

CANADIAN PROFESSIONAL PLANNERS

NATIONAL COMPENSATION & BENEFITS SURVEY

2019

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2019

PREPARED FOR:



ATLANTIC
PLANNERS
INSTITUTE
INSTITUT DES
URBANISTES DE
L'ATLANTIQUE



Institut des
planificateurs
professionnels
de l'Ontario



PREPARED BY:



Bramm Research Inc.
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Canadian Professional Planners

National Compensation and Benefits Survey

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Canadian Professional Planners

National Compensation and Benefits Survey

Background and Objectives

This survey was designed to gather information regarding the demographics, job responsibilities, and compensation and benefits of Canadian professional planners.

Subject areas and question topics included:

Demographics and Current Employment

- Gender and age, education, professional status
- Employment status and employer type
- Years of experience and area(s) of specialization
- Position in the organization and number of reports
- Job satisfaction and incidence of seeking another job

Current Compensation

- Satisfaction with current compensation
- Anticipated salary increase
- Compensation for overtime hours

Work Week

- Hours in an average work week
- Overtime hours and compensation for overtime

Benefits

- Benefits partially paid or completely paid by employer
- Vacation time

Business information (completed by Self-employed/consultant or Owner/principal)

- Years in business
- Full-time/part-time staff
- Billing rates

Method

An email invitation to participate in this survey was sent to 7,658 regulated members of professional planning institutes across Canada. Contained within the email was a link to an online survey. The fieldwork for this survey ran from May 8th to June 9th. In total, 1,850 planners from across Canada had responded. This represents a 24.2% response rate. In our experience, this is an average response rate for surveys of this type.

For each Provincial and Territorial Institute and Association (PTIA), the following table provides details related to the number of members receiving invitations, the number of responses, and response rate.

	MEMBERS #	RESPONSES #	RESPONSE RATE %
PIBC	1,291	290	23%
APPI	870	222	26%
SPPI	196	95	48%
MPPI	136	52	38%
OPPI	3,373	824	24%
OUQ	1,516	236	16%
API	276	114	41%
OTHER	n/a	17	n/a
TOTAL	7,658	1,850	24%

Margin of Error

With a total sample of 1,850, the margin of error is plus or minus 2.0 percentage points at the 95 percent confidence level.

If, for example, 50% of the respondents report achieving a certain level of education, then we can be reasonably sure (19 times out of 20) of an accuracy within +/- 2.0%. This means that a total census of all regulated members would reveal an answer of not less than 48% and not more than 52%.

The margin of error, as stated above, applies only when the full base is being reported upon, and when the proportion being tested is 50%. As the base size being report decreases, the margin of error increases. But also, as the proportion being tested rises (e.g. 70% instead of 50%), the margin of error decreases.

Definitions: Mean and Median

Throughout this report are tables that use the terms “mean” and “median”. The mean is simply the arithmetic average of a set of numbers. We use average and mean interchangeably. It is the sum of all values divided by the number of items in the list.

While the mean is an extremely useful statistic, it can be dramatically affected by extreme values in the dataset e.g. a very high reported salary. For this reason, the median, is often used to report salary information. The median is the “middle” value and is unaffected by extreme values. When the data are arranged in order of magnitude, half of the data will be smaller than the median and half will be larger.

Reader Note

There are a few things to note when reading this report:

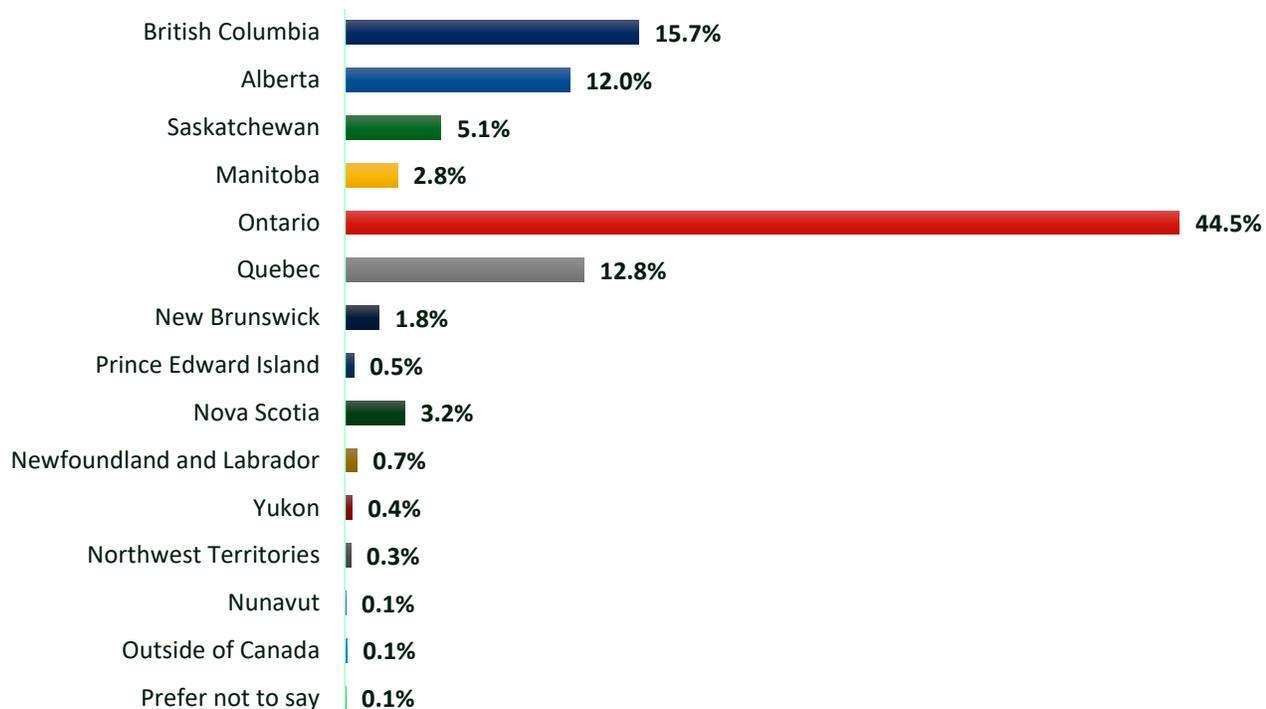
- Almost all charts are shown with rounding to the closest whole number.
- For a few geographic charts, one decimal place is shown in the percentages.
- Categories that are labelled as 0% in charts are actually greater than 0% and less than 0.5%.
- The **group cut-off size** for showing mean and median detail is **30**. Almost all categories of <30 are not included in the average and median detail tables. Where possible and sensible, categories of <30 are combined. For example, age categories of *66 to 70* (n=25) and *Over 70* (n=18) are combined into an *Over 65* category with 43 respondents. There are, however, some cases where categories of <30 are shown in the mean and median tables. This is most notable in the final section of the survey that was completed only by the 117 respondents who identified themselves as “Self-employed/ Consultant” or “Owner/principal.”

Section 1: About You

Province

Ontario is the most highly represented province, with 824 completions, followed by British Columbia, Alberta, and Quebec, each of which had over 200 completions. Alberta reports the highest mean and median annual base salary/income.

Where do you currently reside?

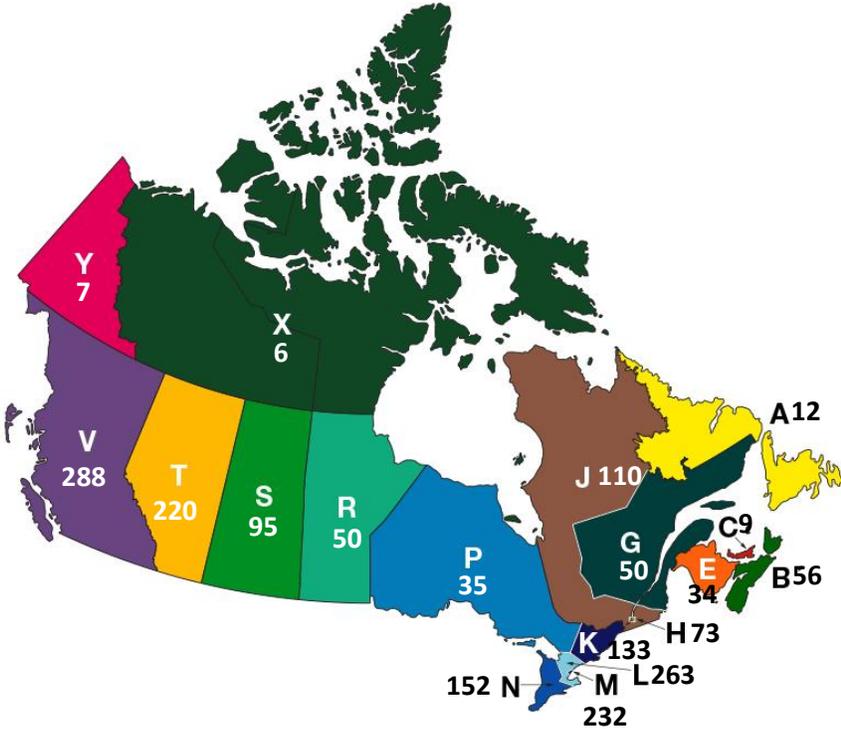


	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1850	1850	\$95,078	\$90,000
<i>British Columbia</i>	16%	290	\$98,674	\$91,000
<i>Alberta</i>	12%	222	\$103,234	\$102,500
<i>Saskatchewan</i>	5%	95	\$84,805	\$81,000
<i>Manitoba</i>	3%	52	\$93,889	\$89,118
<i>Ontario</i>	45%	824	\$98,991	\$90,500
<i>Quebec</i>	13%	236	\$81,384	\$80,000
<i>Atlantic Canada</i>	6%	114	\$78,124	\$75,000
<i>New Brunswick</i>	2%	34	\$80,992	\$78,000
<i>Nova Scotia</i>	3%	59	\$75,815	\$75,000

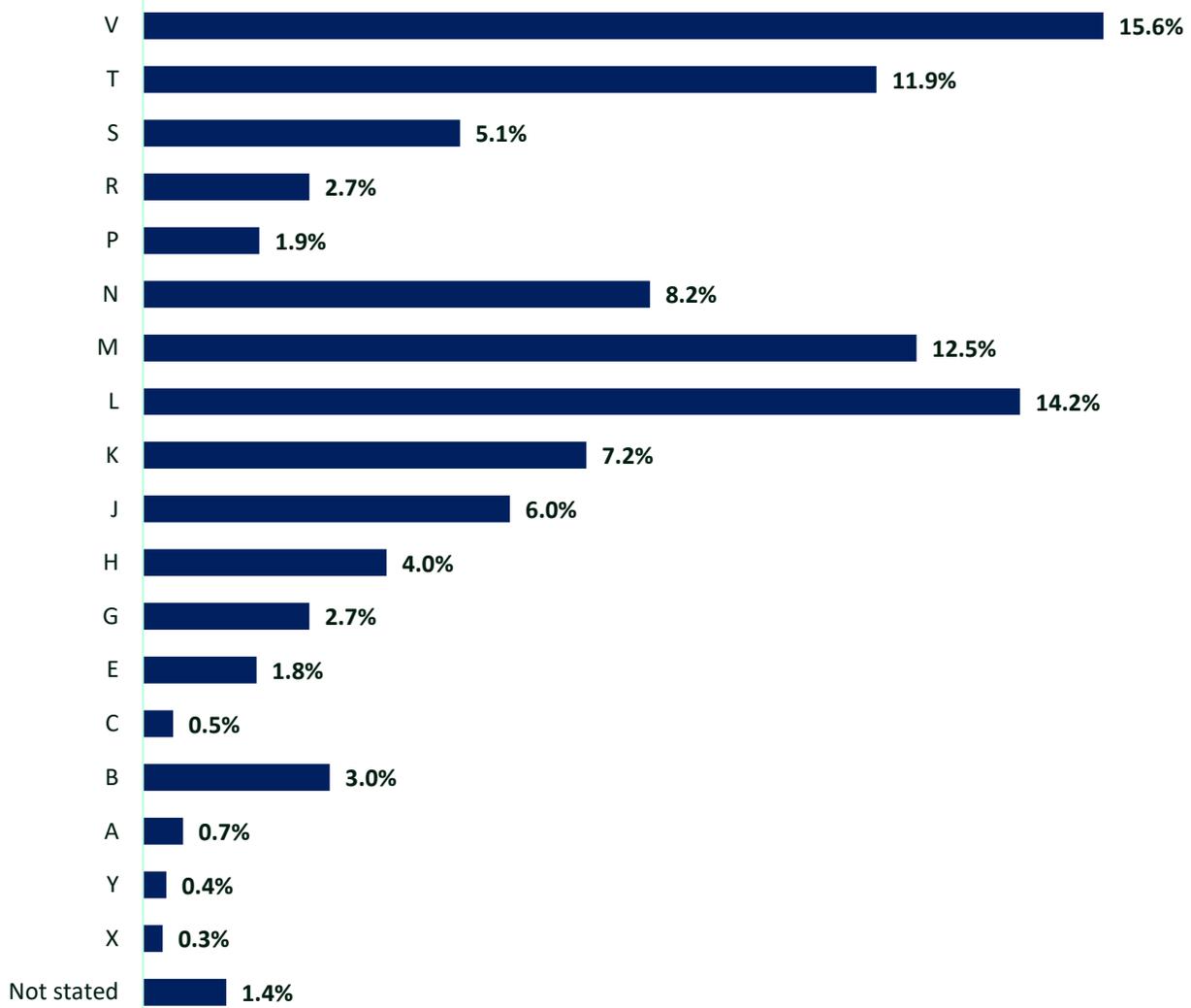
Postal code of residence - first letter

The map below shows the number of respondents based on the first letter of the postal code. The bar graph on the following page shows the percentage of respondents falling into each postal code. This graph is ordered from west to east, except for territory postal codes X and Y.

Respondents reported in from all main postal code regions, with the largest percentage from "V". As the table on page three of this section indicates, the highest mean annual base salary/income was reported from those who live in postal code region "L" (Central Ontario excluding Toronto) and the highest median from "T" (Alberta). The number of respondents per postal code region is shown in the map below.



What are the first three digits of the postal code where you reside? [1st letter only]



Mean and Median Salary by Postal code of residence - first letter

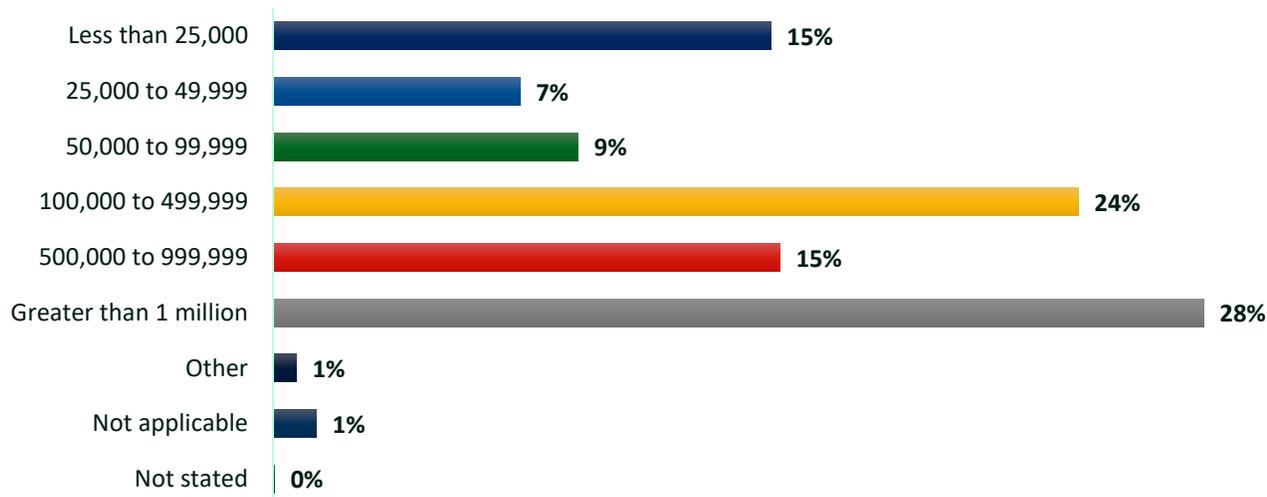
What are the first three digits of the postal code where you reside? [1st letter only]

	<i>Total %</i>	<i>Total N</i>	<i>Mean</i>	<i>Median</i>
TOTAL RESPONDENTS	1850	1850	\$95,078	\$90,000
V	16%	288	\$98,820	\$92,000
T	12%	220	\$103,278	\$103,000
S	5%	95	\$84,805	\$81,000
R	3%	50	\$93,568	\$88,000
P	2%	35	\$97,448	\$97,692
N	8%	152	\$93,548	\$86,004
M	13%	232	\$99,011	\$88,000
L	14%	263	\$103,922	\$98,000
K	7%	133	\$96,053	\$90,000
J	6%	110	\$82,531	\$80,000
H	4%	73	\$82,402	\$80,000
G	3%	50	\$76,790	\$78,582
E	2%	34	\$80,992	\$78,000
C	0%	9	\$73,331	\$72,550

Size of municipality where currently employed

The largest group of respondents is employed in cities >1 million in population. Additionally, the mean annual base salary/ income appears to be correlated with population size.

What size is the city, town, or region where you are currently employed?



Estimated average: 554,000

	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1850	1850	\$95,078	\$90,000
<i>Less than 25,000</i>	15%	274	\$87,028	\$85,000
<i>25,000 to 49,999</i>	7%	136	\$88,261	\$84,000
<i>50,000 to 99,999</i>	9%	168	\$92,414	\$89,180
<i>100,000 to 499,999</i>	24%	443	\$92,546	\$85,000
<i>500,000 to 999,999</i>	15%	279	\$97,508	\$95,000
<i>Greater than 1 million</i>	28%	512	\$103,613	\$97,000

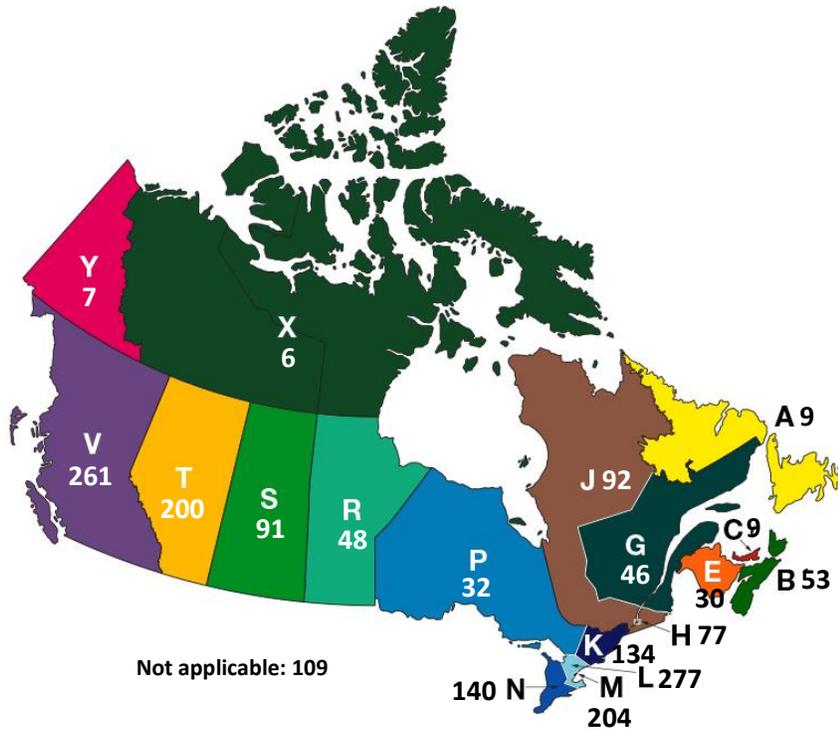
Name of municipality where employer is located

The highest mean salary, approximately \$113k, according to the employer's municipality, is in Edmonton. For the sake of completeness, detail is being shown below the N=30 cut-off.

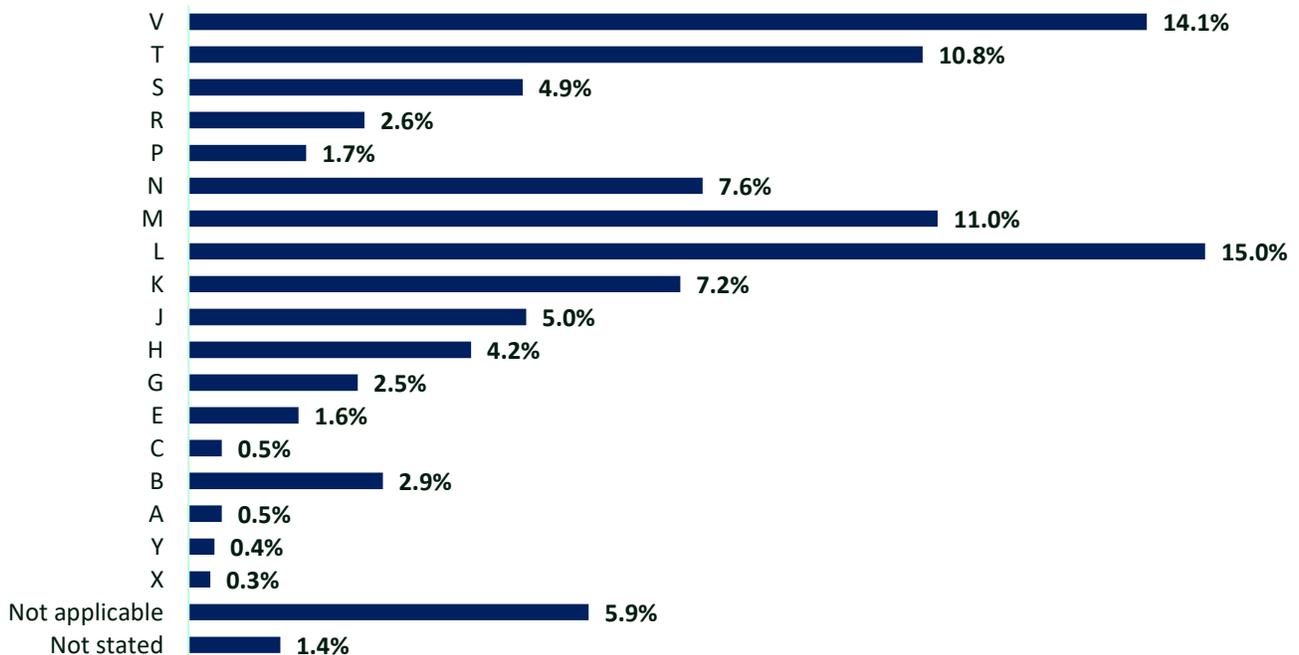
	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1850	1850	\$95,078	\$90,000
<i>Vancouver</i>	4%	77	\$102,929	\$100,000
<i>Victoria</i>	1%	20	\$93,563	\$84,000
<i>Misc. BC</i>	10%	182	\$97,688	\$91,000
<i>Calgary</i>	4%	65	\$99,991	\$102,000
<i>Edmonton</i>	4%	69	\$113,250	\$108,000
<i>Misc. AB</i>	4%	76	\$99,962	\$97,900
<i>Regina</i>	1%	21	\$97,465	\$98,000
<i>Saskatoon</i>	3%	56	\$82,873	\$80,000
<i>Misc. SK</i>	1%	13	\$74,433	\$70,000
<i>Winnipeg</i>	2%	37	\$97,927	\$89,500
<i>Misc. MB</i>	1%	14	\$82,640	\$80,000
<i>Hamilton</i>	1%	22	\$106,507	\$87,000
<i>Kitchener/Waterloo</i>	2%	44	\$88,587	\$82,000
<i>London</i>	2%	28	\$86,759	\$76,000
<i>Markham</i>	1%	20	\$107,146	\$116,700
<i>Mississauga</i>	2%	35	\$93,114	\$93,000
<i>Ottawa</i>	3%	64	\$104,621	\$99,697
<i>Toronto</i>	11%	211	\$104,075	\$91,096
<i>Vaughan</i>	1%	26	\$101,827	\$90,000
<i>Misc. ON</i>	19%	348	\$96,378	\$90,000
<i>Montreal</i>	4%	71	\$85,329	\$80,000
<i>Quebec</i>	1%	20	\$74,150	\$72,480
<i>Misc. QC</i>	7%	128	\$79,497	\$79,000
<i>Misc. NB</i>	1%	27	\$79,657	\$78,000
<i>Misc. PEI</i>	0%	8	\$77,497	\$72,550
<i>Halifax</i>	2%	40	\$78,568	\$75,000
<i>Misc. NS</i>	1%	15	\$65,962	\$64,500
<i>Misc. NL</i>	0%	9	\$88,029	\$88,698
<i>Misc. Territories</i>	1%	13	\$94,462	\$100,000

Postal code of employer - first letter

Respondents with employers in postal regions “T”, “M”, and “L” reported mean annual base salaries/ incomes over \$100k. It is worth noting that those reporting employer location as “Not applicable” also had mean base salaries/ incomes above \$100k. The number of respondents per postal code region is shown in the map below.



What are the first three digits of the postal code where your employer is located?

