2.2%
	Projected for 2018	19	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Laurentides	Granted in 2017	34	2.3%	2.2%	2.3%	2.2%	2.2%	2.2%	2.2%
	Projected for 2018	32	2.3%	2.3%	2.3%	2.4%	2.3%	2.4%	2.3%

		n	All	Senior Management	Managers	Professionals	Technical Personnel	Administrative Personnel	Operations Personnel
Laval	Granted in 2017	33	2.4%	2.5%	2.3%	2.3%	2.3%	2.2%	2.2%
	Projected for 2018	31	2.3%	2.4%	2.3%	2.3%	2.3%	2.4%	2.4%
Mauricie	Granted in 2017	23	2.2%	2.2%	2.3%	2.2%	2.2%	2.2%	2.2%
	Projected for 2018	23	2.3%	2.3%	2.3%	2.3%	2.4%	2.4%	2.3%
Montérégie	Granted in 2017	68	2.3%	2.3%	2.4%	2.3%	2.3%	2.3%	2.3%
	Projected for 2018	62	2.3%	2.4%	2.3%	2.3%	2.3%	2.3%	2.3%
Montreal	Granted in 2017	146	2.5%	2.5%	2.7%	2.6%	2.6%	2.5%	2.5%
	Projected for 2018	135	2.5%	2.6%	2.7%	2.6%	2.6%	2.5%	2.5%
Nord-du-Québec	Granted in 2017	14	2.0%	2.0%	2.3%	2.0%	2.0%	2.0%	2.0%
	Projected for 2018	12	2.2%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%
Outaouais	Granted in 2017	25	2.1%	2.1%	2.2%	2.1%	2.1%	2.1%	2.1%
	Projected for 2018	24	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%
Saguenay-Lac-Saint-Jean	Granted in 2017	26	2.2%	2.1%	2.4%	2.2%	2.2%	2.2%	2.1%
	Projected for 2018	24	2.3%	2.3%	2.4%	2.3%	2.3%	2.3%	2.3%

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 10 — Average total salary increases (excluding freezes) by job category and number of employees

		n	All	Senior Management	Managers	Professionals	Technical Personnel	Administrative Personnel	Operations Personnel
Fewer than 100 employees	Granted in 2017	50	2.5%	2.5%	2.6%	2.6%	2.6%	2.4%	2.4%
	Projected for 2018	48	2.4%	2.6%	2.7%	2.6%	2.7%	2.5%	2.5%
100 to fewer than 500 employees	Granted in 2017	105	2.5%	2.5%	2.6%	2.6%	2.6%	2.5%	2.5%
	Projected for 2018	91	2.4%	2.4%	2.5%	2.5%	2.4%	2.4%	2.4%
500 to fewer than 5,000 employees	Granted in 2017	78	2.3%	2.4%	2.4%	2.4%	2.3%	2.3%	2.3%
	Projected for 2018	75	2.4%	2.4%	2.5%	2.4%	2.4%	2.4%	2.4%
5,000 or more employees	Granted in 2017	23	2.4%	2.3%	2.4%	2.3%	2.4%	2.4%	2.4%
	Projected for 2018	21	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

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 11 — Average total salary increases (excluding freezes) by job category and revenue/annual operating budget

		n	All	Senior Management	Managers	Professionals	Technical Personnel	Administrative Personnel	Operations Personnel
Less than 50 million (\$)	Granted in 2017	60	2.5%	2.6%	2.6%	2.5%	2.5%	2.5%	2.5%
	Projected for 2018	55	2.5%	2.7%	2.6%	2.5%	2.5%	2.5%	2.5%
50 million to 100 million (\$)	Granted in 2017	35	2.4%	2.3%	2.4%	2.4%	2.4%	2.4%	2.3%
	Projected for 2018	31	2.4%	2.3%	2.4%	2.4%	2.4%	2.4%	2.3%
100 million to less than 500 million (\$)	Granted in 2017	45	2.4%	2.4%	2.4%	2.4%	2.4%	2.3%	2.3%
	Projected for 2018	44	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%
500 million to less than 1 billion (\$)	Granted in 2017	22	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%
	Projected for 2018	20	2.4%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%
1 billion or more (\$)	Granted in 2017	42	2.5%	2.4%	2.4%	2.4%	2.5%	2.5%	2.5%
	Projected for 2018	40	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
<i>Not available/ Confidential</i>	Granted in 2017	54	2.7%	2.8%	3.0%	3.2%	2.9%	2.7%	2.6%
	Projected for 2018	47	2.4%	2.4%	2.9%	2.9%	2.7%	2.6%	2.5%

