

MEMORANDUM

DATE: February 22, 2022

TO: All Employees

FROM: Senior Leadership Team

RE: Compensation Review

Employee engagement continues to be a top priority for TRCA. With [Rewards and Recognition](#) being one of our identified engagement priority drivers, we are pleased to provide an update on the commencement of TRCA's compensation review. The initiation of the compensation review directly links back to our continued efforts on driving engagement.

The launch of the compensation review also supports TRCA's retention and attraction of top talent, which is key in helping TRCA meet our strategic objectives and priorities. We are committed to ensuring our compensation remains competitive and aligned with the market.

In alignment with TRCA's Board of Directors recommendations that salaries be reviewed every five (5) years, and that a comprehensive compensation review take place at a minimum every ten (10) years, TRCA commenced our latest comprehensive compensation review in late 2021, with the support of LifeWorks, TRCA's compensation consultant. Established in 1966, LifeWorks serves over 24,000 clients, ranging from small businesses to some of the largest corporations and associations in the country. With almost 6,000 employees in offices across North America, the United Kingdom and Australia, LifeWorks provides services to organizations across Canada, in the United States and around the globe.

TRCA's compensation review will be a fulsome review of our existing compensation structure, job evaluation tools, job descriptions, and market comparable(s). The key elements being considered as part of the review include:

- Updated, standardized, and cross-functional job descriptions;
- Market competitiveness of both TRCA's compensation practices and salaries;
- Ongoing compliance with Pay Equity legislation and a recommended method to maintain compliance during any future job evaluations;
- Assessment of options in support of a performance-based compensation Structure;
- Flexible and innovative compensation structure that aligns with TRCA's partner Organizations;
- Support of internal career progression and career pathing;
- Fostering of employee engagement, inclusivity, and equity, and
- Fiscally responsible recommendations that consider resource constraints.

As this is a significant project for our organization, we have broken out the project into six (6) phases.

Phase 1: Current state assessment review of existing compensation structure (Q1 2022)

Phase 2: Job description review, harmonization and updates (Q1 & Q2 2022)

Phase 3: Job evaluation activities (Q2-Q4 2022)

Phase 4: Market study (Q2-Q4 2022)

Phase 5: Final recommendations (Q4 2022 & Q1 2023)

Phase 6: Implementation (Q2 2023)

As we progress through the project phases, our commitment is to keep you informed and connected throughout the project. We commit to sharing information often and transparently to ensure you understand the updates.

If you have any questions about the compensation review, please reach out to Human Resources via email at hr@trca.ca.