

2025/2026 ACTUAL & ANTICIPATED SALARY INCREASES SURVEY



As a participant, you will receive a report on the results at no cost.

Submissions must be received by end of business **July 15, 2025**. The survey should take approximately 12 to 14 minutes to complete.

For assistance, please contact Selina Fu at selina_fu@wcbc.ca.

Use of Your Data

Your data will be reported in combination with the data supplied by other survey participants in order to assure anonymity. Your data may also be used for other analysis/surveys. We wish to confirm that all of the information supplied will be kept in **STRICT CONFIDENCE**.

DEMOGRAPHICS

1. Organization Information

Organization Name (please do NOT abbreviate): _____

Person Completing Survey: _____

Email Address: _____

2. Where are your employees located? (check all that apply)

*A guideline for each region listed below can be found in **Appendix A**.*

- | | |
|--|--|
| <input type="checkbox"/> British Columbia | <input type="checkbox"/> Ontario |
| <input type="checkbox"/> Metro Vancouver | <input type="checkbox"/> Toronto & Area |
| <input type="checkbox"/> Fraser Valley | <input type="checkbox"/> Northern Ontario |
| <input type="checkbox"/> Cariboo Chilcotin Coast | <input type="checkbox"/> Southwest Ontario |
| <input type="checkbox"/> Kootenay | <input type="checkbox"/> Eastern Ontario |
| <input type="checkbox"/> Northern BC | <input type="checkbox"/> Central Ontario |
| <input type="checkbox"/> Thompson/Okanagan | <input type="checkbox"/> Other |
| <input type="checkbox"/> Victoria | <input type="checkbox"/> Quebec |
| <input type="checkbox"/> Vancouver Island | <input type="checkbox"/> Montreal |
| <input type="checkbox"/> Other | <input type="checkbox"/> Quebec City & Area |
| <input type="checkbox"/> Alberta | <input type="checkbox"/> Abitibi-Témiscamingue |
| <input type="checkbox"/> Calgary | <input type="checkbox"/> Bas-Sint-Laurent |
| <input type="checkbox"/> Edmonton | <input type="checkbox"/> Centre-du-Québec |
| <input type="checkbox"/> Southern Alberta | <input type="checkbox"/> Cahudière-Appalaches |
| <input type="checkbox"/> Central Alberta | <input type="checkbox"/> Côte-Nord |
| <input type="checkbox"/> Northern Alberta | <input type="checkbox"/> Estrie |
| <input type="checkbox"/> Rockies | <input type="checkbox"/> Gaspésie-îles-de-la-Madeleine |
| <input type="checkbox"/> Other | <input type="checkbox"/> Lanaudière |
| <input type="checkbox"/> Saskatchewan | <input type="checkbox"/> Laurentides |
| <input type="checkbox"/> Regina | <input type="checkbox"/> Laval |
| <input type="checkbox"/> Saskatoon | <input type="checkbox"/> Mauricie |
| <input type="checkbox"/> Southwest Saskatchewan | <input type="checkbox"/> Montérégie |
| <input type="checkbox"/> Northern Saskatchewan | <input type="checkbox"/> Nord-du-Québec |
| <input type="checkbox"/> Other | <input type="checkbox"/> Outaouais |
| <input type="checkbox"/> Manitoba | <input type="checkbox"/> Saguenay-Lac-Saint-Jean |
| <input type="checkbox"/> Winnipeg | <input type="checkbox"/> Other |
| <input type="checkbox"/> Northern Manitoba | |
| <input type="checkbox"/> Other | |

- New Brunswick
 - Fredericton
 - Other
- Nova Scotia
 - Halifax & Area
 - Other
- Prince Edward Island
 - Charlottetown
 - Other
- Newfoundland & Labrador
 - St. John's
 - Other
- Yukon
 - Whitehorse
 - Other
- Northwest Territories
 - Yellowknife
 - Other
- Nunavut
 - Iqaluit
 - Other

