

2015

2015 CPA PROFESSION COMPENSATION STUDY: QUEBEC SUMMARY REPORT

nielsen
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FALL 2015

 **CPA** CHARTERED PROFESSIONAL ACCOUNTANTS CANADA COMPTABLES PROFESSIONNELS AGREES CANADA

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Introduction

CPA Canada commissioned Harris Poll, a division of Nielsen, to conduct a compensation survey of 29,744 Chartered Professional Accountants between June 18, 2015 and July 16, 2015. Although the purpose of the survey is to obtain compensation figures from all CPA Members, this report focuses on those residing in the province of Quebec. It should be noted that this report relies on self-reported compensation from professional accountants answering the survey. Although attempts were made to minimize respondents' data entry errors by removing inconsistent data, no attempts were made to independently verify the data they provided.

When reviewing the mean averages it is important to consider that a small portion of responses may skew the mean average quite higher than it would be otherwise. In most cases a better measure of a typical compensation level is the median.

Methodology

CPA Canada commissioned Harris Poll, a division of Nielsen to conduct quantitative research among its active and retired members. Survey invitations were sent to 184,430 via email, with 18,627 bounce backs for a total of 165,803 members receiving the email. There were 29,744 members who responded for a response rate of 18%. There were 1,719 who were excluded from the compensation data for a total of 28,025 members who are included in the compensation analysis. Respondents who provided no answers are excluded from analysis, which includes 15 respondents from Quebec. In total, compensation data is reported for a total of 27,863 CPA Canada members globally and 4,907 members within Quebec.

It should be noted that findings in this report are representative of those responding and may not precisely represent the CPA profession as a whole.

Unless otherwise specified, compensation figures shown in this report include annualized data for members who worked at least two months, either part-time or full-time during 2014.

Note on Reporting

To protect the privacy of respondents and to avoid misleading results, the mean and median for compensation data is only presented when there are at least 10 respondents in a subcategory and upper and lower quartile information is only shown when there are at least 20 respondents in a subcategory. Definitions of the four statistical measures used in this report are provided below for reference:

- Mean: (also called average) is the sum of all cases divided by the total number of cases.
- Median: (or 50th percentile) is the value above and below which half the cases fall. If there is an even number of cases, then it is the average of the two middle cases. As compared to the mean, the median is not sensitive to outlying (a few very high or very low) values. In some cases this may make it a more reliable measure to compare individual compensation.
- 25th Percentile: is the value above which 75% of the cases fall.
- 75th Percentile: is the value below which 75% of the cases fall.

Feedback on this Report

Questions or comments related to this report can be directed to Paul Long (plong@cpacanada.ca).

Structure of the Summary Report

This report is organized into two sections. “Section 1: Compensation” includes overall compensation data and compensation data broken out by demographic information. “Section 2: Vacation, Leave, Benefits and Work/Life Balance” includes statistics on vacation received, leaves taken, benefits provided, and work/life balance options offered and used.

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Section 1: Compensation

Overall Compensation – Quebec

Table 1 below shows the mean (average), median and top and bottom quartiles for compensation for all members in Quebec. **Table 1a** below displays the same information broken down by Industry. Figures below include accountants who worked at least two full months in the previous year. Compensation of those who worked less than full-time for 12 months was annualized based on a 35-hour work week.

Mean compensation for members in Quebec for 2014 was \$123K, while the median was \$98K.

Table 1: Total Compensation (\$ in 000's)

	Count	Median	Mean	Percentile 25	Percentile 75
All Members in Quebec	4,907	\$98	\$123	\$73	\$133

Table 1a: Total Compensation—By Industry Employed (\$ in 000's)

Industry of Employment	Count	Median	Mean	Percentile 25	Percentile 75
Aerospace/aviation	16	\$170	\$277	-	-
Real Estate/Building Management	88	\$100	\$174	\$70	\$167
Financial Services/Financial services (private sector)	508	\$113	\$154	\$88	\$152
Mining	63	\$130	\$153	\$94	\$180
Holding, Conglomerate	28	\$117	\$146	\$95	\$147
Technology/IT	25	\$108	\$141	\$78	\$137
Oil & Gas	31	\$100	\$141	\$75	\$140
Pharmaceuticals and Chemicals	72	\$124	\$139	\$90	\$155
Media, Communications, Publishing, Marketing/Advertising	64	\$104	\$138	\$76	\$143
Professional Services firm - other - (eg., Consulting, legal, etc.)	185	\$106	\$138	\$77	\$166
Retail, Wholesale/CPG	298	\$96	\$137	\$75	\$150
Manufacturing	631	\$102	\$130	\$77	\$140
Not for profit (eg., trade association, charity, religious group, etc.)	119	\$98	\$129	\$80	\$140
Software	74	\$101	\$124	\$77	\$142
Transportation, Distribution	133	\$98	\$123	\$78	\$142
Utilities	54	\$104	\$122	\$80	\$140
Public Sector - Crown corporation	204	\$101	\$119	\$84	\$123
Telecommunications	81	\$100	\$115	\$76	\$130
Professional Services firm - public practice (a firm that primarily delivers auditing, accounting/auditing services)	1,039	\$83	\$111	\$60	\$123
Construction	166	\$93	\$109	\$70	\$122