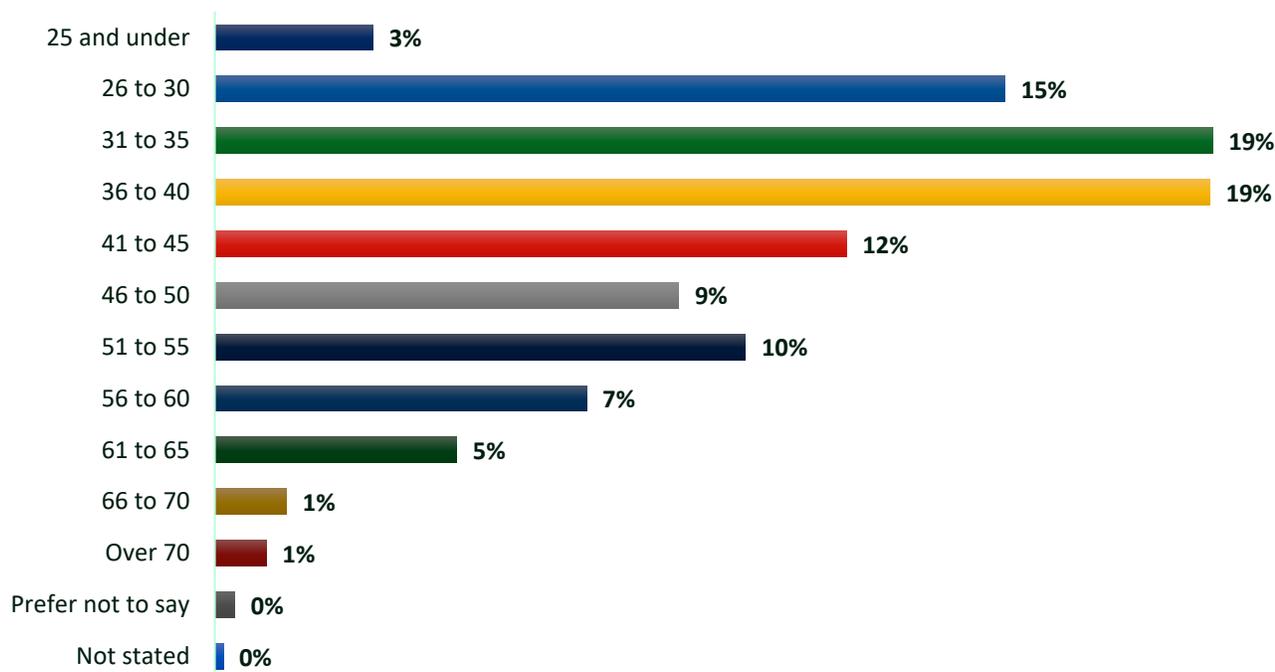


	<i>Total %</i>	<i>Total N</i>	<i>Mean</i>	<i>Median</i>
TOTAL RESPONDENTS	1850	1850	\$95,078	\$90,000
V	14%	261	\$99,044	\$91,000
T	11%	200	\$103,657	\$104,000
S	5%	91	\$85,243	\$81,000
R	3%	48	\$88,912	\$84,000
P	2%	32	\$98,272	\$97,692
N	8%	140	\$92,063	\$87,000
M	11%	204	\$103,195	\$91,000
L	15%	277	\$100,904	\$92,715
K	7%	134	\$94,051	\$90,000
J	5%	92	\$76,967	\$74,000
H	4%	77	\$87,364	\$82,000
G	2%	46	\$76,220	\$78,582
E	2%	30	\$78,825	\$71,000
B	3%	53	\$74,850	\$75,000
<i>Not applicable</i>	6%	109	\$102,213	\$92,000

Age

691 respondents – over 1/3 – were in their 30s. Mean base salaries/ incomes increase with age, topping out at over \$127k in the age bracket of 56 to 60. The average age reported for males is 43.0 and for females is 39.3.

What is your age category?



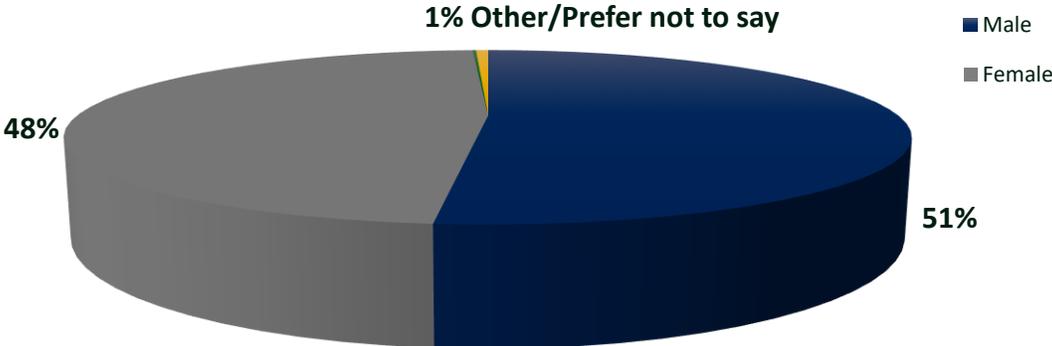
Estimated average age: 41.3

	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1850	1850	\$95,078	\$90,000
<i>25 and under</i>	3%	55	\$56,944	\$56,160
<i>26 to 30</i>	15%	274	\$67,861	\$68,000
<i>31 to 35</i>	19%	346	\$81,449	\$80,000
<i>36 to 40</i>	19%	345	\$93,246	\$93,165
<i>41 to 45</i>	12%	219	\$102,780	\$100,000
<i>46 to 50</i>	9%	161	\$109,966	\$104,000
<i>51 to 55</i>	10%	184	\$117,020	\$110,000
<i>56 to 60</i>	7%	129	\$127,693	\$120,000
<i>61 to 65</i>	5%	84	\$114,877	\$113,967
<i>Over 65</i>	2%	43	\$116,993	\$108,000

Gender

The male to female ratio in reporting is 51:47. With regard to mean base salaries/ incomes, males reported an average salary that was approximately \$12.5k higher than females. Fourteen individuals out of 1,850 respondents reported other gender or preferred not to say.

What is your gender identity?

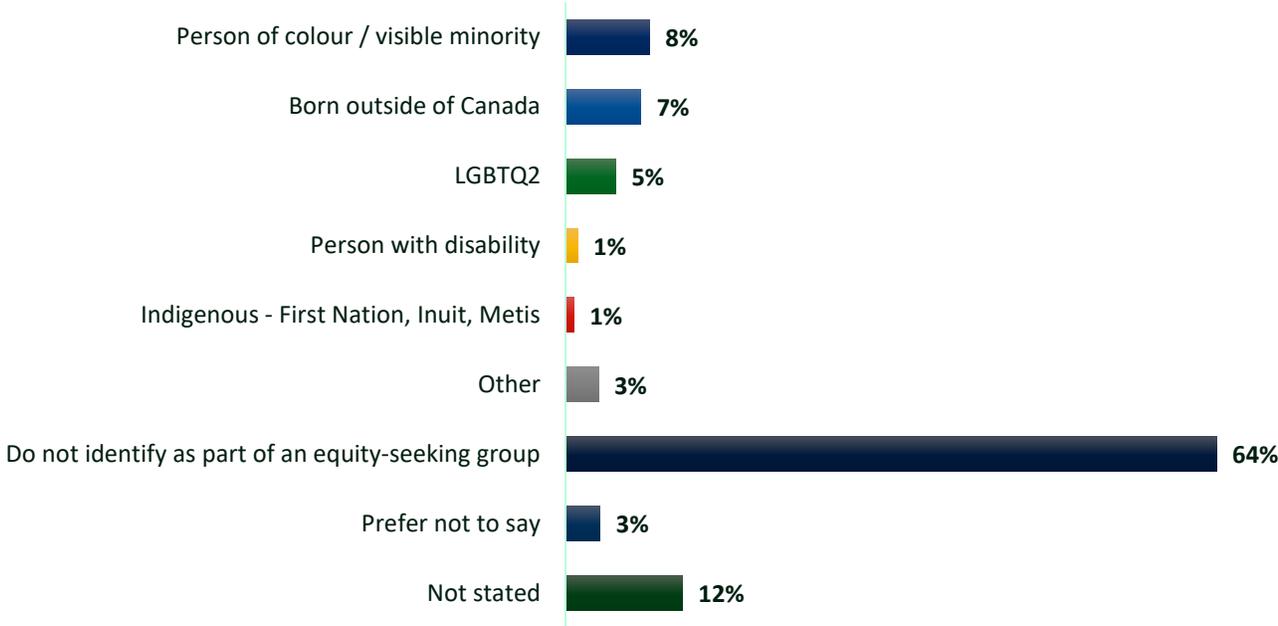


	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1850	1850	\$95,078	\$90,000
Male	51%	951	\$101,166	\$95,000
Female	48%	878	\$88,576	\$85,000

Identifies as part of an equity-seeking group

21% of respondents (389) chose to self-identify as being part of an equity-seeking group, with more than 100 reporting in each of the categories: “Person of colour / visible minority” and “Born outside of Canada”. The mean annual base salary/income for those 389 respondents was reported as \$92,181.

Do you identify as part of an equity-seeking group:



	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1850	1850	\$95,078	\$90,000
<i>Person of colour / visible minority</i>	8%	153	\$88,983	\$85,000
<i>Born outside of Canada</i>	7%	137	\$91,454	\$90,000
<i>LGBTQ2</i>	5%	91	\$88,047	\$85,000
<i>Other</i>	3%	60	\$101,270	\$94,997
<i>Do not identify as part of an equity-seeking group</i>	64%	1185	\$96,435	\$90,000
<i>Prefer not to say</i>	3%	63	\$95,801	\$93,760
<i>Not stated</i>	12%	213	\$92,620	\$90,000

Has an accredited Canadian planning degree

Almost half of survey respondents have a master's level accredited planning degree (48%).

At first glance, it appears that having an accredited Canadian planning degree might be detrimental to earning power since the highest salary – around \$102k – belongs to those who do not have one. But after looking at the way this question interacts with years of experience in the planning industry, it appears that it is the years of experience that is creating this effect.

“Years in planning” is related very strongly to increase in salary, as shown in the table below, where those with less than 5 years experience averaged \$68.8k in salary, and those with 31+ years, \$132.1k.

And since those **without** an accredited degree have been in a planning position for a longer time, on average, (Bachelor's level: 15.0 years, Master's level: 13.2 years, No degree: 16.8 years – see next page) then they reported a larger average salary than those **with** a degree. This relationship can especially be seen among those who have been in a planning position for 5 years or less: 37% have an accredited bachelor's degree, 59% have a master's, and only 7% have neither.

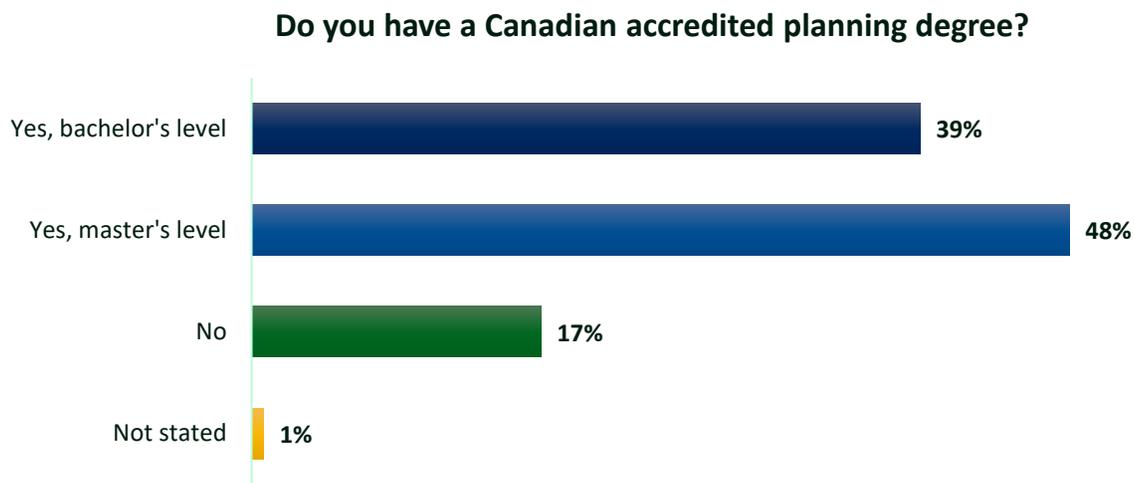


Table showing detail of accredited degree data by years in planning

	Total %	Total N	Mean	Median	<=5 yrs %	6 to- 10 y %	11 to 15 y %	16 to- 20 y %	21 to 25 y %	26 to 30 y %	31+ yrs. %
TOTAL RESPONDENTS	1850	1850	\$95,078	\$90,000	426	391	376	209	145	140	163
<i>Yes, bachelor's level</i>	39%	716	\$93,756	\$87,000	37%	36%	39%	40%	43%	31%	49%
<i>Yes, master's level</i>	47%	876	\$92,991	\$87,000	59%	49%	40%	47%	45%	41%	36%
<i>No</i>	17%	310	\$102,712	\$98,000	7%	16%	24%	15%	19%	29%	18%
Mean Salary (\$k)	n/a	n/a	n/a	n/a	66.8	85.3	97.3	106.1	116.5	121.0	132.1

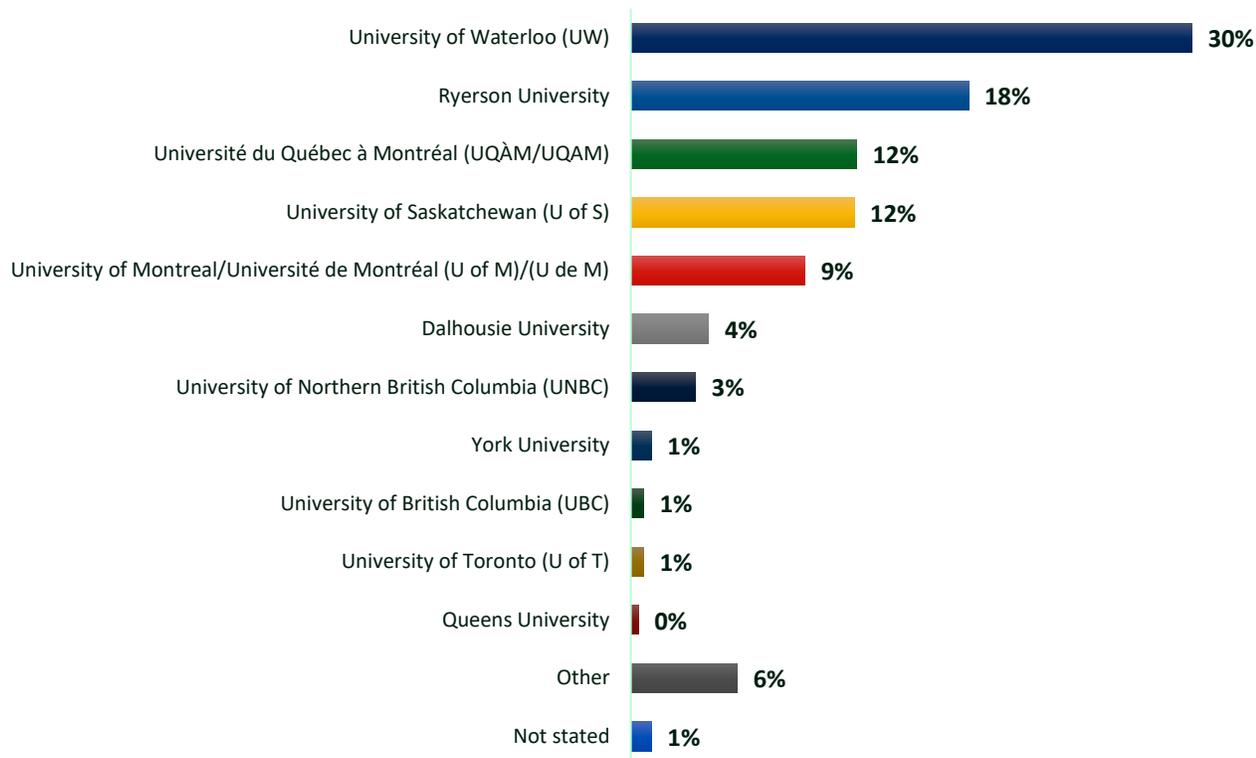
Table showing detail of years in planning by accredited degree data

	<i>B. level degree %</i>	<i>M. level degree %</i>	<i>NO degree %</i>
TOTAL RESPONDENTS	716	876	310
<i>5 or less years in planning</i>	22%	29%	9%
<i>6 to 10</i>	20%	22%	21%
<i>11 to 15</i>	21%	17%	29%
<i>16 to 20</i>	12%	11%	10%
<i>21 to 25</i>	9%	7%	9%
<i>26 to 30</i>	6%	7%	13%
<i>31 to 35</i>	5%	3%	7%
<i>36 to 40</i>	3%	2%	2%
<i>41 or more</i>	3%	2%	1%
Mean years in planning	15.0	13.2	16.8

Accredited Canadian bachelor’s degree – school

Almost 1/3 (30%) of accredited bachelor’s degrees reportedly came from Waterloo. Graduates from Waterloo and Ryerson seemed to be leading the way with respect to mean salaries, but the small response sizes from many other universities make any definite commentary difficult.

For the bachelor's level accredited Canadian planning degree, please specify the school.

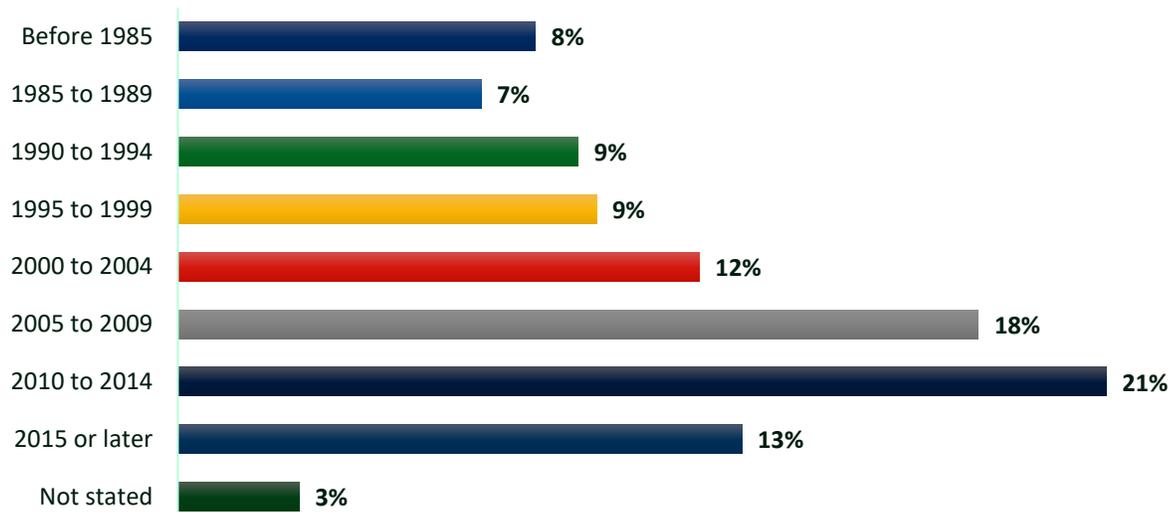


	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	728	728	\$93,594	\$87,000
<i>University of Waterloo (UW)</i>	30%	216	\$101,428	\$95,000
<i>Ryerson University</i>	18%	130	\$98,905	\$90,000
<i>Université du Québec à Montréal (UQÀM/UQAM)</i>	12%	87	\$78,629	\$77,000
<i>University of Saskatchewan (U of S)</i>	12%	86	\$90,894	\$85,000
<i>University of Montreal/Université de Montréal (U of M)/(U de M)</i>	9%	67	\$81,336	\$80,000
<i>Dalhousie University</i>	4%	30	\$72,843	\$70,200

Accredited Canadian bachelor’s degree – year

Over half of bachelor’s level degree holders (378) graduated since 2005. Not surprisingly, the more recent the graduation, the lower the mean annual base salary/income.

For the bachelor's level accredited Canadian planning degree, what year did you graduate?

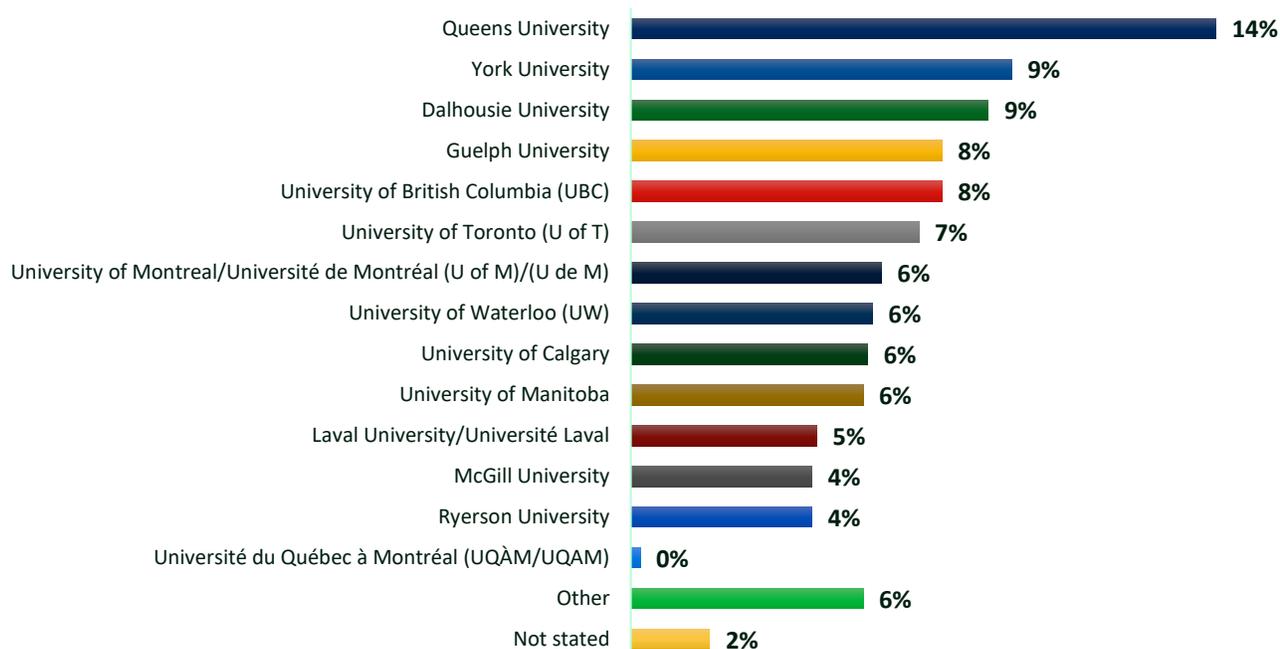


	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	728	728	\$93,594	\$87,000
<i>Before 1985</i>	8%	59	\$126,099	\$120,000
<i>1985 to 1989</i>	7%	50	\$122,668	\$120,800
<i>1990 to 1994</i>	9%	66	\$117,628	\$105,000
<i>1995 to 1999</i>	9%	69	\$102,687	\$100,700
<i>2000 to 2004</i>	12%	86	\$102,315	\$98,000
<i>2005 to 2009</i>	18%	132	\$90,722	\$90,000
<i>2010 to 2014</i>	21%	153	\$75,384	\$75,000
<i>2015 or later</i>	13%	93	\$59,458	\$60,000

Accredited Canadian master’s degree – school

There was a much broader range of schools reported at the master’s level than at the bachelor’s level. The most frequently mentioned school reporting a master’s level accredited planning degree was Queens.

For the master's level accredited Canadian planning degree, please specify the school.

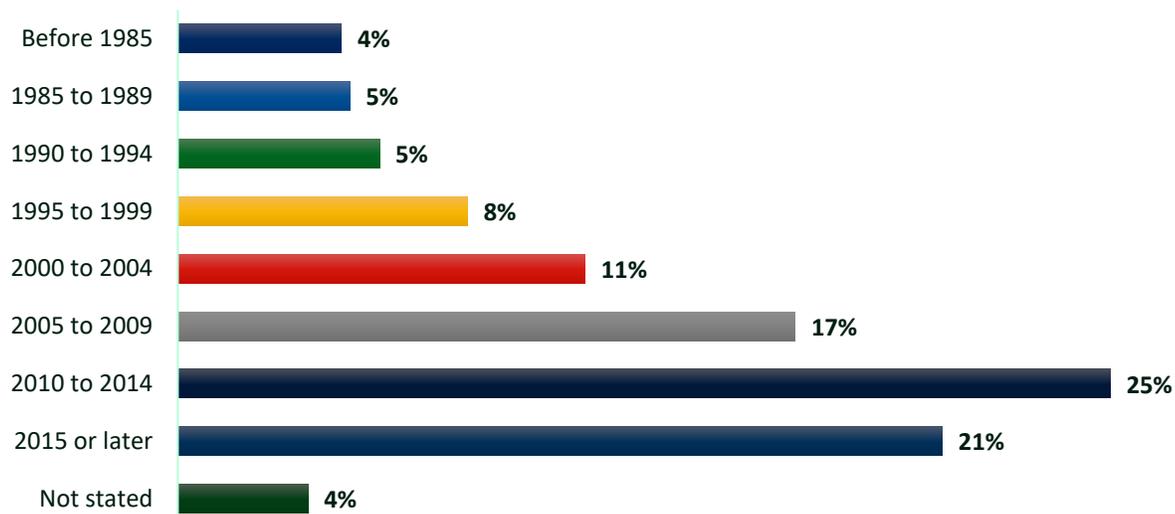


	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	876	876	\$92,991	\$87,000
<i>Queens University</i>	14%	126	\$95,017	\$88,000
<i>York University</i>	9%	82	\$98,958	\$94,997
<i>Dalhousie University</i>	9%	77	\$87,359	\$82,000
<i>Guelph University</i>	8%	67	\$80,821	\$75,000
<i>University of British Columbia (UBC)</i>	8%	67	\$98,184	\$91,000
<i>University of Toronto (U of T)</i>	7%	62	\$100,102	\$91,000
<i>University of Montreal/Université de Montréal (U of M)/(U de M)</i>	6%	54	\$90,646	\$87,000
<i>University of Waterloo (UW)</i>	6%	52	\$95,106	\$86,365
<i>University of Calgary</i>	6%	51	\$90,384	\$86,914
<i>University of Manitoba</i>	6%	50	\$104,619	\$95,000
<i>Laval University/Université Laval</i>	5%	40	\$78,011	\$72,000
<i>McGill University</i>	4%	39	\$91,159	\$93,700
<i>Ryerson University</i>	4%	39	\$75,414	\$72,780

Accredited Canadian master’s degree – year

Almost 2/3 of master’s level holders (551) graduated since 2005. Once again, the more recent the graduation, the lower the mean annual base salary/income.

For the master's level accredited Canadian planning degree, what year did you graduate?

