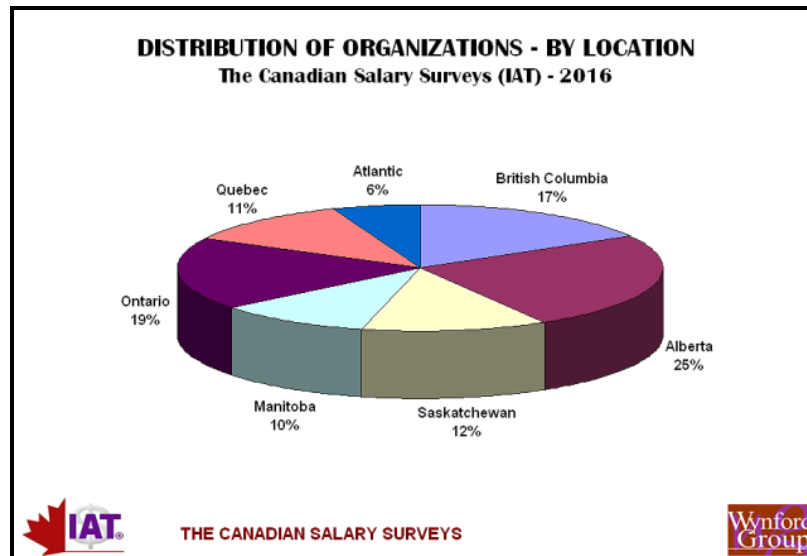
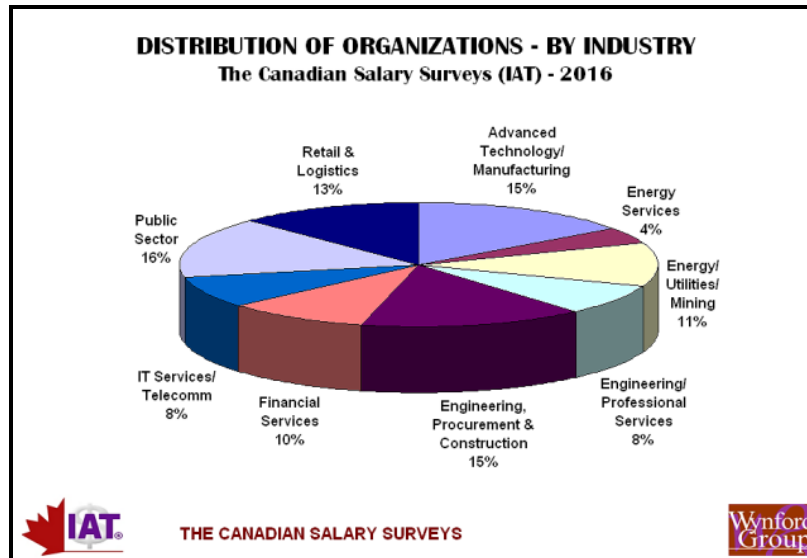
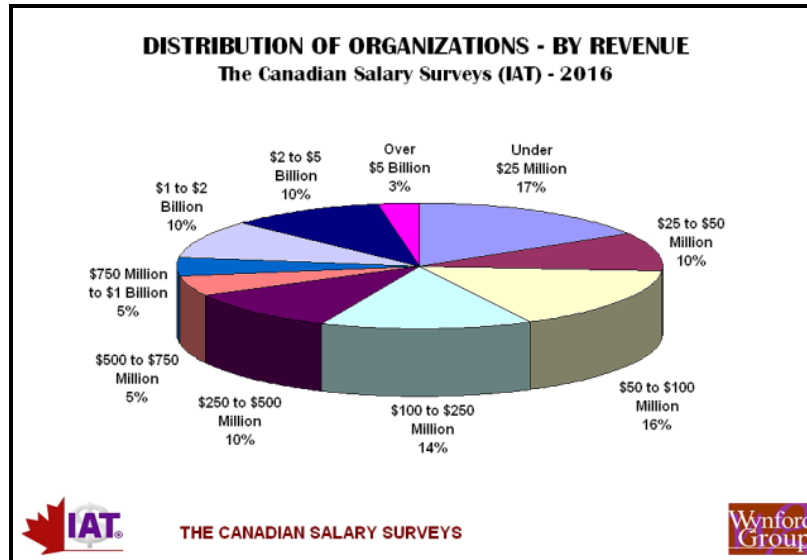


