

# 2025

## Salary projection survey.

Compensation insights  
and trends for 2025.

By TELUS Health | September 2024

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# Overview of TELUS Health 2025 Salary Projection Survey.

The results presented in this report are based on the summary analysis of responses collected between July and August 2024 to the 42<sup>nd</sup> edition of the TELUS Health Salary Projection Survey. Reported information reflects a diverse group of organizations covering a broad cross-section of industries and sizes representing 356 employers across Canada.

This comprehensive report provides data on average salary budget increase percentages for 2024, along with projected increases for 2025.

The 2025 Salary Projection Survey report contains the following information:

- Segmented data (by province and by industry) and detailed analysis by the TELUS Health Compensation Consulting team
- Trending data from a consistent database of 356 participants, many of which participate annually in our Canadian Salary Survey
- Survey data includes actual 2024 and projected 2025 base salary increases and salary range structure adjustments. Market perspectives present 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 42<sup>nd</sup> edition of the Salary Projection Survey including 356 organizations across Canada from various industries and sizes. For 2024, our data collection revealed on average, across all non-unionized employee levels, an annual base salary increase of 3.67% excluding salary freezes, and 3.42% including salary freezes. The slight difference between the two numbers shows that few organizations froze their salaries. In fact, only 6.6% of organizations made the decision to freeze salaries.

Looking ahead to 2025, even fewer organizations (0.3%) plan to freeze their salaries with 18.5% remaining undecided. In terms of anticipated increases for 2025, our analysis reveals that the overall average base salary increase will be 3.45% excluding salary freezes and 3.44% including salary freezes. These figures are lower than what has been observed in the previous year, suggesting that the pressures of inflation have decreased for employers.

British Columbia (3.60%), Alberta (3.54%) and New Brunswick (3.50%) are the three provinces where we find the highest average base salary increases planned for 2025, excluding freezes. By industry, the highest projected average salary increases for 2025 in Canada, excluding freezes, are expected to be in Construction (4.13%), Real Estate (3.92%) and Business Services (3.90%).

**3.67%**  
base salary  
increase in 2024

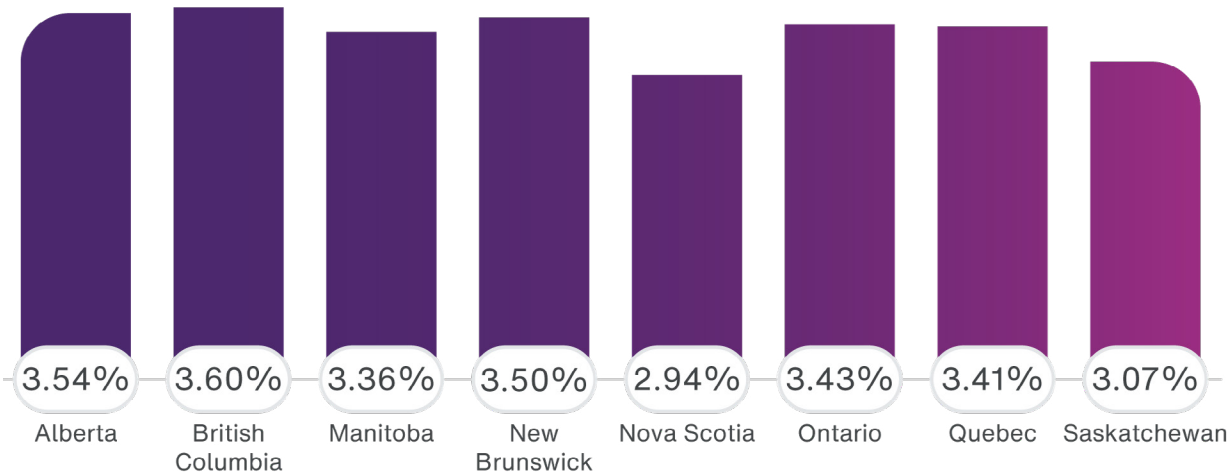
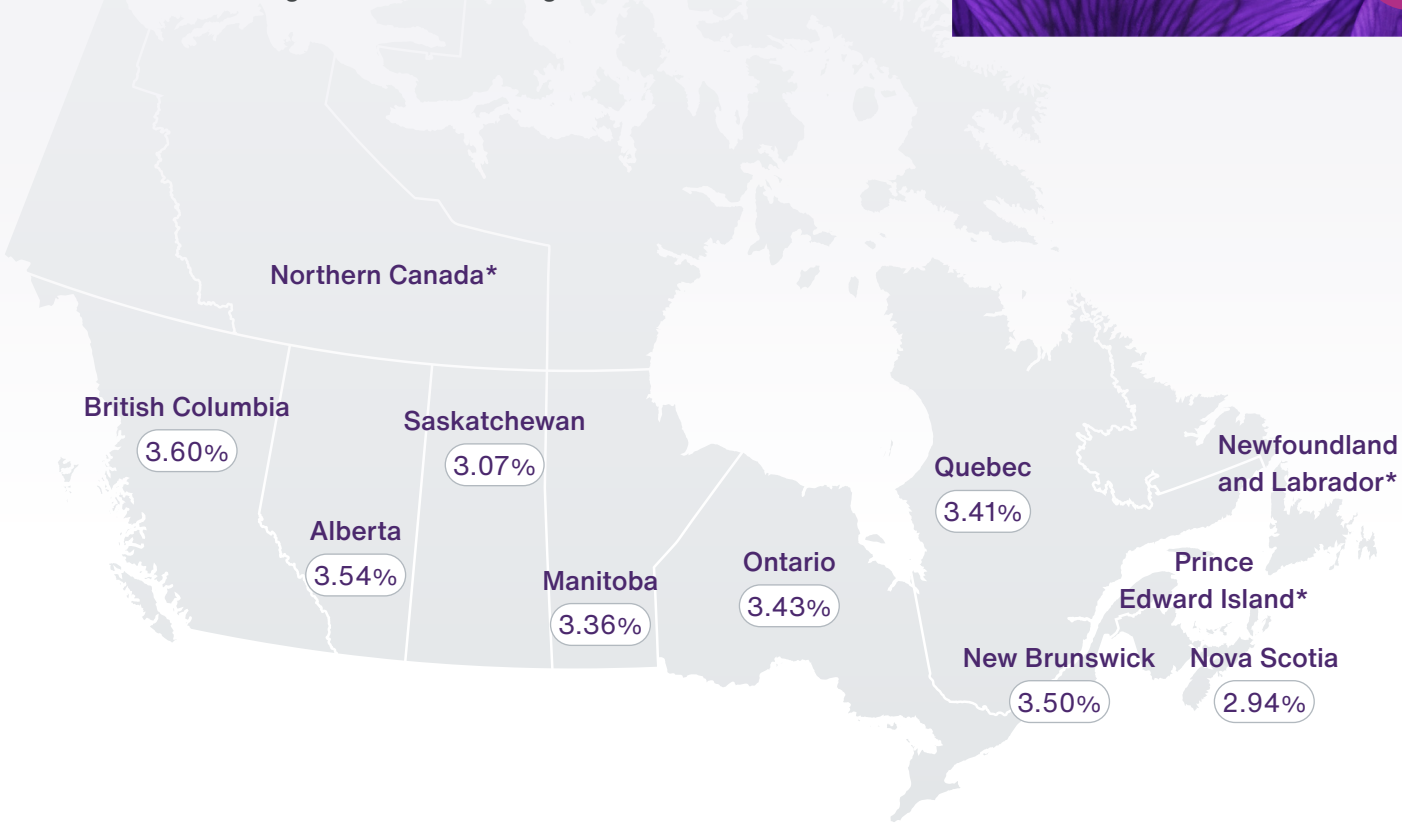
**356**  
participants