3. Do you have the following types of non-union employees in your Canadian office(s)? (check all that apply)

Executive - Top positions in your organization. (e.g., CFO, VP Marketing, other executive positions reporting to CEO)

Management/Supervisory (excluding executive) - Manages a group, department or has supervisory responsibilities. Reports to Senior Management or Executive level. (e.g., HR Manager, Controller, Accounting Clerk Supervisor)

Professional & Technical (non-union) - Employees who hold professional designations (e.g., CPA, CPHR, etc.) or technical positions. (e.g., Accountants, Buyers, Engineers, Web Designers)

Clerical/Administrative Support (non-union)- Office support staff. (e.g., Accounts Payable Clerk, Receptionist)

Operations (non-union)- Employees performing operations tasks (e.g., Forklift Operator, Warehouse Clerk, etc.)

- Executives (excluding Pres./CEO)
- Management/Supervisory (excluding executive)
- Professional & Technical (non-union)
- Clerical/Administrative Support (non-union)
- Operations (non-union)

NON-UNION EMPLOYEES

1. How often does your organization typically review/increase base salaries for non-union employees?

When to use "Same for all"

The following question is being asked on an employee level basis. Salary administration can vary significantly by employee group. In order to collect and report the most accurate data, please answer each question as it pertains to the employee group. Only if an answer applies to all employee groups should you use "Same for all".

	Same for all	Executives	Mgmt./Supervisory	Professional & Technical	Clerical/Admin. Support	Operations
More frequently than twice a year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Semi-annually	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Annually	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Every 2 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Every 3 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At irregular intervals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please describe) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. In what month(s) does your organization typically begin its base salary review process? (check all that apply)

This refers to planning – not when base salary increases are awarded

- | | |
|-----------------------------------|--|
| <input type="checkbox"/> January | <input type="checkbox"/> August |
| <input type="checkbox"/> February | <input type="checkbox"/> September |
| <input type="checkbox"/> March | <input type="checkbox"/> October |
| <input type="checkbox"/> April | <input type="checkbox"/> November |
| <input type="checkbox"/> May | <input type="checkbox"/> December |
| <input type="checkbox"/> June | <input type="checkbox"/> Unable to answer – varies significantly |
| <input type="checkbox"/> July | |

3. When do base salary increases come into effect? (check all that apply)

If the effective date is on an employee’s anniversary, select the first option only – do not check all the months for which employees have anniversary dates.

- | | |
|---|------------------------------------|
| <input type="checkbox"/> Employee’s anniversary | <input type="checkbox"/> July |
| <input type="checkbox"/> January | <input type="checkbox"/> August |
| <input type="checkbox"/> February | <input type="checkbox"/> September |
| <input type="checkbox"/> March | <input type="checkbox"/> October |
| <input type="checkbox"/> April | <input type="checkbox"/> November |
| <input type="checkbox"/> May | <input type="checkbox"/> December |
| <input type="checkbox"/> June | |

4. Did (or to the best of your knowledge will) your organization increase base salaries in 2025?

Exclude increases for promotions, attainment of certification/education or increases for acquiring skills and/or competencies

	Same for all	Executives	Mgmt./ Supervisory	Professional & Technical	Clerical/Admin. Support	Operations
Increases have or will likely be awarded in 2025	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Base salaries have or will likely be frozen in 2025	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unsure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. From the list below, rank the top three factors that have influenced, or are expected to influence, your organization's salary increase decisions for 2025.

