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HOW YOU'RE PAID

Compare against 2019 EMC-PLANT salary survey findings

CAUTIOUSLY COM

The 2019 EMC-PLANT Manufacturing Salary Survey shows less optimism about revenues.

BY JOE TERRETT, EDITOR

When it comes to riding out "interesting times" Canadian manufacturers have proved to be a resilient bunch. Through almost three years of Trumpcapades based on an America Only doctrine that has included threats, global insults aimed at allies, tariffs, NAFTA brinkmanship, and a trade war with China, manufacturers have maintained their confidence, although it's somewhat diminished.

Meanwhile, the challenges and annoyances are piling up. In addition to US President Donald Trump's antics, there are prohibitively high electricity costs in Ontario, regulatory impediments, climate change fees, and worrying developments affecting international trade.

Add to all of that soft economic growth (1.2% in 2019 and 1.7% in 2020) and you have a recipe for classic Canadian caution, which appears to be playing out in the sector's executive compensation.

When asked by the 2019 EMC-PLANT Manufacturing Salary Survey about pay, representatives from executive and manager ranks, for the most part, reported increases that track slightly above or close to inflation (2.3% in 2018, according to Statistics Canada, and projected by the International Monetary Fund to be 1.69% this year).

This national benchmark study was conducted through April and May by **PLANT** Magazine, an Annex Business Media publication, and the Excellence in Manufacturing Consortium (EMC), a not-for-profit organization based in Owen Sound, Ont. Its raison d'être is to help manufacturers achieve operational excellence.

Nothing too surprising in this year's results, notes EMC president Shawn Casemore. "A lot of the key issues remain."

Such as Trump tariffs.

To recap, the Trump administration announced tariffs of 25% on imports of Canadian steel and 10% on imports of aluminum that would take effect on June 1, 2018. Canada responded with restrictive countermeasures of up to $16.6 billion applied to imports of steel, aluminum and other products from the US. On May 17, tariffs imposed on both sides of the border were lifted.

"Although they have been eased, the after-effect of steel and aluminum tariffs is still having an impact on Canadian manufacturers," Casemore says. "For example, the increases in prices across the board when the tariffs were introduced are still up."

EMC members continue to have challenges finding talent and keeping people; while internally, they're trying to meet needs by up-skilling individuals. "Those are things we are dealing with everyday with our members," Casemore says.

Manufacturers are contending with economic and geo-political factors that have raised the level of business uncertainty, particularly as a result of policies emanating from the Trump administration. Casemore says companies have to find new ways to remain profitable and grow their businesses. One way is to set up in the US and he cites two family-owned manufacturing outfits that have purchased or built facilities on the other side

PENSATED

PAY RAISES FOR EXECUTIVES AVERAGE 2.4%

of the border.

"The realization is that if the current state continues, they have to survive and if there is a lot of demand in the US to buy locally, to buy American, many manufacturers will need to have a US presence, and many are doing that," Casemore says.

"This is making their lives more chaotic. There's more travel and there's a lot more to consider regarding supply chains. They are being forced to be more strategic, but that's not a bad thing. Once again manufacturers are doing things they have not done before but doing it well."

How well are they being compensated?

A total of 732 executives and senior managers contributed to the annual study, sharing personal information about what they are paid, bonuses, and how their businesses are faring. Most of the respondents (87%) come from small and medium-sized enterprises.

Each year's sample is different for a variety of reasons (employment churn, variances in bonuses), so results don't always align with the previous year's group, but the responses do