**3.45%**  
base salary  
increase in 2025

# Looking ahead.

2025 projected base salary increases are lower than what we have seen in past years  
 National average: 3.45%, excluding zeros.

**3.45%**  
 Canadian average  
 excluding salary freezes.

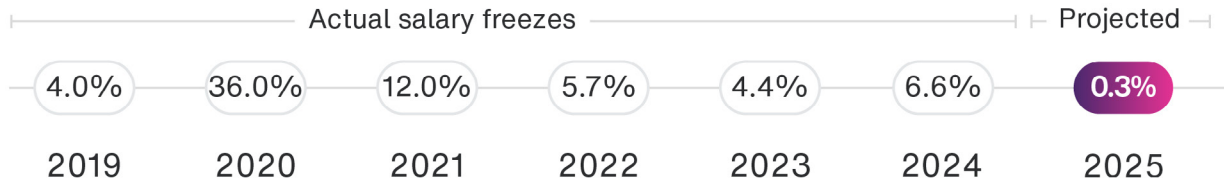
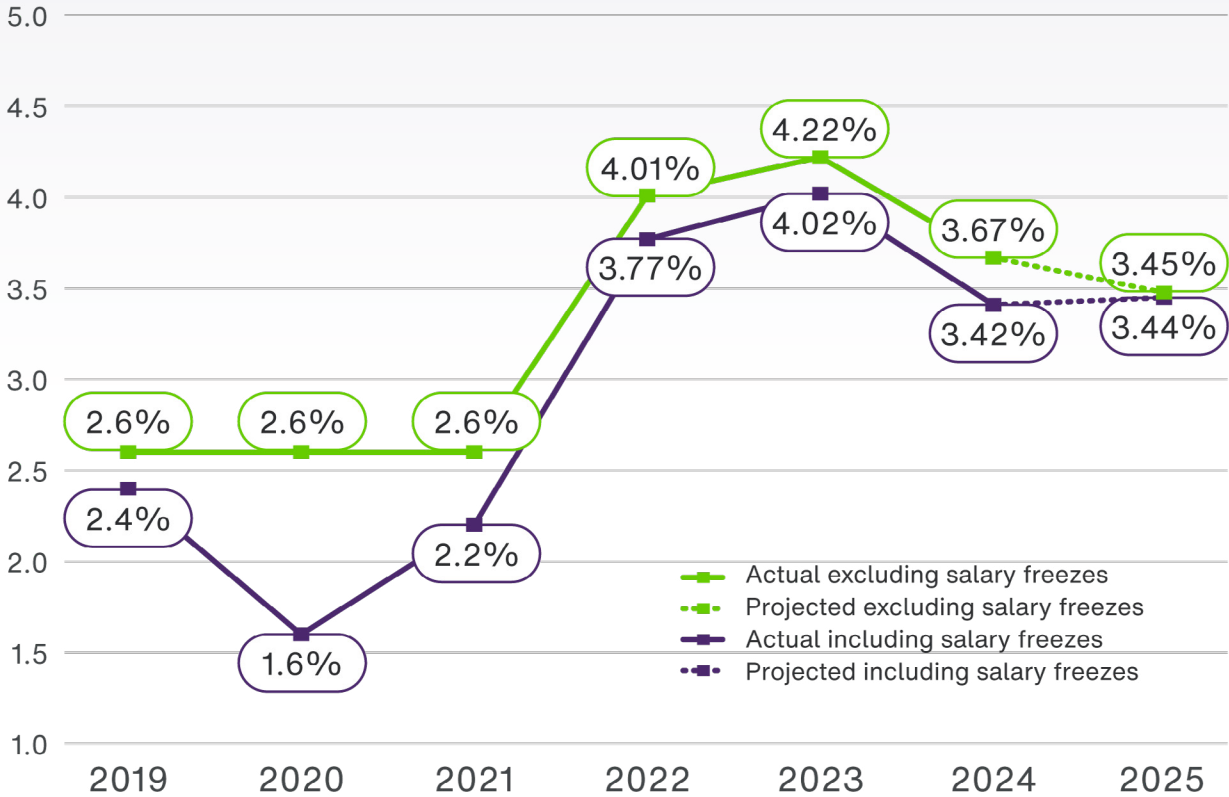



