

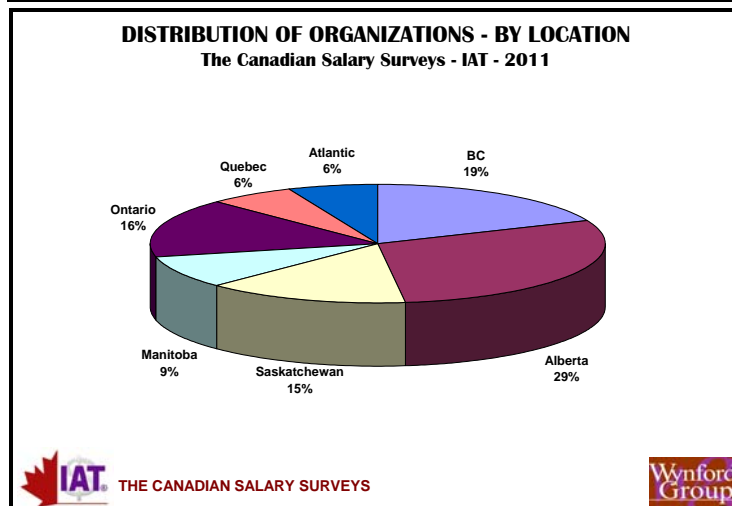
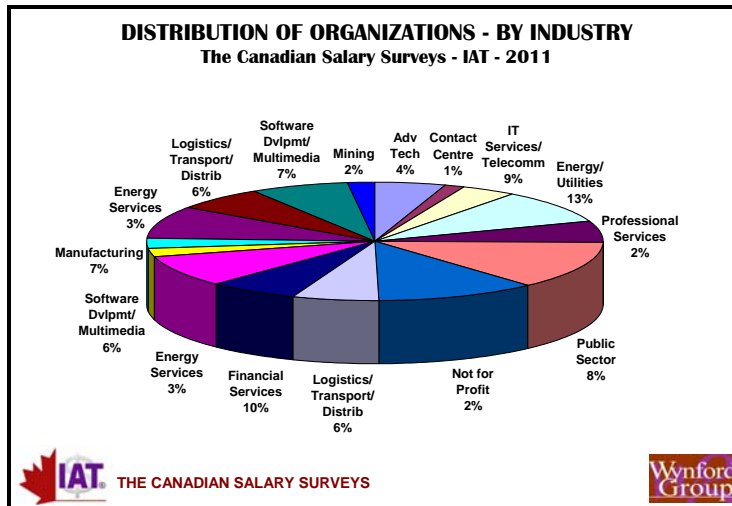
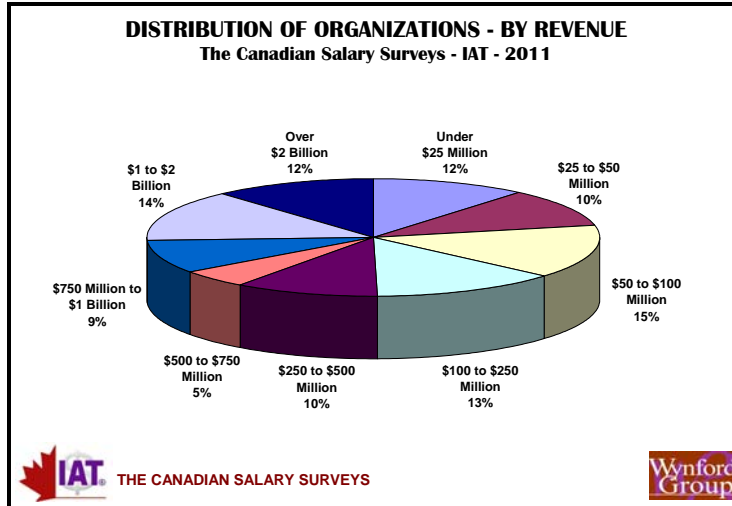
THE CANADIAN SALARY SURVEYS - IAT® - REPORT

COMPENSATION & EMPLOYMENT PRACTICES

EXECUTIVE SUMMARY - FALL 2011

The 2011 Canadian Salary Surveys include data from over 250 organizations with the following distribution:

Distribution Report



COMPENSATION - POLICY & STRATEGY

Base Salary Adjustments in 2011

- The 2011 National Average Salary Range Adjustment is **2.20%** (excludes 0's).
- The 2011 Actual Base Salary Adjustment (based upon satisfactory performance) is 3.08% (excludes 0's).
- **13.79%** of organizations indicated a redesign of Base Salary.

