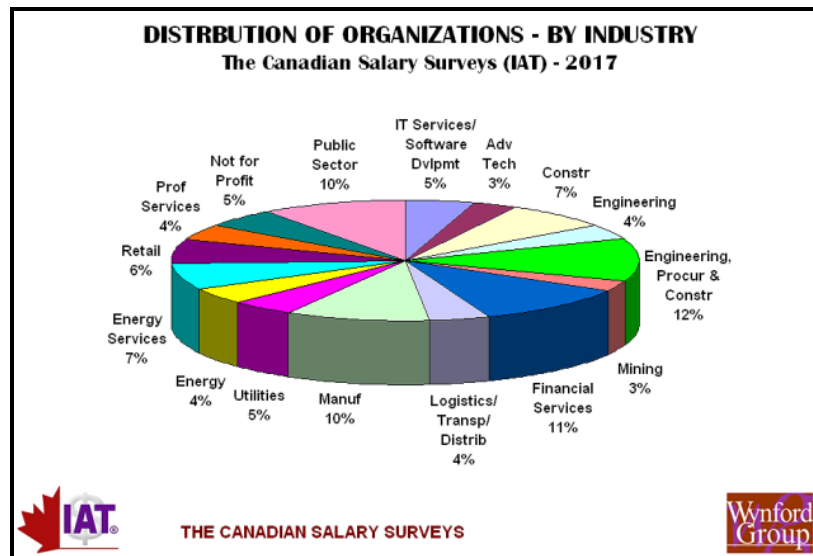
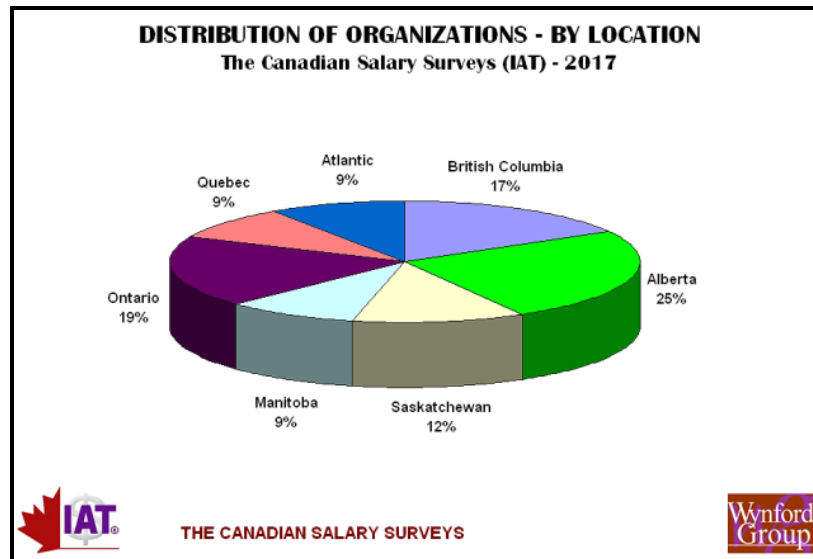
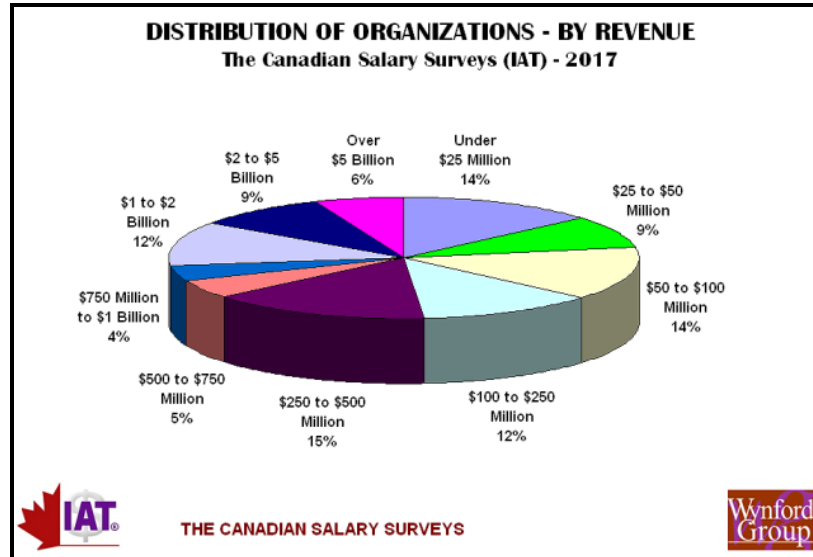


THE CANADIAN SALARY SURVEYS - IAT® - REPORT

COMPENSATION & EMPLOYMENT PRACTICES

EXECUTIVE SUMMARY - FALL 2017

The 2017 Canadian Salary Surveys include data from over 250 organizations with the following distribution:



THE CANADIAN SALARY SURVEYS - IAT® - REPORT

Compensation & Employment Practices - Executive Summary – Fall 2017

ECONOMIC ENVIRONMENT

- **41%** of participants indicated they expected growth in the economic environment for their organization over the next six months and **49%** indicated unchanged.

