

2023 Salary Projection Survey

Compensation insights
and trends for 2023

Summary Report

By LifeWorks | September 2022

LifeWorks

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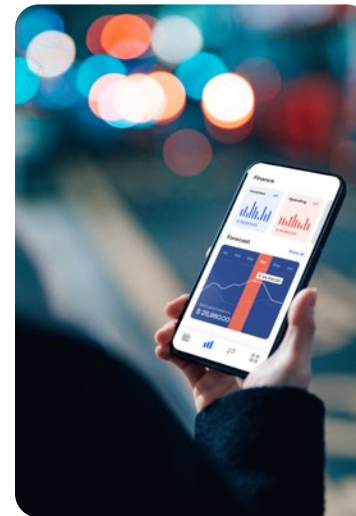
Overview of LifeWorks 2023 Salary Projection Survey

The results presented in this report are based on the summary analysis of responses collected between July and August 2022 to the 40th edition of the LifeWorks Salary Projection Survey. Reported information reflects a diverse group of organizations covering a broad cross-section of industries and sizes representing 548 employers across Canada.

This comprehensive report provides data on average salary budget increase percentages for 2022, along with anticipated projection increases for 2023. Our analysis provides data on average base salary budget.

The 2023 Salary Projection Survey report contains the following information:

- Segmented data (e.g. by province, industry etc.) and detailed analysis by LifeWorks' Total Rewards Compensation Consulting team
- Trending data from a consistent database of over 500 participants, many of which participate annually in our [Canadian Salary Surveys](#)
- Survey data includes actual 2022 and projected 2023 base salary increases and salary range structure adjustments. Market perspectives presents data inclusive of salary freezes ("with zeros") and exclusive ("without zeros")
- Summary results are for non-unionized employees



Survey highlights

We are pleased to present our 40th edition of the Salary Projection Survey including 548 organizations across Canada from various industries and sizes. For 2022, our data collection revealed on average, across all non-unionized employee levels, an annual base salary increase of 4.01% excluding salary freezes, and 3.77% including salary freezes. The slight difference between the two numbers shows that few organizations froze their salaries. In fact, only 5.7% of organizations made the decision to freeze salaries.

Looking ahead to 2023, even fewer organizations (1.5%) plan to freeze their salaries with 12% remaining undecided. In terms of anticipated increases for 2023, our analysis reveals that the overall average base salary increase will be 3.93% excluding salary freezes or 3.86% including salary freezes. These figures are higher than what has been observed in past years suggesting that inflation and labour shortage are putting strong pressure on employers.

Manitoba (4.75%), Nova Scotia (4.22%) and Quebec (4.16%) are the three provinces where we find the highest average base salary increase planned for 2023, excluding freezes. By industry, the highest projected average salary increases for 2023 in Canada, excluding freezes, are expected to be in Information Technology (4.73%), Real Estate (4.65%) and Farming and Fishing (4.60%).

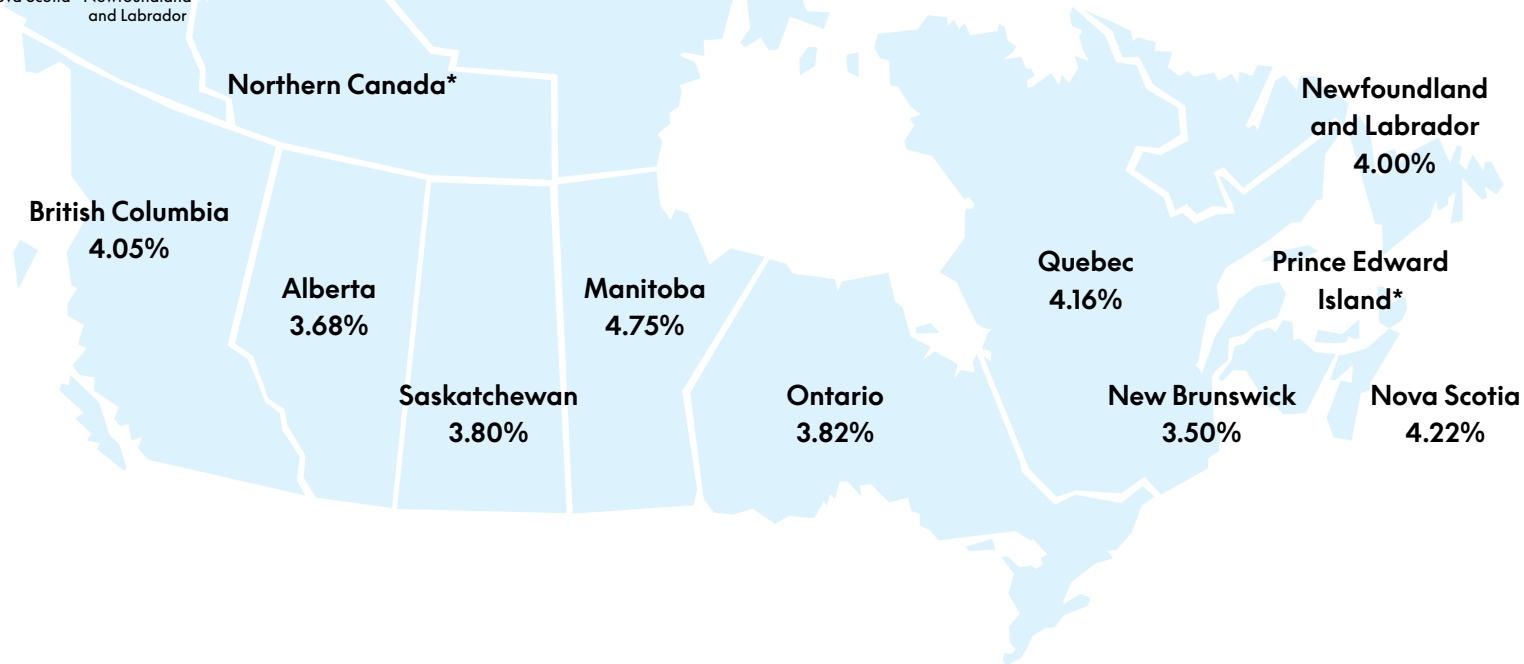
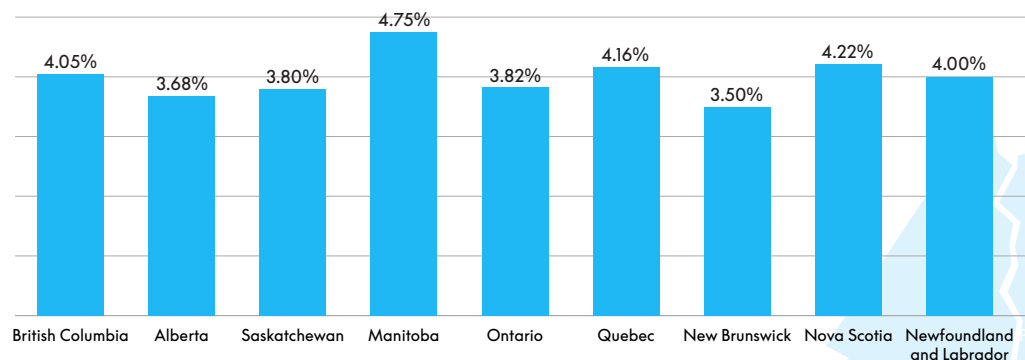


