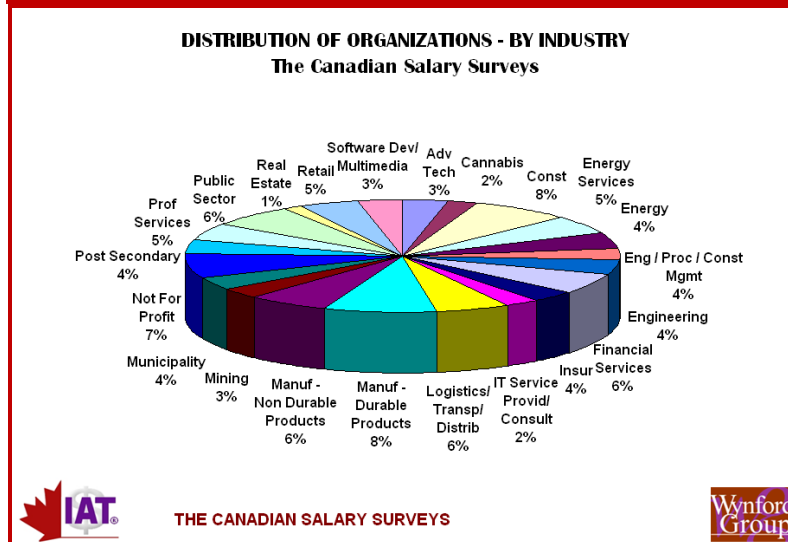
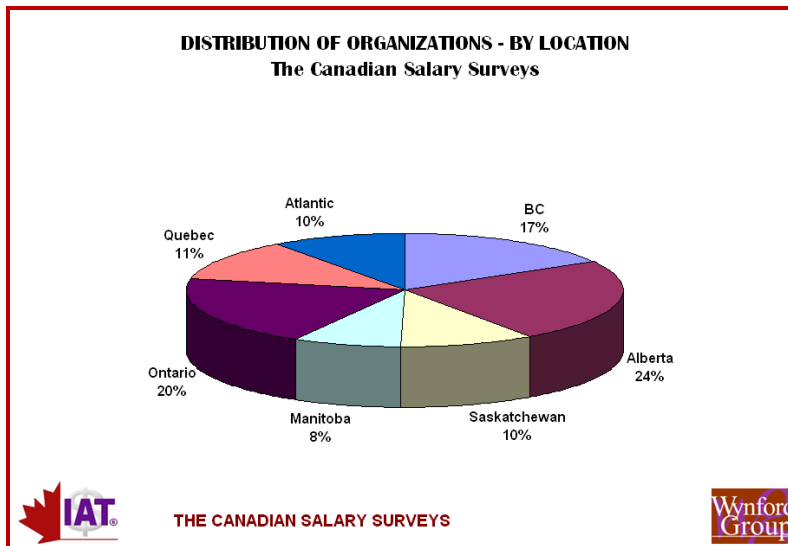
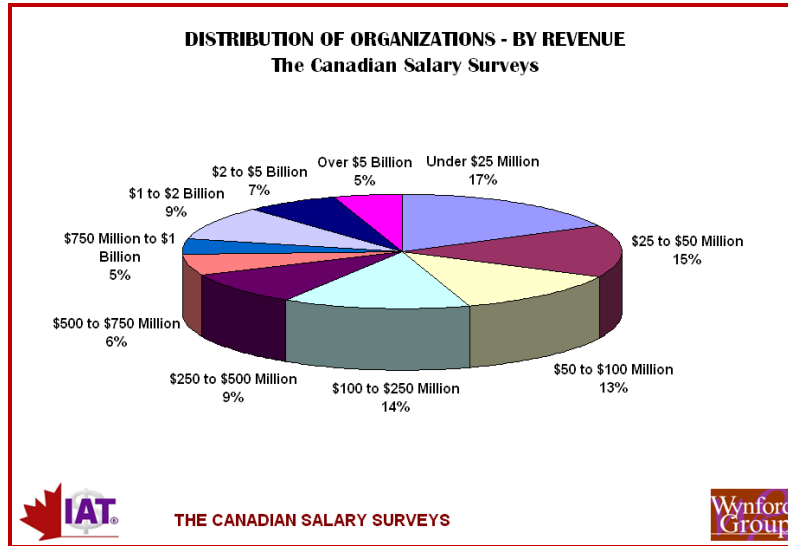


