2025: MOVING PAYROLL FORWARD



NATIONAL PAYROLL INSTITUTE

TABLE OF CONTENTS

Message from the President and CEO 4

Message from the Board Chair 6

Board of Directors 8

2025 Year Ending Highlights 10

Roadmap to Professional Development 11

A New Frontier for Payroll Expertise 15

Payroll Feeds: A Profession with Heart 17

Members Matter 19

Advocacy in Focus: Real Time Payroll Reporting 21

A New Home 24

2025 Award Winners 26

Thank You to Our Volunteers 29



MESSAGE FROM THE
PRESIDENT AND CEO

In every organization's story, there are years defined by major announcements, bold launches and headline-making achievements. And then there are years where the work is quieter, but no less important. These are the years when we roll up our sleeves, focus on what matters most, and lay the foundation for the future we are building together.

This past year was exactly that: a foundation-building year. Brick by brick, we reinforced and strengthened our foundation and prepared the National Payroll Institute (and the entire payroll profession) for the decade ahead. While the pace was steady and work was often completed behind the scenes, the impact will be felt for years to come.

One of the most significant "bricks" we laid was our partnership with the University of Toronto's School of Continuing Studies to redevelop the Payroll Leadership Professional designation. This work represents more than curriculum development, it represents our belief in the leadership potential of payroll professionals. Together, we are creating a program that will equip payroll experts to become payroll leaders, ready to guide organizations through increasingly complex economic, regulatory and technological change.

In 2025, we also began a major research initiative with Deloitte — a first of its kind "state of payroll" report, set to be released in 2026. This ambitious project will offer new insights into pay, work and payroll operations; data that will inform decision-making across the country and elevate payroll's role in organizational strategy.

We also continued investing in the future. This year marked an important milestone in our AI strategy, ensuring the Institute is prepared for the technology shifts already reshaping the workplace. These investments aren't just about adopting new tools, they're about strengthening our capacity to serve members, support innovation and ensure the Institute is able to lead the profession through this new era.

And, most visibly, we invested in our physical home. In July, the Institute moved into a new office at 175 Bloor Street East—a modern, efficient and purpose-built space designed to support collaboration, professional development and our collective goal to serve members. As highlighted in this report on page 24, the move was not simply a change of address. It was a deliberate, strategic decision to create an environment that reflects who we are today and who we are becoming. The new space is flexible, technologically advanced and built for the way our staff and community work now and will work in the future.

Together, these achievements are contributing to a strong, stable foundation—one that ensures we are prepared not only for the challenges ahead, but for the opportunities they will bring.

In payroll, we understand better than anyone that consistency builds trust, and strong foundations make everything else possible. That is the spirit in which we approached 2025.

And as we look ahead, I am confident that the work we have done this year ensures the Institute, our members and the broader payroll community are positioned for continued growth and leadership.

Thank you to our staff, our volunteers, our partners and the thousands of payroll professionals across Canada whose dedication strengthens our profession every day.

We are building something exceptional—brick by brick—and the best is still to come.



Peter Tzanetakis



MESSAGE FROM THE BOARD CHAIR



As I reflect on this past year, one word continues to guide my thinking: elevation. Not in the sense of reaching one final summit, but as a continual process defined by momentum, growth, and the steady upward trajectory of a profession that is stronger and more future focused than ever.

Elevation is not a destination. It is the commitment to keep moving, keep building, and keep challenging ourselves to rise. Throughout 2025, that commitment has shaped everything we've accomplished together, and everything highlighted in this year's Annual Report.

At the outset of my term, I outlined three priorities to guide our work: leaning into leadership, building an inclusive community for members, and creating tools that support financial wellness. I am proud to say that this year, we made meaningful progress on all three that will continue lifting the profession long after my term as Chair is complete.

One of the most powerful examples of this progress is our new CSR initiative, Payroll Feeds, featured on page 17. As someone who began working on the EDI Taskforce as Chair back in 2022, it is deeply meaningful to see such a tangible, community driven initiative come to life. Payroll Feeds is more than a program, it is a statement about who we are and the type of profession we want to be: one that opens its hands, extends its reach, and uses its collective strength to make a difference.

Our payroll community has always been generous, but Payroll Feeds gives us a unified way to channel that generosity—and its early impact speaks for itself. This initiative embodies inclusivity in action, and I could not be more proud to see it take root.

This year also marked one of the most significant advancements in our leadership development work: the extensive update to the Payroll Leadership Professional designation, described in detail on page 12. This project required tremendous effort, collaboration, and vision.

The result is the reintroduction of a designation that reflects the competencies and leadership capabilities needed to guide the payroll profession into the future. It would be easy to see this achievement as an endpoint, but I see it differently. This is not the final step. Rather, it is a pivotal leap that positions payroll leaders for what tomorrow demands and sets the stage for continued elevation.

We also continued our important work with Canada's Financial Wellness Lab. Together, we explored new ways payroll professionals can support the financial resiliency of Canadians. This work is rooted in a simple truth: payroll professionals are uniquely positioned to make a difference. We are the closest profession to employees and their paycheques, and with the right tools, we can empower working Canadian's to make decisions that improve their financial wellness. One way we've outlined this possibility

was through our support of the Lab's whitepaper, Building Resilience Through Employer-Sponsored Savings Plans. This is a whole new way to think about the idea of "Pay Yourself First," and with payroll standing behind it, it has the potential to deliver a meaningful impact for Canadians.

While the initiative is still evolving, the potential is extraordinary. And just like everything else we have built this year, it reinforces the idea that elevation is not a singular achievement — it is a mindset.

2025 was a year of growth, intentional progress, and meaningful contributions. It was a year defined by the steady climb upward — by the small steps, major milestones, and collective effort.

Serving as your Chair during this period of momentum has been an honour. I am excited to see where the profession is headed, because I am confident we are moving in the right direction—and that direction is up.