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Industry of Employment	Count	Median	Mean	Percentile 25	Percentile 75
Educational Institution (e.g., university, college, primary or secondary school, etc.)	155	\$97	\$108	\$78	\$121
Arts, Entertainment, Leisure	50	\$94	\$107	\$70	\$125
Hotels and Restaurants/Food services	27	\$81	\$103	\$62	\$144
Agriculture, Forestry, Fisheries	64	\$90	\$100	\$69	\$115
Public Sector - Hospital, library, health organization, or social services organization/healthcare/medical services	75	\$89	\$96	\$70	\$108
Public Sector - Federal, provincial, first nations or municipal government including ministries, departments, agencies,	504	\$90	\$95	\$73	\$105
Public Sector - Office of the auditor general (federal, provincial, or municipal)	47	\$85	\$89	\$65	\$108

Note: Compensation data is only presented for sectors with at least 10 respondents.

Owners Compensation in Quebec

Approximately ten percent (10%) of professional accountants in Quebec reported owning a business in 2014. The bulk – approximately 79% – of these professional accountants owned accounting firms, while the rest owned another form of business. Owners of accounting firms earned \$163K on average. As an owner of an accounting firm, it is more lucrative to be a partner than it is to be a sole practitioner – partners made an average of \$212K vs. \$108K among Sole Practitioners.

Table 1b: Total Owner Compensation - 2014 (\$ in 000's)

	Owner of an Accounting Firm (Sole & Partner)	Sole	Partner	Owner of Another Business
Count	358	168	190	98
Mean	\$163	\$108	\$212	\$235
Median	\$125	\$85	\$171	\$135
Percentile 25	\$80	\$61	\$110	\$89
Percentile 75	\$200	\$131	\$250	\$250

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Non-Owner Compensation in Quebec

Table 1c1 below shows the compensation statistics for members within Quebec who did not own their own business in 2014. Non-owners in Quebec earned an average of \$117K of total compensation in 2014.

Table 1c1: Non-Owner Compensation (\$ in 000's)

	Base Compensation	Total Non-Base Compensation	Total Compensation
Count	4,432	4,447	4,433
Mean	\$102	\$16	\$117
Median	\$89	\$4	\$95
Percentile 25	\$70	-	\$73
Percentile 75	\$115	\$12	\$128

Among non-owners, compensation was highest among members who held the title of Senior Vice President, earning \$216K on average.

Table 1c2: Non-Owner Base Compensation – by title (\$ in 000's)

Title	Count	Median	Mean	Percentile 25	Percentile 75
Senior Vice President	39	\$200	\$216	\$153	\$275
Non-Equity Partner	13	\$178	\$191	-	-
Vice President	168	\$160	\$178	\$136	\$191
President and/or CEO	40	\$178	\$170	\$123	\$201
Other Executive Management (COO, CIO, EVP, etc.)	56	\$139	\$159	\$116	\$178
Chief Financial Officer (CFO)/Chief Accounting Officer	383	\$112	\$134	\$93	\$140
Treasurer	32	\$97	\$130	\$83	\$128
Senior Director	231	\$117	\$121	\$100	\$137
Senior Manager	34	\$118	\$120	\$100	\$135
Consultant	73	\$93	\$119	\$70	\$113
General Manager	103	\$95	\$108	\$81	\$118
Professor/Lecturer/Teacher	56	\$98	\$105	\$76	\$125
Manager/Accounting Manager/Account Manager/Finance Manager	303	\$97	\$104	\$82	\$108
Director	386	\$100	\$103	\$82	\$121
Advisor/Investment Advisor	81	\$92	\$103	\$78	\$100
Principal	14	\$94	\$101	-	-
Tax Specialist/Senior Tax Advisor/Analyst/Associate	103	\$90	\$96	\$76	\$115
Internal Auditor	60	\$91	\$94	\$76	\$104
Controller and/or Comptroller/Assistant Controller	685	\$84	\$91	\$70	\$104
Supervisor	99	\$85	\$90	\$72	\$103

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Title	Count	Median	Mean	Percentile 25	Percentile 75
Associate/Assistant Director	67	\$85	\$88	\$70	\$100
Associate/Assistant Manager	18	\$79	\$83	-	-
Coordinator	19	\$84	\$82	-	-
Analyst/Business, Financial, Senior and Senior Financial Analyst	654	\$75	\$80	\$62	\$87
Auditor/Accountant/Cost Accountant	420	\$58	\$68	\$48	\$72
Senior Auditor/Accountant	186	\$62	\$68	\$55	\$75
Junior Auditor/Accountant	13	\$43	\$44	-	-

Note: Compensation data is only presented for titles with at least 10 respondents.

