

Topical questions

This past summer, more than 350 organizations took part in the special compensation section of our Salary Increase Survey, covering the effects of the pandemic on total rewards.

Overview of participating organizations:

50% Close to 50% of participating organizations operate in Ontario

80% More than 80% of participating organizations operate in Quebec



SALARY INCREASES

In 2020, a quarter of organizations surveyed granted lower pay raises or froze salaries:

25% of those organizations were planning on granting greater pay increases in 2021 to compensate;

10% About 10% instead opted to offer their employees special bonuses or lump sums.

55% Most organizations factor in performance management into their salary increase decisions:

22% For 22% of those organizations, there is a significant gap (more than 5%) in pay increases between marginal performers and top performers.



EMPLOYEE RETENTION

75% More than 75% of organizations are concerned or very concerned about issues related to employee retention:

67% are planning to implement specific measures to retain employees.

The key initiatives organizations are considering to retain their employees are as follows:

90% More than 90% of these organizations are planning on implementing flexible work measures;

62% of organizations intend to implement employee development and career management measures;

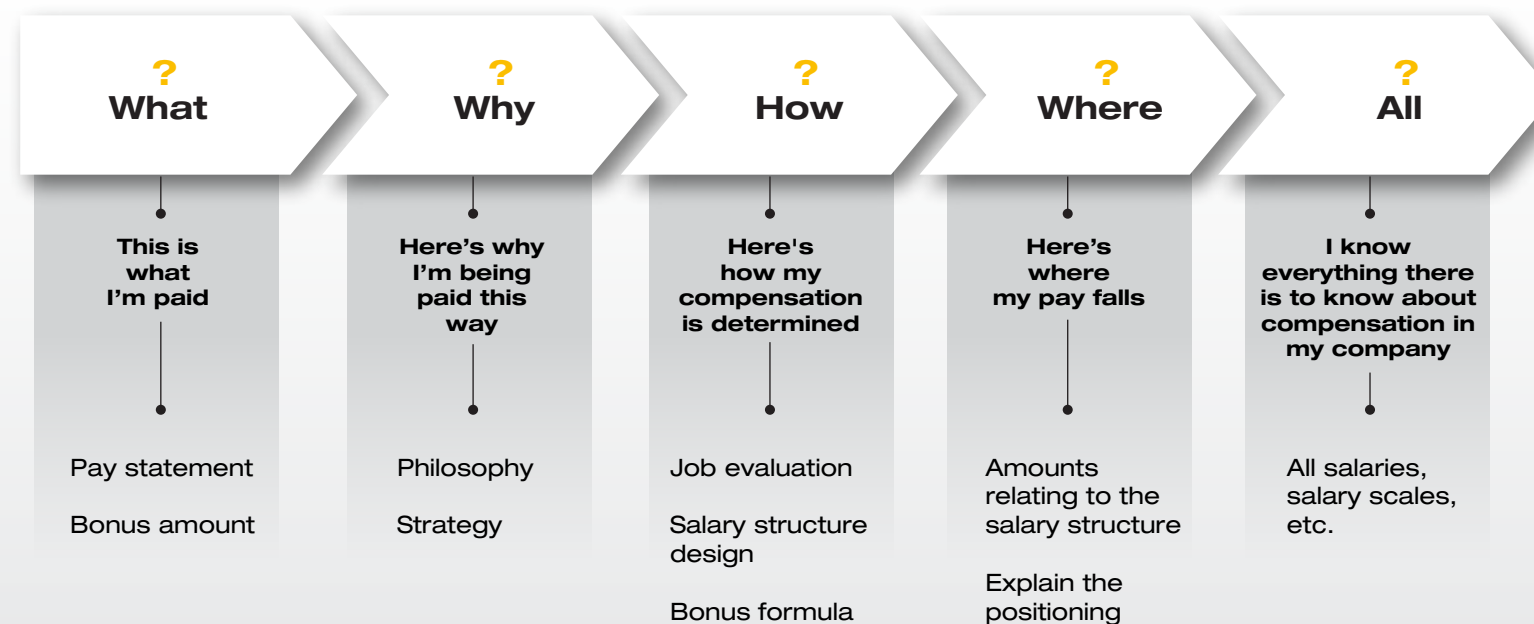
50% of organizations are planning on enhancing employee health and well-being policies and practices; and

45% will be adopting equity, diversity and inclusion initiatives.



PAY TRANSPARENCY

Pay transparency is a continuum on which organizations are placed. How organizations move along this continuum can depend on many factors.



TRANSPARENCY MEASURES IN PLACE AMONG PARTICIPATING ORGANIZATIONS