\* Insufficient data to report for Northern Canada, Newfoundland and Labrador and Prince Edward Island.

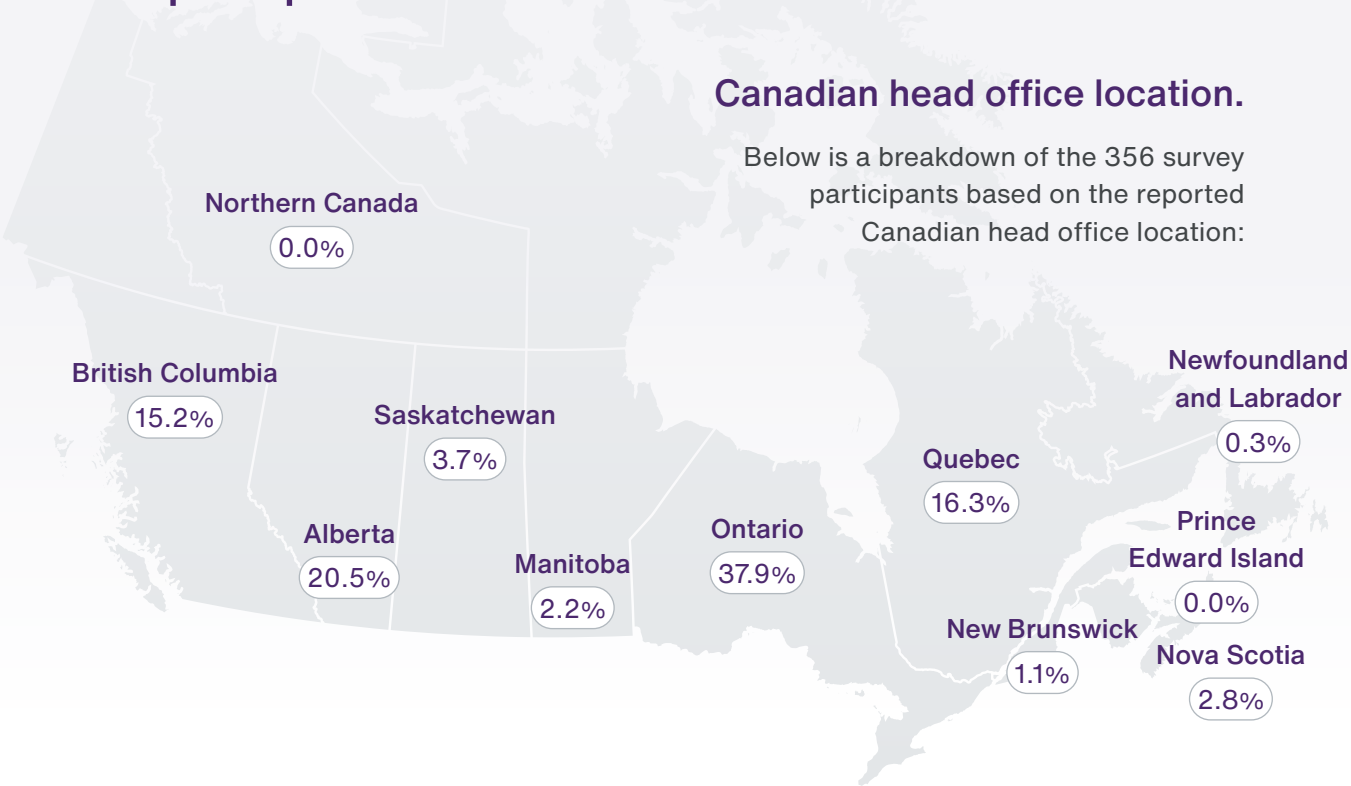
# Year over year market movements.

## Average base salary increases.

6-year actual National average base salary increases – excluding salary freezes/including salary freezes.



