

A high-angle photograph of a diverse group of seven professionals sitting around a large, dark wooden conference table. They are engaged in a collaborative meeting. Several individuals are looking at tablets and laptops. One tablet in the foreground displays a blue screen with the text '85.00%'. The table is cluttered with various items including laptops, tablets, notebooks, pens, and small potted plants. The background is a plain, light-colored wall. The overall atmosphere is professional and collaborative.

Canadian Professional Planners

2023 National Employment Survey Report

Canadian Professional Planners

Prepared for:



2023 National Employment Survey Report

Prepared by:



Canadian Professional Planners National Employment Survey Report

Table of Contents

Table of Contents	2
Background and Objectives	6
Method	7
Margin of Error.....	7
Definition of Mean	7
Reader Note	8
Demographics and Current Employment	9
Province.....	9
First Letter of Postal Code of Residence – Concentration of Responses	10
First Letter of Postal Code of Residence – Average Salary	11
Size of Municipality Where Currently Employed	12
City or Town Where Employer is Located – Distribution of Respondents	13
City or Town Where Employer is Located – Average Salaries	14
First Letter of Postal Code of Employer	15
Age	16
Gender	17
Identifies As Part of An Equity-Deserving Group	18
Identifies as an Indigenous Person	19
Identifies as Part of a Visible Minority	20
Sexual Orientation.....	21
Identifies As a Person with Disability	22
Equity Deserving Groups and Base Salary	23
Was Born in Canada	24
Current Status in Canada	25
Has An Accredited Planning Degree	26

Bachelors Level Degree Issued Inside or Outside of Canada	27
Masters Level Degree Issued Inside or Outside of Canada.....	28
Bachelors Level Canadian Accredited Planning Degree: Graduation Year.....	29
Masters Level Canadian Accredited Planning Degree: Graduation Year	30
Other Degrees or Diplomas	31
Professional Planning Status.....	32
Additional Professional Designations/Credentials.....	33
Years Employed in a Planning Position	34
Belongs to a Union.....	35
Current Employment Status as of September 1, 2023	36
Sector Currently Employed In	37
Years Employed with Current Organization	38
Areas of Specialization within Current Job	39
Current Level of Employment.....	41
Supervises and/or Manages Other Staff or Employees	42
Number of Persons Supervised/Managed.....	43
Compensation.....	44
Annual base salary/income as of September 1, 2023	44
Whether You Received a Bonus or Other Financial Incentive(s) in the Last 12 months	45
Type of Bonus or Other Financial Incentive.....	46
Basis on which Bonus is Calculated	47
Bonus Amount	48
Bonus Amount Percentage	49
Satisfactory Additional Amount of Bonus, as % of Current Salary (Dissatisfied/ Very Dissatisfied in Previous Question).....	50
Satisfaction with Overall Level of Total Compensation In 2023.....	51
Agreement with: My Compensation Level Has Kept Up with My Job Responsibilities	52
Agreement with: I am Fairly Compensated for the Work that I Do.....	53
Agreement with: My Compensation Is Fair but Other Benefits Are Lacking.....	54
Agreement with: My Compensation Has Not Kept Pace with My Peers at Other Organizations	55

Agreement with: My Compensation Has Not Kept Pace with Others with Similar Professional Credentials	56
Anticipates an Increase or Decrease in Base Salary In 2024.....	57
Percentage Increase Expected	58
Aspects of Job That Are Not Being Properly Compensated.....	59
Aspects of Job That Are Not Being Properly Compensated.....	60
Other Ways (Not Money) To Be Rewarded for Work.....	61
Other Ways (Not Money) to Be Rewarded for Work	62
Workforce and Labour	63
Number of Hours Worked in Average Week in Past 12 Months.....	63
Number of Overtime Hours Worked in A Typical Week In Past 12 Months	64
Most Frequent Compensation Method for Overtime Hours.....	65
Current Work Mode	66
Current Work Mode: Weekly Days in Office	67
Satisfaction with Work Mode: Fully Remote	68
Satisfaction with Work Mode: Hybrid.....	69
Satisfaction with Work Mode: Fully In-Office/On-Site.....	70
Satisfaction with Your Job Overall.....	71
Satisfaction with Your Base Salary	72
Satisfaction with Your Work/Life Balance	73
Satisfaction with the Performance Recognition You Receive	74
Satisfaction with Your Opportunity for Advancement.....	75
Satisfaction with Your Relationship with Those You Report To.....	76
Satisfaction with Your Relationship with Your Peers.....	77
Satisfaction with Your Relationship with Those Who Report to You	78
Satisfaction with The Balance of Responsibilities in Your Current Position.....	79
Number of Employers Since 2019.....	80
Changed Positions in The Last 12 to 18 Months.....	81
Reason for Change	82
Whether You Will Be Looking for A Job with Another Employer in The Next 12 To 18 Months	84

Career Intentions and/or Plans Have Changed Since the Pandemic	85
Retirement Intentions Within the Next 12 to 18 Months.....	86
Anticipates Hiring More Professional and/or Candidate Planners in The Next 12 to 18 Months	87
Number of Anticipated Positions	88
Had Planning-Related Job Vacancies in the Last 12 Months	90
Number of Planning Positions Opened.....	91
Reasons for Difficulties in Filling the Vacancies	93
Benefits	94
Organization Offers Benefits to Employees	94
Benefits Provided by Employer	95
Benefits Provided by Employer – Detail of Pay Sharing Level.....	97
Receives Other Benefits Not Listed Above	98
Paid Vacation Time Received Per Year	99
Business Profile	100
Number of Years that the Firm Has Been in Business (Self-Emp./Cons. Or Owner/Principal)	100
Number of Full-Time Staff Employed as of Sep 1, 2023	101
Number of Part-Time Staff (Or Subcontractors) Employed as Of Sep 1, 2023	102
Number of Professional or Candidate Planners Employed as of Sep 1, 2023	103
Employs International Professional Planners.....	104
Hourly Billing Rate in 2023 (Self-emp./Cons. or Owner/principal).....	105

Canadian Professional Planners National Employment Survey Report

Background and Objectives

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

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

Current Compensation

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

Workforce and Labour

- Hours in an average work week
- Overtime hours and compensation for overtime
- Work mode (in-office/ hybrid/ remote)
- Satisfaction (overall, with work mode, and with other aspects of the workplace)
- Recent work history (number of employers, number of positions, and reasons for change)
- Job vacancies and recruitment

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 9,441 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 September 6th to October 16th. In total, 1,727 planners from across Canada responded. This represents a 18% 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 #	# OF RESPONSES	RESPONSE RATE
BC	1,519	352	23%
AB	943	166	18%
SK	255	107	42%
MB	176	68	39%
ON	4,389	830	19%
QC	1,765	78	4%
NB/PE/NS/NL	335	113	34%
YK/NT/NU	59	11	17%
TOTAL	9,441	1,725	18%

Margin of Error

With a total sample of 1,727, the margin of error is plus or minus 2.2 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 +/- 2.2%. This means that a total census of all regulated members would reveal an answer of not less than 47.8% and not more than 52.2%.

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.

Definition of Mean

Throughout this report are tables that use the term “mean”. 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 sometimes be dramatically affected by very large or very small values in the dataset e.g. a very high number of hours worked per week may skew the “average hours in a work week” statistic.

Reader Note

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

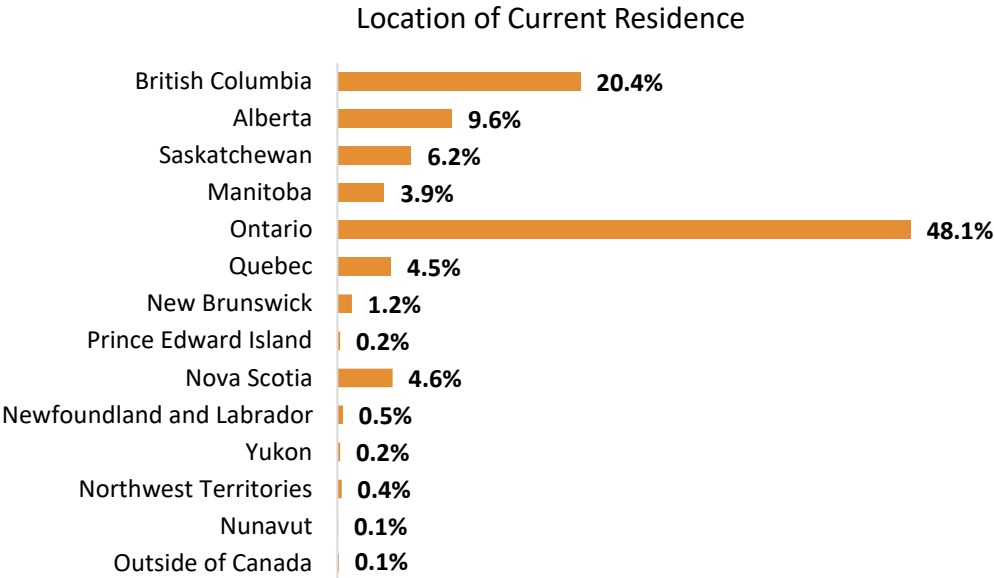
- Almost all charts are shown with rounding to the closest whole number.
- For a few geographic charts, one decimal place is shown in the percentages.
- On relevant tables we have shown the average 2019 salary along with the percentage change from 2019 to 2023.
- Categories that are labelled as 0% in charts are actually greater than 0% and less than 0.5%.
- The group cut-off size for showing mean detail is usually 30. Many categories of <30 are excluded from the average tables. Categories of <30 are sometimes combined into different groupings that appeared in the survey. For example, Newfoundland and Labrador (N=8) and PEI (N=4) are rolled into a Total Atlantic category, along with Nova Scotia and New Brunswick. This is most notable in the final section of the report where the total base is 102 (those who identified themselves as “Self-employed/ Consultant” or “Owner/principal”). Results for any base size below 30 should be considered indicative and not conclusive.

Demographics and Current Employment

Province

Almost half of respondents (48%) reside in Ontario, followed by B.C. (20%) and Alberta (10%). While average salaries are highest in the Northwest Territories, Nunavut, and the Yukon, they represent a sample of just 11 respondents. Among the more populated provinces, Alberta and Ontario lead in highest average salaries.

Overall, since 2019, salaries have risen by an average of 15%. The table below itemizes percentage changes by province / territory. However, we note that some base sizes are very small and potentially unreliable.

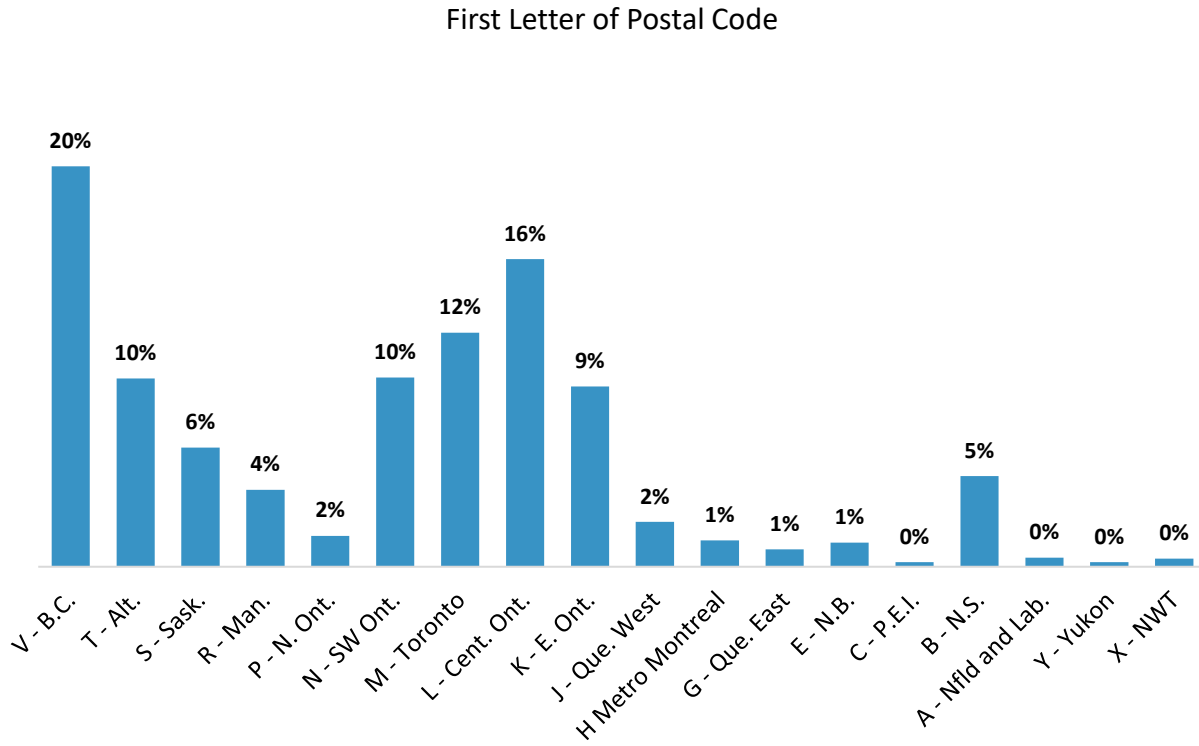


TOTAL

	%	N	Aver. Sal 2023	Aver. Sal 2019	% Chg 2019 to 2023
Location of current residence					
TOTAL RESPONDENTS	1727	1727	\$109,448	\$95,078	15%
<i>British Columbia</i>	20%	352	\$109,610	\$98,674	11%
<i>Alberta</i>	10%	166	\$114,152	\$103,234	11%
<i>Saskatchewan</i>	6%	107	\$96,745	\$84,805	14%
<i>Manitoba</i>	4%	68	\$94,328	\$93,889	0%
<i>Ontario</i>	48%	830	\$114,442	\$98,991	16%
<i>Quebec</i>	5%	78	\$97,564	\$81,384	20%
<i>Total Atlantic (NB, NS, PEI, NFL)</i>	7%	113	\$94,115	\$78,124	20%
<i>New Brunswick</i>	1%	21	\$99,048	\$80,992	22%
<i>Nova Scotia</i>	5%	80	\$92,750	\$75,815	22%
<i>North (YT, NT, and NU)</i>	1%	11	\$130,909	n/a	n/a

First Letter of Postal Code of Residence – Concentration of Responses

B.C. (20%), Central Ontario (16%), and Toronto (12%) lead in the concentration of respondents' residences by postal code.



First Letter of Postal Code of Residence – Average Salary

The Northwest Territories (caution – small sample size) lead in terms of average salary by postal code, followed by Toronto.

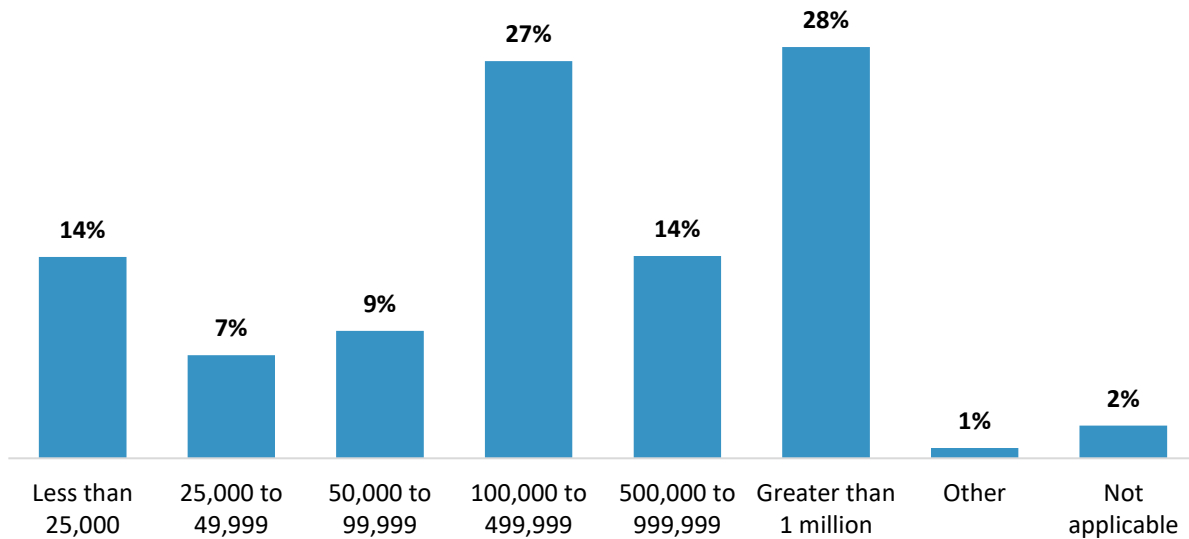
<i>First letter of PC of residence</i>	TOTAL		
	%	N	Aver. Sal
TOTAL RESPONDENTS	1727	1727	\$109,448
<i>V - B.C.</i>	20%	349	\$109,752
<i>T - Alt.</i>	10%	164	\$114,325
<i>S - Sask.</i>	6%	104	\$96,845
<i>R - Man.</i>	4%	67	\$94,848
<i>P - N. Ont.</i>	2%	27	\$113,333
<i>N - SW Ont.</i>	10%	165	\$106,688
<i>M - Toronto</i>	12%	204	\$120,791
<i>L - Cent. Ont.</i>	16%	268	\$117,595
<i>K - E. Ont.</i>	9%	157	\$109,150
<i>J - Que. West</i>	2%	39	\$105,897
<i>H Metro Montreal</i>	1%	23	\$96,522
<i>G - Que. East</i>	1%	15	\$78,667
<i>E - N.B.</i>	1%	21	\$99,048
<i>C - P.E.I.</i>	0%	4	\$85,000
<i>B - N.S.</i>	5%	79	\$93,418
<i>A - Nfld and Lab.</i>	0%	8	\$99,375
<i>Y - Yukon</i>	0%	4	\$118,750
<i>X - NWT</i>	0%	7	\$137,857
<i>Not stated</i>	1%	22	\$96,364

Size of Municipality Where Currently Employed

Over two-thirds of respondents (69%) are employed in municipalities of populations of 100,000 or greater. Over a quarter (28%) are employed in centers of 1 million or greater, and report the highest average salaries.

We see the largest percentage increase in salaries in smaller centres i.e. those with a population of 25,000 to 49,999.

Size of Municipality Where Currently Employed

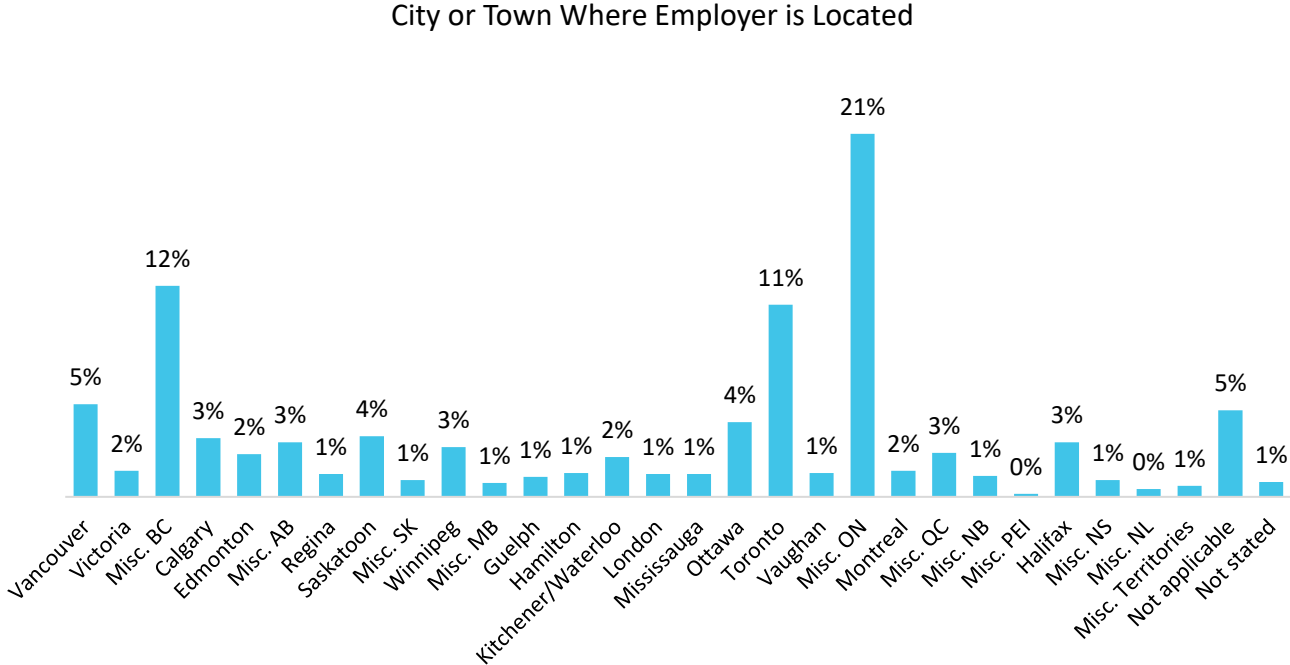


TOTAL

	%	N	Av. Salary 2023	Av. Salary 2019	% Chg. 2019 to 2023
Size of municipality where currently employed					
TOTAL RESPONDENTS	1727	1727	\$109,448	\$95,078	15%
Less than 25,000	14%	234	\$99,957	\$87,028	15%
25,000 to 49,999	7%	120	\$106,792	\$88,261	21%
50,000 to 99,999	9%	148	\$105,274	\$92,414	14%
100,000 to 499,999	27%	462	\$105,925	\$92,546	14%
500,000 to 999,999	14%	235	\$108,739	\$97,508	12%
Greater than 1 million	28%	478	\$119,841	\$103,613	16%
Estimated average (000s)	555	555			

City or Town Where Employer is Located – Distribution of Respondents

There is a fairly broad distribution of respondents by town or city, with miscellaneous Ontario areas (21%), Toronto (11%), and miscellaneous B.C. areas (12%) accounting for the highest concentrations.



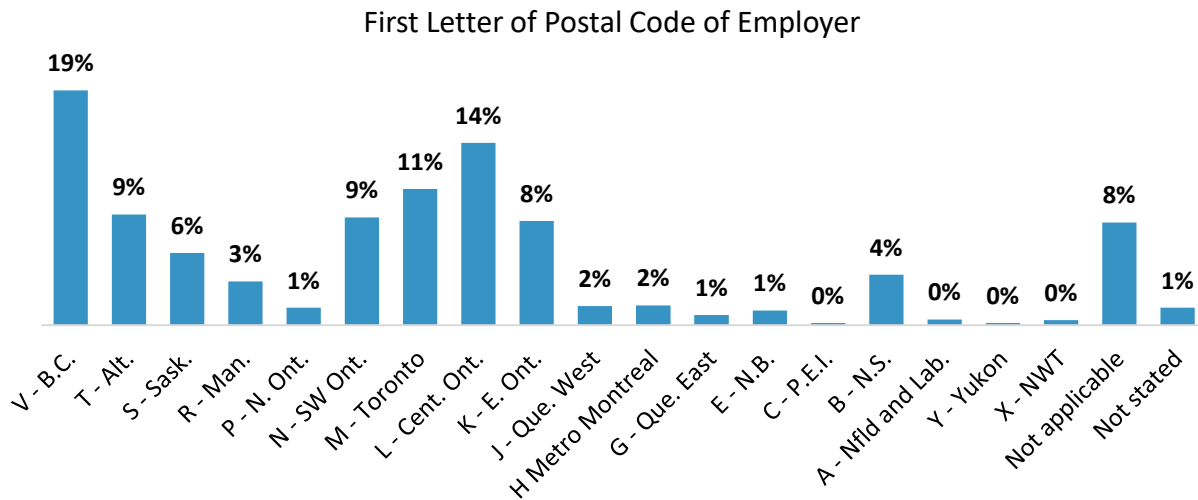
City or Town Where Employer is Located – Average Salaries

Vaughan, ON, leads in terms of the highest average salary across Canada. The percentage change in salaries since 2019, shows a great deal of variation across the country.

	TOTAL				
<i>City or town where employer is located</i>	%	N	Av. Salary 2023	Av. Salary 2019	% Chg 2019 to 2023
TOTAL RESPONDENTS	1727	1727	\$109,448	\$95,078	15%
<i>Vancouver</i>	5%	93	\$122,120	\$102,929	19%
<i>Victoria</i>	2%	26	\$127,885	\$93,563	37%
<i>Misc. BC</i>	12%	212	\$100,900	\$97,688	3%
<i>Calgary</i>	3%	59	\$108,475	\$99,991	8%
<i>Edmonton</i>	2%	43	\$127,500	\$113,250	13%
<i>Misc. AB</i>	3%	55	\$113,455	\$99,962	13%
<i>Regina</i>	1%	23	\$96,522	\$97,465	-1%
<i>Saskatoon</i>	4%	61	\$97,131	\$82,873	17%
<i>Misc. SK</i>	1%	17	\$103,824	\$74,433	39%
<i>Winnipeg</i>	3%	50	\$92,000	\$97,927	-6%
<i>Misc. MB</i>	1%	14	\$91,429	\$82,640	11%
<i>Guelph</i>	1%	20	\$105,789	\$106,507	-1%
<i>Hamilton</i>	1%	24	\$117,292	\$88,587	32%
<i>Kitchener/Waterloo</i>	2%	40	\$107,375	\$86,759	24%
<i>London</i>	1%	23	\$110,000	\$107,146	3%
<i>Mississauga</i>	1%	23	\$114,348	\$93,114	23%
<i>Ottawa</i>	4%	75	\$112,703	\$104,621	8%
<i>Toronto</i>	11%	193	\$122,124	\$104,075	17%
<i>Vaughan</i>	1%	24	\$141,667	\$101,827	39%
<i>Misc. ON</i>	21%	365	\$110,220	\$96,378	14%
<i>Montreal</i>	2%	26	\$99,615	\$85,329	17%
<i>Misc. QC</i>	3%	44	\$95,000	\$74,150	28%
<i>Misc. NB</i>	1%	21	\$99,048	\$79,497	25%
<i>Misc. PEI</i>	0%	3	\$73,333	\$79,657	-8%
<i>Halifax</i>	3%	55	\$91,455	\$77,497	18%
<i>Misc. NS</i>	1%	17	\$97,059	\$78,568	24%
<i>Misc. NL</i>	0%	8	\$99,375	\$65,962	51%
<i>Misc. Territories</i>	1%	11	\$130,909	\$88,029	49%

First Letter of Postal Code of Employer

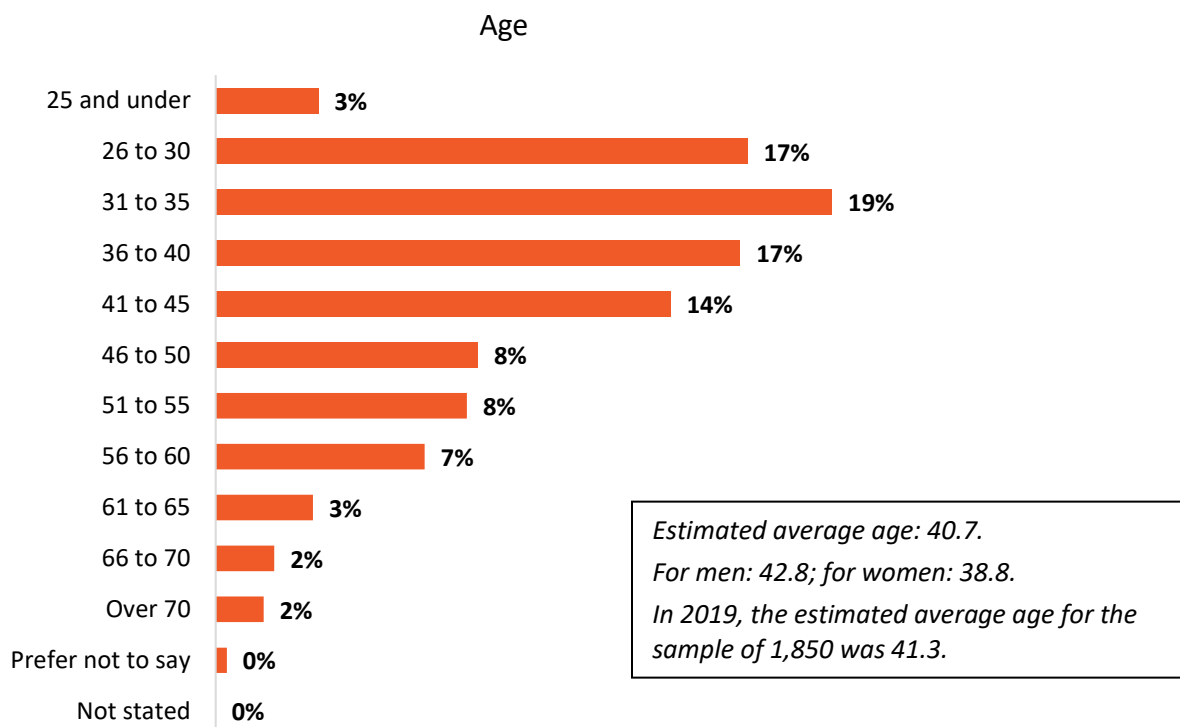
Employer postal codes are concentrated mainly in B.C. (19%) and Ontario (43%).



	TOTAL		
<i>First letter of PC of employer</i>	%	N	Av. Salary
TOTAL RESPONDENTS	1727	1727	\$109,448
V - B.C.	19%	322	\$109,469
T - Alt.	9%	152	\$115,099
S - Sask.	6%	99	\$97,323
R - Man.	3%	60	\$92,333
P - N. Ont.	1%	24	\$112,708
N - SW Ont.	9%	148	\$104,829
M - Toronto	11%	187	\$122,513
L - Cent. Ont.	14%	250	\$117,400
K - E. Ont.	8%	143	\$110,071
J - Que. West	2%	26	\$102,500
H Metro Montreal	2%	27	\$99,630
G - Que. East	1%	14	\$77,143
E - N.B.	1%	20	\$99,000
C - P.E.I.	0%	3	\$73,333
B - N.S.	4%	69	\$90,000
A - Nfld and Lab.	0%	8	\$99,375
Y - Yukon	0%	3	\$100,000
X - NWT	0%	7	\$137,857
Not applicable	8%	141	\$110,474
Not stated	1%	24	\$100,833

Age

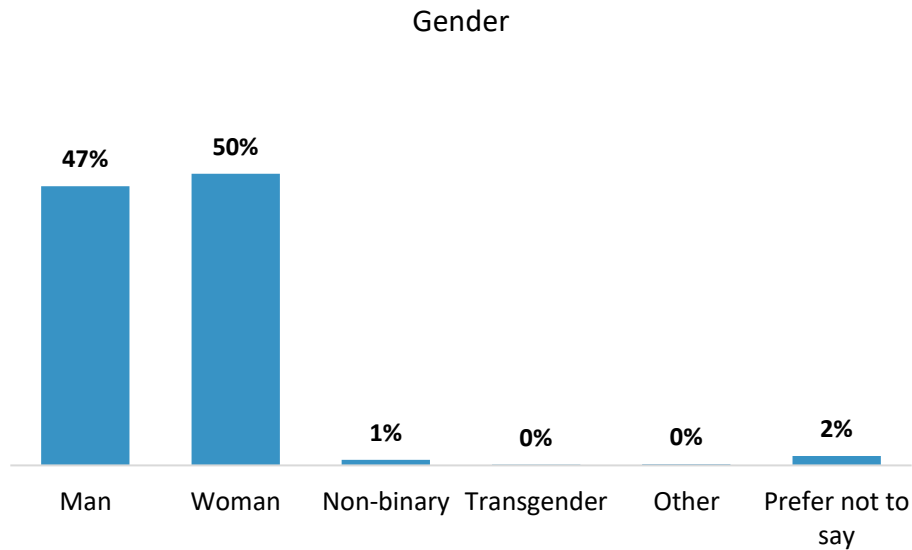
Two-thirds of respondents (67%) fall into the 26 -45 years age group. Peak earning years appear to be for respondents in the 41-65 years age range. We see 20+% increases in several age cohorts: 26 to 30, 41 to 45, 61 to 65, and those over 70.



