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2025-2026 SALARY INCREASES REPORT



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Western Compensation
& Benefits Consultants

502- 595 Howe Street
Vancouver, BC V6C 2T5

www.wcbc.ca/published-surveys
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SECTION 1: INTRODUCTION

Being able to make informed compensation decisions is key to the attraction and retention of qualified and committed individuals. Information on the administration of salary and formal salary range structures, actual increases provided in 2025, as well as projected increases for 2026 are contained in this report.

The **Salary Increases Survey** is one of a broad range of surveys produced annually by Western Compensation & Benefits Consultants (“WCBC”). Our Firm also publishes other surveys which report on the salaries, compensation policies and practices, group insurance benefits and retirement plans provided by employers.

Participation

Participation was open to organizations from across Canada. Compensation data was collected online at our website (www.wcbc.ca). All submissions to WCBC were reviewed thoroughly. Any missing or inappropriate data was verified before being included into the compensation database. If WCBC found any data to be “extreme,” the data may have been removed from the survey sample.

We thank those organizations who participated in this survey and thereby made this publication possible.

Comments or Questions

T 604.683.9155
E wcbc@wcbc.ca

SECTION 2: COMPENSATION ADMINISTRATION

This section of the report includes information on compensation administration practices for non-union and union employees.

Key Factors Influencing Salary Increases: 2025 vs. 2026

Participants were asked to identify the primary factors influencing their non-union salary increase decisions for both 2025 and 2026. The table below shows the top-ranked factors for each year, along with indications of whether each factor rose, fell, or remained unchanged in relative importance.

Influencing Factor	2026 Top Ranking vs. 2025	2026 Salary Increases			2025 Salary Increases		
		Ranked 1 st	Ranked 2 nd	Ranked 3 rd	Ranked 1 st	Ranked 2 nd	Ranked 3 rd
Market competitiveness	↓	34.6%	28.0%	20.6%	39.3%	32.7%	15.9%
Company performance	↑	29.0%	16.8%	17.8%	27.1%	12.1%	22.4%
Inflation/cost-of-living adjustments	↑	18.7%	26.2%	11.2%	17.8%	29.0%	15.0%
Employee retention concerns	↓	3.7%	15.9%	20.6%	4.7%	15.0%	19.6%
Pay equity adjustments	↑	3.7%	3.7%	6.5%	2.8%	6.5%	8.4%
Gov. regulations/mandates	↑	2.8%	1.9%	1.9%	1.9%	0.9%	0.9%
Economic uncertainty/recession	↑	1.9%	4.7%	6.5%	0.9%	1.9%	7.5%
Availability of qualified talent	↔	1.9%	2.8%	14.0%	1.9%	1.9%	10.3%
Other	↔	3.7%	0.0%	0.0%	3.7%	0.0%	0.0%

Percent of Organizations				
Executives	Mgmt./ Supervisory	Professional & Technical (non- union)	Clerical/ Admin. Support (non- union)	Operations (non- union)

Non-Union Employees

1 Frequency of base salary increases for non-union employees

	Executives	Mgmt./ Supervisory	Professional & Technical (non- union)	Clerical/ Admin. Support (non- union)	Operations (non- union)
Semi-annually	1.5%	1.4%	1.8%	1.8%	1.9%
Annually	88.5%	89.5%	89.7%	88.6%	86.9%
Every 2 years	1.9%	1.4%	1.5%	2.4%	1.5%
Every 3 years or more	2.8%	2.6%	2.1%	2.1%	2.4%
At irregular intervals	5.3%	5.1%	4.8%	5.1%	7.3%
Other	0.0%	0.0%	0.0%	0.0%	0.0%

Percent of Organizations

2 Month(s) organization typically begin base salary review process (Note: this refers to planning - not when base salary increases are awarded)

	Percent of Organizations
January	13.4%
February	7.0%
March	8.6%
April	6.2%
May	4.0%
June	3.6%
July	2.7%
August	4.5%
September	12.0%
October	13.2%
November	12.1%
December	9.2%
Unable to answer - varies significantly	3.6%

3 Month(s) salary increases come into effect

	Percent of Organizations
January	34.0%
February	4.6%
March	8.1%
April	20.7%
May	6.7%
June	4.4%
July	6.7%
August	1.7%
September	1.8%
October	3.6%
November	1.9%
December	2.0%
Employee's anniversary	3.7%

	Percent of Organizations				
	Executives	Mgmt./ Supervisory	Professional & Technical (non-union)	Clerical/ Admin. Support (non-union)	Operations (non-union)
4 Base salary increases (excludes increases for promotions, attainment of certification/education or increases for acquiring skills and/or competencies)					
a. Awarded in 2025					
Increases have or will likely be awarded	93.0%	93.2%	93.7%	93.6%	94.0%
Base salaries have or will likely be frozen	3.6%	3.8%	3.6%	3.2%	3.3%
Unsure	3.4%	3.0%	2.7%	3.1%	2.7%
b. Planned for 2026					
Increases have or will likely be awarded	84.7%	85.4%	86.1%	86.7%	87.6%
Base salaries have or will likely be frozen	1.5%	1.1%	1.1%	0.9%	0.8%
Unsure	13.9%	13.5%	12.8%	12.4%	11.6%

	Percent of Organizations
5 Non-monetary incentives implemented or considered as an alternative to, or as a complement to, salary increases	
Enhanced group benefits plans	72.0%
Wellness program	46.7%
Flexible work schedules or ability to work from home	73.8%
Career development opportunities	65.4%
Recognition programs (e.g., awards, public acknowledgement)	46.7%
Increased paid time off	30.8%
Professional development or training allowances	66.4%
Job enrichment (e.g., expanded responsibilities, role variety)	32.7%
Employee discounts or perks	35.5%
Paid volunteer time off or community engagement opportunities	21.5%
Other	3.7%
Not applicable – non-monetary incentives have not been implemented or considered as an alternative or complement to salary increases	7.5%

	2025	2026
6 Employee group(s) that will likely receive the highest salary increases		
Entry-level employees	12.0%	6.5%
Technical or skilled roles	25.9%	20.4%
Mid-level management	16.7%	13.0%
Senior leadership or executive positions	13.0%	15.7%
High-demand roles (e.g., engineering, healthcare, IT, etc.)	15.7%	13.9%
Critical or hard-to-fill roles	11.1%	9.3%
Unsure	6.5%	16.7%
No specific group is expected to receive higher increases	42.6%	43.5%

	Percent of Organizations				
	Executives	Mgmt./ Supervisory	Professional & Technical (non-union)	Clerical/ Admin. Support (non-union)	Operations (non-union)
7 Distribution of base salary increases amongst employees					
Distributed equally	63.7%	62.6%	63.0%	63.6%	71.5%
Depends on employee performance	36.3%	37.4%	37.0%	36.4%	28.5%

Percent of Organizations				
Executives	Mgmt./ Supervisory	Professional & Technical (non- union)	Clerical/ Admin. Support (non- union)	Operations (non- union)

8 Method to differentiate between high, average, and low performers when determining base salary increases

Using formal performance evaluation tiers (e.g., exceeds, meets, below expectations)	22.6%	22.7%	24.1%	23.5%	25.4%
Assessing individual impact on team or departmental success	15.8%	14.7%	13.5%	13.8%	12.3%
Benchmarking performance against peers in similar roles	11.1%	12.9%	13.5%	14.2%	13.0%
Using measurable results (e.g., sales targets, productivity)	9.8%	9.7%	8.6%	7.7%	9.4%
Based on manager or supervisor judgement	22.2%	21.9%	22.6%	23.5%	23.2%
Considering the importance of role to business priorities	7.3%	7.6%	7.5%	6.5%	5.8%
Input from 360 reviews, peers or clients	3.0%	3.2%	3.4%	3.5%	2.2%
Evaluating trends over multiple review periods	3.4%	3.2%	3.8%	3.1%	3.6%
Other	4.7%	4.0%	3.0%	4.2%	5.1%

9 Salary/wage range structures

a. Organizations with a formal salary/wage range structure for non-union employees

Use formal salary/wage ranges	72.8%	75.5%	77.0%	76.0%	78.7%
Do not use formal salary/wage ranges	27.2%	24.5%	23.0%	24.0%	21.3%

b. Employee would advance through the range to the maximum

The maximum is reached by all employees because progression is time-based	5.5%	4.7%	3.2%	4.3%	5.8%
The maximum is reached by fully competent employees in a reasonable amount of time	51.7%	51.8%	52.4%	51.1%	55.4%
The maximum is reached by long service or exceptional employees only	42.8%	43.5%	44.4%	44.6%	38.8%

c. Frequency of salary/wage range adjustments

Same frequency as base salary increases	63.6%	62.6%	65.2%	62.4%	64.4%
Less frequently than base salary increases	35.8%	36.5%	33.9%	36.6%	34.8%
More frequently than base salary increases	0.6%	0.9%	0.9%	0.9%	0.7%

d. Salary/wage range increases awarded in 2025

Ranges have or will likely increase	89.1%	87.4%	87.3%	87.6%	89.0%
Ranges have or will likely be frozen	8.6%	9.6%	9.8%	9.5%	8.2%
Unsure	2.3%	2.9%	2.9%	3.0%	2.8%

e. Salary/wage range increases planned for 2026

Ranges have or will likely increase	74.1%	73.5%	73.3%	74.0%	75.8%
Ranges have or will likely be frozen	4.8%	4.4%	4.8%	4.3%	3.7%
Unsure	21.1%	22.2%	21.9%	21.7%	20.5%

Percent of Organizations		
Professional & Technical (union)	Clerical/ Admin. Support (union)	Operations (union)

Union Employees

1 Salaries/wages or step progressions

a. Negotiated in 2025

Salaries/wages or step progressions have or will likely increase	78.9%	77.9%	79.7%
Salaries/wages or step progressions have or will likely be frozen	8.7%	9.0%	8.1%
Unsure - collective agreement being negotiated/ratified	12.4%	13.1%	12.3%

b. Negotiated in 2026

Salaries/wages or step progressions have or will likely increase	72.6%	71.0%	72.0%
Salaries/wages or step progressions have or will likely be frozen	8.5%	8.2%	7.9%
Unsure - collective agreement being negotiated/ratified	18.9%	20.8%	20.1%

SECTION 3: ACTUAL 2025 & PROJECTED 2026 INCREASES

This section of the report provides information on the increases in salary range structures and base salaries implemented in 2025 by the organizations surveyed, along with projected 2026 increases.

Salary Range Structures

Of those organizations which have a formal salary range structure for their non-union employees, the national survey results indicate that these organizations are planning to move the ranges upwards, on average, by approximately 2.5% (median 2.5%) in 2026. Just over four percent (4.2%) of organizations plan to freeze their salary ranges in 2026 for some or all of their employee groups.

Base Salaries

The anticipated 2026 increase to base salaries by the surveyed organizations is projected to be, on average, approximately 3.5% (median 3.5%) for non-union employees. Less than two percent (1.7%) of organizations anticipate freezing base salaries in 2026 for some or all of their employee groups.

The anticipated 2026 increase to salaries/wages or step progressions for unionized employees will be, on average 2.7% (median 2.5%).

The following tables show that the anticipated salary increases vary according to organizational level, geographic region, sector of economy and industry.

Notes Relating to Interpretation of Salary Increase Tables:

The first eight columns (with the heading “including 0%”) include data from all organizations, including any organizations which did not increase and/or are not planning to increase salary ranges or base salaries.

The last eight columns (with the heading “excluding 0%”) only contain data for those organizations which did increase and/or are planning to increase salary ranges or base salaries.

Definitions:

- Average the value obtained by dividing the sum of a set of values by the number of values in the set.
- P₅₀ 50% of the incumbents have or will receive an increase above this amount and 50% have or will receive an increase that is lower (also referred to as the median).