# Participant profile.

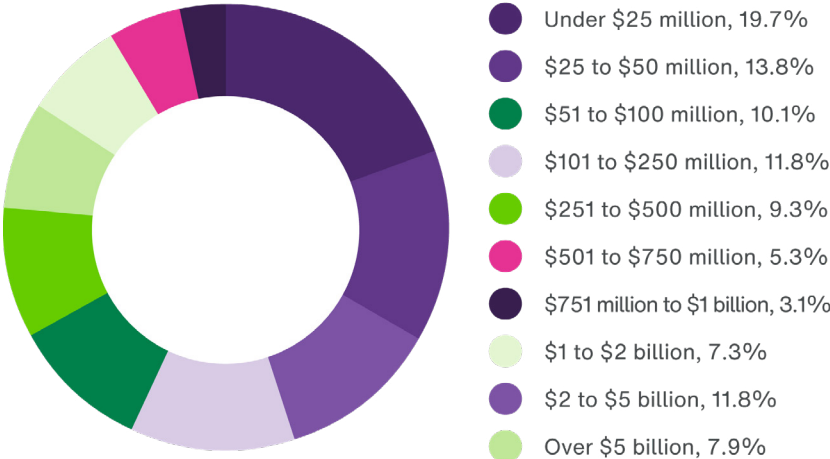


## Canadian head office location.

Below is a breakdown of the 356 survey participants based on the reported Canadian head office location:

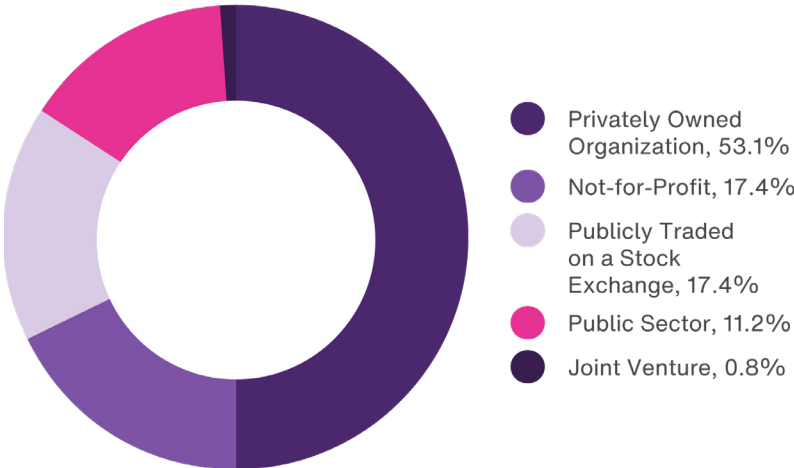
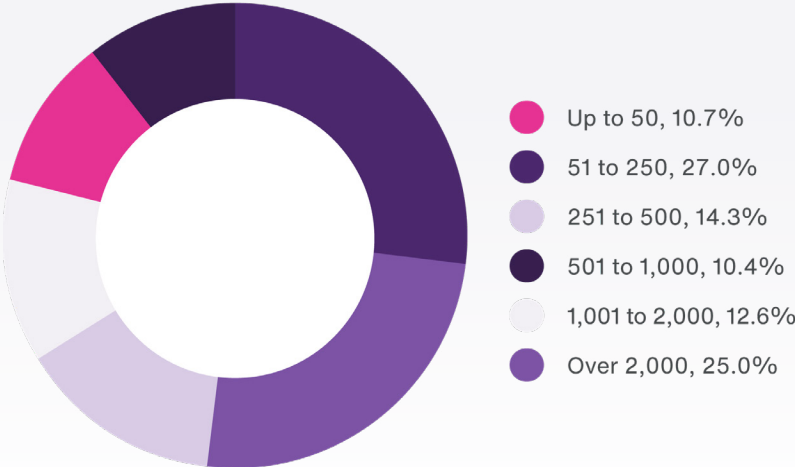
## Revenue / annual operating budget.

To the right is a breakdown of the 356 survey participants based on the reported revenue / annual operating budget in Canada:



### Number of full-time equivalents (FTE's).

To the right is a breakdown of the 356 survey participants based on the number of full-time equivalents (FTE's):



### Ownership type

To the left is a breakdown of the 356 survey participants based on the organization ownership type:



# Organization industry.

Below is a breakdown of the 356 survey participants based on industry:



## Base salary increases.

### 2024 actual and 2025 projections by region.

Based on available data, provincial data shows the 2024 average base salary increase varies from 2.94% to 3.95% (including salary freezes) and from 2.94% to 4.00% (excluding salary freezes).

The 2025 projected average base salary increase varies from 2.94% to 3.60% for both including salary freezes and excluding salary freezes.

2024 Salary freezes:

**6.6%**



2025 Projected salary freezes:

**0.3%**

Province	2024 – Actual base salary increases (%)		2025 – Projected base salary increases (%)	
	Including salary freezes	Excluding salary freezes	Including salary freezes	Excluding salary freezes
Alberta	3.22	3.63	3.54	3.54
British Columbia	3.57	3.79	3.60	3.60
Manitoba	3.95	3.95	3.36	3.36
New Brunswick	3.69	3.69	3.50	3.50
Newfoundland and Labrador	*	*	*	*
Northern Canada	*	*	*	*
Nova Scotia	2.94	2.94	2.94	2.94
Ontario	3.44	3.58	3.43	3.43
Prince Edward Island	*	*	*	*
Quebec	3.44	3.85	3.35	3.41
Saskatchewan	3.69	4.00	3.07	3.07
<b>National weighted average</b>	<b>3.42</b>	<b>3.67</b>	<b>3.44</b>	<b>3.45</b>

\* Insufficient data to report for Northern Canada, Prince Edward Island and Newfoundland and Labrador.

## 2024 actual and 2025 projections by industry.

Industry data shows the 2024 average base salary increases vary from 2.44% to 4.83% (including salary freezes) and from 2.79% to 4.83% (excluding salary freezes).

The 2025 projected average base salary increases vary from 2.75% to 4.13% for both including salary freezes and excluding salary freezes.

