

2024

**Salary
Projection
Survey.**

Compensation insights
and trends for 2024.

By TELUS Health | September 2023

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Overview of TELUS Health 2024 Salary Projection Survey.



The results presented in this report are based on the summary analysis of responses collected between July and August 2023 to the 41st 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 501 employers across Canada.

This comprehensive report provides data on average salary budget increase percentages for 2023, along with anticipated projection increases for 2024.

The 2024 Salary Projection Survey report contains the following information:

- Segmented data (e.g. by province, industry etc.) and detailed analysis by the TELUS Health 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 2023 and projected 2024 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 41st edition of the Salary Projection Survey including 501 organizations across Canada from various industries and sizes. For 2023, our data collection revealed on average, across all non-unionized employee levels, an annual base salary increase of 4.22% excluding salary freezes, and 4.02% including salary freezes. The slight difference between the two numbers shows that few organizations froze their salaries. In fact, only 4.4% of organizations made the decision to freeze salaries.

Looking ahead to 2024, even fewer organizations (1.6%) plan to freeze their salaries with 19.2% remaining undecided. In terms of anticipated increases for 2024, our analysis reveals that the overall average base salary increase will be 3.64% excluding salary freezes or 3.56% including salary freezes. These figures are still higher than what has been observed in the past six years suggesting that inflation and labour shortage are putting strong pressure on employers.

British Columbia (3.91%), Manitoba (3.77%) and Nova Scotia (3.69%) are the three provinces where we find the highest average base salary increase planned for 2024, excluding freezes. By industry, the highest projected average salary increases for 2024 in Canada, excluding freezes, are expected to be in Business Services (4.40%), Professional Services (4.19%) and Life Sciences (4.00%).

4.22%
base salary
increase in 2023.

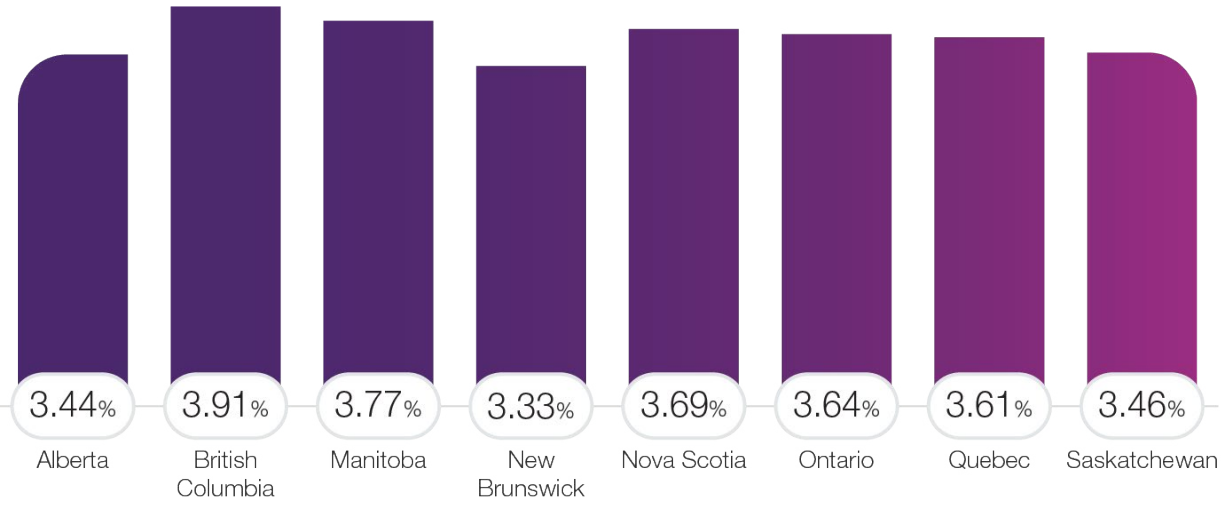
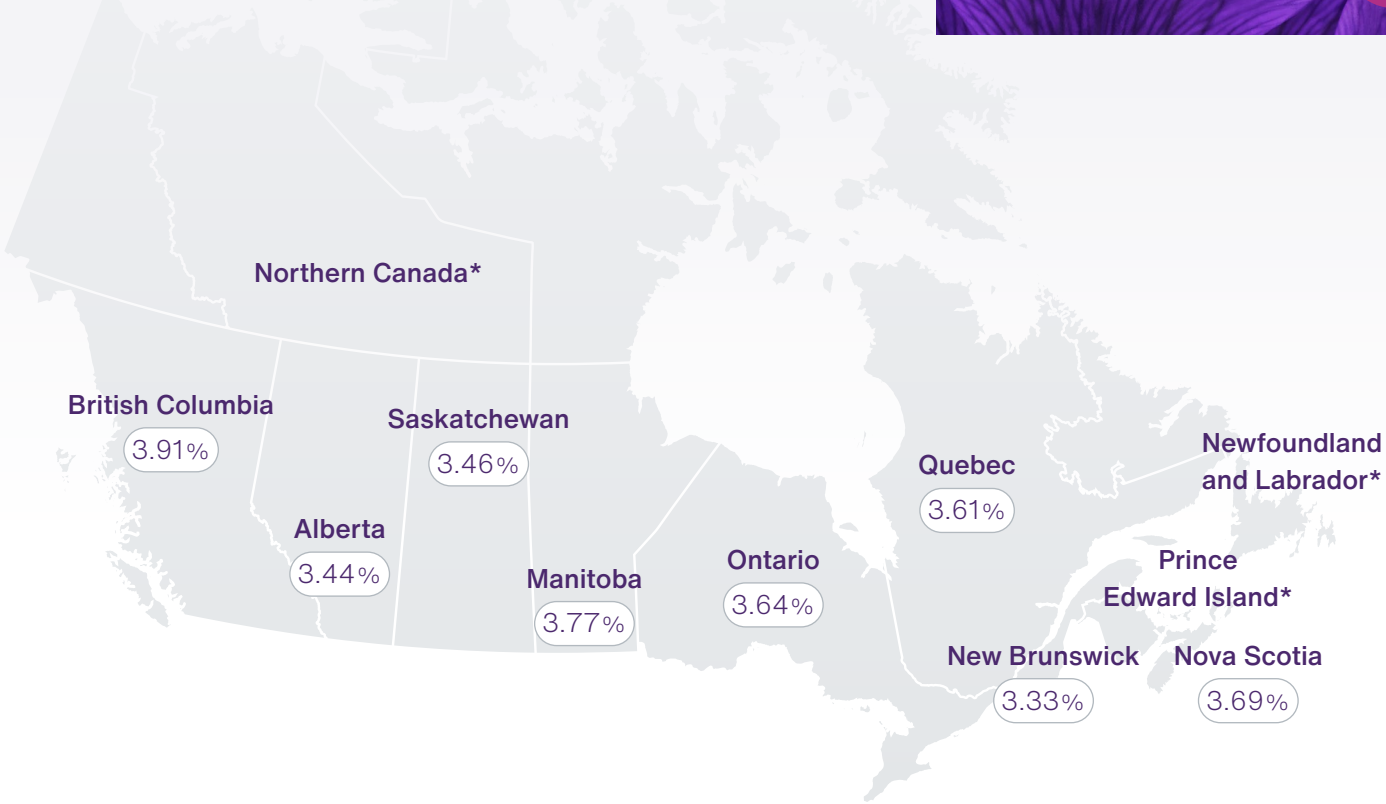
501
participants

