2022 Salary Projection Survey

Compensation insights and trends in 2022

Summary Report

By LifeWorks | September 2021
Overview of LifeWorks 2022 Salary Projection Survey

The results presented in this report are based on the summary analysis of responses collected between July and August 2021 to the 39th edition of the LifeWorks (formerly Morneau Shepell) Salary Projection Survey. Reported information is a reflection of a diverse group of organizations covering a broad cross-section of industries and sizes representing 829 employers across Canada.

This Summary report provides data on average salary budget increase percentages for the past and current year, along with anticipated projection increases for next year. Our analysis provides data on average base salary budget.

The 2022 Salary Projection Survey report contains the following information:

- Segmented data (e.g. by province, industry etc.) and detailed analysis by LifeWorks’ Compensation Consulting and Total Rewards Surveys team
- Trending data from a consistent database of over 800 participants, many of which participate annually in our Canadian Salary Surveys
- Survey data includes actual 2021 and projected 2022 base salary increases and salary range structure adjustments. Market perspectives presents data inclusive of salary freezes (“with zeros”) and excluding (“without zeros”)
- Summary results are for non-unionized employees
Survey highlights

We are pleased to present our 39th edition of the Salary Projection Survey including 829 organizations across Canada from various industries and sizes. For 2021, our data collection revealed on average across all non-unionized employee levels an annual base salary increase of 2.6% excluding salary freezes, and 2.2% including salary freezes. Notably, 13% of organizations had forecasted freezing salaries in 2021 versus the 12% that actually froze salaries.

Looking ahead to 2022, organizations are displaying an increased sense of certainty as to whether they will increase or freeze salaries. Only 3.3% of organizations are planning salary freezes, while 18.2% remain undecided in comparison to last year’s significantly higher proportion of 46%. In terms of anticipated increases for 2022, our analysis reveals that the overall average base salary increase will be 2.7% excluding salary freezes and 2.5% including salary freezes. These figures are more in line to pay increases experienced in past years, suggesting a more optimistic sense of pay restoration.

In terms of provinces, British Columbia, Quebec and Newfoundland and Labrador are projecting the highest average base salary increases. The maritime province is the highest at 3.0%, while both BC and Quebec are also above the national average by 0.2% at 2.9% excluding salary freezes. By industry, the highest projected average salary increases for 2022 in Canada, excluding freezes, are expected to be in Whole Sale Trade, Construction, Information Technology and Accommodation and Food Services, all either at or slightly above the 3% mark. Continuing to trend on the lower end and below the national average is Health Care and Social Assistance, Information and Cultural Industries and Educational Services at about 2%.

When considering HR trends and metrics tied to remote work (covered in our comprehensive report), 58% of organizations plan to adopt a hybrid model and the majority of all respondents (85%) will have some formal remote work policy in place by the end of the year. As we begin to turn a new page into 2022, we will see HR focusing on addressing employee engagement and wellbeing initiatives (60%) as an essential part of talent attraction and retention.
Looking ahead

2022 Base salary increases returning back to pre-pandemic levels
(average percentage of base pay; non-unionized employees, excluding zero's)

<table>
<thead>
<tr>
<th>Province</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>British Columbia</td>
<td>2.9%</td>
</tr>
<tr>
<td>Alberta</td>
<td>2.5%</td>
</tr>
<tr>
<td>Saskatchewan</td>
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<tr>
<td>New Brunswick</td>
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</tr>
<tr>
<td>Nova Scotia</td>
<td>2.5%</td>
</tr>
<tr>
<td>Newfoundland and Labrador</td>
<td>3.0%</td>
</tr>
</tbody>
</table>

2.7% Canadian average

* Insufficient data to report for Northern Canada and Prince Edward Island
## Year over year market movements

### Average base salary increases

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual excluding zeros</th>
<th>Projected excluding zeros</th>
<th>Actual including zeros</th>
<th>Projected including zeros</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>2.5%</td>
<td>2.4%</td>
<td>2.5%</td>
<td>2.4%</td>
</tr>
<tr>
<td>2019</td>
<td>2.4%</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>1.6%</td>
<td>2.2%</td>
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<tr>
<td>2021</td>
<td></td>
<td>2.7%</td>
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<tr>
<td>2022</td>
<td></td>
<td>2.5%</td>
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</tr>
</tbody>
</table>

#### 6%  
2018 actual salary freezes

#### 4%  
2019 actual salary freezes

#### 36%  
2020 actual salary freezes

#### 12%  
2021 actual salary freezes

#### 3.3%  
2022 projected salary freezes
Participant profile

Operating regions
Below is a breakdown of the 829 survey participants distributed based on the reported operating regions in Canada:

- Ontario (38.4%)
- Quebec (19.7%)
- Alberta (18.2%)
- British Columbia (15.2%)
- Saskatchewan (2.5%)
- Nova Scotia (2.5%)
- Manitoba (1.8%)
- New Brunswick (0.7%)
- Newfoundland and Labrador (0.5%)
- Prince Edward Island (0.2%)
- Yukon (0.1%)
- Nunavut*
- Northwest Territories*

* Insufficient data to report for Nunavut and Northwest Territories

Revenue / annual operating budget ($, millions)
Below is a breakdown of the 829 survey participants distributed based on the reported revenue / annual operating budget operating regions in Canada:

- Greater than 1,000 (16.3%)
- $501 to 1,000 (8.9%)
- $251 to 500 (8.7%)
- $51 to 250 (18.1%)
- $11 to 50 (21.2%)
- Up to 10 (12.7%)
- Don’t know (14.1%)
Participant profile (continued)

