

DEADLINE FOR RETURNS: November 16, 2009

Tel: (519) 653-7265 Fax: (519) 653-6764

MEMO

TO: CTMA, CPMA and CAMM Members

DATE: October 15th, 2009

SUBJECT: CONFIDENTIAL 2009 WAGE & BUSINESS SURVEY

We are pleased to invite you to participate in the 2009 Wage & Business Survey designed to provide participating members with information regarding wages, benefits, business statistics, and benchmarking information for the machine, tool, die & mould industry, as of October 1st, 2009.

Members have the option of submitting their data by using the attached forms or the electronic questionnaire at www.cmtdmfsurvey.ca. To access the electronic questionnaire, please consult the email that you received recently containing your private username and password. The electronic option will certainly save you time as you have the ability to select only the sections of the survey that are applicable to your company. In addition to having the ability to enter and edit your company's information on-line, you will also receive an early electronic copy of the results report.

Be assured that all submitted information will be treated with <u>absolute confidence</u>.

Please complete the on-line questionnaire OR fax/mail the enclosed questionnaire to your respective association office by November 16, 2009.

Remember: Only PARTICIPATING Members will Receive the Results.

We anticipate that all on-line participants will receive the electronic survey results by email mid-December 2009 and all paper participants will receive a hardcopy of the survey results (marked "Confidential") in early-January 2010. If you do not wish the results to be sent to your business address, please be sure to provide us with an alternate address on page 1 of the questionnaire.

The Wage & Business Survey is acknowledged as a valuable instrument within our industry and, based on previous years, we anticipate that the majority of members will respond once again. We know that our members recognize the accuracy of the survey results is directly related to the accuracy of the information that is submitted.

This survey is conducted for you as part of your membership and there is no additional cost to participate and receive the results. Thank you for taking the time to submit your information before November 16th, 2009.

Best regards

Les Payne, Chair

Wage & Business Survey Committee

LP/jmc Encl.



WAGE & BUSINESS SURVEY QUESTIONNAIRE (Actuals As Of October 1st, 2009)

Company Nam	ne					
Respondent's	Name					
Survey Results Address						
City						
Phone ()			Email			
	<u>P.</u>	ART 1: GE	NERAL QI	JESTIONS	<u>i</u>	
1. Your Assoc	ciation Affiliatio	on:			CTMA/CPMA	□ CAMM
2. Do you pu l from other	<u>rchase</u> equipn Association M		or source work	ζ.	□ YES	□ NO
3. Is your con	npany a Union	Shop?			☐ YES	□ NO
4. Amount pa	id to employee	es for business	s use of perso	nal vehicles	\$	per km
5. Number of	Employees cu	irrently employ	ed by your co	mpany:		
6. Number of	Tradesperson	s (incl. Apprer	ntices) Aged:	< 25	25 - 54	>54
VACATION AI	ND BENEFIT	STATISTICS:				
7a) Which	of the following	g is closest to	your company	's vacation po	licy? (<i>√ all tha</i>	t apply)
Length of		M	linimum Length	of Service Rec	luired	
Paid Vacation	1 Year	2 Years	3 Years	5 Years	10 Years	Over 10 Years
2 Weeks						
3 Weeks						
4 Weeks						

5+ Weeks

7b) Which of the following benefits does your company provide? (✓ all that apply)

	Standard	Optional	M	edical Pla	ans	Disability	
B = Basic Coverage	Group Life	Life	Drugs	Dental	Vision	Plans	Pension Plan /
E = Extended	Insurance	Insurance	B/E	B/E	B/E	Short / Long	Group RRSP
100% Paid by Co.			1	/	1	1	
80% Paid by Co.			1	/	1	1	
50% Paid by Co.			1	/	1	1	
Paid by Employee			1	1	1	1	
No Coverage			1	/	/	/	

	Person	al Protective Safety	/ Equipment	
	Glasses	Boots/Shoes	Coats	Hand Tools
100% Paid by Co.				
80% Paid by Co.				
50% Paid by Co.				
Paid by Employee				
No Coverage				

	Profit Sharing	Personal Days	Sick Days	Bereavement Leave	Jury Duty
Provided (Yes)					
Not Provided (No)					

7c)	What is the value of all benefits and special compensation that you pay for your employees, both voluntary and legislated?	%
	Please express your answer as a percentage of paid wages and salaries for 2009.	