Statistics are not computed if there are too few values in the population. The critical numbers for determining when each statistic is calculated are:

- Average calculated only if there are 2 or more data points; and
- P₅₀ calculated only if there are 3 or more data points.

Increases for Executives by Region																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2025 Increases		2026 Increases		2025 Increases		2026 Increases		2025 Increases		2026 Increases		2025 Increases		2026 Increases	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
British Columbia	1.81	2.00	1.59	2.00	2.64	3.00	2.65	3.00	2.97	2.75	2.68	2.50	3.57	3.11	3.37	3.00
Metro Vancouver	2.00	2.00	1.68	2.00	3.14	3.00	2.82	3.00	3.08	3.00	2.71	2.50	3.70	3.30	3.34	3.00
Vancouver Island	1.66	2.00	1.55	2.00	2.23	2.90	2.39	3.00	2.82	2.70	2.69	2.40	3.31	3.00	3.33	3.00
Other BC	1.58	2.00	1.43	1.35	2.07	2.60	2.55	3.00	2.88	2.69	2.60	2.40	3.49	3.25	3.51	3.00
Alberta	1.69	2.00	1.58	2.00	2.90	3.00	2.67	3.00	2.86	2.75	2.74	2.50	3.50	3.21	3.34	3.00
Calgary	1.80	2.00	1.66	2.00	3.13	3.00	2.92	3.00	2.88	2.70	2.72	2.50	3.55	3.25	3.39	3.00
Edmonton	1.80	2.00	1.68	2.00	3.00	3.00	2.71	3.00	2.96	2.80	2.83	2.50	3.63	3.25	3.37	3.00
Other AB	1.46	1.80	1.40	1.50	2.58	3.00	2.37	3.00	2.73	2.75	2.67	2.50	3.33	3.00	3.24	3.00
Saskatchewan	1.73	2.00	1.48	2.00	2.74	3.00	2.42	3.00	2.50	2.50	2.28	2.25	3.28	3.00	3.03	3.00
Regina	1.62	2.00	1.45	2.00	2.70	3.00	2.26	3.00	2.46	2.50	2.21	2.00	3.32	3.00	3.03	3.00
Saskatoon	1.65	2.00	1.36	1.85	2.82	3.00	2.53	3.00	2.44	2.50	2.28	2.30	3.38	3.00	3.10	3.00
Other SK	2.10	2.50	1.75	2.00	2.67	3.00	2.43	3.00	2.66	2.50	2.39	2.50	3.05	3.00	2.89	3.00
Manitoba	2.03	2.10	1.80	2.00	2.95	3.00	2.78	3.00	2.69	2.50	2.32	2.10	3.31	3.00	3.24	3.00
Winnipeg	2.00	2.10	1.80	2.00	2.99	3.00	2.81	3.00	2.63	2.50	2.30	2.05	3.37	3.20	3.29	3.00
Other MB	2.22	2.25	1.80	2.00	2.77	3.00	2.64	3.00	2.95	2.50	2.41	2.50	3.08	3.00	3.02	3.00
Ontario	2.02	2.25	2.00	2.00	3.36	3.25	3.10	3.25	2.67	2.50	2.47	2.30	3.64	3.50	3.39	3.50
Toronto & Area	2.08	2.40	1.99	2.00	3.43	3.30	3.12	3.00	2.74	2.50	2.52	2.50	3.73	3.50	3.42	3.50
Eastern ON	2.13	2.34	2.19	2.00	3.54	3.50	3.31	3.50	2.66	2.50	2.46	2.30	3.69	3.50	3.43	3.50
Northern ON	1.85	2.00	1.86	2.00	3.05	3.06	2.87	3.00	2.66	2.50	2.54	2.13	3.52	3.25	3.36	3.25
Central ON	1.75	2.10	1.92	2.00	3.07	3.00	3.02	3.00	2.44	2.50	2.35	2.30	3.30	3.00	3.26	3.25
South Western ON	2.01	2.25	1.91	2.00	3.40	3.23	3.07	3.20	2.64	2.50	2.34	2.30	3.63	3.50	3.36	3.30
Other ON	2.58	2.75	2.58	2.75	2.59	3.38	2.46	3.13	3.88	—	3.88	—	3.89	3.50	3.69	3.38
Quebec	2.39	2.50	2.29	2.50	3.83	3.50	3.66	3.50	2.63	2.50	2.44	2.50	3.89	3.50	3.72	3.50
Montreal	2.37	2.50	2.30	2.50	3.84	3.50	3.60	3.50	2.63	2.50	2.43	2.50	3.91	3.50	3.67	3.50
Quebec City	2.41	2.50	2.25	2.30	4.06	3.50	3.87	3.50	2.64	2.50	2.43	2.50	4.06	3.50	3.87	3.50
Other QC	2.39	2.50	2.29	2.50	3.79	3.50	3.64	3.50	2.62	2.50	2.45	2.50	3.85	3.50	3.71	3.50
Atlantic Region	1.93	2.00	1.64	2.00	2.97	3.00	2.69	3.00	2.67	2.50	2.33	2.05	3.48	3.10	3.26	3.25
New Brunswick	2.06	2.00	1.74	2.00	3.02	3.00	2.93	3.00	2.61	2.50	2.23	2.00	3.46	3.10	3.36	3.50
Nova Scotia	2.11	2.10	1.89	2.00	3.37	3.35	2.85	3.25	2.80	2.50	2.49	2.30	3.74	3.50	3.34	3.50
PEI	1.73	2.00	1.59	2.00	2.81	3.00	2.77	3.00	2.28	2.00	2.12	2.00	3.11	3.00	3.06	3.00
Nfld. & Labrador	1.68	2.00	1.28	1.50	2.42	3.00	2.23	3.00	2.74	2.35	2.32	2.10	3.28	3.00	3.17	3.00
Territories	1.79	1.20	2.43	2.45	2.54	3.00	2.58	3.00	2.81	2.90	2.43	2.45	3.10	3.00	3.16	3.00
Yukon	1.85	1.40	2.68	2.90	2.49	3.00	2.49	3.00	3.08	3.45	2.68	2.90	3.20	3.00	3.20	3.00
NWT	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Nunavut	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
CANADA	2.06	2.40	1.93	2.00	3.29	3.25	3.12	3.00	2.70	2.50	2.50	2.50	3.69	3.50	3.50	3.30

Increases for Middle Management/Supervisory by Region																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2025 Increases		2026 Increases		2025 Increases		2026 Increases		2025 Increases		2026 Increases		2025 Increases		2026 Increases	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
British Columbia	2.09	2.50	1.95	2.00	3.17	3.00	3.01	3.00	3.01	2.75	2.82	2.50	3.54	3.20	3.39	3.00
Metro Vancouver	2.17	2.50	2.02	2.00	3.44	3.25	3.09	3.00	3.06	3.00	2.86	2.50	3.70	3.40	3.43	3.00
Vancouver Island	1.98	2.33	1.89	2.00	2.89	3.00	2.95	3.00	2.89	2.75	2.80	2.50	3.29	3.00	3.38	3.00
Other BC	2.04	2.50	1.88	2.00	2.92	3.00	2.91	3.00	3.03	2.70	2.75	2.50	3.46	3.10	3.30	3.00
Alberta	1.93	2.20	1.88	2.00	3.16	3.00	2.89	3.00	2.86	2.75	2.76	2.50	3.43	3.25	3.32	3.00
Calgary	1.93	2.00	1.84	2.00	3.23	3.13	3.03	3.00	2.87	2.70	2.75	2.50	3.45	3.25	3.41	3.00
Edmonton	2.04	2.30	2.02	2.00	3.22	3.25	2.93	3.00	2.94	2.75	2.84	2.50	3.48	3.33	3.32	3.00
Other AB	1.83	2.20	1.81	2.00	3.04	3.00	2.70	3.00	2.79	2.75	2.71	2.60	3.35	3.00	3.23	3.00
Saskatchewan	1.91	2.23	1.74	2.00	3.15	3.00	2.87	3.00	2.55	2.50	2.37	2.30	3.29	3.00	3.15	3.00
Regina	1.85	2.05	1.83	2.00	3.15	3.00	2.75	3.00	2.52	2.50	2.30	2.25	3.34	3.00	3.13	3.00
Saskatoon	1.84	2.10	1.63	2.00	3.29	3.00	2.99	3.00	2.53	2.50	2.42	2.50	3.38	3.11	3.22	3.00
Other SK	2.15	2.50	1.83	2.00	2.88	3.00	2.79	3.00	2.62	2.50	2.38	2.25	3.04	3.00	3.05	3.00
Manitoba	2.06	2.25	1.91	2.00	3.16	3.00	2.96	3.00	2.67	2.50	2.33	2.25	3.28	3.00	3.25	3.00
Winnipeg	2.00	2.10	1.88	2.00	3.20	3.10	2.97	3.00	2.63	2.50	2.31	2.10	3.35	3.16	3.29	3.00
Other MB	2.38	2.50	2.05	2.25	3.03	3.00	2.88	3.00	2.86	2.50	2.42	2.50	3.03	3.00	3.06	3.00
Ontario	2.13	2.50	2.16	2.00	3.51	3.50	3.28	3.50	2.69	2.50	2.50	2.50	3.62	3.50	3.40	3.50
Toronto & Area	2.18	2.50	2.12	2.00	3.53	3.50	3.29	3.50	2.74	2.50	2.52	2.50	3.70	3.50	3.46	3.50
Eastern ON	2.20	2.50	2.25	2.25	3.61	3.50	3.43	3.50	2.69	2.50	2.45	2.30	3.65	3.50	3.43	3.50
Northern ON	2.03	2.27	2.28	2.00	3.39	3.23	3.17	3.00	2.69	2.50	2.72	2.30	3.52	3.25	3.36	3.38
Central ON	1.86	2.23	2.12	2.30	3.33	3.00	3.25	3.25	2.45	2.50	2.34	2.40	3.40	3.00	3.25	3.25
South Western ON	2.16	2.50	2.11	2.00	3.49	3.30	3.24	3.25	2.68	2.50	2.42	2.40	3.58	3.50	3.38	3.40
Other ON	2.81	3.13	1.94	1.38	3.72	3.49	2.67	3.13	3.75	3.50	3.88	—	3.72	3.49	3.20	3.25
Quebec	2.47	2.50	2.31	2.50	3.90	3.50	3.75	3.50	2.64	2.50	2.46	2.50	3.90	3.50	3.75	3.50
Montreal	2.42	2.50	2.33	2.50	3.87	3.50	3.68	3.50	2.63	2.50	2.44	2.50	3.90	3.50	3.71	3.50
Quebec City	2.44	2.50	2.25	2.40	4.09	3.50	3.93	3.50	2.65	2.50	2.45	2.50	4.09	3.50	3.93	3.50
Other QC	2.50	2.50	2.31	2.50	3.88	3.50	3.74	3.50	2.64	2.50	2.46	2.50	3.88	3.50	3.74	3.50
Atlantic Region	2.22	2.23	1.95	2.00	3.36	3.10	3.02	3.00	2.69	2.50	2.38	2.30	3.50	3.11	3.29	3.40
New Brunswick	2.39	2.50	1.92	2.00	3.45	3.11	3.11	3.38	2.74	2.50	2.26	2.13	3.53	3.11	3.35	3.50
Nova Scotia	2.30	2.50	2.20	2.25	3.47	3.49	3.15	3.50	2.79	2.50	2.54	2.50	3.58	3.50	3.38	3.50
PEI	2.14	2.10	1.95	2.00	3.22	3.00	3.10	3.00	2.32	2.23	2.17	2.00	3.22	3.00	3.10	3.00
Nfld. & Labrador	1.99	2.00	1.65	2.00	3.20	3.00	2.76	3.00	2.71	2.50	2.39	2.50	3.49	3.00	3.23	3.00
Territories	2.82	2.60	1.86	2.50	3.38	3.00	2.75	3.00	3.26	2.90	2.72	2.60	3.38	3.00	3.23	3.00
Yukon	2.67	2.75	1.88	2.25	3.26	3.00	2.99	3.00	3.21	2.95	2.81	2.75	3.26	3.00	3.24	3.00
NWT	3.43	2.60	1.83	2.50	3.88	3.25	2.17	2.75	3.43	2.60	2.56	2.50	3.88	3.25	3.25	3.25
Nunavut	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
CANADA	2.21	2.50	2.10	2.20	3.50	3.40	3.30	3.25	2.73	2.60	2.55	2.50	3.66	3.50	3.51	3.50