Signature to come

Brian Burgess, PLP



BOARD OF DIRECTORS



Peter Tzanetakis
President and CEO
National Payroll Institute



Brian Burgess, PLP
Chair of the Board
Director, Owner |
Cycle Business Solutions



Elvira Ciambella, PLP
Vice-Chair of the Board
Vice President Implementation and General Manager ADP Quebec | ADP Canada



Deborah Scott, PLP, FPC
Treasurer
Manager, Payroll | Canadian Natural Resources Limited



Mark Betcher, PCP
Past Chair of the Board
Payroll Manager |
Broadstreet Properties Ltd.



Kim Beauchamp, PLP
Director
Senior Payroll Manager |
Bison Transport Inc.

BOARD OF DIRECTORS



Teresa McCulloch, PLP
Director
Senior Principal Consultant | Cognizant



Irene Paul, PLP
Director
Senior Principal Compliance Advisor | UKG



Marty Sokolov, PLP, F. NPI
Director
Senior Customer Success Manager | Workday



Agnes Teper, PLP
Director
Owner | Elevated HR

2025 YEAR-END HIGHLIGHTS

PROFESSIONAL DEVELOPMENT

13,479
PD SEMINAR AND WEBINAR ATTENDEES

4,903
YEAR-END ATTENDEES (IN-PERSON AND ONLINE)

5,044
MEMBERS TOOK ADVANTAGE OF COMPLIMENTARY WEBINARS

DESIGNATION

1,640
NEW PCP, PLP AND PPQ DESIGNATION HOLDERS

3.4%
GROWTH IN TOTAL NUMBER OF DESIGNATED MEMBERS

16,410
DESIGNATION COURSE ENROLLMENT

2025 CONFERENCE

IN-PERSON:

912
TOTAL ATTENDEES

VIRTUAL:

561
ENGLISH SESSION ATTENDEES

38
FRENCH SESSION ATTENDEES

GOVERNMENT AND LEGISLATIVE AFFAIRS

15 GOVERNMENT SUBMISSIONS

29 ADVOCACY ACCOMPLISHMENTS

11 NOTABLE INSTANCES OF GOVERNMENT REACHING OUT TO US UNPROMPTED, WHICH DEMONSTRATES OUR STATUS OF TRUSTED ADVISOR TO GOVERNMENT.

45,200
TOTAL NUMBER OF MEMBERS

41,150
CALLS & EMAILS TO INFOLINE

236,592
LATE BREAKING PAYROLL NEWS PAGE VISITS

125,359
DOWNLOADED PDF GUIDELINES

$402,855
DOLLARS SAVED BY MEMBER USING MEMBER PERKS

BUILDING THE FUTURE OF PAYROLL EDUCATION:
2025 MILESTONES AND THE ROAD AHEAD

For Steven Van Alstine, VP of Professional Standards and Education at the National Payroll Institute, 2025 was a year of transformation for professional development. “I think I’m most proud of the magnitude of what we delivered. It was a huge undertaking, that required that we come effectively to introduce some important new innovations and enhancements to the Institute’s menu of learning opportunities.”

The foundation of the year’s success, he says, can be tied to two strategic initiatives: integrating *The Payroll Competency Framework* into all facets of educational programming and the evolution and expansion of our partnership with the University of Toronto School of Continuing Studies. “When it came to the Competency Framework, we really saw an opportunity to bring it to life so learners could see how the competencies could be applied to their day-to-day,” Van Alstine adds.

A good example of this is how the already successful Taxable Benefits seminar, which had previously been delivered online, was transformed it into an engaging in-person workshop, which guided participants through commonly audited benefits, top Payroll Infoline questions, and available compliance resources from the Canada Revenue Agency, Revenu Quebec, and the Institute. Interactive group discussions allowed payroll professionals to collaborate with peers and share insights, strategies, and solutions to real-world challenges.

“The whole idea was to make the program more interactive,” Van Alstine says, adding that the success of this model has informed the Institute’s 2026 seminar plans, with the Terminations program set to receive the same interactive transformation in the coming year.

Then there was the redesign of the Payroll Leadership Professional (PLP) program, completed in partnership with the University of Toronto’s School of Continuing Studies.

For years, the program focused on managerial skills, however research conducted by the Institute found that 70 per cent of business leaders prioritize leadership capabilities when hiring or promoting employees into manager-level roles or above.

“We wanted to refocus the program so learners left with the leadership capabilities that employers are looking for. Even if someone is not going to supervise or manage a payroll team, they can still lead payroll responsibly and strategically.”

Van Alstine adds several new learning objectives were integrated into the revamped PLP, including data analytics and financial management basics, to ensure learners graduate with the skills they need to succeed in the ever-evolving field of payroll.

“We’ve looked at where we see the future of payroll going, and it’s about being a strategic contributor within an organization,” Van Alstine says. “We’re confident this redesigned program will prepare our graduates to step into critical roles that have an impact.”



LOOKING AHEAD

If 2025 was a big year for learning and development, 2026 is going to be even bigger, with educational plans being informed by the team's most recent successes.

"The HR micro-credential is a great example of how we're meeting member needs," Van Alstine says. "The sessions sold out and we had to add more because of the demand. The digital badging component has proven particularly valuable. Individuals are looking for those identifiers that will make them stand out, and if you have this particular badge, it shows that you have an understanding of human resources from a payroll perspective."

Building on that success, April 2026 will see the launch of a global payroll micro-credential, developed in partnership with Payroll.org. "Post-pandemic, the world has become a lot smaller. Organizations are hiring remote workers, often from beyond international borders," Van Alstine observes. "This new micro-credential will help members understand the opportunities available in global payroll and equip them with the skills they need to pursue them."

A data analytics micro-credential, which will address the growing need for payroll professionals to "bring that data to life through storytelling and insights to leadership," will follow. So too will a leadership micro-credential later in the year.

Van Alstine adds that the Institute plans to continue its investment in strategic partnerships to enhance and inform learning and development programming. "We go to the experts. We partner with highly respected institutions who have established credentials in their fields to help us develop programming that serves the needs of our members."

As Van Alstine looks ahead, his excitement for what's to come is palpable: "What excites me most is knowing we're equipping payroll professionals with exactly what they need to succeed in an evolving profession. We've set a new standard for what professional development can look like… there's so much more we want to do."



