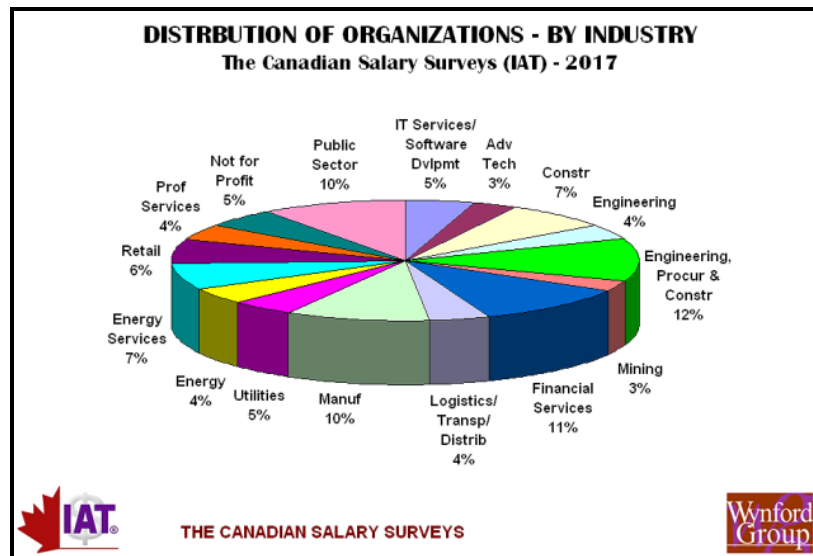
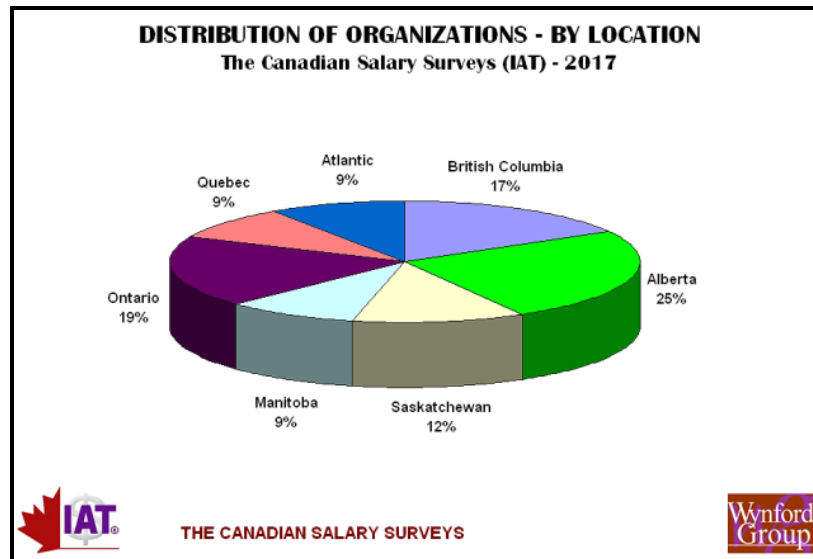
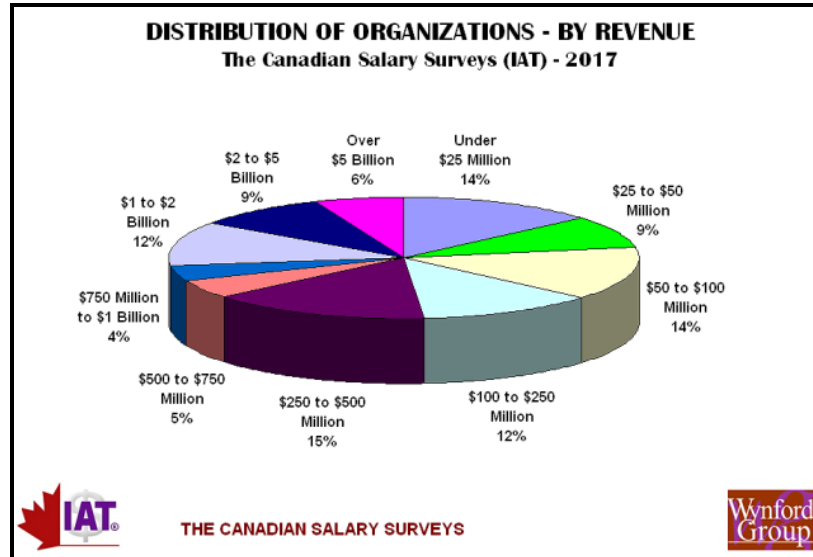


# THE CANADIAN SALARY SURVEYS - IAT® - REPORT

## 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.

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## COMPENSATION – POLICY & STRATEGY

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### 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

