

2021 Salary Projection Survey

Insights on compensation trends expected
in 2021 - Summary report

38th edition | September 2020



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Introduction

The results presented in this report are an analysis of responses collected between July and August 2020 to the 38th edition of Morneau Shepell's 2021 Salary Projection Survey. The data represents a broad cross-section of industries representing 889 organizations across Canada and provides data on actual salary budget increase percentages for the past and current years, along with projected increases for next year.

- The report contains segmented data and a detailed analysis by Morneau Shepell's compensation consultants.
- Survey participation jumped over 75% on a year over year basis from 506 organizations participating in 2019, to 889 in 2020. Many of these organizations also participated in our [2020 Canadian Salary Surveys](#).
- Survey data includes actual 2020 and projected 2021 base salary increases and salary structure adjustments.
- Survey data is reported excluding zeros and including zeros (freezes) but does not include temporary rollbacks due to COVID-19.
- Findings are summarized for non-unionized employees.
- Statistical requirements applied to the data analysis include a minimum of three organizations for average/mean reported results, and a minimum of five organizations for median/50th percentile results.

Definition of statistics

Median/50th percentile

Point where 50% of the sample fall below and 50% are above

Mean/average

Sum of the average data reported by each organization, divided by the total number of these organizations

Dash (—)

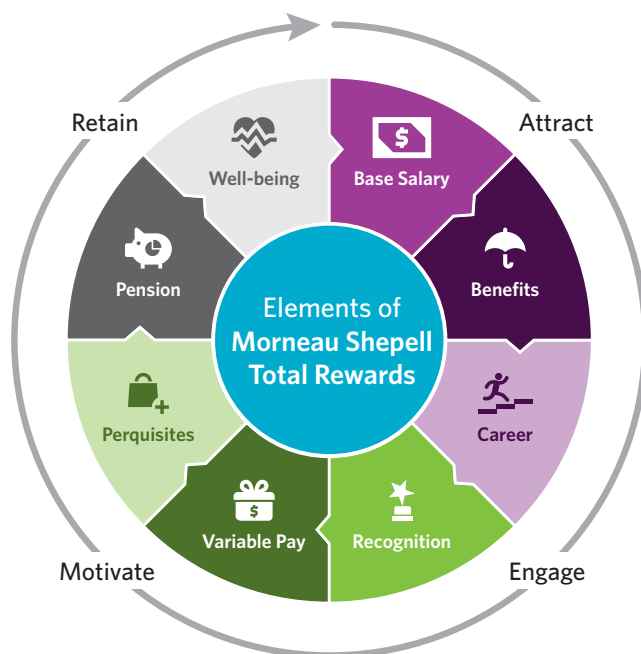
Data is not included because it is not applicable

Compensation consulting

Our compensation consultants have extensive experience in providing compensation design services to organizations in a variety of industries across Canada. As a result, we know how to manage some of the more difficult aspects of designing compensation programs and performing compensation benchmarking, such as; evaluating pay alignment with strategy and regulatory requirements, developing sound comparator groups, designing incentive plans and sourcing compensation information.

The Morneau Shepell [compensation consulting practice](#) has deep expertise in the following areas:

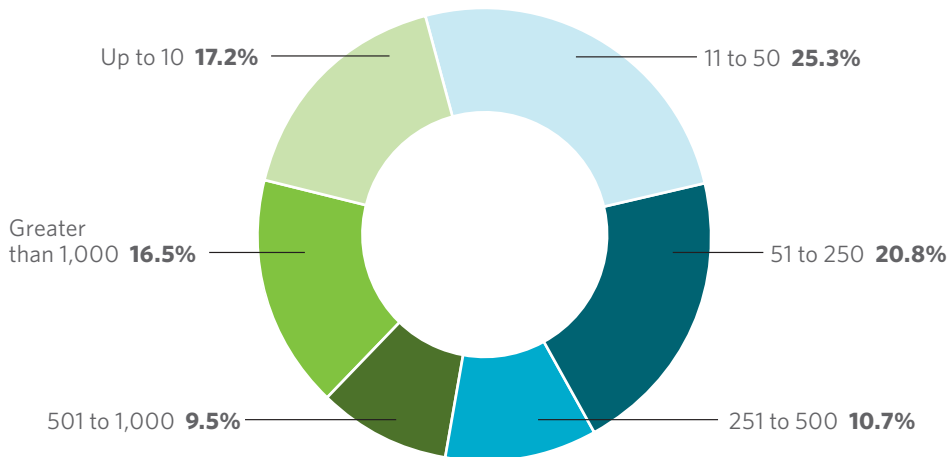
- Compensation philosophy and principles
- Market pricing and competitive pay benchmarking
- Job evaluation
- Pay equity
- Salary structures
- Performance management
- Total compensation statements
- HR policy review
- Education and training services
- Short and long-term incentive plans
- Benefits and perquisites
- Executive employment, severance and change in control agreements
- Special events (i.e. M&A, executive succession, IPOs, going private, etc.)
- Executive pay-for-performance analysis
- Board and compensation committee advisory services
- Board of Directors compensation plan review and design
- Governance best practices
- Compensation disclosure
- Supplemental executive retirement plans