Demographics

PROVINCE

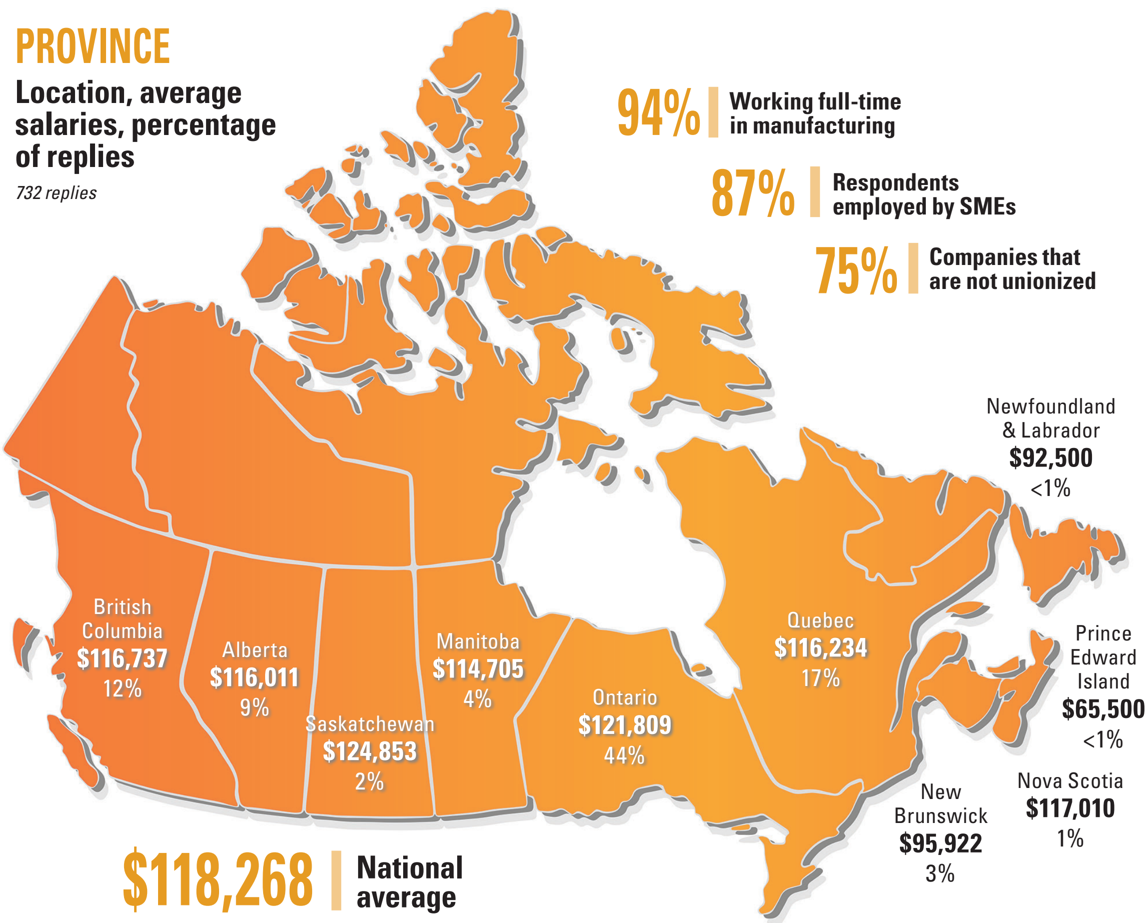
Location, average salaries, percentage of replies

732 replies

94% Working full-time in manufacturing

87% Respondents employed by SMEs

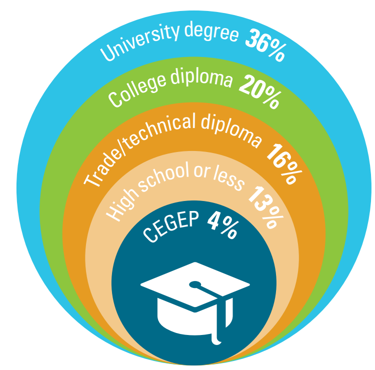
75% Companies that are not unionized



$118,268 National average

EDUCATION

732 replies



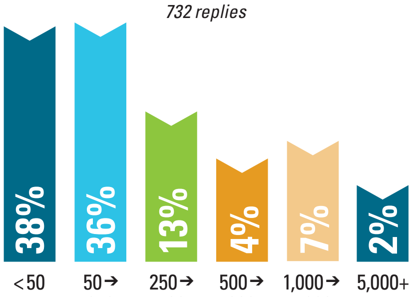
REVENUE

732 replies

$1M → <$5M	19%
$5M → <$10M	13%
$10M → <$30M	18%
$30M → <$50M	8%
$50M → <$100M	10%
$100M → <$250M	6%
$250M → <$500M	3%
$500M → <$1B	3%
$1B plus	4%
Did not answer	15%

EMPLOYEES

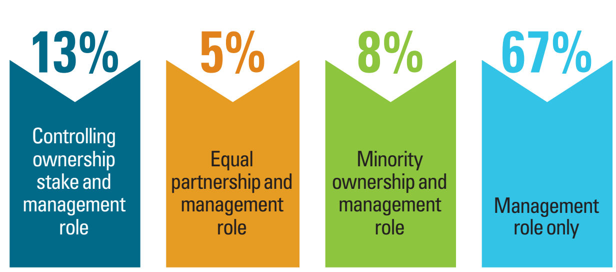
732 replies



Average = 247

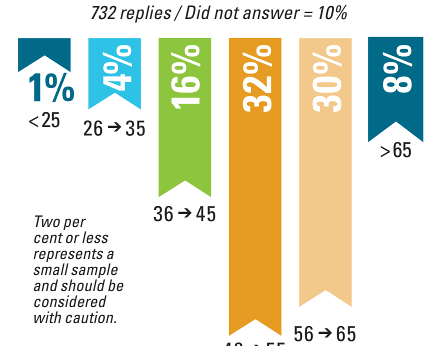
ROLE IN THE COMPANY

900 replies



AGE

732 replies / Did not answer = 10%



Two per cent or less represents a small sample and should be considered with caution.

provide a general measure that will give you an idea how your pay compares.

