

Fall Flash Survey

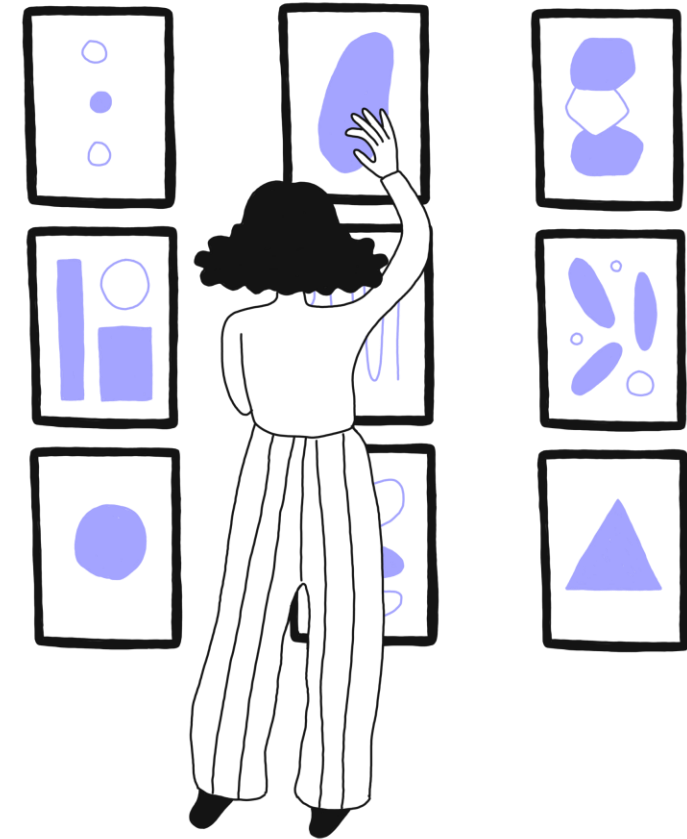
2023 Salary Projections
Comprehensive Report

January 2023



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Overview of LifeWorks Fall Flash Survey 2023 Salary Projections

Overview of LifeWorks Fall Flash Survey

The 2023 salary projection results presented in this report are based on our updated analysis from responses collected in early-to-mid December, 2022.

Reported information summarizes responses from 320 participant organizations. The survey was conducted in response to market trends tied to persistent inflation, in tandem with a tight labour market and the continued movement of talent. This survey serves as supplementary data and an update to the LifeWorks 2023 Salary Projection Survey that was conducted this summer with 548 employers across Canada.

This comprehensive report provides data on average base salary budget increase percentages for the past and current year, along with anticipated projected increases for next year (2023). Our analysis presents overall average base salary budgets for non-unionized employees.

Our Fall Flash Survey report contains the following information

- Segmented data by province (region) and industry.
- Figures for actual 2022 and projected 2023 base salary increases and salary range structure adjustments (including and excluding salary freezes)
- Participant responses regarding salary planning decisions



Survey highlights

Survey highlights

With the looming recession and inflation still at a high level and increasing employee movement, we are pleased to present updated salary projections figures as collected through our **Fall Flash Survey**. Overall, **320 organizations across Canada** representing a diverse set of industries and sizes participated in our pulse survey. We believe that these updated figures will help to support organizations through the final stages of their budget planning process.

The results of the flash survey are very similar to the survey conducted this summer.

	2023 Summer Projections (Base Salary) - 548 participants		2023 Fall Projections (Base Salary) - 320 Participants	
	Including freezes (with zeros)	Excluding freezes (without zeros)	Including freezes (with zeros)	Excluding freezes (without zeros)
National	3.86	3.93	3.84	3.95

	2023 Summer Projections (Salary Structure) - 548 participants		2023 Fall Projections (Salary Structure) - 320 Participants	
	Including freezes (with zeros)	Excluding freezes (without zeros)	Including freezes (with zeros)	Excluding freezes (without zeros)
National	2.89	3.15	2.79	3.17

Survey highlights

However, the number of organizations planning **structure** freezes for 2023 has nearly doubled, 11.2% compared to 6.6% earlier this summer, suggesting that employers are increasingly anticipating a recession in the coming year.

