

Canadian Professional Planners National Employment Survey

REPORT FOR THE ALBERTA PROFESSIONAL PLANNERS INSTITUTE

Prepared for:



Prepared by:



Bramm Research Inc.
Better Information. Better Solutions.

www.brammresearch.com

February 2024

Canadian Professional Planners National Employment Survey

REPORT FOR THE ALBERTA PROFESSIONAL PLANNERS INSTITUTE

Table of Contents

Background and Objectives	1
Method.....	2
Margin of Error.....	2
Definition of Mean	2
Reader Note	2
Demographics and Current Employment	3
Residence Postal Code [First Letter only].....	3
Size of Municipality Where Currently Employed	4
City or Town Where Employer is Located	6
First Letter of Postal Code of Employer.....	6
Age	7
Gender Identity	8
Identifies as part of an Equity-Deserving Group.....	9
Identifies as an Indigenous Person	10
Identifies as a Visible Minority.....	11
Sexual Orientation.....	12
Identifies As a Person with Disability	13
Equity Deserving Groups and Base Salary	14
Was Born in Canada	14
Current Status in Canada	15
Has An Accredited Planning Degree	16
Bachelors Level Degree Issued Inside or Outside of Canada	17
Masters Level Degree Issued Inside or Outside of Canada.....	18

Bachelors Level Canadian Accredited Planning Degree: Graduation Year	19
Masters Level Canadian Accredited Planning Degree: Graduation Year	20
Other Degrees or Diplomas	21
Professional Planning Status	22
Additional Professional Designations/Credentials.....	23
Years Employed in a Planning Position	24
Belongs to a Union	25
Current Employment Status as of September 1, 2023	26
Sector of Employment	27
Years Employed with Current Organization	28
Areas of Specialization within Current Job	29
Employment Level.....	31
Supervises and/or Manages Other Staff or Employees	32
Number of Persons Supervised/Managed	33
Compensation	34
Annual Base Salary/Income	34
Received a Bonus	35
Type of Bonus.....	36
Basis on which Bonus is Calculated.....	37
Bonus Amount (\$)	38
Bonus Amount (%)	39
Satisfaction with Overall Compensation	40
Percentage Required for Satisfactory Salary	41
Agreement with: My Compensation Level Has Kept Up with My Job Responsibilities	42
Agreement with: I am Fairly Compensated for the Work that I Do	43
Agreement with: My Compensation Is Fair but Other Benefits Are Lacking	44
Agreement with: My Compensation Has Not Kept Pace with My Peers at Other Organizations	45
Agreement with: My Compensation Has Not Kept Pace with Others with Similar Professional Credentials	46
Anticipates Change in Base Salary	47

Percentage Increase Expected	48
Aspects of Job Not Properly Compensated [Y/N]	49
Aspects of Job which are not Properly Compensated	50
Other Ways (Not Money) To Be Rewarded for Work.....	51
Other Rewards for Work (i.e., not money)	52
Workforce and Labour	53
Number of Hours Worked in Average Week in Past 12 Months.....	53
Number of Overtime Hours Worked in A Typical Week In Past 12 Months	54
Most Frequent Compensation Method for Overtime Hours	55
Remote vs. On-site Work Mode.....	56
Current Work Mode: Weekly Days in Office	57
Satisfaction with Work Mode: Fully Remote	58
Satisfaction with Work Mode: Hybrid.....	59
Satisfaction with Work Mode: Fully In-Office/On-Site.....	60
Satisfaction with Your Job Overall	61
Satisfaction with Your Base Salary	62
Satisfaction with Your Work/Life Balance	63
Satisfaction with the Performance Recognition You Receive	64
Satisfaction with Your Opportunity for Advancement.....	65
Satisfaction with Your Relationship with Those You Report To.....	66
Satisfaction with Your Relationship with Your Peers.....	67
Satisfaction with Your Relationship with Those Who Report to You	68
Satisfaction with The Balance of Responsibilities in Your Current Position.....	69
Number of Employers Since 2019.....	70
Changed Positions in The Last 12 to 18 Months	71
Reason for Change	72
Will Be Looking for a Job in the Next 12 to 18 Months	74
Reasons for Looking for a New Job	75
Career Intentions and/or Plans Have Changed Since the Pandemic	76
Ways in Which Career Intentions and/or Plans Have Changed	77
Retirement Intentions Within the Next 12 to 18 Months.....	78

Hiring More Professional and/or Candidate Planners in The Next 12 to 18 Months	79
Number of Anticipated Positions	80
Had Planning-Related Job Vacancies in the Last 12 Months	81
Number of Planning Positions Opened.....	82
Number of Planning Positions Filled	83
Difficulties when Filling Vacancies	84
Benefits	85
Organization Offers Benefits to Employees	85
Benefits Provided by Employer	86
Benefits Provided by Employer – Detail of Pay Sharing Level.....	88
Receives Other Benefits Not Listed Above	89
Paid Vacation Time Received Per Year	90
Business Profile	91
Number of Years in Business.....	91
Number of Staff – Full-time	92
Number of Staff – Part-time.....	93
Number of Professional or Candidate Planners Employed as of Sep 1, 2023	94
Employs International Professional Planners.....	95
Hourly Billing Rate.....	96

Canadian Professional Planners National Employment Survey

REPORT FOR THE ALBERTA PROFESSIONAL PLANNERS INSTITUTE

Background and Objectives

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

This report, has been created specifically for the Alberta Professional Planners Institute (APPI). The information provided focuses on data obtained from 173 respondents. (These 173 responses are made up of 166 respondents from Alberta, 6 respondents from the Northwest Territories and one respondent from Nunavut). Where possible we have compared APPI results with the results from across Canada (minus APPI results). Also, where possible we have compared 2023 results with 2019 results and shown the percentage change.

Shown below is an example of how the results are displayed throughout most of the report.

	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%

Subject areas and question topics included:

Demographics and Current Employment

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

Current Compensation

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

Workforce and Labour

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

Benefits

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

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

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

Method

An email invitation to participate in this survey was sent to 9,441 regulated members of professional planning institutes across Canada. Contained within the email was a link to an online survey. The fieldwork for this survey ran from September 6th to October 16th. In total, 1,727 planners from across Canada responded. This represents a 18% response rate. In our experience, this is an average response rate for surveys of this type.

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

	MEMBERS #	# OF RESPONSES	RESPONSE RATE
BC	1,519	352	23%
AB	943	166	18%
SK	255	107	42%
MB	176	68	39%
ON	4,389	830	19%
QC	1,765	78	4%
NB/PE/NS/NL	335	113	34%
YK/NT/NU	59	11	17%
TOTAL	9,441	1,725	18%

Margin of Error

With a total sample of 173 respondents, the margin of error for APPI responses is plus or minus 6.9 percentage points at the 95 percent confidence level.

If, for example, 50% of the respondents report achieving a certain level of education, then we can be reasonably sure (19 times out of 20) of an accuracy within +/- 6.9%. This means that a total census of all regulated members in Alberta would reveal an answer of not less than 43.1% and not more than 56.9%.

The margin of error, as stated above, applies only when the full base is being reported upon, and when the proportion being tested is 50%. As the base size being report decreases, the margin of error increases. But also, as the proportion being tested rises or falls (e.g. 70% instead of 50% or 20% instead of 50%), the margin of error decreases.

Definition of Mean

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

While the mean is an extremely useful statistic, it can sometimes be dramatically affected by very large or very small values in the dataset e.g. a very high number of hours worked per week may skew the “average hours in a work week” statistic.

Reader Note

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

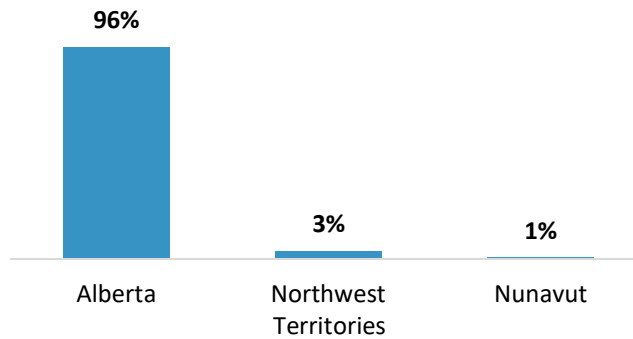
- Almost all charts are shown with rounding to the closest whole number.
- On relevant tables we have shown the average 2019 salary along with the percentage change from 2019 to 2023.
- Categories that are labelled as 0% in charts are actually greater than 0% and less than 0.5%.
- The group cut-off size for showing mean detail is usually 30. Averages based on base sizes of <30 should be interpreted with caution.

Demographics and Current Employment

Residence Province/Territory

Ninety-six percent of respondents reside in Alberta, with 3% residing in the Northwest territories, and 1% in Nunavut.

Where do you currently reside?

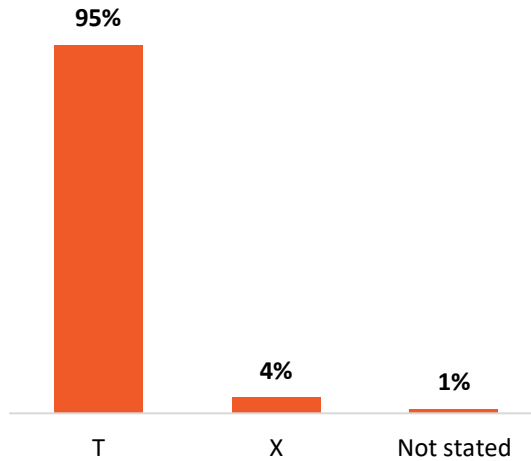


	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
<i>Alberta</i>	96%	166	0%	\$114,152	n/a	n/a	n/a
<i>Northwest Territories</i>	3%	6	0%	n/a	n/a	n/a	n/a
<i>Nunavut</i>	1%	1	0%	n/a	n/a	n/a	n/a

Residence Postal Code [First Letter only]

Ninety-five percent of respondents reside in residential postal codes beginning with the letter “T.”

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

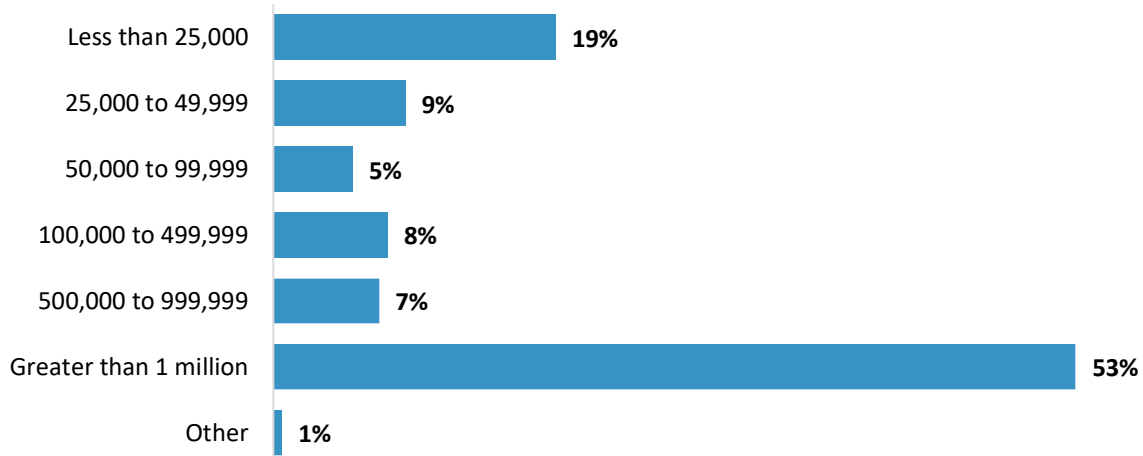


	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
T	95%	164	0%	\$114,325	n/a	n/a	n/a
X	4%	7	0%	n/a	n/a	n/a	n/a

Size of Municipality Where Currently Employed

Over half of respondents (53%) reside in cities with a population greater than 1 million. Nineteen percent reside in towns of less than 25,000 population. Respondents in these latter smaller towns make the highest average salary, at \$118,438, vs. the average APPI salary of \$115,116.

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

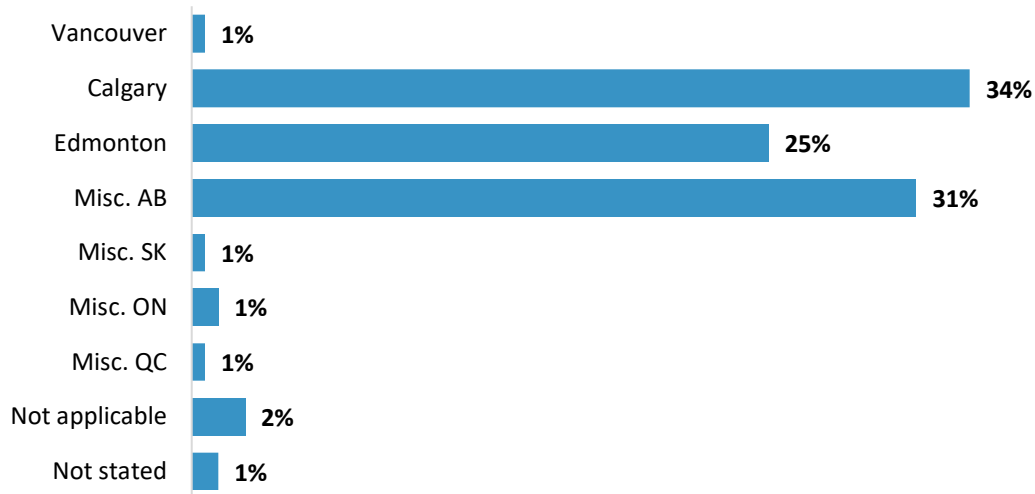


	TOTAL APPI		Other CA	Avg. APPI Salary	Avg. Other CA Salary	Avg. APPI Salary	% Change in Salary
	%	N	%	2023	2023	2019	'19 to '23
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
<i>Less than 25,000</i>	19%	32	13%	\$118,438	\$97,000	\$99,840	19%
<i>25,000 to 49,999</i>	9%	15	7%	n/a	\$105,810	n/a	n/a
<i>50,000 to 99,999</i>	5%	9	9%	n/a	\$104,493	n/a	n/a
<i>100,000 to 499,999</i>	8%	13	29%	n/a	\$105,488	n/a	n/a
<i>500,000 to 999,999</i>	7%	12	14%	n/a	\$108,896	\$110,473	n/a
<i>Greater than 1 million</i>	53%	91	25%	\$115,110	\$120,971	\$104,156	11%
Estimated average (000s)	746	746	533				

City or Town Where Employer is Located

A third of respondents' employers reside in Calgary (34%), followed by Edmonton (25%). Close to another third (31%) reside in miscellaneous Alberta locations. Edmonton respondents make a notably higher average salary than their Calgary and miscellaneous Alberta counterparts – e.g. 18% more than Calgary respondents.

What is the name of the city, town, or region where your employer is located?

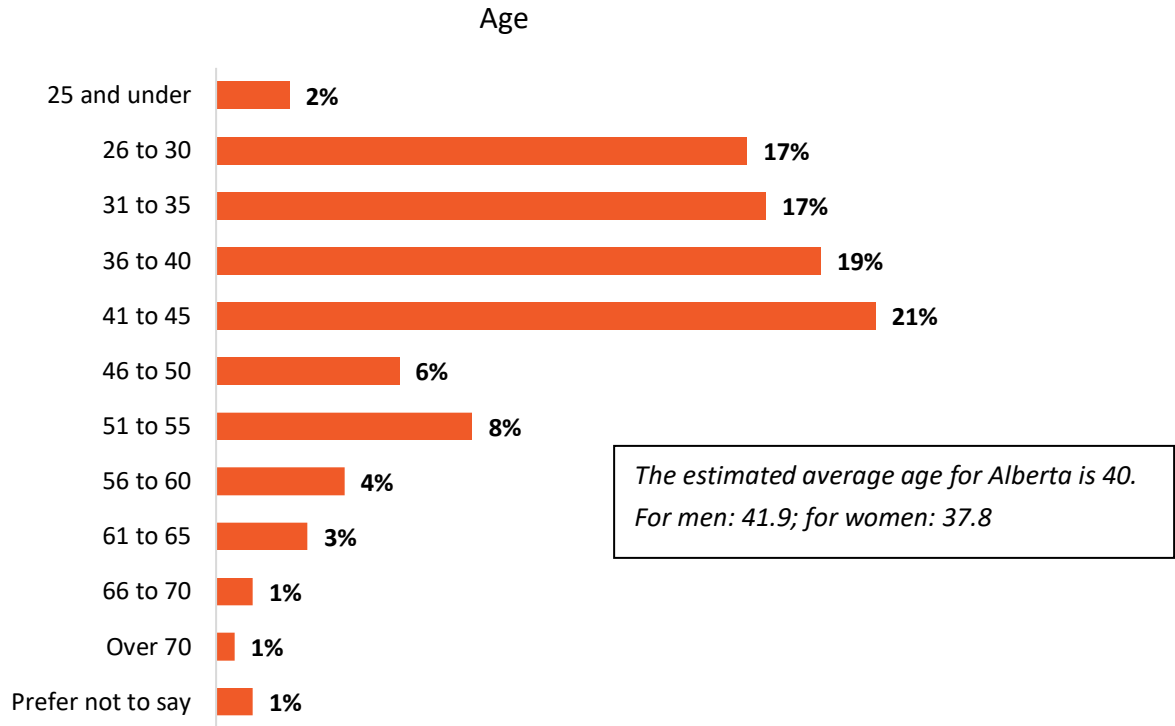


	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
<i>Calgary</i>	34%	58	0%	\$107,931	n/a	\$99,991	8%
<i>Edmonton</i>	25%	43	0%	\$127,500	n/a	\$113,250	13%
<i>Misc. AB</i>	31%	54	0%	\$110,926	n/a	\$99,962	11%

Age

The estimated average age of all Alberta respondents is 40 years. The estimated average age of Alberta male respondents is 41.9 years, and is 37.8 years for women.

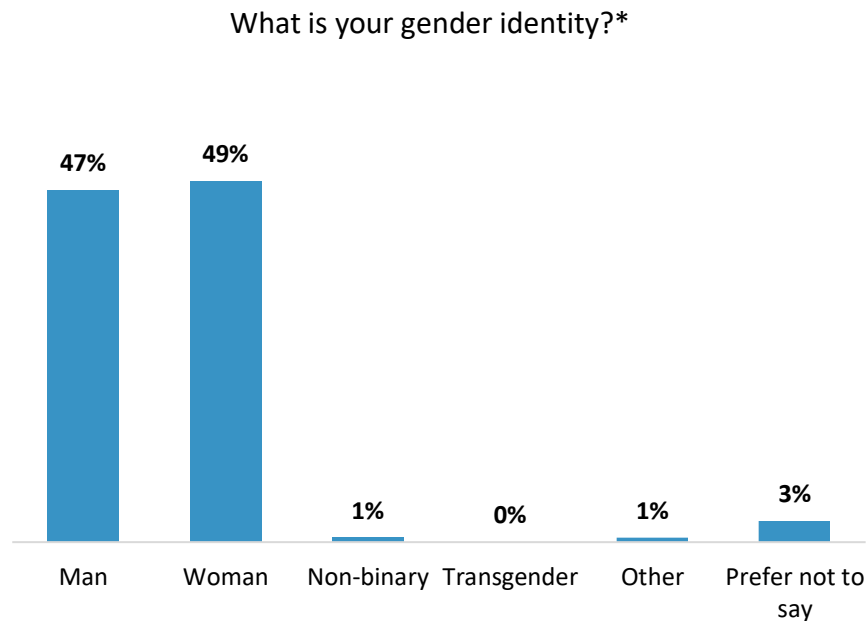
Average salaries for most APPI age groups are generally higher when compared to their counterparts across Canada.



	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
30 and under	19%	33	20%	\$81,818	\$79,323	\$73,873	11%
31 to 35	17%	30	20%	\$103,000	\$93,630	\$97,223	6%
36 to 40	19%	33	16%	\$108,182	\$109,385	\$110,362	-2%
41 to 45	21%	36	14%	\$135,417	\$124,009	\$126,547	7%
46 to 55	14%	24	16%	\$145,417	\$129,137	\$117,380	24%
Over 55	9%	15	14%	\$131,071	\$134,510	\$99,656	32%
Estimated average	40.0		40.8				

Gender Identity

Forty-nine percent of respondents identify as being women, while 47% identify as men. Men’s average salary in 2023 was 8.1% higher than their female counterparts.



*Complete question text:

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

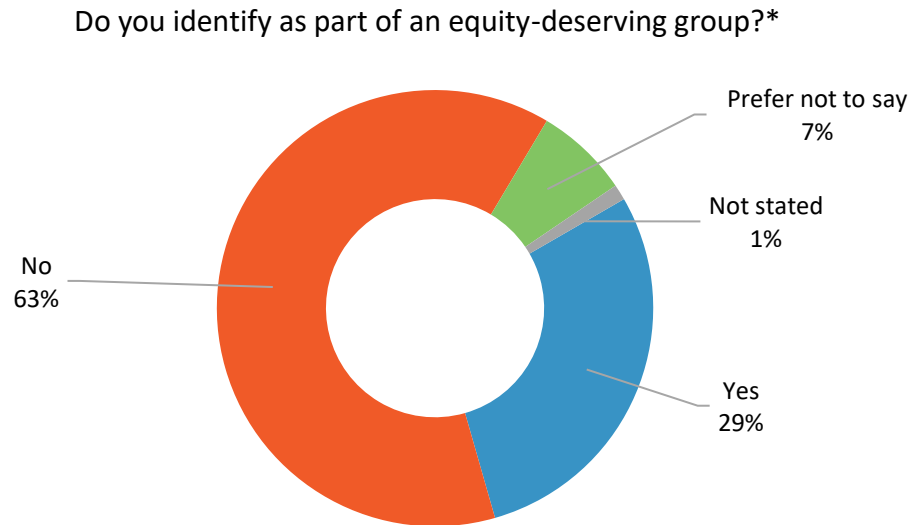
	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
Man**	47%	82	47%	\$119,506	\$116,819	\$107,736	11%
Woman***	49%	84	50%	\$110,536	\$101,555	\$98,311	12%

** The term Male was used in 2019

*** The term Female was used in 2019

Identifies as part of an Equity-Deserving Group

Twenty-nine percent of respondents identify as part of an equity-deserving group; 63% do not. Seven percent prefer not to say. Respondents who are part of an equity-deserving group make about 9% less than their counterparts who do not identify as such.



*Complete question text:

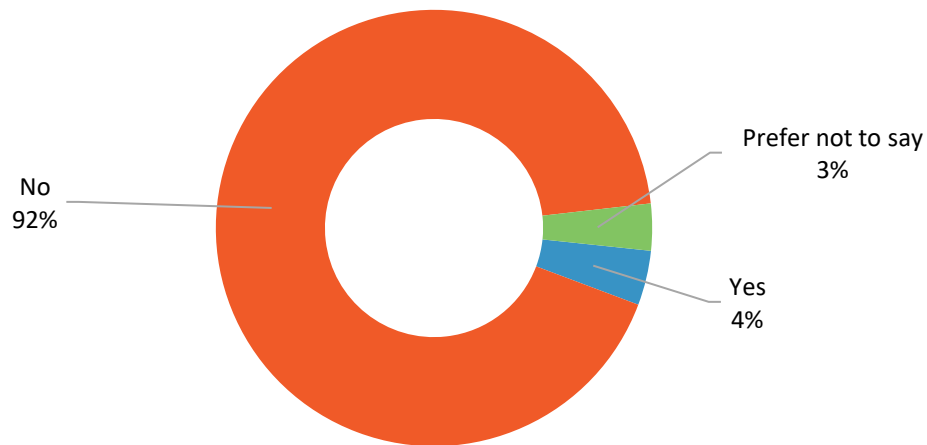
Do you identify as part of an equity-deserving group? *[An equity-deserving group is a community that experiences significant collective barriers in participating in society. This could include attitudinal, historic, social, and environmental barriers based on age, ethnicity, disability, economic status,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

	TOTAL APPI		Other	Avg. APPI	Avg. Other	Avg. APPI	% Change
	%	N	CA	Salary	CA Salary	Salary	in Salary
			%	2023	2023	2019	'19 to '23
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
Yes	29%	50	24%	\$108,776	\$99,146	\$104,296	4%
No	63%	109	68%	\$118,670	\$111,392	\$102,887	15%
Prefer not to say	7%	12	7%	\$105,000	\$115,596	n/a	n/a

Identifies as an Indigenous Person

Four percent of respondents identify as an indigenous person; 92% do not. Three percent prefer not to say.

Do you identify as an Indigenous person?*



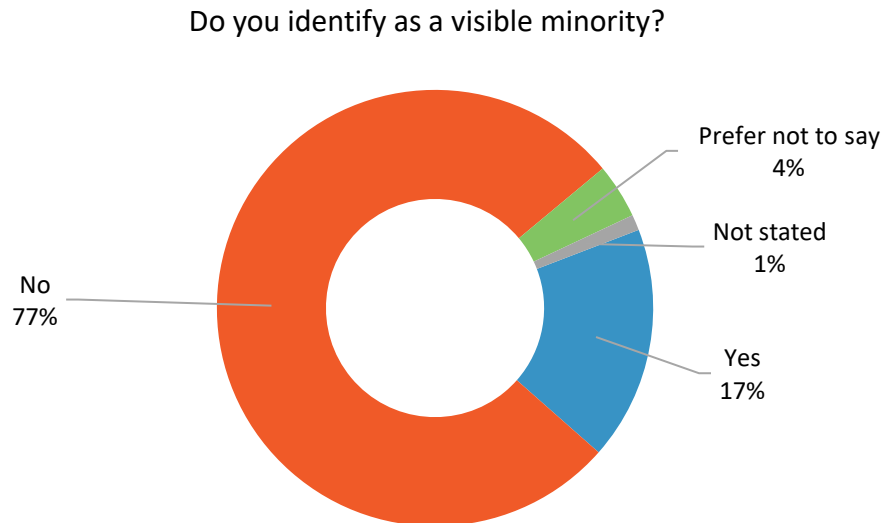
*Complete question text:

Do you identify as an Indigenous person? *[An Indigenous person in Canada is First Nations (Status/Non-Status), Métis, or Inuit.]*

	TOTAL APPI		Other CA %	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N					
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
Yes	4%	7	1%	\$121,429	\$107,647	n/a	n/a
No	92%	160	95%	\$114,434	\$108,575	n/a	n/a
Prefer not to say	3%	6	3%	\$125,833	\$117,300	n/a	n/a

Identifies as a Visible Minority

Seventeen percent of respondents identify as a visible minority. Four percent prefer not to say. Visible minority respondents make an average annual salary of \$98,500.



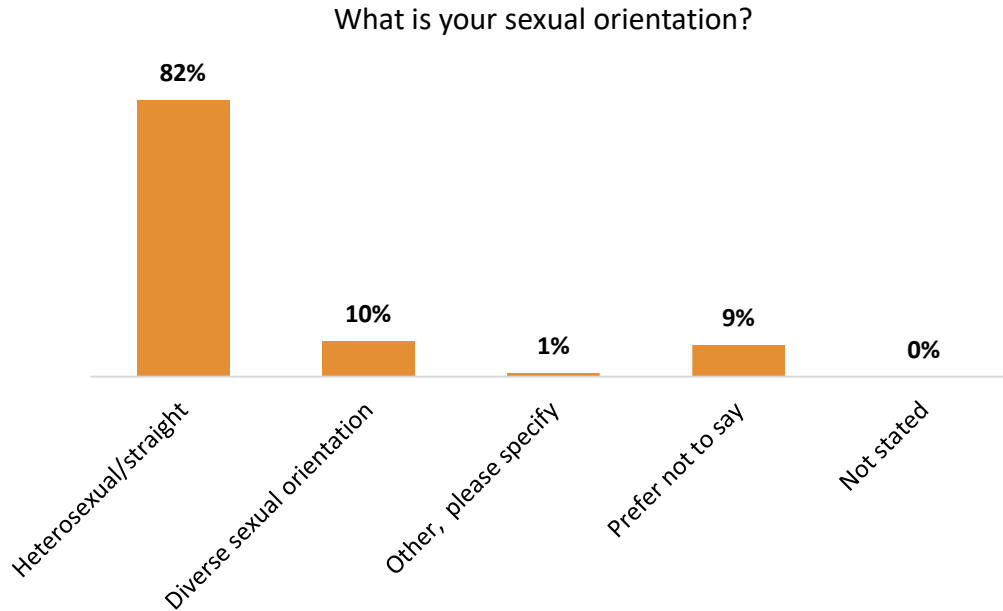
*Complete question text:

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

	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
Yes	17%	30	14%	\$98,500	\$97,827	\$98,718	0%
No	77%	134	81%	\$119,586	\$109,888	n/a	n/a
Prefer not to say	4%	7	4%	\$108,571	\$130,556	n/a	n/a

Sexual Orientation

Eighty-two percent of respondents identify as heterosexual/straight, while 10% report a diverse sexual orientation.

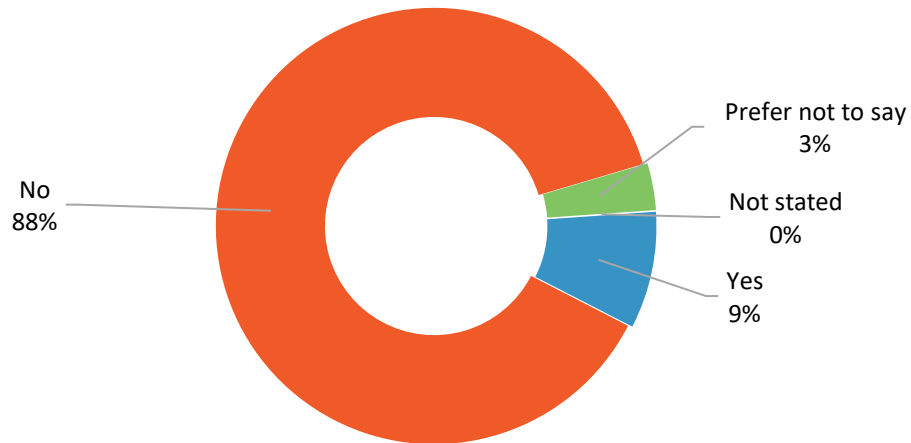


	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
<i>Heterosexual/straight</i>	82%	141	79%	\$116,393	\$109,736	n/a	n/a
<i>Diverse sexual orientation</i>	8%	14	10%	\$102,500	\$99,231	n/a	n/a
<i>Other, please specify</i>	1%	2	1%	\$80,000	\$91,591	n/a	n/a
<i>Prefer not to say</i>	9%	16	9%	\$119,375	\$113,507	n/a	n/a

Identifies As a Person with Disability

Nine percent of respondents identify as persons with a disability. Three percent prefer not to say.

Do you identify as a person with disability?