Number of full-time equivalents (FTE’s)
Below is a breakdown of the 829 survey participants distributed based on the number of full-time equivalents (FTE’s):

- Greater than 2,000 (17.2%)
- 1,001 to 2,000 (11.8%)
- 501 to 1,000 (8.6%)
- 251 to 500 (13.1%)
- 51 to 250 (34.7%)
- Up to 50 (14.5%)

Ownership type
Below is a breakdown of the 829 survey participants distributed based on organization ownership type:

- Privately owned organization (49.7%)
- Not-for-profit (20.0%)
- Publicly traded on a stock exchange (18.3%)
- State-owned enterprise (government/crown corporation) (10.7%)
- Joint venture (1.2%)
Participant profile (continued)

Organization industry

Below is a breakdown of the 829 survey participants distributed based on industry:

- Manufacturing (14.2%)
- Finance and Insurance (13.3%)
- Professional, Scientific and Technical Services (8.6%)
- Other services (except Public Administration) (7.7%)
- Information Technology (6.4%)
- Construction (5.9%)
- Health Care and Social Assistance (5.9%)
- Public Administration (5.3%)
- Retail Trade (4.7%)
- Educational Services (4.2%)
- Mining and Oil & Gas Extraction (4.1%)
- Utilities (3.9%)
- Transportation and Warehousing (3.0%)
- Wholesale Trade (3.0%)
- Accommodation and Food Services (2.2%)
- Arts, Entertainment and Recreation (2.1%)
- Agriculture, Forestry, Fishing and Hunting (2.1%)
- Real Estate, Rental and Leasing (1.9%)
- Information and Cultural Industries (0.7%)
- Administrative and Support, Waste Management and Remediation Services (0.5%)
- Management of Companies and Enterprises (0.4%)

Weekly scheduled hours

- 32.5 hours = 0.6%
- 35 hours = 17.1%
- 37.5 hours = 29.9%
- 40 hours = 43.2%
- 42 hours = 1.7%
- Other = 7.5%
Base salary increases

2021 actual and 2022 projections by region

Based on available data, provincial data shows the 2021 average base salary increase varies from 1.7% to 2.8% (including freezes) and 1.8% to 3.1% (without freezes). The 2022 projected average base salary increases varies from 2.0% to 2.9% (including freezes) and 2.5% to 3.0% (without freezes).

<table>
<thead>
<tr>
<th>Province</th>
<th>2021 – Actual base salary increases (%)</th>
<th>2022 – Projected base salary increase (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Including freezes (with zeros)</td>
<td>Excluding freezes (without zeros)</td>
</tr>
<tr>
<td>British Columbia</td>
<td>2.8%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Alberta</td>
<td>1.7%</td>
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<td>2.4%</td>
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<tr>
<td>Prince Edward Island</td>
<td>—</td>
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</tr>
<tr>
<td>Newfoundland and Labrador</td>
<td>2.3%</td>
<td>2.3%</td>
</tr>
<tr>
<td>Northern Canada</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>National weighted average</td>
<td>2.2%</td>
<td>2.6%</td>
</tr>
</tbody>
</table>

2021 Salary freezes: 12.0%

2022 Projected freezes: 3.3%

18.3% still undecided for 2022
Base salary increases (continued)

2021 actual and 2022 projections by industry

Industry data shows the 2021 average base salary increase varies from 1.5% to 2.9% (including freezes) and 1.6% to 3.2% (without freezes). The 2022 projected average base salary increases varies from 1.5% to 3.0% (including freezes) and 1.9% to 3.1% (without freezes).

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<td>2.1%</td>
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<tr>
<td>Administrative and Support, Waste Management and Remediation Services</td>
<td>1.6%</td>
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</tr>
<tr>
<td>Agriculture, Forestry, Fishing and Hunting</td>
<td>2.9%</td>
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</tr>
<tr>
<td>Arts, Entertainment and Recreation</td>
<td>2.0%</td>
<td>2.4%</td>
</tr>
<tr>
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<td>2.3%</td>
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</tr>
<tr>
<td>Retail Trade</td>
<td>2.0%</td>
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</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>1.8%</td>
<td>2.5%</td>
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<tr>
<td>Utilities</td>
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<tr>
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</tbody>
</table>
Salary range structure adjustments

2021 actual and 2022 projections by region

Based on available data, provincial data shows the 2021 average salary range structure adjustments varies from 0.8% to 2.1% (including freezes) and 1.4% to 2.7% (without freezes). The 2022 projected average salary range structure adjustments varies from 1.5% to 2.5% (including freezes) and 1.5% to 3.0% (without freezes).

<table>
<thead>
<tr>
<th>Province</th>
<th>2021 - Actual salary range structure adjustments (%)</th>
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</tr>
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<tr>
<td></td>
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<td>National weighted average</td>
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<td>2.2%</td>
</tr>
</tbody>
</table>

81% Have a salary range structure

2021 Range Freezes: 29.1%
2022 Range Freezes: 6.1%
22.2% still undecided for 2022
## Salary range structure adjustments (continued)

**2021 actual and 2022 projections by industry**

Industry data shows the 2021 average salary range structure adjustments varies from 1.0% to 2.3% (including freezes) and 1.7% to 4.0% (without freezes). The 2022 projected average salary range structure adjustments varies from 1.3% to 2.9% (including freezes) and 1.8% to 3.7% (without freezes).