Choose the 3 most important and rank 1, 2 and 3 with 1 being the most important - leave all other options unranked

	Market competitiveness
	Inflation/cost-of-living adjustments
	Company performance
	Availability of qualified talent in the market
	Employee retention concerns
	Economic uncertainty or fear of a recession
	Government regulations or mandates
	Pay equity adjustments
	Other (please describe) _____

6. Which employee group(s) have or will likely be awarded the highest salary increases in 2025? (check all that apply)

- Entry-level employees
- Technical or skilled roles
- Mid-level management
- Senior leadership or executive positions
- High-demand roles (e.g., engineering, healthcare, IT, etc.)
- Critical or hard-to-fill roles
- Unsure
- Other (please describe) _____
- No specific group is expected to receive higher increases

7. To the best of your knowledge, is your organization planning to increase base salaries in 2026?

	Same for all	Executives	Mgmt./ Supervisory	Professional & Technical	Clerical/Admin. Support	Operations
Increases will likely be awarded in 2026	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Base salaries will likely be frozen in 2026	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unsure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. From the list below, rank the top three factors that are expected to influence your organization's salary increase decisions for 2026.

Choose the 3 most important and rank 1, 2 and 3 with 1 being the most important - leave all other options unranked

1	Market competitiveness
2	Inflation/cost-of-living adjustments
3	Company performance
4	Availability of qualified talent in the market
5	Employee retention concerns
6	Economic uncertainty or fear of a recession
7	Government regulations or mandates
8	Pay equity adjustments
9	Other (please describe) _____

9. Which employee group(s) will likely be awarded the highest salary increases in 2026? (check all that apply)

- Entry-level employees
- Technical or skilled roles
- Mid-level management
- Senior leadership or executive positions
- High-demand roles (e.g., engineering, healthcare, IT, etc.)
- Critical or hard-to-fill roles
- Unsure
- Other (please describe) _____
- No specific group is expected to receive higher increases

10. Which of the following non-monetary incentives has your organization implemented or considered as an alternative to, or as a complement to, salary increases? (check all that apply)

- Enhanced group benefits plans
- Wellness program
- Flexible work schedules or ability to work from home
- Career development opportunities
- Recognition programs (e.g., awards, public acknowledgement)
- Increased paid time off
- Professional development or training allowances
- Job enrichment (e.g., expanded responsibilities, role variety)
- Employee discounts or perks
- Paid volunteer time off or community engagement opportunities
- Other (please describe) _____
- Not applicable – non-monetary incentives have not been implemented or considered as an alternative or complement to salary increases

11. Does your organization distribute base salary increases equally amongst employees?

Same increase for all employees across the board or higher or lower increases depending on performance of the individual

	Same for all	Executives	Mgmt./Supervisory	Professional & Technical	Clerical/Admin. Support	Operations
Distributed equally	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Depends on employee performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. How does your organization differentiate between high, average, and low performers when determining base salary increases? (check all that apply)

	Same for all	Executives	Mgmt./Supervisory	Professional & Technical	Clerical/Admin. Support	Operations
Using formal performance evaluation tiers (e.g., exceeds, meets, below expectations)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessing individual impact on team or departmental success	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benchmarking performance against peers in similar roles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using measurable results (e.g., sales targets, productivity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Based on manager or supervisor judgement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Considering the importance of role to business priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Input from 360 reviews, peers or clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evaluating trends over multiple review periods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please describe) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Does your organization have a formal salary/wage range structure for your non-union employees?

This is **NOT** a general guideline for salary level but a defined, formal range with a defined minimum (or starting wage), a maximum and possibly a job rate/control point.

	Same for all	Executives	Mgmt./ Supervisory	Professional & Technical	Clerical/Admin. Support	Operations
Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No (go to Union Employees, if applicable, or Salary Increase section)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Would an employee advance through the salary range to the maximum?

	Same for all	Executives	Mgmt./ Supervisory	Professional & Technical	Clerical/Admin. Support	Operations
The maximum is reached by all employees because progression is time-based	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The maximum is reached by fully competent employees in a reasonable amount of time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The maximum is reached for long service or exceptional employees only	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. How often does your organization typically adjust salary range structures?