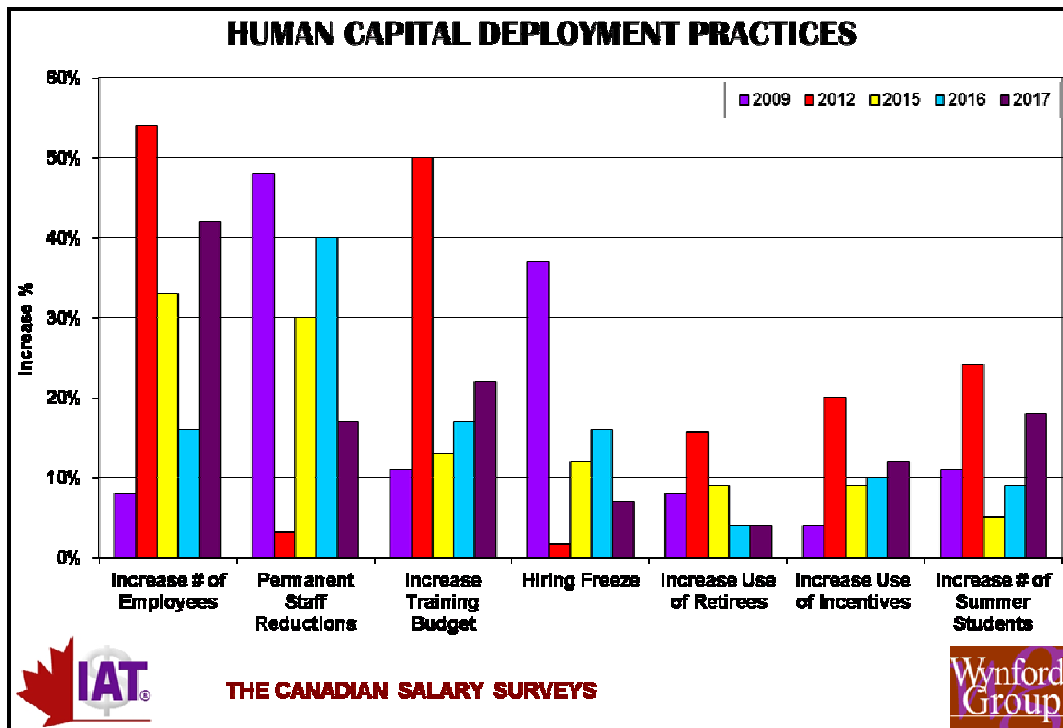
**THE CANADIAN SALARY SURVEYS - IAT® - REPORT**

**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

## Compensation & Employment Practices - Executive Summary – Fall 2017

### 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.

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## INCENTIVE PROGRAMS

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### 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).

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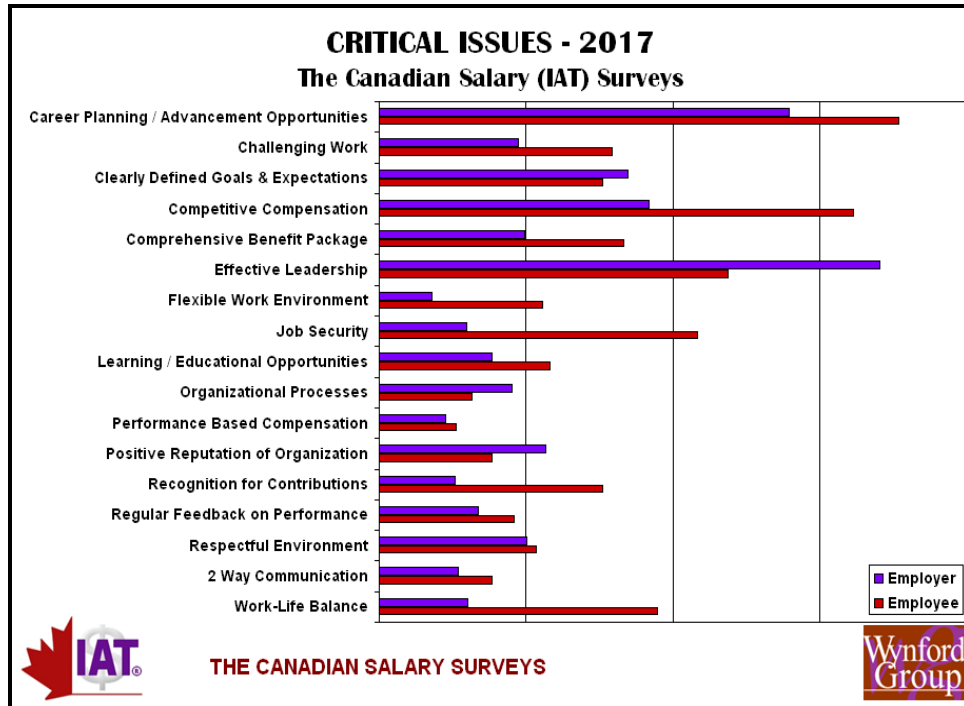
## ATTRACTION & RETENTION PRACTICES

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### 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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