3.64%
base salary
increase in 2024.

Looking ahead

2024 projected base salary increases are above what we have seen in past years.
 National average: 3.64%, excluding zeros.

3.64%
 Canadian average
 excluding salary freezes.

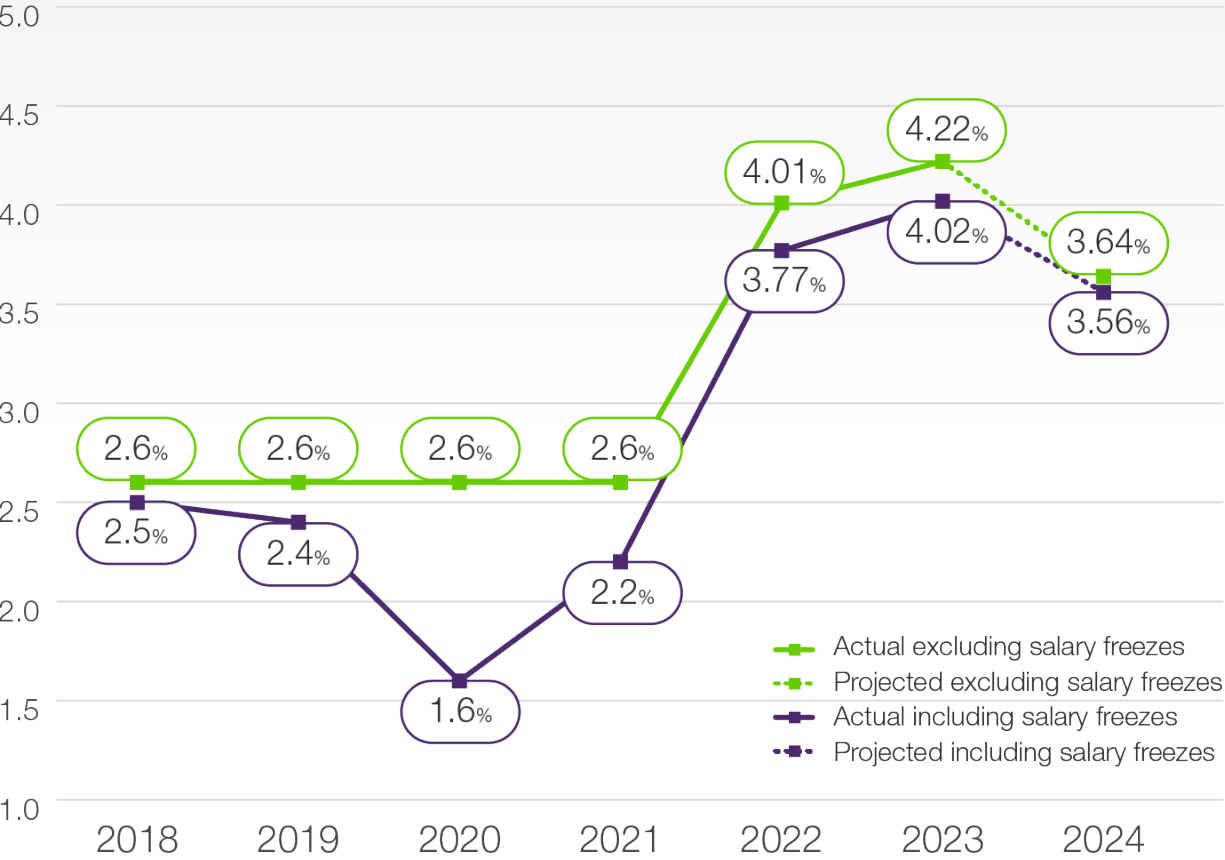



* Insufficient data to report for Northern Canada, Newfoundland and Labrador and Prince Edward Island.

Year over year market movements.

Average base salary increases.