Nevertheless, the **job market remains very tight**, and organizations are still projecting a 3.95% salary increase (excluding freezes)

The industries projecting the largest salary increases are **Business and Professional Services** and **Life Sciences** with respective increases of **4.87%** and **4.21%** (excluding freezes). On the other hand, **Healthcare** remains on the lower end at **2.50%**.

The results are similar in terms of province, **Quebec and Ontario are projecting the highest average base salary increases**. Quebec is projecting 4.28% and Ontario is forecasting increases of 3.97% (excluding freezes) while Manitoba is projecting the lowest **average base salary increases** at **3.71%**





Year over year market movements

Year over year market movements

Average base salary increases

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



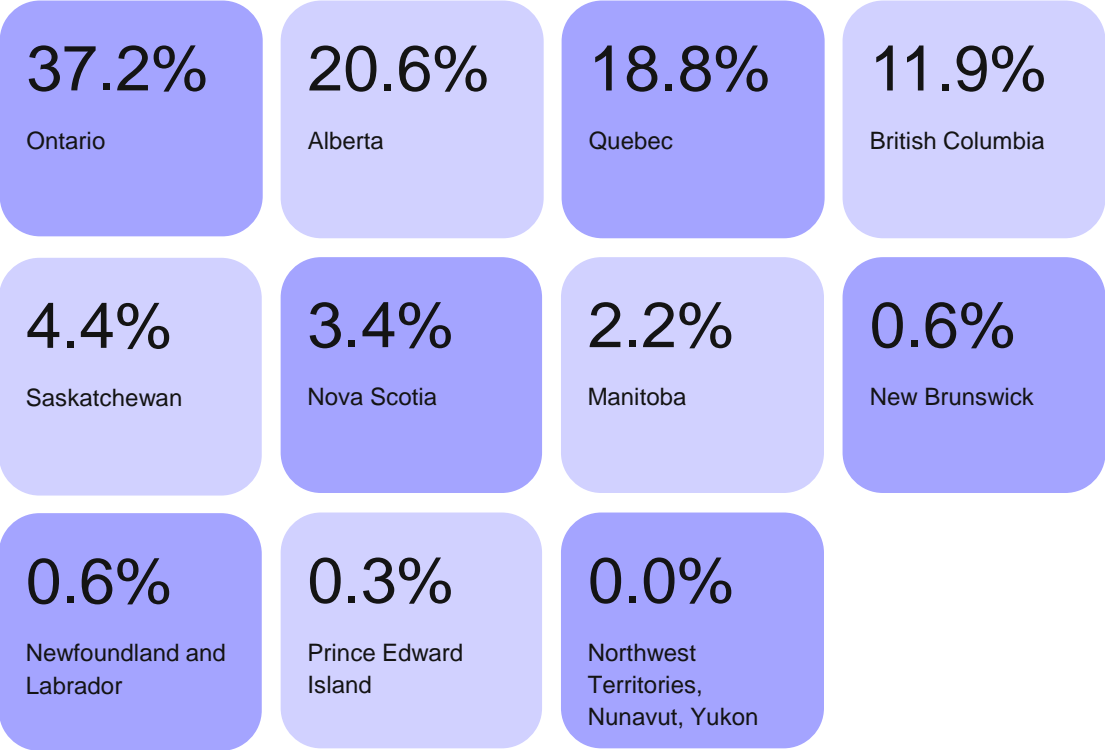


Participant profile

Participant profile

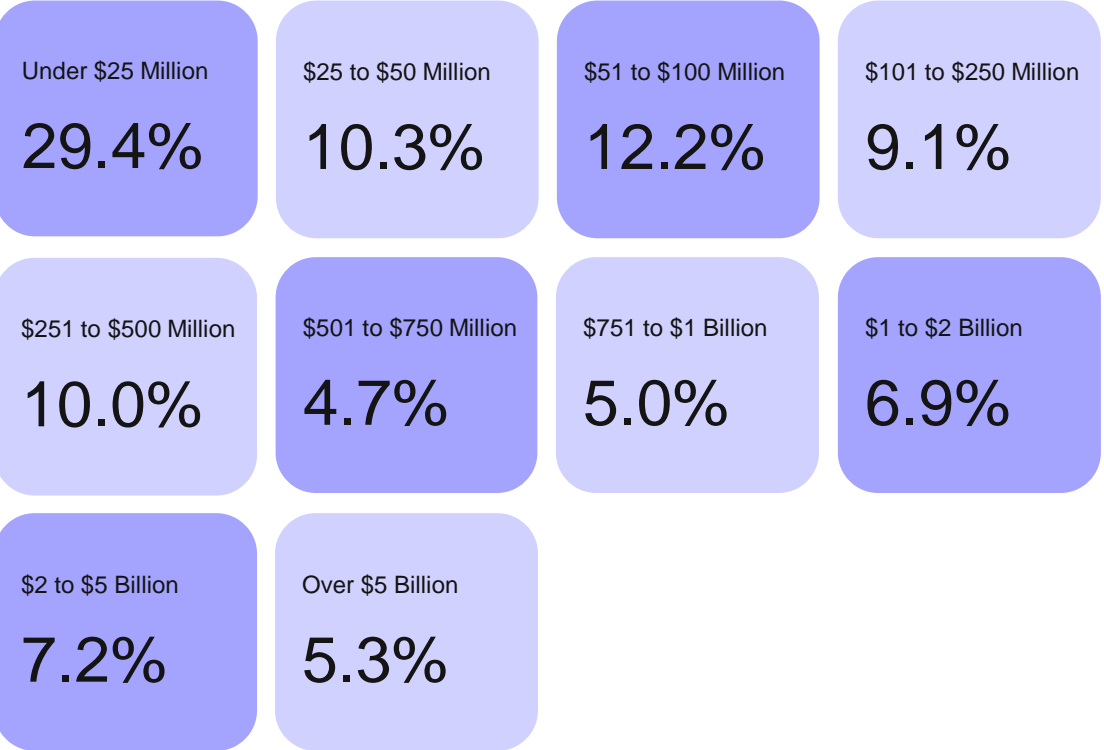
Canadian head office location

Below is a breakdown of the 320 survey participants based on the reported head office location in Canada:



Revenue / annual operating budget

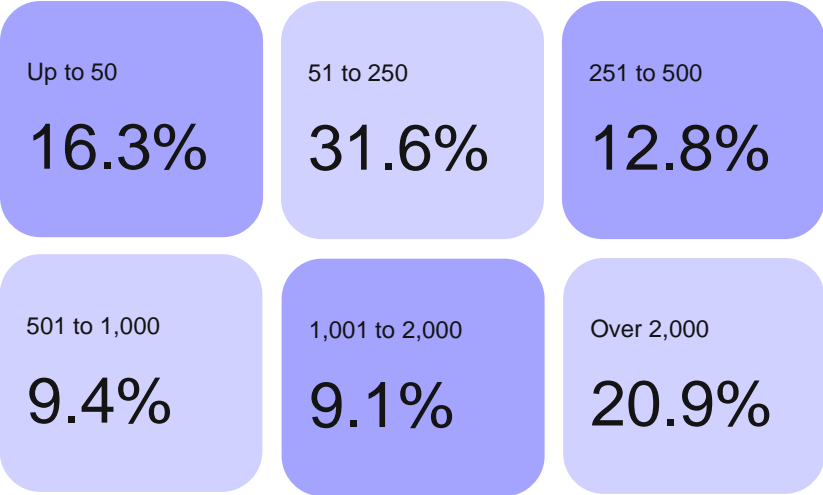
Below is a breakdown of the 320 survey participants based on the reported revenue / annual operating budget in Canada:



Participant profile (continued)

Number of full-time equivalents (FTE's)

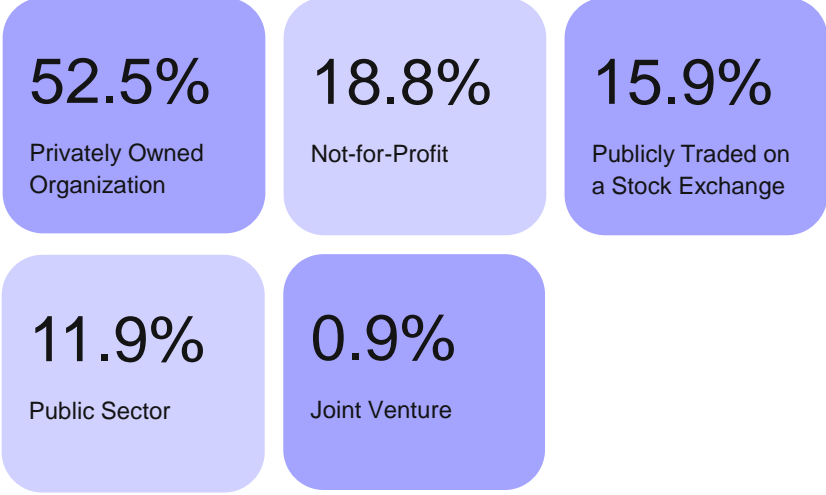
Below is a breakdown of the 320 survey participants based on the number of full-time equivalents (FTE's):