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 12 — Average total salary increases (excluding freezes) by job category and industry sector

		n	All	Senior Management	Managers	Professionals	Technical Personnel	Administrative Personnel	Operations Personnel
Retail and wholesale trade/distribution	Granted in 2017	21	2.5%	2.7%	2.7%	2.5%	2.5%	2.5%	2.4%
	Projected for 2018	20	2.3%	2.5%	2.4%	2.4%	2.4%	2.4%	2.5%
Energy, mining and metals	Granted in 2017	15	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
	Projected for 2018	13	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
Manufacturing (durable)	Granted in 2017	28	2.4%	2.4%	2.4%	2.6%	2.5%	2.5%	2.3%
	Projected for 2018	23	2.3%	2.4%	2.4%	2.5%	2.5%	2.5%	2.3%
Manufacturing (non-durable)	Granted in 2017	19	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
	Projected for 2018	18	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Finance and insurance	Granted in 2017	25	2.4%	2.4%	2.4%	2.3%	2.3%	2.3%	2.3%
	Projected for 2018	25	2.4%	2.4%	2.4%	2.4%	2.4%	2.3%	2.4%
Foundations, community and healthcare assistance	Granted in 2017	13	2.4%	2.1%	2.3%	2.3%	2.2%	2.1%	2.1%
	Projected for 2018	10	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
High technology	Granted in 2017	23	2.8%	2.9%	3.0%	2.8%	2.9%	2.9%	2.8%
	Projected for 2018	20	2.8%	3.0%	2.9%	2.8%	2.9%	2.9%	2.8%
Information, culture and entertaining	Granted in 2017	10	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
	Projected for 2018	10	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%
Pharmaceutical and biotechnology	Granted in 2017	6	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.2%
	Projected for 2018	7	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.2%
Municipal sector	Granted in 2017	23	2.2%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%
	Projected for 2018	22	2.2%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%
Educational services	Granted in 2017	9	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%
	Projected for 2018	8	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%

		n	All	Senior Management	Managers	Professionals	Technical Personnel	Administrative Personnel	Operations Personnel
Professional, scientific and technical services	Granted in 2017	54	2.6%	2.5%	2.8%	2.9%	2.7%	2.5%	2.5%
	Projected for 2018	51	2.6%	2.5%	2.9%	2.8%	2.7%	2.5%	2.5%
Transportation and warehousing	Granted in 2017	12	2.5%	2.6%	2.6%	2.5%	2.5%	2.5%	2.5%
	Projected for 2018	10	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.5%

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.

Table 13 — Average total salary increases (excluding freezes) by job category and organization type

		n	All	Senior Management	Managers	Professionals	Technical Personnel	Administrative Personnel	Operations Personnel
Private sector (listed or not listed on the stock market)	Granted in 2017	190	2.6%	2.6%	2.7%	2.6%	2.6%	2.6%	2.5%
	Projected for 2018	177	2.5%	2.5%	2.6%	2.6%	2.6%	2.5%	2.5%
Public and paragonovernmental sector	Granted in 2017	51	2.2%	2.1%	2.1%	2.1%	2.2%	2.1%	2.1%
	Projected for 2018	47	2.3%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%
Not-for-profit organization (NPO)	Granted in 2017	17	2.4%	2.4%	2.4%	2.3%	2.2%	2.3%	2.2%
	Projected for 2018	13	2.5%	2.6%	2.5%	2.5%	2.4%	2.5%	2.4%

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

Senior Management

Members of the leadership team at the upper level of the management structure. Working with managers, they oversee the services and/or operations of one or more sectors within the organization (e.g. Director of Human Resources, Director of Operations).

