



2020 CANADA MBD/TRS

# Data Refresh Summary

December, 2020

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# Overview

**You can be confident that using Mercer's 2020 Canada MBD/TRS salary data, published in August, reflects the go-forward market.**



As the pandemic was unfolding, Mercer and other vendors were following our typical schedule and asking you to participate in surveys. Some people wondered if this data would be accurate, and reflect the forward looking pay rates, given the state of the economy.



As a result, Mercer put in place a plan to collect an additional round of survey data, a 'refresh', for our core surveys throughout the summer. We used a simplified process for participants to update their data, and provided an option for them to let us know if their data hadn't changed instead of submitting their data again.



We were all pleasantly surprised with what we found and we want to share that with you. In short, the majority of organizations indicated that they had not made changes and the impact on pay was insignificant.

# Participation



**Nearly 200 organizations,  
representing approximately  
100K incumbents**  
participated in the Data  
Refresh



**Approximately 20%** of  
the original 2020  
MBD/TRS organizations  
responded to the Data  
Refresh



**September 1, 2020**  
effective date

# Key Findings

**Approximately 65% of organizations that originally participated did not have changes in compensation or headcount since their submission earlier in the year.**



First, we examined the data for all of the organizations that participated in the Data Refresh (i.e., those with and without changes). For common incumbents matched to the same job in both the original and refresh samples, we see flat movement (or 0% change) across career streams, industries and job families.



While the story in aggregate for all organizations was not that surprising considering that ~65% had no changes, we were curious to see whether those organizations that had changes were material. Interestingly, for common incumbents matched to the same job in both samples, no movement was detected in aggregate across career streams, industries and job families.



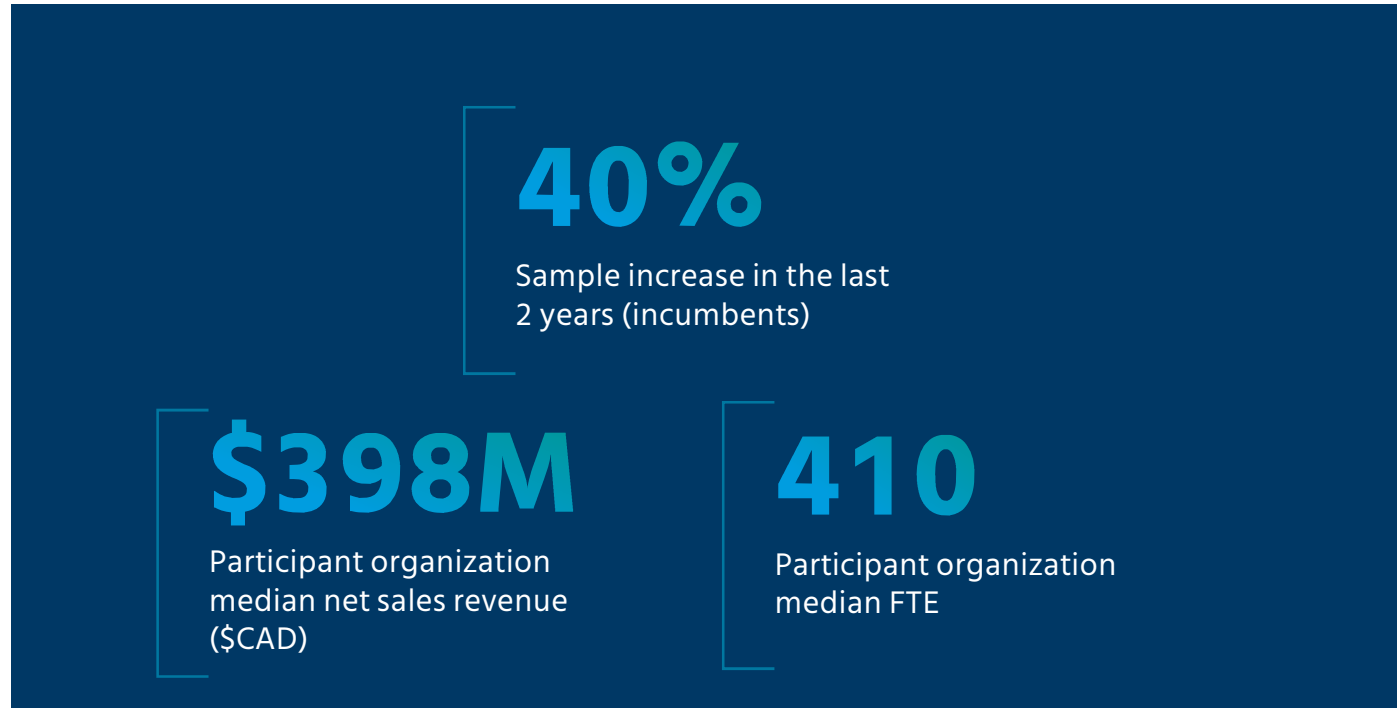
In fact, when looking at individual jobs for the organizations that had changes using common incumbents matched to the same job in both samples, only four jobs experienced upward movement of 3% or greater. It's important to note that some of this movement can likely be attributed to organizations' salary increase focal point occurring between April 1 and September 1. Additionally, four jobs experienced downward movement of -3% or less.