Looking ahead

2023 projected base salary increases are above what we have seen in past years

National average: 3.93%, excluding zeros

3.93%
Canadian
average

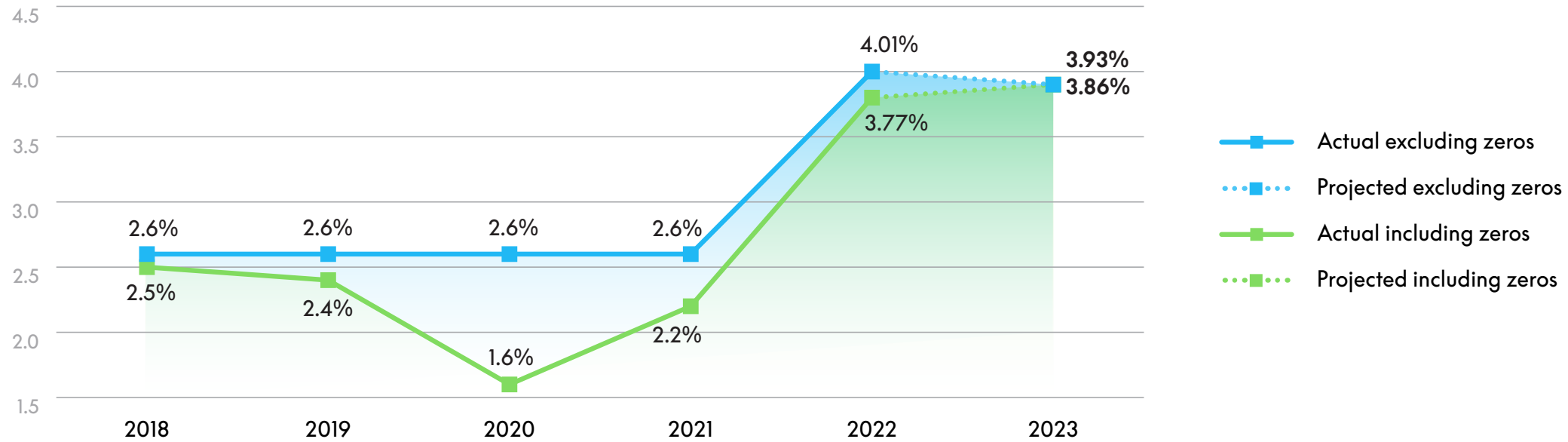


* No data to report for Northern Canada and Prince Edward Island

Year over year market movements

Average base salary increases

6-year National average base salary increase – excluding zeros/including zeros (freezes)



6%
2018 actual salary freezes

4%
2019 actual salary freezes

36%
2020 actual salary freezes

12%
2021 actual salary freezes

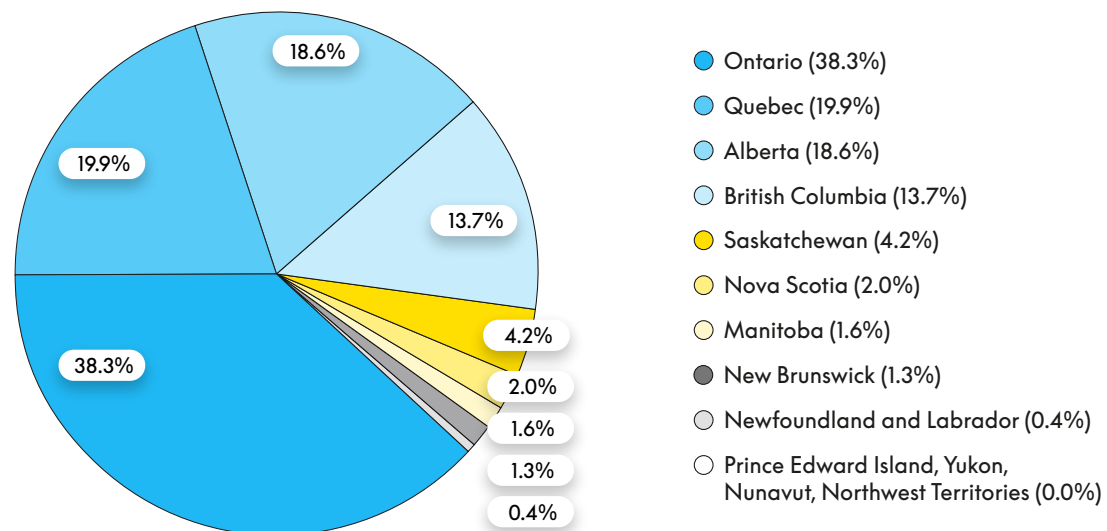
5.7%
2022 actual salary freezes

1.5%
2023 projected salary freezes

Participant profile

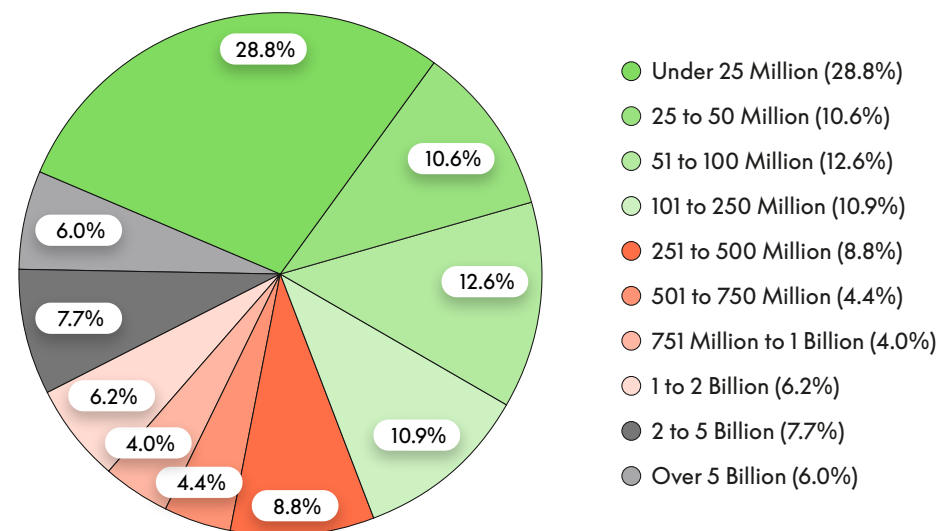
Canadian head office location

Below is a breakdown of the 548 survey participants based on the reported Canadian head office location:



Revenue / annual operating budget (\$, millions)

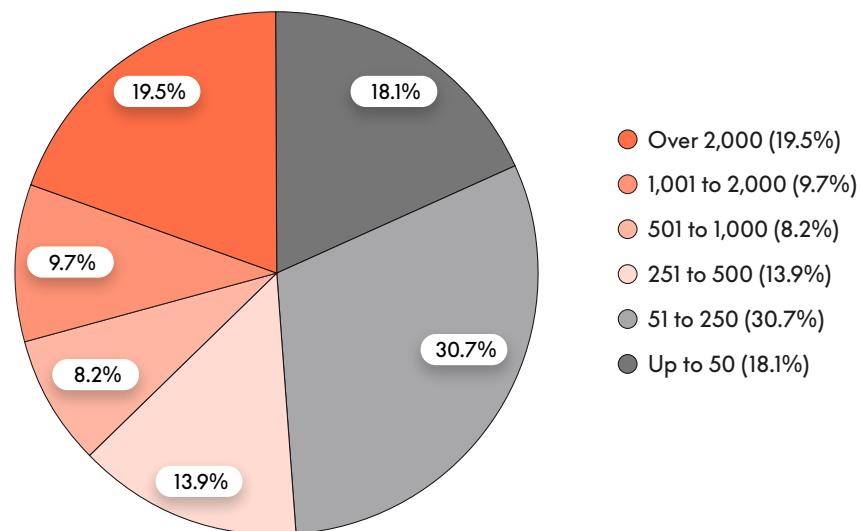
Below is a breakdown of the 548 survey participants based on the reported revenue / annual operating budget in Canada:



Participant profile (continued)

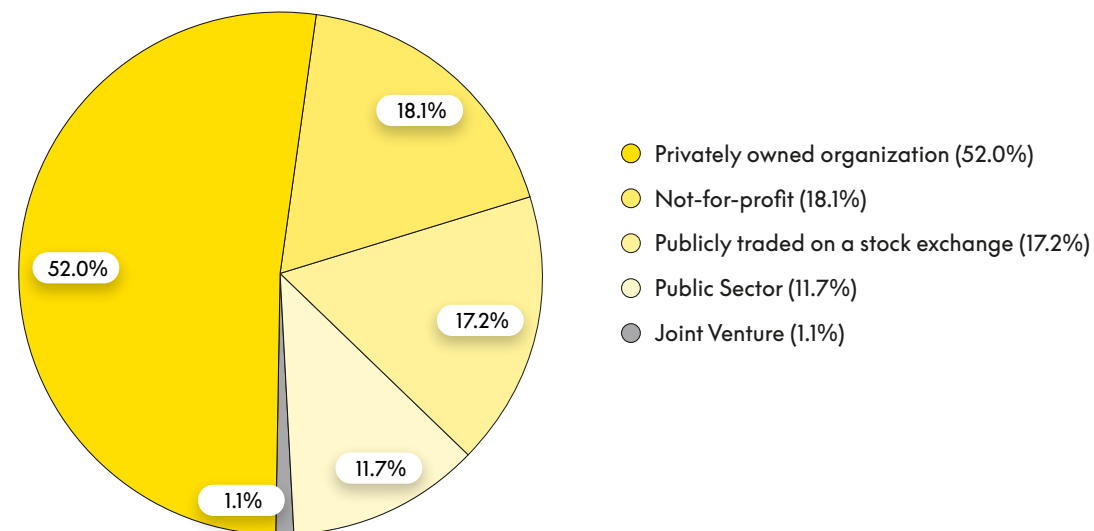
Number of full-time equivalents (FTE's)

Below is a breakdown of the 548 survey participants based on the number of full-time equivalents (FTE's):



Ownership type

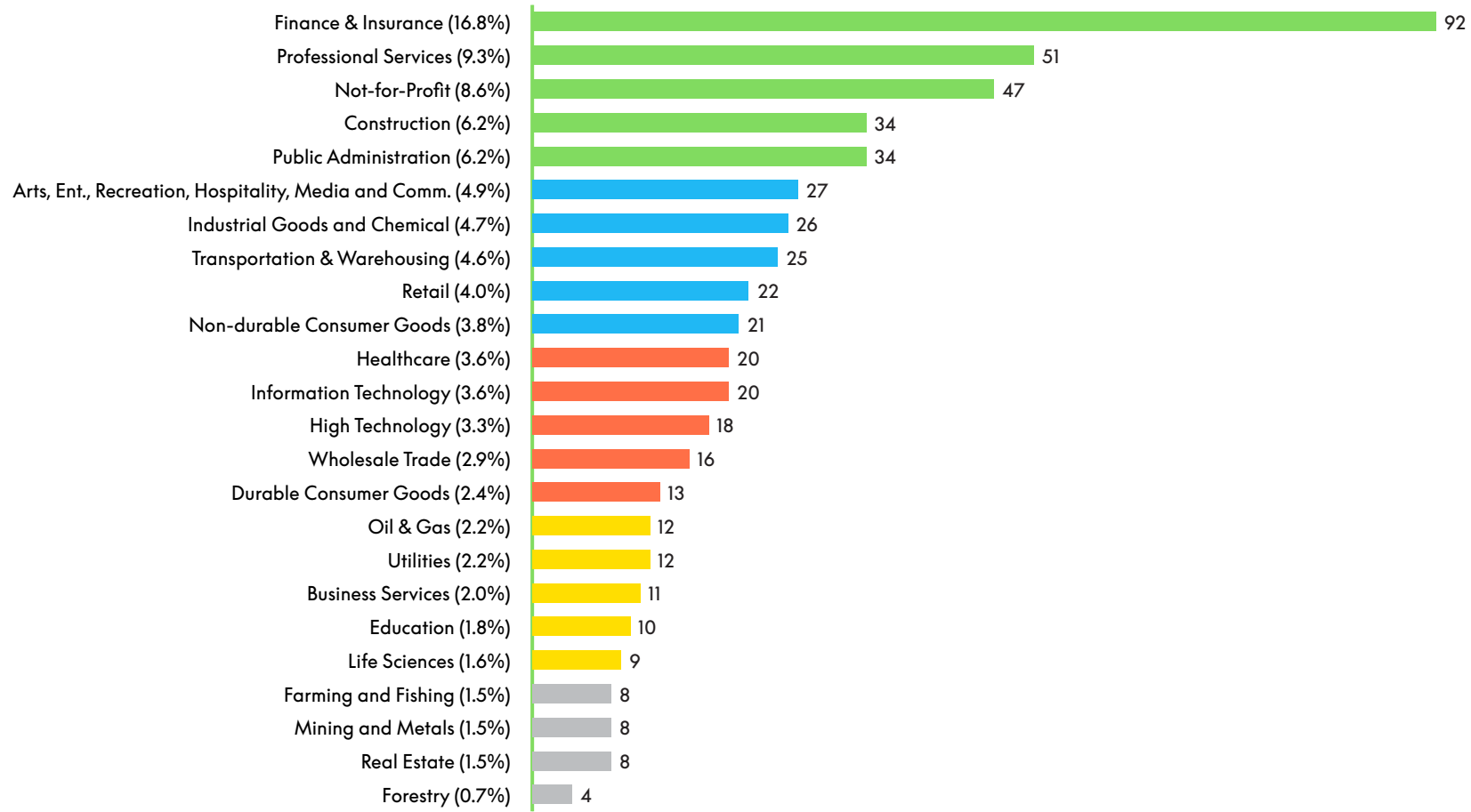
Below is a breakdown of the 548 survey participants based on the organization ownership type:



Participant profile (continued)

Organization industry

Below is a breakdown of the 548 survey participants based on industry:



Base salary increases

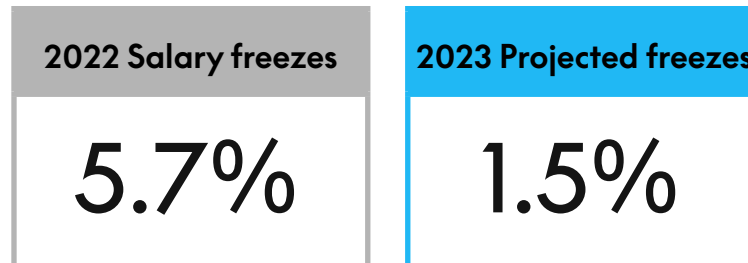
2022 actual and 2023 projections by region

Based on available data, provincial data shows the 2022 average base salary increase varies from 3.25% to 4.46% (including freezes) and from 3.25% to 5.14% (excluding freezes).

The 2023 projected average base salary increase varies from 3.50% to 4.75% for both including freezes and excluding freezes.

Province	2022 – Actual base salary increases (%)		2023 – Projected base salary increase (%)	
	Including freezes (with zeros)	Excluding freezes (without zeros)	Including freezes (with zeros)	Excluding freezes (without zeros)
British Columbia	4.12	4.30	4.05	4.05
Alberta	3.51	3.95	3.52	3.68
Saskatchewan	3.29	3.29	3.80	3.80
Manitoba	4.00	5.14	4.75	4.75
Ontario	3.52	3.73	3.74	3.82
Quebec	4.46	4.60	4.12	4.16
New Brunswick	3.25	3.25	3.50	3.50
Nova Scotia	3.27	3.59	4.22	4.22
Newfoundland and Labrador	*	*	*	*
National weighted average	3.77	4.01	3.86	3.93

* Insufficient data to report for Newfoundland and Labrador



Base salary increases (continued)

2022 actual and 2023 projections by industry

Industry data shows the 2022 average base salary increases vary from 2.34% to 4.86% (including freezes) and from 2.67% to 5.22% (excluding freezes).

The 2023 projected average base salary increases vary from 2.25% to 4.73% for both including freezes and excluding freezes.

Industry	2022 – Actual base salary increases (%)		2023 – Projected base salary increases (%)	
	Including freezes (with zeros)	Excluding freezes (without zeros)	Including freezes (with zeros)	Excluding freezes (without zeros)
Arts, Ent., Recreation, Hospitality, Media and Comm.	3.71	4.02	3.64	3.81
Business Services	3.77	4.19	4.15	4.15
Construction	4.01	4.14	4.08	4.08
Durable Consumer Goods	4.78	4.78	4.42	4.42
Education	2.53	3.16	3.06	3.06
Farming and Fishing	4.14	4.14	3.83	4.60
Finance & Insurance	3.87	4.00	3.94	3.99
Forestry	2.67	2.67	2.25	2.25
Healthcare	2.34	3.12	3.30	3.57
High Technology	4.68	4.68	4.54	4.54
Industrial Goods and Chemical	4.21	4.21	3.93	3.93
Information Technology	4.74	5.01	4.73	4.73
Life Sciences	4.04	4.04	3.97	3.97
Mining and Metals	4.60	4.60	3.81	3.81
Non-durable Consumer Goods	3.55	3.55	3.60	3.60
Not-for-Profit	3.36	3.59	3.83	3.83
Oil & Gas	3.80	4.15	3.50	3.50
Professional Services	4.35	5.22	4.20	4.50
Public Administration	2.50	2.75	2.93	2.93
Real Estate	4.86	4.86	4.65	4.65
Retail	3.77	3.77	3.50	3.50
Transportation & Warehousing	3.95	4.12	3.94	4.20
Utilities	3.12	3.12	3.05	3.05
Wholesale Trade	3.52	3.52	4.32	4.32
National weighted average	3.77	4.01	3.86	3.93

Salary range structure adjustments

2022 actual and 2023 projections by region

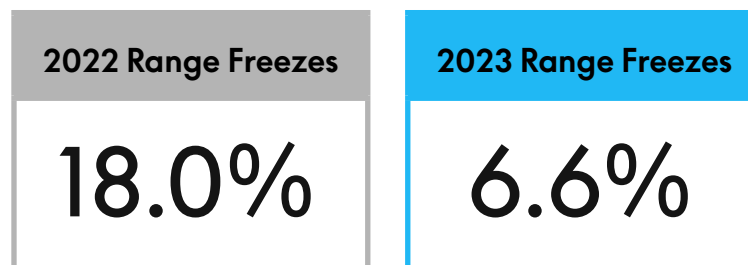
Based on available data, provincial data shows the 2022 average salary range structure adjustments vary from 1.19% to 3.22% (including freezes) and from 1.98% to 3.45% (excluding freezes).

The 2023 projected average salary range structure adjustments vary from 2.67% to 3.02% (including freezes) and from 2.67% to 3.33% (excluding freezes).

