

Introduction

LifeWorks Compensation Consulting invites you to participate in the 39th annual edition of the Canadian Salary Projection Survey.

Our survey focuses on current and projected budgets for base salary increases, salary range structure adjustments, promotional increases, and other human capital expenses *for non-unionized employees*. Additional practice topics include diversity, equity, and inclusion, return to work, and pay transparency.

- **Eligibility:** If you are responsible for compensation and/or total rewards in your organization, we invite you to participate in this survey. Should you feel the survey is more appropriately directed to someone else in your organization, we would appreciate if you could forward it to the right individual.
- **Survey Dates:** Please complete by no later than **August 24, 2021**.
- **Survey Results:** All qualifying participants who complete the survey will receive a complimentary report with detailed results and market insights in **September**.

If you have questions or require assistance, please contact us:

Email: wynford@lifeworks.com
Telephone: 1-877-264-5166

Data confidentiality & Protection:

All organization data will be held in strict confidence. Data collected will only be published in anonymized, aggregated form. Data sufficiency, validation and reporting measures are in place to ensure that we do not disclose any participant information.

Privacy of your information:

We are committed to respecting and protecting your privacy. We will only use your email and/or telephone number to contact you about your survey participation, which may include verifying data submitted, notification of results and other relevant communications on our surveys and services.

Contact Information:

Name (First, Last)

Position Title

Organization

Phone Number

E-Mail

Je désire recevoir le rapport en français. (I would like to receive the report in French.)

Organization Profile

Select the province of where your primary office headquarters is located (drop-down menu)

1. Revenue / annual operating budget

Up to \$10 Million

\$11 to 50 Million

\$51 to \$250 Million

\$251 to \$500 Million

\$501 to \$1 Billion

Over \$1 Billion

Don't Know

2. Number of full-time equivalent employees (FTEs)

Up to 50

51 to 250

251 to 500

501 to 1,000

1,000 to 2,000

Over 2,000

3. Indicate for the majority of your workforce the normal scheduled weekly hours worked

32.5

35

37.5

40

42

Other
(Please Specify)

4. Please select the organization ownership type that best describes your company

Publicly Traded on a Stock Exchange

Privately Owned Organization

Joint Venture

State-Owned Enterprise (Government / Crown

Corporation)

Not-for-Profit

5. Please indicate your primary industry sector

Agriculture, Forestry, Fishing & Hunting	Management of Companies and Enterprises	Finance & Insurance
Mining, Oil & Gas Extraction	Information & Cultural Industries	Educational Services
Utilities	Real Estate, Rental, Leasing	Administrative & Support, Waste Management, Remediation
Construction	Health Care, Social Assistance	Arts, Entertainment, Recreation
Manufacturing	Information Technology	Accommodation, Food Services
Wholesale Trade	Transportation & Warehousing	Public Administration
Retail Trade	Professional, Scientific, and Technical Services	Other services (except Public Administration)

6. Indicate all the rewards elements that exist in your organization, for some or all employees (select all that apply)

Base Salary	Profit-share	Group Health Benefits
Annual Incentive (Organization performance)	Discretionary Bonus	Vision Care
Annual Incentive (Individual performance)	Long-Term Incentive	Short-Term Disability
Annual Incentive (Team performance)	Defined Benefit Pension Plan	Long-Term Disability
Sales / Commission Incentive	Defined Contribution Plan	Other (please specify)
	Group RRSP	

Employee Levels

7. Organization Job Categories (select all that apply)

	Yes	No
Executives		
Management		
Professionals		
Technical & Administrative Staff		
Operations & Production Staff		

Salary Roll Backs

8. Over the course of the approximate year and a half (i.e. pre-pandemic, during, and current post-pandemic), did your organization have any salary rollbacks?

- Yes
- No

9. Indicate which employee group(s) were impacted

Executives

Technical & Administrative Staff

Management

Operations & Production Staff

Professionals

10. What was the overall average decrease as a percentage that was applied? (e.g. input "2.5%" as "2.5" not "0.025")

Value

Comments

11. Indicate how your organization plans to catch up for the reduced pay (include comments on the next question to explain your selection)

We will make up for it in 2022

We will adopt a phased approach in the next 6 to 12 months

We will continue to lag the market for the foreseeable future

We will continue to lag the market, however intend to restore back to our market position as soon as we have the means to do so

Other (please specify)

12. Please add comments to explain your selection on the previous question

Base Salary Adjustments (Non-Unionized Employees)

Salary budget adjustments typically include increases associated with; salary range structure adjustment, length of service, cost of living, and/or merit pay. This does not include promotional increases.