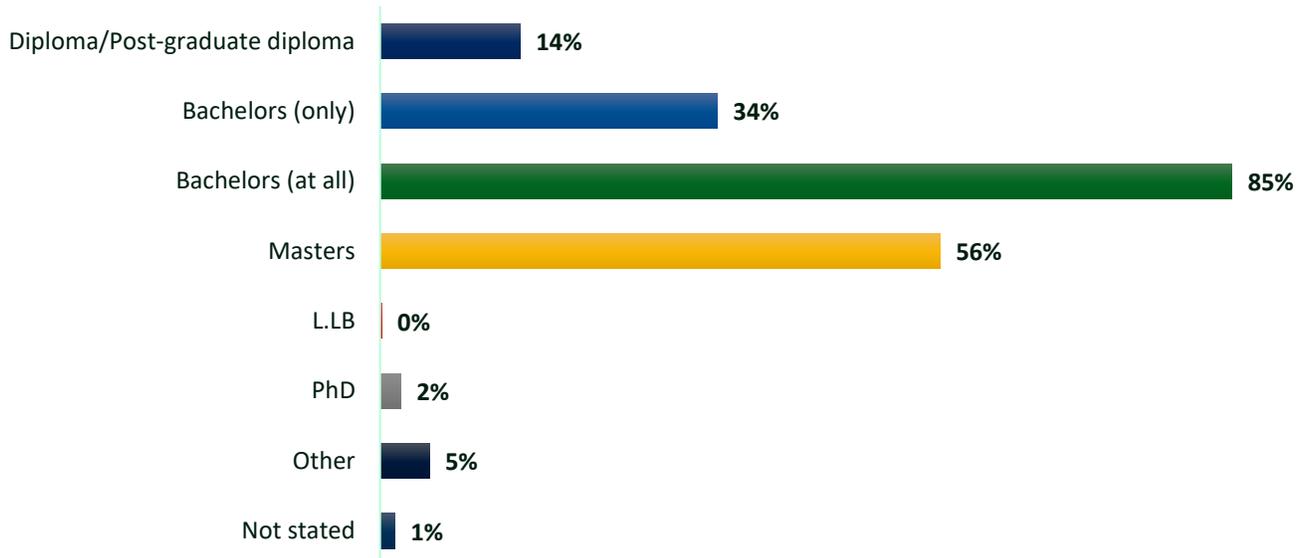


	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	876	876	\$92,991	\$87,000
<i>Before 1985</i>	4%	39	\$113,002	\$103,000
<i>1985 to 1989</i>	5%	41	\$117,549	\$118,000
<i>1990 to 1994</i>	5%	48	\$118,623	\$120,000
<i>1995 to 1999</i>	8%	69	\$114,685	\$106,500
<i>2000 to 2004</i>	11%	97	\$108,391	\$103,000
<i>2005 to 2009</i>	17%	147	\$99,028	\$100,000
<i>2010 to 2014</i>	25%	222	\$82,589	\$80,000
<i>2015 or later</i>	21%	182	\$65,172	\$65,000

Degrees/Diplomas earned

Eighty-five percent of respondents report having a bachelor's degree and 56% have gone on to earn a master's level degree. About 1/3 (34%) of respondents have **only** a bachelor's degree and that segment also reports an income at par, or perhaps slightly higher, than those who hold a master's degree.

What degrees or diplomas have you earned?

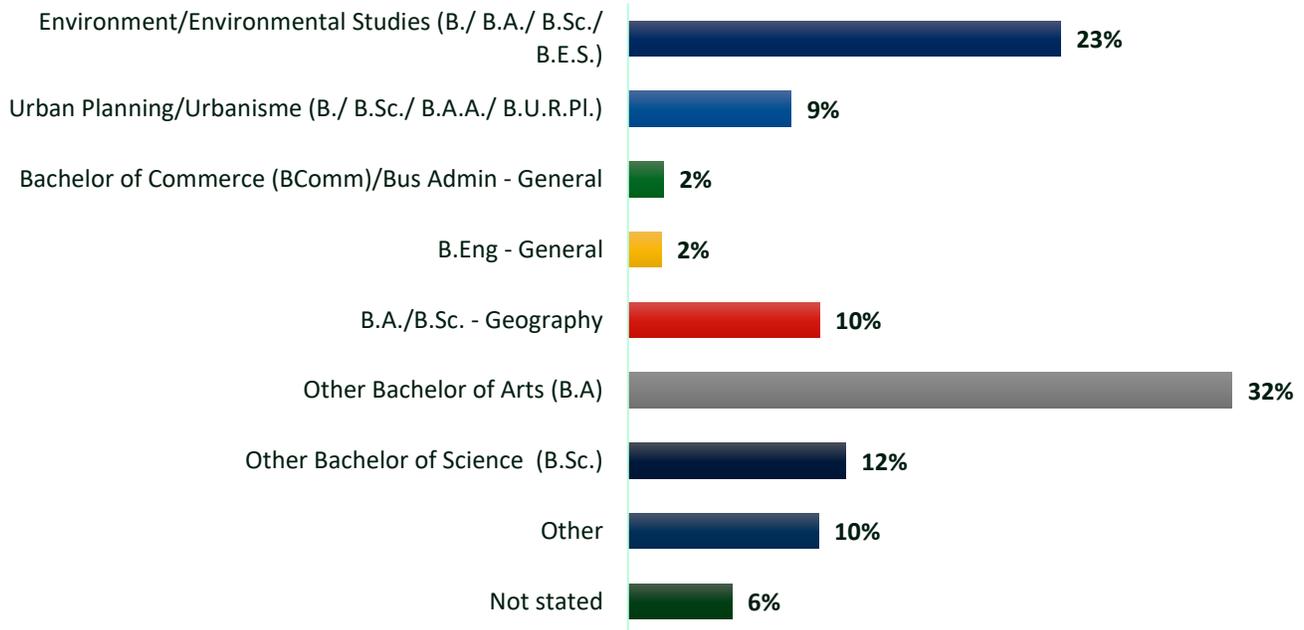


	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1850	1850	\$95,078	\$90,000
<i>Diploma/Post-graduate diploma</i>	14%	259	\$96,215	\$90,126
Bachelors (only)	34%	624	\$95,162	\$89,000
Bachelors (at all)	85%	1576	\$94,407	\$90,000
<i>Masters</i>	56%	1036	\$93,944	\$89,500
<i>PhD</i>	2%	38	\$123,905	\$122,000
<i>Other</i>	5%	94	\$98,037	\$100,000

Bachelor's degree earned

"Environmental studies" is the type of bachelor's degree most often mentioned, at 23%

What degrees or diplomas have you earned? [Bachelor's degree]

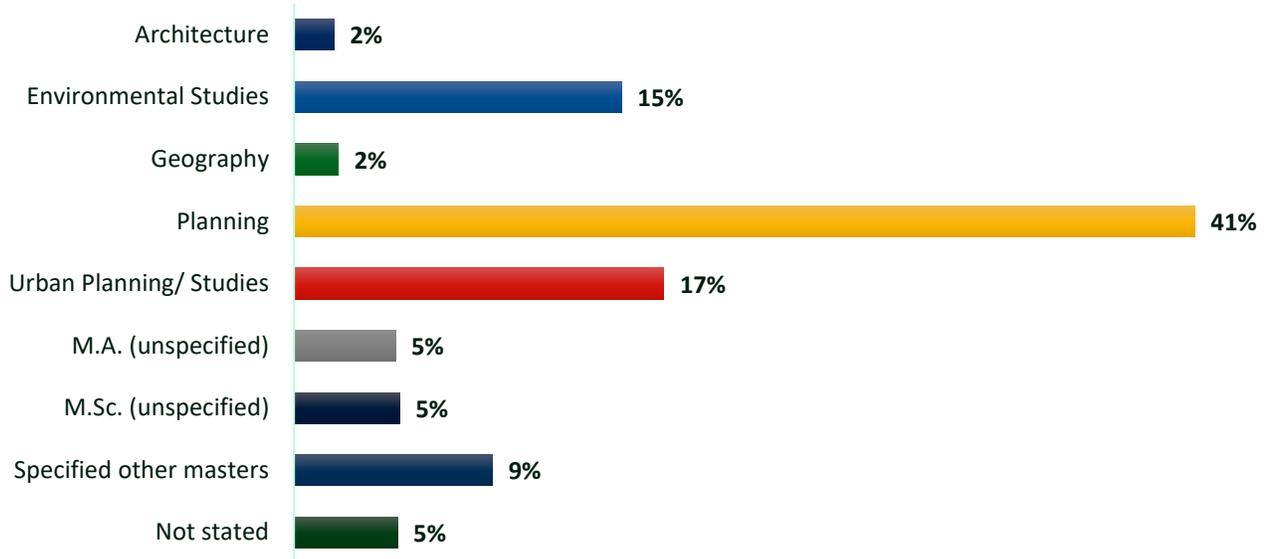


	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1576	1576	\$94,407	\$90,000
<i>Environment/Environmental Studies (B./ B.A./ B.Sc./ B.E.S.)</i>	23%	366	\$95,932	\$91,000
<i>Urban Planning/Urbanisme (B./ B.Sc./ B.A.A./ B.U.R.Pl.)</i>	9%	138	\$92,494	\$90,000
<i>Bachelor of Commerce (BComm)/Bus Admin - General</i>	2%	30	\$90,956	\$82,000
<i>B.Eng - General</i>	2%	28	\$106,880	\$100,000
<i>B.A./B.Sc. - Geography</i>	10%	162	\$96,416	\$93,760
<i>Other Bachelor of Arts (B.A)</i>	32%	511	\$96,319	\$88,000
<i>Other Bachelor of Science (B.Sc.)</i>	12%	184	\$85,866	\$83,690

Master's degree earned

The majority of respondents with master's degrees (58%) had either an unspecified planning degree or a degree in urban planning/urban studies.

What degrees or diplomas have you earned? [Masters's degree]



	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1036	1036	\$93,944	\$89,500
<i>Environmental Studies</i>	15%	155	\$99,524	\$96,772
<i>Planning</i>	41%	426	\$88,435	\$82,000
<i>Urban Planning/ Studies</i>	17%	175	\$94,255	\$92,233
<i>M.A. (unspecified)</i>	5%	48	\$99,209	\$98,600
<i>M.Sc. (unspecified)</i>	5%	50	\$92,509	\$85,000
<i>Specified other masters</i>	13%	134	\$100,637	\$100,000

Professional status

“Professional Planners” make up approximately 80% of those who responded to the survey and their mean annual base salary/income is approximately \$30k higher than those who do not have that professional planning status.

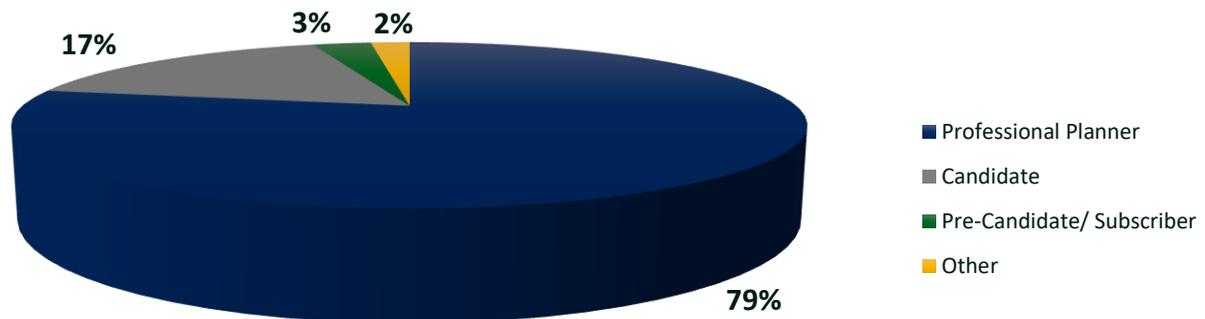
Definitions used in survey:

Professional Planner - An individual who has met their Provincial and Territorial Institute’s certification criteria to become a Registered Professional Planner/Licensed Professional Planner/urbaniste or equivalent, and is currently in good standing with their Provincial and Territorial Institute.

Candidate - An individual who is in the process of meeting their Provincial and Territorial Institute’s certification criteria to become a Registered Professional Planner/Licensed Professional Planner/urbaniste or equivalent.

Pre-Candidate/Subscriber - An individual who is pursuing a career in planning, but is not yet eligible to apply for Candidate status with their Provincial or Territorial Institute.

What is your professional planning status?

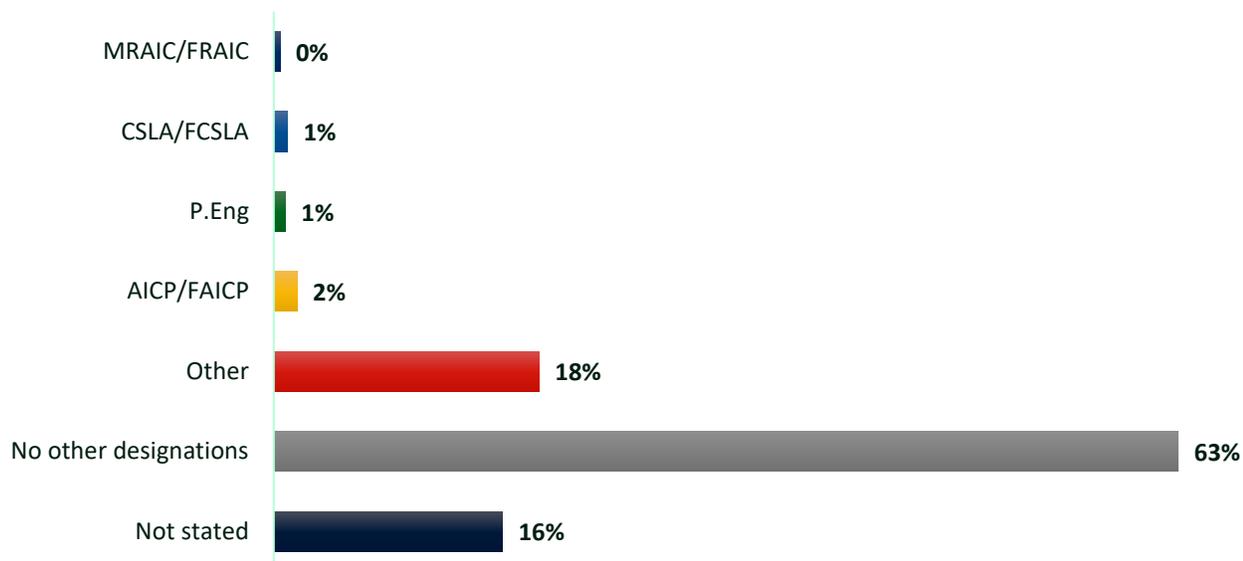


	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1850	1850	\$95,078	\$90,000
<i>Professional Planner</i>	79%	1454	\$101,562	\$96,000
<i>Candidate</i>	17%	320	\$70,227	\$68,000
<i>Pre-Candidate/Subscriber</i>	3%	48	\$70,453	\$69,000

Additional professional designations

Those who report the additional professional designations: MRAIC/FRAIC, CSLA/FCSLA, P.Eng, or AICP/FAICP, make up a small proportion of the planners who responded to the survey, but their mean annual base salary/income is approximately \$20k higher than the rest of those who responded to the survey. With regard to most frequent “other” mentions, LEED is mentioned 26 times (1.4%), and PMP 19 times (1.0%).

Do you hold any additional professional designations?

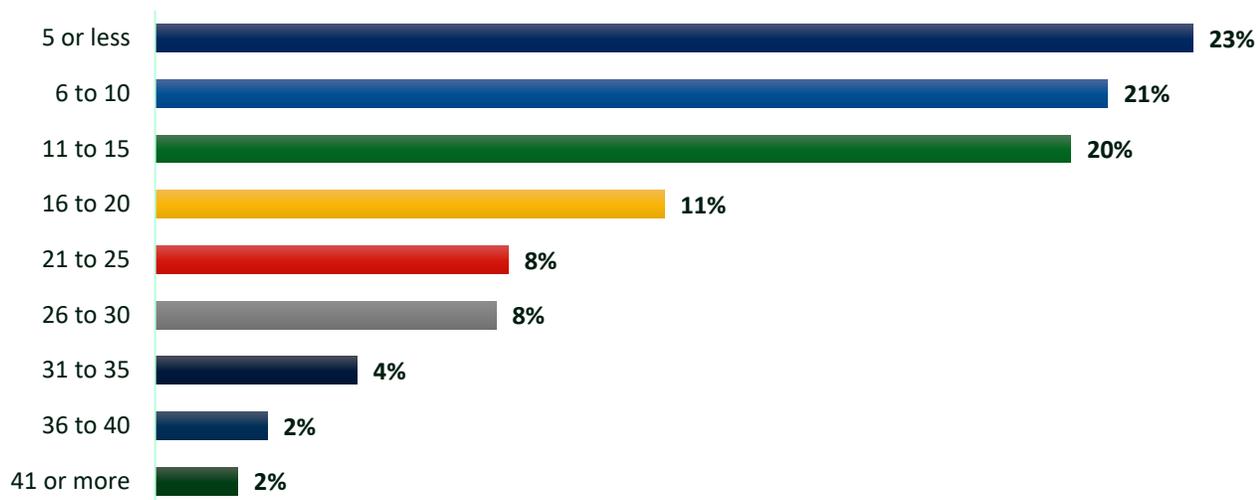


	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1850	1850	\$95,078	\$90,000
<i>MRAIC/FRAIC, CSLA/FCSLA, or P.Eng</i>	2%	41	\$113,348	\$104,853
<i>AICP/FAICP</i>	2%	30	\$113,075	\$103,253
<i>Other</i>	18%	341	\$92,770	\$90,000
<i>No other designations</i>	63%	1162	\$95,875	\$90,000
<i>Not stated</i>	16%	294	\$91,229	\$85,000

Years employed in a planning position

Approximately 2/3 (64%) of respondents have been employed in a planning position for 15 years or less, with an almost equal split in each of the first three experience brackets. Once again, we see a pattern in which the mean base salaries/ incomes increase with experience, this time topping out at almost \$138k in the bracket of 31 to 35 years experience. The overall approximated average experience is 14.5 years. For males it is 16.0 and for females, 12.7.

How many years have you been employed in a planning position?



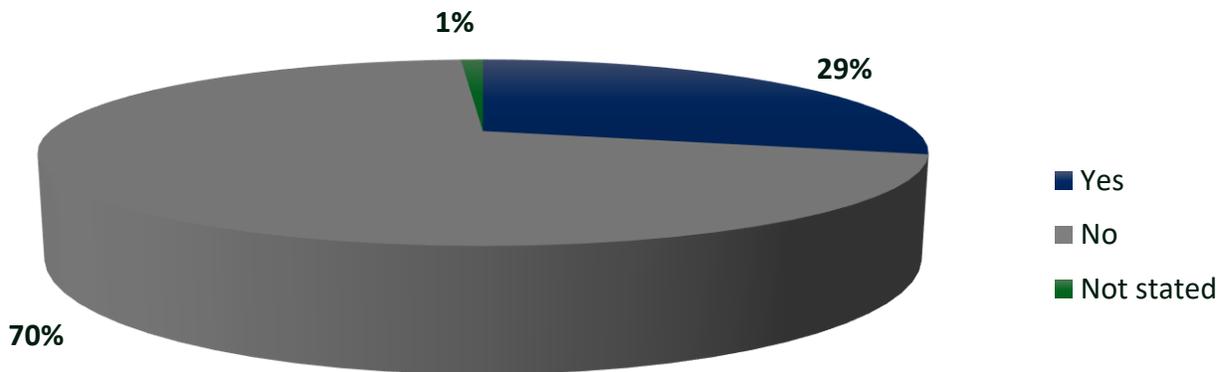
Average years in a planning position: 14.5

	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1850	1850	\$95,078	\$90,000
5 or less	23%	426	\$66,756	\$65,000
6 to 10	21%	391	\$85,340	\$82,000
11 to 15	20%	376	\$97,286	\$96,000
16 to 20	11%	209	\$106,123	\$102,000
21 to 25	8%	145	\$116,501	\$110,000
26 to 30	8%	140	\$120,985	\$118,000
31 to 35	4%	83	\$137,787	\$130,000
36 to 40	2%	46	\$131,599	\$120,000
41 or more	2%	34	\$118,839	\$120,000

Belongs to a union

29% of respondents belong to a union. Looking deeper, at management level, union members at the junior level are paid over \$6k more than those who are not in a union. At higher levels, however, on average, there is either no income advantage or union members are payed less.

Do you belong to a union?



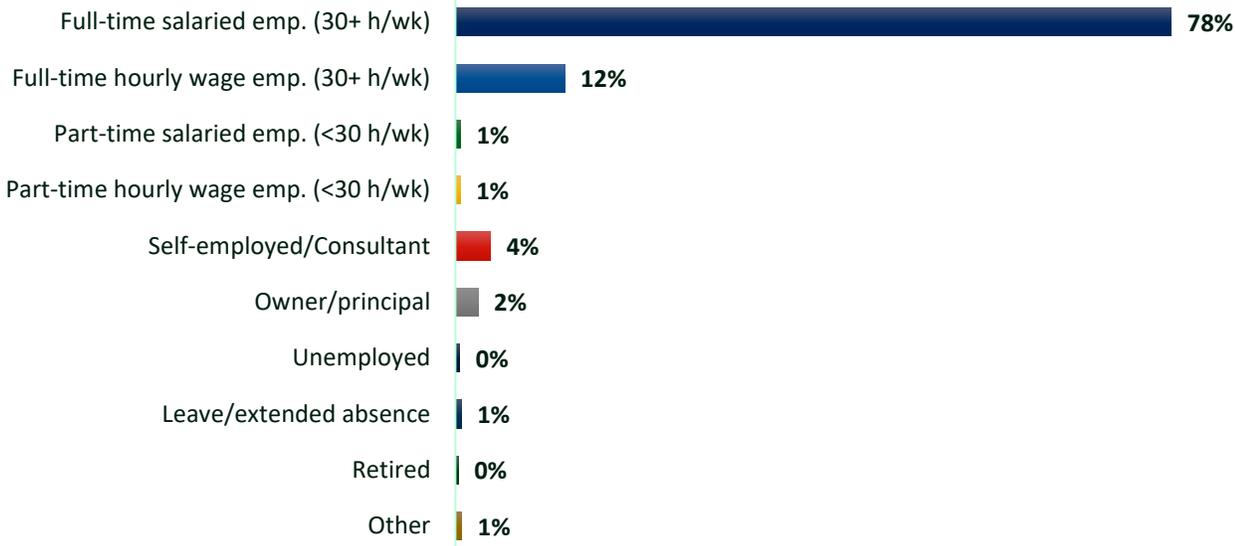
	Total %	Total N	Mean	Median	Exec./ Principal*	Senior*	Middle*	Junior*
TOTAL RESPONDENTS	1850	1850	\$95,078	\$90,000	\$129,738	\$103,466	\$80,163	\$59,689
Yes	29%	538	\$84,455	\$82,000	n/a	\$95,486	\$80,540	\$63,894
Yes – CUPE	12%	226	\$81,668	\$82,000	n/a	\$91,126	\$81,356	\$64,203
Yes – other union	12%	230	\$86,576	\$83,000	n/a	\$96,786	\$80,219	n/a
No	70%	1302	\$99,372	\$94,000	\$129,449	\$106,114	\$79,929	\$57,015

*mean annual base salaries – n/a shown for base sizes below 30

Employment status

The large majority (78%) of respondents are full-time salaried employees. The mean base salaries/ incomes of the highest paid category – Owner/principals – is almost \$60k higher than the lowest paid category – full-time hourly employees.

What is your current employment status as of January 1, 2019?

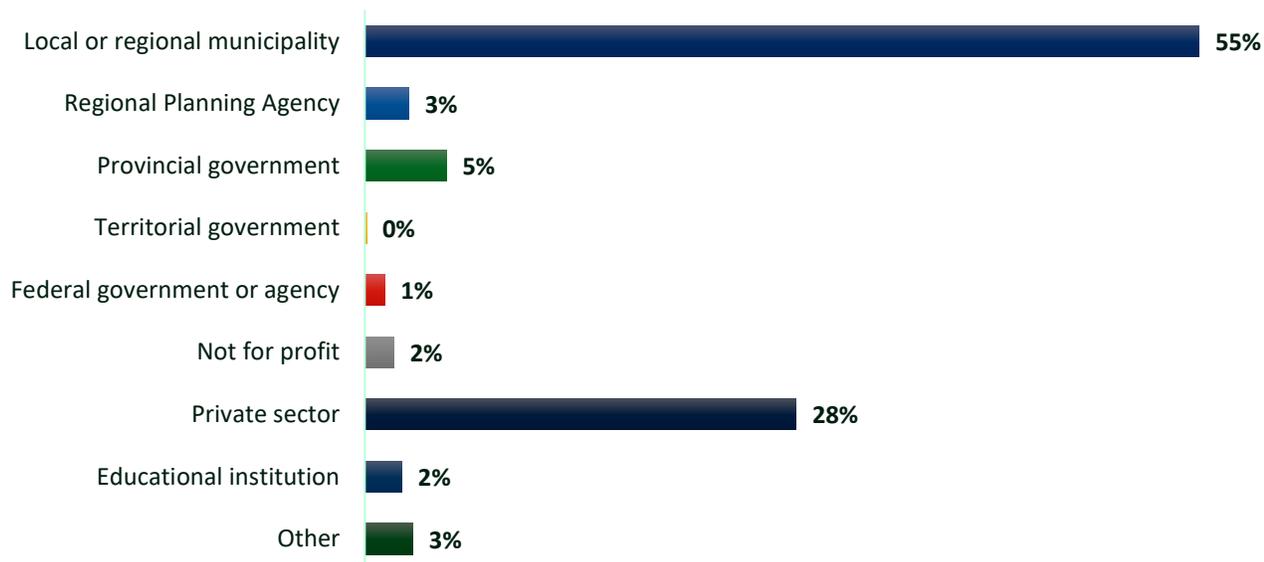


	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1850	1850	\$95,078	\$90,000
<i>Full-time salaried (30+ h/wk)</i>	78%	1451	\$97,021	\$92,000
<i>Full-time hourly (30+ h/wk)</i>	12%	221	\$78,271	\$79,036
<i>Self-employed/Consultant</i>	4%	71	\$91,945	\$80,000
<i>Owner/principal</i>	2%	46	\$136,922	\$130,000

Type of organization

The large majority (83%) of respondents reported as working in either “Local or regional municipality” or “Private sector”. The highest paid organization is “Educational institution”, with an average of approximately \$118k. The lowest is the “Not for profit” sector, with an average annual salary of approximately \$73k.

