

2024 Canada Compensation and HR Policies & Practices

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Organization Data

1. Organization Type

Type of organization

	Percentage of Organization
Parent/Corporate	37.2%
Subsidiary	45.8%
Multi-Division	3.1%
Division	13.9%

Based on responses from 360 organizations

Parent organization ownership

	Percentage of Organization
Publicly Traded on a Stock Exchange	55.8%
Privately Owned Organization	31.1%
Not-for-Profit	4.7%
Joint-Venture	1.4%
State-Owned Enterprise (Crown Corporation)	6.9%

Based on responses from 360 organizations

Note: The total does not equal 100% due to rounding.

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What tools do you use to document and/or communicate job responsibilities, requirements and expectations?

	Formal Job Descriptions/Role Profiles	Survey Benchmarks and Level	Career Framework	Competency- or Skills-Based Models/Charts	None	Above	Unknown	No. of Responses:
I Data	93.5%	45.0%	34.3%	16.4%		1.4%	0.6%	353
r Net Sales Revenue								
Less than 500 M	95.5%	44.3%	35.2%	13.0%		1.1%	0.0%	88
10 M < 1 B	100.0%	47.5%	37.5%	22.5%		0.0%	0.0%	40
1 B < 2.5 B	92.5%	40.0%	37.5%	22.5%		2.5%	0.0%	40
2.5 B < 5 B	82.6%	39.1%	39.1%	17.4%		2.5%	0.0%	23
5 B < 10 B	86.7%	66.7%	40.0%	26.7%		2.0%	0.0%	15
10 B or More	95.0%	50.0%	20.0%	10.0%		0.0%	0.0%	20
r Super Sector								
Consumer Goods	88.1%	52.4%	26.5%	16.7%		0.0%	4.8%	42
Chemicals	87.5%	75.0%	26.5%	37.5%		0.0%	0.0%	8
Energy	85.1%	38.3%	23.4%	14.9%		4.3%	0.0%	47
Banking/Financial Services	96.6%	48.3%	41.4%	20.7%		0.0%	0.0%	29
Health Care	100.0%	75.0%	50.0%	75.0%		0.0%	0.0%	4
High Tech	100.0%	87.0%	66.5%	8.7%		0.0%	0.0%	23
Insurance/Reinsurance	100.0%	33.3%	33.3%	16.7%		0.0%	0.0%	15
Logistics	100.0%	28.6%	28.6%	14.3%		0.0%	0.0%	7
Life Sciences	96.7%	28.6%	28.6%	14.3%		0.0%	0.0%	30
Mining & Metals	90.9%	27.3%	27.3%	13.6%		0.0%	0.0%	11
Other Manufacturing	93.3%	36.4%	36.4%	16.7%		3.3%	0.0%	30
Other Non-Manufacturing	91.3%	18.2%	18.2%	13.0%		4.3%	0.0%	23
Retail & Wholesale	100.0%	58.6%	58.6%	6.9%		0.0%	0.0%	29
Services (Non-Financial)	95.7%	40.4%	40.4%	10.6%		0.0%	0.0%	47
Transportation Equipment	87.5%	50.0%	37.5%	12.5%		12.5%	0.0%	8
r Ownership								
Publicly Traded on a Stock Exchange	90.9%	48.0%	42.4%	19.7%		2.0%	1.0%	198
Privately Owned Organization	95.4%	39.9%	39.9%	12.8%		0.9%	0.0%	109
State-Owned Enterprise (Crown Corporation)	100.0%	20.0%	20.0%	12.0%		0.0%	0.0%	25
Joint-Venture	100.0%	20.0%	20.0%	0.0%		0.0%	0.0%	5
Not-for-Profit	100.0%	37.5%	31.2%	12.5%		0.0%	0.0%	16

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

Which internal job evaluation process does your organization use to value jobs?

	Whole Job Rating	Custom Point-Factor	Standardized Point-Factor	Career Framework	Market Pricing	None of the Above	Unknown	No. of Responses:
I Data	11.1%	18.3%	28.9%	25.5%	51.0%	5.4%	2.9%	349
Net Sales Revenue								
Less than 500 M	13.8%	14.9%	28.7%	25.3%	50.6%	8.0%	4.6%	87
10 M < 1 B	10.0%	27.5%	32.5%	20.0%	42.5%	5.0%	0.0%	40
1 B < 2.5 B	27.5%	10.0%	27.5%	27.5%	62.5%	7.5%	2.5%	40
2.5 B < 5 B	10.0%	30.4%	26.1%	43.5%	43.5%	8.7%	0.0%	23
5 B < 10 B	10.0%	20.0%	6.7%	20.0%	60.0%	6.7%	0.0%	15
10 B or More	21.4%	21.4%	47.4%	26.3%	57.9%	0.0%	0.0%	19

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