

PLAN COMPETITIVE PAY

2018/2019 Salary Planning Survey Report



Gallagher

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Introduction

The results presented in this report are an analysis of responses to Gallagher's 2018/2019 Salary Planning Survey, collected from April to August 2018. A diverse range of 137 private, public and nonprofit organizations across Canada participated, and represent a total of more than 539,000 employees.

- Survey data includes actual 2018 and projected 2019 base salary and salary range adjustments
- Findings are summarized separately for non-union and unionized positions, and all results exclude zeros
- Overall survey results represent a mix of 65% private sector, 22% public sector and 13% nonprofit participants
- Private sector participants doubled from last year
- Participants include more large organizations with higher revenue than last year
- Results contain responses from all participating private and public organizations, and where sufficient data is available, they also include nonprofits as well as organizations in the finance industry, education sector and other industries or sectors
- Statistical requirements applied to the data analysis include a minimum of three organizations for average results, and a minimum of four organizations for median (50th percentile) results

In addition to salary planning data, the report also provides participant data related to other compensation and human resource topics.

Definition of Statistics

Median/50th Percentile

Point where 50% of the sample fall below and 50% are above

Average

Sum of the average data reported by each organization, divided by the total number of these organizations

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Data is not included because it is insufficient for disclosure

Participant Profile

All organizations	Count	Distribution
Private	89	65%
Public	30	22%
Nonprofit	18	13%
TOTAL	137	100%
All organizations — budget/revenue	Count	Distribution
<\$10 Million	38	34%
\$10-\$100 Million	38	34%
\$101-\$1,000 Million	24	21%
>\$1,000 Million	12	11%
Total	112	100%

Public organizations	Count	Distribution
Municipality	11	37%
Government	4	13%
University/College/School Board	15	50%
Total	30	100%
Public — budget/revenue	Count	Distribution
<\$10 Million	3	13%
\$10-\$100 Million	10	42%
\$101-\$1,000 Million	10	42%
>\$1,000 Million	1	4%
Total	24	100%

Private organizations	Count	Distribution
Agriculture/Forestry/Fishing/Hunting	2	2%
Computers and Electronics	2	2%
Software and Internet	3	3%
Energy and Utilities (Non-Oil and Gas)	2	2%
Financial Services	16	18%
Healthcare/Pharmaceuticals/Biotechnology	13	15%
Manufacturing	9	10%
Media and Entertainment	2	2%
Travel, Recreation and Leisure	1	1%
Oil and Gas (Production/Pipelines/Service)	8	9%
Legal/Professional Services/Business Services	13	15%
Real Estate and Construction	7	8%
Transportation/Storage/Logistics	5	6%
Wholesale & Distribution/Retail	6	7%
Total	89	100%
Private — budget/revenue	Count	Distribution
<\$10 Million	22	31%
\$10-\$100 Million	25	35%
\$101-\$1,000 Million	14	19%
>\$1,000 Million	11	15%
Total	72	100%

Nonprofit organizations	Count	Distribution
Charity Professional/Industry Association	18	100%
Total	18	100%
Nonprofit — budget/revenue	Count	Distribution
<\$10 Million	13	81%
\$10-\$100 Million	3	19%
\$101-\$1,000 Million	0	0%
>\$1,000 Million	0	0%
Total	16	100%

Survey Highlights

Overall 2018 Adjustments and 2019 Projections

Results shown compare actual and planned increases in average base salary and salary range, excluding zeros, for non-union and unionized organizations.

Base salary

Category	2017 actual*	2018 actual	2019 projected
All organizations			
Non-union	2.4%	2.3%	2.5%
Union	1.9%	1.8%	1.7%
Private			
Non-union	2.5%	2.6%	2.7%
Union	2.0%	1.9%	2.0%
Public			
Non-union	2.4%	2.0%	2.1%
Union	1.9%	1.8%	1.6%
Nonprofit			
Non-union	1.8%	1.4%	1.5%
Union	—	1.5%	1.4%

Salary range

Category	2017 actual*	2018 actual	2019 projected
All organizations			
Non-union	2.0%	2.1%	2.2%
Union	1.7%	1.7%	1.7%
Private			
Non-union	2.4%	2.3%	2.3%
Union	—	1.6%	1.6%
Public			
Non-union	1.7%	1.7%	1.7%
Union	1.7%	1.7%	1.7%
Nonprofit			
Non-union	1.8%	1.8%	2.1%
Union	1.6%	1.9%	1.9%

*Data is from the prior year's report (2017/2018 Salary Planning Survey Report)