	Same for all	Executives	Mgmt./ Supervisory	Professional & Technical	Clerical/Admin. Support	Operations
Same frequency as base salary increases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Less frequently than base salary increases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More frequently than base salary increases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. Did (or to the best of your knowledge will) your organization increase its salary/wage range structure in 2025?

	Same for all	Executives	Mgmt./ Supervisory	Professional & Technical	Clerical/Admin. Support	Operations
Salary/wage range have or will likely increase in 2025	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Salary/wage ranges have or will likely be frozen in 2025	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unsure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. To the best of your knowledge, will your organization plan to increase its salary/wage range structure in 2026?

	Same for all	Executives	Mgmt./ Supervisory	Professional & Technical	Clerical/Admin. Support	Operations
Salary/wage range will likely increase in 2026	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Salary/wage ranges will likely be frozen in 2026	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unsure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

UNION EMPLOYEES

1. Do you have the following types of unionized employees in Canada?

	Same for all	Professional & Technical	Clerical/Admin. Support	Operations
Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No (go to Actual & Projected Increases)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Have salaries/wages or step progressions been negotiated to increase in 2025?

If your organization has multiple unions within an employee group, check all that apply

	Same for all	Professional & Technical	Clerical/Admin. Support	Operations
Increases will be awarded in 2025	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Salaries/wages or steps progressions will be frozen in 2025	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unsure - collective agreement being negotiated/ratified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Have salaries/wages or step progressions been negotiated to increase in 2026?

If your organization has multiple unions within an employee group, check all that apply

	Same for all	Professional & Technical	Clerical/Admin. Support	Operations
Increases will be awarded in 2026	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Salaries/wages or steps progressions will be frozen in 2026	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unsure - collective agreement being negotiated/ratified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ACTUAL AND PROJECTED INCREASES

1. **Actual & planned increases** (do **not** factor in increases for promotion, attainment of certification or education or increases for acquiring skills and/or competencies)

Instructions:

It is possible that for a region you may not have a particular employee group (e.g., your executives are all located in one location but your management/supervisory and clerical staff are located in all the regions in which you have employees). If this is the case, as you go through each employee group, leave rows that are not applicable to that employee group blank.

2025 Increases: *Report the average or typical increase given from January 1st to now as well as any planned increases between now and December 31st. Report as a percent of salary. If no increase was given in 2025 (e.g., frozen) and you have employees in that particular region, you would enter 0.0%.*

2026 Increases: *Report the estimated increase that will be given in 2026. If this increase is not yet decided, please provide your best estimate. Report as a percent of salary. If no increases are planned for 2026 and you have employees in that particular region, you would enter 0.0%.*

For an explanation of the regions please refer to Appendix A.

Region	EXECUTIVES (OTHER THAN PRES/CEO)				MGMT./SUPERVISORY			
	Salary Ranges		Base Salaries		Salary Ranges		Base Salaries	
	2025 % Increase	2026 % Increase	2025 % Increase	2026 % Increase	2025 % Increase	2026 % Increase	2025 % Increase	2026 % Increase
BC								
Metro Vancouver								
Fraser Valley								
Cariboo Chilcotin Coast								
Kootenay								
Northern BC								
Thompson/Okanagan								
Victoria								
Vancouver Island								
Other								
Alberta								
Calgary								
Edmonton								
Southern Alberta								
Central Alberta								
Northern Alberta								
Rockies								
Other								
Saskatchewan								
Regina								
Saskatoon								
Southwest Saskatchewan								
Northern Saskatchewan								
Other								
Manitoba								
Winnipeg								
Northern Manitoba								
Other								
Ontario								
Toronto & Area								
Northern Ontario								
Southwest Ontario								
Eastern Ontario								
Central Ontario								
Other								
Quebec								
Montreal & Area								
Quebec City								
Other								
New Brunswick								
Fredericton								
Other								
Nova Scotia								
Halifax & Area								
Other								
Prince Edward Island								
Charlottetown								
Other								
Newfoundland & Labrador								
St. John's								
Other								
Yukon Territories								
Whitehorse								
Other								
Northwest Territories								
Yellowknife								
Other								
Nunavut								
Iqaluit								
Other								