<table>
<thead>
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</tr>
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</tr>
<tr>
<td>Public Administration</td>
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<td>1.8%</td>
</tr>
<tr>
<td>Real Estate, Rental and Leasing</td>
<td>1.5%</td>
<td>2.1%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>1.0%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>1.4%</td>
<td>2.3%</td>
</tr>
<tr>
<td>Utilities</td>
<td>1.4%</td>
<td>1.8%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>1.4%</td>
<td>2.4%</td>
</tr>
<tr>
<td>National weighted average</td>
<td>1.5%</td>
<td>2.2%</td>
</tr>
</tbody>
</table>
## Base salary freezes

**2021 actual and 2022 projections by region**

Data shows the prevalence of 2021 overall average salary freezes varies from 0.0% to 29.3% (Alberta having the highest percentage of freezes). Provincially, the projected freezes in 2022 varies from 0.0% to 25.0%. Newfoundland and Labrador is the province where we find the highest percentage, however we also find a high level of undecided.

<table>
<thead>
<tr>
<th>Province</th>
<th>Year</th>
<th>Yes</th>
<th>No</th>
<th>Don't know</th>
</tr>
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<tbody>
<tr>
<td>British Columbia</td>
<td>2021</td>
<td>7.2%</td>
<td>92.8%</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>2022</td>
<td>1.7%</td>
<td>76.7%</td>
<td>21.7%</td>
</tr>
<tr>
<td>Alberta</td>
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<td>29.3%</td>
<td>70.7%</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>2022</td>
<td>8.1%</td>
<td>65.1%</td>
<td>26.8%</td>
</tr>
<tr>
<td>Saskatchewan</td>
<td>2021</td>
<td>19.0%</td>
<td>81.0%</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>2022</td>
<td>0.0%</td>
<td>90.5%</td>
<td>9.5%</td>
</tr>
<tr>
<td>Manitoba</td>
<td>2021</td>
<td>6.7%</td>
<td>93.3%</td>
<td>—</td>
</tr>
<tr>
<td></td>
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<td>0.0%</td>
<td>93.3%</td>
<td>6.7%</td>
</tr>
<tr>
<td>Ontario</td>
<td>2021</td>
<td>10.9%</td>
<td>89.1%</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>2022</td>
<td>2.3%</td>
<td>78.4%</td>
<td>19.4%</td>
</tr>
<tr>
<td>Quebec</td>
<td>2021</td>
<td>5.6%</td>
<td>94.4%</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>2022</td>
<td>2.5%</td>
<td>89.4%</td>
<td>8.1%</td>
</tr>
<tr>
<td>New Brunswick</td>
<td>2021</td>
<td>0.0%</td>
<td>100.0%</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>2022</td>
<td>0.0%</td>
<td>83.3%</td>
<td>16.7%</td>
</tr>
<tr>
<td>Nova Scotia</td>
<td>2021</td>
<td>5.0%</td>
<td>95.0%</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>2022</td>
<td>5.0%</td>
<td>85.0%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Prince Edward Island</td>
<td>2021</td>
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<td>—</td>
<td>—</td>
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<tr>
<td></td>
<td>2022</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Newfoundland and Labrador</td>
<td>2021</td>
<td>0.0%</td>
<td>100.0%</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>2022</td>
<td>25.0%</td>
<td>0.0%</td>
<td>75.0%</td>
</tr>
<tr>
<td>Northern Canada</td>
<td>2021</td>
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Survey participants (n=829)

**Accommodation and Food Services**
- Aegis Brands (ON)
- Arhoma (QC)
- Auberge Saint-Antoine (QC)
- Civeo (AB)
- CLS Catering Services Ltd. (BC)
- Compass Group Canada (ON)
- Explore Edmonton (AB)
- Fairmont Banff Springs (AB)
- Four Seasons Hotels and Resorts (ON)
- Goodfood (QC)
- Hilton Hotels (ON)
- Hotel le Concorde (QC)
- Kellogg (ON)
- Recipe Unlimited Corporation (ON)
- SilverBirch Hotels & Resorts (BC)
- Sunwing Travel Group Inc (ON)
- The Keg (BC)

**Agriculture, Forestry, Fishing and Hunting**
- Acadian Seaplants Limited (NS)
- Bernard Breton Inc. (QC)
- Centre d’études sur les coûts de production en agriculture – CECPA (QC)
- Cereals Canada (MB)
- CIAQ (QC)
- Comax, coopérative agricole (QC)
- Consortium de recherche et innovations en bioprocédés industriels au Québec (QC)
- EastGen (ON)
- HJV Equipment (ON)
- Oppy (BC)
- Richardson International Limited (MB)
- Semex (ON)
- Sollio Groupe Coopératif (QC)
- Syngenta (ON)
- Takla Lake Limited Partnership (BC)
- Tolko Industries Ltd. (BC)

**Administrative and Support, Waste Management and Remediation Services**
- La Relance (QC)
- QM Environmental (ON)
- Scotia Recycling Limited (NS)
- SECURE Energy (AB)

**Arts, Entertainment and Recreation**
- Assiniboine Park Conservancy (MB)
- Blue Mountain Resort (ON)
- Calgary Winter Club (AB)
- Century Resorts (AB)
- Danse Danse (QC)
- Free 2 Play LP / CF Montréal (QC)
- Kabam Games Inc. (BC)
- Loto-Québec (QC)
- McMichael Canadian Art Collection (ON)
- Metro Toronto Convention Centre (ON)
- Niagara Casinos (ON)
- Rosedale Golf Club (ON)
- Saskatchewan Indian Gaming Authority (SK)
- The Calgary Zoo (AB)
- The Lambton Golf and Country Club Limited (ON)
- Woodbine Entertainment Group (ON)
- YMCA of Greater Vancouver (BC)