PROJECTED 2019 SALARY ADJUSTMENT INCREASES

2.5%

BASE SALARY



2.2%

SALARY RANGE



Em dash (—) indicates insufficient data for disclosure

Base Salary and Salary Range Adjustments — Non-union vs. Unionized

Salary range

Category	Non-union	Union
All organizations	<ul style="list-style-type: none"> • Base salary adjustments show a slight decrease from 2017 to 2018, but project an increase for 2019 • Salary range behavior shows continued small increases from 2017 through to 2019 	<ul style="list-style-type: none"> • Base salary adjustments reveal the rate has steadily decreased from 2017 to 2019 • Salary range adjustments are expected to remain stable in 2019
Private	<ul style="list-style-type: none"> • Base salary is projected to increase slightly in 2019 compared to 2018 • Salary ranges in 2019 are expected to remain consistent with 2018 	<ul style="list-style-type: none"> • Base salary is projected to increase slightly in 2019 compared to 2018 • Salary ranges in 2019 are expected to remain consistent with 2018
Public	<ul style="list-style-type: none"> • Base salary is projected to increase slightly in 2019 compared to 2018 • Salary ranges in 2019 are expected to remain consistent with 2018 <p><i>Note: While public sector organizations projected increases for 2019, this data was reported prior to the recent public service salary freeze.</i></p>	<ul style="list-style-type: none"> • Base salary increases have continuously declined since 2017, with a projected drop of 0.2% for 2019 • Salary range increases have been stable since 2017
Nonprofit	<ul style="list-style-type: none"> • Base salary is projected to increase slightly in 2019 compared to 2018 • Salary range budgets are projected to have a positive increase in 2019, rising from 1.8% to 2.1% 	<ul style="list-style-type: none"> • Base salary is expected to decrease slightly in 2019 vs. 2018 • Salary range budgets in 2019 are projected to remain consistent with 2018

Non-Union Salary Increases

Base Salary

Organizations reported an overall actual increase of 2.4%, at median, for non-union base salaries in 2018. A projected increase of 2.5% is planned for 2019.

ALL ORGANIZATIONS	2018 Actual Base Salary Increase			2019 Planned Base Salary Increase		
Employee Group	Number of organizations	Average	50th percentile	Number of organizations	Average	50th percentile
Executive	38	2.6%	2.0%	36	3.0%	2.5%
Management	56	2.4%	2.4%	46	2.5%	2.5%
Supervisory	53	2.3%	2.3%	41	2.4%	2.5%
Professional	54	2.4%	2.5%	43	2.5%	2.5%
Technical & Skilled Trades	38	2.4%	2.5%	34	2.5%	2.5%
Office & Clerical Support	52	2.3%	2.4%	44	2.4%	2.5%
Hourly Service & Production	33	2.3%	2.5%	29	2.5%	2.5%
Overall	75	2.3%	2.4%	55	2.5%	2.5%

PRIVATE	2018 Actual Base Salary Increase			2019 Planned Base Salary Increase		
Employee Group	Number of organizations	Average	50th percentile	Number of organizations	Average	50th percentile
Executive	26	3.0%	2.5%	27	3.3%	2.5%
Management	39	2.5%	2.5%	36	2.7%	2.5%
Supervisory	37	2.4%	2.5%	32	2.5%	2.5%
Professional	39	2.6%	2.5%	35	2.6%	2.5%
Technical & Skilled Trades	31	2.5%	2.5%	30	2.6%	2.5%
Office & Clerical Support	39	2.5%	2.5%	37	2.6%	2.5%
Hourly Service & Production	25	2.5%	2.5%	24	2.6%	2.5%
Overall	51	2.6%	2.5%	41	2.7%	2.9%

PUBLIC	2018 Actual Base Salary Increase			2019 Planned Base Salary Increase		
Employee Group	Number of organizations	Average	50th percentile	Number of organizations	Average	50th percentile
Executive	8	2.1%	1.8%	4	2.7%	2.1%
Management	11	2.1%	2.0%	5	2.1%	2.0%
Supervisory	11	2.1%	2.0%	5	2.1%	2.0%
Professional	11	2.1%	2.0%	5	2.1%	2.0%
Technical & Skilled Trades	6	1.9%	1.8%	3	2.1%	—
Office & Clerical Support	10	2.2%	2.0%	4	2.0%	2.1%
Hourly Service & Production	6	1.8%	1.8%	3	2.1%	—
Overall	17	2.0%	1.9%	7	2.1%	2.0%

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NONPROFIT	2018 Actual Base Salary Increase			2019 Planned Base Salary Increase		
Employee Group	Number of organizations	Average	50th percentile	Number of organizations	Average	50th percentile
Executive	4	1.1%	1.2%	5	1.7%	1.4%
Management	6	1.9%	1.8%	5	1.7%	1.5%
Supervisory	5	1.5%	1.5%	4	1.4%	1.3%
Professional	4	1.9%	2.0%	3	1.5%	—
Technical & Skilled Trades	1	—	—	1	—	—
Office & Clerical Support	3	1.1%	—	3	1.1%	—
Hourly Service & Production	2	—	—	2	—	—
Overall	7	1.4%	1.0%	7	1.5%	1.5%