Region	PROFESSIONAL/TECH. (NON-UNION)				PROFESSIONAL & TECH. (UNION)	
	Salary Ranges		Base Salaries		Salary/Wage/Step Progression	
	2025 % Increase	2026 % Increase	2025 % Increase	2026 % Increase	2025 % Increase	2026 % Increase
BC						
Metro Vancouver						
Fraser Valley						
Cariboo Chilcotin Coast						
Kootenay						
Northern BC						
Thompson/Okanagan						
Victoria						
Vancouver Island						
Other						
Alberta						
Calgary						
Edmonton						
Southern Alberta						
Central Alberta						
Northern Alberta						
Rockies						
Other						
Saskatchewan						
Regina						
Saskatoon						
Southwest Saskatchewan						
Northern Saskatchewan						
Other						
Manitoba						
Winnipeg						
Northern Manitoba						
Other						
Ontario						
Toronto & Area						
Northern Ontario						
Southwest Ontario						
Eastern Ontario						
Central Ontario						
Other						
Quebec						
Montreal & Area						
Quebec City						
Other						
New Brunswick						
Fredericton						
Other						
Nova Scotia						
Halifax & Area						
Other						
Prince Edward Island						
Charlottetown						
Other						
Newfoundland & Labrador						
St. John's						
Other						
Yukon Territories						
Whitehorse						
Other						
Northwest Territories						
Yellowknife						
Other						
Nunavut						
Iqaluit						
Other						

Region	CLERICAL/ADMIN. (NON-UNION)				CLERICAL/ADMIN. (UNION)	
	Salary Ranges		Base Salaries		Salary/Wage/Step Progression	
	2025 % Increase	2026 % Increase	2025 % Increase	2026 % Increase	2025 % Increase	2026 % Increase
BC						
Metro Vancouver						
Fraser Valley						
Cariboo Chilcotin Coast						
Kootenay						
Northern BC						
Thompson/Okanagan						
Victoria						
Vancouver Island						
Other						
Alberta						
Calgary						
Edmonton						
Southern Alberta						
Central Alberta						
Northern Alberta						
Rockies						
Other						
Saskatchewan						
Regina						
Saskatoon						
Southwest Saskatchewan						
Northern Saskatchewan						
Other						
Manitoba						
Winnipeg						
Northern Manitoba						
Other						
Ontario						
Toronto & Area						
Northern Ontario						
Southwest Ontario						
Eastern Ontario						
Central Ontario						
Other						
Quebec						
Montreal & Area						
Quebec City						
Other						
New Brunswick						
Fredericton						
Other						
Nova Scotia						
Halifax & Area						
Other						
Prince Edward Island						
Charlottetown						
Other						
Newfoundland & Labrador						
St. John's						
Other						
Yukon Territories						
Whitehorse						
Other						
Northwest Territories						
Yellowknife						
Other						
Nunavut						
Iqaluit						
Other						

Region	OPERATIONS (NON-UNION)				OPERATIONS (UNION)	
	Salary Ranges		Base Salaries		Salary/Wage/Step Progression	
	2025 % Increase	2026 % Increase	2025 % Increase	2026 % Increase	2025 % Increase	2026 % Increase
BC						
Metro Vancouver						
Fraser Valley						
Cariboo Chilcotin Coast						
Kootenay						
Northern BC						
Thompson/Okanagan						
Victoria						
Vancouver Island						
Other						
Alberta						
Calgary						
Edmonton						
Southern Alberta						
Central Alberta						
Northern Alberta						
Rockies						
Other						
Saskatchewan						
Regina						
Saskatoon						
Southwest Saskatchewan						
Northern Saskatchewan						
Other						
Manitoba						
Winnipeg						
Northern Manitoba						
Other						
Ontario						
Toronto & Area						
Northern Ontario						
Southwest Ontario						
Eastern Ontario						
Central Ontario						
Other						
Quebec						
Montreal & Area						
Quebec City						
Other						
New Brunswick						
Fredericton						
Other						
Nova Scotia						
Halifax & Area						
Other						
Prince Edward Island						
Charlottetown						
Other						
Newfoundland & Labrador						
St. John's						
Other						
Yukon Territories						
Whitehorse						
Other						
Northwest Territories						
Yellowknife						
Other						
Nunavut						
Iqaluit						
Other						

