

2019

CANADIAN PROFESSIONAL SALES ASSOCIATION

CPSA COMPENSATION PLANNING GUIDE FOR SALES MANAGEMENT

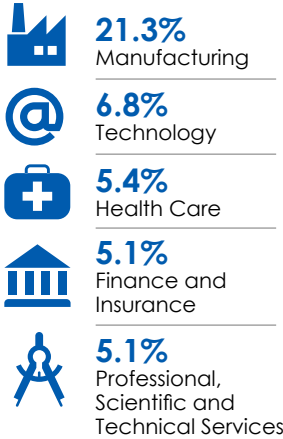


> ABOUT THE CANADIAN PROFESSIONAL SALES ASSOCIATION

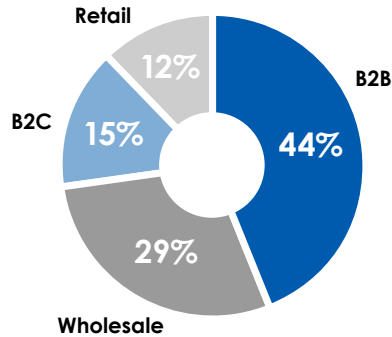


CPSA MEMBERSHIP DEMOGRAPHICS AND FACTS

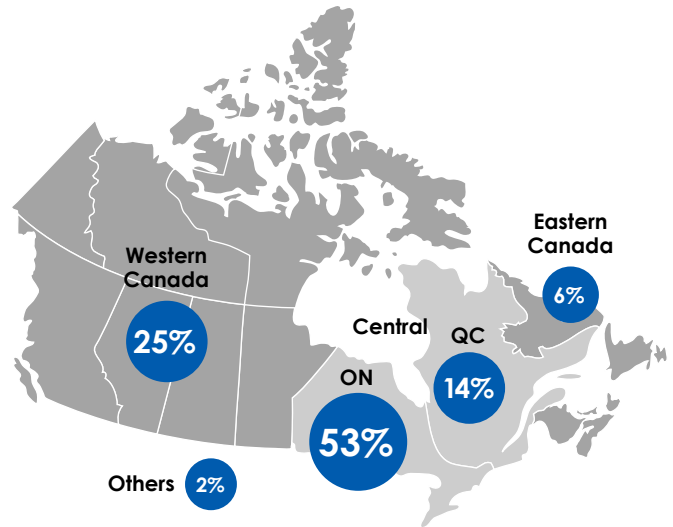
TOP 5 INDUSTRIES



TYPE OF SALES



DISTRIBUTION BY REGION



20,000+ members

4490 have joined to achieve a professional designation

Sales Professionals come to us for solutions to their business challenges;

39% Doing my day to day job

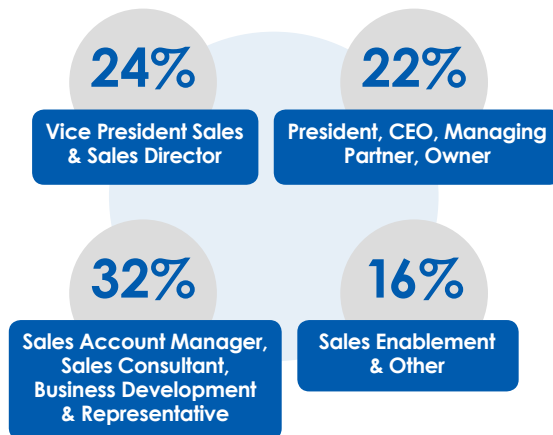
25% Helping my team improve

16% Advancing my career

10% Recruiting & retaining talent

Strategic partnerships are key to helping the sales community tackle business challenges.

DISTRIBUTION BY JOB TITLE



SALES TEAM SIZE

Companies partner with us to train and develop their sales teams.

31% Report a team of 6-20



19% Report a team of 21-50



13% Report a team of 51-100



CPSA Members are decision makers and influencers for all types of sales teams.

For sales professionals, team leaders and organizations across the country, Canadian Professional Sales Association (CPSA) is your partner in building knowledge and skills to improve sales performance.

As the advocate for excellence in sales, we invest resources in programming, curriculum development and professional designations to help individuals and companies become more successful through more effective sales.

Our 20,000+ members benefit from learning resources, community building events and exclusive benefits.

The CPSA standards-based designation program provide the development and recognition opportunities employees desire and employers demand at every career stage.

We connect business with academia and the private sector with government to advance the sales profession and improve Canadian competitiveness.



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LETTER FROM THE CEO



Dear CPSA Member,

Economic forecasts for 2019 call for stable and steady growth. Employment growth is expected to reach its highest level since 2013 and Ottawa predicts explosive growth in sales positions that will be opening up in Canada before 2024.

While we're excited to contribute to this growth, we also know that sales professionals have been identified among the top three employee groups most difficult to recruit and retain. In fact, CPSA research found that 73% of Canadian businesses experience difficulty filling vacant sales positions with qualified candidates. Over 80% of this group reported problems finding candidates with industry experience and proven sales skills.

The majority of businesses CPSA has surveyed agree that development and public awareness of a clear set of measurable standards for sales professionals would make it easier to hire and retain sales employees. The CPSA is working to address this need with professional designations, education and resources for all stakeholders in the sales community.

Exclusive to CPSA Members, the CPSA Compensation Planning Guide for Sales Management and CPSA Compensation Report for Sales Professionals are two such resources that we are proud to offer. We've again partnered with Mercer Canada to create the 2019 reports to serve as comprehensive guides for both sales leaders and sales professionals at every phase of their career.

Stakeholders from more than 674 organizations from coast-to-coast gave us insight on 25 roles to enable you to better understand the Canadian sales professional community.

Inside you'll find:

The CPSA Sales Compensation Planning Guide for Sales Management:

- Exclusive data collected across 2018 from Canadian businesses that will be critical when benchmarking your team's current compensation plan
- Insight on salary data, promotion and compensation planning trends specific to sales to ensure your team's plans are competitive and equitable

The CPSA Compensation Report for Sales Professionals

- Proprietary information on compensation, role descriptions and responsibilities for 25 sales roles to help you plan your career and evaluate whether your current compensation is competitive

You've got to offer industry-leading compensation packages in order to attract and retain talent given the hiring challenges in sales faced by Canadian companies.

You've got to understand what a competitive salary and compensation structure looks like across various roles and regions as you advance your career.

We believe these new reports will provide those insights and prove to be a valuable resource to the Canadian sales community.

Joy Sayers
President and CEO, CPSA



INTRODUCTION

THE LANDSCAPE OF THE SALES PROFESSION

Economic trends suggest the Canadian economy is facing low growth for 2019. Faced with these economic headwinds, Canadian sales professionals must confront an adverse landscape.

Primary causes of this limited expansion are the low dollar resulting in high import prices for retooling investments and low oil prices continuing to drag on the energy sector. There has also been some negative impact due to the recent, prolonged trade negotiations with the US and the tariffs applied during this process.

The sales profession is an important — and underappreciated — part of the Canadian economy: The 1.2 million sales professionals in Canada represent 6.6 percent of the national workforce. As traditional markets become saturated and new business problems arise, this presents an opportunity for Canadian sales professionals and well-performing sales organizations to drive growth.

Sales teams must be able to respond quickly and efficiently to market changes. In order to do so, it is paramount that companies maintain a foundation for sustainable growth by implementing innovative practices to identify, hire, and retain their sales talent.

RECRUITMENT AND RETENTION

Sales professionals in Canada, as in any market, are a unique subset of employees to compartmentalize and may be treated a little differently to other employees when it comes to issues relating to compensation.

Employers throughout Canada are more likely to maintain a separate salary structure for sales professionals than almost any other type of employee. This differentiation of sales employees highlights their importance to Canadian employers and allows companies to compensate this group separately from their general employee population. With 56% of Canadian companies looking to add new employees, organizations must look at innovative sales compensation structures to retain their top sales talent.

In fact, the overall compensation package for a sales employee may look very different to other employees as a greater emphasis is placed on a performance-related variable pay component, such as incentives and commissions.



Economists and forecasters remain wary of predicting strong economic growth in Canadian markets, although employment growth is expected to reach its highest level since 2013.



ECONOMIC ENVIRONMENT

RETIREMENT RATE



2011	0.9%
2012	1.0%
2013	1.0%
2014	1.2%
2015	1.2%

GROSS DOMESTIC PRODUCT (GDP)



2015	1.2%
2016	1.5%
2017	3.0%
2018	2.1%
2019	2.0%

CONSUMER PRICE INDEX



2015	1.1%
2016	1.4%
2017	1.6%
2018	2.4%
2019	2.1%

INFLATION



2015	1.1%
2016	1.4%
2017	1.6%
2018	2.2%
2019	2.2%

UNEMPLOYMENT



2015	6.9%
2016	7.0%
2017	6.3%
2018	6.2%
2019	6.2%

MEAN WEEKLY WAGE GROWTH



2014	2.1%
2015	2.7%
2016	1.7%
2017	1.3%
2018	2.8%

EMPLOYMENT GROWTH



2015	0.9%
2016	0.6%
2017	1.9%
2018	1.2%
2019	1.0%



COMPENSATION PLANNING

SALARY INCREASES

Most Canadian companies conduct some form of compensation planning on an annual basis, and distribute their salary budgets among employees based on individual performance.

FIXED DATE SALARY INCREASES



SALARY FREEZES

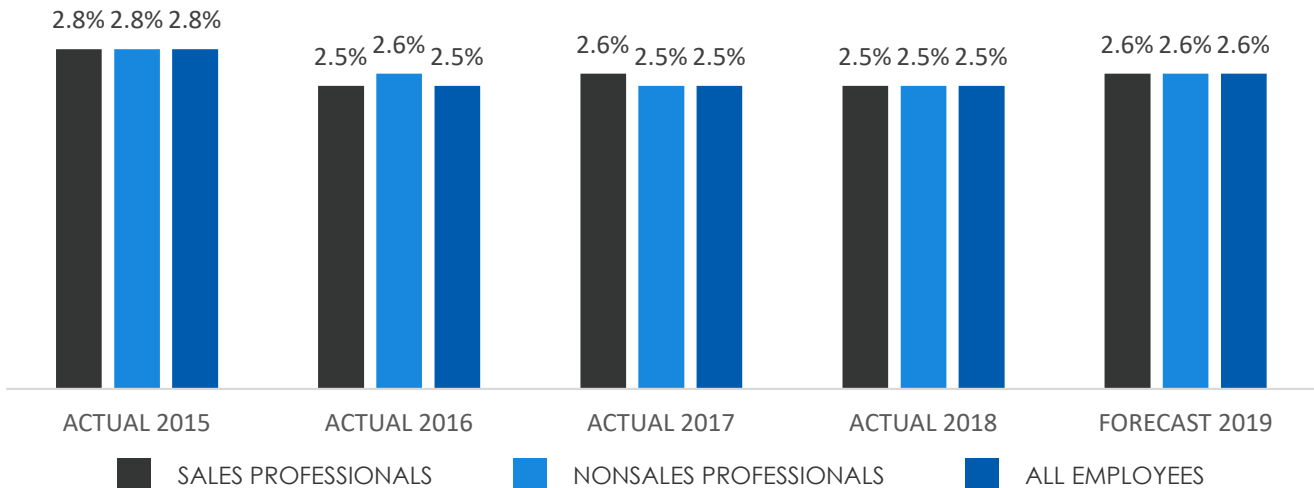
SALES POSITIONS



NONSALES POSITIONS



SALARY INCREASE BUDGETS TRENDS



Note: Data exclude zeroes.



SALARY INCREASE BUDGET AMOUNTS

Companies from most regions and industries report no change or a modest increase to their salary budgets from 2018 to 2019.

2018 AND 2019 SALARY INCREASE BUDGETS FOR SALES PROFESSIONALS

	2018 ACTUAL					2019 FORECAST				
	P25	P50	P75	MEAN	N=	P25	P50	P75	MEAN	N=
OVERALL	2.0	2.5	3.0	2.5	201	2.4	2.6	3.0	2.6	198
BY REGION										
ATLANTIC CANADA	2.0	2.5	2.8	2.5	88	2.3	2.5	3.0	2.6	81
GREATER MONTREAL	2.3	2.5	2.8	2.5	113	2.5	2.6	3.0	2.7	111
OTHER QUEBEC	2.0	2.5	2.9	2.5	97	2.2	2.5	3.0	2.6	90
OTTAWA REGION	2.0	2.5	2.8	2.5	62	2.1	2.5	3.0	2.5	61
GREATER TORONTO	2.2	2.5	3.0	2.5	148	2.5	2.6	3.0	2.6	145
OTHER ONTARIO	2.0	2.5	3.0	2.5	128	2.3	2.5	3.0	2.6	120
MANITOBA	2.0	2.5	2.9	2.5	87	2.3	2.5	3.0	2.6	81
SASKATCHEWAN	2.0	2.5	2.8	2.4	78	2.0	2.5	3.0	2.5	75
GREATER CALGARY	2.1	2.5	2.8	2.6	117	2.5	2.6	3.0	2.6	113
GREATER EDMONTON	2.0	2.5	2.8	2.5	95	2.4	2.5	3.0	2.6	91
OTHER ALBERTA	2.0	2.5	2.8	2.5	90	2.1	2.5	3.0	2.6	87
GREATER VANCOUVER	2.3	2.5	2.9	2.6	106	2.5	2.6	3.0	2.6	100
OTHER BRITISH COLUMBIA	2.0	2.5	2.8	2.5	88	2.0	2.5	3.0	2.5	84
TERRITORIES	2.5	2.8	3.0	2.7	14	2.5	2.9	3.0	2.7	12

Notes: Data exclude zeros unless otherwise specified. Amounts are percentages.
See page number 75 for instruction on how to read this chart.



Canadian sales professionals have seen substantially less salary freezes than most other types of employees in recent years.



COMPENSATION PLANNING

Sales professionals in the Banking/Financial Services, Chemicals, Life Sciences, and Transportation Equipment may experience a greater pay increase in 2019 than their peers in other industries.

2018 AND 2019 SALARY INCREASE BUDGETS FOR SALES PROFESSIONALS

	2018 ACTUAL					2019 FORECAST				
	P25	P50	P75	MEAN	N=	P25	P50	P75	MEAN	N=
OVERALL	2.0	2.5	3.0	2.5	201	2.4	2.6	3.0	2.6	198
BY INDUSTRY										
BANKING/FINANCIAL SERVICES	2.3	2.5	2.9	2.7	16	2.5	3.0	3.0	2.8	15
CHEMICALS	2.5	2.8	3.0	2.8	5	–	2.9	–	2.8	4
CONSUMER GOODS	2.2	2.5	2.9	2.5	22	2.5	2.6	3.0	2.6	23
ENERGY	2.0	2.5	2.7	2.3	12	2.4	3.0	3.0	2.7	10
HIGH TECH	2.1	2.7	3.0	2.8	20	2.1	2.6	3.0	2.6	22
INSURANCE/REINSURANCE	2.0	2.5	2.6	2.2	16	2.0	2.5	2.7	2.3	15
LIFE SCIENCES	2.4	2.7	3.0	2.7	12	2.4	2.9	3.0	2.8	12
LOGISTICS	2.4	2.5	2.9	2.5	6	2.4	2.5	2.9	2.5	6
MINING & METALS	–	–	–	–	3	–	–	–	–	3
OTHER MANUFACTURING	2.3	2.7	3.0	2.6	30	2.4	2.8	3.0	2.7	30
OTHER NONMANUFACTURING	2.4	2.5	3.0	2.6	16	2.1	2.5	3.0	2.6	16
RETAIL & WHOLESALE	2.0	2.5	2.8	2.4	17	2.1	2.7	3.0	2.7	16
SERVICES (NONFINANCIAL)	1.7	2.0	2.8	2.3	22	2.0	2.5	2.8	2.6	22
TRANSPORTATION EQUIPMENT	–	2.8	–	2.7	4	–	2.8	–	2.8	4

Notes: Data exclude zeros unless otherwise specified. Amounts are percentages.

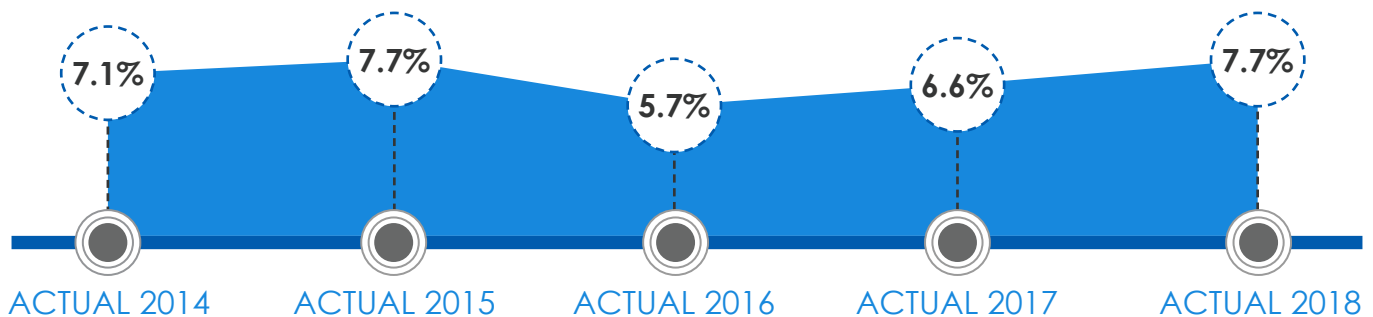


PROMOTION RELATED SALARY INCREASES



In 2018, it was anticipated that 8.4% of Canadian sales professionals will be promoted, and, on average, awarded a 7.7% promotional increase in salary.

PROMOTIONAL INCREASE TRENDS FOR SALES PROFESSIONALS



Note: Data exclude zeroes.



Approximately 44% of companies set aside a separate budget for compensating employees that could be promoted to a new role.



COMPENSATION PLANNING

2018 PROMOTIONS FOR SALES PROFESSIONALS

PERCENTAGE OF GROUP TO BE PROMOTED IN 2018



Note: Amount is percentage of employees.

MEAN PROMOTIONAL INCREASE IN 2018



Note: Amount is percentage of base salary.



76% OF COMPANIES MAINTAIN A SEPARATE PROMOTIONAL INCREASE BUDGET FOR SALES PROFESSIONALS.

In 2018, companies reserved a mean of 1.1% of their payroll budget for such sales role promotion-related increases. When compared to nonsales professionals, budgets for promotions are slightly lower with 1.5% allocated to the nonsales group.

2018 AND 2019 PROMOTIONAL INCREASE BUDGETS FOR SALES PROFESSIONALS

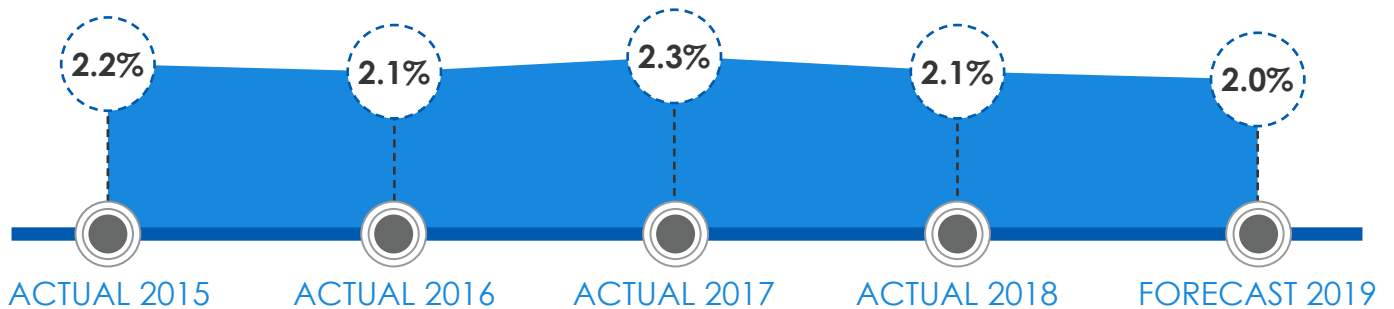
	2018 ACTUAL					2019 FORECAST				
	P25	P50	P75	MEAN	N=	P25	P50	P75	MEAN	N=
OVERALL	0.3%	0.5%	1.0%	1.1%	31	0.5%	0.6%	2.0%	1.5%	31

Notes: Data exclude zeroes. Amounts are a percentage of payroll.

STRUCTURE ADJUSTMENTS

Most companies use a formal salary structure for their sales employees which is updated, or adjusted, on an annual basis. This annual adjustment helps to ensure salary ranges remain competitive and avoids the practice of employees “falling” outside of their salary range. Canadian companies are reporting a structure adjustment of 2.1% for their sales professional employees in 2018, and a further 2.0% in 2019.

BASE SALARY STRUCTURE ADJUSTMENT TRENDS FOR SALES PROFESSIONALS



Note: Data exclude zeroes.



Over one-third (38%) of Canadian employers maintain a salary structure specific to sales professionals.



COMPENSATION PLANNING

2018 AND 2019 STRUCTURE ADJUSTMENTS FOR SALES PROFESSIONALS

	2018 ACTUAL					2019 FORECAST				
	P25	P50	P75	MEAN	N=	P25	P50	P75	MEAN	N=
OVERALL	1.8	2.0	2.1	2.1	131	1.6	2.0	2.0	2.0	120
BY REGION										
ATLANTIC CANADA	1.8	2.0	2.0	2.0	53	1.5	2.0	2.0	1.9	49
GREATER MONTREAL	1.5	2.0	2.0	2.0	70	1.5	2.0	2.0	1.9	68
OTHER QUEBEC	1.6	2.0	2.0	2.0	56	1.5	2.0	2.0	1.9	55
OTTAWA REGION	1.6	2.0	2.0	2.0	36	1.5	2.0	2.0	1.9	37
GREATER TORONTO	1.7	2.0	2.0	2.1	90	1.5	2.0	2.0	2.0	87
OTHER ONTARIO	1.7	2.0	2.1	2.1	84	1.6	2.0	2.0	2.0	79
MANITOBA	1.8	2.0	2.0	2.0	44	1.5	2.0	2.0	1.9	44
SASKATCHEWAN	1.8	2.0	2.0	2.0	43	1.5	2.0	2.0	1.9	40
GREATER CALGARY	1.8	2.0	2.0	2.1	70	1.5	2.0	2.0	2.0	68
GREATER EDMONTON	2.0	2.0	2.1	2.2	53	1.7	2.0	2.0	2.1	54
OTHER ALBERTA	1.7	2.0	2.0	2.1	55	1.5	2.0	2.0	1.9	50
GREATER VANCOUVER	1.7	2.0	2.0	2.0	66	1.5	2.0	2.0	1.9	64
OTHER BRITISH COLUMBIA	1.8	2.0	2.0	2.0	51	1.5	2.0	2.0	1.9	47
TERRITORIES	1.8	2.0	2.0	2.0	11	1.8	2.0	2.5	2.2	9

Notes: Data exclude zeroes. Amounts are percentages.