TOTAL					
	%	N	Av. Salary 2023	Av. Salary 2019	% Chg 2019 to 2023
Age					
TOTAL RESPONDENTS	1727	1727	\$109,448	\$95,078	15%
25 and under	3%	56	\$65,700	\$56,944	15%
26 to 30	17%	290	\$81,993	\$67,861	21%
31 to 35	19%	336	\$94,474	\$81,449	16%
36 to 40	17%	286	\$109,246	\$93,246	17%
41 to 45	14%	248	\$125,665	\$102,780	22%
46 to 50	8%	143	\$127,448	\$109,966	16%
51 to 55	8%	137	\$133,787	\$117,020	14%
56 to 60	7%	114	\$136,339	\$127,693	7%
61 to 65	3%	53	\$140,288	\$114,877	22%
66 to 70	2%	32	\$125,000	\$136,597	-8%
Over 70	2%	26	\$117,895	\$85,626	38%

Gender

Women in our sample slightly outnumber men (50% to 47%). While both men and women have enjoyed a 16% increase in salaries since 2019, the gap in earnings continues.



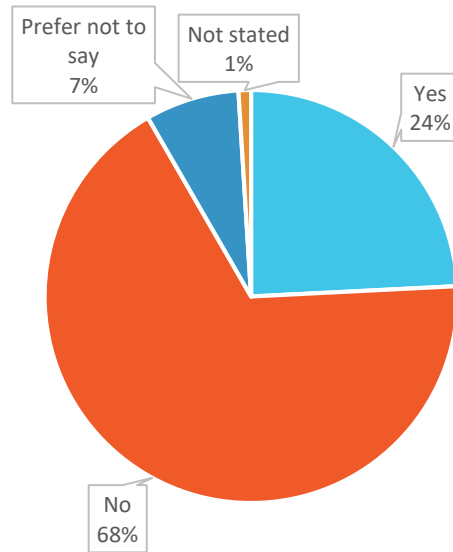
TOTAL					
	%	N	Av. Salary 2023	Av.Salary 2019	% Chg. 2019 to 2023
Gender					
TOTAL RESPONDENTS	1727	1727	\$109,448	\$95,078	15%
Man	47%	819	\$117,090	\$101,166	16%
Woman	50%	856	\$102,450	\$88,576	16%
Non-binary	1%	16	\$81,429	NA	NA
Transgender	0%	2	\$80,000	NA	NA
Other	0%	3	\$125,000	\$98,667	27%
Prefer not to say	2%	28	\$116,852	\$94,218	24%

[Gender refers to an individual's personal and social identity as a man, woman, or non-binary person, as opposed to sex, which is typically assigned at birth based on a person's reproductive system and other physical characteristics.]

Identifies As Part of An Equity-Deserving Group

Approximately one-quarter of respondents (24%) identify as part of an equity-deserving group, while over two-thirds of respondents (67-68%) do not. Respondents who identify as part of an equity-deserving group make roughly 89% of the average salary of those who don't identify as part of such a group.

Identifies as Part of an Equity-Deserving Group

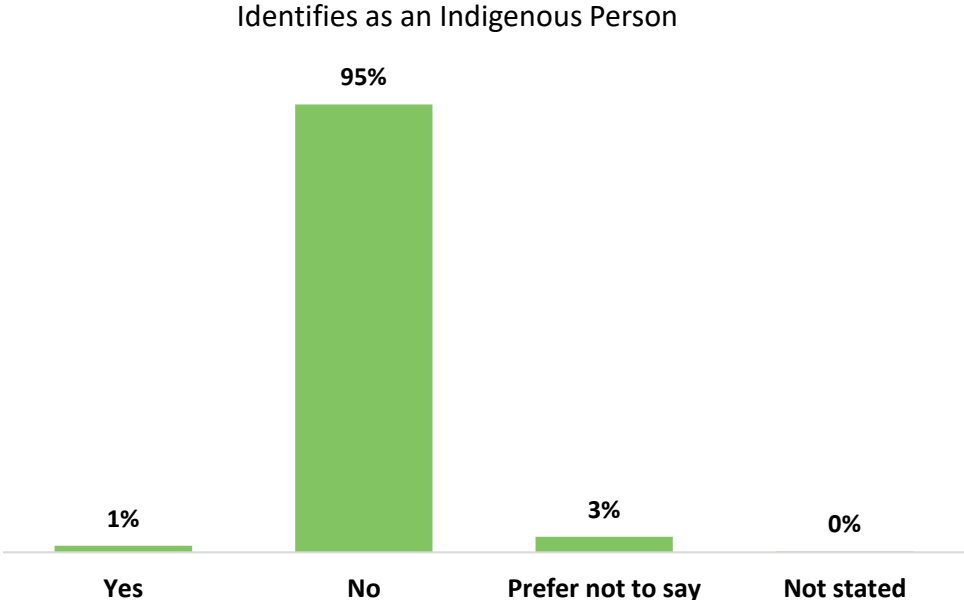


	TOTAL		
	%	N	Av. Salary
Identifies as part of an equity-deserving group			
TOTAL RESPONDENTS	1727	1727	\$109,448
Yes	24%	418	\$100,308
No	67%	1165	\$112,081
Prefer not to say	7%	127	\$114,545
Not stated	1%	17	\$113,235

[An equity-deserving group is a community that experiences significant collective barriers in participating in society. This could include attitudinal, historic, social, and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation, and transgender status, etc.]

Identifies as an Indigenous Person

Just 1% of respondents identify as an Indigenous person, which is similar to the 2019 survey.

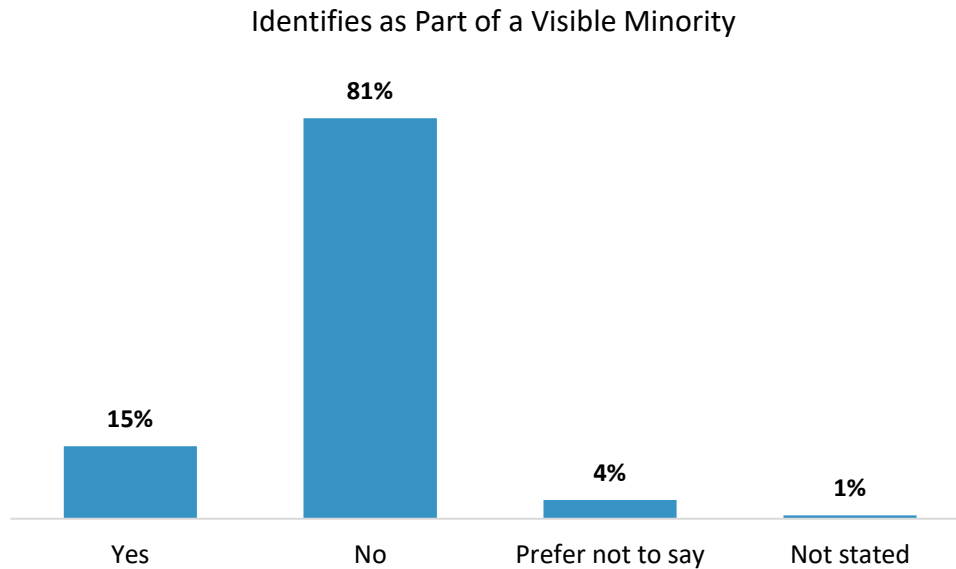


TOTAL					
	%	N	Av.Salary 2023	Av. Salary 2019	% Chg 2019 to 2023
Identifies as an Indigenous person					
TOTAL RESPONDENTS	1727	1727	\$109,448	\$95,078	15%
Yes	1%	24	\$111,667	\$98,143	14%
No	95%	1643	\$109,153	NA	NA
Prefer not to say	3%	57	\$118,214	NA	NA
Not stated	0%	3	\$86,667	NA	NA

[An Indigenous person in Canada is First Nations (Status/Non-Status), Métis, or Inuit.]

Identifies as Part of a Visible Minority

Fifteen percent of respondents identify as part of a visible minority. They make approximately 88% of the salaries of those who do not identify as part of a visible minority. Their salaries have risen by 10% over 2019 levels.

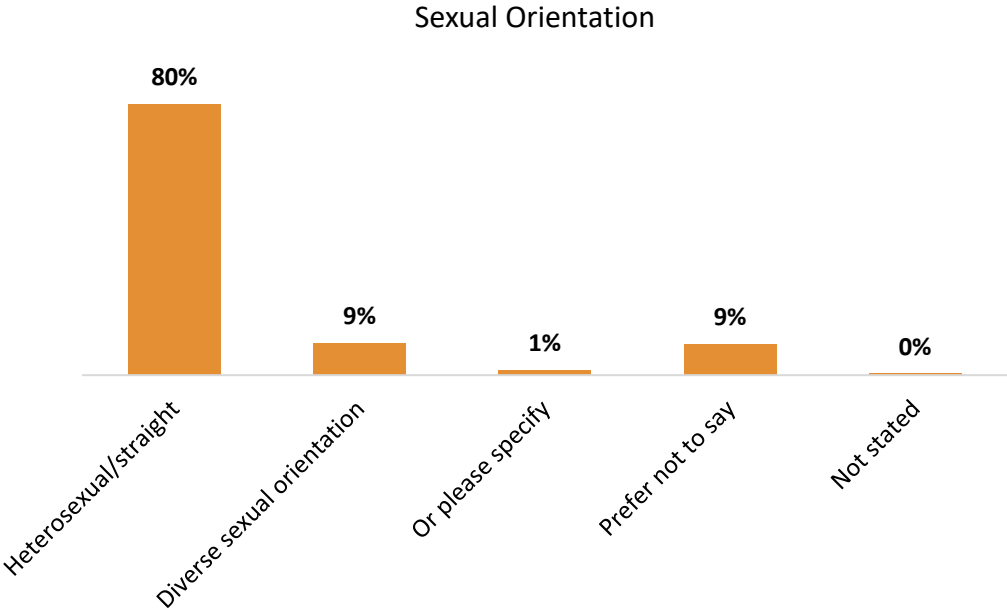


TOTAL					
	%	N	Av. Salary 2023	Av. Salary 2019	% Chg 2019 to 2023
<i>Identifies as part of a visible minority</i>					
TOTAL RESPONDENTS	1727	1727	\$109,448	\$95,078	15%
Yes	15%	253	\$97,910	\$88,983	10%
No	81%	1397	\$110,824	NA	NA
Prefer not to say	4%	65	\$128,033	NA	NA

[A member of a visible minority in Canada is someone (other than an Indigenous person, defined above), who self-identifies as non-white in colour or not-Caucasian in racial origin, regardless of birthplace or citizenship.]

Sexual Orientation

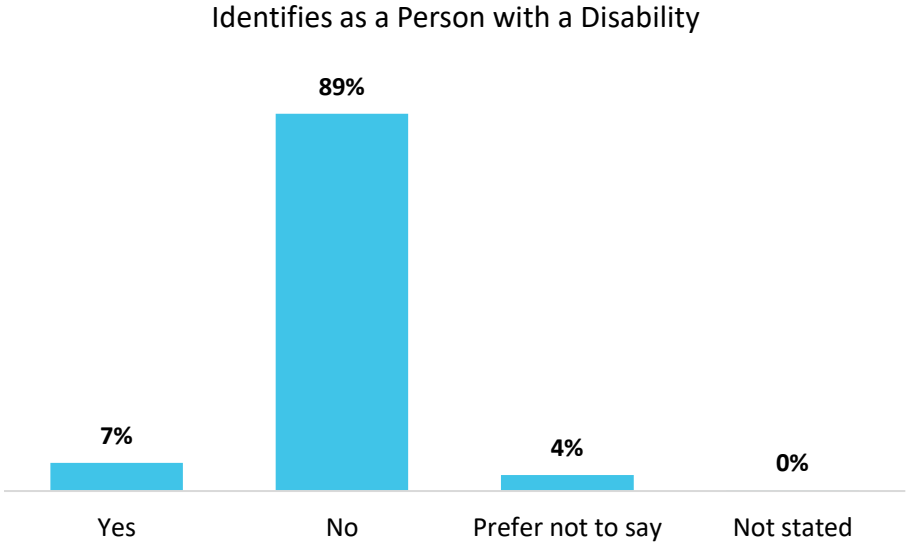
While based on small subsample sizes, gay or lesbian respondents make about 98% of the national average salary, while bisexual respondents make about 81%. Again, these are relatively small sample sizes.



	TOTAL		
	%	N	Av. Salary
Sexual orientation			
TOTAL RESPONDENTS	1727	1727	\$109,448
<i>Heterosexual/straight</i>	80%	1376	\$110,425
<i>Diverse sexual orientation</i>	9%	162	\$99,808
<i>Prefer not to say</i>	9%	157	\$114,133

Identifies As a Person with Disability

Seven percent of respondents identify as persons with a disability, and make about 87% of the national average salary. The percentage increase since 2019 (10%) has been less than the total sample.



	TOTAL				
	%	N	Av. Salary 2023	Av. Salary 2019	% Chg 2019 to 2023
<i>Identifies as a person with disability</i>					
<i>TOTAL RESPONDENTS</i>	1727	1727	\$109,448	\$95,078	15%
Yes	7%	115	\$95,000	\$86,014	10%
No	89%	1545	\$110,565	NA	NA
Prefer not to say	4%	65	\$108,065	NA	NA
Not stated	0%	2	\$90,000	NA	NA

[A person with disability means a person who has a long-term or recurring physical, mental, sensory, psychiatric, or learning impairment.]

Equity Deserving Groups and Base Salary

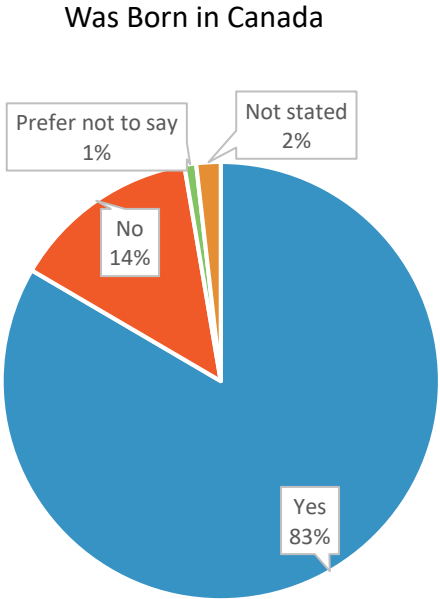
The two most highly compensated groups, “None of these” and “Indigenous”, are:

- More represented in the executive/principal and senior planner categories,
- Older,
- More experienced,
- In a staff supervisory role, and
- Are more represented at the professional planner level, as opposed to candidates or pre-candidates.

	TOTAL		Equity-deserving group self-identification						
	%	N	Eqty-dsrv. Group	Indi-genous	Vis. Min.	LGB	Pers. w. dis-ability	None of these	Avg. Salary
TOTAL RESPONDENTS	1695	1695	406	24	244	159	109	929	\$109,449
<i>Estimated average base salary</i>	\$109,449	\$109,449	\$100,308	\$111,667	\$97,910	\$99,808	\$95,000	\$113,681	
<i>Executive/Principal</i>	16%	271	8%	17%	5%	5%	6%	20%	\$157,343
<i>Senior (10+ years)</i>	40%	672	34%	38%	34%	30%	34%	42%	\$115,990
<i>Intermediate (4 to 9 years)</i>	29%	488	34%	33%	35%	38%	32%	27%	\$91,270
<i>Junior (1 to 3 years)</i>	12%	198	19%	8%	20%	23%	24%	8%	\$72,626
<i>Entry-level/recent graduate</i>	3%	45	3%	0%	5%	4%	4%	2%	\$65,000
<i>Estimated average age</i>	40.7	40.7	37.7	41.7	36.4	35.3	39.8	42.1	
<i>Mean years in a planning position</i>	13.7	13.7	10.3	11.9	9.3	8.3	10.6	15.4	
<i>Supervises and/or manages other staff or employees</i>	49%	827	42%	58%	35%	45%	32%	53%	\$129,250
<i>Professional Planner</i>	72%	1235	60%	79%	59%	51%	52%	78%	\$119,596
<i>Candidate</i>	21%	359	26%	21%	28%	36%	35%	17%	\$85,223
<i>Pre-Candidate/Subscriber</i>	6%	106	12%	0%	12%	10%	11%	4%	\$74,681

Was Born in Canada

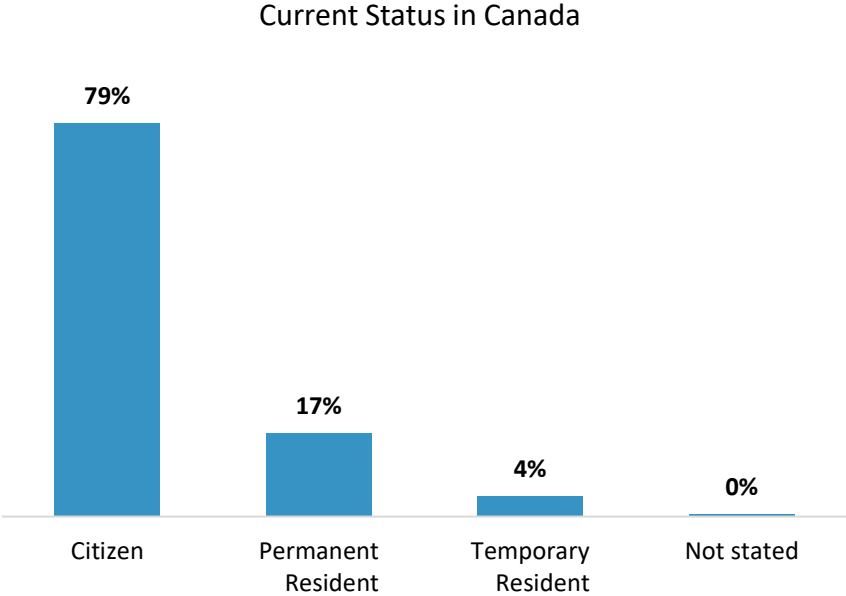
Respondents who were not born in Canada represent 14% of respondents, and make about 96% of the average national salary.



	TOTAL				
	%	N	Av. Salary 2023	Av. Salary 2019	% Chg 2019 to 2023
Was born in Canada					
TOTAL RESPONDENTS	1727	1727	\$109,448	\$95,078	15%
Yes	83%	1441	\$110,144	NA	NA
No	14%	240	\$105,240	\$91,454	15%
Prefer not to say	1%	15	\$121,333	NA	NA
Not stated	2%	31	\$102,143	NA	NA

Current Status in Canada

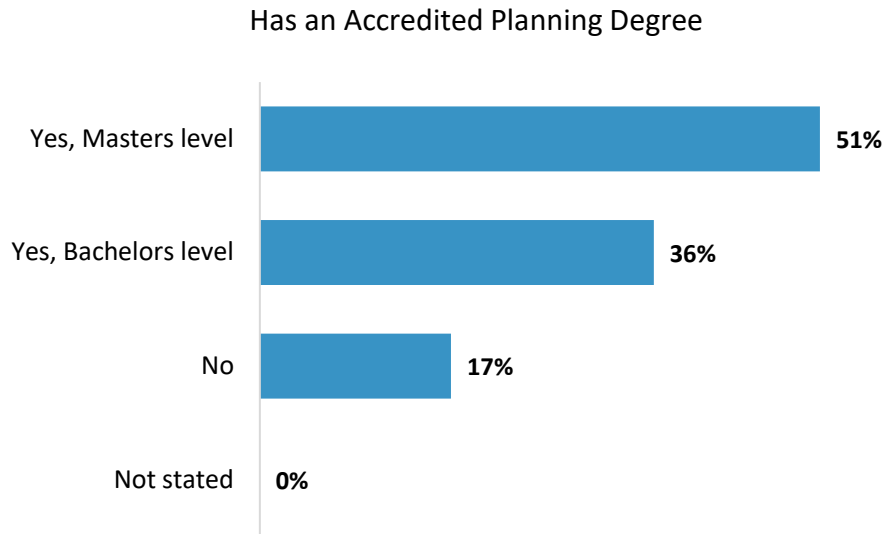
Almost four-fifths (79%) of respondents are Canadian citizens.



	TOTAL		
	%	N	Av. Salary
Current status in Canada			
TOTAL RESPONDENTS	240	240	\$105,240
<i>Citizen</i>	79%	189	\$109,478
<i>Permanent Resident</i>	17%	40	\$91,875
<i>Temporary Resident</i>	4%	10	\$66,667

Has An Accredited Planning Degree

Half of respondents (51%) report having a Masters level accredited planning degree, while another 36% have a Bachelors level degree. The level of degree attained makes a relatively small difference in respondents' average salary.

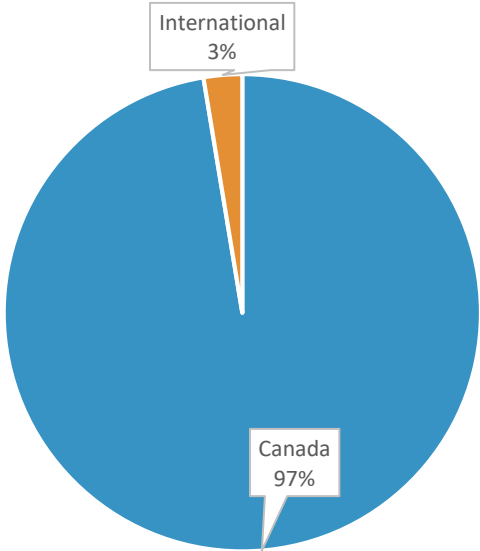


	TOTAL				
	%	N	Av. Salary 2023	Av. Salary 2019	% Chg 2019 to 2023
<i>Has an accredited planning degree</i>					
<i>TOTAL RESPONDENTS</i>	1727	1727	\$109,448	\$95,078	15%
<i>Yes, Masters level</i>	51%	873	\$107,952	\$92,991	16%
<i>Yes, Bachelors level</i>	36%	614	\$110,479	\$93,756	18%
<i>No</i>	17%	298	\$111,349	\$102,712	8%

Bachelors Level Degree Issued Inside or Outside of Canada

Just three percent of respondents report having a Bachelors level degree obtained or issued outside of Canada.

Bachelors Level Degree Inside or Outside of Canada

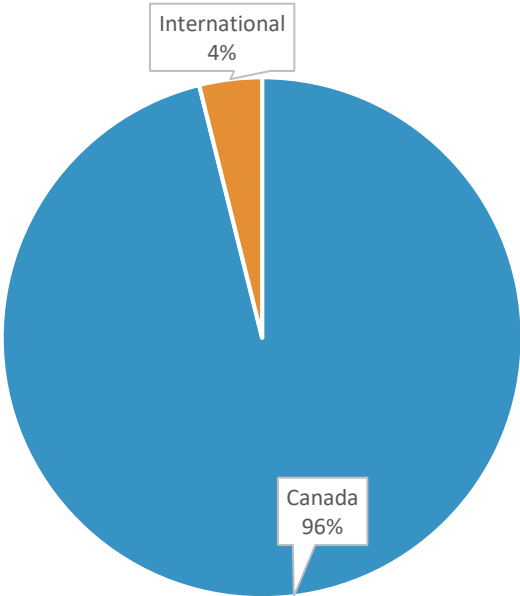


<i>Bachelors level degree issued inside or outside of Canada</i>	TOTAL		
	%	N	Av. Salary
TOTAL RESPONDENTS	614	614	\$110,479
<i>Canada</i>	97%	598	\$110,569
<i>International</i>	3%	16	\$107,188
<i>Not stated</i>	0%	0	\$0

Masters Level Degree Issued Inside or Outside of Canada

Four percent of respondents report a Masters level degree obtained or issued outside of Canada. While based on a small sample, these respondents report making more than the average national salary reported for this sample set.

Masters Level Degree Issued Inside or Outside of Canada

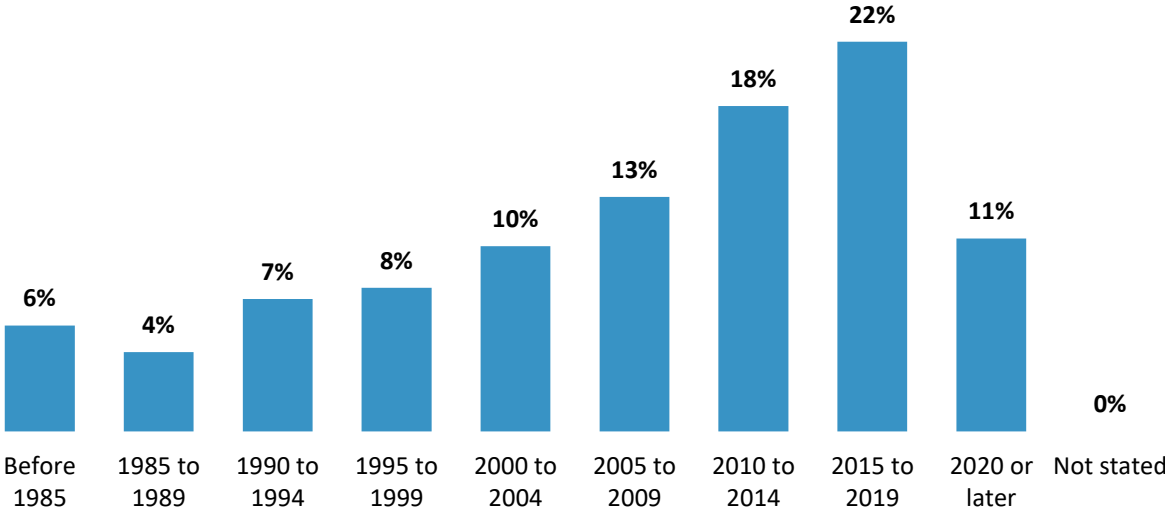


<i>Masters level degree issued inside or outside of Canada</i>	TOTAL		
	%	N	Av. Salary
TOTAL RESPONDENTS	873	873	\$107,952
<i>Canada</i>	96%	839	\$107,218
<i>International</i>	4%	34	\$125,735

Bachelors Level Canadian Accredited Planning Degree: Graduation Year

Almost two-thirds of respondents (64%) obtained their Bachelors level accredited planning degree from 2005 on. Older respondents (those who obtained their degrees in 2004 and earlier) typically lead in average salary, as might be expected due to their length of tenure.

Bachelors Level Canadian Accredited Planning Degree: Graduation Year

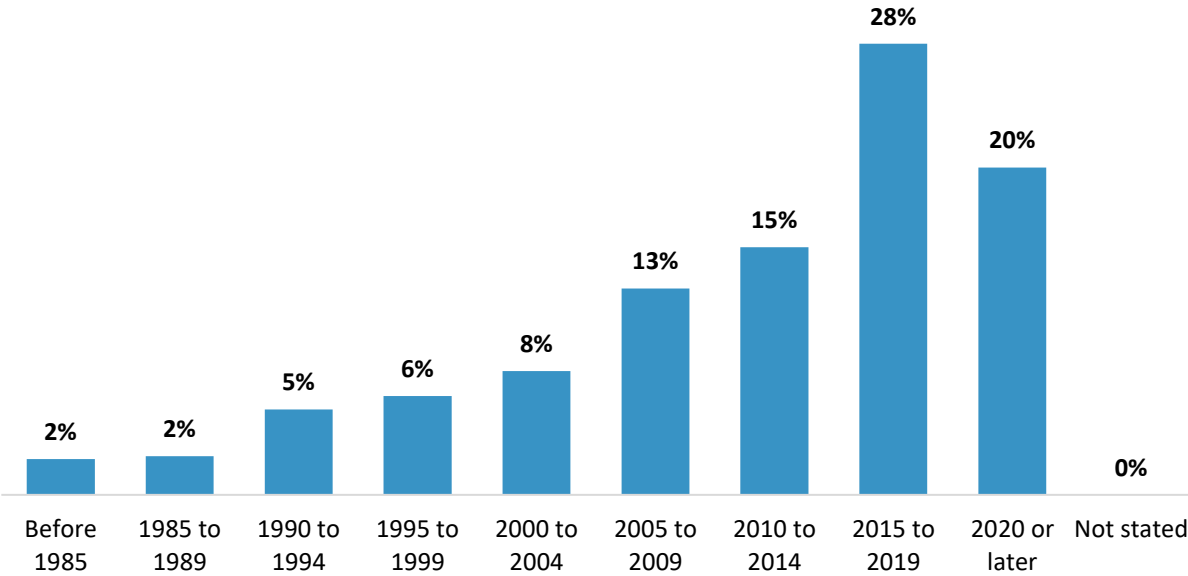


	TOTAL		
	%	N	Av. Salary
<i>Bachelors level Canadian accredited planning degree: Graduation Year</i>			
TOTAL RESPONDENTS	473	473	\$112,178
<i>Before 1985</i>	6%	28	\$143,125
<i>1985 to 1989</i>	4%	21	\$142,619
<i>1990 to 1994</i>	7%	35	\$133,333
<i>1995 to 1999</i>	8%	38	\$143,026
<i>2000 to 2004</i>	10%	49	\$131,429
<i>2005 to 2009</i>	13%	62	\$125,081
<i>2010 to 2014</i>	18%	86	\$104,235
<i>2015 to 2019</i>	22%	103	\$91,748
<i>2020 or later</i>	11%	51	\$68,725
<i>Not stated</i>	0%	0	\$0

Masters Level Canadian Accredited Planning Degree: Graduation Year

Almost two-thirds of respondents (63%) graduated with their Masters level degree from 2010 onward.