ORGANIZATIONAL INFORMATION

1. Which sector describes your organization?

Privately-owned: Company owned by a relatively small number of shareholders which does not offer or trade its company stock (shares) to the general public on the stock market exchanges, but rather the company's stock is offered, owned and traded or exchanged privately.

Publicly-traded: A corporation whose ownership is dispersed among the general public in many shares of stock which are freely traded on a stock exchange.

Public: A legal entity that undertakes commercial activities on behalf of an owner government including local, provincial, federal government/crowns or government-sponsored educational, health & social service industries

Not-for-Profit: An organization that uses its surplus revenues to further achieve its purpose or mission, rather than distributing its surplus income to the organization's directors (or equivalents) as profit or dividends. Typically includes membership associations, legal/health/social service organizations.

- Privately-owned
- Publicly-traded
- Public
- Not-for-Profit

2. What is the appropriate industry classification for your organization?

- Agriculture, fishing and hunting
- Forestry and forest products
- Mining, quarrying and oil & gas extraction
- Utilities
- Construction
- Manufacturing
- Wholesale trade
- Retail trade
- Transportation & Warehousing
- Information & cultural industries
- Finance & insurance
- Real estate & rental & leasing
- Professional, scientific & technical services
- Technology
- Management of companies & enterprises
- Administrative & support, waste management & remediation services
- Educational services
- Health Care & social assistance
- Arts, entertainment, recreation, tourism, hospitality
- Accommodation & food services
- Other services (except public administration)
- Public Administration
- Associations & Regulatory Bodies
- Other

3. What were the approximate annual revenues of your organization at the end of your most recently completed fiscal year?

Why do we need to know this?

WCBC uses this information to segment the data into sub-sets. This enable users to target their salaries to organizations of similar size. All data supplied by you, is kept in strict confidence. In no way is this information directly associated with your organization.

- Less than \$1 million
- \$1 to \$10 million
- >\$10 to \$25 million
- >\$25 to \$50 million
- >\$50 to \$100 million
- >\$100 to \$500 million
- >\$500 million to \$1 billion
- >\$1 billion to \$5 billion
- Over \$5 billion

4. What were the approximate total assets of your organization at the end of your most recently completed fiscal year?

Why do we need to know this?

WCBC uses this information to segment the data into sub-sets. This enable users to target their salaries to organizations of similar size. All data supplied by you, is kept in strict confidence. In no way is this information directly associated with your organization.

- Less than \$1 million
- \$1 to \$10 million
- >\$10 to \$25 million
- >\$25 to \$50 million
- >\$50 to \$100 million
- >\$100 to \$500 million
- >\$500 million to \$1 billion
- >\$1 billion to \$5 billion
- Over \$5 billion

5. How many full-time employees do you have in Canada? (if unsure, please estimate)

Number of full-time employees

APPENDIX A

Regional Breakdown

(Not all areas may be listed)