Industry	2024 – Actual base salary increases (%)		2025 – Projected base salary increases (%)	
	Including salary freezes	Excluding salary freezes	Including salary freezes	Excluding salary freezes
Arts, ent., recreation, hospitality	3.56	3.56	3.39	3.39
Business services	4.58	4.58	3.90	3.90
Construction	4.01	4.18	4.13	4.13
Consumer goods (durable)	2.80	3.27	3.08	3.08
Consumer goods (non-durable)	3.12	3.75	3.31	3.31
Education	3.31	3.31	2.93	2.93
Finance & insurance	3.58	3.73	3.46	3.46
Healthcare	2.75	2.96	2.92	2.92
High technology	3.43	3.43	3.20	3.20
Industrial goods and chemical	2.84	3.50	3.31	3.31
Information technology	2.44	2.79	3.04	3.04
Life sciences	3.96	3.96	3.48	3.48
Media and telecommunications	2.94	2.94	3.33	3.33
Mining, metals and forestry	3.58	3.87	3.40	3.40
Not-for-profit	3.88	4.09	3.59	3.59
Oil & gas	3.20	3.56	3.83	3.83
Professional services	3.05	3.68	3.57	3.57
Public administration	3.10	3.10	2.75	2.75
Real estate	4.83	4.83	3.92	3.92
Retail	2.93	3.27	3.19	3.19
Transportation & warehousing	3.47	3.47	3.06	3.50
Utilities	3.48	3.48	3.24	3.24
Wholesale trade	3.44	3.44	3.50	3.50
<b>National weighted average</b>	<b>3.42</b>	<b>3.67</b>	<b>3.44</b>	<b>3.45</b>

# Salary range structure adjustments.

## 2024 actual and 2025 projections by region.

Based on available data, provincial data shows the 2024 actual average salary range structure adjustments vary from 2.17% to 2.82% (including salary range freezes) and from 2.17% to 3.11% (excluding salary range freezes). The 2025 projected average salary range structure adjustments vary from 1.95% to 2.90% (including salary range freezes) and from 2.00% to 2.99% (excluding salary range freezes). For 2025, 27.7% of the organizations do not yet know if they will apply a salary range freeze. 86% of organizations have a salary range structure.

2024 Salary range freezes:

# 16.2%

2025 Salary range freezes:

# 6.8%



Province	2024 - Actual salary range structure increases (%)		2025 - Projected salary range structure increases (%)	
	Including salary range freezes	Excluding salary range freezes	Including salary range freezes	Excluding salary range freezes
Alberta	2.27	2.84	1.95	2.42
British Columbia	2.60	3.11	2.90	2.99
Manitoba	2.57	2.57	2.07	2.07
New Brunswick	2.17	2.17	2.00	2.00
Newfoundland and Labrador	*	*	*	*
Northern Canada	*	*	*	*
Nova Scotia	2.50	3.00	2.60	2.60
Ontario	2.25	2.92	2.38	2.84
Prince Edward Island	*	*	*	*
Quebec	2.52	2.81	2.62	2.69
Saskatchewan	2.82	2.82	2.90	2.90
<b>National weighted average</b>	<b>2.40</b>	<b>2.89</b>	<b>2.44</b>	<b>2.72</b>

\*Insufficient data to report for Newfoundland and Labrador, Northern Canada and Prince Edward Island.

## 2024 actual and 2025 projections by industry.

Industry data shows the 2024 average salary range structure adjustments vary from 1.35% to 3.88% (including salary range freezes) and from 2.40% to 4.54% (excluding salary range freezes). The 2025 projected average salary range structure adjustments vary from 0.83% to 3.42% (including salary range freezes) and from 1.75% to 3.67% (excluding salary range freezes).

Industry	2024 - Actual salary range structure increases (%)		2025 - Projected salary range structure increases (%)	
	Including salary range freezes	Excluding salary range freezes	Including salary range freezes	Excluding salary range freezes
Arts, ent., recreation, hospitality	1.87	2.70	2.68	2.68
Business services	3.63	4.54	2.75	3.67
Construction	2.22	2.96	2.67	2.91
Consumer goods (durable)	2.08	2.50	2.63	2.63
Consumer goods (non-durable)	2.68	2.68	2.78	2.78
Education	2.71	2.71	2.50	2.50
Finance & insurance	2.21	2.59	2.38	2.56
Healthcare	2.37	3.08	2.21	2.58
High technology	2.78	3.12	2.68	2.68
Industrial goods and chemical	2.79	3.25	2.27	2.96
Information technology	3.04	3.04	2.48	2.48
Life sciences	1.35	2.70	1.35	2.70
Media and telecommunications	2.10	2.80	0.83	2.50
Mining, metals and forestry	2.66	2.95	2.13	2.83
Not-for-profit	2.41	2.91	2.07	2.59
Oil & gas	1.71	2.40	3.05	3.05
Professional services	1.73	2.98	2.70	2.95
Public administration	2.66	2.66	1.75	1.75
Real estate	3.88	3.88	3.42	3.42
Retail	2.01	2.62	2.37	2.37
Transportation & warehousing	2.96	2.96	2.94	2.94
Utilities	2.60	2.88	1.86	2.17
Wholesale trade	3.25	3.25	3.20	3.20
<b>National weighted average</b>	<b>2.40</b>	<b>2.89</b>	<b>2.44</b>	<b>2.72</b>

## Salary range structure freezes.

Overall in 2024, 16.2% of participants applied a salary range structure freeze.

Ontario saw the largest number of salary range structure freezes with 22.0% indicating “yes”.

In 2025, 6.8% of the participants plan to freeze their salary range structures.