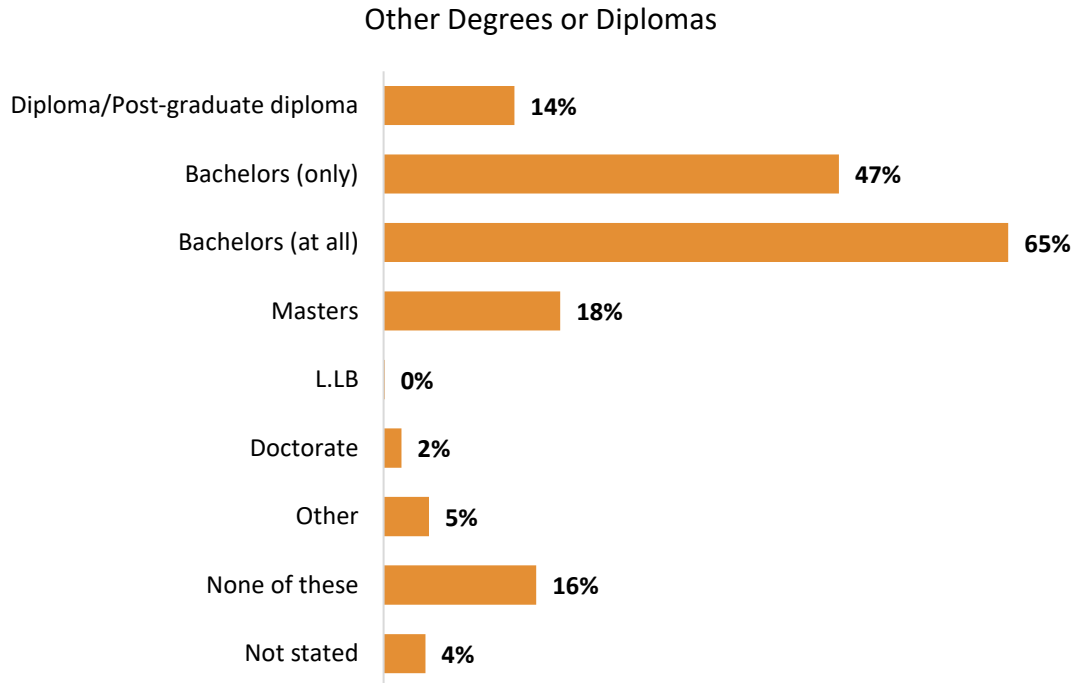
Masters Level Canadian Accredited Planning Degree: Graduation Year



	TOTAL		
	%	N	Av. Salary
<i>Masters level Canadian accredited planning degree: Graduation Year</i>			
TOTAL RESPONDENTS	587	587	\$107,904
<i>Before 1985</i>	2%	13	\$132,778
<i>1985 to 1989</i>	2%	14	\$135,000
<i>1990 to 1994</i>	5%	31	\$134,828
<i>1995 to 1999</i>	6%	36	\$130,417
<i>2000 to 2004</i>	8%	45	\$143,111
<i>2005 to 2009</i>	13%	75	\$126,667
<i>2010 to 2014</i>	15%	90	\$112,222
<i>2015 to 2019</i>	28%	164	\$95,915
<i>2020 or later</i>	20%	119	\$76,491

Other Degrees or Diplomas

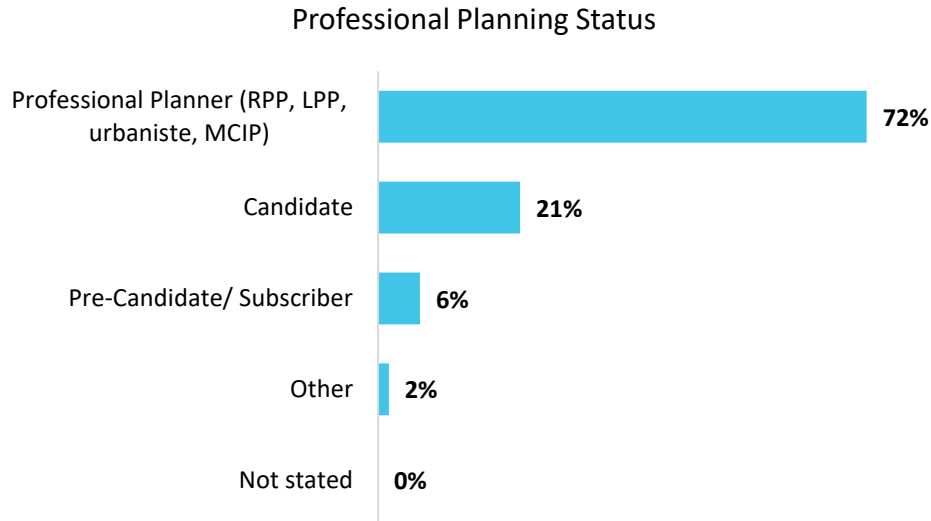
Approximately two-thirds of respondents (65%) report having a Bachelor’s degree, in terms of other degrees or diplomas. Those with a Doctorate report the highest average salary (\$122,581).



	TOTAL		
	%	N	Av. Salary
Other degrees or diplomas			
TOTAL RESPONDENTS	1727	1727	\$109,448
<i>Diploma/Post-graduate diploma</i>	14%	234	\$117,143
<i>Bachelors (only)</i>	47%	814	\$106,746
<i>Bachelors (at all)</i>	65%	1117	\$108,268
<i>Masters</i>	18%	316	\$114,367
<i>L.L.B</i>	0%	2	\$100,000
<i>Doctorate</i>	2%	32	\$122,581
<i>Other</i>	5%	81	\$106,456
<i>None of these</i>	16%	273	\$107,519
<i>Not stated</i>	4%	75	\$99,000

Professional Planning Status

Almost three-quarters of respondents (72%) have a professional planner designation. Salaries for this group have risen by 18% since 2019.

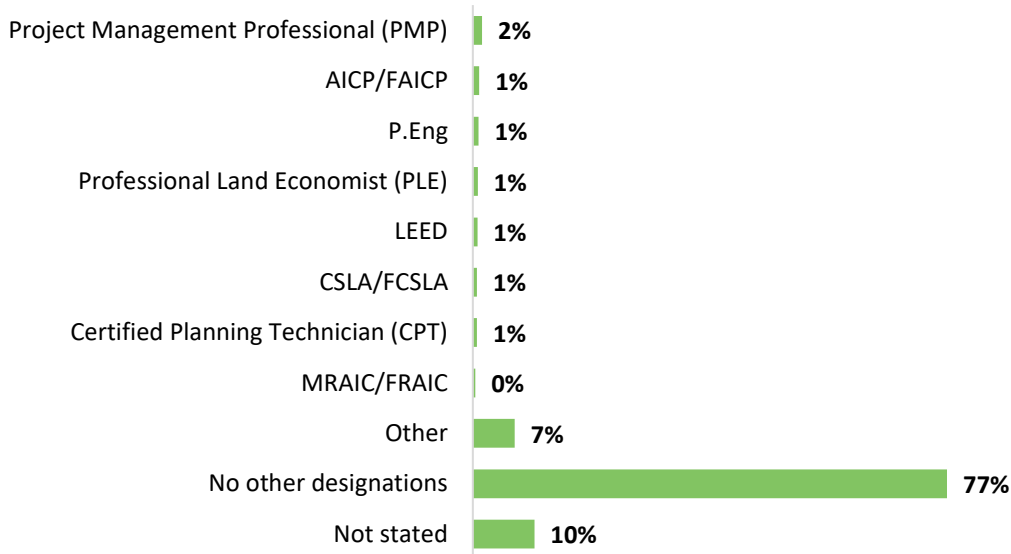


	TOTAL				
	%	N	Av. Salary 2023	Av. Salary 2019	% Chg 2019 to 2023
Professional planning status					
TOTAL RESPONDENTS	1727	1727	\$109,448	\$95,078	15%
<i>Professional Planner (RPP, LPP, Urbaniste, MCIP)</i>	72%	1235	\$119,596	\$101,562	18%
<i>Candidate</i>	21%	359	\$85,223	\$70,227	21%
<i>Pre-Candidate/ Subscriber</i>	6%	106	\$74,681	\$70,453	6%
<i>Other</i>	2%	27	\$84,211	\$80,920	4%

Additional Professional Designations/Credentials

Over three-quarters of respondents (77%) report having no other professional designations/credentials. Note: the base sizes in the table below are very small. LEED was mentioned 26 times in 2019 and 13 times in 2023.

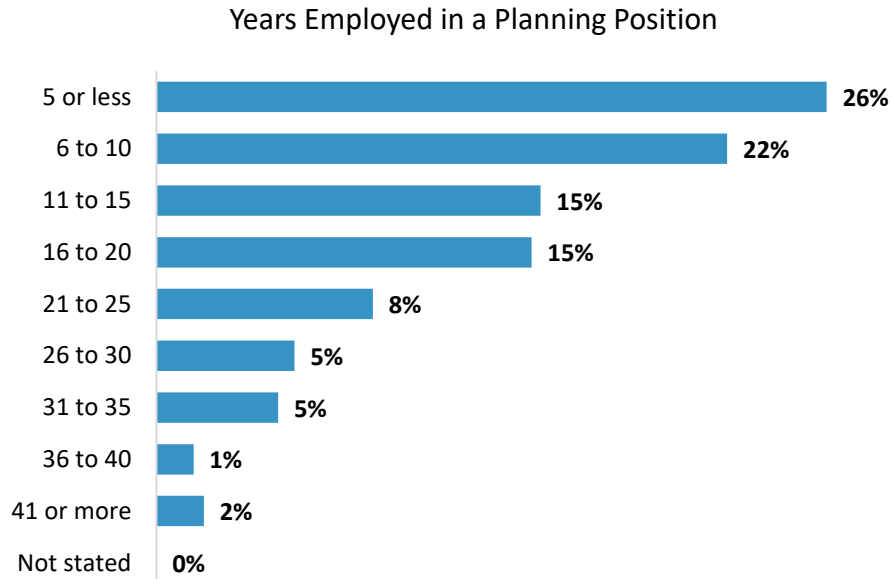
Additional Professional Designations



	TOTAL		
	%	N	Av. Salary
<i>Additional professional designations</i>			
<i>TOTAL RESPONDENTS</i>	1727	1727	\$109,448
<i>Project Management Professional (PMP)</i>	2%	26	\$128,462
<i>AICP/FAICP</i>	1%	18	\$134,722
<i>P.Eng</i>	1%	16	\$136,333
<i>Professional Land Economist (PLE)</i>	1%	14	\$149,286
<i>LEED</i>	1%	13	\$116,538
<i>CSLA/FCSLA</i>	1%	12	\$117,500
<i>Certified Planning Technician (CPT)</i>	1%	12	\$97,727
<i>MRAIC/FRAIC</i>	0%	7	\$143,571
<i>Other</i>	7%	118	\$113,739
<i>No other designations</i>	77%	1333	\$107,447
<i>Not stated</i>	10%	173	\$111,901

Years Employed in a Planning Position

Just under half of respondents (48%) report being employed in a planning position for 10 years or less. Another 30% report being employed in a planning position for between 11-20 years. As expected, salaries rise as a function of tenure.

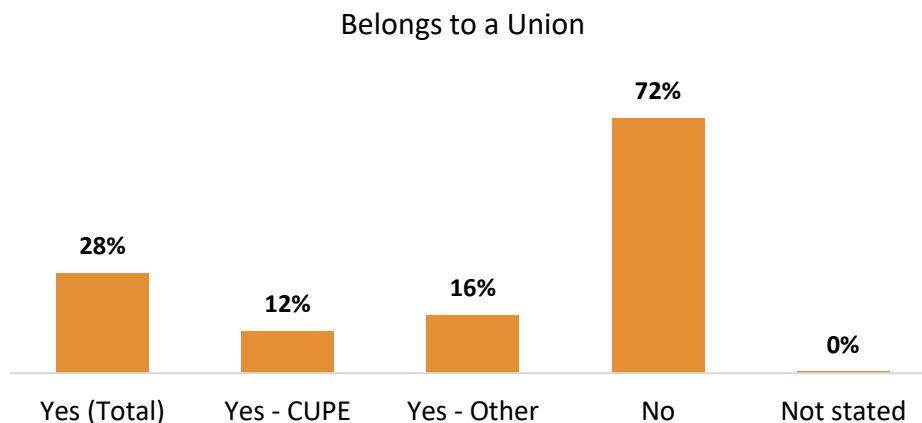


	TOTAL				
	%	N	Av. Salary 2023	Av. Salary 2019	% Chg 2019 to 2023
Years employed in a planning position					
TOTAL RESPONDENTS	1727	1727	\$109,448	\$95,078	15%
5 or less	26%	452	\$78,679	\$66,756	18%
6 to 10	22%	385	\$100,143	\$85,340	17%
11 to 15	15%	259	\$114,086	\$97,286	17%
16 to 20	15%	253	\$126,700	\$106,123	19%
21 to 25	8%	146	\$137,569	\$116,501	18%
26 to 30	5%	93	\$144,222	\$120,985	19%
31 to 35	5%	82	\$145,962	\$137,787	6%
36 to 40	1%	25	\$166,905	\$131,599	27%
41 or more	2%	32	\$120,179	\$118,839	1%
Mean	13.7	13.7			

Belongs to a Union

Almost three-quarters of respondents (72%) do not belong to a union. Those who do belong to a union appear to make around 84% of the national average salary.

Looking at average base salaries by employment levels, there may be a nominal advantage to being in a union at more junior employment levels, but at higher levels, there is either no advantage or an actual disadvantage to union membership.



TOTAL					
	%	N	Av. Salary 2023	Av. Salary 2019	% Chg 2019 to 2023
<i>Belongs to a union</i>					
TOTAL RESPONDENTS	1727	1727	\$109,448	\$95,078	15%
Yes (Total)	28%	484	\$91,688	\$84,455	9%
Yes- CUPE	12%	203	\$88,738	\$81,668	9%
Yes - Other	16%	281	\$93,831	\$86,576	8%
No	72%	1237	\$116,518	\$99,372	17%

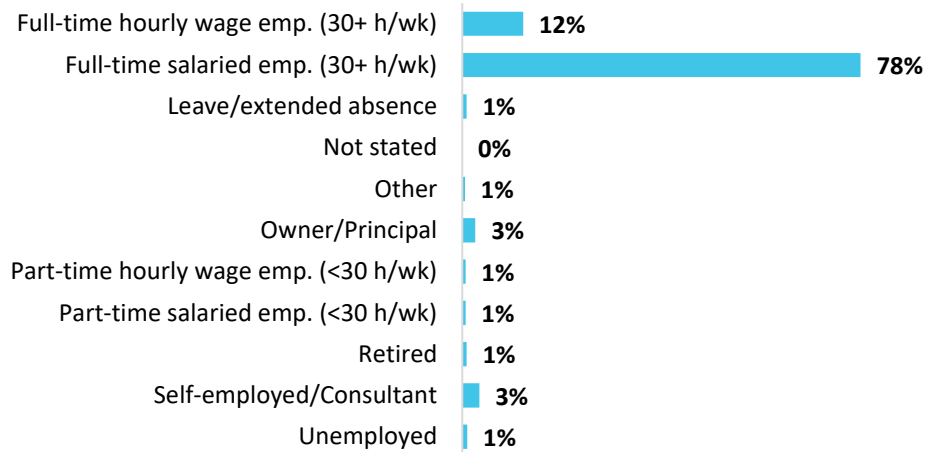
Employment Level					
	Exec./ Principal	Senior	Int.	Junior	Entry- level
<i>Average base salary*</i>					
TOTAL RESPONDENTS	\$157,343	\$115,990	\$91,270	\$72,626	\$65,000
Yes (Total)	n/a	\$102,135	\$89,311	\$74,000	n/a
Yes- CUPE	n/a	\$99,737	\$87,595	\$75,897	n/a
Yes - Other	n/a	\$103,987	\$90,185	\$74,074	n/a
No	\$157,143	\$121,340	\$92,603	\$71,624	\$66,250

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

Current Employment Status as of September 1, 2023

Over three-quarters of respondents (78%) are full-time salaried employees, with another 12% being full-time hourly wage employees. The latter respondents make approximately 82% of the average national salary.

Current Employment Status as of September 1, 2023

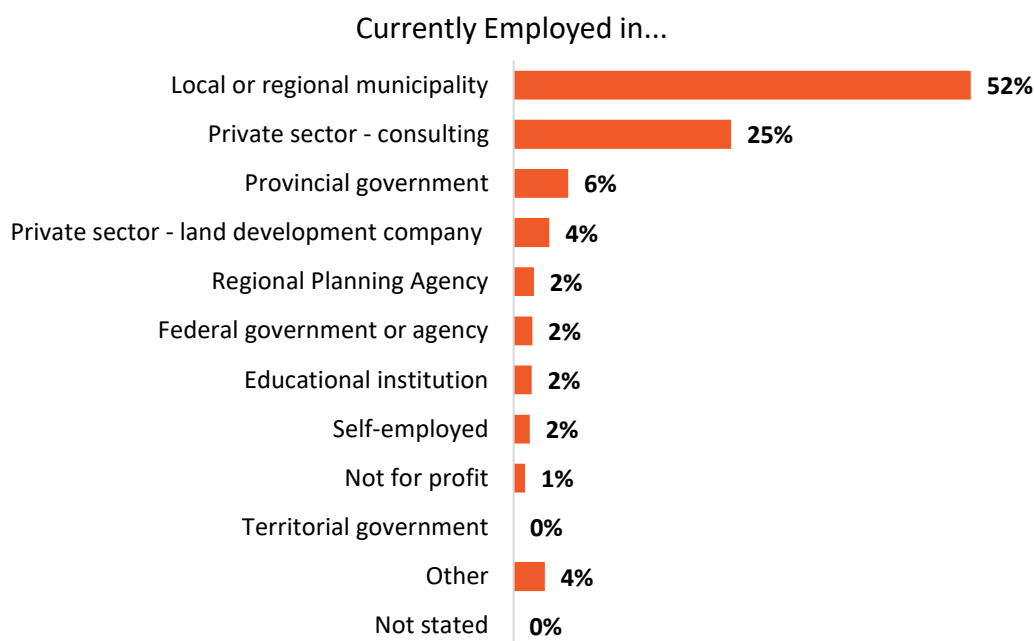


TOTAL

	%	N	Av. Salary 2023	Av. Salary 2019	% Chg 2019 to 2023
Current employment status as of September 1, 2023					
TOTAL RESPONDENTS	1727	1727	\$109,448	\$95,078	15%
Full-time salaried emp. (30+ h/wk.)	78%	1342	\$111,248	\$97,021	15%
Full-time hourly wage emp. (30+ h/wk.)	12%	205	\$90,220	\$78,271	15%
Part-time salaried emp. (<30 h/wk.)	1%	11	\$72,727	\$65,410	11%
Part-time hourly wage emp. (<30 h/wk.)	1%	11	\$89,545	\$53,880	66%
Self-employed/Consultant	3%	58	\$117,759	\$91,945	28%
Owner/Principal	3%	44	\$158,295	\$136,922	16%
Unemployed	1%	17	\$0	0	
Leave/extended absence	1%	15	\$88,333	\$79,415	11%

Sector Currently Employed In

The two major sectors that respondents are currently employed in are local or regional municipalities (52%), and private sector consulting (25%). These two sectors account for over three-quarters (77%) of respondents. Average salaries in private sector consulting slightly higher than those reported by those employed by local or regional municipalities



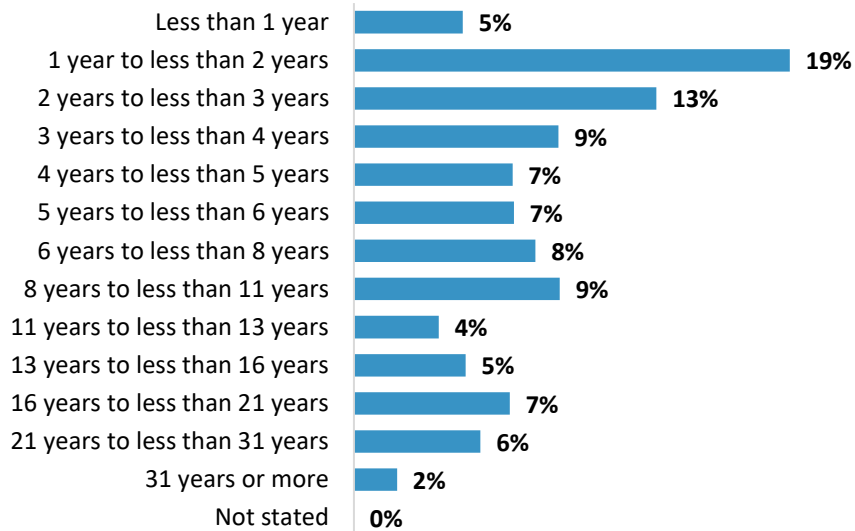
TOTAL

	%	N	Av. Salary 2023	Av. Salary 2019	% Chg.2019 to 2023
Currently employed in...					
TOTAL RESPONDENTS	1695	1695	\$109,448	\$95,078	15%
<i>Local or regional municipality</i>	52%	879	\$106,263	\$94,621	12%
<i>Private sector - consulting</i>	25%	418	\$109,581	\$97,220	13%
<i>Provincial government</i>	6%	105	\$98,857	\$89,603	10%
<i>Private sector - land development company</i>	4%	69	\$141,739	NA	NA
<i>Regional Planning Agency</i>	2%	39	\$102,051	\$84,813	20%
<i>Federal government or agency</i>	2%	36	\$120,694	\$107,119	13%
<i>Educational institution</i>	2%	35	\$119,286	\$118,430	1%
<i>Self-employed</i>	2%	31	\$120,484	NA	NA
<i>Not for profit</i>	1%	22	\$113,409	\$72,642	56%
<i>Other</i>	4%	60	\$121,583	\$92,299	32%

Years Employed with Current Organization

Over a third of respondents (37%) have been employed by their current organization for less than three years. As would be expected, the longer the years employed with their current organization, the higher is the respondent's average salary.

Years Employed with Current Organization



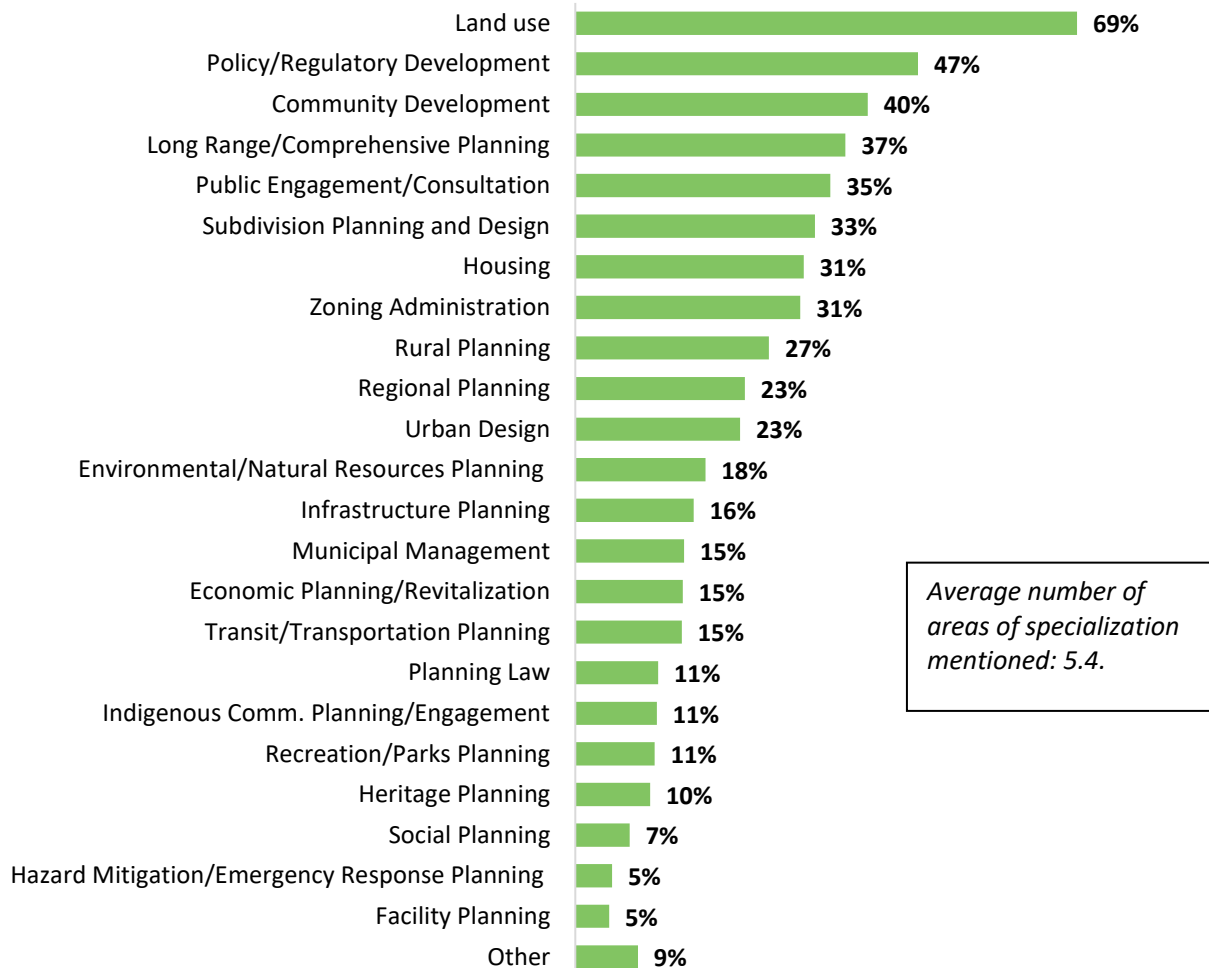
TOTAL

	%	N	Av. Salary 2023	Av. Salary 2019	% Chg 2019 to 2023
Years employed with current organization					
TOTAL RESPONDENTS	1695	1695	\$109,448	\$95,078	15%
<i>Less than 1 year</i>	5%	81	\$94,259	\$74,900	26%
<i>1 year to less than 2 years</i>	19%	324	\$96,667	\$81,055	19%
<i>2 years to less than 3 years</i>	13%	225	\$98,689	\$79,701	24%
<i>3 years to less than 4 years</i>	9%	152	\$102,434	\$85,887	19%
<i>4 years to less than 5 years</i>	7%	118	\$112,203	\$89,747	25%
<i>5 years to less than 6 years</i>	7%	119	\$110,798	\$96,495	15%
<i>6 years to less than 8 years</i>	8%	135	\$109,111	\$97,646	12%
<i>8 years to less than 11 years</i>	9%	153	\$117,418	\$94,432	24%
<i>11 years to less than 13 years</i>	4%	63	\$119,841	\$101,255	18%
<i>13 years to less than 16 years</i>	5%	83	\$123,735	\$109,394	13%
<i>16 years to less than 21 years</i>	7%	116	\$126,767	\$113,969	11%
<i>21 years to less than 31 years</i>	6%	94	\$132,872	\$131,348	1%
<i>31 years or more</i>	2%	32	\$145,313	\$128,725	13%
Mean	7.1	7.1			

Areas of Specialization within Current Job

The top six areas of specialization within respondents' current job are land use (69%), policy/regulatory development (47%), community development (40%), long range/comprehensive planning (37%), public engagement/consultation (35%), and subdivision planning and design (33%). As in 2019, on average, each respondent has between 5 and 6 areas of specialization in their current job.

Areas of Specialization within Current Job



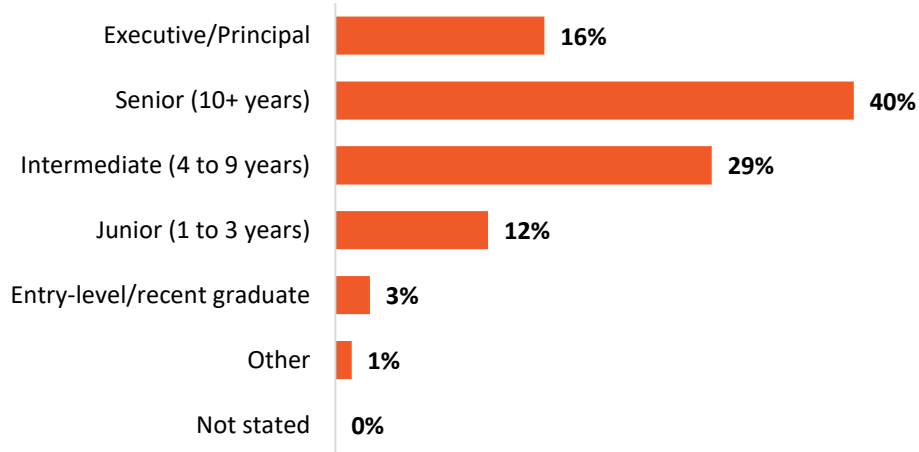
Facility planning is the area of specialization with the highest reported average salary, followed by municipal management, and infrastructure planning.

<i>Areas of specialization within current job</i>	TOTAL		
	%	N	Av. Salary
TOTAL RESPONDENTS	1695	1695	\$109,448
<i>Land use</i>	69%	1168	\$109,585
<i>Policy/Regulatory Development</i>	47%	798	\$110,827
<i>Community Development</i>	40%	681	\$110,463
<i>Long Range/Comprehensive Planning</i>	37%	629	\$114,197
<i>Public Engagement/Consultation</i>	35%	594	\$110,412
<i>Subdivision Planning and Design</i>	33%	558	\$114,131
<i>Housing</i>	31%	532	\$117,961
<i>Zoning Administration</i>	31%	524	\$110,048
<i>Rural Planning</i>	27%	451	\$102,816
<i>Regional Planning</i>	23%	395	\$111,722
<i>Urban Design</i>	23%	384	\$118,633
<i>Environmental/Natural Resources Planning</i>	18%	303	\$113,300
<i>Infrastructure Planning</i>	16%	276	\$124,312
<i>Municipal Management</i>	15%	253	\$125,316
<i>Economic Planning/Revitalization</i>	15%	250	\$123,220
<i>Transit/Transportation Planning</i>	15%	248	\$119,718
<i>Planning Law</i>	11%	193	\$121,140
<i>Indigenous Comm. Planning/Engagement</i>	11%	190	\$110,553
<i>Recreation/Parks Planning</i>	11%	185	\$111,757
<i>Heritage Planning</i>	10%	174	\$114,914
<i>Social Planning</i>	7%	127	\$110,748
<i>Hazard Mitigation/Emergency Response Planning</i>	5%	86	\$122,267
<i>Facility Planning</i>	5%	79	\$132,089
<i>Other</i>	9%	146	\$115,582

Current Level of Employment

Respondents who are Executives or Principals (16%) or those with senior-level experience (10+ years) together account for over half of respondents (56%), while junior and intermediate respondents combined account for 41%. Executive/Principal salaries have risen the most since 2019.

Current Level of Employment



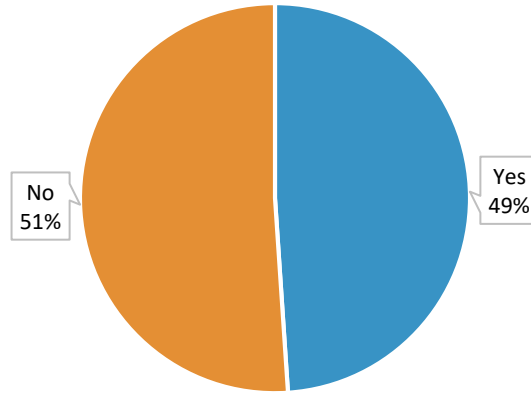
TOTAL

	%	N	Av. Salary 2023	Av. Salary 2019	% Chg 2019 to 2023
Current level of employment					
TOTAL RESPONDENTS	1695	1695	\$109,448	\$95,078	15%
<i>Executive/Principal</i>	16%	271	\$157,343	\$129,738	21%
<i>Senior (10+ years)</i>	40%	672	\$115,990	\$103,466	12%
<i>Intermediate (4 to 9 years)</i>	29%	488	\$91,270	\$80,163	14%
<i>Junior (1 to 3 years)</i>	12%	198	\$72,626	NA	NA
<i>Entry-level/recent graduate</i>	3%	45	\$65,000	NA	NA
<i>Other</i>	1%	21	\$146,905	\$97,391	51%

Supervises and/or Manages Other Staff or Employees

Respondents are about equally split between those who supervise or manage other staff (49%) and those who do not (51%). Staff supervisors have a significantly higher average salary than non-supervisors (43% higher).