This year's sample shows average remuneration across manufacturing (all categories) hasn't moved much. It rose 2.4% to $118,268 (compared to 4.2% from 2017 to 2018). Most respondents (42%) are making more than $110,000 a year and 74% project their compensation will increase over the next three years, most (41%) in the 1% to 3% inflation range. Eight per cent expect increases of more than 10%.

Survey results also provide a picture of the typical manufacturing leaders. They're overwhelmingly male (88% based on 656 replies), 62% are between 46 and 65 years of age; and 67% have management roles rather than ownership or partnership positions. The typical manufacturer has been in the business 25-plus years, almost 17 of those at his/her current company and 12 in the same job.

Breaking down age in more detail, 32% of respondents are 46 to 55, 30% are 56 to 65 and 8% are older. Sixteen per cent are in the 36 to 45 group and just 4% are 26 to 35. Under 25s account for about 1% of the total.

Most respondents (62%) report no change to their employment situation, but 17% say more responsibilities have been added to their workload because of reduced staff, which is consistent with previous surveys. Most (36%) have a university degree that's likely a bachelor of arts (52%) and the average workweek is 47.3-hours.

Aside from those who have a management role only in their companies, 13% have a controlling ownership stake, 4% are equal partners and 8% are minority owners.

Predictably, top executives and senior plant floor leaders put in the most time. Vice-presidents average almost 51 hours per week, owners and partners over 50, CEOs and presidents 50, and plant managers and maintenance managers almost 50. Directors average 48 hours.

Less optimistic

Respondents are a little less optimistic about earning higher revenues this year (54% see improvement over 2018 revenues compared to 63% over 2017), and 24% are looking at a decrease from 2018 levels compared to 18% the year before. Fifty-six per cent intend to invest in new production equipment and processes over the next five years, 53% say they will hire new employees and 30% will add new lines of business.

CEOs and presidents are on the low end of increases; in fact, they're showing a 5% decrease compared to 8.4% last year. Owners and partners are taking only 1.4% more from their businesses compared to 5.9% last year.

Vice-presidents are up 3% compared to 7.2% last year, while plant managers will get a 3.4% raise compared to the 3.9% they received in 2018. Directors are expecting 6.5% following a 3.7% increase last year.

Other management titles show administrative management with a 6.1% increase, quality

ON THE PLANT FLOOR

What are the payroll employees in manufacturing making? Statistics Canada watches weekly earnings monthly and as of March, they averaged $1,109 for 37.4 hours per week. That's $57,668 for 52 week and represents a 12-month gain from March 2018 of 1.3%. Most of the 1.6 million employees worked in Ontario (almost 44%) and Quebec (just over 28%).

Trading Economics, a global economics research firm based in New York, analyzes indicators for 196 countries. It reports wages in Canada averaged $20.22 and hour from 1991 until 2019, reaching an all time high of $26.37 in December 2018 and a record low of $14.96 in January of 1991.

In the US, wages are expected to be $22.38 by the end of the quarter, $22.94 in 12 months and $25.11 in 2020.

Salary Comparisons

GENDER

656 replies

JOB TITLE

732 replies

	2019	2018	2017	%	Hours/ Week
CEO/President	$216,863	$228,275	$210,564	6%	50.0
Vice-president	$190,867	$185,373	$172,879	5%	50.5
Owner/partner	$124,392	$122,661	$115,847	15%	50.4
Director	$141,643	$133,036	$128,262	6%	48.2
Plant Manager	$133,220	$128,822	$124,040	12%	49.9
Plant Engineering	$116,494	$114,680	$109,476	3%	48.5
Production/Operations Manager	$105,304	$100,696	$107,368	11%	49.7
Maintenance Manager	$104,327	$103,756	$99,532	6%	48.9
Materials Manager	$95,840	$92,800	$88,740	1%	46.0
Administrative Management	$92,581	$87,229	$82,876	10%	44.4
Purchasing/Supply Manager	$91,006	$87,702	$83,334	6%	43.0
Logistics Manager	$90,800	$86,571	$79,714	1%	44.7
Quality Assurance Manager	$90,709	$87,225	$83,064	3%	44.0
Design Engineering	$90,158	$87,250	$83,665	6%	40.8
Safety manager	$84,395	$84,042	$80,626	3%	45.3
Technician/Technologist	$77,169	$74,369	$73,220	6%	40.5

Two per cent or less represents a small sample and should be considered with caution.

