

Eckler's 2027 compensation eplanning survey report

Executive summary

November 2026

ECKLER

Report overview – Eckler's 2027 compensation eplanning survey

Eckler's annual compensation planning survey provides a timely view of the trends shaping workforce and pay decisions for 2027. Conducted from July to early September 2026, the survey reflects insights from **331 organizations**.

Topics covered in this report include:

- ✓ Participant demographics
- ✓ Actual and projected base salary increases
- ✓ Actual and projected range structure adjustments
- ✓ Pay administration practices
- ✓ Total reward strategies and HR priorities

Survey terms and definitions

Base salary increases: The total salary budget includes merit increases, cost-of-living increases, across-the-board increases, minimum wage adjustments, market adjustments, equity adjustments, off-cycle increases, etc.; however, it excludes any promotional increases.

Salary range structure adjustments: Adjustments to any formal salary range structure (e.g., job rate, wage grid, policy rate, or salary ranges). The *design* changes to compensation .The structure combines job levels (grades/bands) to pay ranges, sometimes with incremental steps within each range.

Including freezes (zeros): Average figures that include organizations reporting freezes / no changes to current salary.

Excluding freezes (zeros): Average figures that include only organizations reporting changes (no salary freezes).

Average (mean): The sum of all observations divided by the total number of observations.

Report methodology and data analysis

Any statistical reporting for average ("mean") requires a minimum of three observations. Results with fewer than three observations are not reported.

National averages include data weighted by organization operating locations and by single (or "equal") headquarters weighting .The provincial data is reported based on weighted data by operating location as specified by the survey participant for each province/territory indicated. That means that each province is the average of only the organizations where operations are noted.

All information is reported in aggregate to protect participants' confidentiality. Eckler's compensation consulting team applied thorough data checks and validation processes to ensure accurate and reliable reporting. Data tables and charts may not add up exactly to 100% due to rounding. Total response counts ("n=") per question may vary, as participants may have opted not to provide a direct response.



Executive summary

Salary increases are set to edge up in 2027. Canadian organizations expect base salary increases to slightly exceed actual 2026 increases, with little regional variation. Beyond pay, employers are sharpening their focus on compensation benchmarking, employee-centred total rewards, and keeping pace with evolving workplace policies.

As Canadian employers prepare for 2027, cautious optimism is shaping workforce decisions amid persistent economic uncertainty and trade tensions. Eckler's 2027 compensation eplanning survey provides the insights compensation and HR leaders need to navigate the complexities.

Salary growth steady as employers balance talent priorities with economic caution

Canadian organizations are projecting an average base salary increase of 3.3% for 2027, slightly above the 3 2% delivered in 2026. The narrow year-over-year movement suggests that employers remain committed to competitive pay but are taking a measured approach amid continued trade and economic uncertainty.

Salary freezes remain rare, with just 3.1% of organizations planning no increase in 2027. More than half of organizations anticipate increases that are similar to (43.5%) or higher (20.1%) than those provided in the previous year, highlighting sustained upward pressure to manage wages amid inflation catch-up demands and talent shortages. Continued prudence in workforce and compensation planning remains with more than a quarter (26.2%) of respondents yet to finalize their salary increase budgets.

> ***2027 pay outlook:*** *Organizations with finalized budgets are projecting an average base salary increase of 3.3%.*

