



ABOUT YOUR ORGANIZATION

1. Name of the organization _____

Contact data including region (Atlantic, Québec, Ontario, etc.)

Name _____ Region _____

Job title _____

Phone _____

Email _____

2. Revenue of the organization in Canada (\$ Millions) _____

3. Current number of employees in your organization by region

Atlantic Provinces:

British Columbia:

Québec:

Other region(s) in Canada:

Ontario:

United States:

Prairies (Manitoba, Saskatchewan):

Other countries:

Alberta:

Total:

4. Expected changes in your organization over the next year

Little or no change Increase of more than 10% Reduction of more than 10%

Revenue/Operating budget

Staff level

5. Anticipated overall salary budget increase for 2016 as a % of total payroll for the following

Hourly paid: _____%

Full time: _____%



6. Salary policy by region. What are the regional factors applicable to your organization’s salary policy? For example, if average salaries paid by your organization in Alberta are 5% higher than your organization’s standard policy for Canada, please select the option “5% to 7% higher” for Alberta.

Regions where average wages are **lower** than your organization’s standard policy for Canada

	More than 10% lower	7% to 10% lower	5% to 7% lower	2.5% to 5% lower	Up to 2.5% lower
Atlantic Provinces					
Québec					
Ontario					
Prairies (Manitoba, Saskatchewan)					
Alberta					
British Columbia					
Other region(s) in Canada					

Regions where average wages are **higher** than your organization’s standard policy for Canada

	Up to 2.5% higher	2.5% to 5% higher	5% to 7% higher	7% to 10% higher	More than 10% higher
Atlantic Provinces					
Québec					
Ontario					
Prairies (Manitoba, Saskatchewan)					
Alberta					
British Columbia					
Other region(s) in Canada					

7. What do you foresee the impact of increased legal minimum wage will be on other hourly wages within your organization?

Additional increases granted to maintain existing wages’ relativity

No impact on hourly wages already paid above legal minimum wage



CASH COMPENSATION BY BENCHMARK POSITIONS

Benchmark positions	Number of employees		2015 average base salary (1)		Average commissions on sales earned in 2014 (2)	Average performance bonus earned in 2015 (2) (3)	Standard number of hours worked per week
	Part time	Full time	\$/hour	\$/year	\$/year	\$/year	#
1. Sales Associate							
2. Cashier							
3. Beauty / Cosmetic Advisor							
4. Retail Management Trainee							
5. Store Manager							
6. Floor Manager							
7. Department Manager							
8. Assistant Store Manager							
9. Area Manager							

(1) Average \$/hour pertaining to part time employees only - Average \$/year pertaining to full time employees only

(2) Average \$/year remitted to full time employees only

(3) Average annual performance bonus already paid in 2015 or to be paid in 2015 for the recognition of 2014 performance



CASH COMPENSATION BY BENCHMARK POSITIONS (cont'd)

Benchmark positions	Number of employees		2015 average base salary (1)		Average commission on sales earned in 2014 (2)	Average performance bonus earned in 2015 (2) (3)	Standard number of hours worked per week
	Part time	Full time	\$/hour	\$/year	\$/year	\$/year	#
10. District Manager							
11. Alterations Specialist							
12. Human Resources Manager							
13. Loss Prevention Investigator							
14. Merchandise Manager							
15. Financial Analyst							
16. Systems Analyst							
17. Merchandise Planner							
18. Marketing Manager							

(1) Average \$/hour pertaining to part time employees only - Average \$/year pertaining to full time employees only

(2) Average \$/year remitted to full time employees only

(3) Average annual performance bonus already paid in 2015 or to be paid in 2015 for the recognition of 2014 performance



CASH COMPENSATION BY BENCHMARK POSITIONS (cont'd)

Benchmark positions	Number of employees		2015 average base salary (1)		Average commission on sales earned in 2014 (2)	Average performance bonus earned in 2015 (2) (3)	Standard number of hours worked per week
	Part time	Full time	\$/hour	\$/year	\$/year	\$/year	#
19. Receiver							
20. Resident Technician							
21. Technology Consultant							
22. Services Supervisor							
23. IT Manager							
24. E-commerce Manager							
25. Buyer							
26. Regional Loss Prevention Manager							

(1) Average \$/hour pertaining to part time employees only - Average \$/year pertaining to full time employees only

(2) Average \$/year remitted to full time employees only

(3) Average annual performance bonus already paid in 2015 or to be paid in 2015 for the recognition of 2014 performance



PRIORITIES FOR 2016

1. Most HR organizations are looking for ways to spend more on areas that improve engagement and productivity, by saving money in other areas. Which of the following are priorities for your organization?

	Key areas of concern	Do you have plans to address these concerns?	
		Yes	No
<u>Improve Engagement & Productivity</u>			
Increase cash compensation			
Improve benefit programs			
Improve retirement programs (if applicable)			
Improve communication of Total Rewards			
Improve general workplace health and well-being			
Improve mental health in the workplace			
Improve training & development programs			
Allow more choice and flexibility in benefit programs			
<u>Reduce Costs & Improve Efficiency</u>			
Reduce long term disability costs			
Reduce short term disability costs			
Reduce the cost of incidental absence (1-2 days)			
Reduce workers' compensation costs			
Reduce the cost of health and dental plans			
Reduce the cost and risk of retirement plans (if applicable)			
Improve integration between service providers			
Improve the integration of reporting across programs			



WORKPLACE HEALTH

Currently in place	Planned in next 12-18 months	Not planned
-----------------------	---------------------------------	----------------

1. Organizations are placing an increasing focus on the health of their employees, as a way of improving productivity and business results. How is your organization monitoring the health of your employees?