Note: Values may not compute exactly to 100% due to rounding

Ownership type

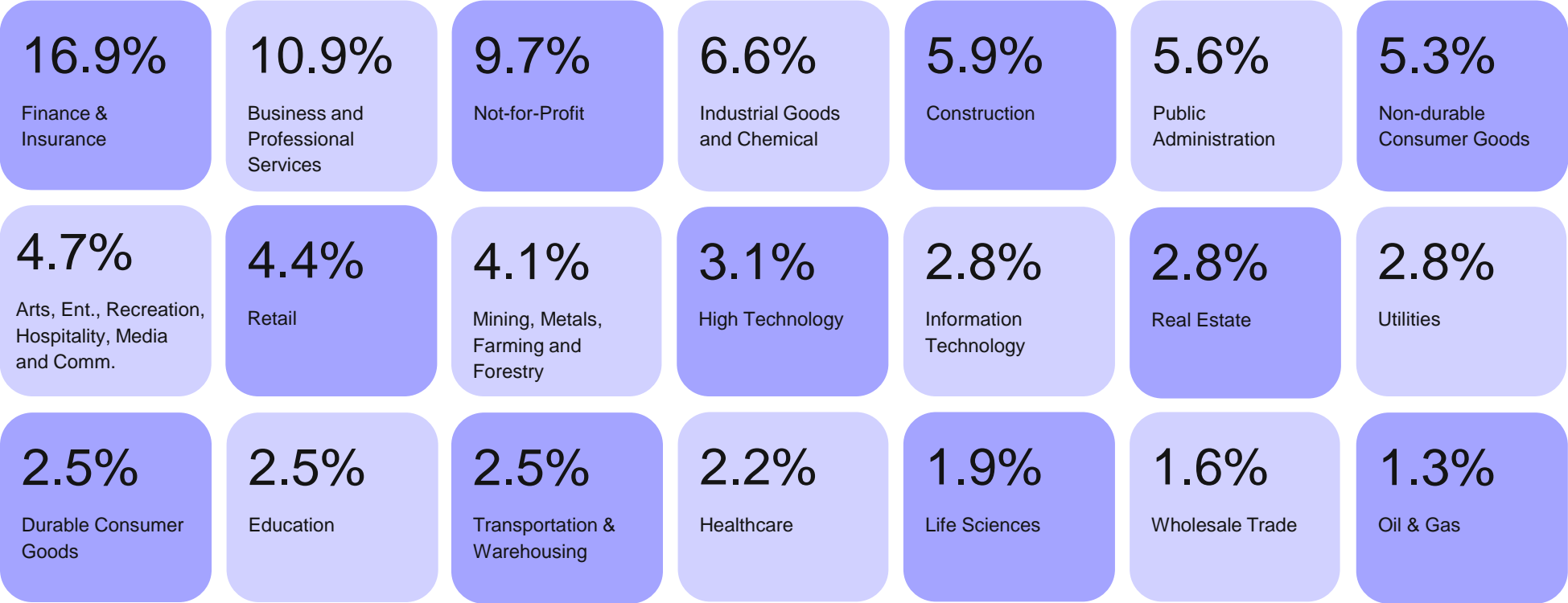
Below is a breakdown of the 320 survey participants based on organization ownership type:



Participant profile (continued)

Organization industry

Below is a breakdown of the 320 survey participants based on industry:





Salary planning

Salary planning

Current positioning describing organization base salary budget planning for 2023

Distribution of responses

Despite the fact that 40% of participants indicated they have raised their projected increases since they started budget planning, the overall national average is very similar to the results in LifeWorks' September Salary Projection Survey (see page 6).