82%
of organizations
have a salary
range structure

Province	2022 – Actual salary range structure adjustments (%)		2023 – Projected salary range structure adjustments (%)	
	Including freezes (with zeros)	Excluding freezes (without zeros)	Including freezes (with zeros)	Excluding freezes (without zeros)
British Columbia	3.03	3.45	2.84	3.15
Alberta	1.91	3.33	2.91	3.30
Saskatchewan	2.23	2.48	2.85	3.03
Manitoba	2.04	2.72	2.86	3.33
Ontario	2.44	2.97	2.81	3.18
Quebec	3.22	3.30	3.02	3.06
New Brunswick	2.50	2.50	2.67	2.67
Nova Scotia	1.19	1.98	*	*
Newfoundland and Labrador	*	*	*	*
National weighted average	2.55	3.12	2.89	3.15

* Insufficient data to report for Nova Scotia and Newfoundland and Labrador



Salary range structure adjustments (continued)

2022 actual and 2023 projections by industry

Industry data shows the 2022 average salary range structure adjustments vary from 1.34% to 4.48% (including freezes) and from 2.28% to 4.48% (excluding freezes).

The 2023 projected average salary range structure adjustments vary from 1.50% to 4.63% (including freezes) and from 1.83% to 4.63% (excluding freezes).

Industry	2022 – Actual salary range structure adjustments (%)		2023 – Projected salary range structure adjustments (%)	
	Including freezes (with zeros)	Excluding freezes (without zeros)	Including freezes (with zeros)	Excluding freezes (without zeros)
Arts, Ent., Recreation, Hospitality, Media and Comm.	2.86	3.58	3.93	4.21
Business Services	4.24	4.24	3.31	4.42
Construction	2.43	3.11	2.83	3.00
Durable Consumer Goods	4.48	4.48	4.63	4.63
Education	1.89	2.43	2.22	2.54
Farming and Fishing	2.38	2.38	3.63	3.63
Finance & Insurance	2.29	2.69	2.84	3.23
Forestry	2.38	2.38	2.50	2.50
Healthcare	1.34	2.28	2.75	2.75
High Technology	3.18	3.67	2.91	2.91
Industrial Goods and Chemical	3.24	3.92	3.11	3.43
Information Technology	3.53	4.32	3.28	3.28
Life Sciences	3.64	4.16	2.70	2.70
Mining and Metals	3.75	3.75	3.10	3.10
Non-durable Consumer Goods	1.74	2.51	3.70	3.70
Not-for-Profit	2.10	3.03	2.24	2.70
Oil & Gas	2.64	3.08	3.17	3.17
Professional Services	2.91	3.66	3.00	3.92
Public Administration	1.97	2.35	2.62	2.62
Real Estate	2.01	3.35	1.50	2.25
Retail	2.55	3.10	2.62	2.62
Transportation & Warehousing	2.70	3.02	2.85	3.10
Utilities	1.76	2.42	1.83	1.83
Wholesale Trade	2.38	2.38	2.64	2.64
National weighted average	2.55	3.12	2.89	3.15

Salary range structure freezes

Overall in 2022, 18% of participants implemented a salary range structure freeze. Alberta saw the largest number of salary range structure freezes with 42.5% of participant organizations indicating "yes".

In 2023, 6.6% of the participants plan to freeze their salary range structure.

2022 actual and 2023 projections by region

Province	Year	Yes (%)	No (%)	Don't know (%)
British Columbia	2022	11.9	88.1	—
	2023	8.5	76.3	15.3
Alberta	2022	42.5	57.5	—
	2023	7.5	56.3	36.3
Saskatchewan	2022	9.5	90.5	—
	2023	4.8	76.2	19.0
Manitoba	2022	25.0	75.0	—
	2023	12.5	75.0	12.5
Ontario	2022	17.4	82.6	—
	2023	8.8	67.5	23.8
Quebec	2022	2.3	97.7	—
	2023	1.2	91.9	7.0
New Brunswick	2022	0.0	100.0	—
	2023	0.0	75.0	25.0
Nova Scotia	2022	40.0	60.0	—
	2023	0.0	40.0	60.0
Prince Edward Island	2022	—	—	—
	2023	—	—	—
Newfoundland and Labrador	2022	0.0	100.0	—
	2023	0.0	0.0	100.0
Northern Canada	2022	—	—	—
	2023	—	—	—
National weighted average	2022	18.0	82.0	—
	2023	6.6	71.5	21.9

Survey participants (n=548)

A&H Steel Ltd. (AB)	Alberta Securities Commission (AB)	Bartle & Gibson Co. Ltd. (AB)	Business Development Bank of Canada (QC)
A. Harvey Group of Companies (NFL)	Alcool NB Liquor (ANBL) (NB)	Baytex Energy (AB)	BWXT Canada Ltd (ON)
A4 Architecture + design (QC)	Algo (QC)	BC Hydro (BC)	C Lily Winston Group (AB)
Acadian Seaplants Limited (NS)	All Weather Windows (AB)	BC Lottery Corporation (BC)	CAA Club Group (ON)
Accor (ON)	Allteck (BC)	BC Pavilion Corporation (BC)	CAA-Québec (QC)
Acden (AB)	Alstar Group (AB)	BDO Canada LLP (ON)	Calfrac Well Services (AB)
ADGA Group Consultants Inc. (ON)	Alterfina (QC)	Beamdog (AB)	Calgary Economic Development (AB)
Admiral Insurance Services (NS)	Alterna Savings & Credit Union Ltd. (ON)	Benefits by Design (BBD) Inc. (ON)	Calgary Municipal Land Corporation (AB)
Advantage Box Company Limited (BC)	Aluminerie Alouette (QC)	BGY, Service financiers intégrés (QC)	Calgary Winter Club (AB)
Aegis Brands (ON)	AmeriCan Structures (QC)	BioSyent Inc. (ON)	Calian Group Ltd (ON)
Aéroport de Québec (QC)	Apex Performance Consultants (SK)	bitHeads (ON)	Cameco Corporation (SK)
AGF Investments (ON)	Aptus Benefits Inc. (BC)	Black & McDonald Limited (NS)	Canada Mortgage and Housing Corporation (ON)
Agnico Eagle Mines Limited (ON)	Array Marketing (ON)	Blake, Cassels & Graydon LLP (ON)	Canadian Air Transport Security Authority (ON)
Agropur (QC)	Asmodee Canada (QC)	Blue Solutions Canada (QC)	Canadian Association of Petroleum Producers (AB)
AGT Products Inc. (ON)	ASP Construction (QC)	BlueShore Financial Credit Union (BC)	Canadian Discovery Ltd. (AB)
AIC Global Holdings (ON)	Assiniboine Credit Union (MB)	Boehringer Ingelheim Canada Ltd. (ON)	Canadian Forces Morale and Welfare Services (CFMWS) (ON)
Air Inuit (QC)	Association of Neighbourhood Houses (BC)	Bonduelle (QC)	Canadian Group Insurance Brokers Inc (ON)
AirBoss of America Corp (ON)	Association Restauration Québec (QC)	Bot Construction Limited (ON)	Canadian Institute for Advanced Research (ON)
Alberta Blue Cross (AB)	ATB Financials (AB)	Bow Valley Credit Union (AB)	Canadian Medical Association (ON)
Alberta Central (AB)	ATCO Group (AB)	Brave Control Solutions Inc. (ON)	Canadian National Railway (QC)
Alberta Children's Hospital Foundation (AB)	Atkore FRE Composites (QC)	British American Tobacco (QC)	Canadian Nuclear Association (ON)
Alberta Health Services (AB)	Ausenco (BC)	British Columbia Real Estate Association (BC)	Canadian Nuclear Laboratories (ON)
Alberta Innovates (AB)	Avantis (QC)	Bromwich and Smith (AB)	Canadian Western Bank (AB)
Alberta Medical Association (AB)	Avmax Group Inc. (AB)	Bruce Power (ON)	Canalta Controls Ltd. (AB)
Alberta Motor Association (AB)	B2Gold Corp (BC)	BTY Group (BC)	Canoe Forest Products (BC)
Alberta Recycling Management Authority (AB)	Bank of Canada (ON)	Bulkley Valley Credit Union (BC)	