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

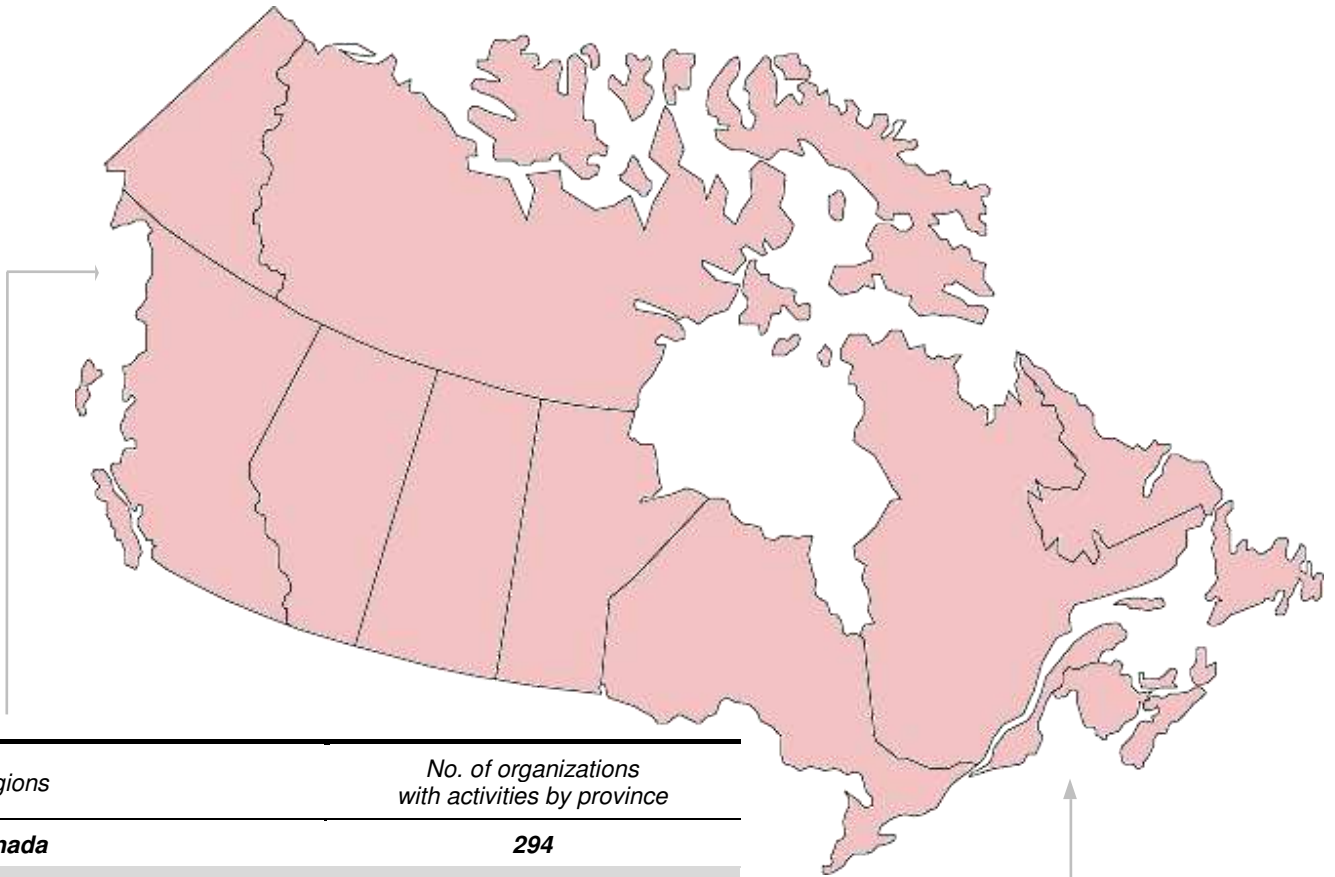
Non-unionized employees possessing technical knowledge and skills in a specific field that have been acquired through post-secondary education or a certain number of years of experience. They apply procedures specific to their field in carrying out their tasks (e.g. IT Support Technician, Lab Technician).

