



CANADA MARKET BRIEFING:

Compensation Planning Update for 2021

September 2020



Overview

In August, Korn Ferry conducted its annual compensation planning update for the upcoming year based on organizations in its compensation database. Organizations were surveyed with an online questionnaire for their anticipated forecasts for base salary policy and base salary actual increases for the next twelve months. Two hundred and eighty-three (283) organizations responded: 184 industrial, 55 financial and 111 organizations from the broader public sector.

We have provided the results for both including and excluding 0% increases and decreases. As not all participants provided information for all employee levels, data published are based on the actual number of responses for each question.

Participating organizations are grouped into sector markets based on the following definitions.

Industrial sector: Industrial sector organizations include natural resources, chemicals, construction and materials, consumer durables, fast moving consumer goods, high technology, industrial goods, leisure and hospitality, media, oil and gas, pharmaceutical and medical supplies, retail, services, telecommunications, transportation, and utilities.

Financial sector: Financial sector organizations include banks, insurance, and financial services.

Private sector: Private sector organizations include publicly traded, privately owned, mutual, and co-operative organizations.

Broader public sector: Broader public sector organizations include government, crown corporations, and not-for-profit organizations that provide some form of public administration services.

OVERALL AVERAGE FOR ANTICIPATED INCREASES EXCLUDING 0% & DECREASES – APPROVED & NOT YET APPROVED

	ALL SECTORS	INDUSTRIAL SECTOR	FINANCIAL SECTOR	BROADER PUBLIC SECTOR
Base salary policy	1.9%	2.0%	2.1%	2.0%
Base salary actual	2.4%	2.5%	2.4%	2.4%

OVERALL AVERAGE FOR ANTICIPATED INCREASES INCLUDING 0% & DECREASES – APPROVED & NOT YET APPROVED

	ALL SECTORS	INDUSTRIAL SECTOR	FINANCIAL SECTOR	BROADER PUBLIC SECTOR
Base salary policy	1.2%	1.1%	1.8%	1.2%
Base salary actual	1.8%	1.7%	2.1%	1.6%



Plans for base salary increases in the next 12 months

PLANS FOR BASE SALARY POLICY INCREASES – ALL SECTORS

LEVEL	PERCENTAGE OF ORGANIZATIONS			
	INCREASE	FREEZE	DECREASE	DON'T KNOW YET
Clerical / operations (union)	23%	13%	-	64%
Clerical / operations (non-union)	25%	15%	-	59%
Supervisory / junior professional	27%	15%	-	58%
Middle management / seasoned professional	25%	15%	-	60%
Executive / senior management	23%	15%	-	62%

Note: Percentages may not total 100% due to rounding.

PLANS FOR BASE SALARY ACTUAL INCREASES – ALL SECTORS

LEVEL	PERCENTAGE OF ORGANIZATIONS			
	INCREASE	FREEZE	DECREASE	DON'T KNOW YET
Clerical / operations (union)	32%	10%	-	59%
Clerical / operations (non-union)	31%	12%	-	57%
Supervisory / junior professional	33%	12%	-	56%
Middle management / seasoned professional	31%	11%	-	57%
Executive / senior management	28%	14%	-	59%

Note: Percentages may not total 100% due to rounding.

Anticipated average increases including 0% & decreases – approved & not yet approved – by region

ALL SECTORS

	BASE SALARY POLICY INCREASE	BASE SALARY ACTUAL INCREASE
Atlantic Provinces **	*	*
Alberta	0.9%	0.4%
British Columbia	1.7%	1.9%
Manitoba	*	*
Ontario	1.2%	1.8%
Quebec	1.6%	2.6%
Saskatchewan	1.8%	2.5%

* Note: Insufficient data.

** Note: Atlantic includes Nova Scotia, New Brunswick, PEI, and Newfoundland & Labrador.



Anticipated average increases – by sector

ALL SECTORS

LEVEL	BASE SALARY POLICY				BASE SALARY ACTUAL			
	INCLUDING 0%		EXCLUDING 0%		INCLUDING 0%		EXCLUDING 0%	
	APPROVED & NOT YET APPROVED	APPROVED	APPROVED & NOT YET APPROVED	APPROVED	APPROVED & NOT YET APPROVED	APPROVED	APPROVED & NOT YET APPROVED	APPROVED
Clerical / operations (union)	1.1%	1.3%	1.7%	1.8%	1.8%	1.8%	2.3%	2.5%
Clerical / operations (non-union)	1.2%	1.6%	2.0%	2.0%	1.8%	1.9%	2.5%	2.5%
Supervisory / junior professional	1.2%	1.6%	1.9%	1.9%	1.8%	1.9%	2.5%	2.7%
Middle management / seasoned professional	1.2%	1.6%	1.9%	2.0%	1.8%	1.9%	2.5%	2.6%
Executive / senior management	1.2%	1.6%	2.0%	2.1%	1.7%	1.7%	2.5%	2.7%
Overall average	1.2%	1.6%	1.9%	1.9%	1.8%	1.8%	2.4%	2.5%