WORKCHART	FOR QUESTION #8c)	
EXAMPLES OF BENEFITS (Legislated or not) & OTHER SPECIAL COMPENSATION	LEGISLATED MINIMUMS	YOUR COMPANY'S CALCULATION
Employer's Canada Pension Plan Contribution	4.95%	
Employer's Unemployment Insurance Premium	2.6%	
Workplace Safety & Insurance Board Premium	1.78%	
Government Health Plan Contribution	Only applicable if annual payroll exceeds \$400,000.	
Vacation Pay	4.0%	
Statutory Holiday Pay	3.0%	
Health Plan Premiums (optional)		
Dental Plan Premium (optional)		
Pension Contributions (optional)		
Other Benefits not listed above		
TOTAL	16.33 % (minimum)	Enter this number as your answer for 8c) above.

PART 2: HOURLY WAGE SURVEY

1.	<u>Average</u> number of hours per person per year skilled trades worked last year (including overt	•			
	Example: # hours worked in last 12 months > # of employees	(# of employees	=	Hrs	. per Year
2.	How many Shifts per day do you operate?			Shir	fts per Day
3.	a) Do you pay a Shift Premium?			YES	□ NO
	b) If Yes, what is the amount of shift premium	paid per hour?	\$_		
4.	a) Overtime is paid after	Hrs./Day	OR	F	Hrs./Week
	b) Overtime Rates are paid as follows:	Week Days		_x Regul	ar Rate
		Saturday		_x Regul	ar Rate
		Sunday		_x Regul	ar Rate
	c) Is overtime paid to Salaried Supervisors?		Ġ	YES	□. NO
5.	Do you currently employ Apprentices?			YES	□ NO

Instructions for completing the Wage & Salary sections can be found on the next page (page 4).

Please read them carefully.

INSTRUCTIONS FOR COMPLETING WAGE RATES & SALARIES

The following information and instructions are provided to assist you in completing Part 2 (Hourly Wage Rates) and Part 3 (Salaries) of this survey.

General:

- 1. There is a wide variation in job responsibilities according to company size and type of business as well as among geographical locations. Please use your best judgement when completing this survey.
- 2. Analyze each of your job titles; determine the principal and primary characteristics of each job upon which the wage rate(s) for that job were established. Report all employees whose characteristics match the job title according to wage paid.
- 3. Please do not report any employees whose job is so unusual or non-standard in the industry as to distort the reporting schedule.
- 4. Average Hourly Rate is the same as the straight time hourly pay (Base Rate) paid exclusive of premium pay for overtime, weekend work, holidays, shift premiums and incentives. Also, please do not include bonus payments.
- 5. Average Salary is the base salary paid to the employee. It should not include any bonus payments. If one or more of the job titles listed in the "Salaried Employees" section are paid by your company on an hourly basis, please convert the basic hourly rate to an equivalent annual amount (see #2 below).

How To Report on the Matrix:

- 1. Report the number of employees (as of October 1, 2009) for each job title according to the nearest hourly rate. Omit positions for which your descriptions are not comparable.
- 2. To convert annual salaries to hourly rates, divide the salary by 52 weeks then divide again by 40 hours/week. To convert hourly rates to salaries, multiply the hourly rate by 2,080 hours.
- 3. The horizontal lines crossing the vertical job columns are for inserting the number of employees being reported by the hourly or salary rate paid for each position.

EXAMPLE:

If you pay five Journeyman Mouldmakers with 8 years experience over and above their apprenticeship, (this is the job title in Col. 3) \$25.00 per hour and two 2nd Year Apprentice Mouldmakers \$15.00 per hour (this is the job title in Col. 7)...