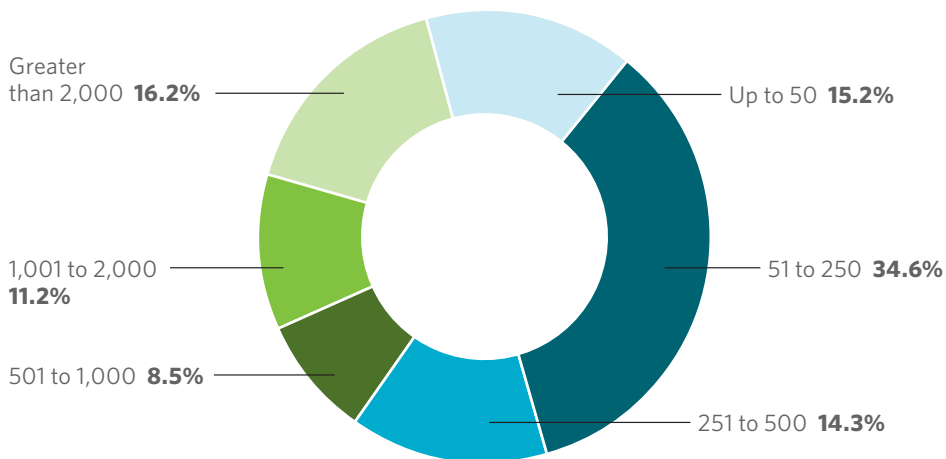
Participant profile

Below is the breakdown of the 889 survey participants:

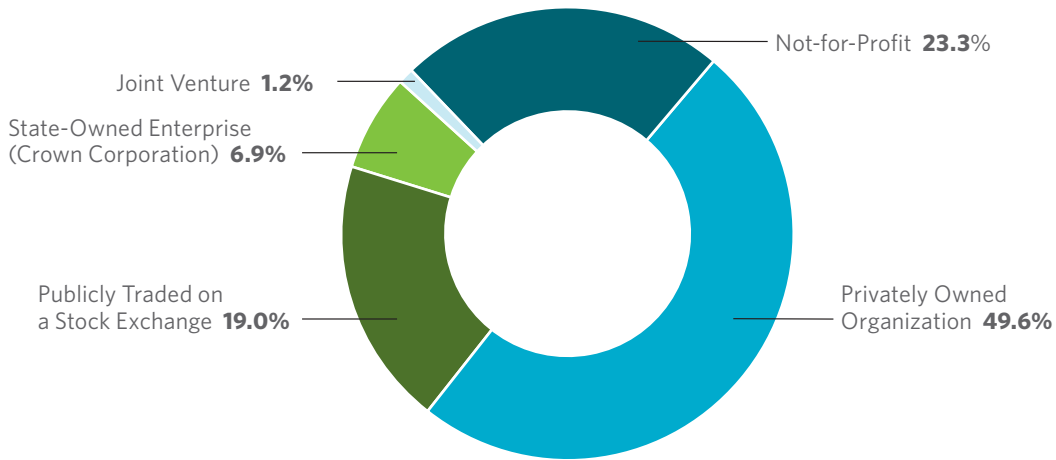
Revenue/annual operating budget (\$ million) - Distribution



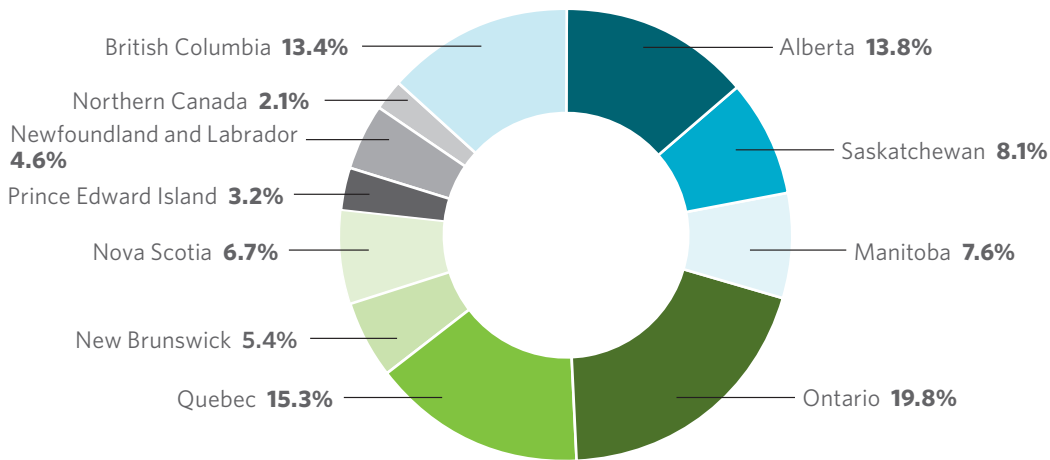
Number of full-time equivalent employees (FTEs) in Canada - Distribution



Organization ownership type - Distribution



Operating regions in Canada - Distribution



Industry	Distribution
Accommodation and food services	2.1%
Administrative and support, waste management and remediation services	0.4%
Agriculture, forestry, fishing and hunting	2.8%
Arts, entertainment and recreation	2.1%
Construction	4.7%
Educational services	3.6%
Finance and insurance	9.7%
Health care and social assistance	7.2%
Information and cultural industries	1.0%
Management of companies and enterprises	0.6%
Manufacturing	14.4%
Mining and oil and gas extraction	3.6%
Other services (except public administration)	11.4%
Professional, scientific and technical services	13.2%
Public administration	6.2%
Real estate, rental and leasing	2.9%
Retail trade	4.2%
Transportation and warehousing	4.9%
Utilities	2.4%
Wholesale trade	2.6%

Survey highlights

For our 38th edition of the Salary Projection Survey, participants include **889** organizations across Canada from various industries and sizes.