INDUSTRY

732 replies

	2019	2018	2017	% replies
Aerospace product and parts	$130,020	$124,364	$119,580	3%
Beverage and tobacco product	$102,857	$119,714	$105,143	1%
Chemical	$125,875	$125,471	$118,958	4%
Clothing manufacturing	$71,380	$82,640	$83,298	1%
Computer and electronic product	$120,517	$116,190	$142,852	4%
Durable goods industries	$105,885	$101,038	$98,346	2%
Electrical equipment, appliance & component	$110,522	$108,097	$102,914	7%
Environmental	$158,188	$140,250	$134,625	1%
Fabricated metal product	$116,547	$113,345	$109,122	20%
Food manufacturing	$116,391	$117,940	$104,726	5%
Furniture and related product	$125,398	$113,261	$105,283	3%
Leather and allied product	$89,846	$87,096	$87,297	1%
Life Sciences	$127,606	$118,794	$116,550	2%
Machinery	$106,272	$106,929	$99,873	8%
Miscellaneous manufacturing	$102,189	$98,266	$92,571	11%
Motor vehicle	$74,800	$73,000	$72,200	2%
Motor vehicle body and trailer	$106,800	$104,200	$102,200	1%
Motor vehicle parts	$96,845	$93,844	$92,622	4%
Non-durable goods industries	$100,500	$99,500	$96,500	>0%
Non-metallic mineral product	$125,333	$122,833	$138,000	>0%
Paper manufacturing	$128,656	$125,673	$121,163	6%
Petroleum and coal product	$105,585	$107,638	$104,823	2%
Plastics and rubber products	$113,137	$110,845	$104,645	11%
Primary metal	$171,786	$171,595	$161,214	3%
Printing and related support activities	$103,911	$103,057	$100,337	6%
Railroad rolling stock	$128,730	$165,480	$152,580	1%
Ship and boat building	$100,750	$100,500	$99,625	1%
Textile mills	$138,100	$134,400	$129,800	1%
Textile product mills	$224,033	$209,183	$205,833	1%
Transportation equipment	$99,060	$104,600	$100,008	3%
Wood product	$110,941	$109,987	$101,107	9%

No response from 7%. Two per cent or less represents a small sample and should be considered with caution.

assurance managers (4%), purchasing/supply managers and technicians/technologists (3.8%), production operations managers (4.6%), design engineers (3.3%), material managers (3.3%) and plant engineers (1.6%). Safety managers are on the low end at 0.4%.

Thirty-six per cent of respondents have a university degree, 20% have a college diploma, 16% a trade or technical diploma, 13% a high school education or less and 4% a CEGEP.

Higher education is good for income. University grads score the highest wage rate at $132,628, almost 18% ahead of the next best-paid group – college grads – at $110,790.

Looking at salaries based on industry, many show modest increases, a few were unchanged while life sciences showed a healthy increase, as did environmental, although the sample size is unreliably low. Clothing manufacturing and beverage/tobacco products showed declines, but sample sizes are low, therefore unreliable. Also showing decreases were railroad rolling stock, food manufacturing, paper manufacturing, petroleum and coal products and transportation equipment.

Owners, senior executives, plant, production and engineering managers top the $100,000 annual pay level. CEOs and presidents are the highest earners averaging $216,863, followed by vice-presidents ($190,867), directors ($141,643), plant managers ($133,200) and owners/partners ($124,392). Technicians/technologists are at the bottom ($77,169).

Investing in the business is a priority for companies over the next five years. Fifty-six per cent will put money into new production equipment and processes, 53% will hire new employees, 30% are adding lines of business, 27% are expanding their plants, and 24% are entering new geographic markets.

The survey highlights the usual list of executive concerns, which is topped by skills shortage (53%), cost control (46%), technology upgrades (34%) and capacity utilization (27%).

Skills stood out for Scott McNeil-Smith, EMC's national director, projects and partnerships. For a second consecutive year, it has been the top concern of respondents, ahead of cost control, which for many years was the previous leader.

"The skills shortage has two facets: a lack of skills and experience, but the largest is an actual lack of applications (according to the Manufacturing GPS, which tracks labour and market information in real time, **www.maufacturinggps.ca**)."

That's causing manufacturers to look for alternative sources of candidates. They include women whose participation in manufacturing is low; and non-traditional sources such as Indigenous people, those with disabilities, youth, and foreign-trained candidates, a project EMC has been working on.

"The foreign piece is definitely picking up," agrees Jean-Pierre Giroux, EMC's national director, skills and national development. "Go back 10 years and it's a totally different story, but now it's a hot topic."

He says that's especially true for small and medium companies looking at ways to talk to foreign-trained workers while aligning their strategy and recruitment efforts.

Giroux sees good news for SMEs. Salaries according to revenue show increases among smaller firms – normally in the 1.5% to 2% inflation range – touching on 3%, 4% and 5%.