**Construction**
- ALSA Road Construction Ltd (AB)
- Alstar Group (AB)
- CANA Limited (AB)
- Canstar Restorations LP (BC)
- CDN Controls Ltd. (AB)
- Chandos (AB)
- Clark Construction Management (ON)
- Colas Canada Inc (ON)
- CRH Canada Group Inc. (ON)
- Doka Canada Ltd (ON)
- Dragados Canada Inc. (ON)

**Elan Construction Limited (AB)**
- Empire Communities (ON)
- Girou Arpentage (QC)
- Graham (AB)
- Guard-X (QC)
- Kenaidan Contracting Ltd. (ON)
- Kiewit Corp. (AB)
- Kinetic Construction Ltd. (BC)
- Lafarge Canada Inc. (ON)
- Ledcor Industries Inc. (BC)
- M. Sullivan and Son Limited (ON)
- Mattamy Asset Management (ON)
- McNally Construction Inc. (ON)
- Mishov (QC)
- Nilex Inc. (AB)
- NRJ (QC)
- Omicron Canada Inc. (BC)
- PCL Constructors Inc (AB)
- Phoenix Industrial (AB)
- Pitt Meadows Plumbing (BC)
- Pomerleau (QC)
- Primary Engineering and Construction (AB)
- Ruby Rock Asphalt Works Ltd. (AB)
- Scott Builders Inc. (AB)
- Sintra Inc. (QC)
- SNC-Lavalin (QC)
Construction (continued)
Soletanche Bachy Canada (ON)
Stuart Olson Inc. (BIRD) (ON)
Supermetal (QC)
Unitech Construction Management Ltd. (BC)
Urban One Management Inc (BC)
VCNA/St Marys Cement (ON)
Ventana Construction (BC)
Waiward Industrial LP (AB)
White Water West (BC)
Willowridge Construction (AB)

Educational Services
Campus Support (BC)
Canadian AIDS Treatment Information Exchange (CATIE) (ON)
Canadian College of Naturopathic Medicine (ON)
Carleton University (ON)
Centre de services scolaire de l’Estuaire (QC)
Columbia College (AB)
Conseil scolaire francophone provincial de Terre-Neuve-et-Labrador (NF)
Crescent School (ON)
Emily Carr University of Art + Design (BC)
George Brown College (ON)
Hillfield Strathallan College (ON)
Immigrant Services Association of Nova Scotia (NS)
Lower Canada College (QC)
MacEwan University (AB)
McGill University (QC)
McMaster University (ON)
Memorial University (NF)
Mitacs Inc (BC)
Montessori Academy of London, Inc. (ON)
Nova Scotia Community College (NS)
Nova Scotia Education Common Services Bureau (NS)
OzTREKK Educational Services (ON)
Pacekids Programs (AB)
Ridley College (ON)
School District 8 (BC)
St. Mary’s University (AB)
Strathcona-Tweedsmuir School (AB)
The George Brown College Foundation (ON)
Toronto Centre (ON)
Trafalgar Castle School (ON)
Université de Saint-Boniface (MB)
University of Calgary (AB)
University of New Brunswick (NB)
WSÁNEĆ School Board (BC)

Finance and Insurance
Addenda Capital Inc. (QC)
AGF Investments (ON)
AIC Global Holdings (ON)
Alberta Blue Cross (AB)
Alberta Central (AB)
Alterfina (QC)
Alterna Savings and Credit Union Ltd. (ON)
American Express (ON)
Association des médiateurs familiaux du Québec (QC)
Arca Financial Group (ON)
ATB Financial (AB)
Aviva Canada (ON)
Axa Infrastructure Inc (QC)
Bank of Canada (ON)
Banque Nationale du Canada (QC)
BCAA (BC)
BGO, Services financiers intégrés (QC)
Bill Gosling Outsourcing (ON)
BlueShore Financial Credit Union (BC)
BMO Financial Group (ON)
Bow Valley Credit Union (AB)
Business Development Bank of Canada (QC)
Canada Mortgage and Housing Corporation (ON)
Canadian Bankers Association (ON)
Canadian Premier Life Insurance (ON)
Canadian Western Bank (AB)
Central 1 Credit Union (BC)
CI Financial (ON)
CIBC Mellon (ON)
Coast Capital Savings Federal Credit Union (BC)
Compensation Employees Credit Union (BC)
Conexus Credit Union (SK)
ConnectFirst Credit Union Ltd. (AB)
Coril Holdings Ltd (AB)
Credit Union Central of Manitoba (MB)
CU Agencies Alliance Ltd. (BC)
Cypress Credit Union Ltd. (SK)
Desjardins (QC)
East Kootenay Community Credit Union (BC)
Economical Insurance (ON)
Encompass Credit Union Ltd. (AB)
Entegra Credit Union (MB)
Equitable Life of Canada (ON)
Export Development Canada (ON)
Farm Credit Canada (FCC) (SK)
First Canadian Insurance Corporation (AB)
Foresters Financial (ON)
Fundserv (ON)
goeasy (ON)
Green Shield Canada (ON)
Green Shield Canada (ON)
Groupement des assureurs automobiles (QC)
H&R Block Canada (AB)
Home Trust Company (ON)
IAG Auto Finance (ON)
IGM Financial (MB)
Industrie Alliance (QC)
Intact Financial Corporation (ON)
Finance and Insurance (continued)

Interior Savings (BC)
Khalsa Credit Union (BC)
Kindred Credit Union (ON)
Laguë, Vary, Verreault et associés (QC)
Lakeland Credit Union (AB)
LAWPRO (ON)