COMPENSATION PLANNING

2018 AND 2019 STRUCTURE ADJUSTMENTS FOR SALES PROFESSIONALS

	2018 ACTUAL					2019 FORECAST				
	P25	P50	P75	MEAN	N=	P25	P50	P75	MEAN	N=
OVERALL	1.8	2.0	2.1	2.1	131	1.6	2.0	2.0	2.0	120
BY INDUSTRY										
BANKING/FINANCIAL SERVICES	1.5	2.0	3.0	2.1	13	1.3	1.8	2.0	1.8	12
CHEMICALS	-	2.0	-	1.9	4	-	-	-	-	3
CONSUMER GOODS	1.7	2.0	2.5	2.0	14	1.6	2.0	2.1	2.1	14
ENERGY	-	2.3	-	2.2	4	-	-	-	-	3
HIGH TECH	1.9	2.0	3.0	2.1	11	1.3	2.0	2.4	1.9	12
INSURANCE/REINSURANCE	1.2	1.8	2.0	1.7	14	1.5	1.8	2.0	1.8	14
LIFE SCIENCES	2.0	2.0	2.5	2.1	7	2.0	2.0	3.0	2.2	7
LOGISTICS	-	2.0	-	2.1	4	-	-	-	-	3
MINING & METALS	-	-	-	-	3	-	-	-	-	2
OTHER MANUFACTURING	2.0	2.0	2.5	2.5	19	2.0	2.0	2.5	2.3	15
OTHER NONMANUFACTURING	1.9	2.0	2.0	2.2	7	2.0	2.0	2.2	2.1	8
RETAIL & WHOLESALE	2.0	2.0	2.0	2.0	10	1.4	2.0	2.3	1.9	9
SERVICES (NONFINANCIAL)	1.5	2.0	2.0	1.8	18	1.5	2.0	2.0	2.0	15
TRANSPORTATION EQUIPMENT	-	-	-	-	3	-	-	-	-	3

Notes: Data exclude zeros unless otherwise specified. Amounts are percentages.

THE STRUCTURE OF COMPENSATION

As the only guaranteed component of employee remuneration, base salary forms the primary building block of any employee's compensation package. Incentives make up the other critical component of employee compensation and may be provided as a short-term incentive, sales incentive (or commission), or a long-term incentive.

ANNUAL COMPENSATION FOR SALES PROFESSIONALS



BASE SALARY

+



VARIABLE PAY

=



TOTAL CASH COMPENSATION

The portion of guaranteed salary an employee receives and a fixed expense for the company.

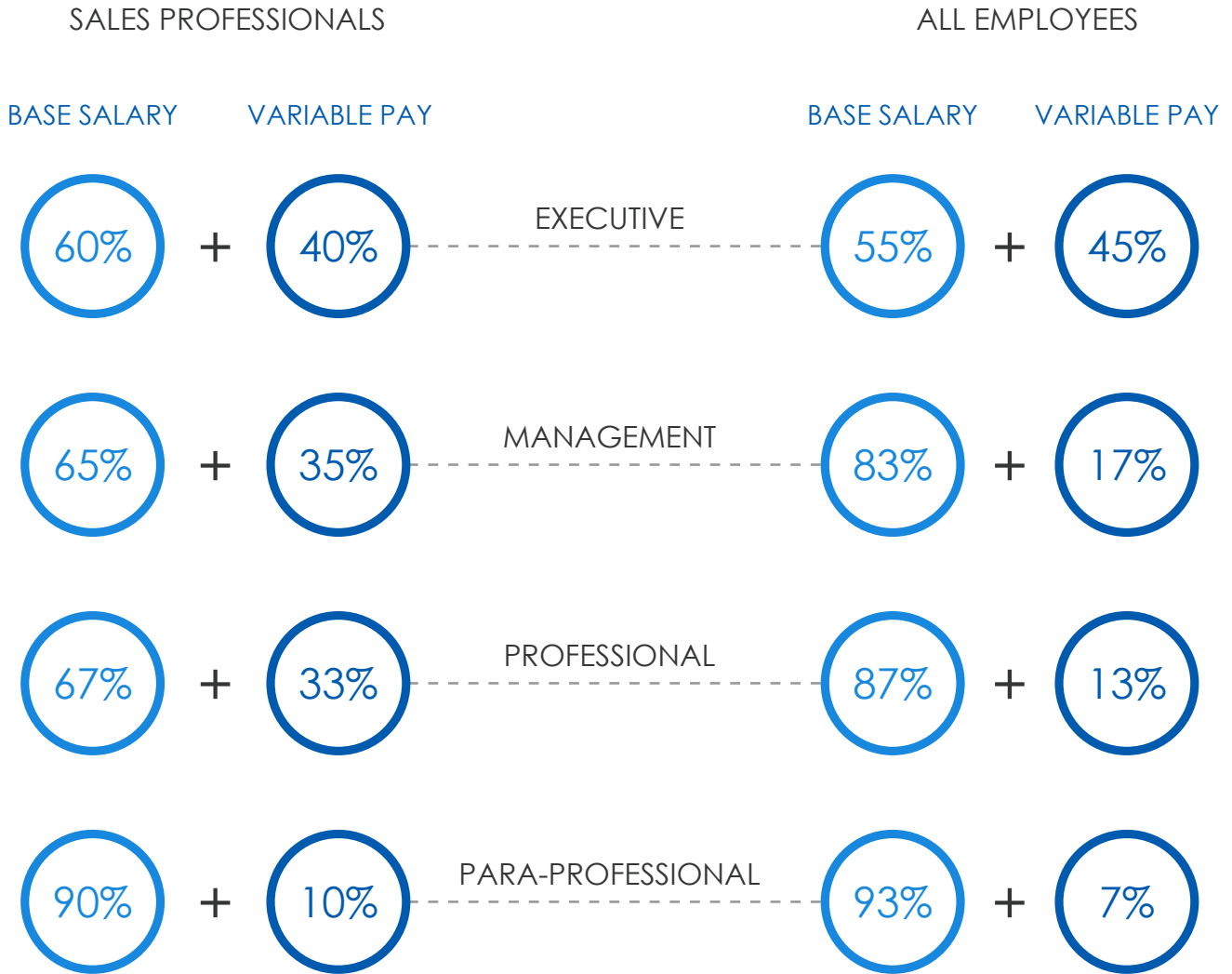
Performance related compensation such as short-term incentives, sales incentives, and commissions; a variable expense for the company.

The total amount of guaranteed and variable compensation that an employee receives.



COMPENSATION DATA

PAY MIX FOR SALES PROFESSIONALS VS. ALL EMPLOYEES



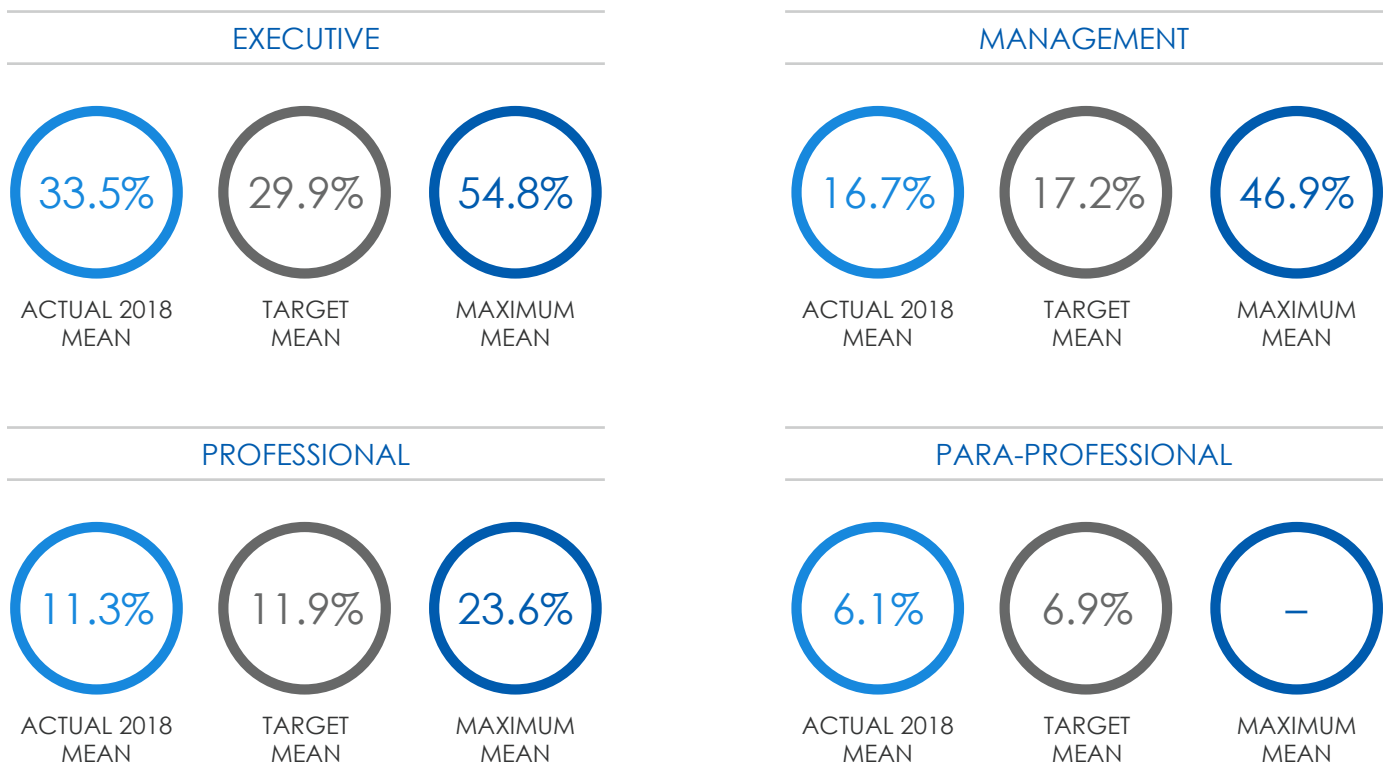
Note: See page number 79 for definitions.



COMPENSATION DATA

Companies typically do not apply a cap or maximum to the potential amount a sales professional can earn through sales incentive programs.

SHORT-TERM INCENTIVES FOR SALES PROFESSIONALS AS A PERCENTAGE OF BASE SALARY



Note: Amounts are a percentage of base salary.
See page number 79 for definitions.



For both short-term and sales incentives, senior employees have a greater opportunity for reward than their junior counterparts, resulting in even greater differentiation in total compensation.



COMPENSATION DATA

SALES INCENTIVES FOR SALES PROFESSIONALS AS A PERCENTAGE OF BASE SALARY



Note: Amounts are a percentage of base salary. Only a small percent of companies provided sales incentive data for the job used for this executive level analysis.



COMPENSATION DATA

Among the 25 sales roles listed, in slightly more than half (52%) of these roles, employees are eligible for short-term incentives and in 41% of these roles employees are eligible for sales incentives. Due to changes in Mercer's data collection processes, you may notice differences in this year's compensation amounts. Comparisons to last year's figures are not representative of changes in the market.

MEAN SALARY DATA FOR SALES PROFESSIONAL ROLES

JOB TYPE	BASE SALARY	SHORT-TERM INCENTIVE	SALES INCENTIVE	TOTAL CASH	TOTAL DIRECT
HEAD OF SALES — SUB-FUNCTION	211,332	73,704	68,392	277,257	311,589
SALES DIRECTOR	151,797	38,615	80,352	196,461	216,667
DIVISION SALES MANAGER	99,837	19,568	32,202	111,942	113,256
SALES MANAGER — REGIONAL	116,562	23,674	40,956	140,207	143,525
SALES DEVELOPMENT MANAGER	114,404	17,371	17,690	127,866	131,289
SALES SUPERVISOR	89,050	12,719	17,942	99,757	100,702
SALES REPRESENTATIVE — SENIOR	82,384	10,569	29,448	96,301	96,623
SALES REPRESENTATIVE — ENTRY	48,441	5,086	14,965	52,995	53,183
KEY NATIONAL ACCOUNTS — SENIOR MANAGER	153,715	31,441	45,659	181,352	196,559
ACCOUNT MANAGEMENT MANAGER (KEY & NONKEY ACCOUNTS)	123,194	22,143	29,170	136,254	138,951
ACCOUNT MANAGER — SENIOR/JR. KEY ACCOUNT MANAGER	91,549	14,851	40,896	111,622	112,634
ACCOUNT MANAGER — ENTRY	58,914	6,482	14,582	63,278	63,278
BUSINESS/CHANNEL DEVELOPMENT MANAGER	122,555	16,386	37,758	147,269	151,616
FIELD SALES & ACCOUNT MANAGEMENT — ENTRY PROFESSIONAL	47,990	4,835	15,350	52,457	52,614
FIELD SALES & ACCOUNT MANAGEMENT — EXPERIENCED PROFESSIONAL	59,148	7,142	21,437	68,275	68,290
FIELD SALES & ACCOUNT MANAGEMENT — SENIOR MANAGER	151,736	37,466	75,484	193,138	210,530
FIELD SALES & ACCOUNT MANAGEMENT — SENIOR PROFESSIONAL	82,330	10,666	30,937	96,613	96,888
SALES ADMINISTRATION MANAGER	103,458	20,038	–	115,774	117,781
SALES ADMINISTRATION TEAM LEADER	60,783	6,869	–	66,153	66,153
SALES ADMINISTRATION CLERK — EXPERIENCED	49,622	3,450	2,494	51,335	51,335
SALES ADMINISTRATION CLERK — ENTRY	43,426	2,280	–	45,021	45,021
SALES ANALYSIS MANAGER	124,616	20,881	–	142,446	145,945
SALES TRAINING MANAGER	125,948	23,367	–	146,260	148,693
DIRECT SALES — EXPERIENCED PROFESSIONAL	55,886	–	14,607	67,459	67,459
DIRECT SALES — ENTRY PROFESSIONAL	42,117	–	19,401	45,521	45,521

Note: Amounts are in CAD.



COMPENSATION DATA

This section provides compensation amounts, as well as short-term and sales incentive targets, for the following 25 sales positions:

- Head of Sales — Sub-Function 21
- Sales Director 23
- Division Sales Manager 25
- Sales Manager — Regional 27
- Sales Development Manager 29
- Sales Supervisor 31
- Sales Representative — Senior 33
- Sales Representative — Entry 35
- Key National Accounts — Senior Manager 37
- Account Management Manager (Key & Nonkey Accounts) 39
- Account Manager — Senior/Jr. Key Account Manager 41
- Account Manager — Entry 43
- Business/Channel Development Manager 45
- Field Sales & Account Management — Entry Professional 47
- Field Sales & Account Management — Experienced Professional 49
- Field Sales & Account Management — Senior Manager 51
- Field Sales & Account Management — Senior Professional 53
- Sales Administration Manager 55
- Sales Administration Team Leader 57
- Sales Administration Clerk — Experienced 59
- Sales Administration Clerk — Entry 61
- Sales Analysis Manager 63
- Sales Training Manager 65
- Direct Sales — Experienced Professional 67
- Direct Sales — Entry Professional 69

COMPENSATION DATA

HEAD OF SALES — SUB-FUNCTION

Head of Sales is accountable for sales strategy, sales teams/processes and achieving sales revenue targets across all sales channels including Direct Field (Face-to-Face) Sales; Indirect Field (Channel/Partner/Distributor) Sales; Account Management; Remote/Telesales; Sales Training; Sales Operations/Administration.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	194,368	211,208	223,200	211,332	21	21
ACTUAL SHORT-TERM INCENTIVE	51,086	63,377	90,491	73,704	16	16
ACTUAL SALES INCENTIVE	–	–	–	68,392	3	3
ACTUAL TOTAL CASH	240,753	263,795	303,250	277,257	21	21
ACTUAL TOTAL DIRECT	253,469	302,000	368,612	311,589	21	21

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 86%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	24.1%	32.4%	43.0%	33.5%	16	16
TARGET INCENTIVE	25.0%	30.0%	35.0%	29.9%	17	17
MAXIMUM INCENTIVE	40.0%	56.3%	67.0%	54.8%	11	11

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 14%

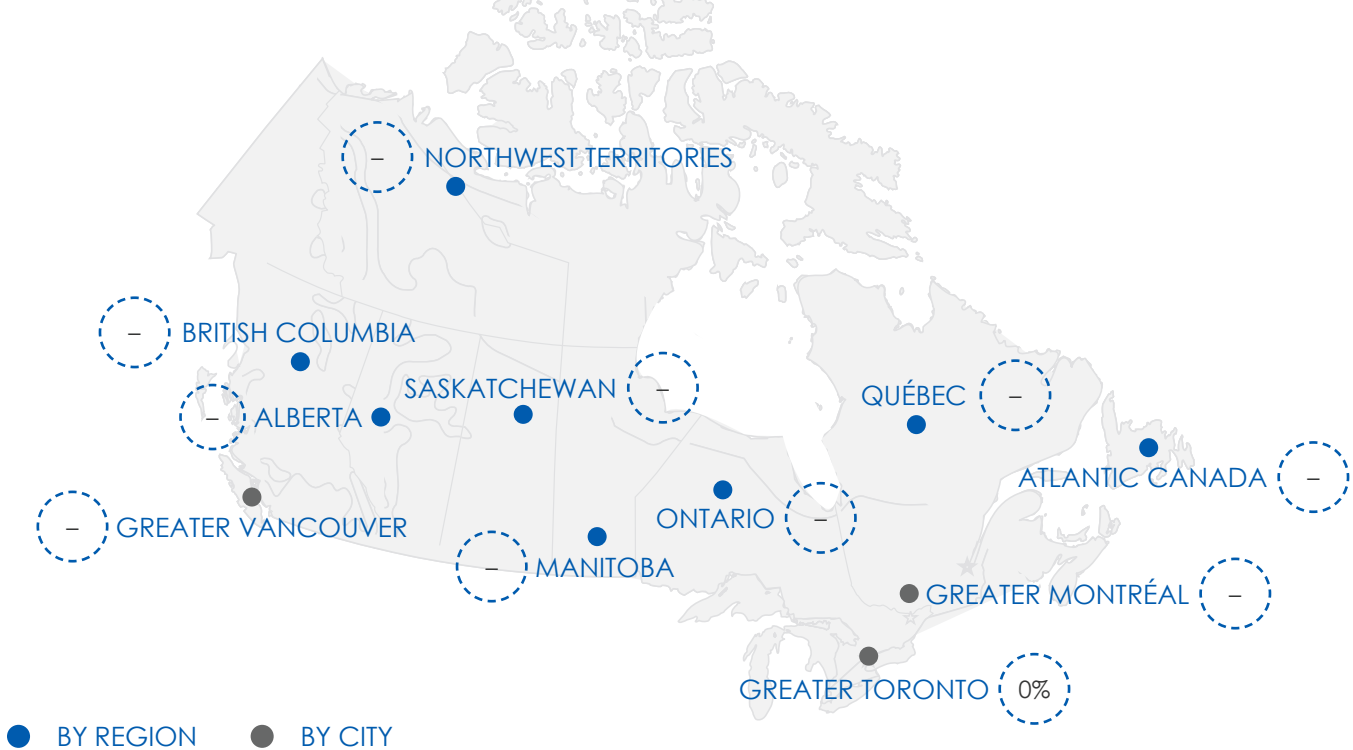
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	–	–	–	33.0%	3	3
TARGET INCENTIVE	–	–	–	–	2	2

Note: Amounts are a percentage of base salary.



HEAD OF SALES — SUB-FUNCTION

GEOGRAPHIC SALARY DIFFERENTIALS



Notes: Differentials are calculated by comparing each city to the national job data. See About this Report for more details.

INDUSTRY SALARY DIFFERENTIALS



If data are not available for a given value, the report denotes that fact with an endash ("—").

COMPENSATION DATA

SALES DIRECTOR

A Senior Manager who typically manages a department or small unit that includes multiple teams led by Managers and/or Team Leaders. Responsibilities typically include ownership of short- to mid-term (1–3 years) execution of functional strategy and the operational direction of the Department. Problems faced are often complex and require extensive investigation and analysis. It requires ability to influence others to accept practices and approaches, and ability to communicate and influence executive leadership.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	130,041	148,425	168,209	151,797	131	480
ACTUAL SHORT-TERM INCENTIVE	18,323	39,350	52,793	38,615	75	192
ACTUAL SALES INCENTIVE	44,909	73,082	100,817	80,352	36	173
ACTUAL TOTAL CASH	153,156	190,275	227,470	196,461	131	480
ACTUAL TOTAL DIRECT	166,608	205,208	244,419	216,667	131	480

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 55%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	12.2%	23.3%	32.4%	23.5%	75	192
TARGET INCENTIVE	20.0%	22.5%	25.0%	23.3%	82	239
MAXIMUM INCENTIVE	30.0%	33.0%	41.0%	36.6%	53	161

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 45%

COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	31.7%	52.2%	72.0%	55.4%	36	173
TARGET INCENTIVE	31.6%	59.5%	65.8%	51.7%	31	160

Note: Amounts are a percentage of base salary.