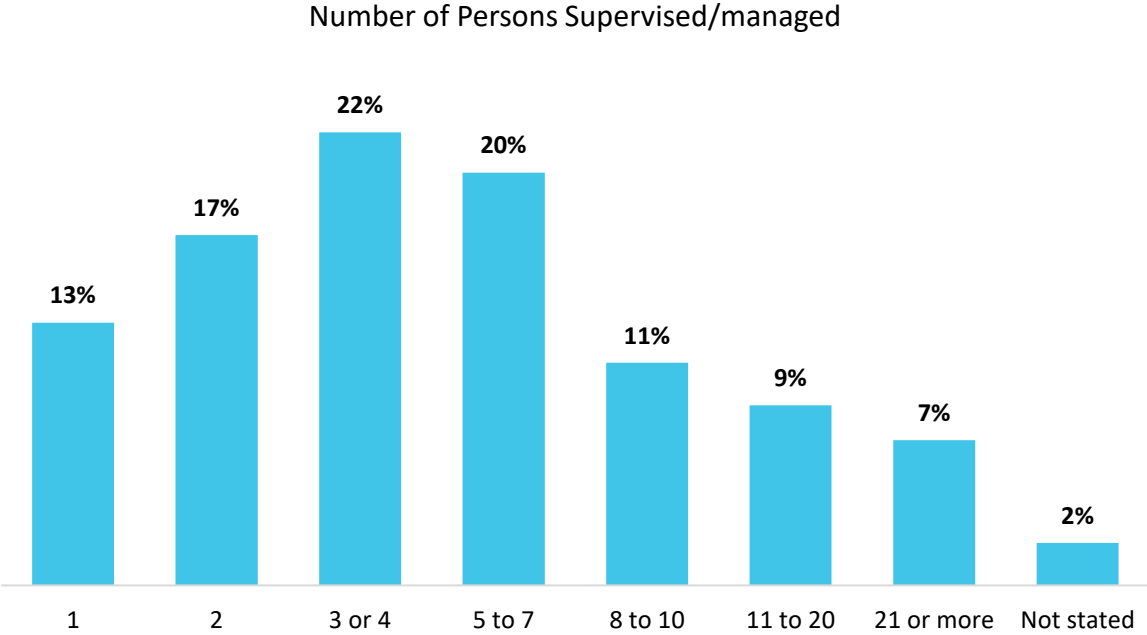
Supervises and/or Manages Other Staff or Employees



TOTAL					
	%	N	Av. Salary 2023	Av. Salary 2019	% Chg 2019 to 2023
<i>Supervises and/or manages other staff or employees</i>					
TOTAL RESPONDENTS	1695	1695	\$109,448	\$95,078	15%
Yes	49%	827	\$129,250	\$111,526	16%
No	51%	863	\$90,550	\$79,320	14%

Number of Persons Supervised/Managed

In terms of the number of staff supervised, roughly 30% of respondents supervise 1 to 2 people. Forty-two percent supervise 3-7 people, while 29% supervise 8 or more people. As would be expected, the more people a respondent supervises, the higher is his/her salary.



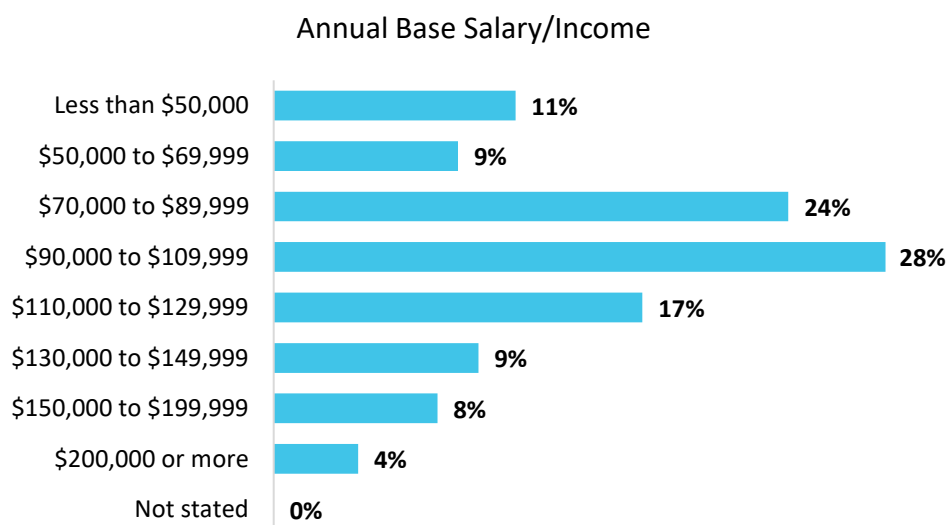
TOTAL			
<i>Number of persons supervised/managed</i>	%	N	Av. Salary
TOTAL RESPONDENTS	827	827	\$129,250
1	13%	105	\$109,905
2	17%	140	\$112,500
3 or 4	22%	181	\$120,829
5 to 7	20%	165	\$132,303
8 to 10	11%	89	\$141,742
11 to 20	9%	72	\$140,556
21 or more	7%	58	\$172,759
Not stated	2%	17	\$185,000
Mean	8.3	8.3	

Compensation

Annual base salary/income as of September 1, 2023

A little over half of respondents (52%) fall into a base annual salary/income range of \$70 - \$110K, while over a third (38%) fall into the \$110K plus range.

The table below provides an estimated annual base salary by employment level.

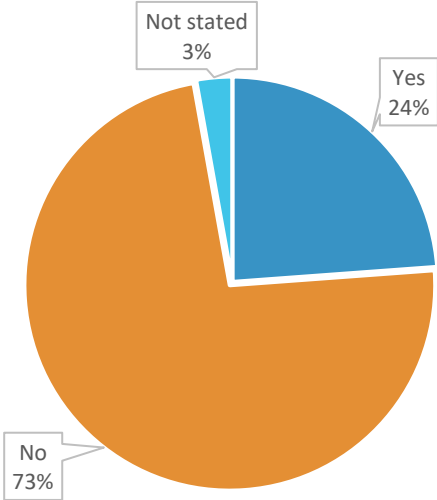


	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
<i>Less than \$50,000</i>	11%	189	21%	15%	2%	4%	13%	\$36,379
<i>\$50,000 to \$69,999</i>	9%	144	3%	1%	6%	37%	47%	\$60,000
<i>\$70,000 to \$89,999</i>	24%	402	4%	10%	41%	53%	40%	\$80,000
<i>\$90,000 to \$109,999</i>	28%	478	8%	35%	42%	6%	0%	\$100,000
<i>\$110,000 to \$129,999</i>	17%	288	14%	30%	9%	1%	0%	\$120,000
<i>\$130,000 to \$149,999</i>	9%	160	19%	15%	1%	0%	0%	\$140,000
<i>\$150,000 to \$199,999</i>	8%	128	28%	7%	0%	0%	0%	\$175,000
<i>\$200,000 or more</i>	4%	66	20%	1%	0%	0%	0%	\$250,000
Estimated average	\$109,449	\$109,449	\$157,343	\$115,990	\$91,270	\$72,626	\$65,000	

Whether You Received a Bonus or Other Financial Incentive(s) in the Last 12 months

About a quarter of respondents (24%) state that they received a bonus or other financial incentive in last 12 months. Looking at sector, 56% of those in private sector received a bonus while only 9% of those at local or regional municipality received a bonus. For those employed by federal, provincial, or territorial governments, the number was 16%.

Received Bonus or Other Financial Incentive in Last 12 Months

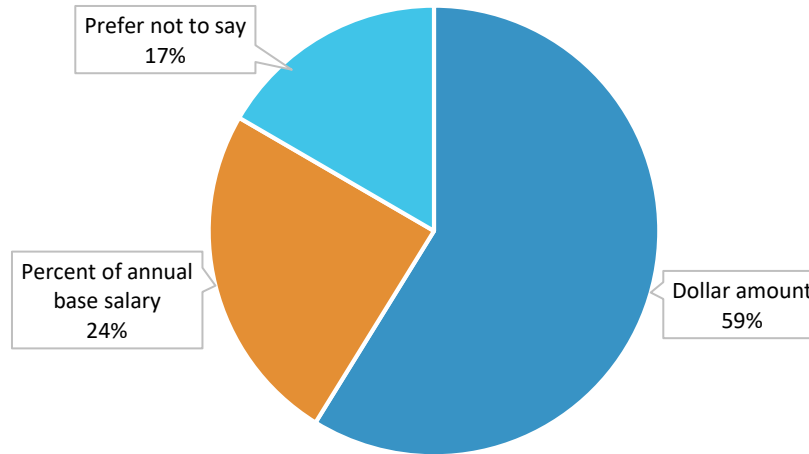


	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
Received bonus or other financial incentive in last 12 months								
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
Yes	24%	404	34%	21%	23%	27%	9%	\$123,119
No	73%	1243	64%	76%	75%	70%	89%	\$105,233
Not stated	3%	48	2%	4%	2%	3%	2%	\$103,542

Type of Bonus or Other Financial Incentive

Of the respondents who received a bonus or other financial incentive, 59% received a dollar amount, and about a quarter (24%) received a percentage of their annual base salary.

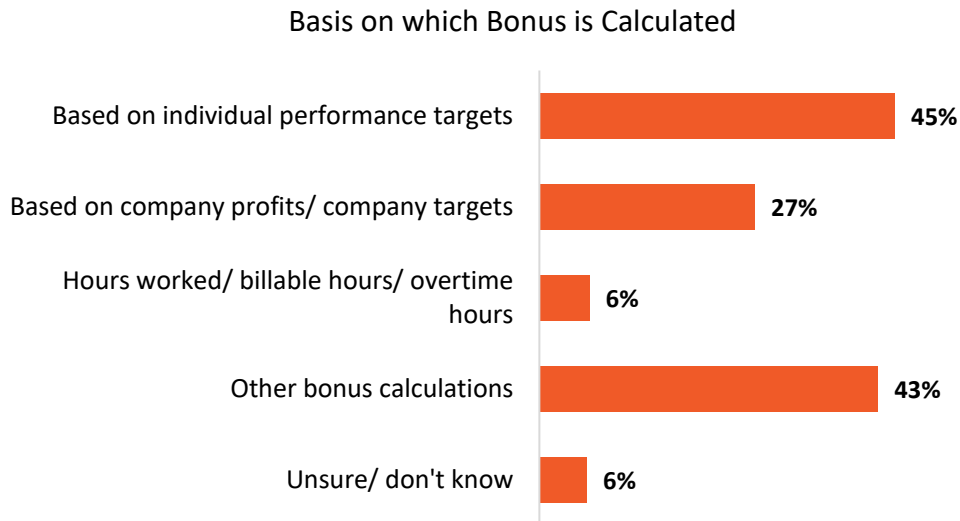
Type of Bonus or Other Financial Incentive



	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
Type of bonus or other financial incentive								
<i>Dollar amount</i>	59%	237	49%	54%	69%	67%	75%	\$117,152
<i>Percent of annual base salary</i>	25%	99	22%	30%	23%	20%	0%	\$124,495
<i>Prefer not to say</i>	17%	67	29%	16%	8%	11%	25%	\$143,433

Basis on which Bonus is Calculated

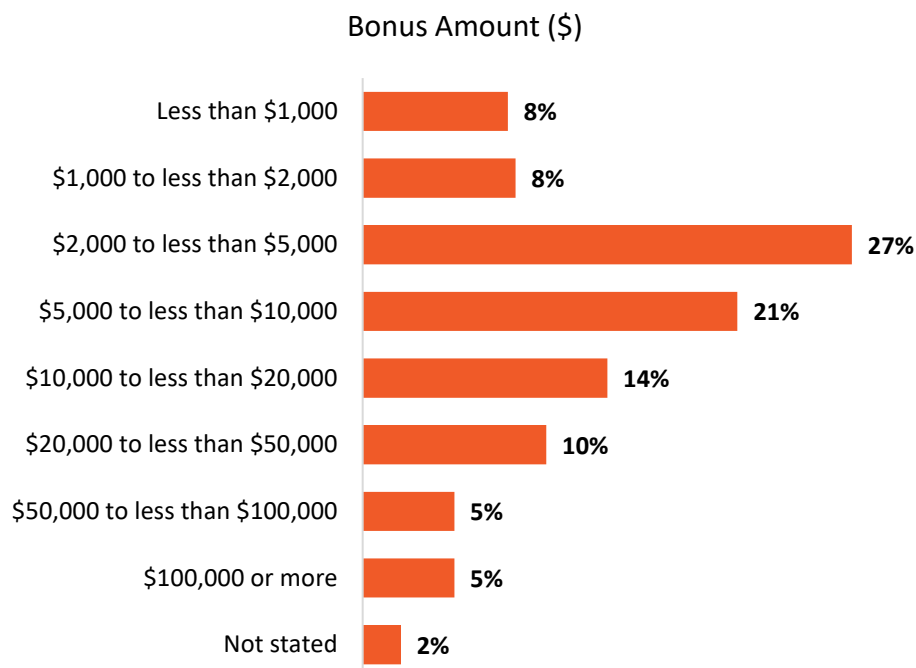
Bonuses are most frequently based on individual performance targets followed by company profits / targets.



	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	284	284	75	97	72	36	2	\$126,884
<i>Based on individual performance targets</i>	45%	127	51%	56%	28%	39%	0%	\$140,236
<i>Based on company profits/ company targets</i>	27%	77	40%	18%	26%	28%	50%	\$135,519
<i>Hours worked/ billable hours/ overtime hours</i>	6%	18	5%	5%	7%	11%	0%	\$109,167
<i>Other bonus calculations</i>	43%	121	33%	43%	53%	36%	50%	\$120,702

Bonus Amount

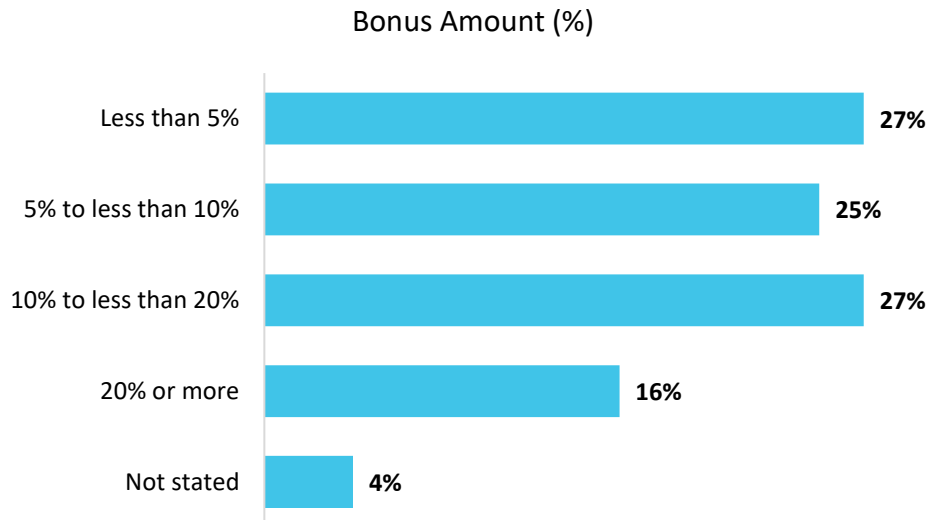
Almost half of respondents who received a bonus (48%) received a dollar amount of \$2,000 to less than \$10,000. About a quarter (24%) received \$10,000 to less than \$50,000, while 10% received \$50,000 or more.



	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	237	237	46	75	76	36	3	\$117,152
<i>Less than \$1,000</i>	8%	19	0%	9%	7%	17%	33%	\$94,737
<i>\$1,000 to less than \$2,000</i>	8%	20	0%	11%	9%	14%	0%	\$83,750
<i>\$2,000 to less than \$5,000</i>	27%	64	11%	23%	33%	44%	33%	\$93,281
<i>\$5,000 to less than \$10,000</i>	21%	49	11%	19%	32%	17%	0%	\$101,633
<i>\$10,000 to less than \$20,000</i>	14%	32	9%	19%	14%	8%	0%	\$133,750
<i>\$20,000 to less than \$50,000</i>	10%	24	30%	12%	1%	0%	0%	\$161,875
<i>\$50,000 to less than \$100,000</i>	5%	12	13%	7%	1%	0%	0%	\$183,750
<i>\$100,000 or more</i>	5%	12	26%	0%	0%	0%	0%	\$206,250
Estimated average	\$20,325	\$20,325	\$69,709	\$12,506	\$6,160	\$3,446	\$1,750	

Bonus Amount Percentage

Of the respondents who received a bonus as a percentage of their salary, around a quarter each (25-27%) received less than 5% to less than 20%. Sixteen percent received 20% or more. The estimated average is approximately 11%.

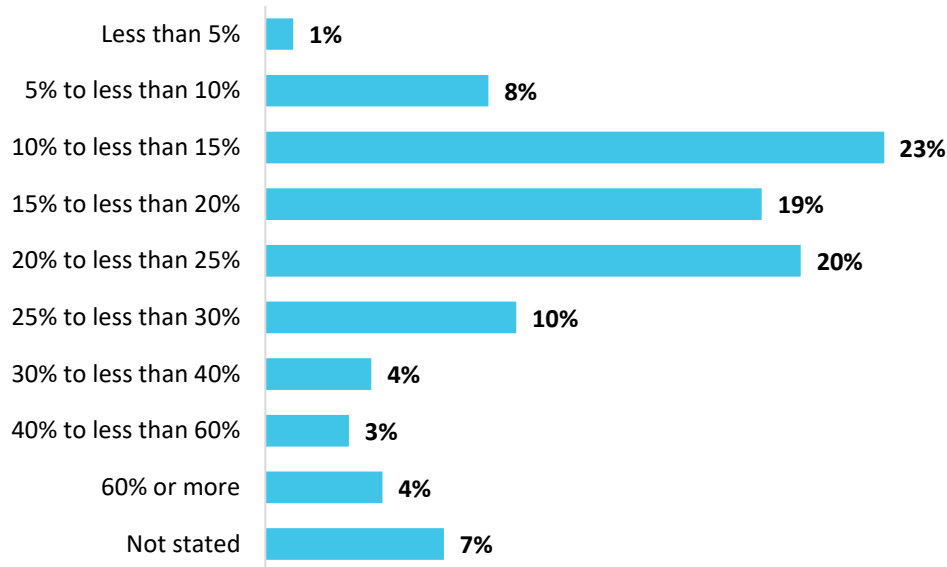


	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	99	99	20	42	25	11	0	\$124,495
<i>Less than 5%</i>	27%	27	15%	29%	32%	27%	0%	\$112,037
<i>5% to less than 10%</i>	25%	25	30%	19%	24%	45%	0%	\$123,200
<i>10% to less than 20%</i>	27%	27	30%	24%	32%	27%	0%	\$122,222
<i>20% or more</i>	16%	16	25%	21%	8%	0%	0%	\$146,875
<i>Not stated</i>	4%	4	0%	7%	4%	0%	0%	\$142,500
Estimated average %	10.93	10.93	15.35	11.97	7.86	6.55	0	

Satisfactory Additional Amount of Bonus, as % of Current Salary (Dissatisfied/ Very Dissatisfied in Previous Question)

Sixty-two percent of respondents who were dissatisfied with their bonus as a percentage of salary state that the additional satisfactory amount would range from 10% to less than 25% of their current salary. The average percentage is 23% of current salary.

Satisfactory Additional Amount, as % of Current Salary
(Dissatisfied/ Very Dissatisfied in Previous Question)

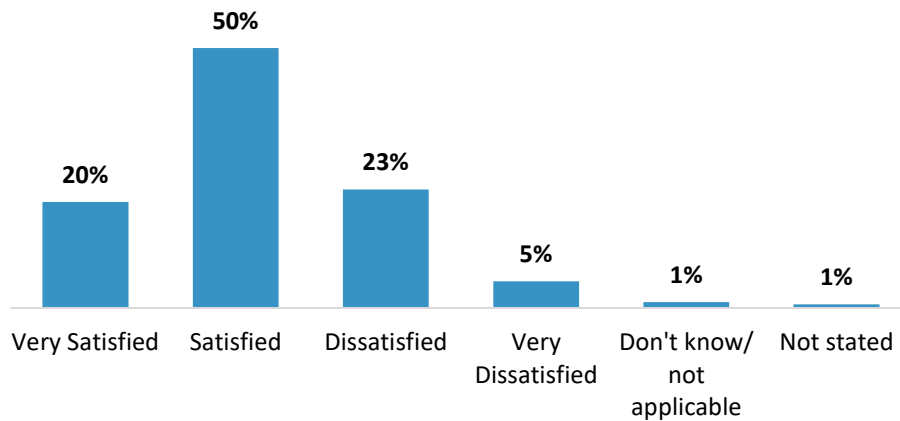


	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	473	473	33	178	173	76	7	93,689
Less than 5%	1%	5	3%	2%	0%	1%	0%	\$111,000
5% to less than 10%	8%	40	0%	8%	10%	8%	14%	\$94,000
10% to less than 15%	23%	111	18%	26%	26%	17%	14%	\$93,964
15% to less than 20%	19%	89	9%	20%	16%	26%	14%	\$94,438
20% to less than 25%	20%	96	30%	21%	21%	12%	29%	\$96,510
25% to less than 30%	10%	45	15%	7%	9%	14%	0%	\$90,222
30% to less than 40%	4%	19	6%	5%	4%	0%	0%	\$95,789
40% to less than 60%	3%	15	3%	2%	4%	4%	0%	\$73,333
60% or more	4%	21	6%	2%	4%	9%	14%	\$91,190
Not stated	7%	32	9%	6%	6%	8%	14%	\$93,906
Estimated average	23.1	23.1	26.6	18.5	22.8	29.4	64.7	

Satisfaction with Overall Level of Total Compensation In 2023

Seventy percent of respondents state that they are very satisfied or satisfied with their overall level of compensation in 2023 (20% are very satisfied). Forty-one percent of Executives / principals are “very satisfied” with their total compensation.

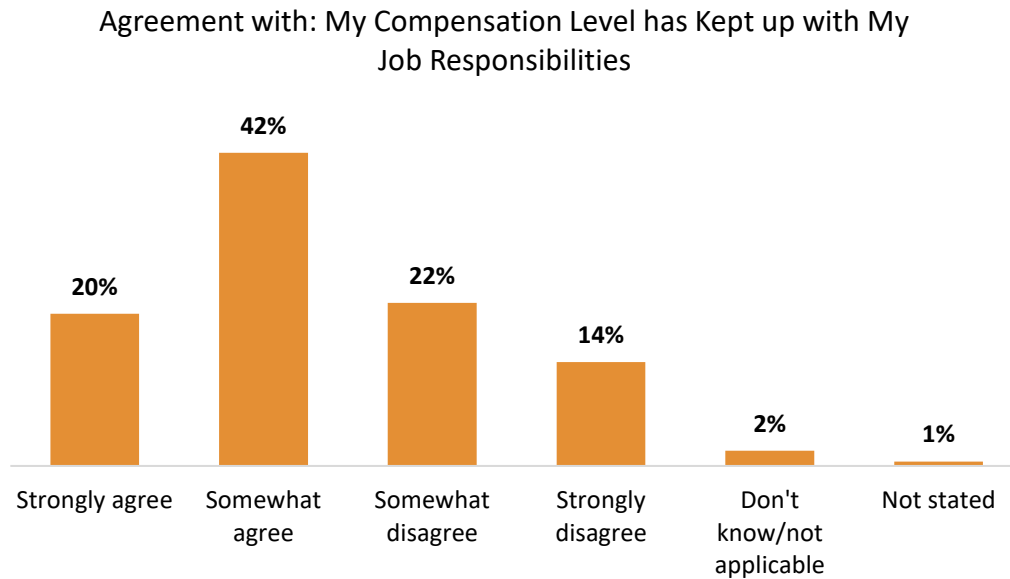
Satisfaction with Overall Level of Total Compensation in 2023



	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
<i>Very Satisfied</i>	20%	345	41%	20%	14%	11%	16%	\$133,609
<i>Satisfied</i>	50%	846	44%	52%	50%	47%	62%	\$108,794
<i>Dissatisfied</i>	23%	386	11%	21%	28%	33%	13%	\$94,585
<i>Very Dissatisfied</i>	5%	87	1%	5%	8%	5%	2%	\$89,713
<i>Don't know/ not applicable</i>	1%	19	1%	0%	1%	2%	7%	\$90,263
<i>Not stated</i>	1%	12	1%	1%	0%	2%	0%	\$112,500
SATISFIED (NET)	70%	1191	86%	72%	64%	58%	78%	\$115,982
DISSATISFIED (NET)	28%	473	12%	26%	35%	38%	16%	\$93,689

Agreement with: My Compensation Level Has Kept Up with My Job Responsibilities

Sixty-two percent of respondents strongly agree or agree that their compensation level has kept up with their job responsibilities (20% strongly agree).

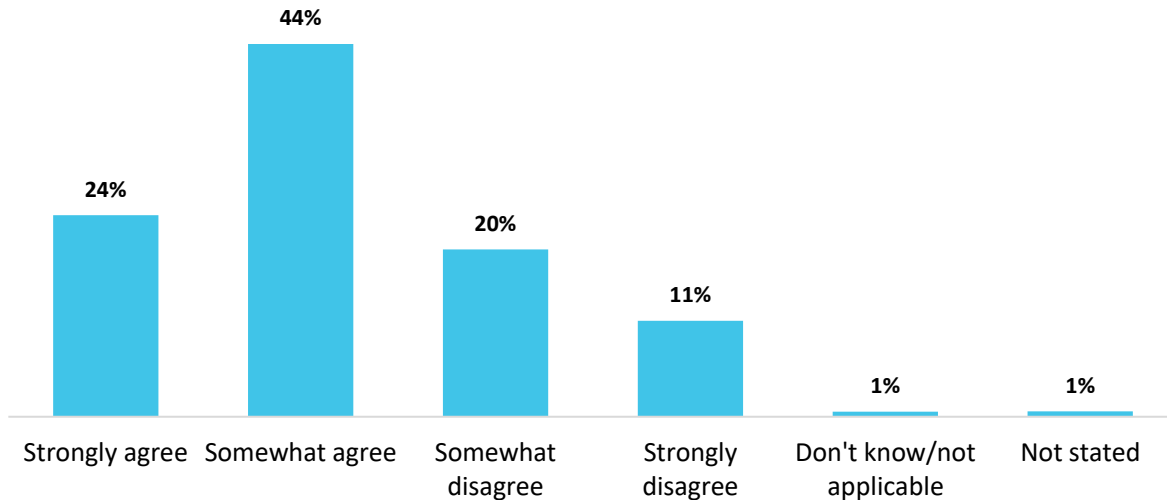


	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
<i>Strongly agree</i>	20%	343	37%	19%	17%	13%	13%	\$130,175
<i>Somewhat agree</i>	42%	706	41%	43%	39%	45%	47%	\$109,433
<i>Somewhat disagree</i>	22%	368	13%	23%	25%	24%	18%	\$100,448
<i>Strongly disagree</i>	14%	234	7%	14%	18%	14%	4%	\$97,842
<i>Don't know/not applicable</i>	2%	34	2%	1%	2%	3%	18%	\$83,676
<i>Not stated</i>	1%	10	0%	1%	1%	2%	0%	\$90,000
AGREE (NET)	62%	1049	78%	62%	55%	58%	60%	\$116,215
DISAGREE (NET)	36%	602	20%	37%	42%	38%	22%	\$99,435

Agreement with: I am Fairly Compensated for the Work that I Do

Over two-thirds of respondents (68%) agree that they are fairly compensated for the work they do (24% strongly agree). The highest levels of agreement come from the most senior and junior levels.

Agreement with: I am Fairly Compensated for the Work that I Do

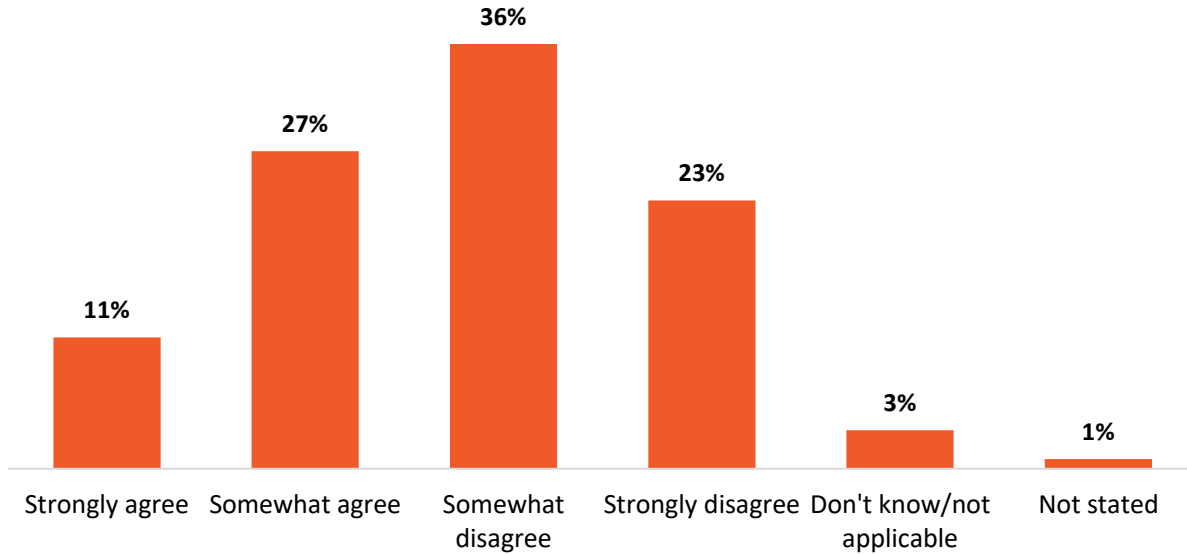


	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
<i>Strongly agree</i>	24%	403	44%	21%	20%	13%	29%	\$129,739
<i>Somewhat agree</i>	44%	745	37%	49%	40%	46%	53%	\$107,799
<i>Somewhat disagree</i>	20%	334	12%	18%	26%	24%	11%	\$97,545
<i>Strongly disagree</i>	11%	192	6%	11%	14%	15%	4%	\$96,120
<i>Don't know/not applicable</i>	1%	10	2%	0%	0%	2%	0%	\$82,500
<i>Not stated</i>	1%	11	0%	1%	0%	2%	2%	\$96,364
AGREE (NET)	68%	1148	80%	70%	60%	59%	82%	\$115,501
DISAGREE (NET)	31%	526	18%	29%	40%	38%	16%	\$97,025

Agreement with: My Compensation Is Fair but Other Benefits Are Lacking

A little over a third of respondents (38%) state that their compensation is fair but other benefits are lacking (11% strongly agree).