13. Have you planned or are you planning for salary freezes (i.e. no salary increase) in **2021**?

Yes

No

2021 Base Salary Adjustments (Actual)

14. Input, as an overall organization average, your **2021** actual increase in salary budget (e.g. input "2.5%" as "2.5" not "0.025")

Overall Increase
(all employee levels)

15. Indicate if any specific internal employee group(s) received a different salary increase in **2021** than what was reported above (previous question)

No

Yes (please specify)

2022 Base Salary Adjustments (Projected)

16. Have you planned or are you anticipating salary freezes (i.e. no salary increases) in **2022**?

- Yes
- No
- Don't Know

17. Input, as an overall organization average, your projected **2022** (forecasted) increase in salary budget (e.g. input "2.5%" as "2.5" not "0.025")

- Overall Increase
(all employee levels)
- Comments

18. Indicate if you anticipate any specific internal employee group(s) to receive a different salary increase in **2022** than what was reported above (previous question)

- No
- Yes (please specify)

Base Salary Differentials

19. If you have employees and/or offices in more than one province, indicate whether you use geographic differentials when adjusting base salaries

- No, we do not have employees and/or offices in more than one province
- No, although we have employees and/or offices in more than one province, we do not consider a geographic differential
- Yes (please explain, i.e. the province and/or % differential applied)

Salary Range Structure Adjustments (Non-Unionized Employees)

Salary structure adjustments reflect changes to salary range midpoints or salary scales' maximums.

20. Do you have a formal salary range structure for some or all of your organization's positions?

- Yes
- No

2021 Salary Range Structure Adjustments (Actual)

21. Indicate whether you had a salary range freeze in **2021** (i.e., no range structure increase)

- Yes
- No

22. Input your **2021** actual salary range structure increase as an overall organization average (e.g. input "2.5%" as "2.5" not "0.025")

Overall Increase
(all employee levels)

23. Indicate if any specific internal employee group(s) received a different salary range structure increase in **2021** than what was reported above (previous question)

No
Yes (please specify)

2022 Salary Range Structure Adjustments (Projected)

Salary structure adjustments reflect changes to salary range midpoints or salary scales' maximums.

24. Indicate whether you are anticipating a salary range freeze for **2022**

Yes
No
Don't know

25. Input, as an overall organization average, your projected 2022 (forecasted) salary range structure increase (e.g. input "2.5%" as "2.5" not "0.025")

Overall Increase
(all employee levels)

Comments

26. Indicate if you anticipate any specific internal employee group(s) to receive a different projected salary range structure increase in **2022** than what was reported above (previous question)

No
Yes (please specify)

Salary Range Structure Differentials

27. If you have employees and/or offices in more than one province, indicate whether you use geographic differentials when adjusting salary ranges.

No, we do not have employees and/or offices in more than one province
No, although we have employees and/or offices in more than one province, we do not consider a geographic differential
Yes (please explain, i.e. the province and/or % differential applied)

Pay Practices and Administration - Promotions

28. Do you have a separate budget for promotional increases?

Yes
No

29. As a percent of the salary budget, what is the approximate percentage allocated for promotional increases? (e.g. "2.0%" as "2" not "0.02")

Pay Practices and Administration – Timing of Increases

30. When do your general salary increases take into effect for most employees?

- Q1 (Jan 1 to March 31)
- Q2 (April 1 to June 30)
- Q3 (July to Sept 30)

- Q4 (October 1 to December 31)
- Not always on a typical cycle, can be ad hoc

Pay Practices and Administration – Turnover

31. What are the most common reasons for your organization's turnover (select all that apply)?

- New job
- Family/personal matters
- Other (please specify)

- Re-location
- Organizational restructure/change
- Retirement

32. What percentage of employees leaving your organization fall in the following categories? (e.g. input "10%" as "10" not as "0.1")

- Executives
- Management
- Professionals
- Technical and Administrative Staff
- Operations and Production Staff

HR Trends and Metrics - Flexible and Remote Work

33. Assuming public health authority restrictions were lifted and return to work was allowed, how would you rate your organizations readiness in return to the office?

