

2004 Privacy Professional Salary Survey Report

Report Presented by Dr. Larry Ponemon, February 20, 2004

I. Executive Summary

The International Association of Privacy Professionals (IAPP) and Ponemon Institute are pleased to present the results of the second annual study of compensation levels among privacy professionals in the United States and abroad. We launched the first *Privacy Professional Salary Survey* in 2003 in order to provide the profession with a meaningful baseline for measuring and monitoring trends in compensation levels and responsibilities as the privacy profession continues to grow and evolve.

The response to the first annual salary survey was very positive. IAPP members told us that the findings were helpful in their careers. Many corporate and governmental organizations were pleased to have empirical evidence about the compensation levels for privacy professionals.

The privacy profession is attracting a learned group of individuals dedicated to managing privacy and data protection risks in their respective organizations. These professionals bring a wealth of background experience, expertise and industry knowledge. They also serve in a wide array of organizations with diverse privacy and security issues. These include financial service companies, health care providers, government organizations, not-for-profit groups, technology companies and many other organizations.

The following report provides a comprehensive discussion of the survey's methodology and findings. We begin here with a summary of the most significant and salient findings.

- Average compensation for privacy professionals increases to \$106.5k, but varies considerably across the sample. Overall results suggest that compensation for privacy professionals grew at an annual rate of 5.3% from \$101.1k in the 2003 study. However, high variation among individual salary levels suggests that the privacy community is not homogeneous in terms of prescribed role and job structure.
- Salary levels vary by gender. More women (59%) than men (41%) participated in this year's study. On average, female subjects earned \$95.7k, while male subjects earned \$122.5k. This very significant difference in annual compensation of almost \$27k does not appear to be explained by other normatively important demographic factors such as position level, years of experience, reporting structure or percent of time dedicated to the privacy role.
- Salary levels vary based on industry classification. The largest groups of participants self-reported that they work in health care (49%) or financial services (22%). While privacy

professionals in health care appear to earn a lower annual compensation than the median value for the entire sample, average compensation for this group increased from \$92k in 2003 to just under \$99k in 2004 (or more than a seven percent rate of increase).

- Salary levels vary according to reporting structure within the organization. Subjects who report through the corporate legal department (27%) earn the highest annual compensation at \$129k. In contrast, participants who work in the compliance department (15%) or audit function (6%) appear to earn much lower annual salaries, both at \$83k on average. These pay differences, in part, are due to education background of participating subjects.
- Salary levels vary based on the organization's size. Using worldwide headcount as a surrogate for organization size, the results suggest that pay for privacy professionals in large organizations is higher than in smaller companies. Similar to the 2003 results, there is a correlation between organization size and industry classification. Specifically, health care companies in the study most likely fall in the medium sized company range. The largest companies in our sample are classified within the manufacturing or technology industry sub-sectors.
- Salary levels vary according to education and experience. Subjects who self-report completing a graduate or law degree, on average, earn considerably more annual compensation than those with less educational credentials. In addition, subjects with more than 5 years of experience appear to earn higher compensation than those with less job or privacy-related experience. This positive relationship between work experience and salary was not indicated in last year's study.
- Subjects who spend less than 30% their time on privacy as part of their current role earn higher compensation than those who are fully dedicated. This finding is consistent with results in 2003, suggesting that a large number of individuals hold a dual organizational role where the management of privacy and data protection is part of a larger job for them.
- Perceptions of fairness or unfairness about compensation are consistent with reality. Subjects who perceive their salaries are below expectations (about 25% of the sample) tend to earn substantially lower compensation than those who view their compensation as being at or above expectations. Also, there appears to be a gender effect where women are more likely than men to hold negative views about the fairness of their compensation. And, as noted above, these views appear to be grounded in fact.

II. Introduction

This report provides the results of an empirical study on the compensation levels of privacy professionals. The present study was conducted by the IAPP and Ponemon Institute – a “think tank” dedicated to the study of responsible information management practices within business and government.

The role of the privacy professional in many organizations is a relatively new one. As a consequence, there is a lack of information about the nature and structure of the privacy professional's job function, role and compensation level within corporations and governmental entities. The 2004 study seeks to expand on the results of our first study completed last year. Our research goals are defined within the following six questions:

1. What is the compensation level of privacy professionals (and have they changed over the past year)?
2. Do education and experience affect the compensation level?
3. How does compensation vary for individuals with different titles and job responsibilities?
4. Do organizational reporting relationships affect compensation?
5. Do compensation levels vary by other key factors such as industry, organization size, gender, education and experience?
6. Do privacy professionals view their current compensation as fair, and are these perceptions consistent with organizational pay practices?