"Smaller firms have to compete harder for qualified people, but it also speaks to profitability. If they want to be more attractive they have to be more progressive with salaries, and with benefits," Giroux says.

Asked about what skills they need most to do their jobs, 36% of senior executives and managers cited management/supervisory, followed by interpersonal problem solving (29%), industry-specific technical skills (28%), with project management and communication cited by 27%.

Additional training requirements include technical (software, programming), financial, productivity/continuous improvement, people skills and specific technical skills.

REVENUE

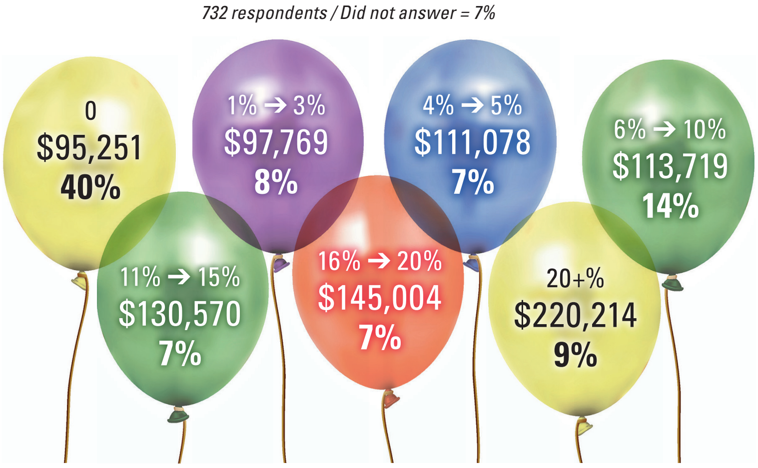
732 replies

	2019	2018	2017	%
$1M → <$5M	$90,261	$88,715	$85,169	19%
$5M → <$10M	$113,566	$108,263	$102,448	13%
$10M → <$30M	$118,717	$115,104	$115,813	18%
$30M → <$50M	$124,297	$120,848	$117,324	8%
$50M → <$100M	$145,679	$142,084	$133,789	10%
$100M → <$250M	$146,163	$147,283	$139,656	6%
$250M → <$500M	$134,617	$132,175	$123,608	3%
$500M → <$1B	$116,364	$110,264	$106,414	3%
$1B plus	$145,102	$141,816	$137,623	4%

No response from 15%.

2019 BONUSES & INCENTIVES

732 respondents / Did not answer = 7%



EDUCATION

732 replies

	2019	2018	2017	%
University degree	$132,628	$130,503	$123,374	36%
CEGEP	$92,317	$91,090	$83,199	4%
College diploma	$110,790	$106,237	$102,036	20%
Trade/technical diploma	$106,884	$104,428	$100,941	16%
High school or less	$106,654	$103,729	$109,067	13%

No response from 10%.

YEARS OF EXPERIENCE

732 replies

	2019	2018	2017	%
1 → 4 years	$86,648	$79,086	$78,155	4%
5 → 9 years	$84,120	$82,880	$96,597	7%
10 → 14 years	$117,417	$108,802	$103,922	7%
15 → 19 years	$108,045	$102,993	$98,513	11%
20 → 24 years	$118,386	$113,572	$107,908	15%
25 → 35 years	$128,827	$125,909	$119,774	37%
36+ years	$122,876	$125,822	$118,166	19%

AGE

732 replies

	2019	2018	2017	%
Under 25	$60,400	$59,250	$52,500	1%
26 → 35	$92,946	$85,531	$81,369	4%
36 → 45	$102,778	$96,340	$90,954	16%
46 → 55	$125,286	$121,073	$119,125	32%
56 → 65	$124,831	$125,142	$119,648	30%
Over 65	$103,173	$102,827	$99,246	8%

No response from 10%. Two per cent or less represents a small sample and should be considered with caution.

One thing manufacturers are doing right is retaining their management talent, says McNeil-Smith, noting only 4% of respondents report moving to a different company. "But that's compared to what we know now is the turnover ratio of production staff, which is much higher and a greater challenge they're still dealing with and a key piece to address."

Retention is a hot topic among manufacturers, Giroux says. How are they ensuring executives and production workers stick around? Aside from compensation and benefits, they are being creative and investing more in the work-life balance. Like bussing in employees and returning to the wellness programs of the 1980s, such as having medical staff on hand. Or how about a 100-plus-year-old company that added an employee lounge?

Indeed, Scott-McNeil Smith emphasized the importance of culture. One BC manufacturer hired a chef and a fully staffed, subsidized food service for employees.

"Another topic is how do we define a work week? Is it 40 to 50 hours or take a more flexible approach for (especially) supervisors and production people? Can we look at 30, 35 hours to accommodate millennials and new workers? Part time is hot as well. Companies are looking at embedding these into their HR practices."