# THE CANADIAN SALARY SURVEYS - IAT® - REPORT

## COMPENSATION & EMPLOYMENT PRACTICES

### EXECUTIVE SUMMARY - FALL 2016

The 2016 Canadian Salary Surveys include data from over 250 organizations with the following distribution:



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**COMPENSATION – POLICY & STRATEGY**

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**Market Pay / Target Market Compensation**

- **73.83%** of reporting participants indicated they have a Market Pay/Target Market compensation policy.
- **93.46%** have not revised the policy for 2016.
- The average Base Salary Percentile used by respondents is **52.37%**.
- The average Total Cash Percentile used by respondents is **55.21%**.

**Base Salary Adjustments in 2016**

- **81%** of participants indicated providing a total salary budget adjustment (including range adjustment, merit and general increases/decreases, but not promotional increases) in 2016.
- The 2016 national average salary range adjustment is **.79%**.
- The 2016 actual base salary adjustment (based upon satisfactory performance) is **2.16%** (includes 0's).
- The highest average increases were in BC at **2.5%** followed by Ontario and Manitoba at **2.4%** (includes 0's).
- **84.11%** of organizations indicated their performance system is tied directly to base salary increases.
- **8.49%** of organizations indicated a redesign of base salary.

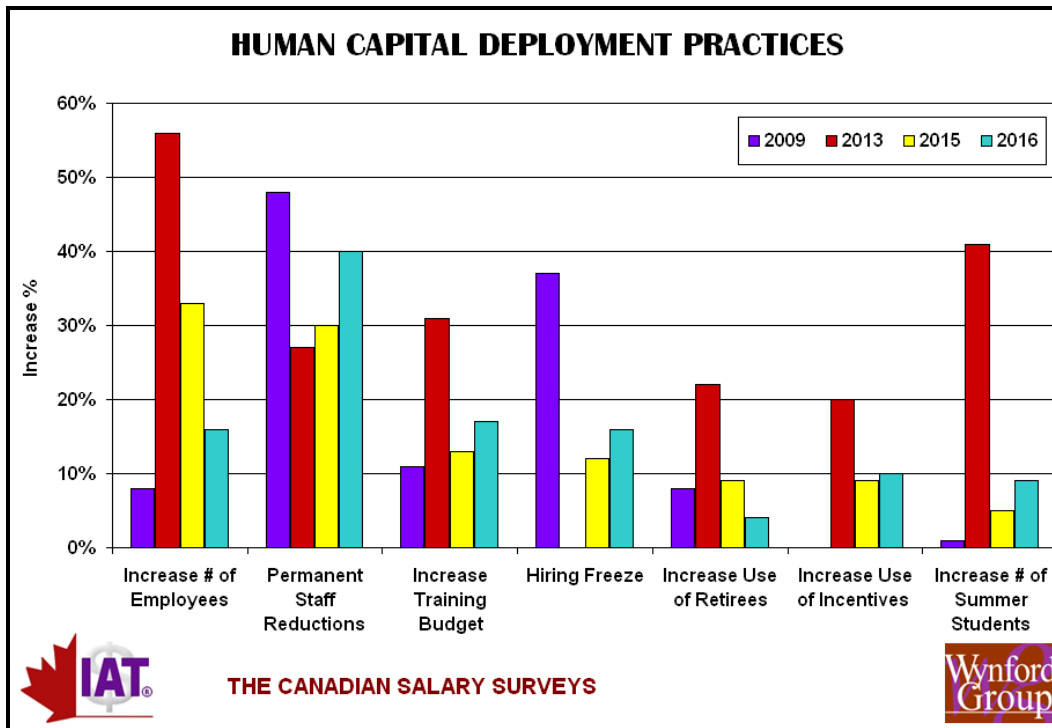
**2017 Projected Adjustments**

- The national average projected range adjustment for 2017 is **1.0%**.
- The national average projected base salary adjustment for 2017 is **2.2%**.
- The highest average projected increase is in Manitoba and Quebec at **2.3%** followed by BC and Ontario at **2.2%**.
- The highest projected average base salary increase for 2017 by industry is the Logistics / Transportation / Distribution sector at **2.6%**, followed by Software Development at **2.5%** (includes 0's).
- The lowest projected average base salary increase for 2017 by industry is the Energy Services Sector at **.65%** (includes 0's).

**Regional Differences**

- Highest average salaries ranked nationally are:
  1. Northern AB
  2. Calgary
  3. Toronto
  4. Edmonton