Other key trends

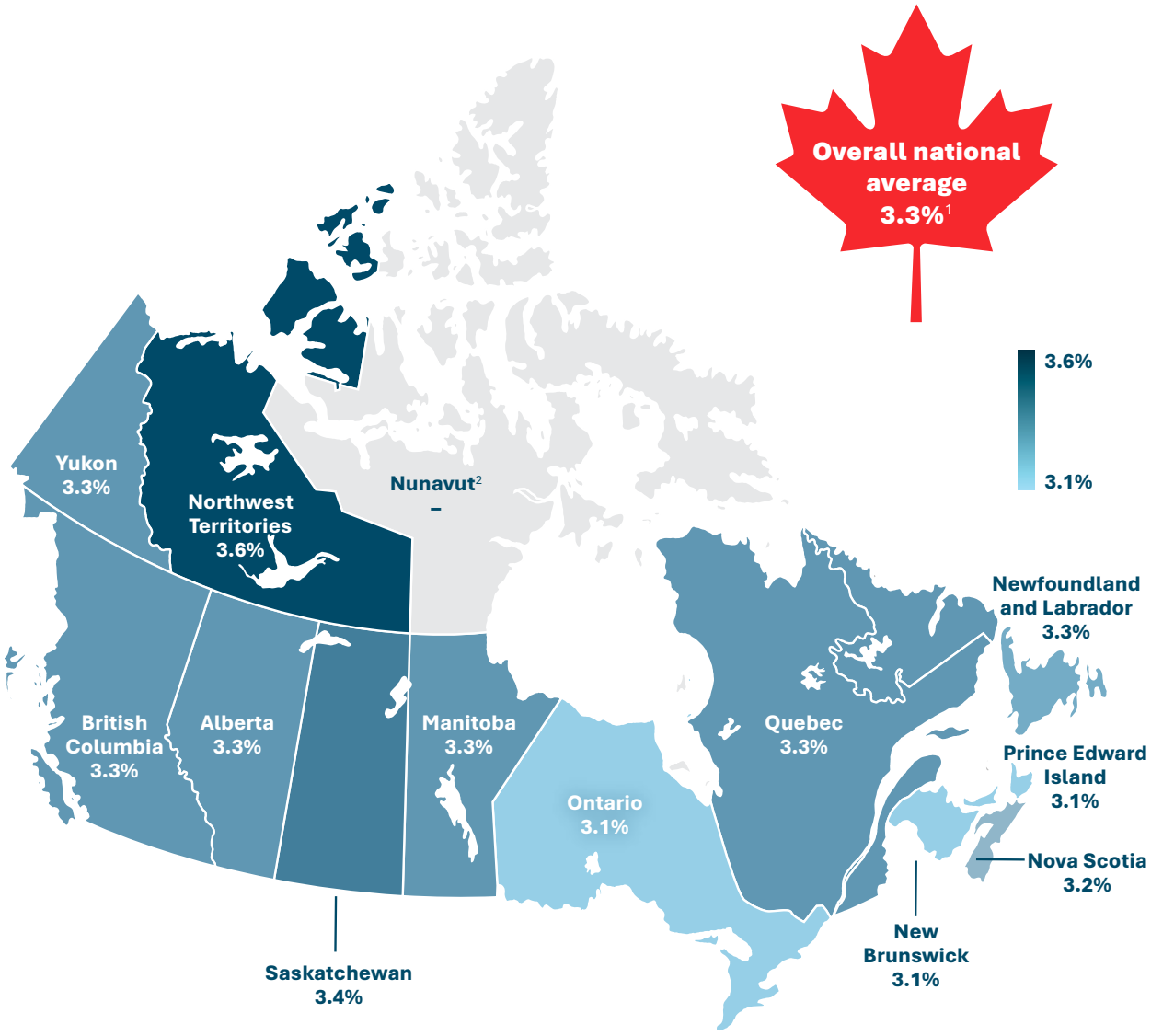
- Only 18.1% of organizations have confirmed a promotion budget for 2027, and even those are expected to be modest with over half (53.1%) allocating 1% or less. Meanwhile, most employers (57.1%) report that the average range of base salary increases awarded falls between 5.1% and 10.0%.
- Workplace policies continue to be a key focus for employers with 60 2% having adopted hybrid work models. Among these organizations, a strong majority (64.9%) require employees to be in the office at least two (27.9%) to three (37.0%) days each week, highlighting a shift toward more structured flexibility – including the fact that, 69.8% of organizations with a hybrid workforce do not have designated anchor days.
- Competition for talent remains strong. Employers identify the pursuit of new opportunities (53.5%) and higher compensation (42.8%) as the leading drivers of employee turnover, followed by retirement (33.1%), personal or family reasons (32.0%), and limited career growth or advancement opportunities (30.5%).
- Pay transparency in Canada shows moderate maturity overall, with documented pay processes and guidelines more prevalent than broader disclosure practices, although the distribution varies by province.

The top trending human capital priorities and initiatives reported for 2027 include:

1. Participating in salary benchmark surveys (60.8%)
2. Having up-to-date job descriptions (41.0%)
3. Improving and/or reviewing existing incentive plans (31.3%)
4. Conducting pay equity analysis (27.6%)
5. Implementing an improved compensation system or HRIS (27.2%)

National and provincial/territorial overview

2027 salary outlook: Canadian organizations are projecting an average base salary increase of **3.3%** nationally with regional variations across provinces and territories highlighted below[1].