The annual Morneau Shepell salary projection survey indicates that non-unionized employees are expected to receive on average an annual salary increase of 2.5% in 2021 excluding salary freezes, and 1.9% including salary freezes. It should be noted that in 2020, 36% of organizations froze their salaries compared to a forecast of 2.0%. For 2021, 13% of organizations plan to freeze their salaries. In addition, 46% of organizations are undecided about whether to increase or freeze salaries for 2021. In last year's survey, the forecasted average salary increase excluding salary freezes for 2020 was 2.7%, compared to an actual salary increase of 2.6%, however this number drops to 1.6% including salary freezes.

The highest projected average salary increases for 2021 in Canada, excluding freezes, are expected to be in the Administrative and Support, Waste Management and Remediation Services at 3.0% and in the Professional, Scientific and Technical Services at 2.8%. Lower than average increases are expected in the Educational Services and Health Care and Social Assistance industries at 1.8%.

Furthermore, 78% of respondents use salary structures to manage salaries of non-unionized employees. Out of the 889 participants, 329 organizations employ both unionized and non-unionized employees. Our survey data indicates an insignificant difference between the two groups in terms of base salary budget increases.

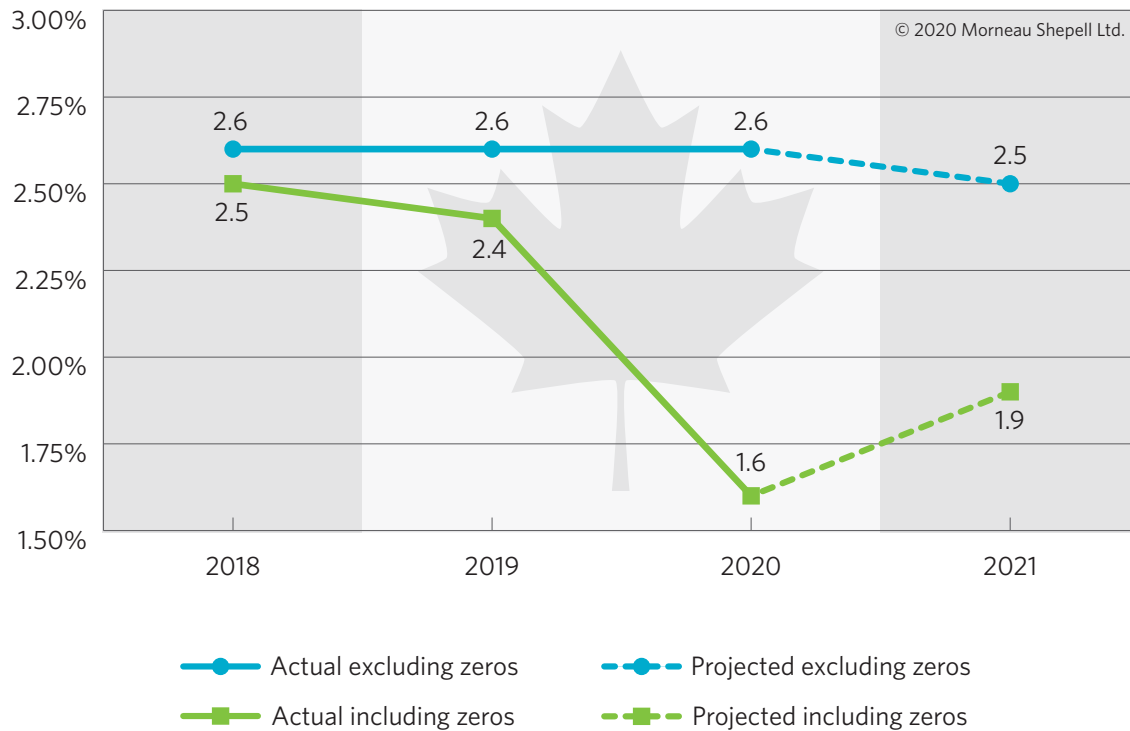
Overall 2020 / 2021 base salary increases and salary structure adjustments

The results below compares the average 2020 / 2021 actual and projected increases to base salaries and adjustments to salary structures including zeros and excluding zeros, for non-unionized employees.



Historical base salary increase trend

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



Base salary

National data broken down by province shows an overall actual average base salary increase including freezes of 1.6% for 2020 and a projected average base salary increase of 1.9% 2021.

Table 1 - Base salary increases by province

Province	2020 Actual base salary increase		2021 Projected base salary increase	
	Including freezes	Excluding freezes	Including freezes	Excluding freezes
British Columbia	1.6%	2.6%	2.0%	2.5%
Alberta	1.4%	2.5%	1.7%	2.4%
Saskatchewan	1.6%	2.5%	1.9%	2.4%
Manitoba	1.7%	2.5%	1.9%	2.4%
Ontario	1.6%	2.5%	2.0%	2.4%
Quebec	1.8%	2.6%	2.1%	2.5%
New Brunswick	1.8%	2.5%	2.1%	2.4%
Nova Scotia	1.7%	2.5%	2.0%	2.4%
Prince Edward Island	1.9%	2.5%	2.0%	2.4%
Newfoundland and Labrador	1.8%	2.4%	2.0%	2.3%
Northern Canada	1.7%	2.4%	1.8%	2.3%
National weighted average	1.6%	2.6%	1.9%	2.5%

Industry data shows an overall actual average increase including freezes ranging from 0.5% to 2.6% for 2020 and a projected average base salary increase ranging from 0.6% to 3.0% for 2021.

