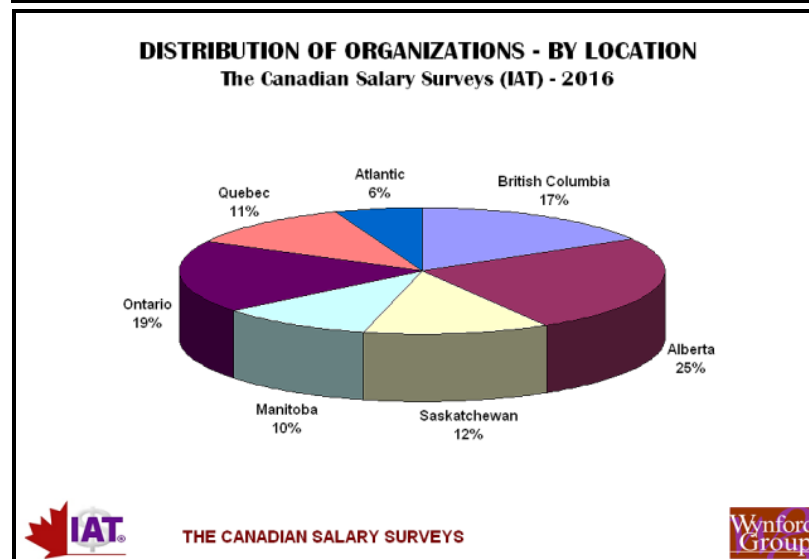
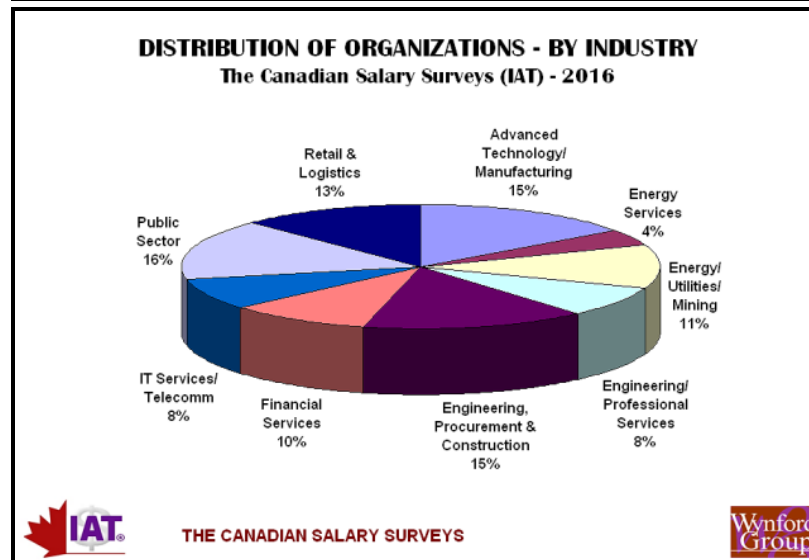
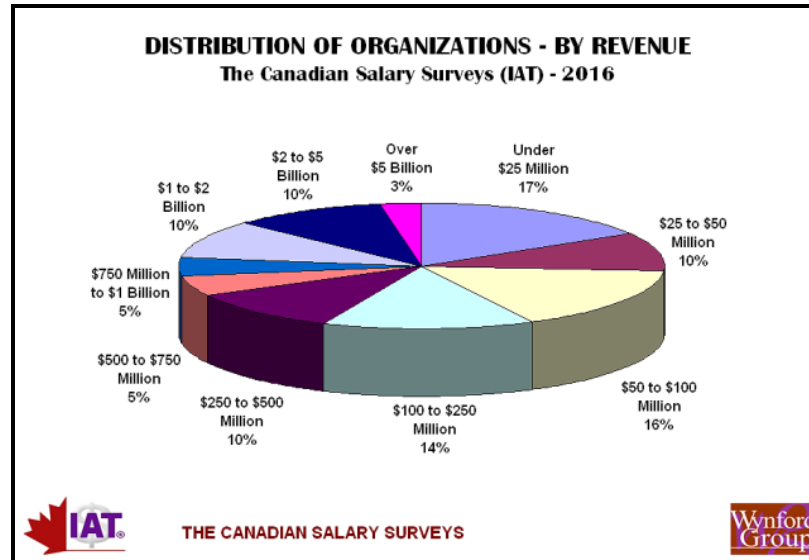


THE CANADIAN SALARY SURVEYS - IAT® - REPORT

COMPENSATION & EMPLOYMENT PRACTICES

EXECUTIVE SUMMARY - FALL 2016

The 2016 Canadian Salary Surveys include data from over 250 organizations with the following distribution:



COMPENSATION – POLICY & STRATEGY

Market Pay / Target Market Compensation

- **73.83%** of reporting participants indicated they have a Market Pay/Target Market compensation policy.
- **93.46%** have not revised the policy for 2016.
- The average Base Salary Percentile used by respondents is **52.37%**.
- The average Total Cash Percentile used by respondents is **55.21%**.