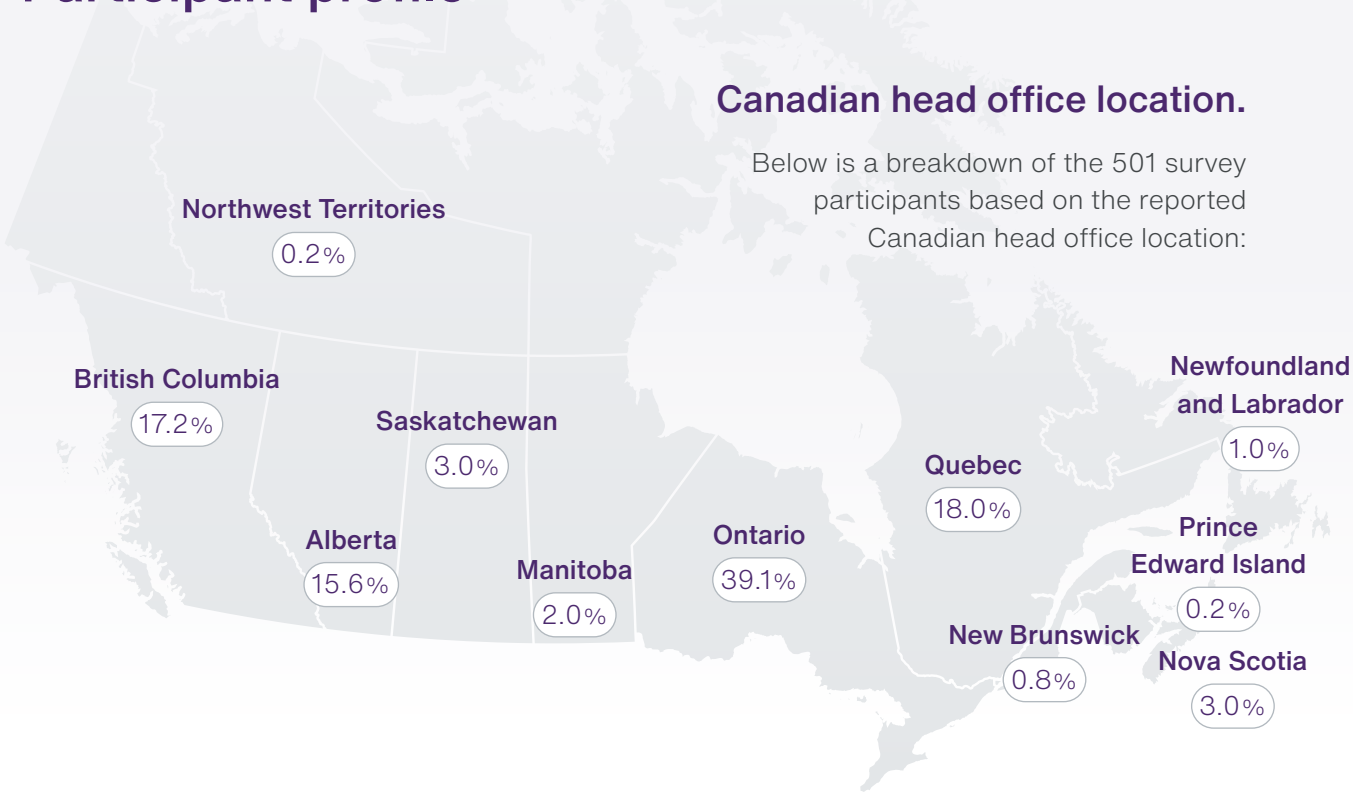
6-year actual National average base salary increases – excluding salary freezes/including salary freezes.



Participant profile

Canadian head office location.

Below is a breakdown of the 501 survey participants based on the reported Canadian head office location:



Revenue / annual operating budget (\$, millions).

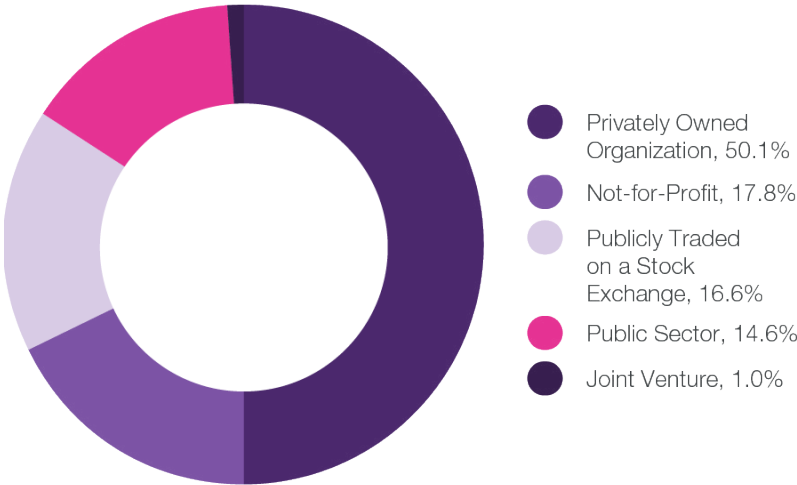
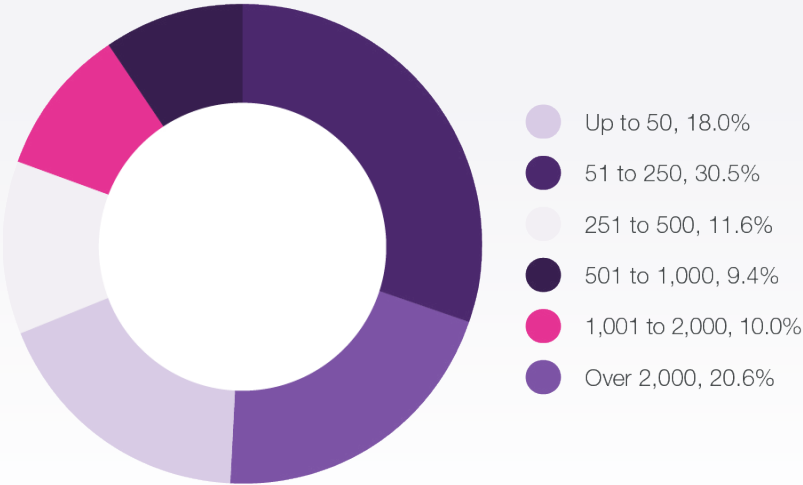
To the right is a breakdown of the 501 survey participants based on the reported revenue / annual operating budget in Canada:



- Under \$25 million, 29.3%
- \$25 to \$50 million, 11.2%
- \$51 to \$100 million, 11.2%
- \$101 to \$250 million, 11.6%
- \$251 to \$500 million, 7.4%
- \$501 to \$750 million, 4.6%
- \$751 million to \$1 billion, 3.8%
- \$1 to \$2 billion, 6.0%
- \$2 to \$5 billion, 8.6%
- Over \$5 billion, 6.4%

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

To the right is a breakdown of the 501 survey participants based on the number of full-time equivalents (FTE's):



Ownership type

To the left is a breakdown of the 501 survey participants based on the organization ownership type:

Organization industry

Below is a breakdown of the 501 survey participants based on industry:



Base salary increases.

2023 actual and 2024 projections by region.

Based on available data, provincial data shows the 2023 average base salary increase varies from 2.67% to 5.85% for both including salary freezes and excluding salary freezes.

The 2024 projected average base salary increase varies from 3.33% to 3.83% including salary freezes and from 3.33% to 3.91% excluding salary freezes.

2023 Salary freezes:

4.4%



2024 Projected salary freezes:

1.6%

Province	2023 – Actual base salary increases (%)		2024 – Projected base salary increases (%)	
	Including salary freezes	Excluding salary freezes	Including salary freezes	Excluding salary freezes
Alberta	3.86	4.02	3.44	3.44
British Columbia	4.32	4.55	3.83	3.91
Manitoba	3.48	4.34	3.39	3.77
New Brunswick	3.63	3.63	3.33	3.33
Newfoundland and Labrador	2.67	2.67	*	*
Northwest Territories	*	*	*	*
Nova Scotia	5.85	5.85	3.69	3.69
Ontario	3.75	3.96	3.54	3.64
Prince Edward Island	*	*	*	*
Quebec	4.48	4.59	3.56	3.61
Saskatchewan	3.75	3.75	3.46	3.46
National weighted average	4.02	4.22	3.56	3.64

* Insufficient data to report for Northwest Territories and Prince Edward Island.

2023 actual and 2024 projections by industry.

Industry data shows the 2023 average base salary increases vary from 2.64% to 5.94% (including salary freezes) and from 3.08% to 5.94% (excluding salary freezes).

The 2024 projected average base salary increases vary from 2.67% to 4.40% for both including salary freezes and excluding salary freezes.

Industry	2023 – Actual base salary increases (%)		2024 – Projected base salary increases (%)	
	Including salary freezes	Excluding salary freezes	Including salary freezes	Excluding salary freezes
Arts, Ent., Recreation, Hospitality, Media and Comm	4.32	4.50	3.75	3.75
Business Services	5.94	5.94	4.40	4.40
Construction	3.99	4.12	3.66	3.66
Consumer Goods (Durable)	3.69	3.69	3.46	3.46
Consumer Goods (Non-durable)	3.72	4.00	3.13	3.37
Education	3.81	4.05	3.16	3.16
Farming, Fishing, and Forestry	4.25	4.25	2.67	2.67
Finance & Insurance	4.23	4.37	3.84	3.92
Healthcare	2.64	3.08	3.65	3.65
High Technology	4.48	4.48	3.85	3.85
Industrial Goods and Chemical	3.99	4.13	3.50	3.50
Information Technology	3.71	4.04	3.66	3.66
Life Sciences	3.40	4.25	4.00	4.00
Mining and Metals	4.03	4.30	3.58	3.88
Not-for-Profit	3.86	4.41	2.87	3.10
Oil & Gas	3.79	4.17	3.21	3.21
Professional Services	4.76	4.87	4.08	4.19
Public Administration	4.01	4.01	3.90	3.90
Real Estate	4.50	4.50	3.86	3.86
Retail	3.13	3.25	3.40	3.40
Transportation & Warehousing	4.32	4.32	3.43	3.43
Utilities	3.73	3.73	3.30	3.30
Wholesale Trade	4.09	4.09	3.06	3.44
National weighted average	4.02	4.22	3.56	3.64

Salary range structure adjustments.

2023 actual and 2024 projections by region.

Based on available data, provincial data shows the 2023 actual average salary range structure adjustments vary from 1.67% to 4.88% (including salary range freezes) and from 2.82% to 4.88% (excluding salary range freezes).

The 2024 projected average salary range structure adjustments vary from 2.25% to 3.21% (including salary range freezes) and from 2.43% to 3.56% (excluding salary range freezes).

For 2024, 25.3% of the organizations do not yet know if they will apply a salary range freeze.

80% of organizations have a salary range structure.

2023 Salary range freezes:

14.5%

2024 Salary range freezes:

5.4%



Province	2023 - Actual salary range structure increases (%)		2024 - Projected salary range structure increases (%)	
	Including salary range freezes	Excluding salary range freezes	Including salary range freezes	Excluding salary range freezes
Alberta	2.29	2.82	2.25	2.60
British Columbia	3.23	3.76	3.21	3.56
Manitoba	3.17	3.17	2.90	2.90
New Brunswick	3.17	3.17	2.67	2.67
Newfoundland and Labrador	1.67	*	*	*
Northwest Territories	*	*	*	*
Nova Scotia	4.88	4.88	2.43	2.43
Ontario	2.89	3.51	2.81	3.15
Prince Edward Island	*	*	*	*
Quebec	3.32	3.59	2.76	2.81
Saskatchewan	2.49	3.59	2.29	2.62
National weighted average	2.95	3.48	2.76	3.01

* Insufficient data to report for Northwest Territories and Prince Edward Island.