- ... then you would insert the figure "5" in the box that intersects the vertical "Column 3" and the horizontal "Line \$25.00-\$25.99". Then you would insert the figure "2" in the box that intersects the vertical "Column 7" on the horizontal "Line \$15.00-\$15.99".
- 4. Please **DO NOT** use check marks, x's, tally marks or ditto marks. Be sure to use Arabic numbers (1, 2, 5, 7, etc.) only to indicate the number of employees.

Confidentiality:

- Data collected from individual companies will be held in strictest confidence. Results will be reported in aggregate format and the names of participating companies will not be published.
- 2. Individual responses will be destroyed within 90 days of the Results' Report being published.
- 3. The Results' Report will only be distributed to the member companies that participate in this survey.

PART 2: NUMBER OF HOURLY EMPLOYEES BY JOB TITLE & HOURLY WAGE

		MOULDMAKERS													ı	тоо	L &	DIE	MAK	ERS	;		
JOB TITLE	Supervisor/Foreman	Group Leader	Journeyman 8 yrs. + Apprent.	Journeyman 4 yrs. + Apprent.	Journeyman 1 yr. + Apprent.	Apprentice - 1st Year	Apprentice - 2nd Year	Apprentice - 3rd Year	Apprentice - 4th Year	Polisher - 8 Years Experience	Polisher - 4 Years Experience	Part Developer / Mould Tester	Supervisor/Foreman	Group Leader	Journeyman 8 yrs. + Apprent.	Journeyman 4 yrs. + Apprent.	Journeyman 1 yr. + Apprent.	Apprentice - 1st Year	Apprentice - 2nd Year	Apprentice - 3rd Year	Apprentice - 4th Year	Die Assembler	Die Finisher
HOURLY RATE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Less than 10.00				Ì																			
10.00 - 10.99																							
11.00 - 11.99																							
12.00 - 12.99																							
13.00 - 13.99																							
14.00 - 14.99																							
15.00 - 15.99																							
16.00 - 16.99																							
17.00 - 17.99																							
18.00 - 18.99																							
19.00 - 19.99																							
20.00 - 20.99																							
21.00 - 21.99																							
22.00 - 22.99																							
23.00 - 23.99																							
24.00 - 24.99																							
25.00 - 25.99																							
26.00 - 26.99																							
27.00 - 27.99																							
28.00 - 28.99																							
29.00 - 29.99																							\vdash
30.00 - 30.99																							\vdash
31.00 - 31.99																							\vdash
32.00 - 32.99																							\vdash
33.00 - 33.99																							\vdash
34.00 - 34.99	$\vdash \vdash \vdash$																						$\vdash\vdash$
35.00 - 35.99	\vdash																						$\vdash\vdash$
36.00 - 36.99																							
37.00 - 37.99																							\vdash
38.00 - 38.99	\vdash																						$\vdash \vdash$
39.00 - 39.99	$\vdash \vdash$																						$\vdash\vdash$
40.00 - 40.99	\vdash																						
	\vdash																						
41.00 - 41.99	\vdash																						\vdash
42.00+ Over TOTAL	$\vdash \vdash$																						
EMPLOYEES																							