Canuck Place Children's Hospice (BC)
Cardinal Meat Specialists (ON)
Carleton University (ON)
Cascades (QC)
CBC/Radio-Canada (ON)
CDN Controls (AB)
Celero Solutions (AB)
Centennial Foodservice (AB)
Central Graphics and Container Group Ltd. (ON)
Centre de leadership et d'évaluation (ON)
CG Industrial Specialties (BC)
CGI Inc. (QC)
Chartright Air Group (ON)
Chemistry Industry Association of Canada (ON)
CIMA+ (QC)
Cineplex Entertainment (ON)
City of Grande Prairie (AB)
City of Kelowna (BC)
City of Markham (ON)
City of Mississauga (ON)
Civeo (AB)
Clark Construction Management (ON)
Cleantech Service Group Limited (BC)
Club de Golf KI-8-EB Ltée (QC)
CMLS Financial (BC)
CNIB (ON)
Coastal Community Credit Union (BC)
Cobourg Public Library (ON)
COGIWEB (QC)

Colas Canada Inc (ON)
Collège des médecins du Québec (QC)
College of Licensed Practical Nurses of Alberta (AB)
College of Physicians and Surgeons of BC (BC)
Colliers International (ON)
Colliers Project Leaders (ON)
Columbia College (AB)
Communications Plus Ltd (AB)
Communikategood (AB)
Community Futures North Okanagan (BC)
Compass Group Canada (ON)
ComQi Canada Inc. (ON)
Comtek Advanced Structures (ON)
Conagra Brands Canada Inc. (ON)
Conexus Credit Union (SK)
Congebec (QC)
Connect First Credit Union (AB)
Co-operators General Insurance (ON)
Corporation de services du Barreau
du Québec (QC)
County of Bruce (ON)
Covenant Health (AB)
COWI North America (BC)
Credit Union Central of Manitoba (MB)
Crombie (NS)
Crowfoot Village Family Practice (AB)
CSL Group Inc (QC)
CSS Pension Plan (SK)
CU Agencies Alliance Ltd. (BC)

Cybera (AB)
Danse Danse (QC)
Definity Insurance (ON)
Descartes Systems Group (ON)
Di-Corp (AB)
Diva International Inc. (ON)
Doctors of BC (BC)
DUCA (ON)
Dynacare (ON)
Eaton (ON)
Eddy Group Ltd (NB)
Eden Health Care Services (MB)
EEGT Inc. (QC)
Emcon Services Inc (BC)
Empire Communities (ON)
Encouraging Works Inc. (MB)
Enerflex Ltd. (AB)
Énergir (QC)
ENMAX Corporation (AB)
Environmental Resources Management (ON)
Epiroc (ON)
ERCO Worldwide (ON)
Evident Canada inc. (QC)
Exan (BC)
Excalibur Crossbow Canada Inc. (ON)
Exceldor (QC)
Exploron Corp. (AB)
Expocrete (AB)
Export Development Canada (ON)

Extendicare (ON)
Extrusions de Plastique Micro (QC)
Fairmont Banff Springs (AB)
Fairview Ltd. (ON)
Family Services of Greater Vancouver (BC)
Farm Credit Canada (SK)
Farrow (ON)
Federated Co-operatives Limited (SK)
Federation CJA (QC)
Fédération des caisses Desjardins (QC)
Fédération des coopératives funéraires
du Québec (QC)
Fédération interprofessionnelle de la santé
du Québec (QC)
FedEx Express Canada (ON)
Fillmore Construction (AB)
Financial and Consumer Services Commission
(New Brunswick) (NB)
Firefly Software (BC)
First Canadian Insurance Corporation (AB)
First Nations Health Authority (BC)
First Nations Tax Commission (BC)
First West Credit Union (BC)
Forest Protection Limited (NB)
Foresters Financial (ON)
FortisAlberta Inc. (AB)
Foster & Company (NB)
Fountain Tire (AB)
Fraser Group (ON)