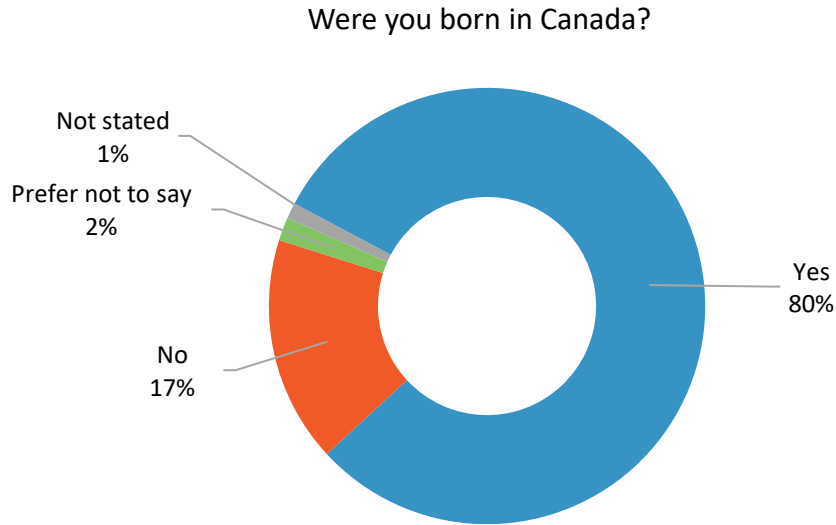
*Complete question text:

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

	TOTAL APPI		Other CA %	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N					
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
Yes	9%	15	6%	\$102,500	\$93,895	n/a	n/a
No	88%	152	90%	\$116,612	\$109,894	n/a	n/a
Prefer not to say	3%	6	4%	\$106,667	\$108,214	n/a	n/a
Not stated	0%	0	0%	\$0	\$90,000	n/a	n/a

Was Born in Canada

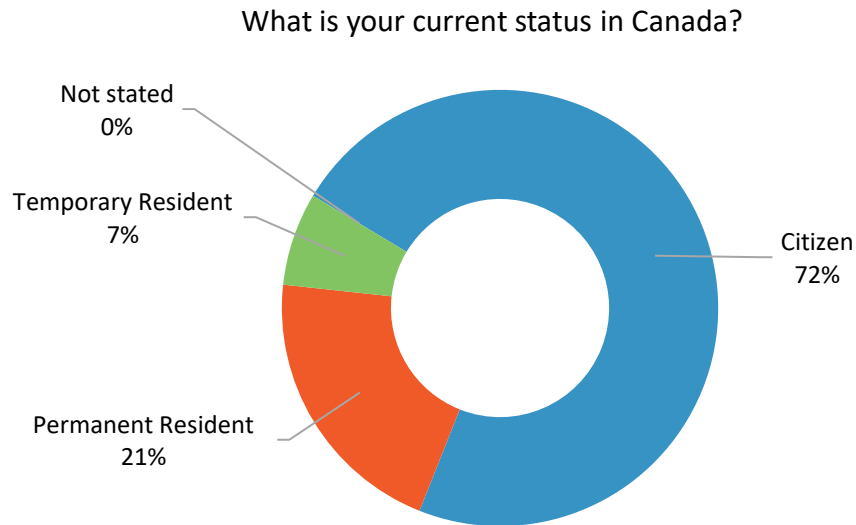
Eighty percent of respondents state that they were born in Canada. Two percent prefer not to say.



	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
Yes	80%	139	84%	\$118,152	\$109,284	n/a	n/a
No	17%	29	14%	\$103,276	\$105,525	n/a	n/a
Prefer not to say	2%	3	1%	\$113,333	\$123,333	n/a	n/a
Not stated	1%	2	2%	\$80,000	\$103,846	n/a	n/a

Current Status in Canada

Almost three-quarters of respondents (72%) state that they are Canadian citizens, while 21% report being permanent residents.



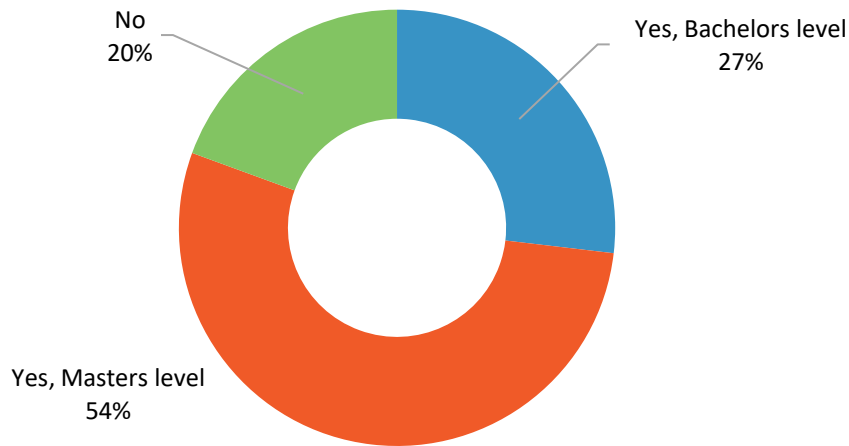
	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	29	29	211	\$103,276	\$105,525	n/a	n/a
<i>Citizen</i>	72%	21	80%	\$103,571	\$110,248	n/a	n/a
<i>Permanent Resident</i>	21%	6	16%	\$106,667	\$89,265	n/a	n/a
<i>Temporary Resident</i>	7%	2	4%	\$90,000	\$55,000	n/a	n/a

Has An Accredited Planning Degree

Fifty-four percent of respondents report having a Masters level accredited planning degree, while 27% report having a Bachelors level degree. Twenty percent report not having an accredited planning degree.

Interestingly, respondents without an accredited planning degree made the highest average APPI salary in 2023. This is likely because those without an accredited planning degree have, on average, been employed in a planning position for a longer period of time when compared to those with a degree.

Do you have an accredited planning degree?

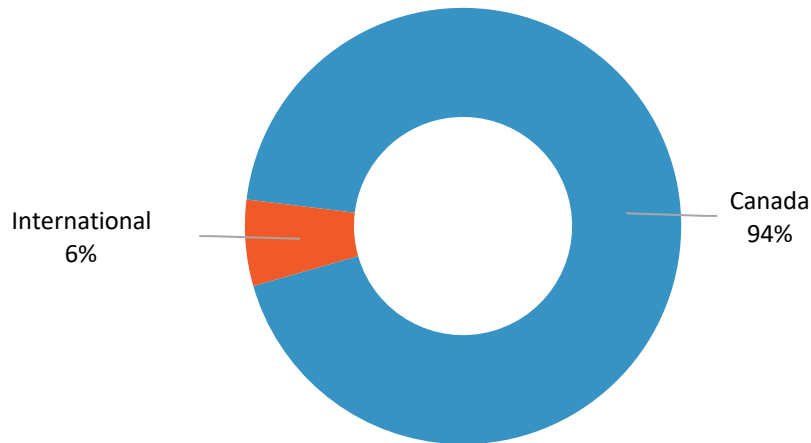


	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
<i>Yes, Bachelors level</i>	27%	47	36%	\$115,957	\$110,018	\$99,782	16%
<i>Yes, Masters level</i>	54%	94	50%	\$108,441	\$107,893	\$100,114	8%
<i>No</i>	20%	34	17%	\$131,912	\$108,608	\$112,400	17%

Bachelors Level Degree Issued Inside or Outside of Canada

Ninety-four percent of respondents report having a Bachelors degree issued by a Canadian school, while 6% report having an international degree.

Was the Bachelors level degree issued by a Canadian school or a school outside of Canada?

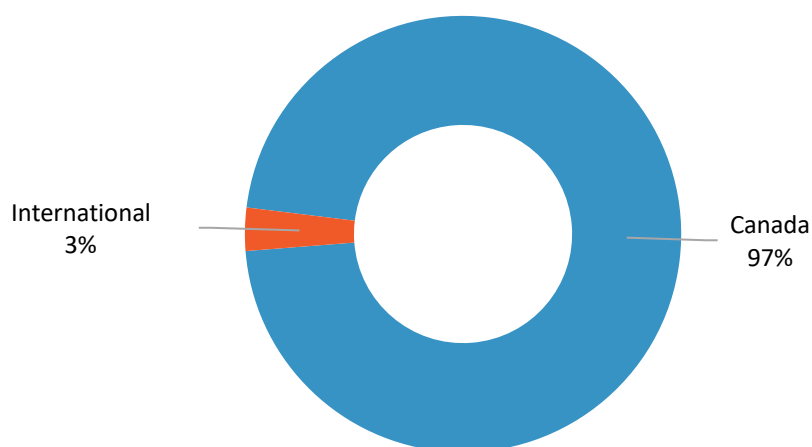


	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	47	47	567	\$115,957	\$110,018	n/a	n/a
Canada	94%	44	98%	\$114,886	\$110,220	n/a	n/a
International	6%	3	2%	\$131,667	\$101,538	n/a	n/a

Masters Level Degree Issued Inside or Outside of Canada

Ninety-seven percent of respondents report having a Masters degree issued by a Canadian school, while 3% report having an international degree.

Was the Masters level degree issued by a Canadian school or a school outside of Canada?

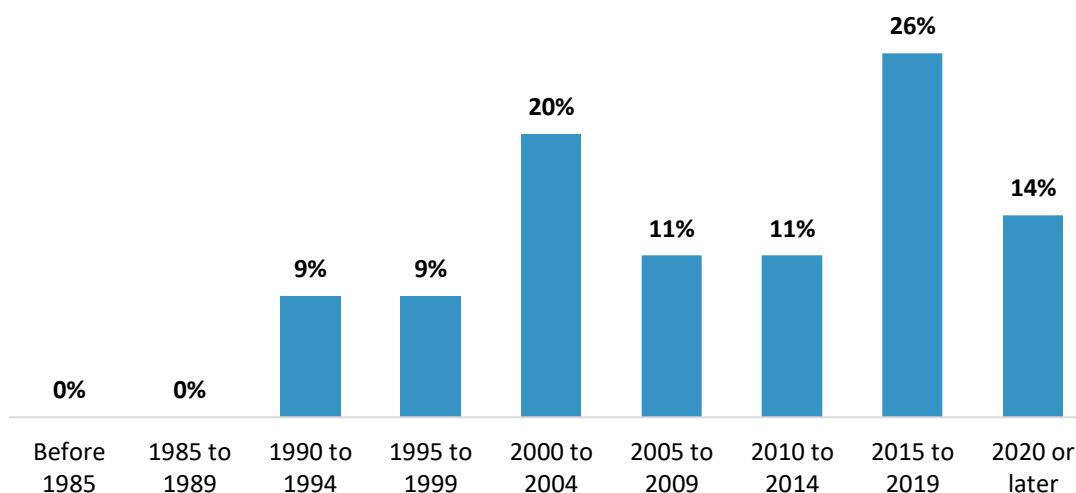


	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	94	94	779	\$108,441	\$107,893	n/a	n/a
Canada	97%	91	96%	\$108,278	\$107,087	n/a	n/a
International	3%	3	4%	\$113,333	\$126,935	n/a	n/a

Bachelors Level Canadian Accredited Planning Degree: Graduation Year

Half of respondents (51%) graduated with a Bachelors level Canadian accredited planning degree from 2010 on. Another 40% graduated between 1995 and 2009. Nine percent graduated from 1990 to 1994.

For the Bachelors level Canadian accredited planning degree, what year did you graduate?

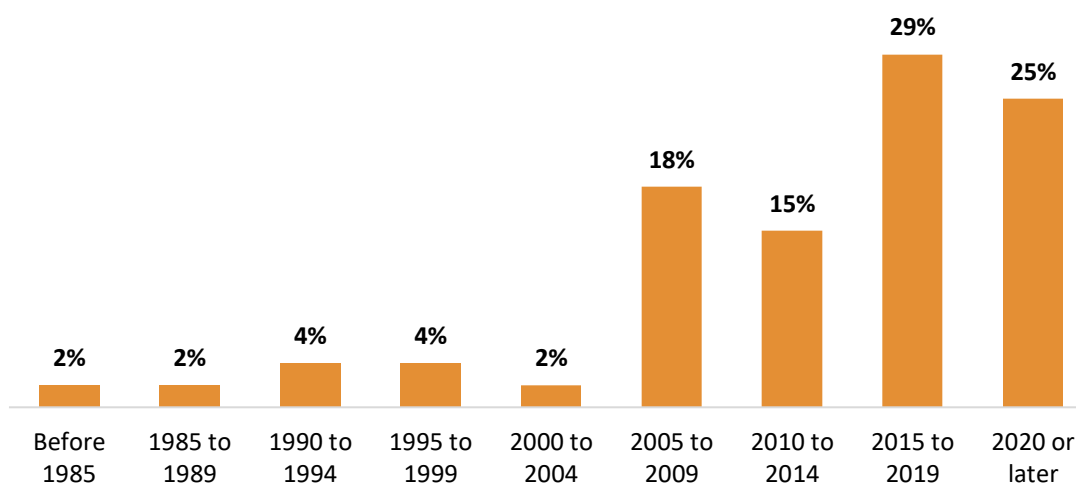


	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	35	35	438	\$119,286	\$111,601	\$99,782	20%
<i>1990 to 1994</i>	9%	3	7%	\$113,333	\$135,333	n/a	n/a
<i>1995 to 1999</i>	9%	3	8%	\$188,333	\$139,143	n/a	n/a
<i>2000 to 2004</i>	20%	7	10%	\$159,286	\$126,786	n/a	n/a
<i>2005 to 2009</i>	11%	4	13%	\$128,750	\$124,828	n/a	n/a
<i>2010 to 2014</i>	11%	4	19%	\$105,000	\$104,198	n/a	n/a
<i>2015 to 2019</i>	26%	9	21%	\$93,333	\$91,596	n/a	n/a
<i>2020 or later</i>	14%	5	11%	\$76,000	\$67,935	n/a	n/a

Masters Level Canadian Accredited Planning Degree: Graduation Year

Over half of respondents (54%) report having graduated with a Masters level Canadian accredited planning degree from 2015 on, while another 33% graduated between 2005 and 2014. Fourteen percent of respondents graduated in 2004 and earlier.

For the Masters level Canadian accredited planning degree, what year did you graduate?

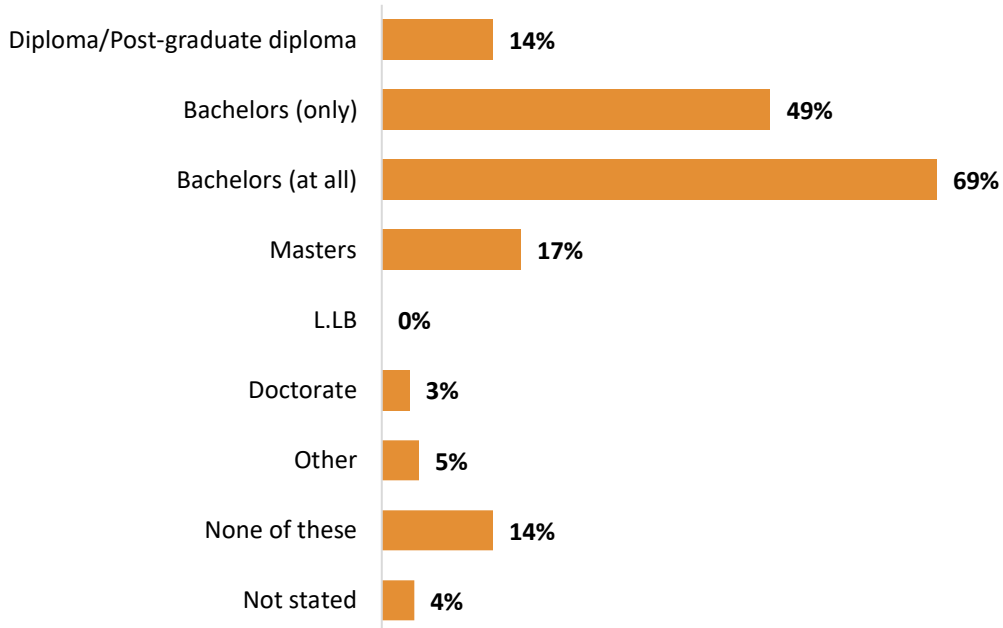


	TOTAL APPI %	TOTAL APPI N	Other CA %	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
TOTAL RESPONDENTS	55	55	532	\$105,000	\$108,212	\$100,114	5%
<i>2005 to 2009</i>	18%	10	12%	\$134,500	\$125,462	n/a	n/a
<i>2010 to 2014</i>	15%	8	15%	\$105,000	\$112,927	\$91,896	14%
<i>2015 to 2019</i>	29%	16	28%	\$100,000	\$95,473	n/a	n/a
<i>2020 or later</i>	25%	14	20%	\$80,000	\$76,000	n/a	n/a

Other Degrees or Diplomas

In terms of other degrees or diplomas earned, 49% of respondents have earned only a Bachelors degree, while 17% have earned a Masters degree. Fourteen percent have earned a diploma/post-graduate diploma, and earned the highest average APPI salary of \$138,043 in 2023 – an increase of 20% over 2019. As mentioned previously, these respondents have typically held a planning position longer than those with either a Bachelors or Masters degree.

What other degrees or diplomas have you earned?

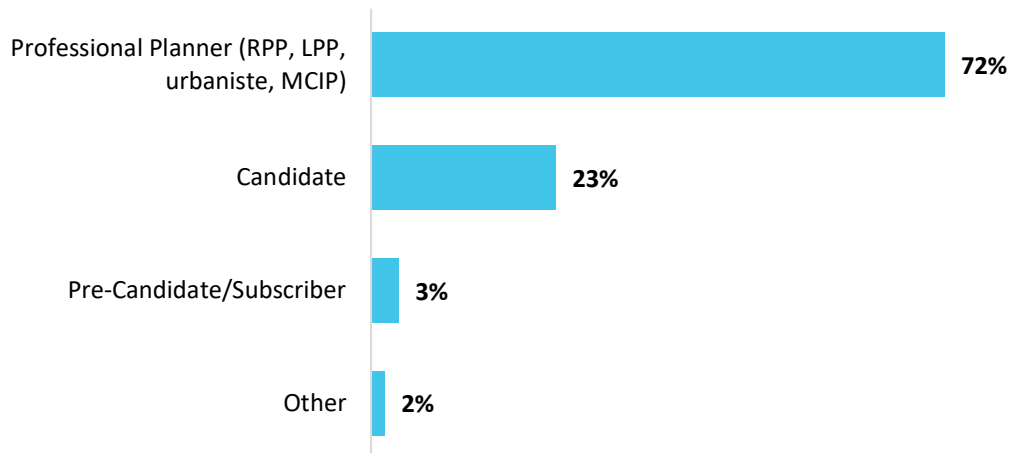


	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
<i>Diploma/Post-graduate diploma</i>	14%	24	14%	\$138,043	\$114,832	\$114,667	20%
<i>Bachelors (only)</i>	49%	84	47%	\$108,810	\$106,504	\$99,119	10%
<i>Bachelors (at all)</i>	69%	120	64%	\$114,874	\$107,464	\$102,019	13%
<i>Masters</i>	17%	30	18%	\$126,552	\$113,100	\$101,224	25%
<i>L.L.B</i>	0%	0	0%	\$0	\$100,000	n/a	n/a
<i>Doctorate</i>	3%	6	2%	\$147,500	\$116,600	n/a	n/a
<i>Other</i>	5%	8	5%	\$118,750	\$105,070	n/a	n/a
<i>None of these</i>	14%	24	16%	\$105,625	\$107,708	n/a	n/a
<i>Not stated</i>	4%	7	4%	\$105,714	\$98,309	n/a	n/a

Professional Planning Status

Seventy-two percent of respondents have a Professional Planner designation, while 23% are Candidates. Candidates have received, on average, a 20% salary increase since 2019.

What is your professional planning status?

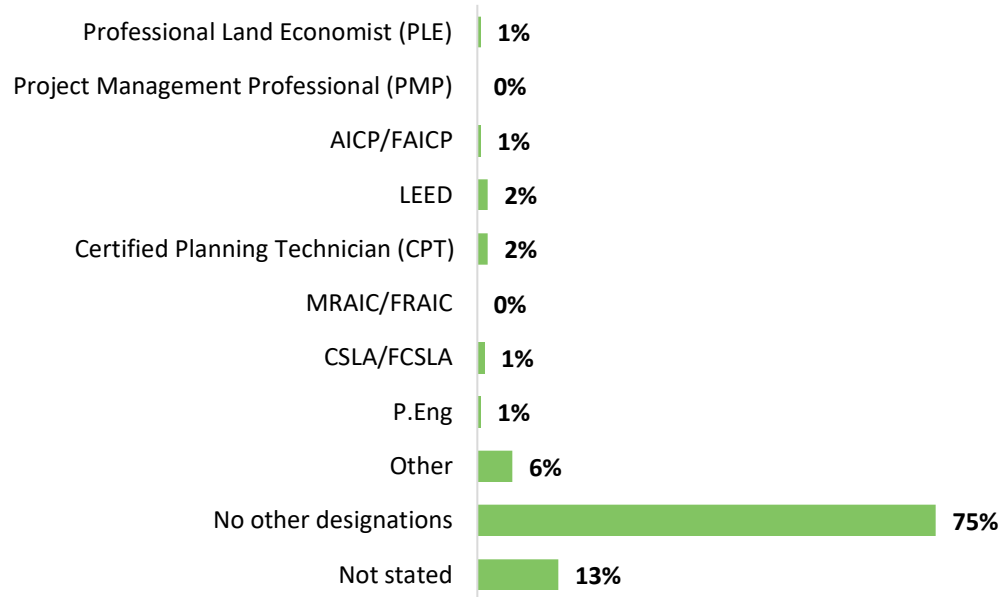


	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
<i>Professional Planner (RPP, LPP, urbaniste, MCIP)</i>	72%	124	71%	\$124,187	\$119,083	\$110,617	12%
<i>Candidate</i>	23%	40	21%	\$92,625	\$84,292	\$77,051	20%
<i>Pre-Candidate/Subscriber</i>	3%	6	6%	\$83,333	\$74,091	n/a	n/a
<i>Other</i>	2%	3	2%	\$106,667	\$80,000	n/a	n/a

Additional Professional Designations/Credentials

Three-quarters of respondents (75%) state that they do not hold any additional professional designations.

Do you hold any additional professional designations?

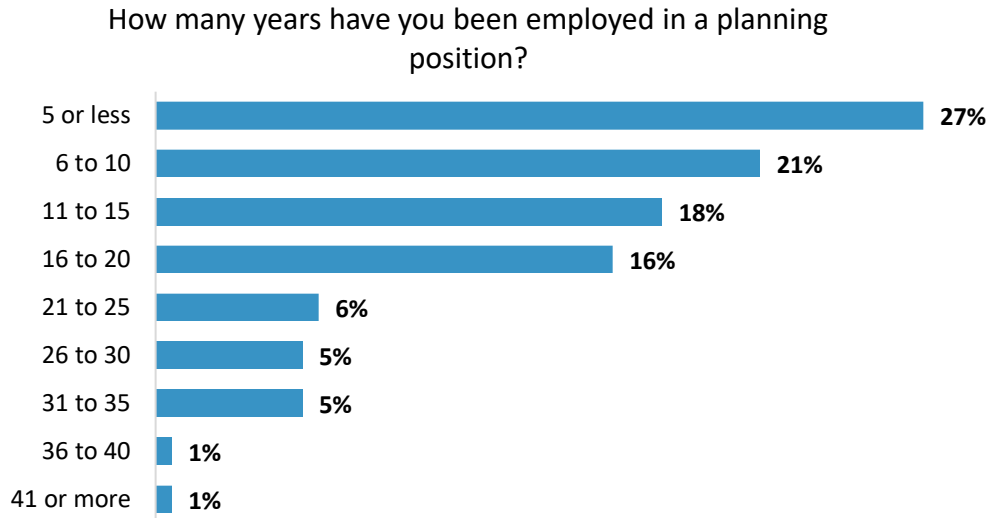


	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
<i>Professional Land Economist (PLE)</i>	1%	1	0%	\$175,000	\$138,333	n/a	n/a
<i>Project Management Professional (PMP)</i>	0%	0	1%	\$0	\$117,500	n/a	n/a
<i>AICP/FAICP</i>	1%	1	1%	\$175,000	\$133,571	n/a	n/a
<i>LEED</i>	2%	3	1%	\$113,333	\$139,000	n/a	n/a
<i>Certified Planning Technician (CPT)</i>	2%	3	1%	\$93,333	\$133,043	n/a	n/a
<i>MRAIC/FRAIC</i>	0%	0	1%	\$0	\$149,286	n/a	n/a
<i>CSLA/FCSLA</i>	1%	2	1%	\$120,000	\$115,909	n/a	n/a
<i>P.Eng</i>	1%	1	1%	\$80,000	\$99,500	n/a	n/a
<i>Other</i>	6%	10	7%	\$120,500	\$113,095	n/a	n/a
<i>No other designations</i>	75%	130	77%	\$112,674	\$106,876	\$102,535	10%

Years Employed in a Planning Position

Over a quarter of respondents (27%) report being employed in a planning position for five years or less. Twenty-one percent of respondents have been employed for 6 to 10 years, while over a third (34%) have been employed for 11 to 20 years. Eighteen percent have been employed for 21 years or more.

The average length of employment in a planning position is 12.9 years.

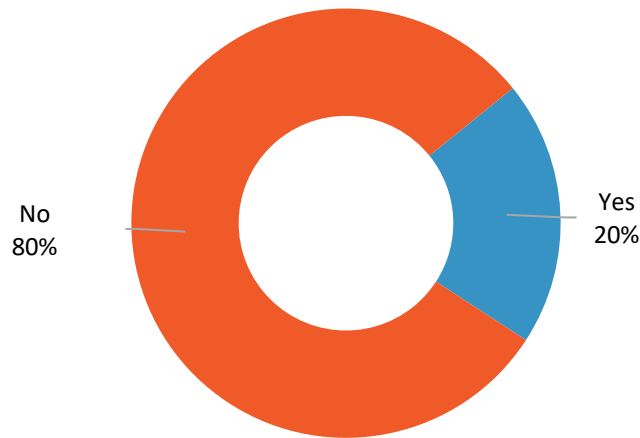


	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
5 or less	27%	47	26%	\$81,702	\$78,316	\$75,831	8%
6 to 10	21%	37	22%	\$108,378	\$99,267	\$99,386	9%
11 to 15	18%	31	15%	\$113,667	\$114,141	\$110,194	3%
16 to 20	16%	28	14%	\$140,357	\$125,000	\$124,916	12%
21 to 25	6%	10	9%	\$170,000	\$135,149	\$123,522	38%
26 to 30	5%	9	5%	\$152,778	\$143,272	n/a	n/a
31 to 35	5%	9	5%	\$148,333	\$145,652	n/a	n/a
36 to 40	1%	1	2%	\$140,000	\$168,250	n/a	n/a
41 or more	1%	1	2%	\$60,000	\$122,407	n/a	n/a
Mean	12.9	12.9	13.8				

Belongs to a Union

Twenty percent of respondents report belonging to a union – 80% of respondents do not. Respondents who are non-union make an average salary that is 13.6% higher than their union counterparts.

Do you belong to a union?

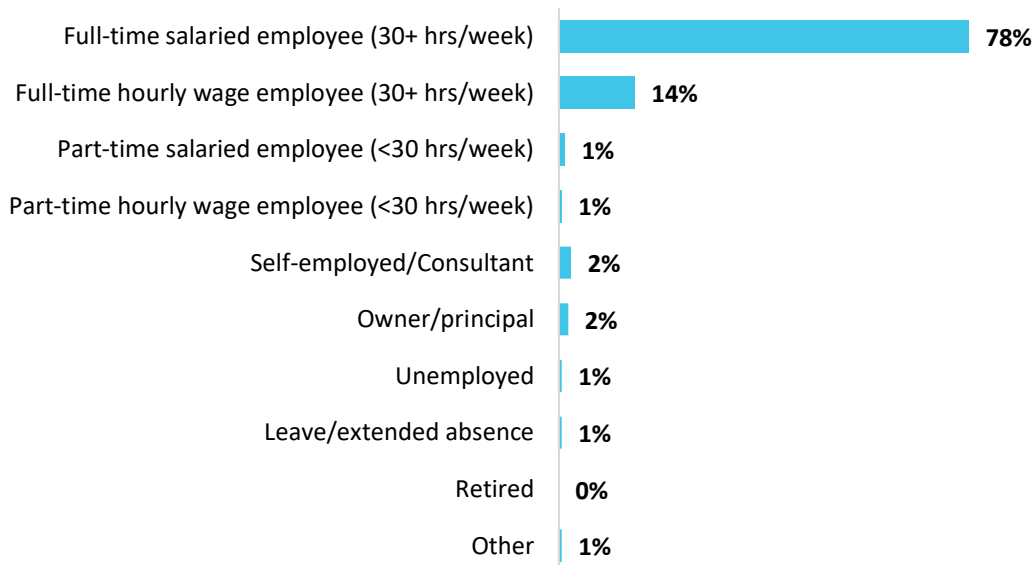


	TOTAL APPI		Other CA %	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N					
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
Yes	20%	34	29%	\$103,824	\$90,762	\$98,554	5%
CUPE	6%	11	12%	\$98,182	\$88,194	n/a	n/a
Other	13%	23	17%	\$106,522	\$92,686	n/a	n/a
No	80%	139	71%	\$117,899	\$116,340	\$104,199	13%

Current Employment Status as of September 1, 2023

Over three-quarters of respondents (78%) state that they are full-time salaried employees (30+ hrs/week). Another 14% report being full-time hourly wage employees (30+ hrs/week).

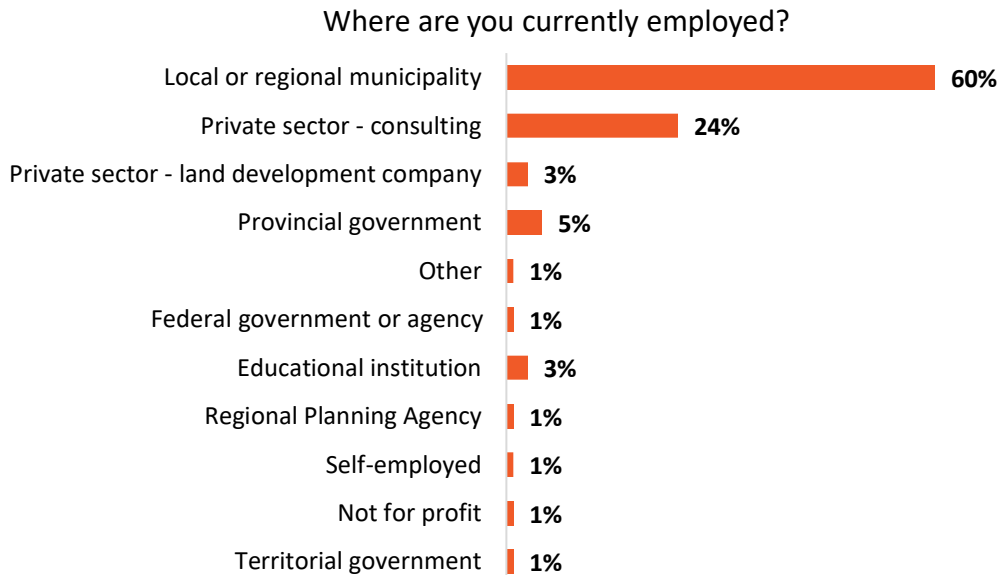
What is your current employment status as of September 1, 2023?