  5. Vancouver
  6. Ottawa/Hull
  7. Montreal
  8. Southern Ontario
  9. Regina/Saskatoon
  10. Winnipeg
  11. Halifax

**HUMAN CAPITAL DEPLOYMENT**



**Top Human Capital Challenges**

Rank	Human Resource Issue
1.	Leadership Development
2.	Retaining Key Talent
3.	Attract Top Talent
4.	Keep Employees Productive & Engaged
5.	Succession Planning

**Contractors**

- 79% of participants indicated they utilize contractors.
- The following percentages of participants indicated the reasons for using contractors:

Reason for Using Contractors	% Response
Short-Term/Immediate Need	83%
Special Skill Sets/Competencies	72%
Augment Full-Time Staff	35%
Offset Recruitment Difficulty	30%
Cost Effectiveness	19%

**THE CANADIAN SALARY SURVEYS - IAT® - REPORT**  
**Compensation & Employment Practices – Executive Summary – Fall 2016**

**Benefits**

- Of the total cost of benefits, the Employer currently pays an average of **80.22%**.
- **56.19%** of participants reported **no change** in the percentage paid from 2015 to 2016.
- **55.37%** of participants reported no projected change from 2016 to 2017.
- **72.15%** of participants allow employees to purchase additional benefits or coverage.
- Participants indicated the benefit budget is on average **18.03%** of the base salary budget.
- **5.79%** of participants provide the supporting of retirees pension (and benefits).
- Participants indicated the benefit budget of supporting retirees' pension (and benefits) is on average **7.64%** of the base salary budget.

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**INCENTIVE PROGRAMS**

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**Short-Term Incentive Plans**

- **80.87%** of respondents indicated they had a short-term incentive plan in place.
- **86.17%** 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 Incentive Plans (LTIPs)**

- **38%** participants indicated they provide long-term incentives.
- LTIPs are most commonly provided in the following forms:
  - Stock options
  - Restricted Share Units
  - Mid-Term cash plans

**Employee Share Purchase Plans**

- **17.58%** of survey participants indicated they provide an Employee Share Ownership Plan, (down from 21.54% in 2015).

