



Gallagher McDowall Associates
ARTHUR J. GALLAGHER

2017/2018 Canada Salary Planning Survey Report



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Background

Gallagher McDowall Associates is pleased to present the results of the 2017/2018 Salary Planning Survey. Survey responses were collected throughout July and August, 2017. Over 89 participants representing 550,000 employees from a diverse range of Public, Not-For-Profit (NFP), and Private Sector organizations across Canada participated in the survey.

- Survey participants provided data on actual 2017 and projected 2018 base salary and salary range adjustments
- Overall results represent a mix of 51% Private Sector, 37% Public Sector, and 12% NFP Sector participants.
- Results are published for All Organizations, Public Sector and Private Sector organizations. Additional cuts covering other sectors such as NFP, Municipalities, and Financials are included, provided sufficient data was available.
- Where sample size allows, findings are summarized separately for non-union and union positions for a range of job categories. All results exclude zeros.
- In order to report survey statistics, a minimum number of organizations are required as follows:
 - Average results require a minimum of 3 organizations
 - Median / 50th Percentile results require a minimum of 4 organizations
 - Quartiles (25th Percentile and 75th Percentile) require a minimum of 5 organizations
- In addition to salary planning data, survey participants were asked to provide information relating to other compensation and HR topics, the results of which are provided in the survey report

Profile of Survey Participants

All Participants	Count	Distribution
Private Sector	45	51%
Public Sector	33	37%
NFP	11	12%
Total	89	100%

Public Sector Participants	Count	Distribution
Municipality	16	49%
Health Care	8	24%
University/College/Education	6	18%
Other	3	9%
Total	33	100%

NFP Participants	Count	Distribution
Charity	8	73%
Other	3	27%
Total	11	100%

Private Sector Participants	Count	Distribution
Diverse Industries	15	33%
Financial Institution	10	22%
Professional Services	5	11%
Oil and Gas	6	13%
Non-Durable Manufacturing	4	9%
Transportation/Logistics	3	7%
Wholesale/Retail	2	5%
Total	45	100%

All Participants Budget / Revenue	Distribution
<\$10 Million	40%
\$10-\$100 Million	34%
\$101-\$1,000 Million	22%
> \$1,000 Million	4%
Total	100%

Public Sector Operating Budget	Distribution
<\$10 Million	26%
\$10-\$100 Million	52%
\$101-\$1,000 Million	18%
> \$1,000 Million	4%
Total	100%

NFP Operating Budget	Distribution
<\$10 Million	58%
\$10-\$100 Million	25%
\$101-\$1,000 Million	17%
> \$1,000 Million	0%
Total	100%

Private Sector Revenue	Distribution
<\$10 Million	45%
\$10-\$100 Million	23%
\$101-\$1,000 Million	26%
> \$1,000 Million	6%
Total	100%

Survey Highlights - Overall 2017 Adjustments and 2018 Projections

Actual and planned **average** base salary and salary range increases, excluding zeros, covering Non-Union and Unionized entities:

Base Salary Adjustments

Sector	*2016 % Actual	2017 % Actual	2018 % Projected
All Organizations			
Non-Union	2.1	2.4	2.5
Union	1.8	1.9	1.8
Public Sector			
Non-Union	2.0	2.4	2.7
Union	1.6	1.9	1.4
NFP			
Non-Union	2.3	1.8	2.0
Union	-	-	-
Private Sector			
Non-Union	2.2	2.5	2.6
Union	2.3	2.0	2.3

Salary Range Adjustments

Sector	*2016 % Actual	2017 % Actual	2018 % Projected
All Organizations			
Non-Union	1.7	2.0	2.2
Union	1.7	1.7	1.5
Public Sector			
Non-Union	1.6	1.7	1.7
Union	1.5	1.7	1.4
NFP			
Non-Union	2.2	1.8	2.0
Union	-	1.6	-
Private Sector			
Non-Union	1.8	2.4	2.5
Union	2.3	-	-

* 2016 % Actual data is from 2016/2017 Salary Planning Survey Report

■ Non-Union: Base Salary and Salary Range Movement

- Public Sector: Base salary is projected to slightly increase in 2018 compared to 2017 and salary range budgets are expected to remain the same in 2018
- NFP Sector: Base salary and salary range budgets are projected to increase marginally in 2018 compared to 2017
- Private Sector: Both base salary and salary range budgets are expected to increase slightly in 2018

■ Union: Base Salary and Salary Range Movement

- Public Sector: Base salary and salary range budgets are expected to decrease from 2017 to 2018
- NFP Sector: Insufficient data for comparison
- Private Sector: Base salary is expected to increase slightly in 2018; insufficient data for salary range adjustments