Caveats on the Survey's Findings

There are inherent limitations to survey research that need to be carefully considered before drawing conclusions from sample findings. The following items are specific limitations that are germane to the present study. If you have any questions about the study, or about how specific results should be interpreted, please do not hesitate to contact Ponemon Institute (address and e-mail information provided at the end of the final section).

Non-Response Bias. The current findings are based on a sample of survey returns. In total, 986 surveys were mailed by IAPP to its membership (based on an “opted-in” mailing list) with 199 usable returned responses (or 20.2 %). While tests of late responses were performed to assess non-response bias, it is always possible that individuals who did not participate are substantially different in terms of compensation and other job-related functions from those who completed the instrument.

Sampling-Frame Bias. Because our sampling frame is the IAPP membership mailing list, the quality of results is influenced by the accuracy of member contact information and the degree to

which the list is representative of the population of privacy professionals being studied. It is our belief that the IAPP list was reasonably accurate at the time of mailing the survey. Even though IAPP is the largest association dedicated to privacy, we acknowledge that the results may be biased in two important areas:

- Health care is the largest industry group within the IAPP today (perhaps because of new requirements under HIPAA). Hence, while other industry concentrations are represented, the IAPP membership list is skewed toward health care organizations.
- The IAPP is primarily a North American-based organization. While Canadian, European and Asia-Pac members exist within the association today, results of this study should not be generalized to other parts of the world.

Extrapolated Salary. Salary information is very sensitive. Therefore, the current instrument allowed individuals to use a categorical response variable (salary range) rather than a signal point measure (salary amount) to disclose current compensation. Our analyses relied on both measures. In some cases, the mid-point to the categorical response variable was used as a surrogate measure for salary. There was no indication that this procedure created bias or error; however, the extrapolation of salary amount from a range needs to be considered as a potential limitation when interpreting results.

Unmeasured Demographics. To keep the survey concise and focused, we decided to omit other normatively important variables from our analyses. The extent to which omitted variables might explain salary cannot be estimated at this time.

Self-Reported Results. The quality of survey research is based on the integrity of confidential responses received from subjects. While certain checks and balances can be incorporated into the survey process, there is always the possibility that a subject did not provide a truthful response.

III. Survey Methods

The salary survey was developed with the goal of collecting information from privacy practitioners in a convenient fashion. The researchers wanted to limit the number of survey items to one (two-sided) page length. It was believed that a concise survey would result in a higher response rate and better quality of results. The researchers also decided to use a paper survey, rather than electronic (Web) survey, to provide additional safeguards over privacy and confidentiality issues.

To keep the survey form to one page, survey items were carefully limited to only those factors that were deemed to be crucial to the research objective. Hence, items focused on salary level, bonus compensation and perception of compensation fairness. Other descriptive items were selected to explore key relationships between compensation and various job-related or organizational variables.

A first full draft of the survey instrument was developed by Ponemon Institute in late December 2003. The draft instrument was reviewed by several leaders in the privacy community to provide suggestions for improvement. The second draft instrument was shortened for clarity and finalized in early January 2004 with the approval of the IAPP. Exhibit 1 provides a full copy of the salary survey used in this study.

In total, the survey contained 18 items (3 new items added from the 2003 instrument). Only one item used free text, requiring subjects to provide the title of their current position. A fixed-format design was used for the remaining 17 items. Because salary information is highly confidential, the current survey gave subjects a choice in how they wished to express their compensation level. In total, 109 subjects (55%) provided precise salary amounts and 90 subjects (45%) provided their response using the categorical range.¹ The following is the exact format used to collect salary information in the study:

A. Your current salary, base pay expressed in U.S. dollars is \$_____

B. Your current salary is defined within the following range (check only one):

Less than \$30,000	_____
Between \$30,000 to \$60,000	_____
Between \$60,001 to \$100,000	_____
Between \$100,001 to \$150,000	_____
Between \$150,001 to \$200,000	_____
Over \$200,000	_____

¹ The mid-point of each category was used as a surrogate for a subject's compensation level when actual salary was not provided.

