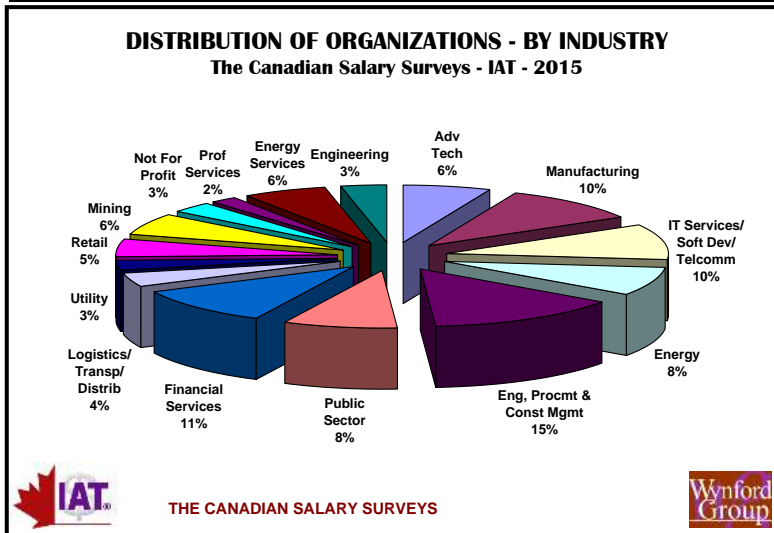
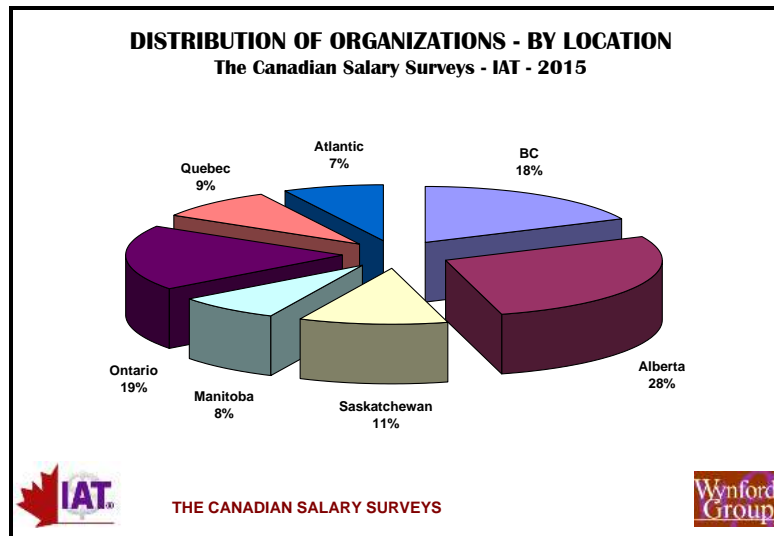
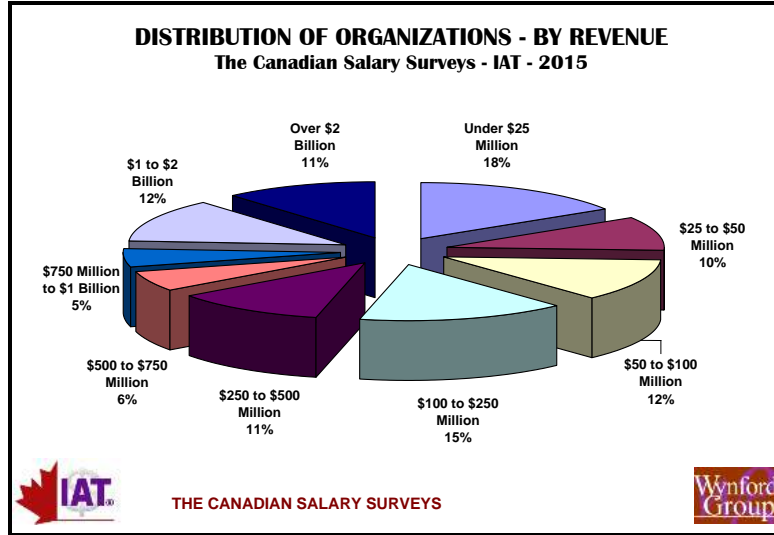


THE CANADIAN SALARY SURVEYS - IAT® - REPORT

COMPENSATION & EMPLOYMENT PRACTICES

EXECUTIVE SUMMARY - FALL 2015

The 2015 Canadian Salary Surveys include data from over 250 organizations with the following distribution:



COMPENSATION – POLICY & STRATEGY

Base Salary Adjustments in 2015

- **88%** of participants indicated providing a total salary budget adjustment (including range adjustment, merit and general increases/decreases, but not promotional increases) in 2015.
- The 2015 national average salary range adjustment is **1.70%**.
- The 2015 actual base salary adjustment (based upon satisfactory performance) is **2.21%** (includes 0's).
- The highest average increases were in Ontario at **4.25%** followed by BC at **3.38%** (includes 0's).
- **82.43%** of organizations indicated their performance system is tied directly to base salary increases.
- **16.88%** of organizations indicated a redesign of base salary.