	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	173	173	1554	\$115,116	\$108,808	\$103,125	12%
<i>Full-time salaried employee (30+ hrs/week)</i>	78%	135	78%	\$115,444	\$110,779	\$108,715	6%
<i>Full-time hourly wage employee (30+ hrs/week)</i>	14%	25	12%	\$99,800	\$88,889	\$91,704	9%
<i>Self-employed/Consultant</i>	2%	4	3%	\$131,250	\$116,759	n/a	n/a
<i>Owner/principal</i>	2%	3	3%	\$200,000	\$155,244	n/a	n/a

Sector of Employment

Sixty percent of respondents state that they are currently employed in a local or regional municipality, while another 24% are currently employed in private sector consulting. The balance are employed in a range of private or public institutions, or are self-employed.



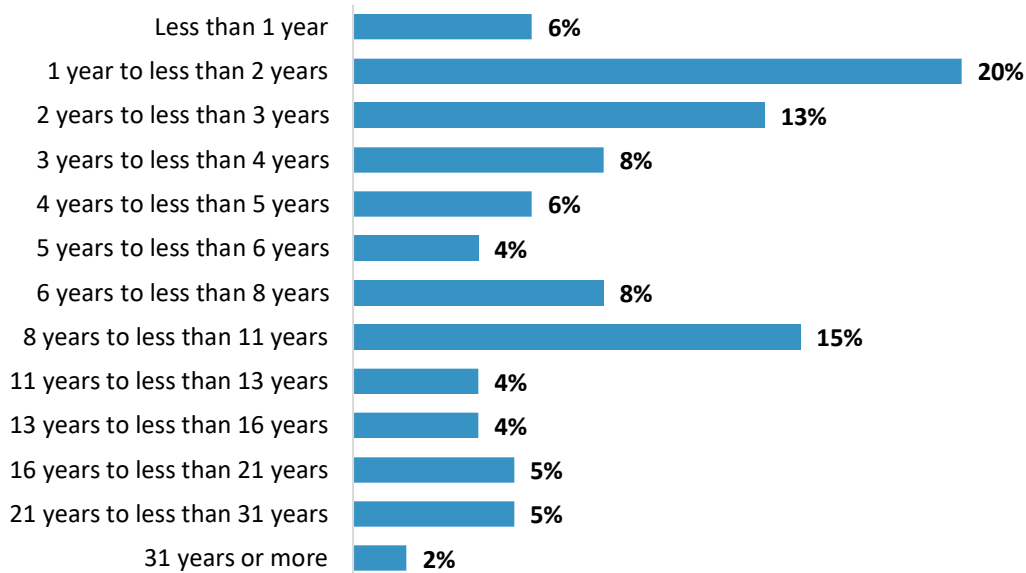
	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	172	172	1523	\$115,116	\$108,808	\$103,125	12%
<i>Local or regional municipality</i>	60%	103	51%	\$119,126	\$104,555	\$107,277	11%
<i>Private sector - consulting</i>	24%	41	25%	\$96,829	\$110,968	\$92,343	5%
<i>Private sector - land development company</i>	3%	6	4%	\$146,667	\$141,270	n/a	n/a
<i>Provincial government</i>	5%	8	6%	\$100,000	\$98,763	n/a	n/a
<i>Federal government or agency</i>	1%	2	2%	\$137,500	\$119,706	n/a	n/a
<i>Educational institution</i>	3%	5	2%	\$124,000	\$118,500	n/a	n/a
<i>Regional Planning Agency</i>	1%	2	2%	\$120,000	\$101,081	n/a	n/a
<i>Self-employed</i>	1%	1	2%	\$175,000	\$118,667	n/a	n/a
<i>Not for profit</i>	1%	2	1%	\$175,000	\$107,250	n/a	n/a
<i>Other</i>	1%	1	4%	\$100,000	\$121,949	n/a	n/a

Years Employed with Current Organization

The average length of employment with their current organization is 6.9 years.

Over half of respondents (53%) have been employed for less than five years with their current employer. Over a quarter of respondents (27%) report their tenure of employment has been 5 years to less than 11 years. Another 13% report being employed by their organization for 11 years to less than 21 years, and 7% report being employed for 21 years or more.

How many years have you been employed with this organization?

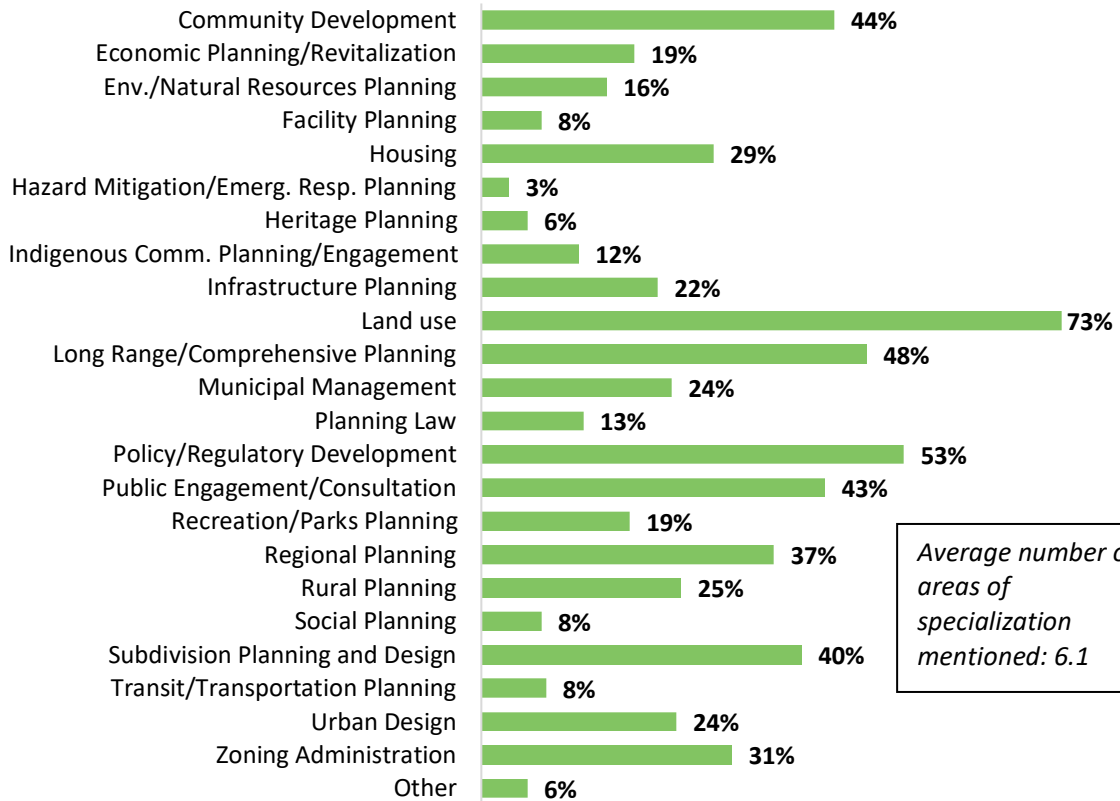


	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	172	172	1523	\$115,116	\$108,808	\$103,125	12%
<i>Less than 2 years</i>	26%	44	24%	\$99,091	\$95,831	\$82,254	20%
<i>2 years to less than 4 years</i>	22%	37	22%	\$111,216	\$99,000	\$94,551	18%
<i>4 years to less than 8 years</i>	18%	31	22%	\$119,032	\$109,868	\$107,407	11%
<i>8 years to less than 16 years</i>	23%	39	17%	\$124,615	\$118,942	\$111,349	12%
<i>16 years or more</i>	12%	21	15%	\$132,143	\$131,538	\$122,918	8%
Mean	6.9	6.9	7.2				

Areas of Specialization within Current Job

Respondents mention an average of six areas of specialization. The top six areas mentioned are Land use (73%), Policy/Regulatory Development (53%), Long Range/Comprehensive Planning (48%), Community Development (44%), Public Engagement/Consultation ((43%), and Subdivision Planning and Design (40%).

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



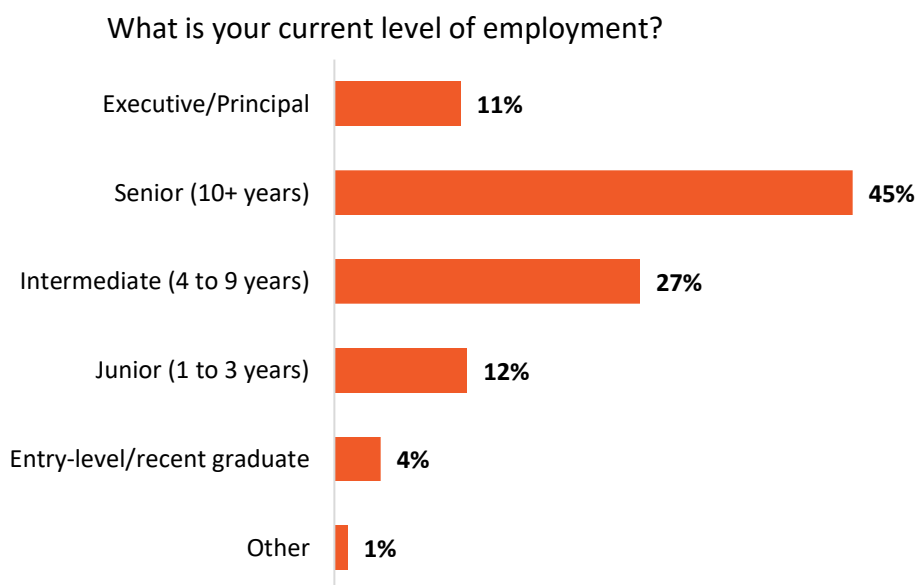
Overall, respondents' average salary increased 12% from 2019 to 2023, from \$103,125 in 2019 to \$115,116 in 2023. Higher increases have been reported in a number of areas of specialization including: Environmental/Natural Resources planning (20%), Infrastructure planning (26%) and Transit/Transportation Planning (23%).

	TOTAL APPI		Other	Avg. APPI	Avg. Other	Avg. APPI	% Change
	%	N	CA	Salary	CA Salary	Salary	in Salary
			%	2023	2023	2019	'19 to '23
TOTAL RESPONDENTS	172	172	1523	\$115,116	\$108,808	\$103,125	12%
<i>Community Development</i>	44%	76	40%	\$113,750	\$110,050	\$103,441	10%
<i>Economic Planning/Revitalization</i>	19%	33	14%	\$122,424	\$123,341	\$107,203	14%
<i>Env./Natural Resources Planning</i>	16%	27	18%	\$123,519	\$112,301	\$102,741	20%
<i>Facility Planning</i>	8%	13	4%	\$119,231	\$134,621	n/a	n/a
<i>Housing</i>	29%	50	32%	\$120,400	\$117,707	\$110,650	9%
<i>Hazard Mitigation/Emerg. Resp. Planning</i>	3%	6	5%	\$115,000	\$122,813	n/a	n/a
<i>Heritage Planning</i>	6%	10	11%	\$137,500	\$113,537	n/a	n/a
<i>Indigenous Comm. Planning/Engagement</i>	12%	21	11%	\$122,381	\$109,083	n/a	n/a
<i>Infrastructure Planning</i>	22%	38	16%	\$128,421	\$123,655	\$101,849	26%
<i>Land use</i>	73%	125	68%	\$113,280	\$109,142	\$105,084	8%
<i>Long Range/Comprehensive Planning</i>	48%	83	36%	\$112,590	\$114,441	\$105,147	7%
<i>Municipal Management</i>	24%	41	14%	\$126,341	\$125,118	\$118,992	6%
<i>Planning Law</i>	13%	22	11%	\$126,591	\$120,439	n/a	n/a
<i>Policy/Regulatory Development</i>	53%	91	46%	\$113,462	\$110,488	\$106,271	7%
<i>Public Engagement/Consultation</i>	43%	74	34%	\$107,095	\$110,885	n/a	n/a
<i>Recreation/Parks Planning</i>	19%	32	10%	\$102,813	\$113,627	\$100,435	2%
<i>Regional Planning</i>	37%	63	22%	\$115,000	\$111,099	\$102,181	13%
<i>Rural Planning</i>	25%	43	27%	\$103,256	\$102,770	\$93,182	11%
<i>Social Planning</i>	8%	13	7%	\$96,154	\$112,412	n/a	n/a
<i>Subdivision Planning and Design</i>	40%	69	32%	\$116,377	\$113,814	\$102,044	14%
<i>Transit/Transportation Planning</i>	8%	14	15%	\$120,357	\$119,679	\$98,201	23%
<i>Urban Design</i>	24%	42	22%	\$118,214	\$118,684	\$106,247	11%
<i>Zoning Administration</i>	31%	54	31%	\$121,019	\$108,787	\$110,827	9%
<i>Other</i>	6%	10	5%	\$140,000	\$109,506	n/a	n/a
Average number of areas of specialization mentioned	6.1						

Employment Level

Over half of respondents (56%) report their current level of employment as being that of a Senior (10+ years) or Executive/Principal position.

Executive/Principal positions report the largest increase in average salaries. The reported average salary for this position is also much greater than average salaries for this position across Canada. However, the base size is relatively small (19). Consequently these results should be interpreted with caution.



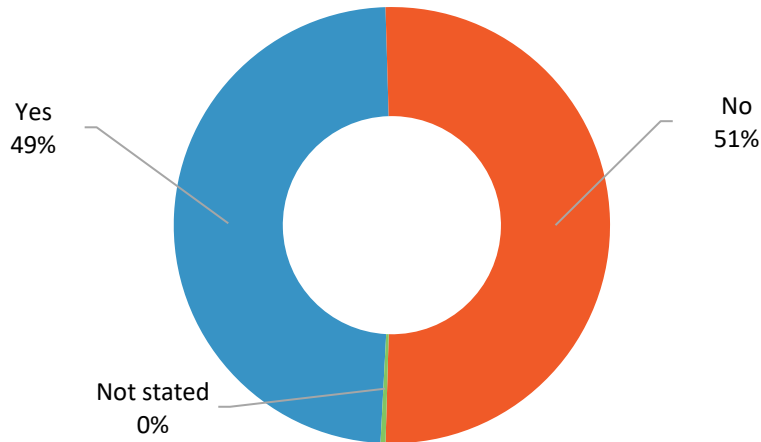
	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	172	172	1523	\$115,116	\$108,808	\$103,125	12%
<i>Executive/Principal</i>	11%	19	17%	\$194,737	\$154,524	\$124,020	57%
<i>Senior (10+ years)</i>	45%	78	39%	\$117,885	\$115,741	\$114,335	3%
<i>Intermediate (4 to 9 years)</i>	27%	46	29%	\$96,087	\$90,769	\$93,922	2%
<i>Junior (1 to 3 years)</i>	12%	20	12%	\$80,000	\$71,798	\$63,685*	26%
<i>Entry-level/recent graduate</i>	4%	7	3%	\$65,714	\$64,868	n/a	n/a

* In 2019 Junior and Entry-level were combined into one category. In 2023 these two employment levels were separated.

Supervises and/or Manages Other Staff or Employees

Forty-nine percent of respondents report that they supervise and/or manage other staff or employees, while 51% do not. As might be expected, respondents who manage staff make a higher average salary.

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



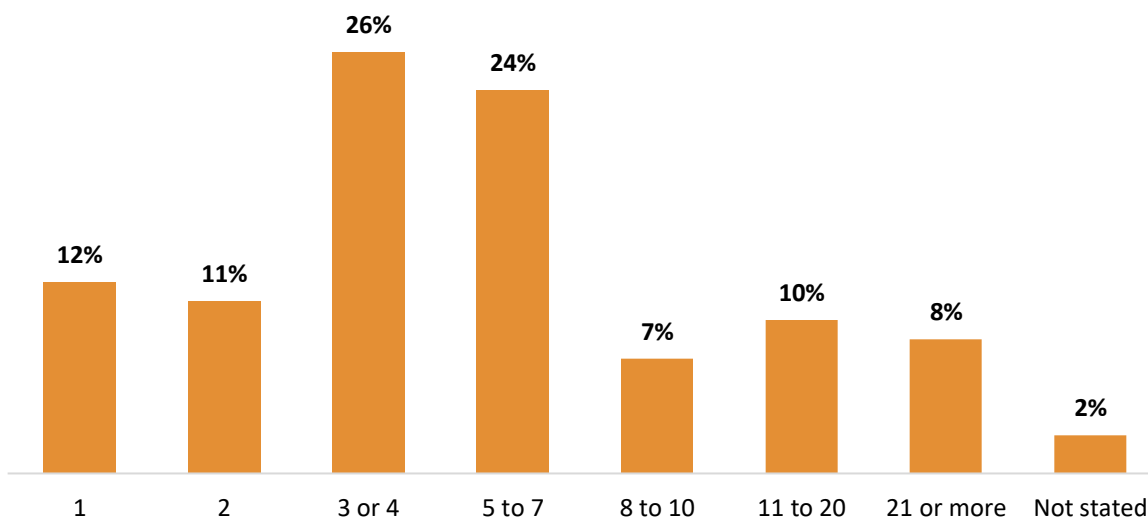
	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	172	172	1523	\$115,116	\$108,808	\$103,125	12%
Yes	49%	84	49%	\$137,024	\$128,371	\$122,282	12%
No	51%	88	51%	\$94,205	\$90,135	\$86,060	9%

Number of Persons Supervised/Managed

Respondents supervising staff manage an average of approximately 10 people. Twenty-three percent of respondents who manage staff, report managing 1 to 2 people. Half of respondents (50%) manage 3 to 7 people.

Respondents' average salaries increase with the increase in number of employees managed.

Currently, how many people do you supervise/manage?



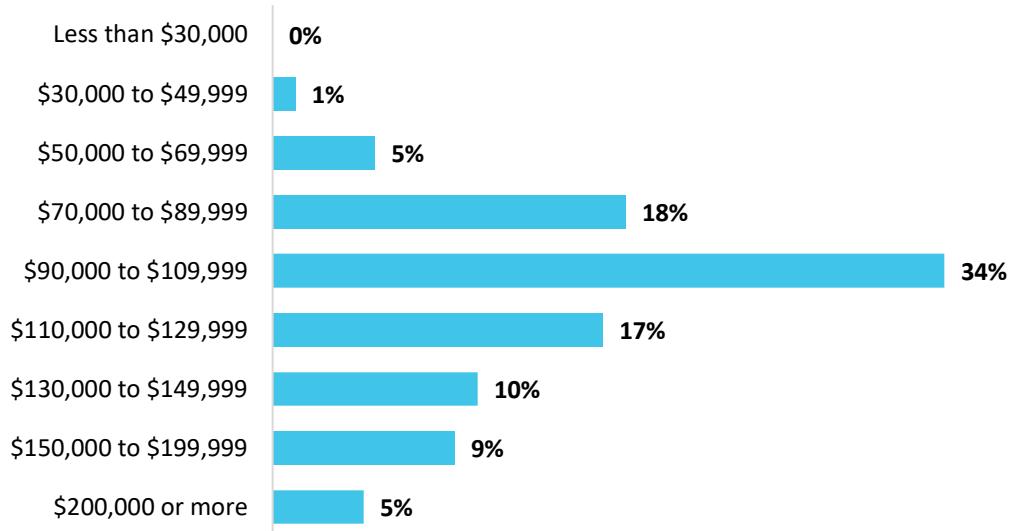
	TOTAL APPI		Other CA	Avg. APPI Salary 2023	Avg. Other CA Salary 2023	Avg. APPI Salary 2019	% Change in Salary '19 to '23
	%	N	%				
TOTAL RESPONDENTS	84	84	743	\$137,024	\$128,371	\$103,125	12%
1	12%	10	13%	\$117,000	\$109,158	n/a	n/a
2	11%	9	18%	\$106,111	\$112,939	n/a	n/a
3 or 4	26%	22	21%	\$117,955	\$121,226	n/a	n/a
5 to 7	24%	20	20%	\$144,750	\$130,586	n/a	n/a
8 to 10	7%	6	11%	\$145,000	\$141,506	n/a	n/a
11 to 20	10%	8	9%	\$157,500	\$138,438	n/a	n/a
21 or more	8%	7	7%	\$180,714	\$171,667	n/a	n/a
Not stated	2%	2	2%	\$250,000	\$176,333	n/a	n/a
Mean	9.9	9.9	8.1				

Compensation

Annual Base Salary/Income

The average annual base salary (without incentives) for respondents is \$115,116. The table below the chart shows average salaries by employment level.

What was your annual base salary/income as of September 1, 2023?
[Excluding bonuses, profit-sharing, or incentives.]

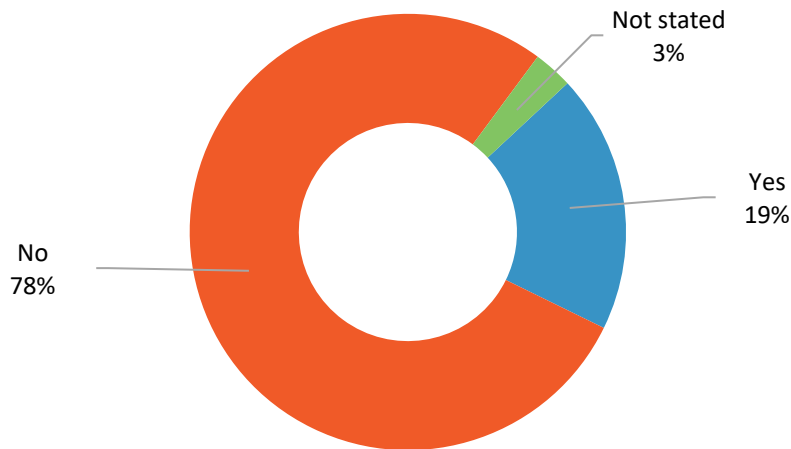


	TOTAL	APPI	Other CA	Employment Level					2019 APPI
	%	N	%	Exec	Sr.	Int.	Jr.	Entry	%
TOTAL RESPONDENTS	172	172	1523	19	78	46	20	7	226
<i>Less than \$50,000</i>	1%	2	2%	0%	1%	0%	5%	0%	4%
<i>\$50,000 to \$69,999</i>	5%	9	9%	5%	0%	2%	10%	71%	10%
<i>\$70,000 to \$89,999</i>	18%	31	24%	0%	3%	30%	65%	29%	15%
<i>\$90,000 to \$109,999</i>	34%	59	28%	0%	38%	54%	20%	0%	33%
<i>\$110,000 to \$129,999</i>	17%	29	17%	0%	31%	11%	0%	0%	24%
<i>\$130,000 to \$149,999</i>	10%	18	9%	5%	21%	2%	0%	0%	7%
<i>\$150,000 to \$199,999</i>	9%	16	7%	53%	6%	0%	0%	0%	4%
<i>\$200,000 or more</i>	5%	8	4%	37%	0%	0%	0%	0%	2%
Estimated average (\$000s)	\$115,116	\$115,116	\$108,808	\$194,737	\$117,885	\$96,087	\$80,000	\$65,714	\$103,125

Received a Bonus

Nineteen percent state that they did receive a bonus or other financial incentive in past 12 months. Forty-two percent of those in Executive/Principal positions report receiving a bonus.

Did you receive any bonuses or other financial incentives in the last 12 months?

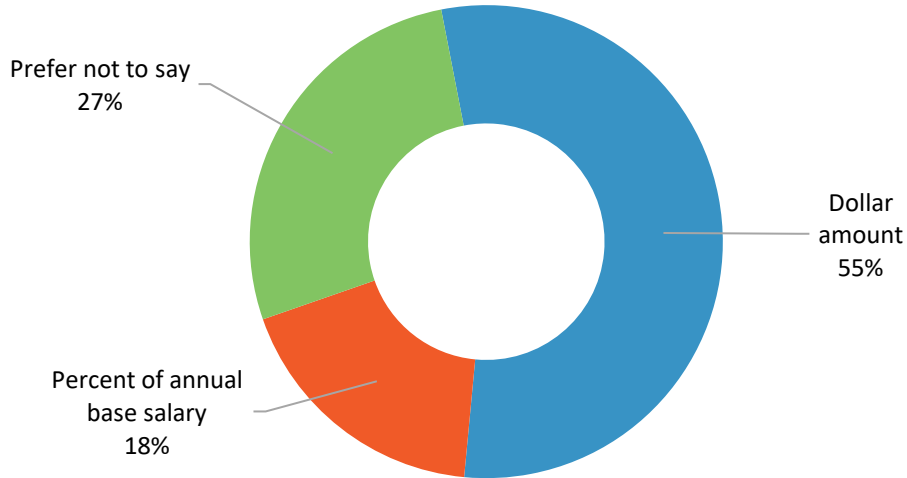


	TOTAL APPI		Other CA	Avg. APPI	Exec	Employment Level				2019 APPI
	%	N	%	Salary		Sr.	Int.	Jr.	Entry	%
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
Yes	19%	33	24%	\$133,636	42%	14%	24%	10%	0%	17%
No	78%	134	73%	\$111,567	53%	83%	74%	90%	86%	83%
Not stated	3%	5	3%	\$88,000	5%	3%	2%	0%	14%	0%

Type of Bonus

Of the respondents who received a bonus amount, 55% state that they received a dollar amount, while 18% state that they received a percent of their annual base salary.

Please select the bonus amount you received, either as a dollar amount or as a percentage of your annual base salary, and provide the specific amount or percentage.

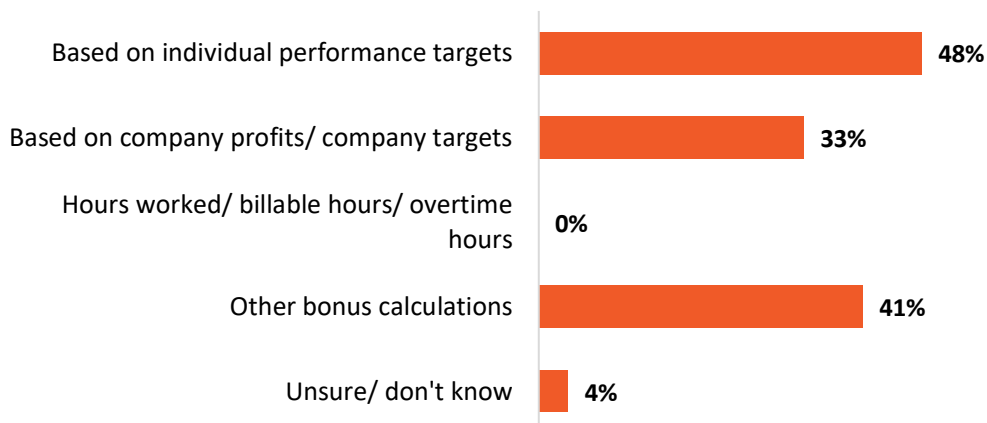


	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level				2019 APPI %
	%	N				Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	33	33	371	\$133,636	8	11	11	2	0	38
<i>Dollar amount</i>	55%	18	59%	\$126,944	50%	36%	82%	50%	0%	74%
<i>Percent of annual base salary</i>	18%	6	25%	\$135,000	13%	36%	9%	0%	0%	8%
<i>Prefer not to say</i>	27%	9	16%	\$146,111	38%	27%	9%	50%	0%	16%

Basis on which Bonus is Calculated

Forty-eight percent of respondents report that their bonus is calculated on the basis of individual performance targets, while 33% report that it is based on company profits/ company targets.

What is the basis on which your bonus is calculated (e.g. specific performance targets achieved)?

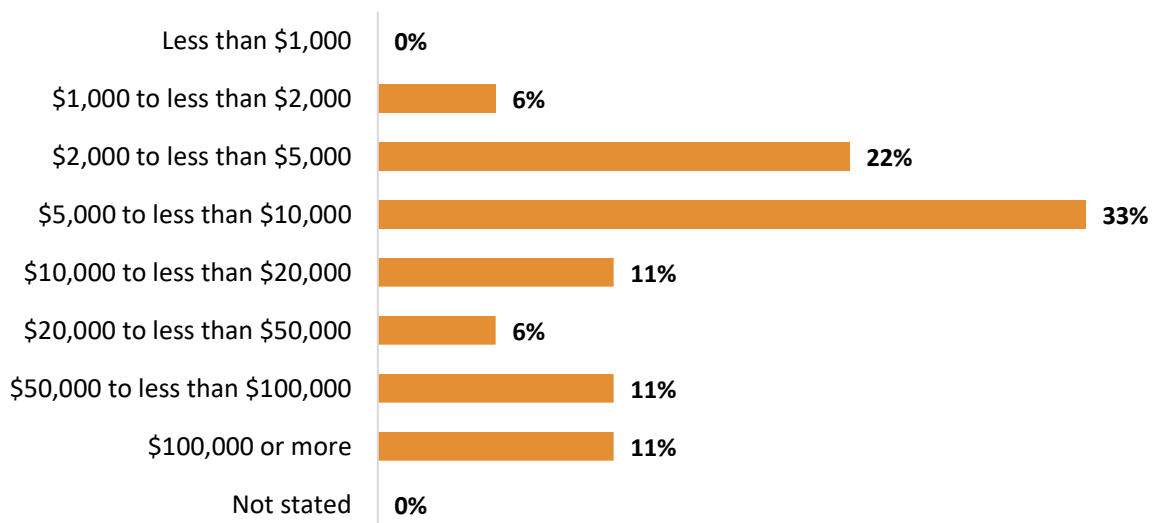


	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level				2019 APPI %
	%	N				Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	27	27	257	\$139,815	7	9	8	2	0	38
<i>Based on individual performance targets</i>	48%	13	44%	\$153,462	57%	56%	38%	50%	0%	n/a
<i>Based on company profits/ company targets</i>	33%	9	26%	\$122,778	43%	22%	38%	50%	0%	n/a
<i>Hours worked/ billable hours/ overtime hours</i>	0%	0	7%	\$0	0%	0%	0%	0%	0%	n/a
<i>Other bonus calculations</i>	41%	11	43%	\$141,364	29%	44%	38%	50%	0%	n/a
<i>Unsure/ don't know</i>	4%	1	6%	\$100,000	0%	0%	13%	0%	0%	n/a

Bonus Amount (\$)

The average bonus received by respondents is \$42,419, though this is likely skewed by a small sample size and bonus amounts at the higher end of the range. Twenty-eight percent of respondents who received a bonus report it as being less than \$5,000.