COMPENSATION DATA

SALES DIRECTOR

GEOGRAPHIC SALARY DIFFERENTIALS



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INDUSTRY SALARY DIFFERENTIALS



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DIVISION SALES MANAGER

A Manager who manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include: policy and strategy implementation for short-term results (1 year or less), and influences others outside of own job area regarding policies, practices, and procedures. Other responsibilities include face-to-face and/or remote sales to new or existing customers; assessing customer needs and suggesting appropriate products, services, and/or solutions; and planning, developing, and delivering the marketing strategy for products/services and associated brand(s). Incumbents in this specialization may also provide customer service and support in the form of information on product/price and resolution to issues related to billing, shipping, delivery, complaints, etc. Incumbents matching to this specialization are compensated based on achievement of sales targets.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	73,299	98,316	121,874	99,837	50	330
ACTUAL SHORT-TERM INCENTIVE	8,755	16,706	29,751	19,568	25	110
ACTUAL SALES INCENTIVE	15,910	34,500	41,000	32,202	9	57
ACTUAL TOTAL CASH	75,646	109,038	140,786	111,942	50	330
ACTUAL TOTAL DIRECT	75,646	109,038	141,500	113,256	50	330

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 53%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	8.2%	14.6%	22.1%	16.0%	25	110
TARGET INCENTIVE	15.0%	20.0%	24.0%	18.3%	35	156
MAXIMUM INCENTIVE	15.0%	30.0%	40.0%	30.8%	21	95

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 24%

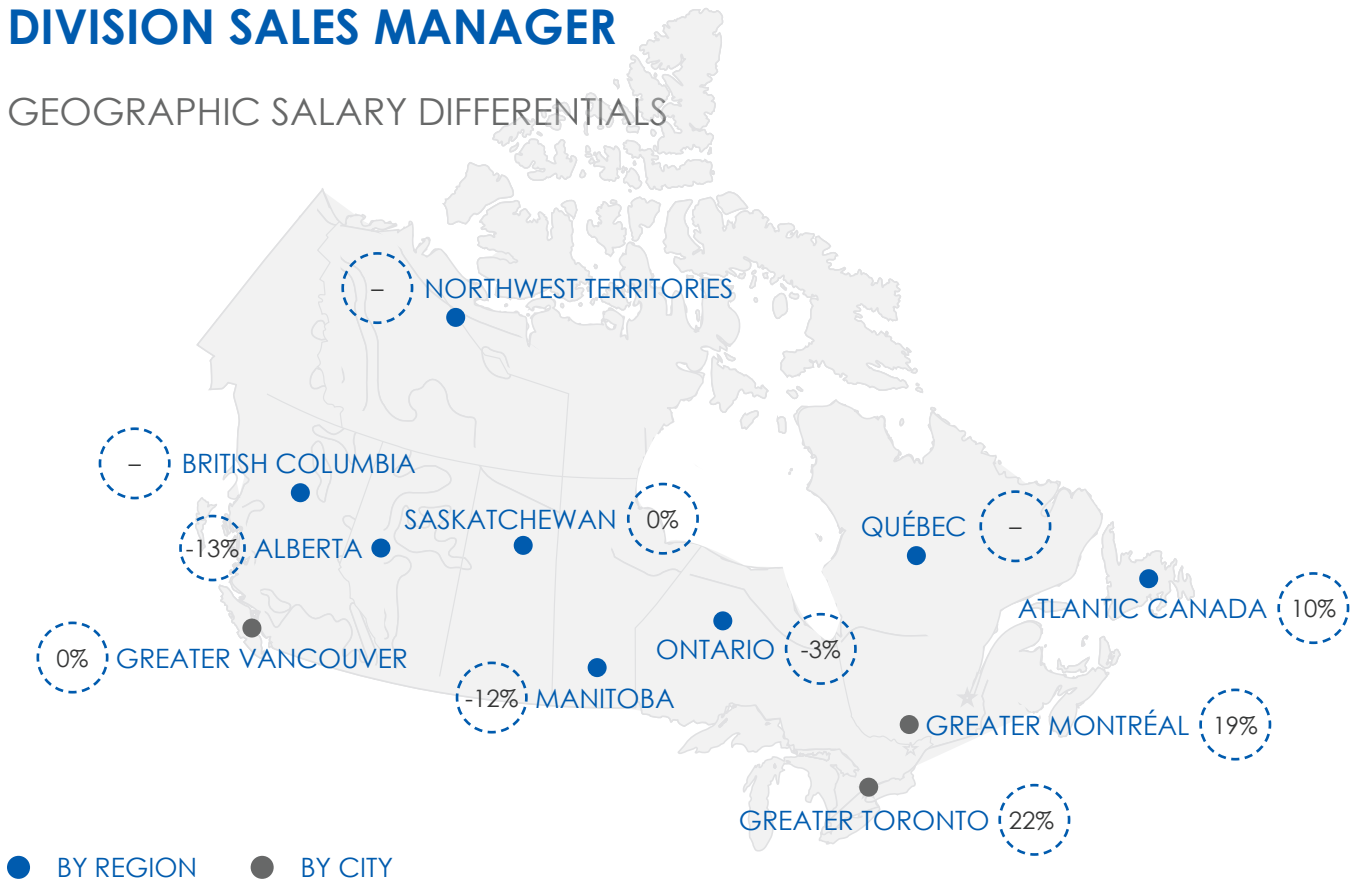
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	15.7%	31.5%	56.3%	37.5%	9	57
TARGET INCENTIVE	18.0%	22.0%	40.0%	28.6%	10	68

Note: Amounts are a percentage of base salary.



DIVISION SALES MANAGER

GEOGRAPHIC SALARY DIFFERENTIALS



Notes: Differentials are calculated by comparing each city to the national job data. See About this Report for more details.

INDUSTRY SALARY DIFFERENTIALS



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COMPENSATION DATA

SALES MANAGER — REGIONAL

A Manager who manages experienced professionals who exercise latitude and independence in assignments. Responsibilities also typically include policy and strategy implementation for short-term results (1 year or less), and will influence others outside of own job area regarding policies, practices, and procedures. Other responsibilities include selling directly to the end consumer/business purchaser or indirectly through various sales channels; assessing customer needs and suggesting appropriate products, services, and/or solutions; developing and delivering sales bids, presentations, and proposals and conducting product demonstrations; identifying and contacting prospective customers and building relationships to generate future sales and repeat business. Incumbents matching to this specialization are compensated based on achievement of sales targets.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	93,472	111,900	134,317	116,562	192	1,015
ACTUAL SHORT-TERM INCENTIVE	9,853	19,932	33,090	23,674	108	502
ACTUAL SALES INCENTIVE	18,122	31,037	58,277	40,956	52	272
ACTUAL TOTAL CASH	104,442	131,947	169,917	140,207	192	1,015
ACTUAL TOTAL DIRECT	104,652	133,724	172,856	143,525	192	1,015

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 68%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	9.3%	17.3%	24.0%	17.8%	108	502
TARGET INCENTIVE	15.0%	16.7%	25.0%	19.7%	116	595
MAXIMUM INCENTIVE	22.0%	27.0%	40.0%	31.9%	75	359

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 38%

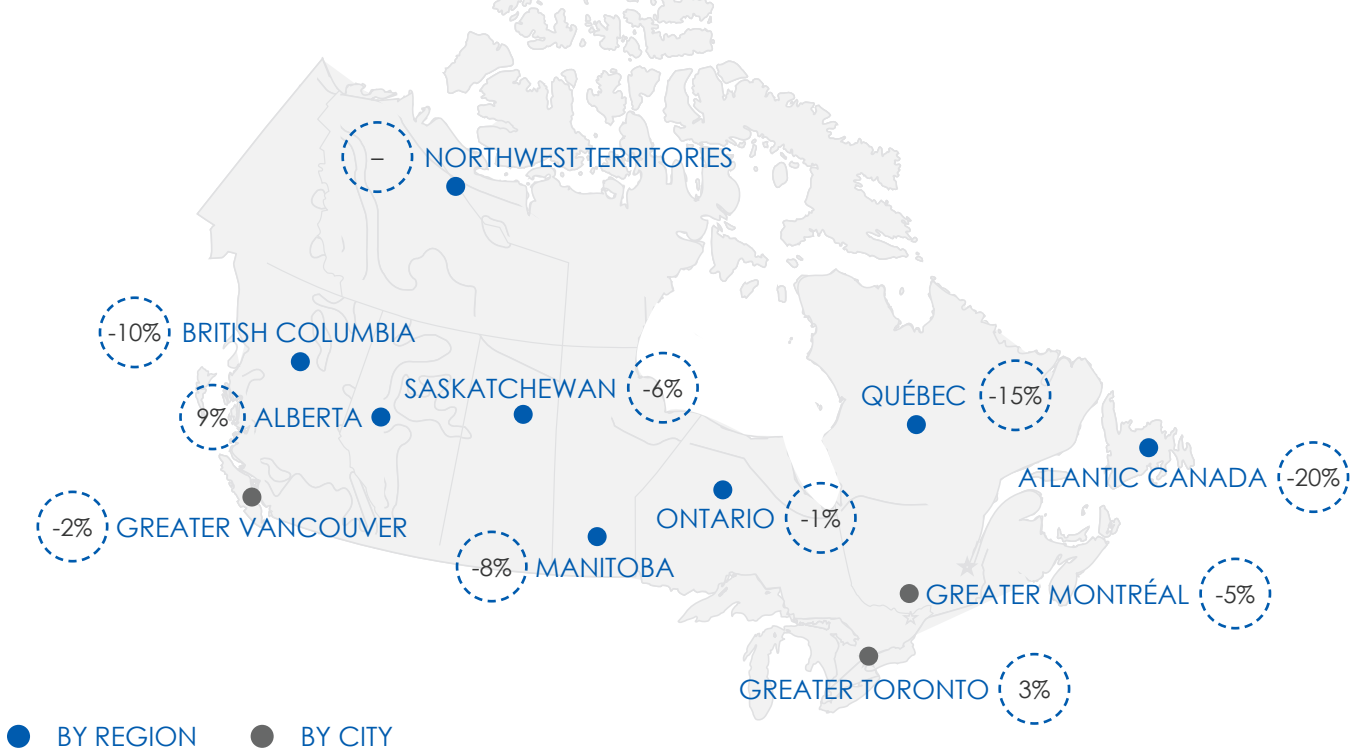
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	17.3%	33.2%	54.8%	38.8%	52	272
TARGET INCENTIVE	20.0%	30.0%	45.0%	36.9%	53	275

Note: Amounts are a percentage of base salary.



SALES MANAGER — REGIONAL

GEOGRAPHIC SALARY DIFFERENTIALS



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INDUSTRY SALARY DIFFERENTIALS



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COMPENSATION DATA

SALES DEVELOPMENT MANAGER

A Sales Development Manager manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include policy and strategy implementation for short-term results (1 year or less). Other responsibilities include conducting research to define targeted customer segments and determine the key values that drive buying behavior for each segment; developing brand/product positioning, associated marketing themes, and media channels that align with target customer demographics (e.g., company website, social media, publications, email, radio/TV, face-to-face, etc.); developing and implementing marketing strategies (e.g., advertising, informational webinars/blogs, direct marketing, trade shows/public events, online/in-store promotions, business customer relationship building, etc.); overseeing development and distribution of marketing materials; ensuring customer experience is in line with brand image and strategy; and monitoring the effectiveness of marketing campaigns & tactics.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	99,176	110,015	127,500	114,404	75	295
ACTUAL SHORT-TERM INCENTIVE	12,585	16,244	21,573	17,371	50	208
ACTUAL SALES INCENTIVE	14,084	15,722	21,600	17,690	5	13
ACTUAL TOTAL CASH	111,372	121,838	143,822	127,866	75	295
ACTUAL TOTAL DIRECT	112,128	124,411	147,288	131,289	75	295

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 87%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	11.6%	15.1%	17.7%	14.8%	50	208
TARGET INCENTIVE	15.0%	16.0%	20.0%	17.1%	61	253
MAXIMUM INCENTIVE	26.3%	34.0%	40.0%	34.9%	42	200

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 7%

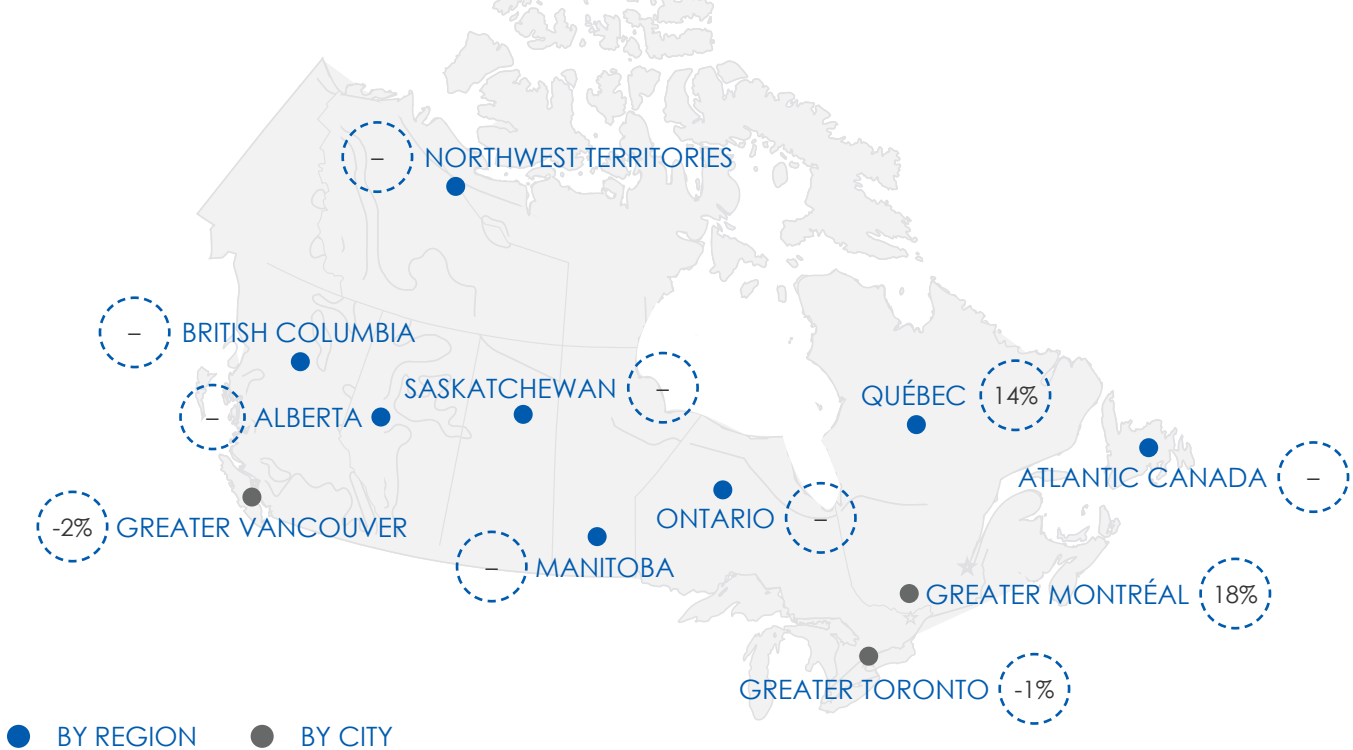
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	14.1%	15.5%	18.2%	16.8%	5	13
TARGET INCENTIVE	15.0%	18.0%	24.0%	20.1%	5	14

Note: Amounts are a percentage of base salary.



SALES DEVELOPMENT MANAGER

GEOGRAPHIC SALARY DIFFERENTIALS



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INDUSTRY SALARY DIFFERENTIALS



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COMPENSATION DATA

SALES SUPERVISOR

A Sales Supervisor is a Team Leader who supervises professional level employees (typically entry or experienced level) and may also supervise some para-professional employees. Responsibilities typically include setting goals and objectives for team members for achievement of operational results. Problems faced may be difficult but typically are not complex. Ensures policies, practices, and procedures are understood and followed by direct reports, customers, and stakeholders. Other responsibilities include selling directly to the end consumer/business purchaser or indirectly through various sales channels; assessing customer needs and suggesting appropriate products, services, and/or solutions; developing and delivering sales bids, presentations, and proposals and conducting product demonstrations; identifying and contacting prospective customers and building relationships to generate future sales and repeat business. Incumbents matching to this specialization are compensated based on achievement of sales targets.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	71,915	87,592	102,511	89,050	89	893
ACTUAL SHORT-TERM INCENTIVE	6,976	10,869	16,770	12,719	40	310
ACTUAL SALES INCENTIVE	10,219	13,489	21,853	17,942	29	305
ACTUAL TOTAL CASH	77,161	99,602	116,868	99,757	89	893
ACTUAL TOTAL DIRECT	77,194	99,828	117,326	100,702	89	893

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 54%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	8.5%	12.5%	17.0%	13.3%	40	310
TARGET INCENTIVE	9.0%	15.0%	20.0%	15.5%	52	423
MAXIMUM INCENTIVE	10.8%	19.2%	30.0%	24.4%	34	292

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 41%

COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	15.0%	15.0%	22.8%	20.3%	29	305
TARGET INCENTIVE	15.0%	15.0%	30.0%	24.2%	30	338

Note: Amounts are a percentage of base salary.



COMPENSATION DATA

SALES SUPERVISOR

GEOGRAPHIC SALARY DIFFERENTIALS



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INDUSTRY SALARY DIFFERENTIALS



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COMPENSATION DATA

SALES REPRESENTATIVE — SENIOR

A Senior Professional who applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include managing projects/processes, working independently with limited supervision. Will provide coaching and review the work of lower level professionals. Problems faced are difficult and sometimes complex. Other responsibilities include selling directly to the end consumer/business purchaser or indirectly through various sales channels; assessing customer needs and suggesting appropriate products, services, and/or solutions; developing and delivering sales bids, presentations, and proposals and conducting product demonstrations; identifying and contacting prospective customers and building relationships to generate future sales and repeat business. Incumbents matching to this specialization are compensated based on achievement of sales targets.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	66,500	78,532	95,331	82,384	129	2,179
ACTUAL SHORT-TERM INCENTIVE	4,077	9,890	13,768	10,569	54	588
ACTUAL SALES INCENTIVE	13,342	25,468	33,377	29,448	49	808
ACTUAL TOTAL CASH	72,184	90,350	114,899	96,301	129	2,179
ACTUAL TOTAL DIRECT	72,184	90,367	115,001	96,623	129	2,179

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 38%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	5.0%	11.1%	16.0%	11.5%	54	588
TARGET INCENTIVE	10.0%	10.0%	15.0%	12.1%	64	718
MAXIMUM INCENTIVE	17.0%	20.0%	22.0%	22.7%	41	580

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 61%

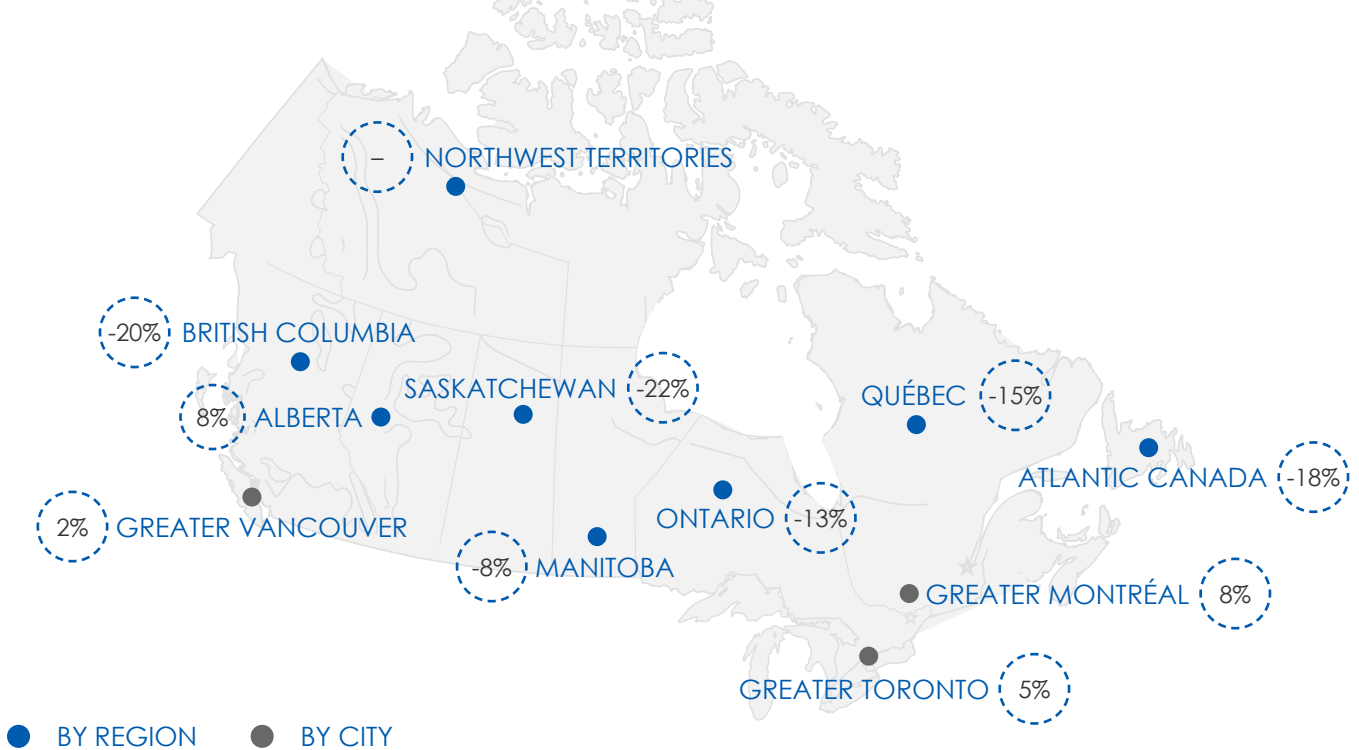
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	17.6%	32.1%	39.3%	36.3%	49	808
TARGET INCENTIVE	25.0%	33.0%	42.9%	35.3%	51	991

Note: Amounts are a percentage of base salary.