52%

Our projected increases remain unchanged from when we first started budget planning

40%

Our projected increases have increased from when we first started budget planning

8%

Our projected increases have decreased from when we first started budget planning



2023 Salary projections

Base salary increases

2022 actual and 2023 projections by region

Based on available data, provincial data shows that the 2022 average base salary increase varies from **3.25% to 4.46% (including freezes)** and **3.25% to 5.14% (without freezes)**.

Current 2023 projected average base salary increases varies from **3.18% to 4.28% (including freezes)** and **3.71% to 4.28% (without freezes)**.



	2022 Actual base salary increases (%)		2023 Projected base salary increase (%)	
	Including freezes (with zeros)	Excluding freezes (without zeros)	Including freezes (with zeros)	Excluding freezes (without zeros)
British Columbia	4.12	4.30	3.71	3.91
Alberta	3.51	3.95	3.74	3.80
Saskatchewan	3.29	3.29	3.83	3.83
Manitoba	4.00	5.14	3.18	3.71
Ontario	3.52	3.73	3.83	3.97
Quebec	4.46	4.60	4.28	4.28
New Brunswick	3.25	3.25	—	—
Nova Scotia	3.27	3.59	3.36	3.73
Prince Edward Island	—	—	—	—
Newfoundland and Labrador	—	—	—	—
Northern Canada	—	—	—	—
National weighted average	3.77	4.01	3.84	3.95

"—": insufficient data to report

Base salary increases (continued)

2022 actual and 2023 projections by industry

Industry data shows that the 2022 average base salary increase varies from **2.34% to 4.86% (including freezes)** and **2.75% to 5.01% (without freezes)**.

The 2023 projected average base salary increases varies from **2.50% to 4.45% (including freezes)** and **2.50% to 4.87% (without freezes)**.

	2022 Actual base salary increases (%)		2023 Projected base salary increase (%)	
	Including freezes (with zeros)	Excluding freezes (without zeros)	Including freezes (with zeros)	Excluding freezes (without zeros)
Arts, Ent., Recreation, Hospitality, Media and Comm.	3.71	4.02	2.83	3.04
Business and Professional Services	3.77	4.19	4.45	4.87
Construction	4.01	4.14	4.02	4.02
Durable Consumer Goods	4.78	4.78	3.15	3.60
Education	2.53	3.16	2.59	2.59
Finance & Insurance	3.87	4.00	4.18	4.18
Healthcare	2.34	3.12	2.50	2.50
High Technology	4.68	4.68	3.77	4.19
Industrial Goods and Chemical	4.21	4.21	3.27	3.62
Information Technology	4.74	5.01	3.90	3.90
Life Sciences	4.04	4.04	4.21	4.21
Mining, Metals, Farming and Forestry	4.60	4.60	3.73	3.73
Non-durable Consumer Goods	3.55	3.55	3.61	3.85
Not-for-Profit	3.36	3.59	4.15	4.15
Oil & Gas	3.80	4.15	3.10	3.10
Public Administration	2.50	2.75	4.07	4.07
Real Estate	4.86	4.86	3.89	3.89
Retail	3.77	3.77	4.06	4.06
Transportation & Warehousing	3.95	4.12	3.81	3.81
Utilities	3.12	3.12	3.58	3.58
Wholesale Trade	3.52	3.52	4.00	4.00
National weighted average	3.77	4.01	3.84	3.95

Salary range structure adjustments

2022 actual and 2023 projections by region

Based on available data, provincial data shows that the 2022 average salary range structure adjustments varies from **1.19% to 3.22% (including freezes)** and **1.98% to 3.45% (without freezes)**.

The 2023 projected average salary range structure adjustments varies from **2.39% to 2.95% (including freezes)** and **2.70% to 3.44% (without freezes)**.