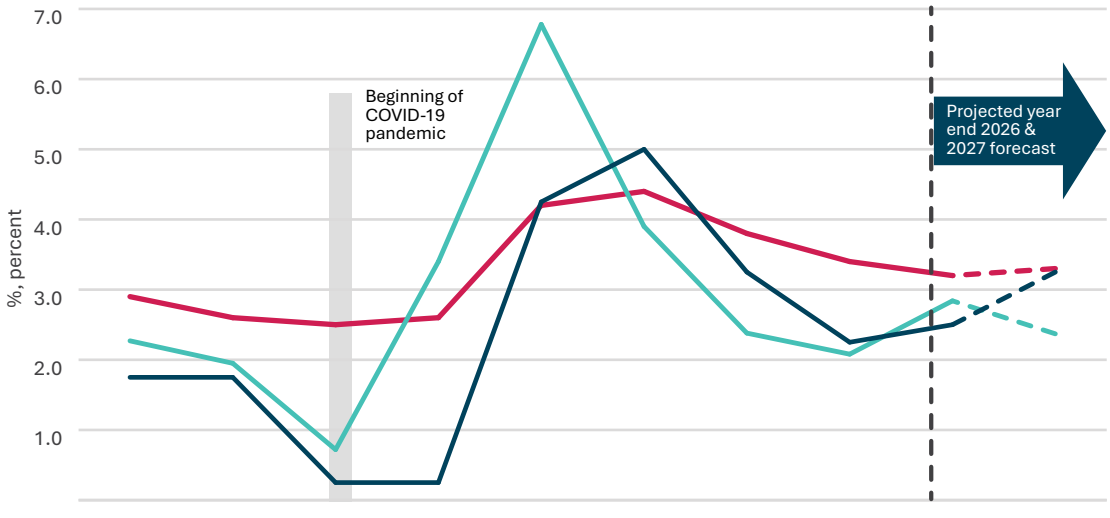
1 The national average of 3.3% is based on organization-weighted statistics. Each organization is counted as a single observation. The provincial data is reported based on weighted data by operating location as specified by the survey participant for each province/territory indicated. That means that each province is the average of only the organizations where operations are noted. Data excludes zeros (i.e., salary freezes are not included).

2 Insufficient data to report for Nunavut.

3 Salary increases and range adjustments apply only to non-unionized employees.

As HR leaders navigate an increasingly complex macroeconomic landscape, balancing fiscal prudence with top-talent retention has never been more challenging. Eckler's 2027 compensation eplanning survey reveals that despite a slowing broader economy, national wage growth is expected to remain close to the 2026 actual base salary increase at 3.3% for the upcoming fiscal year. This sustained upward pressure is driven by "sticky" wage dynamics, lingering employee inflation catch-up demands, and structural talent shortages that continue to plague specialized sectors.

2018 – 2027 Bank of Canada (BOC) overnight rate (%) vs. inflation rate (%) vs. base salary increase (%)



	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
BOC overnight rate (%)	1.75	1.75	0.25	0.25	4.25	5.00	3.25	2.25	2.50[1]	3.25[1]
Inflation rate (%)	2.27	1.95	0.72	3.40	6.78	3.90	2.38	2.08	2.84[2]	2.37[2]
Salary increases (%)	2.9	2.6	2.5	2.6	4.2	4.4	3.8	3.4	3.2	3.3

Source: Bank of Canada, Statistics Canada

1 Forecasted year-end values
2 Forecasted overall annual average rates

Survey participants[1]

1425445 Ontario Limited (Utilities Kingston)

3twenty Modular

Acadian Seaplants Limited

Accent Credit Union

Access Independent Living Services

Actra Fraternal Benefit Society

Affinity Credit Union

Air Canada

Alberta Blue Cross Benefits Corporation

Alberta Children's Hospital Foundation

Alberta Pensions Services Corporation

Alliance Door Products

Alterna Savings

Anglican Diocese of Toronto

Armstrong Collective

Assiniboine Credit Union

Assuris

Atikokan Hydro Inc.

Atlantic Business Interiors

Atlantic Central

Aviva Canada Inc

BCAA Insurance Corporation

Bee Maid Honey Limited

Bengough Credit Union

Biggar & District Credit Union

Bird Construction

Bluedrop ISM

Brain Injury Services of Simcoe County Inc.

Brewster Inc.

British Columbia Investment Management Corporation (BCI)

British Columbia Lottery Corporation (BCLC)

Bruno Savings and Credit Union Limited

Bruyère Health

Building Ontario Fund

CAA Atlantic Limited

Cadillac Fairview Corporation Limited, The

Calgary Co-operative Association Limited

Cameco Corporation

Canada Mortgage and Housing Corporation

Canada's Drug Agency

Canadian Broadcasting Corporation Pension Plan

Canadian Cancer Society

Canadian Life & Health Insurance Association

Canadian Mental Health Association - Haliburton, Kawartha, PineRidge

Canadian Mental Health Association Fort Frances Branch

Canadian Mental Health Association Peel Dufferin

Canadian Mental Health Association, Simcoe County Branch

Canadian Nuclear Laboratories (CNL)

Canadian Pacific Kansas City Ltd.