Non-Union Salary Range Increases

ALL ORGANIZATIONS	2017 Actual Salary Range Increase			2018 Planned Salary Range Increase		
	Employee Group	No. of Orgs	Average	50th %tile	No. of Orgs	Average
Executive	23	1.9	1.6	19	2.3	2.0
Management	34	1.9	1.9	24	2.0	2.0
Supervisory	33	2.0	2.0	25	2.1	2.0
Professional	30	1.9	1.9	22	2.0	2.0
Technical & Skilled Trades	19	2.2	1.6	15	2.1	2.0
Office & Clerical Support	30	1.7	1.8	25	2.3	2.0
Hourly Service & Production	28	2.1	1.9	20	2.1	1.9
Overall	40	2.0	2.0	32	2.2	2.0

PUBLIC SECTOR	2017 Actual Salary Range Increase			2018 Planned Salary Range Increase		
	Employee Group	No. of Orgs	Average	50th %tile	No. of Orgs	Average
Executive	15	1.5	1.5	7	1.6	1.6
Management	20	1.7	1.6	10	1.7	1.7
Supervisory	18	1.7	1.6	9	1.8	1.7
Professional	17	1.7	1.5	8	1.7	1.6
Technical & Skilled Trades	11	1.5	1.5	6	1.5	1.6
Office & Clerical Support	17	1.7	1.6	9	1.7	1.6
Hourly Service & Production	17	1.7	1.6	9	1.6	1.6
Overall	21	1.7	1.6	11	1.7	1.6

NOT-FOR-PROFIT	2017 Actual Salary Range Increase			2018 Planned Salary Range Increase		
	Employee Group	No. of Orgs	Average	50th %tile	No. of Orgs	Average
Executive	1	*	*	1	*	*
Management	4	1.7	1.9	2	*	*
Supervisory	4	2.2	2.0	3	2.3	*
Professional	3	1.9	*	2	*	*
Technical & Skilled Trades	1	*	*	0	*	*
Office & Clerical Support	5	1.8	2.0	3	1.9	*
Hourly Service & Production	3	1.9	*	2	*	*
Overall	5	1.8	2.0	3	2.0	*

*Indicates insufficient data for disclosure

Non-Union Salary Range Increases

PRIVATE SECTOR	2017 Actual Salary Range Increase			2018 Planned Salary Range Increase		
	Employee Group	No. of Orgs	Average	50th %tile	No. of Orgs	Average
Executive	7	2.6	2.0	11	2.8	2.5
Management	10	2.4	2.3	12	2.3	2.3
Supervisory	11	2.4	2.0	13	2.4	2.5
Professional	10	2.5	2.3	12	2.3	2.3
Technical & Skilled Trades	7	3.3	2.5	9	2.4	2.0
Office & Clerical Support	8	1.8	2.0	13	2.7	2.5
Hourly Service & Production	8	3.2	2.3	9	2.6	2.5
Overall	14	2.4	2.6	18	2.5	2.3

MUNICIPALITY	2017 Actual Salary Range Increase			2018 Planned Salary Range Increase		
	Employee Group	No. of Orgs	Average	50th %tile	No. of Orgs	Average
Executive	11	1.7	1.6	5	1.7	1.7
Management	13	1.6	1.6	6	1.8	1.8
Supervisory	12	1.7	1.6	6	1.8	1.8
Professional	10	1.6	1.6	4	1.7	1.7
Technical & Skilled Trades	6	1.5	1.6	4	1.7	1.7
Office & Clerical Support	10	1.7	1.6	5	1.8	1.7
Hourly Service & Production	10	1.7	1.6	6	1.8	1.8
Overall	14	1.6	1.6	7	1.7	1.7

Non-Union Base Salary Increases

ALL ORGANIZATIONS	2017 Actual Base Salary Increase			2018 Planned Base Salary Increase		
	Employee Group	No. of Orgs	Average	50th %tile	No. of Orgs	Average
Executive	20	2.2	2.3	20	2.7	2.5
Management	27	2.4	2.5	25	2.5	2.5
Supervisory	25	2.4	2.5	24	2.5	2.5
Professional	26	2.4	2.5	24	2.5	2.5
Technical & Skilled Trades	16	3.0	2.7	17	2.5	2.5
Office & Clerical Support	25	2.4	2.4	25	2.4	2.5
Hourly Service & Production	22	2.6	2.1	18	2.4	2.4
Overall	34	2.4	2.3	32	2.5	2.5

PUBLIC SECTOR	2017 Actual Base Salary Increase			2018 Planned Base Salary Increase		
	Employee Group	No. of Orgs	Average	50th %tile	No. of Orgs	Average
Executive	4	1.3	1.1	4	2.6	2.7
Management	6	2.4	2.4	5	2.7	3.0
Supervisory	5	2.5	2.7	5	2.7	3.0
Professional	5	2.7	2.9	4	2.9	3.3
Technical & Skilled Trades	2	*	*	3	2.8	*
Office & Clerical Support	4	2.7	3.0	4	2.9	3.3
Hourly Service & Production	5	2.5	2.7	4	2.6	2.7
Overall	6	2.4	2.4	5	2.7	3.0