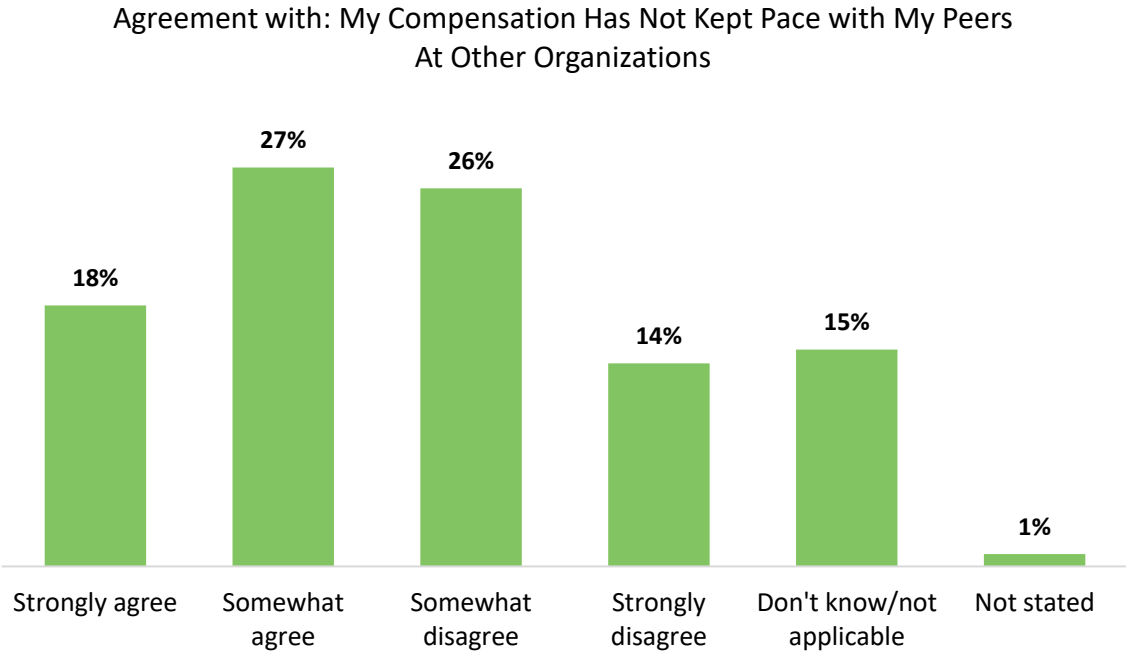
Agreement with: My Compensation is Fair but Other Benefits are Lacking



	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
<i>Strongly agree</i>	11%	187	12%	11%	11%	10%	13%	\$112,995
<i>Somewhat agree</i>	27%	452	27%	28%	26%	23%	18%	\$1145,80
<i>Somewhat disagree</i>	36%	605	31%	34%	39%	41%	40%	\$104,355
<i>Strongly disagree</i>	23%	382	23%	23%	22%	22%	22%	\$110,039
<i>Don't know/not applicable</i>	3%	55	7%	3%	1%	4%	7%	\$112,000
<i>Not stated</i>	1%	14	1%	1%	1%	1%	0%	\$90,357
AGREE (NET)	38%	639	39%	39%	37%	33%	31%	\$114,116
DISAGREE (NET)	58%	987	53%	57%	61%	63%	62%	\$106,555

Agreement with: My Compensation Has Not Kept Pace with My Peers at Other Organizations

Forty-five percent of respondents strongly agree or agree that their compensation has not kept pace with their peers at other organizations (18% strongly agree).

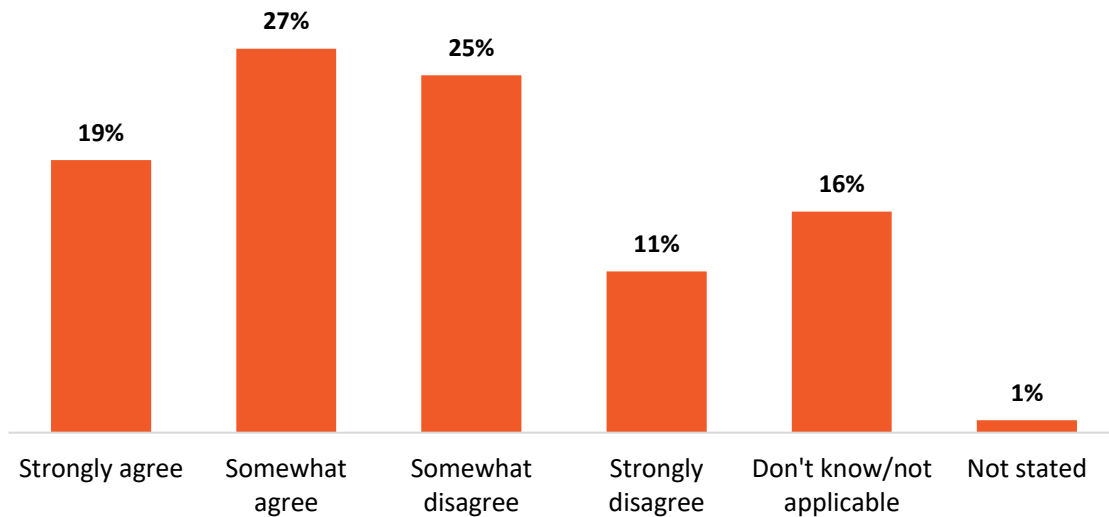


	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
<i>Strongly agree</i>	18%	301	13%	17%	19%	24%	9%	\$97,060
<i>Somewhat agree</i>	27%	460	22%	31%	25%	26%	27%	\$106,207
<i>Somewhat disagree</i>	26%	436	29%	25%	28%	22%	13%	\$115,241
<i>Strongly disagree</i>	14%	234	20%	13%	13%	9%	22%	\$126,282
<i>Don't know/not applicable</i>	15%	250	14%	13%	15%	19%	29%	\$104,360
<i>Not stated</i>	1%	14	1%	1%	0%	1%	0%	\$111,429
AGREE (NET)	45%	761	35%	48%	44%	50%	36%	\$102,589
DISAGREE (NET)	40%	670	49%	38%	41%	31%	36%	\$119,097

Agreement with: My Compensation Has Not Kept Pace with Others with Similar Professional Credentials

Almost half of respondents (47%) strongly agree or agree that their compensation has not kept pace with others with similar professional credentials (19% strongly agree). This sentiment is most strongly expressed by those in the mid-levels i.e. senior, intermediate and junior respondents.

Agreement with: My Compensation Has Not Kept Pace with Others with Similar Professional Credentials

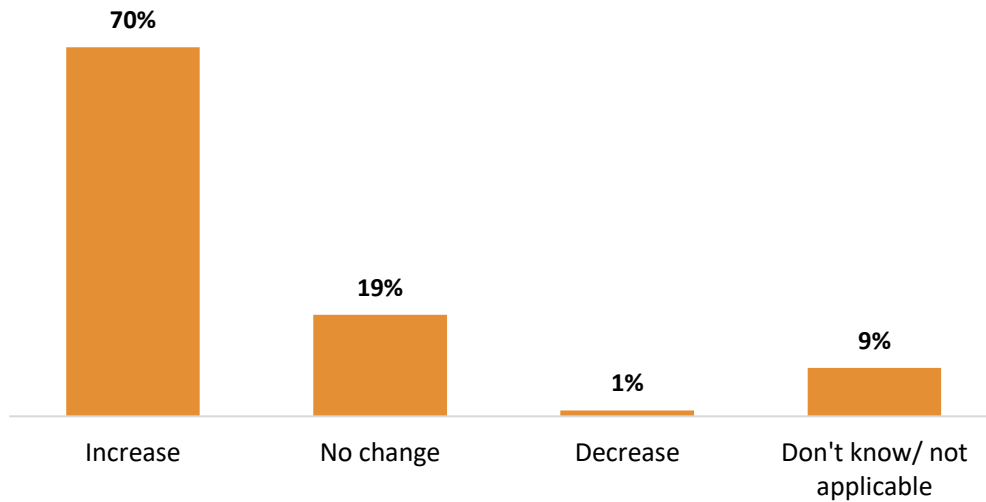


	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
<i>Strongly agree</i>	19%	328	14%	19%	22%	24%	9%	\$96,387
<i>Somewhat agree</i>	27%	462	20%	29%	26%	33%	36%	\$103,669
<i>Somewhat disagree</i>	25%	430	28%	27%	25%	19%	24%	\$117,512
<i>Strongly disagree</i>	11%	194	22%	10%	9%	8%	13%	\$133,067
<i>Don't know/not applicable</i>	16%	266	14%	15%	18%	17%	18%	\$104,868
<i>Not stated</i>	1%	15	2%	1%	0%	1%	0%	\$117,667
AGREE (NET)	47%	790	34%	48%	48%	57%	44%	\$100,646
DISAGREE (NET)	37%	624	50%	37%	34%	26%	38%	\$122,348

Anticipates an Increase or Decrease in Base Salary In 2024

Seventy percent of respondents anticipate an increase in base salary in 2024. Eighty-seven percent of those in an entry level position expect an increase.

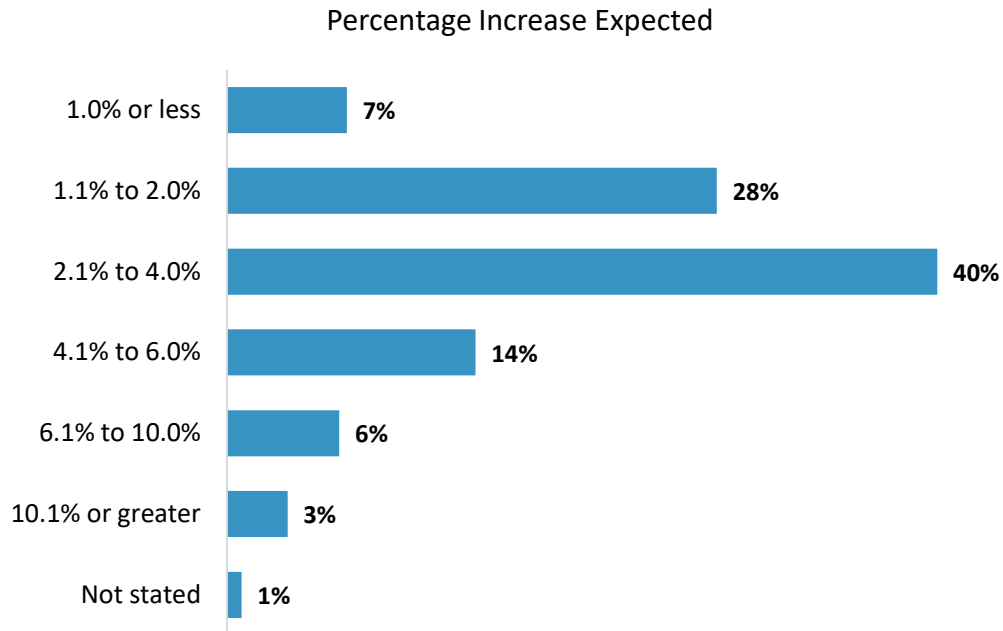
Anticipates an Increase or Decrease In Base Salary In 2024



	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
<i>Increase</i>	70%	1187	63%	66%	78%	70%	87%	\$109,305
<i>No change</i>	19%	327	22%	24%	14%	15%	7%	\$112,141
<i>Decrease</i>	1%	19	1%	1%	0%	2%	0%	\$113,421
<i>Don't know/ not applicable</i>	9%	156	14%	9%	7%	12%	7%	\$105,160

Percentage Increase Expected

Forty percent of respondents expect a percent salary increase in 2024 of 2.1% to 4.0%. On average, respondents expect an increase of 3.3%.

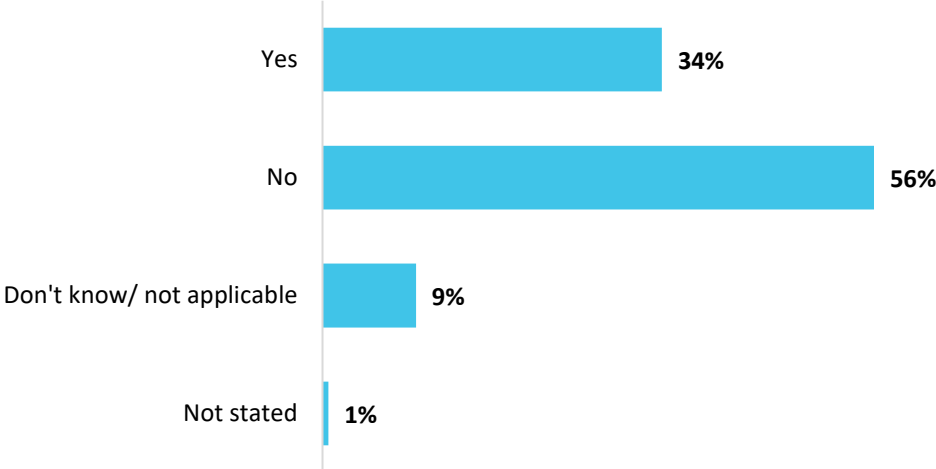


	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	1187	1187	170	442	382	138	39	\$109,305
<i>1.0% or less</i>	7%	81	4%	8%	7%	6%	13%	\$99,877
<i>1.1% to 2.0%</i>	28%	331	22%	33%	25%	25%	26%	\$106,511
<i>2.1% to 4.0%</i>	40%	480	41%	42%	41%	41%	21%	\$109,823
<i>4.1% to 6.0%</i>	14%	168	22%	10%	15%	15%	15%	\$116,875
<i>6.1% to 10.0%</i>	6%	76	6%	5%	7%	10%	8%	\$109,145
<i>10.1% or greater</i>	3%	41	5%	2%	3%	1%	15%	\$114,634
Estimated average	3.33	3.33	3.79	2.95	3.38	3.42	4.41	

Aspects of Job That Are Not Being Properly Compensated

A third of respondents (34%) feel that there are aspects of their job for which they are not being properly compensated.

There Are Aspects of Job That Are Not Being Properly Compensated e.g. Overtime, Expenses, Sick Pay, Etc.

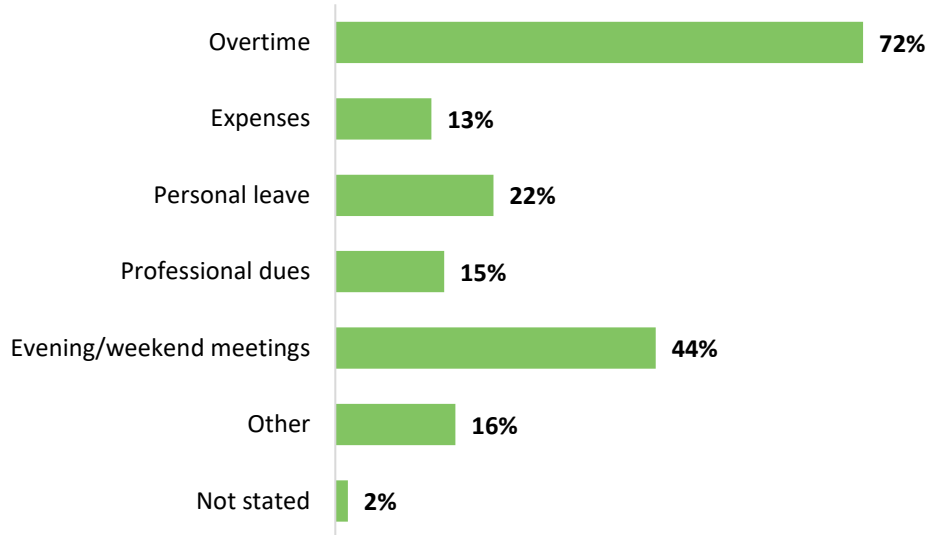


	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
Yes	34%	581	29%	39%	33%	31%	27%	\$109,225
No	56%	944	55%	53%	60%	59%	58%	\$110,048
Don't know/ not applicable	9%	160	16%	8%	7%	10%	16%	\$106,625

Aspects of Job That Are Not Being Properly Compensated

Almost three-quarters of respondents (72%) state that they are not being properly compensated for overtime, while 44% state that they are not being properly compensated for evening/weekend meetings.

Aspects of Job That Are Not Being Properly Compensated

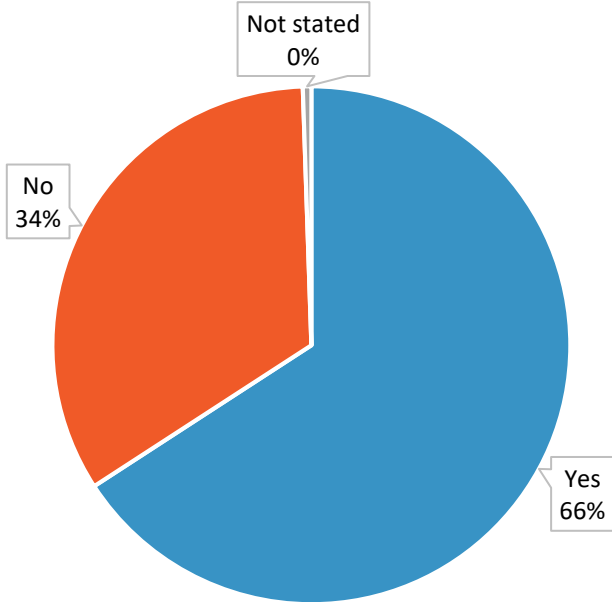


	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	581	581	78	261	159	61	12	\$109,225
<i>Overtime</i>	72%	417	77%	75%	70%	62%	33%	\$112,770
<i>Expenses</i>	13%	76	8%	12%	16%	16%	8%	\$96,382
<i>Personal leave</i>	22%	125	14%	16%	27%	38%	50%	\$95,480
<i>Professional dues</i>	15%	86	8%	15%	17%	18%	33%	\$95,116
<i>Evening/weekend meetings</i>	44%	253	50%	50%	38%	26%	25%	\$113,439
<i>Other</i>	16%	95	17%	16%	16%	16%	17%	\$106,421

Other Ways (Not Money) To Be Rewarded for Work

Two-thirds of respondents (66%) state that there are other, non-monetary ways of being rewarded for work.

There Are Other Ways (Not Money) To Be Rewarded for Work
E.G. Recognition, More Responsibility, or Vacation Time

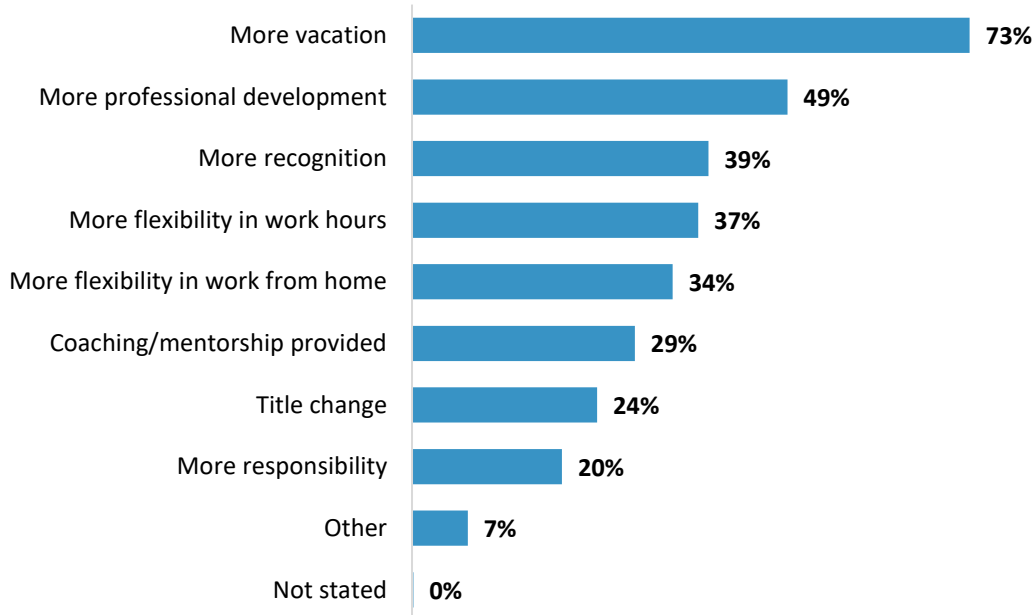


	TOTAL		Employment Level				
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45
Yes	66%	1116	43%	65%	78%	72%	58%
No	34%	570	56%	34%	22%	27%	42%

Other Ways (Not Money) to Be Rewarded for Work

The top five non-monetary ways to be rewarded for work are more vacation (73%), more professional development (49%), more recognition (39%), more flexibility in work hours (37%), and more flexibility in work from home (34%).

Other Ways (Not Money) to Be Rewarded for Work

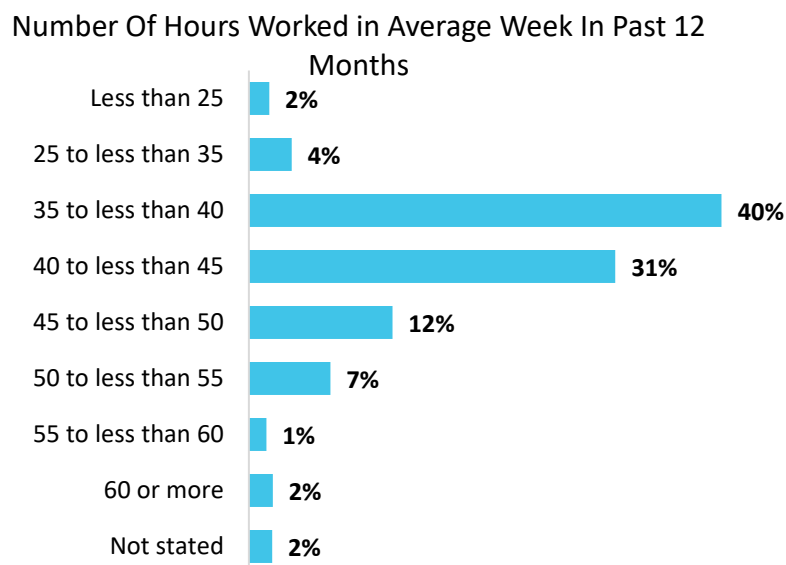


	TOTAL		Employment Level				
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry
TOTAL RESPONDENTS	1116	1116	117	437	382	143	26
<i>More vacation</i>	73%	811	63%	68%	78%	80%	73%
<i>More responsibility</i>	20%	218	7%	17%	22%	30%	27%
<i>More recognition</i>	39%	431	29%	40%	40%	38%	31%
<i>Title change</i>	24%	269	7%	22%	27%	34%	35%
<i>More professional development</i>	49%	546	38%	46%	52%	55%	69%
<i>Coaching/mentorship provided</i>	29%	324	18%	30%	30%	34%	27%
<i>More flexibility in work hours</i>	37%	416	27%	37%	35%	50%	42%
<i>More flexibility in work from home</i>	34%	379	18%	33%	35%	45%	42%

Workforce and Labour

Number of Hours Worked in Average Week in Past 12 Months

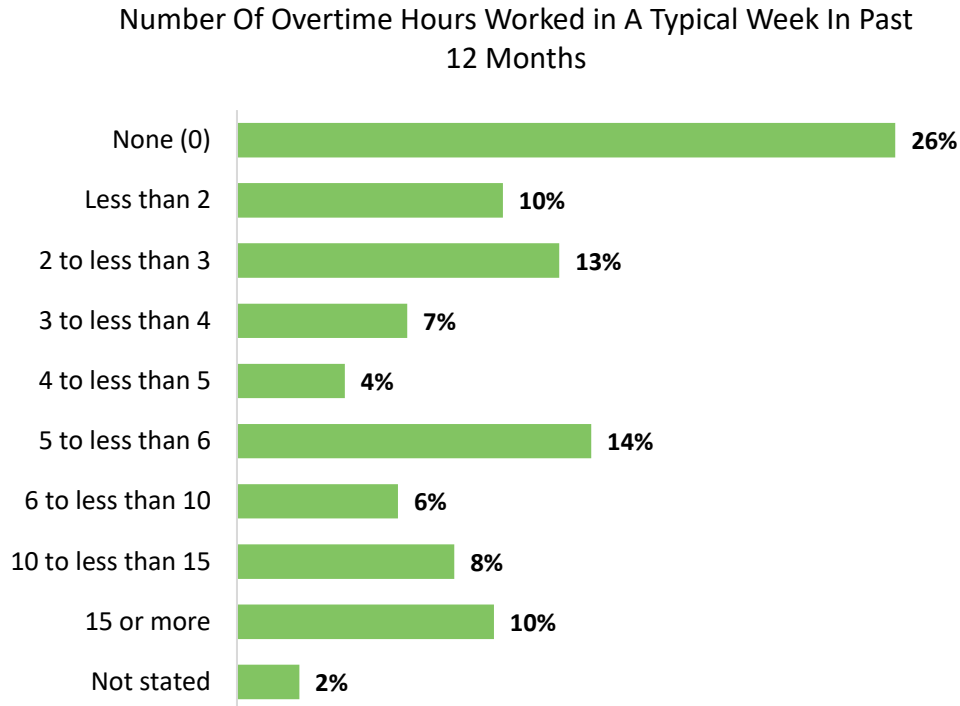
Respondents work an average of 40 hours a week. Seventy-one percent work between 35 to less than 45 hours a week.



	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
<i>Less than 25</i>	2%	29	5%	1%	1%	1%	0%	\$82,414
<i>25 to less than 35</i>	4%	61	9%	3%	2%	3%	9%	\$102,951
<i>35 to less than 40</i>	40%	672	10%	36%	53%	55%	58%	\$95,424
<i>40 to less than 45</i>	31%	521	29%	33%	29%	29%	31%	\$110,355
<i>45 to less than 50</i>	12%	204	19%	14%	9%	6%	0%	\$127,525
<i>50 to less than 55</i>	7%	116	18%	7%	3%	3%	0%	\$145,431
<i>55 to less than 60</i>	1%	25	3%	2%	0%	0%	0%	\$146,600
<i>60 or more</i>	2%	34	6%	2%	1%	2%	0%	\$157,647
<i>Not stated</i>	2%	33	1%	2%	2%	3%	2%	\$100,455
Estimated Average	39.9	39.9	42	40.4	38.7	38.6	36.8	

Number of Overtime Hours Worked in A Typical Week In Past 12 Months

Respondents report that they work an average of 5.7 overtime hours a month.

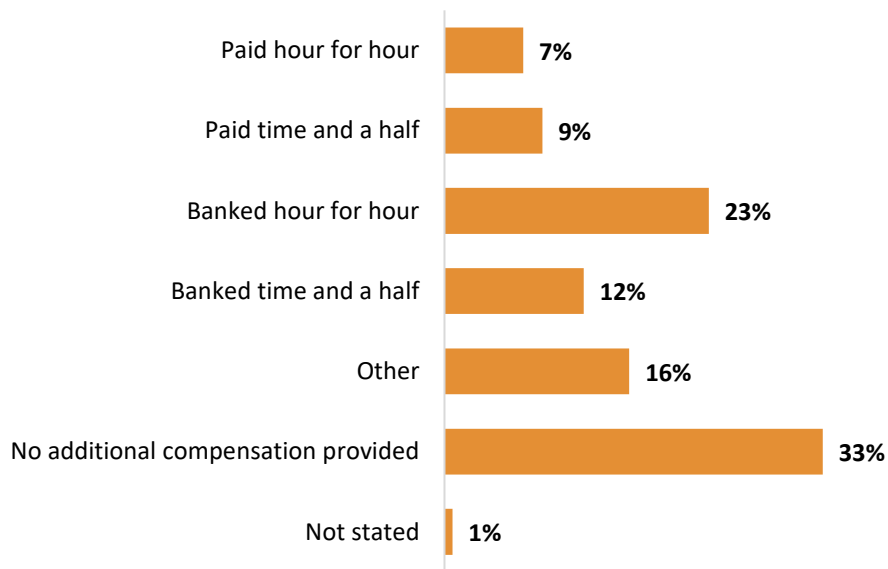


	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
<i>None (0)</i>	26%	433	24%	22%	26%	33%	51%	\$101,605
<i>Less than 2</i>	10%	175	3%	8%	16%	15%	16%	\$92,800
<i>2 to less than 3</i>	13%	212	5%	13%	15%	15%	16%	\$101,887
<i>3 to less than 4</i>	7%	112	5%	7%	7%	7%	7%	\$103,616
<i>4 to less than 5</i>	4%	71	3%	5%	5%	4%	0%	\$106,761
<i>5 to less than 6</i>	14%	233	18%	15%	12%	8%	2%	\$116,395
<i>6 to less than 10</i>	6%	106	9%	7%	5%	3%	2%	\$122,264
<i>10 to less than 15</i>	8%	143	16%	10%	4%	4%	0%	\$133,287
<i>15 or more</i>	10%	169	15%	10%	7%	10%	4%	\$122,929
<i>Not stated</i>	2%	41	2%	2%	3%	3%	2%	\$111,707
Estimated Average	5.7	5.7	7.5	6.2	4.7	4.8	2.4	

Most Frequent Compensation Method for Overtime Hours

A third of respondents (33%) report no additional compensation for overtime hours worked. This is most often the case amongst Executives / Principals. Another third (35%) get their hours banked hour for hour (23%), or at time and a half (12%).