# Appendix

# 2020 Canada MBD/TRS Main Publication Overview

Use the survey data published in August when planning for 2021 with confidence.

	No. of organizations 1,073 (-4%)
	No. of incumbents 515,084 (+12%)
	No. of Matched Jobs 8,794
	No. of Reportable Jobs 5,733



# Changes by Career Stream for Common Incumbents

Career Stream	All Participating Organizations				Only Organizations with Changes			
	Orgs	Obs	Median Inc Wtd % Change of Base Salary	Median Org Wtd % Change of Base Salary	Orgs	Obs	Median Inc Wtd % Change of Base Salary	Median Org Wtd % Change of Base Salary
Executive	128	775	0.0	0.0	44	281	0.0	0.0
Management	176	15,852	0.0	0.0	61	7,129	0.0	0.0
Professional	176	49,305	0.0	0.0	59	25,192	0.0	0.0
Para-Professional	165	29,442	0.0	0.0	59	11,491	0.0	0.0

## Common incumbent methodology

- Common incumbents are classified as the same incumbent being matched to the same job in both samples.
- To calculate the “Median Inc Wtd % Change”, the % change was calculated for each incumbent first, then the median of those individual values was calculated.
- To calculate the “Median Org Wtd % Change”, the % change was calculated for each incumbent first, then averaged across each organization. Finally, the median of those organizational values was calculated.

# Changes by Industry for Common Incumbents

Industry	All Participating Organizations				Only Organizations with Changes			
	Orgs	Obs	Median Inc Wtd % Change of Base Salary	Median Org Wtd % Change of Base Salary	Orgs	Obs	Median Inc Wtd % Change of Base Salary	Median Org Wtd % Change of Base Salary
Banking/Financial Services	7	11,806	0.0	0.0				
Chemicals	6	614	0.0	0.0				
Consumer Goods	7	1,604	0.0	0.0				
Energy	90	42,235	0.0	0.0	24	9,653	0.0	0.0
Health Care Services								
High Tech								
Insurance/Reinsurance	8	9,096	0.0	0.0	4	3,952	0.0	0.0
Life Sciences	7	834	0.0	0.0				
Logistics								
Mining & Metals								
Other Manufacturing	12	3,483	0.0	0.0	7	2,176	0.0	0.0
Other Non-Manufacturing	5	594	0.0	0.0				
Retail & Wholesale	9	2,666	0.0	0.0				
Services (Non-Financial)	17	7,430	0.0	0.0	5	1,769	0.0	0.0
Transportation Equipment								

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# Changes by Job Family for Common Incumbents