Keeping the best

There's another inducement keeping plant managers and executives on the job. Casemore says it has been some time since they've been allowed to make significant investments in their plants, but for many sectors demand and volumes are high enough to replace old equipment and bring in new technology. "They're staying on the job to see projects through."

He cited one company that has doubled in size and invested millions in automation. "You walk into any plant today, I defy you to find one that hasn't invested in some level of new equipment over the past two years."

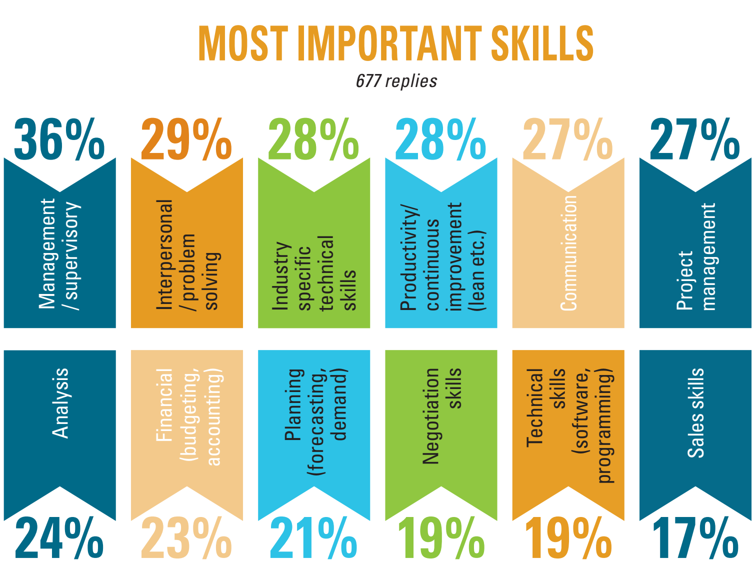
With investing in new technology comes new tools for learning on a continuous basis and Giroux has observed more companies looking at opportunities to do so. "When you have a progressive philosophy, and investment on an ongoing basis, while exploring ways to be more productive and more effective, that comes with some tools for employees."

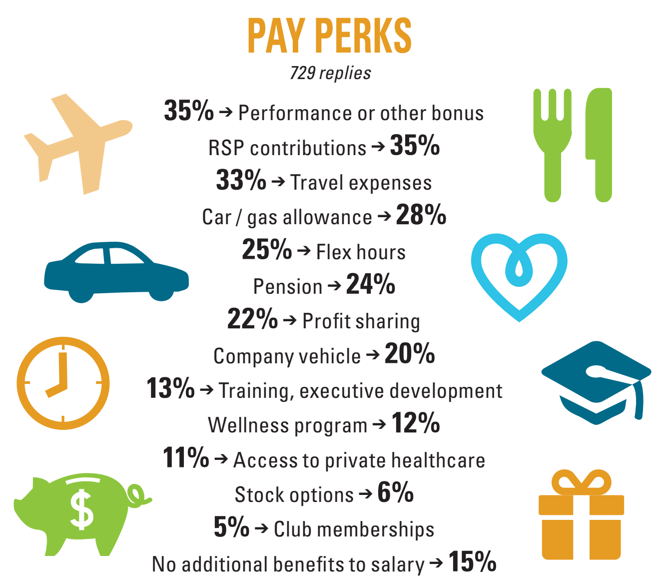
In fact, these are qualities that candidates look for when they consider working for a company, says McNeil-Smith. "They see companies that invest in the future have a future, and those that don't will likely be disadvantaged or not around."

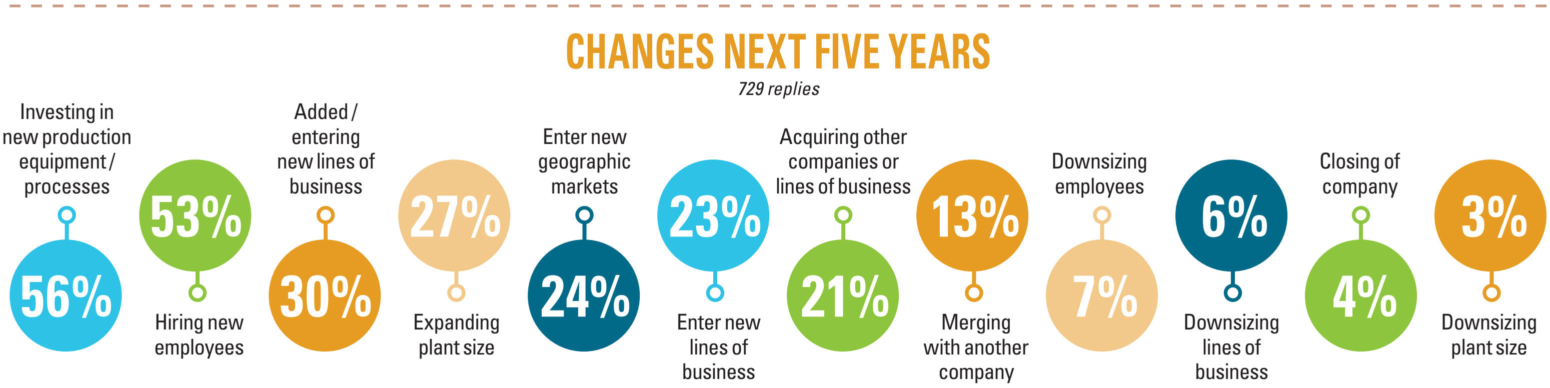
Preeti Dayal, senior business manager, manufacturing and supply chain at Hays Canada, a recruitment firm with offices across the country, says succession, retention and internal training starts with selection and hiring for the next position. "Maybe [the company] is hiring a supervisor but looking for management qualities, someone who can be trained for progression planning."