2025 TIMELINE: KEY MILESTONES

Q1 2025 | PARTNERSHIP EVOLUTION

Building on 2023 roadmap development, the University of Toronto collaboration expanded to support PLP redesign, highlighting gaps between traditional payroll education and leadership competency needs.

Q1 2025 | FRAMEWORK INTEGRATION

Informed by earlier work with the University of Toronto, the Competency Framework was integrated into all programming. Every learning experience now develops both technical abilities and behavioural competencies.

Q1 2025 | MICRO-CREDENTIAL DEBUT

HR micro-credential launches and sells out immediately. Additional sessions added to meet unprecedented demand.

Q1 2025 | INTERACTIVE LEARNING VALIDATED

Taxable Benefits seminar evolved into interactive in-person workshops.

Q2 2025 | PLP TRANSFORMATION

Redesigned Payroll Leadership Professional (PLP) program launch prep begins with a shift in focus from management training to strategic leadership development.



LESSONS FROM THE CHAIR:

PAYROLL STANDARDS CANADA'S DAWN IRMSCHER REFLECTS ON A DECADE OF PAYROLL EVOLUTION

As Dawn Irmscher completes her term as Chair of Payroll Standards Canada after more than a decade of service (a transformational period for the profession), we sat down with her to talk about the lessons she's learned and the advice she has for payroll professionals who want to excel in their career.

LESSON 1: MEET PEOPLE WHERE THEY ARE

Effective communication isn't about showing what you know. It's about ensuring your audience understands what you're saying. Irmscher learned this lesson the hard way when, as an instructor, she received some feedback about how quickly she presented information. "Next time you have something important to say, pause halfway through and ask your audience if they have any questions. Breathe. Make it a conversation."

LESSON 2: EMBRACE FEEDBACK AND CONTINUOUSLY IMPROVE

Take criticism seriously, but don't let it stop you. Look at your last performance review and pick one area to improve over the next quarter. As payroll professionals, we're always trying to push ourselves out of our comfort zones. We're always asking, 'how can I do this better?' By pacing yourself and consistently working on small, achievable goals, you'll build confidence and develop your skills strategically."

LESSON 3: THINK STRATEGICALLY, NOT JUST TRANSACTIONALLY

"Over the past 10 years, we've moved from being a very transactional data-entry profession to one that understands analytics and develops key performance indicators. We're leaders." That shift, she says, requires payroll professionals to translate complex situations into terms leadership can act on. Her advice? Identify one recurring payroll issue in your organization, document the business impact (not just the payroll impact), and present a solution to your leadership.

LESSON 4: BE THE GATEKEEPER OF INFORMATION

Understanding privacy, cybersecurity, and information security isn't optional. Review your organization's security protocols for payroll data. If you can't explain something confidently to a new employee, it's time to refresh your knowledge. The responsibility of payroll professionals to securely process billions of dollars in payroll and remittances that keep employees paid cannot be underestimated.

LESSON 5: HIRE FOR POTENTIAL, NOT JUST EXPERIENCE

If you're a hiring manager in the world of payroll, don't just hire someone because they have a good resume. Assess their ambition and willingness to learn too. If you're job hunting, highlight examples of how you've taught yourself new skills and showcase your desire to become a leader within the payroll profession. Irmscher has hired multiple students without payroll experience because they were able to show how much they cared. "Passion and a willingness to grow often matter more than just experience."

LESSON 6: GET INVOLVED AND GIVE BACK

Professional involvement creates a cycle of learning and growth and it doesn't have to feel overwhelming. Irmscher's advice is to start small — volunteer for one professional development seminar, join a committee, or mentor a colleague who's new to payroll. "Get involved with the Institute. Look at ways that you can participate to make sure that you are giving back to your profession while also growing your own skills. The connections you make and the knowledge you gain will be worth far more than the time you invest."



Opening Remarks
in Plenary Room

A NEW FRONTIER FOR PAYROLL EXCELLENCE:
2025 NATIONAL PAYROLL CONFERENCE

The energy was unmistakable as payroll professionals from across Canada gathered in Calgary for the 2025 National Payroll Conference, a record-breaking year that marked the largest paid attendance in the Institute's history.

The theme, Frontiers, challenged payroll professionals to think beyond boundaries, embrace innovation, and navigate the future of payroll with confidence. Throughout three action-packed days, attendees engaged in over 50 education sessions across eight education tracks. From in-depth roundtables to lively panel discussions, exciting activations and demos from industry partners, the conference inspired professional growth and innovation.

Two keynote speakers anchored the program by sharing forward-looking perspectives. The conference opened with a keynote from Lital Marom, a leader in AI and digital transformation, challenging attendees to approach change with confidence and curiosity. The closing keynote, Marilyn Sherman, known for her work in leadership and engagement, encouraged professionals to step into the "front row" of their careers.

Adding to the excitement, Andrew Phung, beloved star of Kim's Convenience, joined as the Master of Ceremonies during the Industry Exchange on day two of the Conference. His presence added humour that kept the energy high and the audience fully engaged beginning to end.



Opening Keynote,
Lital Marom



Celebrity MC,
Andrew Phung





FUN NIGHT AT THE

GIRLETZ RODEO RANCH

No conference would be complete without Fun Night, and this year delivered an unforgettable celebration at the Girletz Rodeo Ranch. Delegates embraced Wild West Chic as they enjoyed trick riding, Indigenous hoop dancing, trip ropers, live music, line dancing, and even mechanical bull rides. It was a night of celebration, and a fitting addition to an annual tradition that continues to be a highlight every year.

The spirit of Frontiers continues to guide our work as a community. Whether delegates joined us in Calgary or online for the Virtual Conference, this year reinforced the strength and momentum of the payroll profession.



PAYROLL FEEDS:
A PROFESSION WITH HEART

The introduction of the National Payroll Institute's first Corporate Social Responsibility (CSR) program, *Payroll Feeds*, in 2025 was a meaningful milestone for our community. Guided by our Board of Directors, the initiative focused food insecurity, which is on one of Canada's most urgent challenges. The need for payroll to act is clear: accurate and on-time pay is essential, especially for the many working Canadians who are struggling to feed themselves and their families.