Increases for Professional & Technical (non-union) by Region																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2025 Increases		2026 Increases		2025 Increases		2026 Increases		2025 Increases		2026 Increases		2025 Increases		2026 Increases	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
British Columbia	2.11	2.50	1.89	2.00	3.27	3.00	3.03	3.00	3.02	2.80	2.80	2.50	3.59	3.30	3.39	3.00
Metro Vancouver	2.22	2.50	2.01	2.00	3.49	3.40	3.15	3.00	3.11	3.00	2.91	2.55	3.72	3.50	3.45	3.00
Vancouver Island	1.99	2.20	1.79	2.00	3.07	3.00	3.01	3.00	2.90	2.77	2.69	2.50	3.44	3.10	3.39	3.00
Other BC	2.06	2.50	1.77	2.00	3.05	3.00	2.82	3.00	2.98	2.75	2.70	2.50	3.49	3.10	3.29	3.00
Alberta	1.93	2.20	1.86	2.00	3.25	3.11	2.99	3.00	2.89	2.75	2.81	2.50	3.50	3.25	3.36	3.00
Calgary	1.93	2.00	1.83	2.00	3.31	3.25	3.10	3.00	2.91	2.70	2.80	2.50	3.58	3.40	3.45	3.00
Edmonton	2.07	2.50	1.99	2.00	3.25	3.25	2.99	3.00	2.97	2.75	2.88	2.50	3.55	3.50	3.36	3.00
Other AB	1.82	2.15	1.78	2.00	3.17	3.00	2.86	3.00	2.81	2.75	2.75	2.60	3.38	3.00	3.27	3.00
Saskatchewan	2.03	2.25	1.78	2.00	3.28	3.00	2.97	3.00	2.61	2.50	2.42	2.40	3.36	3.05	3.22	3.00
Regina	1.92	2.15	1.82	2.00	3.19	3.00	2.94	3.00	2.55	2.50	2.34	2.25	3.32	3.00	3.20	3.00
Saskatoon	1.95	2.23	1.67	2.00	3.47	3.28	3.05	3.00	2.60	2.50	2.49	2.50	3.52	3.30	3.29	3.13
Other SK	2.31	2.50	1.89	2.13	3.09	3.00	2.87	3.00	2.68	2.55	2.43	2.50	3.16	3.00	3.11	3.00
Manitoba	2.08	2.25	1.88	2.00	3.17	3.00	3.03	3.00	2.66	2.50	2.33	2.25	3.29	3.00	3.26	3.00
Winnipeg	2.00	2.10	1.85	2.00	3.20	3.10	3.05	3.00	2.63	2.50	2.31	2.18	3.35	3.11	3.30	3.00
Other MB	2.49	2.50	2.05	2.13	3.07	3.00	2.94	3.00	2.79	2.50	2.39	2.38	3.07	3.00	3.12	3.00
Ontario	2.15	2.50	2.16	2.20	3.56	3.50	3.37	3.50	2.73	2.50	2.54	2.50	3.67	3.50	3.46	3.50
Toronto & Area	2.16	2.50	2.12	2.00	3.64	3.50	3.35	3.50	2.76	2.60	2.55	2.50	3.77	3.50	3.51	3.50
Eastern ON	2.19	2.50	2.23	2.25	3.63	3.50	3.48	3.50	2.72	2.50	2.48	2.50	3.70	3.50	3.48	3.50
Northern ON	2.10	2.40	2.27	2.00	3.53	3.25	3.32	3.50	2.74	2.50	2.78	2.40	3.60	3.38	3.46	3.50
Central ON	1.92	2.25	2.12	2.30	3.33	3.00	3.29	3.25	2.51	2.50	2.39	2.50	3.40	3.01	3.29	3.25
South Western ON	2.19	2.50	2.11	2.13	3.43	3.50	3.41	3.50	2.73	2.50	2.47	2.50	3.56	3.50	3.45	3.50
Other ON	2.95	3.50	2.15	2.75	3.78	3.50	2.67	3.13	3.69	3.50	3.58	3.00	3.78	3.50	3.20	3.25
Quebec	2.40	2.50	2.26	2.50	3.76	3.50	3.70	3.50	2.65	2.50	2.46	2.50	3.91	3.50	3.75	3.50
Montreal	2.39	2.50	2.30	2.50	3.75	3.50	3.62	3.50	2.66	2.60	2.45	2.50	3.91	3.50	3.70	3.50
Quebec City	2.40	2.50	2.21	2.30	4.03	3.50	3.88	3.50	2.65	2.50	2.45	2.50	4.11	3.50	3.91	3.50
Other QC	2.40	2.50	2.24	2.30	3.71	3.50	3.70	3.50	2.64	2.50	2.46	2.50	3.87	3.50	3.75	3.50
Atlantic Region	2.17	2.20	1.88	2.00	3.50	3.30	3.14	3.28	2.68	2.50	2.37	2.30	3.54	3.40	3.34	3.50
New Brunswick	2.33	2.50	1.86	2.00	3.50	3.29	3.22	3.50	2.68	2.50	2.26	2.13	3.50	3.29	3.38	3.50
Nova Scotia	2.28	2.25	2.10	2.00	3.61	3.50	3.26	3.50	2.79	2.50	2.51	2.30	3.66	3.50	3.43	3.50
PEI	1.99	2.00	1.86	2.00	3.22	3.00	3.10	3.00	2.32	2.23	2.17	2.00	3.22	3.00	3.10	3.00
Nfld. & Labrador	1.98	2.00	1.61	2.00	3.49	3.18	2.94	3.00	2.74	2.50	2.39	2.50	3.57	3.25	3.30	3.25
Territories	2.74	2.20	2.17	2.50	3.73	3.15	3.40	3.00	3.80	2.90	3.18	2.60	3.95	3.30	3.59	3.25
Yukon	2.96	2.75	2.13	2.25	3.39	3.00	3.11	3.00	3.56	2.95	3.19	2.75	3.70	3.00	3.37	3.00
NWT	2.76	1.20	2.63	2.50	4.69	3.67	4.25	3.75	4.60	2.60	3.16	2.50	4.69	3.67	4.25	3.75
Nunavut	—	—	1.25	—	—	—	—	—	—	—	—	—	—	—	—	—
CANADA	2.20	2.50	2.06	2.20	3.51	3.50	3.34	3.25	2.75	2.60	2.56	2.50	3.69	3.50	3.53	3.50

Increases for Professional & Technical (union) by Region										
		Salaries/Wages or Step Progressions (including 0%)					Salaries/Wages or Step Progressions (excluding 0%)			
		2025 Increases		2026 Increases			2025 Increases		2026 Increases	
		Average	P50	Average	P50		Average	P50	Average	P50
British Columbia		2.92	3.00	2.77	3.00		3.15	3.00	3.31	3.00
Metro Vancouver		2.59	2.90	2.28	2.50		2.89	3.00	2.84	2.75
Vancouver Island		3.04	3.00	2.88	3.00		3.21	3.00	3.30	3.00
Other BC		3.21	3.00	3.21	3.00		3.37	3.00	3.83	3.50
Alberta		2.47	2.50	2.01	2.20		3.02	2.78	2.62	2.50
Calgary		2.45	2.50	1.92	2.00		3.15	2.63	2.49	2.45
Edmonton		2.19	2.50	1.79	2.00		2.92	2.78	2.56	2.40
Other AB		2.78	3.00	2.50	3.00		2.98	3.00	2.92	3.00
Saskatchewan		2.14	2.00	1.50	2.00		2.61	2.38	2.36	2.00
Regina		2.60	2.00	1.63	2.00		2.60	2.00	2.17	2.00
Saskatoon		1.88	2.00	1.67	2.00		2.69	2.80	2.50	2.50
Other SK		2.00	2.00	—	—		2.50	2.50	—	—
Manitoba		2.19	2.50	1.54	2.00		2.88	2.63	2.50	2.50
Winnipeg		2.39	2.50	1.73	2.00		2.98	2.63	2.46	2.50
Other MB		1.71	2.25	0.92	0.00		2.56	2.63	—	—
Ontario		2.46	2.80	2.05	2.50		3.16	3.00	2.75	2.50
Toronto & Area		2.51	3.00	2.16	2.50		3.18	3.00	2.84	3.00
Eastern ON		2.86	2.90	2.32	2.50		3.27	3.00	2.61	2.50
Northern ON		1.60	2.00	1.32	2.00		2.75	3.00	2.38	2.40
Central ON		3.46	3.25	2.38	3.00		4.15	3.50	3.17	3.50
South Western ON		2.23	2.65	2.03	2.45		2.86	3.00	2.71	2.50
Other ON		—	—	—	—		—	—	—	—
Quebec		2.70	2.75	2.37	2.50		2.99	2.80	2.67	2.50
Montreal		2.66	2.78	2.27	2.50		3.06	3.00	2.63	2.50
Quebec City		2.82	2.75	2.59	2.50		2.98	2.78	2.83	2.60
Other QC		2.70	2.75	2.36	2.50		2.97	2.80	2.65	2.50
Atlantic Region		2.09	2.00	1.69	2.00		2.59	2.00	2.25	2.00
New Brunswick		1.64	2.00	1.50	2.00		2.30	2.00	2.00	2.00
Nova Scotia		2.48	2.40	2.00	2.00		2.83	2.80	2.50	2.50
PEI		1.75	2.00	1.33	2.00		2.33	2.00	2.00	—
Nfld. & Labrador		2.29	2.00	1.75	2.00		2.67	2.00	2.33	2.00
Territories		1.33	2.00	1.00	—		2.00	—	—	—
Yukon		1.33	2.00	1.00	—		2.00	—	—	—
NWT		—	—	—	—		—	—	—	—
Nunavut		—	—	—	—		—	—	—	—
CANADA		2.63	2.80	2.33	2.50		3.01	3.00	2.78	2.50