2023 actual and 2024 projections by industry.

Industry data shows the 2023 average salary range structure adjustments vary from 1.50% to 5.25% (including salary range freezes) and from 2.25% to 5.25% (excluding salary range freezes).

The 2024 projected average salary range structure adjustments vary from 1.75% to 3.88% (including salary range freezes) and from 2.17% to 3.88% (excluding salary range freezes).

Industry	2023 - Actual salary range structure increases (%)		2024 - 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, Media and Comm	3.58	4.53	2.89	3.12
Business Services	5.25	5.25	3.17	3.17
Construction	3.21	3.44	3.88	3.88
Consumer Goods (Durable)	2.23	2.97	2.79	2.79
Consumer Goods (Non-durable)	3.05	3.05	2.82	2.82
Education	3.20	3.94	2.80	2.80
Farming, Fishing, and Forestry	*	*	*	*
Finance & Insurance	3.07	3.37	2.47	2.80
Healthcare	2.00	2.49	2.47	2.82
High Technology	3.35	3.35	3.38	3.38
Industrial Goods and Chemical	2.88	3.64	3.22	3.43
Information Technology	2.41	3.37	2.20	2.75
Life Sciences	1.83	*	3.17	3.17
Mining and Metals	3.03	3.85	3.06	3.06
Not-for-Profit	3.02	3.61	2.40	2.95
Oil & Gas	1.50	2.25	2.17	2.17
Professional Services	2.58	3.61	2.86	3.22
Public Administration	3.23	3.50	2.91	3.10
Real Estate	2.90	3.63	3.10	3.10
Retail	2.45	2.69	1.75	2.39
Transportation & Warehousing	2.55	3.25	2.86	2.86
Utilities	3.22	3.63	3.00	3.00
Wholesale Trade	4.17	4.17	3.43	3.43
National weighted average	2.95	3.48	2.76	3.01

Salary range structure freezes.

Overall in 2023, 14.5% of participants applied a salary range structure freeze. Among regions having more than 10 respondents, Saskatchewan saw the largest number of salary range structure freezes with 30.8% indicating “yes”. In 2024, 5.4% of the participants plan to freeze their salary range structures.

2023 actual and 2024 projected salary range structure freezes by region.

Province	Year	Yes (%)	No (%)	Don't know (%)
Alberta	2023	18.0%	82.0%	-
	2024	8.2%	62.3%	29.5%
British Columbia	2023	12.7%	87.3%	-
	2024	4.8%	73.0%	22.2%
Manitoba	2023	0.0%	100.0%	-
	2024	0.0%	83.3%	16.7%
New Brunswick	2023	0.0%	100.0%	-
	2024	0.0%	100.0%	0.0%
Newfoundland and Labrador	2023	33.3%	66.7%	-
	2024	0.0%	33.3%	66.7%
Northwest Territories	2023	-	-	-
	2024	-	-	-
Nova Scotia	2023	0.0%	100.0%	-
	2024	0.0%	88.9%	11.1%
Ontario	2023	17.1%	82.9%	-
	2024	6.8%	63.7%	29.5%
Prince Edward Island	2023	-	-	-
	2024	-	-	-
Quebec	2023	7.2%	92.8%	-
	2024	1.5%	82.1%	16.4%
Saskatchewan	2023	30.8%	69.2%	-
	2024	7.7%	61.5%	30.8%
National weighted average	2023	14.5%	85.5%	-
	2024	5.4%	69.3%	25.3%

Survey participants (n=501).

9 Story Media Group (ON)
A&H Steel Ltd. (AB)
A. Harvey Group of Companies (NL)
ABEX Affiliated Brokers Exchange Inc. (ON)
Absolute Software (BC)
ACCIONA (BC)
Acclaim Ability Management Inc. (ON)
Aegis Brands (ON)
Affinity Credit Union (SK)
Agincourt Community Services Association (ON)
Agnico Eagle Mines Limited (ON)
Agriculture and Agri-Food Canada (ON)
Agropur (QC)
AIC Global Holdings Inc. (ON)
Air Inuit (QC)
Aisin Canada Inc. (ON)
Aker Solutions Canada Inc. (NL)
Al G. Brown & Associates (ON)
Alberta Blue Cross (AB)
Alberta Central (AB)
Alberta Gaming, Liquor, and Cannabis (AB)
Alberta Health Services (AB)
Alberta Recycling Management Authority (AB)
Alberta University of the Arts (AB)
All Weather Windows (AB)
Allstate Insurance Canada (QC)
Aluminerie Alouette (QC)
Amalgamated Dairies Limited (PE)
Amélys (QC)
American Eagle Outfitters (ON)
AON Inc. (ON)
ARC Régimes Collectifs Inc. (QC)
Arca Financial Group (ON)
Asmodee Canada (QC)
ATB Financial (AB)
Atco Ltd. (AB)
Autolog (QC)
B2Gold Corp (BC)
Baker & McKenzie LLP (ON)
Baker Tilly KDN LLP (ON)
Bandstra Transportation Systems Ltd (BC)
Bank of Canada (ON)
BC Cancer Foundation (BC)
BC Hydro (BC)
Beneva Inc. (QC)
BGY, Service financiers intégrés inc. (QC)
Binnie (BC)
Bird Construction Inc. (ON)
bitHeads (ON)
Blue Ant Media (ON)
BlueShore Financial Credit Union (BC)
Bow Valley College (AB)
Bow Valley Credit Union (AB)
British Columbia Lottery Corporation (BC)
British Columbia Real Estate Association (BC)
Brookfield Properties (ON)
Bruyère (ON)
Business Development Bank of Canada (QC)
CAA Club Group (ON)
CAA-Québec (QC)
Cadillac Fairview Corporation (ON)
Cahill (NL)
Cain Lamarre (QC)
Calfrac Well Services (AB)
Calgary Co-op (AB)
Calgary Municipal Land Corporation (AB)
Calian Group Ltd (ON)
Calimacil (QC)
Cameco Corporation (SK)
Canada Mortgage and Housing Corporation (ON)
Canada's Ocean Supercluster (NS)