Lawyers Professional Indemnity Company (ON)
Luminus Financial Services & Credit Union Ltd (ON)
Lussier Dale Parizeau inc. (QC)
M.A. Reuter Benefits Inc. (ON)
Manitoba Blue Cross (MB)
Medavie Blue Cross (NB)
Meridian Credit Union (ON)
Nova Scotia Pension Services Corporation (NS)
Ontario Mutual Insurance Association (ON)
Ontario Pension Board (ON)
OPPA Credit Union (ON)
Pethealth Inc. (ON)
Promutuel Assurance (QC)
Raymond James Ltd. (BC)
Régime des Bénéfices autochtone (QC)
Revelstoke Credit Union (BC)
Rhodes & Williams Limited (ON)
Richardson Wealth (ON)
Saskatchewan Mutual Insurance (SK)
Saskatchewan Workers’ Compensation Board (SK)
SEI Investments Company (ON)

Servus Credit Union (AB)
Soben Management Ltd. (ON)
Stride Credit Union Limited (MB)
Sudbury Credit Union (ON)
Sun Life Financial (ON)
Sunshine Coast Credit Union (BC)
Talka Credit Union Limited (ON)
Tarion Warranty Corporation (ON)
TCU Financial Group (SK)
The Co-operators (ON)
Toyota Credit Canada (ON)
Trimaran Financial Ltd. (ON)
UNI (NB)
Unity Credit Union (SK)
VersaBank (SK)
Wawanesa (MB)
Waypoint Insurance (BC)
Werklund Family Office Inc. (AB)
Windsor Family Credit Union (ON)
Wiegars Financial & Benefits (SK)
Workplace Safety and Insurance Board (ON)
WorksafeBC (BC)
Xe.com (ON)

Health Care and Social Assistance

Alberta Children’s Hospital Foundation (AB)
Alberta Health Services (AB)
Bethany Care Society (AB)
Bigstone Health Commission (AB)
Brant Family and Children Services (ON)
Canadian Dental Association (ON)
Canadian Sport Institute (AB)
Canuck Place Children’s Hospice (BC)
Catholic Social Services (AB)
Centre Radiologique Fleurie inc (QC)
Challenge Disability Resource Group (YK)
Community Living Toronto (ON)
Compass (ON)
Corporation d’urgences-santé (QC)
Crowfoot Village Family Practice (AB)
First Nations Health Authority (BC)
George Spady Society (AB)
Halton Healthcare (ON)
Health Association NS (NS)
Houselink and Mainstay Community Housing (ON)
HumanWare (QC)
Les services préhospitaliers Paraxion (QC)
Maison l’Alcôve inc. (QC)
Mantra Pharma inc. (QC)
Maximus Canada Employment Services (BC)
New Age Services Inc (AB)
Northwest Child Development Centre Society (BC)
Nova Scotia Dental Association (NS)
Olive (BC)
One Kids Place (ON)
Ontario Hospital Association (ON)
Parkdale - Activity Recreation Centre (ON)
posSAbilities (BC)
Providence Living Society (BC)
Radiology Consultants Associated (AB)
SAHO (SK)
Salvation Army Canada and Bermuda (ON)
SE Health (ON)
SickKids Foundation (ON)
Strides Toronto (ON)
Summit Housing & Outreach Programs (ON)
The Hamlets (BC)
The Hospital for Sick Children (ON)
The Ottawa Hospital Foundation (ON)
Trillium Health Partners (ON)
UJA Federation (ON)
Wesley (ON)
WorkSafeNB (NB)
YW Calgary (AB)

Information and Cultural Industries

Aga Khan Museum (ON)
CBC Radio-Canada (ON)
Corus Entertainment (ON)
International Council of AIDS Service Organizations (ON)
La Presse Inc. (QC)
Information Technology
AcuityAds Inc. (ON)
Baka Communications Inc (ON)
bitHeads (ON)
Canada Health Infoway (ON)
Clickspace (AB)
CMIC (ON)
COGIWEB (QC)
Complete Innovations Inc (ON)
Cox Automotive Canada (ON)
Cybera (AB)
DevFacto Technologies Inc. (AB)
ESW IT (AB)
Exan Henry Schein One (BC)
Exchange Solutions (ON)
F12.net Inc. (AB)
Genesys Cloud Services Corp. (ON)
GTI Canada Inc. (QC)
Hitachi ID (AB)
i3 International Inc. (ON)
Innovapost (ON)
JOVACO Solutions Inc (QC)
League Inc. (ON)
LGS, une société IBM (QC)
Libéo (QC)
Long View Systems Corp. (AB)
Nmédia (QC)
Navus (BC)
Nureva Inc. (AB)
N-Ware Technologies (QC)
Opentext (ON)
OPTIS Consulting Network Inc (BC)
PNI Digital Media (BC)
Points International (ON)
Prodigy Ventures (ON)
Quartech Systems Ltd. (BC)
Real Estate Webmasters (BC)
Rival Technologies (BC)
Rogers Communications (ON)
Ross Video (ON)
SaskTel (SK)
Solut ltd. (AB)
Solvera Solutions (SK)
Soth Inc (AB)
Spira Data (AB)
Symcor Inc (ON)
Desmaint (BC)
Thinkific Labs Inc. (BC)
Trader Corporation (ON)
TradeRev (ON)
Vigilance Santé (QC)
Visionpool Business Services (SK)
Vitruli (AB)

Management of Companies and Enterprises
CoVectis inc. (QC)
Eversele (AB)
Westerkirk Capital Inc. (BC)