INDUSTRIAL SECTOR

LEVEL	BASE SALARY POLICY				BASE SALARY ACTUAL			
	INCLUDING 0%		EXCLUDING 0%		INCLUDING 0%		EXCLUDING 0%	
	APPROVED & NOT YET APPROVED	APPROVED	APPROVED & NOT YET APPROVED	APPROVED	APPROVED & NOT YET APPROVED	APPROVED	APPROVED & NOT YET APPROVED	APPROVED
Clerical / operations (union)	1.2%	1.4%	1.8%	1.9%	2.0%	2.1%	2.4%	2.8%
Clerical / operations (non-union)	1.0%	1.5%	2.0%	2.2%	1.7%	1.9%	2.5%	2.6%
Supervisory / junior professional	1.1%	1.6%	1.9%	2.0%	1.8%	2.2%	2.6%	2.9%
Middle management / seasoned professional	1.0%	1.5%	2.0%	1.9%	1.7%	2.1%	2.5%	2.6%
Executive / senior management	1.1%	1.6%	2.1%	2.1%	1.7%	1.8%	2.6%	2.8%
Overall average	1.1%	1.6%	2.0%	2.0%	1.7%	1.9%	2.5%	2.6%

FINANCIAL SECTOR

LEVEL	BASE SALARY POLICY				BASE SALARY ACTUAL			
	INCLUDING 0%		EXCLUDING 0%		INCLUDING 0%		EXCLUDING 0%	
	APPROVED & NOT YET APPROVED	APPROVED	APPROVED & NOT YET APPROVED	APPROVED	APPROVED & NOT YET APPROVED	APPROVED	APPROVED & NOT YET APPROVED	APPROVED
Clerical / operations (union)	0.7%	1.0%	2.2%	2.5%	0.9%	1.2%	2.1%	2.3%
Clerical / operations (non-union)	1.8%	1.7%	2.1%	2.1%	2.1%	2.2%	2.4%	3.3%
Supervisory / junior professional	1.8%	1.7%	2.1%	2.1%	2.1%	2.2%	2.4%	3.3%
Middle management / seasoned professional	1.8%	1.7%	2.1%	2.1%	2.1%	2.2%	2.4%	3.3%
Executive / senior management	1.6%	1.7%	2.1%	2.1%	2.0%	2.2%	2.4%	3.3%
Overall average	1.8%	1.7%	2.1%	2.1%	2.1%	2.2%	2.4%	3.3%

* Note: Insufficient data.



BROADER PUBLIC SECTOR

LEVEL	BASE SALARY POLICY				BASE SALARY ACTUAL			
	INCLUDING 0%		EXCLUDING 0%		INCLUDING 0%		EXCLUDING 0%	
	APPROVED & NOT YET APPROVED	APPROVED	APPROVED & NOT YET APPROVED	APPROVED	APPROVED & NOT YET APPROVED	APPROVED	APPROVED & NOT YET APPROVED	APPROVED
Clerical / operations (union)	1.0%	1.1%	1.6%	1.7%	1.6%	1.7%	2.3%	2.4%
Clerical / operations (non-union)	1.1%	1.5%	2.0%	2.0%	1.6%	1.7%	2.4%	2.4%
Supervisory / junior professional	1.2%	1.6%	2.0%	2.1%	1.6%	1.8%	2.5%	2.5%
Middle management / seasoned professional	1.1%	1.5%	2.0%	2.2%	1.6%	1.6%	2.4%	2.3%
Executive / senior management	1.1%	1.5%	2.1%	2.2%	1.5%	1.4%	2.4%	2.5%
Overall average	1.2%	1.6%	2.0%	2.1%	1.6%	1.7%	2.4%	2.3%

Participant list – all organizations (n=283)