Table 1c3: Non-Owner Total Non-Base Compensation – by title (\$ in 000's)

Title	Count	Median	Mean	Percentile 25	Percentile 75
Senior Vice President	39	\$50	\$118	\$18	\$107
Vice President	168	\$30	\$62	\$5	\$60
Other Executive Management (COO, CIO, EVP, etc.)	56	\$15	\$52	<\$1	\$38
Non-Equity Partner	13	\$17	\$51	-	-
President and/or CEO	40	\$9	\$48	\$0	\$49
Senior Director/Managing Director	232	\$12	\$26	\$3	\$29
Chief Financial Officer (CFO)/Chief Accounting Officer	384	\$5	\$26	\$0	\$19
Senior Manager	35	\$10	\$19	<\$1	\$21
Advisor/Investment Advisor	81	\$4	\$18	\$0	\$10
Consultant	73	\$6	\$18	\$0	\$15
Director	389	\$5	\$14	\$0	\$17
Manager/Accounting Manager/Account Manager/Finance Manager	304	\$5	\$13	\$0	\$13
Professor/Lecturer/Teacher	57	\$3	\$11	\$0	\$12
Treasurer	32	\$0	\$10	\$0	\$1
Controller and/or Comptroller/Assistant Controller	686	\$3	\$10	\$0	\$11
Associate/Assistant Director	68	\$2	\$9	\$0	\$8
General Manager	103	\$3	\$9	\$0	\$10
Tax Specialist/Senior Tax Advisor/Analyst/Associate	103	\$2	\$8	\$0	\$10
Internal Auditor	60	\$6	\$8	\$0	\$11
Supervisor	99	\$4	\$8	\$0	\$11
Analyst/Business, Financial, Senior and Senior Financial Analyst	658	\$3	\$7	\$0	\$8
Principal	14	\$2	\$7	-	-
Associate/Assistant Manager	18	\$0	\$6	-	-
Senior Auditor/Accountant	186	\$2	\$4	\$0	\$5
Auditor/Accountant/Cost Accountant	421	\$1	\$4	\$0	\$4

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Title	Count	Median	Mean	Percentile 25	Percentile 75
Coordinator	19	\$0	\$3	-	-
Junior Auditor/Accountant	13	\$0	<\$1	-	-

Note: Compensation data is only presented for titles with at least 10 respondents.

Table 1c4: Non-Owner Total Compensation – by title (\$ in 000's)

Title	Count	Median	Mean	Percentile 25	Percentile 75
Senior Vice President	39	\$257	\$334	\$180	\$341
Non-Equity Partner	13	\$214	\$243	-	-
Vice President	168	\$200	\$240	\$154	\$271
President and/or CEO	40	\$198	\$218	\$126	\$270
Other Executive Management (COO, CIO, EVP, etc.)	56	\$149	\$211	\$125	\$222
Chief Financial Officer (CFO)/Chief Accounting Officer	383	\$123	\$160	\$99	\$160
Senior Director/Managing Director	232	\$129	\$146	\$107	\$164
Senior Manager	34	\$135	\$140	\$103	\$163
Treasurer	32	\$97	\$139	\$87	\$128
Consultant	73	\$101	\$138	\$74	\$131
Advisor/Investment Advisor	81	\$98	\$121	\$82	\$110
Director	386	\$108	\$117	\$87	\$137
General Manager	103	\$102	\$117	\$85	\$128
Manager/Accounting Manager/Account Manager/Finance Manager	303	\$102	\$117	\$86	\$121
Professor/Lecturer/Teacher	56	\$103	\$116	\$79	\$140
Principal	14	\$96	\$108	-	-
Tax Specialist/Senior Tax Advisor/Analyst/Associate	103	\$95	\$104	\$81	\$120
Internal Auditor	60	\$100	\$101	\$81	\$117
Controller and/or Comptroller/Assistant Controller	685	\$90	\$101	\$72	\$113
Associate/Assistant Director	67	\$91	\$98	\$75	\$108
Supervisor	99	\$92	\$97	\$75	\$110
Associate/Assistant Manager	18	\$80	\$89	-	-
Analyst/Business, Financial, Senior and Senior Financial Analyst	654	\$78	\$87	\$66	\$95
Coordinator	19	\$86	\$85	-	-
Senior Auditor/Accountant	186	\$65	\$72	\$57	\$82
Auditor/Accountant/Cost Accountant	420	\$60	\$72	\$50	\$79
Junior Auditor/Accountant	13	\$44	\$45	-	-

Note: Compensation data is only presented for titles with at least 10 respondents.

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Members in Quebec reported that a bonus was the most frequent form of non-base compensation. The average bonus (for those receiving one) amounts to \$18K.

