



2026

Salary projection survey.

Compensation insights
and trends for 2026.

By TELUS Health | September 2025

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Overview of TELUS Health 2026 Salary Projection Survey.

The results presented in this report are based on the summary analysis of responses collected between June and August 2025 to the 43rd 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 377 employers across Canada.

This comprehensive report provides data on average salary budget increase percentages for 2025, along with projected increases for 2026.

The 2026 Salary Projection Survey report contains the following information:

- Segmented data (by province and industry) and detailed analysis by the TELUS Health Compensation Consulting team
- Trending data from a consistent database of 377 participants, many of which participate annually in our Canadian Salary Survey
- Survey data includes actual 2025 and projected 2026 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
- Reporting also includes additional industry trends covering top HR priorities, use of artificial intelligence and responses to economic conditions



Survey highlights

We are pleased to present our 43rd edition of the Salary Projection Survey including 377 organizations across Canada from various industries and sizes. For 2025, our data collection revealed on average, across all non-unionized employee levels, an annual base salary increase of 3.35% excluding salary freezes, and 3.15% including salary freezes. The slight difference between the two numbers shows that few organizations froze their salaries. In fact, only 5.6% of organizations made the decision to freeze salaries.

Looking ahead to 2026, even fewer organizations (0.8%) plan to freeze their salaries with 14.1% remaining undecided. In terms of anticipated increases for 2026, our analysis reveals that the overall average base salary increase will be 3.11% excluding salary freezes and 3.07% including salary freezes. These figures are lower than what has been observed in the previous year, suggesting that the pressures of economic conditions have increased for employers.

Manitoba (3.43%), New Brunswick (3.25%) and Quebec (3.21%) are the three provinces where we find the highest average base salary increases planned for 2026, excluding freezes. By industry, the highest projected average salary increases for 2026 in Canada, excluding freezes, are expected to be in High Technology (3.64%), Oil & Gas (3.58%) and Life Sciences (3.39%).

3.35%
base salary
increase in 2025

377
participants

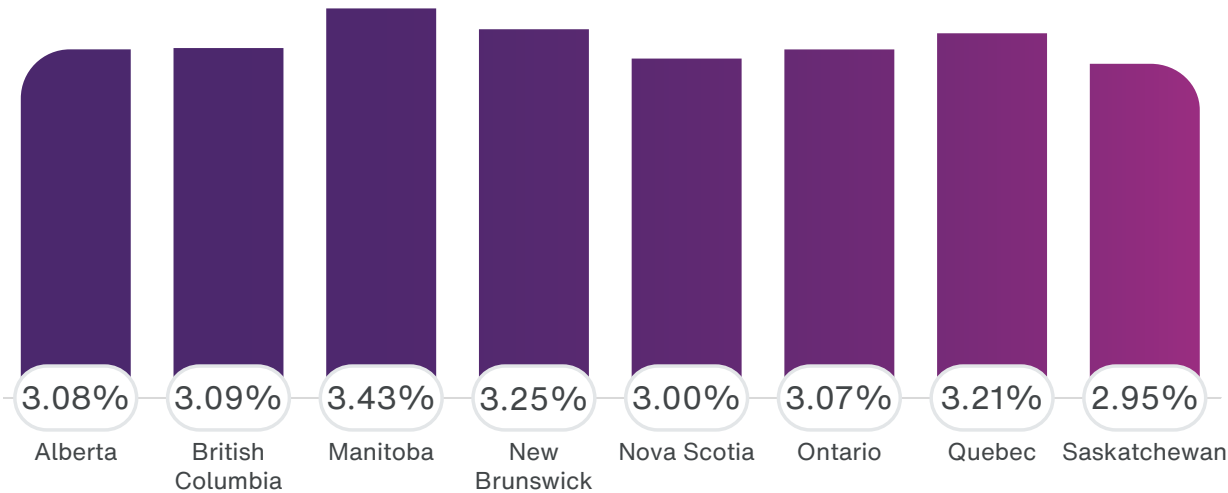
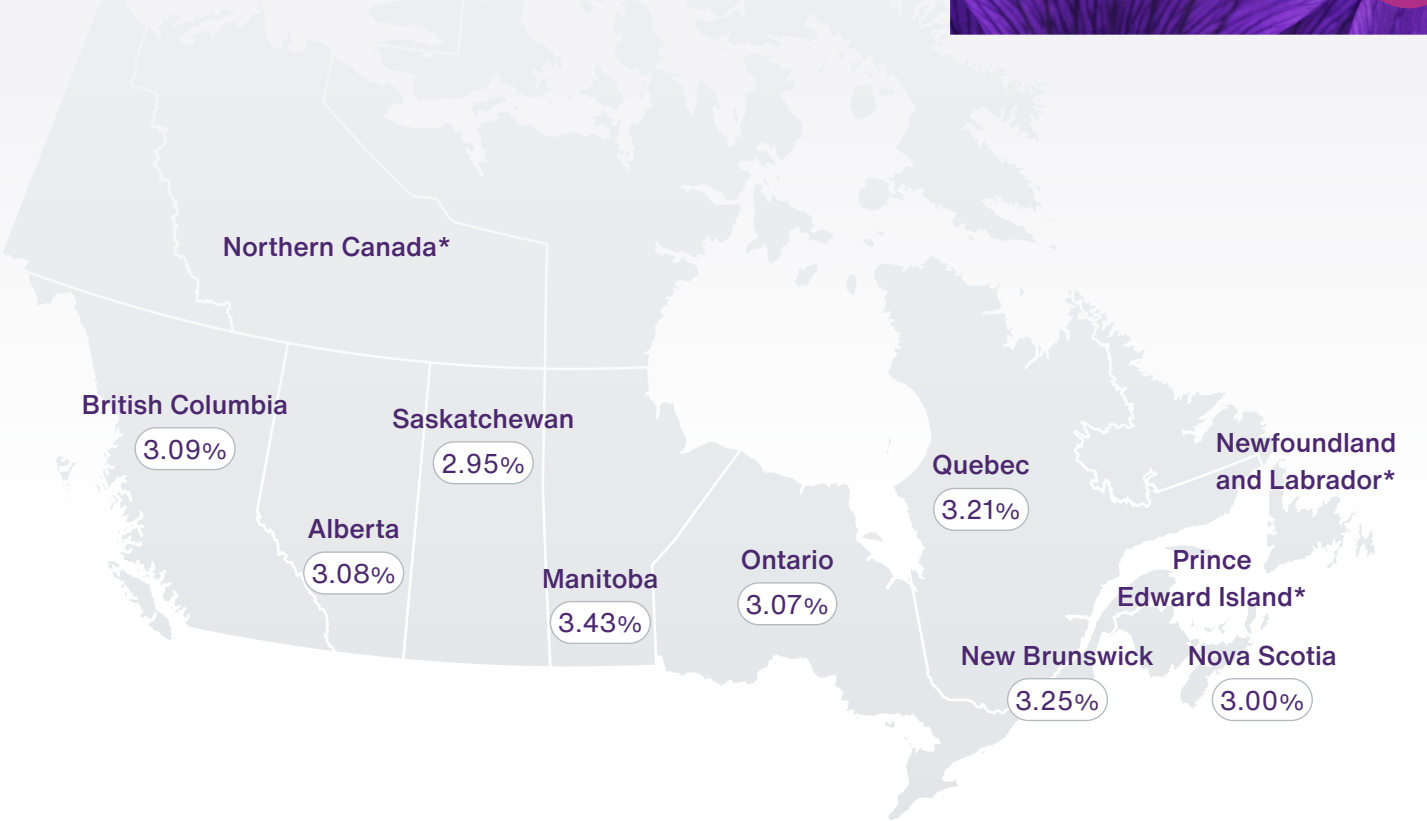
3.11%
base salary
increase in 2026

Looking ahead

2026 projected base salary increases are lower than what we have seen in past years.
National average: 3.11%, excluding zeros.