NOT-FOR-PROFIT	2017 Actual Base Salary Increase			2018 Planned Base Salary Increase		
	Employee Group	No. of Orgs	Average	50th %tile	No. of Orgs	Average
Executive	0	*	*	0	*	*
Management	2	*	*	1	*	*
Supervisory	3	2.2	*	2	*	*
Professional	2	*	*	1	*	*
Technical & Skilled Trades	1	*	*	0	*	*
Office & Clerical Support	3	1.8	*	2	*	*
Hourly Service & Production	2	*	*	1	*	*
Overall	4	1.8	1.8	3	2.0	*

*Indicates insufficient data for disclosure

Non-Union Base Salary Increases

PRIVATE SECTOR	2017 Actual Base Salary Increase			2018 Planned Base Salary Increase		
	Employee Group	No. of Orgs	Average	50th %tile	No. of Orgs	Average
Executive	16	2.5	2.5	16	2.7	2.5
Management	19	2.4	2.5	19	2.5	2.5
Supervisory	17	2.4	2.5	17	2.5	2.5
Professional	19	2.4	2.5	19	2.5	2.5
Technical & Skilled Trades	13	3.2	2.8	14	2.4	2.5
Office & Clerical Support	18	2.4	2.5	19	2.4	2.5
Hourly Service & Production	15	2.8	2.0	13	2.4	2.5
Overall	24	2.5	2.5	24	2.6	2.5

MUNICIPALITY	2017 Actual Base Salary Increase			2018 Planned Base Salary Increase		
	Employee Group	No. of Orgs	Average	50th %tile	No. of Orgs	Average
Executive	1	*	*	3	3.1	*
Management	1	*	*	3	3.1	*
Supervisory	1	*	*	3	3.1	*
Professional	0	*	*	2	*	*
Technical & Skilled Trades	0	*	*	2	*	*
Office & Clerical Support	0	*	*	2	*	*
Hourly Service & Production	1	*	*	3	3.1	*
Overall	1	*	*	3	3.1	*

FINANCIAL SECTOR	2017 Actual Base Salary Increase			2018 Planned Base Salary Increase		
	Employee Group	No. of Orgs	Average	50th %tile	No. of Orgs	Average
Executive	5	2.1	3.0	3	2.3	*
Management	7	2.3	2.6	5	2.2	2.0
Supervisory	5	2.2	1.8	3	2.0	*
Professional	7	2.4	2.5	5	2.2	2.0
Technical & Skilled Trades	2	*	*	1	*	*
Office & Clerical Support	7	2.5	2.5	5	2.2	2.0
Hourly Service & Production	4	1.7	1.8	2	*	*
Overall	8	2.4	2.5	5	2.2	2.0

*Indicates insufficient data for disclosure

Unionized Salary Range Increases

ALL ORGANIZATIONS	2017 Actual Salary Range Increase			2018 Planned Salary Range Increase		
	Employee Group	No. of Orgs	Average	50th %tile	No. of Orgs	Average
Supervisory	5	2.0	2.0	5	1.7	1.6
Professional	9	1.8	2.0	7	1.6	1.6
Technical & Skilled Trades	11	1.7	1.5	8	1.6	1.5
Office & Clerical Support	13	1.7	2.0	9	1.5	1.3
Hourly Service & Production	14	1.8	1.9	9	1.5	1.5
Overall	17	1.7	1.7	11	1.5	1.5

PUBLIC SECTOR	2017 Actual Salary Range Increase			2018 Planned Salary Range Increase		
	Employee Group	No. of Orgs	Average	50th %tile	No. of Orgs	Average
Supervisory	3	1.8	*	3	1.3	*
Professional	6	1.7	1.8	4	1.3	1.3
Technical & Skilled Trades	8	1.6	1.5	6	1.4	1.4
Office & Clerical Support	9	1.6	1.8	6	1.3	1.3
Hourly Service & Production	9	1.7	1.5	5	1.3	1.3
Overall	12	1.7	1.6	7	1.4	1.3

MUNICIPALITY	2017 Actual Salary Range Increase			2018 Planned Salary Range Increase		
	Employee Group	No. of Orgs	Average	50th %tile	No. of Orgs	Average
Supervisory	1	*	*	1	*	*
Professional	2	*	*	1	*	*
Technical & Skilled Trades	4	1.6	1.5	3	1.5	*
Office & Clerical Support	5	1.7	1.8	3	1.5	*
Hourly Service & Production	5	1.9	2.0	2	*	*
Overall	7	1.7	1.7	4	1.5	1.6