Table 1d: Non-Base Compensation (\$ in 000's)

	Profit Sharing	Bonus	Overtime	Commissions	Allowances	Other Non-base
Count	742	2108	663	100	261	449
Percent Received	17%	47%	15%	2%	6%	10%
Median	\$5	\$8	\$2	\$2	\$2	\$5
Mean	\$19	\$18	\$5	\$29	\$8	\$18
Percentile 25	\$2	\$3	\$1	-	\$1	\$2
Percentile 75	\$15	\$17	\$5	\$10	\$8	\$12

Prospects for 2015 – Quebec

In all industries the majority of respondents expect their compensation to increase (at least 62%). More than one-in-ten members in the Mining industry expect a decrease (13%), the highest amongst all the industries. However, the majority of members within the Mining industry have a positive outlook.

Table 3: Prospects for 2015

Industry Employed	Count	Don't Know	Decrease by 10% or more	Decrease by less than 10%	Same	Increase by less than 10%	Increase by more than 10%
Professional Services firm - public practice (a firm that primarily delivers auditing, accounting/auditing services)	1,040	5%	3%	3%	15%	56%	18%
Manufacturing	633	4%	4%	3%	11%	70%	8%
Financial Services/Financial services (private sector)	510	3%	3%	2%	12%	74%	7%
Public Sector - Federal, provincial, first nations or municipal government including ministries, departments, agencies,	505	3%	1%	3%	25%	66%	1%
Retail, Wholesale/CPG	299	5%	5%	4%	15%	62%	9%
Public Sector - Crown corporation	204	3%	2%	2%	19%	69%	5%
Professional Services firm - other (eg., Consulting, etc.)	186	6%	6%	4%	16%	48%	21%
Construction	166	5%	4%	1%	16%	64%	11%
Educational Institution (e.g., university, college, primary or secondary school, etc.)	156	4%	4%	4%	27%	58%	4%
Transportation, Distribution	133	5%	2%	2%	14%	65%	13%
Not for profit (eg., trade association, charity, religious group, etc.)	120	3%	2%	3%	8%	80%	5%
Real Estate/Building Management	89	6%	3%	0%	8%	70%	13%

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Industry Employed	Count	Don't Know	Decrease by 10% or more	Decrease by less than 10%	Same	Increase by less than 10%	Increase by more than 10%
Telecommunications	81	4%	1%	4%	17%	59%	15%
Public Sector - Hospital, library, health organization, or social services organization/healthcare/medical services	75	1%	5%	1%	29%	56%	7%
Software	74	4%	5%	7%	12%	58%	14%
Pharmaceuticals and Chemicals	73	5%	1%	3%	7%	74%	10%
Agriculture, Forestry, Fisheries	64	5%	0%	0%	14%	70%	11%
Media, Communications, Publishing, Marketing/Advertising	64	8%	0%	6%	16%	64%	6%
Mining	63	3%	8%	5%	14%	60%	10%
Utilities	54	4%	2%	2%	22%	67%	4%
Arts, Entertainment, Leisure	50	10%	10%	2%	6%	62%	10%
Public Sector - Office of the auditor general (federal, provincial, or municipal)	48	6%	0%	4%	25%	56%	8%
Oil & Gas	31	10%	6%	0%	3%	71%	10%
Holding, Conglomerate	28	0%	0%	0%	21%	79%	0%
Hotels and Restaurants/Food services	27	0%	4%	0%	19%	59%	19%
Technology/IT	25	4%	4%	0%	16%	68%	8%
Aerospace/aviation	16	0%	0%	0%	13%	81%	6%

Note: data is only presented for sectors with at least 10 respondents.

Compensation by Major City in Quebec

The top three major cities with the highest average compensation Quebec are Joliette with \$150K, Val-d'Or with \$144K, and Montreal with \$137K. That said, compensation for Joliette and Val-d'Or should be interpreted with caution due to low base sizes.

Table 4: Total Compensation by Major Quebec City (\$ in 000's)

City	Count	Median	Mean	Percentile 25	Percentile 75
Joliette	19	\$101	\$150	-	-
Val-d'Or	19	\$100	\$144	-	-
Montreal	2,948	\$104	\$137	\$79	\$146
Saint-Jean-sur-Richelieu	36	\$81	\$124	\$63	\$120
Rouyn-Noranda	29	\$94	\$123	\$80	\$115
Salaberry-de-Valleyfield	12	\$108	\$122	-	-
Saint-Hyacinthe	61	\$85	\$117	\$67	\$144
Saint-Georges	30	\$88	\$115	\$71	\$142
Ottawa - Gatineau	94	\$101	\$112	\$80	\$138
Drummondville	40	\$80	\$107	\$62	\$111

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Quebec	761	\$88	\$104	\$70	\$115
Victoriaville	28	\$88	\$104	\$70	\$129
Saguenay	88	\$86	\$98	\$60	\$113
Sherbrooke	115	\$77	\$96	\$62	\$106
Riviere-du-Loup	13	\$77	\$95	-	-
Trois-Rivieres	94	\$86	\$95	\$63	\$111
Granby	37	\$82	\$94	\$67	\$104
Rimouski	29	\$88	\$93	\$68	\$110
Sorel-Tracy	10	\$74	\$81	\$65	\$104
Alma	18	\$69	\$76	-	-

Note: Compensation data is only presented for cities with at least 10 respondents

Compensation by Job Title - Quebec

Professional accountants with the title of Senior Vice President earned the highest overall compensation in Quebec, approximately \$333K.