Please select the bonus amount you received, either as a dollar amount or as a percentage of your annual base salary, and provide the specific amount or percentage. [Dollar amount]

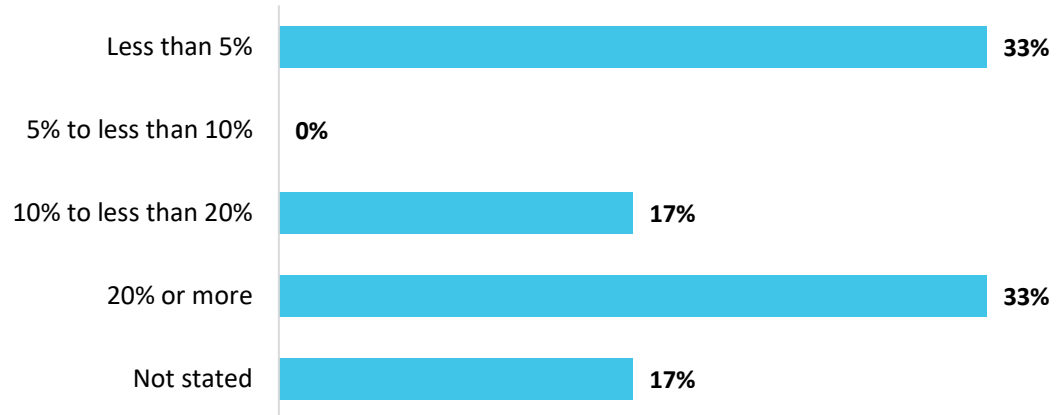


	TOTAL APPI		Other CA	Employment Level					2019 APPI %
	%	N		Exec	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	18	18	219	4	4	9	1	0	28
<i>Less than \$1,000</i>	0%	0	9%	0%	0%	0%	0%	0%	18%
<i>\$1,000 to less than \$2,000</i>	6%	1	9%	0%	0%	11%	0%	0%	4%
<i>\$2,000 to less than \$5,000</i>	22%	4	27%	0%	25%	33%	0%	0%	4%
<i>\$5,000 to less than \$10,000</i>	33%	6	20%	0%	25%	44%	100%	0%	21%
<i>\$10,000 to less than \$20,000</i>	11%	2	14%	25%	25%	0%	0%	0%	14%
<i>\$20,000 to less than \$50,000</i>	6%	1	11%	0%	0%	11%	0%	0%	25%
<i>\$50,000 or more</i>	22%	4	9%	75%	25%	0%	0%	0%	14%
Mean (\$000s)	\$42,419	\$42,419	\$18,467	153,000	22,611	6,233	<i>n/a</i>	0	\$26,245

Bonus Amount (%)

Only six respondents indicated that their bonus is a percent of their annual base salary. Given the small base we are only showing the results in total.

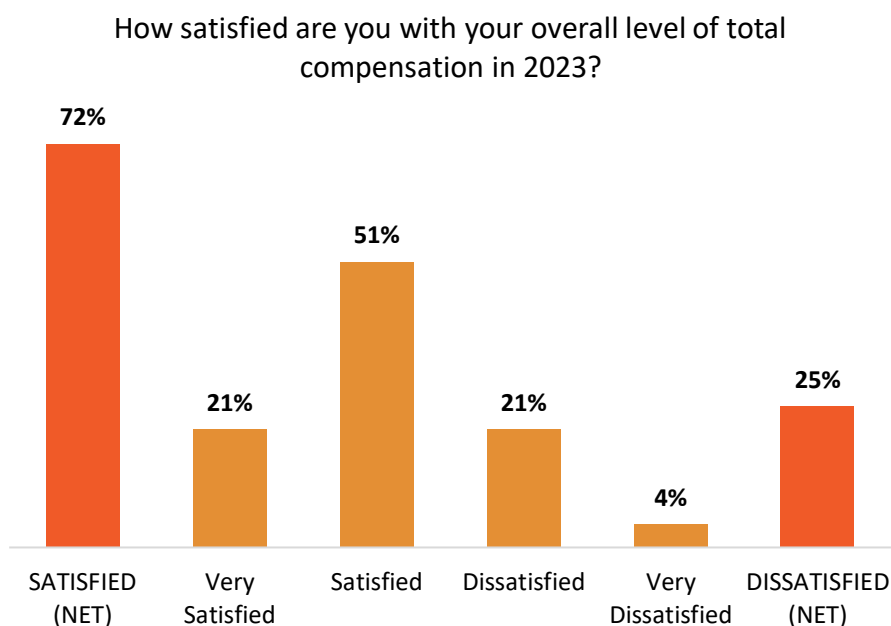
Please select the bonus amount you received, either as a dollar amount or as a percentage of your annual base salary, and provide the specific amount or percentage. [Percent of annual base salary]



Satisfaction with Overall Compensation

Seventy-two percent of respondents state that they are satisfied with their overall level of total compensation in 2023 – 21% are very satisfied. Satisfaction has dropped since 2019.

The percentage who report being “dissatisfied” with their overall compensation in 2019 was 14% in 2019 but currently stands at 25%.

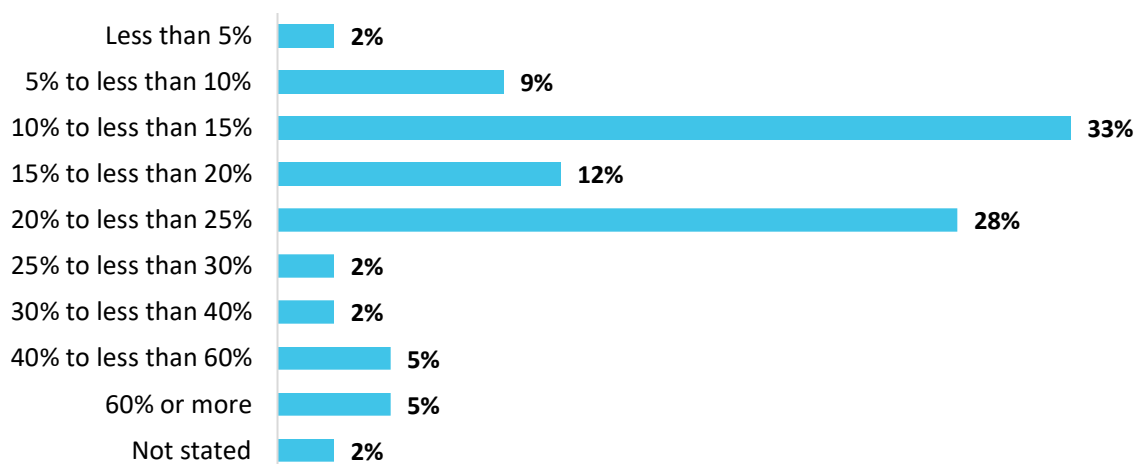


	TOTAL %	APPI N	Other CA %	Avg. APPI Salary	Employment Level					2019 APPI %
					Exec	Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
SATISFIED (NET)	72%	123	70%	\$121,585	84%	72%	65%	70%	71%	85%
Very Satisfied	21%	36	20%	\$136,389	47%	18%	20%	10%	14%	30%
Satisfied	51%	87	50%	\$115,460	37%	54%	46%	60%	57%	55%
Dissatisfied	21%	36	23%	\$99,861	5%	23%	26%	20%	14%	13%
Very Dissatisfied	4%	7	5%	\$85,714	0%	4%	7%	5%	0%	1%
DISSATISFIED (NET)	25%	43	28%	\$97,558	5%	27%	33%	25%	14%	14%

Percentage Required for Satisfactory Salary

Those who are dissatisfied with their overall compensation identify an overall average increase of almost 20% of their current salary as an additional amount that would be satisfactory.

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

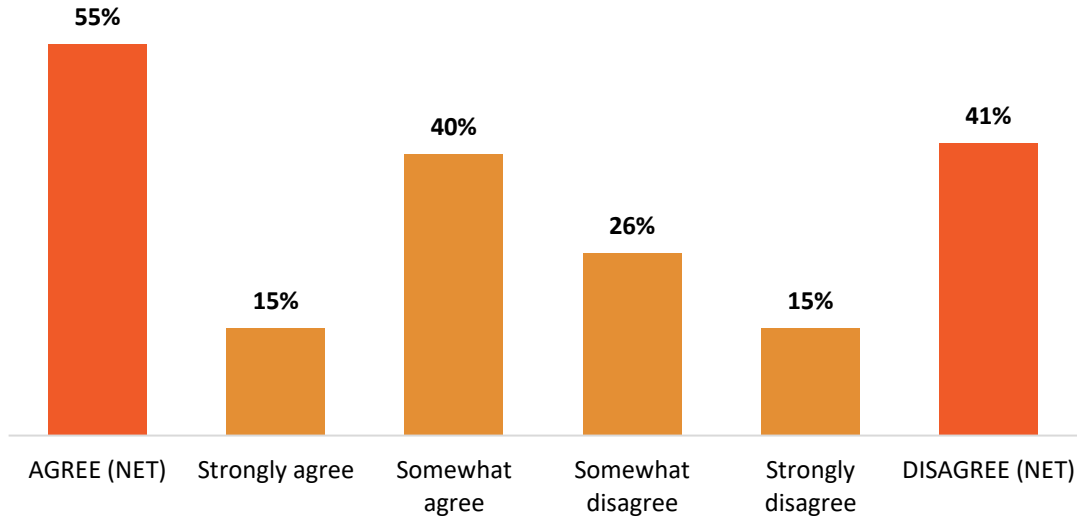


	TOTAL APPI		Other CA	Avg. APPI	Exec	Employment Level				2019 APPI
	%	N	%	Salary		Sr.	Int.	Jr.	Entry	%
TOTAL RESPONDENTS	43	43	430	\$97,558	1	21	15	5	1	31
<i>Less than 10%</i>	12%	5	9%	\$108,000	0%	10%	13%	20%	0%	16%
<i>10% to less than 15%</i>	33%	14	23%	\$98,571	0%	33%	47%	0%	0%	19%
<i>15% to less than 20%</i>	12%	5	20%	\$104,000	0%	14%	13%	0%	0%	16%
<i>20% to less than 25%</i>	28%	12	20%	\$93,333	0%	38%	13%	20%	100%	19%
<i>25% to less than 40%</i>	5%	2	14%	\$90,000	0%	5%	7%	0%	0%	6%
<i>40% or more</i>	9%	4	7%	\$93,750	100%	0%	7%	40%	0%	16%
Mean	19.9	19.9	23.4		130.0	15.3	14.7	35.5	20.0	27.9

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

Fifty-five percent of respondents agree that their compensation level has kept up with their job responsibilities. This level of agreement has dropped from 66% in 2019.

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

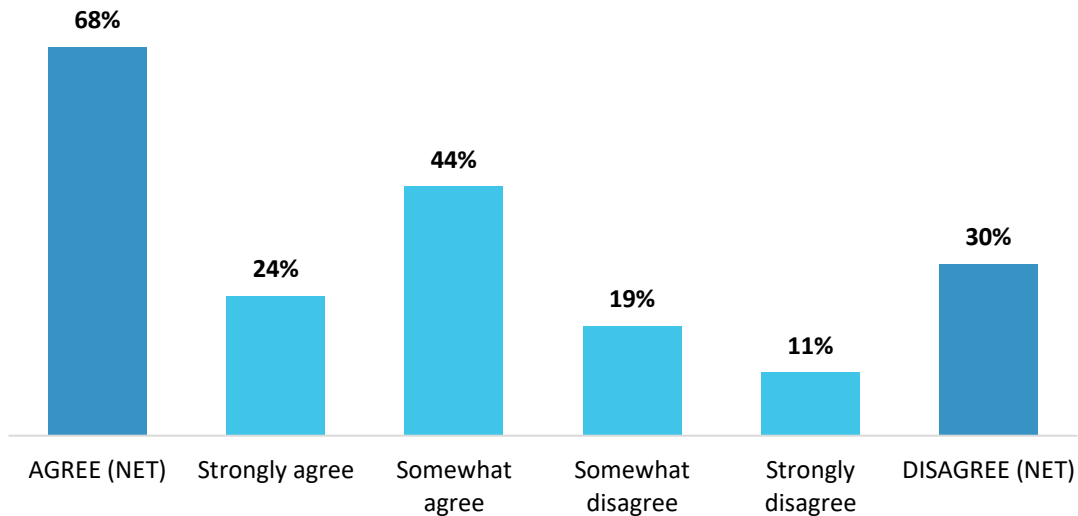


	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level				2019 APPI %
	%	N				Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
AGREE (NET)	55%	94	63%	\$120,053	79%	49%	48%	70%	57%	64%
<i>Strongly agree</i>	15%	26	21%	\$131,923	26%	13%	15%	15%	14%	23%
<i>Somewhat agree</i>	40%	68	42%	\$115,515	53%	36%	33%	55%	43%	41%
<i>Somewhat disagree</i>	26%	44	21%	\$118,068	21%	27%	30%	15%	14%	23%
<i>Strongly disagree</i>	15%	26	14%	\$95,385	0%	19%	17%	15%	0%	10%
DISAGREE (NET)	41%	70	35%	\$109,643	21%	46%	48%	30%	14%	33%

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

Sixty-eight percent of respondents agree that they are fairly compensated for the work that they do. As with other “Agree statements” in this section. We see quite a lot of variation based on employment level.

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

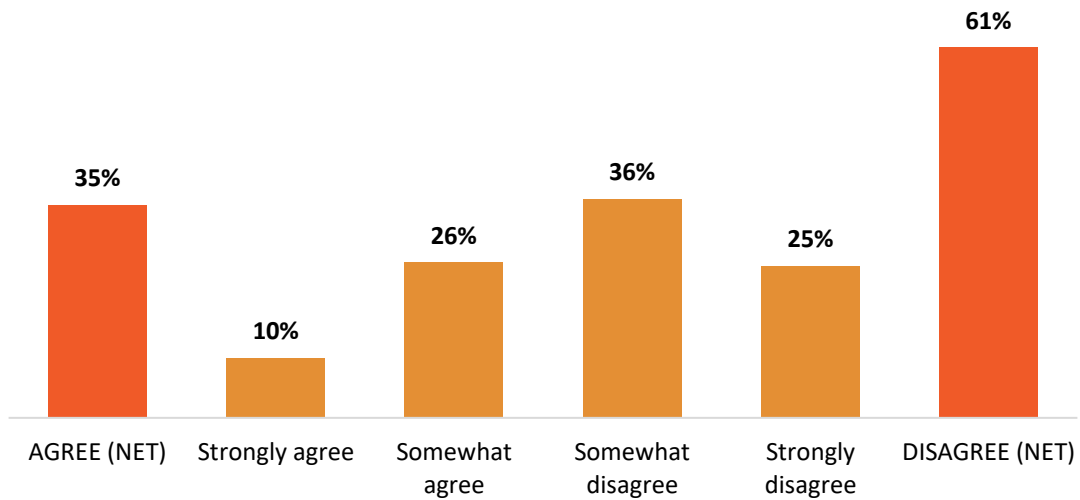


	TOTAL APPI		Other CA	Avg. APPI	Exec	Employment Level				2019 APPI
	%	N	%	Salary		Sr.	Int.	Jr.	Entry	%
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
AGREE (NET)	68%	117	68%	\$121,538	89%	67%	61%	70%	71%	72%
<i>Strongly agree</i>	24%	42	24%	\$136,548	63%	18%	26%	10%	29%	27%
<i>Somewhat agree</i>	44%	75	44%	\$113,133	26%	49%	35%	60%	43%	45%
<i>Somewhat disagree</i>	19%	33	20%	\$107,879	11%	19%	24%	15%	14%	19%
<i>Strongly disagree</i>	11%	19	11%	\$90,526	0%	12%	15%	15%	0%	8%
DISAGREE (NET)	30%	52	31%	\$101,538	11%	31%	39%	30%	14%	27%

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

Thirty-five percent of respondents agree with the statement that their compensation is fair, but other benefits are lacking. Sixty-one percent, or the majority of respondents, disagree with this statement, implying that their benefits are considered to be fair. Those who are in Junior and Entry level positions are most likely to disagree with this statement.

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

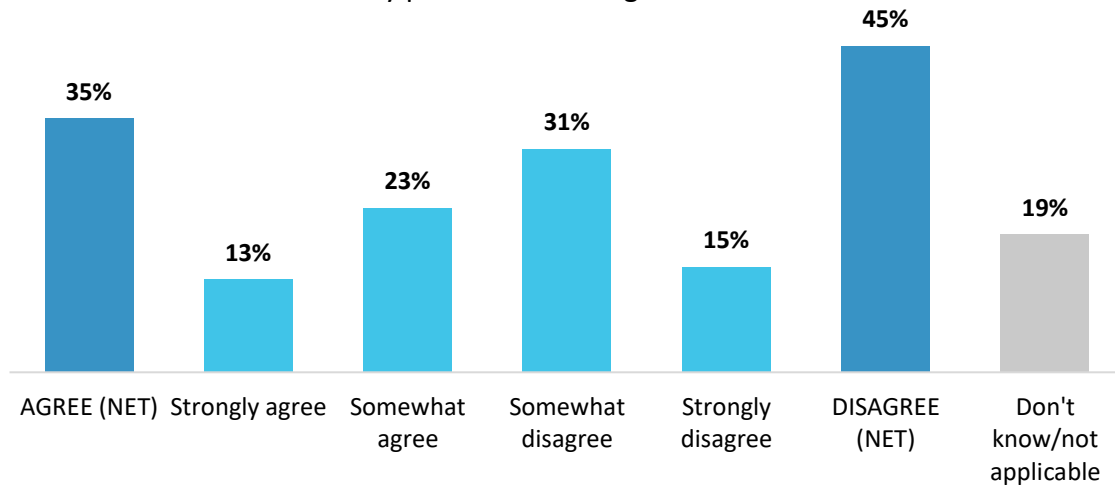


	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level				2019 APPI %
	%	N				Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
AGREE (NET)	35%	61	38%	\$123,197	42%	40%	35%	20%	14%	42%
<i>Strongly agree</i>	10%	17	11%	\$113,235	16%	9%	9%	10%	14%	10%
<i>Somewhat agree</i>	26%	44	27%	\$127,045	26%	31%	26%	10%	0%	32%
<i>Somewhat disagree</i>	36%	62	36%	\$109,355	26%	33%	35%	50%	71%	32%
<i>Strongly disagree</i>	25%	43	22%	\$111,395	32%	22%	28%	30%	14%	23%
DISAGREE (NET)	61%	105	58%	\$110,190	58%	55%	63%	80%	86%	56%

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

A little over a third of respondents (35%) agree that their compensation has not kept pace with their peers in other organizations. Forty-five percent disagree, i.e. they feel that their compensation has kept pace with peers.

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

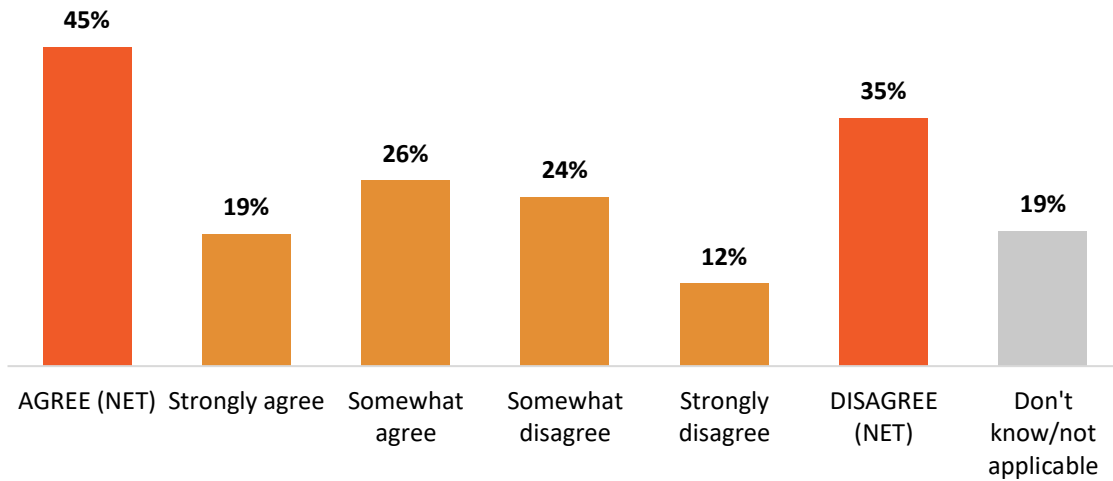


	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level				2019 APPI %
	%	N				Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
AGREE (NET)	35%	61	46%	\$103,361	5%	14%	17%	10%	0%	33%
<i>Strongly agree</i>	13%	22	18%	\$97,273	11%	27%	22%	20%	29%	13%
<i>Somewhat agree</i>	23%	39	28%	\$106,795	37%	35%	24%	40%	0%	19%
<i>Somewhat disagree</i>	31%	53	25%	\$122,075	26%	12%	13%	10%	29%	29%
<i>Strongly disagree</i>	15%	25	14%	\$135,600	5%	14%	17%	10%	0%	17%
<i>Don't know/not applicable</i>	19%	32	14%	\$110,469	21%	12%	24%	20%	43%	20%
DISAGREE (NET)	45%	78	39%	\$126,410	63%	46%	37%	50%	29%	46%

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

Forty-five percent of respondents state that their compensation has not kept pace with others with similar professional credentials.

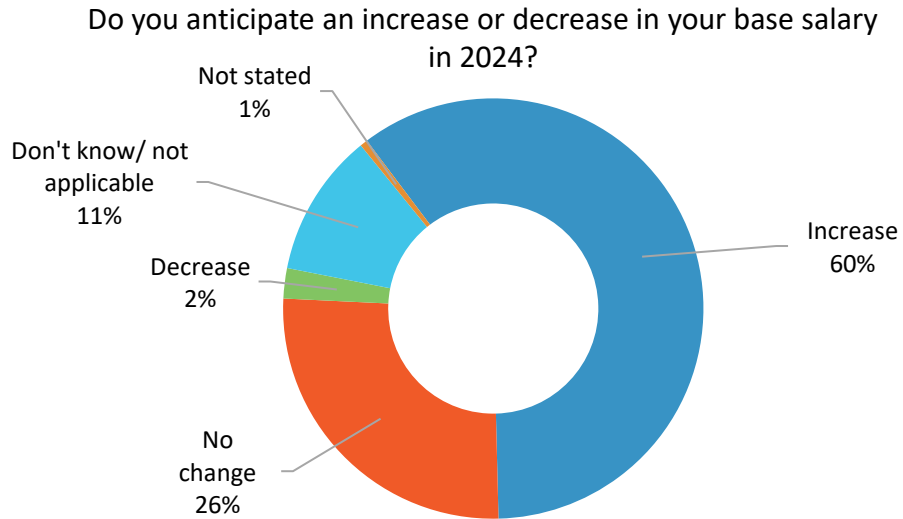
With regards to your compensation, do you agree or disagree with the following statement: My compensation has not kept pace with others with similar professional credentials



	TOTAL APPI		Other CA	Avg. APPI	Exec	Employment Level				2019 APPI
	%	N	%	Salary		Sr.	Int.	Jr.	Entry	%
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
AGREE (NET)	45%	77	47%	\$101,688	26%	45%	46%	50%	86%	44%
Strongly agree	19%	32	19%	\$96,094	11%	17%	26%	25%	0%	11%
Somewhat agree	26%	45	27%	\$105,667	16%	28%	20%	25%	86%	19%
Somewhat disagree	24%	41	26%	\$122,195	26%	26%	22%	25%	0%	29%
Strongly disagree	12%	20	11%	\$139,000	21%	12%	9%	5%	14%	18%
Don't know/not applicable	19%	32	15%	\$122,031	26%	15%	24%	20%	0%	23%
DISAGREE (NET)	35%	61	37%	\$127,705	47%	37%	30%	30%	14%	38%

Anticipates Change in Base Salary

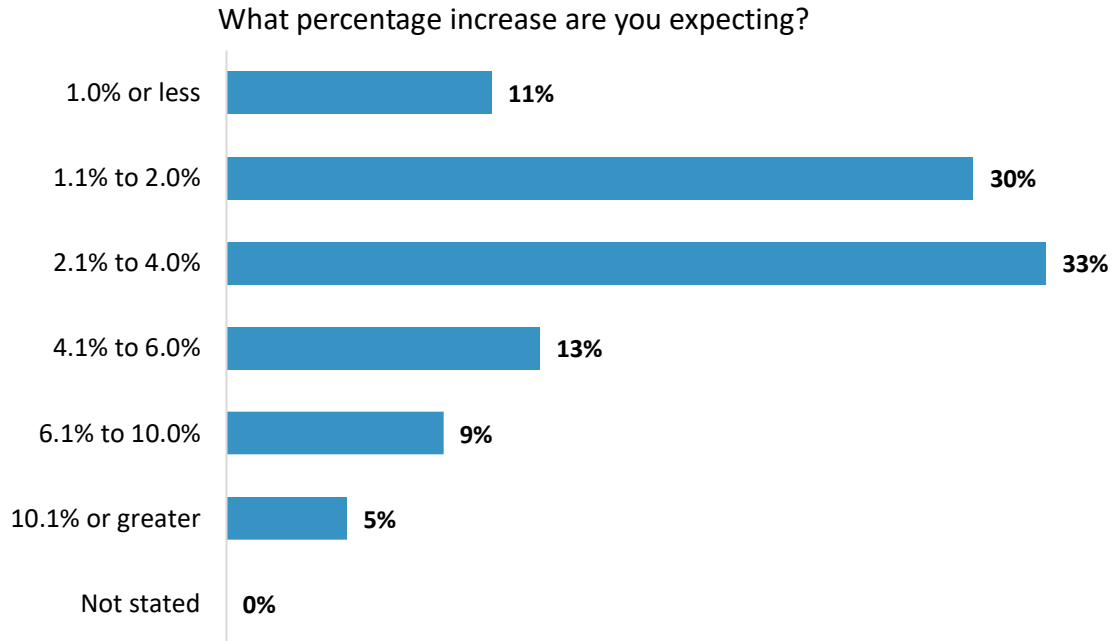
Sixty percent of respondents anticipate an increase in base salary in 2024.



	TOTAL APPI		Other CA	Avg. APPI Salary	Exec	Employment Level				2019 APPI %
	%	N				%	Exec	Sr.	Int.	
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
<i>Increase</i>	60%	103	71%	\$117,136	68%	50%	65%	80%	57%	41%
<i>No change</i>	26%	45	19%	\$115,333	26%	33%	24%	10%	14%	45%
<i>Decrease</i>	2%	4	1%	\$113,750	0%	3%	0%	5%	0%	4%
<i>Don't know/ not applicable</i>	11%	19	9%	\$104,737	5%	13%	11%	5%	29%	11%

Percentage Increase Expected

Overall, respondents expect an average percentage salary increase of 3.4%.

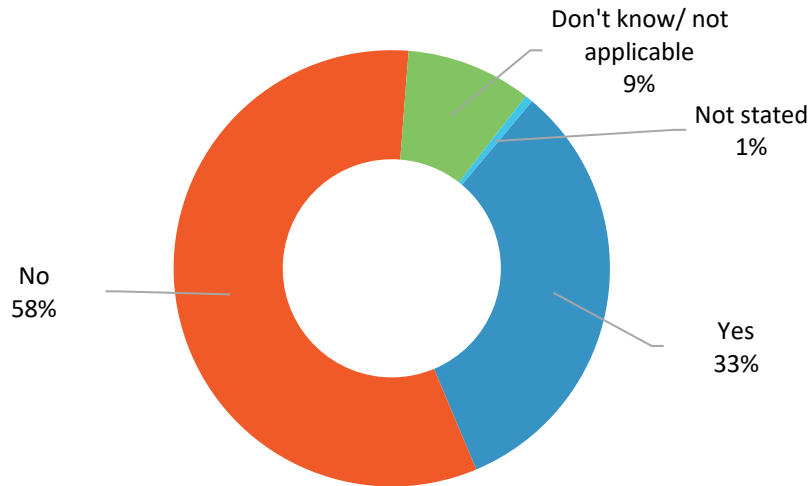


	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level				2019 APPI %
	%	N				Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	103	103	1084	\$117,136	13	39	30	16	4	92
<i>1.0% or less</i>	11%	11	6%	\$119,091	15%	13%	10%	6%	0%	14%
<i>1.1% to 2.0%</i>	30%	31	28%	\$112,742	8%	46%	23%	31%	0%	27%
<i>2.1% to 4.0%</i>	33%	34	41%	\$125,882	46%	28%	40%	31%	0%	35%
<i>4.1% to 6.0%</i>	13%	13	14%	\$112,692	8%	8%	10%	25%	25%	11%
<i>6.1% to 10.0%</i>	9%	9	6%	\$117,778	15%	5%	13%	0%	25%	5%
<i>10.1% or greater</i>	5%	5	3%	\$91,000	8%	0%	3%	6%	50%	5%
Estimated average	3.4	3.4	3.3		4.1	2.4	3.6	3.4	9.3	3.2

Aspects of Job Not Properly Compensated [Y/N]

The majority of respondents (58%) feel that they are properly compensated for certain aspects of their job (e.g. overtime, expenses, sick pay, etc.). A third of respondents (33%) state that they are not properly compensated for certain areas related to their job.

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

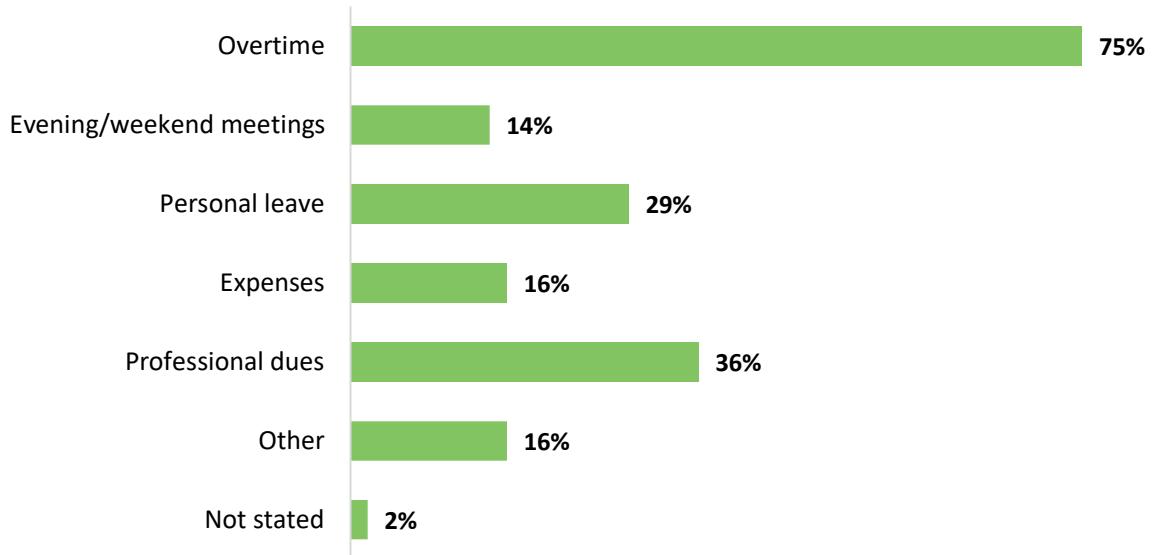


	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level				2019 APPI %
	%	N				Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
Yes	33%	56	34%	\$108,661	21%	35%	35%	35%	29%	36%
No	58%	99	55%	\$118,939	68%	55%	57%	60%	57%	56%
Don't know/ not applicable	9%	16	9%	\$115,000	11%	9%	9%	5%	14%	8%

Aspects of Job which are not Properly Compensated

By far, overtime is the aspect of their jobs that respondents feel they are not properly compensated for (75% of respondents). Other areas of concern are professional dues (36% of respondents), and personal leave (29%).