A CHARITY PARTNERSHIP CHOSEN BY MEMBERS

In January 2025, members were invited to help select the Institute's charity partner for the program. Overwhelmingly, members selected Food Banks Canada.

Representing Canada's national network of food banks, Food Banks Canada supports more than 4,700 community organizations, providing food, funding and advocacy to address food insecurity at both the local and systemic levels. Through research and national programs, it works to relieve hunger today while advancing long-term solutions so all Canadians can live with dignity and food security.

As part of this partnership, the National Payroll Institute proudly donated $75,000 to support Food Banks Canada's national mission.

STAFF FOOD DRIVE: A HEAVY IMPACT

In August, National Payroll Institute staff participated in an office-wide food drive. The challenge: generate the most weight of high-demand non-perishable food items. The result was both spirited and impactful: nearly 500 kilograms of non-perishable food collected for the Daily Bread Food Bank! The enthusiasm and generosity of the Institute staff was evident throughout, demonstrating how small, collective actions can make a meaningful difference.

NPW FOOD DRIVES: COAST TO COAST GIVING

During National Payroll Week in September, food drives were held at all 11 NPW events across Canada — in Victoria, Vancouver, Calgary, Edmonton, Regina, Winnipeg, Brampton, Toronto, Ottawa, Montreal and Halifax. Attendees generously donated non-perishable food items to support local food banks within their communities. These contributions reflected the strength of our national network and the shared values that unite payroll professionals from coast to coast.

NETWORK AND GIVE: COMMUNITY ENGAGEMENT

In the fall, the Institute piloted *Network and Give* events, a branch-led initiative designed to bring members together to connect by volunteering at their local food banks.

Members from the Nanaimo Branch kicked off the initiative on October 16 at the Loaves and Fishes Food Bank. Building on this momentum, members from the Fraser Valley Branch participated on November 5 at the Abbotsford Food Bank. Throughout both events members rolled up their sleeves to sort and prepare food— helping ensure Canadians facing food insecurity have access to nutritious meals.

The first year of *Payroll Feeds* showed how deeply payroll professionals care about supporting Canadians beyond the pay cycle. Through donations, food drives, and volunteering, our community demonstrated that little acts truly can make big impacts. As we look ahead, the Institute remains committed to growing our CSR efforts and continuing to champion initiatives that reflect the values and leadership of our membership.

Members of the Nanaimo Branch at Loaves and Fishes Food Bank ▼



MEMBER SERVICES:
MEET THE PEOPLE BEHIND THE EXPERIENCE

Behind every course registration, membership renewal, event sign up, and timely response is the Member Services team—often the first point of contact between the National Payroll Institute and our community.

In 2025, the Member Services team continued to provide a vital bridge between members and the Institute. Through daily phone, email, and online interactions, the team assisted our members, while also managing essential behind-the-scenes work that keeps operations running smoothly.

To better understand the people behind this work, we sat down with four members of the Member Services team—Yasmine Belkadi, Team Lead; Kevine Nkiele, Bilingual Member Services Administrator; Elizabeth Goldenburg, Member Services Representative; and Franchesca Adjartey, Reception and Member Services Support. In their own words, they share insights, offering a closer look at what their work means, what motivates them, and how their collective efforts support members and strengthen the payroll community.

IN THEIR OWN WORDS:
INSIGHTS FROM THE MEMBER SERVICES TEAM

YASMINE BELKADI

Team Lead of Member Services of the National Payroll Institute



With seven years at the Institute and experience ranging from Reception to Bilingual Member Services Representative to Team Lead, Yasmine has seen firsthand how the organization and its members have evolved—and how her team continues to be a trusted anchor for payroll professionals across Canada.

Q: What does Member Services do, beyond what members might expect?

A: Member Services is very front facing, but there's a lot more that happens behind the scenes. We manage registrations, payments, event setups, and data integrity, and we work closely with almost every department internally. We don't just answer questions — we make sure everything works the way it should, so members can focus on learning and growing.

Q: If there's one thing members should know about your team, what would it be?

A: Members are top of mind 100 per cent of the time. Behind every email or phone call is a team that genuinely cares about making the experience better.

KEVINE NKIELE

Bilingual Member Services Administrator



Kevine Nkiele is a Bilingual Member Services Administrator who supports members across Canada by guiding them through course and event registrations, membership renewals, payments, and website navigation. With a strong focus on accessibility and service, Kevine plays a key role in ensuring members can easily access the tools and resources they need to advance their careers, while helping foster positive, trust based relationships between members and the Institute.

Q: How does your work support payroll professionals across Canada?

A: I see my role as being a bridge. We make it easier for members to register, access courses, and navigate their options so they can focus on learning and building their careers.

While Member Services may not deliver the courses themselves, the team plays a crucial role in making access seamless.

"If we make it easy for someone to register, learn, and move forward, then we've done our job."

ELIZABETH GOLDENBERG

Member Services Representative



Elizabeth Goldenberg is a Member Services Representative who works closely with members to address inquiries, provide guidance, and ensure a positive and seamless experience. With a strong focus on listening, collaboration, and clear communication, Elizabeth plays an important role in helping members feel supported, while contributing to the team's shared commitment to delivering timely, member-centred service.

Q: What do members value most when they reach out to your team?

A: Being listened to. Members really appreciate knowing there's a real person on the other end who's taking the time to understand their situation.

"Prompt responses, patience, and a genuine willingness to help matter just as much as solving the issue itself."

FRANCHESCA ADJARTEY

Reception & Member Services Support



Franchesca Adjartey plays a key support role within Member Services, combining reception responsibilities with hands-on assistance across the membership function. From managing inbox inquiries and supporting retention efforts to assisting with administrative tasks and stepping in where needed. Her willingness to learn, adapt, and connect with members—both virtually and in person—reflects the team's collaborative spirit and commitment to providing a welcoming, responsive member experience.

Q: What interactions stand out to you most?

A: Meeting members in person at events really stands out. It's nice to connect beyond emails or phone calls and hear how they experience the Institute.

"A member once shared her experience moving to Canada and how different corporate life felt here. Hearing that and knowing she felt supported really stayed with me."