Table 5a: Total Compensation by Job Title (\$ in 000's)

Title	Total		Company Size					
	Median	Mean	<100		100-999		1000+	
			Median	Mean	Median	Mean	Median	Mean
Senior Vice President	\$266	\$333	\$171	\$203	\$245	\$385	\$312	\$379
Non-Equity Partner	\$214	\$243	\$180	\$164	\$238	\$234	\$240	\$280
Vice President	\$200	\$240	\$159	\$177	\$184	\$241	\$276	\$291
Other Executive Management (COO, CIO, EVP, etc.)	\$148	\$208	\$130	\$136	\$148	\$186	\$222	\$302
President and/or CEO	\$185	\$204	\$138	\$159	\$218	\$234	\$444	\$502
Chief Financial Officer (CFO)/Chief Accounting Officer	\$123	\$160	\$110	\$143	\$129	\$149	\$138	\$221
Consultant	\$115	\$158	\$128	\$171	\$126	\$187	\$104	\$109
Senior Director/Managing Director	\$129	\$146	\$112	\$119	\$120	\$136	\$145	\$156
Treasurer	\$97	\$139	\$90	\$115	\$96	\$143	\$110	\$182
Senior Manager	\$135	\$139	\$129	\$131	\$123	\$126	\$138	\$145
Advisor/Investment Advisor	\$98	\$121	\$58	\$65	\$104	\$108	\$99	\$130
Manager/Accounting Manager/Finance Manager	\$102	\$118	\$92	\$130	\$98	\$112	\$105	\$120
Director	\$108	\$117	\$87	\$95	\$101	\$108	\$124	\$132
General Manager	\$102	\$117	\$92	\$113	\$113	\$120	\$122	\$126
Professor/Lecturer/Teacher	\$103	\$116	\$64	\$128	\$96	\$108	\$109	\$124
Principal	\$98	\$111	\$101	\$107	\$98	\$123	\$82	\$82
Tax Specialist/Senior Tax Advisor/Analyst/Associate	\$95	\$104	\$88	\$98	\$102	\$109	\$96	\$105
Internal Auditor	\$101	\$102	\$168	\$168	\$76	\$87	\$101	\$102
Controller and/or Comptroller/Assistant Controller	\$90	\$101	\$80	\$89	\$95	\$108	\$100	\$112

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Title	Total		Company Size					
	Median	Mean	<100		100-999		1000+	
			Median	Mean	Median	Mean	Median	Mean
Associate/Assistant Director	\$91	\$98	\$76	\$93	\$88	\$90	\$105	\$108
Supervisor	\$92	\$97	\$73	\$79	\$93	\$92	\$96	\$102
Associate/Assistant Manager	\$80	\$89	-	-	\$73	\$92	\$85	\$88
Analyst/Business, Financial, Senior and Senior Financial Analyst	\$78	\$87	\$68	\$90	\$75	\$79	\$82	\$90
Coordinator	\$86	\$85	\$99	\$86	\$84	\$80	\$86	\$87
Senior Auditor/Accountant	\$66	\$72	\$63	\$67	\$65	\$72	\$72	\$79
Auditor/Cost Accountant	\$60	\$72	\$56	\$69	\$59	\$71	\$70	\$77
Junior Auditor/Accountant	\$44	\$45	\$39	\$41	\$47	\$46	\$81	\$81

Note: Compensation data is only presented for titles with at least 10 respondents.

Compensation by Job Title – Major Cities in Quebec

Table 5b: Total Compensation by Job Title by City (\$ in '000s)