FINANCE INDUSTRY	2018 Actual Base Salary Increase			2019 Planned Base Salary Increase		
Employee Group	Number of organizations	Average	50th percentile	Number of organizations	Average	50th percentile
Executive	6	4.3%	2.0%	5	4.5%	2.5%
Management	8	2.3%	2.0%	7	2.4%	2.0%
Supervisory	7	2.0%	2.0%	6	2.2%	2.0%
Professional	8	2.6%	2.1%	7	2.4%	2.0%
Technical & Skilled Trades	4	2.1%	2.0%	4	2.3%	2.3%
Office & Clerical Support	8	2.4%	2.2%	7	2.3%	2.0%
Hourly Service & Production	2	—	—	2	—	—
Overall	10	2.2%	2.0%	5	2.2%	2.0%

EDUCATION INDUSTRY	2018 Actual Base Salary Increase			2019 Planned Base Salary Increase		
Employee Group	Number of organizations	Average	50th percentile	Number of organizations	Average	50th percentile
Executive	5	2.3%	2.0%	3	2.9%	—
Management	8	2.2%	2.3%	4	2.1%	2.1%
Supervisory	8	2.3%	2.3%	4	2.1%	2.1%
Professional	8	2.3%	2.3%	4	2.1%	2.1%
Technical & Skilled Trades	5	2.0%	2.0%	3	2.1%	—
Office & Clerical Support	7	2.4%	2.5%	3	2.1%	—
Hourly Service & Production	5	1.9%	2.0%	3	2.1%	—
Overall	10	2.3%	2.3%	5	2.2%	2.3%

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Salary Range

Most organizations introduced a 2.0% overall range adjustment in 2018. The same median increase is projected for 2019.

ALL ORGANIZATIONS	2018 Actual Salary Range Increase			2019 Planned Salary Range Increase		
Employee Group	Number of organizations	Average	50th percentile	Number of organizations	Average	50th percentile
Executive	38	1.9%	1.8%	37	2.2%	2.0%
Management	56	2.0%	1.9%	49	2.2%	2.0%
Supervisory	53	1.9%	1.9%	44	2.0%	2.0%
Professional	51	2.0%	2.0%	46	2.2%	2.0%
Technical & Skilled Trades	37	2.1%	1.9%	31	2.1%	2.0%
Office & Clerical Support	51	2.0%	1.9%	45	2.0%	2.0%
Hourly Service & Production	34	1.9%	1.6%	29	2.1%	2.0%
Overall	72	2.1%	2.0%	60	2.2%	2.0%

PRIVATE	2018 Actual Salary Range Increase			2019 Planned Salary Range Increase		
Employee Group	Number of organizations	Average	50th percentile	Number of organizations	Average	50th percentile
Executive	23	2.2%	2.0%	26	2.4%	2.0%
Management	33	2.2%	2.0%	33	2.4%	2.0%
Supervisory	31	2.1%	2.0%	29	2.2%	2.0%
Professional	31	2.2%	2.0%	33	2.3%	2.0%
Technical & Skilled Trades	26	2.3%	2.0%	25	2.2%	2.0%
Office & Clerical Support	33	2.2%	2.0%	33	2.2%	2.0%
Hourly Service & Production	22	2.0%	2.0%	22	2.1%	2.0%
Overall	43	2.3%	2.0%	38	2.3%	2.0%

PUBLIC	2018 Actual Salary Range Increase			2019 Planned Salary Range Increase		
Employee Group	Number of organizations	Average	50th percentile	Number of organizations	Average	50th percentile
Executive	11	1.6%	1.5%	5	1.5%	1.5%
Management	17	1.6%	1.5%	9	1.6%	1.5%
Supervisory	17	1.6%	1.5%	9	1.6%	1.5%
Professional	15	1.5%	1.5%	8	1.5%	1.6%
Technical & Skilled Trades	10	1.6%	1.5%	4	1.8%	1.6%
Office & Clerical Support	15	1.7%	1.5%	7	1.8%	1.6%
Hourly Service & Production	10	1.6%	1.5%	4	1.8%	1.6%
Overall	22	1.7%	1.6%	11	1.7%	1.6%

NONPROFIT	2018 Actual Salary Range Increase			2019 Planned Salary Range Increase		
Employee Group	Number of organizations	Average	50th percentile	Number of organizations	Average	50th percentile
Executive	4	1.1%	1.2%	6	2.1%	1.5%
Management	6	2.1%	1.8%	7	2.1%	1.5%
Supervisory	5	1.5%	1.5%	6	1.6%	1.3%
Professional	5	2.5%	2.4%	5	2.5%	2.4%
Technical & Skilled Trades	1	—	—	2	—	—
Office & Clerical Support	3	1.1%	—	5	1.4%	1.0%
Hourly Service & Production	2	—	—	3	1.8%	—
Overall	7	1.8%	1.0%	11	2.1%	2.0%