For simplicity, most items required one check mark next to the appropriate response. While the aim of the survey was to collect descriptive information about compensation and other related variables, only one item required subjects to express their opinion about the fairness of their compensation relative to others. The following is the normative question included as the last item in the current study:

My compensation is:

Above others with similar experience, education and training within my company

About equal to others with similar experience, education and training within my company

Below others with similar experience, education and training within my company

I do not want to express my opinion

Once completed, the survey was printed and mailed to the current IAPP list of members. Assurances were provided by the IAPP that names on the list provided sufficient consent (in the form of an “opt-in”) to receive the joint research instrument. Only IAPP and its official outside mail contractor had access to the list of members.

A few days before the actual mailing, an e-mail announcement from the Executive Director of the IAPP was sent to all members, requesting their full participation in this annual study. The e-mail announcement and cover letter that accompanied this survey, requested that subjects mail the completed instrument on or before February 4, 2004. A postage paid envelope was provided with the instrument, with a pre-printed return address to Ponemon Institute in Tucson, Arizona (Research Department).

To maintain complete confidentiality, the survey instrument did not capture individual or company-specific information of any kind. Subject materials contained no tracking codes or other methods that could link responses to the IAPP mailing list. In a few instances, subjects returned their survey in a business envelope. In these cases, our procedure required the immediate removal of the instrument, with the envelope being destroyed. In other instances, individuals sent their completed survey through e-mail. Again, in these cases, the instrument was printed and the e-mail immediately deleted.

Upon entering the survey information, the researchers examined each instrument for completeness. Only four instruments were rejected based on incomplete responses. In addition, each instrument was reviewed for consistency, such as a comparison of job title and organizational level. None of the instruments were rejected because of inconsistent responses.

The following matrix provides a simple summary recap of sample mailing and response overall results. Please note that this year’s survey returns were similar to the 2003 survey with a 20.1% response rate.

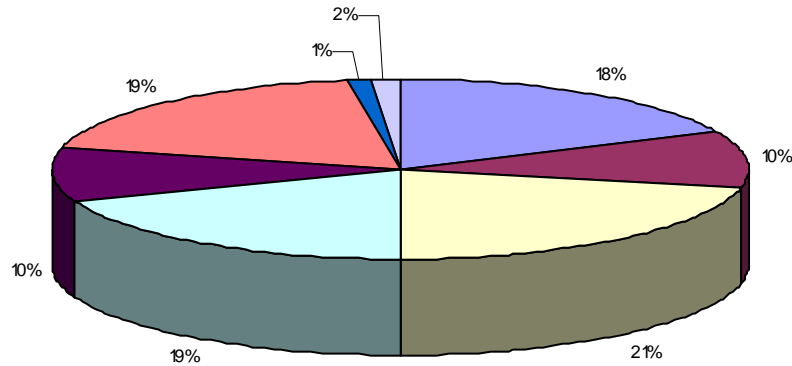
Recap on Sample Returns	Field Statistics
Total mailing 1/15/04 to 2/7/04	986
Total survey items received	203
Total rejected survey items	4
Final sample size	199
Response rate	20.2%

To assess non-response bias, the researchers employed a late response testing method using the postal batch date, recorded when the U.S. Postal Service (Tucson Post Office) received each postage-paid envelope. The results of this test showed no differences whatsoever in the pattern of salary information provided by subjects over time. In addition, the researchers conducted informal telephone interviews with members of the privacy community to assess their reaction to the survey and to ask them if they participated. Albeit a non-scientific test, there were no apparent differences in salary or job function noted between those who said they participated and those who did not.²

² There were various reasons suggested during the debriefing interviews for not participating in the salary study – most notably, insufficient time, delegated responsibility to another individual, no recall of receiving of the survey from the IAPP, and company policy requiring approvals from legal before completing the instrument.

IV. Sample Description

This section provides a summary of the 199 subjects who participated in this study. Pie Chart 1 shows the geographic distribution of our study.



Pie Chart 1: Geographic Distribution of Sample

Northeast	Mid-Atlantic	Midwest	Southeast
Southwest	West/Pacific	Canada	Other Countries

As can be seen, all major regions of the United States are represented in this year's study. The largest segment of subjects come from the Midwest (21%), followed by the West/Pacific and Southeast regions – both at 19%. The Northeast represents over 18% of the sample, and the Mid-Atlantic and Southwest regions represent about 10% of the sample. A small number of non-U.S. responses from Canada, Latin America and Asia were received, representing just above 3% of total returns. No responses were received from subjects residing in Europe. The average experience level of subjects is over 5 years in the privacy or data protection field and over 3.5 years in their current role or position within the company. The median age is just under 43 years.