Q: What might members be surprised to learn about the work you do?

A: People often think we only handle renewals—but we do much more. From processing course payments and setting up seminars to supporting internal teams, there's a lot going on beyond what members see — but it all helps make their experience smoother.

LOOKING AHEAD TO 2026 AND BEYOND

From first contact to long term support, the Member Services team plays a critical role in ensuring members feel supported, heard, and valued. Their work—both visible and behind the scenes—helps power the success of payroll professionals across Canada.

The year ahead brings major opportunities, including system and website enhancements that will modernize processes and improve the member experience. While large projects come with challenges, the team is looking forward to being actively involved; bringing member feedback to the table and helping shape solutions that serve the community.

ADVOCACY IN FOCUS:
REAL TIME PAYROLL REPORTING

For more than two decades, the National Payroll Institute has been a steady, strategic force behind one of the most transformative modernization efforts in payroll reporting in Canada: Real Time Payroll Reporting (RTPR), formerly known as ePayroll. What began as a conceptual discussion in the early 2000s has evolved into a coordinated national initiative that is backed by significant federal investment.

In 2025, following sustained advocacy by the Institute, the initiative reached an important milestone when the Federal Budget announced $29 million in funding to support a two-year pilot.

As a result, the RTPR initiative is making significant progress toward implementation. As this progress continues, the Institute will remain instrumental in aligning stakeholders and ensuring the initiative is grounded in the goal to reduce the administrative burden borne by Canadian employers.

WHAT REAL TIME PAYROLL REPORTING MEANS FOR CANADA

RTPR introduces a streamlined approach that will allow payroll information to be shared each pay cycle into a protected Government of Canada repository. Government departments and agencies would then be able to access the information as needed to deliver programs and services, eliminating the need to request the same data from employers through separate time-consuming forms such as Records of Employment (ROE), T4s and RL-1s.

“Real Time Payroll Reporting is especially valuable when it comes to separations of earnings—situations like terminations or maternity leave that happen throughout the year,” explains Rachel Dobrin-De Grâce, Vice-President of Government Relations and Legislative Compliance. “Today, employers have to reconstruct payroll data to fit reporting templates, such as the ROE and Request for Payroll Information, that don’t match how payroll is actually processed. RTPR would allow that information to be shared using the data employers already produce.”

OUR HISTORY OF INFLUENCING THE AGENDA

As RTPR evolved through different phases of government leadership—from early explorations by the Canada Revenue Agency (CRA) in the early 2000s through development led by Employment and Social Development Canada (ESDC) in 2015—the Institute has remained a consistent and influential partner, helping to maintain direction and momentum.

Through technical workshops co-led by the Institute and ESDC, federal partners, payroll professionals and Payroll Software Service Provider (PSSP) subject matter experts came together in 2018 to explore how a modernized payroll reporting system would work. These discussions helped push the initiative onto the federal policy agenda and demonstrated how real-time payroll data could support more efficient program delivery.

To further strengthen the case, the Institute commissioned a study in partnership with PwC, examining the cost of payroll compliance in Canada. The 2020 report, Payroll In Focus: The Cost of Employer Compliance and Policy Implications, found that Canadian employers spend $12.5 billion annually on payroll compliance activities (including the processing of T4s and ROEs), providing policymakers with clear evidence of the administrative burden facing employers.

“The $12.5 billion figure underscored the cost of payroll compliance—much of it driven by outdated processes that RTPR could replace,”

says Dobrin-De Grâce. “More importantly, it gave policymakers clear evidence to advance modernization.”

Federal support soon followed in 2021, with the Government of Canada committing $43.9 million to support research, stakeholder engagement and prototype development over three years.

When federal funding paused in 2023, the Institute intensified its engagement with government—ensuring the issue remained a priority. That sustained effort helped maintain momentum and ultimately contributed to the $29 million investment announced in Budget 2025 to launch a national pilot.

REAL TIME PAYROLL REPORTING

MAJOR MILESTONES

2002

Early concept of “ePayroll” introduced by the CRA; the National Payroll Institute is engaged for input.

Early 2010s

The Institute becomes a strategic partner to the CRA and Service Canada, helping explore feasibility and shape early direction.

2015

Leadership of the initiative transitions to Employment and Social Development Canada (ESDC). The Institute and Service Canada establish guiding principles.

2016

The EI Service Quality Review recommends Real Time Payroll Reporting as a key modernization opportunity.

2018

The Institute co-leads technical workshops with ESDC, bringing together government, employers, payroll professionals and PSSPs to design a practical model.

2019

RTPR is included in the Minister of National Revenue’s mandate letter. The Institute advocates harmonization with Quebec.

2020

The Institute commissions a study with PwC, identifying $12.5 billion in annual payroll compliance costs—strengthening the economic case for modernization.

2021

The federal government invests $43.9 million in a three-year research phase, supporting engagement, analysis and system prototyping. The Institute revises guiding principles.

2022

The Institute joins the CRA’s External Advisory Panel. National consultations expand, including the delivery of Payroll Essentials course to the CRA.

2023

Quebec announces $222.4 million in combined funding for digital modernization initiatives, including paie électronique.

2024

The Institute re-engages federal leaders to sustain momentum, meeting with key ministers and senior officials to reinforce the need for continued investment.

2025

The federal government commits $29 million to launch a two-year RTPR pilot led by ESDC, moving the initiative toward real-world testing.

