

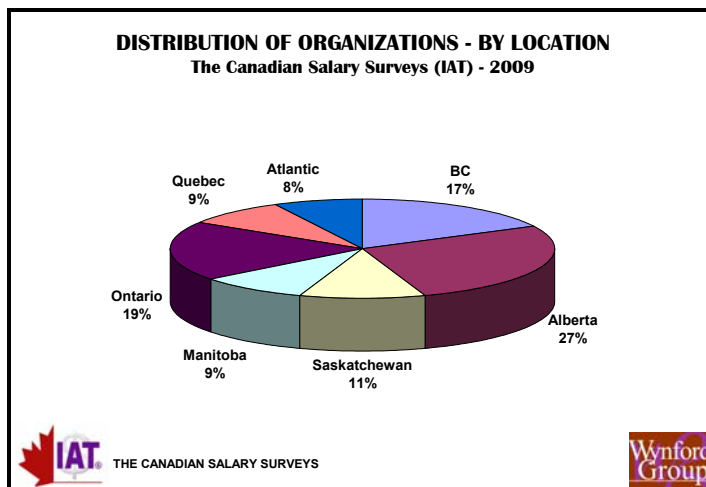
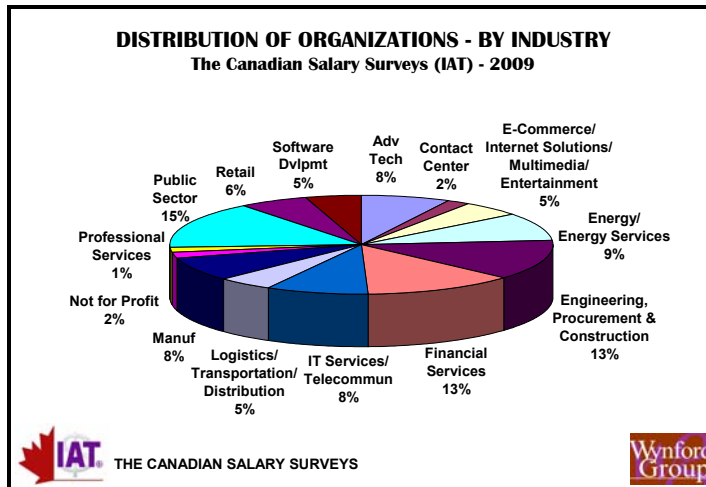
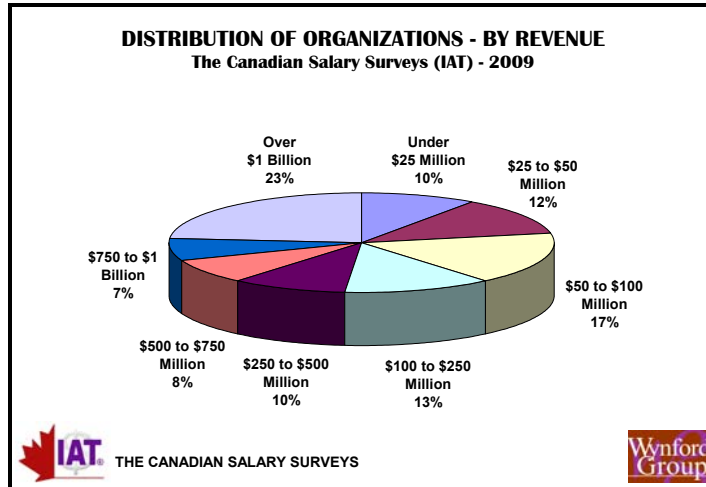
# THE CANADIAN SALARY SURVEYS - IAT® REPORT

## COMPENSATION & EMPLOYMENT PRACTICES

### EXECUTIVE SUMMARY - FALL 2009

The 2009 Canadian Salary Surveys include data from over 250 organizations with the following distribution:

#### Distribution Report



## COMPENSATION - POLICY & STRATEGY

### Base Salary Adjustments in 2009

- **77.05%** of participants indicated a total salary budget adjustment (including range adjustment, merit & general increases but not promotional increases) in 2009.
- The 2009 national average salary budget adjustment is **2.80%** (includes 0's) and **3.46%** (excludes 0's).
- **28.36%** of those organizations will be revising and/or deviating from their strategy for 2009.