Table 1 shows the frequency and percentage distribution of subjects by size of their organization's primary industry classification.

Table 1 Distribution of Sample by Industry	Freq	Pct%
Health Care	97	49%
Financial Services	43	22%
Other	15	8%
Technology	14	7%
Services	11	6%
Government	9	5%
Manufacturing	6	3%
Retail	2	2%
Hospitality & Leisure	2	1%
Totals	199	100%

It shows that a large percentage of subjects (49%) work in the health care industry. Another 22% of privacy professionals in this study work in financial service companies such as banks, brokerage firms, insurance and credit cards. The remaining 39% of subjects work in a variety of difference types of companies including manufacturing, technology (including telecom), hospitality, retail, services (including consulting and law firms), government and education.

The self-reported organizational level of subjects is summarized in Table 2. As shown, director (38%) and manager (22.0%) are the most frequently cited organization levels. The vice president (13%) and senior executive (9%) levels are also represented. Lower position ranks such as associates (4%) and staff (6%) represent a small portion of the sample. The “other” category included atypical or unusual responses, such professor, reporter or scientist.

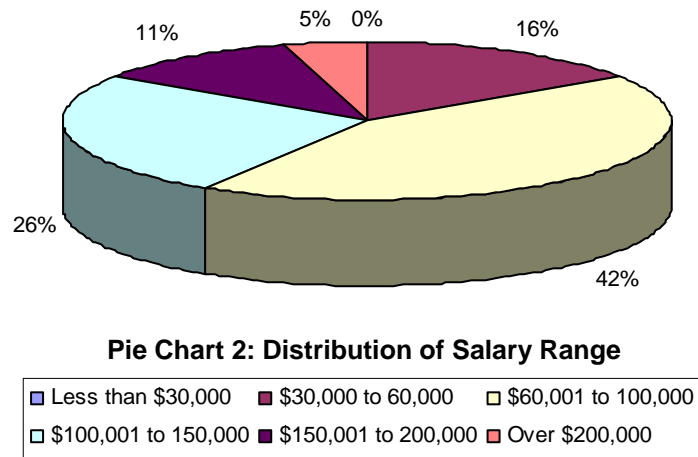
Table 2: Distribution of Subjects by Organization Level	Freq	Pct%
Senior Executive	18	9%
Vice President	25	13%
Director	75	38%
Manager	43	22%
Associate	8	4%
Staff	12	6%
Owner/Partner	4	2%
Administrative	5	3%
Other	8	4%
Totals	198	100%

Table 3 reports the sample distribution according to subjects’ self-reported position or job title. The analysis examines key words used in position title, such as: privacy, compliance, security, attorney and other. As can be seen, the majority of subjects (57%) have the word “privacy” as part of the position title. The second largest group (18%) have the word “compliance” in their position title.

Table 3: Average Salary by Key Word in Position Title	Freq	Pct%
Privacy	111	57%
Compliance	36	18%
Security	14	7%
Lawyer/Attorney	17	9%
Other	18	9%
Totals	196	100%

V. Survey Results

This section provides descriptive analyses of annual compensation levels (reported in US\$ with 000 omitted) for the current sample of 199 privacy professionals. The mean salary level for the overall sample was \$106,533 (with a standard deviation of \$41,644). The first analysis of salary is summarized in the Pie Chart 2. It shows the distribution of self-reported salary levels according to six categories contained in the survey.



The largest group of subjects (over 42%) received pay levels above \$60k and below \$100k (same as in 2003). The second largest group (over 26%) received pay levels from \$100k to \$150k. A much smaller group of subjects earned executive level pay (11% earn from \$150k to \$200k). Very few subjects (about 5%) earned compensation in excess of \$200,000. No one reported earning at or below the \$30k annual pay level.

Table 4 reports average salary according to subjects' organizational level.