Increases for Clerical/Administrative Support (non-union) by Region																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2025 Increases		2026 Increases		2025 Increases		2026 Increases		2025 Increases		2026 Increases		2025 Increases		2026 Increases	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
British Columbia	2.04	2.50	1.82	2.00	3.02	3.00	2.83	3.00	2.91	2.75	2.70	2.50	3.40	3.00	3.24	3.00
Metro Vancouver	2.09	2.50	1.88	2.00	3.25	3.00	2.95	3.00	2.95	2.78	2.72	2.50	3.50	3.20	3.27	3.00
Vancouver Island	1.97	2.23	1.78	2.00	2.82	3.00	2.79	3.00	2.85	2.70	2.70	2.50	3.28	3.00	3.27	3.00
Other BC	2.02	2.50	1.74	2.00	2.78	3.00	2.64	3.00	2.91	2.70	2.63	2.50	3.30	3.00	3.16	3.00
Alberta	1.89	2.00	1.78	2.00	3.16	3.00	2.92	3.00	2.88	2.75	2.74	2.50	3.44	3.11	3.33	3.00
Calgary	1.91	2.00	1.78	2.00	3.31	3.10	3.10	3.00	2.90	2.70	2.73	2.50	3.53	3.25	3.41	3.00
Edmonton	2.01	2.25	1.91	2.00	3.22	3.18	2.97	3.00	2.98	2.75	2.81	2.50	3.49	3.25	3.35	3.00
Other AB	1.76	2.00	1.68	2.00	2.96	3.00	2.68	3.00	2.78	2.75	2.69	2.60	3.29	3.00	3.23	3.00
Saskatchewan	2.01	2.50	1.79	2.00	3.03	3.00	2.76	3.00	2.63	2.70	2.42	2.50	3.23	3.00	3.10	3.00
Regina	1.94	2.15	1.80	2.00	3.02	3.00	2.67	3.00	2.59	2.50	2.31	2.30	3.27	3.00	3.09	3.00
Saskatoon	1.89	2.10	1.69	2.00	3.12	3.00	2.90	3.00	2.58	2.60	2.46	2.50	3.31	3.00	3.19	3.00
Other SK	2.29	2.60	1.93	2.50	2.89	3.00	2.64	3.00	2.74	2.70	2.50	2.75	3.04	3.00	2.96	3.00
Manitoba	2.06	2.20	1.91	2.00	3.03	3.00	2.95	3.00	2.72	2.50	2.36	2.30	3.24	3.00	3.22	3.00
Winnipeg	1.99	2.10	1.87	2.00	3.04	3.00	2.99	3.00	2.68	2.50	2.34	2.25	3.30	3.10	3.27	3.00
Other MB	2.41	2.50	2.09	2.50	2.98	3.00	2.81	3.00	2.89	2.50	2.47	2.75	2.98	3.00	2.98	3.00
Ontario	2.09	2.50	2.09	2.00	3.46	3.30	3.28	3.50	2.69	2.50	2.50	2.50	3.61	3.50	3.42	3.50
Toronto & Area	2.09	2.50	2.05	2.00	3.52	3.50	3.28	3.50	2.73	2.55	2.52	2.50	3.73	3.50	3.47	3.50
Eastern ON	2.13	2.50	2.18	2.25	3.56	3.50	3.43	3.50	2.69	2.50	2.48	2.50	3.63	3.50	3.46	3.50
Northern ON	2.02	2.26	2.11	2.00	3.31	3.20	3.17	3.13	2.69	2.50	2.60	2.30	3.44	3.20	3.37	3.50
Central ON	1.90	2.25	2.08	2.30	3.35	3.00	3.29	3.25	2.45	2.50	2.37	2.50	3.35	3.00	3.29	3.25
South Western ON	2.16	2.50	2.08	2.00	3.42	3.28	3.30	3.40	2.70	2.50	2.44	2.50	3.59	3.45	3.39	3.50
Other ON	2.81	3.13	1.94	1.38	2.64	3.18	2.04	2.75	3.75	3.50	3.88	—	3.17	3.25	3.06	3.13
Quebec	2.31	2.50	2.16	2.30	3.62	3.50	3.57	3.50	2.64	2.50	2.45	2.50	3.87	3.50	3.74	3.50
Montreal	2.25	2.50	2.15	2.30	3.58	3.50	3.46	3.50	2.64	2.50	2.41	2.50	3.89	3.50	3.69	3.50
Quebec City	2.23	2.50	2.03	2.00	3.68	3.50	3.60	3.50	2.62	2.50	2.40	2.50	4.00	3.50	3.86	3.50
Other QC	2.35	2.50	2.19	2.30	3.63	3.50	3.62	3.50	2.64	2.50	2.47	2.50	3.85	3.50	3.73	3.50
Atlantic Region	2.11	2.10	1.82	2.00	3.32	3.11	3.04	3.00	2.65	2.50	2.33	2.30	3.43	3.25	3.28	3.40
New Brunswick	2.23	2.25	1.86	2.00	3.26	3.05	3.11	3.38	2.62	2.50	2.26	2.13	3.42	3.11	3.35	3.50
Nova Scotia	2.24	2.38	2.05	2.00	3.50	3.50	3.13	3.50	2.77	2.50	2.47	2.40	3.56	3.50	3.35	3.50
PEI	1.99	2.00	1.86	2.00	3.18	3.00	3.10	3.00	2.32	2.23	2.17	2.00	3.18	3.00	3.10	3.00
Nfld. & Labrador	1.90	2.00	1.49	2.00	3.19	3.00	2.83	3.00	2.70	2.50	2.29	2.40	3.40	3.06	3.23	3.00
Territories	1.22	0.00	1.24	0.60	2.43	2.90	2.60	3.00	2.67	2.60	2.48	2.50	3.00	3.00	3.09	3.00
Yukon	1.70	1.50	1.42	1.50	2.85	3.00	2.68	3.00	2.84	2.90	2.64	2.60	3.08	3.00	3.17	3.00
NWT	0.54	0.00	1.26	1.20	1.57	2.50	2.30	2.50	1.90	—	2.20	2.50	2.75	2.50	2.88	2.75
Nunavut	0.00	0.00	0.83	0.00	2.75	—	2.75	—	—	—	—	—	2.75	—	2.75	—
CANADA	2.12	2.50	1.98	2.00	3.35	3.25	3.21	3.00	2.72	2.60	2.52	2.50	3.61	3.47	3.48	3.30

Increases for Clerical/Administrative Support (union) by Region										
		Salaries/Wages or Step Progressions (including 0%)					Salaries/Wages or Step Progressions (excluding 0%)			
		2025 Increases		2026 Increases			2025 Increases		2026 Increases	
		Average	P50	Average	P50		Average	P50	Average	P50
British Columbia		2.70	3.00	2.56	3.00		3.18	3.00	2.96	3.00
Metro Vancouver		2.56	2.80	2.29	2.63		3.05	3.00	2.67	2.75
Vancouver Island		2.62	3.00	2.54	2.45		3.13	3.00	2.94	3.00
Other BC		2.94	3.00	2.90	3.00		3.38	3.00	3.34	3.00
Alberta		2.00	2.50	1.92	2.00		2.83	2.80	2.64	2.50
Calgary		2.21	2.50	1.92	2.00		3.00	2.63	2.49	2.45
Edmonton		1.94	2.50	1.79	2.00		2.75	2.78	2.56	2.40
Other AB		1.85	2.00	2.05	2.75		2.72	3.00	2.93	3.00
Saskatchewan		2.05	2.00	1.93	2.00		2.56	2.38	2.25	2.00
Regina		2.17	2.00	2.17	2.00		2.54	2.38	2.17	2.00
Saskatoon		1.76	2.00	1.75	2.00		2.63	2.40	2.33	2.00
Other SK		2.50	2.50	—	—		2.50	2.50	—	—
Manitoba		2.17	2.25	1.61	2.00		3.00	2.75	2.42	2.25
Winnipeg		2.24	2.25	1.81	2.00		3.13	2.75	2.42	2.25
Other MB		1.94	2.38	—	—		2.58	2.75	—	—
Ontario		2.29	2.75	2.06	2.40		3.08	3.00	2.71	2.50
Toronto & Area		2.29	2.78	2.08	2.50		3.06	3.00	2.81	3.00
Eastern ON		2.66	2.78	2.29	2.45		3.19	3.00	2.54	2.50
Northern ON		1.60	2.00	1.49	2.00		2.75	3.00	2.38	2.40
Central ON		2.96	3.00	2.38	3.00		4.15	3.50	3.17	3.50
South Western ON		2.10	2.50	2.03	2.40		2.80	3.00	2.64	2.50
Other ON		—	—	—	—		—	—	—	—
Quebec		2.55	2.75	2.29	2.50		2.97	2.80	2.66	2.50
Montreal		2.42	2.50	2.12	2.30		3.04	3.00	2.63	2.50
Quebec City		2.47	2.60	2.40	2.50		2.91	2.75	2.79	2.50
Other QC		2.62	2.75	2.32	2.50		2.96	2.80	2.65	2.50
Atlantic Region		1.64	2.00	1.31	2.00		2.33	2.00	2.10	2.00
New Brunswick		1.64	2.00	1.50	2.00		2.30	2.00	2.00	2.00
Nova Scotia		1.64	2.00	1.40	2.00		2.47	2.40	2.33	2.00
PEI		1.75	2.00	1.33	2.00		2.33	2.00	2.00	—
Nfld. & Labrador		1.57	2.00	1.00	1.00		2.20	2.00	2.00	—
Territories		1.33	2.00	1.00	—		2.00	—	—	—
Yukon		1.33	2.00	1.00	—		2.00	—	—	—
NWT		—	—	—	—		—	—	—	—
Nunavut		—	—	—	—		—	—	—	—
CANADA		2.42	2.75	2.22	2.50		2.97	2.80	2.69	2.50

Increases for Operations (non-union) by Region																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2025 Increases		2026 Increases		2025 Increases		2026 Increases		2025 Increases		2026 Increases		2025 Increases		2026 Increases	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
British Columbia	1.77	2.00	1.67	2.00	2.63	3.00	2.56	3.00	2.95	2.75	2.81	2.50	3.36	3.10	3.32	3.00
Metro Vancouver	1.79	2.00	1.78	2.00	2.71	3.00	2.60	3.00	2.97	3.00	2.82	2.50	3.43	3.25	3.33	3.00
Vancouver Island	1.54	1.90	1.38	1.50	2.45	3.00	2.46	3.00	2.83	2.75	2.67	2.50	3.27	3.00	3.36	3.00
Other BC	1.97	2.50	1.72	2.00	2.64	3.00	2.59	3.00	3.01	2.75	2.89	2.50	3.32	3.00	3.27	3.00
Alberta	1.45	1.15	1.37	0.00	2.62	3.00	2.46	3.00	2.85	2.75	2.78	2.50	3.40	3.00	3.33	3.00
Calgary	1.32	0.00	1.27	0.00	2.54	3.00	2.40	3.00	2.84	2.65	2.74	2.50	3.45	3.05	3.41	3.00
Edmonton	1.47	1.00	1.41	0.00	2.60	3.00	2.34	3.00	2.91	2.75	2.87	2.50	3.47	3.25	3.32	3.00
Other AB	1.56	2.00	1.43	2.00	2.72	3.00	2.60	3.00	2.82	2.75	2.75	2.75	3.30	3.00	3.27	3.00
Saskatchewan	1.63	2.00	1.39	2.00	2.65	3.00	2.35	3.00	2.57	2.50	2.45	2.50	3.21	3.00	3.10	3.00
Regina	1.39	1.50	1.23	1.35	2.41	3.00	2.10	3.00	2.49	2.50	2.34	2.30	3.22	3.00	3.11	3.00
Saskatoon	1.51	1.80	1.26	1.20	2.71	3.00	2.30	3.00	2.53	2.50	2.47	2.30	3.36	3.00	3.16	3.00
Other SK	2.14	2.50	1.79	2.00	2.85	3.00	2.74	3.00	2.70	2.70	2.52	2.75	3.01	3.00	3.01	3.00
Manitoba	1.67	2.00	1.55	2.00	2.54	3.00	2.42	3.00	2.54	2.50	2.31	2.25	3.19	3.00	3.15	3.00
Winnipeg	1.60	2.00	1.49	2.00	2.55	3.00	2.39	3.00	2.55	2.50	2.29	2.10	3.29	3.00	3.22	3.00
Other MB	1.96	2.50	1.86	2.00	2.48	2.73	2.54	2.75	2.53	2.50	2.42	2.63	2.88	3.00	2.88	3.00
Ontario	1.42	1.65	1.45	2.00	2.39	3.00	2.36	3.00	2.63	2.50	2.43	2.30	3.45	3.25	3.38	3.50
Toronto & Area	1.36	1.20	1.37	1.90	2.30	3.00	2.28	3.00	2.64	2.50	2.43	2.30	3.49	3.45	3.43	3.50
Eastern ON	1.35	1.50	1.39	2.00	2.25	3.00	2.27	3.00	2.53	2.50	2.29	2.00	3.46	3.25	3.38	3.50
Northern ON	1.56	2.00	1.60	2.00	2.54	3.00	2.29	3.00	2.77	2.50	2.73	2.30	3.45	3.10	3.32	3.25
Central ON	1.32	1.80	1.59	2.00	2.61	3.00	2.55	3.00	2.41	2.34	2.35	2.30	3.32	3.01	3.23	3.13
South Western ON	1.58	2.00	1.52	2.00	2.47	3.00	2.55	3.00	2.72	2.50	2.41	2.28	3.45	3.23	3.39	3.50
Other ON	2.08	2.75	0.92	0.00	3.42	3.50	2.70	3.25	3.13	—	—	—	3.42	3.50	3.38	3.38
Quebec	1.48	2.00	1.36	2.00	2.33	3.00	2.26	3.00	2.66	2.50	2.45	2.50	3.74	3.50	3.62	3.50
Montreal	1.44	1.80	1.39	1.90	2.23	3.00	2.12	3.00	2.64	2.50	2.43	2.50	3.76	3.50	3.56	3.50
Quebec City	1.52	2.00	1.39	2.00	2.55	3.00	2.42	3.00	2.65	2.50	2.41	2.50	3.93	3.50	3.71	3.50
Other QC	1.49	2.00	1.34	2.00	2.33	3.00	2.29	3.00	2.67	2.50	2.47	2.50	3.69	3.50	3.62	3.50
Atlantic Region	1.63	1.80	1.34	1.65	2.56	3.00	2.37	3.00	2.75	2.50	2.43	2.25	3.36	3.10	3.27	3.25
New Brunswick	1.63	2.00	1.33	2.00	2.74	3.00	2.49	3.00	2.62	2.50	2.31	2.00	3.40	3.10	3.32	3.50
Nova Scotia	1.72	2.00	1.54	2.00	2.60	3.00	2.50	3.00	2.89	2.50	2.56	2.30	3.48	3.50	3.39	3.50
PEI	1.54	2.00	1.27	1.75	2.21	3.00	2.14	3.00	2.41	2.23	2.28	2.13	3.15	3.00	3.12	3.00
Nfld. & Labrador	1.55	1.50	1.13	0.00	2.51	3.00	2.21	3.00	2.87	2.50	2.45	2.30	3.25	3.00	3.14	3.00
Territories	1.46	1.20	1.04	0.00	2.33	2.50	2.03	2.50	2.78	2.50	2.53	2.50	3.11	2.80	2.95	3.00
Yukon	1.66	1.50	1.05	0.00	2.44	2.60	1.95	2.50	3.08	3.00	2.88	2.75	3.36	3.00	3.07	3.00
NWT	1.55	1.85	1.55	1.85	1.88	2.50	2.00	2.50	2.07	2.50	2.07	2.50	2.50	2.50	2.67	2.50
Nunavut	0.83	0.00	0.83	0.00	2.75	—	2.75	—	—	—	—	—	2.75	—	2.75	—
CANADA	1.53	2.00	1.42	2.00	2.45	3.00	2.36	3.00	2.72	2.50	2.54	2.50	3.51	3.25	3.42	3.20