SALES REPRESENTATIVE — SENIOR

GEOGRAPHIC SALARY DIFFERENTIALS



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INDUSTRY SALARY DIFFERENTIALS



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COMPENSATION DATA

SALES REPRESENTATIVE — ENTRY

An Entry Professional who applies broad theoretical job knowledge typically obtained through advanced education. May require work to be closely supervised. Problems faced are not typically difficult or complex. This incumbent explains facts, policies, and practices related to job area. Responsibilities include selling directly to the end consumer/business purchaser or indirectly through various sales channels; assessing customer needs and suggesting appropriate products, services, and/or solutions; developing and delivering sales bids, presentations, and proposals and conducting product demonstrations; identifying and contacting prospective customers and building relationships to generate future sales and repeat business. Incumbents matching to this specialization are compensated based on achievement of sales targets.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	40,351	45,675	53,607	48,441	58	1,857
ACTUAL SHORT-TERM INCENTIVE	2,934	5,130	7,040	5,086	17	195
ACTUAL SALES INCENTIVE	5,111	8,889	18,556	14,965	23	497
ACTUAL TOTAL CASH	40,800	48,000	61,545	52,995	58	1,857
ACTUAL TOTAL DIRECT	40,800	48,000	61,545	53,183	58	1,857

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 26%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	5.0%	8.5%	11.5%	9.1%	17	195
TARGET INCENTIVE	5.0%	7.5%	10.0%	8.6%	19	224
MAXIMUM INCENTIVE	12.0%	20.0%	20.0%	23.2%	14	90

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 43%

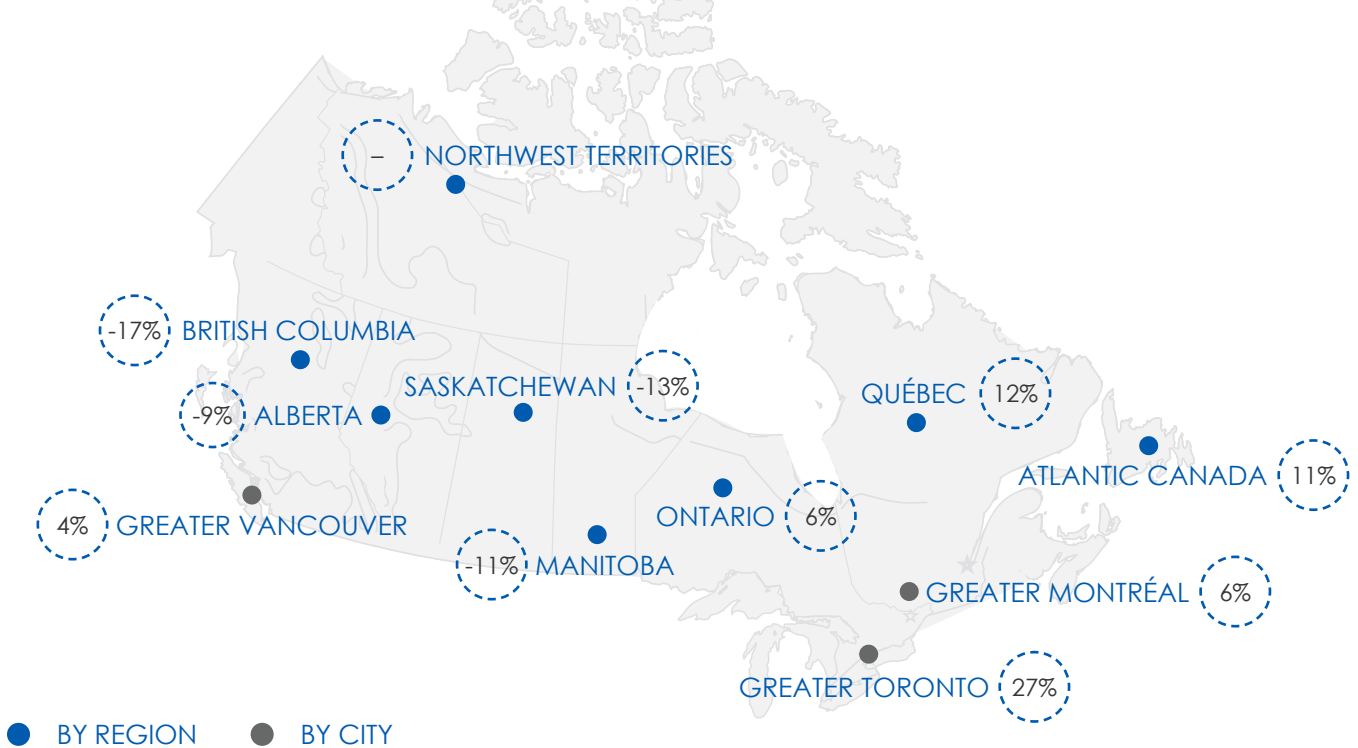
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	10.2%	16.4%	39.3%	32.1%	23	497
TARGET INCENTIVE	10.0%	15.0%	30.0%	23.0%	20	493

Note: Amounts are a percentage of base salary.



SALES REPRESENTATIVE — ENTRY

GEOGRAPHIC SALARY DIFFERENTIALS



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INDUSTRY SALARY DIFFERENTIALS



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COMPENSATION DATA

KEY NATIONAL ACCOUNTS — SENIOR MANAGER

A Senior Manager who typically manages a department or small unit that includes multiple teams led by Managers and/or Team Leaders. Responsibilities typically include ownership of short- to mid-term (1–3 years) execution of functional strategy and the operational direction of the Department. Other responsibilities include developing medium to long-range sales plans and preparing strategies to protect, grow, and diversify the relationship with a defined group of existing customers; identifying and managing interactions with assigned group of existing customers to identify cross/up and repeat sales opportunities; resolving problems and ensuring customers receive high quality customer service; developing client retention and growth plans and strategies for developing profitable business with assigned accounts; and reviewing and reporting on customer retention, business opportunity and market trends. Incumbents in this specialization may be selling directly to the ultimate purchaser or indirectly through channel partners. Incumbents matching to this specialization are compensated based on achievement of sales targets.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	130,000	152,250	173,144	153,715	70	191
ACTUAL SHORT-TERM INCENTIVE	14,565	27,784	45,523	31,441	43	117
ACTUAL SALES INCENTIVE	23,982	37,075	68,875	45,659	17	34
ACTUAL TOTAL CASH	146,798	176,148	207,789	181,352	70	191
ACTUAL TOTAL DIRECT	151,580	182,385	221,086	196,559	70	191

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 73%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	11.4%	19.5%	27.3%	19.6%	43	117
TARGET INCENTIVE	16.0%	20.0%	25.0%	21.4%	50	119
MAXIMUM INCENTIVE	26.0%	33.0%	40.0%	37.1%	28	79

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 26%

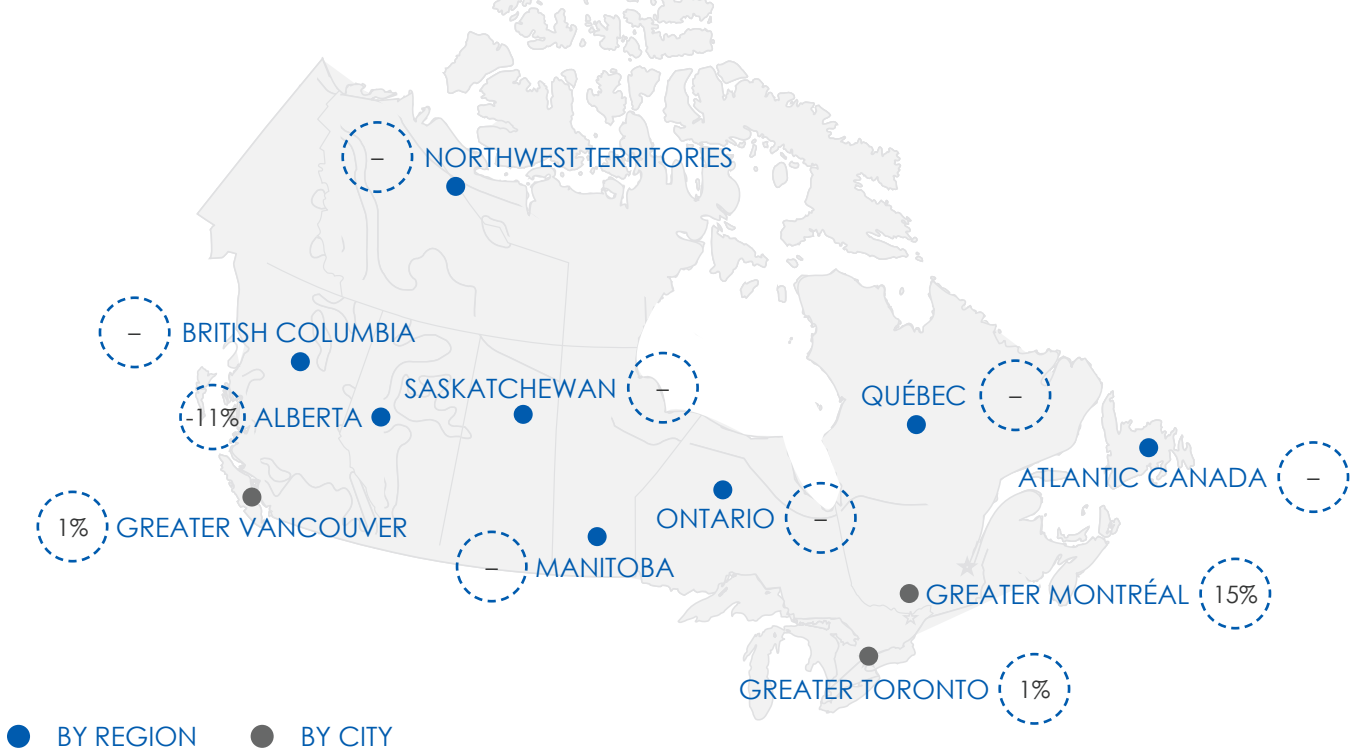
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	19.1%	26.2%	51.1%	33.7%	17	34
TARGET INCENTIVE	25.0%	30.7%	39.5%	34.0%	15	26

Note: Amounts are a percentage of base salary.



KEY NATIONAL ACCOUNTS — SENIOR MANAGER

GEOGRAPHIC SALARY DIFFERENTIALS



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INDUSTRY SALARY DIFFERENTIALS



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COMPENSATION DATA

ACCOUNT MANAGEMENT MANAGER (KEY & NONKEY ACCOUNTS)

A Manager that manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include policy and strategy implementation for short-term results (1 year or less). Problems faced are difficult to moderately complex. This incumbent influences others outside of own job area regarding policies, practices, and procedures. Other responsibilities include Account Management/Key Accounts work that focuses on medium to long-term planning and face-to-face selling of a variety of products, services, and/or solutions across multiple lines of business for a defined group of existing clients. Incumbents matching to this specialization are compensated based on achievement of sales targets.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	102,899	120,000	138,990	123,194	92	479
ACTUAL SHORT-TERM INCENTIVE	9,756	20,000	30,945	22,143	58	204
ACTUAL SALES INCENTIVE	16,065	25,243	37,610	29,170	19	56
ACTUAL TOTAL CASH	110,934	131,731	155,133	136,254	92	479
ACTUAL TOTAL DIRECT	110,934	134,550	158,500	138,951	92	479

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 57%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	8.4%	17.3%	23.4%	17.1%	58	204
TARGET INCENTIVE	15.0%	15.0%	20.0%	17.0%	63	227
MAXIMUM INCENTIVE	22.0%	25.0%	40.0%	29.3%	32	125

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 34%

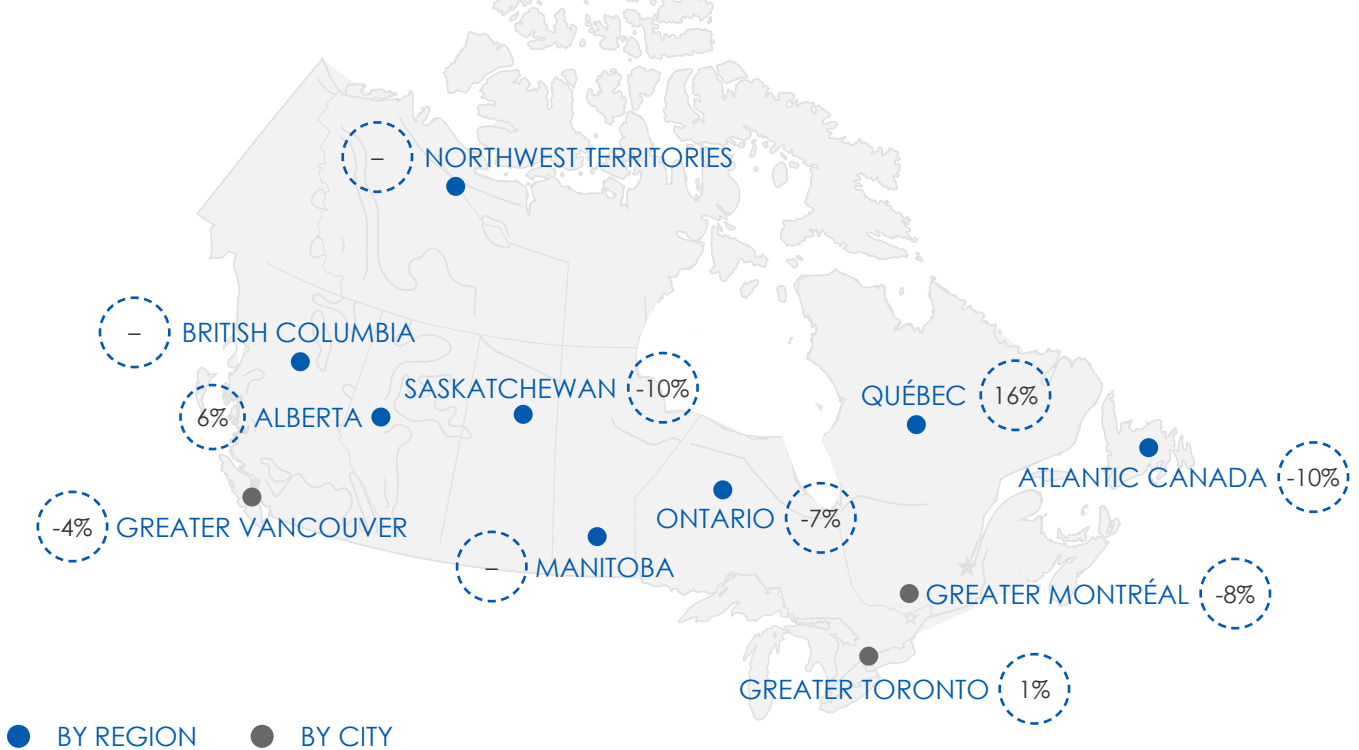
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	15.5%	20.2%	32.4%	24.6%	19	56
TARGET INCENTIVE	19.5%	20.9%	25.2%	26.1%	23	85

Note: Amounts are a percentage of base salary.



ACCOUNT MANAGEMENT MANAGER (KEY & NONKEY ACCOUNTS)

GEOGRAPHIC SALARY DIFFERENTIALS



Notes: Differentials are calculated by comparing each city to the national job data. See About this Report for more details.

INDUSTRY SALARY DIFFERENTIALS



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COMPENSATION DATA

ACCOUNT MANAGER — SENIOR/JR. KEY ACCOUNT MANAGER

A Senior Professional who applies advanced job knowledge typically obtained through advanced education and work experience. Responsibilities may include managing projects/processes, working independently with limited supervision. This incumbent will provide coaching and will review the work of lower level professionals. Problems faced are difficult and sometimes complex. Other responsibilities include Account Management/Key Accounts work that focuses on medium to long-term planning and face-to-face selling of a variety of products, services, and/or solutions across multiple lines of business for a defined group of existing clients. Incumbents matching to this specialization are compensated based on achievement of sales targets.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	77,426	89,375	104,846	91,549	150	1,651
ACTUAL SHORT-TERM INCENTIVE	8,562	13,152	19,378	14,851	76	689
ACTUAL SALES INCENTIVE	19,030	31,318	56,333	40,896	38	568
ACTUAL TOTAL CASH	90,152	107,261	128,851	111,622	150	1,657
ACTUAL TOTAL DIRECT	90,503	108,000	130,294	112,634	150	1,657

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 54%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	9.5%	14.7%	19.5%	15.6%	76	689
TARGET INCENTIVE	10.0%	15.0%	19.0%	15.3%	87	774
MAXIMUM INCENTIVE	20.0%	22.5%	30.0%	26.1%	54	442

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 47%

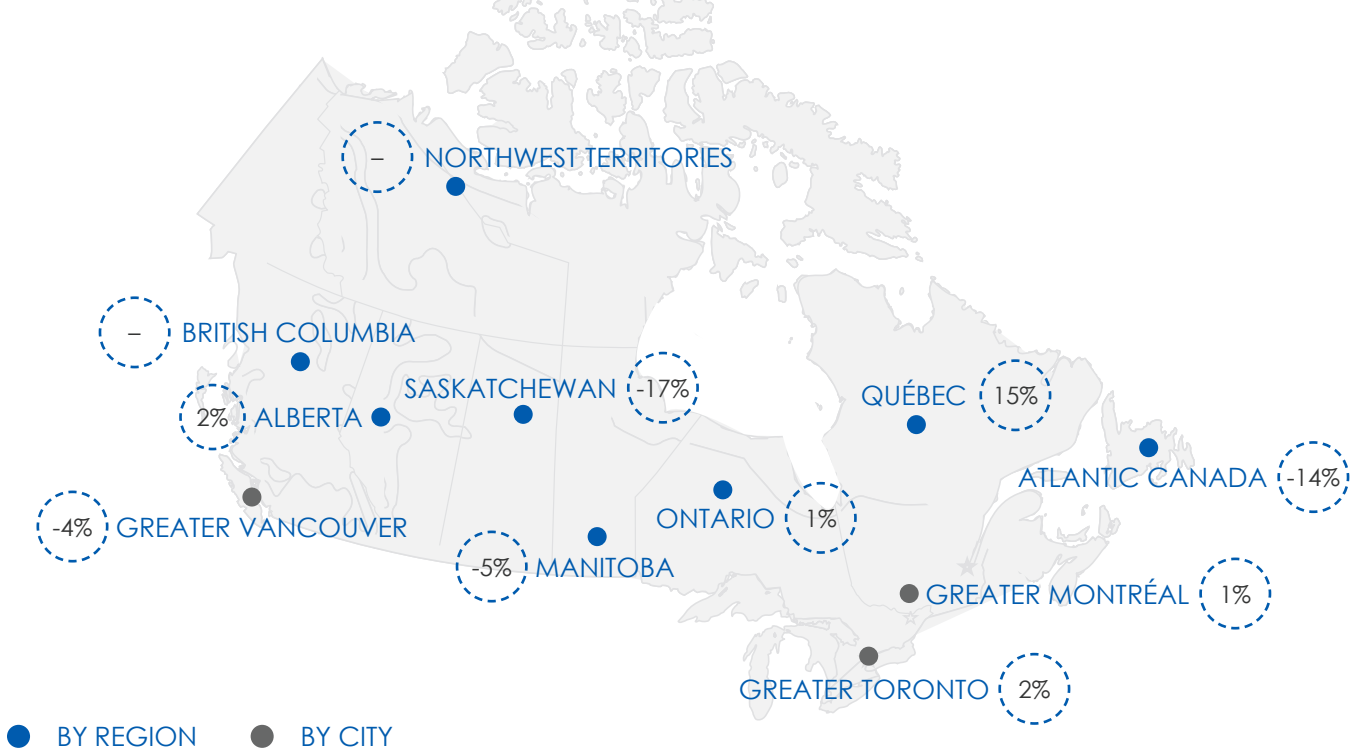
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	19.3%	36.8%	69.6%	49.6%	38	562
TARGET INCENTIVE	20.0%	34.5%	67.0%	42.2%	45	626

Note: Amounts are a percentage of base salary.



ACCOUNT MANAGER — SENIOR/JR. KEY ACCOUNT MANAGER

GEOGRAPHIC SALARY DIFFERENTIALS



Notes: Differentials are calculated by comparing each city to the national job data. See About this Report for more details.

INDUSTRY SALARY DIFFERENTIALS



If data are not available for a given value, the report denotes that fact with an endash ("—").



COMPENSATION DATA

ACCOUNT MANAGER — ENTRY

An Entry Professional who applies broad theoretical job knowledge typically obtained through advanced education. May require work to be closely supervised. Problems faced are not typically difficult or complex. This incumbent explains facts, policies, and practices related to job area. Other responsibilities include Account Management/Key Accounts work that focuses on medium to long-term planning and face-to-face selling of a variety of products, services, and/or solutions across multiple lines of business for a defined group of existing clients. Incumbents matching to this specialization are compensated based on achievement of sales targets.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	51,739	60,000	63,250	58,914	31	131
ACTUAL SHORT-TERM INCENTIVE	3,425	6,001	10,000	6,482	13	41
ACTUAL SALES INCENTIVE	–	7,790	–	14,582	4	42
ACTUAL TOTAL CASH	55,078	63,376	70,000	63,278	31	136
ACTUAL TOTAL DIRECT	55,078	63,376	70,000	63,278	31	136

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 46%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	6.5%	10.9%	17.0%	11.1%	13	41
TARGET INCENTIVE	10.0%	15.0%	16.5%	14.8%	16	53
MAXIMUM INCENTIVE	20.0%	21.0%	32.0%	22.4%	12	40

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 43%

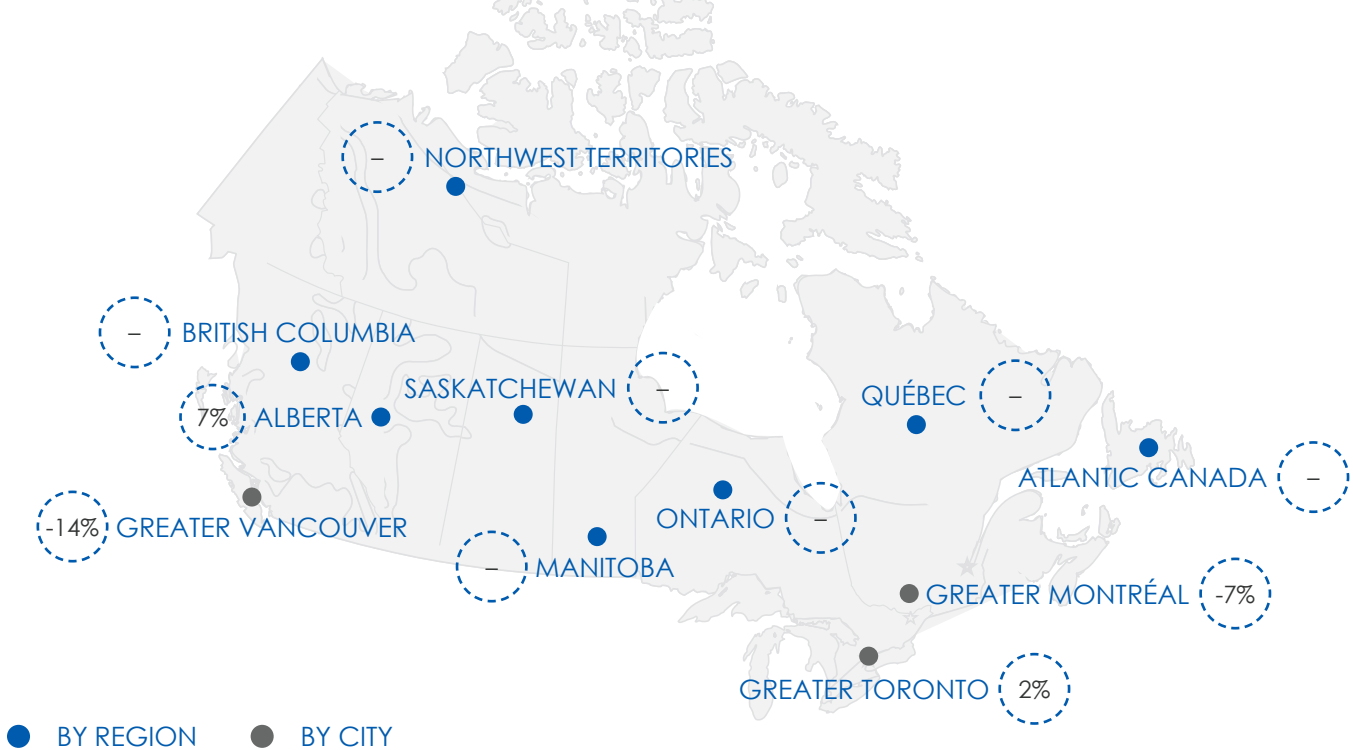
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	–	12.9%	–	18.5%	4	37
TARGET INCENTIVE	17.5%	40.0%	100.0%	46.7%	6	18

Note: Amounts are a percentage of base salary.