Cape Breton University

Cardel Homes

Carleton University

CCMBC Legacy Fund Inc.

Central 1 Credit Union

Centre Francophone du Grand Toronto

Centretown Community Health Centre

Centurion Canada Ltd.

Chandos Construction

Chartered Professional Accountants of Ontario (CPA)

Child & Family Services of Central Manitoba Inc.

Churchbridge Credit Union

Cineplex

City of Charlottetown

City of Fredericton, The

City of Moncton / Ville de Moncton

City of Toronto

City of Yorkton

Civil Service Superannuation Board

Clark Builders Group of Companies

Clearway Group of Companies

Coastal Community Credit Union

College of Health and Care Professionals of British Columbia (CHCPBC)

College of Physicians and Surgeons of BC

Community Care Durham

Community Family Services of Ontario

Coordinated Management Services

Corporation of the County of Lambton, The

Corporation of the County of Renfrew, The

Craftsman Collision

Credit Counselling Society

Credit Union Central of Manitoba

[1] Participant list displays only those organizations in agreement to publishing their organization name for report purposes (n=284) and therefore is not a complete representation of all respondents .

Crombie REIT

Crossroads Credit Union

Curbridge Group

Des Nedhe Management Inc

District of Summerland

Dodsland and District Credit Union Limited

Ducks Unlimited Canada

Durham Community Health Centre (DCHC)

Edam Credit Union Limited

Eddy Group Limited

EfficiencyOne

Electrical Safety Authority

Element Fleet Management

Energy Safety Canada

Envent Engineering LTD

ErinoakKids Centre for Treatment and Development

Esri Canada

Essex Power Corporation

Estee Lauder Companies, The

EveryMind Mental Health Services

Excel Management LP

Exploron Corp .

Export Development Canada

Fairview Ltd.

First Nations Bank Of Canada

First Nations Health Authority

Forma Steel Ltd.

Fort Albany First Nation

Gateway Casinos & Entertainment Ltd

Gateway Co-operative Limited

GEMTEC Consulting Engineers and Scientists Limited

Gene42 Inc.

Global Cellulose Fibers

Global Roadway Maintenance Inc.

Gordon Food Service

Government of Alberta

Government of Manitoba

Government of Newfoundland and Labrador

GrandBridge Corporation

Grandeur Housing Ltd .

Greater Vancouver Food Bank (GVFB)

Halifax Regional Municipality

Halton Children's Aid Society

Heroux Devtek Inc.

Hoffmann-La Roche Limited

Home Hardware Stores Limited

Honda Canada Inc.

House Of Sophrosyne

HRM Pension Plan

ICR Property Management Inc.

Independent Electricity System Operator

Indigenous Primary Health Care Council

Insurance Bureau of Canada

Intelcom Dragonfly

International Financial Data Services (IFDS)

IT International Telecom Canada Inc.

IWA Forest Industry Pension Plan

JS Held LLC

Kapuskasing and Area Family Health Team

KBRS 2022 Limited

Kerrobert Credit Union

Kindred Credit Union

Kruger Inc

La Maison Simons Inc. (LMS)

Lafleche Credit Union

Laurentian University

Law Society of Saskatchewan

Libro Credit Union

Loblaw Inc.

LOFT Community Services

London Hydro

Low Tide Properties Ltd .

Luseland Credit Union Limited

MacKay's Truck & Trailer Center Limited

Makloc

Manitoba Hydro-Electric Board, The

Matrix Logistic Services

Mattr Corp

Mayfair Diagnostics

Mazergroup Ltd

MCAP Financial Corporation

McGill University

MDA Space Ltd.

Medavie Blue Cross

Mercer International

Meridian Credit Union

Metro Supply Chain Group

Mondev

Moosehead Breweries Ltd

Mouvement Desjardins

National Consulting Limited

Neepawa-Gladstone Co-op Ltd .

NephroCan

Norland Limited

North Ridge Development Corp

Northeastern Manitoulin Family Health Team

Novid

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Oak Valley Health

Oakville Enterprises Corporation

Ocean Wise

Ontario Energy Board

Ontario Ironworkers/Rodmen Benefit Plan Administrators Corporation

Ontario Lottery & Gaming Corporation

Ontario Medical Association

Ontario Municipal Employees Retirement System (OMERS)

Ontario Pension Board

Ontario Power Generation Inc.