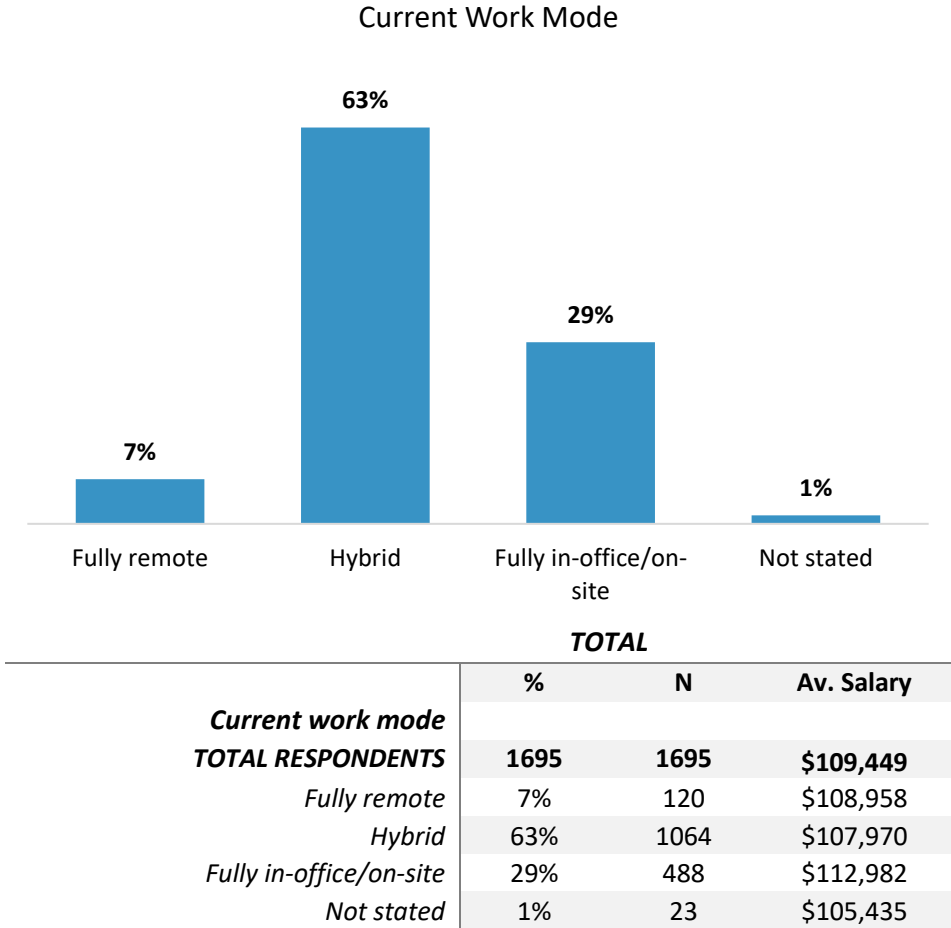
Most Frequent Compensation Method for Overtime Hours



	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,448
<i>Paid hour for hour</i>	7%	116	8%	6%	6%	9%	18%	\$98,879
<i>Paid time and a half</i>	9%	144	1%	7%	13%	12%	20%	\$89,549
<i>Banked hour for hour</i>	23%	389	9%	23%	28%	24%	33%	\$99,743
<i>Banked time and a half</i>	12%	205	2%	10%	18%	19%	13%	\$92,341
<i>Added vacation days</i>	2%	38	6%	3%	0%	1%	0%	\$143,684
<i>Other time off/ in lieu arrangements</i>	7%	126	8%	9%	6%	6%	0%	\$118,373
<i>Other payment arrangements</i>	2%	38	4%	2%	2%	1%	0%	\$120,395
<i>Other</i>	2%	29	2%	1%	2%	3%	0%	\$98,621
<i>No additional compensation provided</i>	35%	597	59%	38%	25%	25%	13%	\$124,263

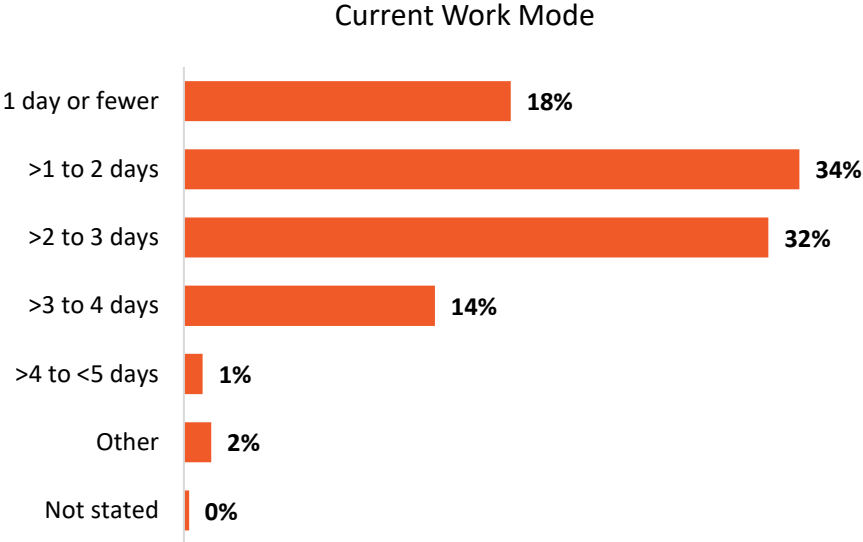
Current Work Mode

Following the pandemic, almost two-thirds of respondents (63%) have a hybrid working model.



Current Work Mode: Weekly Days in Office

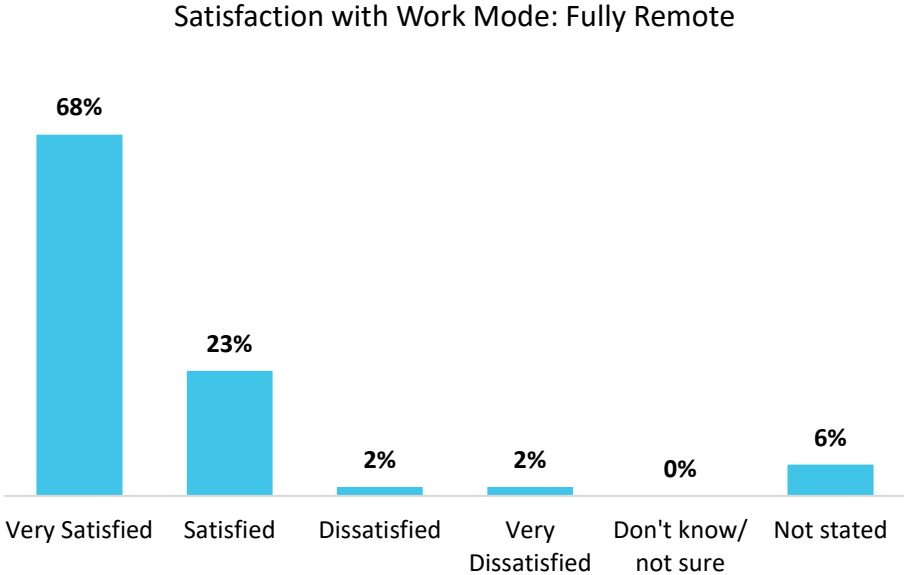
Two-thirds of respondents (66%) work from more than one day to three days a week in the office.



	TOTAL		
	%	N	Av. Salary
Current work mode			
TOTAL RESPONDENTS	1064	1064	\$107,970
<i>1 day or fewer</i>	18%	190	\$115,737
<i>>1 to 2 days</i>	34%	358	\$106,313
<i>>2 to 3 days</i>	32%	340	\$106,632
<i>>3 to 4 days</i>	14%	146	\$104,726
<i>>4 to <5 days</i>	1%	11	\$97,727
<i>Other</i>	2%	16	\$116,875
<i>Not stated</i>	0%	3	\$113,333
Mean	2.45	2.45	

Satisfaction with Work Mode: Fully Remote

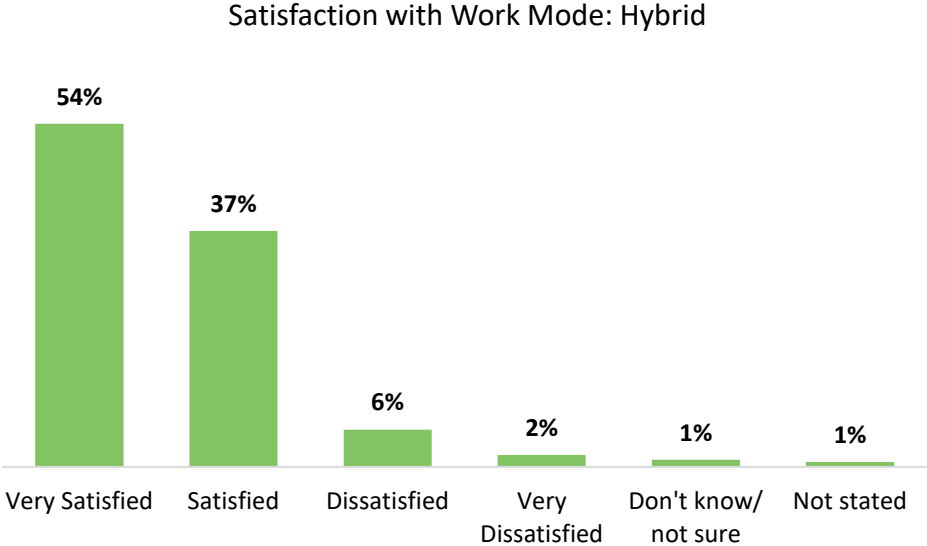
Of those respondents who work fully remotely, 91% are very satisfied or satisfied with their work mode (68% are very satisfied).



	TOTAL		
	%	N	Av. Salary
Satisfaction with work mode: Fully remote			
TOTAL RESPONDENTS	120	120	\$108,958
Very Satisfied	68%	81	\$115,247
Satisfied	23%	28	\$88,214
Dissatisfied	2%	2	\$90,000
Very Dissatisfied	2%	2	\$110,000
Not stated	6%	7	\$124,286
SATISFIED (NET)	91%	109	\$108,303
DISSATISFIED (NET)	3%	4	\$100,000

Satisfaction with Work Mode: Hybrid

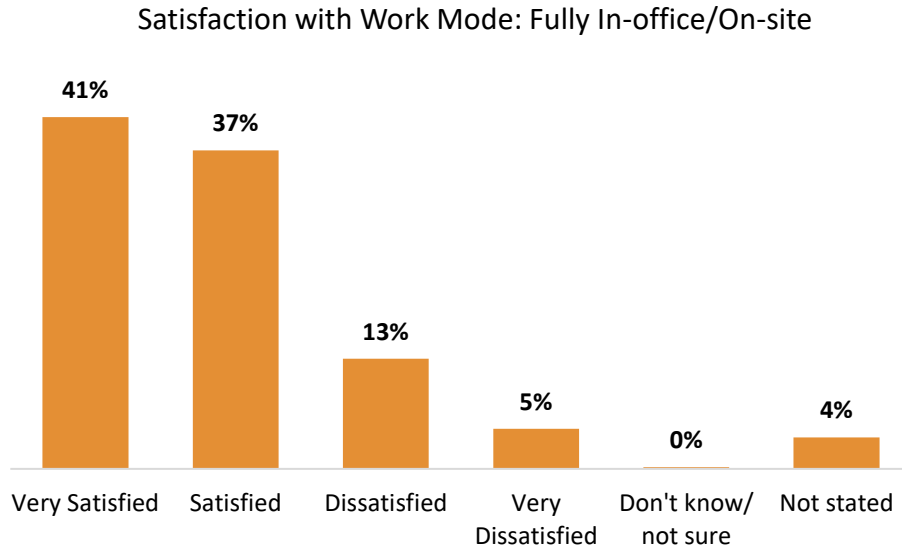
Of those respondents who work with a hybrid model, 91% are very satisfied or satisfied with their work mode (54% are very satisfied).



	TOTAL		
	%	N	Av. Salary
Satisfaction with work mode: Hybrid			
TOTAL RESPONDENTS	1064	1064	\$107,970
Very Satisfied	54%	570	\$109,939
Satisfied	37%	392	\$106,684
Dissatisfied	6%	62	\$100,806
Very Dissatisfied	2%	20	\$105,500
Don't know/ not sure	1%	12	\$93,333
SATISFIED (NET)	90%	962	\$108,612
DISSATISFIED (NET)	8%	82	\$101,951

Satisfaction with Work Mode: Fully In-Office/On-Site

Of those respondents who work fully in-office or on-site, 78% are very satisfied or satisfied with their work mode (41% are very satisfied).

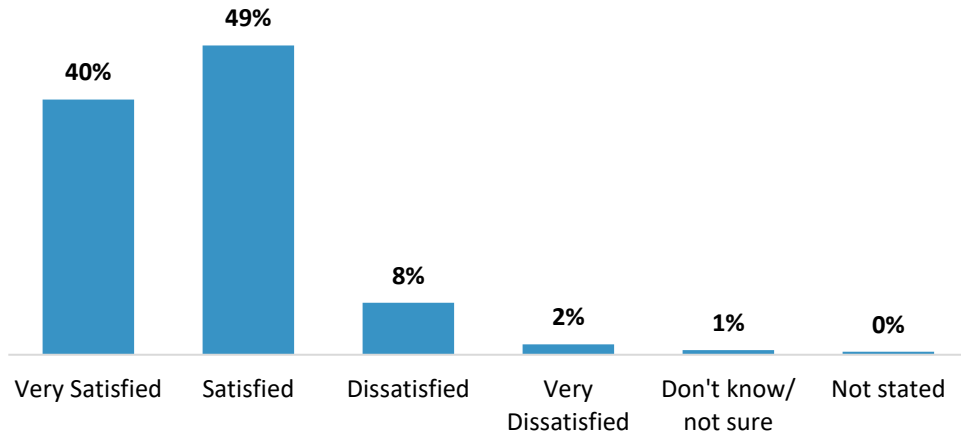


TOTAL			
	%	N	Av. Salary
Satisfaction with work mode: Fully in-office/on-site			
TOTAL RESPONDENTS	488	488	\$112,982
Very Satisfied	41%	201	\$128,955
Satisfied	37%	182	\$103,544
Dissatisfied	13%	63	\$90,317
Very Dissatisfied	5%	23	\$100,652
Don't know/ not sure	0%	1	\$100,000
Not stated	4%	18	\$125,833
SATISFIED (NET)	78%	383	\$116,880
DISSATISFIED (NET)	18%	86	\$93,081

Satisfaction with Your Job Overall

Eighty-nine percent (89%) of respondents are very satisfied or satisfied with their job overall (40% are very satisfied). Those who are satisfied also make a higher average salary than those who are dissatisfied.

Satisfaction with: Your Job Overall

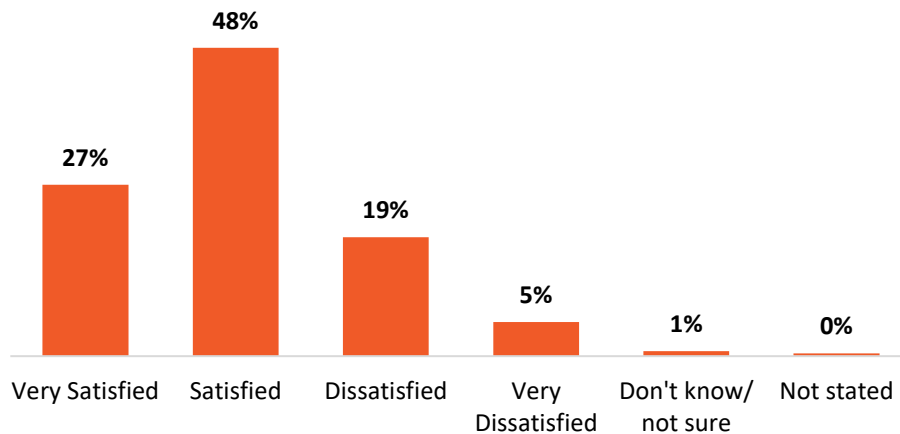


	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
Satisfaction with: Your job overall								
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
Very Satisfied	40%	682	63%	39%	31%	31%	56%	\$118,394
Satisfied	49%	826	32%	50%	54%	58%	38%	\$104,128
Dissatisfied	8%	139	2%	8%	12%	7%	7%	\$99,784
Very Dissatisfied	2%	28	3%	1%	2%	2%	0%	\$107,679
Don't know/ not sure	1%	12	0%	0%	1%	2%	0%	\$80,417
Not stated	0%	8	0%	1%	0%	1%	0%	\$113,750
SATISFIED (NET)	89%	1508	95%	89%	85%	89%	93%	\$110,580
DISSATISFIED (NET)	10%	167	5%	10%	14%	9%	7%	\$101,108

Satisfaction with Your Base Salary

Three-quarters of respondents (75%) are very satisfied or satisfied with their base salary (27% are very satisfied). Unsurprisingly, the level of satisfaction appears to correlate with the amount of salary earned. Those in senior positions have higher levels of satisfaction. The satisfaction level in 2023 has dropped from that seen in 2019 (79%).

Satisfaction with: Your Base Salary

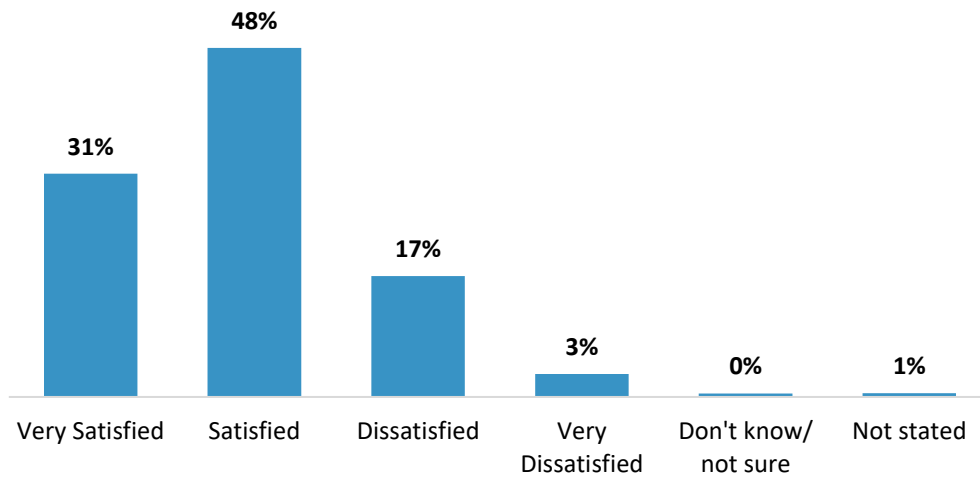


	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
28b. Satisfaction with:								
Your base salary								
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
Very Satisfied	27%	454	52%	28%	18%	13%	11%	\$132,588
Satisfied	48%	816	37%	51%	50%	46%	62%	\$106,759
Dissatisfied	19%	315	6%	15%	25%	31%	22%	\$91,016
Very Dissatisfied	5%	90	3%	5%	7%	8%	4%	\$88,778
Don't know/ not sure	1%	13	2%	0%	1%	1%	0%	\$72,692
Not stated	0%	7	0%	1%	0%	1%	0%	\$85,714
SATISFIED (NET)	75%	1270	89%	79%	68%	60%	73%	\$115,992
DISSATISFIED (NET)	24%	405	9%	20%	31%	39%	27%	\$90,519

Satisfaction with Your Work/Life Balance

Seventy-nine percent of respondents are very satisfied or satisfied with their work/life balance (31% are very satisfied). Those who make a higher average salary and are in more senior positions are more dissatisfied with their work/life balance.

Satisfaction with: Your Work/life Balance

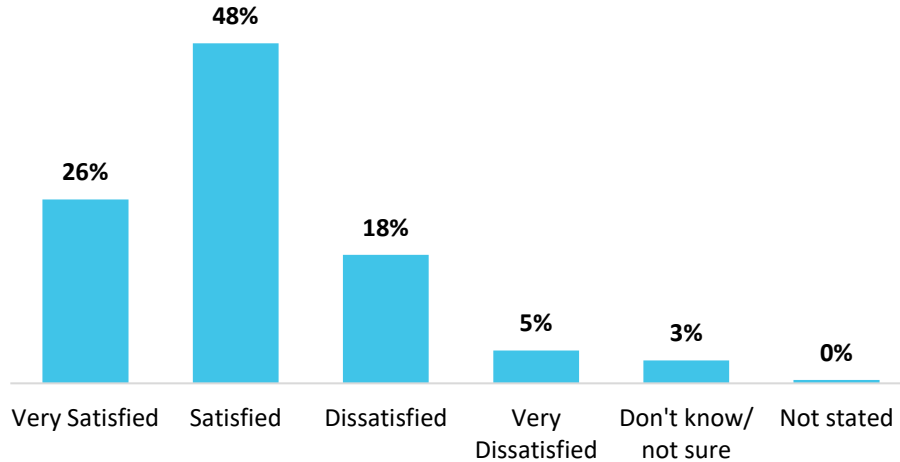


	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
28c. Satisfaction with: Your work/life balance								
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
Very Satisfied	31%	523	35%	29%	30%	30%	53%	\$109,637
Satisfied	48%	818	42%	50%	49%	52%	36%	\$107,855
Dissatisfied	17%	283	20%	17%	15%	14%	11%	\$114,240
Very Dissatisfied	3%	54	4%	3%	3%	3%	0%	\$111,852
Don't know/ not sure	0%	8	0%	0%	1%	1%	0%	\$92,500
Not stated	1%	9	0%	1%	1%	1%	0%	\$93,333
SATISFIED (NET)	79%	1341	77%	79%	80%	82%	89%	\$108,550
DISSATISFIED (NET)	20%	337	23%	20%	18%	17%	11%	\$113,858

Satisfaction with the Performance Recognition You Receive

Approximately three-quarters of respondents (74%) are very satisfied or satisfied with the performance recognition that they receive (26% are very satisfied).

Satisfaction with: Performance Recognition You Receive

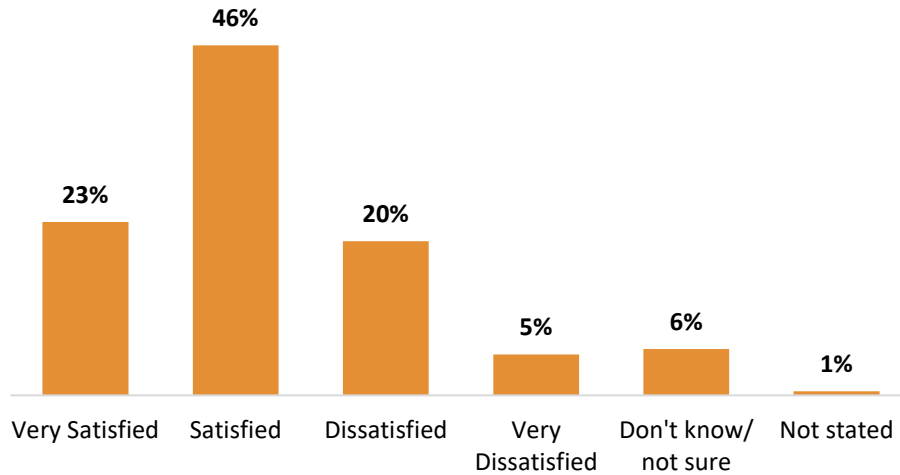


	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
Satisfaction with:								
Performance Recognition you Receive								
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
Very Satisfied	26%	438	39%	24%	21%	23%	49%	\$118,276
Satisfied	48%	810	44%	49%	49%	49%	33%	\$107,512
Dissatisfied	18%	306	10%	20%	22%	15%	7%	\$107,745
Very Dissatisfied	5%	78	3%	4%	6%	6%	2%	\$93,205
Don't know/ not sure	3%	55	4%	3%	2%	6%	9%	\$102,273
Not stated	0%	8	0%	1%	0%	1%	0%	\$95,000
SATISFIED (NET)	74%	1248	83%	72%	70%	73%	82%	\$111,290
DISSATISFIED (NET)	23%	384	13%	24%	28%	21%	9%	\$104,792

Satisfaction with Your Opportunity for Advancement

Over two-thirds of respondents (68%) are very satisfied or satisfied with the opportunity for advancement (23% are very satisfied). The small sample of entry level respondents appear to be satisfied (78%) with their opportunities for advancement.

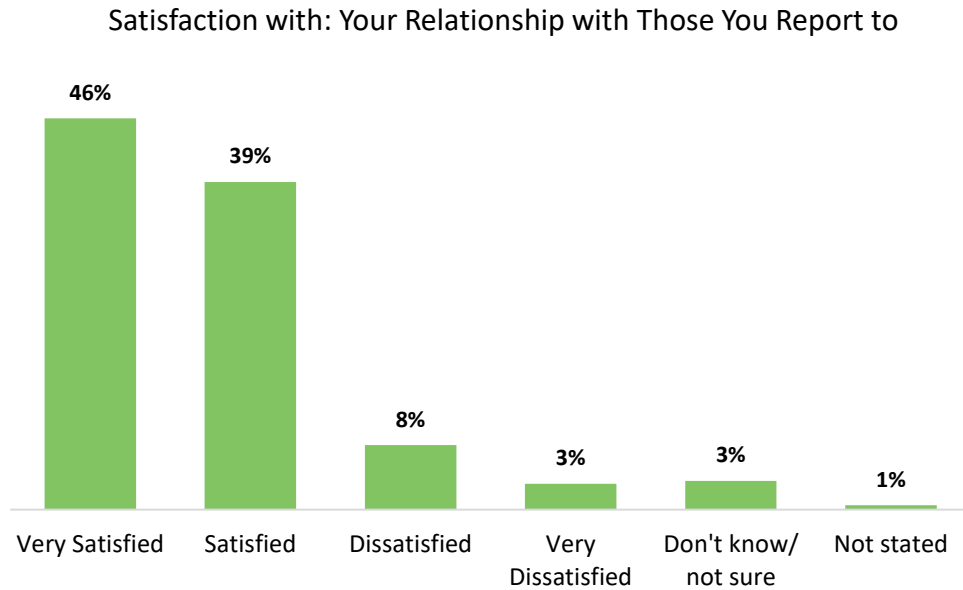
Satisfaction with: Your Opportunity for Advancement



	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
Satisfaction with: Your opportunity for advancement								
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
Very Satisfied	23%	382	38%	20%	18%	20%	33%	\$121,283
Satisfied	46%	772	45%	48%	42%	47%	44%	\$110,181
Dissatisfied	20%	340	4%	21%	30%	20%	9%	\$100,412
Very Dissatisfied	5%	90	1%	6%	7%	5%	0%	\$94,389
Don't know/ not sure	6%	102	10%	5%	4%	9%	13%	\$103,284
Not stated	1%	9	1%	0%	0%	1%	0%	\$106,111
SATISFIED (NET)	68%	1154	83%	68%	59%	67%	78%	\$113,856
DISSATISFIED (NET)	25%	430	6%	27%	36%	24%	9%	\$99,151

Satisfaction with Your Relationship with Those You Report To

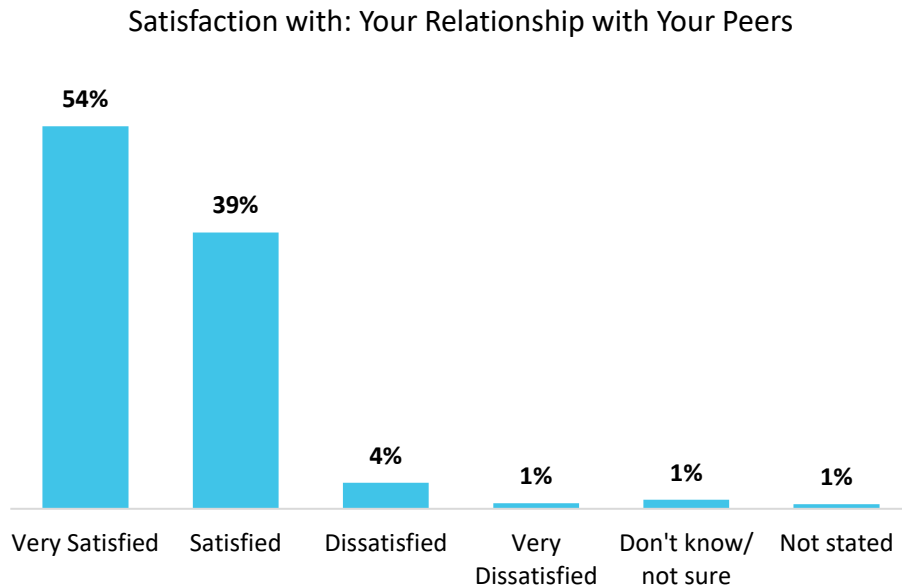
Eighty-five percent of respondents (85%) are very satisfied or satisfied with their relationship with those they report to (46% are very satisfied).



	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
Satisfaction with: Your relationship with those you report to								
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
Very Satisfied	46%	787	49%	45%	44%	51%	51%	\$110,184
Satisfied	39%	659	31%	42%	42%	35%	38%	\$108,513
Dissatisfied	8%	130	7%	8%	8%	7%	7%	\$111,462
Very Dissatisfied	3%	52	1%	3%	4%	5%	0%	\$90,865
Don't know/ not sure	3%	58	11%	2%	2%	2%	4%	\$122,759
Not stated	1%	9	1%	0%	0%	1%	0%	\$106,111
SATISFIED (NET)	85%	1446	80%	87%	85%	86%	89%	\$109,423
DISSATISFIED (NET)	11%	182	8%	11%	12%	12%	7%	\$105,577

Satisfaction with Your Relationship with Your Peers

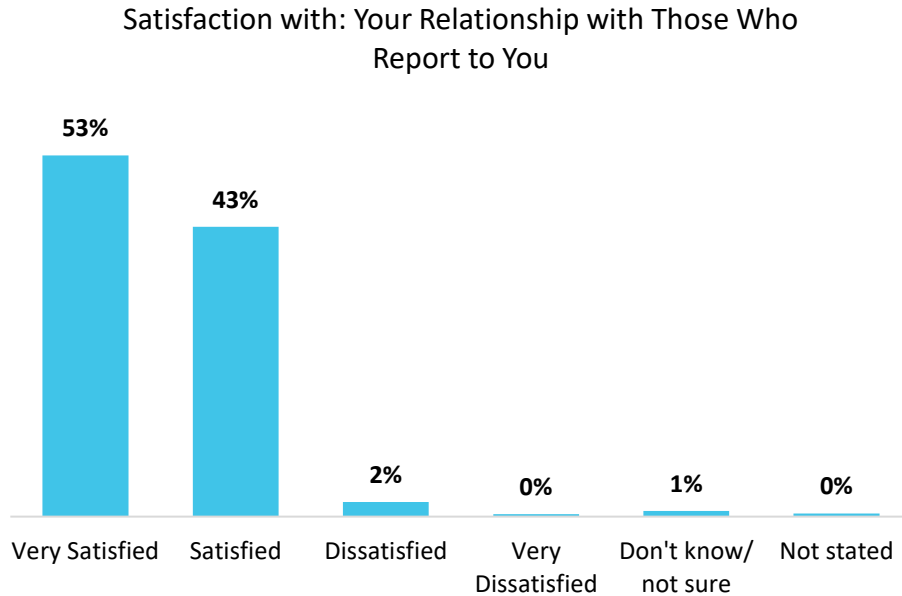
Ninety-four percent of respondents (94%) are very satisfied or satisfied with their relationship with their peers (54% are very satisfied).



	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
Satisfaction with: Your relationship with your peers								
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
Very Satisfied	54%	921	62%	51%	52%	58%	67%	\$110,364
Satisfied	39%	665	31%	43%	41%	34%	29%	\$109,541
Dissatisfied	4%	63	3%	4%	4%	6%	4%	\$99,365
Very Dissatisfied	1%	13	1%	0%	1%	1%	0%	\$100,000
Don't know/ not sure	1%	22	1%	2%	1%	1%	0%	\$105,682
Not stated	1%	11	1%	0%	0%	1%	0%	\$103,636
SATISFIED (NET)	94%	1586	93%	94%	93%	92%	96%	\$110,019
DISSATISFIED (NET)	4%	76	4%	4%	5%	6%	4%	\$99,474

Satisfaction with Your Relationship with Those Who Report to You

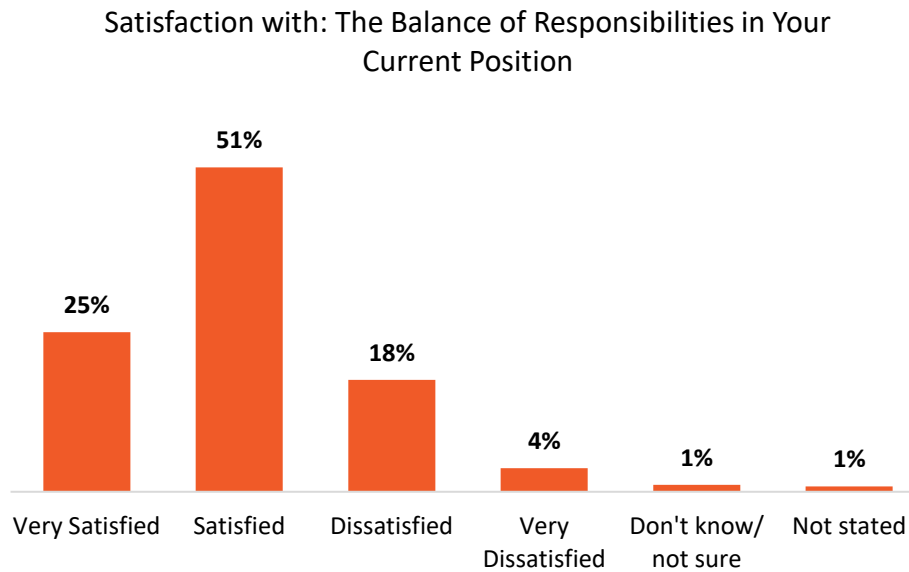
Ninety-six percent of respondents (96%) are very satisfied or satisfied with the relationship with those who report to them (53% are very satisfied).