*Indicates insufficient data for disclosure

Unionized Base Salary Increases

ALL ORGANIZATIONS	2017 Actual Base Salary Increase			2018 Planned Base Salary Increase		
	Employee Group	No. of Orgs	Average	50th %tile	No. of Orgs	Average
Supervisory	4	2.0	2.0	3	1.8	*
Professional	5	2.3	2.0	3	1.8	*
Technical & Skilled Trades	7	1.9	2.0	6	1.9	1.9
Office & Clerical Support	7	2.1	2.0	5	1.7	1.8
Hourly Service & Production	9	1.7	2.0	6	1.8	1.8
Overall	11	1.9	2.0	8	1.8	1.7

PUBLIC SECTOR	2017 Actual Base Salary Increase			2018 Planned Base Salary Increase		
	Employee Group	No. of Orgs	Average	50th %tile	No. of Orgs	Average
Supervisory	1	*	*	1	*	*
Professional	2	*	*	1	*	*
Technical & Skilled Trades	3	1.9	*	2	*	*
Office & Clerical Support	3	2.3	*	2	*	*
Hourly Service & Production	4	1.9	1.8	2	*	*
Overall	5	1.9	1.7	3	1.4	*

*Indicates insufficient data for disclosure

Unionized Base Salary Increases

PRIVATE SECTOR Employee Group	2017 Actual Base Salary Increase			2018 Planned Base Salary Increase		
	No. of Orgs	Average	50th %tile	No. of Orgs	Average	50th %tile
Supervisory	3	2.0	*	2	*	*
Professional	3	2.2	*	2	*	*
Technical & Skilled Trades	4	2.0	2.0	4	2.3	2.3
Office & Clerical Support	3	2.3	*	2	*	*
Hourly Service & Production	4	1.8	2.0	3	2.4	*
Overall	5	2.0	2.0	4	2.3	2.3

*Indicates insufficient data for disclosure

Pay Freeze

Participants were asked to indicate whether at least one group of employees within the organization is/will be subject to a pay freeze. The table below outlines the distribution of pay freezes in each of the three sectors in addition to the overall results.

	All Participants	Public Sector	NFP Sector	Private Sector
2016	19%	13%	13%	24%
2017	7%	7%	0%	8%
2018	*	*	*	*

Survey participants who have and/or plan to implement pay freezes were asked to specify the levels within the organization affected by the freeze. The following reflects the levels affected as a percentage of total organizations implementing a freeze.

	All Levels	Executive	Professional/Non-Management
2016	75%	20%	5%
2017	57%	29%	14%
2018	*	*	*

* Indicates insufficient data for disclosure in 2018.

Note: 2016 and 2017 data are from 2016/2017 Salary Planning Survey Report

Minimum Wage

33% of organizations estimated the cost impact on budgets due to the anticipated changes to minimum wage rates for 2018 and 2019, and 23% amongst them have planned cost cutting measures in order to accommodate the anticipated minimum wage increase. Only 2 organizations have worked with union representatives in anticipation of the minimum wage rate changes and their impacts on Collective Agreements.