3.11%

Canadian average
excluding salary freezes.

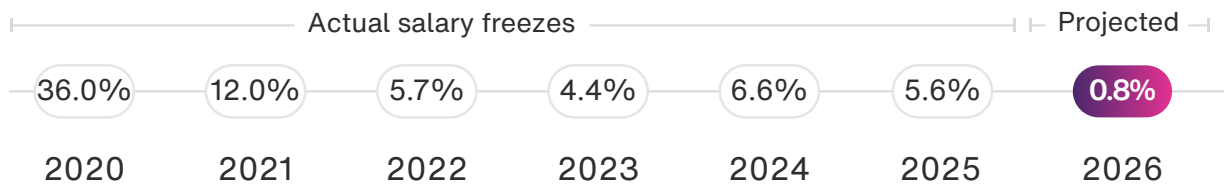
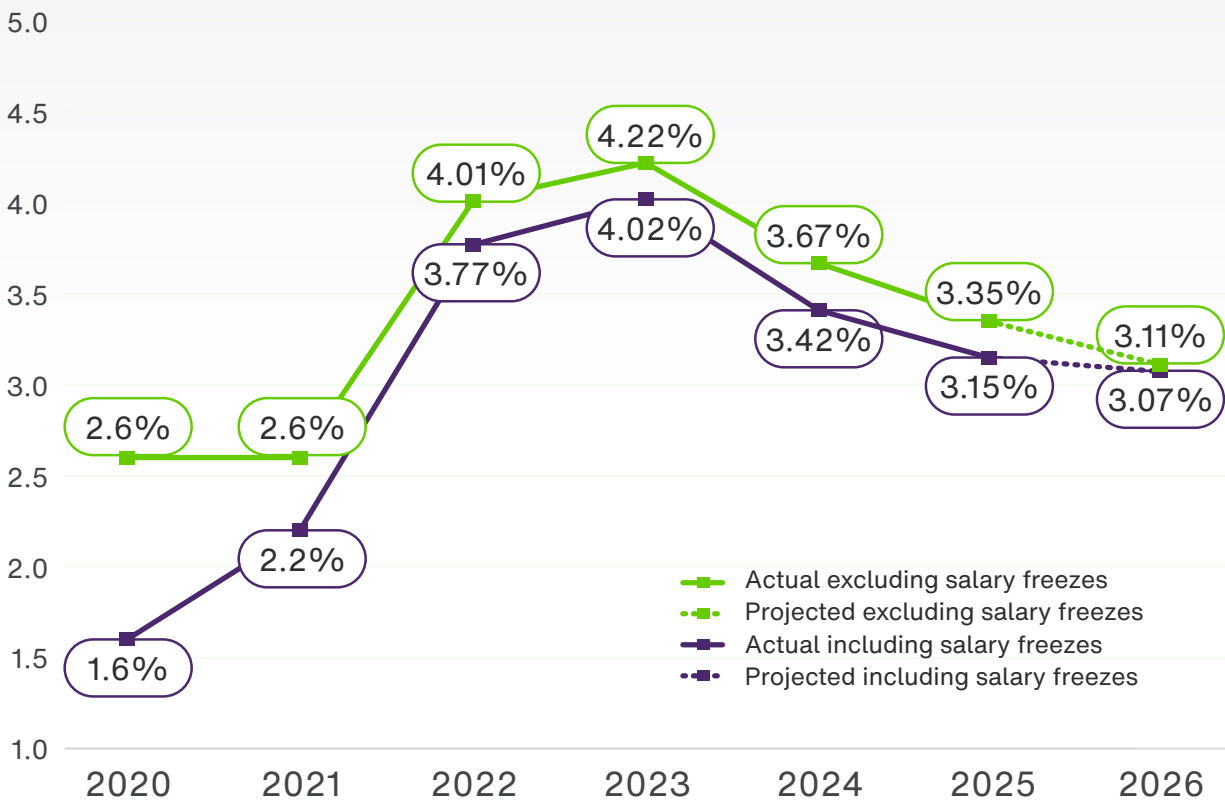


* Insufficient data to report.

Year over year market movements.

Average base salary increases.

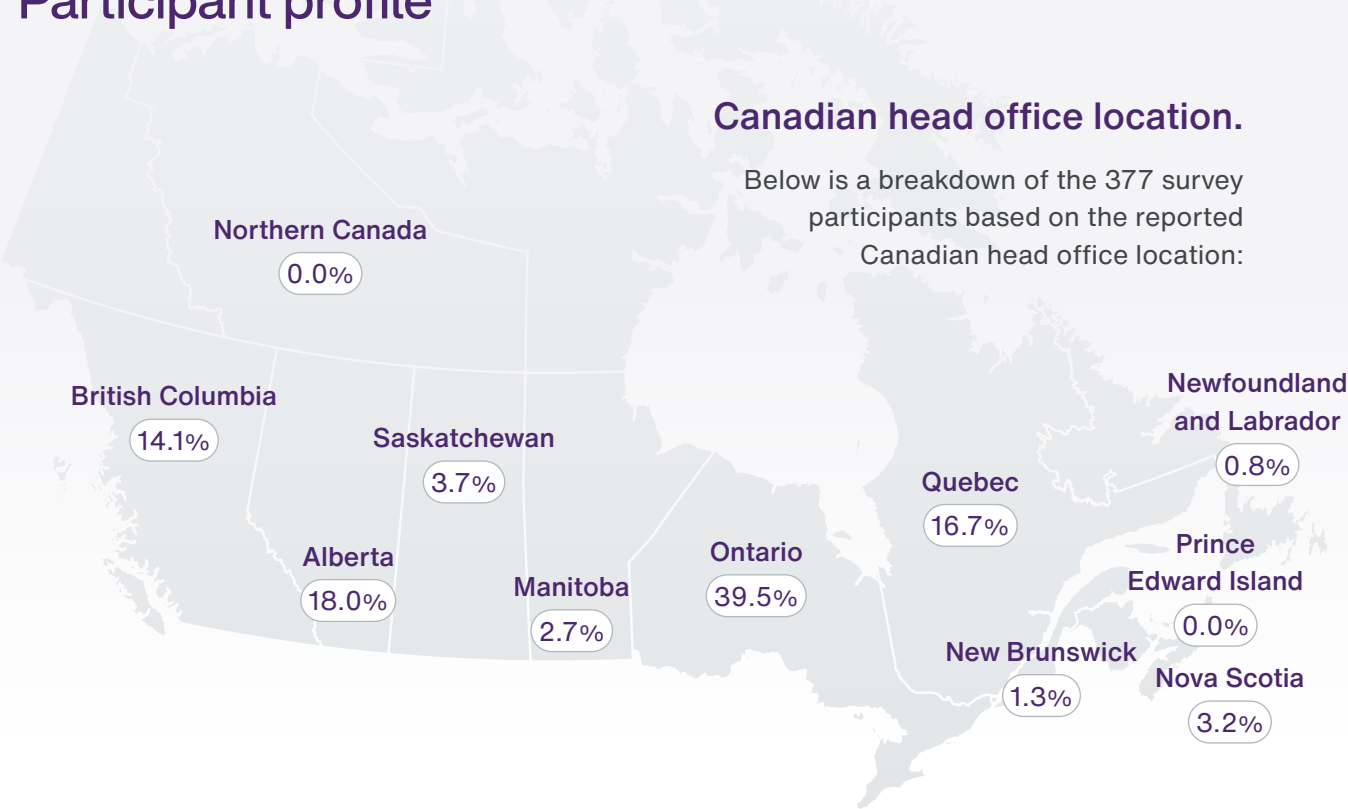
7-year actual National average base salary increases –
excluding salary freezes/including salary freezes.



