

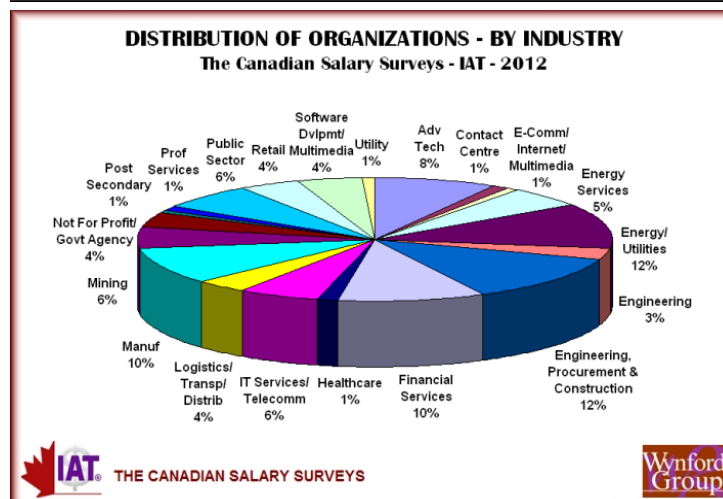
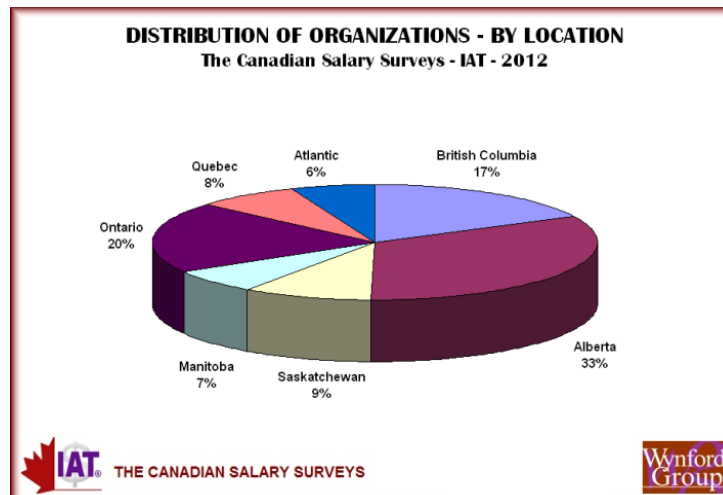
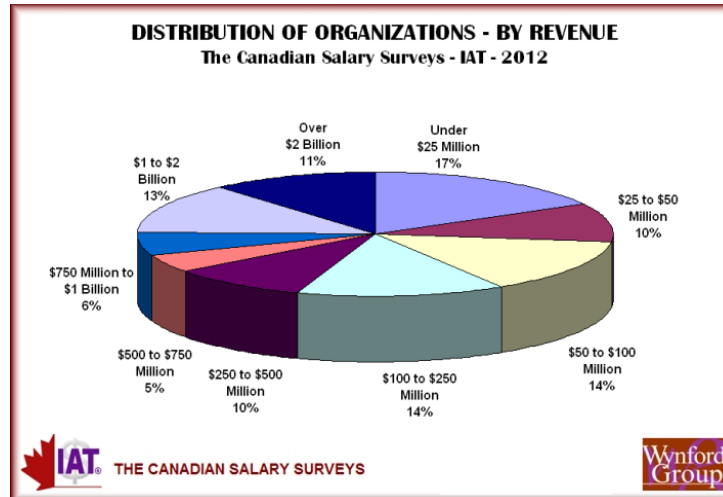
# THE CANADIAN SALARY SURVEYS - IAT® - REPORT

## COMPENSATION & EMPLOYMENT PRACTICES

### EXECUTIVE SUMMARY - FALL 2012

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

#### Distribution Report



## **COMPENSATION - POLICY & STRATEGY**

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### **Base Salary Adjustments in 2012**

- **86%** of participants indicated a Total Salary Budget Adjustment (including range adjustment, merit & general increases but not promotional increases) in 2012.
- The 2012 National Average Salary Range Adjustment is **2.76%** (excludes 0's).
- The 2012 Actual Base Salary Adjustment (based upon satisfactory performance) is **3%** (excludes 0's).
- The highest average increases were in Alberta at **3.64%** followed by Saskatchewan at **3.39%** (excludes 0's).
- **83.52%** of organizations indicated their performance system is tied directly to Base Salary Increases.
- **13.04%** of organizations indicated a redesign of Base Salary.