Increases for Operations (union) by Region										
		Salaries/Wages or Step Progressions (including 0%)					Salaries/Wages or Step Progressions (excluding 0%)			
		2025 Increases		2026 Increases			2025 Increases		2026 Increases	
		Average	P50	Average	P50		Average	P50	Average	P50
British Columbia		2.70	3.00	2.70	3.00		3.24	3.00	3.40	3.00
Metro Vancouver		2.57	3.00	2.26	2.75		3.18	3.00	3.01	3.00
Vancouver Island		2.66	3.00	2.80	3.00		3.26	3.00	3.39	3.00
Other BC		2.89	3.00	3.12	3.00		3.28	3.00	3.82	3.50
Alberta		2.13	2.50	1.98	2.50		3.05	3.00	2.79	3.00
Calgary		2.18	2.50	1.81	2.20		3.20	2.80	2.63	2.50
Edmonton		1.95	2.50	1.83	2.20		2.92	2.90	2.74	2.75
Other AB		2.23	2.75	2.45	3.00		3.01	3.00	3.06	3.00
Saskatchewan		1.78	2.00	1.14	0.00		2.53	2.00	2.50	2.50
Regina		1.91	2.00	1.13	1.00		2.46	2.00	2.25	—
Saskatoon		1.57	2.00	1.33	1.00		2.69	2.80	2.67	3.00
Other SK		2.00	2.00	—	—		2.40	2.00	—	—
Manitoba		1.77	2.00	0.96	0.00		3.00	2.70	2.50	2.50
Winnipeg		1.95	2.00	1.25	1.00		3.13	2.73	2.50	2.50
Other MB		1.28	1.00	0.00	0.00		2.57	2.70	—	—
Ontario		1.92	2.50	1.62	2.00		3.14	3.00	2.82	3.00
Toronto & Area		1.95	2.50	1.69	2.00		3.19	3.00	2.91	3.00
Eastern ON		2.34	2.63	1.84	2.20		3.23	3.00	2.63	2.50
Northern ON		1.04	0.00	0.82	0.00		2.70	3.00	2.47	2.40
Central ON		2.43	2.00	1.75	1.75		4.25	3.25	3.50	—
South Western ON		1.82	2.50	1.68	2.00		2.79	3.00	2.74	2.75
Other ON		—	—	—	—		—	—	—	—
Quebec		1.93	2.50	1.66	2.00		3.10	3.00	2.75	2.60
Montreal		1.87	2.25	1.56	2.00		3.23	3.00	2.75	2.50
Quebec City		1.96	2.50	1.86	2.50		2.99	3.00	2.83	2.75
Other QC		1.95	2.50	1.66	2.00		3.08	3.00	2.74	2.60
Atlantic Region		1.70	2.00	1.19	1.00		2.77	2.65	2.38	2.00
New Brunswick		1.36	2.00	1.00	1.00		2.38	2.25	2.00	—
Nova Scotia		1.98	2.00	1.60	2.00		2.97	2.90	2.67	3.00
PEI		1.25	1.00	0.67	0.00		2.50	—	—	—
Nfld. & Labrador		2.00	2.00	1.25	1.00		3.00	2.50	2.50	—
Territories		0.50	0.00	0.00	0.00		—	—	—	—
Yukon		0.50	0.00	0.00	0.00		—	—	—	—
NWT		—	—	—	—		—	—	—	—
Nunavut		—	—	—	—		—	—	—	—
CANADA		2.07	2.50	1.83	2.00		3.10	3.00	2.90	3.00

Increases by Economic Sector																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2025 Increases		2026 Increases		2025 Increases		2026 Increases		2025 Increases		2026 Increases		2025 Increases		2026 Increases	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
Private	2.04	2.40	1.92	2.00	3.23	3.01	3.07	3.00	2.75	2.60	2.57	2.50	3.61	3.40	3.47	3.25
Exec. (excl. Pres/CEO)	2.03	2.50	1.92	2.00	3.31	3.25	3.14	3.00	2.73	2.60	2.54	2.50	3.69	3.50	3.52	3.50
Mgmt./Sup. (excl. Exec.)	2.21	2.50	2.09	2.30	3.55	3.50	3.35	3.50	2.76	2.60	2.58	2.50	3.68	3.50	3.54	3.50
Prof. & Tech. (non-union)	2.20	2.50	2.08	2.30	3.58	3.50	3.40	3.50	2.78	2.70	2.61	2.50	3.72	3.50	3.57	3.50
Prof. & Tech. (union)					2.71	3.00	2.31	2.50					3.16	3.00	2.76	3.00
Clerical/Admin. (non-union)	2.11	2.50	1.98	2.20	3.42	3.26	3.27	3.25	2.75	2.64	2.55	2.50	3.64	3.50	3.51	3.50
Clerical/Admin. (union)					2.45	2.75	2.25	2.50					3.10	3.00	2.75	3.00
Operations (non-union)	1.62	2.00	1.48	2.00	2.64	3.00	2.52	3.00	2.72	2.60	2.54	2.50	3.52	3.25	3.45	3.25
Operations (union)					2.24	2.50	1.95	2.40					3.17	3.00	2.82	3.00
Not-for-Profit	2.07	2.00	1.81	2.00	2.90	3.00	2.65	3.00	2.82	2.70	2.46	2.00	3.55	3.25	3.31	3.25
Exec. (excl. Pres/CEO)	2.28	2.00	1.94	2.00	3.16	3.22	3.00	3.00	2.84	2.70	2.42	2.00	3.82	3.50	3.46	3.30
Mgmt./Sup. (excl. Exec.)	2.37	2.50	2.08	2.00	3.35	3.22	3.00	3.00	2.82	2.70	2.51	2.00	3.66	3.40	3.38	3.30
Prof. & Tech. (non-union)	2.35	2.50	1.89	2.00	3.36	3.40	2.98	3.00	2.83	2.70	2.41	2.00	3.70	3.50	3.38	3.30
Prof. & Tech. (union)					2.69	2.50	2.73	2.50					2.71	2.50	3.04	2.50
Clerical/Admin. (non-union)	2.31	2.41	1.89	2.00	3.15	3.10	2.82	3.00	2.80	2.70	2.44	2.00	3.60	3.40	3.33	3.25
Clerical/Admin. (union)					2.47	2.50	2.37	2.00					2.58	2.50	2.50	2.25
Operations (non-union)	1.17	0.00	1.15	0.00	1.63	0.00	1.47	0.00	2.83	2.50	2.53	2.00	3.33	3.00	2.97	3.00
Operations (union)					1.68	1.38	1.76	0.00					3.23	3.00	4.01	4.75
Public	1.95	2.00	1.96	2.00	2.62	3.00	2.63	3.00	2.35	2.50	2.32	2.40	3.25	3.00	3.17	3.00
Exec. (excl. Pres/CEO)	2.00	2.00	2.09	2.00	3.21	3.00	3.15	3.00	2.30	2.30	2.27	2.25	3.44	3.00	3.32	3.00
Mgmt./Sup. (excl. Exec.)	2.04	2.00	2.17	2.00	3.21	3.00	3.22	3.00	2.33	2.50	2.31	2.40	3.43	3.00	3.32	3.00
Prof. & Tech. (non-union)	2.03	2.00	2.13	2.00	3.01	3.00	3.13	3.00	2.34	2.50	2.27	2.25	3.35	3.00	3.28	3.00
Prof. & Tech. (union)					2.34	2.50	2.11	2.50					2.78	2.80	2.64	2.50
Clerical/Admin. (non-union)	2.00	2.00	2.13	2.00	2.95	3.00	3.12	3.00	2.33	2.50	2.30	2.25	3.34	3.00	3.31	3.00
Clerical/Admin. (union)					2.27	2.50	2.07	2.50					2.77	2.75	2.60	2.50
Operations (non-union)	1.08	0.00	1.13	0.00	1.22	0.00	1.58	0.00	2.64	2.50	2.62	2.50	3.60	3.40	3.66	3.35
Operations (union)					1.75	2.00	1.51	2.00					2.72	2.50	2.61	2.50