Participant profile

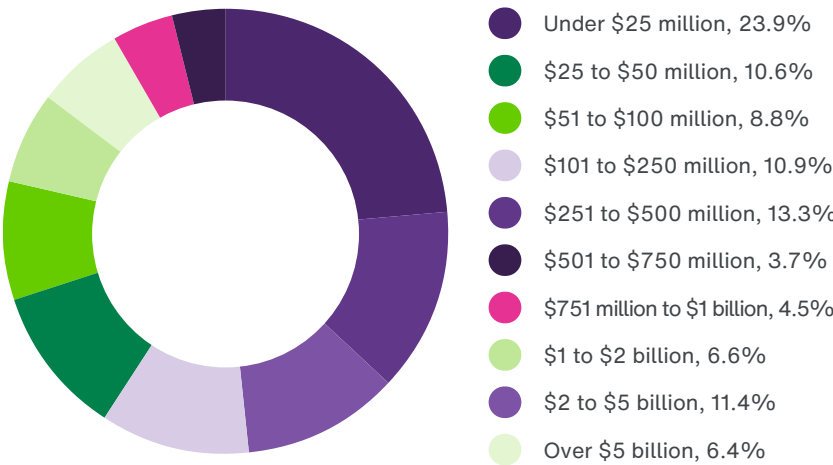
Canadian head office location.

Below is a breakdown of the 377 survey participants based on the reported Canadian head office location:



Revenue / annual operating budget.

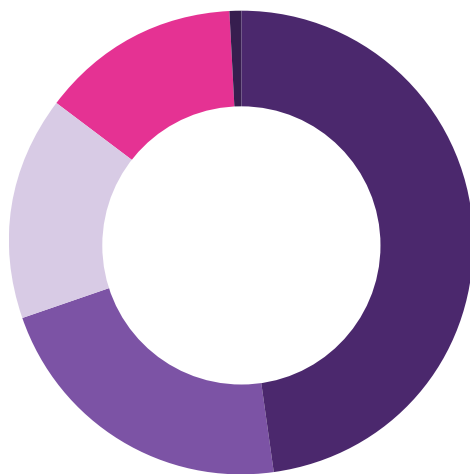
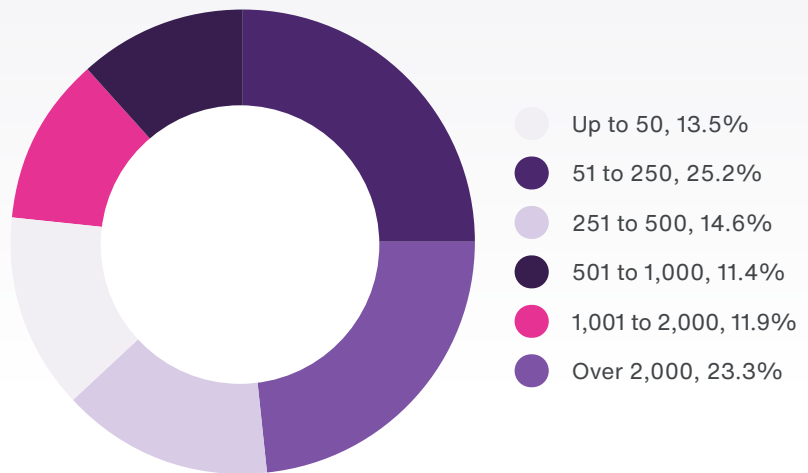
To the right is a breakdown of the 377 survey participants based on the reported revenue / annual operating budget in Canada:





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

To the right is a breakdown of the 377 survey participants based on the number of full-time equivalents (FTE's):



- Privately Owned Organization, 48.0%
- Not-for-Profit, 21.8%
- Publicly Traded on a Stock Exchange, 15.6%
- Public Sector, 13.8%
- Joint Venture, 0.8%

Ownership type

To the left is a breakdown of the 377 survey participants based on the organization ownership type:

Organization industry

Below is a breakdown of the 377 survey participants based on industry:



Base salary increases.

2025 actual and 2026 projections by region.

Based on available data, provincial data shows the 2025 average base salary increase varies from 2.77% to 3.95% including salary freezes and from 2.88% to 3.95% excluding salary freezes.

The 2026 projected average base salary increase varies from 2.95% to 3.43% for both including salary freezes and excluding salary freezes.

2025 Salary freezes:

5.6%



2026 Projected salary freezes:

0.8%

Province	2025 – Actual base salary increases (%)		2026 – Projected base salary increases (%)	
	Including salary freezes	Excluding salary freezes	Including salary freezes	Excluding salary freezes
Alberta	2.77	3.25	3.02	3.08
British Columbia	3.33	3.61	3.01	3.09
Manitoba	3.95	3.95	3.43	3.43
New Brunswick	2.88	2.88	3.25	3.25
Newfoundland and Labrador	3.17	3.17	*	*
Nova Scotia	3.40	3.40	3.00	3.00
Ontario	3.10	3.25	3.04	3.07
Quebec	3.29	3.29	3.21	3.21
Saskatchewan	3.70	3.70	2.95	2.95
National weighted average	3.15	3.35	3.07	3.11

* Insufficient data to report.

2025 actual and 2026 projections by industry.

Industry data shows the 2025 average base salary increases vary from 1.67% to 3.76% (including salary freezes) and from 2.58% to 4.28% (excluding salary freezes).