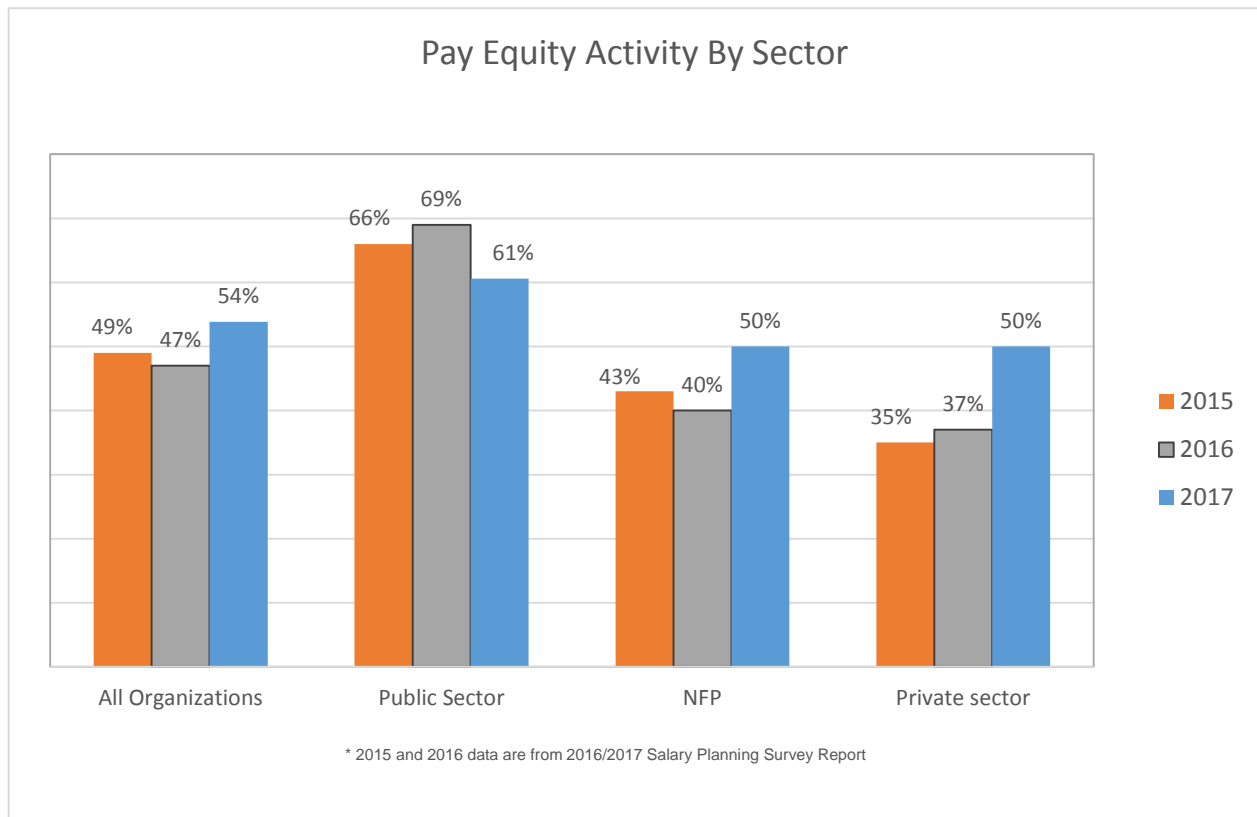
Job Evaluation

68% of respondents indicated they have a formal job evaluation plan. The most prevalent form of job evaluation methodology is a point factor plan, with 82% of respondents utilizing this approach.

Pay Equity & Wage Gap

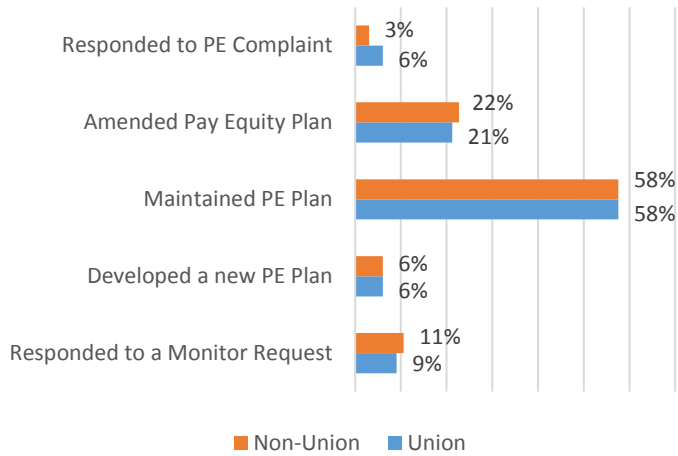
Of the 69% of respondents that reported that pay equity legislation (provincial or federal) applies to their organization, the following tables illustrate pay equity compliance related activities that have occurred within their organization in the past twelve months. Organizations had the option to select more than one activity, therefore total responses may not equal 100%. The top chart shows the percentage of organizations participating in pay equity compliance activities by sector, while the remaining charts further break down specific activities undertaken. Overall, organizations have continued to remain active on pay equity initiatives in 2017 compared to 2016, with some significant growth seen in the NFP and Private sectors.

Once pay equity is achieved, it must be maintained – we typically recommend this exercise be undertaken as part of your annual salary planning/budgeting cycle. In 2017, we continue to see strong commitment from employers (58%) in maintaining their pay equity plan(s) to ensure compliance.

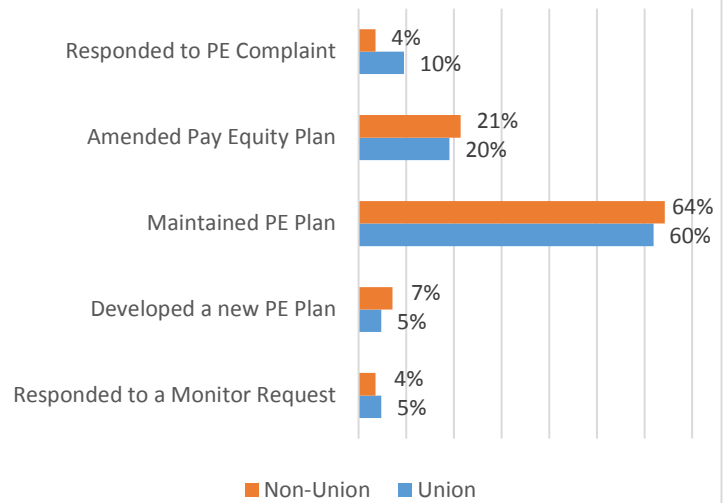


Pay Equity & Wage Gap (continued)

