

CAHRC
Canadian Agricultural
Human Resource Council



CCRHA
Conseil canadien pour
les ressources humaines
en agriculture

BENCHMARKING AGRICULTURAL COMPENSATION: **SWINE INDUSTRY**





Overview

To ensure human capital success in our sector, the Canadian Agricultural Human Resource Council recently partnered with agricultural talent solutions experts AgCareers.com to gather compensation insights, salary benchmarking and market research. The highly competitive nature of the talent marketplace across Canada has become an increasingly difficult landscape for agricultural producers to navigate. This salary survey and human resource benchmarking initiative equips producers with relevant and practical data resources to better compete in today's workplace.

Industry Key Findings

- More than 60 per cent of swine producers offer core benefits such as health, dental and vision insurance.
- Most swine producers provide on-the-job training (88.89 per cent), followed by formal training (44.44 per cent).
- Swine producers were more likely to offer flexible schedules with core hours.
- Performance bonuses were the most common bonus type reported by over 44.44 per cent of producers.
- The majority of swine producers offered both vacation and sick time.



Wage Analysis

Swine industry wage data was collected from eight industry participants and 113 employees. Provinces represented were Manitoba, Alberta, British Columbia, Ontario and Prince Edward Island. Wages were commensurate with experience, with Farm Manager roles paid the highest, followed by Farm Supervisors, Farm Workers and Farm Labourers.

Job Title	Industry	Weighted Average	25th Percentile	Median	75th Percentile
Farm Manager	Swine	\$31.69	\$27.10	\$30.69	\$34.83
Farm Supervisor	Swine	\$22.95	\$22.00	\$22.60	\$23.50
Farm Worker	Swine	\$20.60	\$19.00	\$20.00	\$21.38
Farm Labourer	Swine	\$18.97	\$17.50	\$18.27	\$20.00



Wage Analysis Key Definitions

Definition of Key Terms	
No. of Organizations	The number of contributing organizations for the complete data set.
No. of Employers	The number of employees included in the data set.
Weighted Average	Weighted company average is each company's simple company average times the number of company incumbents over the total number of incumbents.
25th Percentile	The 25th percentile represents what the bottom 25 per cent of companies would pay for the selected benchmark position. For the data set, 25 per cent would pay below this point and 75 per cent would pay above this data point.
Median	The median, or 50th percentile, represents the middle data point of what companies pay for a selected benchmark position.
75th Percentile	The 75th percentile represents what the bottom 75 per cent of companies would pay for the selected benchmark position. For the data set, 75 per cent would pay below this point and 25 per cent would pay above this data point.



Non-Monetary Benefits

Producers across the swine industry were asked to share details about their medical plans, employee assistance programs and other employee programs and supports. A total of nine producers completed this portion of the survey.

Medical Benefits

Health Insurance

Sixty-seven per cent of swine producers reported offering health insurance. For 44 per cent of producers, this benefit was offered to both the employee and their family. Sixty-seven per cent of employers who provided health insurance offered this benefit to permanent full-time employees only.

Health insurance offered by surveyed swine producers

Type of Coverage Offered	Employee-Only Health Coverage	Family Plan Health Coverage	Both Employee and Family Coverage	Do Not Offer Coverage
Percentage Offered*	11%	11%	44%	33%
Employee Type Covered	All Employees (Full-time, Part-time)	Permanent Full-time Employees	Permanent Part-time Employees	Do Not Offer Coverage
Percentage Offered	0%	67%	0%	33%





Dental Insurance

Sixty-two percent of swine producers stated they offered dental coverage. While 50 per cent of producers offered this benefit to both the employee and their family, 63 per cent provided coverage for permanent full-time employees only.

Dental insurance offered by surveyed swine producers

Type of Coverage Offered	Employee-Only Health Coverage	Family Plan Health Coverage	Both Employee and Family Coverage	Do Not Offer Coverage
Percentage Offered*	0%	13%	50%	38%
Employee Type Covered	All Employees (Full-time, Part-time)	Permanent Full-time Employees	Permanent Part-time Employees	Do Not Offer Coverage
Percentage Offered*	0%	63%	0%	38%



Vision Insurance

Vision coverage was offered by 62 per cent of swine producers. Fifty per cent of producers offered this benefit to both the employee and their family, while 63 per cent provided the coverage for permanent full-time employees only.