ACCOUNT MANAGER — ENTRY

GEOGRAPHIC SALARY DIFFERENTIALS



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INDUSTRY SALARY DIFFERENTIALS



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COMPENSATION DATA

BUSINESS/CHANNEL DEVELOPMENT MANAGER

A Manager that manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include policy and strategy implementation for short-term results (1 year or less). Problems faced are difficult to moderately complex. This incumbent influences others outside of own job area regarding policies, practices, and procedures. Channel/Partner Sales work is focused on face-to-face selling of a variety of products, services and/or solutions to the end customer via intermediaries such as distributors and re-sellers (i.e., channels).

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	102,541	124,761	136,980	122,555	16	55
ACTUAL SHORT-TERM INCENTIVE	7,918	17,658	23,524	16,386	10	23
ACTUAL SALES INCENTIVE	–	32,419	–	37,758	5	26
ACTUAL TOTAL CASH	120,807	151,631	167,116	147,269	16	55
ACTUAL TOTAL DIRECT	122,158	152,389	178,107	151,616	16	55

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 44%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	7.5%	14.8%	21.1%	14.7%	10	23
TARGET INCENTIVE	15.0%	20.0%	25.0%	18.7%	10	23
MAXIMUM INCENTIVE	30.0%	34.0%	50.0%	48.3%	8	21

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 56%

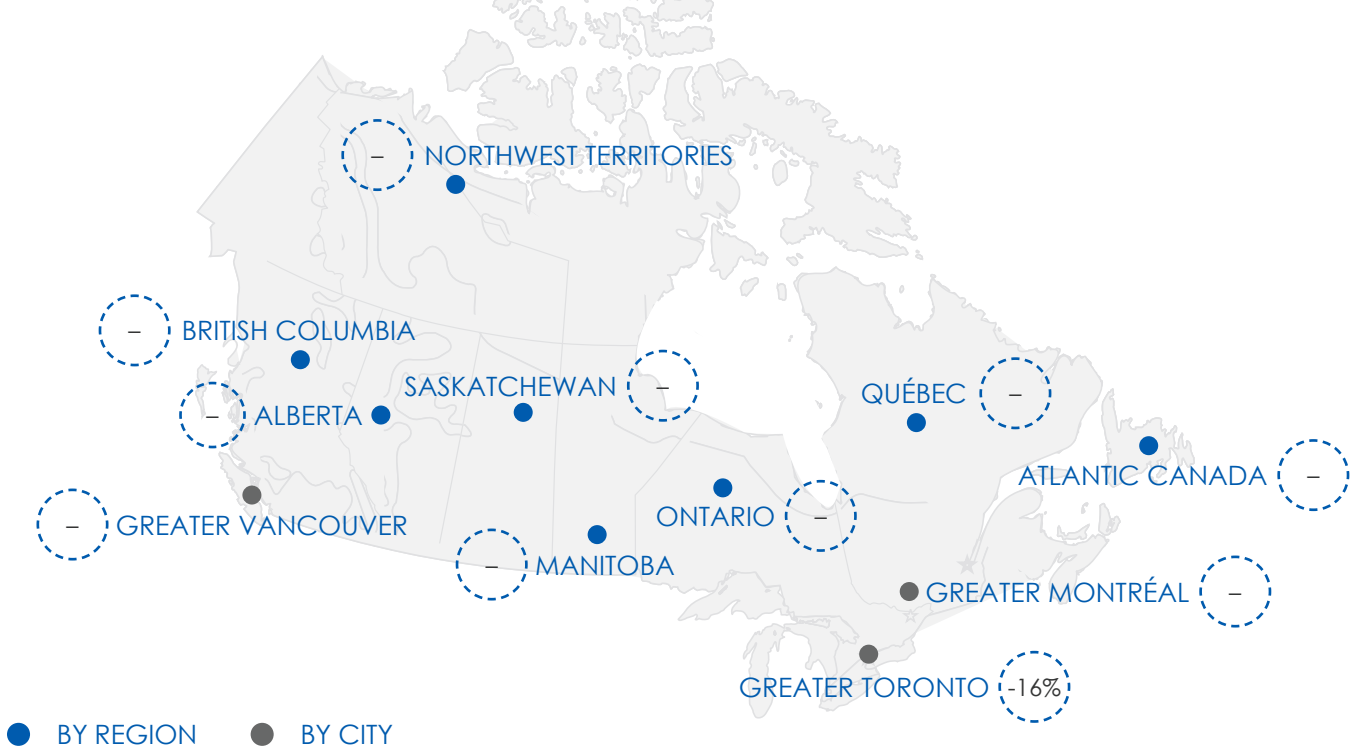
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	–	22.0%	–	31.0%	5	26
TARGET INCENTIVE	17.0%	22.5%	83.3%	42.4%	6	12

Note: Amounts are a percentage of base salary.



BUSINESS/CHANNEL DEVELOPMENT MANAGER

GEOGRAPHIC SALARY DIFFERENTIALS



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INDUSTRY SALARY DIFFERENTIALS



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COMPENSATION DATA

FIELD SALES & ACCOUNT MANAGEMENT — ENTRY PROFESSIONAL

An Entry Professional who applies broad theoretical job knowledge typically obtained through advanced education. Incumbent may require work to be closely supervised. Problems faced are not typically difficult or complex. Incumbent explains facts, policies, and practices related to job area. Positions in this sub-family are responsible for sales activities directly to the customer. Activities include face-to-face and remote sales to new customers and cross/up/repeat sales to existing customers; assessing customer needs and suggesting appropriate products, services, and/or solutions; developing and delivering sales bids/proposals/presentations and conducting product demonstrations; and developing medium to long-term sales plans and preparing strategies to protect, grow, and diversify the relationship with targeted customers.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	40,000	45,500	53,560	47,990	96	2,244
ACTUAL SHORT-TERM INCENTIVE	2,678	4,300	6,972	4,835	26	225
ACTUAL SALES INCENTIVE	4,998	8,973	19,364	15,350	36	574
ACTUAL TOTAL CASH	40,747	47,670	60,385	52,457	96	2,244
ACTUAL TOTAL DIRECT	40,747	47,670	60,385	52,614	96	2,244

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 24%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	4.9%	8.1%	11.4%	8.9%	26	225
TARGET INCENTIVE	5.0%	7.5%	10.0%	8.4%	30	259
MAXIMUM INCENTIVE	–	–	–	–	–	–

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 40%

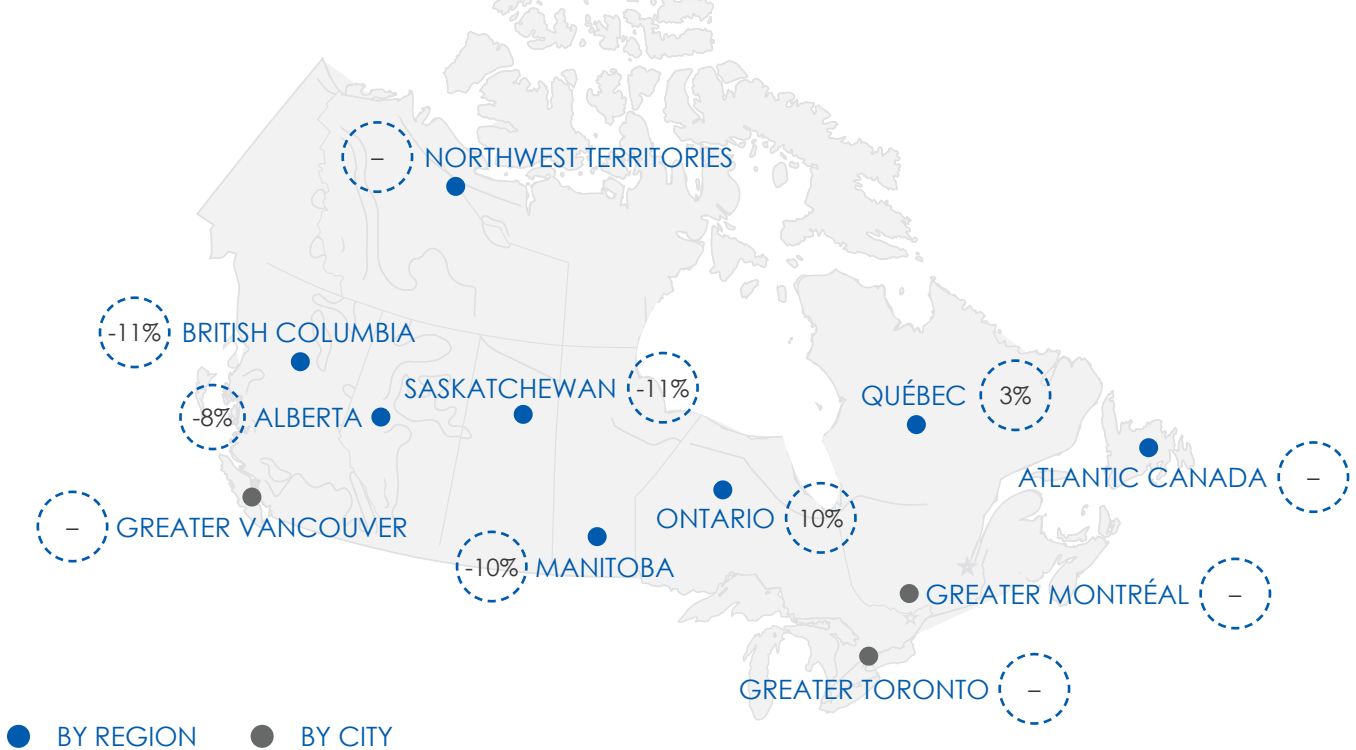
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	9.9%	17.0%	40.0%	34.7%	36	574
TARGET INCENTIVE	10.0%	19.0%	30.0%	23.1%	30	521

Note: Amounts are a percentage of base salary.



FIELD SALES & ACCOUNT MANAGEMENT — ENTRY PROFESSIONAL

GEOGRAPHIC SALARY DIFFERENTIALS



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INDUSTRY SALARY DIFFERENTIALS



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COMPENSATION DATA

FIELD SALES & ACCOUNT MANAGEMENT — EXPERIENCED PROFESSIONAL

An Experienced Professional who applies practical knowledge of job area typically obtained through advanced education and work experience. Incumbent works independently with general supervision. Problems faced are difficult but typically not complex. This incumbent may influence others within the job area through explanation of facts, policies, and practices. Activities include face-to-face and remote sales to new customers and cross/up/repeat sales to existing customers; assessing customer needs and suggesting appropriate products, services, and/or solutions; developing and delivering sales bids/proposals/presentations and conducting product demonstrations; and developing medium to long-term sales plans and preparing strategies to protect, grow, and diversify the relationship with targeted customers.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	49,188	59,434	69,021	59,148	188	5,412
ACTUAL SHORT-TERM INCENTIVE	4,096	6,178	9,690	7,142	69	890
ACTUAL SALES INCENTIVE	7,625	14,792	27,136	21,437	71	1,976
ACTUAL TOTAL CASH	53,056	66,001	79,672	68,275	188	5,412
ACTUAL TOTAL DIRECT	53,056	66,001	79,672	68,290	188	5,412

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 28%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	6.8%	9.7%	13.1%	10.3%	69	890
TARGET INCENTIVE	10.0%	13.0%	15.0%	13.8%	79	1101
MAXIMUM INCENTIVE	–	–	–	–	–	–

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 62%

COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	12.6%	23.6%	52.9%	44.3%	71	1976
TARGET INCENTIVE	13.1%	20.0%	42.5%	29.6%	63	2018

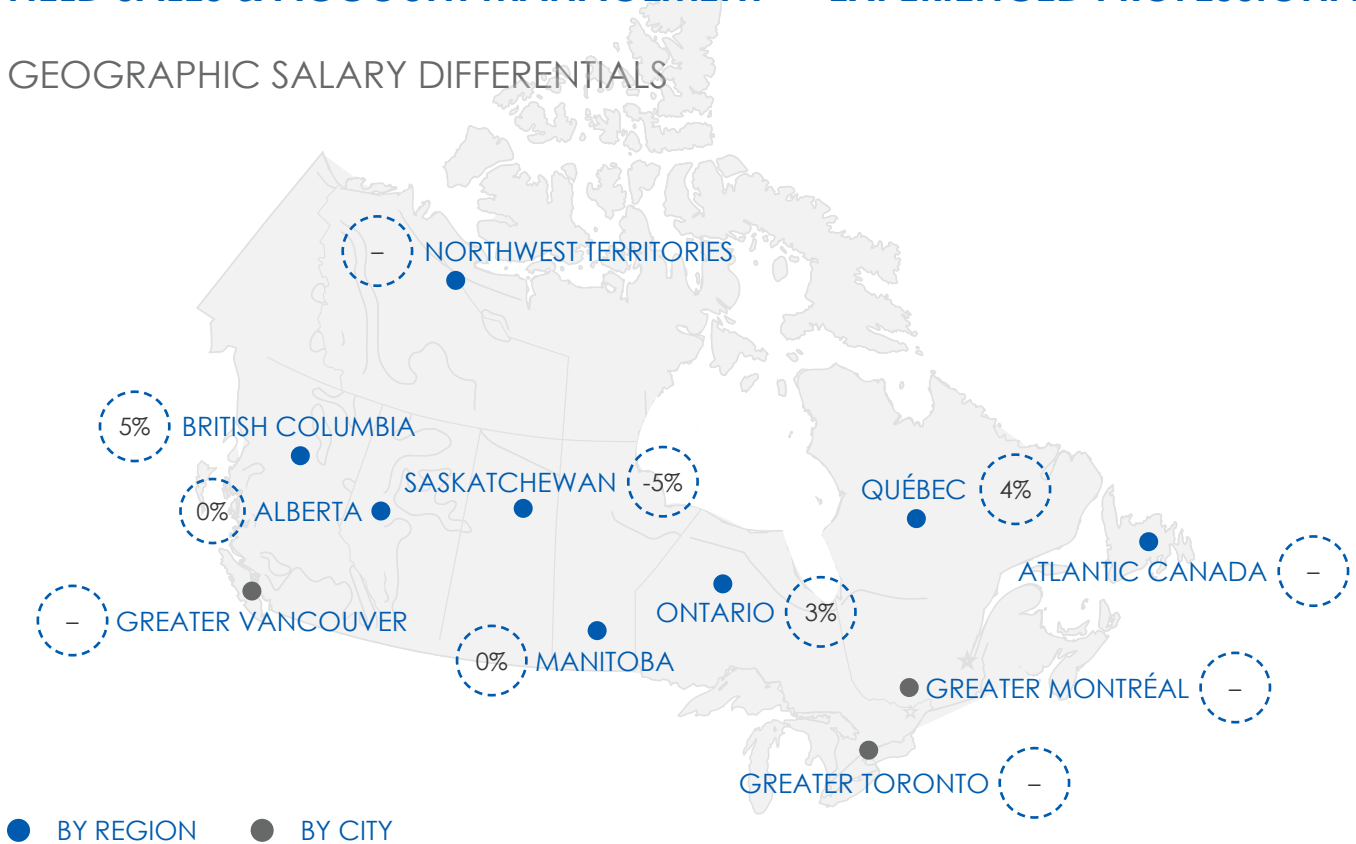
Note: Amounts are a percentage of base salary.



COMPENSATION DATA

FIELD SALES & ACCOUNT MANAGEMENT — EXPERIENCED PROFESSIONAL

GEOGRAPHIC SALARY DIFFERENTIALS



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INDUSTRY SALARY DIFFERENTIALS



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COMPENSATION DATA

FIELD SALES & ACCOUNT MANAGEMENT — SENIOR MANAGER

A Senior Manager who typically manages a department or small unit that includes multiple teams led by Managers and/or Team Leaders. Responsibilities typically include ownership of short- to mid-term (1–3 years) execution of functional strategy and the operational direction of the Department. Problems faced are often complex and require extensive investigation and analysis. This incumbent requires the ability to influence others to accept practices and approaches, and ability to communicate and influence executive leadership. Activities include face-to-face and remote sales to new customers and cross/up/repeat sales to existing customers; assessing customer needs and suggesting appropriate products, services, and/or solutions; developing and delivering sales bids/proposals/presentations and conducting product demonstrations; and developing medium to long-term sales plans and preparing strategies to protect, grow, and diversify the relationship with targeted customers.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	131,456	148,636	168,075	151,736	168	588
ACTUAL SHORT-TERM INCENTIVE	17,581	34,368	51,476	37,466	95	228
ACTUAL SALES INCENTIVE	42,813	67,342	98,769	75,484	49	207
ACTUAL TOTAL CASH	153,713	186,926	224,489	193,138	168	588
ACTUAL TOTAL DIRECT	164,735	197,152	240,165	210,530	168	588

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 55%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	11.3%	22.0%	32.0%	23.1%	95	228
TARGET INCENTIVE	20.0%	21.0%	25.0%	23.1%	103	290
MAXIMUM INCENTIVE	–	–	–	–	–	–

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 46%

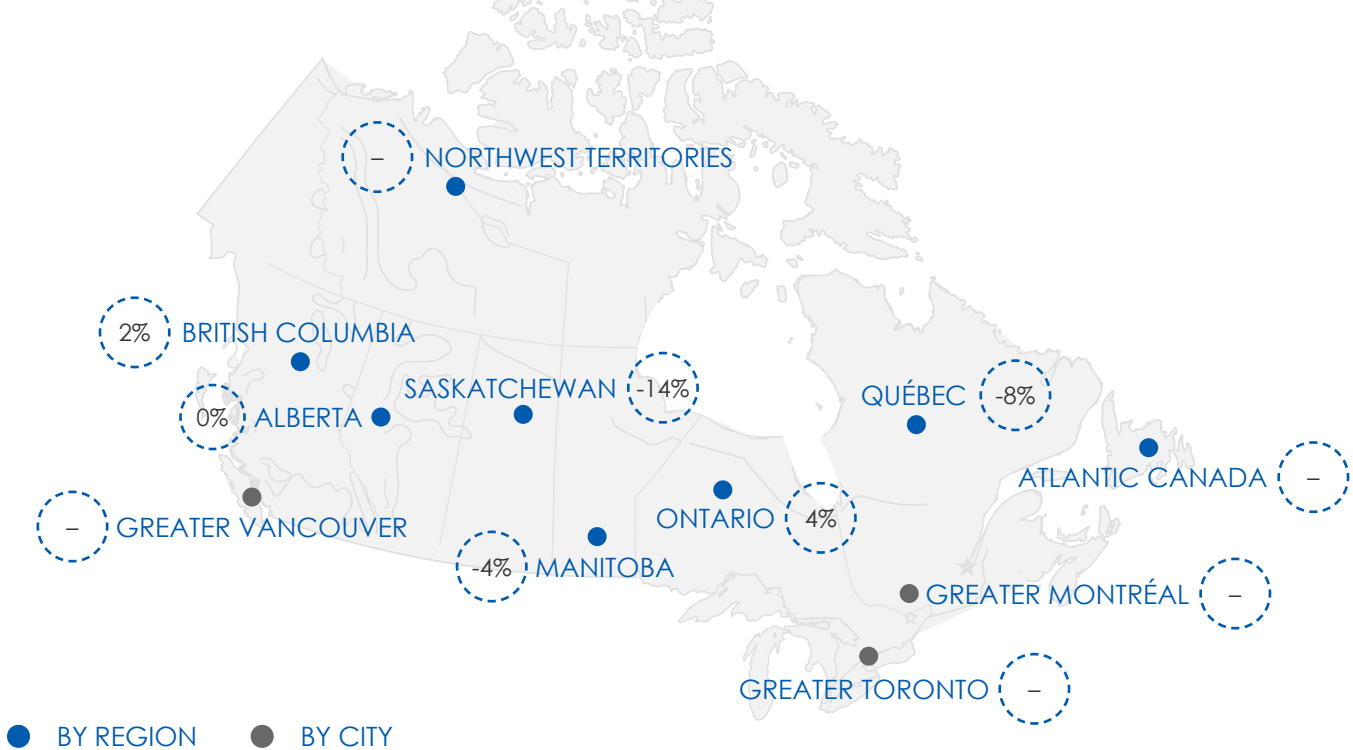
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	29.0%	47.6%	68.0%	51.8%	49	207
TARGET INCENTIVE	30.0%	50.0%	60.0%	49.2%	43	194

Note: Amounts are a percentage of base salary.



FIELD SALES & ACCOUNT MANAGEMENT — SENIOR MANAGER

GEOGRAPHIC SALARY DIFFERENTIALS



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INDUSTRY SALARY DIFFERENTIALS



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COMPENSATION DATA

FIELD SALES & ACCOUNT MANAGEMENT — SENIOR PROFESSIONAL

A Senior Professional who applies advanced job knowledge typically obtained through advanced education and work experience. Responsibilities may include managing projects/processes, working independently with limited supervision. The incumbent will provide coaching and will review the work of lower level professionals. Problems faced are difficult and sometimes complex. Activities include face-to-face and remote sales to new customers and cross/up/repeat sales to existing customers; assessing customer needs and suggesting appropriate products, services, and/or solutions; developing and delivering sales bids/proposals/presentations and conducting product demonstrations; and developing medium to long-term sales plans and preparing strategies to protect, grow, and diversify the relationship with targeted customers.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	66,950	79,176	95,000	82,330	173	2,667
ACTUAL SHORT-TERM INCENTIVE	4,257	9,828	13,971	10,666	73	654
ACTUAL SALES INCENTIVE	14,780	25,812	35,773	30,937	74	989
ACTUAL TOTAL CASH	73,557	90,783	114,533	96,613	173	2,667
ACTUAL TOTAL DIRECT	73,557	90,865	114,940	96,888	173	2,667

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 37%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	5.3%	11.1%	16.0%	11.6%	73	654
TARGET INCENTIVE	10.0%	10.0%	15.0%	12.0%	84	852
MAXIMUM INCENTIVE	–	–	–	–	–	–

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 61%

COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	18.3%	33.3%	44.8%	38.4%	74	989
TARGET INCENTIVE	22.0%	33.0%	46.0%	35.5%	74	1260

Note: Amounts are a percentage of base salary.