The 2026 projected average base salary increases vary from 2.60% to 3.64% for both including salary freezes and excluding salary freezes.

Industry	2025 – Actual base salary increases (%)		2026 – Projected base salary increases (%)	
	Including salary freezes	Excluding salary freezes	Including salary freezes	Excluding salary freezes
Arts, Ent., Recreation, Hospitality	2.63	3.28	3.05	3.05
Business Services	2.58	2.58	2.60	2.60
Chemical	3.38	3.38	3.19	3.19
Construction	3.20	3.37	3.03	3.21
Consumer Goods (Durable)	2.50	3.13	3.00	3.00
Consumer Goods (Non-durable)	3.06	3.06	2.79	2.79
Education	2.72	2.72	2.93	2.93
Finance & Insurance	3.50	3.50	3.15	3.15
Forestry, Farming and Fishing	2.72	3.40	2.92	2.92
Healthcare	3.28	3.28	2.73	2.73
High Technology	2.97	3.47	3.64	3.64
Industrial Goods	3.26	3.26	3.16	3.16
Information Technology	2.74	2.74	3.25	3.25
Life Sciences	3.49	3.49	3.39	3.39
Media and Telecommunications	3.15	3.15	2.70	2.70
Mining & Metals	3.76	3.76	2.96	2.96
Not-for-Profit	3.29	3.35	3.12	3.20
Oil & Gas	1.67	3.68	3.07	3.58
Professional Services	3.70	3.96	3.09	3.09
Public Administration	2.47	3.09	3.17	3.17
Real Estate	3.42	4.28	3.25	3.25
Retail	2.52	2.80	2.90	2.90
Transportation & Warehousing	3.05	3.05	3.12	3.12
Utilities	3.11	3.39	2.92	2.92
Wholesale Trade	3.20	3.20	3.13	3.13
National weighted average	3.15	3.35	3.07	3.11

Salary range structure adjustments.

2025 actual and 2026 projections by region.

Based on available data, provincial data shows the 2025 actual average salary range structure adjustments vary from 1.55% to 2.87% (including salary range freezes) and from 2.10% to 3.23% (excluding salary range freezes).

The 2026 projected average salary range structure adjustments vary from 2.08% to 3.06% (including salary range freezes) and from 2.17% to 3.06% (excluding salary range freezes). For 2026, 21.7% of the organizations do not yet know if they will apply a salary range freeze. 88% of organizations have a salary range structure.

2025 Salary range freezes:

16.7%

2026 Salary range freezes:

5.6%



Province	2025 - Actual salary range structure increases (%)		2026 - Projected salary range structure increases (%)	
	Including salary range freezes	Excluding salary range freezes	Including salary range freezes	Excluding salary range freezes
Alberta	1.93	2.71	2.49	2.57
British Columbia	2.49	2.88	2.08	2.46
Manitoba	2.87	3.23	2.21	2.21
New Brunswick	2.10	2.10	2.17	2.17
Newfoundland and Labrador	2.83	2.83	*	*
Nova Scotia	1.55	2.48	3.06	3.06
Ontario	2.18	2.81	2.14	2.47
Quebec	2.55	2.64	2.42	2.42
Saskatchewan	2.69	2.69	2.67	2.97
National weighted average	2.28	2.76	2.30	2.51

*Insufficient data to report.

2025 actual and 2026 projections by industry.

Industry data shows the 2025 average salary range structure adjustments vary from 1.00% to 3.18% (including salary range freezes) and from 2.24% to 3.81% (excluding salary range freezes). The 2026 projected average salary range structure adjustments vary from 1.63% to 3.17% (including salary range freezes) and from 1.83% to 3.43% (excluding salary range freezes).

Industry	2025 - Actual salary range structure increases (%)		2026 - 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	1.43	2.50	1.82	2.50
Business Services	1.00	*	1.63	2.17
Chemical	2.27	*	3.17	3.17
Construction	2.33	2.75	2.02	2.47
Consumer Goods (Durable)	1.83	*	2.33	2.33
Consumer Goods (Non-durable)	2.50	2.69	2.40	2.40
Education	2.35	2.61	3.08	3.08
Finance & Insurance	2.40	2.71	2.38	2.50
Forestry, Farming and Fishing	2.06	2.58	*	*
Healthcare	2.39	3.35	2.84	3.25
High Technology	2.72	3.81	2.83	2.83
Industrial Goods	2.49	2.67	2.18	2.18
Information Technology	1.87	2.24	2.40	2.40
Life Sciences	2.68	2.68	1.90	2.38
Media and Telecommunications	1.13	*	2.17	*
Mining & Metals	3.18	3.18	2.25	2.25
Not-for-Profit	2.12	2.56	2.17	2.43
Oil & Gas	2.19	2.92	2.58	3.43
Professional Services	2.96	3.33	2.46	2.65
Public Administration	2.11	2.90	2.65	2.65
Real Estate	2.56	3.42	1.83	1.83
Retail	1.61	2.29	1.75	2.10
Transportation & Warehousing	2.44	2.64	2.29	2.29
Utilities	2.41	2.68	2.17	2.17
Wholesale Trade	2.14	2.49	2.30	2.30
National weighted average	2.28	2.76	2.30	2.51

*Insufficient data to report.

Salary range structure freezes.

Overall in 2025, 16.7% of participants applied a salary range structure freeze. Nova Scotia saw the largest number of salary range structure freezes with 33.3% indicating “yes”.

In 2026, 5.6% of the participants plan to freeze their salary range structures.

2025 actual and 2026 projected salary range structure freezes by region.

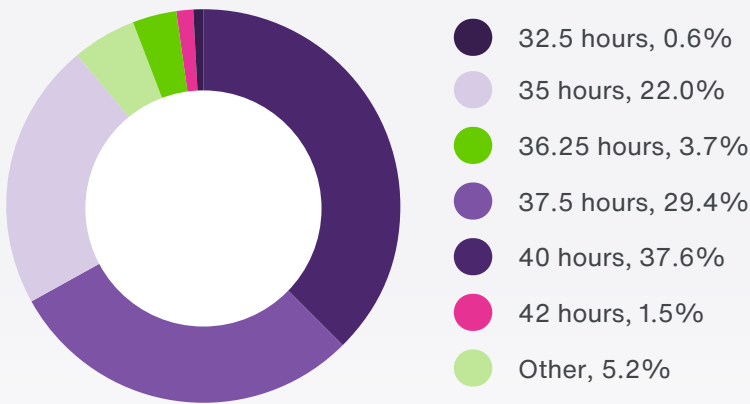
Province	Year	Yes (%)	No (%)	Do not know (%)
Alberta	2025	27.3%	72.7%	-
	2026	1.9%	72.2%	25.9%
British Columbia	2025	12.5%	87.5%	-
	2026	10.4%	62.5%	27.1%
Manitoba	2025	11.1%	88.9%	-
	2026	0.0%	66.7%	33.3%
New Brunswick	2025	0.0%	100.0%	-
	2026	0.0%	100.0%	0.0%
Newfoundland and Labrador	2025	0.0%	100.0%	-
	2026	0.0%	0.0%	100.0%
Nova Scotia	2025	33.3%	66.7%	-
	2026	0.0%	88.9%	11.1%
Ontario	2025	21.4%	78.6%	-
	2026	8.8%	68.0%	23.2%
Quebec	2025	3.6%	96.4%	-
	2026	0.0%	92.9%	7.1%
Saskatchewan	2025	0.0%	100.0%	-
	2026	7.1%	71.4%	21.4%
National weighted average	2025	16.7%	83.3%	-
	2026	5.6%	72.7%	21.7%



Additional market insights.