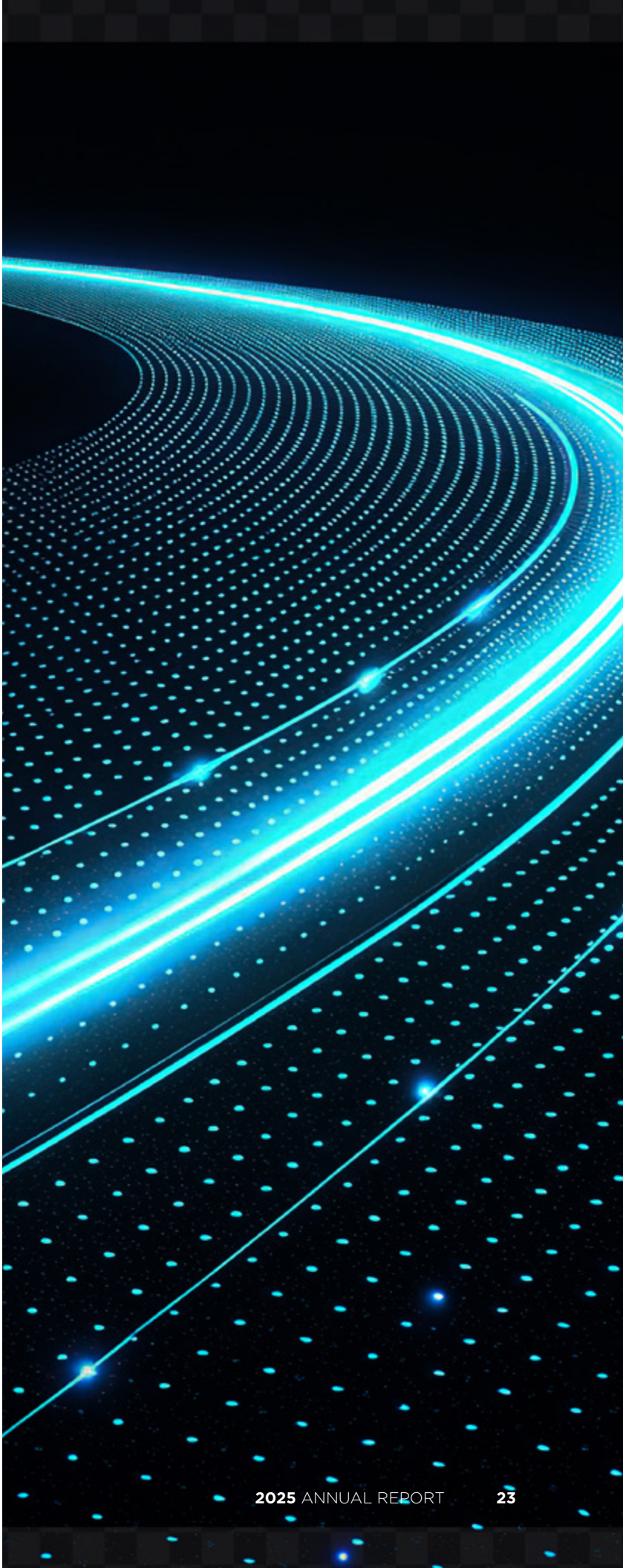
THE ROAD AHEAD

With federal funding now secured, Real Time Payroll Reporting has entered a critical phase.

The $29 million pilot led by ESDC will test the technical and operational feasibility of using real-time payroll data to support Employment Insurance eligibility and entitlement decisions. In moving from concept toward real-world testing, the pilot will generate critical insights that will shape the future of payroll reporting in Canada.

The Institute will play a central role in this phase, providing Service Canada with simulated payroll data in advance of the pilot and serving as a strategic advisor throughout. By proving guiding principles, the Institute will ensure the initiative remains grounded in its core objective to reduce administrative burden for Canadian employers. This marks not just progress but a transition into tangible project delivery.

“This stage has real potential to move from testing to phased implementation — and we’re focused on making sure it gets there,” says Dobrin-De Grâce. “As it does, the priority is clear, reduce administrative burdens and ensure the system works in practice. We’re actively at the table to help make that happen.





GROWING INTO THE FUTURE:
INSIDE THE INSTITUTE'S NEW HOME

The National Payroll Institute's move into our new office at 175 Bloor St. E. on July 14, 2025, was about far more than a change of address. It represented a deliberate, future focused investment in the Institute's growth, our evolving mission, and the needs of a profession undergoing rapid transformation.

The decision to leave 250 Bloor St. E.—the Institute's home since 2005—was not made lightly. Over the past several years, the Institute has reached significant milestones: nearly 80 staff, more than 18,000 designated members and a membership community exceeding 40,000. With that growth came new expectations, new opportunities and the realization that the organization needed to examine our office needs, both physically and strategically.

"We needed a home that reflected who we are and who we're becoming," says Eva Kovarik, Director, Finance and Business Planning, who led the office relocation project. "The move was about creating a space where innovation, collaboration and community can thrive."

A DECISION GROUNDED IN STAFF NEEDS AND ORGANIZATIONAL STRATEGY

The office relocation process began in 2023, when a working group was established to explore options for the Institute's next chapter. Staff needs were central from the outset. Through surveys and a detailed analysis of employee postal codes, the team evaluated travel times and accessibility to ensure that the new location would not disrupt the work we do for members.

"Location was really the top priority," Kovarik explains. "We looked at 21 potential sites, narrowed that to five, then three, and ultimately two. Even when another option looked promising on paper, if we realized it would have added more than 30 minutes to the commute for half our staff, that wasn't acceptable."

The chosen site—just down the street from the previous building—offered the ideal balance of accessibility, efficiency and long-term value. Through a prudent negotiation process, the Institute secured a favourable lease, along with grants and rebates that not only benefit the organization but support the bottom line.

DESIGNING A SPACE THAT REFLECTS HOW THE INSTITUTE WORKS TODAY

Once the location was selected, the project accelerated quickly. The Institute engaged a design team, a construction team and external project managers. Kovarik describes the pace as "super speed."

Construction began in February 2025, and despite some unexpended delays, the project remained on track for a mid-July move in. Throughout the process, the staff-working group was engaged in reviewing layouts, understanding the vision and shaping the final design.

The result is a modern, flexible, high-tech workspace designed for the way the Institute operates today—and the needs of the payroll profession tomorrow. The new office spans two levels, offering a more efficient layout and a clear separation between day-to-day operations and professional development activities. This separation minimizes disruption and allows the Institute to welcome the payroll community into a dedicated, purpose-built environment.

"In our old building, hosting professional development meant we had to be very quiet," Kovarik says. "Now we have the right spaces for the right activities. Everything is movable, adaptable and designed for growth."

A FOUNDATION FOR THE FUTURE

The new office is more than a functional upgrade—it is a strategic asset. As the payroll profession continues to evolve, it's essential that the Institute remains agile, community focused and ready to support a growing membership.