In your opinion, what aspects of your job you are not being properly compensated for?

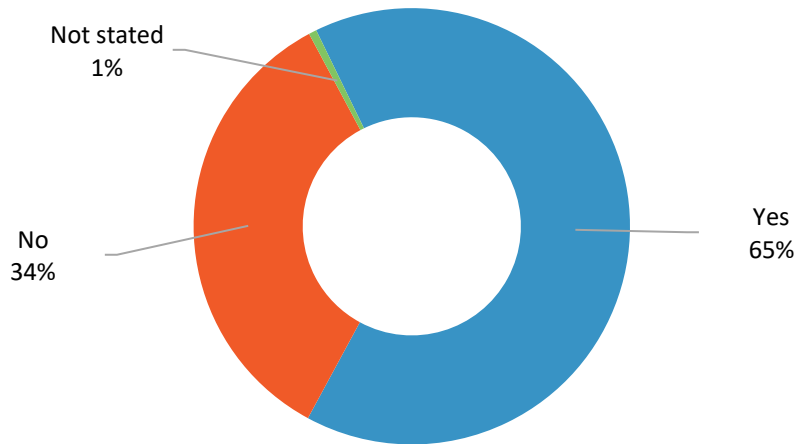


	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level			
	%	N				Sr.	Int.	Jr.	Entry
TOTAL RESPONDENTS	56	56	525	\$108,661	4	27	16	7	2
<i>Overtime</i>	75%	42	71%	\$111,667	100%	74%	81%	57%	50%
<i>Evening/weekend meetings</i>	14%	8	13%	\$100,000	0%	11%	31%	0%	0%
<i>Personal leave</i>	29%	16	21%	\$93,750	0%	15%	56%	29%	50%
<i>Expenses</i>	16%	9	15%	\$97,778	0%	11%	31%	14%	0%
<i>Professional dues</i>	36%	20	44%	\$113,000	50%	37%	31%	29%	50%
<i>Other</i>	16%	9	16%	\$93,333	0%	19%	19%	0%	50%

Other Ways (Not Money) To Be Rewarded for Work

Almost two-thirds of respondents (65%) state that there are other ways that they would like to be rewarded for their work (e.g. recognition, more responsibility, professional development support, or vacation time).

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



	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level				2019 APPI %
	%	N				Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
Yes	65%	112	66%	\$105,938	32%	60%	85%	70%	86%	59%
No	34%	59	34%	\$132,797	68%	38%	15%	30%	14%	40%

Other Rewards for Work (i.e., not money)

Three-quarters of respondents (76%) who would like rewards other than money state that they would like more vacation, followed by more flexibility to work from home (52% of respondents), a title change (40%), more recognition (39%), and more responsibility (38%).



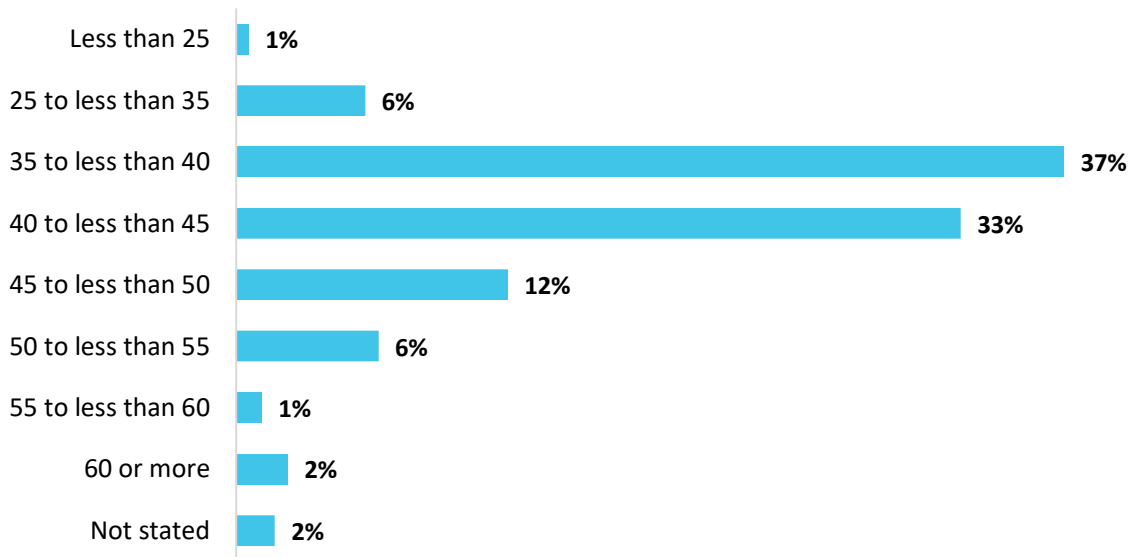
	TOTAL APPI		Other CA	Avg. APPI	Exec	Employment Level			
	%	N	%	Salary		Sr.	Int.	Jr.	Entry
TOTAL RESPONDENTS	112	112	1004	\$105,938	6	47	39	14	6
<i>More vacation</i>	76%	85	72%	\$106,529	83%	72%	85%	71%	50%
<i>More professional development</i>	29%	32	19%	\$98,750	0%	21%	36%	36%	50%
<i>More recognition</i>	39%	44	39%	\$104,205	0%	43%	38%	36%	67%
<i>More flexibility in work hours</i>	26%	29	24%	\$91,552	0%	11%	38%	43%	50%
<i>More flexibility in work from home</i>	52%	58	49%	\$105,431	67%	47%	62%	29%	67%
<i>Coaching/mentorship provided</i>	29%	32	29%	\$101,094	17%	23%	31%	36%	50%
<i>Title change</i>	40%	45	37%	\$101,889	17%	38%	44%	50%	33%
<i>More responsibility</i>	38%	43	33%	\$104,767	0%	45%	38%	36%	33%
<i>Other</i>	4%	4	8%	\$95,000	0%	4%	3%	7%	0%

Workforce and Labour

Number of Hours Worked in Average Week in Past 12 Months

On average, respondents report working 40.2 hours in a typical work week. The majority (70%) are working between 35 and 45 hours in an average week.

Reflecting on the past 12 months, how many hours did you work in an average work week?



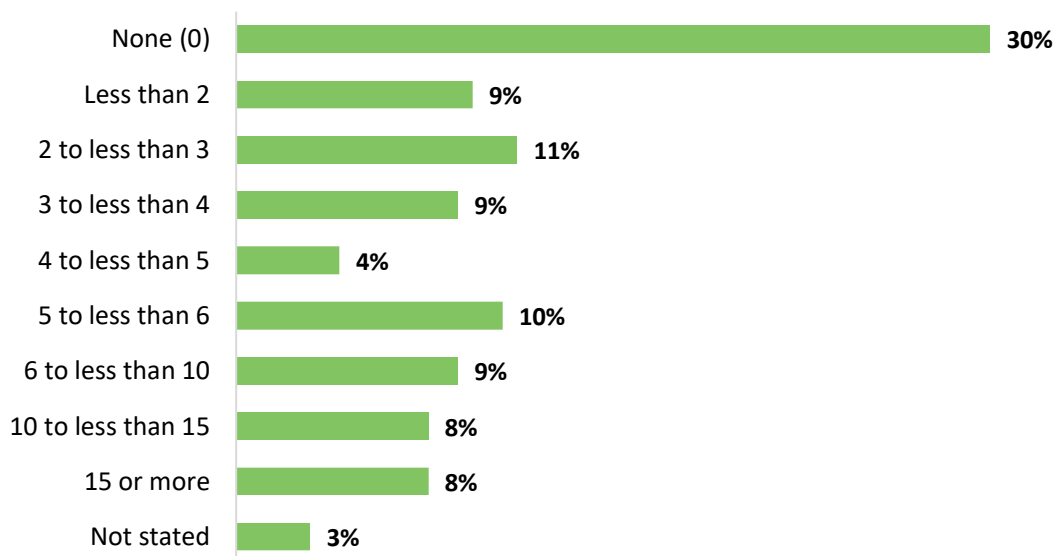
	TOTAL APPI		Other CA	Avg. APPI Salary	Exec	Employment Level				2019 APPI %
	%	N	%			Sr.	Int.	Jr.	Entry	%
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
<i>Less than 25</i>	1%	1	2%	\$175,000	5%	0%	0%	0%	0%	5%
<i>25 to less than 35</i>	6%	10	3%	\$118,000	11%	5%	4%	5%	0%	4%
<i>35 to less than 40</i>	37%	64	40%	\$107,109	5%	36%	46%	50%	43%	42%
<i>40 to less than 45</i>	33%	56	31%	\$113,125	32%	41%	22%	20%	57%	27%
<i>45 to less than 50</i>	12%	21	12%	\$118,333	5%	12%	20%	10%	0%	12%
<i>50 to less than 55</i>	6%	11	7%	\$153,182	21%	4%	9%	0%	0%	7%
<i>55 to less than 60</i>	1%	2	2%	\$195,000	11%	0%	0%	0%	0%	2%
<i>60 or more</i>	2%	4	2%	\$108,750	5%	1%	0%	10%	0%	1%
Mean	40.2	40.2	39.9		42.4	39.6	40.1	42.2	38.8	39.1

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

On average, respondents report that they work an average of 5.5 overtime hours a week. Thirty percent of respondents report working no overtime hours.

Executives/Principals are the most likely to report working the highest average number of overtime hours in a typical week.

Although workloads vary throughout the year, on average, how many overtime hours did you work in a typical week in the past 12 months?



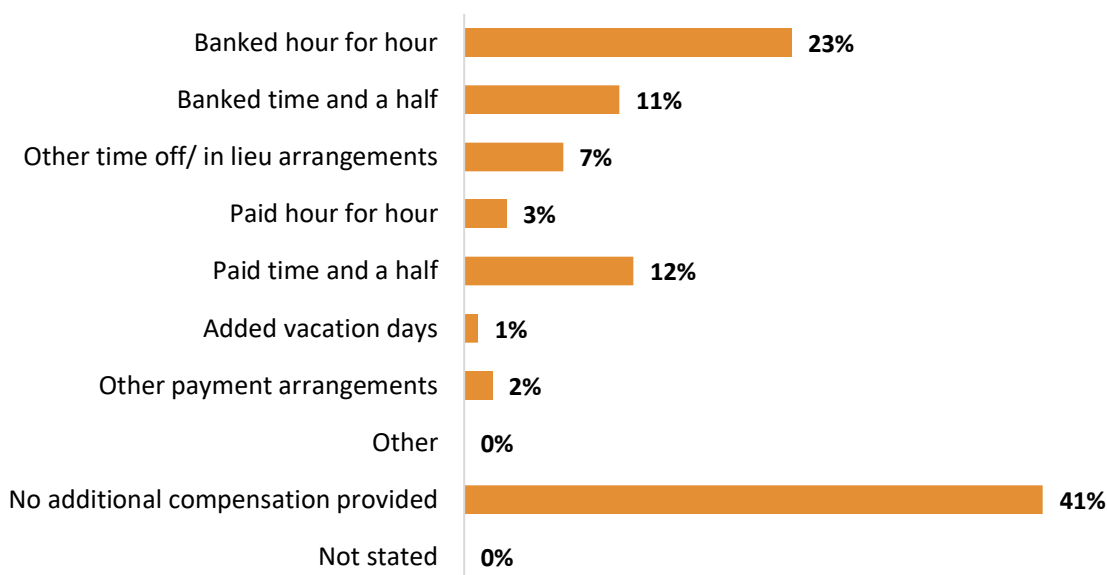
	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level				2019 APPI %
	%	N				Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
None (0)	30%	51	25%	\$116,471	37%	31%	17%	30%	71%	19%
Less than 2	9%	16	10%	\$95,000	0%	4%	17%	20%	14%	19%
2 to less than 3	11%	19	13%	\$110,000	5%	12%	13%	10%	14%	9%
3 to less than 4	9%	15	6%	\$114,000	5%	9%	11%	10%	0%	10%
4 to less than 5	4%	7	4%	\$110,714	5%	6%	2%	0%	0%	4%
5 to less than 6	10%	18	14%	\$120,000	11%	10%	15%	5%	0%	12%
6 to less than 10	9%	15	6%	\$109,000	5%	10%	11%	5%	0%	6%
10 to less than 15	8%	13	9%	\$143,462	16%	8%	2%	10%	0%	9%
15 or more	8%	13	10%	\$126,538	11%	9%	7%	5%	0%	8%
Mean	5.5	5.5	5.7		6.8	6.0	5.5	4.4	0.5	5.1

Most Frequent Compensation Method for Overtime Hours

Forty-one percent of respondents report that they do not receive additional compensation for overtime hours. This is most often the case amongst Executives/Principals (79%).

Twenty-three percent report that their overtime hours are banked hour for hour, while 11% report that their hours are banked at time and a half.

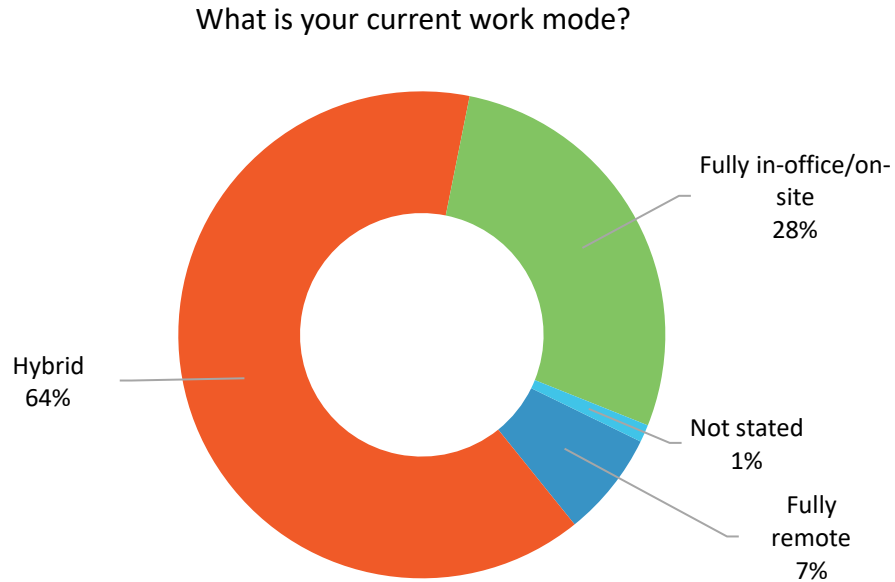
How are you most often compensated for your overtime hours?



	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level				2019 APPI %
	%	N				Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
<i>Banked hour for hour</i>	24%	41	23%	\$95,122	0%	17%	37%	35%	57%	18%
<i>Paid time and a half</i>	12%	20	8%	\$98,000	0%	13%	13%	10%	29%	11%
<i>Banked time and a half</i>	11%	19	12%	\$116,053	11%	10%	13%	15%	0%	15%
<i>Other time off/ in lieu arrangements</i>	7%	12	7%	\$117,083	5%	6%	9%	5%	0%	n/a
<i>Paid hour for hour</i>	3%	6	7%	\$112,500	5%	3%	4%	0%	14%	4%
<i>Other payment arrangements</i>	2%	3	2%	\$125,000	0%	3%	2%	0%	0%	18%
<i>Added vacation days</i>	1%	1	2%	\$140,000	0%	1%	0%	0%	0%	n/a
<i>Other</i>	0%	0	2%	\$0	0%	0%	0%	0%	0%	n/a
<i>No additional compensation provided</i>	41%	70	35%	\$130,571	79%	47%	22%	35%	0%	30%

Remote vs. On-site Work Mode

A hybrid model is the most frequently mentioned work mode (64%). Twenty-eight percent report being fully in-office/on-site. Seven percent report working fully remote.

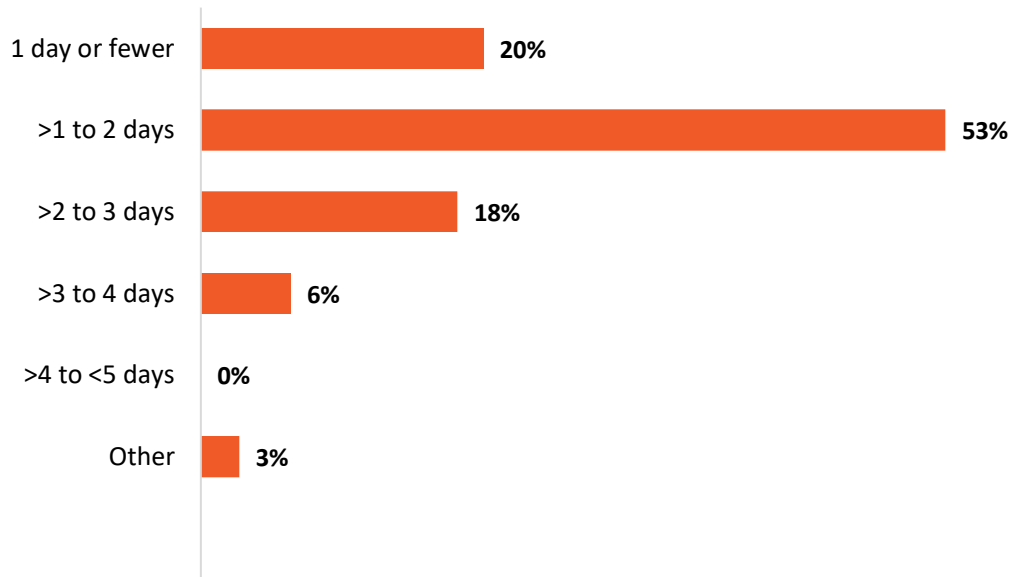


	TOTAL APPI		Other CA	Avg. APPI	Exec	Employment Level			
	%	N	%	Salary		Sr.	Int.	Jr.	Entry
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7
<i>Fully remote</i>	7%	12	7%	\$108,333	11%	5%	4%	15%	0%
<i>Hybrid</i>	64%	110	63%	\$113,864	58%	68%	70%	55%	43%
<i>Fully in-office/on-site</i>	28%	48	29%	\$121,563	32%	27%	24%	25%	57%

Current Work Mode: Weekly Days in Office

On average, respondents report working 2.1 days a week from home. Over half of respondents (53%) report working from home more than one day to 2 days a week.

How many days per week do you typically work from home?

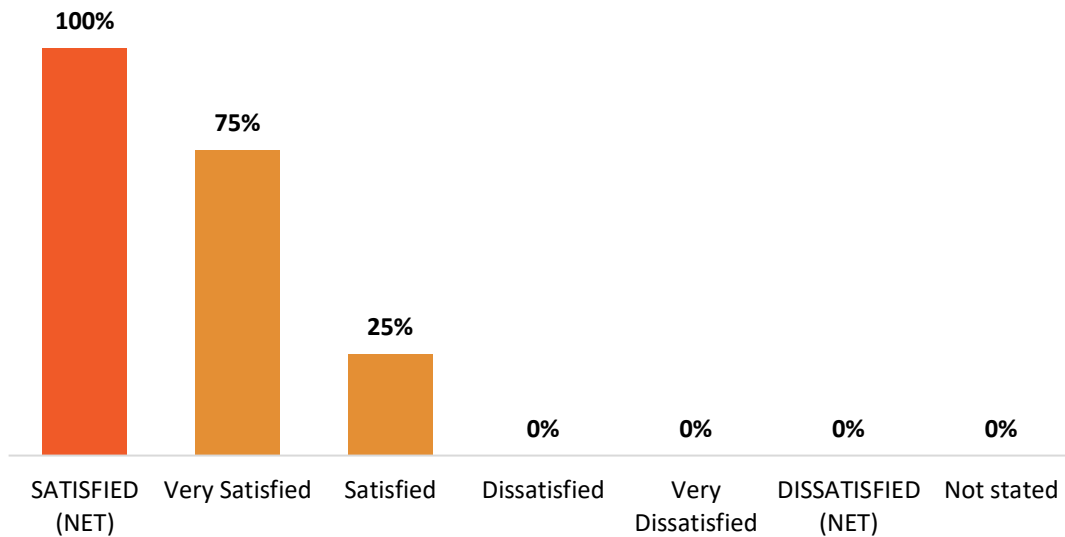


	TOTAL APPI		Other CA	Avg. APPI	Exec	Employment Level			
	%	N	%	Salary		Sr.	Int.	Jr.	Entry
TOTAL RESPONDENTS	110	110	954	\$113,864	11	53	32	11	3
<i>1 day or fewer</i>	20%	22	18%	\$141,591	45%	21%	9%	18%	33%
<i>>1 to 2 days</i>	53%	58	31%	\$107,500	27%	57%	56%	55%	33%
<i>>2 to 3 days</i>	18%	20	34%	\$101,000	18%	11%	28%	18%	33%
<i>>3 to 4 days</i>	6%	7	15%	\$116,429	9%	8%	6%	0%	0%
<i>>4 to <5 days</i>	0%	0	1%	\$0	0%	0%	0%	0%	0%
Mean	2.1	2.1	2.5		1.9	2.1	2.3	2.0	2.0

Satisfaction with Work Mode: Fully Remote

Of those respondents whose work mode is fully remote, 100% are satisfied with their work mode (75% are very satisfied).

How satisfied are you with the work mode? [Fully remote]

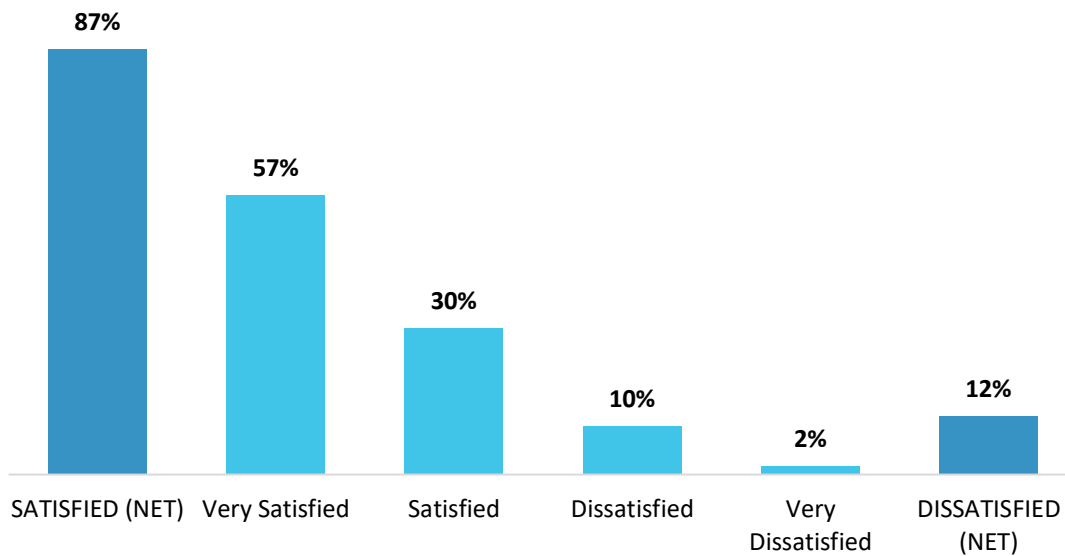


	TOTAL APPI		Other CA	Avg. APPI	Exec	Employment Level			
	%	N	%	Salary		Sr.	Int.	Jr.	Entry
TOTAL RESPONDENTS	12	12	108	\$108,333	2	4	2	3	0
SATISFIED (NET)	75%	9	67%	\$122,222	100%	100%	100%	100%	0%
Very Satisfied	25%	3	23%	\$66,667	100%	75%	100%	33%	0%
Satisfied	0%	0	2%	\$0	0%	25%	0%	67%	0%
Dissatisfied	0%	0	2%	\$0	0%	0%	0%	0%	0%
Very Dissatisfied	75%	9	67%	\$122,222	0%	0%	0%	0%	0%
DISSATISFIED (NET)	0%	0	4%	\$0	0%	0%	0%	0%	0%

Satisfaction with Work Mode: Hybrid

Eighty-seven percent of respondents who have a hybrid work mode are satisfied with this mode (57% are very satisfied).

How satisfied are you with the work mode? [Hybrid]

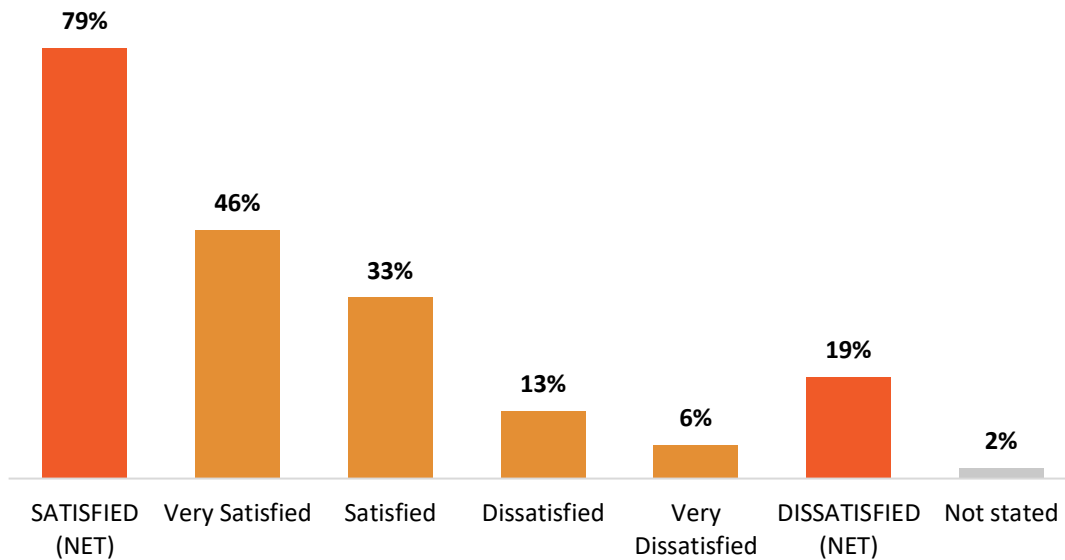


	TOTAL APPI		Other CA	Avg. APPI	Exec	Employment Level			
	%	N	%	Salary		Sr.	Int.	Jr.	Entry
TOTAL RESPONDENTS	110	110	954	\$113,864	11	53	32	11	3
SATISFIED (NET)	87%	96	91%	\$113,490	91%	91%	81%	82%	100%
Very Satisfied	57%	63	53%	\$114,683	64%	55%	53%	73%	67%
Satisfied	30%	33	38%	\$111,212	27%	36%	28%	9%	33%
Dissatisfied	10%	11	5%	\$110,455	0%	8%	16%	18%	0%
Very Dissatisfied	2%	2	2%	\$120,000	0%	2%	3%	0%	0%
DISSATISFIED (NET)	12%	13	7%	\$111,923	0%	9%	19%	18%	0%

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

Seventy-nine percent of respondents who are fully in-office are satisfied with their work mode (46% are very satisfied). Nineteen percent are dissatisfied.

How satisfied are you with the work mode? Fully in-office/on-site

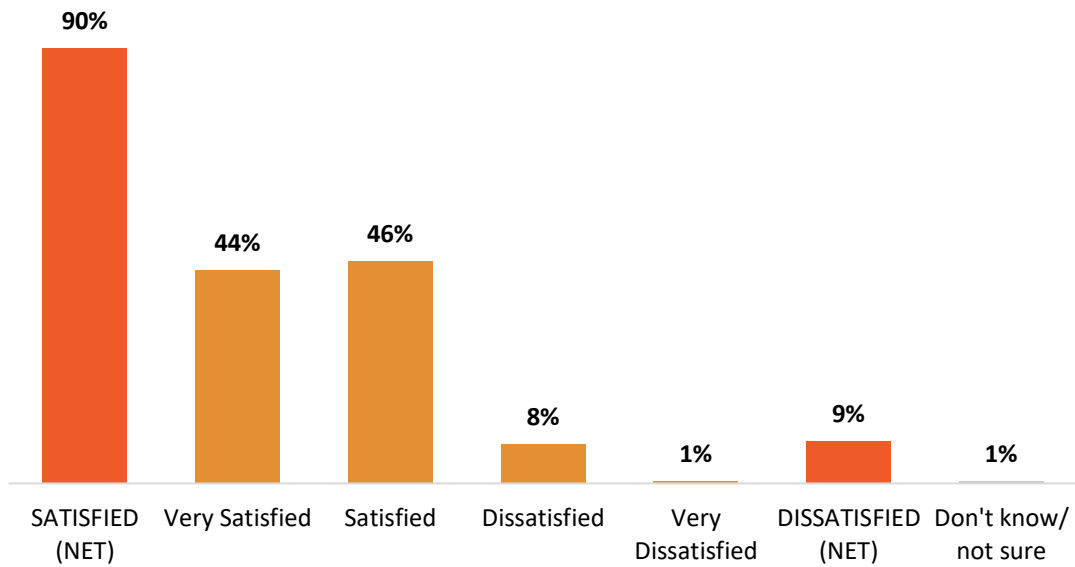


	TOTAL APPI		Other CA	Avg. APPI	Exec	Employment Level			
	%	N	%	Salary		Sr.	Int.	Jr.	Entry
TOTAL RESPONDENTS	48	48	440	\$121,563	6	21	11	5	4
SATISFIED (NET)	79%	38	78%	\$123,289	83%	81%	82%	80%	50%
Very Satisfied	46%	22	41%	\$136,136	67%	48%	27%	40%	50%
Satisfied	33%	16	38%	\$105,625	17%	33%	55%	40%	0%
Dissatisfied	13%	6	13%	\$100,000	0%	14%	9%	0%	50%
Very Dissatisfied	6%	3	5%	\$100,000	0%	5%	9%	20%	0%
DISSATISFIED (NET)	19%	9	18%	\$100,000	0%	19%	18%	20%	50%
Not stated	2%	1	4%	\$250,000	17%	0%	0%	0%	0%

Satisfaction with Your Job Overall

Ninety percent of respondents are satisfied with their job overall (44% are very satisfied).