Base Salary Adjustments in 2016

- **81%** of participants indicated providing a total salary budget adjustment (including range adjustment, merit and general increases/decreases, but not promotional increases) in 2016.
- The 2016 national average salary range adjustment is **.79%**.
- The 2016 actual base salary adjustment (based upon satisfactory performance) is **2.16%** (includes 0's).
- The highest average increases were in BC at **2.5%** followed by Ontario and Manitoba at **2.4%** (includes 0's).
- **84.11%** of organizations indicated their performance system is tied directly to base salary increases.
- **8.49%** of organizations indicated a redesign of base salary.

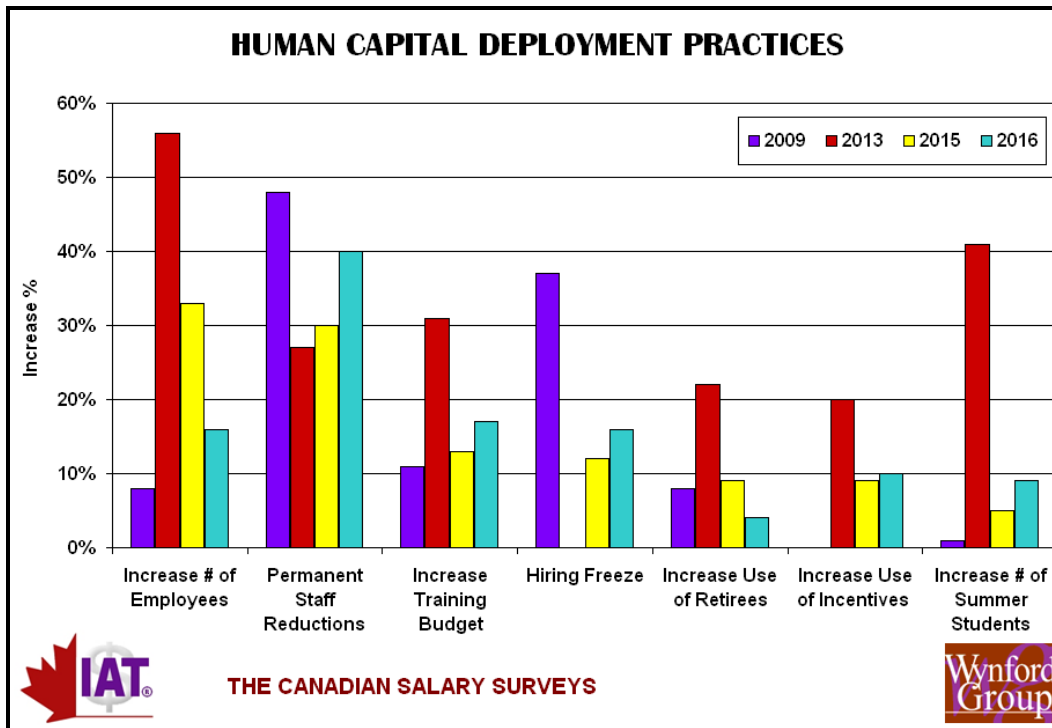
2017 Projected Adjustments

- The national average projected range adjustment for 2017 is **1.0%**.
- The national average projected base salary adjustment for 2017 is **2.2%**.
- The highest average projected increase is in Manitoba and Quebec at **2.3%** followed by BC and Ontario at **2.2%**.
- The highest projected average base salary increase for 2017 by industry is the Logistics / Transportation / Distribution sector at **2.6%**, followed by Software Development at **2.5%** (includes 0's).
- The lowest projected average base salary increase for 2017 by industry is the Energy Services Sector at **.65%** (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. Southern Ontario
 9. Regina/Saskatoon
 10. Winnipeg
 11. Halifax

HUMAN CAPITAL DEPLOYMENT



Top Human Capital Challenges

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

Contractors

- 79% 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	83%
Special Skill Sets/Competencies	72%
Augment Full-Time Staff	35%
Offset Recruitment Difficulty	30%
Cost Effectiveness	19%

THE CANADIAN SALARY SURVEYS - IAT® - REPORT
Compensation & Employment Practices – Executive Summary – Fall 2016

Benefits

- Of the total cost of benefits, the Employer currently pays an average of **80.22%**.
- **56.19%** of participants reported **no change** in the percentage paid from 2015 to 2016.
- **55.37%** of participants reported no projected change from 2016 to 2017.
- **72.15%** of participants allow employees to purchase additional benefits or coverage.
- Participants indicated the benefit budget is on average **18.03%** 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 **7.64%** of the base salary budget.