PART 2: NUMBER OF HOURLY EMPLOYEES BY JOB TITLE & HOURLY WAGE

		CI	ENIE	DAI	B4 A	CUI	MIC.			M			TO	OL		
		ای	ENE	KAL	. IVI <i>P</i>	CIII	CIVI	13				וטם	ILDE	-K3		
JOB TITLE	Supervisor/Foreman	Group Leader	Journeyman 8 yrs. + Apprent.	Journeyman 4 yrs. + Apprent.	Journeyman 1 yr. + Apprent.	Apprentice - 1st Year	Apprentice - 2nd Year	Apprentice - 3rd Year	Apprentice - 4th Year	Supervisor/Foreman/Group Leader	Journeyman 8 yrs. + Apprent.	Journeyman 4 yrs. + Apprent.	Journeyman 1 yr. + Apprent.	Apprentice - 1st & 2nd Year	Apprentice - 3rd Year	Apprentice - 4th Year
HOURLY RATE	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39
Less than 10.00																
10.00 - 10.99																
11.00 - 11.99																
12.00 - 12.99																
13.00 - 13.99																
14.00 - 14.99																
15.00 - 15.99																
16.00 - 16.99																
17.00 - 17.99																
18.00 - 18.99																
19.00 - 19.99																
20.00 - 20.99																
21.00 - 21.99																
22.00 - 22.99																
23.00 - 23.99																
24.00 - 24.99																
25.00 - 25.99																
26.00 - 26.99																
27.00 - 27.99																
28.00 - 28.99																
29.00 - 29.99																
30.00 - 30.99																
31.00 - 31.99																
32.00 - 32.99																
33.00 - 33.99																
34.00 - 34.99																
35.00 - 35.99																
36.00 - 36.99																
37.00 - 37.99																
38.00 - 38.99																
39.00 - 39.99																
40.00 - 40.99																
41.00 - 41.99																
42.00+ Over																
TOTAL																
EMPLOYEES																

PART 2: NUMBER OF HOURLY EMPLOYEES BY JOB TITLE & HOURLY WAGE

	INI	ous	TRI	RIAL ELECTRICIANS OPERATORS								S	
JOB TITLE	Supervisor/Foreman	Group Leader	Journeyman 8 yrs. + Apprent.	Journeyman 4 yrs. + Apprent.	Journeyman 1 yr. + Apprent.	Apprentice - 1st & 2nd Year	Apprentice - 3rd Year	Apprentice - 4th Year	Supervisor/Foreman	Group Leader	Mould Machine Operator	Press Operator	Set-Up Operator
HOURLY RATE	40	41	42	43	44	45	46	47	48	49	50	51	52
Less than 10.00													
10.00 - 10.99													
11.00 - 11.99													
12.00 - 12.99													
13.00 - 13.99													
14.00 - 14.99													
15.00 - 15.99													
16.00 - 16.99													
17.00 - 17.99													
18.00 - 18.99													
19.00 - 19.99													
20.00 - 20.99													
21.00 - 21.99													
22.00 - 22.99													
23.00 - 23.99													
24.00 - 24.99													
25.00 - 25.99													
26.00 - 26.99													
27.00 - 27.99													
28.00 - 28.99													
29.00 - 29.99													
30.00 - 30.99													
31.00 - 31.99													
32.00 - 32.99													
33.00 - 33.99													
34.00 - 34.99													
35.00 - 35.99													
36.00 - 36.99													
37.00 - 37.99													
38.00 - 38.99													
39.00 - 39.99													
40.00 - 40.99													
41.00 - 41.99													
42.00+ Over													
TOTAL EMPLOYEES													

PART 2: NUMBER OF HOURLY EMPLOYEES BY JOB TITLE & HOURLY WAGE

		MACHINE SPECIALISTS												
JOB TITLE	Blanchard Grinder Operator	Boring Mill Operator	CMM Operator	CNC Lathe Operator	CNC Mill Operator	Gun Drill Operator	Laser / Cutter Operator	Manual Lathe Operator	Manual Mill Operator	OD & ID Grinder Operator	Saw Operator	Sink EDM Operator	Surface Grinder Operator	Wire EDM Operator
HOURLY RATE	53	54	55	56	57	58	59	60	61	62	63	64	65	66
Less than 10.00														
10.00 - 10.99														
11.00 - 11.99														
12.00 - 12.99														
13.00 - 13.99														
14.00 - 14.99														
15.00 - 15.99														
16.00 - 16.99														
17.00 - 17.99														
18.00 - 18.99														
19.00 - 19.99														
20.00 - 20.99														
21.00 - 21.99														
22.00 - 22.99														
23.00 - 23.99														
24.00 - 24.99														
25.00 - 25.99														
26.00 - 26.99														
27.00 - 27.99														
28.00 - 28.99														
29.00 - 29.99														
30.00 - 30.99														
31.00 - 31.99														
32.00 - 32.99														
33.00 - 33.99														
34.00 - 34.99														
35.00 - 35.99														
36.00 - 36.99														
37.00 - 37.99														
38.00 - 38.99														
39.00 - 39.99														
40.00 - 40.99														
41.00 - 41.99														
42.00+ Over														
TOTAL														
EMPLOYEES												L		