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

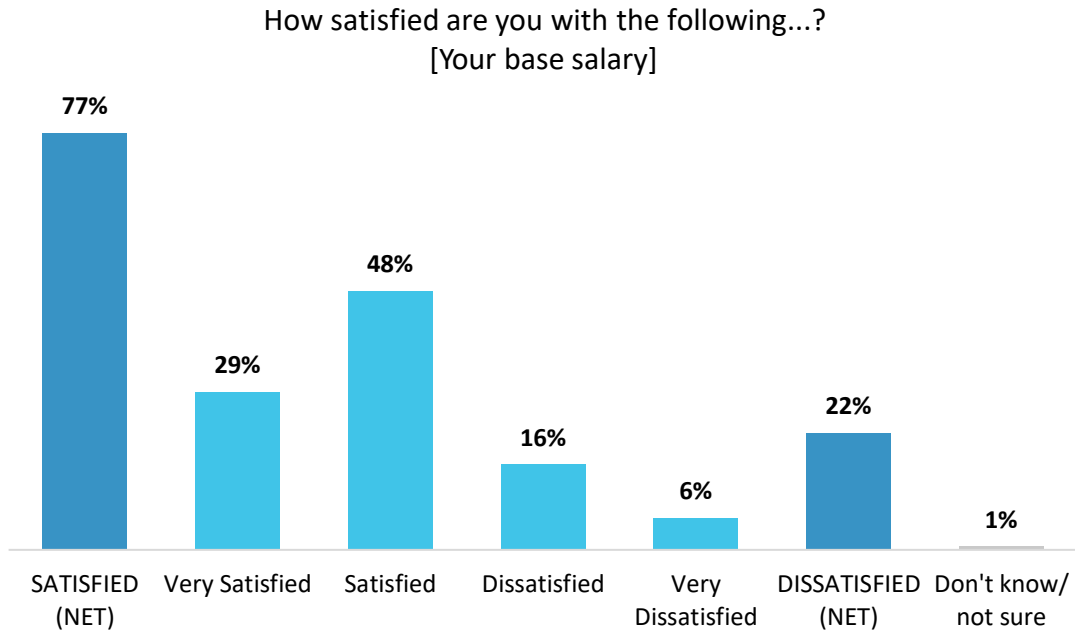


	TOTAL APPI		Other CA	Avg. APPI	Exec	Employment Level				2019 APPI
	%	N	%	Salary		Sr.	Int.	Jr.	Entry	%
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
SATISFIED (NET)	90%	155	89%	\$116,387	100%	91%	78%	100%	100%	89%
<i>Very Satisfied</i>	44%	76	40%	\$121,645	63%	47%	30%	35%	71%	47%
<i>Satisfied</i>	46%	79	49%	\$111,329	37%	44%	48%	65%	29%	44%
<i>Dissatisfied</i>	8%	14	8%	\$104,286	0%	8%	17%	0%	0%	7%
<i>Very Dissatisfied</i>	1%	1	2%	\$120,000	0%	0%	2%	0%	0%	2%
DISSATISFIED (NET)	9%	15	10%	\$105,333	0%	8%	20%	0%	0%	11%

Satisfaction with Your Base Salary

Seventy-seven percent of respondents state that they are satisfied with their base salary. Twenty-two percent are dissatisfied.

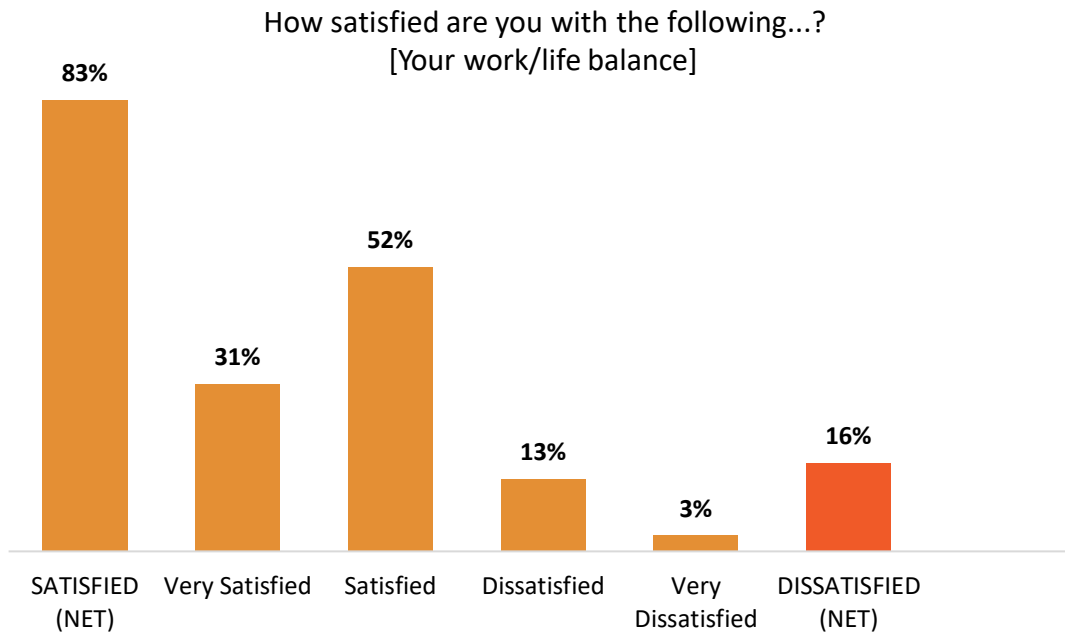
Overall satisfaction with one's base salary has decreased since 2019.



	TOTAL APPI		Other CA	Avg. APPI	Exec	Employment Level				2019 APPI
	%	N	%	Salary		Sr.	Int.	Jr.	Entry	%
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
SATISFIED (NET)	77%	132	75%	\$121,250	89%	79%	67%	75%	71%	87%
Very Satisfied	29%	50	27%	\$133,900	63%	27%	26%	25%	0%	39%
Satisfied	48%	82	48%	\$113,537	26%	53%	41%	50%	71%	48%
Dissatisfied	16%	27	19%	\$100,556	5%	15%	22%	15%	14%	9%
Very Dissatisfied	6%	10	5%	\$84,000	0%	4%	11%	5%	14%	2%
DISSATISFIED (NET)	22%	37	24%	\$96,081	5%	19%	33%	20%	29%	11%

Satisfaction with Your Work/Life Balance

Eighty-three percent of respondents state that they are satisfied with their work/life balance. Sixteen percent are dissatisfied.

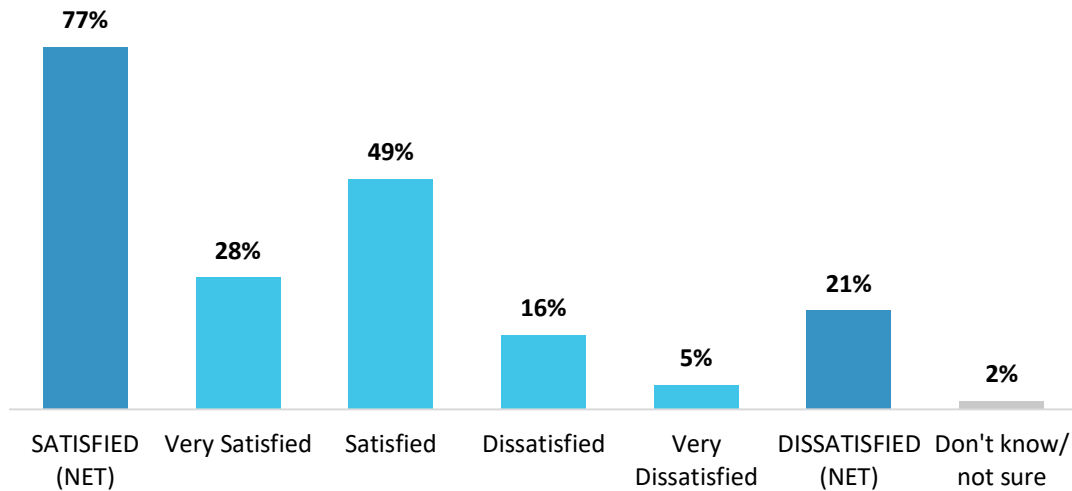


	TOTAL APPI		Other CA	Avg. APPI Salary	Exec	Employment Level				2019 APPI %
	%	N				%	Sr.	Int.	Jr.	
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
SATISFIED (NET)	83%	143	79%	\$117,692	84%	87%	72%	95%	71%	85%
<i>Very Satisfied</i>	31%	53	31%	\$114,528	26%	32%	22%	45%	43%	39%
<i>Satisfied</i>	52%	90	48%	\$119,556	58%	55%	50%	50%	29%	45%
<i>Dissatisfied</i>	13%	23	17%	\$99,783	16%	9%	22%	5%	29%	11%
<i>Very Dissatisfied</i>	3%	5	3%	\$115,000	0%	3%	7%	0%	0%	3%
DISSATISFIED (NET)	16%	28	20%	\$102,500	16%	12%	28%	5%	29%	14%

Satisfaction with the Performance Recognition You Receive

Seventy-seven percent of respondents state that they are satisfied with the performance recognition that they receive. This level of satisfaction is consistent with 2019.

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

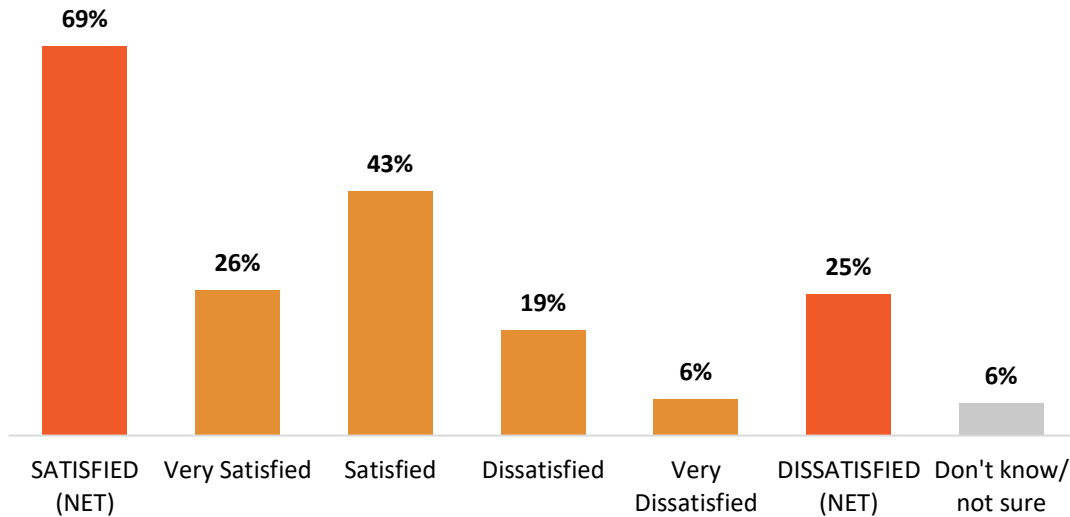


	TOTAL APPI		Other CA	Avg. APPI Salary	Exec	Employment Level				2019 APPI %
	%	N				%	Exec	Sr.	Int.	
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
SATISFIED (NET)	77%	132	73%	\$118,750	84%	78%	63%	90%	86%	75%
<i>Very Satisfied</i>	28%	48	26%	\$123,229	32%	29%	24%	25%	29%	29%
<i>Satisfied</i>	49%	84	48%	\$116,190	53%	49%	39%	65%	57%	46%
<i>Dissatisfied</i>	16%	27	18%	\$106,111	16%	12%	28%	10%	0%	17%
<i>Very Dissatisfied</i>	5%	9	5%	\$95,556	0%	6%	9%	0%	0%	4%
DISSATISFIED (NET)	21%	36	23%	\$103,472	84%	78%	63%	90%	86%	21%

Satisfaction with Your Opportunity for Advancement

Sixty-nine percent of respondents are satisfied with their opportunity for advancement. Respondents in the Intermediate employment level are the least satisfied.

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

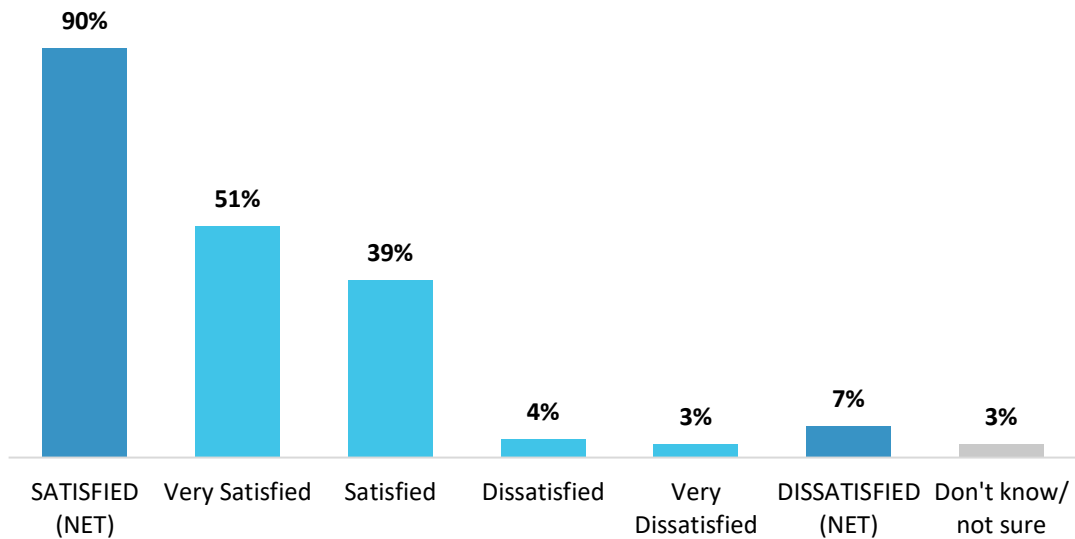


	TOTAL APPI		Other CA	Avg. APPI	Exec	Employment Level				2019 APPI
	%	N	%	Salary		Sr.	Int.	Jr.	Entry	%
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
SATISFIED (NET)	69%	118	68%	\$117,881	79%	72%	57%	85%	43%	66%
<i>Very Satisfied</i>	26%	44	22%	\$125,227	37%	27%	17%	30%	14%	25%
<i>Satisfied</i>	43%	74	46%	\$113,514	42%	45%	39%	55%	29%	41%
<i>Dissatisfied</i>	19%	32	20%	\$111,406	11%	19%	28%	10%	0%	23%
<i>Very Dissatisfied</i>	6%	11	5%	\$98,182	0%	6%	13%	0%	0%	5%
DISSATISFIED (NET)	25%	43	25%	\$108,023	11%	26%	41%	10%	0%	28%

Satisfaction with Your Relationship with Those You Report To

Ninety percent of respondents are satisfied with those they report to (51% are very satisfied). Satisfaction on this measure has increased since 2019.

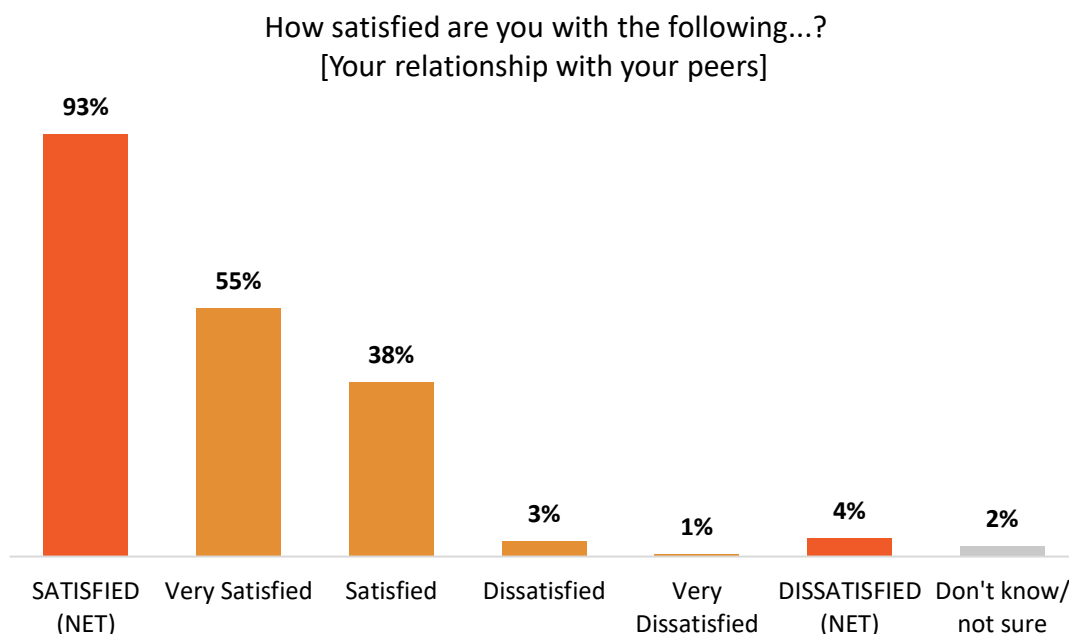
How satisfied are you with the following...?
[Your relationship with those you report to]



	TOTAL APPI		Other CA	Avg. APPI	Exec	Employment Level				2019 APPI
	%	N	%	Salary		Sr.	Int.	Jr.	Entry	%
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
SATISFIED (NET)	90%	154	85%	\$113,831	74%	91%	89%	95%	100%	81%
Very Satisfied	51%	87	46%	\$114,943	42%	55%	41%	60%	43%	45%
Satisfied	39%	67	39%	\$112,388	32%	36%	48%	35%	57%	36%
Dissatisfied	4%	7	8%	\$124,286	11%	4%	2%	5%	0%	9%
Very Dissatisfied	3%	5	3%	\$100,000	0%	1%	9%	0%	0%	5%
DISSATISFIED (NET)	7%	12	11%	\$114,167	11%	5%	11%	5%	0%	14%

Satisfaction with Your Relationship with Your Peers

Ninety-three percent of respondents are satisfied with their relationship to their peers (55% are very satisfied). This level of satisfaction has remained stable over the past four years.

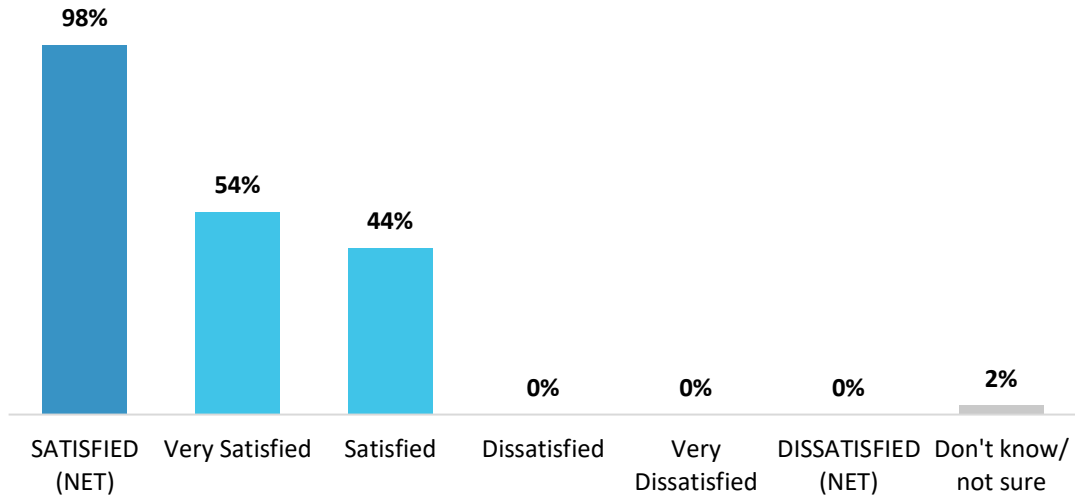


	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level				2019 APPI %
	%	N				Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
SATISFIED (NET)	93%	160	94%	\$114,781	95%	91%	91%	100%	100%	94%
Very Satisfied	55%	94	54%	\$116,383	68%	45%	61%	65%	71%	52%
Satisfied	38%	66	39%	\$112,500	26%	46%	30%	35%	29%	42%
Dissatisfied	3%	6	4%	\$129,167	5%	5%	2%	0%	0%	4%
Very Dissatisfied	1%	1	1%	\$120,000	0%	0%	2%	0%	0%	1%
DISSATISFIED (NET)	4%	7	5%	\$127,857	5%	5%	4%	0%	0%	5%

Satisfaction with Your Relationship with Those Who Report to You

Ninety-eight percent of respondents are satisfied with their relationship with those who report to them (54% are very satisfied).

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

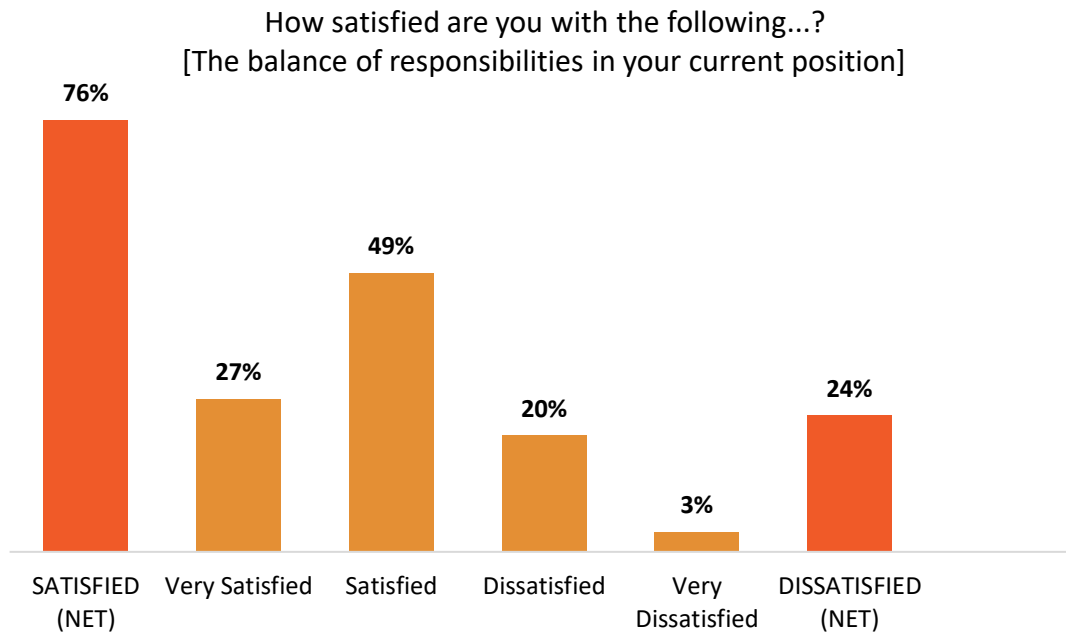


	TOTAL APPI		Other CA	Avg. APPI	Exec	Employment Level				2019 APPI
	%	N	%	Salary		Sr.	Int.	Jr.	Entry	%
TOTAL RESPONDENTS	84	84	743	\$137,024	18	48	16	1	0	107
SATISFIED (NET)	98%	82	96%	\$137,439	100%	96%	100%	100%	0%	97%
Very Satisfied	54%	45	53%	\$144,333	78%	48%	50%	0%	0%	61%
Satisfied	44%	37	43%	\$129,054	22%	48%	50%	100%	0%	36%
Dissatisfied	0%	0	2%	\$0	0%	0%	0%	0%	0%	3%
Very Dissatisfied	0%	0	0%	\$0	0%	0%	0%	0%	0%	0%
DISSATISFIED (NET)	0%	0	3%	\$0	0%	0%	0%	0%	0%	3%

Satisfaction with The Balance of Responsibilities in Your Current Position

Three-quarters (76%) of respondents are satisfied with the balance of responsibilities in their current position.

Twenty-four percent are dissatisfied. This level of dissatisfaction has increased since 2019. Respondents who are the most dissatisfied are in the Senior and Intermediate ranks.



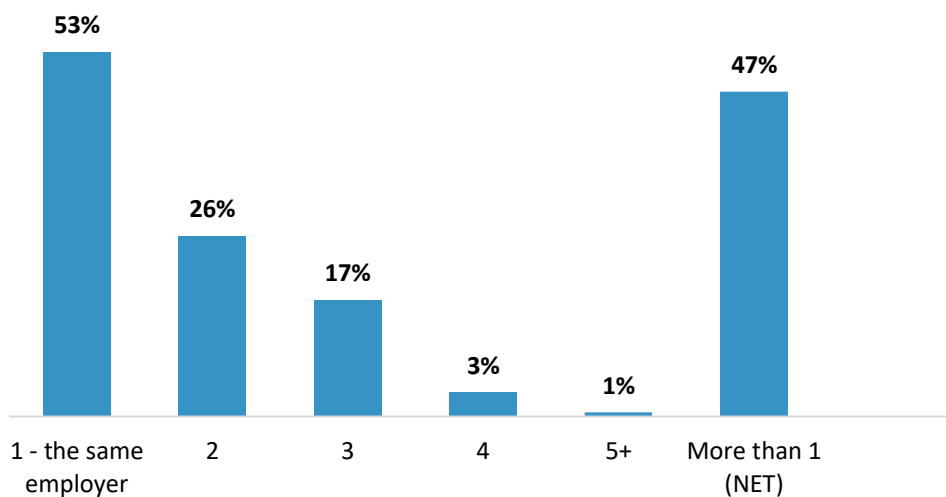
	TOTAL APPI		Other CA	Avg. APPI	Exec	Employment Level				2019 APPI
	%	N	%	Salary		Sr.	Int.	Jr.	Entry	%
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
SATISFIED (NET)	76%	130	77%	\$118,269	100%	71%	65%	90%	100%	82%
Very Satisfied	27%	46	25%	\$126,739	47%	29%	17%	15%	29%	32%
Satisfied	49%	84	52%	\$113,631	53%	41%	48%	75%	71%	50%
Dissatisfied	20%	35	17%	\$107,000	0%	27%	24%	10%	0%	15%
Very Dissatisfied	3%	6	4%	\$96,667	0%	1%	11%	0%	0%	1%
DISSATISFIED (NET)	24%	41	21%	\$105,488	0%	28%	35%	10%	0%	16%

Number of Employers Since 2019

Overall, 47% of respondents report having more than one employer since 2019. Junior and Entry level positions are the most likely to report having more than one employer.

Over half of respondents (53%) report being with the same employer since 2019.

How many employers have you had since 2019?

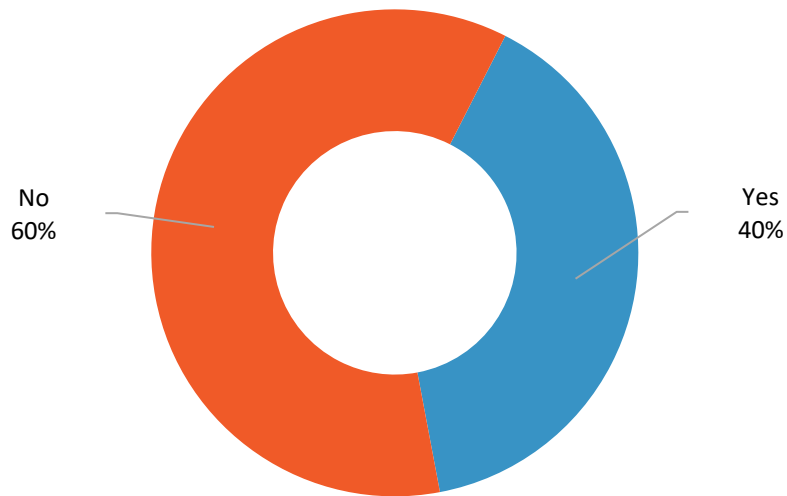


	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level			
	%	N				Sr.	Int.	Jr.	Entry
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7
<i>1 - the same employer</i>	53%	91	54%	53%	63%	73%	41%	10%	14%
2	26%	45	32%	26%	26%	14%	33%	55%	14%
3	17%	29	10%	17%	11%	10%	22%	25%	57%
4	3%	6	3%	3%	0%	3%	2%	10%	14%
5+	1%	1	1%	1%	0%	0%	2%	0%	0%
More than 1 (NET)	47%	81	46%	47%	37%	27%	59%	90%	86%

Changed Positions in The Last 12 to 18 Months

Forty percent of respondents state that they have changed positions in the last 12 to 18 months.

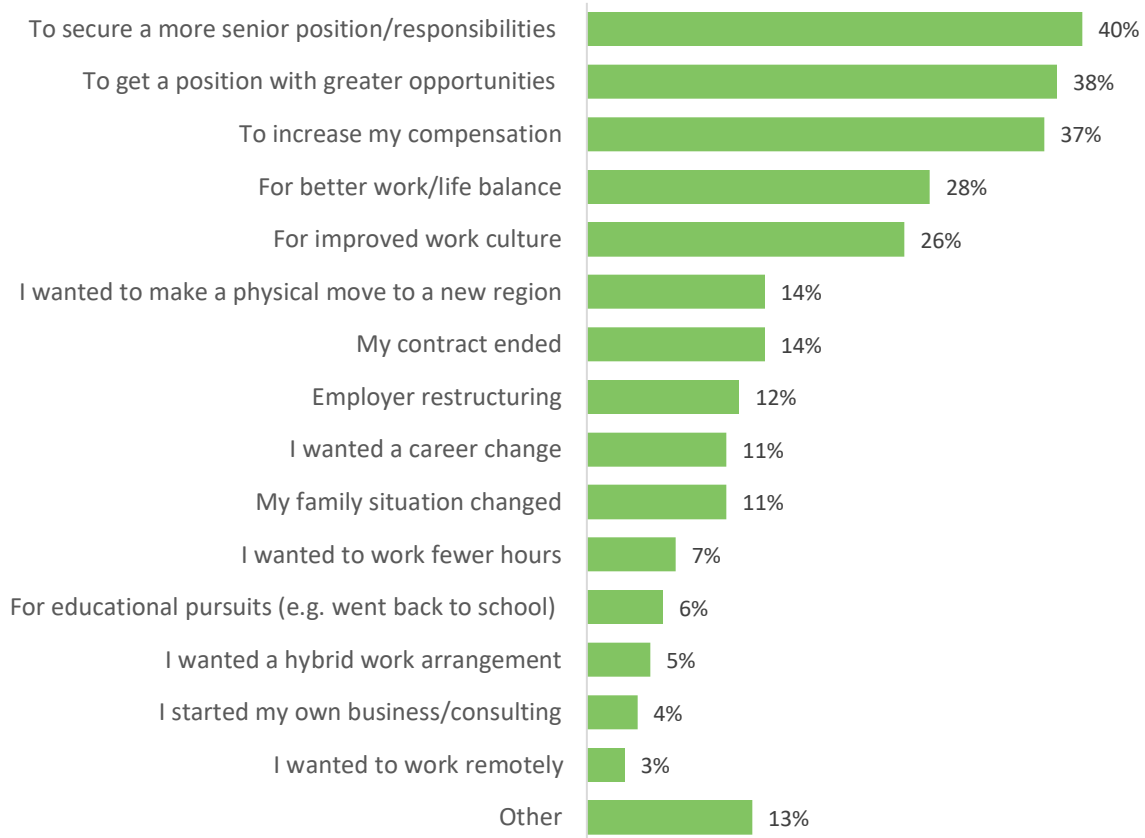
Have you changed positions in the last 12 to 18 months?