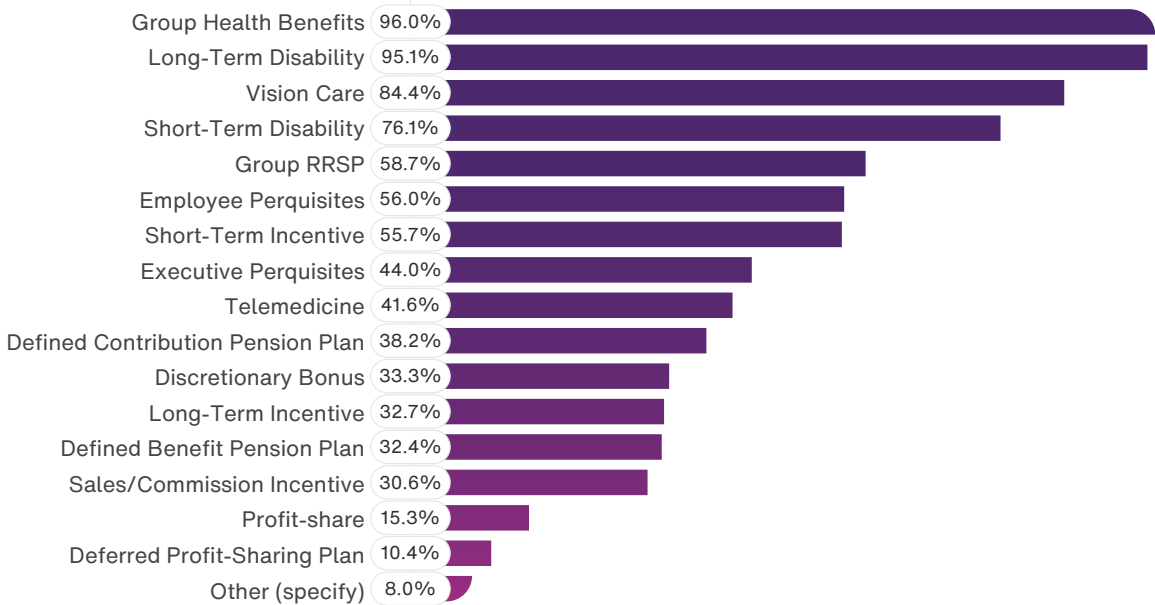
Pay administration and practices.

Weekly scheduled hours.



Participant prevalence of total reward elements.

To attract, retain and motivate talent, organizations have to position their employee value proposition from a complete total rewards perspective, providing more than just base pay. Survey responses displayed represent the prevalence of common total reward offerings organizations are providing to their workforce.



Common “other” reward elements include:



Healthcare spending account



Wellness program



Employee assistance programs



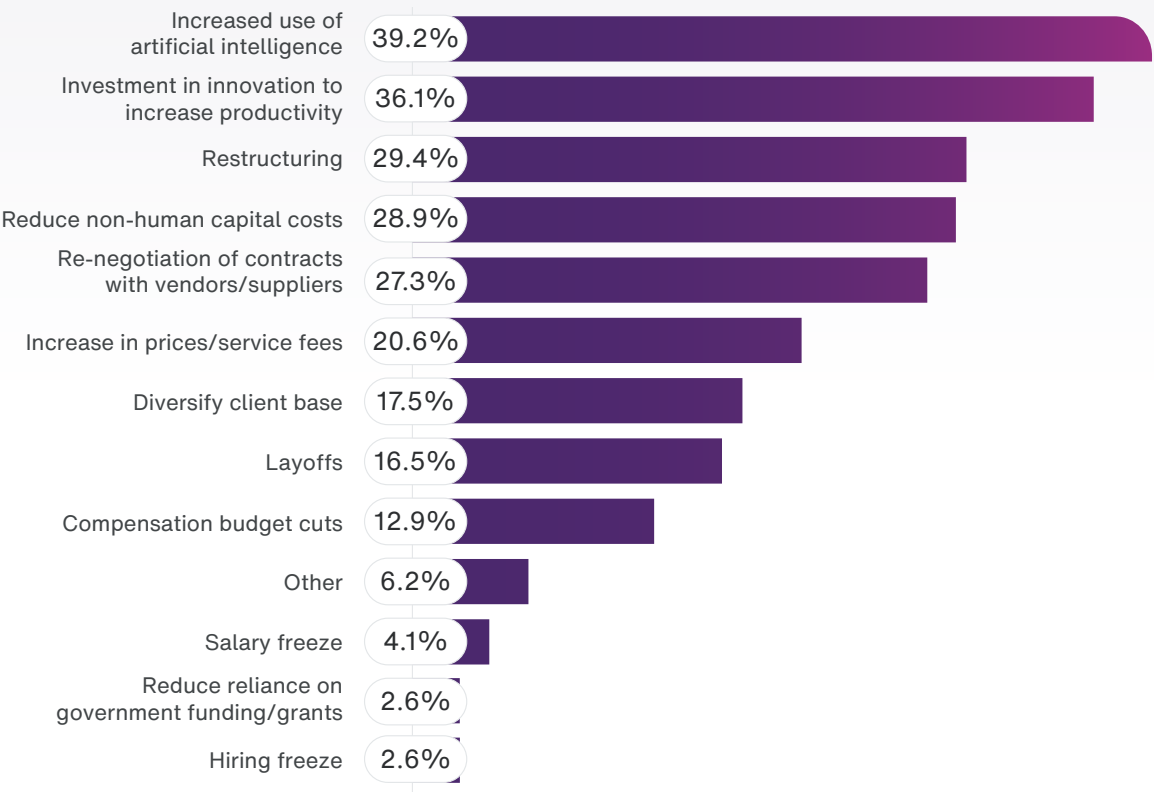
Recognition programs

HR trends and metrics.




Impact of economic conditions.


In response to the current economic climate, we asked organizations which strategies they plan to implement:




Ranking of priorities in response to economic conditions.