PART 2: NUMBER OF HOURLY EMPLOYEES BY JOB TITLE & HOURLY WAGE

					GE	NEF	RAL				
JOB TITLE	Crib Attendant/Stock Keeper	Field Service Representative	Lift Truck Operator	Machine Repair/Maintenance	Painter	Pipe Fitter	Shipper / Receiver	Sweeper/Janitor	Truck Driver (non-semi)	Welder	Welder / Fitter
HOURLY RATE	67	68	69	70	71	72	73	74	75	76	77
Less than 10.00											
10.00 - 10.99											
11.00 - 11.99											
12.00 - 12.99											
13.00 - 13.99											
14.00 - 14.99											
15.00 - 15.99											
16.00 - 16.99											
17.00 - 17.99											
18.00 - 18.99											
19.00 - 19.99											
20.00 - 20.99											
21.00 - 21.99											
22.00 - 22.99											
23.00 - 23.99											
24.00 - 24.99											
25.00 - 25.99											
26.00 - 26.99											
27.00 - 27.99											
28.00 - 28.99											
29.00 - 29.99											
30.00 - 30.99											
31.00 - 31.99											
32.00 - 32.99											
33.00 - 33.99											
34.00 - 34.99											
35.00 - 35.99											
36.00 - 36.99											
37.00 - 37.99											
38.00 - 38.99											
39.00 - 39.99											
40.00 - 40.99											
41.00 - 41.99											
42.00+ Over											
TOTAL											
EMPLOYEES											

PART 3: NUMBER OF <u>SALARIED</u> EMPLOYEES BY JOB TITLE & SALARY

				QUALITY					\neg																			
	ENGINEERING					СО	CONTROL MANAGEMENT & OFFICE STAFF																					
JOB TITLE	CAD/CAM System Manager	CNC/CAD/CAM Programmer/Surfacer	Robot Programmer	Project Engineer	Designer - Moulds	Designer - Tool & Die	Designer - Fixtures	Designer - Machines	Designer - Controls	Detailer	Quality Assurance Manager	Quality Inspector	ည် Quality Control Technician	General Manager	Manufacturing/Production Manager	Engineering Manager	Project / Program Manager	Sales Manager	Sales People	Estimator	IT Manager/Administrator	IT Technician		Human Resource Manager	Certif. Accountant (in-house)	Bookkeeper/Accounting Clerk	Administration/Clerical	Receptionist
SALARY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
< \$30 K																												
30 K - 32 K																												
32 K - 34 K																												
34 K - 36 K																												
36 K - 38 K																												
38 K - 40 K																												
40 K - 42 K																												
42 K - 44 K																												
44 K - 46 K																												
46 K - 48 K																												
48 K - 50 K																												
50 K - 52 K																												
52 K - 54 K																												
54 K - 56 K																												
56 K - 58 K																												
58 K - 60 K																												
60 K - 62 K																												
62 K - 64 K																												
64 K - 66 K																												
66 K - 68 K																												
68 K - 70 K																												
70 K - 72 K																												
72 K - 74 K																												
74 K - 76 K																												
76 K - 78 K																												
78 K - 80 K																												
80 K - 82 K																												
82 K - 84 K																												
84 K - 86 K																												
86 K - 88 K																												
88 K - 90 K																												
90 K - 92 K																												\square
92 K - 94 K																												
94 K - 96 K																												
96 K - 98 K																												\square
98 K - 100 K																												
101 K - 125 K																												
126 K - 150 K																												
Over 150 K																												
TOTAL																												
EMPLOYEES																												

