

## Bonuses boost executive pay

LINDA WHITE

Top executives at some of Canada's largest companies saw their total pay in 2020 increase by an average of 17 per cent or \$171,000 compared to 2019, according to the Canadian Centre for Policy Alternatives (CCPA).

Many executives saw their salaries cut in the early months of the pandemic but 52 per cent of them saw their total pay increase last year compared to 2019 due to soaring bonuses from stock market gains or subtle changes to their bonus pay arrangements.

Companies used four main approaches to boosting bonuses: they awarded direct COVID-19 bonuses, simulated a year without COVID-19 and awarded bonuses based on that, altered the performance measures that bonuses were based on and/or changed the timeframes for bonus calculations to limit COVID-19's impact, the CCPA reports.

### Young talent wants security

Students still prioritize high future earnings above all other employer attributes, but finding secure employment rose sharply in importance, according to the 2021 World's Most Attractive Employers rankings.

"A flight to security is typical during an economic downturn, as is the pivot away from higher risk, entrepreneurial companies," says Richard Mosely, global client director at Universum, a leader in employee branding. "This is probably why more established innovators with a proven record of success like Amazon and IBM were the biggest winners in the rankings."

The survey of more than 221,800 students in business, engineering and information technology from the 10 largest economies between September 2020 and May 2021 found the pandemic prompted students to re-evaluate what they want from an employer and a career.

With borders shut and international mobility more difficult and uncertain, students show a waning interest in foreign companies and multinational careers. Virtual and hybrid workforces are here to stay, but talent leaders must take care not to adopt a one-size-fits-all approach, particularly with young talent, who see many potential downsides in virtual work formats.

# GIVE YOUR RESUMÉ A PANDEMIC MAKEOVER

## Show how you've adapted to new ways of working

LINDA WHITE

It may be a jobseeker's market, but if you haven't updated your resumé or LinkedIn profile since before the onset of the pandemic and want to land a new position, you're not putting your best foot forward.

That includes addressing any employment gaps you may have experienced. "If you've been unemployed for a while because of the pandemic, remember that you're not alone. This is an unprecedented time for us all, so most recruiters and hiring managers won't hold this against you," says Riva Gold, Canada editor of LinkedIn News.

She recommends preparing a narrative around how you spent the time outside the workforce and how it helped you grow as a professional. "Perhaps you took courses, learned a new skill, started a side business, developed expertise in a new virtual collaboration tool, volunteered in the community or spent time caring for others. Find a way to showcase what you've done or the traits that got you through it and show how that can be beneficial in the roles you're looking for."

Adam Winfield, a resumé and professional branding specialist with Careers by Design (careersbydesign.ca) in Toronto, recommends addressing the gap in a 'professional experience' statement at the top of your resumé or in a cover letter.

"Maybe mention that the industry you worked in was unusually affected by the pandemic," he says. "After that, it's important to give reasons for or an explanation of what you plan to do. Perhaps you're pivoting to a new industry or are excited to rejoin the workforce now that the industry has opened back up."

### OTHER TIPS:

■ Demonstrate how you've adapted to new ways of working. "Most of us have had to adapt to a changing work environment, whether in a hybrid model, remote role or adapted physical worksite," says Gold. "If you're one of many



**If you're one of many who's worked from home these past 18 months, it's a good idea to highlight the ways you embraced new forms of communication and collaboration and maintained a positive workplace culture."**

Riva Gold, LinkedIn



who's worked from home these past 18 months, it's a good idea to highlight the ways you embraced new forms of communication and collaboration and maintained a positive workplace culture."

Perhaps you found creative new ways to connect with colleagues that went beyond your day-to-day work or to-do lists or implemented new software or other digital solutions to streamline work among your team.

Did you discover and help resolve a new business challenge that came up over the pandemic? "These are all great examples of your ability to thrive in the face of change so don't be shy about sharing them," she says.

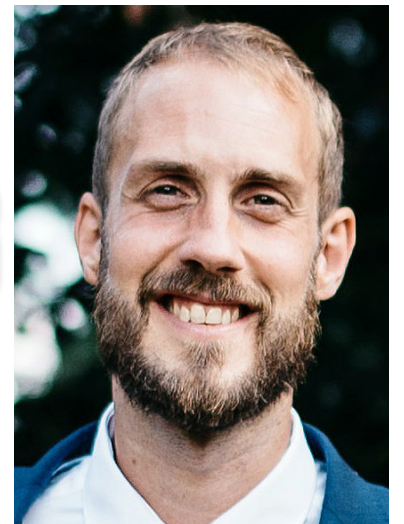
■ Highlight the new skills you developed. Soft skills like communicating with leaders and clients and hard skills like navigating the intricacies of Excel are all valuable to employers and worth mentioning throughout the hiring process, Gold says.

■ Be sure to demonstrate you how you've put newfound skills into action. "Did you develop resiliency because you had to build a remote team and then manage it?" Winfield asks. "Is it because you capitalized on an opportunity that came up because of COVID and created a new revenue stream? Those are tangible achievements that show you're adaptable and thinking on your feet."

Don't make the common mistake of simply listing your job's tasks. "It's always been important to highlight achievements but perhaps even more now when so many employees have been working remotely and don't have a manager looking over their shoulder," says Winfield.

■ Be clear about the opportunities you truly want. "When recruiters see you applying for roles that aren't a fit, or even to several different jobs with the same company, it's a flag that you're just applying to whatever comes your way. Instead, clearly signal the type of role you want and why you're a good fit," Gold says. Research the company you're applying to and the specific needs of the role. Link your skills and experiences to the job description.

■ If you've been working remotely and have decided you want to continue doing that, make that clear to a potential employer, Winfield adds. "A lot of job postings specify if a job is remote. Make it clear either in your resumé or cover letter that you've continued to be productive while working remotely and, in some cases, even more productive."



**A lot of job postings specify if a job is remote. Make it clear either in your resumé or cover letter that you've continued to be productive while working remotely and, in some cases, even more productive."**

Adam Winfield,  
Careers by Design

## Ask for recommendations

Endorsements and recommendations on your LinkedIn profile reinforce your professional experience, advises Riva Gold, Canada editor of LinkedIn News. It gives potential employers and people in your network a better idea of what you're like to work with, where your true skills and passions are, and some of your strongest soft skills.

"It's great to be able to say you performed a job well, but it's more impactful to have the support of your network," she says. "In fact, you're four times more likely to get hired when you leverage your network on LinkedIn while job seeking so don't be shy to reach out and ask for a recommendation."