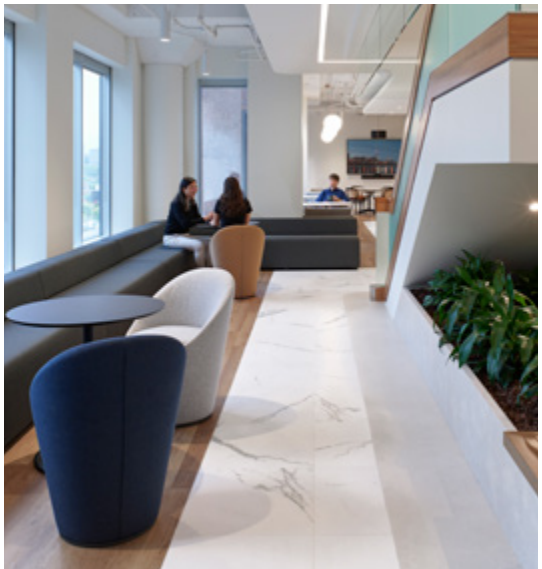
"This wasn't just a change of address—it was a strategic investment in the future of the profession."

The new space provides room for staff to come together more often, and offers the infrastructure needed for modern collaboration and learning.

"This move positions us for the next decade and beyond," says Kovarik. "It gives us the flexibility to grow, the tools to innovate and a space that reflects the professionalism and ambition of our community."

The Institute's new home stands as a testament to thoughtful planning, strong financial stewardship, and a commitment to serving members with excellence. It is a milestone worth celebrating—and a foundation for everything still to come.







2025 AWARD WINNERS

DIANA FERGUSON FOUNDER LIFETIME ACHIEVEMENT AWARD

This award honours individuals whose extraordinary contributions have advanced the mission, objectives and values of the Institute.



WINNER: JP PERRON

JP Perron, this year's recipient, has been a driving force in Canada's payroll service and software industry. As President and CEO of Payworks until his retirement in early 2025, he championed innovation and fostered a culture of collaboration and excellence. A dedicated supporter of the Institute, he advanced membership, promoted designations, and shaped the 2020 strategic plan. Beyond payroll, JP is past Chair of Winnipeg's World Trade Centre and current Chair of United Way Winnipeg's 2025 Campaign.

FELLOW OF THE NATIONAL PAYROLL INSTITUTE AWARD

This designation celebrates distinguished professionals who have excelled in their careers while elevating the payroll profession.



WINNER: SHERISSE MASON, PLP, CHRL

Sherisse Mason, PLP, CHRL, was honoured for more than 20 years of volunteer leadership, education and advocacy. She has served as Toronto Branch Chair, Ontario Regional Chair and Board Chair, guiding the Institute through its rebranding. She has contributed to numerous committees, taught payroll courses and improved learning resources, leaving a lasting impact on the profession and community.

THE PATRICK CULHANE SPECIAL CONTRIBUTOR AWARD

This award recognizes individuals or organizations whose contributions have made a lasting impact on the payroll profession.



WINNER: MAXPEOPLE

MaxPeople, a leading HR consulting firm, has spent over 13 years elevating payroll as a strategic partner, integrating payroll, HR and employment law in innovative ways. A trusted advisor to the Institute, they have contributed to conferences, created micro-credentials for HR professionals, and delivered training that highlights the critical links between payroll, legislation and employee well-being.

PAYROLL LEADERSHIP AWARD

The Leadership Award honours experienced professionals whose work strengthens the practice through vision and mentorship.



WINNER: MOHAMED BASMA

Mohamed Basma received the 2025 Payroll Leadership Award for transforming how payroll professionals understand their impact on Canada's small business community. As General Manager of Small Business Services at ADP Canada, he leads teams supporting tens of thousands of small businesses nationwide, championing a people-first culture that connects each pay cycle to trust, integrity and livelihoods.

RISING STAR AWARD

The Rising Star Award celebrates emerging talent, professionals who demonstrate early excellence and clear leadership potential.



WINNER: EUNHYE CHO, PLP

Eunhye Cho, PLP, Payroll and Benefits Supervisor at the University of Toronto Mississauga (UTM), received the 2025 Rising Star Award for rapid progression and measurable impact. Since joining UTM in June 2023, she advanced into leadership while improving employee experience through a client-centric service model and a centralized SharePoint hub—helping drive a significant reduction in overtime and off-cycle payrolls—while demonstrating a supportive, team-focused leadership style and commitment to ongoing professional development.

HEART OF BUSINESS AWARD

This award recognizes outstanding payroll teams across Canada that exemplify professionalism, dedication, and collaboration, contributing meaningfully to their organization's overall success.

WINNER: UNIVERSITY OF TORONTO

The University of Toronto Mississauga (UTM) Payroll Team—seven payroll professionals supporting approximately 4,400 employees—received the 2025 Heart of Business Award for delivering precision at scale while improving employee experience. Through a client-centric service model and process modernization (including SharePoint-based intake and digitized payroll document filing), the team reduced emails by 70 per cent, cut overtime by 95 per cent, decreased overpayments by 91 per cent and lowered off-cycle payrolls by 89 per cent year-over-year, while also supporting sustainability and faster access to employee records.



UNIVERSITY OF TORONTO **HEART OF BUSINESS AWARD** RECIPIENT TEAM:

Nader Boutros

Wanda-Lee Parsons

Veronica Andrino

Neelam Khairullah, PLP

Eunhye Cho, PCP

Beatriz Coutinho, PLP

Warnika Ariyapala, PLP

Malia Amato

INSTRUCTOR OF THE YEAR

Instructor of the Year is a student-nominated award that celebrates an Institute educator who makes payroll learning engaging, relevant and impactful—advancing the profession through education.



WINNER: NATHALIE VERVAIS

Nathalie Vervais received the 2025 Instructor of the Year Award for excellence in teaching and learner support across the Institute's French accreditation programs. A payroll professional since earning her PCP (2011) and PLP (2013), she has taught for more than eight years—both in class and online—bringing real-world experience, encouragement and accessibility to every course while helping learners build confidence and stay current in a changing legislative environment.