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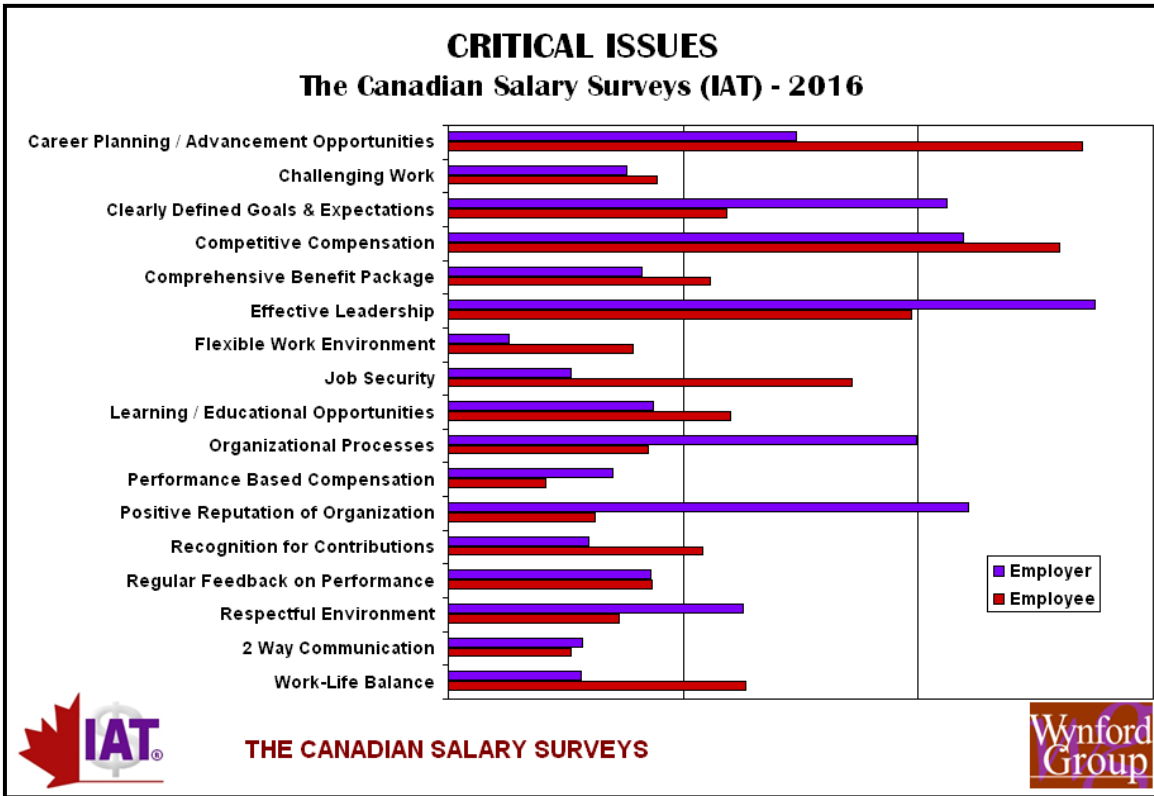
**ATTRACTION & RETENTION PRACTICES**

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**Cash Based Attraction & Retention Practices**

- **69%** of organizations currently use a special attraction or retention program.
- The percentage of organizations using Employee Referral Bonuses is **75%**, (up from 73% in 2015).
- The percentage of organizations using Education Subsidies is **62%**, (down from 64% in 2015).

**CRITICAL ISSUES**



**BENCHMARKING INDICATORS**

**Turnover**

- The 2016 involuntary turnover for all organizations is **10.69%**.

**Learning and Development Opportunities**

- 36%** of organizations indicated they have a formal Learning & Development Policy.

**Training Budgets**

All Employees	2016	2015
Average # of Days / Employee	3.15 days	3.03 days
Average Annual Budget / Employee	\$1,635	\$1,800
Average Group Budget (% of Base Salary Budget)	4.7%	4.0%

The Wynford Group offers a complete range of services that vary from single-position market pricing to complete rebuilding of compensation programs. Organizations of all sizes and industries choose Wynford to help successfully harness the full talents of their people. Our services include:

## **National Compensation Surveys**

- Technical
- Professional & Administrative
- Contact Centre
- Executive
- Supply Chain & Manufacturing
- Construction
- Mining
- Architecture
- Geomatics
- Small Business

## **Compensation & Total Rewards Consulting**

- Individual and job family market pricing
- Custom surveys to market price against specific comparators
- Market review and development of salary ranges
- Review and redesign of incentive programs
- Executive Compensation
- Outsourced Compensation Management

## **HR Infrastructure**

- *HR Konnectz* - Online role profile builder and web-based accountability banding
- Human capital benchmarking and analysis
- Performance management system review redesign
- Integrated HR program development
- Communication to employees

### **CONTACT US**

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