Vision insurance offered by surveyed swine producers

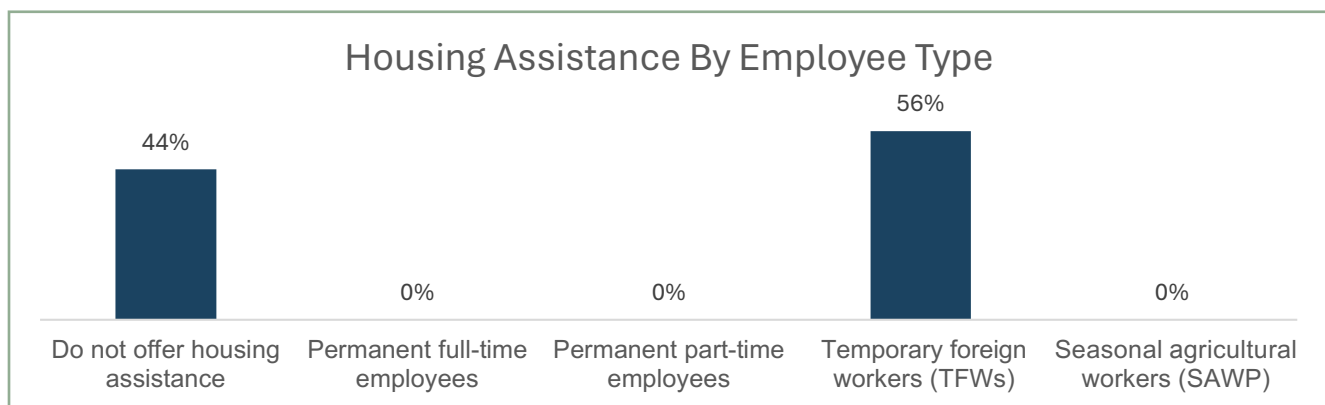
Type of Coverage Offered	Employee-Only Health Coverage	Family Plan Health Coverage	Both Employee and Family Coverage	Do Not Offer Coverage
Percentage Offered*	0%	13%	50%	38%
Employee Type Covered	All Employees (Full-time, Part-time)	Permanent Full-time Employees	Permanent Part-time Employees	Do Not Offer Coverage
Percentage Offered*	0%	63%	0%	38%

*Percentages do not total 100% as respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.

Allowances

Housing Assistance

Housing assistance can be an attractive benefit as it can ease the serious challenge of finding the labour necessary to perform farm operations. For the swine industry, 56 per cent of producers reported offering housing assistance only to Temporary Foreign Workers (TFWs), who are legally mandated to receive this benefit. Forty-four per cent of swine producers do not offer housing assistance.



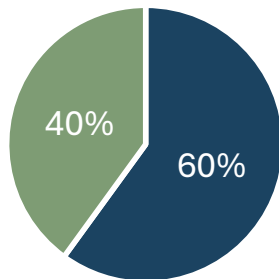
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Housing Allowance Payment Terms

Of the producers who indicated they offered housing assistance, 60 per cent provided this benefit as supplemental income, while 40 per cent offered the benefit without an exchange of money. The median housing amount by swine participants was \$700 per month. The industry median reported by all survey participants was \$500 per month.

Housing Allowance Offered

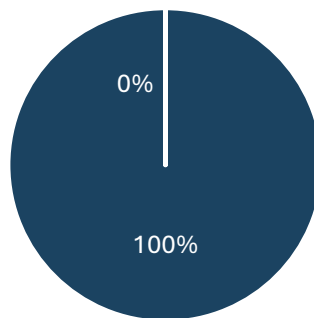


- Housing given to employee as supplemental income
- Housing given as perk, no dollars exchanged

Relocation Assistance

Relocation assistance can reduce the burden of moving for employees. Specific to the swine industry, 0 per cent offered this benefit, compared to an average of \$2,030 per employee that was provided for all other surveyed industries.