83.4%

Have formal salary range structures

11.2%

Projecting structure freezes for 2023

	2022 Actual salary range structure adjustments (%)		2023 Projected salary range structure adjustments (%)	
	Including freezes (with zeros)	Excluding freezes (without zeros)	Including freezes (with zeros)	Excluding freezes (without zeros)
British Columbia	3.03	3.45	2.74	2.85
Alberta	1.91	3.33	2.39	3.10
Saskatchewan	2.23	2.48	2.63	2.87
Manitoba	2.04	2.72	2.70	2.70
Ontario	2.44	2.97	2.93	3.44
Quebec	3.22	3.30	2.95	3.11
New Brunswick	2.50	2.50	—	—
Nova Scotia	1.19	1.98	2.94	3.36
Newfoundland and Labrador	—	—	—	—
National weighted average	2.55	3.12	2.79	3.17

"—": insufficient data to report

Salary range structure adjustments (continued)

2022 actual and 2023 projections by industry

Industry data shows that the 2022 average salary range structure adjustments varies from **1.34% to 4.48% (including freezes)** and **2.28% to 4.48% (without freezes)**.

The 2023 projected average salary range structure adjustments varies from **1.42% to 3.59% (including freezes)** and **1.50% to 4.01% (without freezes)**.

	2022 Actual salary range structure adjustments (%)		2023 Projected salary range structure adjustments (%)	
	Including freezes (with zeros)	Excluding freezes (without zeros)	Including freezes (with zeros)	Excluding freezes (without zeros)
Arts, Ent., Recreation, Hospitality, Media and Comm.	2.86	3.58	1.92	2.50
Business and Professional Services	4.24	4.24	3.36	4.01
Construction	2.43	3.11	3.53	3.53
Durable Consumer Goods	4.48	4.48	3.00	3.00
Education	1.89	2.43	2.39	2.39
Finance & Insurance	2.29	2.69	2.53	3.01
Healthcare	1.34	2.28	1.42	2.13
High Technology	3.18	3.67	2.35	2.74
Industrial Goods and Chemical	3.24	3.92	2.55	3.40
Information Technology	3.53	4.32	2.44	2.79
Life Sciences	3.64	4.16	2.83	2.83
Mining, Metals, Farming and Forestry	3.75	3.75	3.02	3.02
Non-durable Consumer Goods	1.74	2.51	2.72	3.10
Not-for-Profit	2.10	3.03	3.59	3.91
Oil & Gas	2.64	3.08	1.50	1.50
Public Administration	1.97	2.35	3.21	3.46
Real Estate	2.01	3.35	2.75	2.75
Retail	2.55	3.10	2.46	2.76
Transportation & Warehousing	2.70	3.02	3.20	4.00
Utilities	1.76	2.42	2.23	2.23
Wholesale Trade	2.38	2.38	3.30	3.30
National weighted average	2.55	3.12	2.79	3.17



Survey participants

320 Survey participants

A. Harvey & Co. Ltd.
 Acadian Seaplants Limited
 Accden Holdings
 Adamson Advisory Group Ltd.
 Aegis Brands
 Agnico Eagle Mines Limited
 Agropur
 AGT Products Inc.
 AIC Global Holdings Inc.
 Alberta Blue Cross
 Alberta Central
 Alberta Children's Hospital Foundation
 Alberta Health Services
 Alberta Medical Association
 Alberta Recycling Management Authority
 Alberta Securities Commission
 All Weather Windows
 ALSA Road Construction Ltd.
 Alterna Savings & Credit Union Ltd.
 Aluminerie Alouette
 Amalgamated Dairies Limited
 Arca Financial Group
 Argus
 Array Marketing
 Asmodee Canada
 ASP Construction
 Association of Neighbourhood Houses BC - ANHBC
 Association Restauration Québec
 ATB Financial
 ATCO
 Autolog, Gestion de la Production Inc.
 Avmax Aviation Services Inc.

Bausch Health, Canada
 BC Hydro Power & Authority
 BC Lottery Corporation
 Big Rock Brewery
 Bird Construction Inc.
 Blake, Cassels & Graydon LLP
 Boehringer Ingelheim Canada Ltd
 Brave Control Solutions Inc.
 Broccolini Construction Inc.
 Bromwich and Smith
 Brooklin Concrete Products Corp
 Bruce Power
 Bruyere
 Bulkley Valley Credit Union
 Business Development Bank of Canada
 C Lily Winston Group
 Cadillac Fairview Corporation Ltd
 Calfrac Well Services
 Calgary Winter Club
 Calian Group Ltd
 Cambria Design Build
 Cameco Corporation
 Canada Mortgage and Housing Corporation
 Canadelle
 Canadian Agency for Drugs and Technologies in Health
 Canadian Discovery Ltd.
 Canadian Federation of Independent Business
 Canadian Forces Morale & Welfare Services
 Canadian Medical Association
 Canadian Nuclear Association
 Canadian Nuclear Laboratories
 Capital Power Corporation