Where are you currently employed?

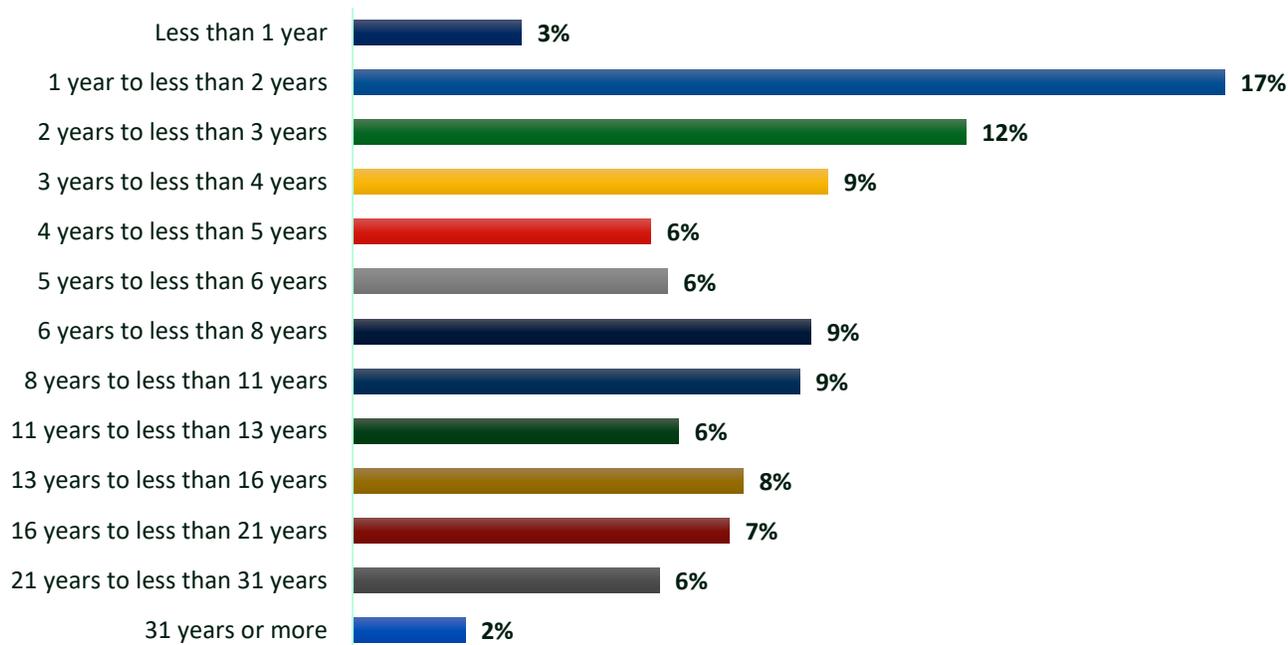


	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1835	1835	\$95,078	\$90,000
<i>Local or regional municipality</i>	55%	1002	\$94,621	\$91,900
<i>Regional Planning Agency</i>	3%	53	\$84,813	\$78,500
<i>Provincial government</i>	5%	98	\$89,603	\$86,365
<i>Not for profit</i>	2%	35	\$72,642	\$72,000
<i>Private sector</i>	28%	518	\$97,220	\$85,000
<i>Educational institution</i>	2%	45	\$118,430	\$114,500
<i>Other</i>	3%	58	\$92,299	\$80,000

Years with organization

Although the average number of years in the industry is 14.5, the respondents' average number of years with their current organization is 8.0.

How many years have you been employed with this organization?



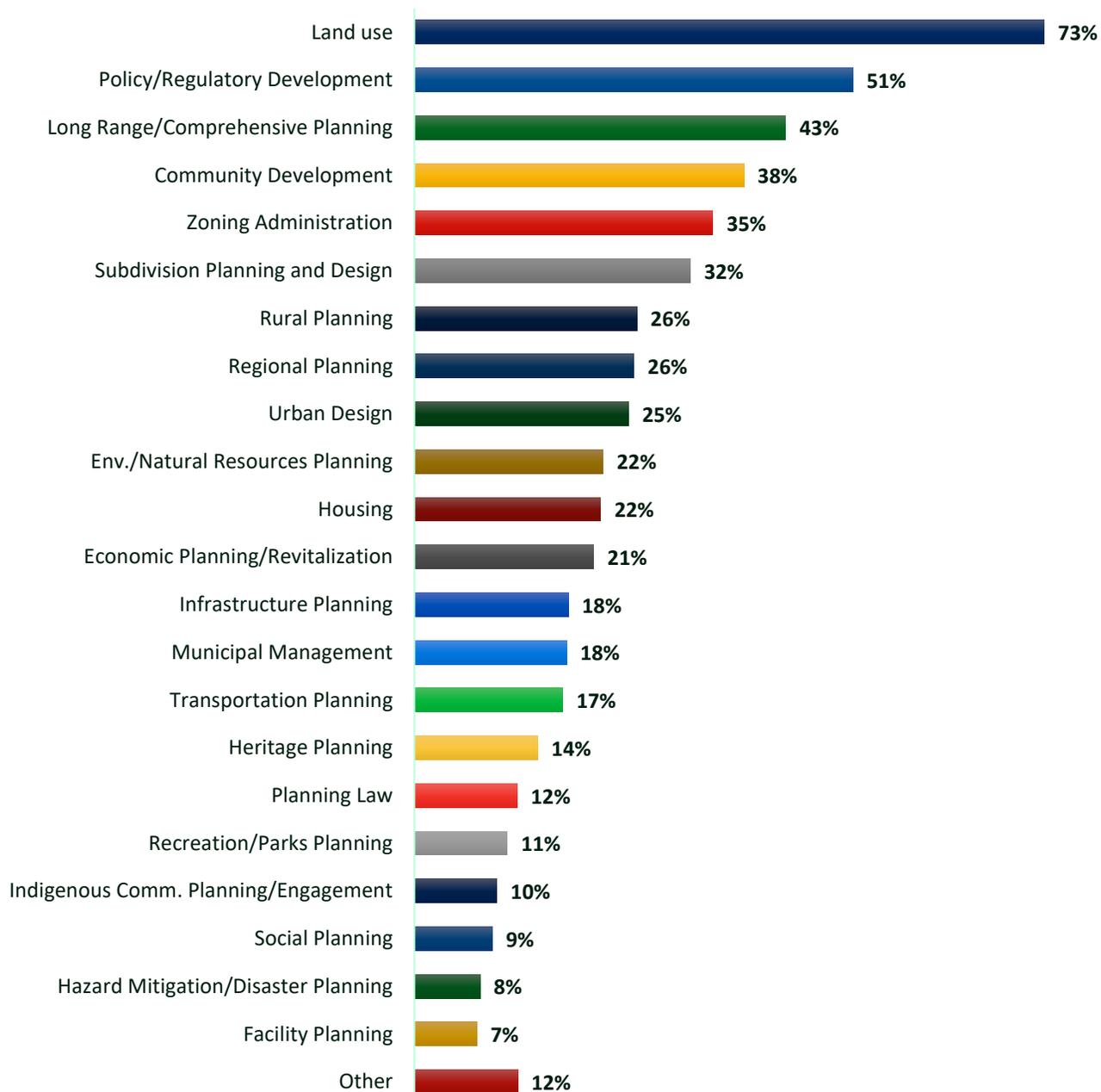
Average years with organization: 8.0

	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1835	1835	\$95,078	\$90,000
<i>Less than 1 year</i>	3%	60	\$74,900	\$72,000
<i>1 year to less than 2 years</i>	17%	310	\$81,055	\$75,000
<i>2 years to less than 3 years</i>	12%	218	\$79,701	\$77,000
<i>3 years to less than 4 years</i>	9%	169	\$85,887	\$80,000
<i>4 years to less than 5 years</i>	6%	106	\$89,747	\$85,000
<i>5 years to less than 6 years</i>	6%	112	\$96,495	\$89,500
<i>6 years to less than 8 years</i>	9%	163	\$97,646	\$95,000
<i>8 years to less than 11 years</i>	9%	159	\$94,432	\$92,000
<i>11 years to less than 13 years</i>	6%	116	\$101,255	\$98,798
<i>13 years to less than 16 years</i>	8%	139	\$109,394	\$103,000
<i>16 years to less than 21 years</i>	7%	134	\$113,969	\$105,579
<i>21 years to less than 31 years</i>	6%	109	\$131,348	\$120,000
<i>31 years or more</i>	2%	40	\$128,725	\$121,000

Areas of specialization

The most frequently mentioned area of specialization is “Land use” and the least mentioned is “Facility planning”. On average, each respondent has between 5 and 6 areas of specialization in their current job.

Within your current job, what are your areas of specialization?

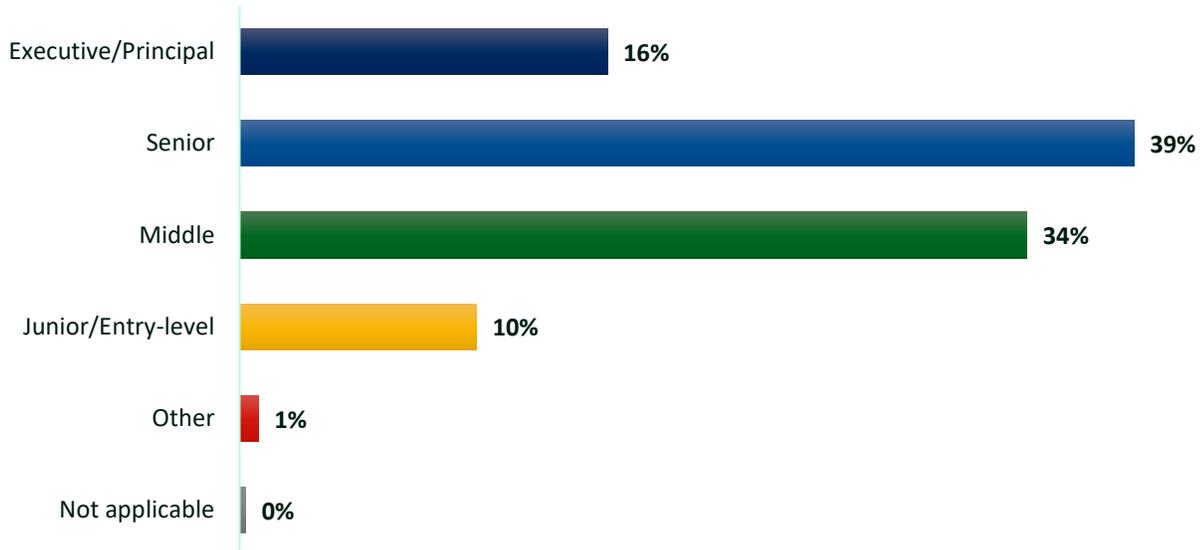


	<i>Total %</i>	<i>Total N</i>	<i>Mean</i>	<i>Median</i>
TOTAL RESPONDENTS	1835	1835	\$95,078	\$90,000
<i>Land use</i>	73%	1342	\$95,551	\$90,000
<i>Policy/Regulatory Development</i>	51%	934	\$95,716	\$91,000
<i>Long Range/Comprehensive Planning</i>	43%	791	\$100,016	\$95,000
<i>Community Development</i>	38%	702	\$97,794	\$91,000
<i>Zoning Administration</i>	35%	636	\$93,656	\$88,698
<i>Subdivision Planning and Design</i>	32%	588	\$100,610	\$95,000
<i>Rural Planning</i>	26%	474	\$89,811	\$84,000
<i>Regional Planning</i>	26%	468	\$94,696	\$89,200
<i>Urban Design</i>	25%	456	\$101,925	\$95,000
<i>Environmental/Natural Resources Planning</i>	22%	402	\$95,291	\$91,000
<i>Housing</i>	22%	397	\$103,966	\$95,000
<i>Economic Planning/Revitalization</i>	21%	382	\$101,923	\$95,000
<i>Infrastructure Planning</i>	18%	328	\$101,744	\$97,000
<i>Municipal Management</i>	18%	324	\$106,829	\$105,000
<i>Transportation Planning</i>	17%	316	\$96,365	\$90,500
<i>Heritage Planning</i>	14%	263	\$97,647	\$92,000
<i>Planning Law</i>	12%	219	\$98,963	\$92,000
<i>Recreation/Parks Planning</i>	11%	198	\$94,139	\$89,000
<i>Indigenous Community Planning/Engagement</i>	10%	176	\$98,915	\$95,000
<i>Social Planning</i>	9%	166	\$96,365	\$90,000
<i>Hazard Mitigation/Disaster Planning</i>	8%	140	\$91,785	\$85,000
<i>Facility Planning</i>	7%	133	\$102,130	\$99,000
<i>Other</i>	12%	220	\$100,737	\$91,000

Management level

Seventy-three percent of respondents are either “Senior” or “Middle” management in terms of their employment level. “Executive/Principals” average approximately \$130k for their base salaries/ incomes while “Junior/Entry-level” employees average around \$60k.

What is your current level of employment?

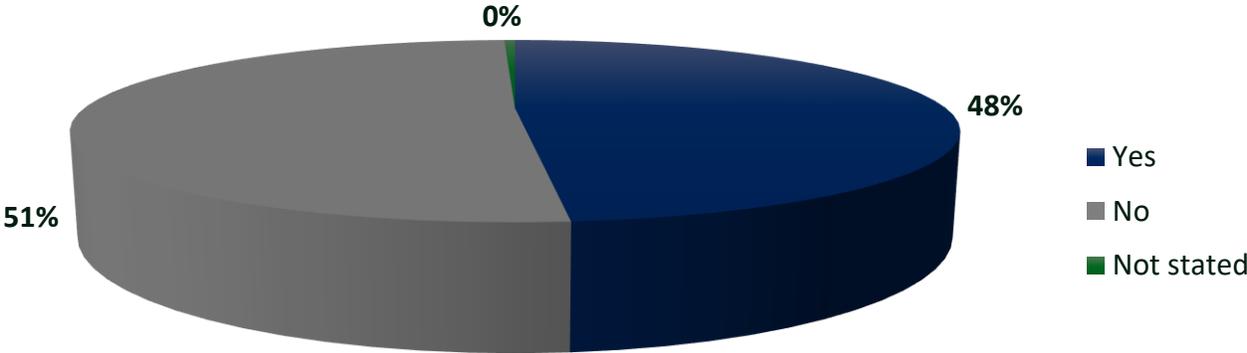


	<i>Total %</i>	<i>Total N</i>	<i>Mean</i>	<i>Median</i>
TOTAL RESPONDENTS	1835	1835	\$95,078	\$90,000
Executive/Principal	16%	292	\$129,738	\$125,000
Senior	39%	710	\$103,466	\$100,000
Middle	34%	625	\$80,163	\$79,000
Junior/Entry-level	10%	188	\$59,689	\$60,000

Supervises or manages others

Slightly less than half of the respondents reported that they supervise and/or manage other staff, and they get paid, on average, over \$32k more than those who don't.

Do you supervise and/or manage other staff or employees?



	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1835	1835	\$95,078	\$90,000
Yes	48%	889	\$111,526	\$106,000
No	51%	937	\$79,320	\$77,500

Net satisfaction levels

This page outlines the top two box scores (%Satisfied+%Very Satisfied) for each of the following nine statements. The highest satisfaction rating, at 96%, goes to “Your relationship with those who report to you”. It is notable that there is a 12% difference in satisfaction between relationships in those “who report to you” vs. “those you report to.” Also, respondents are least satisfied with “opportunity for advancement”.

How satisfied are you with the following...? (%Satisfied + %Very Satisfied)



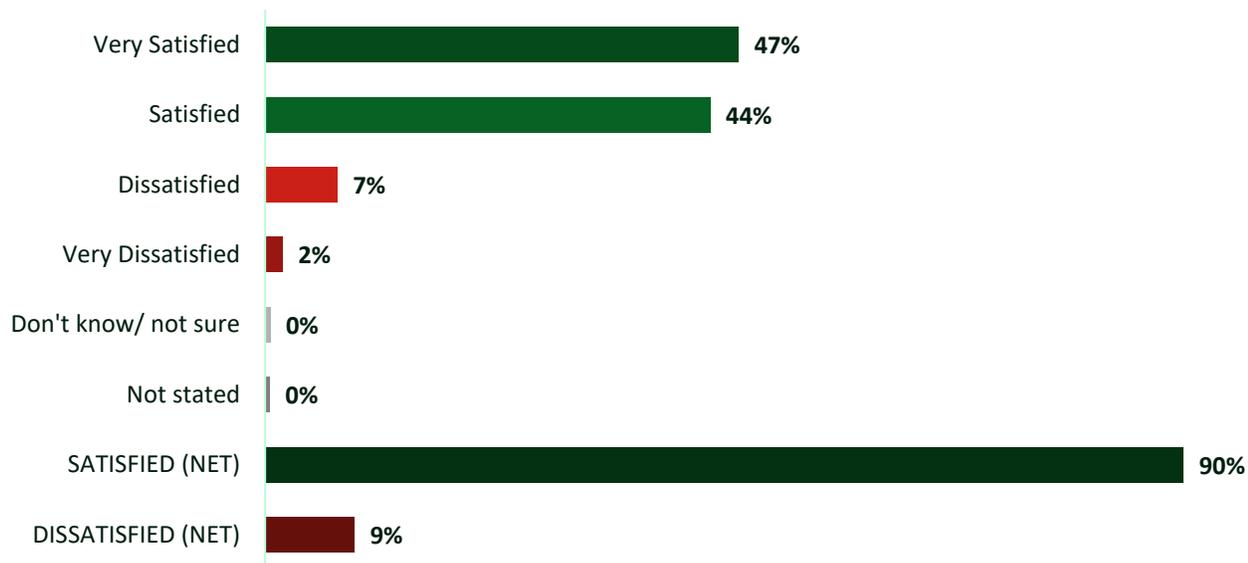
	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1835	1835	\$95,078	\$90,000
<i>Your relationship with those who report to you*</i>	96%	853	\$111,920	\$107,000
<i>Your relationship with your peers</i>	95%	1737	\$95,313	\$90,000
<i>Your job overall</i>	90%	1657	\$96,098	\$90,000
<i>Your relationship with those you report to</i>	84%	1540	\$95,546	\$90,000
<i>The balance of responsibilities in your current position</i>	81%	1492	\$96,942	\$91,000
<i>Your work/life balance</i>	80%	1467	\$94,424	\$89,000
<i>Your base salary</i>	79%	1457	\$99,560	\$94,997
<i>Performance recognition you receive</i>	73%	1340	\$96,801	\$90,692
<i>Your opportunity for advancement</i>	66%	1205	\$99,671	\$94,000

*filtered on those with reports, N=889

Satisfaction with: Your job overall

90% of respondents are satisfied with their job overall. We note a correlation between satisfaction level and salary.

How satisfied are you with the following... Your job overall?

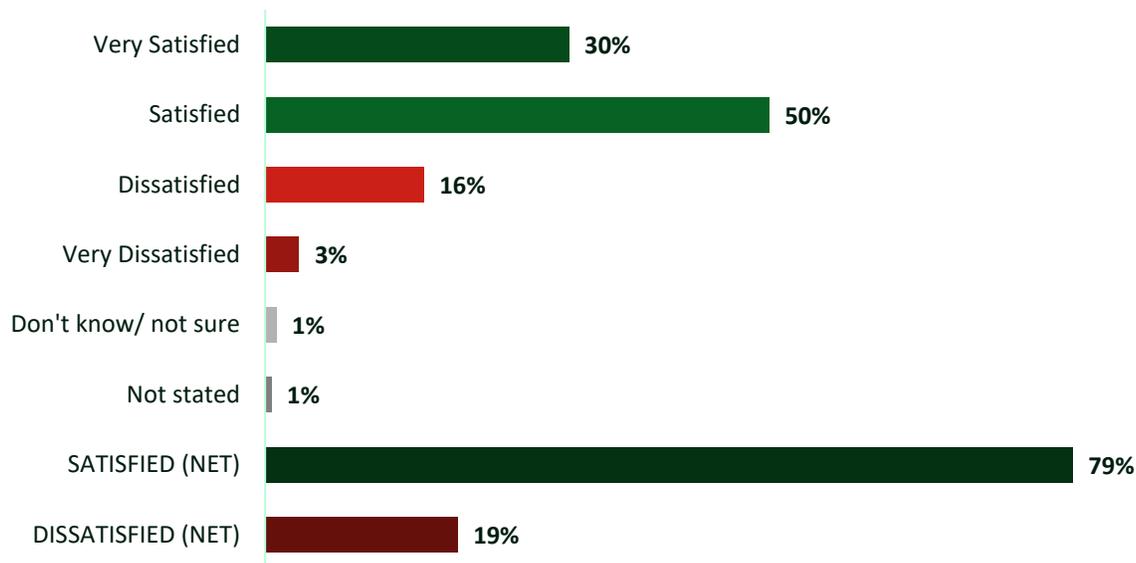


	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	1835	1835	292	710	625	188	\$95,078	\$90,000
Very Satisfied	47%	854	66%	49%	37%	40%	\$102,223	\$95,000
Satisfied	44%	803	28%	42%	53%	45%	\$89,551	\$85,000
Dissatisfied	7%	130	3%	7%	8%	11%	\$83,360	\$80,000
Very Dissatisfied	2%	31	1%	2%	1%	4%	\$95,597	\$90,000
Don't know/ not sure	0%	9	1%	1%	0%	1%	\$84,304	\$75,000
Not stated	0%	8	0%	0%	1%	0%	\$85,063	\$85,000
SATISFIED (NET)	90%	1657	95%	90%	90%	85%	\$96,098	\$90,000
DISSATISFIED (NET)	9%	161	4%	9%	9%	15%	\$85,716	\$81,000

Satisfaction with: Your base salary

Overall, 79% of respondents are satisfied with their base salary. Base salary satisfaction increases as employees “move up the ladder” as follows: Junior – 68% satisfaction, Middle – 76%, Senior – 83%, and Executive – 86%.

How satisfied are you with the following... Your base salary?

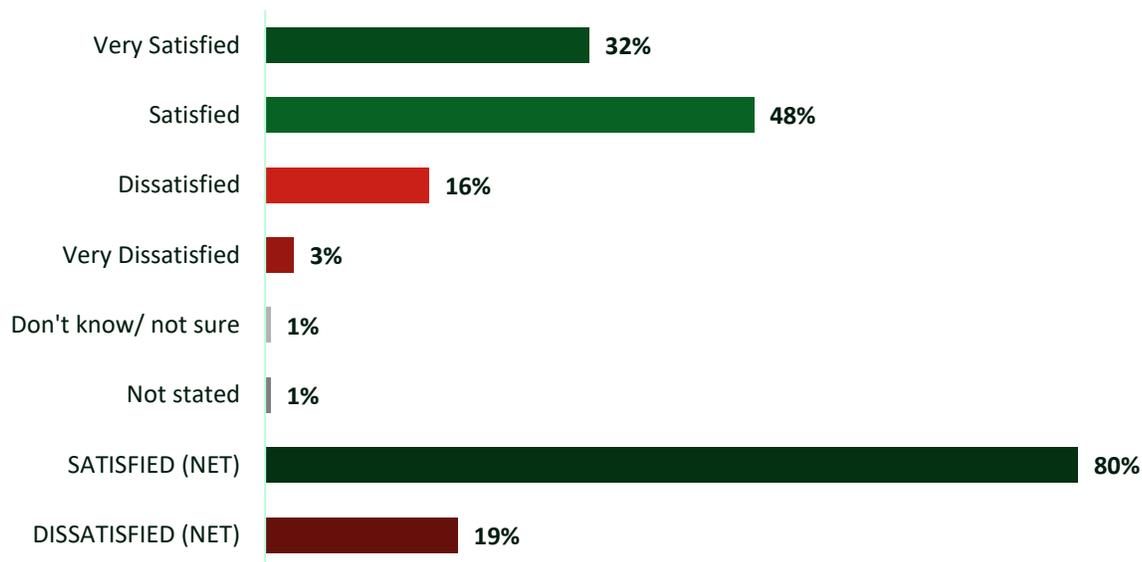


	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	1835	1835	292	710	625	188	\$95,078	\$90,000
<i>Very Satisfied</i>	30%	548	44%	31%	26%	18%	\$111,380	\$103,000
<i>Satisfied</i>	50%	909	42%	52%	50%	50%	\$92,402	\$90,000
<i>Dissatisfied</i>	16%	286	8%	14%	19%	24%	\$78,574	\$74,674
<i>Very Dissatisfied</i>	3%	61	2%	3%	4%	5%	\$74,199	\$70,000
<i>Don't know/ not sure</i>	1%	20	3%	1%	0%	2%	\$68,077	\$70,579
<i>Not stated</i>	1%	11	1%	1%	0%	0%	\$93,064	\$95,000
SATISFIED (NET)	79%	1457	86%	83%	76%	68%	\$99,560	\$94,997
DISSATISFIED (NET)	19%	347	9%	16%	23%	30%	\$77,803	\$74,000

Satisfaction with: Your work/life balance

Overall, 80% of respondents are satisfied with their work/life balance. Work/life balance satisfaction decreases as employees move out of their entry-level positions: Junior – 87% satisfaction, Middle – 80%, Senior – 78%, and Executive – 79%.

How satisfied are you with the following... Your work/life balance?