Job Family	All Participating Organizations				Only Organizations with Changes			
	Orgs	Obs	Median Inc Wtd % Change of Base Salary	Median Org Wtd % Change of Base Salary	Orgs	Obs	Median Inc Wtd % Change of Base Salary	Median Org Wtd % Change of Base Salary
Administration, Facilities & Secretarial	162	6,794	0.0	0.0	55	2,608	0.0	0.0
Communications & Corporate Affairs	107	1,158	0.0	0.0	37	407	0.0	0.0
Construction	13	32	0.0	0.0	5	10	0.0	0.0
Creative & Design	37	355	0.0	0.0	16	107	0.0	0.0
Customer Service & Contact Center Operations	62	6,916	0.0	0.0	22	5,048	0.0	0.0
Data Analytics/Warehousing, & Business Intelligence	47	741	0.0	0.0	18	569	0.0	0.0
Engineering & Science	130	10,967	0.0	0.0	43	2,839	0.0	0.0
Finance	168	7,034	0.0	0.0	58	3,055	0.0	0.0
General Management	125	1,312	0.0	0.0	41	572	0.0	0.0
Healthcare/Pharmacy Services	18	115	0.0	0.0	5	6	0.0	0.0
Hospitality (Food Service & Lodging)	4	48	0.0	0.0				

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## Changes by Job Family for Common Incumbents – page 2

Job Family	All Participating Organizations				Only Organizations with Changes			
	Orgs	Obs	Median Inc Wtd % Change of Base Salary	Median Org Wtd % Change of Base Salary	Orgs	Obs	Median Inc Wtd % Change of Base Salary	Median Org Wtd % Change of Base Salary
Human Resources	155	4,304	0.0	0.0	54	1,662	0.0	0.0
Insurance	13	2,639	0.0	0.0	6	1,813	0.0	0.0
IT, Telecom & Internet	150	17,324	0.0	0.0	56	13,307	0.0	0.0
Legal, Compliance & Audit	143	4,273	0.0	0.0	50	1,585	0.0	0.0
Outsourcing & Global Capability Centers	6	38	0.0	0.0	4	35	0.0	0.0
Production & Skilled Trades	89	12,705	0.0	0.0	30	1,531	0.0	0.0
Project/Program Management	127	5,626	0.0	0.0	42	2,938	0.0	0.0
Quality Management	71	1,772	0.0	0.0	25	1,297	0.0	0.0
Real Estate Management, Property Development & Investment	19	83	0.0	0.0	8	47	0.0	0.0
Sales, Marketing & Product Management	138	5,455	0.0	0.0	48	2,210	0.0	0.0
Supply Chain	129	5,560	0.0	0.0	43	2,404	0.0	0.0

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# Changes for Top Moving Jobs for Common Incumbents

Job	Only Organizations with Changes		
	Orgs	Obs	% Change in Inc Wtd Median Base Salary
General Office Operations Support - Experienced Para-Professional (S2)	21	447	4.0
Chemical Process Engineering - Expert Professional (P5)	4	15	3.1
Facilities Management (Non-Manufacturing) - Team Leader (Professionals) (M2)	4	10	3.1
IT Business Systems Analysis - Expert Professional (P5)	6	19	3.0
Project Document Control - Team Leader (Professionals) (M2)	4	7	-3.0
Warehouse Shipping & Receiving - Experienced Para-Professional (S2)	7	205	-3.9
General Communications & Corporate Affairs - Senior Manager (M4)	5	10	-5.0
Legal & Compliance Management - Senior Manager (M4)	4	17	-5.0

## Common incumbent methodology

- Common incumbents are classified as the same incumbent being matched to the same job in both samples.
- To calculate the “Median Inc Wtd % Change”, the % change was calculated for each incumbent first, then the median of those individual values was calculated.
- Only jobs with a % change of greater than or equal to 3% or less than or equal to -3% are displayed.



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