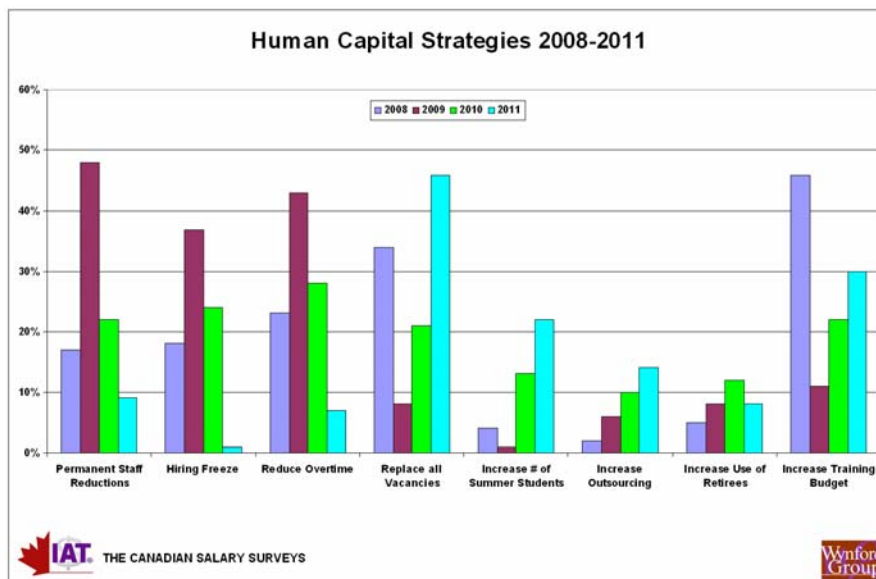
2012 Projected Adjustments

- The National Average Projected Range adjustment for 2012 (as of June 30, 2011) is **2.6%** (excludes 0's).
- The National Average Projected Base Salary adjustment for 2012 (as of June 30, 2011) is **3.16%** (excludes 0's).
- The highest average projected increase is in Alberta at **3.48%** followed by Saskatchewan at **3.43%** (excludes 0's).
- The highest projected average base salary increase for 2012 (as of June 30, 2011) by industry is the Energy at **4.10%** followed by Engineering Procurement & Construction at **3.94%** (excludes 0's).
- The lowest projected average base salary increase for 2012 (as of June 30, 2011) by industry is the Retail Sector at **2.70%** (excludes 0's).

Regional Differences

- Highest Average Salaries Ranked Nationally:
 1. Calgary
 2. Toronto
 3. Edmonton
 4. Vancouver
 5. Montreal

HUMAN CAPITAL DEPLOYMENT



Contractors

- **83%** of reporting participants indicated they utilize contractors which is up from last years 58%.

Benefits

- Of the total cost of benefits, the Employer currently pays an average of **76.23%**.
- **76.92%** of participants reported no projected change from 2011 to 2012.
- **67.95%** of participants allow employees to purchase additional benefits or coverage.
- Participants indicated the benefit budget is on average **15.40%** of the base salary budget.
- **28.21%** of participants indicated they offer a flexible benefit plan to employees.
- **62.34%** of participants are offering health-spending accounts.

INCENTIVE PROGRAMS

Short - Term Incentives

- **82.69%** of the respondents indicated that they had a short-term incentive plan in place.
- **83.75%** 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