3M Canada Company	Aviso Wealth	Capstone Mining Corp.
Advance Auto Parts Inc.	B2Gold Corp.	Carter's Canada
Affinity Credit Union	Barrick Gold Corporation	Caterpillar
The Agency for Co-operative Housing	BC Healthy Communities	Celero Solutions
AGF Trust Company	BigSteelBox Corporation	Centerra Gold Inc.
Agnico-Eagle Mines Limited	Bluewater Power Distribution Corporation	Central 1 Credit Union
Air Products & Chemicals	BMO Financial Group	Centre Street Church
Alamos Gold Inc.	Boehringer Ingelheim (Canada) Ltd.	Chico's FAS Inc.
Alberta Securities Commission	Bridgehouse Asset Managers	Christie Digital Systems Inc.
The Alberta Teachers' Association	Bristol-Myers Squibb Canada Co.	CIBC
Alberta-Pacific Forest Industries Inc.	British Columbia Lottery Corporation	CIBC Mellon
Alectra Inc.	British Columbia Safety Authority	City of Calgary
Allnex Canada Inc.	Brookfield Global Relocation Services	City of Kelowna
American Eagle Outfitters Inc.	Burlington Hydro Inc.	City of Mount Pearl
Apotex Inc.	Business Development Bank of Canada	City of Saint John
ArcelorMittal - Baffinland Iron Mines Corporation	Calgary Board of Education	CKF Inc.
ArcelorMittal Mines Canada	Calgary Public Library	Coast Capital Savings Credit Union
Archer Daniels Midland	Canada Deposit Insurance Corporation	Coastal Community Credit Union
Argonaut Gold Inc.	Canada Mortgage and Housing Corporation	College of Dental Hygienists of Ontario
Ashland Inc. - Valvoline	Canadian Bankers Association	College of Kinesiologists of Ontario
Assuris	Canadian Centre on Substance Abuse	Columbia Basin Trust
Astellas Pharma Canada Inc.	Canadian Credit Union Association	Community Trust Company
AstraZeneca Canada Inc.	The Canadian Institute Of Chartered Business Valuators	Concentra Bank
ATB Financial	Canadian Medical Association	Conexus Credit Union
Atlantic Gold Corporation	Canadian Tourism Commission	Connor, Clark & Lunn Financial Group
Atlantic Lottery Corporation	Canadian Western Bank	CPA Alberta
Atlantic Packaging Products Ltd.	Canpotex Limited	Credit Union Central Alberta Limited
Atuqtuarvik Corporation	Cape Breton University	Credit Union Deposit Guarantee Corporation - Saskatchewan
Autorité des Marchés Financiers du Québec	Capgemini Canada	CRH Canada Group Inc.
Avis Budget Group, Inc.		CSA Group
		Deere & Company