Carleton University
 Cascades
 CBC Radio-Canada
 Celero Solutions
 Central 1 Credit Union
 Cereals Canada
 Charm Diamond Centres
 Chemistry Industry Association of Canada
 CIMA+
 City of Cranbrook
 Clarence-Rockland Public Library
 Clark Construction Management
 Club de golf KI-8-EB Itée
 Coastal Community Credit Union
 College of Licensed Practical Nurses of Alberta
 Colliers International
 Columbia College
 Compensation Governance Partners
 ComQi Canada Inc.
 Comtek Advanced Structures
 Conagra Brands Canada Inc.
 Connect First Credit Union
 Co-operators General Insurance
 Coril Holdings
 Corporation de services du Barreau du Québec
 Corus Entertainment
 Covenant Health
 Credit Union Agencies Alliance Limited
 Cybera Inc.
 Descartes Systems Group
 Diocese of Timmins
 Diversity Technologies Corp
 Dynamysk

Eaton Corporation
 EfficiencyOne
 Elan Construction Limited
 Empire Communities
 Encouraging Works Inc.
 ENERCON Canada Inc.
 Énergir
 ENMAX Corporation
 EPCOR Utilities Inc.
 Epscan Industries Ltd
 ERCO Worldwide
 ESW IT Business Advisors
 Evident Canada
 Excalibur Crossbow Canada Inc.
 Excelitas Technologies
 Exploron Corp.
 Export Development Canada
 Fairview Ltd.
 Farm Credit Canada
 Federation CJA
 Fédération des coopératives funéraires du Québec
 Fengate Asset Management
 Festo Didactique Ltée
 Financial and Consumer Services Commission (New Brunswick)
 First Canadian Insurance Corporation
 First Nations Health Authority
 First West Credit Union
 Form and Build
 FortisAlberta
 Fraser Group
 Frima Studio
 Fruit d'Or

Fugro Canada
 Gamma Windows and Walls International Inc.
 Gay Lea Foods Co-Operative Ltd.
 GCM Consultants
 Geotech Drilling Services Ltd.
 Giroux Arpentage inc.
 Go Beyond Data
 goeasy
 Goodwill Amity
 Gordon Food Service
 Government of Alberta
 Government of Saskatchewan
 Granby FRP Tanks Inc.
 Great Canadian Entertainment
 Greater Vancouver Community Credit Union
 Greater Victoria Housing Society
 Groupe F. Dufresne
 Groupement des assureurs automobiles
 Gulf and Fraser
 H2O Power Holdings LP
 H2Safety
 Heart and Stroke Foundation of Canada
 Héroux-Devtek
 Hoffmann-La Roche Limited
 Holt Renfrew
 Home Hardware Stores Limited
 Hôpital vétérinaire Bellerive
 Houle
 HRM Pension Plan
 Hydro-Québec
 IAMGOLD CORP
 IGM Financial Inc.
 IGNIS Innovation Inc.

320 Survey participants (continued)

Improving
 Industriel Alliance
 Intact Financial Corporation
 Interior Savings Credit Union
 IWA Forest Industry Pension & LTD Plans
 John G. Hofland Ltd.
 K+S Potash Canada GP
 Kal Tire
 kdc/one Development Corporation Inc.
 Kenway Mack Slusarchuk Stewart LLP
 Kindred Credit Union
 Kinetic Construction Ltd.
 Kinross Gold
 Kootenay Savings Credit Union
 Kuehne + Nagel
 Kuntz Electroplating Inc.
 LandSolutions Inc
 Law Society of Alberta
 LAWPRO
 Le Centre franco
 Le Groupe Maurice
 Ledcor Industries
 LNG Canada
 Loblaw Companies Limited
 Longo's
 Loto-Québec
 Louis Garneau Sports
 MacEwan University
 Magris Talc
 Manitoba Blue Cross
 Maple Leaf Foods
 Maritime Paper Products Limited Partnership
 Matiss inc.