Canadian Agency for Drugs and Technologies in Health (ON)
 Canadian Air Transport Security Authority (ON)
 Canadian Association of Petroleum Producers (AB)
 Canadian Centre for Child Protection (MB)
 Canadian Forces Morale and Welfare Services (ON)
 Canadian Institute for Advanced Research (ON)
 Canadian Life & Health Insurance Association Inc. (ON)
 Canadian Medical Association (ON)
 Canadian National Railway Company (QC)
 Canadore College (ON)
 Capital Heritage Connexion (ON)
 Capital Power (AB)
 Carbon Engineering Ltd. (BC)
 Cariboo Family Enrichment Centre (BC)
 Carmichael Engineering Ltd. (QC)
 Caron et fils (QC)
 CCEM Strategies (BC)
 Cégep de Rivière-du-Loup (QC)
 Celero Solutions (AB)
 Celestica (ON)
 Centennial Food Solutions (AB)
 Central 1 Credit Union (BC)
 Centris Technologies (QC)
 Cereals Canada (MB)
 CGI Inc. (QC)
 CGIS (BC)
 Chemistry Industry Association of Canada (ON)
 Children Believe (ON)
 Children First Society (NT)
 Children's Aid Society of the Districts of Sudbury and Manitoulin (ON)
 Chinook Sexual Assault Centre (AB)
 CIMA+ (QC)
 Cineplex (ON)
 CISSS de l'Outaouais (QC)
 City of Edmonton (AB)
 City of Grande Prairie (AB)
 City of Mount Pearl (NL)
 City of Oshawa (ON)
 Civeo (AB)
 Clark Builders (AB)
 CLR Construction Labour Relations Association of Saskatchewan Inc. (SK)
 Club Piscine Super Fitness (QC)
 Colas Canada Inc (ON)
 ColdHaus Direct (ON)
 Collectivfide Insurance Group (ON)
 College of Licensed Practical Nurses of Alberta (AB)
 College of Physicians and Surgeons of BC (BC)
 Colliers International (ON)
 Colliers Project Leaders (ON)
 Collingwood Neighbourhood House (BC)
 Collins Industries Ltd. (AB)
 Commissionaires Nova Scotia (NS)
 Community Corrections (BC)
 Community Living Wingham and District (ON)
 Community Social Services Employers Association of BC (BC)
 Computronix (AB)
 Comtek Advanced Structures (ON)
 Concentrix (ON)
 Confiserie Mondoux (QC)
 Connect First Credit Union Ltd. (AB)
 Core Benefit Consulting Ltd. (BC)
 Cornerstone Insurance Service Incorporated (SK)
 County of Bruce (ON)
 CRH Canada Group Inc. (ON)
 Crowfoot Village Family Practice (AB)
 Cybera Inc. (AB)
 Definity Insurance (ON)
 Desjardins Group (QC)

Destination Owl's Head (QC)
Doctors of BC (BC)
Domaine Frais Air (QC)
DSV Air & Sea Inc. (ON)
Dubois Agrinovation Inc. (QC)
DUCA Financial Services Credit Union Ltd. (ON)
Dumur Industries (SK)
Earls Kitchen + Bar (BC)
Ebenisterie G.D. Pro Inc. (QC)
Eddie Bauer of Canada Corp (ON)
Eddy Group Ltd (NB)
Elexicon Energy Inc. (ON)
EMD-Batimo (QC)
EnerCare Inc. (ON)
Energera International Inc. (AB)
Énergir (QC)
Enertec Rail Equipment (QC)
Engaged HR (BC)
ERA Environmental Management Solutions (QC)
ERCO Worldwide (ON)
Eventbase (BC)
Eversele (ON)
Every Woman's Centre Association (NS)
Evolugen (QC)
Exploron Corp. (AB)
Export Development Canada (ON)
FACIT Inc (ON)
Fairmont Hotels & Resorts (Canada) (ON)
Fairview Ltd. (ON)
Family Services of Greater Vancouver (BC)
Farm Credit Canada (SK)
Fédération CJA (QC)
FedEx Express Canada (ON)
Firefly Software (BC)
First Majestic Silver Corp. (BC)
First Nations Financial Management Board (BC)
First Nations Health Authority (BC)
First West Credit Union (BC)
FirstOntario Credit Union (ON)
Flint Corp (AB)
Fort Garry Brewing (MB)
FortisAlberta Inc. (AB)
FortisBC (BC)
Fraser Valley Seismic (BC)
Fraserway RV (BC)
Frequentis Canada Ltd. (ON)
Fujifilm Canada Inc. (ON)
G Adventures (ON)
GardaWorld (QC)
Gateway Casinos & Entertainment (BC)
GCM Consultants (QC)
Genesee & Wyoming (QC)
Gensler Canada (QC)
Gentry (QC)
Geotech Drilling Services Ltd. (BC)
Geoverra (AB)
Giant Tiger (ON)
Gordon Food Service (ON)
Gore Mutual Insurance Company (ON)
Government of Alberta (AB)
Government of Saskatchewan (SK)
Grafoid Inc. (ON)
Graham Construction & Engineering Inc. (AB)
Great Canadian Gaming Corporation (ON)
Greater Victoria Harbour Authority (BC)
Greater Victoria Housing Society (BC)
Green Infrastructure Partners Inc. (ON)
Grondin et Nadeau Inc. (QC)
Gulf & Fraser (BC)
H&R Block Canada Inc. (AB)
H2O Power Holdings (ON)
H2Safety Services Inc (AB)
Halifax Regional Municipality (NS)
Hayashi Canada Inc. (ON)
Healthcare Insurance Reciprocal of Canada (ON)