### 2010 Projected Adjustments

- The National Average Projected Range adjustment (as of June 30, 2009) **2.38%** (excludes 0's).
- Projected Average Base Salary adjustment for 2010 (as of June 30, 2009) is **2.80%** (excludes 0's). The highest average projected increase is in Saskatchewan at **3.32%** (excluding 0's).
- The highest projected average base salary adjustment for 2010 (as of June 30, 2009) by industry is the Public Sector at **3.92%**. The lowest projected increase is the Energy Services at **2.14%** (excludes 0's).
- As of November 2009, the National Average Projected adjustments have been changed to the following values:
  - Salary Range: **2.27%**
  - Base Salary: **2.52%**

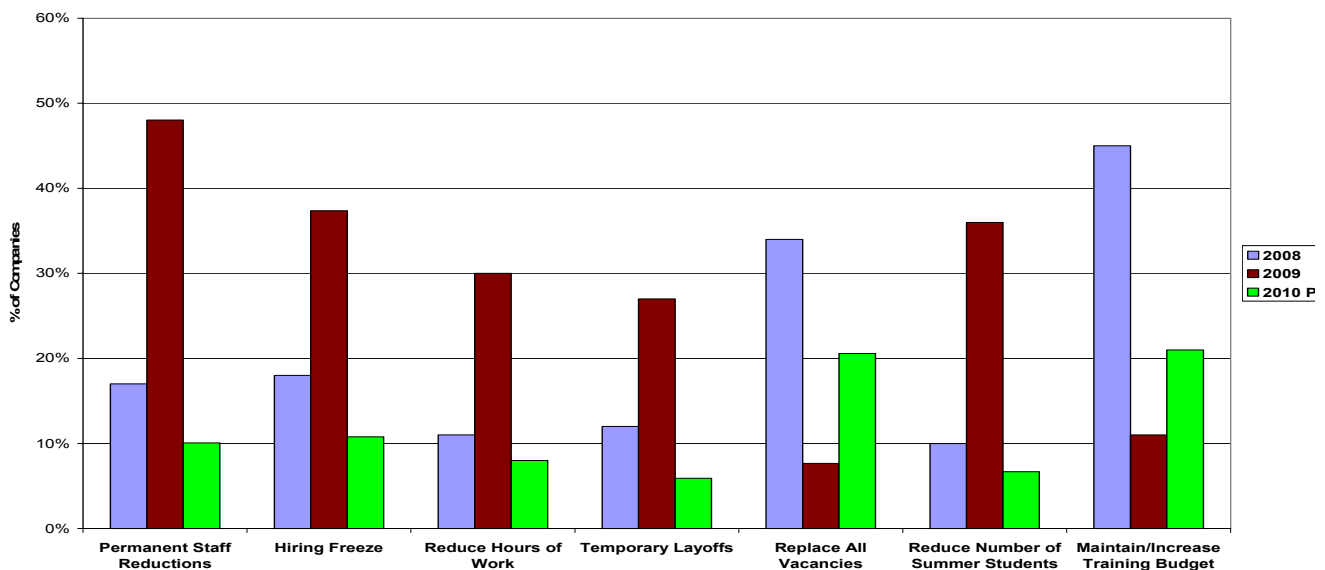
### Regional Differences

Highest Average Salaries Ranked Nationally:

- |              |                     |
|--------------|---------------------|
| 1. Calgary   | 5. Montreal         |
| 2. Toronto   | 6. Winnipeg         |
| 3. Vancouver | 7. Regina/Saskatoon |
| 4. Edmonton  | 8. Halifax          |

## HUMAN CAPITAL DEPLOYMENT

**Usage of Human Capital Strategies 2008 to 2010**



*from Wynford Group 2009 CSS, Flash Surveys and HR Metrics*

The above chart identifies the major changes in the use of Human Capital strategies from 2008 to the expected strategy deployment for 2010.

- 2008 is indicative of “Business as Usual” with some effects of the worldwide recession starting to take effect toward the end of the year.
- 2009 indicates the impact of the recession on the use of Human Capital strategies, in particular:
  - Increase in temporary Layoffs
  - Reduction in Hours of Work (often through Federal Workforce Strategy)
  - Significant increase in permanent staff reductions
  - Decrease in summer student hires
- 2010 (projected) indicates “cautious optimism” of moving out of the recession through the following leads indicators:
  - Limited number of organizations expecting further staff reductions and layoffs
  - Significant increase in the number of organizations expecting to replace all vacancies rather than just critical jobs
  - Increase in number of organizations that are expecting to maintain or increase their training budgets.
  - Fewer organizations cutting summer student programs

### **Contractors**

- **61%** of reporting participants indicated they utilize contractors.