Manufacturing
ABC Recycling Ltd. (BC)
Acer Profilé SBB Inc. (QC)
Agropur Coopérative (QC)
Airbus Helicopters Canada (ON)
All Weather Windows (AB)
Aluminerie Alouette (QC)
Amalgamated Dairies Limited (PEI)
Apotex Inc (ON)
Archmill House (ON)
Aspire Bakeries (ON)
Autolog (QC)
AWD (ON)
Badger Daylighting (AB)
Ballard Power Systems (BC)
Barry Callebaut (QC)
Baycoat (ON)
Bimbo Canada (ON)
Boa-Franc (QC)
Boehringer Ingelheim Canada Ltd. (ON)
Bombardier (QC)
Bonduelle (QC)
Brooklin Concrete Products Corp (ON)

BWXT Canada Ltd (ON)
Cabot Corporation (ON)
Cardinal Meat Specialists (ON)
Cascades (QC)
CCC (ON)
CenterLine (Windsor) Limited (ON)
Collins Industries Ltd. (AB)
Comtek Advanced Structures (ON)
Copernic Industries Limited (AB)
Festo Didactique Ltée (QC)
FGF Brands (ON)
Flow Water Inc. (ON)us Educational Products Inc (ON)
CSL Silicones (ON)
Dainty Foods (ON)
Delta-Q Technologies (BC)
Di-Corp (AB)
DNA (BC)
Domtar Inc. (QC)
Eaton (ON)
Engineered Air (AB)
Epirac (ON)
ERCO Worldwide LP (ON)
Excelsitas Technologies (ON)
Exchange
Ford Motor Company of Canada, Limited (ON)
Foremost Universal LP (AB)
FRE Composites Inc. (QC)
Garibaldi Glass Industries Inc. (BC)
Manufacturing (continued)
Gay Lea Foods Co-operative Limited (ON)
Geloso Group (QC)
General Dynamics Land Systems Canada (ON)
Groupe Aspex Inc. (QC)
Hayward Holdings (ON)
Héroux-Devtek (QC)
Hi-Kalibre Equipment Ltd (AB)
Husky Injection Molding Systems Ltd (ON)
Industries Show Canada Inc (QC)
Ingredion Canada Corporation (ON)
International Water Guard (AB)
kdc/one Development Corporation Inc. (QC)
KEI (ON)
Keirton Inc. (BC)
Kemira (QC)
Kruger Inc. (QC)
KTH Shelburne Mfg. Inc. (ON)
LMI Technologies Inc. (BC)
Louis Garneau Sports Inc. (QC)
Lowe-Martín (ON)
MAPEI Inc (QC)
Maple Lodge Farms Ltd (ON)
MHI Canada Aerospace (ON)
MI Intégration (QC)
Millar Western Forest Products Ltd (AB)
Mobile Climate Control (ON)
Moosehead Breweries Ltd (NB)
New World Technologies (BC)
Norbord (BC)
Norseman (AB)
Olympus NDT Canada (QC)
Paradigm Electronics Inc. (ON)
Paramount Pallet (ON)
Perflex Label (ON)
Postform Ltd. (ON)
Pour Pièces Automobiles Raufoss (QC)
Propak Systems (AB)
Quester Tangent Corporation (BC)
Recochem (QC)
Romet Limited (ON)
RS Technologies Inc. (ON)
Safran Landing Systems Canada Inc. (ON)
Samuel, Son & Co. (ON)
Schenk Architectural Imports Ltd. (AB)
Scotia Investments Ltd. (NS)
Sika Canada (QC)
Sleeman Breweries Ltd (ON)
Sodecia (ON)
Sport Maska Inc. (CCM Hockey) (QC)
Stace (QC)
Steelway Building Systems (ON)
Sunrise Soya Foods (BC)
TC Transcontinental (QC)
Teledyne DALSA (QC)
Termaco (QC)
The Estée Lauder Companies Inc. (ON)
The War Amps Key Tag Service (ON)
Timken Canada LP (SK)
toromont (QC)
Trinity Electronics Systems (AB)
UgoWork par IngeniArts Technologies (QC)
Valbruna ASW Inc. (ON)
Volvo Group Canada (QC)
Weber Manufacturing Technologies Inc. (ON)
Westpower (AB)
Wipak Ltd. (MB)
Woodtone Industries Inc. (BC)
Mining, Oil and Gas Extraction
AECOM (AB)
Agnico Eagle Mining (ON)
B2Gold Corp (BC)
Baytex Energy Corp. (AB)
Calfrac Well Services (AB)
Cameco Corporation (SK)
Centerra Gold (ON)
CG Industrial Specialties (BC)
Dundee Precious Metals Inc (ON)
Fluor Driver (AB)
GCM Consultants (QC)
Geotech Drilling Services Ltd. (BC)
Gibson Energy (AB)
Glencore Mine Raglan (QC)
Hudbay Minerals Inc. (ON)
Hunting Energy Services (Canada) Ltd. (AB)
IAMGOLD (ON)
K+S Potash Canada GP (SK)
Kinross Gold Corporation (ON)
Kirkland Lake Gold Ltd. (ON)
LNG Canada (BC)
Newmont (BC)
OTS (NS)
Pan American Silver Corp. (BC)
Paramount Resources Ltd. (AB)
PetroChina Canada (AB)
Polycor Inc. (QC)
Quantec Geoscience ltd. (ON)
Sherritt International (ON)
Sproule (AB)
Teck Resources Limited (BC)
The Mosaic Company (SK)
Tundra Oil & Gas (MB)
Wood PLC (AB)
Other Services (except Public Administration)
Association of Neighbourhood Houses
BC - ANHBC (BC)
Aurora Cannabis (AB)
Bardel Entertainment Inc. (BC)
Bell (QC)
Other Services (continued)
BigSteelBox Corporation (BC)
British Columbia Non-Profit Housing Association (BC)
CAA Club Group (ON)
CAA-Québec (QC)
Calgary Humane Society (AB)
Calgary Inter-Faith Food Bank Society (AB)
Canadian Air Transport Security Authority (ON)
Canadian Life and Health Insurance Association Inc. (ON)
Canadian Medical Association (ON)
Claystone Waste (AB)
College and Association of Registered Nurses of Alberta (AB)
College of Physicians and Surgeons of BC (BC)
Comité d'animation du troisième âge de Laval (QC)
Community Futures Develop Corp North Okanagan (BC)
CSA Group (ON)
Canadian Society for Medical Laboratory Science (ON)
Diamond Schmitt Architects Inc. (ON)
Emcon Services Inc (BC)
Énergir (QC)
Fédération des coopératives funéraires du Québec (QC)
Fondation One Drop (QC)
Gordon Food Service (ON)
Heart and Stroke Foundation (ON)
IGNIS Innovation Inc. (ON)
International Institute of Business Analysis (ON)
Jefe Nutrition Inc (QC)
John Howard Society of Ontario (ON)
Land Title and Survey Authority (BC)
landsolutions.ca (AB)
Law Society of Alberta (AB)
MacCarthy GM (BC)
ManpowerGroup Services Canada LTD (ON)
Miles Nadal JCC (ON)
MPAC (ON)
Mr. Lube Canada (BC)
Ontario Dental Association (ON)
Ontario Medical Association (ON)
Opération Enfant soleil (QC)
Ontario Real Estate Association (ON)
Organisation Communautaire Fispirit (Fillactive) (QC)
Ottawa International Airport Authority (ON)
Parkland Corporation (AB)
Pétroles Crevier Inc. (QC)
R.C.E.C. Diocese of Timmins (ON)
Research Institute of the McGill University Health Centre (QC)
Rick Hansen Foundation (BC)
Rural Municipalities of Alberta (AB)
Safran Helicopter Engines Canada inc. (QC)
Shaw (AB)
Schnedier Electric (ON)
Société zoologique de Granby inc. (QC)
STRIDE Management Corp. (AB)
TerrAscend Canada Inc. (ON)
Townshippers’ Association (QC)
Transervice (QC)
United Way of the Alberta Capital Region (AB)
Universities Canada (ON)
Ville de Port-Cartier (QC)
Zimmer Biomet (QC)