FINANCE INDUSTRY	2018 Actual Salary Range Increase			2019 Planned Salary Range Increase		
Employee Group	Number of organizations	Average	50th percentile	Number of organizations	Average	50th percentile
Executive	5	2.0%	2.0%	4	2.1%	2.0%
Management	7	2.3%	2.0%	5	2.5%	2.0%
Supervisory	6	2.0%	2.0%	4	2.1%	2.0%
Professional	7	2.3%	2.0%	5	2.5%	2.0%
Technical & Skilled Trades	4	2.0%	2.0%	3	2.2%	—
Office & Clerical Support	7	2.3%	2.0%	5	2.3%	2.0%
Hourly Service & Production	3	2.0%	—	1	—	—
Overall	7	2.3%	2.0%	5	2.5%	2.0%

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Unionized Salary Increases

Base Salary

In 2017, overall unionized base salary increases were accurately projected to be 1.8%, precisely where the actual result fell.

ALL ORGANIZATIONS	2018 Actual Base Salary Increase			2019 Planned Base Salary Increase		
	Employee Group	Number of organizations	Average	50th percentile	Number of organizations	Average
Professional	16	1.9%	1.8%	11	1.8%	1.7%
Technical & Skilled Trades	12	1.6%	1.5%	9	1.8%	1.5%
Office & Clerical Support	15	1.9%	1.9%	8	1.9%	1.5%
Hourly Service & Production	14	1.5%	1.5%	12	1.6%	1.5%
Overall	25	1.8%	1.6%	17	1.7%	1.6%

PRIVATE	2018 Actual Base Salary Increase			2019 Planned Base Salary Increase		
	Employee Group	Number of organizations	Average	50th percentile	Number of organizations	Average
Professional	8	2.1%	1.9%	5	2.2%	1.9%
Technical & Skilled Trades	8	1.8%	1.7%	6	2.1%	1.8%
Office & Clerical Support	8	1.8%	1.9%	5	2.2%	1.9%
Hourly Service & Production	7	1.5%	1.5%	6	2.0%	1.7%
Overall	12	1.9%	1.8%	8	2.0%	1.8%

PUBLIC	2018 Actual Base Salary Increase			2019 Planned Base Salary Increase		
	Employee Group	Number of organizations	Average	50th percentile	Number of organizations	Average
Professional	4	2.0%	2.1%	2	—	—
Technical & Skilled Trades	2	—	—	1	—	—
Office & Clerical Support	4	2.0%	1.9%	1	—	—
Hourly Service & Production	3	1.4%	—	2	—	—
Overall	6	1.8%	1.8%	3	1.6%	—

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Salary Range

Unionized salary range increases were predicted in 2017 to be around 1.5%, but the actual results in 2018 were slightly higher at 1.7%. The increases for professional roles were accurately projected at 1.6% in 2018.

ALL ORGANIZATIONS	2018 Actual Salary Range Increase			2019 Planned Salary Range Increase		
Employee Group	Number of organizations	Average	50th percentile	Number of organizations	Average	50th percentile
Professional	21	1.6%	1.5%	16	1.8%	1.7%
Technical & Skilled Trades	19	1.6%	1.5%	15	1.6%	1.5%
Office & Clerical Support	20	1.6%	1.5%	16	1.6%	1.6%
Hourly Service & Production	23	1.6%	1.5%	21	1.5%	1.5%
Overall	35	1.7%	1.5%	28	1.7%	1.6%

PRIVATE	2018 Actual Salary Range Increase			2019 Planned Salary Range Increase		
Employee Group	Number of organizations	Average	50th percentile	Number of organizations	Average	50th percentile
Professional	9	1.5%	1.5%	7	1.6%	1.8%
Technical & Skilled Trades	9	1.5%	1.5%	7	1.6%	1.5%
Office & Clerical Support	8	1.5%	1.5%	7	1.6%	1.5%
Hourly Service & Production	10	1.6%	1.5%	9	1.6%	1.5%
Overall	15	1.6%	1.5%	12	1.6%	1.6%

PUBLIC	2018 Actual Salary Range Increase			2019 Planned Salary Range Increase		
Employee Group	Number of organizations	Average	50th percentile	Number of organizations	Average	50th percentile
Professional	8	1.6%	1.6%	6	1.7%	1.7%
Technical & Skilled Trades	8	1.7%	1.5%	6	1.7%	1.6%
Office & Clerical Support	10	1.7%	1.7%	7	1.7%	1.6%
Hourly Service & Production	10	1.7%	1.5%	8	1.6%	1.6%
Overall	13	1.7%	1.8%	9	1.7%	1.8%

Pay Freezes

Survey data collected from 2016-2018 indicates whether at least one employee group within the organization was subject to a pay freeze, or will be in the future. Following a three-year high in 2016, findings show a significant downward trend in pay freezes overall, with a slight increase in 2018 compared to 2017. Projections for 2019 forecast another sizable decline.