Ontario School Boards' Insurance Exchange

Osler, Hoskin, Harcourt LLP

PANAMOUNT INC.

Panasonic Canada Inc

Pennock Acheson Nielsen Devaney LLP

People Corporation

Perimeter Aviation LP

PHL Capital Corp .

Pine River Institute

PowerUp Leadership

Prairie Pride Credit Union

Prairie Teamsters Administration Services Ltd

Prospera Credit Union

PSPP Corporation

Psycho Bunny

Public Health Ontario

Purolator Inc.

QuadReal Property Group

Qualico

R. C. Purdy Chocolates Ltd

Radius Credit Union Ltd.

Raymore Credit Union

Red River Mutual Insurance

Regional District of Nanaimo

RGF Integrated Wealth Management Ltd.

RH Bérubé Expert Solution

RioCan REIT

Rockglen-Killdeer Credit Union Ltd

Salmon Arm Savings and Credit Union

Salvation Army, The

Samuel, Son & Co , Ltd.

Sandbox Mutual Insurance Company

Sandhills Credit Union

SaskAbilities

Saskatchewan Blue Cross

Saskatchewan Indian Gaming Authority

Saskatchewan Pension Plan

Saskatchewan Teacher's Federation

Saskatoon City Employees Credit Union

Sawchuk Developments Co .Ltd.

Shalom Manor Long Term Care Home

SilverBirch Hotels & Resorts

Sinclar Group Forest Products Ltd.

SMS Equipment

SNDL Inc.

Souris Credit Union Ltd

South East Grey Community Health Centre

SouthEastern Mutual Insurance Company

St Marys Cement

St. Gregor Credit Union Limited

Stewart McKelvey

Stoughton Credit Union Ltd.

Structural Truss Systems

Suncorp Valuations

Superior Propane

Supremex Inc.

Surepoint Technologies Group Ltd.

Surrey Hospitals Foundation

Svante Technologies Inc.

Symcor Inc.

Taylor McCaffrey LLP

Teachers' Pension Plan Corporation

Teachers' Retirement Allowances Fund (TRAF)

Thunder Bay District Health Unit

Tillsonburg and District Multi-Service Centre

TMX Group Limited

Toronto Centre (Global Leadership in Financial Supervision)

Toronto Transit Commission (TTC)

Toronto Transit Commission Pension Plan (TTCPP)

Torys LLP

Town of Oromocto

Translational Research in Oncology

Turtleford Credit Union Limited

United Way of Calgary and Area

Unity Credit Union Limited

Universities Academic Pension Plan (UAPP)

University of British Columbia Faculty Pension Plan

University of Toronto

University of Waterloo

Vast Resource Solutions Inc

VHA Home HealthCare

Vish Limited

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Vision Credit Union Ltd.

Walker Industries Holdings Limited

Walmart Canada

Water Security Agency

Waterfront Employers of British Columbia (WEBC)

Wawanesa Mutual Insurance Company, The

Wendat Community Programs

West Wood Industries ltd

Western Financial Group

Willowbridge Community Services Inc

Winnipeg Civic Employees' Benefits Program, The

WISE Trust

Works Design Communications Ltd , The

WSP Canada Inc.

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We have evolved from a strictly actuarial firm to a fully integrated consulting practice, offering a complete range of employee benefit services including investment consulting, asset/liability management, group benefits consulting, technology solutions, communication and change management consulting, defined contribution plan consulting as well as financial wellness education and technology.

Our independence, and our unwavering commitment to our organizational purpose, sets us apart from our competitors – we don't have external shareholders who might influence how we serve our clients. It allows us the luxury of focusing on who we are and what we stand for.

To care and to do right by people so that together we can achieve a brighter, more secure future.

Compensation consulting at Eckler

Compensation plays an essential — and increasingly challenging — role in ensuring your rewards programs attract, retain and motivate a skilled workforce. In today's highly competitive market, successful organizations know that a well-designed compensation and total rewards strategy is critical to meeting that challenge.

Our team includes seasoned experts who excel at helping organizations navigate complex pay structures and total rewards programs. Services include:

- Compensation philosophy and total rewards strategy
- Program assessment and market benchmarking
- Variable/incentive pay design and administration
- Job documentation, evaluation and classification
- Pay for performance
- Pay equity and governance support
- Evaluate cost-implementation measures
- Board governance and remuneration
- Executive compensation
- Custom surveys
- **ecomp**

Learn more at **Eckler.ca**. Connect with one of your compensation consultants at **compconsulting@eckler.ca**