PART 4: BUSINESS & FINANCIAL SURVEY

1.	Which of the following best describe (Please check 1 ONLY):	oes your company's	<u>PRIMARY</u> I	business	s ac	tivity:		
	☐ Machine, Tool, Die, Moul	ld or Joh Shon						
	☐ Stamping, Production or	·						
	☐ Distribution, Supplier or (•						
	Please specify							
2.	What is your company's Total Ann	ual Sales:						
	☐ <\$1 million	□ \$1-2 million	□ \$2-	5 million				
	☐ \$5-10 million	□ \$10-15 million	□ \$15	-20 millio	on			
	□ \$20-30 million	□ \$30-40 million	□ >\$4	0 million	1			
3.	What percentage of your Annual S	Sales are Exported?						_ %
4.	Do you have any joint ventures with	th companies in othe	er countries	?		YES		NO
5.	What is the average age of your o	utstanding Accounts	Receivable	e?	;	30 day	/S	
						60 day		
						90 day 20 day		
						0+ day		
6	Which products and/or services ar	re nurchased from su	ınnliers?					
٥.	Trinoit producto ditarot convicco di	o paronacea nem ec	арриого.		_	If Yes	•	
			<u>YES</u>	NO	F	Purcha Offsho		
	Complete tools		<u> </u>				%	
	Parts of tools						_ %	
	Standard parts						%	
	Other Products (specify)						_ %	
	Grinding services						_ %	
	Milling services						_ %	
	 Welding services 						_ %	
	EDM services						_ %	
	 Design services 						_ %	
	 Heat Treating services 						_ %	
	Plating / Surface Coating servi	ces					_ %	
	Other Services (specify)						%	

PART 4: Business & Financial Survey (continued)

_	OLIOD DATEO	5 ′ ' ' '			, ,
3.	SHOP RATES:	Please indicate	your average shop) charge-out rate	e per hour for:

a)	Mouldmakers	\$
b)	Tool & Die Makers	\$
c)	Pattern & Model Makers	\$
d)	General Machinists	\$
e)	Machine Tool Builders	\$
f)	Industrial Electricians	\$
g)	CAD/CAM Sub-Contract	\$
h)	Machine Specialists	\$
i)	Stamping	\$
j)	Designing	\$
k)	Assembly	\$
l)	CMM - Services	\$
m)	EDM - Services	\$
n)	CAD/CAM-Programming	\$
o)	CAD Geometric Modeling	\$
p)	CNC 3-Axis Machining Centre	\$
q)	CNC 5-Axis Machining Centre	\$
r)	CNC High Speed Machining Centre	\$
s)	Field Installation & Service Technician	\$
t)	Other (please specify)	\$

9. ANNUAL SALES: See Term Definitions on page 14.

Cost Of Goods Sold (as a % of Annual Sales)			
Labour			(1) %
Material			(2) %
Sub-Contracts			(3) %
Overhead – Fixed Costs			(4) %
Overhead – Variable Costs			(5) %
Gross Profit Margin * (as a % of Annual Sales)	(6)*	_ %	
General Sales & Administration (as a % of Annual Sales)			
Office & Executive Salaries			(7)* %
General Sales & Administration			(8)* %
Profit Before Bonuses & Taxes (as a % of Annual Sales)			(9)* %
* Total of lines 1, 2, 3, 4, 5 & 6 must Equal 100% Total of lines 7, 8 & 9 must Equal Line 6		TOTAL:	100 %

PART 4: Business & Financial Survey (continued)