Table 2 - Base salary increases by industry

Industry	2020 Actual base salary increase		2021 Projected base salary increase	
	Including freezes	Excluding freezes	Including freezes	Excluding freezes
Accommodation and food services	1.1%	2.4%	1.3%	2.3%
Administrative and support, waste management and remediation services	1.8%	2.4%	3.0%	3.0%
Agriculture, forestry, fishing and hunting	2.0%	2.6%	2.0%	2.4%
Arts, entertainment and recreation	0.5%	2.3%	0.8%	2.4%
Construction	1.3%	2.5%	1.8%	2.4%
Educational services	0.9%	2.0%	0.8%	1.8%
Finance and insurance	2.2%	2.7%	2.2%	2.5%
Health care and social assistance	1.3%	2.0%	1.2%	1.8%
Information and cultural industries	1.4%	2.2%	2.0%	2.6%
Management of companies and enterprises	1.6%	1.9%	0.6%	2.5%
Manufacturing	1.6%	2.5%	2.1%	2.6%
Mining and oil and gas extraction	1.6%	2.8%	1.8%	2.7%
Other services (except public administration)	1.5%	2.7%	1.8%	2.5%
Professional, scientific and technical services	1.8%	2.9%	2.2%	2.8%
Public administration	1.8%	2.3%	1.8%	2.3%
Real estate, rental and leasing	2.4%	3.1%	2.0%	2.4%
Retail trade	1.1%	2.3%	1.5%	2.2%
Transportation and warehousing	1.5%	2.6%	2.0%	2.5%
Utilities	2.6%	2.6%	2.4%	2.6%
Wholesale trade	1.6%	2.7%	2.2%	2.4%
National weighted average	1.6%	2.6%	1.9%	2.5%

Salary structure

Provincial data shows an overall actual average salary structure adjustment including freezes ranging from 1.4% to 1.7% for 2020 and a projected average salary structure adjustment ranging from 1.3% to 1.6% for 2021.

Table 3 - Salary structure adjustment by province

Province	2020 Actual salary structure adjustment		2021 Projected salary structure adjustment	
	Including freezes	Excluding freezes	Including freezes	Excluding freezes
British Columbia	1.6%	2.2%	1.6%	2.1%
Alberta	1.4%	2.1%	1.3%	2.0%
Saskatchewan	1.5%	2.1%	1.4%	2.1%
Manitoba	1.6%	2.2%	1.4%	2.1%
Ontario	1.6%	2.1%	1.5%	2.0%
Quebec	1.7%	2.4%	1.6%	2.2%
New Brunswick	1.6%	2.2%	1.5%	2.1%
Nova Scotia	1.6%	2.3%	1.5%	2.1%
Prince Edward Island	1.6%	2.2%	1.4%	2.1%
Newfoundland and Labrador	1.6%	2.2%	1.4%	2.1%
Northern Canada	1.6%	2.2%	1.5%	2.0%
National weighted average	1.6%	2.2%	1.5%	2.1%

Industry data shows an overall actual average adjustment including freezes ranging from 1.2% to 2.5% for 2020 and a projected average salary structure adjustment ranging from 0.8% to 2.0% for 2021.

Table 4 - Salary structure adjustment by industry

Industry	2020 Actual salary structure adjustment		2021 Projected salary structure adjustment	
	Including freezes	Excluding freezes	Including freezes	Excluding freezes
Accommodation and food services	1.4%	2.1%	1.6%	2.0%
Administrative and support, waste management and remediation services	1.5%	3.0%	1.5%	3.0%
Agriculture, forestry, fishing and hunting	1.9%	2.3%	2.0%	2.3%
Arts, entertainment and recreation	1.2%	2.1%	1.2%	2.4%
Construction	2.1%	2.6%	2.0%	2.3%
Educational services	1.2%	2.0%	0.8%	1.6%
Finance and insurance	1.6%	2.0%	1.3%	1.8%
Health care and social assistance	1.4%	2.0%	1.2%	1.8%
Information and cultural industries	1.8%	2.1%	1.6%	2.1%
Management of companies and enterprises	2.5%	2.5%	1.2%	1.8%
Manufacturing	1.8%	2.4%	1.7%	2.3%
Mining and oil and gas extraction	1.5%	2.2%	1.7%	2.1%
Other services (except public administration)	1.5%	2.3%	1.4%	2.2%
Professional, scientific and technical services	1.6%	2.3%	1.6%	2.2%
Public administration	1.7%	1.9%	1.5%	1.8%
Real estate, rental and leasing	1.7%	2.3%	1.6%	2.2%
Retail trade	1.4%	2.1%	1.1%	1.9%
Transportation and warehousing	1.9%	2.4%	1.8%	2.2%
Utilities	1.9%	2.0%	1.7%	2.0%
Wholesale trade	1.4%	2.2%	1.7%	2.1%
National weighted average	1.6%	2.2%	1.5%	2.1%

Survey participants

Accommodation and food services

Airline Hotels Limited
Auberge Saint-Antoine
Cabot Cape Breton
Compass Group Canada Ltd
Fairmont Banff Springs
GEF Seniors Housing
Groupe St-Hubert
Holiday Inn Ottawa East
Hôtel du Lac Carling
InnVest Hotels
Kellogg
L'OREAL Canada
McDonald's Restaurants of Canada Limited
Recipe Unlimited Corporation
Restaurant le GREC
Sawridge
Silvera for Seniors
SilverBirch Hotels & Resorts
Soul Restaurants Canada Inc.
Starbucks Coffee Canada, Inc.