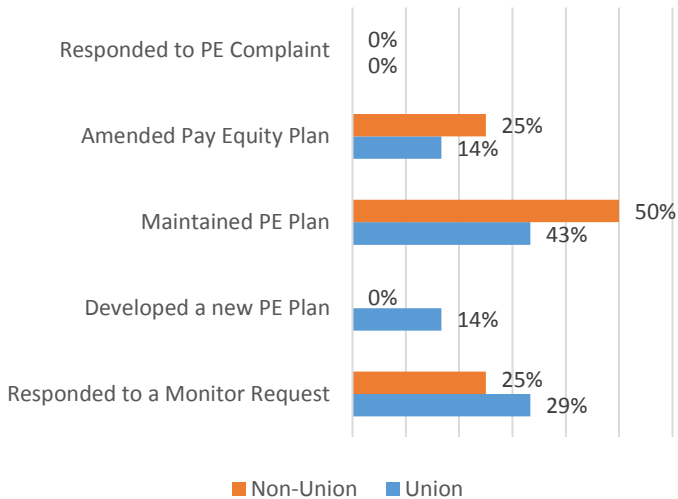
Pay Equity Activities - All Respondents



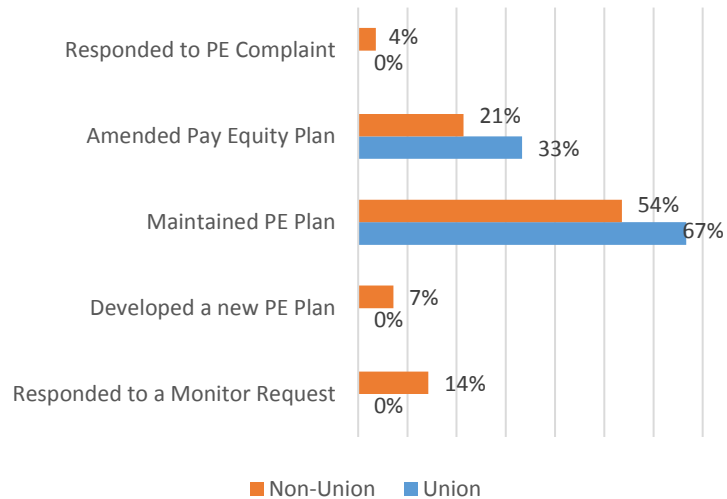
Pay Equity Activities - Public Sector



Pay Equity Activities - NFP



Pay Equity Activities - Private Sector



Market Challenges

48% of organizations indicated that they have experienced market competitive challenges in one or more job families in the past 12 months. The table below provides the overall top 4 job families that organizations are experiencing market challenges with, therefore total response may not equal 100%.

Job Family	All Organizations	Public Sector	NFP Sector	Private Sector
IT	41%	23%	0%	56%
Professionals*	30%	46%	75%	15%
Engineering	16%	31%	0%	11%
HR & Business Admin	16%	23%	50%	7%

* Note – Professionals are roles which typically require post-graduate certifications (i.e. Nurses / medical practitioners, Human Resources, Planners, etc.)