# THE CANADIAN SALARY SURVEYS - IAT® - REPORT

## COMPENSATION & EMPLOYMENT PRACTICES

### EXECUTIVE SUMMARY - FALL 2019

The 2019 Canadian Salary Surveys include data from over 700 organizations with the following distribution:



## THE CANADIAN SALARY SURVEYS - IAT® - REPORT

### Compensation & Employment Practices - Executive Summary – Fall 2019

#### ECONOMIC ENVIRONMENT

- **54%** of participants indicated they expected growth in the economic environment for their organization over the next six months and **39%** indicated unchanged.

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#### COMPENSATION – POLICY & STRATEGY

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##### Market Pay / Target Market Compensation

- **65.69%** of reporting participants indicated they have a Market Pay/Target Market compensation policy.
- **96.09%** have not revised the policy for 2019.
- The average Base Salary Percentile used by respondents is **52.28%**.
- The average Total Cash Percentile used by respondents is **55.66%**.

##### Base Salary Adjustments in 2019

- **82%** of participants indicated providing a total salary budget adjustment (including range adjustment, merit and general increases/decreases, but not promotional increases) in 2019.
- The 2019 national average salary range adjustment is **1.71%**.
- The 2019 actual base salary adjustment (based upon satisfactory performance) is **2.45%** (includes 0's).
- The highest average increases were in BC at **2.66%**, followed by Quebec at **2.61%**, and Ontario at **2.59%**, with Atlantic at **2.48%** and Alberta at **2.47%** (includes 0's).
- **20.14%** of organizations indicated a redesign of base salary in 2019.

##### Base Salary Projections for 2020

- The highest average projected increases were in BC at **2.66%**, followed by Ontario at **2.64%**, and Quebec at **2.60%**, and Alberta at **2.53%** (includes 0's).
- The highest projected average base salary increases by industry is the Advanced Technology sector at **3.21%**, followed by the Cannabis sector at **3.09%**, then Software Development at **3.00%**, and Real Estate at **2.68%** (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. Regina/Saskatoon
  9. Southern Ontario
  10. Winnipeg
  - 11: Halifax