Administrative and support, waste management and remediation services

Alberta Beverage Container Recycling Corporation
ARQ
Badger Daylighting
Tervita Corporation

Agriculture, forestry, fishing and hunting

Ag-West Bio Inc.
AV Terrace Bay
BC Milk Marketing Board
Centre d'études sur les coûts de productions agricoles
Cereals Canada
Cervus Equipment Corporation
CRAAQ
EACOM Timber Corporation
EastGen
Enchant Seed Plant
Friesen Group of Companies
G3 Canada Limited
Gorman Group
Holstein Canada
Huron Tractor Ltd.
Lactanet
Richardson International Ltd
Semences Prograin
Semex

South West Terminal
The Teal-Jones Group
Trouw Nutrition Canada
Union des producteurs agricoles
Wildrose Equipment

Arts, entertainment and recreation

Blue Ant Media
Calgary Winter Club
Canlan Ice Sports Corp
Cineplex
East Side Games
Great Canadian Gaming Corporation
Guru Studio
Influence Marketing
LQ
LSM
McMichael Canadian Art Collection
Niagara Casinos
Parc Six Flags, SEC Montréal (La Ronde)
Repsol Sport Centre
The Calgary Zoo
The National Ballet of Canada
Woozworld
YMCA Calgary

Construction

AccessSMT Holdings Ltd.
Aecon Construction Group Inc.
Almita Piling Inc.
Aquatech Dewatering Company
ARCA
Beedie
BI Construction
Bockstael Construction Limited
Bossé Québec Inc.
Camdon Construction
Canstar Restorations
CDN Controls Ltd.
Clean Water Works Inc.
Colas Canada Inc
Crestview Group
CSL Group Ltd.
Dragados Canada Inc.
Elan Construction Limited
Epscan Industries Ltd
Gamma Windows and Walls International Inc.
Gentek Building Products
Guard-X

Construction (cont.)

Jacobs Eng.
Lafarge Canada Inc.
Location SSJ
Loiselle
Mattamy Asset Management
Mishovl
North America Construction
NRJ
Phoenix Industrial
Pomerleau
PTW
Scansa Construction Ltd.
Scott Builders Inc
Sullivan
Supermetal
TACC Construction Ltd
Tomlinson
Townline
Volker Stevin
Westco Construction Ltd

Educational services

Appleby College
Association des Scouts du Canada
Canadian College of Naturopathic Medicine
Cape Breton University
Carleton University
CATIE
Cégep Édouard-Montpetit
Cégep Limoilou
Centre de services scolaire
Columbia College
CompHum
Concordia University
D.A.R.E. BC Society
Foundations for the Future Charter Academy
George Brown College
Humber College
Kids@ Churchill Park
KIN-DIR Education Foundation
Langara College
MacEwan University
Niagara College
Northern Ontario School of Medicine
NSECSB
PLG Capital Humain
Queen's University
Red Deer College
Seneca College
Trafalgar Castle School
Université de Saint-Boniface
University of Alberta
University of Calgary

Finance and Insurance

Access Credit Union Limited
Active Care Management
Admiral Insurance Services
AGF Management Ltd.
AIC Global Holdings Inc.
American Express
Assiniboine Credit Union
BCAA
Benefits by Design
BlueShore Financial
BMO Financial Group
Bull Wealth Management Group Inc.
Business Development Bank of Canada
Butterfield Support Services (Halifax) Limited
Canadian Bankers Association
Canadian Credit Union Association
Canadian Premier Life Insurance
Canadian Western Bank
CapriCMW Insurance
Chubb Insurance Company of Canada
CI Investments
CIBC
CIBC Mellon
Coast Capital Savings Federal Credit Union
Concentra Bank
Connect First Credit Union
Credit Union Central of MB
Economical Insurance
Equitable Life of Canada
Erb and Erb Insurance Brokers
Excel Benefit Consulting Inc,
Export Development Canada
Farm Credit Canada
Farm Credit Canada
First National Financial
G&F Financial Group
Global Excel Management
Global Excel Management Inc.
Green Shield Canada
Groupement des assureurs automobiles
Gurmeet Thind
Healthcare and Municipal Employees Credit Union
IG Wealth Management
Industriel Alliance
Innovacorp
Intact Financial Corporation
Interior Savings Credit Union
Investment Industry Regulatory Organization of Canada
Kerr Financial Consultants Inc.
La Capitale assurance et services financiers
Lackner McLennan Insurance Ltd
Laguë Vary Verreault et Associés Inc.
L'assurance Mutuelle des fabriques de Québec

Finance and Insurance (cont.)