- Monitor Health Risk Assessment (HRA) results
- Analysis of the incidence and duration of disability claims
- Analysis of disability claims by diagnostic category
- Analysis of drug claims
- Integrative analysis of HRA results, drug & disability data

2. Mental health is the greatest cost driver in benefit and disability plans. Has your organization implemented any of the following practices for managing mental health in the workplace?

- Mental health training for managers
- Mental health risk assessment tools for employees
- Increased promotion of Employee Assistance Program
- Implement the Standards for Psychological Health & Safety in Workplace
- Specialized services for dealing with depression and mental health disability

ABSENCE & DISABILITY MANAGEMENT

1. Does your organization keep track of any of the following metrics for managing disability costs?

Currently in place	Planned in next 12-18 months	Not planned
-----------------------	---------------------------------	----------------

- Cost of Incidental absence (1-2 days)
- Incidence and duration of short term disability/sick leave
- Incidence and cost for long term disability claims
- Incidence and cost of workers' compensation claims



2. The duration of short term disability/sick leave claims is an important benchmark of the effectiveness of disability management. If you keep track of this, what is the average duration of these claims? _____ calendar days don't know

3. Which of the following practices are you currently following for absence & disability management?

	Currently in place	Planned in next 12-18 months	Not planned
Documented policies and practices for absence & disability management			
Dedicated case management resources			
Specialized resources for dealing with mental health claims			
Detailed and documented return to work plans			

TOTAL REWARDS (compensation, benefits, retirement and career development programs)

1. What strategies are you considering to increase the understanding and perceived value of your Total Rewards program?

	Currently doing	Planned in next 12-18 months	Not planned
Introduce Total Rewards statements			
Replace paper-based communication with on-line tools			
Improve employee education and resources			
Provide decision support tools (ie. help employees make choices)			

2. What strategies are you considering to improve the delivery of your Total Rewards program?

- Reduce/consolidate the number of websites
- Single sign-on approach to reduce the number of passwords
- Provide access through mobile applications



PENSION AND GROUP INSURANCE

Please check all job categories where the following programs apply

	Hourly	Part time	Union	Other
Pension plan with a Defined Benefit (DB) component				
Pension plan with a Defined Contribution (DC) component				
Deferred Profit Sharing Plan (DPSP), TFSA or Group RRSP				
Health Care Plan				
Dental Care Plan				
Life Insurance				
-Basic				
-Employee				
-Retiree				
-Dependent				
Long term disability				

HOLIDAYS AND VACATION

Please complete the following grid by job categories

	Hourly	Part time	Union	Other
Number of statutory and flexible holidays per year	_____ days	_____ days	_____ days	_____ days
Number of years of service required to receive:				
Three weeks of vacation *	_____ years	_____ years	_____ years	_____ years
Four weeks of vacation	_____ years	_____ years	_____ years	_____ years
Five weeks of vacation	_____ years	_____ years	_____ years	_____ years
Six weeks of vacation	_____ years	_____ years	_____ years	_____ years
Seven weeks of vacation	_____ years	_____ years	_____ years	_____ years
Eight weeks of vacation	_____ years	_____ years	_____ years	_____ years

* If the organization pays a percentage of earnings for the vacation awards instead of weeks of vacation, please convert this percentage in weeks of vacation. For example, 6% of earnings is equivalent to 3 weeks of vacation, 8% is 4 weeks, etc.



HR TURNOVER

Please indicate the HR turnover rates in the organization for Canada and by Canadian region as applicable. “HR turnover rate” is the number of employees lost during the last 12 months through firing, attrition and any other means compared to the total number of employees in the organization. For example, if the organization now hires 100 employees in Canada and lost 10 during the last 12 months, the HR turnover rate for Canada is 10% (all job categories).

	All job categories	Hourly	Part time	Union	Other
Canada	_____ %	_____ %	_____ %	_____ %	_____ %
Atlantic Provinces	_____ %	_____ %	_____ %	_____ %	_____ %
Québec	_____ %	_____ %	_____ %	_____ %	_____ %
Ontario	_____ %	_____ %	_____ %	_____ %	_____ %
Prairies (Manitoba, Saskatchewan)	_____ %	_____ %	_____ %	_____ %	_____ %
Alberta	_____ %	_____ %	_____ %	_____ %	_____ %
British Columbia	_____ %	_____ %	_____ %	_____ %	_____ %
Other region(s) in Canada	_____ %	_____ %	_____ %	_____ %	_____ %

Please submit your completed questionnaire on a confidential basis to: compsurvey@morneaushepell.com

For more information, please contact: Salah Sahib
 Senior Compensation Analyst
 Phone: 1 866 222-0012
 Fax: 1 866 909-2673