Domtar Inc.	Holt Renfrew	Montship Inc.
Dyno Nobel Canada Inc.	Home Hardware Stores Limited	The Mosaic Company
E.L.K. Energy Inc.	Home Trust Company	Mountain Province Diamonds Inc.
Eaton Corporation	House of Commons	Municipal Property Assessment Corporation
The Economical Insurance Group	HudBay Minerals Inc.	Municipality of Port Hope
Edgewell Personal Care	Huntsman Polyurethanes	National Bank Financial Group
EDP Renewables Canada Ltd.	Hydro Ottawa Limited	NB Power Holding Corporation
Energy+ Inc.	IAMGOLD Corporation	New Gold Inc
Entegrus Inc.	Independent Electricity System Operator	Newfoundland and Labrador Hydro
EnWin Utilities Ltd.	Information Services Corporation	Newmarket-Tay Power Distribution Ltd.
EPCOR Utilities Inc.	Innophos Canada Inc.	Niagara Peninsula Energy Inc.
ESC Corporate Services Ltd.	InnPower Corporation	Nike Canada - Outlet
Essex Power Corporation	Insurance Corporation of British Columbia	North American Palladium Ltd.
Evonik Degussa Canada Inc.	Interior Savings Credit Union	North Bay Hydro Distribution Limited
Farm Credit Canada	International Financial Data Services (Canada)	North Shore Credit Union (BlueShore)
Federated Cooperatives Ltd.	Investors Group Inc.	Northern Ontario Wires Inc.
Fédération des caisses Desjardins du Québec	Kellogg Canada Inc.	Ontario College of Teachers
Ferrero Canada Limited Industrial Division	Kimberly-Clark	Ontario Lottery and Gaming Corporation
Festival Hydro Inc.	Kinross Gold Corporation	Ontario Medical Association
First Majestic Silver Corp.	Kitchener-Wilmot Hydro Inc.	Ontario Teachers Insurance Plan
First Nations Bank of Canada	L Brands	Orangeville Hydro Limited
Fort Frances Power Corporation	Lafarge Canada Inc.	Orica Ltd
Fortis Inc.	Lake Shore Gold Corp.	Oshawa PUC Networks Inc.
FortisBC Energy Inc.	Lakeland Power Distribution Ltd.	Pandora
FortisBC Inc.	Lantic Inc.	PARC Retirement Living
Gap (Canada) Inc.	Laurentian Bank of Canada	Pet Valu Canada Inc.
General Kinetics Engineering Corporation	LifeLabs	Peterborough Utilities Group
Gentherm	London Hydro	PetSmart, Inc.
Gerdau Long Steel North America	LoyaltyOne Inc.	Philip Morris International
GlaxoSmithKline Inc.	Lundin Mining Corporation	Pinnacle Renewable Energy Inc.
Glencore Canada Corporation - Nickel	Luxottica Group	Pretium Resources Inc.
Glencore Canada Corporation - Zinc	LVMH Moet Hennessy Louis Vuitton - Christian Dior	PUC Services Inc.
Goldcorp Inc.	LVMH Moet Hennessy Louis Vuitton - LVMH Watch & Jewellery	Purdue Pharma
Gore Mutual Insurance Company	LYONDELLBASELL	Queen's University
Government of Nunavut	Mackenzie Financial Corporation	RBC
Government of Ontario	MCAP Group of Companies	Real Estate Council of Alberta
Greater Essex County District School Board	The Mearie Group	Real Estate Council of Ontario
Greater Sudbury Hydro Inc.	Meridian Credit Union	Red Deer College
Grimsby Power Incorporated	Methanex Corporation	Red River College
H&M Canada	Metrolinx	Regional District of Central Okanagan
Hadrian Manufacturing Inc.	Mexichem Fluor Canada Inc.	Richemont International
Halifax Port Authority	Milton Hydro Distribution Inc.	Rio Tinto Alcan
Halifax Regional Municipality	Mine Canadian Malartic	Riversdale Resources Limited
Halifax Regional Water Commission	Ministry of Foreign Affairs & Trade	Royal Canadian Mint
Henry Schein Canada		Samuel, Son & Co., Limited



Saskatchewan Assessment Management Agency	Utilities Kingston
Saskatchewan Government Insurance	Vale Canada Limited
Saskatchewan Health Authority	Vancity Savings Credit Union
Saskatchewan Workers' Compensation Board	Vanguard Investments Canada Inc.
SaskTel	Veridian Corporation
Scotiabank	Walmart Stores, Inc.
SEMAFO inc.	Wasaga Distribution Inc.
Servus Credit Union Ltd.	Waterloo North Hydro
Sherritt International Corporation	WD-40 Company
Shore Gold Inc.	Welland Hydro-Electric System Corp.
Simon Fraser University	Westario Power Inc.
Sioux Lookout Hydro	Yamana Gold Inc.
SMS Equipment Inc.	YMCA Canada
Sofina Foods Inc.	Zumiez Inc..
Solvay Canada	
Sonoco Canada Corporation	
Staples Business Depot	
Stillwater Mining Company	
Strathcona County	
Sun Life Financial Canada	
Synergy Credit Union	
Tarion Warranty Corporation	
TD Bank Group	
Teck Resources Limited	
Thunder Bay District Health Unit	
Thunder Bay Hydro Electricity Distribution Inc.	
Tiger Calcium Services Inc.	
Tolko Industries Ltd.	
Torex Gold Resources Inc.	
Total Canada Inc.	
Township of Stratford	
Toyota Motor Manufacturing Canada Inc.	
Travel Alberta	
Treasury Board of Canada Secretariat	
Trevali Mining Corporation	
Trilogy Metals Inc.	
TVOntario	
Under Armor Canada	
UNI Financial Cooperation	
uniPHARM Wholesale Drugs Ltd.	
The United Church of Canada	
Université d'Ottawa	
Universities Canada	
University of Alberta	
University of Regina	

About Korn Ferry

Korn Ferry is a global organizational consulting firm. We help clients synchronize strategy and talent to drive superior performance. We work with organizations to design their structures, roles, and responsibilities. We help them hire the right people to bring their strategy to life. And we advise them on how to reward, develop, and motivate their people.



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