There are additional moves employers can make to deal with skills shortages on the production floor. Dayal suggests focusing more on skills sets and less on soft skills. "Send them to school, and share tuition, that's a big thing. And more cross training. People are hungry to learn and it helps with retention.

Management Issues







MOST SIGNIFICANT ISSUES

729 replies

SALARY FEEDBACK

Manufacturing executives responding to the 2019 EMC-PLANT Manufacturing Salary Survey were invited to add comments about compensation issues and like last year's survey, their remarks ranged from salaries progressing to stagnating (many). But there were also interesting observations about trends, including the role of incentives to address skills gaps, plus attitudes and expectations of newer employees. Here are some of the almost 300 insights provided by respondents:

Trends

- Automotive manufacturing salaries continue to be very attractive, but need to be in order to retain talent due to the high demands of the field.
- Due to the shortage of skilled workers and trades, I see salaries going up short term but with the slowdown on the horizon, I see wage freezes a year or two out.
- Salary increases have outpaced CEO and key management contributions to profitability in larger organizations, compared with shareholder and infrastructure returns from capital investment.
- Harder to find experienced people in key fields – mechanical designers, controls engineers.
- More reliance on computerization of jobs and equipment. Also electrification and automation of hydraulic systems.

Salaries

- Executive salaries have risen faster than blue-collar workers' pay. Technology advances will force retraining of personnel.
- Companies have to be more competitive with salaries to secure talented project managers.
- Salaries in our company are following skills but there is a gap in entry to expert levels, so large wage disparity that's hard to defend. Newer staff members are so much more junior and lack hands-on skills to apply to problem solving for process failures and improvement methods.
- Salaries are all over the place. It's very difficult to determine if you are bringing people in at the right salary point. There is also a huge problem with the variability in skills and knowledge of journeyman trades people.

Attitudes

- Lots of people are not interested in working weekends and overtime. They want their personal time. Unfortunately, this is not always conducive in our industry. We have to hire more people to cover off shifts.
- Millennials want top dollar without a proven track record or all the required skills. Their enthusiasm is refreshing; however, their [perception] of what's needed and where they are in relation to the need is either lacking or not appreciated.
- In the engineering/technical areas of manufacturing, education programs should really stress the importance of adhering to company standards, procedures and technical workflows rather than the hard theory of calculations.

Incentives

- Increasing gap between administration and operations. Also increasing between unions (better wage) and staff. New hires are paid better with better perks than existing, experienced staff.
- Industries are more interested in incentive-based performance for competitive pay.
- It's evolving rapidly and we need to make sure employees are up to date to ensure proper performance. Salaries and compensation need to be equal to the current market, which is moving due to lack of employees.

WHAT COMPANIES PAY FOR

664 replies

Also formalizing training is very important."

Of course, salary, benefits and perks help to keep key people engaged. Fifty-three per cent of those responding to the survey reported a portion of their pay was made up of bonuses and incentives. Those showing the highest percentage (20% or more) earn an average of $220,214. Most are in the 6% to 10% range, with salaries averaging $113,719.

Fifteen per cent get no perks or extras, but of those who do, 35% report performance or other bonuses, and RSP contributions, 33% get travel expenses, 25% enjoy flex hours, 24% have pension plans and 22% receive profit sharing benefits.

Most respondents (70%) put work-life balance ahead of all other desired work conditions, including job security and compensation (54% each), vacation time (50%), and a comprehensive benefits package (44%).

Almost all (90%) are satisfied with the job overall (90%) and their job security (86%), but 30% are less satisfied with career support.

Almost two-thirds (61%) of the companies pay for educational courses, 47% cover memberships in professional associations and

42% pay for professional certification programs (but 27% don't pay for any of these).