2016 Projected Adjustments

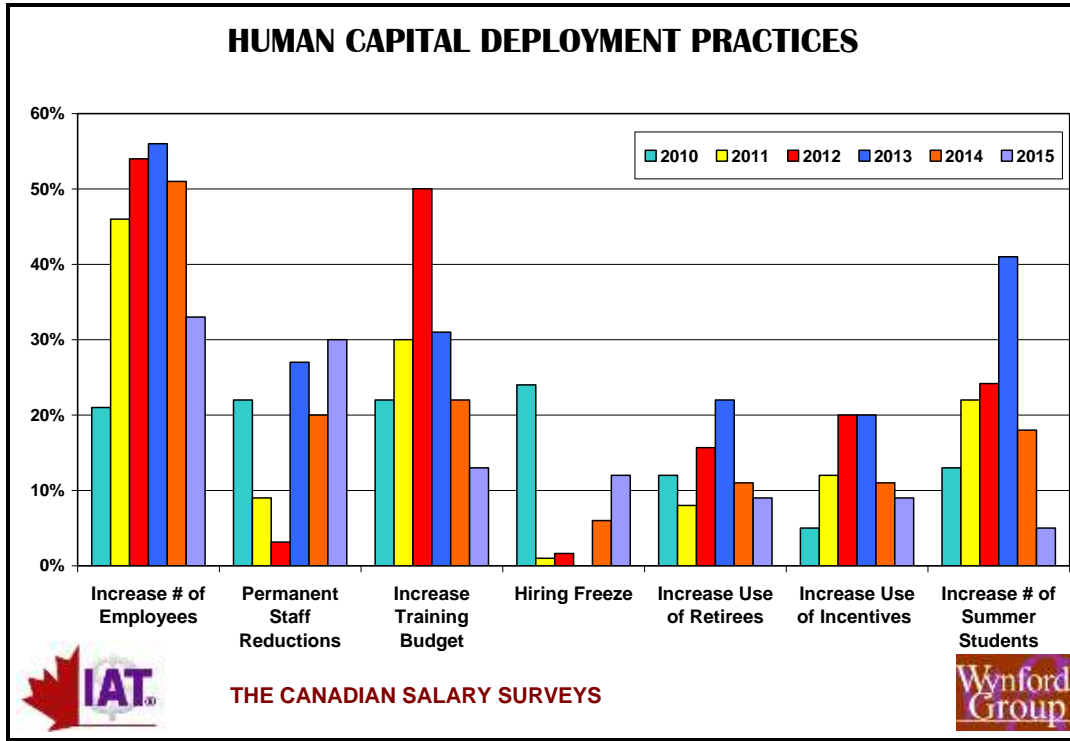
- The national average projected range adjustment for 2016 is **1.5%**.
- The national average projected base salary adjustment for 2016 is **2.5%**.
- The highest average projected increase is in BC at **2.7%** followed by Ontario at **2.6%**.
- The highest projected average base salary increase for 2016 by industry is the Advanced Technology sector at **2.8%**, followed by IT Services and Software Development at **2.6%** (includes 0's).
- The lowest projected average base salary increase for 2016 by industry is the Energy Services Sector at **1.4%** (includes 0's).

Regional Differences

- Highest average salaries ranked nationally are:
 1. Northern Alberta
 2. Calgary
 3. Edmonton
 4. Toronto
 5. Vancouver
 6. Ottawa/Hull

Average Base Salary Increases 2015 Over 2014	
National	1.34%
Vancouver	1.77%
Calgary	0.86%
Edmonton	0.75%
Northern AB	0.58%
Regina/Saskatoon	1.26%
Winnipeg	1.02%
Toronto	1.67%
Ottawa/Hull	1.82%
So. Ontario	1.69%
Montreal	1.37%
Halifax	1.95%

HUMAN CAPITAL DEPLOYMENT



Top Human Resource Challenges

Rank	Human Resource Issue
1.	Attract Top Talent
2.	Leadership Development
3.	Keep Employees Productive & Engaged
4.	Retaining Key Talent
5.	Assessing Competency / Skill Gaps

Contractors

- **94%** 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	87%
Special Skill Sets/Competencies	83%
Augment Full-Time Staff	48%
Offset Recruitment Difficulty	37%
Cost Effectiveness	15%

THE CANADIAN SALARY SURVEYS - IAT® - REPORT
Compensation & Employment Practices – Executive Summary – Fall 2015

Benefits

- Of the total cost of benefits, the Employer currently pays an average of **83.9%**.
- **55.29%** of participants reported **no change** in the percentage paid from 2014 to 2015.
- **52.94%** of participants reported no projected change from 2015 to 2016.
- **68.89%** of participants allow employees to purchase additional benefits or coverage.
- Participants indicated the benefit budget is on average **19.17%** of the base salary budget.
- **4%** of participants provide the supporting of retirees pension (and benefits).
- Participants indicated the benefit budget of supporting retirees' pension (and benefits) is on average **5.5%** of the base salary budget.