	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
Satisfaction with: Your relationship with those who report to you								
TOTAL RESPONDENTS (Those with reports)	827	827	227	417	146	20	2	\$129,250
Very Satisfied	53%	441	62%	52%	45%	45%	0%	\$133,141
Satisfied	43%	354	34%	44%	50%	55%	50%	\$125,494
Dissatisfied	2%	18	2%	2%	3%	0%	50%	\$118,889
Very Dissatisfied	0%	3	1%	0%	0%	0%	0%	\$120,000
SATISFIED (NET)	96%	795	96%	97%	95%	100%	50%	\$129,736
DISSATISFIED (NET)	3%	21	3%	2%	3%	0%	50%	\$119,048

Satisfaction with The Balance of Responsibilities in Your Current Position

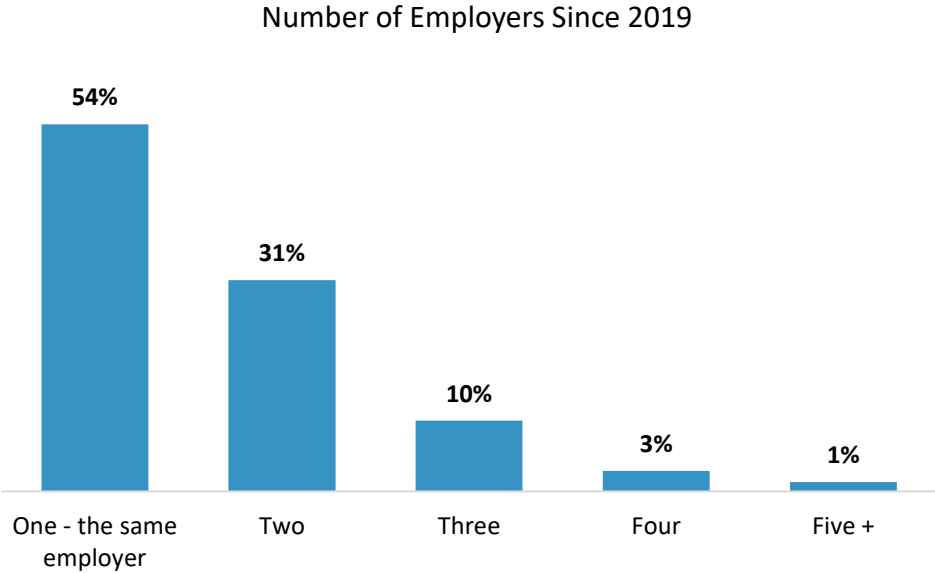
Seventy-seven percent of respondents (77%) are very satisfied or satisfied with the balance of responsibilities in their current position (25% are very satisfied). Executives/principals and entry level respondents display the highest levels of satisfaction on this dimension. With respect to the balance of responsibilities, satisfaction in 2023 has dropped from 2019 (81%).



	TOTAL			Employment Level				Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
Satisfaction with: The balance of responsibilities in your current position								
TOTAL RESPONDENTS	1695	1695	271	672	488	198	45	\$109,449
Very Satisfied	25%	428	44%	24%	18%	21%	38%	\$118,750
Satisfied	51%	871	43%	50%	57%	56%	49%	\$107,101
Dissatisfied	18%	300	9%	21%	18%	19%	13%	\$104,083
Very Dissatisfied	4%	63	3%	4%	5%	2%	0%	\$101,905
Don't know/ not sure	1%	19	1%	1%	1%	2%	0%	\$115,526
Not stated	1%	14	1%	1%	0%	1%	0%	\$111,786
SATISFIED (NET)	77%	1299	86%	74%	75%	77%	87%	\$110,939
DISSATISFIED (NET)	21%	363	12%	24%	23%	20%	13%	\$103,705

Number of Employers Since 2019

A little over half of respondents (54%) have been with the same employer since 2019. Forty-six percent (46%) have been with more than one employer (31% have been with two).

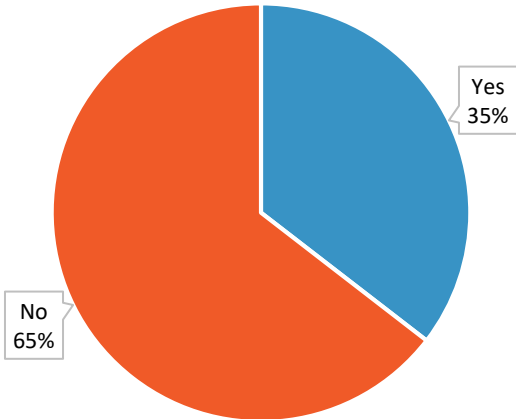


TOTAL			
	%	N	Avg. Salary
Number of employers since 2019			
TOTAL RESPONDENTS	1695	1695	\$109,448
1 - the same employer	54%	913	\$116,670
2	31%	526	\$104,373
3	10%	176	\$96,733
4	3%	51	\$86,961
5+	1%	23	\$82,826
More than 1 (NET)	46%	776	\$100,857

Changed Positions in The Last 12 to 18 Months

Just over a third of respondents (35%) have changed positions in the last 12 to 18 months, while two-thirds (64%) have not.

Changed positions in the last 12 to 18 months

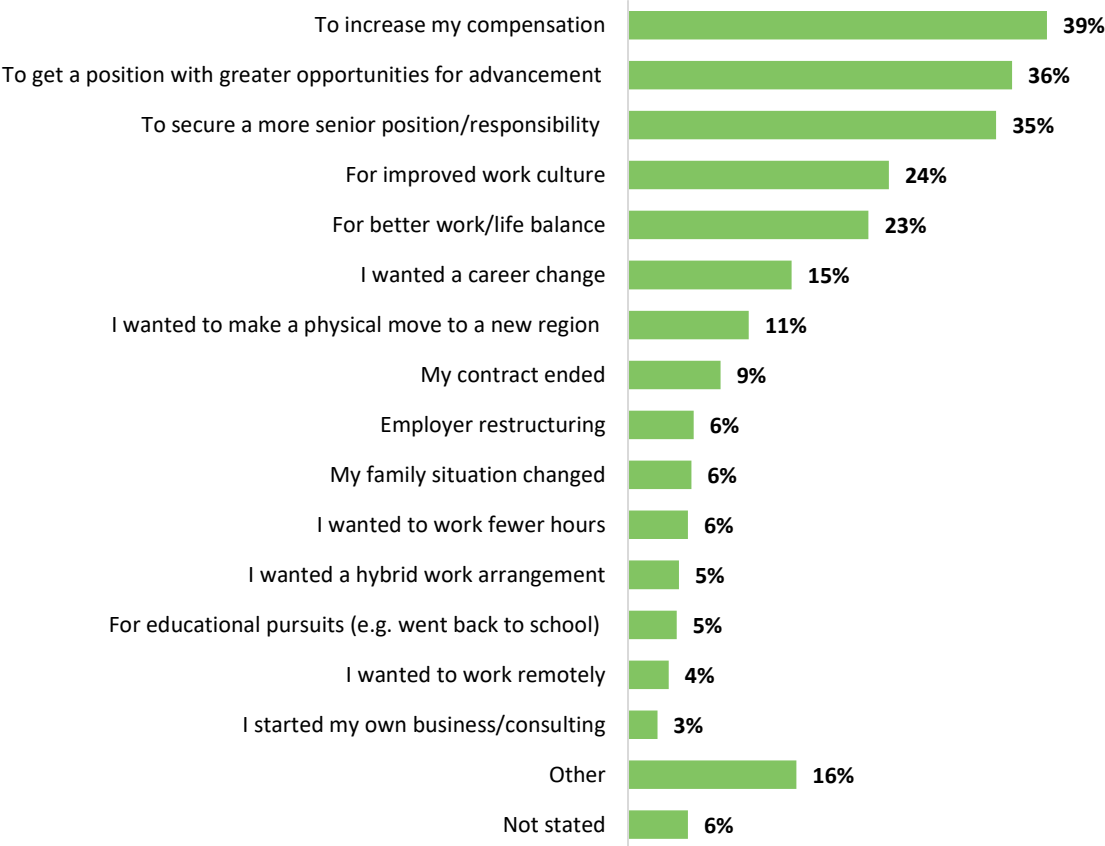


	TOTAL		
	%	N	Avg. Salary
Changed positions in the last 12 to 18 months			
TOTAL RESPONDENTS	1695	1695	\$109,448
Yes	35%	599	\$102,579
No	64%	1090	\$113,330

Reason for Change

Respondents’ top three reasons for changing positions in the last 12 to 18 months are to increase their compensation (39%), to get a position with greater opportunities for advancement (36%), and to secure a more senior position/responsibility (35%).

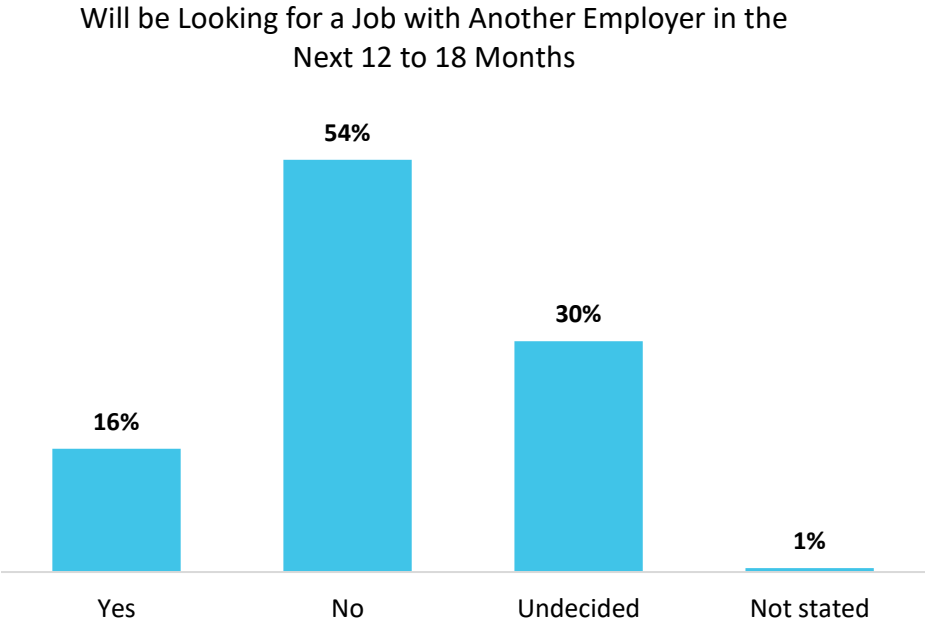
Reason for change (2+ employers since 2019 or changed positions in the last 12 to 18 months)



	TOTAL		
	%	N	Avg. Salary
<i>Reason for change (2+ employers since 2019 or changed positions in the last 12 to 18 months)</i>			
TOTAL RESPONDENTS	945	945	\$102,265
<i>To increase my compensation</i>	39%	371	\$103,315
<i>To get a position with greater opportunities for advancement</i>	36%	340	\$103,412
<i>To secure a more senior position/responsibility</i>	35%	326	\$109,095
<i>For improved work culture</i>	24%	231	\$103,225
<i>For better work/life balance</i>	23%	213	\$101,150
<i>I wanted a career change</i>	15%	145	\$99,207
<i>I wanted to make a physical move to a new region</i>	11%	107	\$93,505
<i>My contract ended</i>	9%	82	\$76,341
<i>Employer restructuring</i>	6%	58	\$105,431
<i>My family situation changed</i>	6%	56	\$95,536
<i>I wanted to work fewer hours</i>	6%	53	\$98,208
<i>I wanted a hybrid work arrangement</i>	5%	45	\$104,333
<i>For educational pursuits (e.g. went back to school)</i>	5%	43	\$73,953
<i>I wanted to work remotely</i>	4%	36	\$97,500
<i>I started my own business/consulting</i>	3%	26	\$120,192
<i>Other</i>	16%	149	\$100,973
<i>Not stated</i>	6%	53	\$97,075

Whether You Will Be Looking for A Job with Another Employer in The Next 12 To 18 Months

Sixteen percent of respondents will be looking for a job with another employer in the next 12 to 18 months. Over half of respondents (54%) are not planning to look for a job with another employer in the next 12 to 18 months, while 30% are undecided.

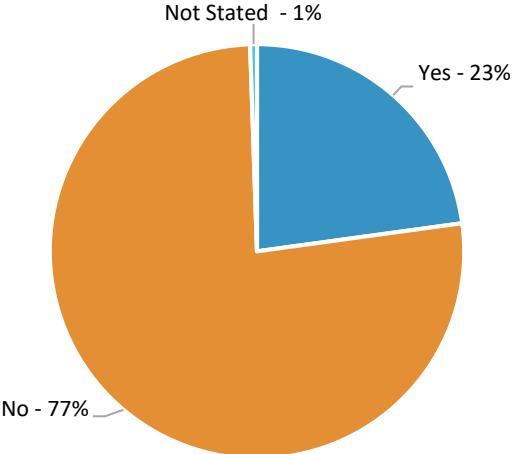


TOTAL			
	%	N	Avg. Salary
<i>Will be looking for a job with another employer in the next 12 to 18 months</i>			
<i>TOTAL RESPONDENTS</i>	16%	271	\$96,218
<i>Yes</i>	16%	271	\$96,218
<i>No</i>	54%	907	\$115,744
<i>Undecided</i>	30%	508	\$105,591

Career Intentions and/or Plans Have Changed Since the Pandemic

Over three-quarters of respondents (77%) state that their career intentions and/or plans have not changed since the pandemic.

Career Intentions and/or Plans have Changed Since the Pandemic

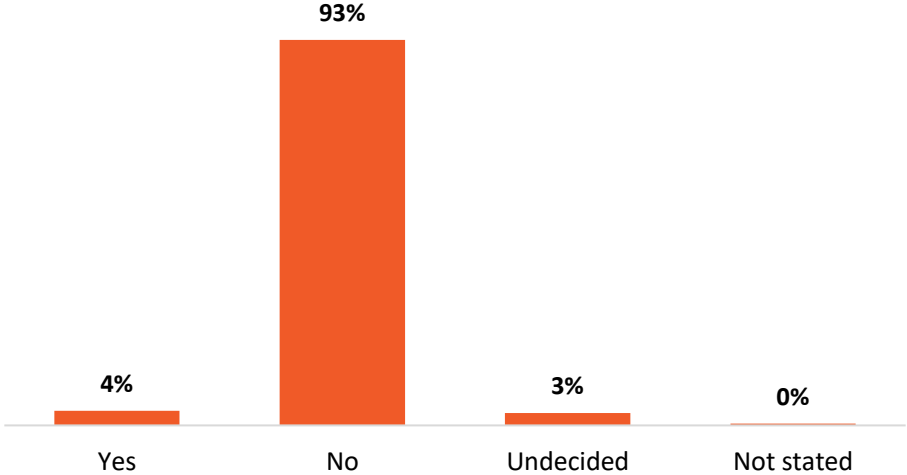


	TOTAL		
	%	N	Avg. Salary
<i>Career intentions and/or plans have changed since the pandemic</i>			
TOTAL RESPONDENTS	1695	1695	\$109,448
Yes	23%	387	\$104,393
No	77%	1299	\$110,978
Not stated	1%	9	\$106,111

Retirement Intentions Within the Next 12 to 18 Months

The great majority of respondents (93%) do not intend to retire in the next 12 to 18 months. Four percent intend to retire, while 3% are undecided. The average salary of each group of respondents is reflective of their stage in their career earning cycle.

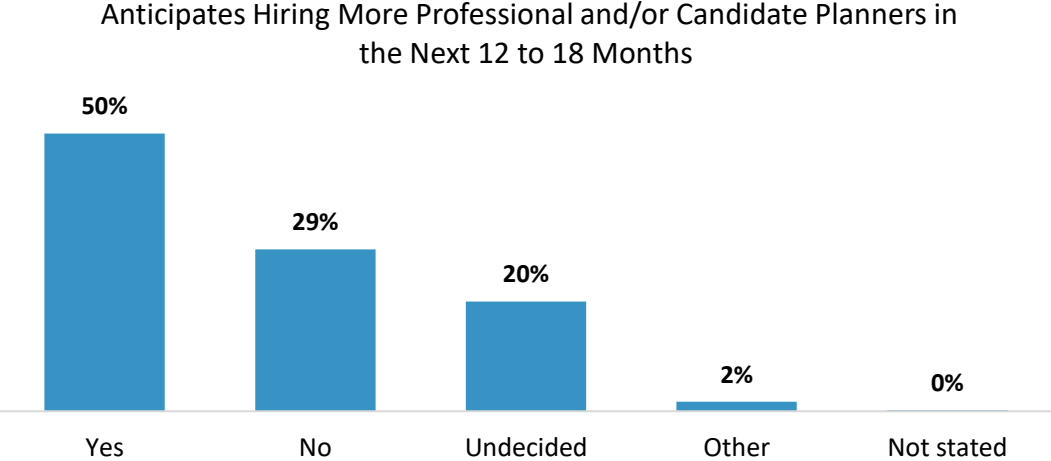
Intend to Retire Within the Next 12 to 18 Months



TOTAL			
	%	N	Avg. Salary
<i>Intend to retire within the next 12 to 18 months</i>			
<i>TOTAL RESPONDENTS</i>	1695	1695	\$109,448
<i>Yes</i>	4%	60	\$136,750
<i>No</i>	93%	1577	\$108,209
<i>Undecided</i>	3%	51	\$118,529
<i>Not stated</i>	0%	7	\$88,571

Anticipates Hiring More Professional and/or Candidate Planners in The Next 12 to 18 Months

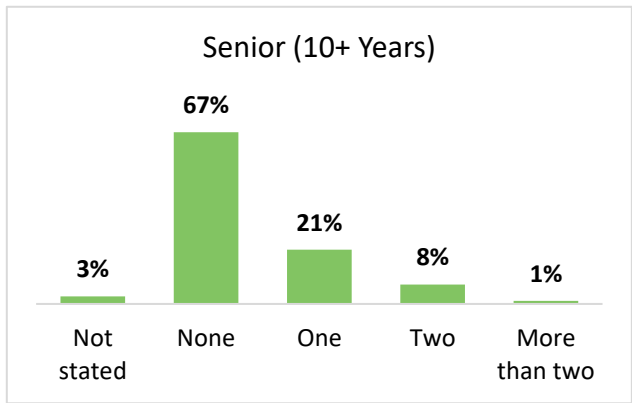
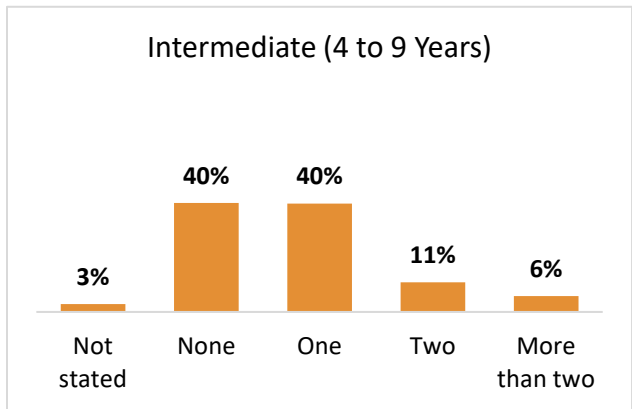
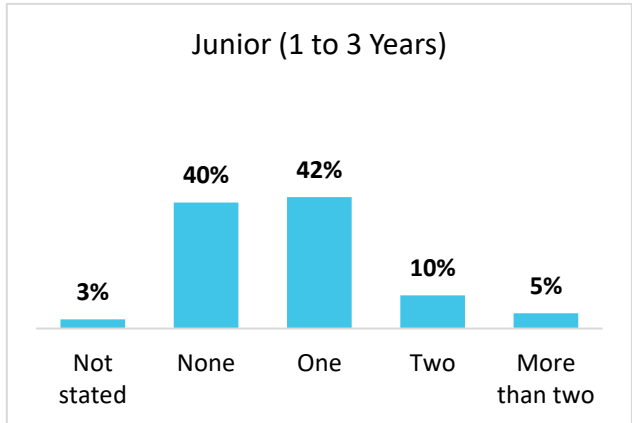
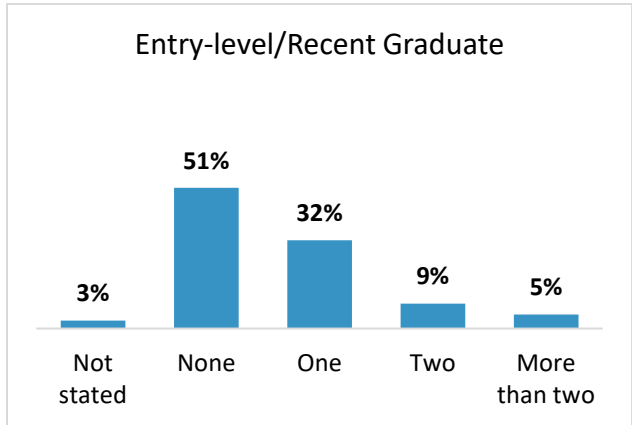
Half of respondents (50%) anticipate hiring more professional and/or candidate planners in the next 12 to 18 months. Anticipated hiring rates were reported highest levels in Ontario (53%), BC (51%), Quebec (50%), and Alberta (49%). Lower rates are anticipated in Atlantic Canada (43%), Manitoba (39%), and Saskatchewan (27%).



	TOTAL		Province					
	%	BC	AB	SK	MB	ON	QC	ATL
Anticipates hiring more planners								
TOTAL RESPONDENTS	827	181	78	51	36	393	34	47
Yes	50%	51%	49%	27%	39%	53%	50%	43%
No	29%	27%	27%	43%	22%	30%	32%	26%
Undecided	20%	20%	24%	25%	33%	16%	18%	28%
Other	2%	2%	0%	4%	6%	1%	0%	4%

Number of Anticipated Positions

Among survey respondents, anticipated hiring appears to be focused more on the hiring of junior to intermediate staff. Additional salary details will be found on the subsequent table



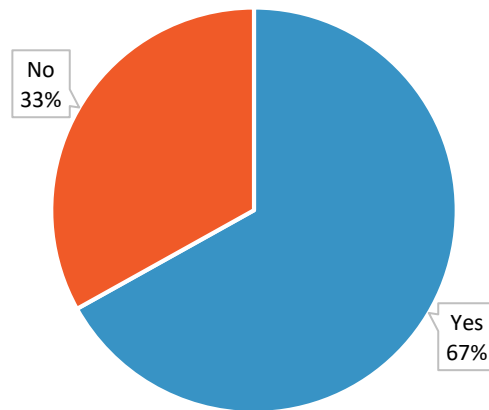
When it comes to hiring **at all**, organizations in BC anticipate hiring above the national rate at the Junior, Intermediate, and Senior levels. However, looking at the **number of positions** being created, firms in Ontario plan to hire above the national rate in the same three levels: Junior, Intermediate, and Senior.

	TOTAL	Province						
	%	BC	AB	SK	MB	ON	QC	ATL
Number of anticipated positions								
TOTAL RESPONDENTS	410	92	38	14	14	208	17	20
Hiring any at this level								
<i>Entry-level/recent graduate</i>	51%	45%	45%	36%	43%	55%	71%	50%
<i>Junior (1 to 3 years)</i>	40%	53%	47%	21%	36%	33%	47%	50%
<i>Intermediate (4 to 9 years)</i>	40%	48%	32%	64%	71%	34%	29%	65%
<i>Senior (10+ years)</i>	67%	75%	71%	86%	93%	59%	53%	90%
Mean # of positions anticipated								
<i>Entry-level/recent graduate</i>	0.74	0.71	1.09	0.71	0.71	0.71	0.53	0.70
<i>Junior (1 to 3 years)</i>	0.82	0.56	0.74	0.86	0.79	0.95	0.88	0.70
<i>Intermediate (4 to 9 years)</i>	0.86	0.67	1.11	0.57	0.50	0.99	0.94	0.45
<i>Senior (10+ years)</i>	0.43	0.31	0.26	0.21	0.07	0.53	1.12	0.15

Had Planning-Related Job Vacancies in the Last 12 Months

Two-thirds of respondents (67%) reported that their firms had planning-related job vacancies in the last 12 months. The highest rate was reported in Alberta (73%).

Had Planning-related Job Vacancies in the Last 12 Months

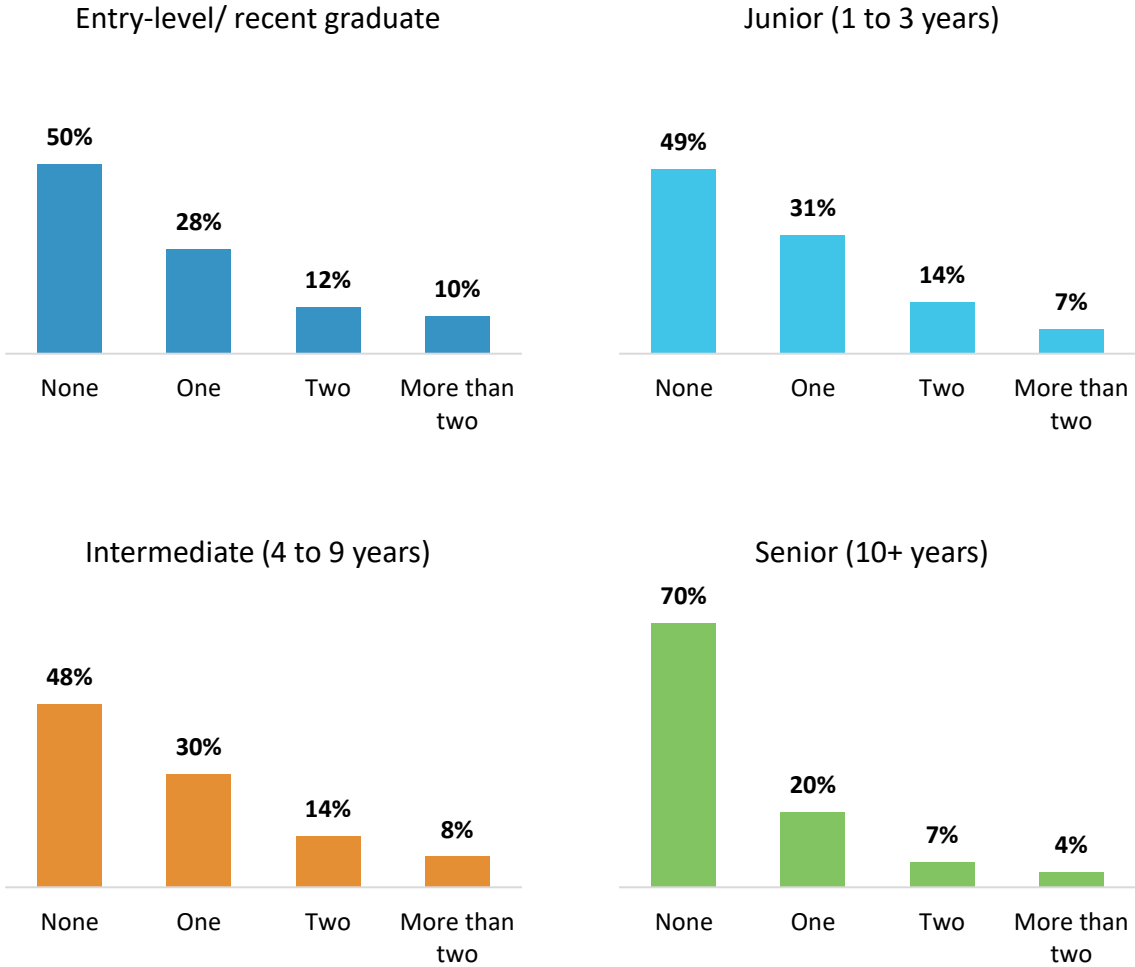


	TOTAL		
	%	N	Av. Salary
<i>Had planning-related job vacancies in the last 12 months</i>			
<i>TOTAL RESPONDENTS</i>	67%	827	\$129,250
Yes	67%	552	\$131,132
No	33%	273	\$125,311
Not stated	0%	2	\$147,500

	TOTAL	Province						
	%	BC	AB	SK	MB	ON	QC	ATL
<i>Had planning vacancies</i>								
<i>TOTAL RESPONDENTS</i>	827	181	78	51	36	393	34	47
Yes	67%	73%	77%	51%	47%	66%	53%	70%
No	33%	27%	23%	49%	53%	33%	47%	30%
Not stated	0%	0%	0%	0%	0%	1%	0%	0%

Number of Planning Positions Opened

Over the *past* year, in total, survey respondents reported hiring rates that were very close across the entry-level, junior, and intermediate levels (all close to 50%). Fewer respondents reported hiring any at the senior level (30% in total).

