

# THE WYNFORD GROUP'S

## IAT SURVEYS® REPORT COMPENSATION & EMPLOYMENT PRACTICES EXECUTIVE SUMMARY - FALL 2007

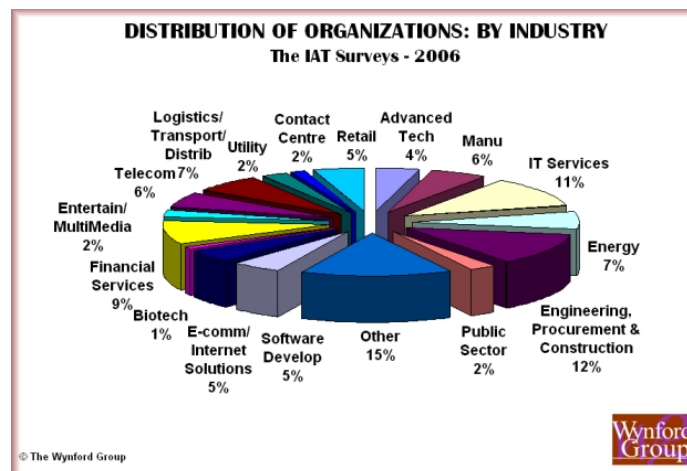
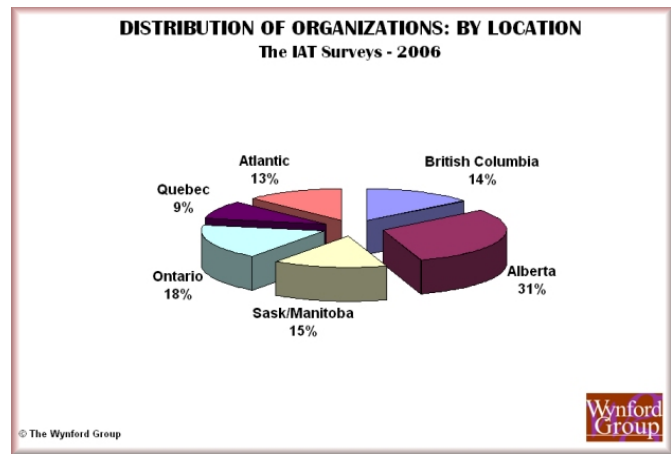
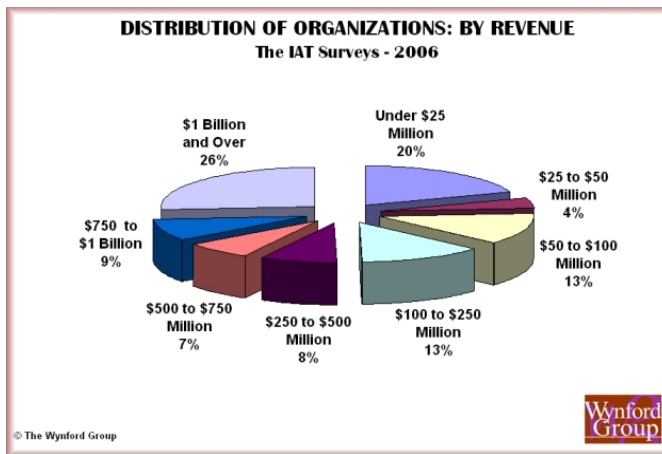
THE WYNFORD GROUP is pleased to present some highlights from the comprehensive "IAT Survey Questionnaire Report 2007".

*"The Source for Hot Market Information"*

We have provided several enhancements to the surveys this year, including a new, more flexible customized report tool that will allow you to produce pay reports with the statistics you want in the order that you want.

THE WYNFORD GROUP's, *IAT SURVEYS 2007* consist of 5 surveys and over 450 positions, with data from over 175 organizations. Data was collected in the spring/summer of 2007.

Characteristics are identified as follows:



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## COMPENSATION - POLICY & STRATEGY

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### Base Salary Adjustments in 2007

- **85%** of participants indicated they adjusted base salaries in 2007.
- The average amount of the range adjustment increase is **3.21%**, up from the projection of 2.56%.
- The average amount of the base salary increase is **4.08%** (up from 3.56% in 2006).

### 2008 Projected Adjustments

- The National Average projected range adjustment increase is **3.03%**,
- Projected Average Base salary adjustment is **3.90%**, with the highest average increases in the **energy sector** at **5.86%**.

### Regional Differences

Overall the highest salaries for cities/regions across Canada rank as follows: Northern Alberta, Toronto, Calgary, Vancouver, Ottawa, Edmonton, Southern Ontario, Montreal, Victoria, Winnipeg and Halifax. More detailed comparisons appear in our survey report.

### Benefits

- There is a definite trend of increased use of flexible benefits program, **28%** offer these.
- Health Spending Accounts continue to increase in popularity, **40%**, (up from 32.26% in 2006).

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## INCENTIVE PROGRAMS

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### Short - Term Incentives

- **75%** of respondents indicated they had a short-term incentive plan in place.
- **85%** of organizations that have a short-term incentive program in place indicated they do not include this compensation in the base for benefits calculations.

### Long - Term Incentives

- **41%** of participants indicated they provide long term incentives, with an increased variety of strategies including: Options, RSU's, performance options, and cash-based. These are described in more detail in the survey report.

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## ATTRACTION & RETENTION PRACTICES

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### Cash Based Attraction & Retention Practices

- **54%** of organizations currently use a special attraction or retention program, (up from 53.66% in 2006).
- The percentage of organizations using training and tuition reimbursement was **80.00%**.
- Signing bonuses, project completion bonuses and retention bonuses have all significantly increased in usage, particularly the last bonus type which is used by **25% of participants in 2007**.

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## CRITICAL ISSUES

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<b>Ranking</b>	<b>Employers</b>	<b>Employees</b>
1.	Competitive Compensation	Competitive Compensation
2.	Organization Culture/Fit	Career Development
3.	Career Development	Work/Life Balance
4.	Effective Leadership	Challenging Work
5.	Challenging Work	Learning Opportunities
6.	Work/Life Balance	Opportunities for Advancement
7.	Clearly Defined Goals/Expectations	Effective Leadership
8.	Comprehensive Benefits Package	Comprehensive Benefits Package
9.	Learning Opportunities	Flexible Work Environment
10.	Opportunities for Advancement	Organization Culture/Fit

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## BENCHMARKING INDICATORS

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### Top Training Topics/Areas for 2007

<b>Ranking</b>	<b>2007 Technical</b>	<b>2007 Non-Technical</b>
1.	Microsoft Windows, Desktop Tools	Leadership/Management Skills
2.	Web Skills (Design, Apps.)	Presentations & Communications
3.	Leadership	Project Management
4.	Computer Skills, Software, In-house Applications	Customer Service
5.	Project Management	Team Building / Coaching

### Turnover

- Total organizational turnover for **2006** was **18.71%**.

If you have any questions or would like further details, please contact us at

**The Wynford Group**

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or

call 1-877-264-5166