Of the selected options, organizations ranked the order of priority. Results indicated that the top priorities were:

 Increased use of artificial intelligence

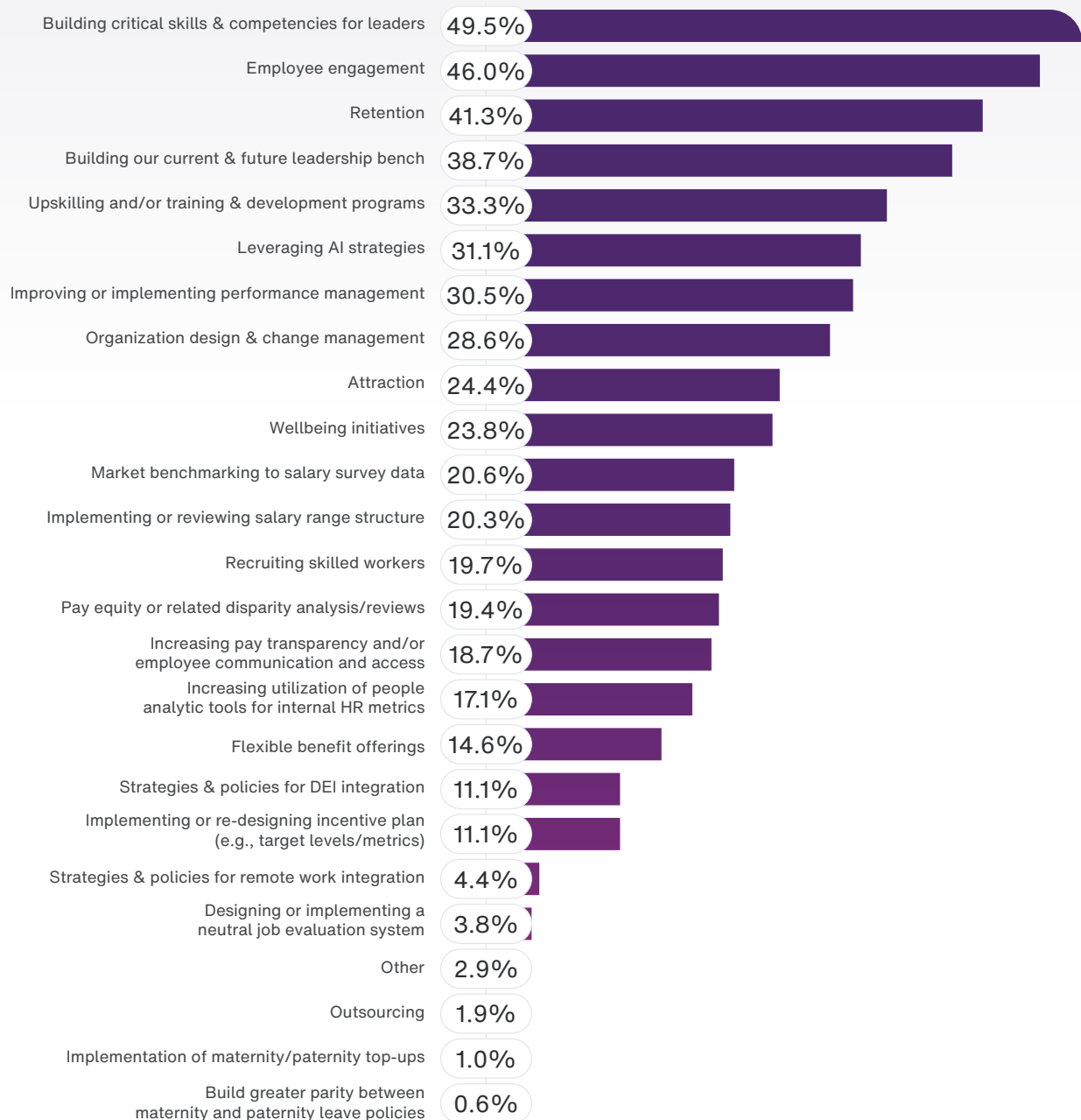
 Investment in innovation to increase productivity

 Reduce non-human capital costs

Human Capital Initiatives.

Considering the number of challenges that organizations are facing, HR will continue to play a significant role to ensure the success of the business.

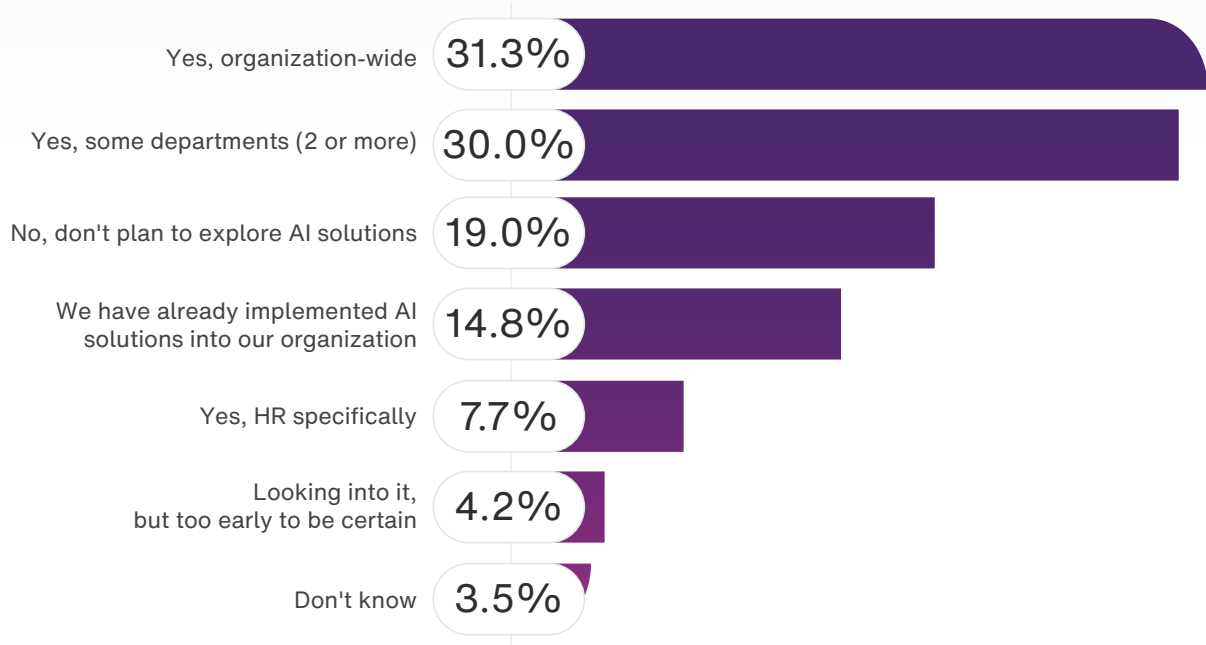
Employee engagement, building critical skills & competencies for leaders, and building the current & future leadership bench remain among the top priorities for organizations.





Artificial Intelligence (AI) Solutions.

77% of respondents reported they have begun or are considering implementing AI solutions in the near future.



Additional information

- 17.9% of the organizations reported having a separate budget for promotional increases. The median is 1.0% of the salary budget.
- 38.3% of the organizations provide employees with a total rewards statement.

Survey participants (n=377).