Professional, Scientific and Technical Services
A4 Architecture + Design Inc. (QC)
Aequilibrium Software Inc. (BC)
Bob agence inc (QC)
Bromwich & Smith Inc. (AB)
BTY Consultancy Group Inc. (BC)
Calian Group Ltd (ON)
Canadian Institute for Advanced Research (ON)
Canadian Nuclear Laboratories (ON)
CellCarta (QC)
Chemistry Industry Association of Canada: CIAC (ON)
CIMA+ (QC)
Corem (QC)

David Nairne and Associates (BC)
Doctors of BC (BC)
D-Wave Systems (BC)
Dynamic Risk Assessment Systems, Inc. (AB)
Dynvyns (AB)
Ecjustice (BC)
Engaged HR (BC)
ERA Environmental Consulting Inc. (QC)
ERM, Inc. (BC)
Fluor Canada Ltd (AB)
Fraser Group (ON)
Fugro Canada (ON)
Gensler (ON)
GNL Québec (QC)
Gowling WLG (ON)
Hicks Morley Hamilton Stewart Storie LLP (ON)
Hôpital vétérinaire Bellerive (QC)
IBI Group (ON)
Innovative Medicines Canada (ON)
Intellisyn Pharma Inc. (QC)
Information Services Corporation - ISC (SK)
i-Sight (ON)
IT International Telecom Canada Inc. (QC)
Kenway Mack Slusarchuk Stewart LLP (AB)
KPMB Architects (ON)
Law Society of Ontario (ON)
Livingston International (ON)
Lockheed Martin Canada (ON)
### Professional, Scientific and Technical Services (continued)

Lucid Vision Labs Inc. (BC)
McElhanney Ltd. (BC)
MNP LLP (AB)
Mott MacDonald (ON)
Norton Rose Fulbright (ON)
Ontario Institute for Cancer Research (ON)
Oncolytics Biotech Inc. (AB)
Ontario Medical Association (ON)
Osler, Hoskin & Harcourt LLP (ON)
Parsons (ON)
PMA-Montréal (QC)
Sanofi (ON)
Service Avicole JGL (QC)
SGS Canada Inc. (ON)
Shared Value Solutions Ltd. (ON)
Siemens Canada Limited (ON)
SOCODEVI (QC)
STEMCELL Technologies (BC)
Strikeman Elliott (ON)
Strum Consulting (NS)
The AME Consulting Group Ltd. (BC)
The Canadian Medical Protective Association (ON)
The Royal College of Physicians and Surgeons of Canada (ON)
Theratronics Inc. (QC)
Torys LLP (ON)
TRC (ON)
Tri-global Solutions Group Inc. (AB)
Ultra Forensic Technology (QC)
Voith (QC)
Worley (AB)