DECLINING TREND IN PAY FREEZES

	All Organizations	Private	Public
2016	19%	24%	13%
2017	7%	8%	7%
2018	12%	10%	10%
2019 (Projected)	2%	1%	3%

Minimum Wage Increases

An increase in minimum wage rates becomes effective on January 1, 2019. Among the organizations affected, 47% have either completed estimates of the cost impact on their budget, or are in the process. Also, 15% of this segment have planned cost-cutting measures in order to accommodate the change.

EFFECT OF MINIMUM WAGE RATE CHANGE ON BUDGETS

47%

COST ESTIMATES COMPLETED OR IN PROGRESS*

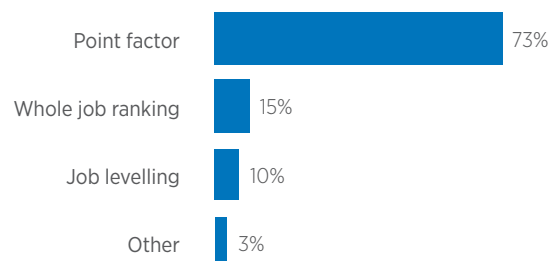


*Among those affected by the legislation

Job Evaluation Methods

Fully 84% of organizations have a formal job evaluation plan. The most prevalent internal method of evaluation is a point factor analysis, used by 73%, followed by whole job ranking (15%) and a job levelling framework (10%). Only 3% employ other internal methods, and 28% rely on external market reference points.

USE OF INTERNAL JOB EVALUATION METHODS



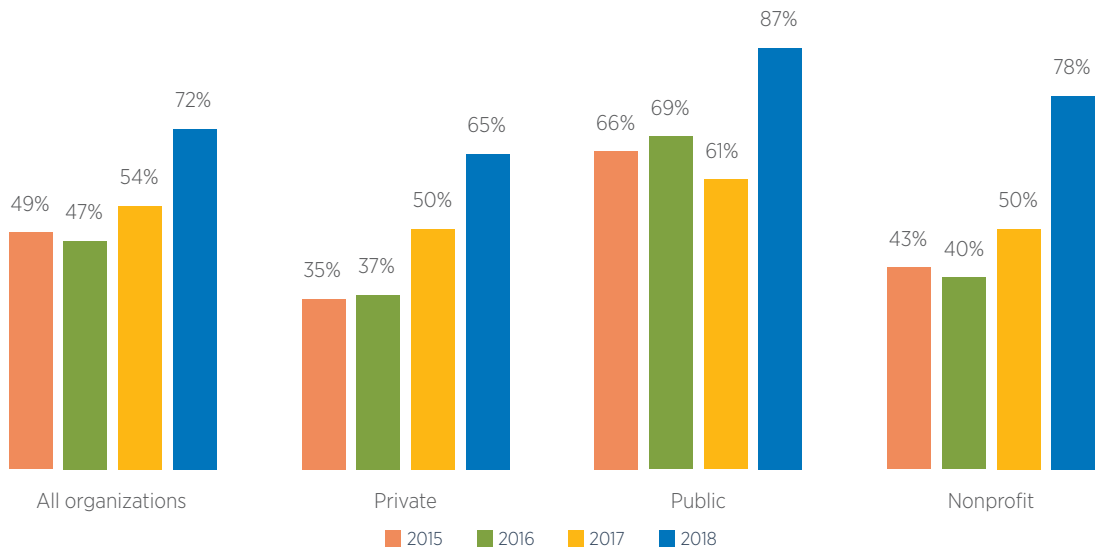
Pay Equity

Among the 72% of organizations reporting that pay equity legislation (provincial or federal) will apply to them in 2019, many have conducted compliance-related activities in the past 12 months. Overall, they have continued to increase activity on pay equity initiatives in 2018, with significant growth seen across all organization types. These accelerated efforts may stem from the importance of achieving compliance while embracing talent diversity and internal workforce equity.

From a compliance standpoint, the widespread and considerable increase in pay equity activities is partly due to the Government of Ontario's introduction of new legislation in recent years. This includes Bill 148, the Fair Workplaces, Better Jobs Act, 2017, as well as Bill 3, the Pay Transparency Act, 2018. Ongoing monitoring activities by the Pay Equity Commission also have an effect. Apart from governmental influences, the public has become more aware of "gender wage" issues, and many employers are trying to address this complex and important topic.