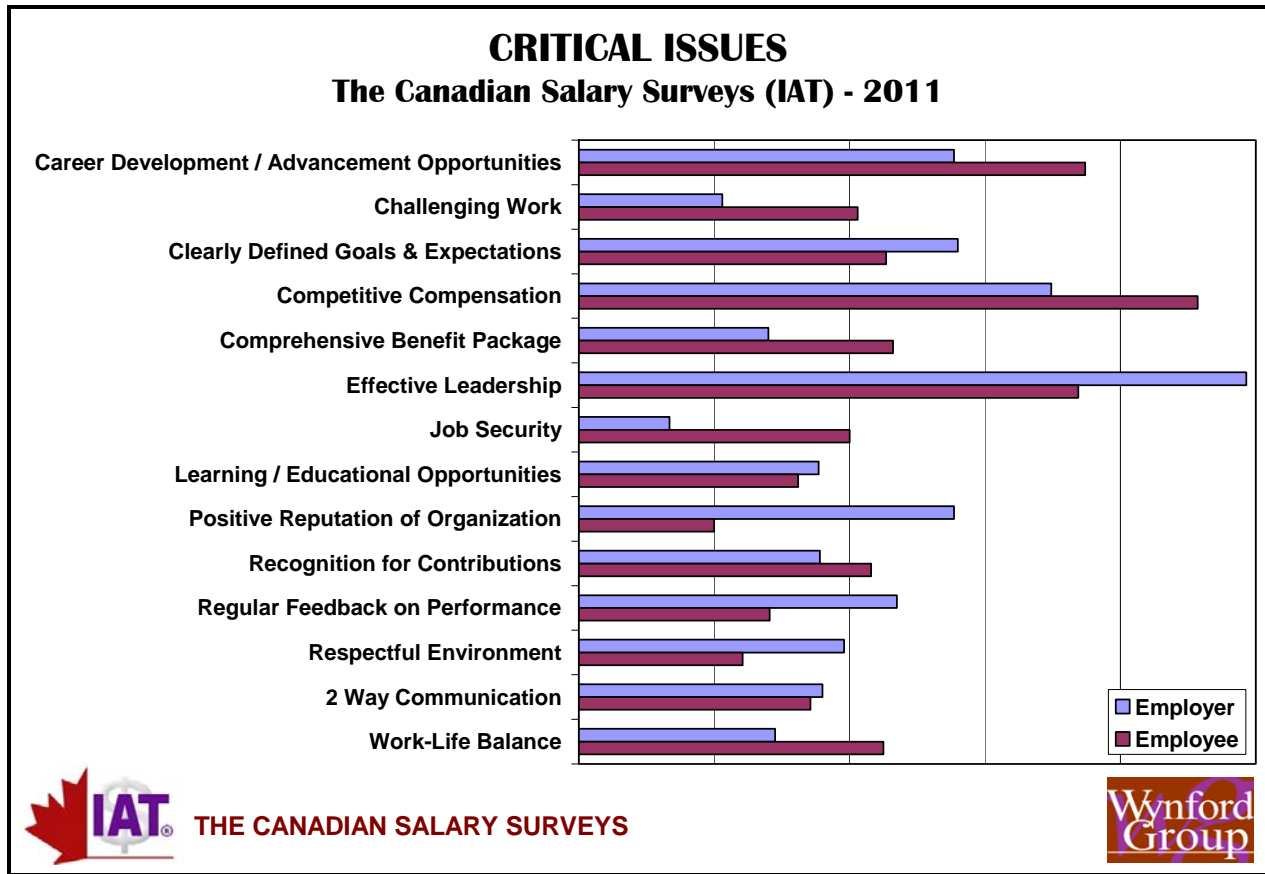
- **33%** of the respondents indicated they provide long-term incentives.
- **56%** of reporting respondents indicated if performance criteria are not achieved the unvested portions are automatically vested at a fixed length of time.

ATTRACTION & RETENTION PRACTICES

Cash Based Attraction & Retention Practices

- **62.87%** of the organizations currently use a special attraction or retention program.
- The percentage of organizations using Education Subsidies is **65%** which is up from last years 62%.
- Retention bonuses have increased to **15%** this year from 12% last year.

CRITICAL ISSUES



BENCHMARKING INDICATORS

Learning and Development Opportunities

- **45.33%** of organizations indicated they have a formal Learning & Development Policy.

Training Budgets

All Employees	2010	2011
Number of days per employee	8.88 Days	6.60 Days
Annual budget per employee	\$1,460	\$2,702
Total group budget as a % of total base salary budget	1.75%	2.70%

Turnover

- The 2011 involuntary turnover for all organizations is **8.33%** which is up from last years figure of 7.38%.

The Wynford Group - Consulting Services

National Compensation Surveys

- Technical
- Professional & Administrative
- Executive & Director
- Contact Centre
- 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

If you would like more information on this summary or Wynford Group services, please contact:

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call toll free at **1-877-264-5166** or
check our website at www.wynfordgroup.com