Increases by Selected Industries																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2025 Increases		2026 Increases		2025 Increases		2026 Increases		2025 Increases		2026 Increases		2025 Increases		2026 Increases	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
Professional, Scientific & Technical Services	1.92	2.00	1.61	2.00	3.20	3.50	2.95	3.25	2.87	2.70	2.53	2.50	3.97	4.00	3.70	3.50
Exec. (excl. Pres/CEO)	1.87	2.00	1.45	2.00	3.09	3.50	2.77	3.00	2.75	2.70	2.39	2.00	4.11	4.00	3.72	3.75
Mgmt./Sup. (excl. Exec.)	2.34	2.50	1.92	2.00	3.80	4.00	3.48	3.50	2.85	2.70	2.53	2.50	4.02	4.00	3.75	3.75
Prof. & Tech. (non-union)	2.36	2.50	1.95	2.00	3.94	4.00	3.62	3.75	2.90	2.70	2.60	2.50	4.13	4.00	3.83	3.75
Prof. & Tech. (union)					2.52	3.00	2.22	2.40					2.52	3.00	2.22	2.40
Clerical/Admin. (non-union)	2.27	2.50	1.84	2.00	3.51	3.50	3.31	3.50	2.83	2.70	2.51	2.50	3.95	3.75	3.72	3.50
Clerical/Admin. (union)					2.51	3.00	2.20	2.40					2.51	3.00	2.20	2.40
Operations (non-union)	0.95	0.00	0.70	0.00	1.47	0.00	1.43	0.00	3.20	3.00	2.69	2.00	3.72	3.50	3.66	3.50
Operations (union)					1.46	0.00	1.23	2.00					2.98	3.00	2.41	2.40
Manufacturing	2.04	2.10	2.21	2.20	3.50	3.50	3.20	3.50	2.55	2.50	2.56	2.30	3.81	3.50	3.46	3.50
Exec. (excl. Pres/CEO)	1.96	2.10	2.12	2.00	3.65	3.50	3.36	3.50	2.55	2.50	2.51	2.30	3.83	3.50	3.55	3.50
Mgmt./Sup. (excl. Exec.)	1.97	2.10	2.29	2.30	3.75	3.50	3.39	3.50	2.55	2.50	2.60	2.30	3.75	3.50	3.49	3.50
Prof. & Tech. (non-union)	2.05	2.50	2.32	2.30	3.75	3.50	3.39	3.50	2.55	2.50	2.60	2.30	3.77	3.50	3.50	3.50
Prof. & Tech. (union)					3.00	3.00	2.19	3.00					4.01	3.00	2.98	3.00
Clerical/Admin. (non-union)	1.96	2.10	2.22	2.30	3.72	3.50	3.37	3.50	2.55	2.50	2.53	2.30	3.74	3.50	3.49	3.50
Clerical/Admin. (union)					2.61	2.80	2.43	3.00					4.08	3.00	3.00	3.00
Operations (non-union)	1.84	2.10	2.10	2.20	3.59	3.50	3.24	3.50	2.55	2.50	2.54	2.50	3.82	3.50	3.53	3.50
Operations (union)					2.26	2.50	1.96	2.50					3.99	3.00	3.01	3.00
Finance & Insurance	2.18	2.25	2.14	2.25	3.24	3.30	3.19	3.30	2.55	2.50	2.31	2.30	3.51	3.50	3.45	3.50
Exec. (excl. Pres/CEO)	2.27	2.40	2.29	2.30	3.55	3.50	3.52	3.50	2.55	2.50	2.31	2.30	3.55	3.50	3.55	3.50
Mgmt./Sup. (excl. Exec.)	2.29	2.40	2.32	2.30	3.60	3.50	3.56	3.50	2.58	2.50	2.33	2.30	3.60	3.50	3.57	3.50
Prof. & Tech. (non-union)	2.30	2.40	2.32	2.30	3.59	3.50	3.56	3.50	2.57	2.50	2.34	2.30	3.60	3.50	3.58	3.50
Prof. & Tech. (union)					2.98	3.00	2.40	2.00					2.98	3.00	2.40	2.00
Clerical/Admin. (non-union)	2.27	2.40	2.30	2.30	3.54	3.50	3.52	3.50	2.56	2.50	2.32	2.30	3.58	3.50	3.56	3.50
Clerical/Admin. (union)					2.87	2.75	2.29	2.00					2.98	3.00	2.37	2.00
Operations (non-union)	1.40	2.00	1.42	2.00	2.10	3.00	2.22	3.00	2.48	2.25	2.21	2.25	3.50	3.50	3.51	3.50
Operations (union)					2.33	2.50	1.88	2.00					2.86	2.50	2.31	2.00
Public Administration	1.94	2.00	1.70	1.50	2.75	3.00	2.37	2.75	2.48	2.60	2.23	2.00	3.14	3.00	2.87	3.00
Exec. (excl. Pres/CEO)	2.03	2.00	1.83	1.50	2.97	3.00	2.85	3.00	2.34	2.33	2.17	2.00	3.32	3.00	3.00	3.00
Mgmt./Sup. (excl. Exec.)	2.26	2.30	1.80	1.50	3.41	3.00	2.75	3.00	2.53	2.50	2.19	2.00	3.41	3.00	3.05	3.00
Prof. & Tech. (non-union)	2.10	2.00	1.77	1.50	3.07	3.00	2.58	3.00	2.40	2.50	2.18	2.00	3.20	3.00	2.96	3.00
Prof. & Tech. (union)					2.63	2.50	2.11	2.00					2.75	2.50	2.57	2.25
Clerical/Admin. (non-union)	2.26	2.40	1.86	1.50	2.99	3.00	2.59	3.00	2.39	2.50	2.16	2.00	3.19	3.00	2.94	3.00
Clerical/Admin. (union)					2.53	2.25	2.41	2.00					2.71	2.40	2.56	2.25
Operations (non-union)	1.32	0.00	1.10	0.00	1.34	0.00	1.17	0.00	3.22	3.00	2.86	2.50	3.40	3.00	2.88	3.00
Operations (union)					2.23	2.00	2.06	2.00					2.73	2.50	2.53	2.00

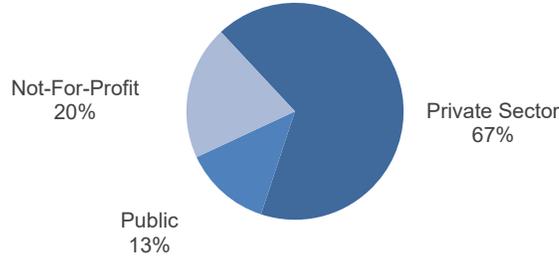
Increases by Selected Industries																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2025 Increases		2026 Increases		2025 Increases		2026 Increases		2025 Increases		2026 Increases		2025 Increases		2026 Increases	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
Mining, Quarrying and Oil & Gas Extraction	1.75	2.00	1.09	0.00	2.95	3.00	2.52	3.00	3.24	3.50	3.06	3.00	3.56	3.10	3.23	3.00
Exec. (excl. Pres/CEO)	2.02	2.20	1.10	0.00	3.25	3.25	2.73	3.00	3.28	3.50	3.17	3.00	3.70	3.50	3.35	3.00
Mgmt./Sup. (excl. Exec.)	2.12	2.60	1.25	0.00	3.00	3.00	2.58	3.00	3.24	3.50	3.11	3.00	3.52	3.10	3.23	3.00
Prof. & Tech. (non-union)	2.12	2.60	1.25	0.00	3.02	3.00	2.63	3.00	3.24	3.50	3.11	3.00	3.49	3.05	3.21	3.00
Prof. & Tech. (union)					3.47	3.00	2.72	3.00					3.78	3.00	2.97	3.00
Clerical/Admin. (non-union)	1.82	2.00	0.81	0.00	3.08	3.00	2.69	3.00	3.15	3.50	2.59	2.30	3.55	3.10	3.29	3.00
Clerical/Admin. (union)					1.39	1.13	1.47	1.13					2.77	2.75	2.94	3.00
Operations (non-union)	1.92	2.00	1.06	0.00	2.64	3.00	2.34	3.00	3.30	3.50	3.26	3.00	3.46	3.00	3.22	3.00
Operations (union)					2.55	3.00	1.72	3.00					4.38	5.00	2.95	3.00
Construction	2.09	2.50	1.99	2.00	3.56	3.50	3.29	3.50	2.64	2.75	2.40	2.00	3.84	3.70	3.73	3.50
Exec. (excl. Pres/CEO)	2.18	2.50	1.99	2.00	3.69	3.70	3.34	3.50	2.73	3.00	2.42	2.00	3.94	3.90	3.72	3.50
Mgmt./Sup. (excl. Exec.)	2.26	2.50	2.04	2.00	3.84	3.90	3.37	3.50	2.71	2.75	2.46	2.00	3.99	3.95	3.77	3.50
Prof. & Tech. (non-union)	2.19	2.50	1.99	2.00	3.48	3.60	3.22	3.50	2.66	2.75	2.38	2.00	3.82	3.90	3.68	3.50
Prof. & Tech. (union)					3.24	3.50	3.52	3.00					3.67	3.50	3.83	3.00
Clerical/Admin. (non-union)	2.08	2.50	1.93	2.00	3.39	3.50	3.19	3.50	2.56	2.75	2.31	2.00	3.70	3.50	3.65	3.50
Clerical/Admin. (union)					3.24	3.50	3.52	3.00					3.67	3.50	3.83	3.00
Operations (non-union)	1.94	2.50	2.01	2.00	3.56	3.60	3.23	3.50	2.55	2.75	2.41	2.00	3.86	3.90	3.76	3.50
Operations (union)					3.39	3.50	3.52	3.00					3.53	3.50	3.83	3.00
Retail Trade	1.77	2.40	1.72	2.00	3.15	3.00	3.02	3.00	2.61	2.70	2.53	2.50	3.26	3.00	3.16	3.00
Exec. (excl. Pres/CEO)	1.68	2.40	1.80	2.20	3.35	3.00	3.24	3.00	2.65	2.75	2.56	2.75	3.39	3.00	3.26	3.00
Mgmt./Sup. (excl. Exec.)	1.90	2.50	1.80	2.00	3.30	3.00	3.19	3.00	2.61	2.70	2.50	2.50	3.30	3.00	3.21	3.00
Prof. & Tech. (non-union)	1.76	2.50	1.78	2.20	3.33	3.00	3.23	3.00	2.63	2.70	2.54	2.50	3.34	3.00	3.26	3.00
Prof. & Tech. (union)					1.30	2.00	1.39	2.00					2.05	2.00	2.06	2.00
Clerical/Admin. (non-union)	1.62	2.40	1.66	2.00	3.24	3.00	3.13	3.00	2.63	2.70	2.59	2.50	3.28	3.00	3.19	3.00
Clerical/Admin. (union)					1.30	2.00	1.39	2.00					2.05	2.00	2.06	2.00
Operations (non-union)	1.78	2.50	1.57	2.00	3.07	3.00	2.93	3.00	2.56	2.60	2.46	2.50	3.25	3.00	3.15	3.00
Operations (union)					1.43	2.00	1.21	2.00					2.22	2.00	2.07	2.00
Associations & Regulatory Bodies	1.88	2.00	2.04	2.00	3.15	3.00	3.00	3.00	2.45	2.00	2.51	2.50	3.73	3.40	3.61	3.20
Exec. (excl. Pres/CEO)	1.86	2.00	2.12	2.00	3.73	3.50	3.38	3.20	2.45	2.00	2.43	2.25	3.93	3.50	3.72	3.20
Mgmt./Sup. (excl. Exec.)	1.88	2.00	2.27	2.00	3.68	3.50	3.60	3.20	2.41	2.00	2.49	2.50	3.80	3.50	3.72	3.20
Prof. & Tech. (non-union)	2.02	2.00	2.27	2.00	3.85	3.50	3.60	3.20	2.50	2.00	2.45	2.50	3.85	3.50	3.71	3.20
Prof. & Tech. (union)					2.71	2.80	2.65	2.50					2.71	2.80	2.65	2.50
Clerical/Admin. (non-union)	1.96	2.00	2.30	2.00	3.71	3.50	3.57	3.20	2.50	2.00	2.50	2.50	3.82	3.50	3.71	3.20
Clerical/Admin. (union)					2.63	2.80	2.44	2.50					2.71	2.80	2.52	2.50
Operations (non-union)	0.35	0.00	1.01	0.00	1.30	0.00	1.44	0.00	2.13	1.40	3.08	3.75	4.18	3.40	4.40	5.00
Operations (union)					0.18	0.00	0.21	0.00					3.00	—	3.50	—