Relocation Assistance Offered

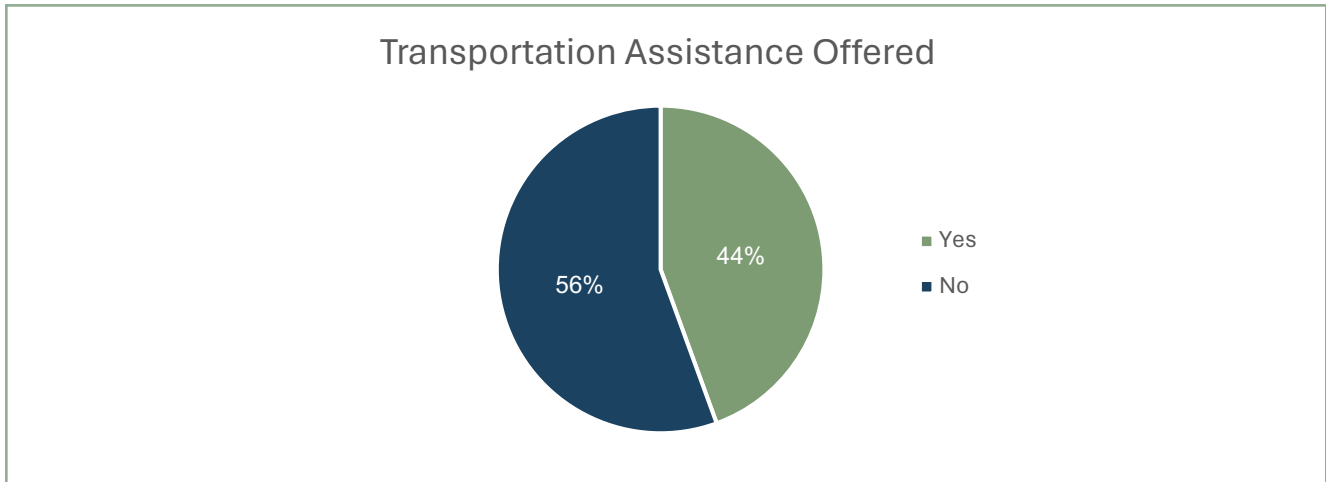


- Offer relocation Assistance
- Doesn't offer



Transportation Assistance

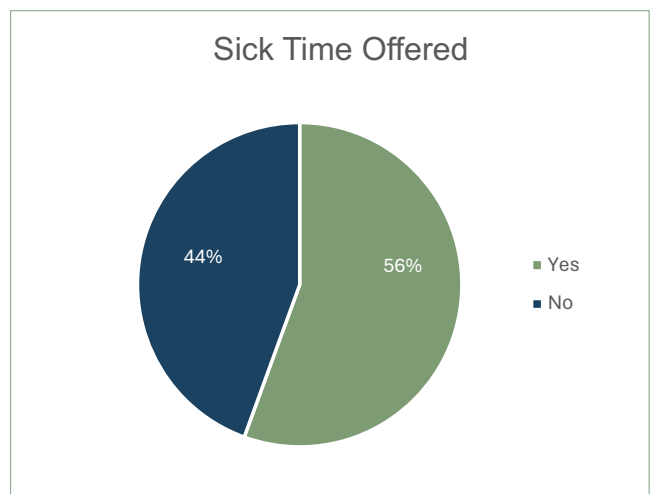
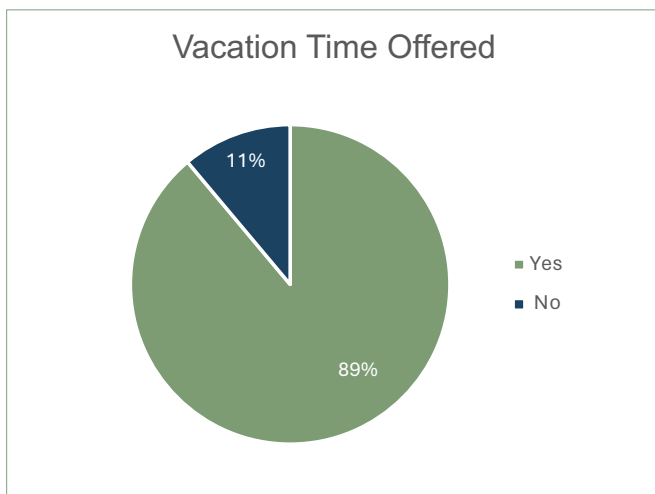
Transportation to and from farming operations can be a barrier for potential employees. Employers who can provide a safe and reliable mode of transportation to and from work may see an increase in employee retention. Approximately one-third of swine producers offered transportation assistance to their employees.