FIELD SALES & ACCOUNT MANAGEMENT — SENIOR PROFESSIONAL

GEOGRAPHIC SALARY DIFFERENTIALS



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INDUSTRY SALARY DIFFERENTIALS



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COMPENSATION DATA

SALES ADMINISTRATION MANAGER

A Manager that manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include policy and strategy implementation for short-term results (1 year or less). Problems faced are difficult to moderately complex. This incumbent influences others outside of own job area regarding policies, practices, and procedures. Activities include selecting, managing, and training sales staff on sales related systems, databases, and associated processes; order processing and customer support including advising customers of product shortages, expected delivery dates, price changes, etc.; organizing sales seminars and workshops for customers; managing inventory of sales literature and brochures; conducting competitor research and maintaining a library of competitor information; and preparing reports related to customer inquiries, sales trends, customer complaints, delivery/service problems, reasons for product returns, etc.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	86,819	101,861	117,421	103,458	51	150
ACTUAL SHORT-TERM INCENTIVE	9,138	15,851	30,026	20,038	35	89
ACTUAL SALES INCENTIVE	–	–	–	–	2	2
ACTUAL TOTAL CASH	90,000	110,023	140,710	115,774	51	150
ACTUAL TOTAL DIRECT	90,000	110,023	145,747	117,781	51	150

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 79%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	8.9%	15.3%	26.0%	17.6%	35	89
TARGET INCENTIVE	10.0%	10.0%	15.0%	13.9%	43	118
MAXIMUM INCENTIVE	20.0%	36.0%	175.0%	87.7%	21	66

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 1%

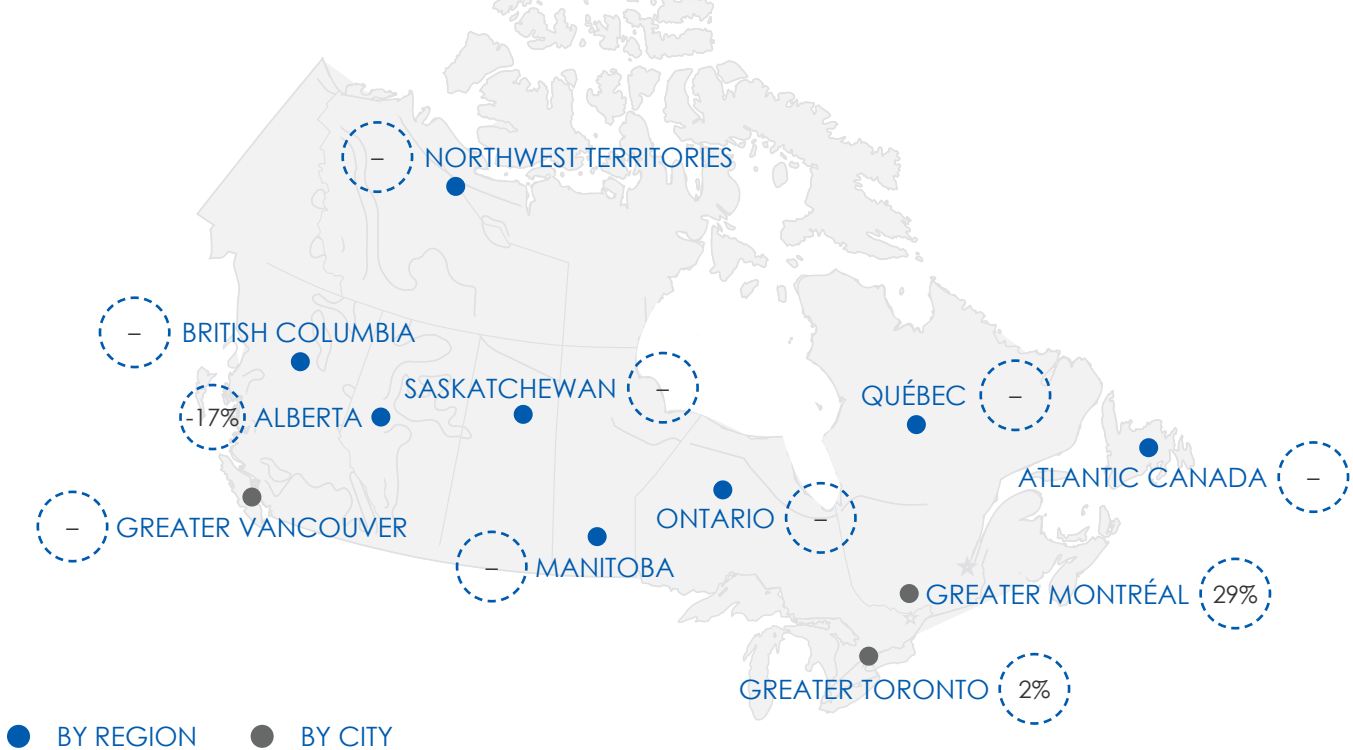
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	–	–	–	–	2	2
TARGET INCENTIVE	–	–	–	–	2	2

Note: Amounts are a percentage of base salary.



SALES ADMINISTRATION MANAGER

GEOGRAPHIC SALARY DIFFERENTIALS



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INDUSTRY SALARY DIFFERENTIALS



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COMPENSATION DATA

SALES ADMINISTRATION TEAM LEADER

A Team Leader who supervises para-professional employees. Responsibilities typically include setting day-to-day operational objectives for team. Problems faced may be difficult but typically are not complex. This incumbent ensures policies, practices, and procedures are understood and followed by direct reports, customers, and stakeholders. Activities include selecting, managing, and training sales staff on sales related systems, databases, and associated processes; order processing and customer support including advising customers of product shortages, expected delivery dates, price changes, etc.; organizing sales seminars and workshops for customers; managing inventory of sales literature and brochures; conducting competitor research and maintaining a library of competitor information; and preparing reports related to customer inquiries, sales trends, customer complaints, delivery/service problems, reasons for product returns, etc.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	–	60,100	–	60,783	18	120
ACTUAL SHORT-TERM INCENTIVE	–	6,804	–	6,869	10	92
ACTUAL SALES INCENTIVE	–	–	–	–	2	3
ACTUAL TOTAL CASH	–	65,546	–	66,153	18	120
ACTUAL TOTAL DIRECT	–	65,546	–	66,153	18	120

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE PERCENT OF EMPLOYEES ELIGIBLE: –

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	–	11.4%	–	11.1%	10	92
TARGET INCENTIVE	–	6.0%	–	7.1%	16	109
MAXIMUM INCENTIVE	–	175.0%	–	154.5%	12	101

Note: Amounts are a percentage of base salary.

SALES INCENTIVE PERCENT OF EMPLOYEES ELIGIBLE: –

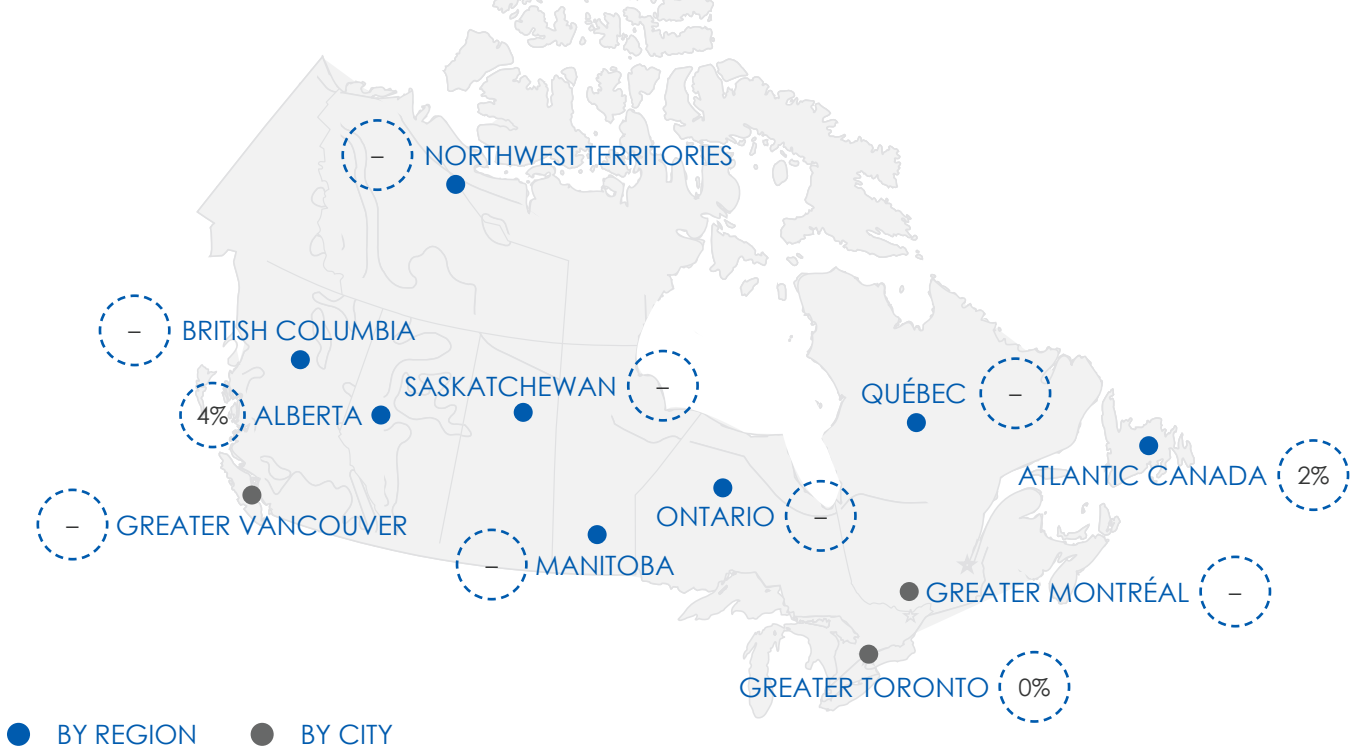
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	–	–	–	–	2	3
TARGET INCENTIVE	–	–	–	–	1	4

Note: Amounts are a percentage of base salary.



SALES ADMINISTRATION TEAM LEADER

GEOGRAPHIC SALARY DIFFERENTIALS



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INDUSTRY SALARY DIFFERENTIALS



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SALES ADMINISTRATION CLERK — EXPERIENCED

An Experienced Para-Professional who requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May be required to work under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Activities include selecting, managing, and training sales staff on sales related systems, databases, and associated processes; order processing, and customer support including advising customers of product shortages, expected delivery dates, price changes, etc.; organizing sales seminars, and workshops for customers; managing inventory of sales literature and brochures; conducting competitor research and maintaining a library of competitor information; and preparing reports related to customer inquiries, sales trends, customer complaints, delivery/service problems, reasons for product returns, etc.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	44,636	48,820	54,000	49,622	84	699
ACTUAL SHORT-TERM INCENTIVE	1,931	3,200	4,125	3,450	41	317
ACTUAL SALES INCENTIVE	–	2,450	–	2,494	5	23
ACTUAL TOTAL CASH	46,269	50,592	55,800	51,335	84	699
ACTUAL TOTAL DIRECT	46,269	50,592	55,800	51,335	84	699

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 63%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	4.3%	6.4%	8.4%	7.0%	41	317
TARGET INCENTIVE	5.0%	6.0%	8.0%	6.8%	44	417
MAXIMUM INCENTIVE	–	175.0%	–	105.4%	28	249

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 6%

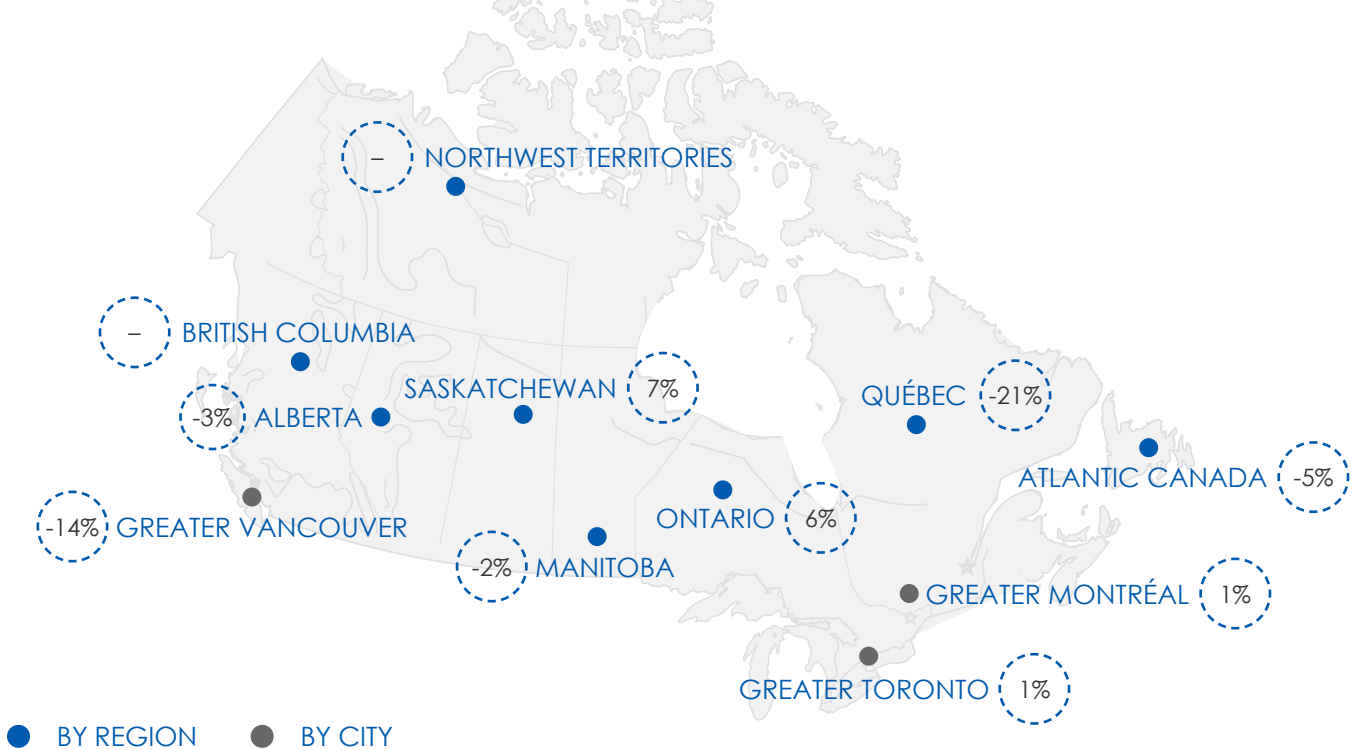
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	–	4.5%	–	4.7%	5	23
TARGET INCENTIVE	–	15.0%	–	15.2%	5	31

Note: Amounts are a percentage of base salary.



SALES ADMINISTRATION CLERK — EXPERIENCED

GEOGRAPHIC SALARY DIFFERENTIALS



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INDUSTRY SALARY DIFFERENTIALS



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SALES ADMINISTRATION CLERK — ENTRY

An Entry Para-Professional position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures, and it is closely supervised. This incumbent communicates information that requires little explanation or interpretation. Activities include selecting, managing, and training sales staff on sales related systems, databases, and associated processes; order processing and customer support including advising customers of product shortages, expected delivery dates, price changes, etc.; organizing sales seminars and workshops for customers; managing inventory of sales literature and brochures; conducting competitor research and maintaining a library of competitor information; and preparing reports related to customer inquiries, sales trends, customer complaints, delivery/service problems, reasons for product returns, etc.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	39,774	43,114	46,531	43,426	33	498
ACTUAL SHORT-TERM INCENTIVE	1,550	2,375	2,906	2,280	14	307
ACTUAL SALES INCENTIVE	–	–	–	–	2	23
ACTUAL TOTAL CASH	41,388	45,072	48,414	45,021	33	498
ACTUAL TOTAL DIRECT	41,388	45,072	48,414	45,021	33	498

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 69%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	3.7%	5.5%	6.5%	5.2%	14	307
TARGET INCENTIVE	–	5.0%	–	6.9%	14	329
MAXIMUM INCENTIVE	–	175.0%	–	156.7%	7	171

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 5%

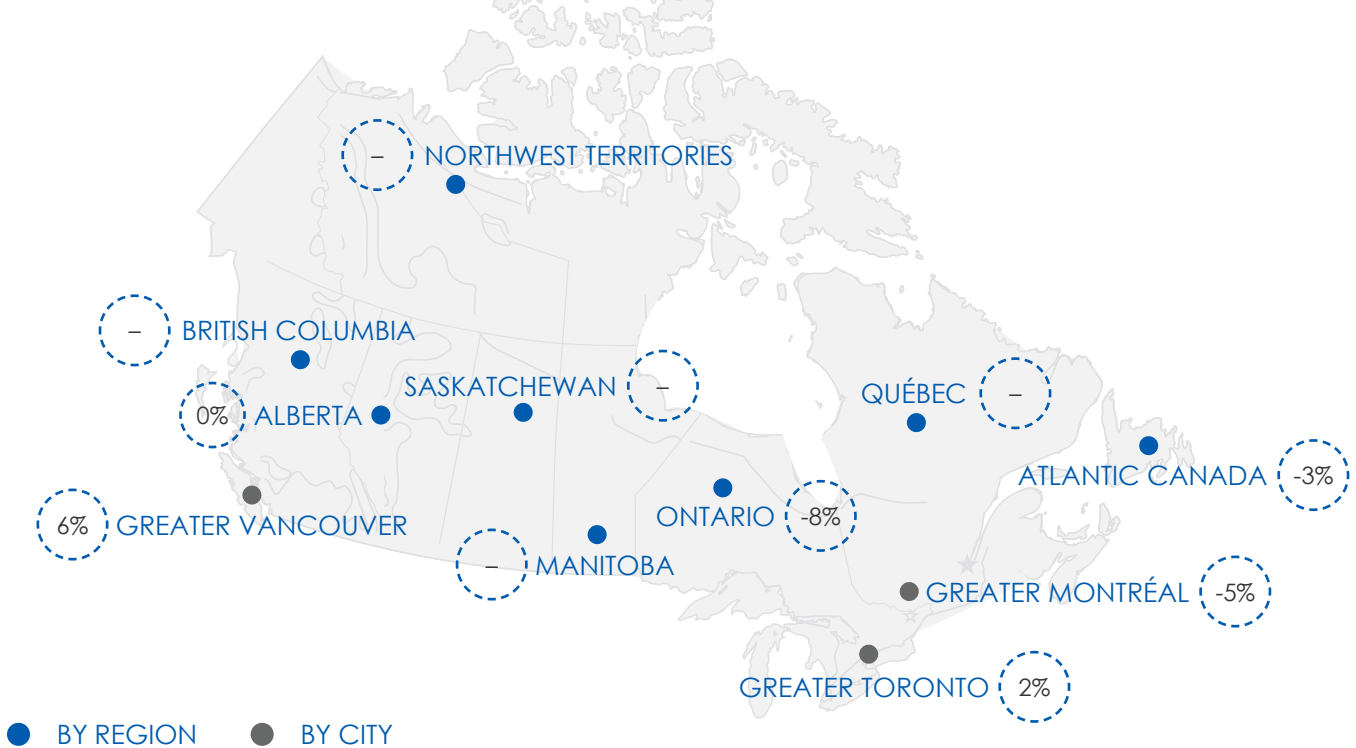
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	–	–	–	–	2	23
TARGET INCENTIVE	–	–	–	–	0	0

Note: Amounts are a percentage of base salary.