One challenging aspect of these activities is that once pay equity is achieved, it must be maintained. As a best practice, organizations may want to consider integrating an equity review and adjustment exercise into their annual salary planning and/or budgeting cycle. In 2018, employers continue to show a strong commitment to maintaining their pay equity plan(s) to ensure pay equity compliance. Specifically, this includes 65% of those with a non-union workforce and 77% with a unionized workforce.

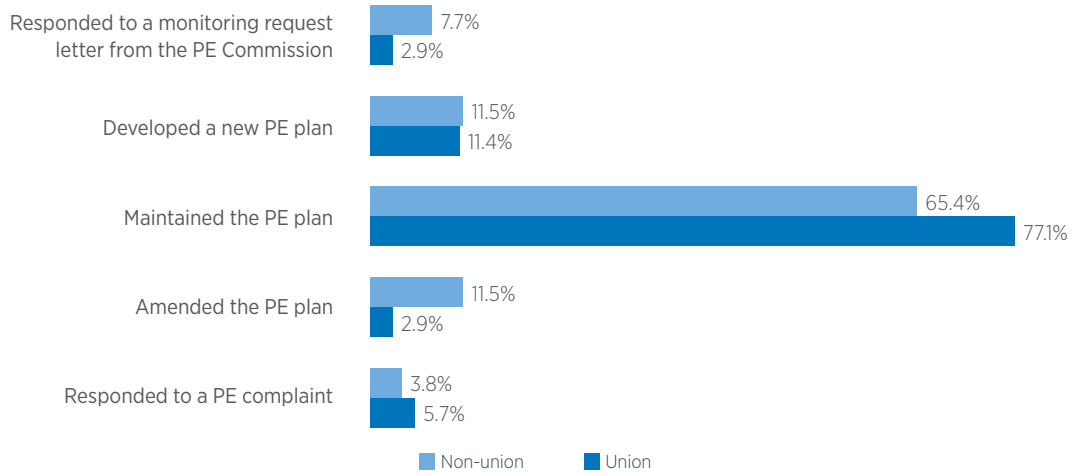
PAY EQUITY COMPLIANCE-RELATED ACTIVITY — 2015 TO 2018*



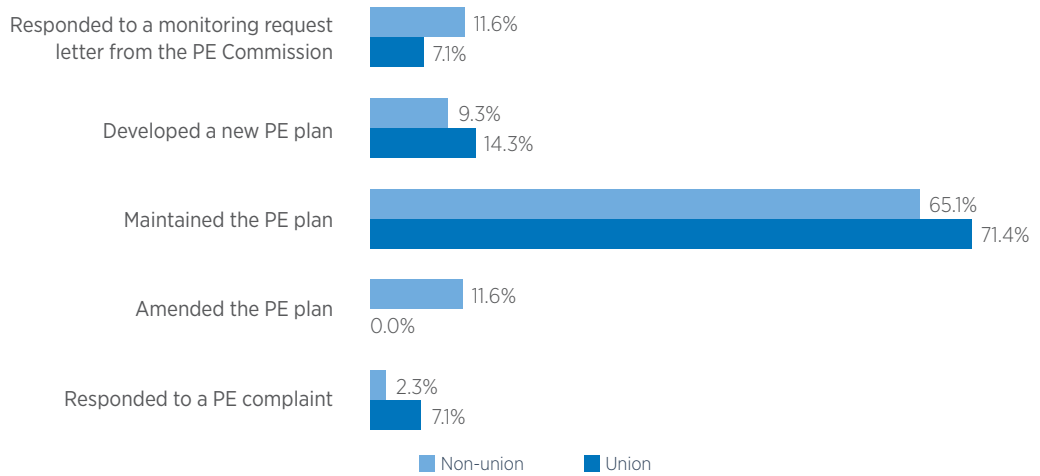
*2015, 2016 and 2017 data are from the 2017/2018 Salary Planning Survey Report