Mattamy Homes Corporation
 MaxSold Inc.
 McGill University
 McKesson Canada
 McMichael Canadian Art Collection
 Memorial University
 Metrix
 Metro Toronto Convention Centre
 Michael Green Architecture
 Miles Nadal JCC
 Mishovl
 Mitsubishi Canada Limited
 MMP Office Interiors
 Mobile Climate Control Inc.
 Moosehead Breweries Ltd
 Morguard Investments Limited
 MRC de La Haute-Yamaska
 Municipalité de Chelsea
 Municipality of East Hants
 Musée McCord Stewart
 Neovasc Medical Inc.
 Niagara Casinos
 Nmédia
 NorLand Limited
 Nortera
 Northview
 NOVA Chemicals
 Nova Scotia Pension Services Corporation
 N'ware Technologies Inc.
 Ontario Hospital Association
 Ontario Mutual Insurance Association
 Ontario Pension Board
 Ontario Real Estate Association

Paradigm Precision
 Parkbridge Lifestyle Communities
 Pela
 PetroChina Canada
 Pharmasave West
 Points.com Inc.
 Pomerleau
 PortsToronto
 Precision ADM
 Primary Engineering and Construction Corporation
 Procom
 Procon Mining and Tunnelling Ltd
 Proform
 Proline Management
 Promutuel Assurance
 Psycho Bunny
 Purolator Inc.
 Qualico
 R.C. Purdy Chocolates Ltd
 Raymond James Ltd.
 Real Estate Council of Alberta
 Realstar Management
 Recochem
 Rexall
 Rhodes & Williams Limited
 Richardson Wealth Ltd
 Ridley College
 Rogers Communications Canada Inc.
 Rural Municipalities of Alberta
 S.i. Systems
 Samuel, Son & Co
 Sanofi
 Saskatchewan Association Of Health Organizations

Saskatchewan Association of Rehabilitation Centres
 Saskatchewan Indian Gaming Authority
 Saskatchewan Pension Plan
 Saskatchewan Teachers' Federation
 School District 8 Kootenay Lake
 Scotia Investments Limited
 SGS Canada Inc.
 Shannex
 Six Degrees Medical
 SMS Equipment
 Société de transport de Laval
 SOCODEVI
 Sodexo Canada
 Sofina Foods Inc
 Sogefi Air & Cooling Canada Corp.
 Soleva
 Stantec
 Stollery Children's Hospital Foundation
 Storeforce Solutions Inc.
 Strathcona County
 Sun Life Financial
 Sunrise Soya Foods
 Sunshine Coast Credit Union
 Superkul Inc
 Surerus Murphy Joint Venture
 Tarion Warranty Corporation
 TCU Financial Group
 Technical Safety Authority of Saskatchewan
 Teck Resources Limited
 The Alberta New Home Warranty Program
 The Brick
 The Canadian Medical Protective Association

The City of Calgary
 The Estee Lauder Companies Inc.
 The Law Society of Ontario
 The Roman Catholic Episcopal Corporation for the Diocese of Peterborough, in Ontario, Canada
 Tolko Industries Ltd
 Torys LLP
 Town of Banff
 Town of Canmore
 Town of Ladysmith
 Transitions Consulting
 TuGo
 Turner & Townsend Canada Inc.
 UFA
 Ultra Forensic Technology
 Unified Edge Inc
 Uni-Select Inc
 Unity Credit Union
 Universitiés Canada
 Ville de Beaconsfield
 Ville de Montréal
 Ville de Vaudreuil-Dorion
 Volker Stevin
 Walker Industries Holdings Limited
 Wawanesa
 Werklund Family Office Inc
 X-Chem inc.
 Yara Belle Plaine Inc



Methodology and calculations

Methodology and calculations

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 Fall Flash Survey was collected between early-to-mid-December 2022.

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

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

Calculations

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

Data statistics definitions

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

Dash (--): Insufficient data to report

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

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

LifeWorks – Compensation Consulting and Total Reward Surveys

Executive compensation and board governance

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

Broad-based compensation

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

Total Rewards Surveys

We maintain a national proprietary compensation database of over 600 participants, covering over 1,000 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 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.

For more information, visit:

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