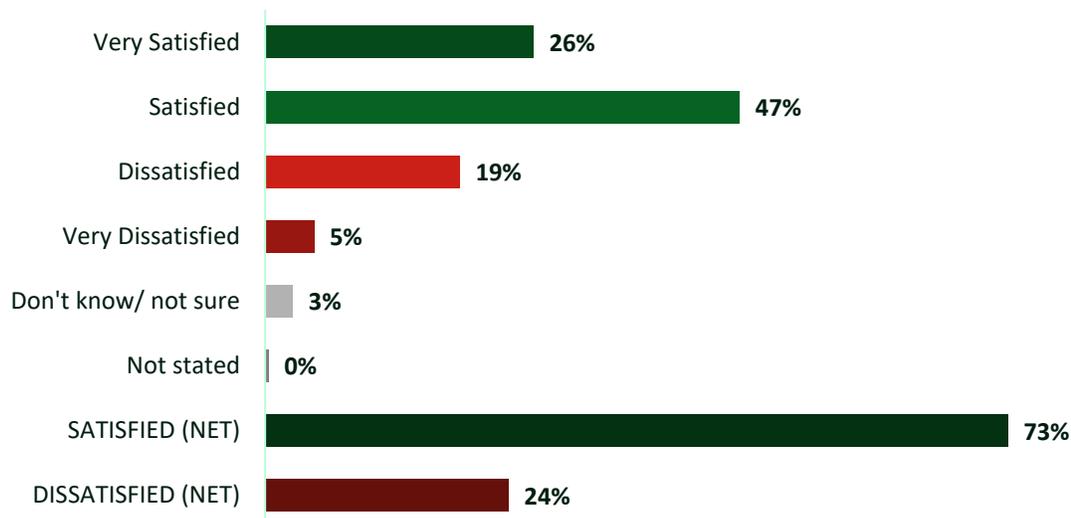


	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	1835	1835	292	710	625	188	\$95,078	\$90,000
Very Satisfied	32%	585	32%	27%	36%	39%	\$91,024	\$84,000
Satisfied	48%	882	48%	51%	44%	48%	\$96,685	\$91,955
Dissatisfied	16%	296	16%	18%	16%	10%	\$96,264	\$90,000
Very Dissatisfied	3%	52	2%	3%	3%	3%	\$98,935	\$95,000
Don't know/ not sure	1%	10	1%	0%	0%	1%	\$103,400	\$83,000
Not stated	1%	10	1%	0%	0%	0%	\$127,300	\$97,000
SATISFIED (NET)	80%	1467	79%	78%	80%	87%	\$94,424	\$89,000
DISSATISFIED (NET)	19%	348	19%	21%	19%	13%	\$96,664	\$90,000

Satisfaction with: Performance recognition you receive

This is one of the lowest ranked dimensions with regard to satisfaction. Almost 1 in 4 (24%) employees are dissatisfied with performance recognition.

How satisfied are you with the following... Performance recognition you receive?

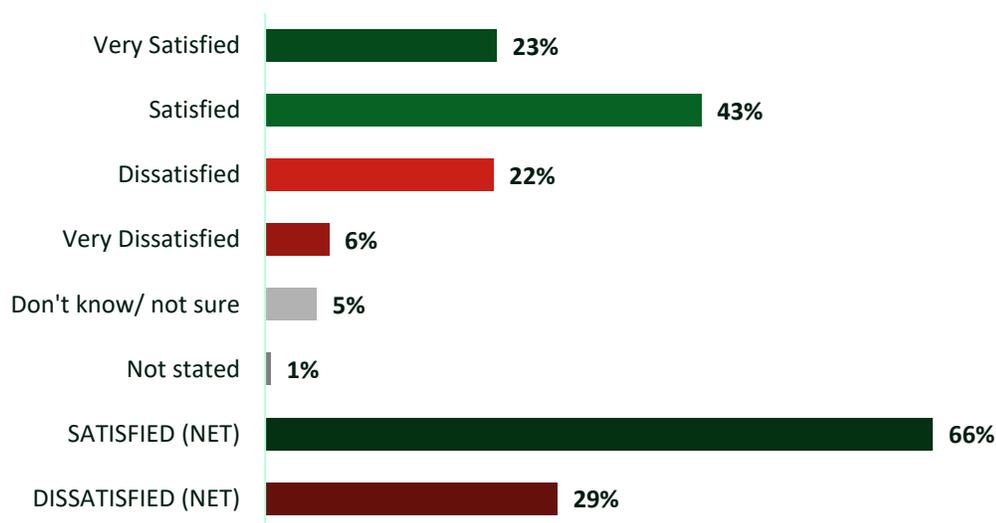


	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	1835	1835	292	710	625	188	\$95,078	\$90,000
<i>Very Satisfied</i>	26%	484	38%	24%	24%	29%	\$98,476	\$90,000
<i>Satisfied</i>	47%	856	42%	49%	46%	44%	\$95,852	\$91,096
<i>Dissatisfied</i>	19%	351	13%	20%	22%	16%	\$92,059	\$88,000
<i>Very Dissatisfied</i>	5%	88	2%	5%	5%	8%	\$87,874	\$83,000
<i>Don't know/ not sure</i>	3%	50	4%	2%	3%	3%	\$82,948	\$81,000
<i>Not stated</i>	0%	6	0%	0%	0%	0%	\$93,833	\$95,000
SATISFIED (NET)	73%	1340	80%	73%	70%	72%	\$96,801	\$90,692
DISSATISFIED (NET)	24%	439	15%	25%	27%	24%	\$91,216	\$87,000

Satisfaction with: Your opportunity for advancement

Advancement is the lowest rated area with regard to satisfaction, both in overall satisfaction and in those who are “Very Satisfied.” Across management levels, the **dissatisfaction** scores are: Executive – 13% dissatisfaction, Senior – 28%, Middle – 34%, and Junior – 36%.

How satisfied are you with the following... Your opportunity for advancement?

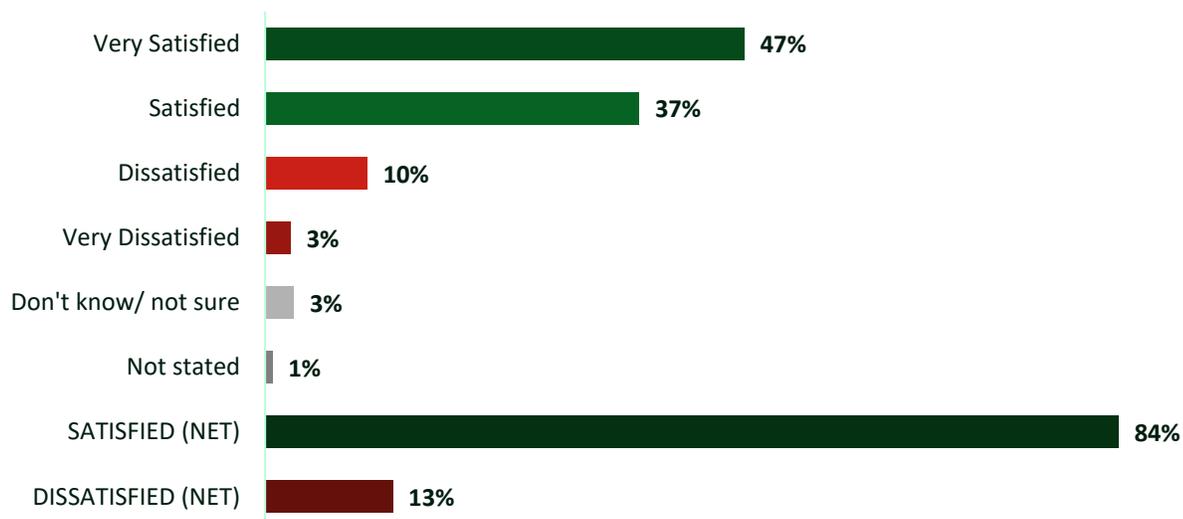


	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	1835	1835	292	710	625	188	\$95,078	\$90,000
Very Satisfied	23%	418	42%	19%	19%	20%	\$107,408	\$97,500
Satisfied	43%	787	39%	45%	44%	39%	\$95,571	\$92,000
Dissatisfied	22%	412	11%	22%	27%	28%	\$87,233	\$84,000
Very Dissatisfied	6%	115	3%	7%	7%	8%	\$86,045	\$80,105
Don't know/ not sure	5%	93	6%	6%	3%	5%	\$81,067	\$80,000
Not stated	1%	10	0%	1%	0%	0%	\$98,519	\$85,000
SATISFIED (NET)	66%	1205	80%	65%	62%	59%	\$99,671	\$94,000
DISSATISFIED (NET)	29%	527	13%	28%	34%	36%	\$86,975	\$83,000

Satisfaction with: Your relationship with those you report to

84% of respondents report that they are at least satisfied with their relationship with those they report to.

How satisfied are you with the following... Your relationship with those you report to?

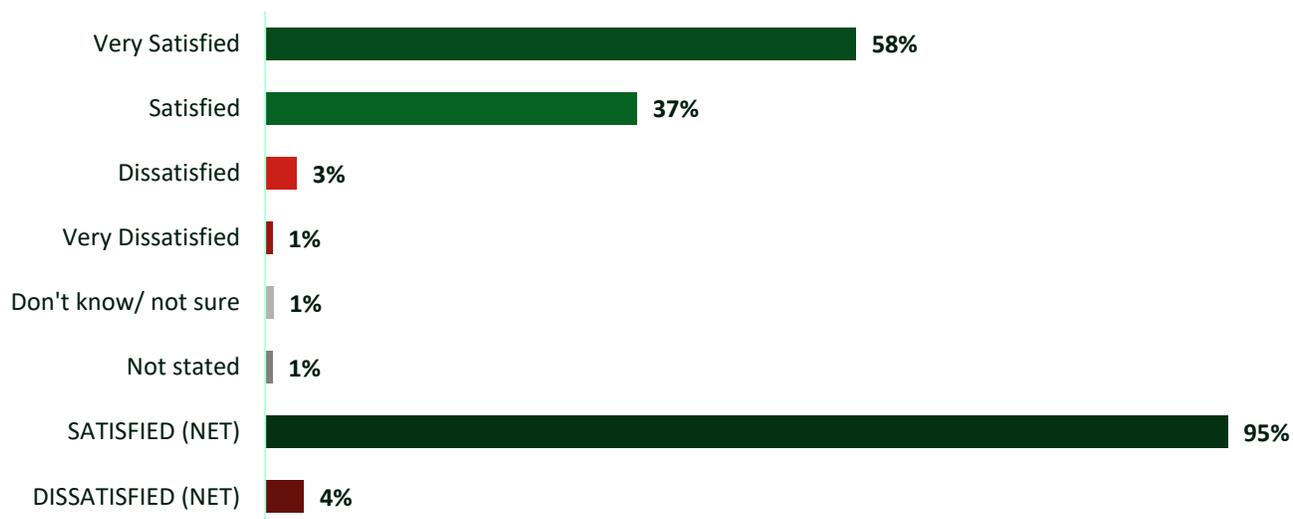


	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	1835	1835	292	710	625	188	\$95,078	\$90,000
Very Satisfied	47%	865	50%	44%	47%	53%	\$96,497	\$89,500
Satisfied	37%	675	28%	41%	38%	32%	\$94,326	\$90,282
Dissatisfied	10%	184	8%	10%	11%	11%	\$90,420	\$85,000
Very Dissatisfied	3%	46	1%	3%	3%	3%	\$93,111	\$90,000
Don't know/ not sure	3%	52	10%	2%	1%	1%	\$95,251	\$90,000
Not stated	1%	13	3%	0%	0%	0%	\$111,606	\$100,000
SATISFIED (NET)	84%	1540	79%	85%	84%	85%	\$95,546	\$90,000
DISSATISFIED (NET)	13%	230	8%	13%	14%	14%	\$90,960	\$86,000

Satisfaction with: Your relationship with your peers

Relationships with peers are being reported at a very high satisfaction rate: 95%.

How satisfied are you with the following... Your relationship with your peers?

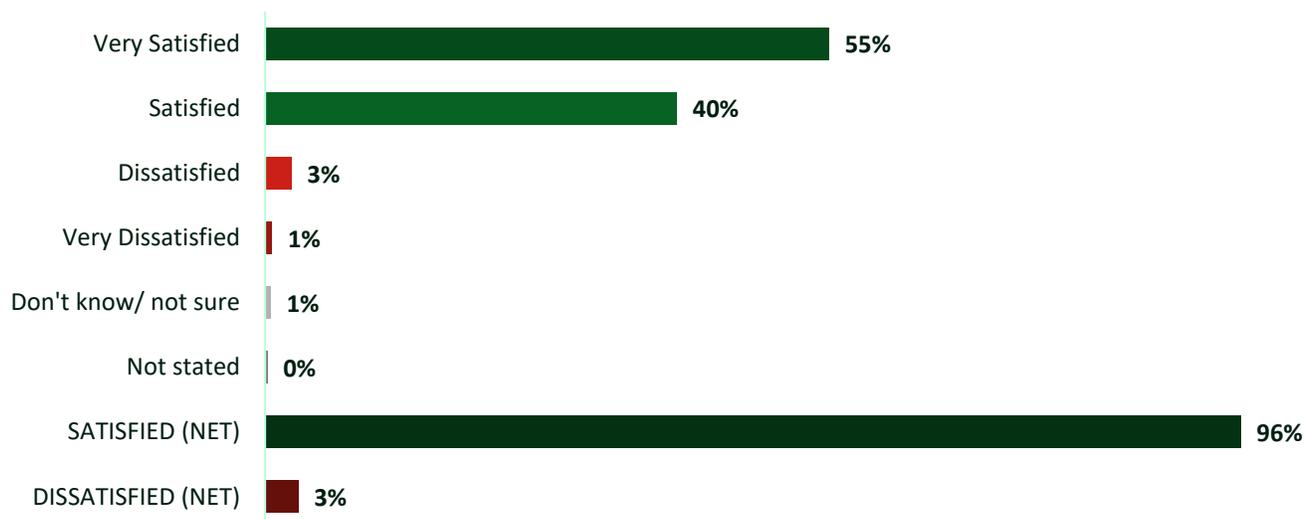


	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	1835	1835	292	710	625	188	\$95,078	\$90,000
Very Satisfied	58%	1066	63%	57%	58%	57%	\$95,098	\$89,500
Satisfied	37%	671	32%	38%	37%	36%	\$95,654	\$91,096
Dissatisfied	3%	57	1%	3%	4%	4%	\$86,792	\$83,000
Very Dissatisfied	1%	13	1%	1%	1%	1%	\$119,769	\$105,000
Don't know/ not sure	1%	15	2%	0%	0%	1%	\$84,258	\$80,000
Not stated	1%	13	1%	1%	0%	2%	\$86,421	\$88,000
SATISFIED (NET)	95%	1737	95%	95%	95%	93%	\$95,313	\$90,000
DISSATISFIED (NET)	4%	70	2%	4%	4%	4%	\$93,005	\$85,000

Satisfaction with: Your relationship with those who report to you

This is the highest scoring dimension with regard to satisfaction: 96%

How satisfied are you with the following... Your relationship with those who report to you?

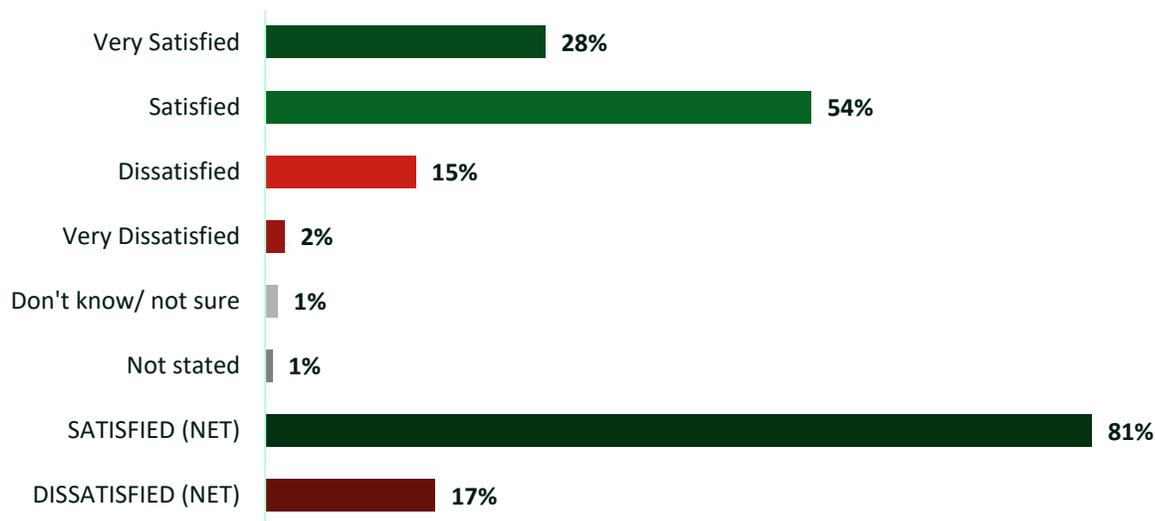


<i>(base: Those with reports)</i>	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	889	889	235	447	187	12	\$111,526	\$106,000
Very Satisfied	55%	493	60%	55%	51%	8%	\$115,379	\$108,698
Satisfied	40%	360	37%	40%	43%	83%	\$107,192	\$105,000
Dissatisfied	3%	23	1%	3%	4%	8%	\$94,634	\$93,587
Very Dissatisfied	1%	6	0%	1%	1%	0%	\$115,833	\$104,000
Don't know/ not sure	1%	5	1%	0%	1%	0%	\$106,200	\$96,000
Not stated	0%	2	1%	0%	0%	0%	\$138,500	\$95,000
SATISFIED (NET)	96%	853	97%	96%	94%	92%	\$111,920	\$107,000
DISSATISFIED (NET)	3%	29	1%	4%	5%	8%	\$99,020	\$96,000

Satisfaction with: The balance of responsibilities in your current position

This is another dimension that has high overall satisfaction, but even higher among Executives. The scores per management level are: Junior – 79% satisfaction, Middle – 79%, Senior – 81%, and Executive – 88%.

How satisfied are you with the following... The balance of responsibilities in your current position?

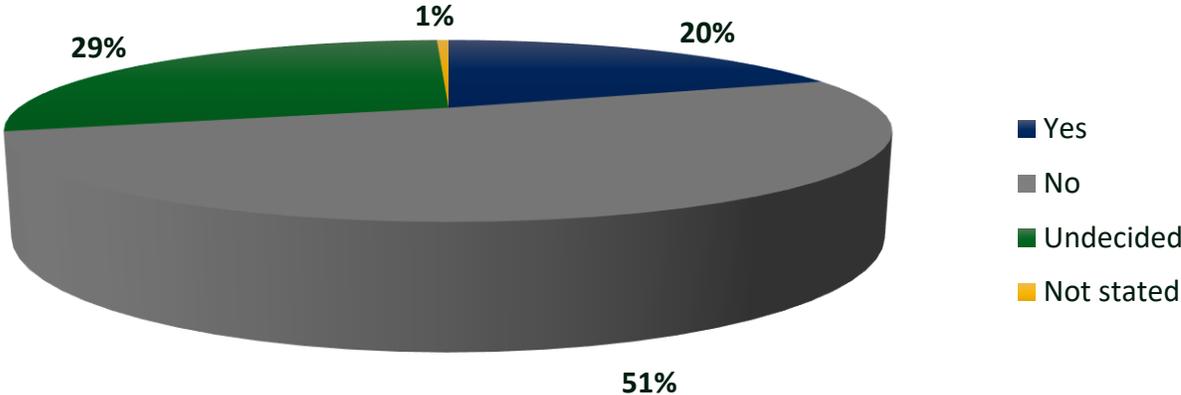


	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	1835	1835	292	710	625	188	\$95,078	\$90,000
<i>Very Satisfied</i>	28%	506	45%	26%	23%	23%	\$102,037	\$95,000
<i>Satisfied</i>	54%	986	43%	56%	56%	56%	\$94,321	\$90,000
<i>Dissatisfied</i>	15%	272	7%	16%	17%	14%	\$87,881	\$84,000
<i>Very Dissatisfied</i>	2%	35	1%	1%	3%	4%	\$80,644	\$75,000
<i>Don't know/ not sure</i>	1%	23	3%	1%	1%	2%	\$84,471	\$86,500
<i>Not stated</i>	1%	13	1%	1%	0%	1%	\$89,538	\$95,000
SATISFIED (NET)	81%	1492	88%	81%	79%	79%	\$96,942	\$91,000
DISSATISFIED (NET)	17%	307	8%	17%	20%	18%	\$87,054	\$82,882

Looking for a job

Only 51% of respondents said that they would not be looking for other work in the next 12 to 18 months, meaning that **up to half** might be on the move during that time frame. Once again, there is a trend by management level: Junior – 35% said “Yes”, Middle – 22%, Senior – 18%, and Executive – 10%.

Will you be looking for a job with another employer in in the next 12-18 months?



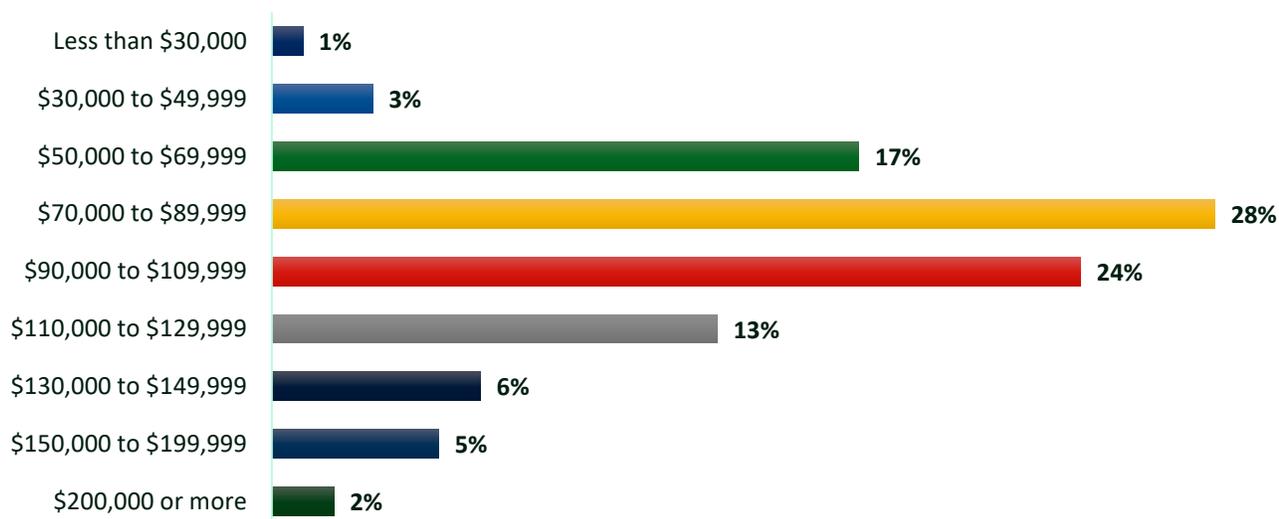
	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1835	1835	\$95,078	\$90,000
Yes	20%	359	\$84,982	\$80,000
No	51%	941	\$101,231	\$95,000
Undecided	29%	525	\$91,207	\$87,000

Section 2: About Your Compensation

Annual base salary/income

Slightly more than half (52%) of reported annual salaries range from \$70,000 to \$110,000.

What was your annual base salary/income as of December 31st, 2018 (excluding bonuses, profit-sharing, or incentives)?



Average: \$95,078

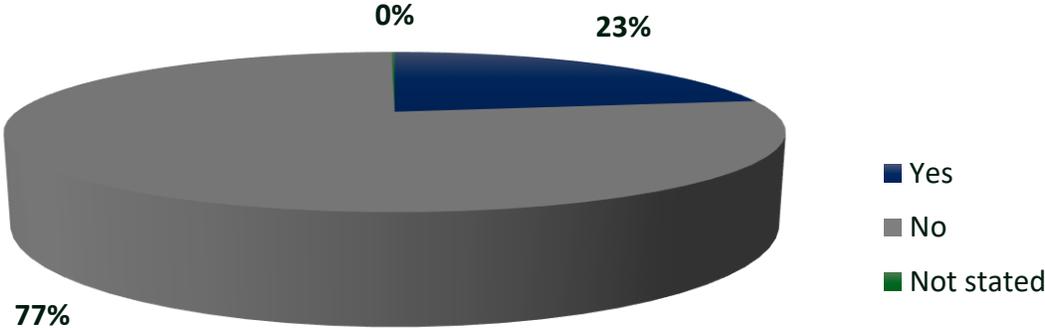
Median: \$90,000

	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1835	1835	\$95,078	\$90,000
<i>Less than \$50,000</i>	4%	72	\$35,811	\$17,000
<i>\$50,000 to \$69,999</i>	17%	320	\$60,890	\$61,665
<i>\$70,000 to \$89,999</i>	28%	514	\$79,049	\$80,000
<i>\$90,000 to \$109,999</i>	24%	441	\$98,785	\$99,000
<i>\$110,000 to \$129,999</i>	13%	243	\$118,196	\$118,000
<i>\$130,000 to \$149,999</i>	6%	114	\$136,417	\$136,000
<i>\$150,000 to \$199,999</i>	5%	91	\$166,390	\$164,000
<i>\$200,000 or more</i>	2%	34	\$241,895	\$220,000

Received a bonus

Approximately one in four respondents (23%) reported receiving a bonus in 2018. By management level, the rates were: Junior – 17%, Middle – 19%, Senior – 22%, and Executive – 34%. There also seemed to be variation by province, with the highest rate in Ontario (28%) and lowest in Atlantic Canada (12%).

Did you receive any bonuses or other financial incentives in 2018?