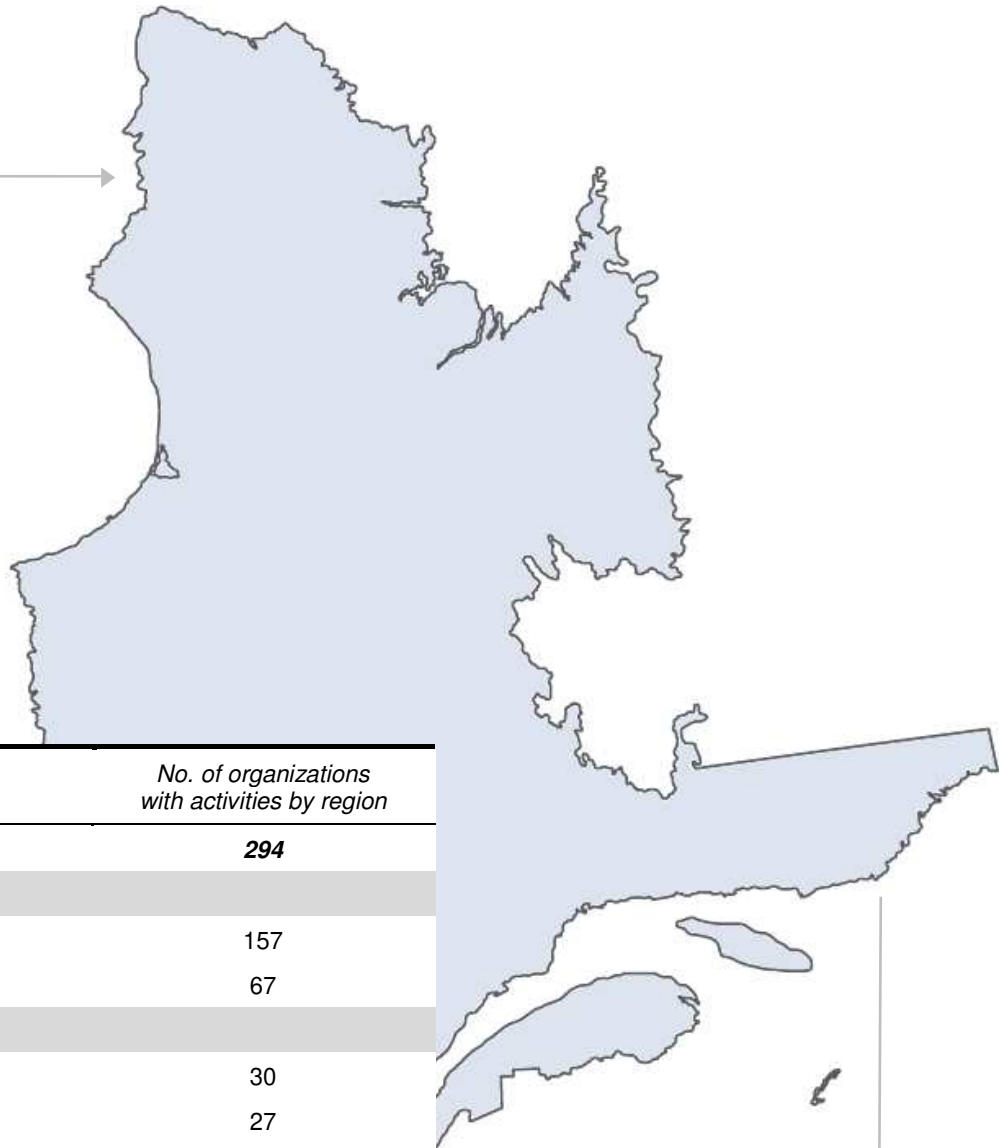
Administrative Personnel

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

Operations Personnel

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





<i>Regions</i>	<i>No. of organizations with activities by region</i>
Entire province	294
Montreal and Quebec City	
Montreal	157
Quebec City	67
Regions	
Abitibi-Témiscamingue	30
Bas-Saint-Laurent	27
Centre-du-Québec	29
Chaudière-Appalaches	33
Côte-Nord	19
Estrie	33
Gaspésie-Îles-de-la-Madeleine	18
Lanaudière	23
Laurentides	37
Laval	38
Mauricie	28
Montérégie	75
Nord-du-Québec	15
Outaouais	31
Saguenay-Lac-Saint-Jean	28

Numbers of employees in Canada

	<i>No. of organizations</i>	<i>%</i>
Fewer than 100 employees	68	23%
100 to fewer than 500 employees	115	39%
500 to fewer than 5,000 employees	83	28%
5,000 or more employees	24	8%
Not available/confidential	4	1%
Total	294	100%

Methodological note: Prevalence may not add up to 100% due to rounding.

Revenues/annual operating budget

	<i>No. of organizations</i>	<i>%</i>
Less than 50 million (\$)	80	27%
50 million to 100 million (\$)	39	13%
100 million to less than 500 million (\$)	47	16%
500 million to less than 1 billion (\$)	23	8%
1 billion or more (\$)	43	15%
Not available/Confidential	62	21%
Total	294	100%

Industry sectors

	<i>No. of organizations</i>	<i>%</i>
Retail and wholesale trade/distribution	23	8%
Energy, mining and metals	16	5%
Durable goods manufacturing	32	11%
Non-durable goods manufacturing	20	7%
Finance and insurance	26	9%
Foundations, community assistance and health care	18	6%
High technology	30	10%
Information, culture and entertaining	14	5%
Pharmaceutical and biotechnology	8	3%
Municipal sector	27	9%
Educational services	9	3%
Professional, scientific and technical services	58	20%
Transportation and warehousing	13	4%
Total	294	100%

Organization types

	<i>No. of organizations</i>	<i>%</i>
Private sector (listed or not listed on stock market)	216	73%
Public and paragonovernmental sector	56	19%
Not-for-profit organization (NPO)	22	7%
Total	294	100%

Methodological note: Prevalence may not add up to 100% due to rounding.

SEE YOU NEXT YEAR FOR THE EIGHTH EDITION!

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

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 compensation package, become a member of the largest total compensation survey in Quebec: remun.

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FOR MORE INFORMATION

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

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Salary Increase Survey

2017 - 2018