BC		AB	SK	MB	ON		
<p>Metro Vancouver (VAN) Burnaby Coquitlam Delta Langley Maple Ridge New Westminster North Vancouver Pitt Meadows Port Coquitlam Port Moody Richmond Surrey Tsawwassen Vancouver West Vancouver White Rock</p> <p>Fraser Valley (FV) Abbotsford Chilliwack Harrison Hot Springs Hope Kent Mission</p> <p>Cariboo Chilcotin Coast (CCC) 100 Mile House Lillooet Quesnel Williams Lake</p> <p>Kootenay (KT) Castlegar Cranbrook Creston Fernie Golden Kimberley Nelson Revelstoke Sparwood Trail</p>	<p>Northern BC (NBC) Atlin Bella Coola Burns Lake Chetwynd Dawson Creek Fort Nelson Fort St. James Fort St. John Kitimat Mackenzie Prince George Prince Rupert Smithers Terrace Tumbler Ridge Vanderhoof</p> <p>Thompson/Okanagan (TOK) Cache Creek Kamloops Kelowna Merritt Osoyoos Penticton Princeton Salmon Arm Valemont Vernon</p> <p>Victoria (VIC) Areas within the Capital Regional District</p> <p>Vancouver Island (VI) All areas on the island outside the CRD (Victoria)</p> <p>Other BC (BC) not listed above</p>	<p>Calgary (CAL)</p> <p>Edmonton (EDM)</p> <p>Southern AB (SAB) Cardston Fort McLeod High River Lethbridge Medicine Hat Pincher Creek</p> <p>Central AB (CAB) Camrose Innisfail Lacombe Lloydminster Red Deer</p> <p>Northern AB (NAB) Fort McMurray Grande Prairie Peace River Slave Lake Whitecourt</p> <p>Rockies (ROC) Banff Canmore Grande Cache Hinton Jasper</p> <p>Other AB (AB) not listed above</p>	<p>Regina (REG)</p> <p>Saskatoon (SAS) Greater Saskatoon</p> <p>Southwest SK (SWSK) Moose Jaw Swift Current</p> <p>Northern SK (NSK) La Ronge Lloydminster Prince Albert</p> <p>Other SK (SK) not listed above</p>	<p>Winnipeg (WIN) Winnipeg & area</p> <p>Northern MB (NMB) Churchill Dauphin Flin Flon</p> <p>Other MB (MB) not listed above</p>	<p>Toronto & area (TO) Brampton Markham Mississauga Oshawa Richmond Hill Toronto Vaughan</p> <p>Northern ON (NON) Greater Sudbury North Bay Sault Ste. Marie Thunder Bay Timmins</p> <p>Southwest ON (SWON) Hamilton Kitchener/Waterloo London Niagara Windsor</p> <p>Eastern ON (EON) Clarence-Rockland Cornwall Gloucester Hawkesbury Kanata Kingston Nepean Orleans Ottawa Peterborough Trenton</p> <p>Central ON (CON) Barrie Bradford Lake Simcoe Region Midland Orillia Owen Sound Southern Georgian Bay</p> <p>Other ON (ON) not listed above</p>		
QC	NB	NS	PE	NL	YK	NT	NU
<p>Montreal & area (MON) Laval Montreal</p> <p>Quebec City (QUE) Quebec City and area</p> <p>Other QC (QC) not listed above</p>	<p>Fredericton (FRED) Fredericton & area</p> <p>Other NB (NB) Outside of Fredericton & area</p>	<p>Halifax & area (HAL) Dartmouth Halifax</p> <p>Other NS (NS) Outside of Halifax & area</p>	<p>Charlottetown (CHAR) Charlottetown & area</p> <p>Other PEI (PE) Outside of Charlottetown & area</p>	<p>St. John's (STJ) St. John's & area</p> <p>Other NL (NL) Outside of St. John's & area</p>	<p>Whitehorse (WHI) Whitehorse & area</p> <p>Other YK (YK) Outside of Whitehorse & area</p>	<p>Yellowknife (YEL) Yellowknife & area</p> <p>Other NT (NT) Outside of Yellowknife & area</p>	<p>Iqaluit (IQA) Iqaluit</p> <p>Other NU (NU) Outside of Iqaluit</p>