Increases by Selected Industries																
	Range Structures (including 0%)				Base Salaries (including 0%)				Range Structures (excluding 0%)				Base Salaries (excluding 0%)			
	2025 Increases		2026 Increases		2025 Increases		2026 Increases		2025 Increases		2026 Increases		2025 Increases		2026 Increases	
	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50	Average	P50
Technology	2.39	2.70	2.27	2.50	2.82	3.00	2.92	3.00	3.24	3.00	2.85	2.50	3.56	3.15	3.49	3.00
Exec. (excl. Pres/CEO)	2.95	3.00	2.64	2.50	3.27	3.18	3.42	3.00	3.30	3.00	2.90	3.00	3.50	3.26	3.59	3.20
Mgmt./Sup. (excl. Exec.)	2.73	3.00	2.54	2.50	3.40	3.20	3.41	3.50	3.22	3.00	2.82	2.50	3.68	3.26	3.65	3.50
Prof. & Tech. (non-union)	2.42	2.75	2.57	2.50	3.16	3.00	3.40	3.15	3.26	3.00	2.83	3.00	3.78	3.26	3.63	3.50
Prof. & Tech. (union)					3.31	2.75	2.94	2.50					3.31	2.75	2.94	2.50
Clerical/Admin. (non-union)	2.26	2.70	2.36	2.50	2.81	3.00	2.89	3.00	3.25	3.00	2.86	2.50	3.59	3.20	3.47	3.35
Clerical/Admin. (union)					2.64	2.75	2.50	2.50					2.97	2.75	2.81	2.50
Operations (non-union)	1.11	0.00	1.13	0.00	1.45	0.00	1.55	0.00	3.15	3.00	2.83	2.50	3.29	3.00	3.32	3.00
Operations (union)					2.64	2.75	2.50	2.50					2.97	2.75	2.81	2.50
Transportation & Warehousing	2.03	2.50	1.70	2.00	2.72	3.00	2.80	3.00	2.68	2.80	2.31	2.50	3.02	3.00	3.23	3.00
Exec. (excl. Pres/CEO)	2.15	2.50	2.13	2.50	3.11	3.00	3.28	3.50	2.66	2.80	2.30	2.50	3.13	3.00	3.31	3.50
Mgmt./Sup. (excl. Exec.)	2.12	2.50	2.17	2.50	3.17	3.00	3.42	3.50	2.66	2.80	2.34	2.50	3.17	3.00	3.45	3.50
Prof. & Tech. (non-union)	2.09	2.50	1.53	2.00	3.02	3.00	3.24	3.50	2.69	2.80	2.31	2.50	3.15	3.00	3.30	3.50
Prof. & Tech. (union)					1.87	2.00	1.61	2.00					2.31	2.00	2.41	2.00
Clerical/Admin. (non-union)	2.05	2.50	1.49	1.75	3.00	3.00	3.31	3.50	2.68	2.80	2.31	2.50	3.16	3.00	3.40	3.50
Clerical/Admin. (union)					1.78	2.00	1.53	2.00					2.28	2.00	2.38	2.00
Operations (non-union)	2.04	2.50	1.47	1.75	2.77	3.00	3.24	3.50	2.71	2.80	2.30	2.50	3.16	3.00	3.39	3.50
Operations (union)					1.39	2.00	0.90	0.00					2.47	2.00	2.82	3.00
Educational Services	1.81	2.00	1.76	2.00	2.56	3.00	1.92	2.00	2.45	2.00	2.38	2.00	3.16	3.00	2.63	2.00
Exec. (excl. Pres/CEO)	1.81	2.00	1.76	2.00	2.55	3.00	1.89	2.00	2.47	2.00	2.46	2.00	3.26	3.00	2.62	2.00
Mgmt./Sup. (excl. Exec.)	1.90	2.00	1.85	2.00	2.67	3.00	1.86	2.00	2.46	2.00	2.39	2.00	3.16	3.00	2.57	2.00
Prof. & Tech. (non-union)	1.85	2.00	1.74	2.00	2.57	3.00	2.02	2.00	2.48	2.00	2.38	2.00	3.16	3.00	2.57	2.00
Prof. & Tech. (union)					2.92	3.00	2.83	3.00					3.16	3.00	3.19	3.00
Clerical/Admin. (non-union)	1.80	2.00	1.68	2.00	2.53	3.00	1.97	2.00	2.43	2.00	2.33	2.00	3.18	3.00	2.60	2.00
Clerical/Admin. (union)					2.56	3.00	2.40	4.00					3.41	3.24	4.00	4.00
Operations (non-union)	1.74	2.00	1.74	2.00	2.39	3.00	1.64	2.00	2.38	2.00	2.30	2.00	3.03	3.00	2.47	2.00
Operations (union)					2.41	2.70	1.71	0.00					2.85	3.00	4.00	4.00
Health Care & Social Assistance	2.72	2.50	2.58	2.50	2.62	3.00	3.35	3.50	3.18	2.60	3.06	2.50	3.53	3.50	3.80	3.50
Exec. (excl. Pres/CEO)	2.65	2.50	2.79	2.50	2.38	3.00	3.45	3.50	3.39	2.65	3.21	2.50	3.86	3.50	4.07	3.50
Mgmt./Sup. (excl. Exec.)	2.69	2.60	2.91	2.50	2.53	3.00	3.40	3.50	3.24	2.70	3.26	2.65	3.56	3.50	3.78	3.50
Prof. & Tech. (non-union)	2.96	2.60	2.73	2.50	2.67	3.20	3.31	3.25	3.23	2.70	3.07	2.50	3.69	3.50	3.66	3.50
Prof. & Tech. (union)					3.15	3.00	3.97	4.75					3.15	3.00	3.97	4.75
Clerical/Admin. (non-union)	2.99	2.60	2.73	2.50	2.77	3.00	3.26	3.25	3.23	2.65	3.10	2.50	3.51	3.50	3.65	3.50
Clerical/Admin. (union)					3.13	2.50	3.20	2.60					3.13	2.50	3.20	2.60
Operations (non-union)	1.99	2.50	1.69	2.30	2.42	3.00	3.08	3.00	2.73	2.60	2.53	2.50	3.50	3.50	3.80	3.50
Operations (union)					2.77	3.00	3.47	4.75					3.21	3.00	4.06	4.75

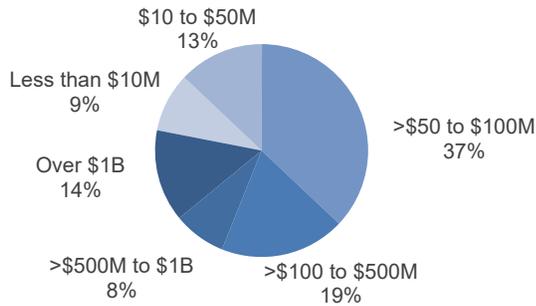
SECTION 4: SURVEY PARTICIPANTS

A total of 917 organizations across Canada provided data for this survey. The participants are broken down below by economic sector, annual revenues, number of employees, and type of business.

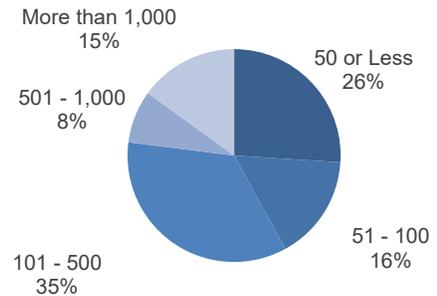
Sector of Economy



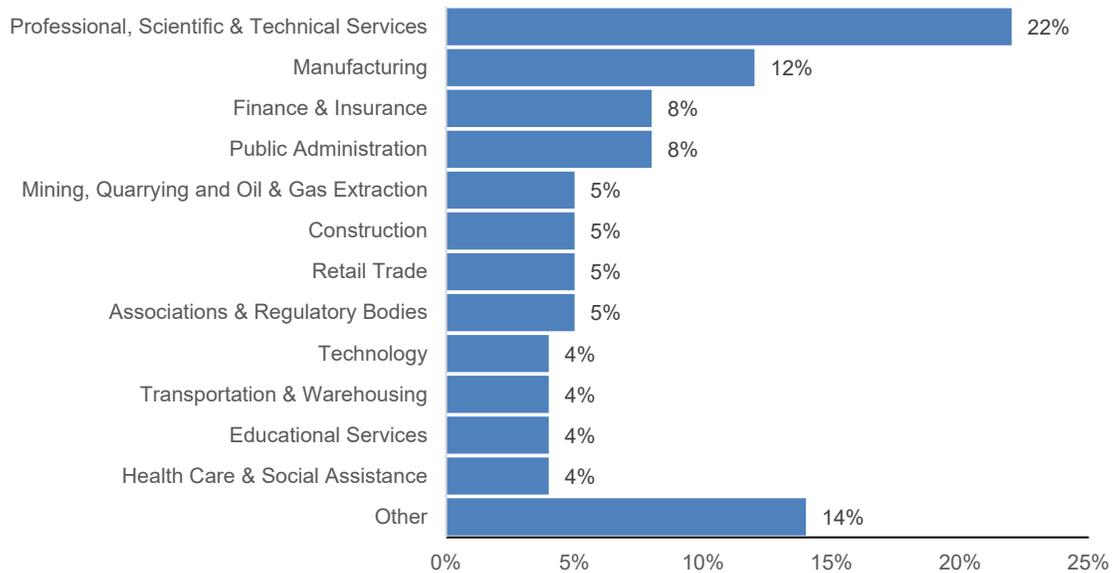
Annual Revenues (in \$Million)



Total Number of Employees



Business Classification



List of Participants

360 Engineering & Environmental Consulting Ltd.

Aarcomm Systems Inc.
ABF Inc.
Abnex
Abtech Inc.
ACAW Trust Funds
Accent Inns Inc.
Acciona
Ace Services Mécaniques Inc.
Acier d'armature Ferneuf Inc.
Acier Ouellette Inc.
AEQUO
Aéroports de Montréal
Agnico Eagle Mines Limited
Agropur Cooperative
AIC Global Holdings Inc.
Air Canada
Air Inuit Ltd.
Air Liquide
Alberta Beverage Container Recycling Corporation
Alberta Blue Cross
Alberta College of Pharmacy
Alberta Medical Association
Alberta Motor Association
Alberta Newsprint Company
Alberta Securities Commission
Alberta University of the Arts
Alithya Group Inc.
Alkan Air Ltd.
Allnorth Consultants Limited
Alloprof
Alternia Savings
Al-Terra Group Ltd.
Aluminerie Alouette Inc.
AMGAS Service Inc.
Amica Senior Lifestyles Inc.
Amisco Industries Ltd.
Amix Group
Amrize Inc.
Amyot Gélinas, s.e.n.c.r.l.
Anton Paar Canada
APCPNHQ
Apex Distribution Inc.
APFF Charitable Fund Inc.
Apple Inc.
AppyHere LLC
Arsenal conseils, Inc.
Artelia Canada
Asia Pacific Foundation of Canada
Asmodee Canada
ASPAC Developments Ltd
Associated Engineering Group Ltd.
Association de l'exploration minière du Québec
Association des médecins de famille du Québec
Association des propriétaires de boisés de la Beauce
Association of Consulting Engineering Companies -
British Columbia
Assumption Mutual Life Insurance Company
ATCO Wood Products Ltd.
Ateliers Jacob
AtkinsRéalis
Aura Office Environments
Automacad Inc.
Automatech Robotik Inc.

Autorité des marchés financiers
AV&R Global
Avjet Holding Inc.
Avmax Group Inc.
Axiom Infrastructure Inc.
Aylo Global Entertainment Inc.