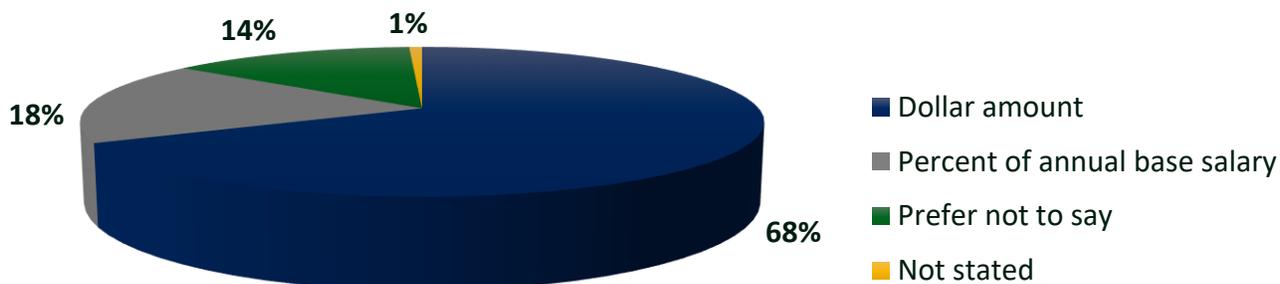


	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1835	1835	\$95,078	\$90,000
Yes	23%	415	\$106,372	\$100,000
No	77%	1417	\$91,803	\$87,688

Type of bonus

Bonuses were typically a dollar amount or a percentage of annual base salary.

Type of bonus or other financial incentive received

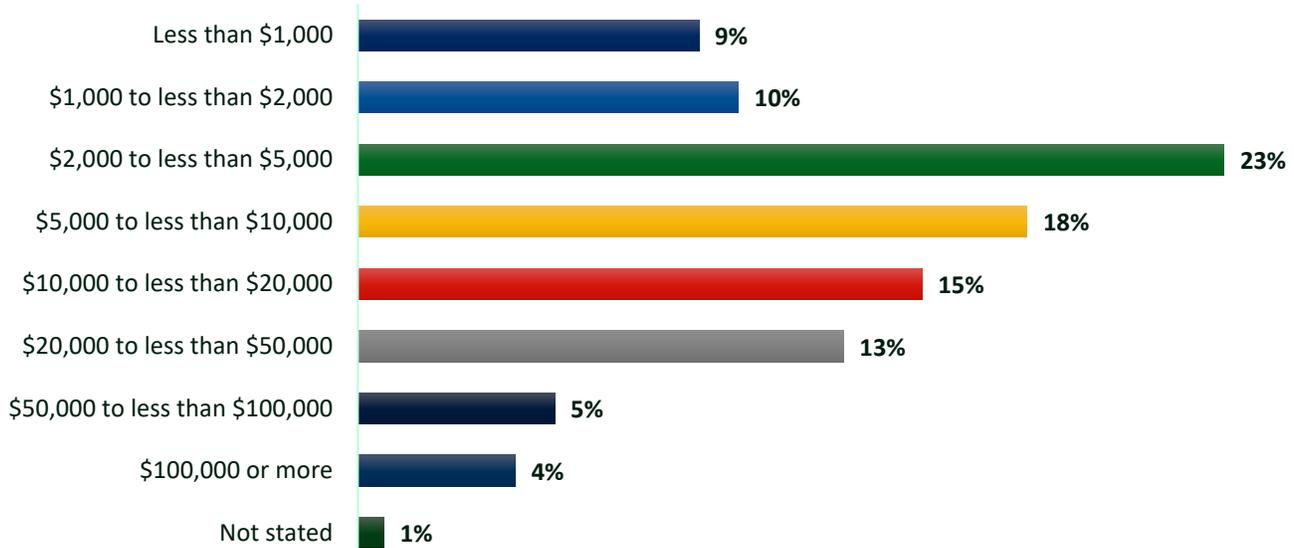


(base: Received bonus)	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	415	415	100	159	119	32	\$106,372	\$100,000
<i>Dollar amount</i>	68%	281	61%	65%	72%	78%	\$101,879	\$95,000
<i>Percent of annual base salary</i>	18%	74	16%	19%	18%	19%	\$115,486	\$112,000
<i>Prefer not to say</i>	14%	57	23%	14%	9%	3%	\$117,884	\$108,000

Bonus amount - dollar

The average bonus amount was \$21,721. However, looking at the median amount (\$6,000) suggests that the average is being influenced by some very large bonus amounts.

Bonus - dollar amount



Average: \$21,721

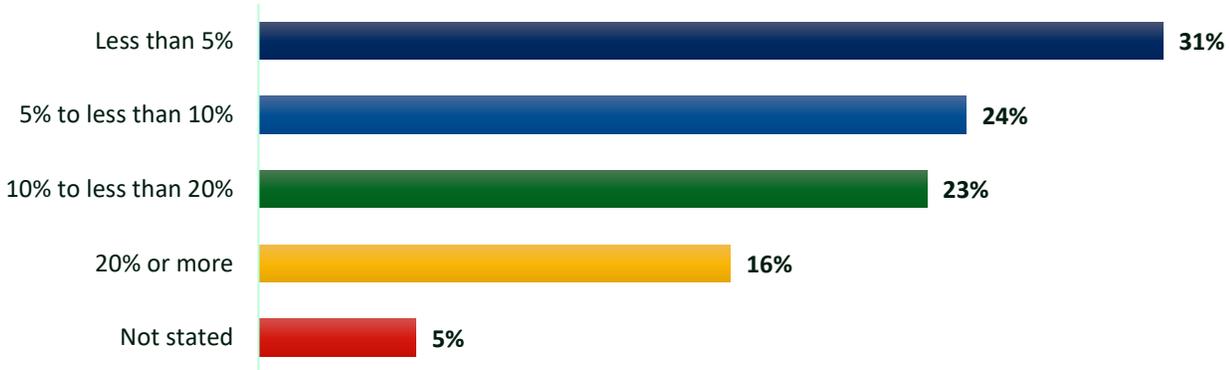
Median: \$6,000

(base: Received dollar amount in Q25b)	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	281	281	61	104	86	25	\$101,879	\$95,000
Less than \$1,000	9%	26	2%	10%	9%	28%	\$84,986	\$75,000
\$1,000 to less than \$2,000	10%	29	3%	11%	12%	20%	\$82,139	\$78,918
\$2,000 to less than \$5,000	23%	66	8%	19%	37%	36%	\$84,418	\$80,000
\$5,000 to less than \$10,000	18%	51	11%	18%	21%	12%	\$95,349	\$90,000
\$10,000 to less than \$20,000	15%	43	11%	19%	17%	4%	\$103,341	\$100,000
\$20,000 to less than \$50,000	13%	37	25%	18%	3%	0%	\$127,099	\$113,000
\$50,000 or more	10%	27	38%	4%	0%	0%	\$155,946	\$140,000
Mean	\$21,721	\$21,721	\$68,708	\$13,063	\$5,824	\$2,640		
Median	\$6,000	\$6,000	\$26,000	46,135	\$3,500	\$2,000		

Bonus amount - percentage

In terms of a percentage amount, the average is 9.2% of one's salary.

Bonus - % amount



Average: 9.2%

Median: 6%

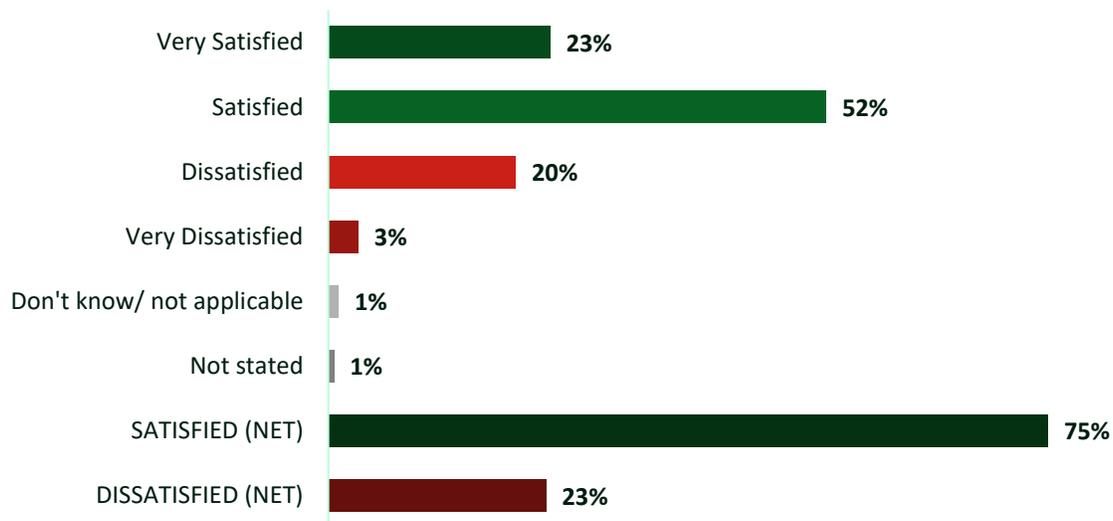
<i>(base: Received percentage in Q25b)</i>	<i>Total %</i>	<i>Total N</i>	<i>Exec./ Principal</i>	<i>Senior</i>	<i>Middle</i>	<i>Junior</i>	<i>Mean</i>	<i>Median</i>
TOTAL RESPONDENTS	74	74	16	30	22	6	\$115,486	\$112,000
<i>Less than 10%</i>	55%	41	50%	53%	59%	67%	\$103,636	\$110,000
<i>10% or more</i>	39%	29	50%	37%	41%	17%	\$134,178	\$125,000
Mean	9.2	9.2	11.5	9.6	7.5	6.8	n/a	n/a
Median	6	6	6	5	6	6	n/a	n/a

Please note that some of the base sizes in the table are very small.

Satisfaction with total compensation

Seventy-five percent of respondents are satisfied or very satisfied with their total compensation in 2018. As with the **base** salary, satisfaction increases as employees “move up the ladder” as follows: Junior – 64% satisfaction, Middle – 74%, Senior – 77%, and Executive – 83%. Additionally, there seems to be some regional variation, with Alberta respondents scoring highest at 85% satisfaction, while those from Saskatchewan scoring lowest at 62%.

How satisfied are you with your overall level of total compensation in 2018?

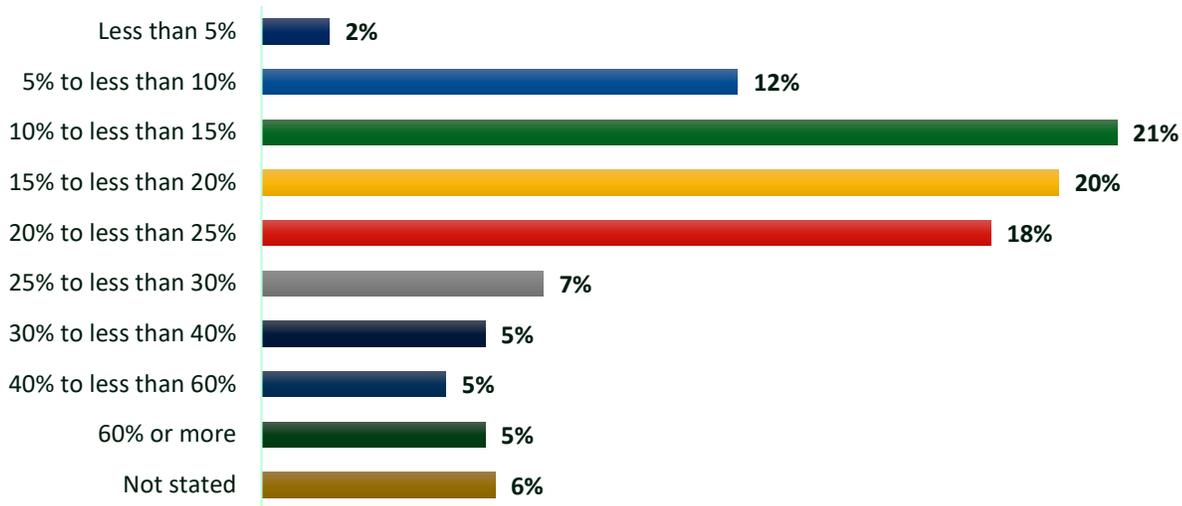


	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1835	1835	\$95,078	\$90,000
<i>Very Satisfied</i>	23%	427	\$113,257	\$105,000
<i>Satisfied</i>	52%	958	\$93,594	\$89,118
<i>Dissatisfied</i>	20%	361	\$80,635	\$77,500
<i>Very Dissatisfied</i>	3%	58	\$85,306	\$74,604
SATISFIED (NET)	75%	1385	\$99,678	\$95,000
DISSATISFIED (NET)	23%	419	\$81,283	\$76,000

Percentage required for satisfactory salary

Those, who found their total compensation to be unsatisfactory, vary greatly in their proposed increase that would bring them up to a satisfactory level. More than half would be satisfied if they received between 10% and 25% more as a salary. The average desired increase was 22.7%.

What additional amount, as a percentage of your current salary, would you consider to be satisfactory?



Average: 22.7%

Median: 15%

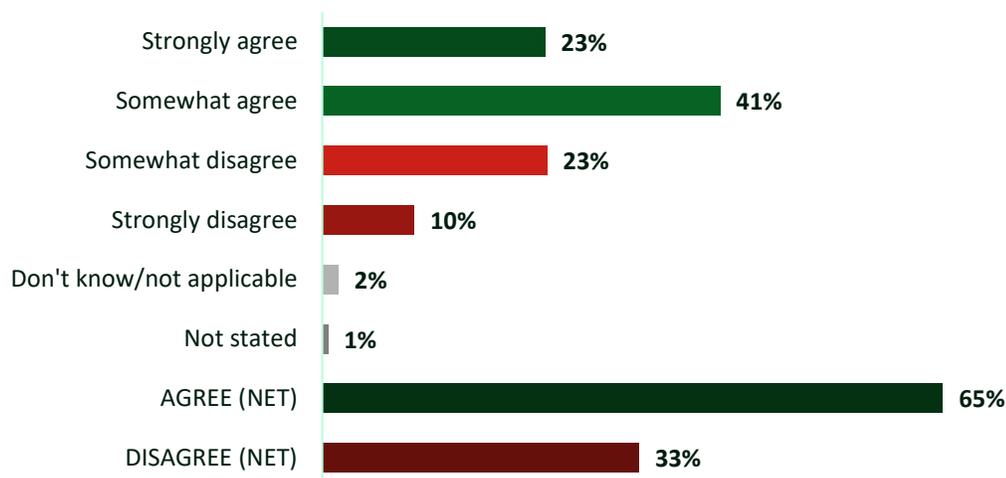
<i>(base: Dissatisfied/ Very Dissatisfied with 2018 salary)</i>	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	419	419	43	154	156	62	\$81,283	\$76,000
<i>Less than 10%</i>	13%	56	7%	18%	10%	13%	\$83,804	\$81,000
<i>10% to less than 15%</i>	21%	88	16%	19%	26%	19%	\$79,620	\$77,204
<i>15% to less than 20%</i>	20%	82	12%	21%	23%	13%	\$82,799	\$79,036
<i>20% to less than 25%</i>	18%	75	12%	18%	19%	19%	\$78,447	\$75,000
<i>25% to less than 40%</i>	12%	52	16%	11%	13%	13%	\$76,785	\$72,167
<i>40% or more</i>	10%	42	23%	8%	7%	13%	\$83,567	\$70,000
Mean	22.7	22.7	32.7	20.7	20.7	26.6	n/a	n/a
Median	15	15	20	15	15	15	n/a	n/a

Agreement with: My compensation level has kept up with my job responsibilities

Sixty-five percent agree and 33% disagree that compensation has kept up with job responsibilities.

Disagreement by management level: Junior – 39%, Middle – 37%, Senior – 33%, and Executive – 22%.

With regards to your compensation, do you agree or disagree with the following statements: My compensation level has kept up with my job responsibilities

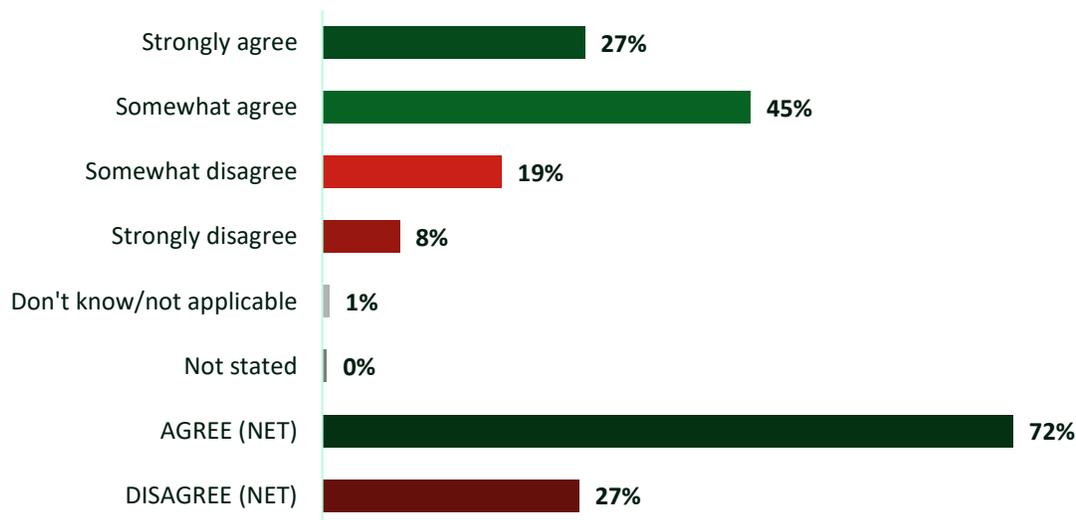


	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	1835	1835	292	710	625	188	\$95,078	\$90,000
<i>Strongly agree</i>	23%	426	38%	23%	19%	16%	\$113,350	\$105,000
<i>Somewhat agree</i>	41%	761	36%	43%	43%	40%	\$93,209	\$89,000
<i>Somewhat disagree</i>	23%	430	16%	24%	25%	29%	\$87,908	\$84,000
<i>Strongly disagree</i>	10%	176	6%	9%	12%	10%	\$79,853	\$76,981
<i>Don't know/not applicable</i>	2%	31	3%	1%	1%	4%	\$72,794	\$65,000
AGREE (NET)	65%	1187	74%	66%	62%	56%	\$100,456	\$95,000
DISAGREE (NET)	33%	606	22%	33%	37%	39%	\$85,561	\$82,000

Agreement with: I am fairly compensated for the work that I do

Seventy-two percent of respondents feel fairly compensated for the work that they do. Once again, by management level, there is a trend from low to high, especially in the “Strongly agree” category: Junior – 20%, Middle – 24%, Senior – 26%, and Executive – 42%.

With regards to your compensation, do you agree or disagree with the following statements: I am fairly compensated for the work that I do

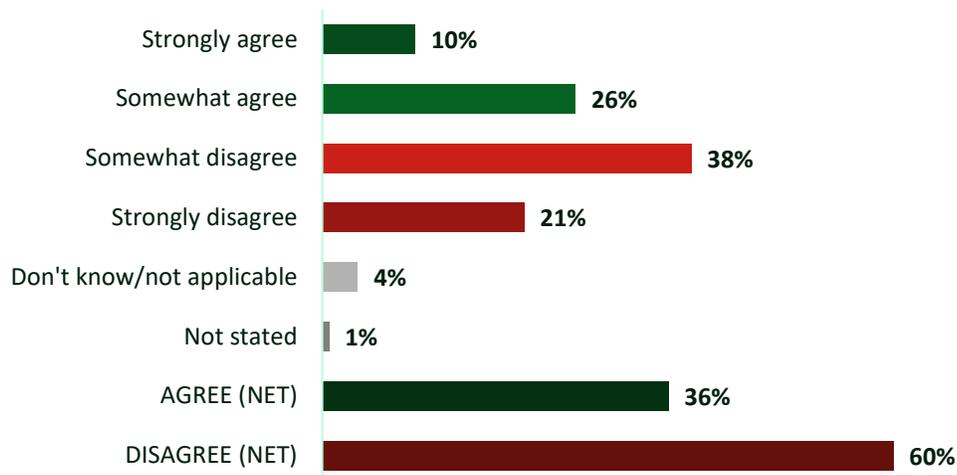


	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	1835	1835	292	710	625	188	\$95,078	\$90,000
<i>Strongly agree</i>	27%	502	42%	26%	24%	20%	\$111,308	\$104,000
<i>Somewhat agree</i>	45%	819	37%	47%	46%	44%	\$93,464	\$89,180
<i>Somewhat disagree</i>	19%	343	14%	18%	20%	25%	\$83,520	\$80,000
<i>Strongly disagree</i>	8%	148	4%	8%	9%	10%	\$78,355	\$75,488
AGREE (NET)	72%	1321	79%	74%	70%	63%	\$100,252	\$94,000
DISAGREE (NET)	27%	491	19%	26%	29%	35%	\$81,970	\$79,000

Agreement with: My compensation is fair but other benefits are lacking

The majority (60%) of respondents disagreed with this statement.

With regards to your compensation, do you agree or disagree with the following statements: My compensation is fair but other benefits are lacking

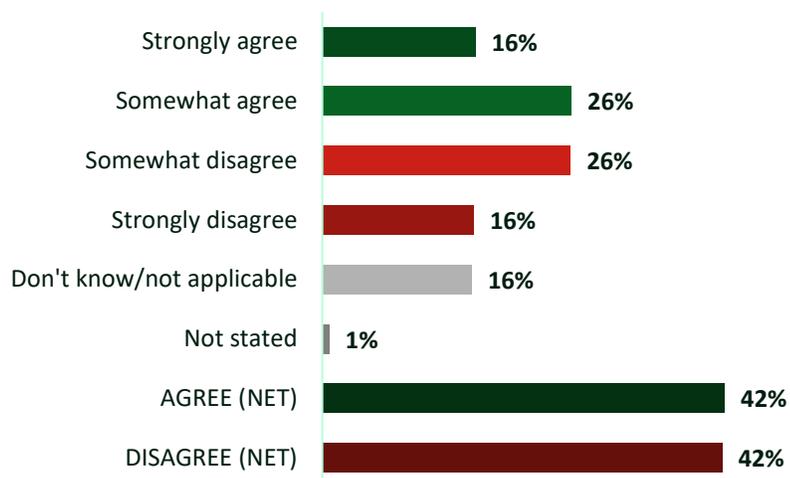


	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	1835	1835	292	710	625	188	\$95,078	\$90,000
<i>Strongly agree</i>	10%	178	8%	8%	12%	11%	\$91,363	\$85,000
<i>Somewhat agree</i>	26%	484	26%	30%	25%	20%	\$99,139	\$94,000
<i>Somewhat disagree</i>	38%	706	30%	40%	42%	38%	\$92,308	\$88,698
<i>Strongly disagree</i>	21%	386	26%	19%	20%	24%	\$99,942	\$90,000
<i>Don't know/not applicable</i>	4%	68	8%	3%	2%	7%	\$75,730	\$79,036
AGREE (NET)	36%	662	34%	38%	36%	31%	\$97,050	\$92,000
DISAGREE (NET)	60%	1092	57%	58%	61%	62%	\$95,011	\$89,000

Agreement with: My compensation has not kept pace with my peers at other organizations

Sixteen percent of respondents admitted to not knowing about compensation of peers at other organizations, but among the rest, there's an even split of those who agreed and disagreed with this statement.

With regards to your compensation, do you agree or disagree with the following statements: My compensation has not kept pace with my peers at other organizations

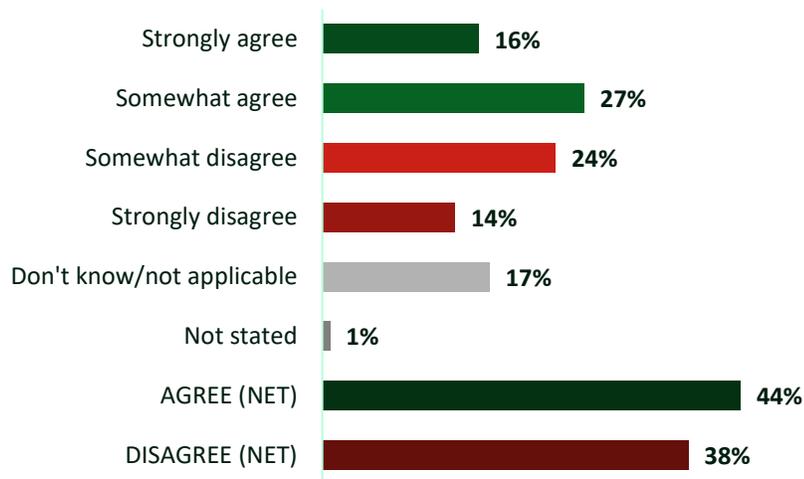


	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	1835	1835	292	710	625	188	\$95,078	\$90,000
<i>Strongly agree</i>	16%	293	11%	17%	18%	17%	\$85,532	\$80,000
<i>Somewhat agree</i>	26%	477	24%	26%	26%	28%	\$91,119	\$85,000
<i>Somewhat disagree</i>	26%	475	24%	26%	27%	24%	\$97,826	\$92,000
<i>Strongly disagree</i>	16%	290	25%	15%	14%	13%	\$110,905	\$101,000
<i>Don't know/not applicable</i>	16%	286	15%	16%	15%	17%	\$90,527	\$87,400
AGREE (NET)	42%	770	35%	43%	44%	45%	\$88,984	\$83,000
DISAGREE (NET)	42%	765	49%	40%	41%	38%	\$102,784	\$95,000

Agreement with: My compensation has not kept pace with others with similar professional credentials

Once again, 17% of respondents felt that they did not know enough to answer this question, but among the rest, there's a slight lean to agreeing (44% to 38%) that their compensation has not kept up with others with similar credentials.