Time Away

Providing employees with time away can be essential to ensuring they can properly recover from sickness, as well as have opportunities to take a break by having personal time away. The majority of swine producers provide their employees with vacation and sick time. Employees with one year of service received an average of 13 days of vacation time per year and four days of sick time.

Vacation and Sick Time

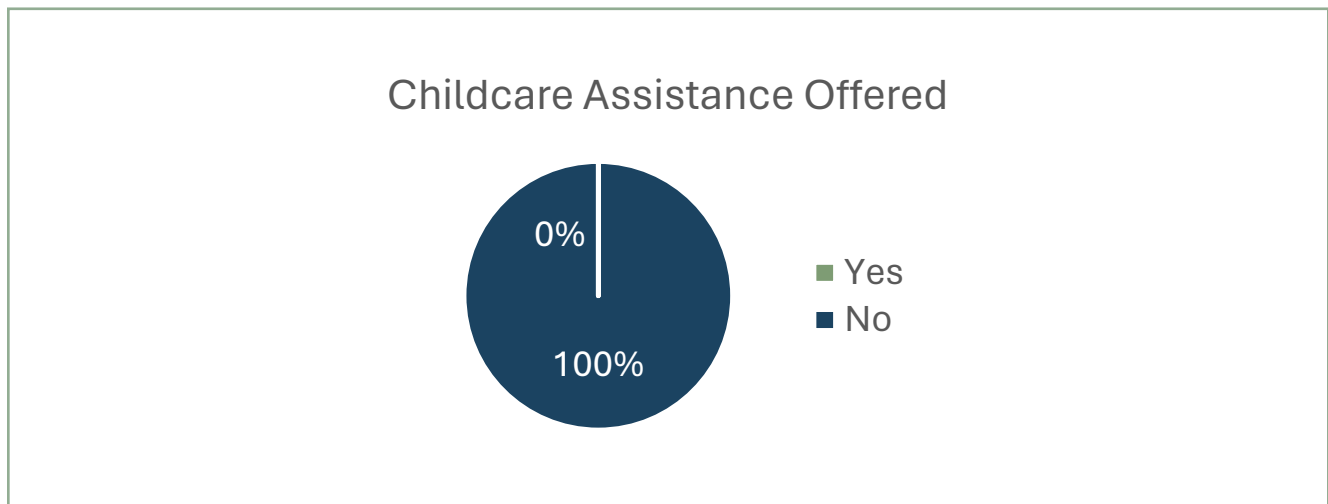




Employee Programs and Support

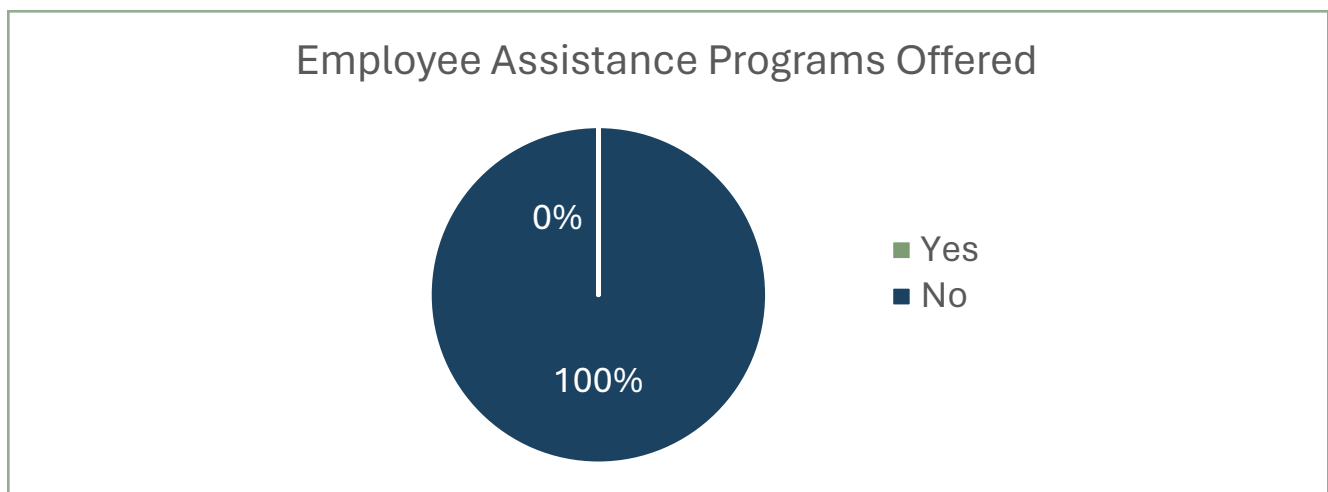
Childcare Assistance