INCENTIVE PROGRAMS

Short-Term Incentive Plans

- **80.87%** of respondents indicated they had a short-term incentive plan in place.
- **86.17%** 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

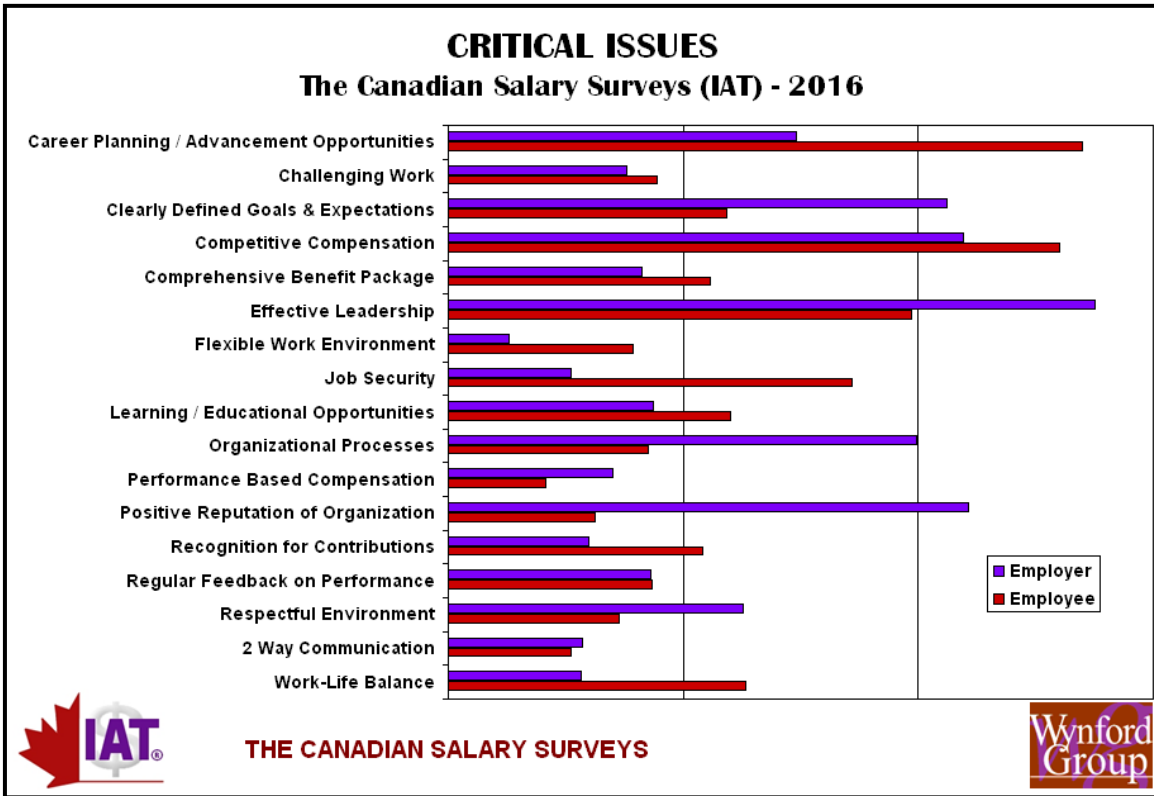
- **17.58%** of survey participants indicated they provide an Employee Share Ownership Plan, (down from 21.54% in 2015).

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 **75%**, (up from 73% in 2015).
- The percentage of organizations using Education Subsidies is **62%**, (down from 64% in 2015).

CRITICAL ISSUES



BENCHMARKING INDICATORS

Turnover

- The 2016 involuntary turnover for all organizations is **10.69%**.

Learning and Development Opportunities

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

Training Budgets

All Employees	2016	2015
Average # of Days / Employee	3.15 days	3.03 days
Average Annual Budget / Employee	\$1,635	\$1,800
Average Group Budget (% of Base Salary Budget)	4.7%	4.0%

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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