9 Story Media Group / Brown Bag Films (ON)	Association de la restauration du Québec (QC)
A&H Steel Ltd. (AB)	Association des Scouts du Canada (QC)
A. Harvey Group of Companies (NL)	ATB Financial (AB)
Access Communications Co-operative Limited (SK)	AtkinsRéalès (QC)
Acden Holdings (AB)	Aurora (AB)
Aegis Brands/St. Louis Bar & Grill (ON)	Avocette Technologies Inc (BC)
Affinity Credit Union (SK)	B2Gold Back River Corp (AB)
Agincourt Community Services Association (ON)	Bank of Canada (ON)
Agnico Eagle Mines Limited (ON)	Barreau du Québec (QC)
Agropur (QC)	Battlefield Equipment Rentals (ON)
AIC Global Holdings Inc. (ON)	Baycrest (ON)
Air Inuit (QC)	BC Dairy (BC)
Aisin Canada Inc. (ON)	BC Hydro (BC)
Al G. Brown & ASsociates (ON)	Beacon Environmental (ON)
Alberici (ON)	Beem Credit Union (BC)
Alberta Blue Cross (AB)	Bethany Care Society (AB)
Alberta Children's Hospital Foundation (AB)	BGC Dovercourt (ON)
Alberta Health Services (AB)	BGY, Services financiers intégrés inc. (QC)
Alberta Innovates (AB)	Bird Construction (ON)
Alberta Machine Intelligence Institute (AB)	bitHeads (ON)
Alberta Motor Association (AB)	Boehringer Ingelheim Canada Ltd. (ON)
Alberta University of the Arts (AB)	British Columbia Lottery Corporation (BC)
Alberta Utilities Commission (AB)	British Columbia Real Estate Association (BC)
Alco Energy Canada (ON)	Brooklin Concrete Products Corp (ON)
All Weather Windows (AB)	Bruce Power (ON)
Alstef Canada Inc. (QC)	Bulkley Valley Credit Union (BC)
Alternà Savings (ON)	Business Development Bank of Canada (QC)
Aluminerie Alouette Inc. (QC)	C Lily Winston Group (AB)
Amrize Canada Inc (ON)	CAA-Québec (QC)
Apex Performance Consultants (SK)	Cadillac Fairview (ON)
ARC Régimes Collectifs inc. (QC)	Calfrac Well Services (AB)
Arcadis (ON)	Calgary Board of Education (AB)
Assiniboine Credit Union (MB)	Calgary Co-operative Association Limited (AB)
Association bénévole de l'Île d'Orléans (QC)	Calgary Winter Club (AB)
	California Innovations (ON)
	Cameco Corporation (SK)

Canada Diagnostic Centres (AB)	Commission de la caisse commune (QC)
Canada Mortgage and Housing Corporation (ON)	Computronix (Canada), Ltd. (AB)
Canada's Children's Hospital Foundations (ON)	Conservation Halton (ON)
Canada's Drug Agency (ON)	Convyta (BC)
Canada's Ocean Supercluster (NS)	Cooperators (ON)
Canadelle Limited Partnership (QC)	Copp Building Materials Limited (ON)
Canadian Air Transport Security Authority (CATSA) (ON)	CORE Benefit Consulting Ltd. (BC)
Canadian Association of Professional Employees (ON)	Credit Union Central of Manitoba (MB)
Canadian Institute for Advanced Research (CIFAR) (ON)	Credit Valley Conservation (ON)
Canadian Medical Association (ON)	CSA Group (ON)
Canadian National Institute for the Blind (ON)	Cybera (AB)
Canadian Nuclear Association (ON)	Danse Danse (QC)
Canuck Place Children's Hospice (BC)	Definity Insurance (ON)
Capital Power (AB)	Dentons Canada LLP (ON)
Cascades Canada ULC (QC)	Deschamps Impression Inc (QC)
CBC/Radio-Canada (ON)	Desjardins (QC)
CBCL Limited (NS)	Developmental Disabilities Resource Centre of Calgary (AB)
CDN Controls ULC (AB)	DEVICOM INC. (QC)
Central 1 Credit Union (BC)	Doctors of BC (BC)
Centric Canada (QC)	DUCA Financial Services Credit Union (ON)
Chandos Construction (AB)	Eaton (ON)
CIMA+ (QC)	Eddy Group Limited (NB)
Cimetiere Notre-Dame-des-neige de Montreal (QC)	Elk Valley Resources (BC)
City of Grande Prairie (AB)	Emcon Services Inc (BC)
City of Markham (ON)	Emera Inc. (NS)
Civeo (AB)	Energera International Inc. (AB)
Clarins (QC)	Énergir (QC)
CMLS Financial (ON)	Energy Safety Canada Ltd. (AB)
Coastal Community Credit Union (BC)	Enfant Soleil (QC)
College of Licensed Practical Nurses of Alberta (AB)	Engineered Assemblies Inc. (ON)
College of Physicians and Surgeons of BC (BC)	Epiroc (ON)
Colliers International (ON)	Essex Region Conservation Authority (ON)
Colliers Project Leaders (ON)	Eventbase (BC)
	Exploron Corporation (AB)
	Export Development Canada (ON)
	F12.net Inc (AB)
	Fairview Ltd. (ON)
	Farm Credit Canada (SK)
	Federated Co-operatives Limited (SK)

Federation CJA (QC)	Groupe Média TFO (ON)
Fédération des coopératives funéraires du Québec (QC)	Groupe Produlith Inc. (QC)
FGF Brands (ON)	Groupe St-Hubert Inc. (QC)
Firefly Software (BC)	Habitat for Humanity GTA (ON)
First Nations Health Authority (BC)	Hamilton Conservation Authority (ON)
First West Credit Union (BC)	Haver & Boecker Canada (ON)
FlatironDragados (BC)	Henry's (ON)
FLINT CORP. (AB)	Heroux Devtek Inc. (QC)
FortisAlberta (AB)	Hoffmann-La Roche Limited (ON)
Fountain Tire (AB)	Home Hardware Stores Limited (ON)
Fraser Group (ON)	Houle Electric Limited (BC)
Fraser Valley Seismic (BC)	HRM Pension Plan (NS)
Fraserway RV (BC)	Hydro Quebec (QC)
FWS Group of Companies (MB)	iA Financial Group (QC)
G Adventures (ON)	Imperial Tobacco Canada Limited (QC)
GardaWorld (QC)	Independent Electricity System Operator IESO (ON)
Gateway Casinos & Entertainment Ltd (BC)	Industries Show Canada Inc (QC)
Gensler (ON)	Inland Truck and Equipment (BC)
Geotech Drilling Services Ltd. (BC)	Insurance Institute of Canada (ON)
GeoVerra Inc. (AB)	Interfor (BC)
Glencore Mine Raglan (QC)	International Air Transport Association (QC)
GM Financial (ON)	Invest Quebec (QC)
GoCold (ON)	IPG Mediabrands (ON)
goeasy Ltd (ON)	Island Health (BC)
GoodLife Fitness (ON)	Jamieson Wellness (ON)
Goodwill Industries, Ontario Great Lakes (ON)	K+S Potash Canada (SK)
Gordon Food Service (ON)	KalTire (BC)
Government of Alberta (AB)	Kap Paper Inc (ON)
Gowling WLG (ON)	Kenaidan Contracting Ltd. (ON)
Graham (AB)	Keyera Corp (AB)
Granby FRP Tanks Inc. (NS)	Keywords Studios (QC)
Grand Bridge Energy (ON)	Kicking Horse Coffee (BC)
Grand River Conservation Authority (ON)	Kindred Credit Union (ON)
Great Canadian Gaming Corporation (ON)	Kinetic Construction Ltd. (BC)
Great Western Brewing Company (SK)	Kinross Gold Corporation (ON)
Greater Vancouver Community Credit Union (BC)	Kootenay Savings Credit Union (BC)
Greater Victoria Harbour Authority (BC)	Kubota Materials Canada (ON)
	Lactanet (QC)