While the demographics of each farm may vary, for those employees with children, childcare assistance can provide relief for those who need support. No producers in the swine industry indicated they offered childcare assistance to employees.



Employee Assistance Programs

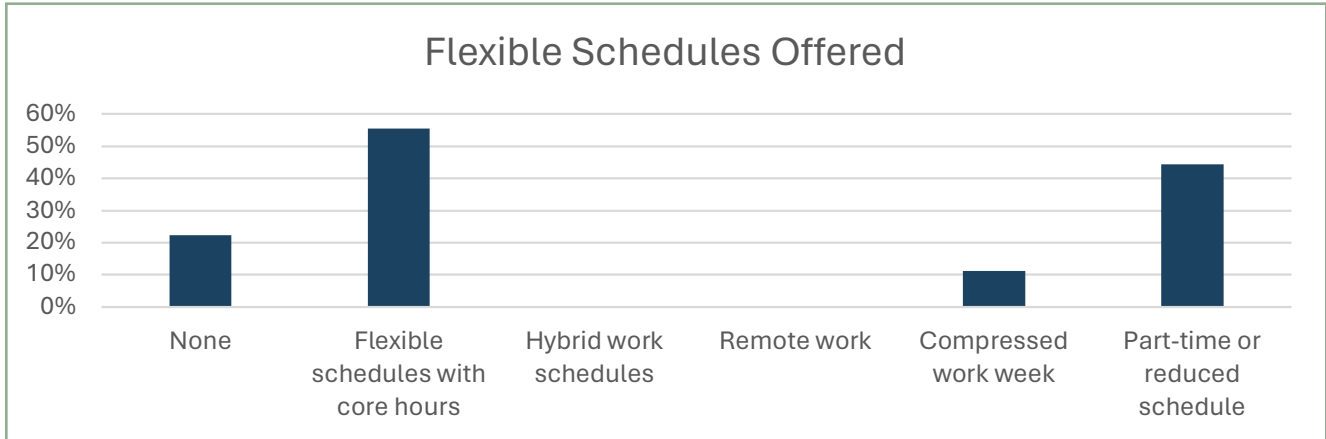
Employee assistance programs, such as counselling services, can be beneficial in helping employees who need assistance with personal problems or issues. No producers in the swine industry indicated they offered access to employee assistance programs.