(Where, "ready" implies that you have all guidelines and a communication strategy in place, versus "not ready at all", where no preparation has been made and/or considered)

- Ready
- Somewhat ready

- Not ready
- Not applicable to our organization

Comment to explain your choice selection:

34. What is your organization's overall stance on returning to work? (select the option that is most representative for the majority of your workforce)

- Hybrid model: option to work in the office and remotely
- Majority works remotely
- Majority works at the office

- Set number of days per week / month remote
- Remote work is not an option
- Other (please specify)

35. Do you have a formal policy or set guidelines around managing alternative/remote work arrangements?

Yes, we have formal documentation

No, but we are planning or considering adopting one this year

No, this is not of top priority to our organization this year

No, this is not applicable due to the nature of work for our organization

36. How are you planning to change or adjust employee pay when handling remote work (select all that apply)

We do not plan to make any changes to our existing pay administration/practices

We are considering adopting a standard salary range structure and basing employee pay on this scale

We are considering adopting multiple salary range structures based on the location of our offices and basing employee pay on geographic location

HR Trends and Metrics - Diversity, Equity & Inclusion (DE&I) and Pay Transparency

DE&I stands for diversity, equity, and inclusion. Diversity is the presence of differences within a given setting. Equity is the process of ensuring that processes and programs are impartial, fair and provide equal possible outcomes for every individual. Inclusion is the practice of ensuring that people feel a sense of belonging in the workplace.

37. Indicate where you stand as an organization when it comes to DE&I on the following workplace initiatives

	Currently in place/doing	Under consideration	Not in place/considering
DE&I policy/strategy			
DE&I organizational diagnostic measures/tools and/or other workforce analytics modeling			
DE&I goals and targets			
DE&I key performance indicators for people leaders			
DE&I, appointed leader (i.e. Chief Diversity Officer)			
Internal diversity council/committee			
Resource groups (groups of employees who join together in contributing and providing support and development in the workplace)			
Training on unconscious bias for all employees			
Inclusive leadership assessments and/or training			
Development programs for underrepresented groups			
Development of equitable talent practices/processes (i.e. recruitment)			

38. Indicate where you stand as an organization when it comes to pay transparency, communication and information shared about compensation in your work place:

	Currently in place/doing	Under consideration	Not in place/considering
We have formal compensation philosophy/policy			
We have a gender neutral job evaluation system			
We share and/or have our compensation philosophy accessible to employees			
We share information regarding the design of the pay program (e.g. data sources, process, etc.)			
We share the specifics about our job evaluation system to some or all employees (i.e. points, job classifications etc.)			
We share base salary range for the employee's pay grade			
We share base salary ranges for all pay grades or jobs			
We disclose salaries for all employees			
We post our salary ranges on job postings			

39. Indicate what your top human capital initiatives / priorities are as you plan ahead (**please select top 5**)

Organization design & change management	Improving or implementing performance management	Increasing pay transparency and/or employee communication and access
Building our current & future leadership bench	Increasing utilization of people analytic tools for internal HR metrics	Recruiting skilled workers
Strategies & policies for remote work integration	Flexible benefit offerings	Upskilling and/or training & development programs
Pay equity or related disparity analysis / reviews	Employee engagement and wellbeing initiatives	Building critical skills & competencies for leaders
Strategies & policies for DE&I integration	Implementing or re-designing Incentive Plan (i.e. target levels/metrics)	Designing or implementing a neutral job evaluation system
Outsourcing	Implementing or reviewing salary range structure	Market benchmarking to salary survey data
Other (please specify)		None of the above

Survey Completion - Thank you!

If you are interested in obtaining more information about our Compensation Consulting Practice and how we can support your company, let us know and we would be happy to have a member of our team contact you.

Yes, I would like someone to reach out to me

No, I would not like someone to reach out to me

Thank you for completing the survey. You will receive a complimentary copy of the results by the end of September.