COMPENSATION – POLICY & STRATEGY

Market Pay / Target Market Compensation

- **67.24%** of reporting participants indicated they have a Market Pay/Target Market compensation policy.
- **95.41%** have not revised the policy for 2017.
- The average Base Salary Percentile used by respondents is **50.86%**.
- The average Total Cash Percentile used by respondents is **53.37%**.

Base Salary Adjustments in 2017

- **90%** of participants indicated providing a total salary budget adjustment (including range adjustment, merit and general increases/decreases, but not promotional increases) in 2017.
- The 2017 national average salary range adjustment is **1.40%**.
- The 2017 actual base salary adjustment (based upon satisfactory performance) is **2.12%** (includes 0's).
- The highest average increases were in Quebec at **2.49%**, followed by Ontario at **2.45%**, and BC at **2.41%**, with Alberta at **2.18%** and Saskatchewan at **2.20%** (includes 0's).
- The highest projected average base salary increase for 2018 by industry is the Professional Services sector at **2.81%**, followed by Financial Services at **2.61%** and Software Development at **2.58%** (includes 0's).
- The lowest projected average base salary increase for 2018 by industry is the Mining Sector at **1.66%**, Construction at **1.90%** and Public Sector at **2.00%** (includes 0's).
- **81.42%** of organizations indicated their performance system is tied directly to base salary increases.
- **15.52%** of organizations indicated a redesign of base salary.

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. Regina/Saskatoon
 9. Southern Ontario
 10. Winnipeg
 11. Halifax

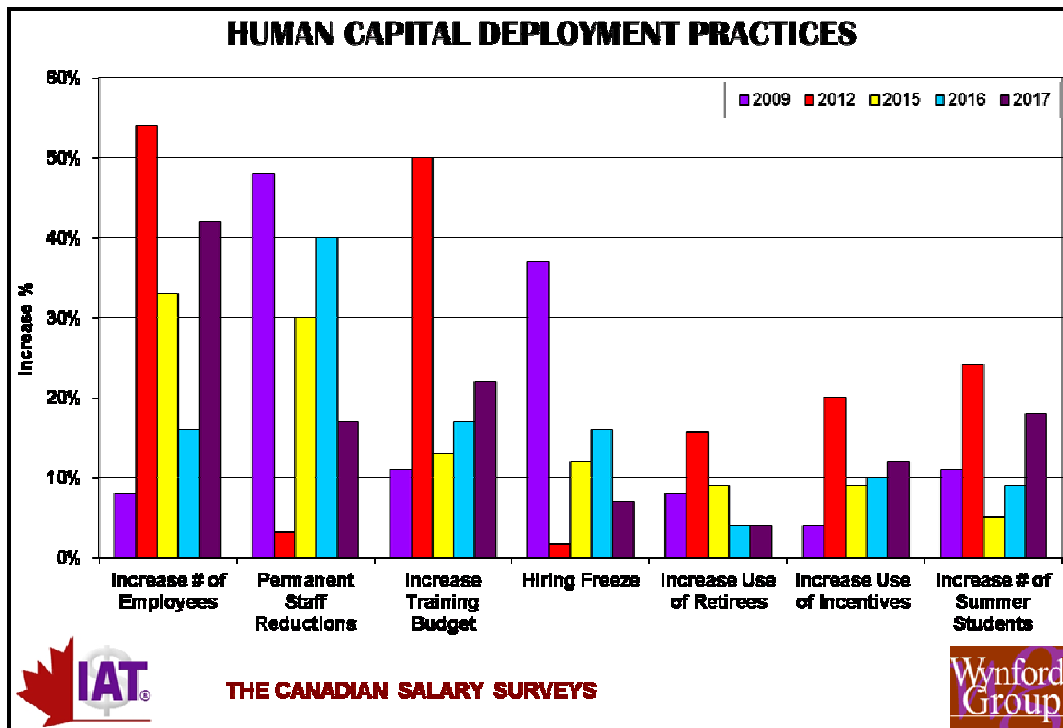
THE CANADIAN SALARY SURVEYS - IAT® - REPORT

Compensation & Employment Practices - Executive Summary – Fall 2017

HUMAN CAPITAL DEPLOYMENT

The following chart indicates that our country is again coming out of a recession, although the drop was not as sharp as in 2009, the rebound has been slower than in that period. The factors that are particularly indicative of a positive economy include:

- Increased hiring and more limited staff reductions are positive signs, although there may still be some adjustments to employee types as organizations determine the skills required for future endeavors.
- Increased training budget and increased numbers of summer students and new grads are predictive indicators of positive industry and economic growth.
- The increase in use of incentives suggests a potential trend to on pay for performance and more closely manage base pay costs.