TYPES OF PAY EQUITY (PE) ACTIVITIES

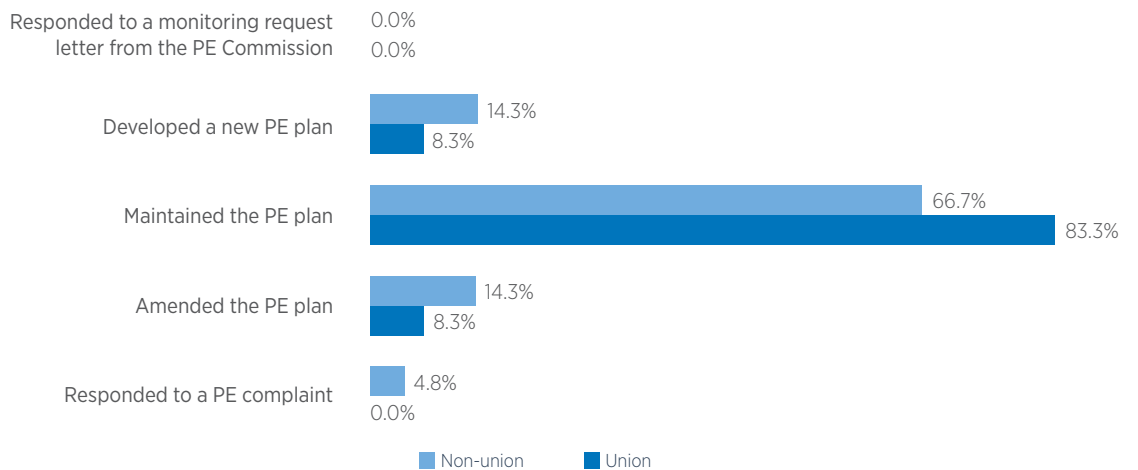
All organizations



Private



Public



*Total responses may not equal 100% due to participants having the option to select multiple activities

Destination Employer HR Programs

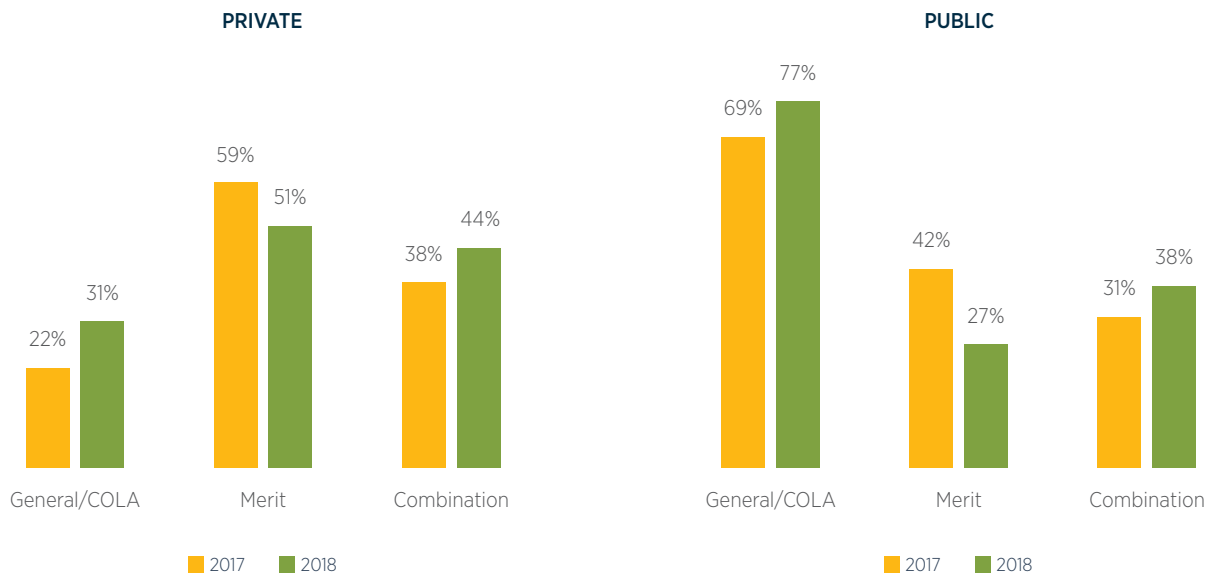
Forty-three percent (43%) of organizations provided information about the type of HR programs they use to support their performance as a destination employer.

TOP 10 HR PROGRAMS USED TO PROMOTE ORGANIZATIONAL PERFORMANCE AS A DESTINATION EMPLOYER

Rank	HR Program	Distribution
1	Employer paid benefits	16%
2	Ongoing training/Continuing education	8%
3	Competitive salaries/Pay rates	8%
4	Flexible work schedules/Paid personal days/Work-life balance	6%
5	Wellness	5%
6	Pension plans	5%
7	Tuition reimbursement/Competitive vacation times	4%
8	RRSP matching/Fitness facilities or subsidies/Employee assistance	3%
9	Work environment and culture/Service awards/Bonuses	2%
10	Scholarships for dependents/Recognition	2%

Types of Non-Union Annual Increases

This year's survey once again gathered data on several types of annual increases awarded to non-union employees, including a general or cost of living adjustment (COLA), a merit increase or a combination of the two. Participants were allowed to select more than one of these options. Compared to 2017, findings show a shift in preferences, especially for merit increases among public organizations.