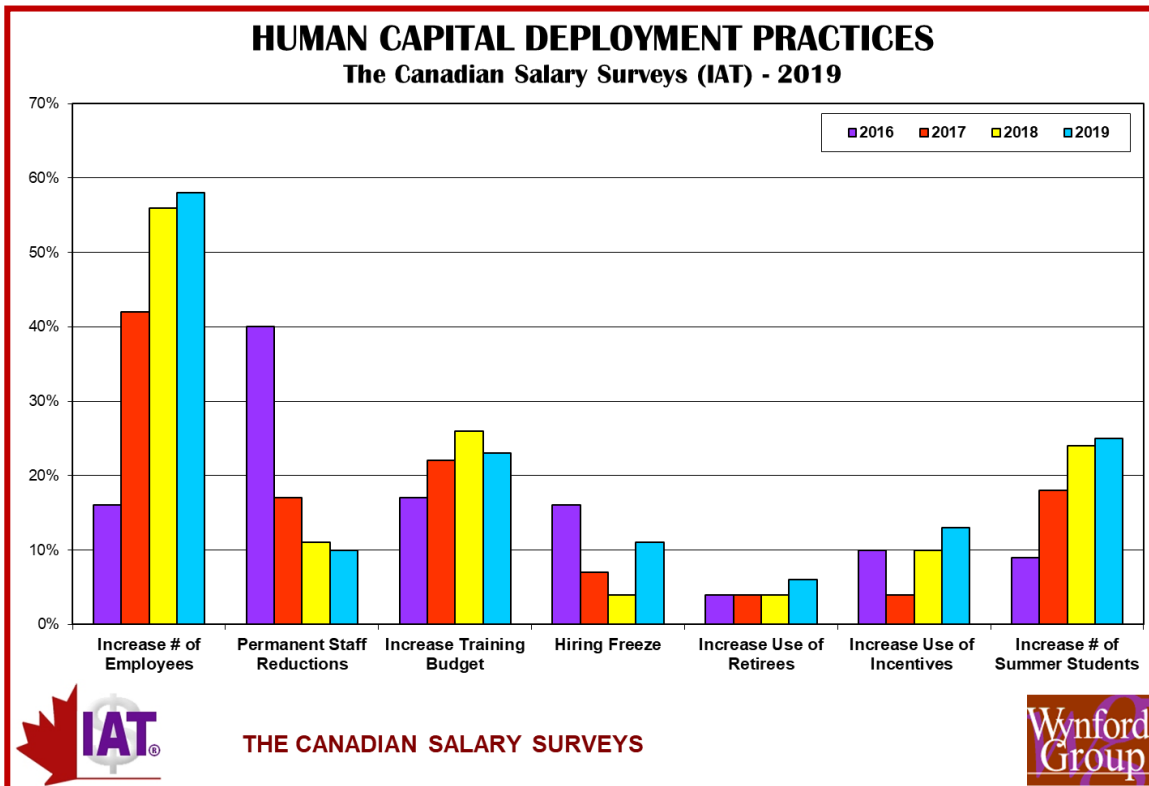
# THE CANADIAN SALARY SURVEYS - IAT® - REPORT

## Compensation & Employment Practices - Executive Summary – Fall 2019

### HUMAN CAPITAL DEPLOYMENT

The following chart indicates that our country has overcome the worst of the most recent recession, which peaked in 2016. The factors that are particularly indicative of a more stable and a positive economy include:

- Number of employees continues to increase, albeit at a slower pace than in 2018. More limited staff reductions and an increase in number of summer students supports this trend.
- The decline in permanent staff reductions are being balanced by the increase of hiring freezes organizations are implementing due to other economic disruptors.
- Although training budget has not seen expansion in 2019, this could be due to the increased use of incentives by organizations in order to attract key talent.
- The amount of Retirees should continue to climb due to the Baby Boomer generation, although some may find their way back into the work force.



### Top Human Capital Challenges

Rank	Human Resource Issue
1.	Attract Top Talent
2.	Retaining Key Talent
3.	Assessing Competency/Skill Gaps
4.	Develop/Maintain Competitive Compensation
5.	Leadership Development

# THE CANADIAN SALARY SURVEYS - IAT® - REPORT

## Compensation & Employment Practices - Executive Summary – Fall 2019

### Benefits

- Of the total cost of benefits, the Employer currently pays an average of **71.16%**.
- **80.12%** of participants reported **no change** in the percentage paid from 2018 to 2019.
- **84.85%** of participants reported **no projected change** from 2019 to 2020.
- **70%** of participants allow employees to purchase additional benefits or coverage.
- Participants indicated the benefit budget is on average **18.17%** of the base salary budget.
- **9.70%** of participants provide the supporting of retirees pension (and benefits).
- Participants indicated the benefit budget of supporting retirees pension (and benefits) is on average **7.21%** of the base salary budget.
- **64%** of participants provide benefits to part-time employees.

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## INCENTIVE PROGRAMS

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### Short-Term Incentive Plans

- **75.52%** of respondents indicated they had a short-term incentive plan in place.
- **90.91%** 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)

- **32%** 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

- **25.26%** of survey participants indicated they provide an Employee Share Ownership Plan, (up from 13.5% in 2018).
- **20.00%** of reporting survey participants indicated they provide an Employee Share Purchase Plan.