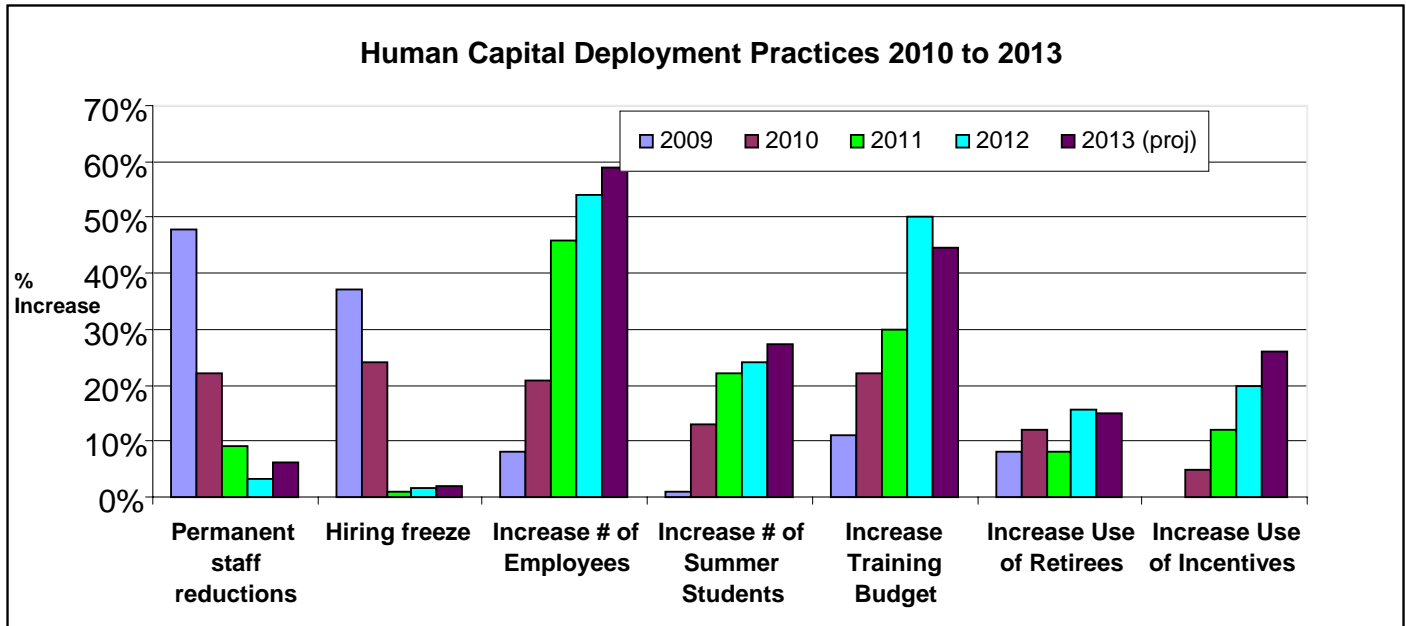
### **2013 Projected Adjustments**

- The National Average Projected Range adjustment for 2013 (as of November 30, 2012) is **3.13%** (excludes 0's).
- The National Average Projected Base Salary adjustment for 2013 (as of November 30, 2012) is **3.44%** (excludes 0's).
- The highest average projected increase is in Alberta at **3.64%** followed by Saskatchewan at **3.35%** and Manitoba at **3.12%** (excludes 0's).
- The highest projected average base salary increase for 2013 (as of November 30, 2012) by industry is the Energy at **4.40%** followed by Mining at **4.08%** and Energy Services at **3.88%** (excludes 0's).
- The lowest projected average base salary increase for 2013 (as of November 30, 2012) by industry is the Public Sector at **2.81%** (excludes 0's).

### **Regional Differences**

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

## HUMAN CAPITAL DEPLOYMENT



Top Human Resource Challenges	
Rank	HR Issues
1	Attract Top Talent
2	Retain Top Talent
3	Develop/Maintain Competitive Compensation
4	Keep Employees Productive and Engaged
5	Leadership Development

*(From the Wynford Group 2012 Fall Flash Update November 2012)*

### Contractors

- **70%** of reporting participants indicated they utilize contractors which is down from last years 83%.

### Benefits

- Of the total cost of benefits, the Employer currently pays an average of **76.31%**.
- **83.54%** of participants reported no projected change from 2011 to 2012.
- **68.75%** of participants allow employees to purchase additional benefits or coverage.
- Participants indicated the benefit budget is on average **15.44%** of the base salary budget.
- **26.74%** of participants indicated they offer a flexible benefit plan to employees.
- **52.50%** of participants are offering health-spending accounts.

## **INCENTIVE PROGRAMS**

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### **Short - Term Incentives**

- **83.87%** of the respondents indicated that they had a short-term incentive plan in place.
- **82.86%** 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**

- **39%** of the respondents indicated they provide long-term incentives.
- LTIP's are most commonly provided in the following forms (Rank order):
  - o Restricted Share Units
  - o Mid-Term Cash Plans
  - o Performance Share Units

### **Employee Share Purchase Plans**

- **24%** of survey participants indicated they provide an Employee Share Ownership Plan.