### 2024 actual and 2025 projected salary range structure freezes by region.

Province	Year	Yes (%)	No (%)	Don't know (%)
Alberta	2024	18.3%	81.7%	-
	2025	11.7%	53.3%	35.0%
British Columbia	2024	15.6%	84.4%	-
	2025	2.2%	80.0%	17.8%
Manitoba	2024	0.0%	100.0%	-
	2025	0.0%	87.5%	12.5%
New Brunswick	2024	0.0%	100.0%	-
	2025	0.0%	100.0%	0.0%
Newfoundland and Labrador	2024	0.0%	100.0%	-
	2025	0.0%	100.0%	0.0%
Northern Canada	2024	-	-	-
	2025	-	-	-
Nova Scotia	2024	16.7%	83.3%	-
	2025	0.0%	83.3%	16.7%
Ontario	2024	22.1%	77.9%	-
	2025	10.4%	57.5%	32.1%
Prince Edward Island	2024	-	-	-
	2025	-	-	-
Quebec	2024	10.0%	90.0%	-
	2025	2.0%	80.0%	18.0%
Saskatchewan	2024	0.0%	100.0%	-
	2025	0.0%	46.2%	53.8%
National weighted average	2024	16.2%	83.8%	-
	2025	6.8%	65.4%	27.7%

## Survey participants (n=356).

A&H Steel Ltd. (AB)  
A. Harvey Group of Companies (NL)  
Access Communications (SK)  
Aegis Brands (ON)  
Affinity Credit Union (SK)  
Agincourt Community Services Association (ON)  
Agnico Eagle Mines Limited (ON)  
Agropur (QC)  
AIC Global Holdings Inc. (ON)  
Air Inuit (QC)  
Aisin Canada Inc. (ON)  
Al G. Brown & Associates (ON)  
Alberta Blue Cross (AB)  
Alberta Children's Hospital Foundation (AB)  
Alberta Gaming, Liquor and Cannabis (AB)  
Alberta Health Services (AB)  
Alberta Motor Association (AB)  
Alberta New Home Warranty Program (AB)  
Alberta Securities Commission (AB)  
All Weather Windows (AB)  
Alterna Savings & Credit Union Ltd. (ON)  
Aluminerie Alouette Inc. (QC)  
American Eagle Outfitters (ON)  
Amity Goodwill Industries (ON)  
AON Inc. (ON)  
ARC Régimes Collectifs Inc. (QC)  
Assiniboine Credit Union (MB)  
Association des scouts du Canada (QC)  
ATB Financial (AB)  
ATCO Group (AB)  
AtkinsRéalis (QC)  
Autolog (QC)  
Avmax Group Inc. (AB)  
Axxess International (QC)  
B2Gold Corp. (BC)  
Baker & McKenzie LLP (ON)  
Bank of Canada (ON)  
Baycrest (ON)  
Baytex Energy (AB)  
BC Cancer Foundation (BC)  
BC Hydro (BC)  
BC Real Estate Association (BC)  
BGY, Services Financiers Intégrés Inc. (QC)  
Bird Construction (ON)  
Bluedrop Training & Simulation (NS)  
BlueShore Financial Credit Union (BC)  
British Columbia Lottery Corporation (BC)  
Bruce Power (ON)  
Business Development Bank of Canada (QC)  
BWXT Canada Ltd. (ON)  
CAA-Québec (QC)  
Cadillac Fairview Corporation Ltd (ON)  
Calfrac Well Services (AB)  
Calgary Co-operative Association Limited (AB)  
Calgary Inter Faith Food Bank Society (AB)  
Calgary Winter Club (AB)  
Calgary Zoo (AB)  
California Innovations (ON)  
Cameco Corporation (SK)  
Canada Diagnostic Centres (AB)  
Canada Mortgage and Housing Corporation (ON)  
Canada's Drug Agency (ON)  
Canada's Ocean Supercluster (NS)  
Canadian Air Transport Security Authority (CATSA) (ON)  
Canadian Centre for Child Protection (MB)  
Canadian Forces Morale & Welfare Services (ON)  
Canadian Medical Association (ON)  
Canadian National Railway Company (QC)  
Canadian Nuclear Association (ON)  
Canadian Western Bank (AB)