SALES ADMINISTRATION CLERK — ENTRY

GEOGRAPHIC SALARY DIFFERENTIALS



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INDUSTRY SALARY DIFFERENTIALS



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COMPENSATION DATA

SALES ANALYSIS MANAGER

A Manager that manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include policy and strategy implementation for short-term results (1 year or less). Problems faced are difficult to moderately complex. This incumbent influences others outside of own job area regarding policies, practices, and procedures. Activities include selecting, managing, and training on sales related systems and databases (e.g., CRM: customer relationship management systems, ETMS: electronic territory management systems, etc.); analyzing sales process reports (e.g., sales activities, opportunity pipeline, average time to close, characteristics of wins vs. losses, etc.) to identify areas for sales process improvement; assisting sales teams with sales reporting; and assisting sales teams with individual account and sales territory planning.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	100,802	120,673	142,664	124,616	12	13
ACTUAL SHORT-TERM INCENTIVE	15,560	17,500	24,112	20,881	10	11
ACTUAL SALES INCENTIVE	–	–	–	–	0	0
ACTUAL TOTAL CASH	115,440	132,654	161,361	142,446	12	13
ACTUAL TOTAL DIRECT	115,440	140,999	167,430	145,945	12	13

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 92%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	12.1%	14.5%	19.0%	15.7%	10	11
TARGET INCENTIVE	11.3%	15.0%	19.3%	16.7%	11	12
MAXIMUM INCENTIVE	–	–	–	22.0%	3	3

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 0%

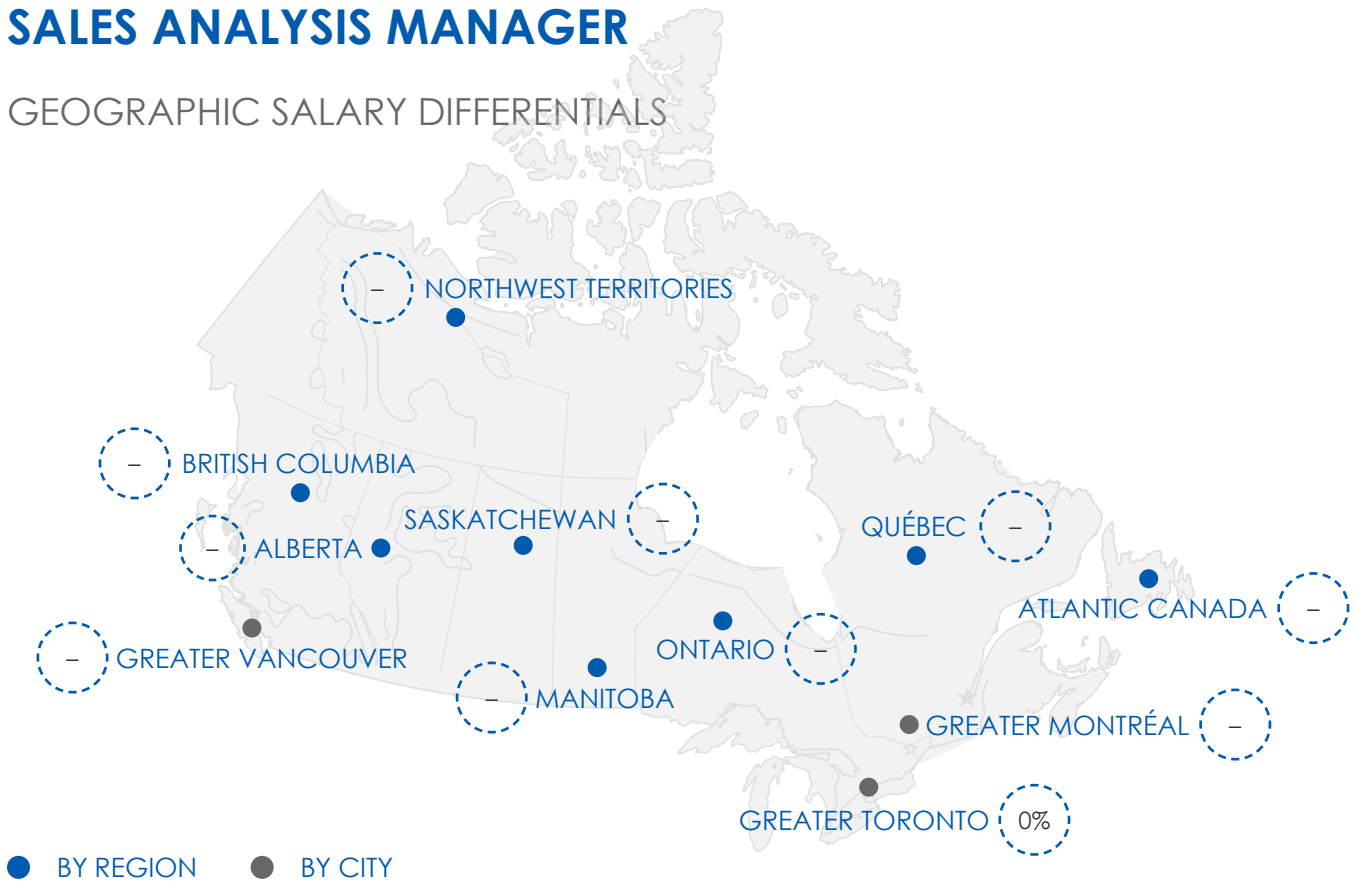
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	–	–	–	–	0	0
TARGET INCENTIVE	–	–	–	–	0	0

Note: Amounts are a percentage of base salary.



SALES ANALYSIS MANAGER

GEOGRAPHIC SALARY DIFFERENTIALS



Notes: Differentials are calculated by comparing each city to the national job data. See About this Report for more details.

INDUSTRY SALARY DIFFERENTIALS



If data are not available for a given value, the report denotes that fact with an endash ("—").



COMPENSATION DATA

SALES TRAINING MANAGER

A Manager that manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include policy and strategy implementation for short-term results (1 year or less). Sales Training work includes developing and delivering internal training courses/programs targeting new hire orientation, product training, sales process and consultative selling, sales effectiveness, presentation skills, phone selling skills, etc.; applying foundational knowledge of the Sales Function to design curriculum/content, select appropriate delivery mechanisms and conduct training; developing and monitoring metrics for evaluating training effectiveness Managers may also be accountable for broader Sales Function talent development as part of Sales functional excellence/performance improvement initiatives. May select and/or oversee vendors to develop training content or conduct training.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	109,200	122,362	140,654	125,948	14	22
ACTUAL SHORT-TERM INCENTIVE	20,280	24,960	27,087	23,367	12	19
ACTUAL SALES INCENTIVE	–	–	–	–	0	0
ACTUAL TOTAL CASH	124,355	148,819	165,648	146,260	14	22
ACTUAL TOTAL DIRECT	124,355	148,819	177,624	148,693	14	22

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 95%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	15.3%	18.9%	23.4%	18.5%	12	19
TARGET INCENTIVE	12.5%	15.0%	18.5%	15.8%	13	21
MAXIMUM INCENTIVE	22.5%	24.3%	29.8%	25.6%	9	12

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 0%

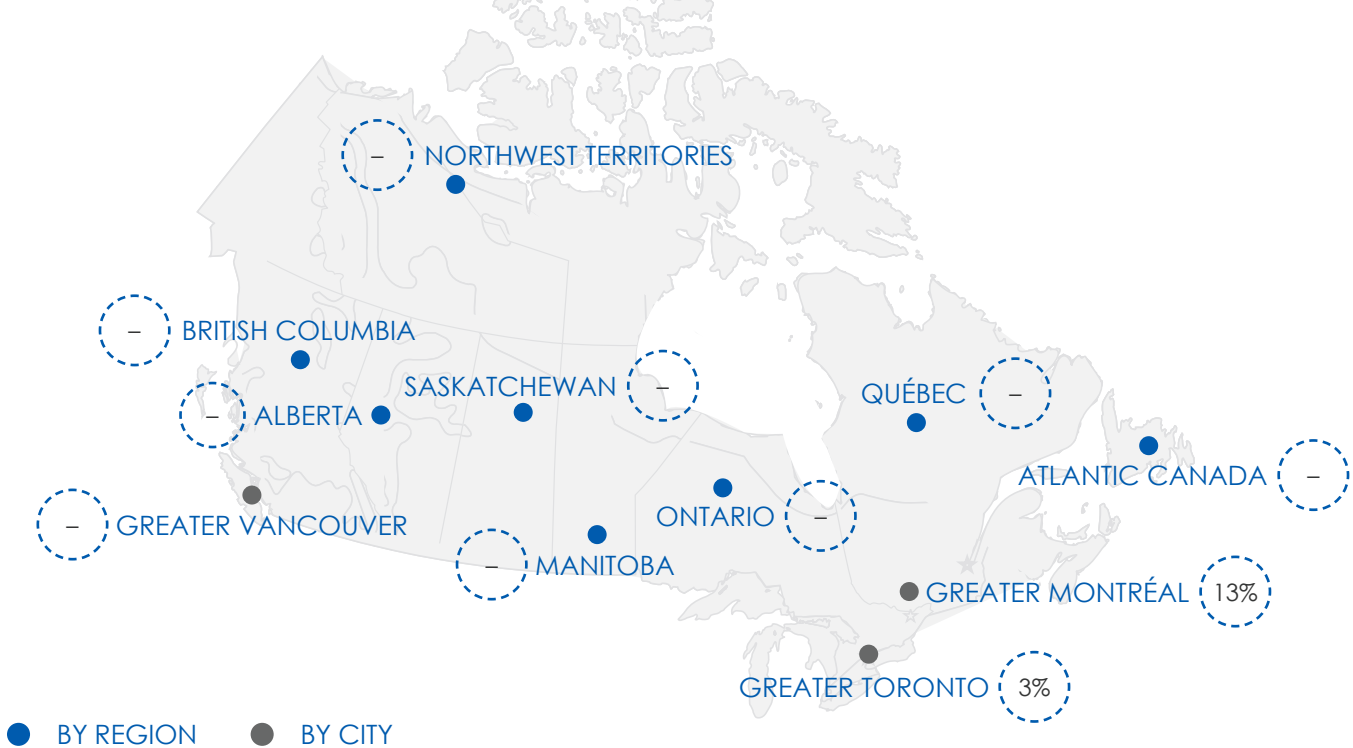
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	–	–	–	–	0	0
TARGET INCENTIVE	–	–	–	–	0	0

Note: Amounts are a percentage of base salary.



SALES TRAINING MANAGER

GEOGRAPHIC SALARY DIFFERENTIALS



Notes: Differentials are calculated by comparing each city to the national job data. See About this Report for more details.

INDUSTRY SALARY DIFFERENTIALS



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COMPENSATION DATA

DIRECT SALES — EXPERIENCED PROFESSIONAL

An Experienced Professional who applies practical knowledge of job area typically obtained through advanced education and work experience. Incumbent will work independently with general supervision. Problems faced are difficult but typically not complex. This incumbent may influence others within the job area through explanation of facts, policies, and practices. Activities include new sales to new customers as well as cross/up/repeat sales to existing customers; assessing customer needs and suggesting appropriate products, services, and/or solutions; and developing and delivering sales bids, proposals, and presentations and conducting product demonstrations.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	37,000	52,322	70,634	55,886	16	224
ACTUAL SHORT-TERM INCENTIVE	–	–	–	–	1	33
ACTUAL SALES INCENTIVE	5,563	13,679	19,583	14,607	11	162
ACTUAL TOTAL CASH	52,336	64,475	80,991	67,459	16	224
ACTUAL TOTAL DIRECT	52,336	64,475	80,991	67,459	16	224

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 15%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	–	–	–	–	1	33
TARGET INCENTIVE	–	–	–	–	1	33
MAXIMUM INCENTIVE	–	–	–	–	1	4

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 84%

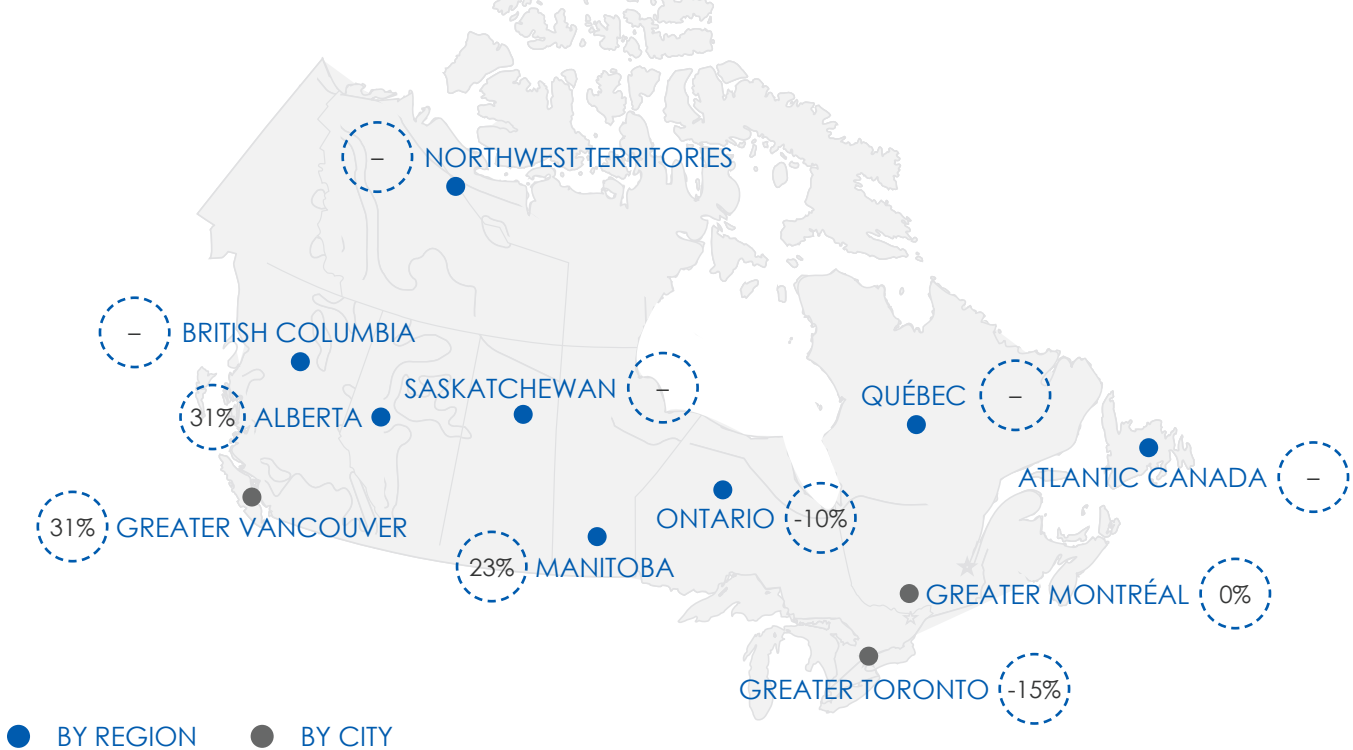
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	10.2%	27.9%	44.5%	32.6%	11	162
TARGET INCENTIVE	30.0%	39.3%	56.3%	44.2%	5	42

Note: Amounts are a percentage of base salary.



DIRECT SALES — EXPERIENCED PROFESSIONAL

GEOGRAPHIC SALARY DIFFERENTIALS



Notes: Differentials are calculated by comparing each city to the national job data. See About this Report for more details.

INDUSTRY SALARY DIFFERENTIALS



If data are not available for a given value, the report denotes that fact with an endash ("—").



COMPENSATION DATA

DIRECT SALES — ENTRY PROFESSIONAL

An Entry Professional who applies broad theoretical job knowledge typically obtained through advanced education. This incumbent's work is closely supervised. Problems faced are not typically difficult or complex. This incumbent will explain facts, policies, and practices related to job area. Activities include new sales to new customers as well as cross/up/repeat sales to existing customers; assessing customer needs and suggesting appropriate products, services, and/or solutions; and developing and delivering sales bids, proposals, and presentations and conducting product demonstrations.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	36,421	42,162	47,423	42,117	11	281
ACTUAL SHORT-TERM INCENTIVE	–	–	–	–	2	14
ACTUAL SALES INCENTIVE	–	9,940	–	19,401	5	44
ACTUAL TOTAL CASH	39,150	43,493	49,455	45,521	11	281
ACTUAL TOTAL DIRECT	39,150	43,493	49,455	45,521	11	281

Note: Amounts are in CAD.

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 6%

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	–	–	–	–	2	14
TARGET INCENTIVE	–	–	–	–	2	15
MAXIMUM INCENTIVE	–	–	–	–	2	6

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 17%

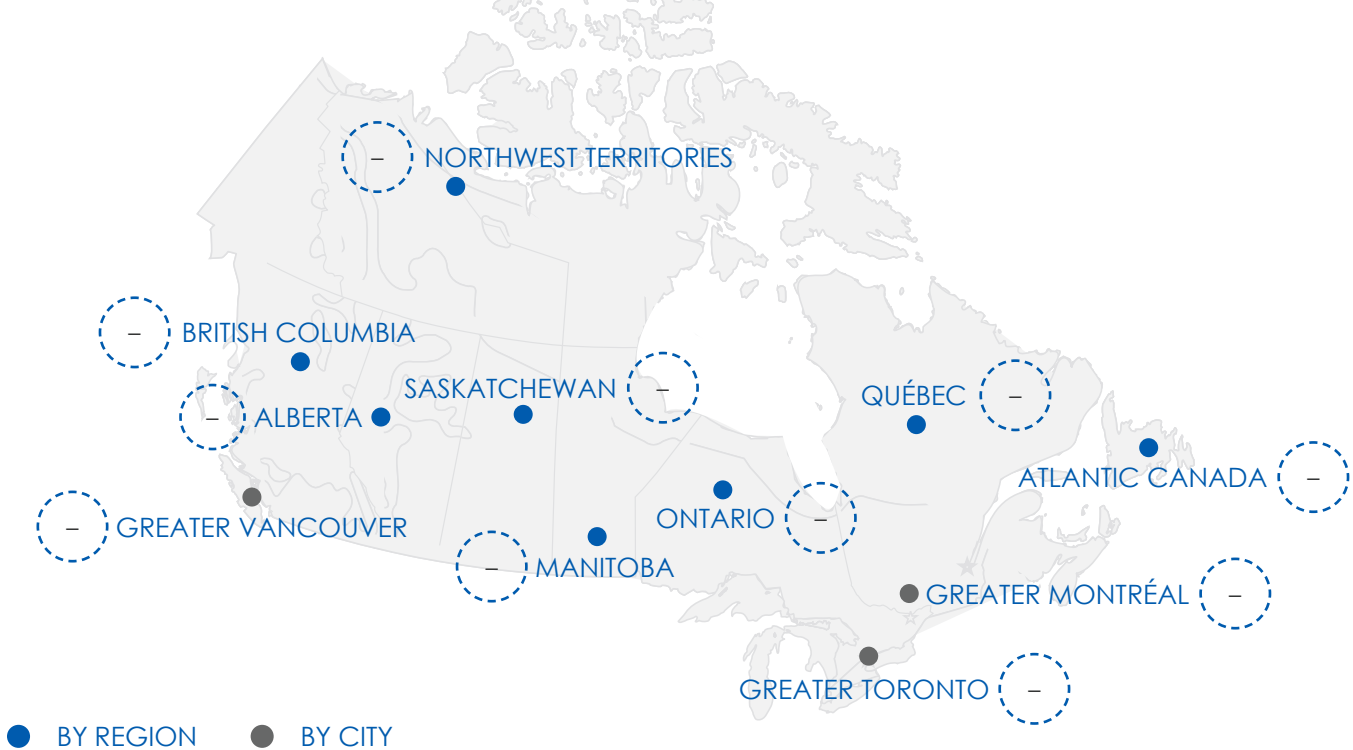
COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	–	29.5%	–	63.4%	5	44
TARGET INCENTIVE	–	–	–	–	1	8

Note: Amounts are a percentage of base salary.



DIRECT SALES — ENTRY PROFESSIONAL

GEOGRAPHIC SALARY DIFFERENTIALS



Notes: Differentials are calculated by comparing each city to the national job data. See About this Report for more details.

INDUSTRY SALARY DIFFERENTIALS



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HIRING INTENTIONS

There has been a major shift in hiring intentions for 2018; the percentage of companies planning to add staff increased from 40% in 2017 to 56% in 2018. Whereas, 35% of companies are planning to reduce staff.

2018 HIRING INTENTIONS FOR ALL EMPLOYEES



ADD STAFF

56%



REDUCE STAFF

35%



NO CHANGE

9%

N=63

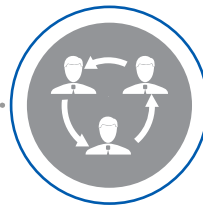
TURNOVER

The average Canadian workplace has a mean of 12.2% in voluntary turnover rate amongst its staff. Rates of turnover are lower within the professional class of employees, and sales staff have a voluntary turnover rate of 9.3% and involuntary rate of 3.3%.

2017 TURNOVER FOR ALL EMPLOYEES



VOLUNTARY TURNOVER



INVOLUNTARY TURNOVER

Note: Average Values.

2017 TURNOVER FOR SALES PROFESSIONALS

VOLUNTARY				INVOLUNTARY			
P25	P50	P75	MEAN	P25	P50	P75	MEAN
5.9	9.3	17.5	14.7	0.0	3.3	7.9	5.6



WORKFORCE CHANGES

Survey results show a smaller overall workforce change from 2017 to 2018 than employers initially planned.

2017–2018 MEAN CHANGE IN WORKFORCE FOR ALL EMPLOYEES



PERCENTAGE DECREASE



OVERALL CHANGE



PERCENTAGE INCREASE





ABOUT THIS REPORT

In an effort to broaden its offerings to its membership base, the Canadian Professional Sales Association (CPSA), Canada's oldest and largest professional sales body, partnered with Mercer to create an annual report for the exclusive use of its individual and corporate members.

CPSA members should use this report and the data contained herein as a way to measure their own compensation and benefits plans against their competitors and peers in the industry. Compiled using data from multiple Mercer sources, the report provides readers accurate and up-to-date information on industry trends in compensation planning, compensation levels and benefits within the professional sales community.

METHODOLOGY

COMPENSATION DATA

SALARY DATA

Salary data provided for each job are incumbent (or employee) weighted. This means each incumbent's information is given equal weight in the computation of the statistics. The number of data points represented in the sample is reflected in the Num Incs column.

ACTUAL TOTAL DIRECT

Total direct compensation includes annualized long-term incentives for applicable positions. Long-term incentives were valued based on Black-Scholes methodology. Actual total direct statistics include all employees in the sample and are not exclusive to only those receiving long-term incentives.

DIFFERENTIALS

The differentials provided for each job were calculated based on mean annual total cash data. Each city, region/province, and industry was compared to the national job data and a percentage difference was calculated. A positive percentage indicates that compensation for the city, region/province, or industry is higher than the national figure. A negative percentage indicates the market compensates at a lower amount than the national figure.

WORKFORCE TRENDS

TURNOVER

Turnover percentages were collected in 2018 for the previous calendar year (2017). Companies provided percentages for voluntary and involuntary turnover of their entire employee population, as well as by employee level, such as professional sales employees.

MEAN CHANGE IN WORKFORCE FOR ALL EMPLOYEES

The percentage change was calculated based the number of employees reported for three fiscal years by companies participating in the survey from which the data were sourced. The percentage change from one year to the next was calculated for each company, and all data were meaned.



ABOUT THIS REPORT

The percentage increase reflects only those companies planning an increase in their workforce, and the percentage decrease reflects only those companies planning a reduction in their workforce.

The overall change includes both increases and decreases and is representative of the overall market change.

STATISTICS

The following statistics are presented in this report:

- **P25 or 25th Percentile:** The data point that is higher than 25% of all other data in the sample when ranked from low to high.
- **P50 or 50th Percentile:** The data point that is higher than 50% of all other data in the sample when ranked from low to high. Also known as the median.
- **P75 or 75th Percentile:** The data point that is higher than 75% of all other data in the sample when ranked from low to high.
- **Mean:** The sum of all data reported divided by the number of data observations in the sample. Also known as the average.
- **Data Dominance:** There may be instances where data have not been displayed due to data dominance. This masking is applied when 50% or more of the incumbents in the sample are employed by the same company (organization).
- **N:** The number of companies that reported data for the statistic.
- **Num Orgs or Number of Organizations:** The number of organizations reporting data for the variable. Note that a single organization may have provided data for multiple incumbent(or employees) for a single job; therefore the Num Orgs and Num Incs frequently vary.
- **Num Incs or Number of Incumbents:** The number of incumbents for which data are reported.
- **Endash or “–”:** The sample is too small to provide the statistic.