Heartland Housing Foundation (AB)
 HEC Montréal (QC)
 Henry Schein Canada, Inc. (ON)
 Henry's Enterprises Inc (ON)
 Heritage Food Service Group of Canada (BC)
 HMM America Shipping Agency, Inc. (BC)
 Hoffmann-La Roche Limited (ON)
 Holstein Canada (ON)
 Home Hardware Stores Limited (ON)
 Homes by Avi Canada Inc. (AB)
 Houle Electric Limited (BC)
 HUB International (AB)
 Hubbell Canada ULC (ON)
 iA Financial Group (QC)
 IAMGOLD CORPORATION (ON)
 Iconic Island Dwellings (BC)
 IGM Financial Inc. (ON)
 Imperial Tobacco Canada Ltd. (QC)
 InBenefits (ON)
 Independent Electricity System Operator (ON)
 Industries Show Canada Inc. (QC)
 Information Services Corporation (SK)
 Inland Kenworth (BC)
 Intact Financial Corporation (ON)
 Interior Savings Credit Union (BC)
 Invest NS (NS)
 Iogen Corporation (ON)
 Island Health (BC)
 IWA-Forest Industry Pension & LTD Plans (BC)
 I-XL Building Products Inc. (BC)
 Jacobs Canada Inc. (ON)
 Jamieson Wellness Inc. (ON)
 JEFO Nutrition Inc. (QC)
 K+S Potash Canada GP (SK)
 Kal Tire (BC)
 Kellogg Canada (ON)
 Kenaidan Contracting Ltd. (ON)
 Kerry's Place Autism Services (ON)
 Keywords Studios (Canada) (QC)
 Kindred Credit Union (ON)
 Kinetic Construction Ltd. (BC)
 Kinross Gold Corporation (ON)
 Komutel Inc. (QC)
 Kootenay Savings Credit Union (BC)
 Kubota Materials Canada Corporation (ON)
 Lafarge Canada Inc. (ON)
 Lakeland Credit Union (AB)
 Law Society of Alberta (AB)
 Le Groupe Maurice (QC)
 League Inc. (ON)
 Ledcor (BC)
 Legal Aid Ontario (ON)
 Les Constructions GP Martineau Inc. (QC)
 Les prêtres de Saint-Sulpice de Montréal (QC)
 LGM Financial Services (BC)
 Libéo (QC)
 Lindt & Sprungli (Canada), Inc. (ON)
 Liquor Control Board of Ontario (ON)
 Livewire (ON)
 LMC Healthcare (ON)
 LMI Technologies (BC)
 LNG Canada (BC)
 Locweld Inc. (QC)
 Longo's (ON)
 Loto-Québec (QC)
 LSM Ambiocréateurs (QC)
 Lumenus Community Services (ON)
 Luminus Financial Services & Credit Union Ltd (ON)
 Lynx Air (AB)
 MacEwan University (AB)
 Manitoba Blue Cross (MB)
 Maple Leaf Foods (ON)
 Matheis Financial Group (ON)
 Mattamy Homes Corporation (ON)
 Maxim Truck & Trailer (MB)
 MaxSold (ON)
 Mayfair Diagnostics (AB)

McAsphalt Industries Limited (ON)
 McCain Foods (ON)
 McConnell Foundation (QC)
 McFadden Benefits & Pension (MB)
 McKesson Canada (QC)
 Medavie Blue Cross (NB)
 Mediabrands Canada (ON)
 MedicAlert Foundation Canada (ON)
 Medicentres Canada Inc. (AB)
 Meewasin Valley Authority (SK)
 Métis Nation of Ontario (ON)
 Metro Inc. (QC)
 Meyers Fruit Farms (ON)
 Mill Creek Sand & Gravel (1980) Ltd. (AB)
 Ministry of Land, Water and Resource Stewardship (BC)
 Minova Global (ON)
 Mobile Climate Control Inc. (ON)
 Monstercat (BC)
 Moosehead Breweries Ltd (NB)
 Morelli Chertkow LLP (BC)
 Morguard Investments Limited (ON)
 Mr. Lube + Tires (BC)
 MRC de La Haute-Yamaska (QC)
 Multi-Action (QC)
 Multiplex Construction Canada Ltd. (ON)
 Municipality of the District of Chester (NS)
 Murray Latta Progressive Machine Inc. (BC)
 Musée McCord Stewart (QC)
 NABCO Canada Inc. (ON)
 Napoleon Canada (ON)
 National Ballet School (ON)
 National Diabetes Trust (ON)
 Nature Conservancy of Canada (ON)
 NETGEAR Canada (BC)
 New Brunswick Insurance Board (NB)
 New Canadians Centre Peterborough (ON)
 Niagara Casinos (ON)
 Niagara Health (ON)

Niagara Region (ON)
 NL Hydro (NL)
 Nmédia (QC)
 NorQuest College (AB)
 North American Construction Group (AB)
 Northern College of Applied Arts and Technology (ON)
 Nova Bus (QC)
 NOVA Chemicals (AB)
 Nova Scotia Community College (NS)
 Nova Scotia Federation of Municipalities (NS)
 N-Styl Construction Inc. (QC)
 NTE Energy Canada Ltd. (AB)
 NWS Canada (ON)
 Oakville & Milton Humane Society (ON)
 Onni Group (BC)
 Ontario Federation of All Terrain Vehicles (ON)
 Ontario Lottery and Gaming Corporation (ON)
 Ontario Medical Association (ON)
 Ontario Pension Board (ON)
 Ontario Public Service (ON)
 Ontario Teachers Insurance Plan (ON)
 OPPA Credit Union (ON)
 Osler Hoskin Harcourt (ON)
 Ottawa Humane Society (ON)
 Ottawa International Airport Authority (ON)
 Oztrekk (ON)
 P.R.Y.D.E. Learning Centres Inc. (ON)
 Parkbridge (ON)
 Parry Sound Fuels (ON)
 PCL Construction (AB)
 Peavey Industries LP (AB)
 Peerless Ltd. (BC)
 Pemberton Valley Hardware and Building Centre (BC)
 PetroChina Canada (AB)
 Pharmasave Drugs (East) Ltd. (ON)
 Pharmasave West (BC)
 Phoenix Industrial (AB)

