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Introduction

Willis Towers Watson Data Services is pleased to present the **2016 General Industry Compensation Policies and Practices Survey Report - Canada**.

The data contained in this report are based on the responses of 84 organizations. Refer to the Overview of Survey Participants section for more information including a complete list of this year's survey participants.

Data Presentations

The tables are presented by: entire sample combined, profit status, industry sector, region, and organization size. The data are further broken out by the following employee groups:

- Executive
- Management (Excluding Executives)
- Professional/Client Management
- Technical/Business Support
- Production/Manual Labor

Supporting Documentation

The following are individual sections of the printed report and can be found in the Supporting Documentation section of our online data analysis tools. These sections include explanatory text and guidelines for using this report.

- Survey Methodology
- Overview of Survey Participants
- Policies and Practices
- Glossary of Terms

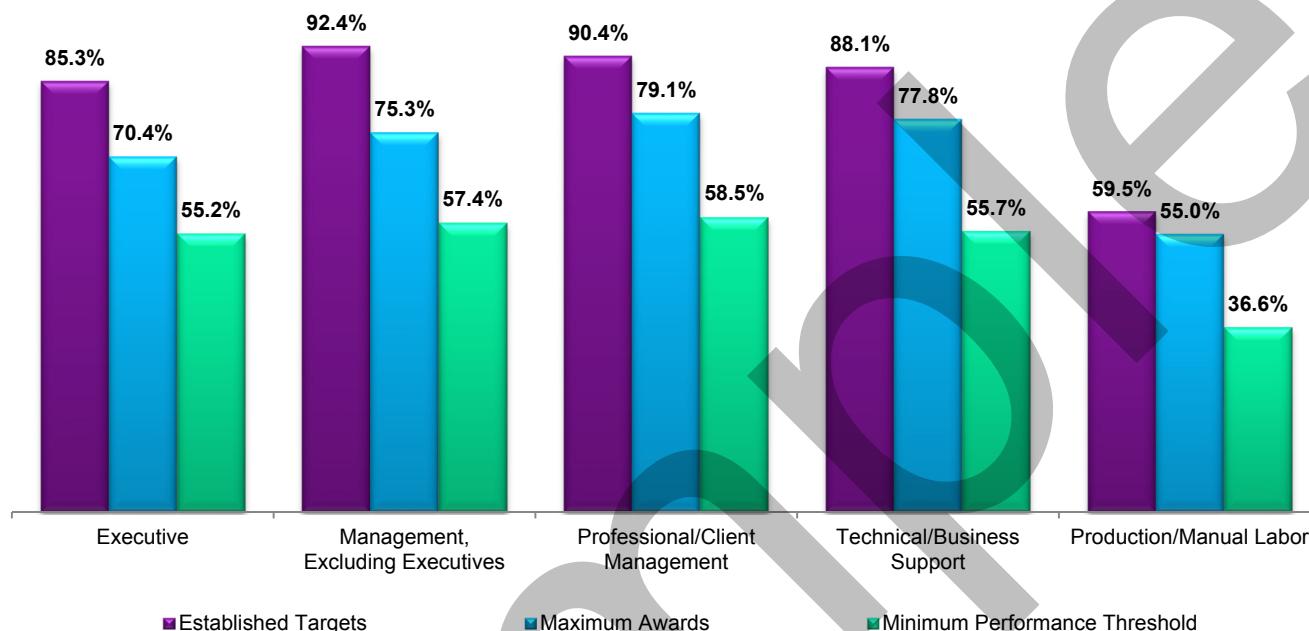
Contact Us

If you have any questions or comments regarding this report or any of our other products, contact us at +1 877 550 4402 or wtwcadata@willistowerswatson.com.

Executive Summary

Variable Pay/Short-Term Incentives

The table below details the prevalence of organizations with established targets, maximum awards and minimum performance thresholds for the five employee groups surveyed.



Of the 66 responding organizations indicating various performance measures used to determine short-term incentive pay awards for executives, annual sales or revenues was the most prevalent measurement used (48.5%).

Holiday Bonuses

4.8% of responding organizations granted holiday bonuses to some or all incumbents in the past 12 months. The method of delivering holiday bonuses appears in the table below:



Policies and Practices

Short-Term Incentives (continued)

PERCENT OF ORGANIZATIONS THAT CURRENTLY HAVE VARIABLE PAY/SHORT-TERM INCENTIVE PLANS IN WHICH SOME OR ALL EMPLOYEE GROUPS ARE ELIGIBLE (continued)				
	Organizations That Currently Have Variable Pay/ Short-Term Incentive Plans		# of Responses	
	# of Organizations	% of Organizations		
ORGANIZATION SIZE				
Under 500 FTEs				
Executive	22	95.7%	23	
Management, Excluding Executives	23	95.8%	24	
Professional/Client Management	22	91.7%	24	
Technical/Business Support	19	86.4%	22	
Production/Manual Labor	10	58.8%	17	
500 - 2,499 FTEs				
Executive	28	96.6%	29	
Management, Excluding Executives	30	96.8%	31	
Professional/Client Management	27	87.1%	31	
Technical/Business Support	23	76.7%	30	
Production/Manual Labor	11	47.8%	23	
2,500 FTEs or More				
Executive	28	96.6%	29	
Management, Excluding Executives	28	96.6%	29	
Professional/Client Management	24	82.8%	29	
Technical/Business Support	23	82.1%	28	
Production/Manual Labor	11	57.9%	19	