	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level			
	%	N				Sr.	Int.	Jr.	Entry
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7
Yes	40%	68	35%	\$108,382	26%	29%	46%	70%	71%
No	60%	104	65%	\$119,519	74%	71%	54%	30%	29%

Reason for Change

Respondents' top three reasons for changing positions were to secure a more senior position/responsibilities (40%), to get a position with greater opportunities (38%) and to increase their compensation (37%).



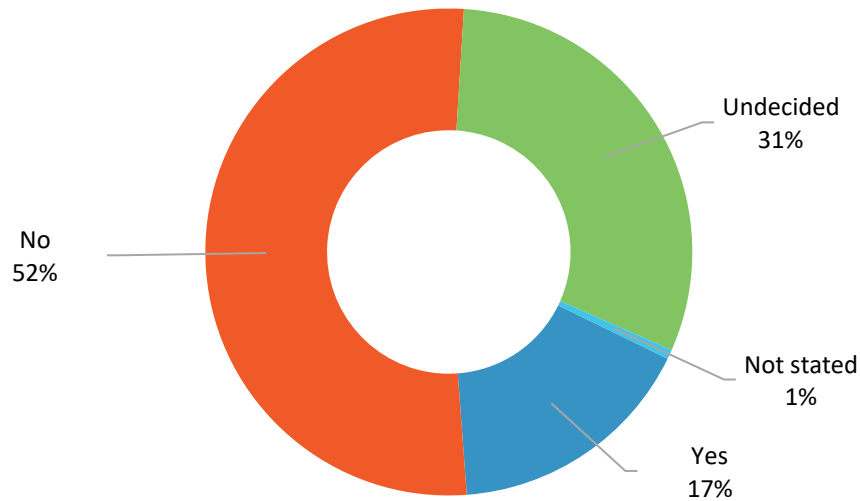
Reasons for changing positions varies by employment level. Those at the Executive level were motivated by a desire for greater opportunities. This was also a factor for those in the Junior ranks along with a desire for greater compensation.

	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level			
	%	N				Sr.	Int.	Jr.	Entry
TOTAL RESPONDENTS	98	98	847	\$110,510	8	31	32	19	6
<i>To secure a more senior position/responsibilities</i>	40%	39	34%	\$116,538	38%	52%	47%	26%	0%
<i>To get a position with greater opportunities</i>	38%	37	36%	\$116,081	63%	29%	38%	47%	33%
<i>To increase my compensation</i>	37%	36	40%	\$107,917	13%	39%	44%	47%	0%
<i>For better work/life balance</i>	28%	27	22%	\$100,370	13%	39%	31%	16%	17%
<i>For improved work culture</i>	26%	25	24%	\$101,200	13%	26%	28%	32%	17%
<i>My contract ended</i>	14%	14	8%	\$81,429	0%	10%	9%	32%	33%
<i>I wanted to make a physical move to a new region</i>	14%	14	11%	\$92,857	0%	16%	9%	21%	33%
<i>Employer restructuring</i>	12%	12	5%	\$106,250	13%	16%	16%	0%	17%
<i>My family situation changed</i>	11%	11	5%	\$108,182	13%	13%	19%	0%	0%
<i>I wanted a career change</i>	11%	11	16%	\$92,727	0%	6%	9%	32%	0%
<i>I wanted to work fewer hours</i>	7%	7	5%	\$85,714	0%	10%	6%	11%	0%
<i>For educational pursuits (e.g. went back to school)</i>	6%	6	4%	\$66,667	0%	0%	3%	0%	83%
<i>I wanted a hybrid work arrangement</i>	5%	5	5%	\$100,000	0%	10%	6%	0%	0%
<i>I started my own business/consulting</i>	4%	4	3%	\$142,500	13%	6%	3%	0%	0%
<i>I wanted to work remotely</i>	3%	3	4%	\$93,333	0%	6%	3%	0%	0%
<i>Other</i>	13%	13	16%	\$120,385	0%	10%	16%	11%	17%

Will Be Looking for a Job in the Next 12 to 18 Months

Seventeen percent of respondents state that they will be looking for a job with another employer in the next 12 to 18 months. This percentage is higher amongst the Junior and Entry levels.

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

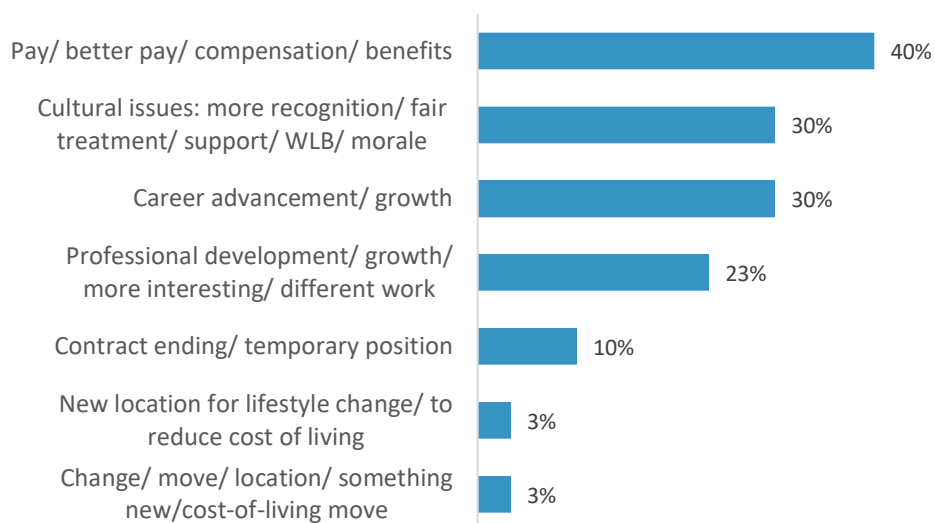


	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level				2019 APPI %
	%	N				Sr.	Int.	Jr.	Entry	
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7	226
Yes	17%	30	16%	\$98,333	11%	12%	22%	35%	29%	24%
No	52%	89	54%	\$117,865	53%	60%	41%	45%	43%	45%
Undecided	31%	53	30%	\$120,000	37%	28%	37%	20%	29%	30%

Reasons for Looking for a New Job

The top three reasons provided by respondents for looking for a new job are for better pay and benefits (40%), cultural issues (more recognition/ fair treatment – 30%) and career advancement and growth (30%).

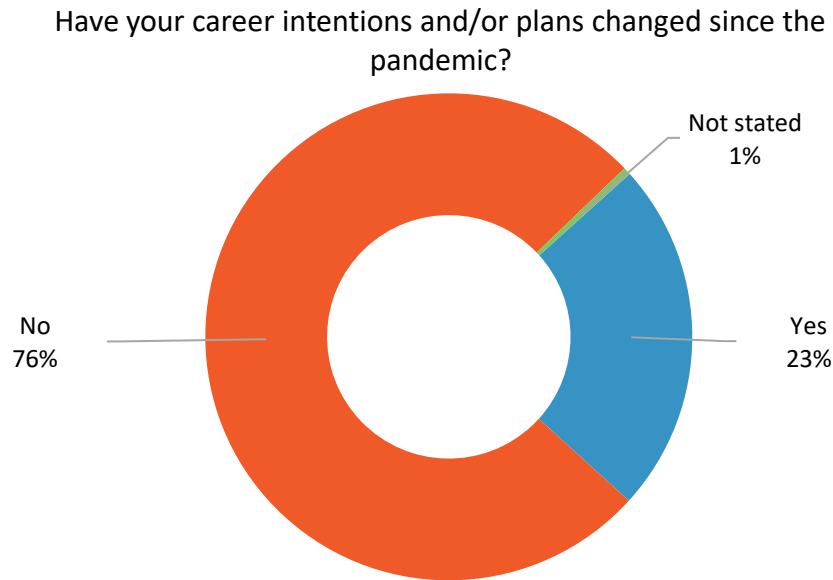
Why Will You Be Looking for a New Job?



	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level			
	%	N				Sr.	Int.	Jr.	Entry
TOTAL RESPONDENTS	30	30	220	\$98,333	2	9	10	7	2
<i>Pay/ better pay/ compensation/ benefits</i>	40%	12	40%	\$92,917	50%	33%	40%	57%	0%
<i>Career advancement/ growth</i>	30%	9	32%	\$100,000	0%	33%	40%	29%	0%
<i>Cultural issues: more recognition/ fair treatment/ support/ WLB/ morale</i>	30%	9	36%	\$108,333	100%	22%	40%	0%	50%
<i>Professional development/ growth/ more interesting/ different work</i>	23%	7	20%	\$91,429	0%	33%	10%	29%	50%
<i>Contract ending/ temporary position</i>	10%	3	2%	\$80,000	0%	0%	10%	14%	50%
<i>Change/ move/ location/ something new/cost-of-living move</i>	3%	1	11%	\$120,000	0%	11%	0%	0%	0%
<i>New location for lifestyle change/ to reduce cost of living</i>	3%	1	7%	\$100,000	0%	0%	0%	14%	0%

Career Intentions and/or Plans Have Changed Since the Pandemic

Twenty-three percent of respondents state that their career intentions and/or plans have changed since the pandemic.

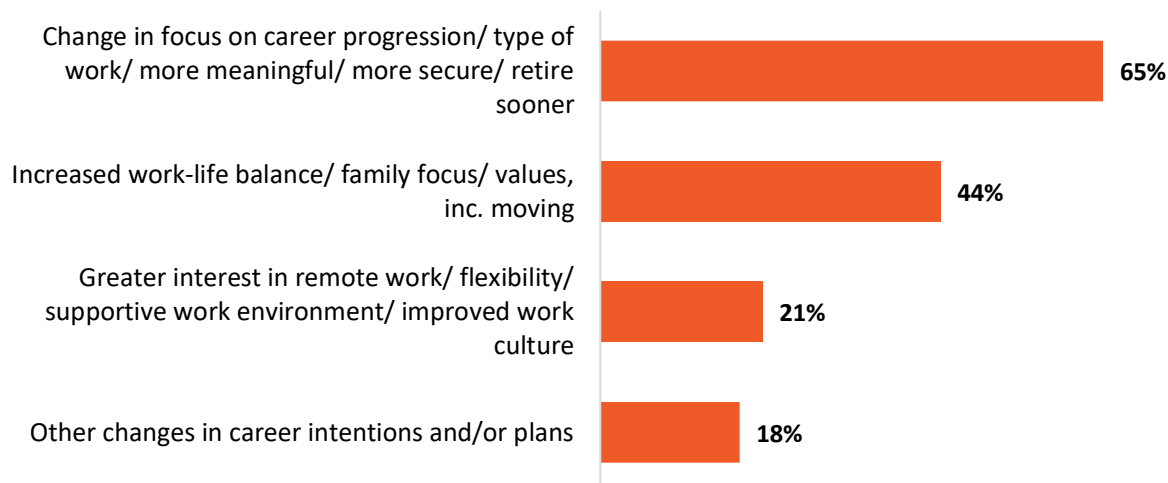


	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level			
	%	N				Sr.	Int.	Jr.	Entry
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7
Yes	23%	40	23%	\$112,250	11%	22%	35%	15%	14%
No	76%	130	77%	\$115,346	84%	77%	65%	85%	86%

Ways in Which Career Intentions and/or Plans Have Changed

The top changes that respondents identify are a change in career focus (e.g. progression, type of work, security – 65% of respondents) and the desire to increase work/life balance (44%)

How have they changed?

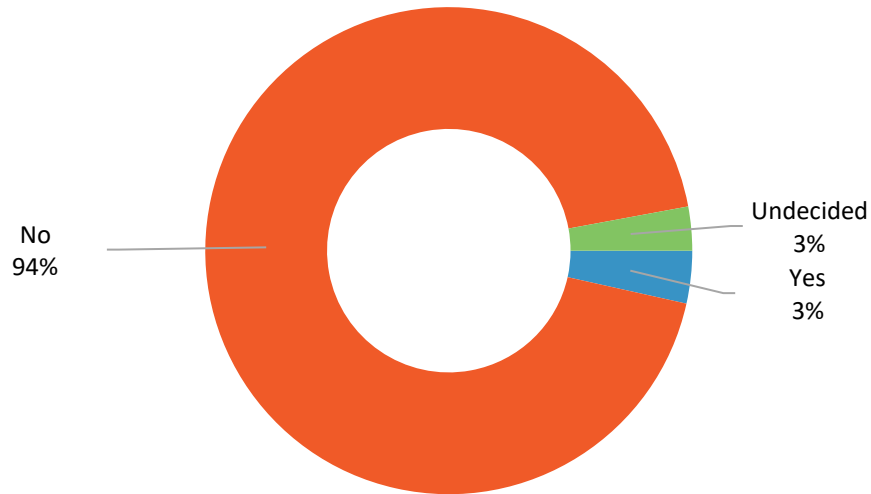


	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level			
	%	N				Sr.	Int.	Jr.	Entry
TOTAL RESPONDENTS	34	34	295	\$111,176	1	16	13	2	1
<i>Change in focus on career progression/ type of work/ more meaningful/ more secure/ retire sooner</i>	65%	22	54%	\$110,455	100%	63%	69%	50%	100%
<i>Increased work-life balance/ family focus/ values, inc. moving</i>	44%	15	33%	\$112,667	100%	44%	46%	50%	0%
<i>Greater interest in remote work/ flexibility/ supportive work environment/ improved work culture</i>	21%	7	25%	\$124,286	0%	19%	23%	0%	0%
<i>Other changes in career intentions and/or plans</i>	18%	6	13%	\$135,000	0%	31%	0%	0%	0%

Retirement Intentions Within the Next 12 to 18 Months

Just 3% of respondents state that they intend to retire in the next 12 to 18 months.

Do you intend to retire within the next 12 to 18 months?

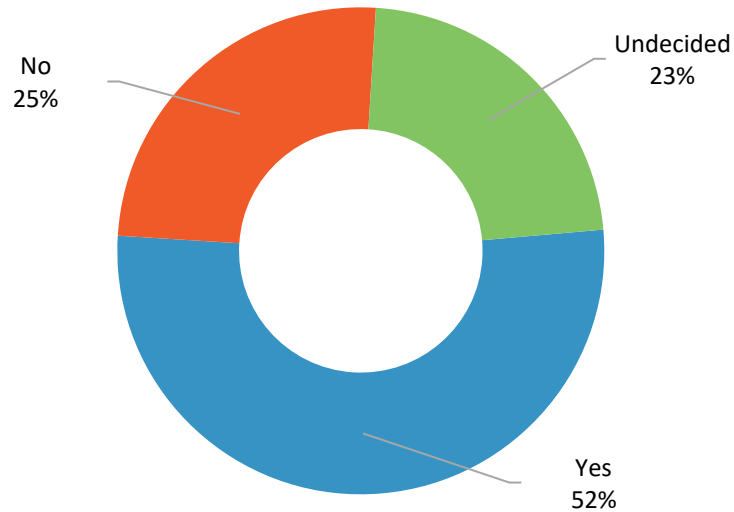


	TOTAL APPI		Other CA %	Avg. APPI Salary	Exec	Employment Level			
	%	N				Sr.	Int.	Jr.	Entry
TOTAL RESPONDENTS	172	172	1523	\$115,116	19	78	46	20	7
Yes	3%	6	4%	\$129,167	5%	5%	2%	0%	0%
No	94%	161	93%	\$113,882	79%	92%	98%	100%	100%
Undecided	3%	5	3%	\$138,000	16%	3%	0%	0%	0%

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

Just over half of respondents (52%) state that they anticipate hiring more professional and/or candidate planners in the next 12 to 18 months.

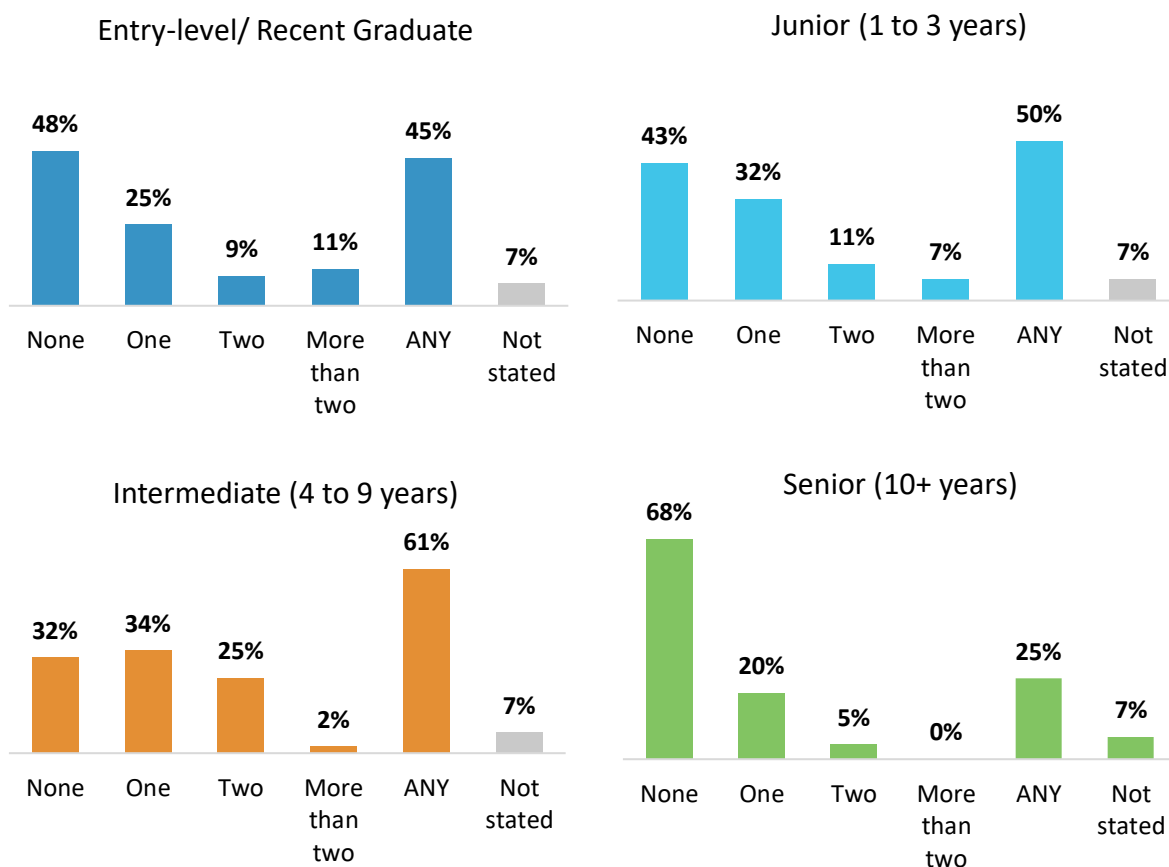
Do you anticipate hiring more professional and/or candidate planners in the next 12 to 18 months?



	TOTAL APPI		Other CA %	Sector/ Government Level			
	%	N		Local/ Regnl./ Mncpl.	Pri- vate Sector	Fed./ Prov./ Terr.	Other
TOTAL RESPONDENTS	84	84	743	49	21	6	8
Yes	52%	44	49%	53%	48%	67%	50%
No	25%	21	29%	27%	14%	33%	38%
Undecided	23%	19	19%	20%	38%	0%	13%

Number of Anticipated Positions

Sixty-one percent of respondents state that they anticipate hiring intermediate planners; 50% anticipate hiring junior planners, and 45% anticipate hiring entry-level personnel. Twenty-five percent anticipate hiring senior planners.

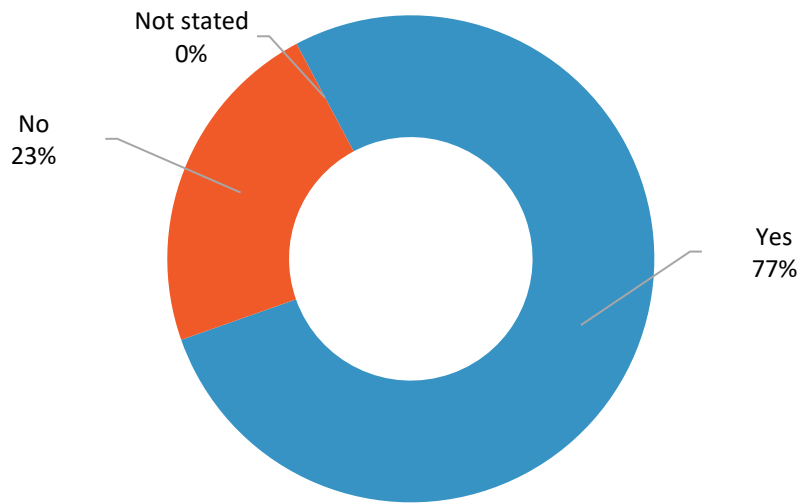


	TOTAL APPI		Sector/ Government Level				
	%	N	Other CA %	Local/ Regnl./ Mncpl.	Pri- vate Sector	Fed./ Prov./ Terr.	Other
TOTAL RESPONDENTS	44	44	366	26	10	4	4
<u>Hiring any at this level</u>							
Entry-level/recent graduate	45%	20	46%	38%	60%	50%	38%
Junior (1 to 3 years)	50%	22	58%	42%	60%	75%	50%
Intermediate (4 to 9 years)	61%	27	56%	62%	60%	50%	75%
Senior (10+ years)	25%	11	31%	31%	30%	0%	0%
<u>Mean # of positions anticipated</u>							
Entry-level/recent graduate	1.1	1.1	0.7	1.0	1.8	0.5	0.8
Junior (1 to 3 years)	0.8	0.8	0.8	0.8	1.1	0.8	0.5
Intermediate (4 to 9 years)	1.1	1.1	0.8	1.2	1.0	0.8	1.0
Senior (10+ years)	0.3	0.3	0.5	0.4	0.5	0.0	0.0

Had Planning-Related Job Vacancies in the Last 12 Months

Over three-quarters of respondents (77%) state that they had planning-related job vacancies in the last 12 months.

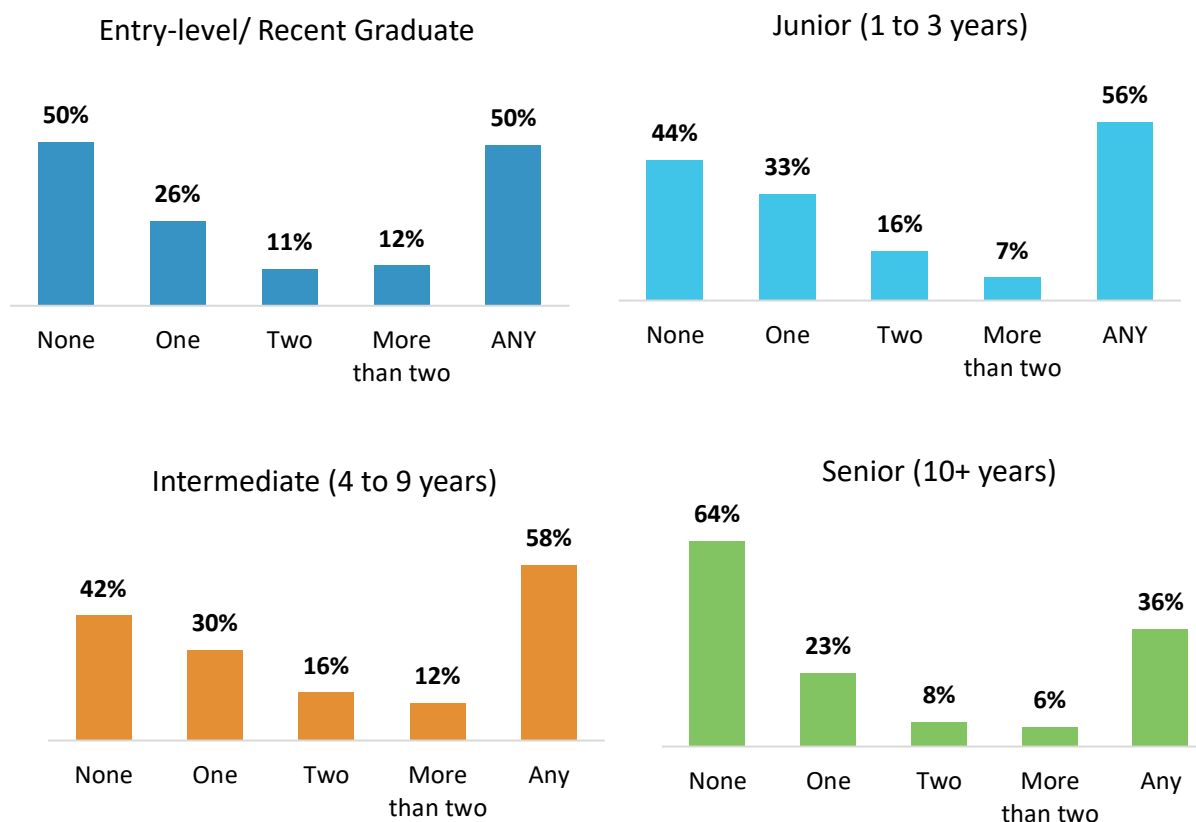
Did you have any planning-related job vacancies in the last 12 months?



	TOTAL APPI		Other CA %	Sector/ Government Level			
	%	N		Local/ Regnl./ Mncpl.	Pri- vate Sector	Fed./ Prov./ Terr.	Other
TOTAL RESPONDENTS	84	84	743	49	21	6	8
Yes	77%	65	66%	82%	71%	83%	63%
No	23%	19	34%	18%	29%	17%	38%

Number of Planning Positions Opened

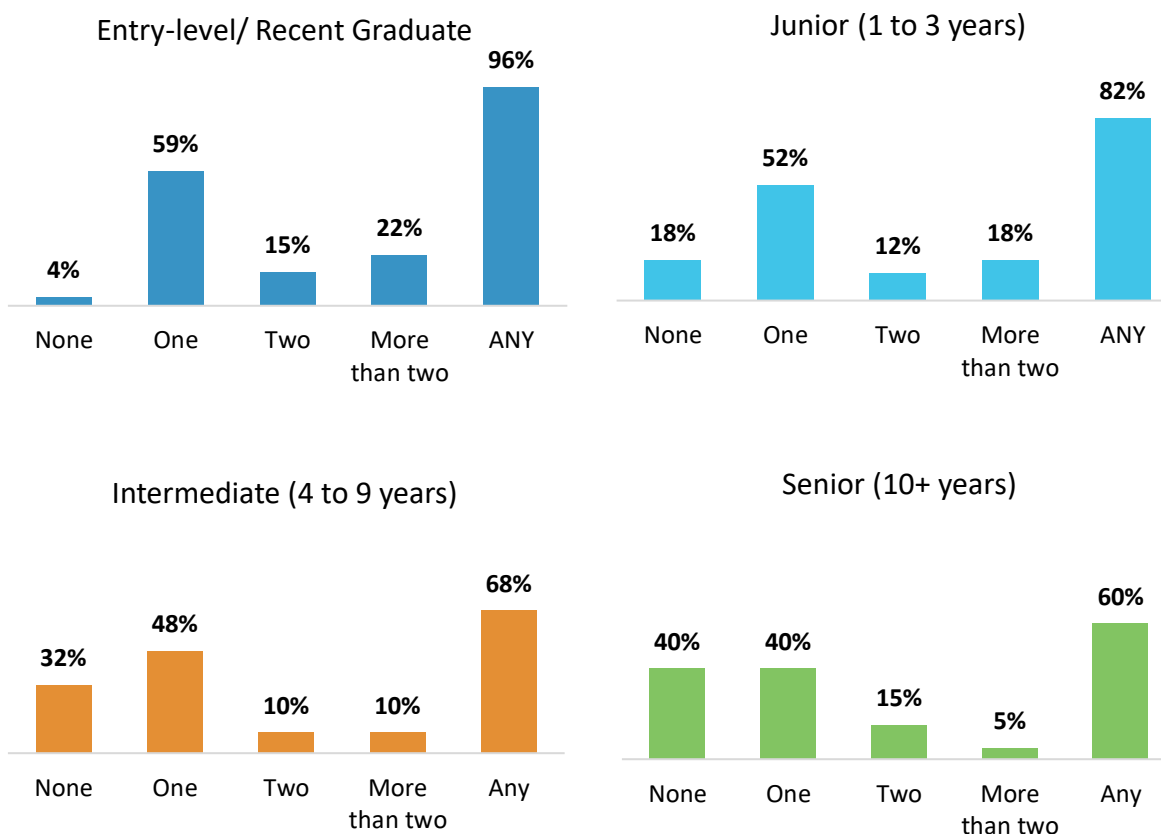
Respondents indicate that the number of planning positions opened were highest for intermediate planners (58%), junior planners (56%), and entry-level positions (50%).



	TOTAL APPI		Sector/ Government Level				
	%	N	Other CA %	Local/ Regnl./ Mncpl.	Pri- vate Sector	Fed./ Prov./ Terr.	Other
TOTAL RESPONDENTS (varies per row)							
Any planning positions opened at this level							
Entry-level/recent graduate	42%	27	51%	33%	53%	40%	80%
Junior (1 to 3 years)	52%	33	51%	59%	47%	20%	40%
Intermediate (4 to 9 years)	48%	31	52%	56%	47%	20%	20%
Senior (10+ years)	31%	20	30%	28%	53%	20%	0%
Mean # of positions opened							
Entry-level/recent graduate	0.8	0.8	0.9	0.7	1.0	0.8	0.8
Junior (1 to 3 years)	0.9	0.9	0.8	1.2	0.6	0.2	0.4
Intermediate (4 to 9 years)	0.9	0.9	0.9	1.1	0.6	0.4	0.2
Senior (10+ years)	0.5	0.5	0.5	0.6	0.7	0.2	0.0

Number of Planning Positions Filled

Of the planning positions filled, respondents indicate that 96% of entry-level positions were filled, followed by 82% of junior positions filled. Sixty-eight percent of intermediate positions were filled, as were 60% of senior positions.