With regards to your compensation, do you agree or disagree with the following statements: My compensation has not kept pace with others with similar professional credentials

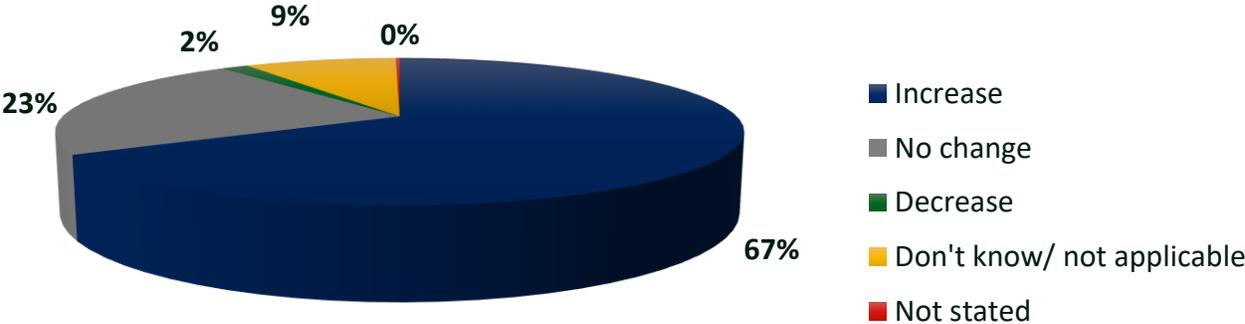


	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	1835	1835	292	710	625	188	\$95,078	\$90,000
<i>Strongly agree</i>	16%	299	11%	16%	18%	20%	\$82,087	\$78,000
<i>Somewhat agree</i>	27%	501	25%	28%	26%	31%	\$90,706	\$85,000
<i>Somewhat disagree</i>	24%	446	23%	25%	26%	17%	\$99,671	\$94,997
<i>Strongly disagree</i>	14%	254	24%	12%	12%	10%	\$114,165	\$102,000
<i>Don't know/not applicable</i>	17%	320	16%	18%	17%	21%	\$92,227	\$91,000
AGREE (NET)	44%	800	36%	45%	44%	51%	\$87,480	\$82,000
DISAGREE (NET)	38%	700	47%	38%	38%	27%	\$104,945	\$98,000

Anticipates change in base salary

Two out of three respondents (67%) expect an increase in base salary in 2020. This varies widely by geography, with 83% of Quebec respondents expecting an increase, while only 40% in Alberta are optimistic about a raise in 2020.

Do you anticipate an increase or decrease in your base salary in 2020?

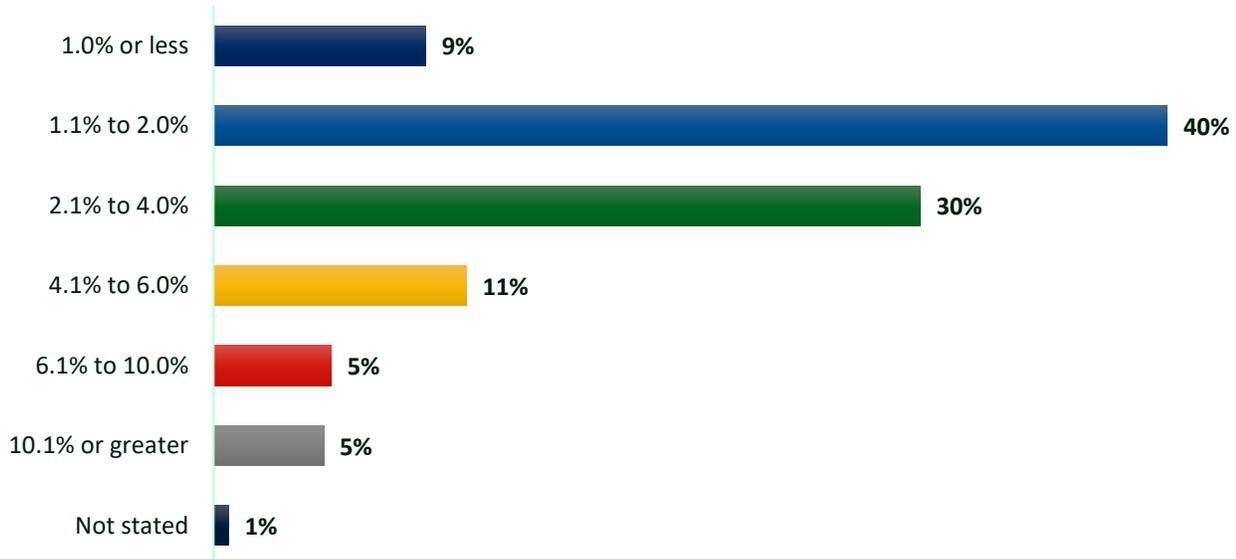


	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1835	1835	\$95,078	\$90,000
<i>Increase</i>	67%	1227	\$93,706	\$86,000
<i>No change</i>	23%	415	\$99,908	\$95,000
<i>Decrease</i>	2%	29	\$109,868	\$101,000
<i>Don't know/ not applicable</i>	9%	160	\$90,115	\$87,688

Percentage increase expected

Of those expecting an increase in 2020, 40% are expecting an increase of 1.1% to 2%. The average increase expected is 3.1%. Those in a union are expecting a smaller increase than those not in a union: 2.2% vs. 3.4%

What percentage increase are you expecting?



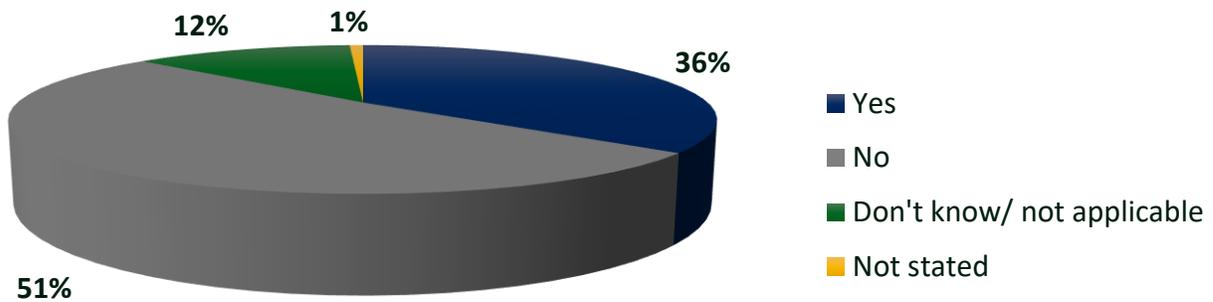
Estimated average: 3.1%

<i>(base: Expect increase in base salary)</i>	<i>Total %</i>	<i>Total N</i>	<i>Mean</i>	<i>Median</i>
TOTAL RESPONDENTS	1227	1227	\$93,706	\$86,000
<i>1.0% or less</i>	9%	110	\$86,436	\$82,000
<i>1.1% to 2.0%</i>	40%	494	\$96,306	\$92,000
<i>2.1% to 4.0%</i>	30%	366	\$95,145	\$86,256
<i>4.1% to 6.0%</i>	11%	131	\$92,299	\$82,000
<i>6.1% to 10.0%</i>	5%	61	\$89,188	\$78,000
<i>10.1% or greater</i>	5%	57	\$85,241	\$75,000

Not properly compensated for some aspects of job

Approximately one out of three respondents (36%) feel that they are not being properly compensated for some aspects of their job.

In your opinion, are there aspects of your job that you are not being properly compensated for e.g. overtime, expenses, sick pay, etc.?

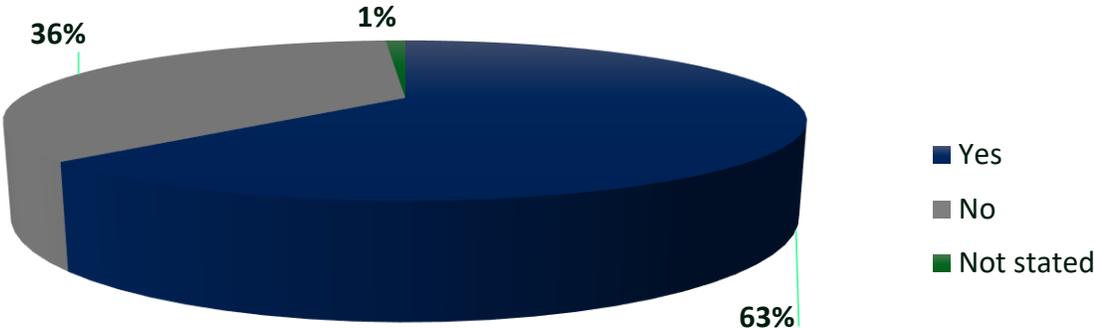


	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	1835	1835	292	710	625	188	\$95,078	\$90,000
Yes	36%	653	32%	40%	34%	30%	\$96,129	\$93,000
No	51%	940	50%	47%	54%	60%	\$96,198	\$88,500
Don't know/ not applicable	12%	228	18%	11%	11%	10%	\$88,049	\$82,000

Alternate rewards for work

Sixty-three percent feel that there are other ways that they would like to be rewarded for their work. Looking at age, there is a trend showing that younger planners are more interested in alternate rewards.

Other than more money, are there other ways that you would like to be rewarded for your work e.g. recognition, more responsibility, or vacation time?



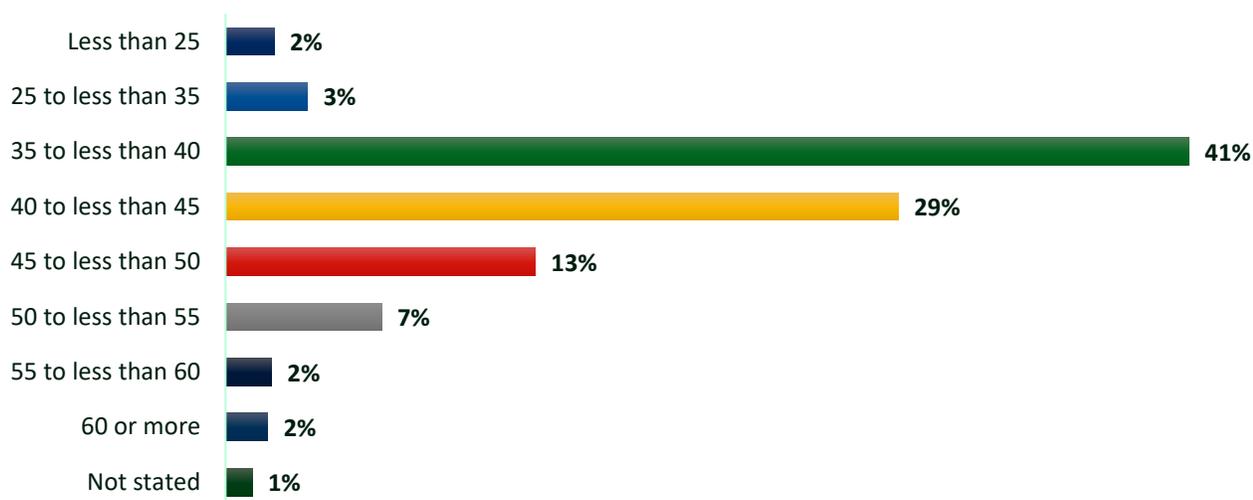
	Total %	Total N	<=30 yrs. old	31 to 45 yrs. old	46 to 55 yrs. old	56+ yrs. old	Mean	Median
TOTAL RESPONDENTS	1835	1835	327	905	343	250	\$95,078	\$90,000
Yes	63%	1151	69%	67%	58%	48%	\$92,049	\$87,000
No	36%	665	30%	32%	42%	51%	\$100,319	\$94,000

Section 3: About Your Work Week

Hours worked in average week

64% of respondents work a standard week of 35 through 40 hours, with the average being 39.8 and the median being 40. There is slight variation by management level, with the average number of hours being: Junior – 37.8, Middle – 38.6, Senior – 40.4, and Executive – 42.5.

Over the course of 2018, how many hours did you work in an average work week?



Average # hours: 39.8

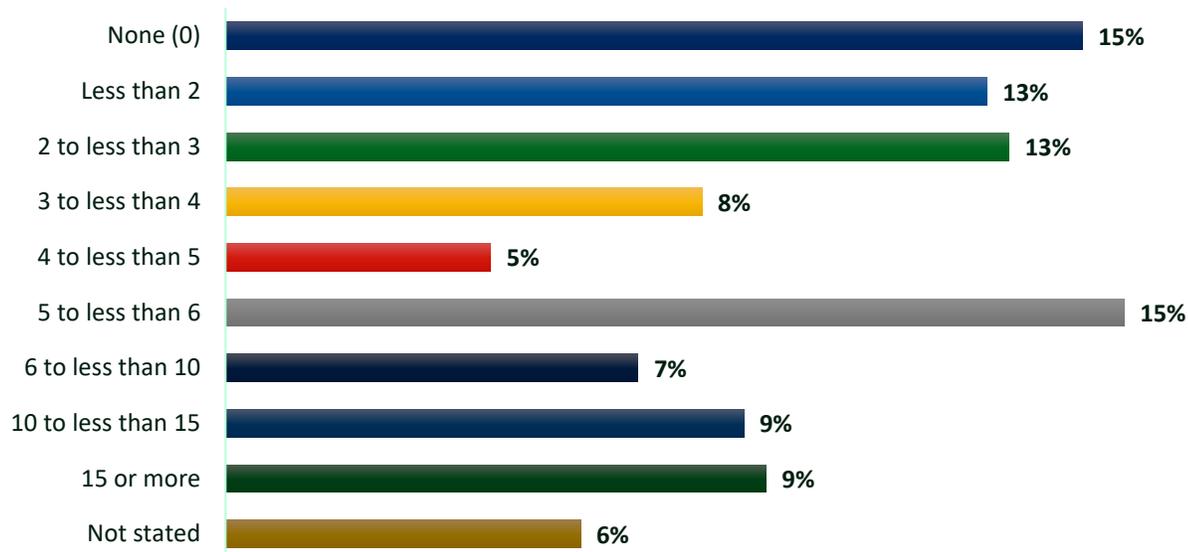
Median # hours: 40

	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	1835	1835	292	710	625	188	\$95,078	\$90,000
Less than 25	2%	38	7%	2%	0%	2%	\$66,483	\$50,000
25 to less than 35	3%	64	4%	2%	4%	5%	\$77,286	\$70,000
35 to less than 40	41%	753	12%	38%	54%	56%	\$83,404	\$81,000
40 to less than 45	29%	526	27%	31%	27%	27%	\$95,578	\$91,000
45 to less than 50	13%	242	18%	17%	9%	7%	\$109,987	\$107,000
50 to less than 55	7%	122	18%	6%	3%	2%	\$126,530	\$115,000
55 to less than 60	2%	36	5%	2%	1%	0%	\$147,117	\$130,000
60 or more	2%	33	5%	1%	1%	1%	\$138,044	\$132,000
Mean	39.8	39.8	42.5	40.4	38.6	37.8	n/a	n/a
Median	40	40	43	40	38	38	n/a	n/a

Overtime hours worked in a typical week

Fifteen percent of respondents said that they typically work no overtime hours. The median number of overtime hours worked is three and the mean is 5.8.

Although workloads will vary throughout the year, on average, how many overtime hours did you work in a typical week over the course of 2018?



Average # hours: 5.8

Median # hours: 3

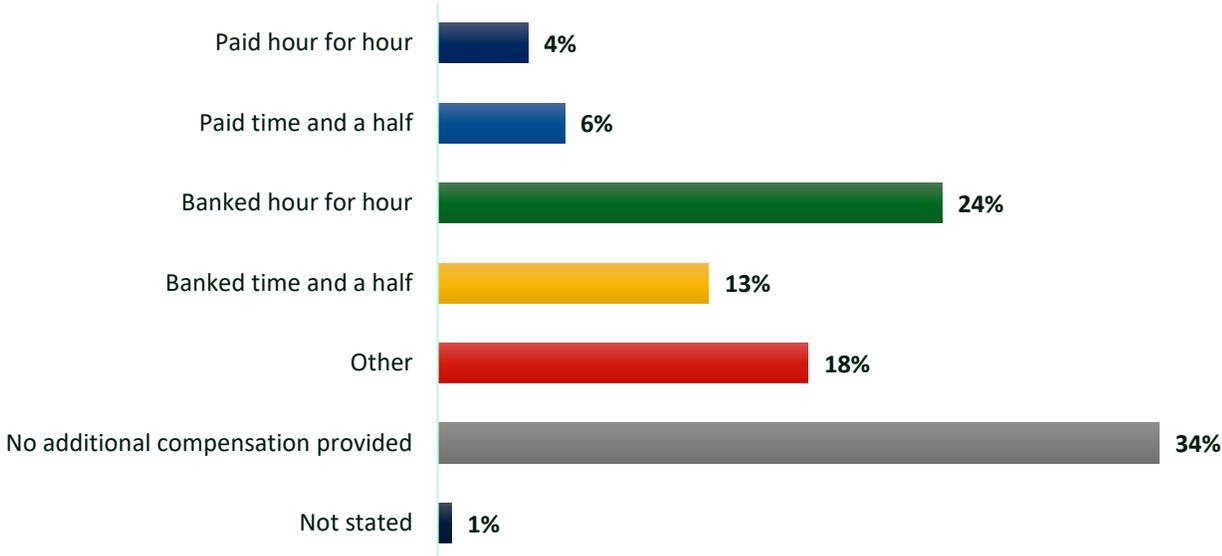
	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	1835	1835	292	710	625	188	\$95,078	\$90,000
None (0)	15%	268	13%	12%	17%	20%	\$84,093	\$77,000
Less than 2	13%	238	3%	11%	18%	23%	\$81,945	\$80,700
2 to less than 3	13%	245	5%	15%	16%	12%	\$87,641	\$85,000
3 to less than 4	8%	149	4%	9%	10%	5%	\$91,699	\$93,000
4 to less than 5	5%	83	2%	5%	6%	4%	\$90,501	\$85,000
5 to less than 6	15%	281	17%	17%	13%	14%	\$99,997	\$97,000
6 to less than 10	7%	129	9%	9%	5%	4%	\$105,508	\$105,000
10 to less than 15	9%	162	19%	10%	5%	4%	\$112,367	\$107,000
15 or more	9%	169	16%	8%	6%	10%	\$110,279	\$100,000
Not stated	6%	111	12%	5%	5%	3%	\$100,909	\$90,000
Mean	5.8	5.8	8.0	5.9	4.6	5.6	n/a	n/a
Median	3	3	6	4	2	2	n/a	n/a

Compensation for overtime hours

Approximately one-third (34%) receive no compensation for overtime hours. With regard to union positions, 14% of those reporting that they are in a union are not compensated for overtime, while in non-union positions, 42% of respondents report that they are not compensated for overtime hours. The most common compensation method is banking overtime hour-for-hour (24%).

By management level, the percentage of those not compensated for overtime are reported as: Junior – 16% satisfaction, Middle – 26%, Senior – 37%, and Executive – 58%.

How are you most often compensated for your overtime hours?



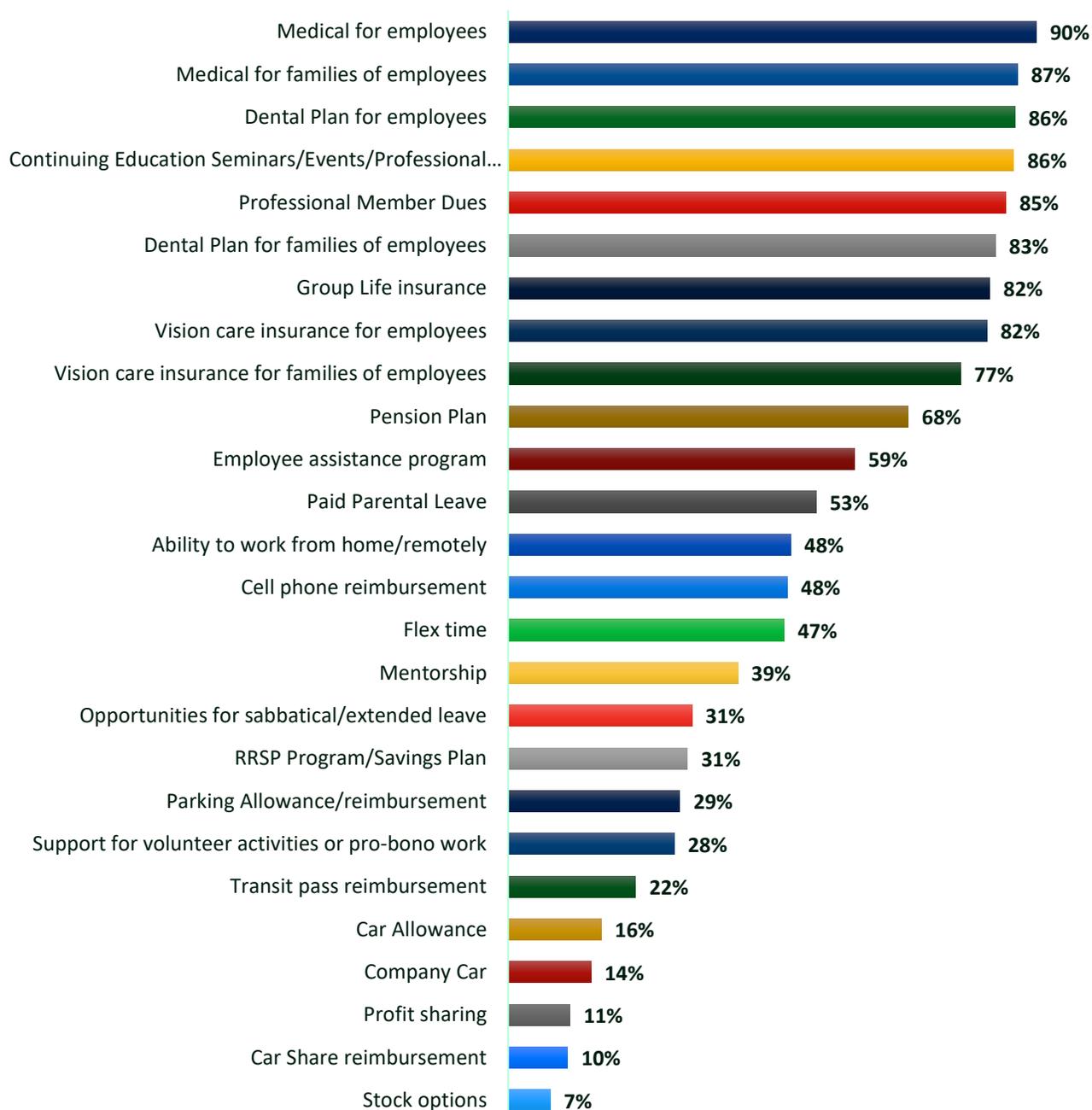
	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1835	1835	\$95,078	\$90,000
<i>Paid hour for hour</i>	4%	79	\$84,814	\$79,036
<i>Paid time and a half</i>	6%	111	\$82,845	\$81,000
<i>Banked hour for hour</i>	24%	441	\$81,490	\$80,000
<i>Banked time and a half</i>	13%	237	\$82,468	\$82,000
<i>Other</i>	18%	324	\$102,373	\$100,000
<i>No additional compensation provided</i>	34%	631	\$108,936	\$105,000

Section 4: Your Benefits

Benefits provided by employer

The top 5 most often offered benefits are: “Medical for employees,” “Medical for families of employees,” “Dental Plan for employees,” “Continuing Education Seminars/Events/Professional Development,” and “Professional Member Dues,” all being offered at the 85%+ level. The least offered benefits involve cars, stocks, and profit sharing. This reflects the fact that these benefits are more likely to be offered to executive staff.

Which of the following benefits are provided by your employer?



The table below is sorted from highest to lowest in the total column. In order to highlight variation across management levels, the **differences** in percentages are shown. For example, “Medical for employees” under the Junior heading shows -5%, meaning that that around 86% of Junior respondents said that this was offered by their firm. For each management level, the two highest differences are shown in **blue**.