Table 4: Average Salary by Organization Level of Subjects	Freq	Pct%	Salary
Senior Executive	18	9%	166.11
Vice President	25	13%	126.00
Director	75	38%	106.93
Manager	43	22%	77.44
Associate	8	4%	84.38
Staff	12	6%	72.08
Owner/Partner	4	2%	170.00
Administrative	5	3%	68.00
Other	8	4%	121.88
Totals	198	100%	

Clearly, senior executives command the highest salary among privacy professionals (\$166k), following by individuals at the Vice President level (\$126k). Subjects who are Directors (\$107k)

earn substantially more than those who are Managers (\$77.4k). Privacy staff, associates and administrative personnel are likely to be the most junior personnel in the privacy office, and hence earned the lowest self-reported compensation.

Table 5 provides an analysis of annual compensation by gender.

Table 5: Average Salary Levels by Gender	Freq	Pct%	Average Salary
Female	117	59%	95.68
Male	81	41%	122.53
Totals	198	100%	

This table clearly shows that women in the current IAPP sample report an annual compensation level that is lower than men. Specific tests were deployed to determine if salary differences by gender could be explained by other important demographic variables such as age, experience, geographic location, organizational size and role description. While some of these variables have minor correlations to gender pay differences, none explains the salary gap shown here.

Table 6 provides analyses on salary for subjects' current job experience and privacy-domain experience.

Table 6: Average Salary Levels by Job and Privacy Experience Levels	Current Job Experience			Privacy-Domain Experience		
Experience Ranges	Freq	Pct %	Average Salary	Freq	Pct %	Average Salary
1 year or less	41	21%	106.22	22	12%	75.68
Between 1 to 3 years	98	51%	105.41	85	45%	103.88
Between 3 to 5 years	30	15%	96.33	43	23%	109.42
More than 5 years	25	13%	119.80	37	20%	123.78
Totals	194	100%	106.53	187	100%	106.53

Average salary level decreases slightly for current role experience between 1 to 5 years, but makes a marked increase after 5 years. Privacy-domain experience, on the other hand, has a consistent positive correlation with annual salary level. As can be seen, subjects with 5 or greater years of privacy experience (at \$124k) earn more than \$48k of annual compensation in comparison to individuals just starting out in this field (at \$76k).

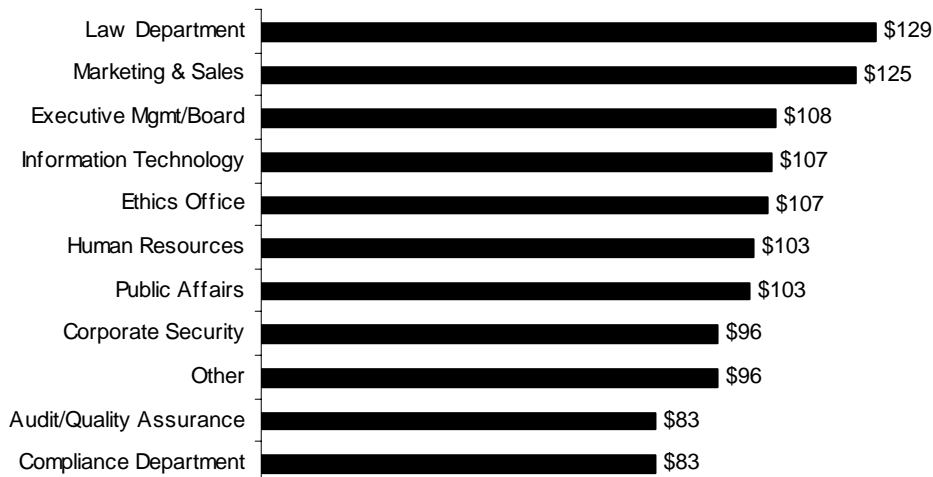
The next analysis provides mean salary information according to subjects' self-reported percentage of their time devoted to privacy and data protection as part of their current role or job function. The majority of subjects in this study (94%) report having a full time job.

As noted in Table 7, a fairly large group of subjects (30%) spend 50% or less of their time on privacy or data protection as part of their current job role. These results, which are consistent with last year's findings, show that salary levels are highest for those spending less than 30% of their

time on privacy. On average, subjects spending more than 90% of their time on privacy earn the lowest annual compensation at under \$97k.

Table 7: Subjects Average Salary Level by Self Reported Dedication to Privacy in their Current Role	Freq	Pct%	Salary
Less than 30%	28	14%	129.64
30 to 50%	31	16%	114.68
50 to 70%	31	16%	101.77
70 to 90%	23	12%	109.57
More than 90%	85	43%	96.65
Totals	198	100%	

Bar Chart 1 reports the average annual salary of subjects based on their reporting structure within the organization. As can be seen, subjects reporting through the corporate law department appear to earn the highest compensation (\$129k), followed by individuals in marketing and sales (\$125k) and those who report directly to executive management (\$108k).