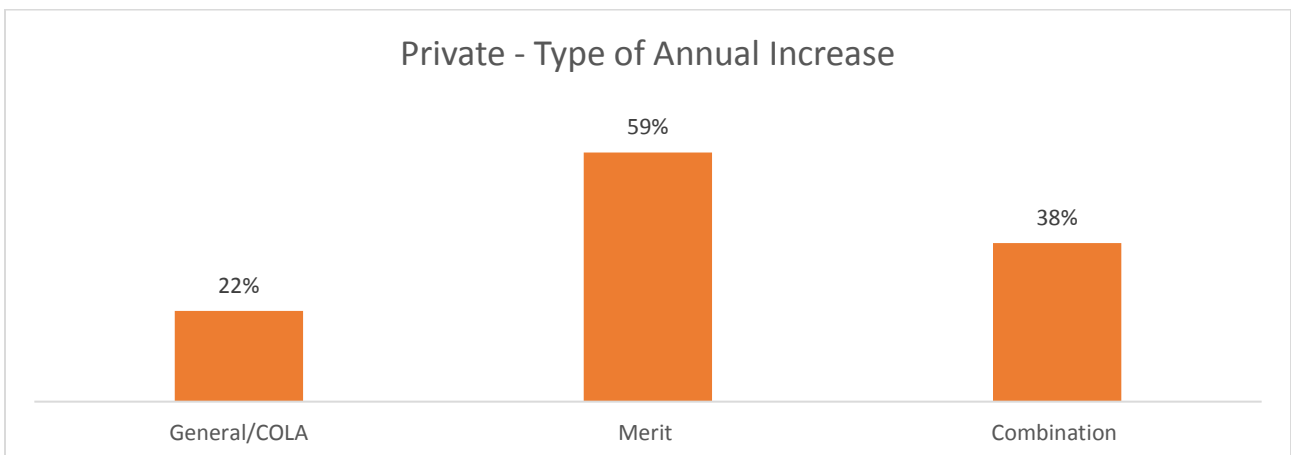
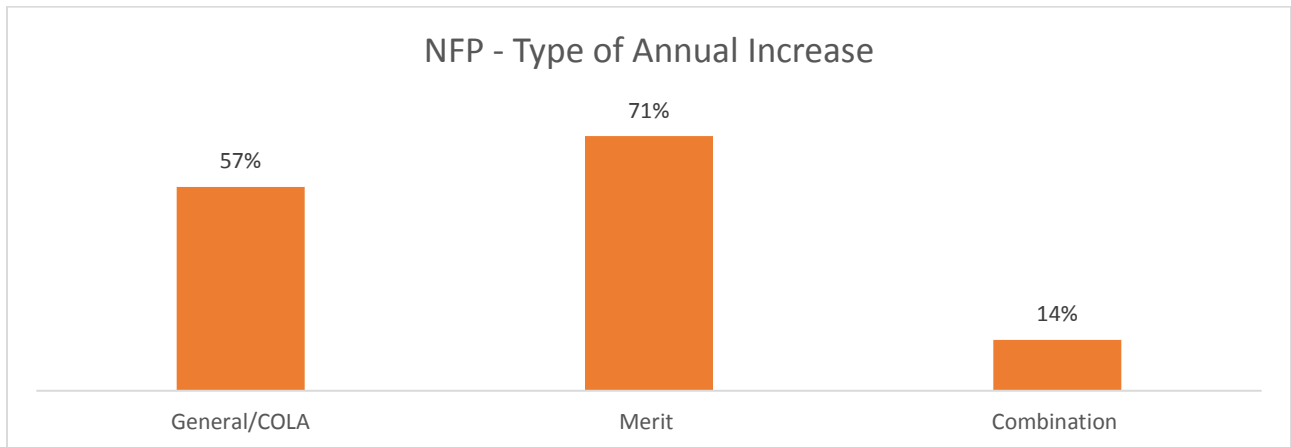
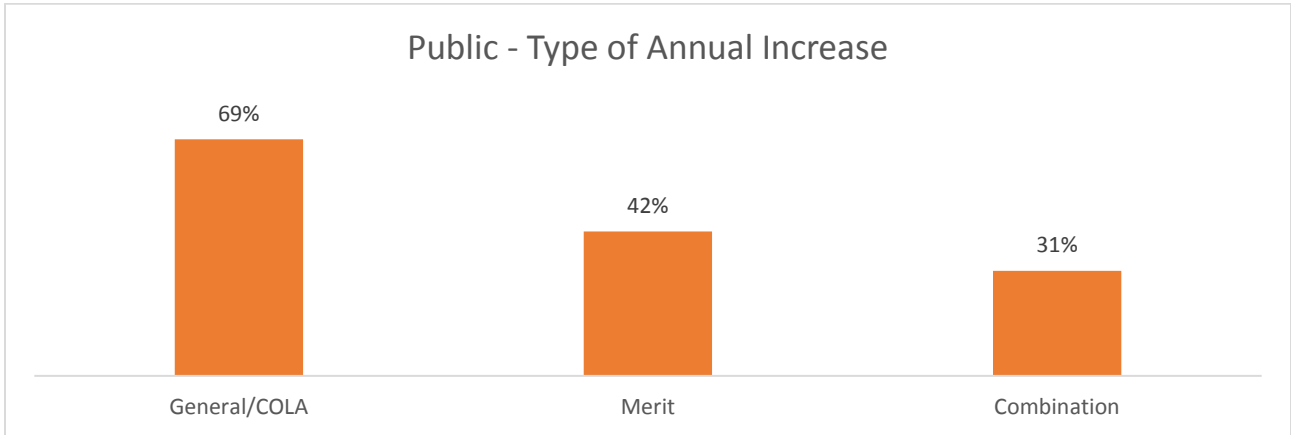
The following chart summarizes the 4 most common market challenges faced by participants.

Challenge	All Organizations	Public Sector	NFP	Private Sector
Ability to offer competitive compensation	35%	75%	18%	55%
Availability of qualified candidates	32%	25%	36%	27%
Attracting / retaining talent	16%	0%	27%	0%
Competing for talent within industry	8%	0%	9%	9%

* Note – Organizations may have indicated that they experience more than one market challenge, therefore total responses may not equal 100%.

Type of Annual Increases

The following charts illustrate the type(s) of annual increases organizations awarded to employees in 2017. Organizations had the option to select more than one method of annual increase for multiple employee groups, therefore total responses may not equal 100%. For example, an organization may provide General/Cost of Living Adjustment (COLA) to certain employee levels, while other levels receive a combination of a merit and general increase.