City	Title	Count	Median	Mean	Percentile 25	Percentile 75
Montreal	Senior Vice President	31	\$293	\$351	\$180	\$382
	Vice President	127	\$204	\$257	\$159	\$300
	Non-Equity Partner	11	\$238	\$252	-	-
	Other Executive Management (COO, CIO, EVP, etc.)	32	\$149	\$222	\$130	\$262
	Chief Financial Officer (CFO)/Chief Accounting Officer	210	\$135	\$186	\$106	\$175
	President and/or CEO	32	\$163	\$175	\$99	\$231
	Consultant	81	\$121	\$174	\$86	\$213
	Treasurer	16	\$110	\$163	-	-
	Senior Director	141	\$145	\$156	\$115	\$175
	Senior Manager	34	\$135	\$141	\$103	\$163
	Advisor/Investment Advisor	57	\$101	\$136	\$93	\$111
	General Manager	44	\$108	\$133	\$92	\$131
	Director	246	\$120	\$127	\$95	\$150
	Manager/Accounting/Finance Manager	235	\$105	\$123	\$90	\$125
	Professor/Lecturer/Teacher	23	\$109	\$122	-	-
	Tax Specialist/Senior Tax Advisor/Analyst/Associate	60	\$104	\$114	\$88	\$125
	Controller, Comptroller/Assistant Controller	392	\$95	\$110	\$76	\$125
	Associate/Assistant Director	34	\$104	\$109	\$84	\$122
	Internal Auditor	43	\$104	\$105	\$84	\$121
	Supervisor	65	\$90	\$100	\$75	\$110
Analyst/Business, Financial, Senior and Senior Financial Analyst	414	\$81	\$91	\$68	\$98	
Associate/Assistant Manager	11	\$82	\$82	-	-	

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City	Title	Count	Median	Mean	Percentile 25	Percentile 75
	Auditor/Accountant/Cost Accountant	182	\$62	\$75	\$52	\$79
	Senior Auditor/Accountant	116	\$67	\$75	\$60	\$83
	Junior Auditor/Accountant	11	\$44	\$46	-	-
Ottawa - Gatineau	Chief Financial Officer (CFO)/Chief Accounting Officer	10	\$115	\$136	-	-
	Analyst/Business, Financial, Senior and Senior Financial Analyst	12	\$94	\$104	-	-
Quebec City	Vice President	20	\$178	\$174	-	-
	Other Executive Management (COO, CIO, EVP, etc.)	10	\$138	\$147	-	-
	Senior Director	38	\$125	\$131	\$110	\$150
	Chief Financial Officer (CFO)/Chief Accounting Officer	60	\$108	\$129	\$93	\$136
	Manager/Accounting Manager/Finance Manager	24	\$98	\$116	-	-
	General Manager	24	\$105	\$106	-	-
	Consultant	10	\$78	\$101	-	-
	Director	67	\$100	\$100	\$79	\$115
	Advisor/Investment Advisor	16	\$87	\$94	-	-
	Tax Specialist/Senior Tax Advisor/Analyst/Associate	22	\$89	\$94	-	-
	Supervisor	10	\$92	\$90	-	-
	Controller and/or Comptroller/Assistant Controller	89	\$81	\$87	\$69	\$101
	Internal Auditor	14	\$76	\$87	-	-
	Analyst/Business, Financial, Senior and Senior Financial Analyst	139	\$76	\$82	\$66	\$88
	Auditor/Accountant/Cost Accountant	83	\$61	\$70	\$53	\$80
	Senior Auditor/Accountant	33	\$61	\$65	\$50	\$78
Saguenay	Controller, Comptroller/Assistant Controller	21	\$71	\$86	-	-
	Auditor/Accountant/Cost Accountant	15	\$51	\$75	-	-
Sherbrooke	Chief Financial Officer (CFO)/Chief Accounting Officer	12	\$106	\$109	-	-
	Auditor/Accountant/Cost Accountant	12	\$56	\$85	-	-
	Controller and/or Comptroller/Assistant Controller	20	\$75	\$79	-	-
	Analyst/Business, Financial, Senior and Senior Financial Analyst	11	\$60	\$62	-	-
Trois-Rivieres	Controller, Comptroller/Assistant Controller	10	\$68	\$76	-	-
	Auditor/Accountant/Cost Accountant	21	\$53	\$65	-	-

Note: Compensation data is only presented for cities with at least 75 respondents and titles with at least 10 respondents.

Compensation by Focus Area – Quebec

Professional accountants focusing in the Operations and Strategy & Governance areas earned the highest overall compensation (approximately \$215K and \$183K, respectively).

Table 5c: Total Compensation by Focus Area

Area of Focus	Count	Median	Mean	Percentile 25	Percentile 75
Operations	24	\$177	\$215	\$139	\$309
Strategy & Governance	245	\$133	\$183	\$105	\$200
Management/General Management	48	\$129	\$161	\$99	\$175
Financial Planning/Financial Planning and Analysis/FP&A/Wealth Management	11	\$98	\$156	-	-
Insolvency	10	\$155	\$156	-	-
Procurement/Acquisition/Mergers/M&A	11	\$144	\$150	-	-
Finance	653	\$111	\$145	\$87	\$160
Risk management/Control/Internal audit	221	\$107	\$138	\$89	\$139
Human Resources	13	\$100	\$136	-	-
IT	34	\$125	\$134	\$99	\$141
Marketing/Sales	10	\$114	\$126	-	-
Administration	13	\$102	\$116	\$88	\$135
Taxation	284	\$97	\$114	\$76	\$125
Financial and/or Non-Financial Reporting	1,064	\$92	\$111	\$74	\$121
Forensic/Forensic Accounting	14	\$91	\$105	-	-
Management Accounting	882	\$87	\$103	\$70	\$111
Budget	15	\$89	\$95	-	-
Accounting/Bookkeeping	24	\$85	\$90	\$65	\$116
Audit and Assurance	687	\$70	\$81	\$55	\$95

Note: Compensation data is only presented for focus areas with at least 10 respondents.