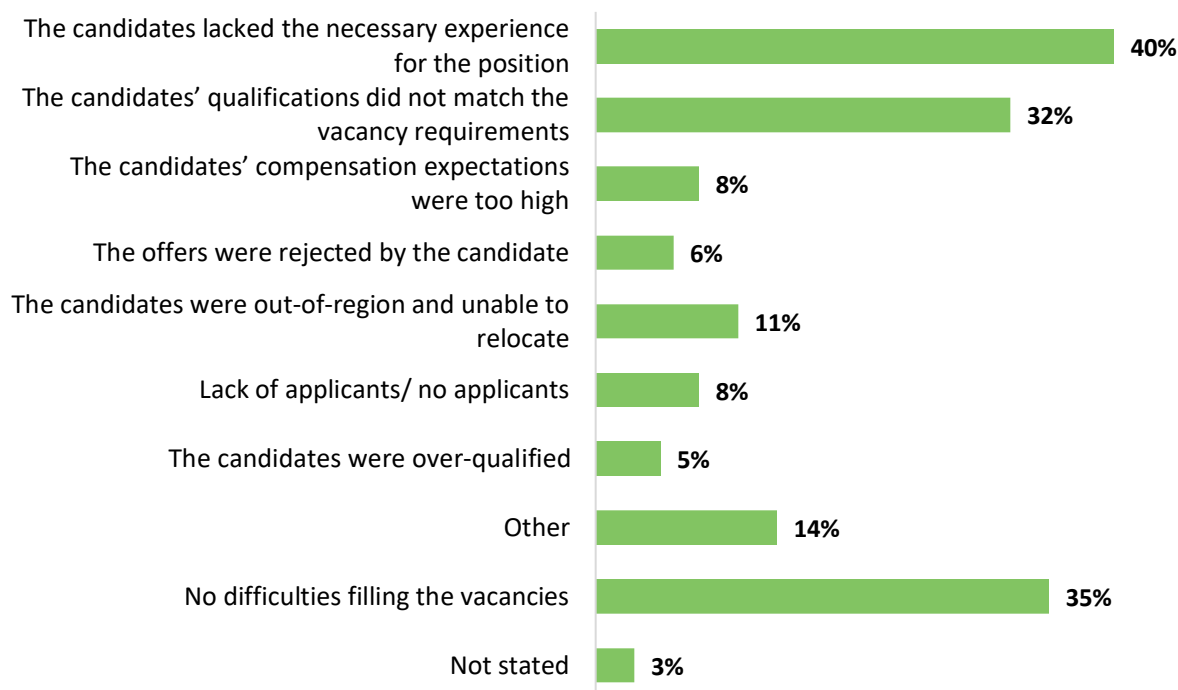


	TOTAL APPI		Other CA %	Sector/ Government Level			
	%	N		Local/ Regnl./ Mncpl.	Pri- vate Sector	Fed./ Prov./ Terr.	Other
TOTAL RESPONDENTS (varies per row)							
Any planning positions filled at this level							
Entry-level/recent graduate	96%	26	87%	92%	100%	100%	100%
Junior (1 to 3 years)	82%	27	82%	91%	71%	0%	50%
Intermediate (4 to 9 years)	68%	21	66%	82%	29%	0%	100%
Senior (10+ years)	60%	12	57%	73%	38%	100%	0%
Mean # of positions filled							
Entry-level/recent graduate	1.7	1.7	1.5	2.1	1.8	1.0	1.0
Junior (1 to 3 years)	1.5	1.5	1.3	1.8	0.9	0.0	0.5
Intermediate (4 to 9 years)	1.0	1.0	1.1	1.3	0.3	0.0	1.0
Senior (10+ years)	0.9	0.9	0.8	1.2	0.5	1.0	0.0

Difficulties when Filling Vacancies

The top two difficulties cited by respondents when filling vacancies were candidates that lacked the necessary experience for the position (40%), and the candidates' qualifications not matching the vacancy requirements (32%). Over a third of respondents (35%) stated that they had no difficulties in filling their vacancies.

If you had difficulties filling the vacancies, why?



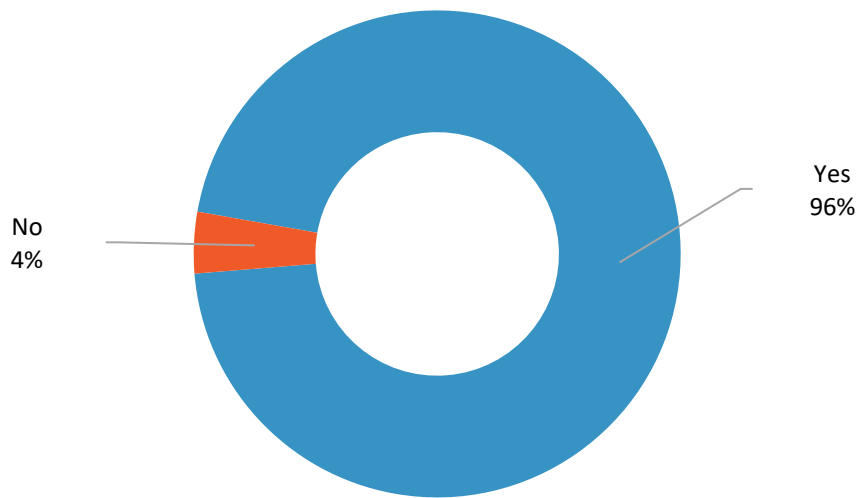
	TOTAL APPI		Other CA %	Sector/ Government Level			
	%	N		Local/ Regnl./ Mncpl.	Pri- vate Sector	Fed./ Prov./ Terr.	Other
TOTAL RESPONDENTS	65	65	487	40	15	5	5
<i>The candidates lacked the necessary experience for the position</i>	40%	26	42%	43%	40%	20%	40%
<i>The candidates' qualifications did not match the vacancy requirements</i>	32%	21	39%	38%	27%	20%	20%
<i>The candidates' compensation expectations were too high</i>	8%	5	21%	5%	20%	0%	0%
<i>The offers were rejected by the candidate</i>	6%	4	16%	10%	0%	0%	0%
<i>The candidates were out-of-region and unable to relocate</i>	11%	7	17%	10%	7%	20%	20%
<i>Lack of applicants/ no applicants</i>	8%	5	3%	8%	13%	0%	0%
<i>The candidates were over-qualified</i>	5%	3	2%	5%	0%	20%	0%
<i>Other</i>	14%	9	7%	13%	27%	0%	0%
<i>No difficulties filling the vacancies</i>	35%	23	28%	40%	27%	20%	40%
<i>Not stated</i>	3%	2	6%	3%	0%	20%	0%

Benefits

Organization Offers Benefits to Employees

Ninety-six percent of respondents indicate that their organization offers benefits to their employees.

Does your organization offer any benefits to employees?
[e.g. Dental, RRSPs, cell phone, flex time, mentorship, paid parental leave.]

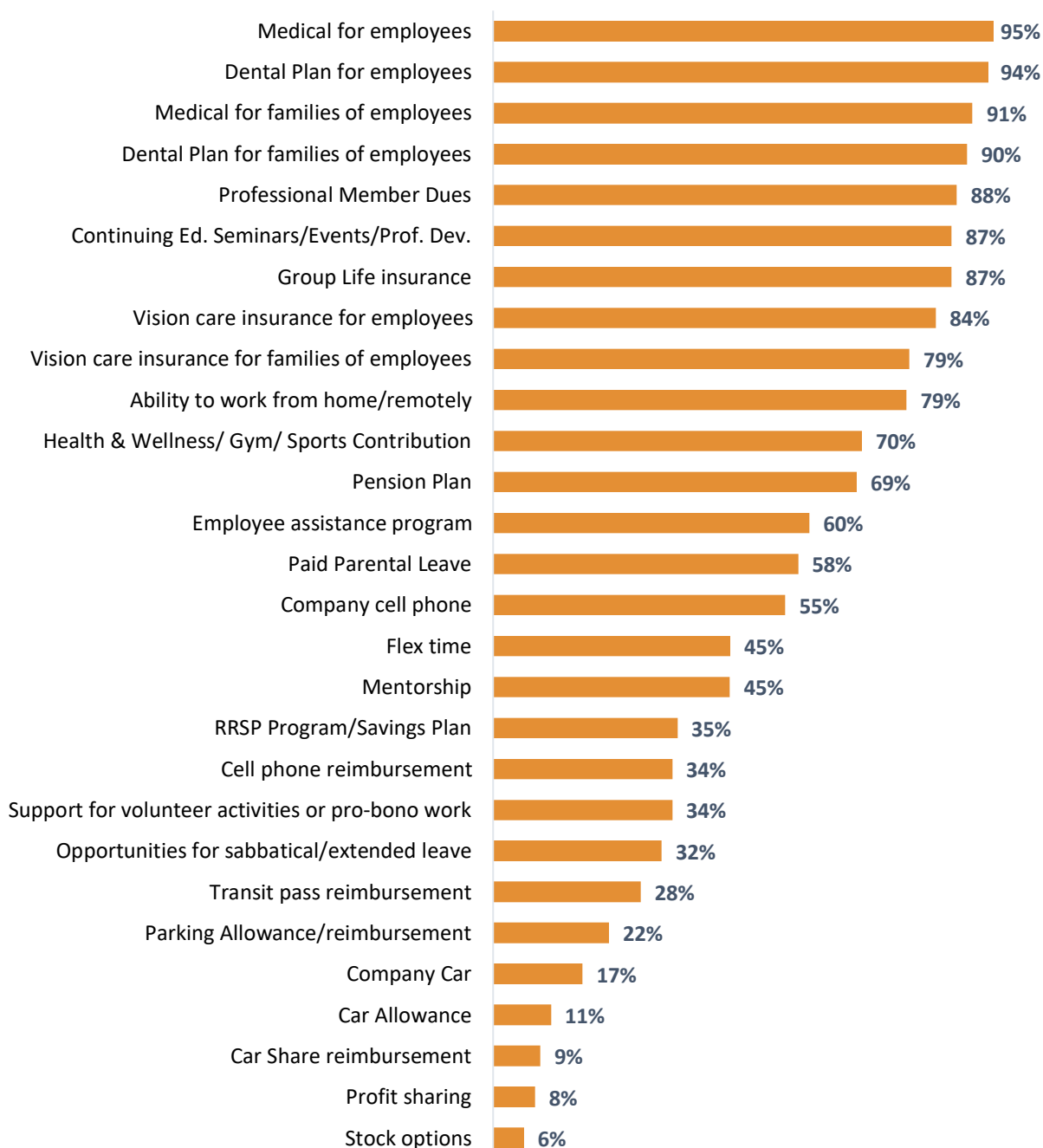


	TOTAL APPI		Other CA %	Sector/ Government Level			
	%	N		Local/ Regnl./ Mncpl.	Pri- vate Sector	Fed./ Prov./ Terr.	Other
TOTAL RESPONDENTS	172	172	1523	103	47	13	8
Yes	96%	165	95%	98%	91%	100%	100%
No	4%	7	5%	2%	9%	0%	0%

Benefits Provided by Employer

Medical, dental, and vision care benefits for employees and their families are the top benefits cited by employees. Professional member dues and continuing education benefits are also mentioned.

Which of the following benefits are provided by your employer?



The table below provides a breakdown of benefits offered by employment level.

	Total APPI		Employment Level				
	Total %	Total N	Exec./ Principal	Senior	Inter-mediate	Junior	Entry Level
TOTAL RESPONDENTS	166	166	19	74	45	19	7
<i>Medical for employees</i>	95%	157	89%	96%	96%	95%	100%
<i>Dental Plan for employees</i>	94%	156	89%	95%	98%	95%	86%
<i>Medical for families of employees</i>	91%	151	89%	93%	91%	89%	86%
<i>Dental Plan for families of employees</i>	90%	150	89%	93%	93%	89%	57%
<i>Professional Member Dues</i>	88%	146	89%	92%	87%	79%	86%
<i>Continuing Ed. Seminars/Events/Prof. Dev.</i>	87%	145	84%	88%	91%	89%	71%
<i>Group Life insurance</i>	87%	144	79%	88%	91%	89%	71%
<i>Vision care insurance for employees</i>	84%	139	84%	82%	87%	89%	71%
<i>Vision care insurance for families of employees</i>	79%	131	84%	78%	82%	84%	43%
<i>Ability to work from home/remotely</i>	79%	131	84%	80%	80%	74%	86%
<i>Health & Wellness/ Gym/ Sports Contribution</i>	70%	117	79%	72%	64%	68%	86%
<i>Pension Plan</i>	69%	114	47%	78%	76%	58%	14%
<i>Employee assistance program</i>	60%	100	68%	66%	58%	47%	29%
<i>Paid Parental Leave</i>	58%	97	58%	50%	67%	74%	71%
<i>Company cell phone</i>	55%	92	68%	62%	49%	47%	14%
<i>Flex time</i>	45%	75	53%	54%	27%	53%	43%
<i>Mentorship</i>	45%	75	63%	39%	38%	63%	57%
<i>RRSP Program/Savings Plan</i>	35%	58	37%	32%	47%	26%	14%
<i>Cell phone reimbursement</i>	34%	56	63%	24%	38%	42%	14%
<i>Support for volunteer activities or pro-bono work</i>	34%	56	58%	22%	42%	32%	57%
<i>Opportunities for sabbatical/extended leave</i>	32%	53	21%	30%	29%	47%	57%
<i>Transit pass reimbursement</i>	28%	47	5%	32%	27%	42%	14%
<i>Parking Allowance/reimbursement</i>	22%	37	37%	24%	18%	16%	0%
<i>Company Car</i>	17%	28	16%	12%	18%	32%	29%
<i>Car Allowance</i>	11%	19	32%	11%	9%	5%	0%
<i>Car Share reimbursement</i>	9%	15	0%	5%	13%	21%	14%
<i>Profit sharing</i>	8%	13	21%	4%	9%	11%	0%
<i>Stock options</i>	6%	10	16%	1%	9%	11%	0%

Benefits Provided by Employer – Detail of Pay Sharing Level

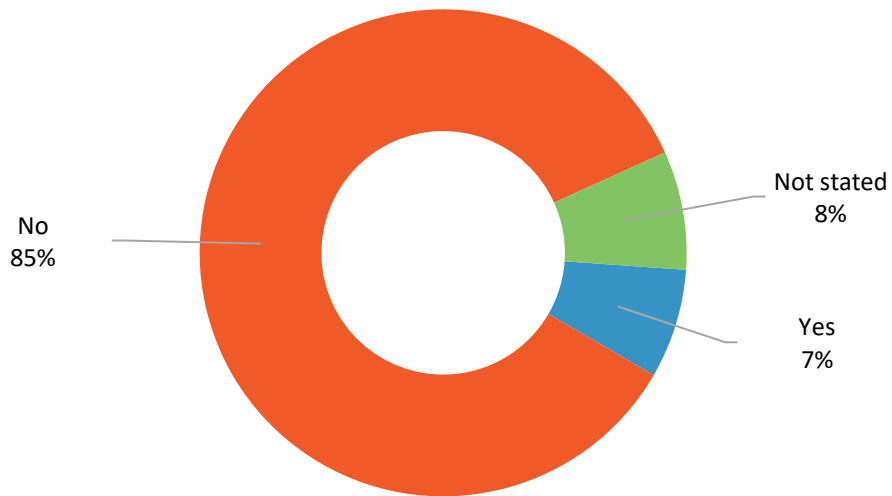
This table provides details on benefits offered and the amount covered by the employer.

	Offered by Employer (NET)	Employer Pays All	Employer Pays More Than 50%	Employer Pays Half (50%)	Employer Pays Less Than 50%
<i>Medical for employees</i>	95%	22%	52%	16%	5%
<i>Dental Plan for employees</i>	94%	17%	55%	16%	5%
<i>Medical for families of employees</i>	91%	21%	48%	16%	5%
<i>Dental Plan for families of employees</i>	90%	15%	52%	18%	5%
<i>Professional Member Dues</i>	88%	84%	2%	0%	2%
<i>Continuing Ed. Seminars/Events/Prof. Dev.</i>	87%	64%	10%	4%	10%
<i>Group Life insurance</i>	87%	25%	31%	23%	7%
<i>Vision care insurance for employees</i>	84%	13%	40%	12%	19%
<i>Vision care insurance for families of employees</i>	79%	11%	37%	12%	19%
<i>Ability to work from home/remotely</i>	79%	61%	5%	5%	8%
<i>Health & Wellness/ Gym/ Sports Contribution</i>	70%	28%	13%	14%	16%
<i>Pension Plan</i>	69%	6%	30%	27%	6%
<i>Employee assistance program</i>	60%	41%	11%	6%	2%
<i>Paid Parental Leave</i>	58%	22%	14%	13%	10%
<i>Company cell phone</i>	55%	48%	3%	1%	4%
<i>Flex time</i>	45%	37%	2%	3%	3%
<i>Mentorship</i>	45%	37%	4%	2%	3%
<i>RRSP Program/Savings Plan</i>	35%	4%	8%	17%	7%
<i>Cell phone reimbursement</i>	34%	20%	4%	5%	5%
<i>Support for volunteer activities or pro-bono work</i>	34%	25%	3%	4%	1%
<i>Opportunities for sabbatical/extended leave</i>	32%	10%	4%	7%	11%
<i>Transit pass reimbursement</i>	28%	13%	5%	3%	7%
<i>Parking Allowance/reimbursement</i>	22%	19%	1%	1%	1%
<i>Company Car</i>	17%	16%	0%	0%	1%
<i>Car Allowance</i>	11%	10%	0%	2%	0%
<i>Car Share reimbursement</i>	9%	8%	0%	1%	0%
<i>Profit sharing</i>	8%	3%	1%	1%	3%
<i>Stock options</i>	6%	1%	1%	1%	4%

Receives Other Benefits Not Listed Above

Just 7% of respondents indicate that there are other benefits received, that are not listed in the previous section.

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



	TOTAL APPI		Other CA %	Sector/ Government Level			
	%	N		Local/ Regnl./ Mncpl.	Pri- vate Sector	Fed./ Prov./ Terr.	Other
TOTAL RESPONDENTS	165	165	1443	101	43	13	8
Yes	7%	12	8%	9%	7%	0%	0%
No	85%	140	83%	82%	86%	92%	100%
Not stated	8%	13	9%	9%	7%	8%	0%

Paid Vacation Time Received Per Year

Almost two-thirds of respondents (63%) indicate that they receive 3 to 4 weeks of vacation per year (over third – 38% - receive three weeks vacation). Twenty-five percent receive 5 weeks or more of annual paid vacation.



	TOTAL APPI			Avg. APPI Salary	Sector/ Government Level				2019 APPI %
	%	N	Other CA %		Local/ Regnl./ Mncpl.	Pri-vate Sector	Fed./ Prov./ Terr.	Other	
TOTAL RESPONDENTS	173	173	1554	\$115,116	103	47	13	8	226
2 weeks	5%	9	6%	\$88,889	8%	2%	0%	0%	7%
3 weeks	38%	65	31%	\$92,308	35%	51%	31%	13%	30%
4 weeks	25%	43	28%	\$119,651	23%	26%	23%	50%	28%
5 weeks or more	25%	44	25%	\$148,977	28%	13%	46%	38%	23%
No paid vacation	5%	8	3%	\$125,000	4%	6%	0%	0%	n/a
Other	1%	2	1%	\$100,000	2%	0%	0%	0%	8%
Not stated	1%	2	6%	\$100,000	0%	2%	0%	0%	3%

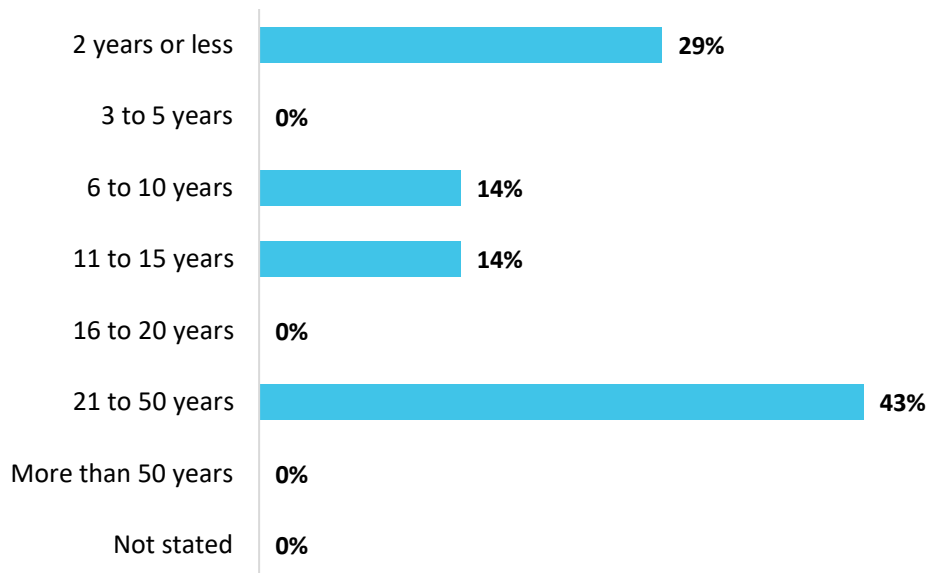
Business Profile

In Alberta, this section was completed only by the 7 respondents who identified themselves as “Self-employed/ Consultant” or “Owner/principal.” There were 102 such respondents nationally. Because of the very low base sizes in the tables, no salaries are shown.

Number of Years in Business

Forty-three percent of self-employed/consultant or owner/principal respondents state that they have been in business for 21 to 50 years. The estimated is 18 years.

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

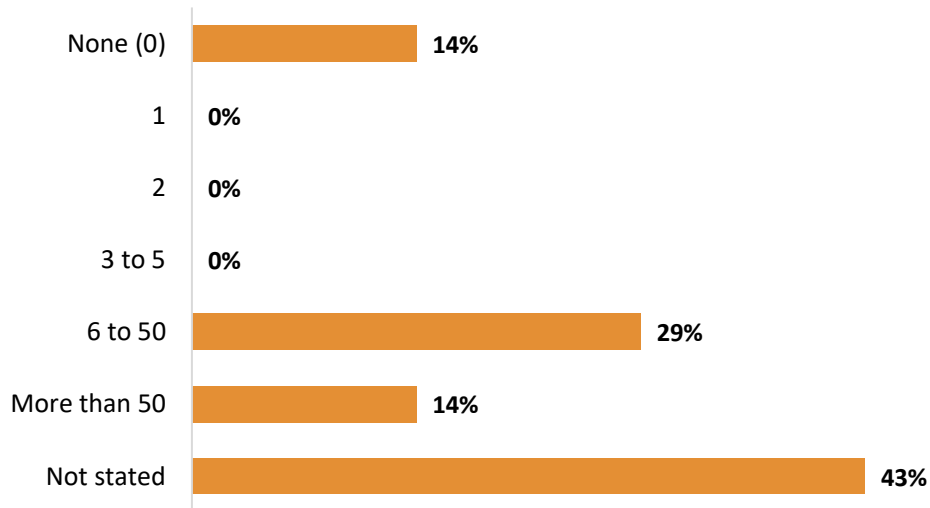


	TOTAL	APPI	Other	2019
	%	N	CA	APPI
	%		%	%
TOTAL RESPONDENTS	7	7	95	16
5 years or less	29%	2	32%	31%
6 to 10 years	14%	1	16%	13%
11 to 15 years	14%	1	8%	31%
16 to 20 years	0%	0	2%	6%
More than 20 years	43%	0	33%	19%
Not stated	0%	0	8%	0%
Estimated average	18.3	18.3	20.4	11.7

Number of Staff – Full-time

For self-employed /Owner respondents, 29% state that they employ 6 to 50 full-time staff, while 14% employ more than 50. Fourteen percent employ no full-time staff, and 43% of respondents did not provide a response.

What is the total number of full-time staff (or subcontractors) employed by your firm, as of September 1, 2023?

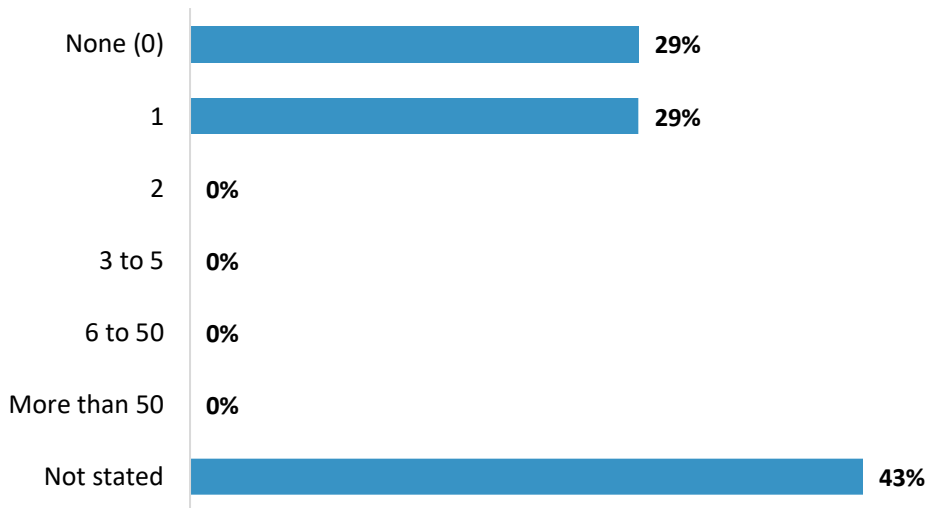


	TOTAL APPI		Other	2019
	%	N	CA	APPI
TOTAL RESPONDENTS	7	7	95	16
<i>None (0)</i>	14%	1	13%	25%
<i>1</i>	0%	0	31%	44%
<i>2</i>	0%	0	8%	0%
<i>3 to 5</i>	0%	0	7%	13%
<i>6 to 50</i>	29%	2	12%	6%
<i>More than 50</i>	14%	1	7%	13%
<i>Not stated</i>	43%	3	22%	0%
Mean	34.0	34.0	25.9	37.6

Number of Staff – Part-time

For self-employed /Owner respondents, 29% state that they employ 1 part-time staff, while another 29% employ none.

What is the total number of part-time staff (or subcontractors) employed by your firm, as of September 1, 2023?

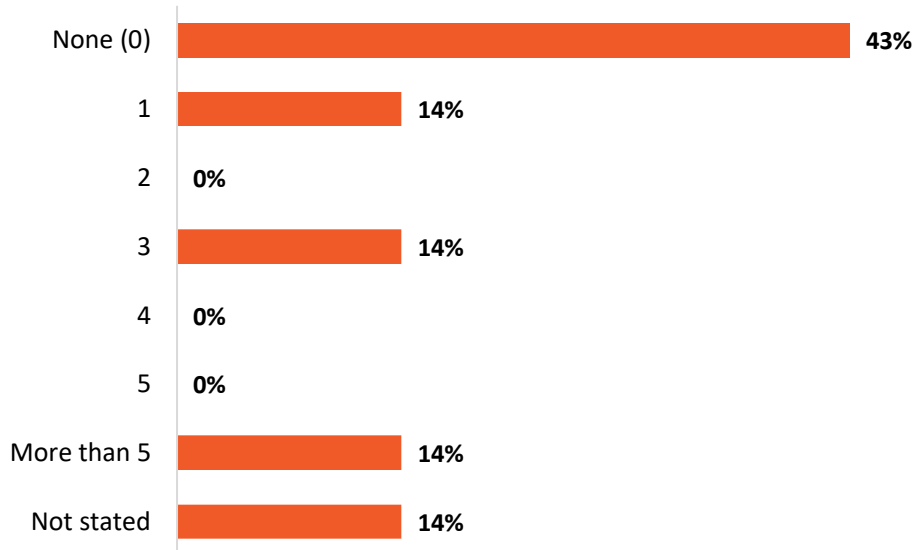


	TOTAL %	APPI N	Other CA %	2019 APPI %
TOTAL RESPONDENTS	7	7	95	16
<i>None (0)</i>	29%	2	31%	38%
<i>1</i>	29%	2	18%	25%
<i>2</i>	0%	0	9%	13%
<i>3 to 5</i>	0%	0	14%	13%
<i>6 to 50</i>	0%	0	5%	13%
<i>More than 50</i>	0%	0	1%	0%
<i>Not stated</i>	43%	3	22%	0%
Mean	0.5	0.5	4.4	4.8

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

For self-employed /Owner respondents, 43% state that they employed no professional and candidate planners as of Sept. 1, 2023. Fourteen percent employed one, another 14% employed three. The average number of professional and candidate planners employed is 2.7.

How many professional and candidate planners do you employ
(as of September 1, 2023)?

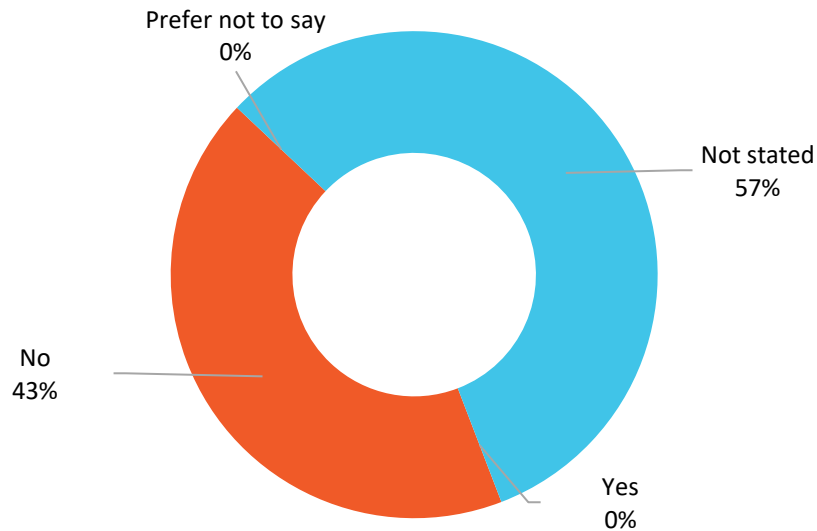


	TOTAL %	APPI N	Other CA %	2019 APPI %
TOTAL RESPONDENTS	7	7	95	55
<i>None (0)</i>	43%	3	19%	31%
<i>1</i>	14%	1	33%	38%
<i>2</i>	0%	0	2%	6%
<i>3</i>	14%	1	5%	13%
<i>4</i>	0%	0	4%	0%
<i>5</i>	0%	0	6%	0%
<i>More than 5</i>	14%	1	13%	13%
<i>Not stated</i>	14%	1	18%	0%
Mean	2.7	2.7	4.5	3.7

Employs International Professional Planners

For self-employed /Owner respondents, 43% of respondents state that they do not employ any professional planners, while 57% provided no response to this question.

Do you employ any international professional planners?



	TOTAL APPI		Other CA	2019 APPI
	%	N	%	%
TOTAL RESPONDENTS	7	7	95	16
Yes	0%	0	5%	13%
No	43%	3	56%	81%
Undecided	n/a	n/a	n/a	6%
Prefer not to say	0%	0	2%	n/a
Not stated	57%	4	37%	0%

Hourly Billing Rate

For self-employed /Owner respondents, the average hourly billing rate in 2023 was \$171. This is slightly higher than the 2019 APPI billing rate (\$162).

	TOTAL APPI		Other	2019
	%	N	CA	APPI
TOTAL RESPONDENTS	7	7	95	16
<i>Less than \$75</i>	0%	0	1%	13%
<i>\$75 to \$99</i>	14%	1	3%	0%
<i>\$100 to \$124</i>	0%	0	4%	6%
<i>\$125 to \$149</i>	0%	0	6%	13%
<i>\$150 to \$174</i>	0%	0	19%	19%
<i>\$175 to \$199</i>	29%	2	14%	13%
<i>\$200 to \$299</i>	14%	1	20%	13%
<i>\$300 or more</i>	0%	0	7%	6%
<i>Prefer not to say</i>	0%	0	0%	13%
<i>Not stated</i>	43%	3	25%	4%
Mean	\$171.0	\$171.0	\$193.0	\$162.0