Survey Participants

Access Alliance Multicultural Health and Community Services	ClearStream Energy Services Inc.	Indigo
AgReliant Genetics, Inc.	Columbia College	Interval House
Ambrose University	Contanda LLC	King's University College at the University of Western Ontario
Andridge Capital Corporation	Corporation of the County of Hastings	Kobold Corporation
Armagh House	Corporation of the County of Huron	Lafarge Canada Inc.
Ascendant Resources Inc.	Corus Entertainment	Laricina Energy Ltd.
Bank of Montreal	County of Peterborough	LBF Group
Bellwyck Pharma Services	CpK Interior Products	Leeds, Grenville & Lanark District Health Unit
BESTECH	CSA Group	Leica Geosystems
BGL Contractors Corp.	DIALOG	Loblaw Companies Limited
Bluewater District School Board	Doug Demont's New & Used Equipment Ltd.	Mac, Mac & Mac Law Offices
BluMetric Environmental Inc.	Dovercourt Boys and Girls Club	Madden Electric Inc.
Brock Health Administration Ltd.	ERCO Worldwide Inc.	MainSail Energy Ltd.
Brookfield Residential Properties, Inc.	Family Transition Place	Maison Fraternité
Campbellford Memorial Hospital	Foster Moore International Ltd	Manitoulin Central Family Health Team
Canaccede International Management Ltd.	Freedom 55 Financial	Manulife
Canada BrokerLink Inc.	Global Courseware Inc.	MCAP Financial Corp.
Capreol Nurse Practitioner-Led Clinic	Guse Carriers Inc	McMaster University
Carleton University	GWL Realty Advisors	Meridian Credit Union
Cascade Corporation	Halton Women's Place	Middlesex-London Health Unit
Chapleau Public Utilities Corporation	Hiatus House	Mission Services of London
CIBC	Holy Trinity School	Moneris Solutions
Citadel Drilling	Houselink Community Homes	Moody's Gartner Tax Law
City of Markham	HSBC Bank Canada	Northern Communication Services Inc.
City of Mississauga	Iamgold Corporation	

NorWest Community Health Centres	Taddle Creek Family Health Team	Utilities Kingston
NovAtel Inc.	TD Bank Group	VersaCold Logistics Services
Osgoode Properties Ltd.	Teranet	Viessmann Manufacturing Company Inc.
Osler, Hoskin & Harcourt LLP	Terrapure Environmental	West Toronto Community Legal Services
Ottawa Salus Corporation	The Corporation of the County of Wellington	Women's House Serving Bruce and Grey
Pembroke Regional Hospital	The District Municipality of Muskoka	Xerox Technologies
Pronghorn Controls	The Glencoe Club	York Catholic District School Board
Purity Life Health Products LP	The Hospital for Sick Children	York Support Services Network
Purolator Inc.	The Salvation Army	
Queen's University	The Women's Centre Grey & Bruce Inc.	
R.E.A.L. Partners Limited	TJX Canada	
Razor Energy Corp.	TMX Group Limited	
Realize	Town of Collingwood	
Richardson GMP Limited	Town of Kingsville	
Rideauwood Addiction and Family Services	Town of Marathon	
Royal Bank of Canada	Town of Mono	
RS Energy Group	Township of Centre Wellington	
Schauenburg Industries Ltd.	Township of Muskoka Lakes	
ServIS Inc.	Trafalgar Castle School	
Smucker Foods of Canada Corp.	Tribalscale	
Sofina Foods Inc.	Trinity Village/LHKW	
Softchoice	Unitron - a division of the Sonova Group	
Spin Master	Université de Montréal	
St. Joseph's Health Care	University of Toronto	
Sunbeam Centre	University of Waterloo	

About Gallagher

Better. It's something all companies strive for. Better outcomes from better performance. But how do you get there?

You start by building a better workplace. One that attracts, engages and retains top talent. What does that look like? It's a workplace where people feel they belong — where there's a sense of developing a career instead of punching a clock. And a culture of opportunity that draws new talent because it inspires employees to deliver their personal and professional best.

Gallagher's comprehensive approach to benefits, compensation, retirement, employee communication and workplace culture aligns your human capital strategy with your overall business goals. It centers on the full spectrum of organizational wellbeing — strategically investing in your people's health, talent, financial security and career growth. And developing benefit and HR programs at the right cost structures to support a multigenerational workforce.

From evaluating the demographics of your workforce to surveying and analyzing competitor trends, Gallagher helps you gather new insights and apply best practices that promote productivity and growth. And a data-driven focus allows you to continually improve.

That's what it means to create a better workplace culture. It's about never being content to rest each time you reach your best. Your better is never finished.

As you develop and sustain this destination workplace culture, your people can thrive and perform at a higher level — optimizing your annual talent investment and mitigating organizational risk to maximize your profitability. Best of all, you gain a competitive advantage as a workplace that simply works better.

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