10. Total Sales Per Employe	ee in Canad	lian Funds:		
Total Sales ÷ Total E	mployees	=	\$,000.00
Total Sales =	Total value (exclusive	e of invoices given to cus of taxes and sales retur	stomers during the j	year
Total Employees =	throughout into consid	umber of people employ t the year (hourly, salary deration; including mana s. Part-time employees byees.	, administrative) to gement, owners as	be taken well as
11. Value Added Sales Per	Employee ir	n Canadian Funds:		
Total Sales <i>less</i> Purcl ÷ Total	hases From I Employees		\$,000.00
Purchases From = Third Parties	other supp purchased postage, c	and services purchased liers (i.e., costs of raw m I semi-finished goods, he omputer equipment & se g, insurance costs, etc.)	naterials, standard p eat, electricity, telep	oarts, ohone, fax,
12. Total Investments for the	e Year ÷	Total Sales		%
Total Investments =	to the bala	items purchased for invence sheet (i.e., machine ings, office equipment, encluded.	s, mechanical insta	allations,
13. Investments in New Mad	chines & Me	echanical Installations	÷ Total Sales	%
Investments in New & Mechanical Inst		Capital spent for new installations, including the year. Leasing exp	self-made machine	ery during
14. Liquidity / Quick Ratio			(Ratio):1
LIQUIDITY: The ability of a	an asset to be	e converted into cash qu	iickly and without a	ny price discount.
QUICK RATIO: A measure assets divided by <u>current l</u>	<u>liabilities</u> . Als	o called acid-test ratio.		
QUICK ASSETS: Cash an as accounts receivable an (See page 14 for definition	d marketable	securities; or equivalen		
CURRENT LIABILITIES: A company and due within o				owed by a
	_	THE TIME TO COM		URVEY.
_	-	ed questionnaire <u>b</u> ation to which you		

CTMA / CPMA

140 McGovern Dr., Unit #3 Cambridge, ON N3H 4R7 Tel: (519) 653-7265 Fax: (519) 653-6764 CAMM

c/o St. Clair College 2000 Talbot Rd., W, Box #16 Windsor, ON N9A 6S4 Tel: (519) 255-7863

Fax: (519) 255-9446

TERM DEFINITIONS

LABOUR COSTS: Includes the employer's cost of regular time wages and salaries, overtime, shift premiums, vacation pay, holiday pay, CPP, EI, WSIB and EHT for all employees (including design and engineering staff). It should NOT include office staff and executive salaries.

MATERIAL COSTS: Includes the cost of materials that would be defined as the total laid-down cost of material purchases including acquisition cost, duty, freight, brokerage and applicable foreign exchange. This would NOT include the cost of sub-contractors.

SUB-CONTRACTS COST: Includes the cost of materials and services that have been sub-contracted out to another company or service provider.

OVERHEAD – FIXED COSTS: Includes the cost of building rent/lease/loan, equipment loans, machinery depreciation and plant overhead expenses, etc.

OVERHEAD – VARIABLE COSTS: These costs are quite inclusive and would include things such as supplies (abrasives, fluids, cutting tools, propane, oil, etc.), repairs & maintenance, vehicles (and their related costs such as gas & insurance), small hand tools, safety equipment, utilities (electricity, heat, water), group benefits for employees (dental, prescription, vision, life insurance, disability), etc.

OFFICE & EXECUTIVE SALARIES COST: This would be the cost of administrative personnel (bookkeeper, secretary, receptionist) plus the salaries for the owners of the company. This cost would also include statutory benefits applicable as mentioned beforehand.

GENERAL SALES AND ADMINISTRATION COST: This would be the cost of operating the selling and office functions of the company. This would include salesperson and estimator salaries; commissions; professional fees (accounting, legal, consulting); meals and entertainment; advertising and business promotion; office supplies, telephone, bank charges and operating line interest; memberships; bad debts, etc.

GROSS PROFIT MARGIN: Gross profit margin represents the amount of profit made on work after deducting direct costs (materials, subcontracting and labour) and total overhead items (as discussed above). Gross profit margin is usually referred to as a percentage of sales.

PROFIT BEFORE BONUSES & TAXES: This amount represents the income earned after deducting all expenses (including general sales and administrative) but before paying out any bonuses to owners, managers and staff and before corporate income taxes.

ASSETS: Any item of economic value owned by an individual or corporation, especially that which could be converted to cash. Examples are cash, securities, accounts receivable, inventory, office equipment, a house, a car, other property. On a balance sheet, assets are equal to the sum of liabilities, common stock, preferred stock and retained earnings.

CURRENT ASSETS: A balance sheet item which equals the sum of cash and cash equivalents, accounts receivable, inventory, marketable securities, prepaid expenses, and other assets that could be converted to cash in less than one year. A company's creditors will often be interested in how much that company has in current assets, since these assets can be easily liquidated in case the company goes bankrupt. In addition, current assets are important to most companies as a source of funds for day-to-day operations.