Much depends on the organization, whether it's privately held or a huge corporation. Dayal says compensation, better benefits, and pension plans have all gone up, but not everyone can pay top dollar. In fact, many smaller companies don't offer benefits. Yet there are things a company can do to make it more attractive, such as flex hours, Fridays off and creating an attractive corporate culture. She cites, for example, management and support staff all working on the production floor. Everyone in it together! And inclusiveness is strengthened with social events – a summer barbecue that brings management and production staff together.

Casemore predicts a spike in compensation levels is on the horizon as senior plant executives retire. "When I think about all the plant managers I know, I would say 80% are retiring within the next five years, and of those, 50% will retire within the next two years."

He says a lot of manufacturers will hire from within, and selecting people who have been working with these plant managers. The spike will come from bringing other people in who will demand higher compensation. And manufacturers won't have a lot of options. "You can't automate the plant manager. You might put automation on the production floor but you need a champion leading the whole thing. [He/she] is not going to take less money."

Moving up

Some plant managers will be looking to move up as senior executives move on. Giroux notes EMC has been looking at this issue for some time. It's conducting a campaign to train supervisors and managers (Manufacturing Essentials Certification, **www.emccanada.org/mec-essential-skills-certificate**) who could fill leadership vacancies as upper level executives retire. He warns of an impending talent gap, 40 to 55 years of age.

"This goes to succession planning: being ready and providing opportunities for your high potentials best suited for senior level jobs. Growing these young leaders into a senior role has to be on the radar. That's why they're investing in leadership training and coaching."

"Some companies aren't planning for succession as much as we would like them to, but at the same time a lot of companies are keeping it in mind," says Dayal. "They know someone will be retiring in the next one to three years and there's an opportunity to transfer knowledge during an overlap of the replacement and retiree."

She says some companies may have to trade off years of experience with education and training, but that can be a good thing.

"Maybe the last incumbent wasn't so open to change. With new technology it's good to have someone new, who can be champion of change. That's important, too."

Since there's no mandatory retirement age, 65-year-olds can carry on. They may be healthy, happy with their compensation and enjoy what they do. However, these are not the people Dayal sees in her practice. She does see people who have retired and want back in. "After six months we see their resumes, so maybe they've taken a good break, they've cut the lawn enough times, but now they're open for contract work or full-time permanent."

Looking ahead, manufacturing is facing major changes, something EMC's conference will be addressing (Future of Manufacturing Conference, Oct. 8-10, Vaughan, Ont., **www.futureofmfg.ca**). The upgrading of equipment, advanced manufacturing, automation digitization, robotics – all of that is putting pressure on the skills side, says McNeil-Smith. "Industry is adding dashboards, sensors and equipment to facilitate automation or digital environment and that requires a new skill set. But it also opens up another area – digital security. Particularly in an automated production environment where there are digital controls that are accessible remotely through, say, a parent company. They can be infiltrated, hacked, shut down, and IT stolen; so it's not just a manufacturing skill set, but areas that involve security and how to maintain these environments."

In other words, there's more to it than bolting on a new piece of equipment. People need to be taught how to use the technology, it must be properly integrated into production and there needs to be a strategy behind it, says McNeil-Smith.

Despite all the challenges, Canadian manufacturers are finding ways to block the punches. But the survey and other indicators point to ongoing skills and executive shortages, especially as those who have the desired qualities leave the workplace. Although average compensation is sticking close to the rate of inflation, be prepared for the cost of salaries, benefits and other inducements to rise as demand for the right people continues to outpace supply.

Comments? E-mail jterrett@plant.ca.

BENEFITS

Wellbeing in the workplace

RBC Insurance finds Canadians want personalized programs

Wellbeing in the workplace is increasingly important, and linked to better performance and productivity, according to a RBC Insurance poll.

The survey found the majority of working Canadians (80%) report their overall wellbeing would improve if their employer were to offer a personalized wellness program related interests and goals.

The poll also revealed that 94% of respondents are more likely to work for an employer that cares about their overall health and wellbeing.

Other aspects of daily life they say would improve if offered this type of program include physical health (78%), favourable opinions of their employer (77%), job satisfaction (73%), mental health (71%), and job productivity (68%).

Flexible and customized programs preferred.

PHOTO: ADOBE STOCK

In particular, the poll revealed when it comes to group benefits overall, flexibility and customization are important. Nine in 10 respondents value choice in their group benefits plan, especially women (92% female versus 87% male).

Nearly as many (84%) agree they would be more likely to participate in a workplace wellness program that's customized to their specific wellness goals.

The poll was conducted by Ipsos between May 7 and 10 with a sample size of 1,501 working Canadians 18 years and older. The poll is accurate to within ±2.9 percentage points, 19 times out of 20.

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