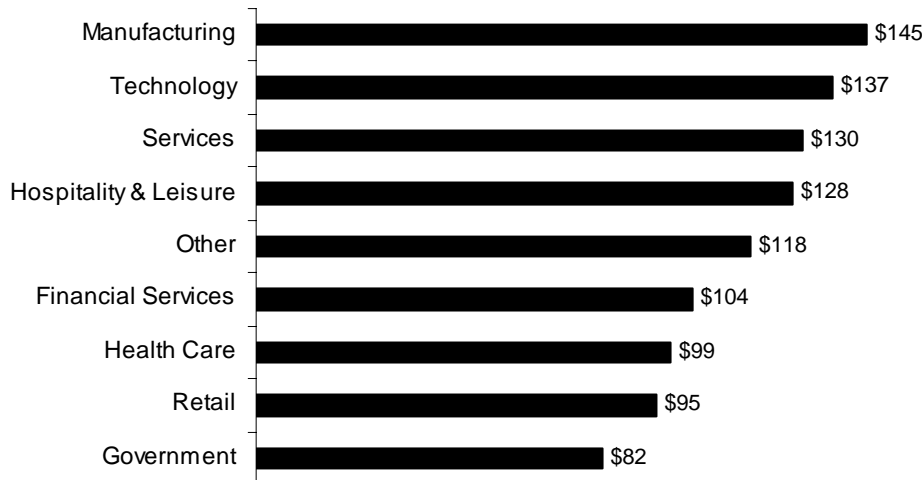
Bar Chart 1: Average Salary Level by Subjects' Reporting Structure

In contrast, individuals in the corporate compliance or auditing functions appear to earn substantially lower annual compensations (both at \$83k). Individuals reporting through information security departments also earn substantially lower salaries than the sample average. As noted below, these results may be explained (at least in part) based on educational backgrounds of subjects (wherein individuals with law degrees earn substantially more income than all others).

The next analysis reports the average salary levels by self-reported industry classifications. As noted in Table 1, a majority of subjects (49%) work for health care companies or financial service companies (22%). While there are other industry group concentrations represented in the

sample, some of these classifications have relatively small sub-sample sizes. Hence, care should be taken before generalizing findings to all industries.

As shown in Bar Chart 2, subjects in the manufacturing (\$145k), technology (\$137k), and services (\$130k) earn salaries that are substantially higher than the sample mean. Subjects in health care (\$99k), retail (95k) and government (\$82k) earn salaries that are lower than the sample average.



Bar Chart 2: Average Salary Level by Industry Classification

Further analysis was conducted to determine if other underlying variables, such as age, experience, organization size or position level, influenced the relatively low average salary in health care. The analysis revealed that organization size (as measured by headcount) was a possible correlated factor. In other words, subjects who reported their industry classification as health care were more likely to work in small to medium-sized companies (which, as noted below, provided lower average compensation to privacy professionals than large organizations).

Table 8 reports average salary data by the headcount of organizations that employ subjects.

Table 8: Average Salary Level for Subjects by the Company's Worldwide Headcount	Freq	Pct%	Average Salary
Less than 50	12	6%	98.33
50 to 150 people	9	5%	88.89
150 to 1,000 people	40	20%	89.50
1,000 to 5,000 people	43	22%	101.63
5,000 to 10,000 people	26	13%	112.50
10,000 to 25,000 people	28	14%	115.71
25,000 to 75,000 people	18	9%	109.44
Over 75,000 people	22	11%	138.86
Totals	198	100%	

Average salary is highest (\$139k) for individuals who report working in companies with headcount over 75,000. Average salary is relatively high for privacy professionals who work for large companies with headcount greater between 5,000 to 75,000. In contrast subjects working in small to medium-sized companies with headcount less than 5,000 employees report much lower compensation levels than larger companies. Organizations with headcount from 50 to 150 people report the lowest average annual salary for privacy professionals (\$89k).

Table 9 reports average salary according to subjects' expectations about bonus compensation in 2004. It shows that the majority (57%) of privacy professionals expect to receive a bonus. As can be seen, those who expect to receive a bonus earn substantially higher salaries than those who do not (\$118k versus \$87k). This result is consistent with the 2003 study.