Canuck Place Children's Hospice (BC)  
 Carmichael Engineering Ltd (QC)  
 Cascade Aerospace Inc (BC)  
 CBC/Radio-Canada (ON)  
 CDN Controls Ltd. (AB)  
 Celero Solutions (AB)  
 Central 1 Credit Union (BC)  
 CGIS (BC)  
 CIFAR (ON)  
 CIMA+ (QC)  
 City of Grande Prairie (AB)  
 Civeo (AB)  
 Clarins Canada Inc. (QC)  
 Clark Builders (AB)  
 CMLS Financial (ON)  
 Coldhaus Direct (ON)  
 College of Licensed Practical Nurses of Alberta (AB)  
 College of Physicians and Surgeons of BC (BC)  
 Colliers International (ON)  
 Colliers Project Leaders (ON)  
 Collins Industries Ltd. (AB)  
 Computronix (Canada), Ltd. (AB)  
 Confiserie Mondoux (QC)  
 Convergint (AB)  
 CORE benefit consulting ltd. (BC)  
 Corus Entertainment (ON)  
 Crestview Group (AB)  
 Cybera (AB)  
 Definity Insurance (ON)  
 Deloitte (ON)  
 Denison Mines Corp (ON)  
 Dentons Canada (ON)  
 Desjardins (QC)  
 Destination Owl's Head (QC)  
 DEVICOM INC. (QC)  
 Doctors of BC (BC)  
 DP World Canada Inc. (BC)  
 DSV Air & Sea (ON)  
 Dubois Agrinovation inc. (QC)  
 DUCA Financial Services Credit Union Ltd. (ON)  
 Ducks Unlimited Canada (MB)  
 Eaton (ON)  
 Eddy Group Limited (NB)  
 Emcon Services Inc (BC)  
 Emera Inc. (NS)  
 Enercare Inc. (ON)  
 Energera International Inc. (AB)  
 Énergir (QC)  
 Epiroc (ON)  
 Eventbase (BC)  
 Explore Edmonton Corporation (AB)  
 Exploron Corporation (AB)  
 Export Development Canada (ON)  
 Expresco Foods Inc. (QC)  
 EY (QC)  
 Fable Tech Labs (ON)  
 Farm Credit Canada (SK)  
 Federation CJA (QC)  
 Fédération des coopératives funéraires du Québec (QC)  
 FGF Brands (ON)  
 Firefly Software (BC)  
 First Majestic Silver Corp. (BC)  
 First Nations Health Authority (BC)  
 First West Credit Union (BC)  
 FLINT Corp (AB)  
 FortisAlberta Inc. (AB)  
 FortisBC Inc. (BC)  
 Fountain Tire (AB)  
 Fraser Group (ON)  
 Fraser Valley Seismic (BC)  
 Fraserway RV (BC)  
 G Adventures (ON)  
 GardaWorld (QC)  
 Gateway Casinos & Entertainment Limited (BC)  
 Gensler Canada (ON)



Geotech Drilling Services Ltd. (BC)  
 GoodLife Fitness (ON)  
 Gordon Food Service (ON)  
 Gore Mutual Insurance Company (ON)  
 Government of Alberta (AB)  
 Gowling WLG Canada (ON)  
 Graham Construction & Engineering Inc. (AB)  
 Great Canadian Entertainment (ON)  
 Greater Vancouver REALTORS® (BC)  
 Greater Victoria Harbour Authority (BC)  
 Groupement des assureurs automobiles (QC)  
 Henry Schein Canada, Inc. (ON)  
 Henrys (ON)  
 Heritage Service Group Canada (BC)  
 Héroux-Devtek (QC)  
 HJV Equipment (ON)  
 Hoffmann-La Roche Limited (ON)  
 Home Hardware Stores Limited (ON)  
 Houle Electric Limited (BC)  
 Hydro-Québec (QC)  
 iA Financial Group (QC)  
 IGM (ON)  
 Imperial Tobacco Canada Limited (QC)  
 Independent Electricity System Operator  
 IESO (ON)  
 Industries Show Canada Inc (QC)  
 International Institute of Business  
 Analysis (ON)  
 IPG Mediabrands (ON)  
 Jamieson Wellness Inc. (ON)  
 KalTire (BC)  
 Keyera Corp (AB)  
 Keywords Studios Canada (QC)  
 Kicking Horse Coffee (BC)  
 Kids @ Churchill Park (AB)  
 Kiewit Canada (AB)  
 Kindred Credit Union (ON)  
 Kinetic Construction Ltd. (BC)  
 Kinross Gold Corporation (ON)  
 Kootenay Savings Credit Union (BC)  
 Kubota Materials Canada Corporation (ON)  
 Lafarge Canada (ON)  
 Larsen & Shaw Limited (ON)  
 Law Society of Alberta (AB)  
 LAWPRO (ON)  
 LCBO (ON)  
 Le Groupe Maurice (QC)  
 League Inc (ON)  
 Ledcor (BC)  
 Lemay (QC)  
 Levio Affaires + Technologies (QC)  
 LMC Healthcare (ON)  
 LMI Technologies (BC)  
 LNG Canada (BC)  
 Loblaw Companies Limited (ON)  
 Longo's (ON)  
 Loto-Québec (QC)  
 Lucid Vision Labs, Inc. (BC)  
 Luminus Financial Services & Credit Union  
 Ltd (ON)  
 MacEwan University (AB)  
 Manitoba Blue Cross (MB)  
 Maple Leaf Foods (ON)  
 Maritime Paper Products Limited (NS)  
 Mattamy Homes (ON)  
 Mayfair Diagnostics (AB)  
 Mazda Canada Inc. (ON)  
 McGill University (QC)  
 McKesson Canada (QC)  
 McMichael Canadian Art Collection (ON)  
 Medavie Bluecross (NB)  
 Meewasin Valley Authority (SK)  
 Metrix (ON)  
 Metro Inc. (QC)  
 Metrolinx (ON)  
 Mobile Climate Control Inc. (ON)  
 Moosehead Breweries Ltd (NB)  
 MRC de La Haute-Yamaska (QC)