Lloyd Sudd Insurance Brokers Ltd.
Manion Wilkins & Associates
Manitoba Blue Cross
Medavie Blue Cross
Meridian Credit Union
Middlesex Mutual Insurance Co.
Mouvement Desjardins
Nova Scotia Pension Services Corporation
Ontario Mutual Insurance Association
Optimum Groupe financier
Osler, Hoskin & Harcourt LLP
Promutuel Assurance
Q4 US, LLC.
Ralph Moss Ltd
Richardson GMP
RSA
SeaFirst Insurance Brokers
Servus Credit Union
SHEPP
Stewart Financial
Tarion Warranty Corporation
TCU Financial Group
TD Bank Group
The Co-operators Group Ltd.
Toyota Credit Canada
UNI
Unity Credit Union
VersaBank
Wawanesa
Western Financial Group
WFCU credit union
Workplace Safety and Insurance Board
Zurich Canada

Health care and social assistance

Accueil Bonneau
Alberta Cancer Foundation
Amica
Association bénévole de l'île d'Orléans
Bausch Health, Canada
Baxter Canada
Calgary Meals on Wheels
Canadian Addiction Treatment Centres
Canadian Health Care Agency Ltd.
Canuck Place Children's Hospice
CapitalCare
Children's Aid Society of London & Middlesex
CISSS
Clearpoint Health Network Inc.

Collège des médecins du Québec
Connecting Care
Cornerstone Family Violence Prevention Centre
Corporation d'urgences-santé
Covenant Health
CUPS Calgary Society
Doctors of BC
Dragonfly Counselling & Support Centre
Dynacare
Elim Village
Empower Simcoe
EQ Care
First Nations Health Authority
Grandview Children's Centre
H&H Total care Services
Hexo Corp
Hôpital Montfort
Houselink Community Hmes
Innovative Medicines Candaa
KidsAbility Centre for Child Development
MacKays Funeral Services Ltd
Mayfair Diagnostics
Middlesex-London Health Unit
Momiji Health Care Society
New Age Services Inc.
Niagara Health
Nova Scotia Health Authority
Ontario Health
Ontario Health (Digital Services)
Ontario Hospital Association
Ottawa-Carleton Lifeskills Inc.
Portage
Revera Inc.
Richmond Society for Community Living
Rygiel Supports for Community Living
SAHO
Salvation Army Canada
Sanofi Canada Inc.
Saskatchewan Health Authority
Services and Housing In the Province
Shared Services West
Siemens Healthineers
Simcoe Muskoka Child Youth and Family Services
Sinclair Dental Co. Ltd.
Stollery Children's Hospital Foundation
The Hamlets
The Meadows
VHA Home HealthCare
Villa Acadienne
World Vision Canada

Information and cultural industries

Aga Khan Museum
CBC/Radio-Canada
Corus Entertainment
Danse Danse
JOVACO Solutions Inc
La Presse
Musée McCord et Musée Stewart
Québecor
Rogers Communications

Management of companies and enterprises

Associations Plus Inc.
Consultation VS
Coril Holdings Ltd
Fengate Asset Management
Leaders de valeur

Manufacturing

A & D Prévost inc.
ABCRC
AEM
Aeromotion Canada
Agropur
Air Liquide Canada
AirBoss of America Corp.
Airbus Helicopters Canada
Aluminerie Alouette Inc.
Ampco Manufacturers Inc.
Apotex Inc.
Asahi Refining Canada
Autolog
Ballard Power Systems Inc.
Bateaux Princecraft.com
BD
Bleu Tech Montreal
Blount Canada
Boa-Franc senc
Bonduelle
Brooklin Concrete
BWXT Canada Ltd
Cabot Corporation
California Innovations, Inc.
Canada Forgings Inc.
Canalta Controls Ltd.
Cardinal Meat Specialists
Cascades inc
CCC
CenterLine (Windsor) Limited
Conestoga Meats
CPI
CSL Silicones Inc.
Danone
DCL Corporation

Delta-Q Technologies
Di-Corp
Ditech Paint Co Ltd
DSI Underground
Dutch Industries Ltd.
Eaton
EBI Electric
Engineered Air
ERCO Worldwide
Estee Lauder Cosmetics Ltd
Exchanger Industries Limited
Flodraulic Controls
Foodarom
Ford Motor Company of Canada, Limited
Frank Ralphs Limited
FRE Composites Inc.
General Dynamics Land Systems-Canada
Granby FRP Tanks Inc.
Groupe Canmec
Groupe de sécurité MGM Inc.
Hammond Power Solutions Inc
Hard-Line Solutions
Héroux-Devtek
ICC Cheminées Industrielles Inc.
Ice River Springs
Industries Granby
Industries Show Canada Inc
Infra Pipe Solutions
International Road Dynamics Inc.
J D Irving
JGR
Kemira
Kisko
Knowlton Development Corporation Inc.
Kruger Inc.
kubik
L3Harris WESCAM
LNG Canada Development Inc
Lofthouse Manufacturing
Louis Garneau Sports
Lowe-Martin
Luminescent Systems Canada Inc
Magna International Inc.
Maple Leaf Foods
Masterbrand
Masterfeeds Inc.
Métal Bernard
Methanex
MI Intégration
Mobile Climate Control Inc.
Mother Parkers Tea & Coffee
Murray Latta Progressive Machine Inc
Neovasc Medical, Inc.
NorthPoint Technical Services
NOVA Chemicals

Manufacturing (cont.)