Table 9: Average Salary Level by Subjects' Bonus Expectations	Freq	Pct%	Salary
Unsure	18	9%	108.33
No	68	34%	86.91
Yes	113	57%	118.05
Totals	199	100%	

The next analysis concerns subjects' opinions regarding the perceived fairness of their compensation level relative to others with similar experience and education within their organizations. Table 10 summarizes how subjects responded to this normative survey item.

Table 10: Subjects Average Salary by Perception About Fairness of Compensation and Percentages by Female and Male Respondents.				Female Subjects		Male Subjects	
Choices	Freq	Pct %	Average Salary	Freq	Pct %	Freq	Pct %
No Opinion	29	15%	105.00	16	14%	12	15%
Below Others	50	25%	83.40	37	32%	13	16%
Equal to Others	112	56%	115.40	62	53%	50	62%
Above Others	8	4%	132.50	2	2%	6	7%
Totals	199	100%	106.53	117	100%	81	100%

As shown, 56% of subjects perceive their compensation as fair (at expectations). Another 4% of subjects believe that their compensation is above others with similar experience and education within their organization. A relatively large sub-sample of subjects (25%) believe that their compensation is lower than others with similar experience and education. The remaining 15% did not want to express their opinion. Overall, these findings are consistent with 2003 survey results.

Table 10 shows that subjects who responded above expectations have higher salary levels, while those who responded below expectations have the lower salary levels. In short, these findings suggest that subjects hold perceptions that are consistent with their actual pay experience.

Further analysis attempted to correlate gender differences to possible variations in perceptions presented in Table 10. As shown, 32% of women, but only 16% of men, view compensation level as being lower than others with similar experience and educational levels.

Table 11 reports average salary level for subjects according to their highest attained level of education.

Table 11: Average Salary Level by Education	Freq	Pct %	Salary
High School/Vocational	8	4%	78.13
College or University	56	28%	84.73
Attended Graduate School	12	6%	72.92
Masters	68	34%	109.12
Law Degree	48	24%	139.79
Doctoral Degree	5	3%	133.00
Other	2	1%	80.00
Totals	199	100%	

As can be seen, the vast majority of subjects have college, university or graduate school credentials. Subjects with law degrees earn the highest compensation level at almost \$140k, followed by individuals with Ph.D's at \$133k and Masters degrees at \$109k. Individuals without college or university degrees appear to earn substantially lower annual salaries. Additional analysis shows that individuals with law degrees (JDs) are more likely to report through corporate law or the Office of General Counsel within their respective organizations. However, many subjects with JDs work in other organizational units, including compliance departments.

VI. Conclusion

The most positive trend for privacy professionals is that overall results suggest that average compensation has increased at an annual rate of 5.3% (\$106.5k from \$101.1k in 2003).³ However, as was noted in last year's findings, there is variation in compensation according to industry classification, organization size, experience and the amount of time devoted to privacy.

As a result of recommendations from IAPP members, the 2004 Privacy Professional Salary Survey added three new items in order to determine how education, experience and reporting relationships affect compensation level. We also looked at how salary levels vary by gender.

Unlike last year's survey, this year's results indicate that respondents with more than 5 years experience appear to earn higher compensation than those with less job or privacy-related experience. In addition, those respondents with graduate or law degrees, on average, earn considerably more than those with lower levels of education.

We also determined that reporting relationships do affect compensation. Respondents who report to the corporate law department earn the highest compensation (\$129k), followed by individuals in marketing and sales (\$125k) and executive management (\$108k).

Similar to last year's findings, however, salary levels are highest for those respondents spending less than 30% of their time on privacy issues. On average, respondents spending more than 90% of their time on privacy earn the lowest annual compensation at under \$97k.

Women in privacy are paid significantly less than men. On average, women earned \$95.6k while men earned on average \$122.5. Consequently, it is not surprising that 32% of women and only 16% of men consider their salary as being lower than others with similar experience and educational levels.

Many organizations are now in the process of establishing or enhancing their privacy programs. Accordingly, we hope that the findings presented in this report will be useful when making decisions not only about compensation levels but also about how a privacy program should be structured and positioned within the organization.

If you have questions, comments or concerns about this research report or you would like to obtain additional copies of the document (including permission to copy this paper and research instrument), please contact by letter, phone call or email:

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³ The U.S. labor statistics reports an estimated 3.1% growth in wage levels across all professions.