Law Society of Alberta (AB)	New Canadians Centre Peterborough (ON)
LAWPRO (ON)	NL Hydro (NL)
Le Groupe Maurice (QC)	Nmedia (QC)
League Inc. (ON)	NorLand Limited (BC)
Ledcor Industries Inc. (BC)	Norseman (AB)
Levio Conseils (QC)	North American Construction Group Ltd. (AB)
LMC Healthcare (ON)	Nottawasaga Valley Conservation Authority (ON)
LMI Technologies (BC)	NOVA Chemicals (AB)
LNG Canada (BC)	Nova Scotia Pension Services Corporation (NS)
Loto-Québec (QC)	NS Federation of Municipalities (NS)
Lucid Vision Labs, Inc. (BC)	N'ware Technologies (QC)
Luminus Financial Services & Credit Union Ltd (ON)	Ontario Dental Association (ON)
MacEwan University (AB)	Ontario Lottery & Gaming Corporation (ON)
Mackenzie Investments (ON)	Ontario Medical Association (ON)
Manitoba Blue Cross (MB)	Ontario Mutual Insurance Association (ON)
Maple Leaf Foods (ON)	Ontario Pension Board (ON)
Maritime Paper Products Limited (NS)	Ontario Power Generation Inc. (ON)
Mattamy Homes - Mattamy Asset Management (ON)	Ontario Real Estate Association (ON)
Mayfair Diagnostics (AB)	Ontario Provincial Police Association Credit Union (ON)
Mazda Canada Inc. (ON)	OPPY (BC)
McCain Foods (ON)	Osler Hoskin Harcourt (ON)
McGill University (QC)	Otonabee Region Conservation Authority (ON)
Mckesson (QC)	Ottawa international Airport Authority (ON)
McMichael Canadian Art Collection (ON)	OzTREKK Educational Services (ON)
Medavie Blue Cross (NB)	Panasonic Canada Inc (ON)
MedicAlert Foundation Canada (ON)	Parkland County (AB)
Meewasin Valley Authority (SK)	PCL Constructors Inc (AB)
Metrix (ON)	Peace Hills Insurance (AB)
Metro Inc. (QC)	Penske (ON)
Metrolinx (ON)	PetroChina Canada (AB)
Mitacs Inc (BC)	PFX Group (QC)
Mobile Climate Control Inc. (ON)	Phantom Screens (BC)
Moosehead Breweries Ltd (NB)	Phoenix Society (BC)
Mother Parkers (ON)	Pomerleau (QC)
Multi-Health Systems (ON)	Portage (QC)
Multiplex Construction Canada (ON)	PortsToronto (ON)
NCSG Crane and Heavy Haul (AB)	

Prelco inc (QC)	Sun Life Financial (ON)
Proline Management (BC)	TACC Construction Ltd (ON)
Purolator Inc. (ON)	Teachers' Pension Plan Corporation -
Qualico (MB)	Newfoundland and Labrador (NL)
Quinte Conservation (ON)	Technical Safety Authority of Saskatchewan
Regional Municipality of Wood Buffalo (AB)	(TSASK) (SK)
Richardson International Limited (MB)	Teck Resources Limited (BC)
Rural Municipalities of Alberta (RMA) (AB)	Tenaquip (QC)
Russell A. Farrow Limited (ON)	The Beer Store (ON)
Safran Helicopter Engines Canada inc. (QC)	The City of Calgary (AB)
Samuel, Son & Co., Ltd. (ON)	The Country Day School (ON)
Sanofi (ON)	The Estee Lauder Companies (ON)
Saskatchewan Association of Health	The Wawanesa Mutual Insurance
Organizations (SK)	Company (MB)
Saskatchewan Association of Rehabilitation	The Winnipeg Civic Employees' Benefits
Centres (SK)	Program (MB)
SaskCentral (SK)	The Winnipeg Foundation (MB)
SciCan (ON)	TMX Group Limited (ON)
Scotia Investments Limited (NS)	Tolko Industries Ltd. (BC)
Scott Builders Inc. (AB)	Torys LLP (ON)
Shannex (NS)	Toyota Credit (ON)
SIKA (QC)	Toyota Motor Manufacturing Canada (ON)
SilverBirch Hotels & Resorts (BC)	TransAlta (AB)
SLB (AB)	Transat A.T. Inc (QC)
Sleep Country Canada (ON)	Turnay Electric Ltd. (ON)
Smile Digital Health (ON)	UNI Coopération financière (NB)
SMS Equipment (AB)	UNITE HERE Wellness and Dental Centre (ON)
Sodexo Canada (ON)	United Church of Canada (ON)
Sofina Foods Inc. (ON)	University of British Columbia (BC)
Spinal Cord Injury Ontario (ON)	University of Calgary (AB)
St. Francis Xavier University (NS)	Urban Systems Ltd (BC)
St. Mary's University (AB)	Valley Credit Union (NS)
Starlim North America (ON)	Vancouver Airport Authority (BC)
Stawowski McGill (AB)	Vancouver Fraser Port Authority (BC)
Steinbach Credit Union (MB)	VHA Home HealthCare (ON)
Stephenson's Rental Services Inc (ON)	Village of New Maryland (NB)
Stikeman Elliott (ON)	Ville de Beaconsfield (QC)
Stollery Children's Hospital Foundation (AB)	Ville de Gatineau (QC)
Strathcona County (AB)	Ville de Lévis (QC)

VOLANT PRODUCTS INC. (AB)
Wakefield Canada Inc (ON)
Walker Industries (ON)
Wellington-Dufferin-Guelph Public Health (ON)
Werklund Family Office Inc (AB)
West Fraser Timber (BC)
Western Financial Group (AB)
Weyburn Credit Union (SK)
Wilder Institute Calgary Zoo (AB)
Windmill Plastics (QC)
WISE Trust (ON)
Workplace Safety and Insurance Board (ON)
WSP Canada Inc. (QC)
X-Chem inc (QC)
YMCA (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 between June and August 2025.

- **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 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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