Piedmont Plastics (ON)
 Plus Company Canada (QC)
 Portage (QC)
 Power To Give Foundation (BC)
 Precision Nutrition (ON)
 Prelco Inc. (QC)
 Premium Brands Holdings Corp (BC)
 Primary Engineering and Construction Corporation (AB)
 PROCECO Ltd. (QC)
 Prodigy Labs (ON)
 Produlith (QC)
 Projet PAL (QC)
 Proline Management (BC)
 Promutuel Assurance (QC)
 Property Valuation Services (NS)
 Prospera Credit Union (BC)
 PSD Citywide Inc. (ON)
 Psycho Bunny (QC)
 Purolator Inc. (ON)
 Qualico (MB)
 R.C. Purdy Chocolates Ltd (BC)
 Raglan Mine - Glencore Canada (QC)
 Ratelle (QC)
 Real Estate Board of Greater Vancouver (BC)
 Recochem Inc. (QC)
 Red Hook Studios Inc. (BC)
 Resource Centre for Manitobans who are Deaf-Blind (MB)
 Rhodes & Williams Limited (ON)
 Richardson International Limited (MB)
 RobotShop (QC)
 Roman Catholic Diocese of Peterborough (ON)
 ROSEN Canada Ltd. (AB)
 Ross Video (ON)
 Royal Canadian Mint (ON)
 Rural Municipalities of Alberta (AB)
 S.i. Systems (AB)
 Samuel, Son & Co (ON)
 Sappi Canada (QC)
 Saskatchewan Association of Rehabilitation Centres (SK)
 School District No.48 (Sea to Sky) (BC)
 School District No.8 (Kootenay Lake) (BC)
 SciCan (ON)
 Shannex (NS)
 SilverBirch Hotels & Resorts (BC)
 Sleep Country Canada (ON)
 Smile Digital Health (ON)
 SMS Equipment (AB)
 SNC-Lavalin (QC)
 Sobeys (NS)
 Sodexo Canada (ON)
 Sofina Foods Inc. (ON)
 Solaris Management Consultants Inc. (BC)
 Soletanche Bachy Canada (ON)
 Southridge School (BC)
 Spicers Canada ULC (ON)
 Spinal Cord Injury Ontario (ON)
 St. George's School of Montreal (QC)
 Stantec (AB)
 Starlim (ON)
 StarTech.com Ltd (ON)
 Steel Reef Infrastructure (AB)
 Steelway Building Systems (ON)
 Steinbach Credit Union (MB)
 Stella-Jones (QC)
 Stephenson's Rental Services Inc. (ON)
 Stikeman Elliott (ON)
 Strathcona County (AB)
 Summit Housing & Outreach Programs (ON)
 Sun Life Financial (ON)
 Sunrise Senior Living (BC)
 Sunwest Aviation Ltd. (AB)
 Technical Safety Authority of Saskatchewan (SK)
 Teck Resources Limited (BC)
 The Alberta New Home Warranty Program (AB)

The Beer Store (ON)
The Brick (AB)
The City of Calgary (AB)
The Co-operators (ON)
The Estée Lauder Companies (ON)
The George Spady Society (AB)
The Influence Agency (ON)
The Municipality of Grey Highlands (ON)
The National Ballet of Canada (ON)
The Privacy Pro (ON)
The Unison Fund (ON)
The United Church of Canada (ON)
Theratechnologies Inc. (QC)
TMX Group Limited (ON)
Tolko Industries (BC)
Torys LLP (ON)
Town of Annapolis Royal (NS)
Town of Bridgewater (NS)
TR Inc. (ON)
TransAlta Corporation (AB)
Transat A.T. Inc. (QC)
Tritech Group Ltd. (BC)
TRY Recycling Inc. (ON)
Turner & Townsend Canada Inc. (ON)
uniPHARM Wholesale Drugs Ltd. (BC)
United Farmers of Alberta (AB)
United Way British Columbia (BC)
United Way Fort McMurray and Wood Buffalo (AB)
Unity Credit Union (SK)
Universities Canada (ON)
University of Ottawa (ON)
University of Saskatchewan (SK)
Userful Corporation (AB)
Vale (ON)
Vancouver Airport Authority (BC)
Vancouver City Savings Credit Union (BC)
Vancouver Fraser Port Authority (BC)
VantageOne Credit Union (BC)
Ville de Beaconsfield (QC)
Ville de Drummondville (QC)
Ville de Laval (QC)
Ville de Montréal (QC)
Volker Stevin Canada (AB)
Wabano Centre For Aboriginal Health (ON)
Wakefield Canada Inc. (ON)
Waldale Manufacturing (NS)
WalterFedy Inc. (ON)
WDG Public Health (ON)
Werklund Family Office Inc (AB)
Westerner Exposition Association (AB)
WestGroupe (QC)
Weyburn Credit Union (SK)
Worley (AB)
WSP Canada Inc. (QC)
X-Chem inc. (QC)
Xperigo (ON)
Yarmouth Life Skills (NS)
YMCA of Oakville (ON)
York Region (ON)
Yorkville University (ON)
Zimmer Biomet (QC)

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, 2023.

- **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 over 1100 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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