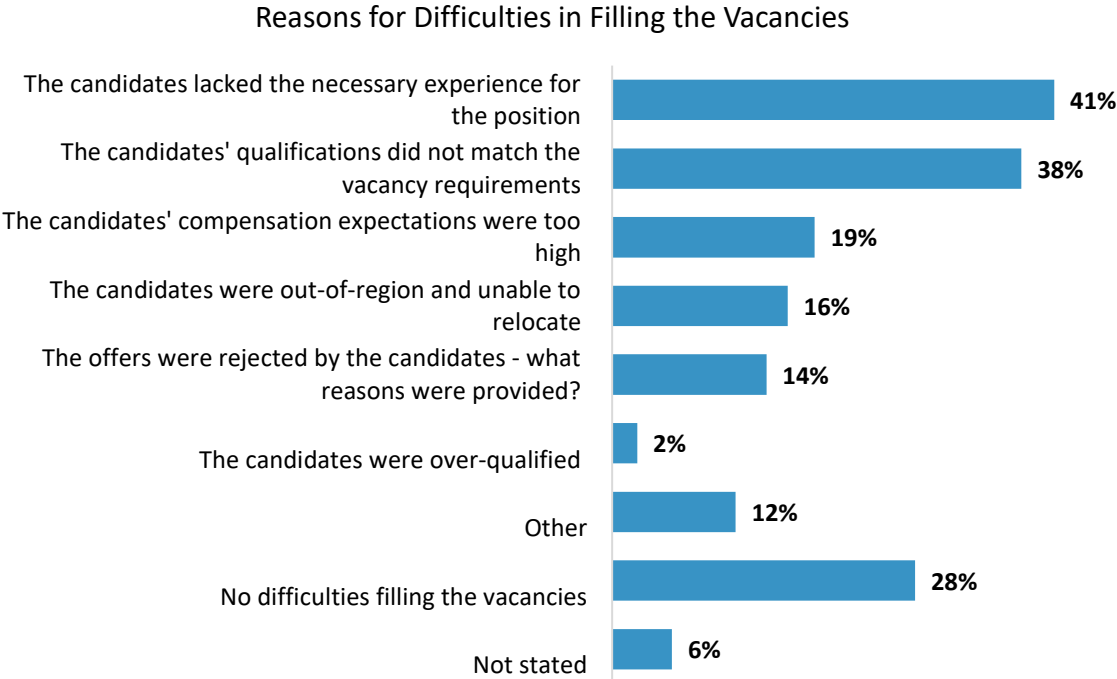


Respondents from Ontario (a robust N=250) reported hiring planners in numbers that met or outpaced the national average rates in both hiring **at all** as well as the **number of positions** created, across all experience levels.

	TOTAL	Province						
	%	BC	AB	SK	MB	ON	QC	ATL
Number of positions opened								
TOTAL RESPONDENTS	531	127	59	24	17	250	16	32
Hired any at this level								
<i>Entry-level/recent graduate</i>	50%	54%	42%	54%	59%	50%	44%	47%
<i>Junior (1 to 3 years)</i>	51%	51%	51%	25%	35%	56%	31%	56%
<i>Intermediate (4 to 9 years)</i>	52%	46%	49%	42%	35%	58%	56%	44%
<i>Senior (10+ years)</i>	30%	25%	32%	17%	12%	36%	19%	25%
Mean # of positions anticipated								
<i>Entry-level/recent graduate</i>	0.92	0.89	0.81	1.21	1.00	0.98	0.50	0.78
<i>Junior (1 to 3 years)</i>	0.85	0.78	0.93	0.33	0.53	0.97	0.31	0.94
<i>Intermediate (4 to 9 years)</i>	0.88	0.64	0.90	0.67	0.53	1.08	0.75	0.66
<i>Senior (10+ years)</i>	0.47	0.34	0.56	0.17	0.18	0.61	0.31	0.31

Reasons for Difficulties in Filling the Vacancies

The top three reasons given by respondents for difficulties in filling vacancies were candidates lacking the necessary experience (41%), a poor fit with candidate qualifications (38%), and unrealistic compensation expectations by the candidate (19%).

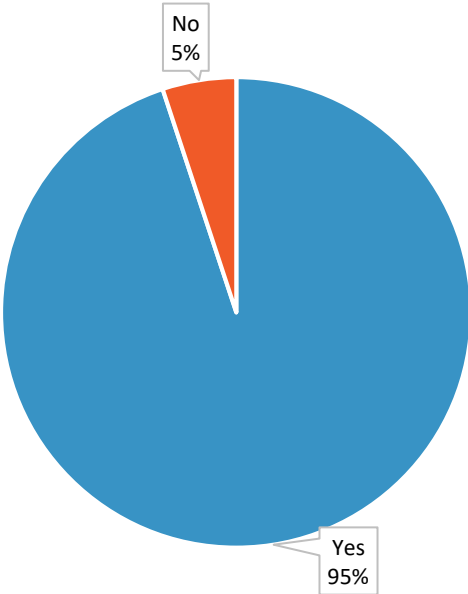


Benefits

Organization Offers Benefits to Employees

Ninety-five percent (95%) of respondents state that their organization offers benefits to employees.

Organization Offers Benefits to Employees

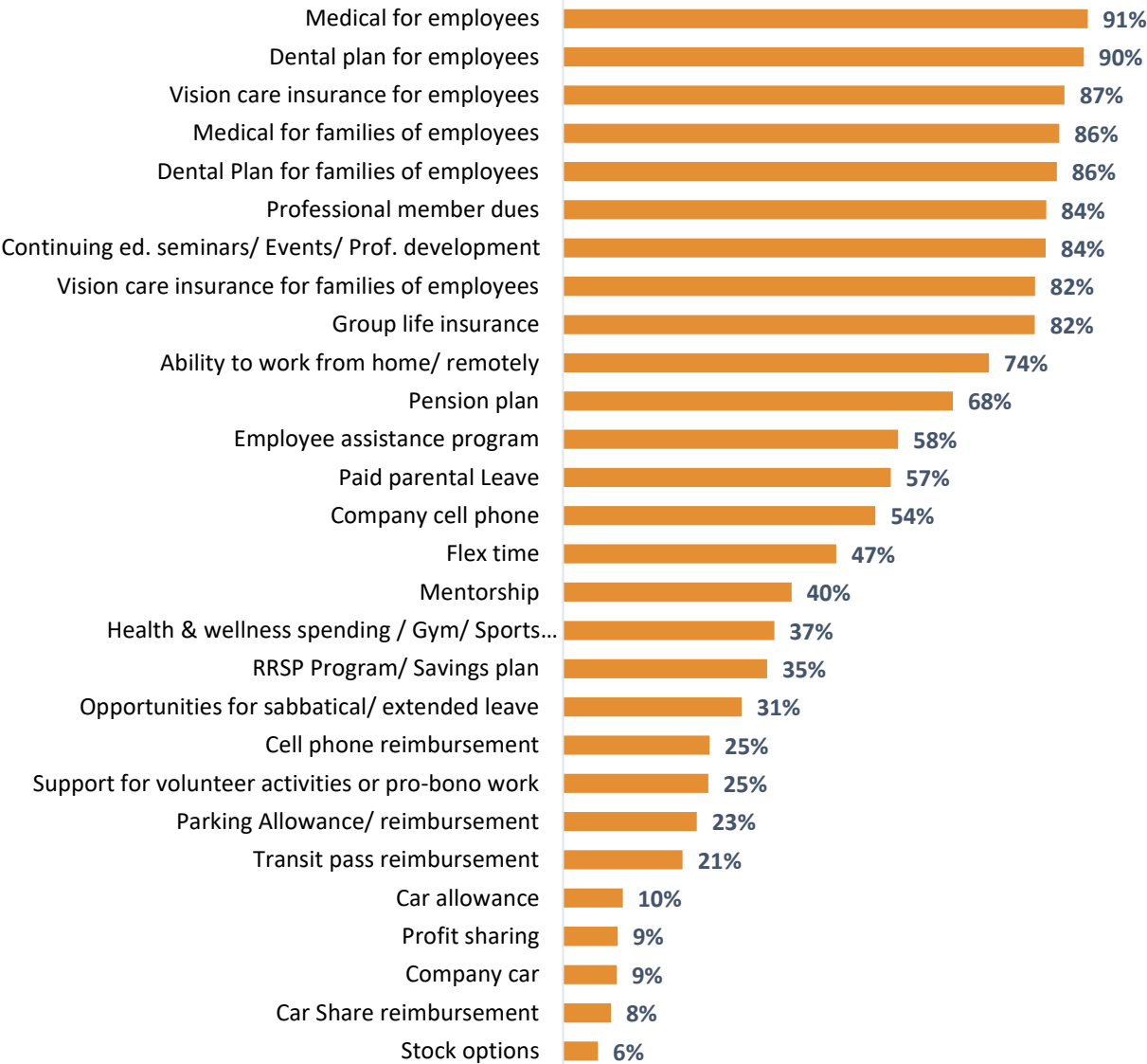


	TOTAL		
	%	N	Av. Salary
Organization offers benefits to employees			
TOTAL RESPONDENTS	1695	1695	\$109,449
Yes	95%	1608	\$109,543
No	5%	86	\$106,047
Not stated	0%	1	\$250,000

Benefits Provided by Employer

This chart ranks the benefits offered by employers. Medical and dental plans are the most frequently offered.

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. That is, the *variation from the total percentage*. For example, “Ability to work from home/remotely” under the Intermediate heading shows **6%**, meaning that that approximately 80% (74% + 6%) of intermediate level respondents said that this was offered by their firm. Any variation of +5% or higher is shown in **orange**.

	Total %	Total N	Exec./ Principal	Senior	Inter- mediate	Junior	Entry Level	Mean
TOTAL RESPONDENTS	1623	1623	260	650	463	188	42	\$109,507
Medical for employees	91%	1478	-9%	3%	3%	-3%	-10%	\$110,284
Dental Plan for employees	90%	1467	-10%	4%	3%	-3%	-12%	\$110,501
Vision care insurance for employees	87%	1413	-10%	3%	3%	-1%	-8%	\$110,280
Medical for families of employees	86%	1398	-8%	6%	2%	-8%	-12%	\$111,080
Dental Plan for families of employees	86%	1391	-7%	5%	3%	-9%	-21%	\$111,413
Professional Member Dues	84%	1361	-5%	3%	3%	-5%	-22%	\$111,102
Continuing Ed. Seminars/ Events/ Prof. Development	84%	1360	-4%	3%	1%	-5%	-20%	\$111,048
Vision care insurance for families of employees	82%	1330	-7%	5%	2%	-8%	-15%	\$111,459
Group Life insurance	82%	1329	-8%	3%	4%	-8%	-10%	\$110,734
Ability to work from home/remotely	74%	1200	-9%	1%	6%	-3%	-12%	\$110,604
Pension Plan	68%	1098	-20%	9%	5%	-11%	-13%	\$108,242
Employee assistance program	58%	944	-2%	11%	-5%	-21%	-18%	\$115,625
Paid Parental Leave	57%	923	-13%	1%	5%	3%	3%	\$109,610
Company cell phone	54%	880	16%	7%	-8%	-23%	-23%	\$121,119
Flex time	47%	770	-1%	2%	-1%	-4%	-5%	\$111,831
Mentorship	40%	644	5%	-4%	-2%	7%	10%	\$114,806
Health & Wellness Spending/ Gym/ Sports Contribution	37%	595	-4%	4%	-2%	-4%	4%	\$115,160
RRSP Program/ Savings Plan	35%	575	-9%	-4%	7%	7%	15%	\$106,774
Opportunities for sabbatical/ extended leave	31%	503	-8%	3%	1%	-3%	2%	\$110,308
Cell phone reimbursement	25%	413	10%	1%	-5%	-4%	-6%	\$121,259
Support for volunteer activities or pro-bono work	25%	409	7%	-3%	0%	1%	1%	\$114,914
Parking Allowance/ reimbursement	23%	377	11%	1%	-5%	-4%	-7%	\$123,050
Transit pass reimbursement	21%	337	-10%	1%	2%	6%	-6%	\$106,884
Car Allowance	10%	168	8%	0%	-4%	0%	-3%	\$125,625
Profit sharing	9%	154	8%	-2%	-2%	2%	-5%	\$128,831
Company Car	9%	151	-2%	-1%	1%	6%	3%	\$104,172
Car Share reimbursement	8%	135	-3%	-1%	1%	6%	-4%	\$108,667
Stock options	6%	98	1%	-2%	0%	2%	3%	\$117,194

Benefits Provided by Employer – Detail of Pay Sharing Level

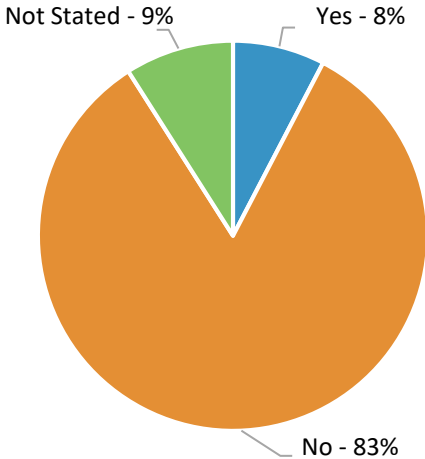
This table provides details on the benefits offered by employers i.e. the amount covered by the employer.

	Offered by Employer (NET)	Employer Pays All	Employer Pays More Than 50%	Employer Pays Half (50%)	Employer Pays Less Than 50%	Not stated
<i>Medical for employees</i>	91%	31%	41%	15%	4%	2%
<i>Dental Plan for employees</i>	90%	27%	45%	15%	3%	1%
<i>Vision care insurance for employees</i>	87%	22%	39%	16%	10%	2%
<i>Medical for families of employees</i>	86%	26%	40%	14%	5%	4%
<i>Dental Plan for families of employees</i>	86%	24%	42%	15%	5%	3%
<i>Professional Member Dues</i>	84%	79%	2%	2%	1%	1%
<i>Continuing Ed. Seminars/ Events/ Prof. Development</i>	84%	64%	11%	4%	5%	2%
<i>Vision care insurance for families of employees</i>	82%	20%	36%	15%	10%	4%
<i>Group Life insurance</i>	82%	28%	30%	18%	7%	4%
<i>Ability to work from home/remotely</i>	74%	58%	5%	5%	6%	5%
<i>Pension Plan</i>	68%	10%	17%	37%	4%	4%
<i>Employee assistance program</i>	58%	44%	7%	5%	2%	5%
<i>Paid Parental Leave</i>	57%	19%	20%	10%	8%	8%
<i>Company cell phone</i>	54%	50%	2%	1%	2%	2%
<i>Flex time</i>	47%	39%	4%	3%	2%	6%
<i>Mentorship</i>	40%	33%	3%	3%	1%	6%
<i>Health & Wellness Spending/ Gym/ Sports Contribution</i>	37%	13%	6%	7%	12%	5%
<i>RRSP Program/ Savings Plan</i>	35%	4%	7%	18%	6%	5%
<i>Opportunities for sabbatical/ extended leave</i>	31%	11%	5%	5%	11%	7%
<i>Cell phone reimbursement</i>	25%	16%	3%	3%	4%	4%
<i>Support for volunteer activities or pro-bono work</i>	25%	17%	3%	3%	3%	6%
<i>Parking Allowance/ reimbursement</i>	23%	19%	2%	1%	2%	3%
<i>Transit pass reimbursement</i>	21%	8%	2%	4%	6%	4%
<i>Car Allowance</i>	10%	7%	1%	1%	1%	3%
<i>Profit sharing</i>	9%	4%	1%	1%	3%	4%
<i>Company Car</i>	9%	9%	0%	0%	0%	3%
<i>Car Share reimbursement</i>	10%	9%	0%	0%	0%	4%
<i>Stock options</i>	7%	2%	1%	2%	3%	4%

Receives Other Benefits Not Listed Above

The majority of respondents (83%) report that they do not receive any other benefits other than those listed previously.

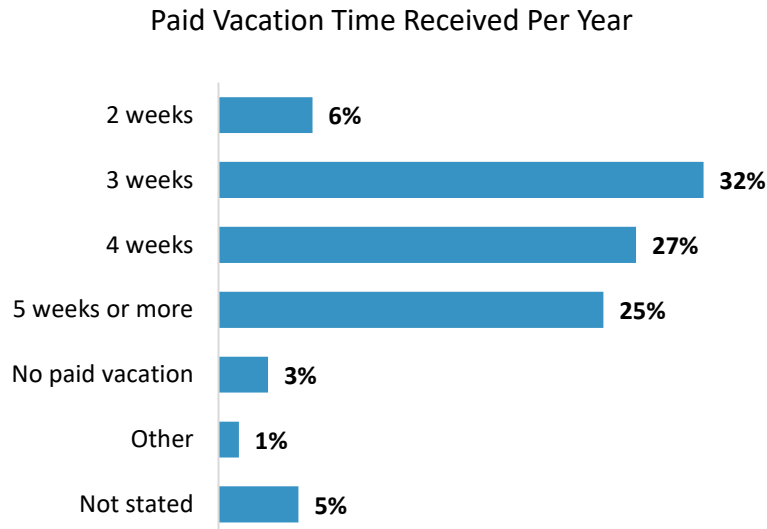
Receives Other Benefits Not Listed Above



	TOTAL		
	%	N	AVSAL
Receives other benefits not listed above			
TOTAL RESPONDENTS	1608	1608	\$109,543
Yes	8%	123	\$112,154
No	83%	1340	\$109,485
Not stated	9%	145	\$107,862

Paid Vacation Time Received Per Year

Over half of respondents (59%) report that they receive between 3 to 4 weeks of paid vacation per year. A quarter (25%) receive five weeks or more. As expected, vacation time increases with seniority.



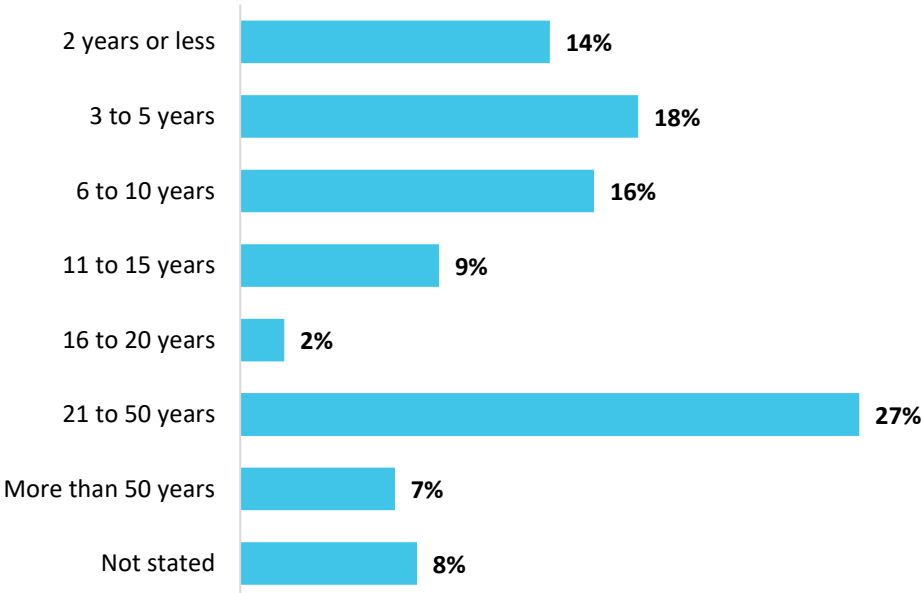
	TOTAL		Employment Level					Avg. Salary
	%	N	Exec./ Principal	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	1727	1727	271	672	488	198	45	\$109,449
2 weeks	6%	106	1%	2%	8%	23%	20%	\$77,877
3 weeks	32%	547	5%	19%	54%	60%	58%	\$91,435
4 weeks	27%	471	25%	38%	26%	6%	2%	\$117,240
5 weeks or more	25%	434	50%	38%	6%	3%	2%	\$134,551
No paid vacation	3%	56	9%	2%	1%	5%	9%	\$94,821
Other	1%	23	4%	0%	2%	1%	0%	\$87,609
Not stated	5%	90	5%	2%	4%	4%	9%	\$108,707

Business Profile

Number of Years that the Firm Has Been in Business (Self-Emp./Cons. Or Owner/Principal)

Respondents report that about a third of firms (34%) have been in business for 3 to 10 years, while another 11% report being in business for 11 to 20 years. A third (34%) report being in business for 21+ years or longer.

Number Of Years That Firm Has Been in Business (Self-Emp./Cons. Or Owner/Principal)

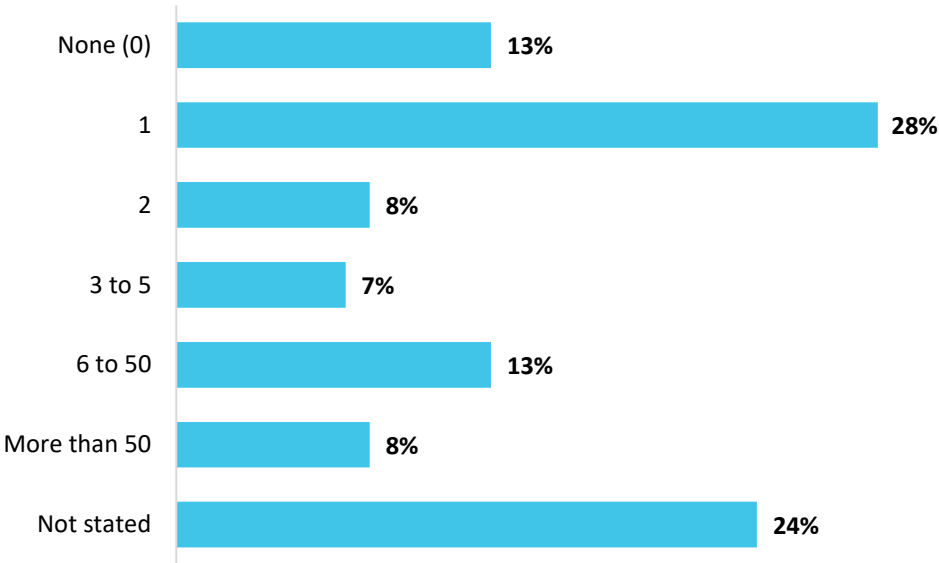


<i>Number of years that firm has been in business (Self-emp./Cons. or Owner/principal in Q20)</i>	TOTAL	
	%	N
TOTAL RESPONDENTS	102	102
<i>2 years or less</i>	14%	14
<i>3 to 5 years</i>	18%	18
<i>6 to 10 years</i>	16%	16
<i>11 to 15 years</i>	9%	9
<i>16 to 20 years</i>	2%	2
<i>21 to 50 years</i>	27%	28
<i>More than 50 years</i>	7%	7
<i>Not stated</i>	8%	8
Estimated average	20.3	20.3

Number of Full-Time Staff Employed as of Sep 1, 2023

Over a quarter of respondents (28%) report having one full-time staff member as of Sept. 1, 2023. Another 15% report having 2 to 5 staff, and 13% report having 6 to 50 staff. Eight percent of respondents report having more than 50 staff. The estimated average (26) is likely being pushed upwards by some larger staff numbers. There is a trend such that firms with larger staff pay larger base salaries.

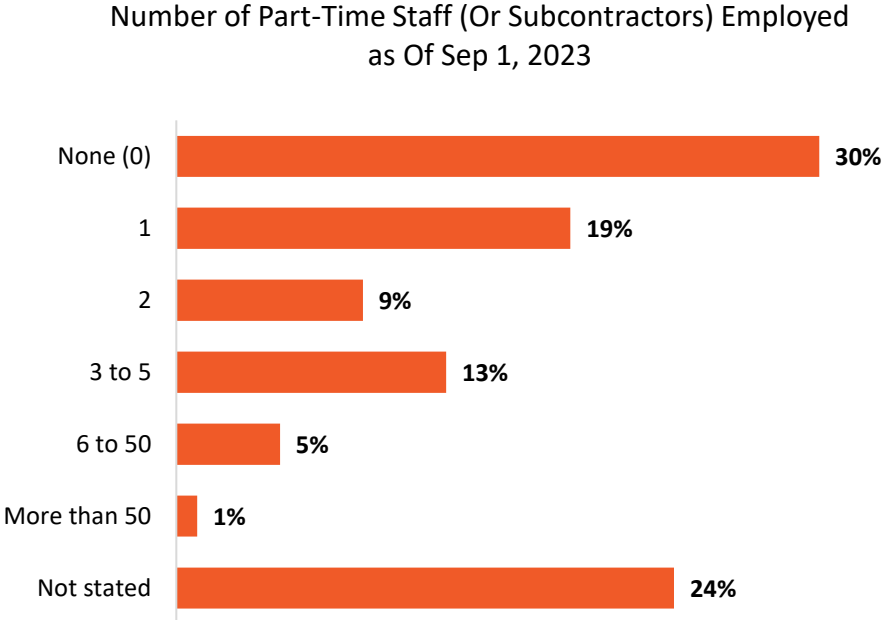
Number of Full-Time Staff Employed as Of Sep 1, 2023



	TOTAL	
	%	N
Number of full-time staff employed as of Sep 1, 2023 (Self-emp./Cons. or Owner/principal)		
TOTAL RESPONDENTS	102	102
None (0)	13%	13
1	28%	29
2	8%	8
3 to 5	7%	7
6 to 50	13%	13
More than 50	8%	8
Not stated	24%	24
Average	26.3	26.3

Number of Part-Time Staff (Or Subcontractors) Employed as Of Sep 1, 2023

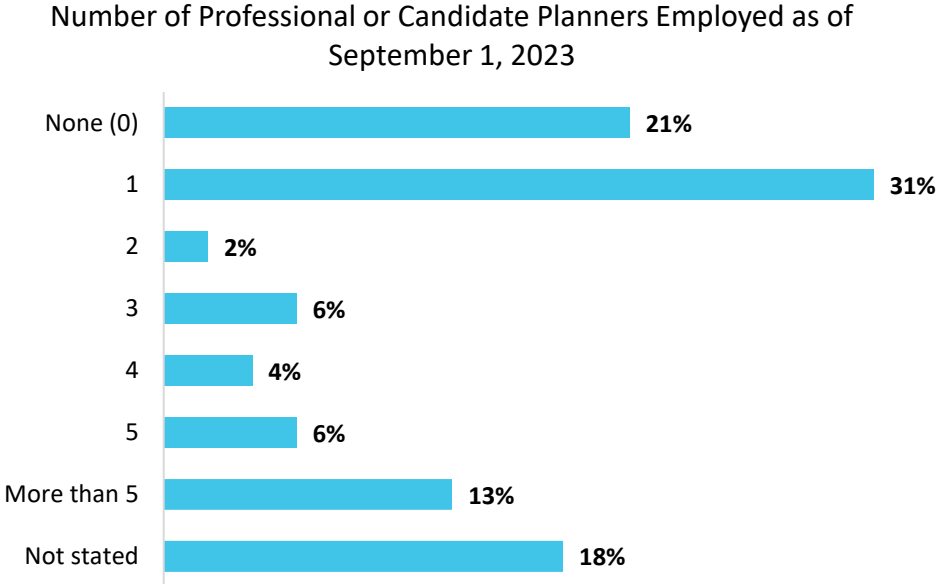
Almost a fifth of respondents (19%) report having one part-time staff member, while a little over a fifth (22%) report having 2 to 5 part-time staff. Another 6% report having 6 or more. Thirty percent report having none.



	TOTAL	
	%	N
<i>Number of part-time staff (or subcontractors) employed as of Sep 1, 2023 (Self-emp./Cons. or Owner/principal)</i>		
TOTAL RESPONDENTS	102	102
<i>None (0)</i>	30%	31
<i>1</i>	19%	19
<i>2</i>	9%	9
<i>3 to 5</i>	13%	13
<i>6 to 50</i>	5%	5
<i>More than 50</i>	1%	1
<i>Not stated</i>	24%	24
Average	4.2	4.2

Number of Professional or Candidate Planners Employed as of Sep 1, 2023

Almost a third of respondents (31%) report one professional or candidate planner. Another 18% report having 2 to 5. Thirteen percent report having over 5 professional or candidate planners, while a fifth (21%) have none.

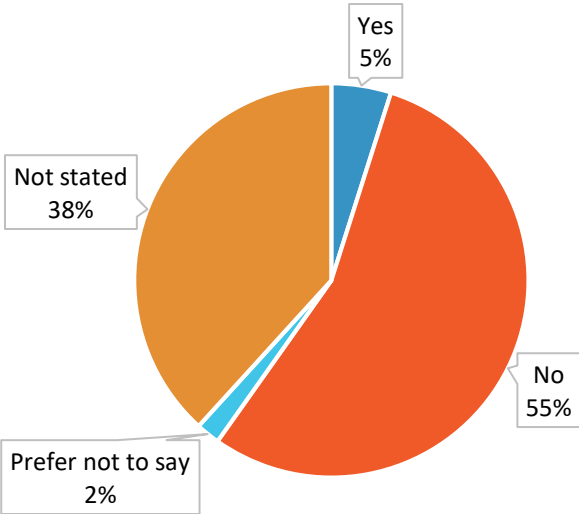


	TOTAL	
	%	N
<i>Number of professional and candidate planners employed as of Sep 1, 2023 (Self-emp./Cons. or Owner/principal)</i>		
TOTAL RESPONDENTS	102	102
None (0)	21%	21
1	31%	32
2	2%	2
3	6%	6
4	4%	4
5	6%	6
More than 5	13%	13
Not stated	18%	18
Average	4.4	4.4

Employs International Professional Planners

Just 5% of respondents state that they employ international professional planners.

Employs International Professional Planners

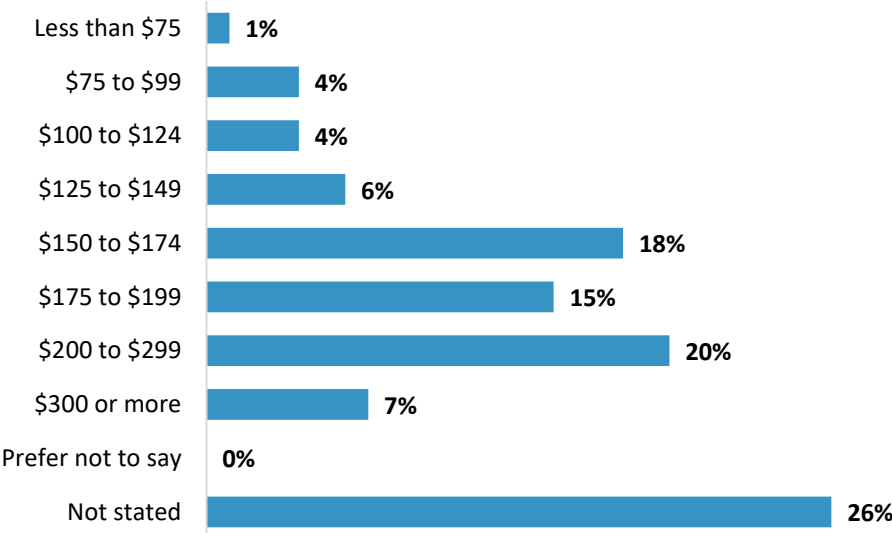


	TOTAL	
	%	N
<i>Employs any international professional planners</i>		
<i>TOTAL RESPONDENTS</i>	102	102
Yes	5%	5
No	55%	56
Prefer not to say	2%	2
Not stated	38%	39

Hourly Billing Rate in 2023 (Self-emp./Cons. or Owner/principal)

Over half of respondents (53%) report their hourly billing rate to be in the \$150 to \$299 range. Seven percent report an hourly rate of \$300 or more, and 15% report an hourly rate of \$149 or less. The estimated average is \$192.

Hourly Billing Rate in 2023 (Self-emp./Cons. or Owner/principal)



	TOTAL	
	%	N
Hourly billing rate in 2023 (Self-emp./Cons. or Owner/principal in Q20)		
TOTAL RESPONDENTS	102	102
<i>Less than \$75</i>	1%	1
<i>\$75 to \$99</i>	4%	4
<i>\$100 to \$124</i>	4%	4
<i>\$125 to \$149</i>	6%	6
<i>\$150 to \$174</i>	18%	18
<i>\$175 to \$199</i>	15%	15
<i>\$200 to \$299</i>	20%	20
<i>\$300 or more</i>	7%	7
<i>Not stated</i>	26%	27
Average	\$192	\$192