Baker & McKenzie LLP
Bantrel Co.
BA Robinson Co. Ltd.
Barron Base Oil Corporation
Bateman MacKay LLP
BBA Consultants
BC Dental Association
BC Financial Services Authority
BC Real Estate Association
BCL Engineering Ltd.
BCNET
BC Securities Commission
Beacon Community Services
Beauvais Truchon Avocats
Beem Credit Union
Bélanger Sauvé S.E.N.C.R.L.
Bell Textron Inc.
Belron Canada Inc.
BentallGreenOak
Beverage Container Management Board
BGY Services financiers intégrés Inc.
Big Way Group Inc.
Bilodeau Couture Assurances Inc.
Binnie
BKL Consultants Ltd.
Blake, Cassels & Graydon LLP
Bois d'Action
Bombardier Inc.
Bonterra Resources Inc.
Borex Inc.
Borden Ladner Gervais LLP
Bota Bota, spa-sur-l'eau
Bowen Island Municipality
Brentwood College School
BrettYoung Seeds Limited
British Columbia College of Oral Health Professionals
British Columbia Construction Safety Alliance
British Columbia Lottery Corporation
Broadsign
Brown and Caldwell Inc.
Bulk Barn Foods Limited
Bulkley Valley Credit Union
Bureau d'architecture et d'ingénierie
Business Development Bank of Canada
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Canada Lands Company
Canada Mortgage and Housing Corporation
Canada's Drug Agency
Canadian Air Transport Security Authority
Canadian Bank Note Company, Limited
Canadian Centre for Professional Legal Education

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 Canadian Light Source Inc.
 Canadian Medical Association
 Canadian National Railway Company
 Canadian Nuclear Association
 Canadian Rocky Mountain Resorts
 Canterbury Coffee Corporation
 CARO Analytical Services
 Carrefour jeunesse-emploi comté de Richmond
 Carrousel Packaging
 CAS Financement
 Cascades Canada ULC
 Cassels Brock & Blackwell LLP
 CC Consultants
 CC Packing
 CCL Industries Inc.
 CEL Aerospace Group
 Cellula Robotics
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 Charles River Laboratories International, Inc.
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 Children Believe
 Children's Health Foundation of Vancouver Island
 Christie Innomed Inc.
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 CIMA+
 Cineplex Entertainment Limited Partnership
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 Citadel Drilling
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 College of Physicians and Surgeons of BC
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 College of Registered Nurses of Alberta
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 Colliers International
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 Crakmedia Network
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ERCO Worldwide
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EVR Advertising
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EXP Global Inc.
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Familiprix
Fasken Ltd.
FBL Société de comptables professionnels agréés
FDP Gestion Privée
Federated Co-operatives Limited

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 HTEC
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 Innotech Windows+Doors
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 Innovation et Développement économique Trois-
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 International Air Transport Association (IATA)
 International Development Research Centre (IDRC)
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 Intracorp
 ISC Applied Systems Corp.

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 ISL Engineering and Land Services Ltd.
 IWA-Forest Industry Pension & LTD Plans

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 Jewish General Hospital
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 Kodify Media Canada
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Mantra Pharma Inc.
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Mayfair Diagnostics
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MediaKind
MEDIAL Conseil Santé Sécurité Inc.
Mercer International
Meridian Credit Union
Merkur Inc.
Metercor
Metrolinx
Metso Corporation
MHI RJ Aviation ULC
Michael Smith Health Research BC
Miller Titerle Law Corporation
MineSense Technologies Ltd.
Ministère des transports et de la mobilité durable
Mission Association for Community Living
MobilityData
Mohawk College of Applied Arts and Technology
Moment Factory
Moneris Solutions Corporation
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MRC de Beauharnois-Salaberry
MTU Maintenance Canada Ltd. (3023)
Mulgrave School, The International School of
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Municipalité de Lanoraie
Municipalité de Mont-Blanc

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Ontario Teachers' Pension Plan
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Pinchin Ltd.
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Promutuel Reassurance
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Provincial Auditor Saskatchewan
PSB Boisjoli LLP
PSP Investments
Purolator Inc.

Q Venture Studio
QSL International Ltée
QTG
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Quebec Association of Animal and Cereal Nutrition Industries
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Québec Port Authority

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Snuneymuxw First Nation
Société de formation à distance des commissions scolaires du Québec
Société de transport de Montréal
Société des alcools du Québec
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Solenio Inc.
Solina Canada
Sollio Groupe Coopératif
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Squamish-Lillooet Regional District
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 Symcor Inc.
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 Taron Warranty Corporation
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 Terrestar Solutions Inc.
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 The Country Day School
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 The Master Group Inc.
 The Medicom Group
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 Tristan
 Tritech Group Ltd.
 Triton Environmental Consultants Ltd.
 Tsawwassen First Nation
 Tsilhqot'in National Government
 TSPM Ltd.
 TW Industrial Group Ltd.
 TYCROP Manufacturing Ltd.

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 Uline
 unHR
 Union des producteurs agricoles
 Union Gospel Mission Foundation
 Unit Electric Ltd.
 United Way BC
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 University Neighbourhoods Association
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 University of Manitoba
 University of Regina
 University of Victoria
 Urban Systems Ltd.
 UV Insurance
 Uzinakod Inc.

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 Vancouver Fraser Port Authority
 Vancouver International Airport Authority
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 Ventilation CDR
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 VersaBank
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 VIA Rail Canada
 Videotron Ltd.
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 Village of Harrison Hot Springs
 Village of Pemberton
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 Ville de Brossard
 Ville de Drummondville
 Ville de La Prairie
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 Ville de Longueuil
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 Ville de Malartic
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 Ville de Saint-Sauveur
 Ville de Westmount
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 Vulcain Engineering Group

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 Wawanesa General Insurance Company
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 Wesgar Inc.
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 Westbank First Nation
 Western Canada Marine Response Corporation
 Western Forest Products
 Western Transportation Advisory Council
 WestJet
 Westmar Advisors Inc.
 Westview Primary Care Network
 Whitewater Management Limited Partnership
 Williams Engineering Canada Inc.

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WorkJam Inc.
Workland
Worley Canada Services Ltd.
WSP Canada Inc.

Y Germain & Co.
YMCA BC
YRH Inc.
Yukon Legal Services Society
Yuułuᑦiᑦᑦᑦᑦᑦᑦ Government
YWCA Metro Vancouver

Zone Technologie Électronique Inc.

SECTION 5: GLOSSARY

A

average The result obtained by adding several quantities together and then dividing this total by the number of quantities. Also referred to as the mean.

B

base salary Fixed amount of money paid to an employee by an employer in return for work performed. Base salary does not include benefits, bonuses, overtime pay or any other potential compensation from an employer.

C

compensation Monetary value provided to employees in exchange for work performed for the organization. Includes components such as base pay, incentive pay, benefits, perquisites, and time off programs.

competencies A combination of knowledge, skills and behaviour used to improve performance or perform a specific role.

cost of living adjustments (COLA) Periodic (often annual) change in salary based on changes in a cost of living index, typically the Consumer Price Index (CPI).

I

incumbent A person who holds a particular position.

internal equity Offering a compensation program that balances the compensation provided to a position in comparison to those provided to other positions in the hierarchy to ensure fairness within the organization.

J

job rate/control point The salary in a formal salary range that is earned by an incumbent whose performance is assessed as fully competent.

M

market-based adjustments The adjustment that is necessary for an individual or an organization to bring the individual or organization to approximate market values.

median The middle value in a group of values, wherein 50% of the values are lower and 50% are higher. Also referred to as the P_{50} .

merit increases A performance related pay that increases an employee's base pay rate based on achievement of goals and standards.

P

performance-based merit increases A raise in an employee's salary due to goal achievement and/or other criteria.

promotional increases A raise in an employee's salary to recognize increased level of responsibility.

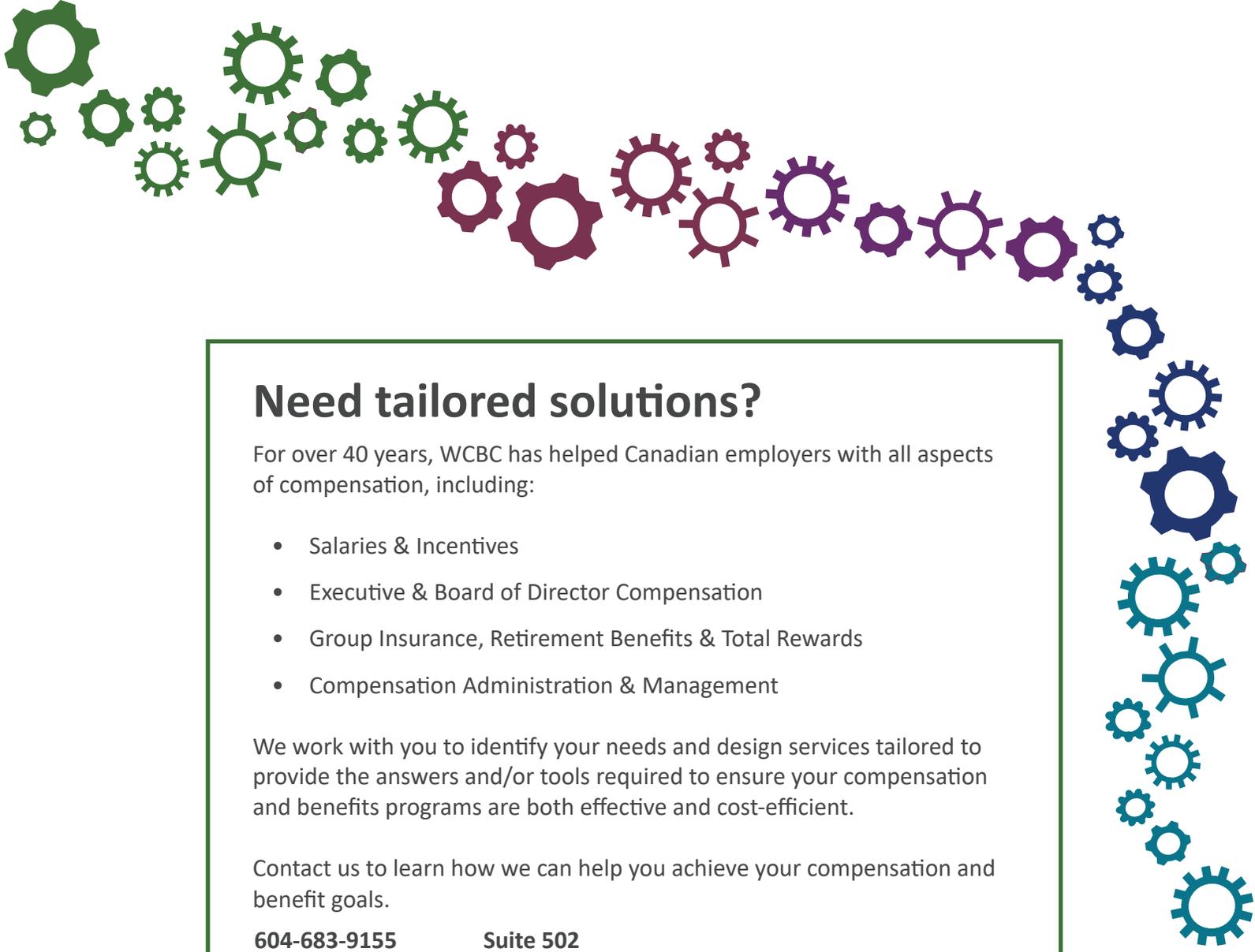
S

salary range A formal salary structure defined by a minimum and a maximum.

T

total cash

Base salary plus short-term cash incentive. Total cash does not include benefits, retirement savings or long-term incentives.



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