### **Benefits**

- Of the total cost of benefits, the Employer currently pays an average of **84.48%**.
- **82.73%** of participants reported no projected change from 2009 to 2010.
- **73.08%** of participants allow employees to purchase additional benefits or coverage.
- Participants indicated the benefit budget is on average **13.24%** of the base salary budget.
- **23.73%** of participants indicated they offer a flexible benefit plan to employees.
- **53.66%** of participants are offering health-spending accounts.

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## **INCENTIVE PROGRAMS**

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### **Short - Term Incentives**

- **76.42%** of the respondents indicated that they had a short-term incentive plan in place.
- **85.57%** of the organizations that have a short-term incentive program in place had indicated they do not include this compensation in the base for benefits calculations.

### **Long - Term Incentives**

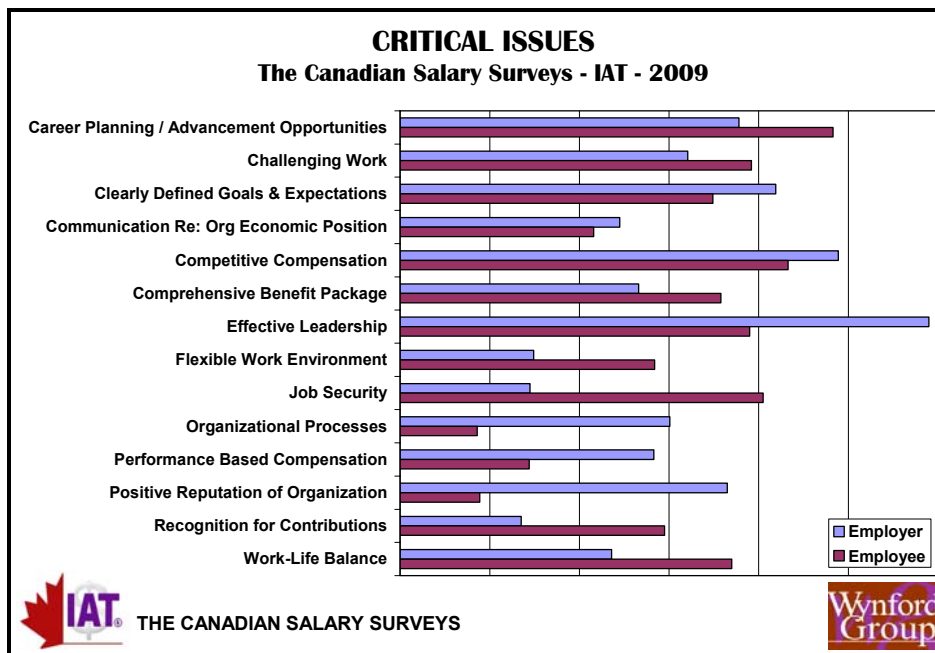
- **34%** of the respondents indicated they provide long-term incentives.
- **60%** of reporting respondents indicated if performance criteria are not achieved the unvested portions are forfeited.

## ATTRACTION & RETENTION PRACTICES

### Cash Based Attraction & Retention Practices

- **70.40%** of the organizations currently use a special attraction or retention program.
- Retention bonuses have decreased to **10%** this year from 34% last year.
- **4.67%** of respondents indicated they have attraction and retention practices targeted towards specific generations.

## CRITICAL ISSUES



## BENCHMARKING INDICATORS

### Learning and Development Budgets

All Employees	2008	2009 Projected
Number of days per employee	5 Days	5 Days
Annual budget per employee	\$1587	\$1618
Total group budget as a % of total base salary budget	2.72%	2.36%

### Turnover

- The 2009 involuntary turnover for all organizations is **6.33%** which is down from last years figure of 7.82%

## The Wynford Group Consulting Services

### **National Compensation Surveys**

- Technical
- Professional & Administrative
- Contact Centre
- Executive & Director
- Supply Chain & Manufacturing

### **Other Major Surveys**

- Construction Salary Survey
- Human Capital Benchmarking Survey

### **Compensation & Total Rewards**

- Individual and job family market pricing
- Custom surveys to market price against specific comparators
- Interpretation of market survey data
- Market review and development of salary ranges
- Review and redesign of incentive programs
- Executive and Board compensation

### **HR Infrastructure**

- HR Audits and Process mapping
- Integrated HR program development
- Performance management system review redesign
- Job classification review and redesign
- Communications to employees
- Web-based Software tools

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