READING THE REPORT

2018 AND 2019 SALARY INCREASE BUDGETS FOR PROFESSIONALS

	2018 ACTUAL					2019 PROJECTED				
	P25	P50	P75	MEAN	N=	P25	P50	P75	MEAN	N=
OVERALL	2.0	2.6	3.0	2.5	204	2.0	2.7	3.0	2.5	66
ALBERTA	2.0	2.5	3.0	2.5	66	2.0	2.7	3.0	2.6	66
BRITISH COLUMBIA	2.0	2.5	3.0	2.4	85	2.0	2.8	3.0	2.6	81
OTHER QUEBEC	2.0	2.5	3.0	2.4	68	2.0	2.8	3.0	2.6	67
GREATER TORONTO	2.0	2.5	3.0	2.5	103	2.0	2.8	3.0	2.6	101
OTHER ONTARIO	2.0	2.5	3.0	2.4	82	2.0	2.7	3.0	2.6	80
MANITOBA	2.0	2.5	3.0	2.3	66	2.0	2.5	3.0	2.5	68
SASKATCHEWAN	2.0	2.5	3.0	2.5	66	2.0	2.7	3.0	2.6	65
GREATER CALGARY	2.0	2.5	3.0	2.3	82	2.0	2.5	3.0	2.5	86
GREATER EDMONTON	2.0	2.5	3.0	2.3	66	2.0	2.5	3.0	2.5	68
OTHER ALBERTA	1.9	2.5	3.0	2.3	53	2.0	2.8	3.0	2.6	55
GREATER VANCOUVER	2.0	2.5	3.0	2.4	81	2.0	2.5	3.0	2.6	80
OTHER BRITISH COLUMBIA	2.0	2.5	3.0	2.3	55	2.0	2.5	3.0	2.5	58
TERRITORIES	1.5	1.9	2.6	1.9	10	2.0	2.0	3.0	2.4	9

The N= refers to the number of companies that provided data for each statistic.

Some sets of data include a range of statistics. The "P" refers to percentile; P25 = the 25th percentile, which is the data point higher than 25% of all other data in the sample. More information on the statistics in this report can be found in the About this Report section.

The P50 or 50th percentile is also known as the median.

SAMPLE DATA

Notes: Data exclude zeros unless otherwise specified. Amounts are percentages.

Footnotes below tables include important notes about the data. More information, such as methodology, data sources and a glossary can be found in the About this Report section.



ABOUT THIS REPORT

SALES SUPERVISOR

The Compensation Data section includes salary data for 25 different sales related jobs.

Responsible for revenue generation in a local sales office and key accounts within a geographic area or region. Oversees sales and local sales administration resources for several individuals by reviewing sales performance and ensuring quotas are met. Main responsibility is the training, development, and ongoing coaching of the sales team. Has some selling responsibility, particularly in key accounts in the local market. Frequently reports to a District Sales Supervisor.

Each job includes a brief description of core tasks and responsibilities.

SALARY DATA

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
BASE SALARY	62,303	74,065	88,321	77,085	35	596
ACTUAL SHORT-TERM INCENTIVE	4,738	7,248	11,520	8,753	15	247
ACTUAL SALES INCENTIVE	8,568	18,336	27,072	18,792	15	156
ACTUAL TOTAL CASH	66,448	83,465	102,903	88,873	35	606
ACTUAL TOTAL DIRECT	66,448	83,465	102,903	88,873	35	606

The salary data table provides actual salary and incentive amounts in Canadian dollars.

Note: Amounts are in CAD.

SAMPLE DATA

SHORT-TERM INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 58%

The other two tables provide amounts as a percentage of base salary.

	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	6.5%	9.4%	13.5%	10.8%	15	237
TARGET INCENTIVE	-	20.0%	-	15.1%	15	328
MAXIMUM INCENTIVE	10.8%	12.0%	20.0%	15.4%	8	136

Note: Amounts are a percentage of base salary.

SALES INCENTIVE

PERCENT OF EMPLOYEES ELIGIBLE: 39%

NUM ORGS refers to the number of organizations that provided data for a job.

COMPENSATION COMPONENT	P25	P50	P75	MEAN	NUM ORGS	NUM INCS
ACTUAL INCENTIVE	11.5%	15.0%	45.8%	35.0%	11	46
TARGET INCENTIVE	15.0%	-	-	-	-	-

This is the percentage of employees (or "INCS") that are eligible to receive incentives.

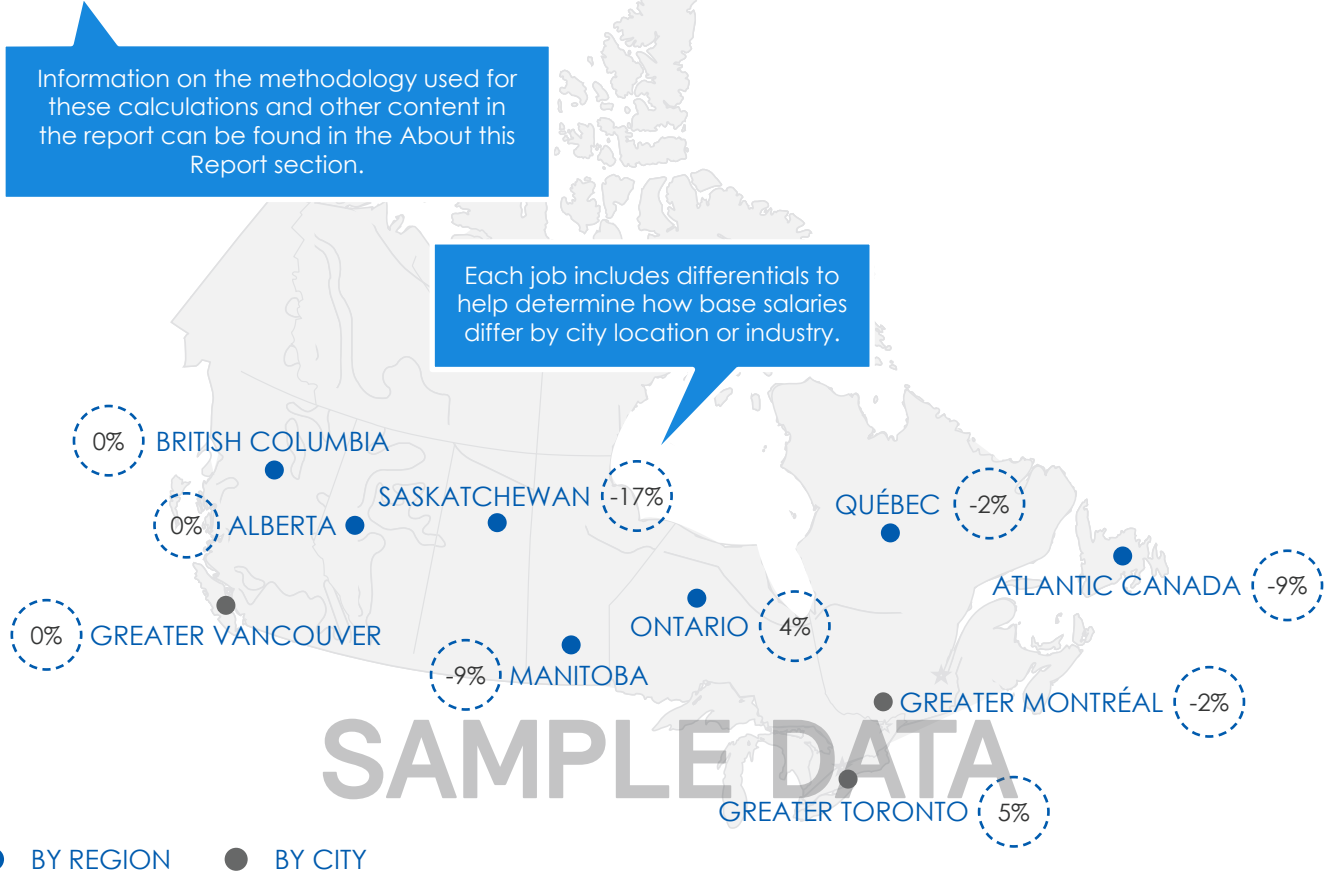
NUM INCS refers to the number of incumbents (or employees) with salary data included in a job.

Note: Amounts are a percentage of base salary.



ABOUT THIS REPORT

GEOGRAPHIC SALARY DIFFERENTIALS



SAMPLE DATA

INDUSTRY SALARY DIFFERENTIALS



If data are not available for a given value, the report denotes that fact with an endash ("–").

ABOUT THIS REPORT

DATA SOURCES

SECTION	TOPIC	DATA SOURCE
CANADIAN MARKET TRENDS	GDP, Inflation, Unemployment	International Monetary Fund, World Economic Outlook Database, April 2018
	Retirement, Employment Growth, Mean Weekly Wage Growth, Consumer Price Index	Conference Board of Canada
COMPENSATION PLANNING	Salary Increases, Promotional Increases, Structure Adjustments	Mercer's 2018/2019 Canada Compensation Planning Survey, August 2018
COMPENSATION DATA	Salary Data, Short-term Incentives, Sales Incentives	Canada Mercer Benchmarking Database, April 2018
WORKFORCE TRENDS	Hiring Intentions, Turnover for Sales Professionals, Overall Change in Workforce	Mercer's Workforce Turnover Around the World, November 2018

INDUSTRY SUPER SECTORS

Industry data are provided by Industry Super Sector. The following list indicates the industries included within each super sector.

BANKING/FINANCIAL SERVICES

- Consumer Finance & Retail Banking
- Commercial Lending
- Universal (Diversified) Banking
- Financial Services Operations
- Combination Banking/Financial Services Organizations
- Other Financial Services
- Investment
- Trust & Private Banking

CHEMICALS

- Basic Chemicals
- Specialty Chemicals
- Consumer Chemicals
- Combination Chemicals



ABOUT THIS REPORT

CONSUMER GOODS

Apparel
Beverage & Tobacco
Food
Personal Care & Household Products
Over the Counter Pharmaceutical
Combination Consumer Goods
Other Consumer Goods

ENERGY

Energy Fully Integrated and Exploration & Production
Energy Services & Drilling
Energy Pipeline/Midstream
Energy Downstream
Energy Trading
Energy Utilities
Alternative & Renewable Energy
Energy Engineering, Procurement & Construction
Other Energy

HIGH TECH

High Tech (Manufactured Products & Hardware)
High Tech (Software & Virtual Products)
High Tech (Services)
Combination High Tech Manufactured/Hardware & Software/Virtual Products
Combination High Tech Manufactured/Hardware Products & Services
Combination High Tech Software/Virtual Products & Services
Combination All High Tech Products & Services
Other High Tech Products or Services

INSURANCE/REINSURANCE

Life Insurance
NonLife Insurance (excluding Health & Medical)
Health & Medical Insurance
Combination Life & NonLife Insurers
Reinsurance
Combination Insurance/Reinsurance & Banking/Financial
Services



ABOUT THIS REPORT

LIFE SCIENCES

Pharmaceutical
Medical Devices & Equipment
Biotechnology
Contract Organizations (Life Sciences)
Animal Health
Combination Life Sciences

LOGISTICS

Shipping
Freight Forwarding
Warehousing & Distribution
Express
Combination Logistics

MINING & METALS

Base Metals Mining
Coal, Industrial & Other Materials Mining
Gold Mining
Precious Metals & Minerals Mining (excluding Gold)
Diversified Mining

OTHER MANUFACTURING

Paper & Allied Products Manufacturing
Machinery Manufacturing
Plastics & Rubber Products Manufacturing
Electrical Equipment Manufacturing
Other Manufacturing

OTHER NONMANUFACTURING

Agriculture, Forestry, Fishing & Hunting
Construction
Entertainment
Hospitality
Publishing
Real Estate
Research & Development
Water, Water Utility, Sewage & Other Systems
Combination or Other Nonmanufacturing



ABOUT THIS REPORT

RETAIL & WHOLESALE

Apparel, Fashion, Footwear, & Accessories Retail

Department Stores

Electronics, Entertainment, Communications, & Office Retail Grocery, Pharmacy, & General Merchandise Retail

Convenience Retail

Home, Hardware, Building & Garden Supply Retail

Restaurants Specialty

Retail Wholesale

Distribution

SERVICES (NONFINANCIAL)

Business Process Outsourcing

Business/Professional Services

Education

Healthcare Services

Information & Data Processing Services

Government/Public Administration & Other Civic,

Social Political or Religious Organizations

Services —Other or Combination

TRANSPORTATION EQUIPMENT

Automobile Manufacturing

Automobile Components Manufacturing

Construction, Farm Machinery, & Heavy Trucks Manufacturing

Other Transportation Equipment Manufacturing



ABOUT THIS REPORT

GLOSSARY

ANNUAL BASE SALARY

The annual base salary or annualized hourly base salary, prior to any voluntary pay reductions, within a 12-month period. Excludes any cash allowances, commissions, superannuation, and benefits.

ANNUAL TOTAL CASH

The amount that represents annual base salary plus nonvariable remuneration and short-term incentives (STIs), which includes bonus — for example, bonus, sales commission, profit-sharing — but excludes share options.

ANNUAL TOTAL DIRECT

The total annual cash compensation plus the annualized value of long-term incentives (LTIs) in executive compensation.

BENEFITS

Compensation or other nonwage payment or benefit provided by employers to employees at no charge that is above and beyond salary or wages. Examples include health plans, cafeteria plans, life insurance, pension, profit sharing, vacation pay, and company-paid life, health, and unemployment insurance.

CAREER LEVELS

EXECUTIVE

These senior-most employees in the organization generally include top executives and directors within the organization, or employees with managerial responsibilities at the top level of a business unit or organization. Executives focus on providing strategic vision and/or tactical/strategic direction across multiple functions or sub-functions. May also be referred to as Senior Executive or Function Head, or in the case of a sales executive Head of Sales/Marketing.

The following jobs in this report are categorized as executive level:

Head of Sales — Sub-Function

MANAGEMENT

These employees with important supervisory and managerial responsibilities are usually the higher levels within a business unit or organization. Management-level employees focus on managing people and implementing policies and strategies to meet the organization's objectives. They typically report to senior managers and (other than sales) functional managers including finance, human resources, information technology.



ABOUT THIS REPORT

The following jobs in this report are categorized as management level:

- Sales Director
- Division Sales Manager
- Sales Manager — Regional
- Sales Development Manager
- Sales Supervisor
- Key National Accounts — Senior Manager
- Account Management Manager (Key & Nonkey Accounts)
- Business/Channel Development Manager
- Field Sales & Account Management — Senior Manager
- Sales Administration Manager
- Sales Administration Team Leader
- Sales Analysis Manager
- Sales Training Manager

PROFESSIONAL

Typically refers to jobs requiring a professional or technical qualification. They are individual contributors without supervisory responsibility, but may provide coaching/mentoring to less-experienced staff. They typically hold a university degree or full-trade equivalent.

PROFESSIONAL — SALES

Individual contributor in a technical function or professional sales role.

PROFESSIONAL — NONSALES

Individual contributor in a technical function or, typically, a nonsales professional role.

The following jobs in this report are categorized as professional level:

- Sales Representative — Senior
- Sales Representative — Entry
- Account Manager — Senior/Jr. Key Account Manager
- Account Manager — Entry
- Field Sales & Account Management — Entry Professional
- Field Sales & Account Management — Experienced Professional
- Field Sales & Account Management — Senior Professional
- Direct Sales — Entry Professional
- Direct Sales — Experienced Professional



ABOUT THIS REPORT

PARA-PROFESSIONAL

Typically includes roles that are semi-skilled or unskilled with no supervisory or management responsibility. They do not require a university degree, but may require formal professional training and certification, and may be paid on an hourly or a salaried basis.

The following jobs in this report are categorized as para-professional level:

Sales Administration Clerk — Experienced

Sales Administration Clerk — Entry

COMPENSATION

Cash and noncash remuneration provided by an employer to an employee for services rendered.

CONSUMER PRICE INDEX (CPI)

A statistical indicator of the cost of living published by an official government statistical agency, measuring the price changes of a fixed market basket of goods and services purchased by a hypothetical family; it usually includes housing and education costs (except where education is mostly financed by the government).

GROSS DOMESTIC PRODUCT (GDP)

The output of goods and services produced by labour and property. It has five components: private consumption expenditure, fixed capital formation, increase in stocks, government consumption expenditure, and the net of exports of goods and services less imports of goods and services.

INCUMBENT

An employee performing the job that has been matched to the position in the Mercer Benchmark Database.

INFLATION

A term that refers to increases in prices for a constant market basket of goods. It is the mean annual change in the consumer price index (CPI), which may differ from end-of-year figures. The cause of inflation is a general increase in the money supply, without a corresponding increase in the amount of goods and services available.

PROMOTIONAL INCREASE

An increase in a salary or wage rate that accrues to a person because of promotion to a higher level job.

PROMOTIONAL INCREASE BUDGET

The percent of payroll awarded to employees receiving a job promotion. This is the percentage amount established by management or calculated by dividing the dollar sum of all promotional increases granted or anticipated by the total salaries of all employees in the group, including those who will not receive a promotion.



ABOUT THIS REPORT

SALARY

The compensation paid by the week, month, or year (rather than per hour) for performing a job.

SALARY BUDGET

An amount or pool of money allocated for payment of salaries during a specified period. An employer takes salary budgets into account when planning structure adjustments or individual employee adjustments.

SALARY INCREASE BUDGET

The percent of payroll given to employees in the form of a base salary increase. This figure includes merit increases, across-the-board increases, and cost of living adjustments (COLAs). This is the percentage amount established by management or calculated by dividing the dollar sum of all increases granted or anticipated by the total salaries of all employees in the group, including those who will not receive increases.

SALARY INCREASES EXCLUDING ZEROES

Excluding zeroes represents salary increases of companies that provide an increase in pay (excluding pay freezes).

SALARY INCREASES INCLUDING ZEROES

Including zeroes represents salary increases of all companies, including those with pay freezes.

SALES INCENTIVE

Annual cash incentive associated with an employee's sales performance. This includes commissions and other incentive programs specifically targeted toward sales employees.

ACTUAL SALES INCENTIVE

The sales incentive amount paid out in the previous 12 months. This figure may be provided as a percentage of annual base salary or the actual award amount.

TARGET SALES INCENTIVE

The sales incentive amount targeted to be paid for the upcoming year. This figure is displayed as a percentage of annual base salary.

SHORT-TERM INCENTIVE (STI)

Rewards relating to the performance against selected criteria over a period of one year or less. These include performance-related bonuses, profit-sharing schemes, other bonuses, and exceptional premiums.



ABOUT THIS REPORT

ACTUAL SHORT-TERM INCENTIVE

The performance-based variable bonus amount paid out in the previous 12 months. This figure may be provided as a percentage of annual base salary or the actual award amount.

TARGET SHORT-TERM INCENTIVE

The performance-based variable bonus amount targeted to be paid for the upcoming year. This figure is displayed as a percentage of annual base salary.

MAXIMUM SHORT-TERM INCENTIVE

The maximum or capped performance-based variable bonus amount. This figure is displayed as a percentage of annual base salary.

STRUCTURE ADJUSTMENT

The percentage by which the organization decides to adjust its salary range for a job or group of jobs in accordance with the external market. This is typically reviewed on an annual basis or as necessary to adhere to market trends.

TOTAL DIRECT COMPENSATION

The total annual cash compensation plus the annualized value of long-term incentives (LTIs) in executive compensation.

TURNOVER

VOLUNTARY TURNOVER

The percentage of employees, who resigned voluntarily during the 12-month reporting period, excluding normal retirement. This does not include contractors or volunteer staff.

INVOLUNTARY TURNOVER

The percentage of employees who were retrenched or dismissed by the organization during the 12-month reporting period. This includes contract staff that were retrenched or dismissed outside the terms of their contract (that is, it does not include contract staff that left the organization merely because their contracts expired). All redundancies are under involuntary terminations, regardless of whether they were voluntary or involuntary redundancies.

UNEMPLOYMENT

The percentage of economically active persons wholly unemployed or temporarily laid-off. Unemployment generally comprises all persons above a specified age who during the reference period were without work, currently available for work, and seeking work.

VARIABLE PAY

Rewards based on individual, group, or organizational performance rather than time spent on the job or the job's value.



> ADVANCE YOUR CAREER WITH A CPSA DESIGNATION

The CPSA professional designations recognize achievement of a standard of excellence in sales. We offer a designation for every step of your career, whether you are new to the profession or a seasoned veteran leading a sales team.



The **Certified Sales Associate (CSA)** designation sets entry-level sales professionals, and entrepreneurs apart with foundational sales skills.

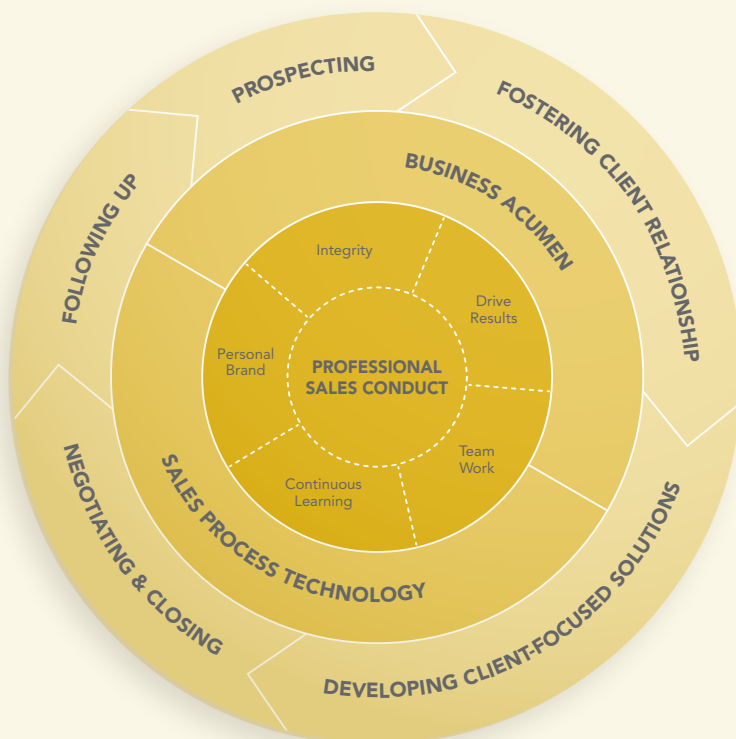


The **Certified Sales Professional (CSP)** designation recognizes experienced sales professionals who set the gold standard in their industries.



The **Certified Sales Leaders (CSL)** designation recognizes top sales leadership, who impact both an organization's front line and its overall sales culture.

Learn more about each designation by clicking on its credential or visit [CPSA.com/designations](https://www.cpsa.com/designations).



HOW DO YOUR SKILLS MEASURE UP?

In less than 30 minutes, the CPSA Sales Assessment's 30 questions will challenge your day-to-day skills as a sales professional.

Each question has been designed and vetted by sales professionals to assess you based on CPSA's sales competency framework shown on the right.

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