Total Compensation by Years of Work Experience – Quebec

Twenty-nine percent of professional accountants in Quebec have accumulated 25 years and over of experience, with the average compensation at \$167K. Those with 15-19 years of experience are the closest to the Quebec average of \$123K.

Table 6: Total Compensation by Years of Work Experience

Years of Work Experience	Count	Median	Mean	Percentile 25	Percentile 75
Less than 3 years	35	\$46	\$48	\$41	\$52
3-4 years	279	\$56	\$58	\$49	\$64
5-9 years	892	\$73	\$84	\$62	\$90
10-14 years	807	\$92	\$105	\$75	\$114
15-19 years	782	\$101	\$122	\$81	\$131
20-24 years	675	\$110	\$138	\$90	\$150
25 years and over	1437	\$125	\$167	\$95	\$180
Total	4907	\$98	\$123	\$73	\$133

Section 2: Vacation, Leave, Benefits, and Work/Life Balance

Vacation Entitlement – Quebec

The bulk of professional accountants in Quebec (65%) were entitled to a vacation of about 3-5 weeks (15 to 24 working days) in 2014 with only 5% entitled to less than 3 weeks (15 days).

Table 7: Vacation Entitlement and Vacation Taken

	Vacation Entitlement		Vacation Taken	
	Count	%	Count	%
Less than 10 working days	26	1%	115	2%
10-14 working days	219	4%	459	9%
15-19 working days	1,088	22%	1,301	26%
20-24 working days	2,141	43%	1,847	38%
25-29 working days	911	19%	742	15%
30-34 working days	324	7%	268	5%
35+ working days	77	2%	62	1%
N/A	136	3%	115	2%
Total	4,922	100%	4,922	100%

Benefits by Employer Size – Quebec

Medical benefits, life insurance, and long-term disability insurance were the most common benefits for professional accountants in Quebec – at least 63% received them. Members in larger companies (100 or more employees) were more likely than smaller firms to receive these common benefits.

Table 9a: Benefits by Number of Employees

Benefit	<100	100-999	1000+	Total
	n=1,579	n=1,419	n=1,922	n=4,920
Medical (health and dental) benefits	61%	80%	88%	77%
Life Insurance	56%	69%	71%	66%
Long Term Disability Insurance	51%	66%	71%	63%
Out of Country Travel Insurance	32%	47%	50%	43%
Pension Benefits	18%	44%	58%	41%
Parking	21%	26%	23%	23%
Health/Fitness Club Memberships	8%	19%	22%	16%
Stock or Stock Options Purchase Program	4%	7%	22%	12%
Car Allowances/Gas Mileage	13%	11%	10%	12%
Professional Membership dues other than for my accounting designation(s)	8%	8%	13%	10%
Parental/Maternal/Caregiver Leave Top Ups	2%	5%	9%	5%
Credit Card Fees	3%	2%	5%	3%
Mobile phone	2%	1%	1%	1%
Education/training/professional development (PD) courses	1%	2%	0%	1%

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Benefit	<100	100-999	1000+	Total
	n=1,579	n=1,419	n=1,922	n=4,920
401k matching/RRSP/RRSP matching	1%	0%	0%	1%
Other	3%	2%	5%	3%
I did not receive any benefits	23%	7%	5%	11%

Benefits by Industry – Quebec

Medical benefits, life insurance, and long term disability insurance are typically the most offered type of benefit across the Professional Services, Public Sector, and Manufacturing industries.

Table 9b: Benefits by Area of Practice and Number of Employees

Benefit	Professional Services			Public Sector			Manufacturing		
	<100	100-999	1000+	<100	100-999	1000+	<100	100-999	1000+
	n=714	n=229	n=282	n=72	n=264	n=496	n=148	n=263	n=224
Medical (health and dental) benefits	49%	86%	93%	69%	61%	74%	80%	90%	95%
Life Insurance	44%	67%	76%	69%	55%	54%	73%	79%	81%
Long Term Disability Insurance	38%	63%	76%	69%	55%	58%	68%	75%	79%
Out of Country Travel Insurance	19%	41%	48%	47%	32%	36%	49%	62%	61%
Pension Benefits	10%	29%	44%	49%	58%	56%	17%	47%	71%
Parking	22%	38%	39%	18%	19%	11%	9%	18%	21%
Health/Fitness Club Memberships	6%	36%	43%	7%	15%	7%	9%	14%	19%
Stock or Stock Options Purchase Program	1%	0%	5%	0%	0%	1%	5%	10%	34%
Car Allowances/Gas Mileage	15%	14%	16%	6%	4%	4%	16%	16%	13%
Professional Membership dues other than for my accounting designation(s)	7%	12%	19%	11%	9%	5%	5%	6%	15%
Parental/Maternal/Caregiver Leave Top Ups	2%	7%	10%	1%	7%	10%	1%	2%	5%
Credit Card Fees	3%	0%	1%	1%	0%	0%	1%	2%	4%
Mobile phone	1%	3%	2%	0%	0%	0%	5%	2%	0%
Education/training/professional development (PD) courses	1%	1%	0%	0%	1%	1%	1%	2%	0%
401k matching/RRSP/RRSP matching	1%	0%	1%	4%	0%	0%	1%	1%	0%
Other	2%	4%	5%	0%	2%	2%	3%	2%	2%
I did not receive any benefits	30%	2%	1%	17%	14%	13%	11%	3%	2%