Survey Participants

AGF Management Ltd.	MainSail Energy
Aspen Family & Community Network Society Limited	McCay Duff LLP
BMO Financial Group	McDonald's Restaurants of Canada
Brock Health Administration Ltd.	Morneau Shepell
Burnbrae Farms	Mother Parkers Tea & Coffee
C&J Energy Production Services-Canada Ltd.	Municipality of Brockton
Children's Health Foundation	Municipality of Wawa
CIBC	Municipality of Middlesex Centre
City of Mississauga	North Lambton Community Health Centre
ClearStream Energy Services	Nova Scotia Construction Sector Council
Community Living Central York	Osgoode Properties Ltd.
Corus Entertainment	Osler Hoskin & Harcourt LLP
County of Brant	Parker Hannifin Canada
County of Grey	Purolator Inc.
County of Peterborough	Queen's University
County of Wellington	Razor Energy Corp
CSA Group	RBC
Dovercourt Boys and Girls Club	Renascent
Economical Insurance	Renison University College
Element Land Surveys Inc.	Repsol Sport Centre
ERCO Worldwide	Richardson GMP Limited
Fairhaven	RS Energy Group
First Capital Realty	SCI Group Inc.
Global Courseware Inc.	Serenity House Inc.
Grey Bruce Health Unit	Shared Support Services Southeastern Ontario
Guelph-Wellington Women in Crisis	Shawcor
Halton Hills Community Energy Corporation	Sirius XM Canada Inc.
Humber River Hospital	Siskinds
Indigo	South East Grey Community Health Centre
Kindred Credit Union	Spectrum Brands
Lanark Renfrew Health & Community Services	Sunwest Aviaiton Ltd.
Lawyers' Professional Indemnity Company	Synaptive Medical Inc.
Leeds, Grenville & Lanark District Health Unit	TAQA North Ltd.
LivingWorks Education Inc.	TD Bank Group
Loblaws Companies Limited	Teleperformance Canada
Mac, Mac & Mac Lawyers	Teranet Inc.

TMX Group Limited
Town of Caledon
Town of Collingwood
Town of Goderich
Town of Gravenhurst
Town of Lakeshore
Town of Midland
Town of Olds
Township of Centre Wellington
University of Toronto
University of Waterloo
Waypoint Centre for Mental Health Care
Wilfrid Laurier University
Women's Crisis Services of Waterloo Region
World Vision Canada
York Catholic District School Board
Zurich Canada

About Gallagher McDowall Associates

Gallagher McDowall Associates is part of Arthur J. Gallagher & Co. (NYSE: AJG), the third largest insurance brokerage in the world with approximately \$5B in revenue and over 25,000 employees providing integrated human resources, benefits, and risk management solutions.

Arthur J. Gallagher & Co. is headquartered in Itasca, Illinois with operations in 30 countries and our client-service capabilities are extended to more than 140 countries through a global network of correspondent brokers and consultants.

Arthur J. Gallagher & Co. is recognized as one of the World's Most Ethical Companies five years in a row.

- Chosen as one of only 132 industry-leading organizations recognized for a commitment to ethics and dedication to integrity including:
- Promoting ethical business standards and practices
- Exceeding legal compliance standards
- Demonstrating that corporate citizenship is tied to company success
- Innovating to benefit the public



We offer flexible pragmatic solutions to your compensation, total rewards, and talent management needs. We recognize that “one-size-fits-all” solutions are not the best fit to meet our clients’ needs. Each client has their own objectives, culture, and expectations. We listen and work closely with clients to create relevant solutions and long-term successful partnerships.

Gallagher McDowall Associates is a compensation and human resources consulting firm that specializes in advisory services such as compensation strategy design and implementation, broad-based and executive compensation consulting, job evaluation and measurement, pay equity analysis, market reviews and salary benchmarking, and compensation surveys for Canadian and international private sector, public sector and non-profit clients.

Our success has been built by consistently:

- Developing a clear understanding of our client’s needs.
- Providing deep expertise in the areas of executive and broad-based compensation, board advisory services, pay equity, and total rewards.
- Addressing client needs cost-effectively and with the highest level of customer service.

We are specialized professionals that bring both breadth and depth of expertise and are skilled at developing timely and innovative solutions to meet unique business needs. We understand the inner workings of boards and councils and can effectively navigate around the sensitivities that come with layers of authority in complex business structures. We also have extensive experience working with unions and supporting management through the bargaining process. For further information on the services offered by Gallagher McDowall Associates, including research on a range of human resource topics, please follow the link: <http://www.mcdowallassociates.com>

Gallagher McDowall Associates wishes to thank you for your participation.

Should you have questions regarding the survey, please contact:

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