Frima (QC)	Guard-X Inc. (QC)	Interior Savings Credit Union (BC)	Live to Play Sports (BC)
Fundserv Inc. (ON)	H&R Block Canada Inc. (AB)	Invest in Canada (ON)	LMI Technologies (BC)
Gamma Windows and Walls International Inc. (ON)	H2O Power Holdings (ON)	JD Irving Ltd (NB)	LNG Canada (AB)
Garage Moderne G.T. inc (QC)	Halifax Port Authority (NS)	John G. Hofland Ltd. (ON)	Loblaw Companies Limited (ON)
GardaWorld (QC)	Heart and Stroke Foundation of Canada (ON)	JOVACO Solutions Inc (QC)	Longo's (ON)
Gay Lea Foods (ON)	Héroux-Devtek (QC)	K+S Potash Canada GP (SK)	Loto-Québec (QC)
GCM Consultants (QC)	Hobart FEG Canada (ON)	Kal Tire (BC)	Louis Garneau (QC)
GE Aviation (QC)	Hockey Canada (AB)	Kellogg (ON)	LSM (QC)
Gensler - Canada (ON)	Hoffmann-La Roche Limited (ON)	Kenaidan Contracting Ltd. (ON)	LUCID VISION LABS, INC. (BC)
Giroux Arpentage inc. (QC)	Holt Renfrew (ON)	Kenway Mack Sluarchuk Stewart LLP (AB)	Luminus Financial Services & Credit Union Ltd (ON)
Global Power Technologies Inc. (AB)	Home Hardware Stores Limited (ON)	Kerr Financial (QC)	Manitoba Blue Cross (MB)
GM Financial (ON)	Hôpital vétérinaire Bellerive (QC)	Keyera Corp (AB)	Maple Leaf Foods (ON)
goeasy (ON)	HR Amur Consulting (ON)	Kicking Horse Coffee (BC)	Marcon (BC)
Goodwill Amity (ON)	HRM Pension Plan (NS)	Kids at Churchill Park (AB)	Mattamy Homes Corporation (ON)
Gordon Food Service (ON)	Huron Tractor (ON)	Kindred Credit Union (ON)	MaxSold (ON)
Gorman Bros Lumber Ltd (BC)	Hydro-Québec (QC)	Kinross Gold (ON)	Mayfair Diagnostics (AB)
GoTo (QC)	IAA (ON)	Kootenay Savings Credit Union (BC)	McGill University (QC)
Government of Saskatchewan (SK)	Igloo Software (ON)	Kuehne + Nagel (ON)	McKesson Canada (QC)
Graham Construction & Engineering Inc. (AB)	IGM Financial Inc. (ON)	Kuntz Electroplating Inc. (ON)	McMichael Canadian Art Collection (ON)
Great Canadian Entertainment (ON)	IGNIS Innovation Inc. (ON)	Lactanet (QC)	Meewasin Valley (SK)
Greater Victoria Housing Society (BC)	Independent Electricity System Operator (IESO) (ON)	Lambton Golf (ON)	Mélissa B.Goyer Opticienne Inc. (QC)
Green Shield Canada (ON)	Indigo Books & Music (ON)	Larsen & Shaw Limited (ON)	Meridian Credit Union (ON)
Groupe Deschenes (QC)	Industrielle alliance (QC)	Law Society of Alberta (AB)	Metrix (ON)
Groupe Filgo Sonic (QC)	Influence Marketing (ON)	Law Society of BC (BC)	Metro Toronto Convention Centre (ON)
Groupe Geloso (QC)	Inmind Technologies (QC)	LAWPRO (ON)	Middlesex Mutual Insurance Co. (ON)
Groupe Mundial (QC)	Innovative Medicines Canada (ON)	Le Centre franco (ON)	Midwest Surveys Inc. (AB)
Groupe Optimum inc. (QC)	Intact Financial Corporation (ON)	Le Groupe Maurice (QC)	Mission Group (BC)
Groupement des assureurs automobiles (QC)	Interfor (BC)	Ledcor (BC)	Mitsubishi Canada Limited (BC)
		Lindt & Sprungli (Canada), Inc. (ON)	MNP (AB)

Mobile Climate Control Inc. (ON)
Montessori Academy of London, Inc. (ON)
Moosehead Breweries Ltd (NB)
Morguard Investments Limited (ON)
Morison Insurance Brokers (ON)
Mouvement Desjardins (QC)
MRC de La Haute-Yamaska (QC)
MTE Logistix (AB)
Multiplex Construction Canada Ltd. (ON)
Musée McCord Stewart (QC)
Neovasc Medical Inc. (BC)
Niagara Casinos (ON)
NL Hydro (NFL)
Nmédia (QC)
NorLand Limited (BC)
NOVA Chemicals (AB)
Nova Scotia Utility and Review Board (NS)
Nureva Inc (AB)
N'ware Technologies Inc. (QC)
O'Dwyer Group (ON)
Onextra (ON)
Ontario Dental Association (ON)
Ontario Energy Board (ON)
Ontario Hospital Association (ON)
Ontario Medical Association (ON)
Ontario Mutual Insurance Association (ON)
Ontario Pension Board (ON)
Ontario Power Generation Inc. (ON)
Ontario Public Service (ON)

Ontario Real Estate Association (ON)
OpenText (ON)
Opération Enfant soleil (QC)
OPPA Credit Union (ON)
Opti-Club (QC)
Orix Geoscience (ON)
OTS Ltd. (NS)
OzTREKK educational services (ON)
Panasonic Canada Inc (ON)
Parama Credit Union Limited (ON)
Paramount Pallet (ON)
Paramount Resources Ltd. (AB)
Parkbridge Lifestyle Communities (ON)
Parkland Corporation (AB)
Parkland County (AB)
Parsons (ON)
Partenaires pour la réussite éducative
en Chaudière-Appalaches (PRÉCA) (QC)
Pathway Health (ON)
Peavey Industries LP (AB)
Pela (BC)
PetroChina Canada (AB)
Pharmasave West (BC)
Pink Elephant (ON)
Planipret (QC)
Plus Company Canada (QC)
Pomerleau (QC)
Pride Signs Ltd (ON)

Primary Engineering and Construction
Corporation (AB)
Procom (ON)
Produits Alimentaires Berthelet (QC)
Proline Management (BC)
Promutuel Assurance (QC)
PSB Boisjoli LLP (QC)
Psycho Bunny (QC)
Pure Life Carbon (AB)
Purolator Inc. (ON)
Qualico (MB)
R.C. Purdy Chocolates Ltd (BC)
Raymond James Ltd. (BC)
RBC (ON)
Read Jones Christoffersen (BC)
Real Estate Council of Alberta (AB)
Real Estate Webmasters (BC)
Recochem (QC)
Red Deer County (AB)
Regional Municipality of Wood Buffalo (AB)
Research Institute of the McGill University
Health Centre (QC)
Rexall (ON)
Rhodes & Williams Limited (ON)
Richardson International Limited (MB)
Richardson Wealth Ltd (ON)
Ridley College (ON)
RIRBC (BC)
Rise Air (SK)

Robertson Eadie & Associates (ON)
Rogers Communications (ON)
Rogers Foods Ltd. (BC)
Rosedale Golf Club (ON)
Ruby Rock Group (AB)
Rural Municipalities of Alberta (RMA) (AB)
Safran Helicopter Engines Canada (QC)
Samos Insure (ON)
Samuel, Son & Co (ON)
Sanofi(ON)
Saskatchewan Association Of Health
Organizations (SK)
Saskatchewan Association of Rehabilitation
Centres (SK)
Saskatchewan Indian Gaming Authority (SK)
Saskatchewan Mutual Insurance (SK)
Saskatchewan Pension Plan (SK)
SaskCentral (SK)
SciCan (ON)
Scotia Investments Limited (NS)
Scott Builders Inc. (AB)
Scouts Canada (ON)
SDI Marketing (ON)
Semex (ON)
Semios (BC)
SGS Canada Inc. (ON)
Shannex (NS)
Shared Value Solutions Ltd (ON)
SHEPP (SK)