### Public Administration

Alberta Gaming, Liquor and Cannabis (AB)
Alberta Recycling Management Authority (AB)
Alberta Securities Commission (AB)
Alcohol and Gaming Commission of Ontario (ON)
Architectural Institute of British Columbia (BC)
British Columbia Lottery Corporation (BC)
Canadian Forces Morale and Welfare Service (ON)
City of Brampton (ON)
City of Calgary (AB)
City of Edmonton (AB)
City of Markham (ON)
City of Mississauga (ON)
City of Nanaimo (BC)
City of Oshawa (ON)
Government of Alberta (AB)
Government of Saskatchewan (SK)
Halifax Regional Municipality (NS)
Legal Aid Ontario (ON)
Municipality of East Hants (NS)
Municipality of Port Hope (ON)
Municipality of the District of Chester (NS)
Myriam Ritory (QC)
Ontario Energy Board (ON)
Parkland County (AB)
PortToronto (ON)
Red Deer County (AB)
Regional District of Kitimat-Stikine (BC)
Société de transport de Laval (QC)
Squamish-Lillooet Regional District (BC)
Strathcona County (AB)
The Corporation of the City of Richmond Hill (ON)
Toronto Community Housing Corporation (ON)
Town of Ladysmith (BC)
Town of Marinville (AB)
Town of Oakville (ON)
Town of Olds (AB)
Town of Pincher Creek (AB)
Ville de Longueuil (QC)
Ville de Montréal (QC)
Ville de Sainte-Adele (QC)
Ville de Vaudreuil-Dorion (QC)
Vulcan County (AB)
Wheatland County (AB)

### Retail Trade

Alberta Motor Association (AB)
Aldo (QC)
AlgaeCal (BC)
Ameublements Tanguay (QC)
Bank and Vogue Holdings (ON)
Bannister Automotive Group (BC)
Boutique La Vie en Rose Inc. (QC)
Calgary Co-operative Association Limited (AB)
Canadian Tire North Saanich (BC)
Charm Diamond Centres (NS)
CNC (ON)
Collective Arts Brewing (ON)
Empire (NS)
Fountain Tire (AB)
FYiDoctors (AB)
Holt Renfrew (ON)
Home Hardware Stores Limited (ON)
Retail Trade (continued)
Hudson’s Bay (ON)
Kal Tire (BC)
Loblaw Companies Limited (ON)
L’Oéral Canada (QC)
London Drugs (BC)
Longos (ON)
Lush Cosmetics (BC)
Peavey Industries LP (AB)
Pela (BC)
Pet Valu Canada Inc (ON)
Purdys Chocolatier (BC)
Sleep Country Canada (ON)
Sobeys (NS)
Société des alcools du Québec (SAQ) (QC)
SSENSE (QC)
Starbucks Coffee Canada (ON)
The Beer Store (ON)
The Brick (AB)
United Farmers of Alberta (AB)
Walmart Canada (ON)

Transportation and Warehousing
A. Harvey Group of Companies (NF)
Air France (QC)
Air Inuit (QC)
Asmodee (QC)
Avmex Group Inc. (AB)

Utilities
Alelectra (ON)
Alstef Canada Inc. (QC)
AltaLink LP (AB)
ATCO (AB)
BC Hydro and Power Authority (BC)
BluEarth Renewables (AB)
Capital Power Corporation (AB)
Cleantech Service Group Limited (BC)
EfficiencyOne (NS)
Emera Inc (NS)
Energy Safety Canada (AB)
ENMAX (AB)
EPCOR (AB)
Evolugen (QC)
FortisAlberta Inc. (AB)
Grimsby Power Inc. (ON)
H2O Power Holding LP (ON)
Hydro Ottawa (ON)
Hydro-Québec (QC)
Independent Electricity System Operator (IESO) (ON)
Metro Vancouver Regional District (Formerly GVRD) (BC)
MRC de la Haute-Yamaska (QC)
Niagara-on-the-Lake Hydro Inc. (ON)
NL Hydro (NF)
Ontario Power Generation Inc. (ON)
Régie des matières résiduelles du Lac-Saint-Jean (QC)
TC Energy (AB)
Toronto Hydro (ON)
TransAlta (AB)
Ville de La Tuque (QC)
Ville de Québec (QC)
Ville de Montréal (QC)

Wholesale Trade
Atlas Copco Canada (QC)
Bamford Produce Company Ltd. (ON)
Canadelle Limited Partnership, Hanesbrands (QC)
Deschênes Group Inc (QC)
Eddy Group Ltd (NB)
Fairview Ltd. (ON)
Federated Cooperatives Ltd (SK)
Great West Equipment (BC)
Groupe Touchette Inc. (QC)
Institut de Recherche Yves Ponroy Canada (QC)
John G. Hoffand Ltd. (ON)
Keurig Dr Pepper (QC)
Lindt & Sprungli Canada, Inc. (ON)
Live to Play Sports Group Inc (BC)
McKesson Canada (QC)
National Diabetes Trust (ON)
Olympic Industries ULC (BC)
Panasonic Canada Inc (ON)
Progress Luv2pak International Ltd. (ON)
Tenaquip Limited (QC)
Timex Group Canada, Inc. (ON)
Toyo Tires (BC)
Unified Alloys (AB)
uniPHARM Wholesale Drugs Ltd. (BC)
VTech Technologies Canada Ltd. (BC)
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 mid-July, 2021 to August 24th, 2021.

- **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, analysed 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. Significant outlier data excludes increases reporting above 10%. Select tables may compute to slightly less or above 100%, in case of rounding.

**Data statistic definitions**

- **Mean / average**
  Sum of the average of data reported by each organization, divided by the total number of those organizations

- **Dash (-)***
  Insufficient data to report on

- **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 range structure exists, then this is usually contains an entry, midpoint and maximum for a collection of jobs assigned to the same pay grade or level.
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 1200 surveyed positions. Whatever you organization 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 LifeWorks

LifeWorks is a world leader in providing digital and in-person solutions that support the total wellbeing of individuals. We deliver a personalized continuum of care that helps our clients improve the lives of their people and by doing so, improve their business.

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