2015 CPA Member Compensation Study: Quebec Summary Report

Benefits by Industry (cont'd)

Medical benefits, life insurance, and long term disability insurance are consistently the most offered type of benefit across the Financial Services, Retail/Wholesale, and construction industries.

Table 9c: Benefits by Area of Practice and Number of Employees

Benefit	Financial Services			Retail/Wholesale			Construction		
	<100	100-999	1000+	<100	100-999	1000+	<100	100-999	1000+
	n=95	n=86	n=329	n=96	n=105	n=98	n=70	n=65	n=31
Medical (health and dental) benefits	74%	88%	93%	72%	82%	95%	60%	85%	97%
Life Insurance	72%	72%	76%	69%	73%	77%	51%	82%	87%
Long Term Disability Insurance	64%	65%	72%	60%	71%	70%	50%	75%	81%
Out of Country Travel Insurance	51%	47%	52%	38%	50%	54%	29%	54%	55%
Pension Benefits	32%	57%	63%	16%	29%	50%	16%	37%	71%
Parking	28%	30%	28%	10%	17%	30%	9%	26%	16%
Health/Fitness Club Memberships	18%	31%	36%	5%	14%	11%	9%	14%	16%
Stock or Stock Options Purchase Program	12%	19%	41%	2%	8%	32%	3%	5%	35%
Car Allowances/Gas Mileage	17%	10%	14%	14%	22%	17%	10%	18%	6%
Professional Membership dues other than for my accounting designation(s)	26%	17%	19%	3%	7%	9%	6%	5%	19%
Parental/Maternal/Care giver Leave Top Ups	1%	7%	13%	1%	3%	4%	0%	0%	0%
Credit Card Fees	5%	6%	22%	3%	3%	2%	3%	3%	-
Mobile phone	0%	2%	0%	3%	1%	1%	1%	2%	3%
Education/training/professional development (PD) courses	0%	1%	0%	1%	4%	0%	1%	3%	0%
401k matching/RRSP/RRSP matching	3%	1%	0%	1%	1%	1%	1%	0%	0%
Other	0%	0%	11%	3%	4%	5%	0%	0%	3%
I did not receive any benefits	14%	7%	1%	16%	5%	1%	27%	6%	0%

Work/Life Balance - Quebec

Training programs, flexible working hours, and leaves of absences were the most commonly offered work/life balance programs. Among those with access to each benefit, the highest proportion of members took advantage of training programs, working from home, and flexible working hours as ways to achieve work/life balance.

Table 10a: Work/Life Balance Programs

	Offered		Taken	
	Count	%	Count	%
Flexible working hours	3,093	70%	2,731	88%
Sabbaticals	922	21%	83	9%
Compressed Work Weeks	855	19%	380	44%
Time off for volunteer work	565	13%	264	47%
Childcare benefits (subsidy, available on site etc.)	306	7%	40	13%
Leaves for Personal Reasons	2,784	63%	2,042	73%
Employee Assistance Programs	2,675	60%	371	14%
Training Programs	3,352	75%	3,082	92%
Work from home	2,183	49%	1,879	86%
Other	140	3%	87	62%

Work/Life Balance Programs Used by Industry – Quebec

Training programs, flexible working hours, and working from home were the most commonly used work/life balance program within the sectors listed below.

Table 10b: Work/Life Balance Programs Used by Industry

	Professional Services	Public Sector	Manufacturing	Financial Services	Retail/ Wholesale	Construction
Flexible working hours	86%	88%	90%	88%	89%	91%
Sabbaticals	16%	4%	-	8%	-	-
Compressed Work Weeks	43%	31%	72%	36%	63%	69%
Time off for volunteer work	43%	52%	35%	37%	64%	-
Childcare benefits (subsidy, available on site etc.)	-	11%	-	-	-	-
Leaves for Personal Reasons	78%	75%	74%	68%	76%	76%
Employee Assistance Programs	11%	17%	12%	15%	11%	-
Training Programs	93%	92%	91%	89%	95%	94%
Work from home	84%	82%	90%	84%	86%	91%
Other	67%	67%	69%	-	-	-