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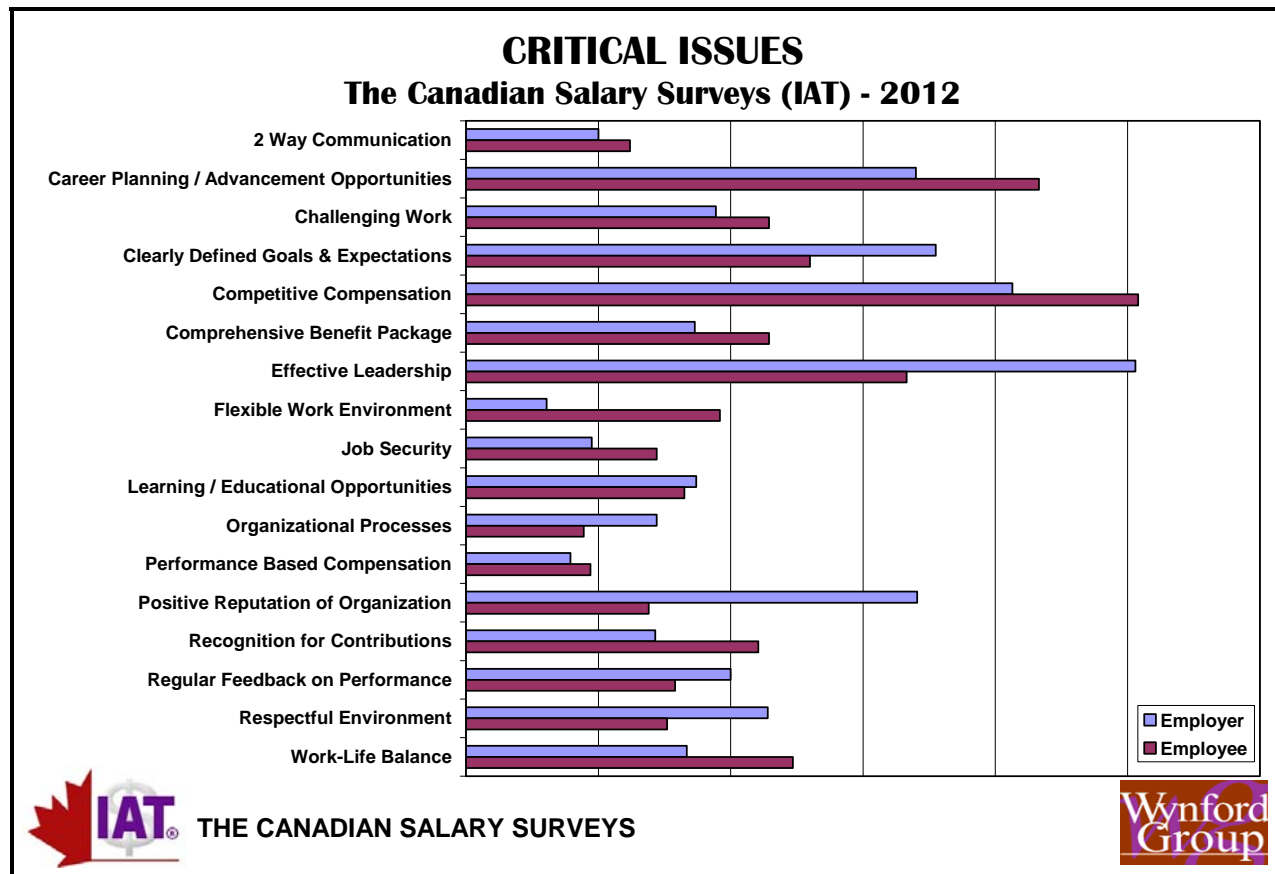
## **ATTRACTION & RETENTION PRACTICES**

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### **Cash Based Attraction & Retention Practices**

- **67.74%** of the organizations currently use a special attraction or retention program.
- The percentage of organizations using Education Subsidies is **65%** which is the same as last year.
- Retention bonuses have increased to 21% this year from 15% last year .

## CRITICAL ISSUES



## BENCHMARKING INDICATORS

### Learning and Development Opportunities

- 45.32% of organizations indicated they have a formal Learning & Development Policy.

### Training Budgets

All Employees	2011	2012
Average number of days per employee	4.00 Days	3.81 Days
Average annual budget per employee	\$2,793	\$2,879
Average group budget as % of total base salary budget	3.45%	3.50%

### Turnover

- The 2012 involuntary turnover for all organizations is **6.47%** which is up from 2011 at 6.07%.

## **The Wynford Group - Consulting Services**

### **Competitive Intelligence Solutions**

- National Salary and Compensation Surveys
  - Technical
  - Professional & Administrative
  - Executive & Director
  - Contact Centre
  - Supply Chain & Manufacturing
  - Construction Salary Survey
  - Mining Salary Survey
- Spring and Fall Flash Updates

### **Total Rewards Program Design and Implementation**

- 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 reviews and design

### **HR Processes and Infrastructure**

- HR Audits and Process mapping
- Integrated HR program development
- Web-based HR Konnectz infrastructure tools including:
  - Job classification review and redesign
  - Role Profiling to produce quick descriptions
  - Performance management and metrics system and design
- Communications to employees

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