

4 Groups Need Only 3 CONTRAST Columns (plus the Intercept)

Group	Int	c1	c2	c3	Meaning
HR	1	0	0	0	Contrasts OFF = Reference (gets intercept only)
Sales	1	1	0	0	c1 ON = Sales (intercept + b1)
Engineering	1	0	1	0	c2 ON = Engineering (intercept + b2)
Marketing	1	0	0	1	c3 ON = Marketing (intercept + b3)

Everyone gets Int = 1 (the intercept) . The contrast columns identify which GROUP