Top Human Capital Challenges

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

THE CANADIAN SALARY SURVEYS - IAT® - REPORT

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Benefits

- Of the total cost of benefits, the Employer currently pays an average of **80.68%**.
- **72.58%** of participants reported no change in the percentage paid from 2016 to 2017.
- **68.55%** of participants reported no projected change from 2017 to 2018.
- **77.66%** of participants allow employees to purchase additional benefits or coverage.
- Participants indicated the benefit budget is on average **17.63%** 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 **7.63%** of the base salary budget.

INCENTIVE PROGRAMS

Short-Term Incentive Plans

- **77.87%** of respondents indicated they had a short-term incentive plan in place.
- **90.43%** 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)

- **36%** participants indicated they provide long-term incentives.
- LTIPs are most commonly provided in the following forms:
 - Stock options
 - Restricted Share Units
 - Performance Share Units

Employee Share Purchase Plans

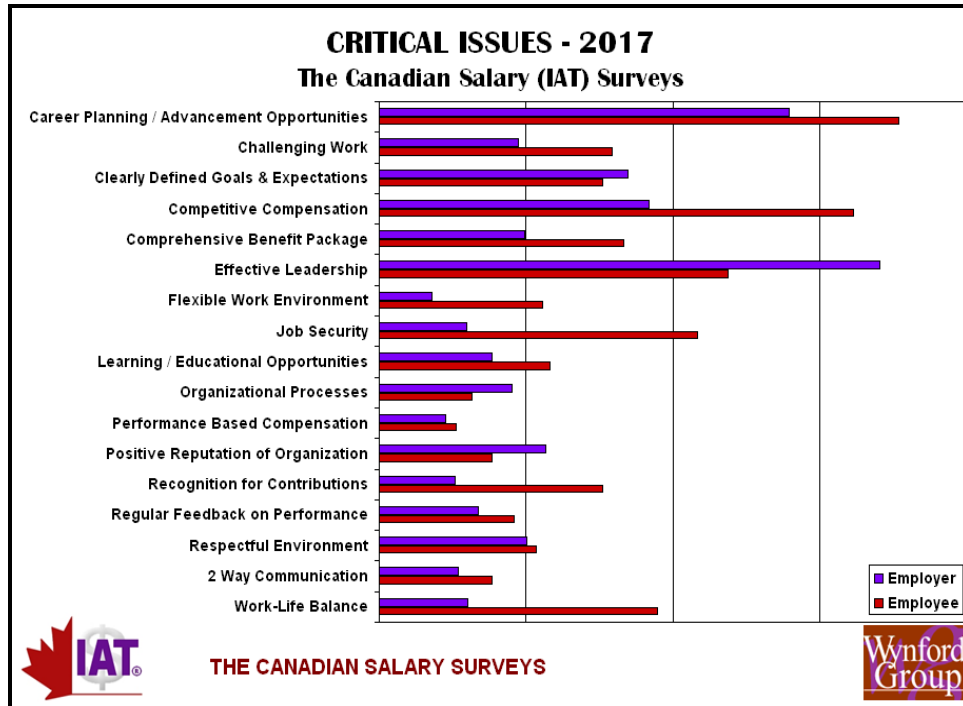
- **18.75%** of survey participants indicated they provide an Employee Share Ownership Plan, (up from 17.58% in 2016).

ATTRACTION & RETENTION PRACTICES

Cash Based Attraction & Retention Practices

- **73%** of organizations currently use a special attraction or retention program.
- The percentage of organizations using Employee Referral Bonuses is **68%**, (down from 75% in 2016).
- The percentage of organizations using Education Subsidies is **65%**, (up from 62% in 2016).

CRITICAL ISSUES



BENCHMARKING INDICATORS

Turnover

- The 2017 involuntary turnover for all organizations is **5.91%**.

Learning and Development Opportunities

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

Training Budgets

All Employees	2017	2016
Average # of Days / Employee	3.17 days	3.17 days
Average Annual Budget / Employee	\$1,329	\$1,325
Average Group Budget (% of Base Salary Budget)	3.5%	3.3%

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

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