



# Cardata creates a compensation framework to support a sustainable growth model with Payscale



## Situation and challenge

### Company

Cardata

### Industry

Software development

### Size

70 employees

### Location

Toronto, Ontario, Canada

### Payscale products

Payfactors

HR Market Analysis

Cardata has been an innovator since its founding in 1999, delivering software and programs that simplify the mileage and vehicle reimbursement process for its clients. For the first two decades of its existence, Cardata was a 15-person, family owned and operated business with no real HR organization or talent strategy. There was no standardization on how pay decisions were made or raises awarded, and no safeguards against nepotism or bias.

When the company changed hands in 2021, its two new co-CEOs had a different vision. They wanted to bring people and culture to the forefront and put a formalized compensation structure in place that could efficiently scale as the company grew. A dedicated HR partner was brought on to build that structure from the ground up, ultimately evolving the compensation program into a total rewards system with data, transparency, and equity at its core.

The challenge for Cardata was that, unlike most tech companies, they are a search fund-backed company, not a venture capital-backed company, and their business model is focused on sustainable growth. This put Cardata in a position where they needed to find a source that not only provided the most comprehensive, relevant market data, but one that also fit within the budgetary constraints of the company. At the time, there was an HR department of one with multiple competing priorities, so it was equally important that the data be easy to access, search, and analyze without extra manual steps. Cardata found the right solution with HR Market Analysis from Payscale.

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Payfactors was affordable for Cardata and gave us valid data that refreshes more frequently than some of the bigger salary surveys I had worked with in the past. The data is reliable, and I have access to everything I need in one stop — I don't have to pull data from multiple, different sources into an Excel spreadsheet to calculate the averages. Everything I need is right there.

Lindsay Clayborne, CHRP  
People Partner, Cardata

## Solution and outcome

In the first 18 months that Cardata had a dedicated resource for HR, the company tripled in headcount. Positions were added to support client growth, existing roles were realigned, and new talent was recruited with the required skillsets to expand the product line as technology evolved. Cardata utilized Payfactors to understand market pricing for these new and changing roles, in addition to conducting a talent review to evaluate where the current staff fell within the proposed pay bands being built.

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The Payscale data has been tremendous in that it enables us to zoom in and narrow the data down to our specific market in terms of our revenue size, our team size, and our location. This allows us to ensure we are paying competitively, but also within our means. If we were just looking at Canada in general, and all company sizes, we'd be paying above the market by 10 to 15 percent. With Payscale, we know we're making smart decisions regarding compensation, so we can offer employees intangibles like job security at a time when other tech companies are having layoffs.

Lindsay Clayborne, CHRP  
People Partner, Cardata

## Benefits and results

Obtained one comprehensive source for current compensation data aligned with location, revenue, job type, and team size

Reduced the time it takes to price a job by 50 percent

Gained the ability to blend jobs and market data to match role requirements

Received high value, validated data at an accessible price

Ensured that they're paying competitively but within their means to support sustainable business growth

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We have to connect what we're doing with the business, and that's especially true when we're talking about compensation.

Lindsay Clayborne, CHRP  
People Partner, Cardata



**Payscale has been especially useful in our budget planning for next year. Being able to make informed proposals for what our head count budget is going to need to look like and being able to route that in the data from Payfactors has been really, really great. I like being a part of this wave of HR and people professionals who present ideas through the language of business, which is numbers and ROI, and making those data-driven decisions.**

**Lindsay Clayborne**, CHRP  
People Partner, Cardata

Not only can Cardata access more competitive, granular data with Payscale and test out different market scenarios before publishing the results, but they can also create pricing projects for different teams and map out positions using internal titles. This enables Cardata to blend jobs and capture the unique responsibilities needed for each role. Titles and descriptions vary across organizations, and having the ability to combine a chosen percentage of one job with a chosen percentage of another is incredibly powerful — and something Cardata hasn't been able to do with any of the free resources. Additionally, the Payscale pricing process has improved the efficiency of how quickly the Cardata team can match a job by over 50 percent.

In the year ahead, Cardata has plans to finalize and launch a clear compensation framework that includes all of the jobs within the organization and the associated pay bands. They want to be transparent about what it takes to get increases and how promotions will impact compensation, and they want to provide education on why the compensation system works the way it does. By putting this structure in place, Cardata can continue to grow sustainably as a company — so they can be there for their employees and customers and be set up for success both now, during times of economic headwinds, and in the future.

## About Payscale

As the industry leader in compensation management, Payscale is on a mission to help job seekers, employees, and businesses get pay right and to make sustainable fair pay a reality. Empowering more than 50% of the Fortune 500 in 198 countries, Payscale provides a combination of diverse and dynamic data sources, experienced compensation services, and scalable software to enable organizations such as Angel City Football Club, Target, Gainsight, and eBay to make fair and appropriate pay decisions.

**Pay is powerful.** To learn more, visit [payscale.com](https://payscale.com).