	Total %	Total N	Exec./ Principal	Senior	Middle	Junior	Mean	Median
TOTAL RESPONDENTS	1761	1761	274	693	596	182	\$95,205	\$90,000
Medical for employees	90%	1587	-11%	3%	3%	-5%	\$96,615	\$91,000
Medical for families of employees	87%	1530	-9%	4%	3%	-7%	\$97,039	\$91,096
Dental Plan for employees	86%	1522	-12%	3%	4%	-2%	\$97,390	\$91,952
Continuing Education Seminars/Events/Professional Development	86%	1519	-1%	1%	0%	-4%	\$96,125	\$91,000
Professional Member Dues	85%	1495	-2%	2%	0%	-5%	\$96,265	\$90,070
Dental Plan for families of employees	83%	1464	-9%	4%	3%	-7%	\$98,058	\$92,934
Group Life insurance	82%	1447	-9%	4%	1%	-4%	\$96,747	\$92,000
Vision care insurance for employees	82%	1438	-11%	2%	4%	-4%	\$96,919	\$91,000
Vision care insurance for families of employees	77%	1359	-8%	3%	3%	-6%	\$97,573	\$92,000
Pension Plan	68%	1202	-19%	8%	3%	-11%	\$96,956	\$93,000
Employee assistance program	59%	1041	-1%	7%	-4%	-13%	\$100,128	\$95,000
Paid Parental Leave	53%	925	-11%	2%	2%	1%	\$95,806	\$90,000
Ability to work from home/remotely	48%	849	11%	0%	-3%	-9%	\$98,147	\$93,000
Cell phone reimbursement	48%	839	29%	8%	-15%	-21%	\$106,642	\$101,000
Flex time	47%	829	3%	1%	-2%	0%	\$95,811	\$90,850
Mentorship	39%	690	5%	-2%	-1%	6%	\$99,050	\$94,000
Opportunities for sabbatical/extended leave	31%	552	-6%	1%	0%	2%	\$96,305	\$92,000
RRSP Program/Savings Plan	31%	539	-1%	-5%	1%	15%	\$91,436	\$83,692
Parking Allowance/reimbursement	29%	516	10%	1%	-5%	-3%	\$102,706	\$97,218
Support for volunteer activities or pro-bono work	28%	499	9%	0%	-2%	-5%	\$102,109	\$95,000
Transit pass reimbursement	22%	383	-1%	0%	0%	2%	\$96,900	\$94,000
Car Allowance	16%	280	10%	0%	-4%	-3%	\$106,634	\$97,000
Company Car	14%	249	-1%	-1%	1%	5%	\$92,025	\$84,000
Profit sharing	11%	186	13%	-3%	-3%	2%	\$101,261	\$88,000
Car Share reimbursement	10%	179	0%	-1%	0%	5%	\$93,468	\$85,215
Stock options	7%	127	1%	-1%	-1%	5%	\$98,100	\$85,000

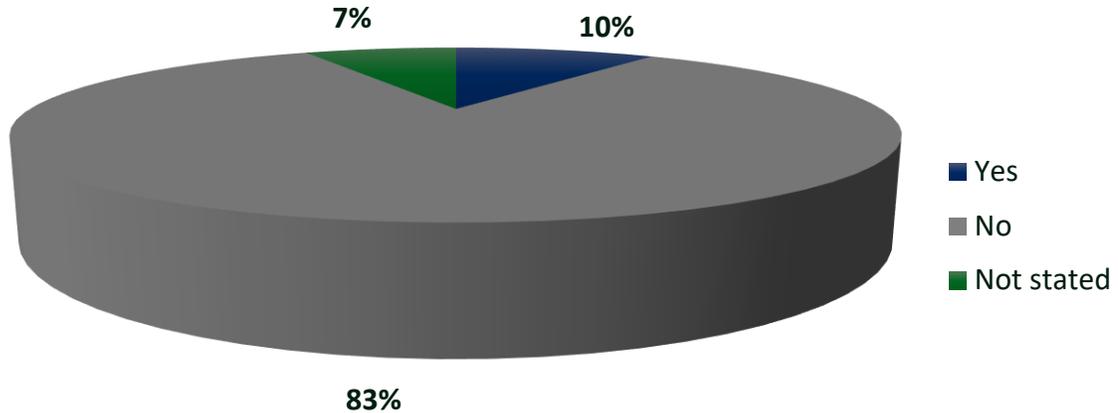
Benefits provided by employer – detail of pay sharing level

	<i>NOT Offered By Employer</i>	<i>Offered by Employer (NET)</i>	<i>Employer Pays All</i>	<i>Employer Pays More Than 50%</i>	<i>Employer Pays Half (50%)</i>	<i>Employer Pays Less Than 50%</i>	<i>Not stated</i>
<i>Medical for employees</i>	8%	90%	33%	38%	16%	4%	1%
<i>Medical for families of employees</i>	9%	87%	29%	38%	16%	4%	4%
<i>Dental Plan for employees</i>	12%	86%	27%	42%	14%	3%	1%
<i>Continuing Education Seminars/Events/Professional Development</i>	11%	86%	67%	12%	4%	4%	3%
<i>Professional Member Dues</i>	14%	85%	80%	2%	2%	1%	1%
<i>Dental Plan for families of employees</i>	13%	83%	25%	40%	14%	4%	4%
<i>Group Life insurance</i>	13%	82%	29%	29%	19%	6%	4%
<i>Vision care insurance for employees</i>	17%	82%	21%	34%	14%	13%	2%
<i>Vision care insurance for families of employees</i>	19%	77%	19%	33%	13%	12%	4%
<i>Pension Plan</i>	29%	68%	8%	19%	37%	4%	3%
<i>Employee assistance program</i>	37%	59%	46%	7%	4%	2%	4%
<i>Paid Parental Leave</i>	41%	53%	20%	17%	7%	8%	7%
<i>Ability to work from home/remotely</i>	48%	48%	41%	2%	2%	4%	4%
<i>Cell phone reimbursement</i>	50%	48%	39%	3%	2%	3%	3%
<i>Flex time</i>	48%	47%	41%	2%	2%	2%	5%
<i>Mentorship</i>	55%	39%	32%	2%	2%	3%	6%
<i>Opportunities for sabbatical/extended leave</i>	62%	31%	11%	4%	4%	12%	7%
<i>RRSP Program/Savings Plan</i>	64%	31%	3%	6%	15%	6%	5%
<i>Parking Allowance/reimbursement</i>	68%	29%	25%	2%	1%	2%	3%
<i>Support for volunteer activities or pro-bono work</i>	67%	28%	18%	3%	3%	4%	4%
<i>Transit pass reimbursement</i>	75%	22%	10%	2%	3%	6%	3%
<i>Car Allowance</i>	81%	16%	11%	2%	1%	2%	3%
<i>Company Car</i>	83%	14%	14%	0%	0%	0%	3%
<i>Profit sharing</i>	86%	11%	6%	1%	1%	3%	3%
<i>Car Share reimbursement</i>	86%	10%	9%	0%	0%	0%	4%
<i>Stock options</i>	89%	7%	2%	1%	2%	3%	4%

Receives other benefits

Ten percent mention receiving other benefits beyond the ones listed on the survey.

Are there other benefits that you receive that are not listed above?



	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1835	1835	\$95,078	\$90,000
Yes	10%	178	\$97,179	\$92,233
No	83%	1522	\$94,981	\$90,000
Not stated	7%	135	\$93,379	\$87,688

Other benefit received:

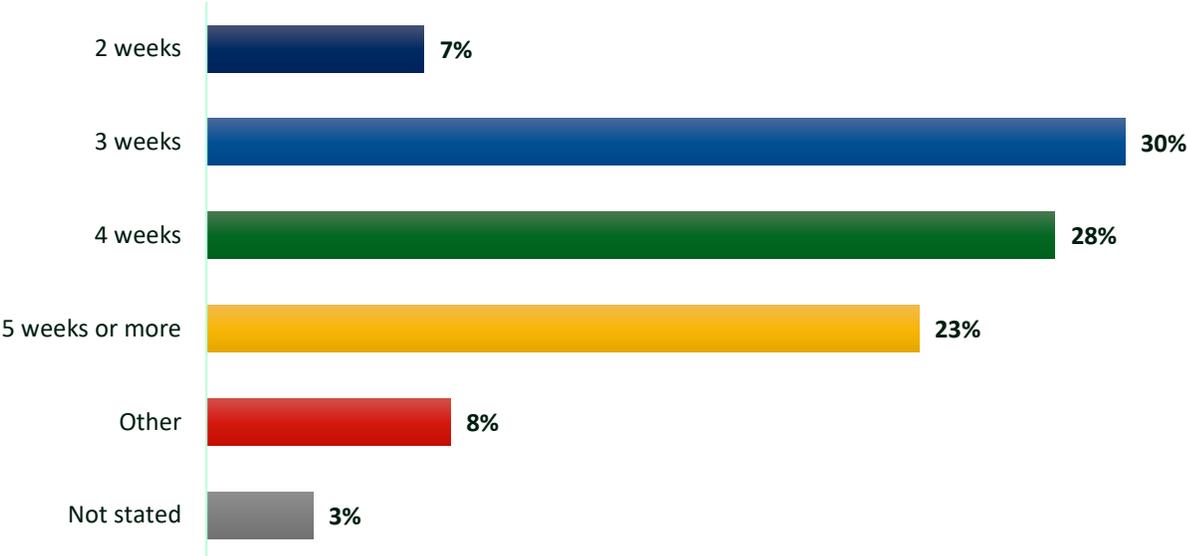
- Ability to attend and present at conferences
- Bereavement Leave
- Bicycle maintenance reimbursement/ bike locker/ bike share
- Cemetery plot discount
- EDO/Earned day off/compressed work week
- Employee Wellness program/ fitness credit/ active living pass/ exercise allowance
- Extended health (i.e. practitioner services, other).
- Health Care Spending Account
- Home office allowance
- Long term disability
- Management leave (5-7 days of paid leave) in lieu of overtime
- Maternity Leave Top Up to 75% salary
- Medical Leave (separate from sick time)
- Mileage reimbursed for work travel in accordance with CRA Rate
- Northern Living Allowance
- Pays off provincial student loans over a period of 3 years.
- Physiotherapy
- Preferred shares purchase option
- Prescription drug plan

- Private purchase of cell phone or computer - employer pays and no interest is charged when paying it off.
- Professional Development
- Short term disability
- Sick time, family leave, doctor appointments
- Transit pass discount
- Tuition reduction for immediate family members

Paid vacation received per year

A majority of respondents receive either three or four weeks of vacation per year. Once again, looking at management level, here are the percentage of respondents who receive **4+ weeks** of vacation: Junior – 10%, Middle – 36%, Senior – 67%, and Executive – 73%.

How much paid vacation time do receive per year?



	Total %	Total N	Mean	Median
TOTAL RESPONDENTS	1835	1835	\$95,078	\$90,000
2 weeks	7%	131	\$64,298	\$61,000
3 weeks	30%	553	\$80,759	\$78,000
4 weeks	28%	511	\$100,604	\$97,500
5 weeks or more	23%	429	\$119,115	\$111,600
Other	8%	147	\$88,802	\$80,000
Not stated	3%	64	\$89,811	\$85,000

Section 5: Your Business

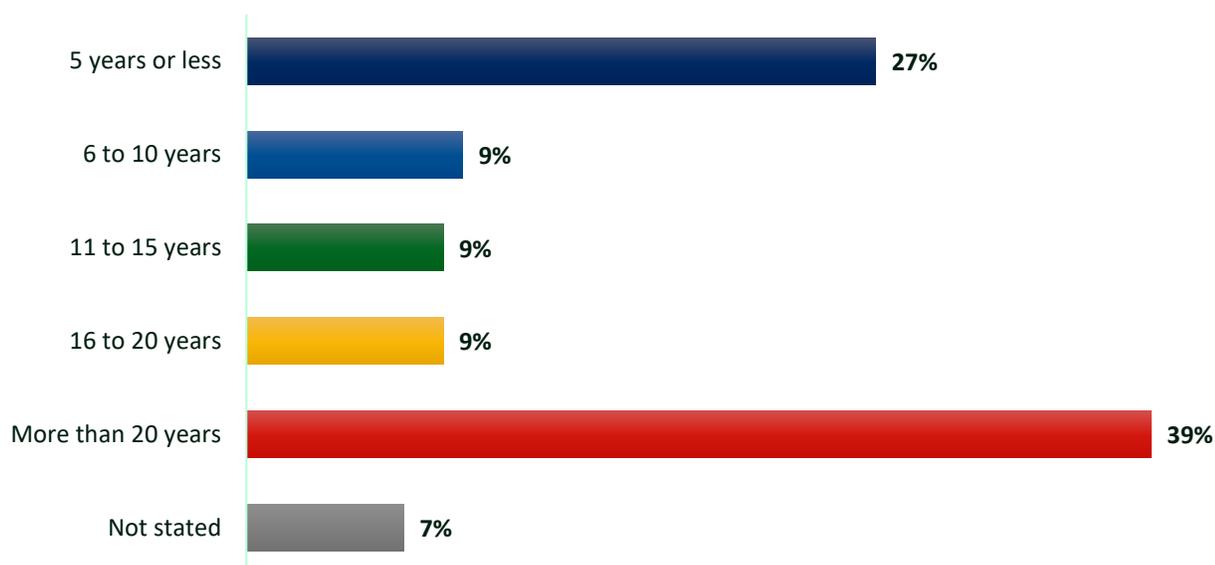
This section was completed only by the 117 respondents who identified themselves as “Self-employed/Consultant” or “Owner/principal.”

Some of the base sizes in the tables are very low, so caution should be used when reading any mean or median base salaries included in the tables for this section.

Number of years in business

Almost 40% of firms have been in business for more than 20 years, with the estimated average being approximately 15 years.

How many years have you and/ or your firm been in business?



Estimated average: 14.9 years

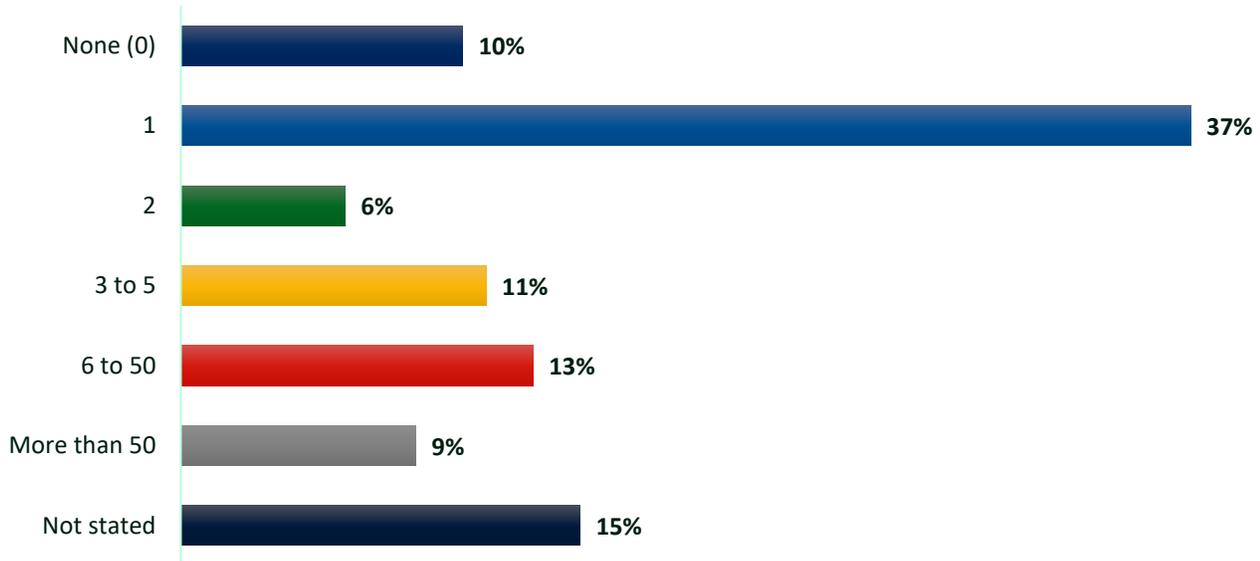
<i>(base: Self-employed/Consultant or Owner/principal)</i>	<i>Total %</i>	<i>Total N</i>	<i>Mean</i>	<i>Median</i>
TOTAL RESPONDENTS	117	117	\$109,936	\$104,000
5 years or less	27%	32	\$84,806	\$84,000
6 to 10 years	9%	11	\$83,783	\$40,000
11 to 15 years	9%	10	\$68,909	\$44,000
16 to 20 years	9%	10	\$121,500	\$80,000
More than 20 years	39%	46	\$140,477	\$130,000

Please note that some of the base sizes in the table are very small.

Number of full-time staff

More than 1/3 of reported firms had only one full-time employee. Once again, we see that the average (22) is being influenced by larger staff sizes.

Number of full-time staff employed by your firm in 2018



Average number of full-time staff: 22.0

Median number of full-time staff: 1

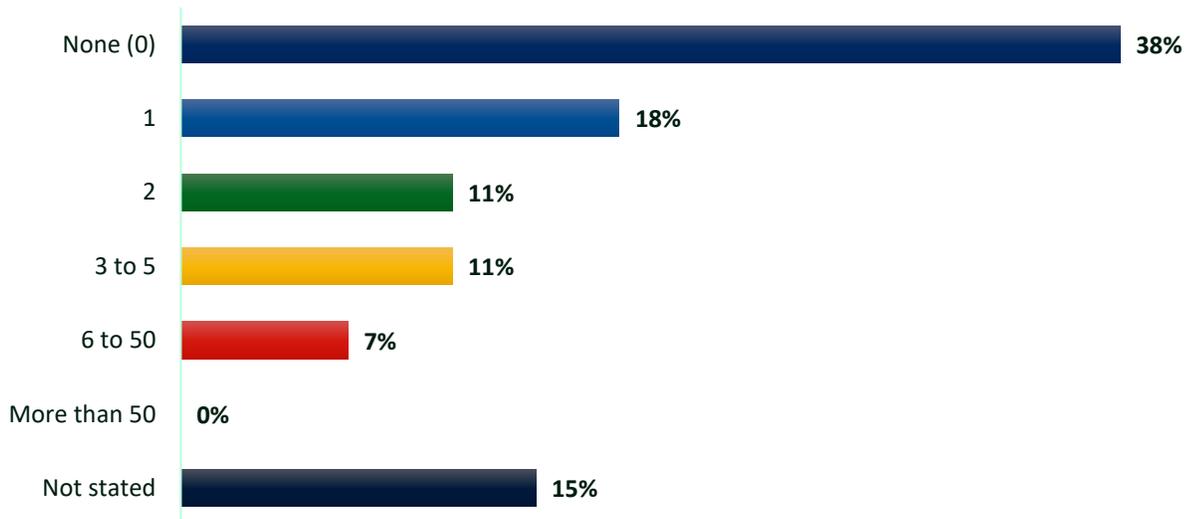
<i>(base: Self-employed/Consultant or Owner/principal)</i>	<i>Total %</i>	<i>Total N</i>	<i>Mean</i>	<i>Median</i>
TOTAL RESPONDENTS	117	117	\$109,936	\$104,000
<i>None (0)</i>	10%	12	\$119,417	\$80,000
<i>1</i>	37%	43	\$90,265	\$80,000
<i>2</i>	6%	7	\$102,013	\$120,000
<i>3 to 5</i>	11%	13	\$102,231	\$100,000
<i>6 to 50</i>	13%	15	\$145,267	\$145,000
<i>More than 50</i>	9%	10	\$141,540	\$140,400

Please note that some of the base sizes in the table are very small.

Number of part-time staff

Two-thirds of reporting firms said that they have two or less part-time staff, including subcontractors.

Number of part-time staff (or subcontractors) employed by your firm in 2018



Average number of part-time staff: 2.5

Median number of part-time staff: 1

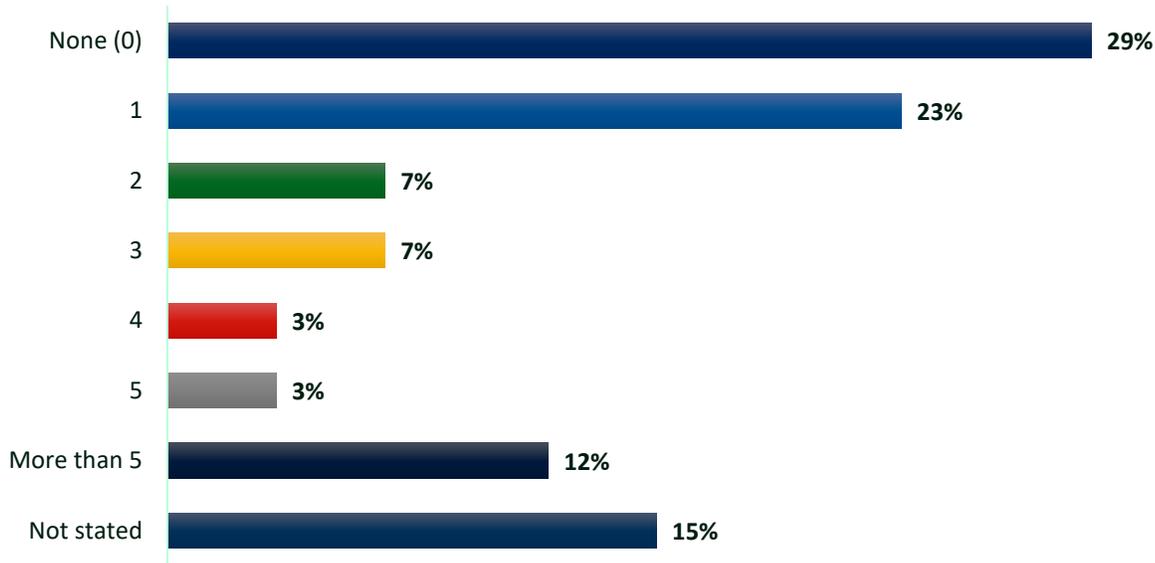
<i>(base: Self-employed/Consultant or Owner/principal)</i>	<i>Total %</i>	<i>Total N</i>	<i>Mean</i>	<i>Median</i>
TOTAL RESPONDENTS	117	117	\$109,936	\$104,000
<i>None (0)</i>	38%	45	\$109,603	\$120,000
<i>1</i>	18%	21	\$94,267	\$100,000
<i>2</i>	11%	13	\$114,769	\$100,000
<i>3 to 5</i>	11%	13	\$102,083	\$65,000
<i>6 to 50</i>	7%	8	\$154,109	\$120,000
<i>More than 50</i>	0%	0	\$-	\$-

Please note that some of the base sizes in the table are very small.

Number of professional and candidate planners

Twenty-nine percent of firms reported that they have **no** professional and candidate planners and 23% have only one.

Number of professional and candidate planners employed in 2018



Average # of professional and candidate planners: 4.9

Median # of professional and candidate planners: 1

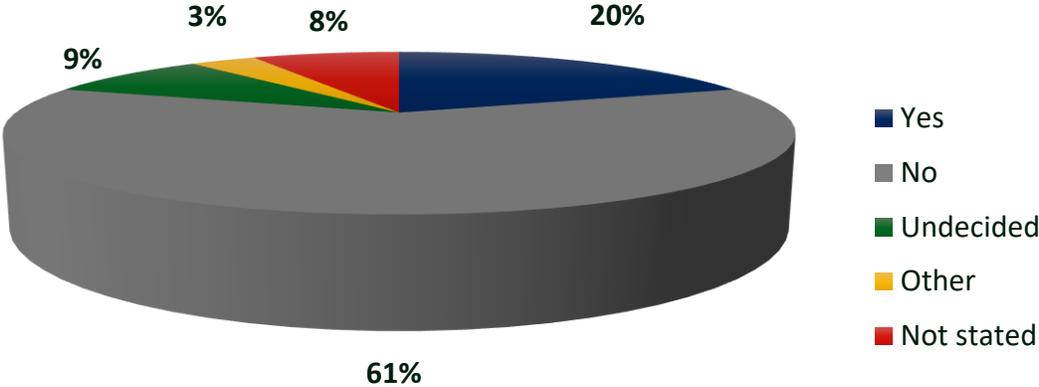
<i>(base: Self-employed/Consultant or Owner/principal)</i>	<i>Total %</i>	<i>Total N</i>	<i>Mean</i>	<i>Median</i>
TOTAL RESPONDENTS	117	117	\$109,936	\$104,000
<i>None (0)</i>	29%	34	\$90,928	\$75,000
<i>1</i>	23%	27	\$105,616	\$85,000
<i>2</i>	7%	8	\$119,375	\$110,000
<i>3</i>	7%	8	\$115,000	\$105,000
<i>4</i>	3%	4	\$122,500	\$120,000
<i>5</i>	3%	4	\$122,250	\$120,000
<i>More than 5</i>	12%	14	\$152,171	\$140,400

Please note that some of the base sizes in the table are very small.

Hiring more professional and/or candidate planners

Twenty percent of firms anticipate hiring **more** professional and/or candidate planners while 61% say they **do not** anticipate hiring any.

Anticipates hiring more professional and/or candidate planners in the next 12-18 months



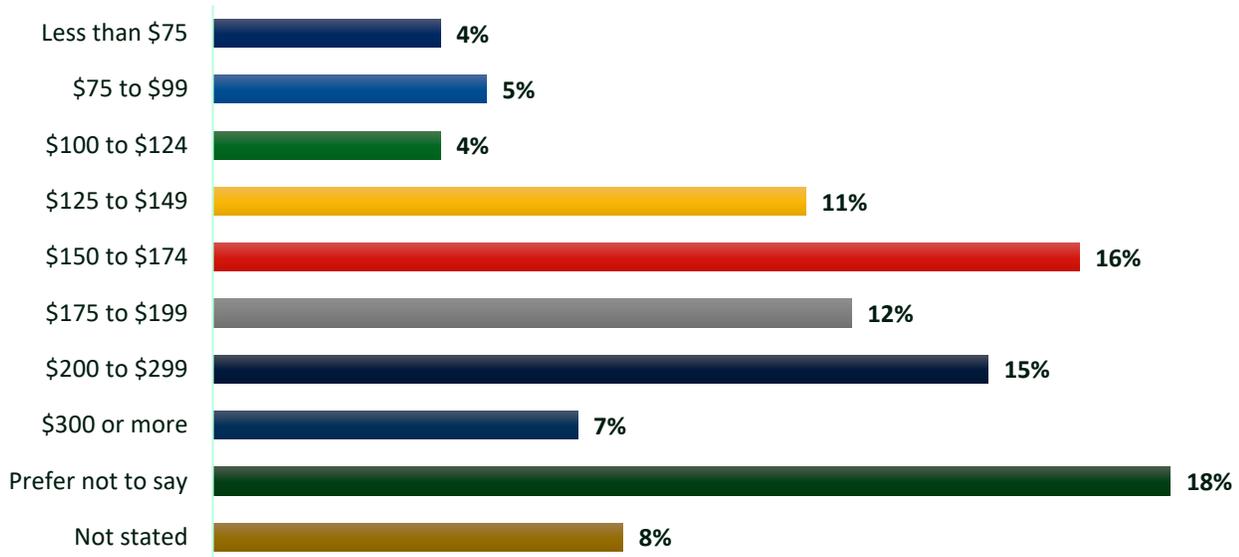
<i>(base: Self-employed/Consultant or Owner/principal)</i>	<i>Total %</i>	<i>Total N</i>	<i>Mean</i>	<i>Median</i>
TOTAL RESPONDENTS	117	117	\$109,936	\$104,000
Yes	20%	23	\$125,843	\$125,000
No	61%	71	\$96,889	\$82,000
Undecided	9%	10	\$150,500	\$135,000

Please note that some of the base sizes in the table are very small.

Hourly billing rate in 2018

Billing rates varied widely, with 39% being between \$125 and \$199 per hour.

Hourly billing rate in 2018



Average hourly billing rate: \$174

Median hourly billing rate: \$160

<i>(base: Self-employed/Consultant or Owner/principal)</i>	<i>Total %</i>	<i>Total N</i>	<i>Mean</i>	<i>Median</i>
TOTAL RESPONDENTS	117	117	\$109,936	\$104,000
<i>Less than \$75</i>	4%	5	\$70,322	\$82,000
<i>\$75 to \$99</i>	5%	6	\$42,500	\$30,000
<i>\$100 to \$124</i>	4%	5	\$95,000	\$100,000
<i>\$125 to \$149</i>	11%	13	\$82,704	\$90,000
<i>\$150 to \$174</i>	16%	19	\$92,737	\$80,000
<i>\$175 to \$199</i>	12%	14	\$146,643	\$130,000
<i>\$200 to \$299</i>	15%	17	\$154,671	\$140,400
<i>\$300 or more</i>	7%	8	\$182,500	\$150,000
<i>Prefer not to say</i>	18%	21	\$90,774	\$85,000

Please note that some of the base sizes in the table are very small.