Flexible Schedules

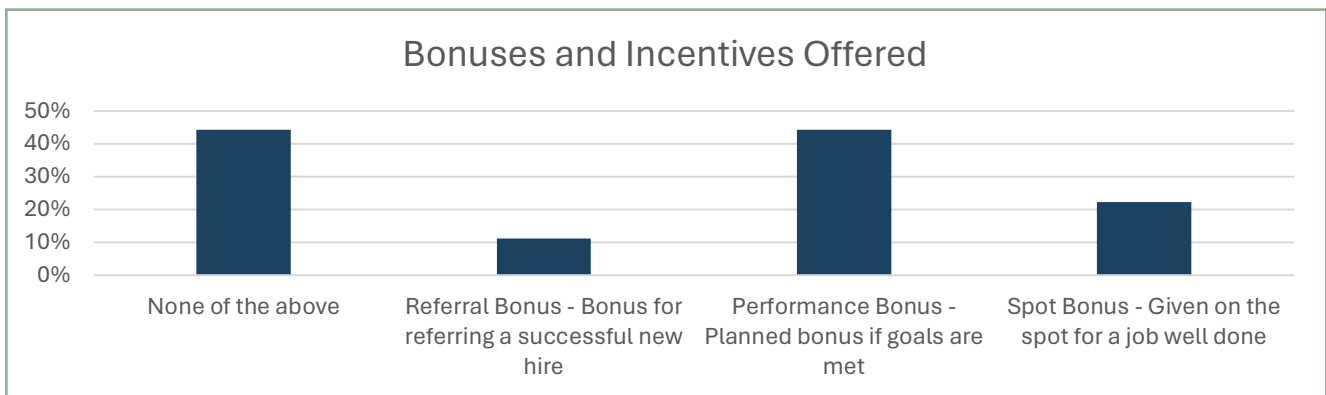
Flexible schedules can be challenging for producers to offer as farming operations run 24 hours a day, 365 days a year. However, 56 per cent of swine producers were more likely to offer a flexible schedule with core hours or a part-time or reduced schedule.



**Percentages do not total 100% as respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.*

Bonuses and Incentives

Bonuses and incentives can be a powerful motivator for employees and can also reinforce positive behaviours. Performance bonuses were the most common bonus type offered by over 40 per cent of swine producers. Additionally, “spot bonuses” were offered by 22 per cent of producers. This type of bonus acknowledges employees “on the spot” for a job well done. Eleven per cent also offered referral bonuses, which can incentivize employees to refer qualified applicants for open positions.