THANK YOU TO OUR

VOLUNTEERS

Benedicta Akinriyibi Temitope, PCP
Corinne Amyotte, PLP
Faruk Atasoy, PCP
Ena Ball, PLP
Lorena Baranescu, PLP
Sherley Bardet, PCP
Kim Beauchamp, PLP
Mélanie Benoit, PCP
Caroline Bernard, PCP,F.NPI, CRHA, RCC
Steve Bestvater
Mark Betcher, PCP
Akash Bhardwaj, PCP,CHRL
Bryan Birch, PCP
Viviane Boissonneault, PCP
Mélanie Bouffard, PCP
Erin Bradley, PCP
Amanda Braget, PLP
Jason Brazeau
Renaud Briggs
Brian Burgess, PLP
Sylvie Carter
Merle Chadee, PCP
Gilles Champagne, F.NPI
Allison Chiponski, PLP
Zaineb Chraibi, LAP
Elvira Ciambella, LAP
Carline Cinéus, LAP
Alison Clemmensen, PLP
Paul Copeland, PLP
Patricia Cross, PCP
Aimee Daly, PLP
Robert Dicaire, F.NPI
Jonathan Dingwell, PCP
Lee Dixon
Wendy Doane, PLP,F.NPI
Amy Dolter, PLP,BBA
Lynthia Astride Domche Fezeu, PCP
Leanne Dunham, PLP
Melanie Dutchek, PLP
Liliana Dutescu, PLP
Nicole Eales, PCP
Kimberley Ensign, PLP
Burcu Erginoz, PLP,CPHR
Estazie Estime
Selen Evliyaoglu Lee, PLP
Christina Fagan, PLP
Donna Fillier, PLP,CHRL
Sarah Fitzgerald, PCP
Nicole Forbes, PLP
Mike French
Angelica Garcia, PPQ
Samantha Gardiner, PCP

Cindy Gendron, PLP

Marta Goodwin, PCP

Krista Granger, PCP

Rick Green, PCP

Maninder Pal Singh Grewal, PLP,FPC

Maria Gutierrez, PLP

Lydia Hale, PLP

Michael Hampson, PLP

Lynne Harkness, PLP,CHRL, F.NPI

Joanne Harris, PCP

Mary Harvey, PLP

Terrilyn Hayden, PCP,CPB

Ahmed Hossain, PLP

Jane Huang, PLP,CPP

Dawn Irmscher, PLP,CPHR, CMA, CPA

Dominique Jacques, PCP

Lyne Jaeggi

Jennifer Jensen, PLP

Deirdre Joachim, PLP

Renée Jones, PCP

Danohé Joseph, LAP

Kavita Joshi, PLP

Anthony Jovin

Anastasiia Kartashova, PLP,CHRP

Wendy Kerr, PCP

Ankine Khrigian, PCP

Uriel Kieley, PLP

Kelly Mini Kim, PCP

Sophie King, PLP

Iryna Kul, PLP

Jess Kull, PCP

Monique Lachance, LAP

Sandrine Lafleur, PCP

Kim LaPierre, PLP,F.NPI

Lucie Larouche, PCP

Susan Lawhorne, CPP

Nathalie Leblanc

Elisaveta Leova, PLP

Delphine Leroy, PCP

Marie-Josée Lessard, CPP

Carolyn Lesyshen, PLP

Karen Licerio, PCP

Lisa Locher, PCP,CPHR

Aria Lucey, PCP,CPHR

Marie-Josée Maheu, PCP

Bijan Majumder, PLP,CPA

Melanie Marciniw, PCP

Nathalie Martinez

Sherisse Mason, PLP,CHRL

Claude Maurice

Teresa McCulloch, PLP,BBA

Renée McCullough, PLP

Alicia McKinnon, PLP

Melinda McLay, PCP

Anna McNally, PCP

Alan Mitchell, PLP,F.NPI

Sandra Morrison, PLP,F.NPI,CPHR,SHRM-

Kyle Munroe, PLP

Nathalie Nadeau, PCP

Lisa Nistor, PLP

Angela O'Hara, PLP

Maureen Olson, PLP

Marie-Claude Pageau, PCP

Stephany Paiement, PCP

Christine Parent, MBA

Tisha Parker Kemp, PLP,MEd, CTDP

Rochelle Pasquet, PLP

Lyndee Patterson, LL.B.

Gena Patulli, PCP

Irene Paul, PLP

Sylvia Pedevilla, PCP

Michael Penman

Rafia Peracha, PCP

Marilena Pignotti, PLP

Wendy Poland, PCP

Clara Prati, PPQ

Lil Premsukh

Manisha Punjabi, PCP

Anna Rangel-Kataeva, PLP

Sheila Rempel, PCP

Gaëlle Reveyrand, PCP

Mary Rose Reyes, PCP

Hannah Rhee, PLP

Caroline Richer

Anita Riley, PLP

Opal Ritchie, PLP,CHRP

Kimberley Ronse

Khady Sar, PCP

Olga Savino-Lambe, PLP

Deborah Scott, PLP,FPC

Sarah Scott, PCP

Oksana Segovia, PLP

Esther Seidel, PLP,BA

Maijure Selvakumarasingam, PCP

Monica Shyleen Singh, PCP

Jennifer Small, PCP

Marty Sokolov, PLP,F.NPI

Cindy Southam, PLP

Elizabeth Stachniak, PLP

Connie Stang, PLP

Diana Stankovski, PLP

Giovanni Stea, PLP

Cayla Stiles-Clark, PCP,BA

Cathy Stinziano, PLP

Agnes Teper, PLP

Jannie Theriault, PCP

Justin Trudel, LAP

Tanya Twinn, PCP

Amanda Valliere, PCP

Mihaela Vulpin, PCP

Salika Welgama, PCP,CPHR

Patricia Westbrook, PLP,BA, CPP

Dianne Winsor, PLP,F.NPI

Jonathan Wong

Erin Wood, PLP

Chunnan Zhang, PLP



NATIONAL
PAYROLL
INSTITUTE