Multi-Health Systems Inc. (ON)  
 NABCO Canada Inc. (ON)  
 Napoleon Canada (ON)  
 New Canadians Centre Peterborough (ON)  
 Nmédia (QC)  
 NorLand Limited (BC)  
 North American Construction Group (AB)  
 NOVA Chemicals (AB)  
 Nova Scotia Federation of Municipalities (NS)  
 NTE Energy Canada Ltd (AB)  
 OCL Group Inc. (AB)  
 Ontario Dental Association (ON)  
 Ontario Lottery and Gaming Corporation (ON)  
 Ontario Medical Association (ON)  
 Ontario Mutual Insurance Association (ON)  
 Ontario Pension Board (ON)  
 Ontario Power Generation Inc. (ON)  
 Ontario Provincial Police Association Credit Union (ON)  
 Ontario Real Estate Association (ON)  
 Open Mind Developments (SK)  
 Opération Enfant Soleil (QC)  
 Orix Geoscience (ON)  
 Osler Hoskin Harcourt (ON)  
 Paladin Technologies (BC)  
 Panasonic Canada Inc (ON)  
 Parkland County (AB)  
 Payments Canada (ON)  
 Peavey Industries LP (AB)  
 Penske Truck Leasing (ON)  
 PetroChina Canada (AB)  
 Phantom Screens (BC)  
 Piedmont Plastics (ON)  
 Pomerleau (QC)  
 Portage (QC)  
 Prelco (QC)  
 Primary Engineering and Construction Corporation (AB)  
 Proceco Ltd. (QC)  
 Produlith (QC)  
 Proline Management (BC)  
 Promutuel Assurance (QC)  
 PRYDE Learning Centres Inc. (ON)  
 Psycho Bunny (QC)  
 Purolator Inc. (ON)  
 Qualico (MB)  
 R.C. Purdy Chocolates Ltd (BC)  
 Raglan Mine - Glencore Canada (QC)  
 Real Estate Webmasters (BC)  
 Recipe Unlimited Corporation (ON)  
 Richardson International Limited (MB)  
 Rogers Communications Inc (ON)  
 Romet Limited (ON)  
 Royal Canadian Mint (ON)  
 Rural Municipalities of Alberta (RMA) (AB)  
 S.i. Systems (AB)  
 Safran Helicopter Engines Canada (QC)  
 Samuel, Son & Co. (ON)  
 Sanofi (ON)  
 Saskatchewan Association of Health Organizations (SK)  
 Saskatchewan Association of Rehabilitation Centres (SK)  
 Saskatchewan Health Authority (SK)  
 SaskCentral (SK)  
 SciCan (ON)  
 Scotia Investments Limited (NS)  
 Scott Builders Inc (AB)  
 SE Health (ON)  
 Sea to Sky School District (No. 48) (BC)  
 Seal & Design Canada (ON)  
 Shannex (NS)  
 SilverBirch Hotels & Resorts (BC)  
 Sleep Country Canada (ON)  
 Smile Digital Health (ON)  
 SMS Equipment (AB)  
 Société en Commandite Canadelle (QC)  
 Sodexo Canada (ON)

Sofina Foods Inc. (ON)  
 Solaris Management Consultants Inc. (BC)  
 Spinal Cord Injury Ontario (ON)  
 St. Francis Xavier University (NS)  
 St. Mary's University (AB)  
 Stantec (AB)  
 Starlim North America (ON)  
 Stawowski McGill (AB)  
 Steinbach Credit Union (MB)  
 Stephenson's Rental Services Inc (ON)  
 Stikeman Elliott (ON)  
 Stollery Children's Hospital Foundation (AB)  
 Straightline Motor Group (AB)  
 Strathcona County (AB)  
 Summerland Credit Union (BC)  
 Sun Life Financial (ON)  
 Sunshine Coast Credit Union (BC)  
 TCU Financial Group (SK)  
 Technical Safety Authority of  
 Saskatchewan (SK)  
 Teck Resources Limited (BC)  
 The Beer Store (ON)  
 The Brick (AB)  
 The City of Calgary (AB)  
 The Co-operators (ON)  
 The Estee Lauder Companies (ON)  
 The George Spady Society (AB)  
 The Mutual Fire Insurance Company of British  
 Columbia (BC)  
 The Wawanesa Insurance Company (MB)  
 Thermal Systems (AB)  
 TMX Group Limited (ON)  
 Tokio Marine Canada (ON)  
 Tolko Industries (BC)  
 Torys LLP (ON)  
 Town of Annapolis Royal (NS)  
 Trans Mountain Corporation (AB)  
 TransAlta Corporation (AB)  
 Transat A.T. Inc (QC)

Trittech Group LTD (BC)  
 Trooh (ON)  
 Turnay Electric Ltd. (ON)  
 Turner & Townsend Canada Inc. (ON)  
 Uni Financial Cooperation (NB)  
 Unified (ON)  
 United Church of Canada (ON)  
 United Farmers of Alberta (AB)  
 University of Calgary (AB)  
 University of Saskatchewan (SK)  
 Useful (AB)  
 Valley Credit Union (NS)  
 Vancouver Airport Authority (BC)  
 VHA Home HealthCare (ON)  
 Ville de Beaconsfield (QC)  
 Wales McLelland Construction (BC)  
 Walker Industries (ON)  
 Wellington-Dufferin-Guelph Public Health (ON)  
 Werklund Family Office Inc (AB)  
 WestGroupe Optical Inc (QC)  
 WSP Canada Inc. (QC)  
 X-Chem inc. (QC)  
 YMCA (ON)  
 Yorkville University (ON)  
 Your Neighbourhood Credit Union (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 2024.

- **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 the TELUS Health 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.



# TELUS Health 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 650 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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## About TELUS Health.

TELUS Health is a world leader in healthcare solutions, offering clinical, actuarial and administrative services in more than 160 countries, as well as innovative digital solutions that contribute to people's physical, mental and financial health and wellbeing.

Over the past decades, our compensation, retirement and benefits solutions teams have contributed to the financial health of thousands of organizations and their employees. Through the unified strength of TELUS Health, our experienced teams strive to provide innovative, sustainable and flexible solutions that meet the compensation, retirement and benefits needs of customers across North America.

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