

---

# THE IAT SURVEYS® REPORT

## Compensation & Employment Practices Highlights of Executive Summary - Fall 2004

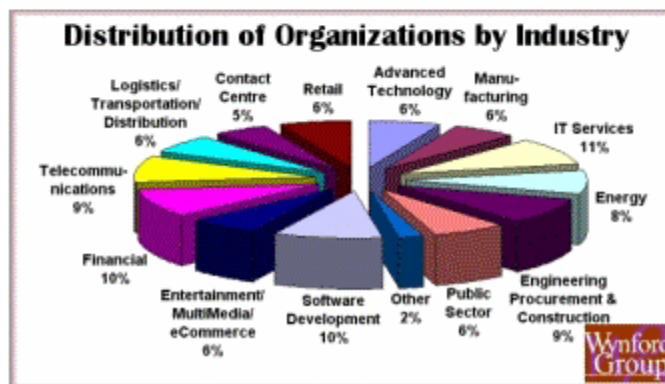
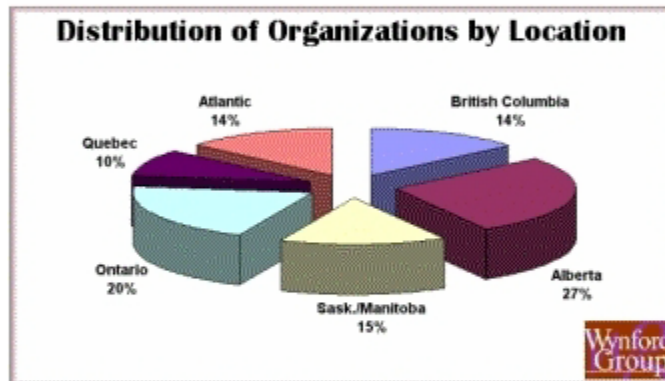
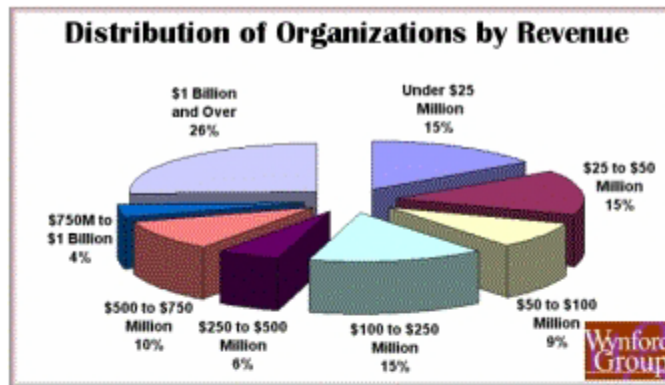
---

THE WYNFORD GROUP is pleased to present a brief snapshot of some of the highlights from the comprehensive "IAT Survey Questionnaire Report 2004".

### Enhancements for this past year included:

- Over 31 new positions, including over 15 additional Supply Chain Management positions
- 6 Additional Contact Centre Survey positions, with improved performance and quality indicators
- Enhanced Attraction and Retention Practices
- Improved formats for Data Reports and On-line Custom Reports

THE WYNFORD GROUP's *IAT Surveys 2004* consist of 5 surveys and over 350 positions, and includes data from over 140 organizations across Canada, and over 75,000 employees. Data was collected in the spring/summer of 2004. Sample characteristics are identified as follows:



## COMPENSATION - POLICY & STRATEGY

- **84.08%** of participants indicated they adjusted base salaries in 2004.
- The average amount of the base salary increase is **3.35%**.
- Projected Average Base salary adjustment is **3.24%**, with the highest average increases in the energy sector at **4.76%**.
- Toronto ranked highest in regional salary differences, with Ottawa closely following. Halifax and Quebec City were ranked among the lowest.
- **38.89%** use of flexible benefits programs, along with **25.81%** use of Health Spending Accounts offered, indicates a definite increasing trend.

## INCENTIVE PROGRAMS

- **92.45%** of survey participants have a short-term incentive program in place.
- Participants using long-term incentive programs, significantly up to **82.85%**.
- **39.39%** of participants providing Stock Options, slightly down from 2003.
- There is a trend to use a "**portfolio**" of LTIP/MTIP strategies.
- Emphasis on linking pay with specific performance outcomes / accountabilities.

## ATTRACTION & RETENTION PRACTICES

- With approximately **half** of organizations currently use a special attraction or retention program, there is a significant increase in using signing and retention bonuses.
- A significant increase in using signing (**20.59%**) and retention bonuses, indicate a large number of companies attempting to hire and keep key workers as skill shortages increase.
- The following were identified as emerging critical issues for employees:
  - Balanced Work-life
  - Flexible Work Environment
  - Effective Leadership

## HOT SKILLS

Ranking	Technical Hot Skills 2004	Non-Technical Hot Skills 2004
1	Internet Development / e-Commerce	Leadership
2	Oracle / DBA skills	Communications/Negotiating/Conflict
3	Microsoft Windows, desktop tools	Project Management
4	C++ / Java	Sales / Presentation Skills
5	ERP Applications / Integration, PeopleSoft, SAP	Performance Mgmt

## HOTTEST JOBS

Ranking	Hottest Technical Jobs 2004	Hottest Non-Technical Jobs 2004
1	Engineers	Sales & Marketing
2	Database Analysts	Contact Centre Representative
3	Internet/ Network Development	Financial Planners/Accountants
4	Systems Security Consultants	Health Care
5	ERP Consultants	International Business (2nd language)

---

## BENCHMARKING INDICATORS

- Overall, organizations reported an increase in turnover to 7.55%, with “career development” identified again this year as the primary reason for leaving.
- **72.13%** indicated their performance increases are tied to salary increases, with 92.19% indicating that personal development plans are a component of the performance management system.

---

## ECONOMIC UPDATE

- The 2004 IAT Surveys measured economic climate, salary increases, employee programs, staff levels, and overall HR strategies.
- We were pleased to confirm that although some industries are experiencing a down turn over 92% of survey respondents view a positive economic environment for their organization and over 60% expecting growth.
- With over 40 pages of in-depth report analysis, and detailed salary reports on over 300 positions, other useful information that the IAT Report provides include:
  - Critical HR Benchmarks
  - Regional Differences
  - Recognition Programs
  - Employee Satisfaction Strategies
  - Comprehensive Salary Trends