Sherweb (QC)
SickKids (ON)
Sika Canada (QC)
SilverBirch Hotels & Resorts (BC)
Six Degrees Medical (ON)
Sleep Country Canada (ON)
SMS Equipment (AB)
Société des Alcools du Québec (SAQ) (QC)
SOCODEVI (QC)
Sofina Foods Inc (ON)
Sogefi (QC)
Soletanche Bachy Canada (ON)
Soleva (QC)
STAC (QC)
Stace (QC)
Standard Machine (SK)
Stephenson's Rental Services Inc. (ON)
STERIS (ON)
Storeforce Solutions Inc. (ON)
Storkcraft Manufacturing (BC)
Strathcona County (AB)
Stuart Olson Inc. (BIRD) (ON)
Sudbury Credit Union (ON)
Sun Life Financial (ON)
Sunshine Coast Credit Union (BC)
Sunwest Aviation Ltd. (AB)
Sunwing Travel Group (ON)
Surerus Murphy Joint Venture (AB)
Symcor (ON)

Synergy HR Consulting Inc. (AB)
Tarion (ON)
TC Transcontinental (QC)
TCU Financial Group (SK)
TD Bank Group (ON)
TE Wealth (AB)
Teck Resources Limited (BC)
Telecon Inc. (QC)
Tenaquip Limited (QC)
The Alberta New Home Warranty Program Group
of Companies (AB)
The Beer Store (ON)
The Calgary Zoo (AB)
The City of Calgary (AB)
The Corporation of the Town of Kirkland Lake (ON)
The Equitable Life Insurance Company
of Canada (ON)
The Estee Lauder Companies (ON)
The George Brown College Foundation (ON)
The Joyce Family Foundation (ON)
The Law Society of Ontario (ON)
The Miller Group (ON)
The Oppenheimer Group (Oppy) (BC)
The Roman Catholic Episcopal Corporation
for the Diocese of Peterborough (ON)
The Royal College of Physicians and Surgeons
of Canada (ON)
The Vancouver Club (BC)
The Wawanesa Mutual Insurance Company (MB)

Theratechnologies Inc (QC)
Thermal Systems KWC Ltd. (AB)
Tk'emlups te Secwepemc (BC)
Tolko Industries (BC)
Toronto Centre (ON)
Toronto Hydro (ON)
Torys LLP (ON)
Town of Aurora (ON)
Town of Banff (AB)
Town of Ladysmith (BC)
Toyo Tires (BC)
Transat (QC)
Turnay Electric Ltd (ON)
Turner & Townsend Canada Inc. (ON)
TV5 Québec Canada (QC)
UFA (AB)
Ukrainian Credit Union Limited (ON)
Union des producteurs agricoles (QC)
Uni-Select (QC)
United Way of the Alberta Capital Region (AB)
Unity Credit Union (SK)
University of Calgary (AB)
University of Toronto (ON)
Urban Strategies Inc. (ON)
Vancouver Fraser Port Authority (BC)
Vancouver Island Health Authority (BC)
Ventana Construction (BC)
VersaBank (ON)
VHA Home HealthCare (ON)

ViewPoint Realty Services (NS)
Ville de Beaconsfield (QC)
Ville de Candiac (QC)
Ville de Montréal (QC)
Ville de Port-Cartier (QC)
Ville de Vaudreuil-Dorion (QC)
Viterra (SK)
Vitruvi (AB)
Volker Stevin (AB)
Vtech Technologies (BC)
Walker Industries Holdings Limited (ON)
Werklund Family Office Inc (AB)
Westerkirk (BC)
Western Financial Group (AB)
Weyburn Credit Union (SK)
Wheatland County (AB)
Widerfunnel Marketing (BC)
Winpak Ltd. (MB)
Women in Need Society (AB)
Wood's Homes (AB)
Woozworld Inc (QC)
Workplace Safety and Insurance Board (ON)
Wright Construction (SK)
X-Chem (QC)
Xperigo (ON)
Yamaha Motor Canada (ON)

Methodology

The data for this report was collected through a secure online survey platform. Participation was open to all Canadian organizations, with the targeted primary audience of HR leaders and total reward practitioners. The data for the current report was collected in July and August, 2022.

- **Base salary increases:**
Salary budget adjustments typically include increases associated with salary range structure adjustment, length of service, cost of living, and/or merit pay. This does not include promotional increases.
- **Salary range structure adjustments:**
Salary structure adjustments reflect changes to salary range midpoints or salary scales' maximums.

Data was validated, analyzed and aggregated by LifeWorks' Compensation Consulting Team, comprised of experienced compensation consultants and survey administrators.

Calculations

To create our Salary Projection Survey, a minimal number of observations are required to ensure for sufficient and accurate reporting. A minimum of 3 observations are required to display averages. Each participant organization is equally weighted. Data is reported in aggregate to preserve participant confidentiality. Select tables may compute to slightly above or below 100% due to rounding.

Data statistic definitions

Mean / average

Sum of the data reported by each organization, divided by the total number of those organizations

Asterisk (*)

Insufficient data to report

Base salary

Actual salary provided to an employee for the time/ effort in performing the job they've been hired to do

Salary range structure

Where a formal salary structure exists, then this usually consists of an entry, midpoint and maximum for a collection of jobs assigned to the same pay grade or level.

LifeWorks – Compensation Consulting and Total Reward Surveys

Executive compensation and board governance

We work with boards and executive teams to understand their unique challenges, their culture and regulatory environment. Our pay programs are designed to be fair, and purposeful towards rewarding top talent and driving business results.

Broad-based compensation

We partner with organizations to ensure the employee value proposition remains market competitive and is not overlooked. Balancing market, internal and individual equity is what differentiates us and equips you to attract, retain and motivate the right talent.

Total Rewards Surveys

We maintain a national proprietary compensation database of over 600 participants, covering over 1000 surveyed positions. Whatever your organization's size, region or industry – our annual Canadian salary surveys provide fact driven insights on all reward elements to inform defensible total rewards program design.

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TELUS Health is a global healthcare company serving people in more than 160 countries delivering both digital innovation and clinical services to improve total physical, mental and financial health and wellness across the full spectrum of primary and preventative care. By leveraging the power of technology to deliver connected solutions and services both in-person and virtually, TELUS Health is improving access to care and revolutionizing the flow of information while facilitating collaboration, efficiency, and productivity for physicians, pharmacists, health authorities, allied healthcare professionals, insurers, employers and people globally, progressing its vision of transforming healthcare and empowering people to live healthier lives.

Our clinical team is composed of renowned and passionate health professionals around the world delivering best-in-class people-centric care to hundreds of thousands of employers, professionals and their families.

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