NovAtel Inc.
Pactiv Canada
Paramount Pallet
PolyExpert
Prinoth Ltée
Produits Alimentaires Berthelet inc
Propak Systems
Rayonier Advanced Materials
Raytheon ELCAN
Richards-Wilcox Canada
Royal Canadian Mint
Safran Landing Systems Canada Inc.
Shalwin inc.
Sleeman Breweries Ltd
SMS Equipment Inc.
Sofina Foods Inc.
Solution usinage inc.
Solutions Préfab AmeriCan Structures Inc.
Southland Trailer Corp.
Stace
Stackpole International
Steelcraft Inc.,
Stella-Jones Inc.
Superior Essex EGI Canada Inc
Technologies Humanware
Teledyne DALSA
TeraXion
Termaco
Therapure Biopharma
Thyssenkrupp elevators
Ultra Electronics Maritime
Umicore Autocat Canada Corp.
Unicor
Watson Gloves
Westpower
Winpak
Xerox Canada
YFAI Mississauga

Mining and oil and gas extraction

AECOM Energy Operations & Maintenance
ArcelorMittal Produits longs Canada
B2Gold Corp
Bantrel Co.
Birchill Canada
Cameco Corporation
Centerra Gold Inc.
CG Industrial Specialties
Coeur Mining, Inc.
CSV Midstream Solutions Corp
De Beers Canada Inc.
Discover Chemicals
Dundee Precious Metals Inc

Dyno Nobel Inc.
Graymont
IAMGOLD Corporation
K+S Potash Canada
KCA Deutag Drilling Canada Inc
Keyera
Kinross Gold Corporation
Kinross Gold Corporation
MEG Energy
NAL Resources
Oj pipelines canada corp
Polycor
Praxair Canada inc.
Rambler Metals and Mining
Sherritt International
Teck
The Mosaic Company
Thyssen Mining Construction of Canada
Turquoise Hill Resources Inc.
Virtus Mining Ltd.

Other services (except public administration)

AccurateSecurity.com
Alberta Seniors & Community Housing Association
Algo Design
Alternative Naissance
ANHBC
BC Pavilion Corporation
Brother International Corporation (Canada) Ltd
CAA Club Group
CAA-Québec
Calgary Airport Authority
Canadian Federation of Independent Business
Canadian Life and Health Insurance Association Inc.
Canadian Medical Association
Canadian Olympic Committee
CIAC
Citron Hygiene
College of Registered Nurses of Newfoundland and Labrador
Colliers Project Leaders
Convention Centre
Corporation des concessionnaires d'automobiles du Québec
Corporation des services d'ambulances du Québec
CSA Group
DDRC
Diocese of Timmins
Edmonton Economic Development Corporation
Ensemble Travel Group
Entreprises Galephic Inc.
FBC (Farm Business Consultants)
FCFA du Canada
Federation CJA
Fédération des coopératives funéraires du Québec
Fillactive

Other services (except public administration) (cont.)

Foster & Company
go2 Tourism HR Society
Hercules SLR Inc
Heritage Park Society
Hobart FEG
IAA
Imagine Canada
Imperial Tobacco Canada Limited
Indigo parc Canada inc
Infused Products International
International Road Dynamics
Inter-Varsity Christian Fellowship of Canada
Ipsos
Konecranes Canada Inc
Law Society of BC
Law Society of Ontario
Les résidences du Manoir
Millennium1 Solutions
MPAC
OEB
Ontario Dental Association
ONWA
OREA
Oshawa Public Libraries
Pacific Pilotage Authority
Parkland Corporation
Pason Systems Corp.
PEO
Plan International Canada
Prince Rupert Port Authority
Real Estate Council of Onatrio
Research Institute of the McGill University Health Centre
Retail Council of Canada
Rick Hansen Foundation
Rocky Mountaineer
Rural Municipalities of Alberta
Scouts Canada
Specialty Sales & Marketing Inc.
Superior Children's Centre
Teshmont Consultants LP
The Kidney Foundation of Canada
The Royal College of Physicians and Surgeons of Canada
Tourism Vancouver
Unisync Group Inc.
Universities Canada
Vancouver Airport Authority
Wood
WSPS
YWCA

Professional, scientific and technical services

Absorb Software
ADP Canada
ADT
AECOM
Alberta College of Social Workers
Alliance des cadres de l'État
Angus Systems
Apex Consultants Ltd
Applied Industrial Technologies
Aria Solutions Inc
Aucerna
BDO Canada
Bevertec
Beyond Technologies
BlackBerry
Buyatab
Calian Ltd.
Celero Solutions
CGI
CGI Canada
CIMA+
Clevest
Clickspace
COGIWEB
College and Association of Registered Nurses of Alberta
Connected
Corem
CoVectis inc
Coveo
Cox Automotive Canada
CRIBIQ
CSA Group
Cybera, Inc.
DEVICOM
Dynamic Risk
Dynamysk Automation Ltd.
Element AI
Environmental Resources Management, Inc.
Epson Canada Limited
ETFO
Eventbase
Fauve
Fibernetics Corporation
Fiix Inc
FINCAD
FL and Pvisio by FL
Fluor Canada Ltd
Framatome
Frostbyte Consulting Inc.

Professional, scientific and technical services (cont.)