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## ATTRACTION & RETENTION PRACTICES

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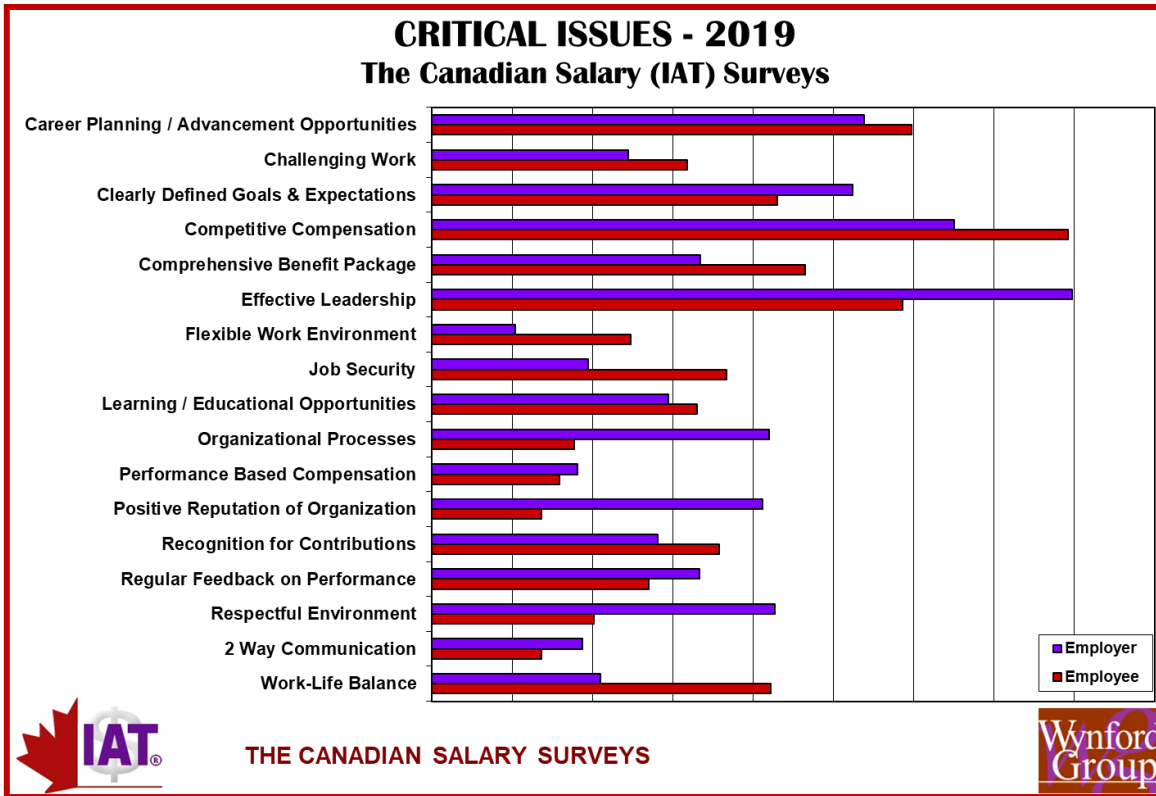
### Cash Based Attraction & Retention Practices

- **61%** of organizations currently use a special attraction or retention program.
- The percentage of organizations using Employee Referral Bonuses is **65%**, (up from 63% in 2018).
- The percentage of organizations using Education Subsidies is **66%**, (down from 67% in 2018).

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

Compensation & Employment Practices - Executive Summary – Fall 2019

**CRITICAL ISSUES**



**BENCHMARKING INDICATORS**

**Turnover**

- The 2019 involuntary turnover rate for all organizations is **4.31%**.
- The 2019 voluntary turnover rate for all organizations is **8.66%**.

**Learning and Development Opportunities**

- **27%** of organizations indicated they have a formal Learning & Development Policy.

**Training Budgets**

All Employees	2019	2018
Average # of Days / Employee	4.42 days	4.51 days
Average Annual Budget / Employee	\$1,460	\$1,635
Average Group Budget (% of Base Salary Budget)	3.63%	3.68%

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
- CannaBusiness (New)
- 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 range structures
- Review and redesign of incentive programs
- Executive Compensation
- Outsourced Compensation Management

## **HR Infrastructure**

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

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