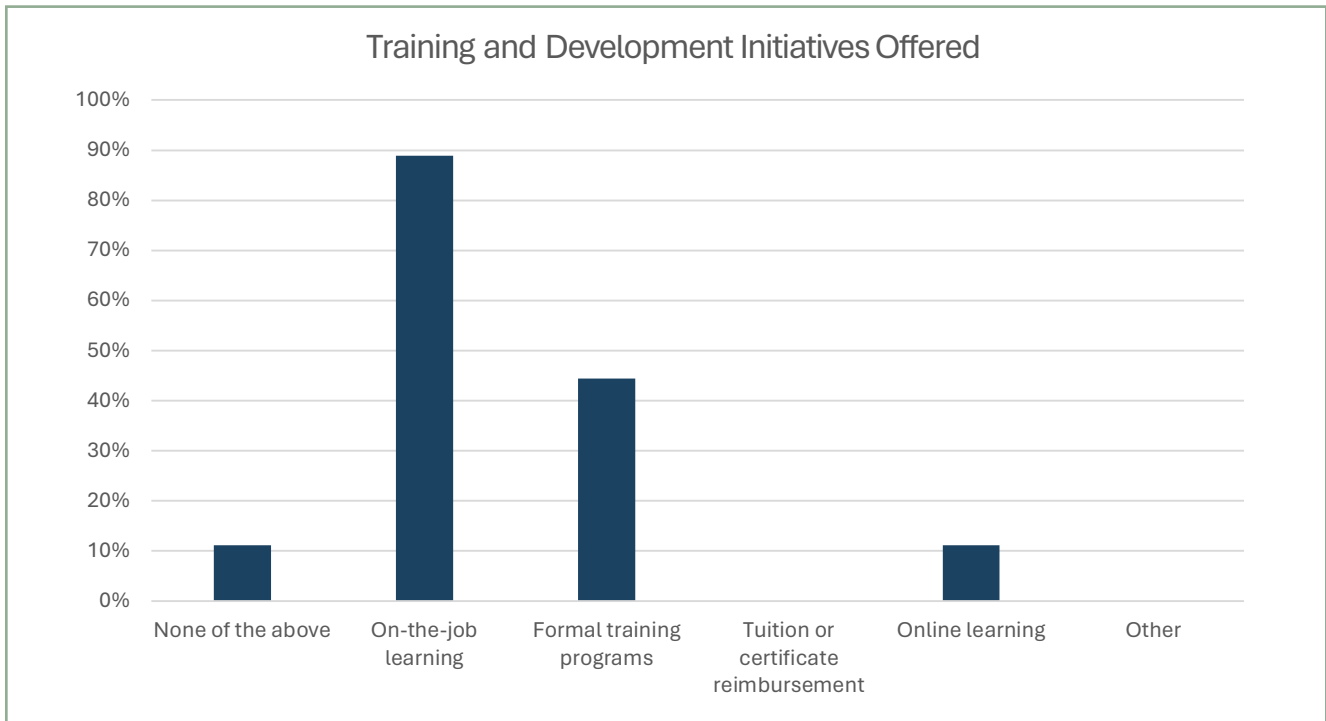


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Training and Development Initiatives

Training and development can help attract and retain employees by helping build employees' skills and knowledge. Eighty-nine per cent of swine producers offered on-the-job learning, followed by formal training programs at 44 per cent.



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About the Research

The Canadian Agricultural Human Resource Council recently partnered with AgCareers.com, agricultural talent solutions experts, to provide compensation insights, salary benchmarking and market research to ensure human capital success in our industry.

Methodology

In collaboration with the Canadian Agricultural Human Resource Council, AgCareers.com developed an understanding of the immediate compensation data needs of producers.

The following roles were identified as those most needed for labour market benchmarking:

- Farm Manager
- Farm Supervisor
- Farm Labourer
- Farm Worker
- Specialty Roles

The swine industry was identified as one of the target markets for data collection. A survey was created to collect data on both monetary and non-monetary compensation factors for these commodity types by role. The survey was also structured to capture demographics including province, number of employees and employer size.

To encourage producer participation, the survey was promoted nationally to CAHRC members, AgCareers.com industry contacts and through multiple social media channels. Producers anonymously submitted employee-level record data benchmarked individually to each role target. The collected data was then validated and analyzed using a specialized compensation platform to aggregate and report statistically relevant data. Monetary and non-monetary results were collated and reported into both compensation benchmark reports and executive summary formats.

For more information about the Agricultural Producers Compensation Benchmark Review please see the [Executive Summary](#).



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About CAHRC

The Canadian Agricultural Human Resource Council (CAHRC) is a national, non-profit organization focused on addressing human resource issues facing agricultural businesses across Canada. CAHRC works with industry leaders, governments and educational stakeholders to research, develop and communicate solutions to the challenges in employment and skills development in primary agriculture. The Council represents farming in all its forms: raising traditional and non-traditional livestock; producing, cultivating, growing, harvesting or collecting conventional and non-conventional agriculture commodities; and any practices performed as an integral part of an agricultural operation. For more information, visit www.cahrc-ccrha.ca.

About AgCareers.com

The AgCareers.com mission is to provide global talent solutions in agriculture and food. They strive to “Feed the World with Talent” in the industries they serve. AgCareers.com’s passion is agriculture, demonstrated through their investment in time and resources that engage candidates and employers in the industry. They work to build the pipeline of talent to the industry by expanding knowledge about the breadth of career opportunities in agriculture. For more information, visit www.AgCareers.com.



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