INCENTIVE PROGRAMS

Short-Term Incentive Plans

- **81.01%** of respondents indicated they had a short-term incentive plan in place.
- **84.85%** 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

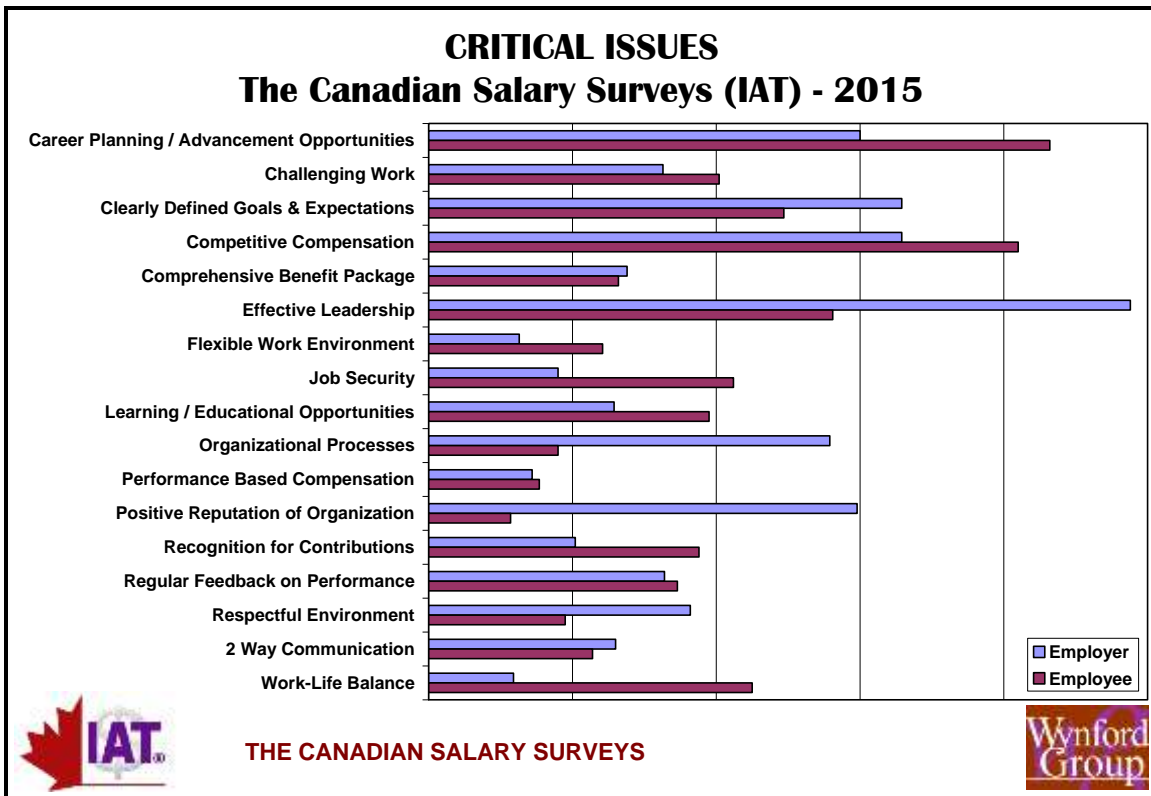
- **21.54%** of survey participants indicated they provide an Employee Share Ownership Plan, (down from 32.86% in 2014).

ATTRACTION & RETENTION PRACTICES

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 **73%**, (up from 72% in 2014).
- The percentage of organizations using Education Subsidies is **64%**, (down from 72% in 2014).

CRITICAL ISSUES



BENCHMARKING INDICATORS

Turnover

- The 2015 involuntary turnover for all organizations is **7.97%**.

Learning and Development Opportunities

- 35%** of organizations indicated they have a formal Learning & Development Policy.

Training Budgets

All Employees	2015	2014
Average # of Days / Employee	4.10 days	5.5 days
Average Annual Budget / Employee	\$1,440	\$1,389
Average Group Budget (% of Base Salary Budget)	2.3%	1.17%

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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