Fujifilm Canada Inc
GCM Consultants
General Dynamics - Mission Systems Canada
Genesys Telecom Labs
Gensler
GESTESS
Golder Associates Ltd.
Grass valley
GROUPE IN-RGY CONSULTATION INC.
Harris
Hitachi ID Systems
Hoffmann-La Roche Limited
IBI Group
Igloo Software
IMP Aerospace
Indellient Inc.
Ineat Canada
Innovapost
Intellisyn Pharma
interVal
IT International Telecom Canada Inc.
J.S. Held ULC
Jean-Pierre Cadrin & Associés Inc.
Kasian Architecture Interior Design & Planning Ltd
Kenway Mack Slusarchuk Stewart LLP
Le Groupe Ohméga inc.
Levio conseils
LGM North America
Libéo
LMI Technologies
MALLETTE INC.
March Networks Corp
McIntosh Lalani Engineering Ltd.
Medical Council of Canada
MNP
Montgomery Sisam Architects Inc.
Morrison Hershfield
NexJ Systems
Nmédia
Norsat International Inc.
Norton Rose Fulbright Canada
Nurses Association of NB
Olympus NDT Canada
Oncolytics Biotech Inc.
OnPurpose Inc.
Ontario Medical Association
Paladin Labs
Parsons Corporation
Primary Engineering & Construction
Procom
Progesco
Rakuten Kobo

RMD Inc.
Ross Video
RSD Group of Companies
Safran Helicopter Engines Canada inc.
Schneider Electric
Scovan Engineering Inc.
Seedbox
SGS Canada Inc.
Sherweb
Siemens Canada Limited
Solvera Solutions
STEMCELL Technologies
Stikeman Elliott
Stradigi AI
Sylogist Ltd
Syneos Health
SYSPRO Software Ltd
Terrapure Environmental
The AME Consulting Group Ltd
The Canadian Pharmacists Association
Thorogood & Pinches Professional Corporation
TMX Group
Toshiba Tec Canada Business Solutions Inc.
TSASK
Turner & Townsend
Unbounce
Vepica Ltd.
Visier Solutions Inc.
Voith Hydro
Worley
WSP Canada inc
Xebec Adsorption Inc.
Xperigo

Public administration

Administration portuaire de Québec
Alberta Pensions Services Corp.
Alcohol and Gaming Commission of Ontario
Autorité des marchés financiers
Bank of Canada
BCLC
Calgary Parking Authority
Canada Mortgage and Housing Corporation
Canadian Air Transport Security Authority
City of Chestermere
City of Corner Brook
City of Kamloops
City of Kelowna
City of Mississauga
City of North Battleford
City of Ottawa
City of Thunder Bay
City of Vaughan
Corporation of Tay Valley Township

Public administration (cont.)

County of Grey
District Municipality of Muskoka
Government of BC
Membertou Band Council
District Municipality of Muskoka
Government of BC
Membertou Band Council
MPAC
MRC de La Haute-Yamaka
Municipalité de Chelsea
Municipalité du village de Val-David
Municipality of Middlesex Centre
Municipality of the District of Shelburne
Niagara Region
Ontario College of Teachers
Ontario Pension Board
Parc Jean-Drapeau
Professional Geoscientists Ontario
Public Service Commission
Region of Halton
Regional Municipality of Wood Buffalo
Société du Parc Jean-Drapeau
Squamish-Lillooet Regional District
Strathcona County
The City of Timmins
Town of Aurora
Town of Banff
Town of Canmore
Town of High River
Town of Oakville
Town of Quispamsis
Town of Sundre
Town of Truro
Ville de Beaconsfield
Ville de La Tuque
Ville de Montreal
Ville de Montréal
Ville de Sainte-Adèle
Vulcan County
WorkSafeBC

Real estate, rental and leasing

BCREA
BGIS
Boardwalk REIT
Brookfield Properties
Canada Lands Company
Chartwell Retirement Residences
Crombie reit
Crown Property Management
Harvard Property Management
Hollyburn Properties Limited

Hopewell Development LP
Le Groupe Maurice
Morguard Investment Limited
NorthWest Healthcare Properties REIT
OACIQ
Onni Group
Ottawa Community Housing Corporation
Parkbridge Lifestyle Communities
Property.ca Incorporated
Pure Industrial
Qualico
Silver Sage Housing
Triovest Realty Advisors Inc.
Vancouver Island Real Estate Board
ViewPoint Realty Services

Retail Trade

420 Premium Markets Ltd.
adidas Canada Limited
Bannister Automotive Group
Becker Shoes - Home Office
Best Buy Canada
Calgary Co-operative Association Limited
Clarins Canada Inc.
Copp Building Materials Limited
Driving Change Automotive Group
ECCO Shoes Canada Inc
Flipkart
Great West Equipment
Groupe F. Dufresne
Groupe Filgo-Sonic
Holt Renfrew
Hudson's Bay
IdKids Group_OKAIDI
IGA extra famille Pelletier
Indigo
LCBO
Loblaw Companies Limited
Pet Valu Canada Inc.
Purdys Chocolatier
R.C. Purdy Chocolates Ltd.
RDTS inc
Samsung Electronics Canada Inc.
Savers
Sleep Country Canada
Sobeys
Sony
Staples Canada
The North West Company
TJX Canada
United Farmers of Alberta Ltd.
Vernon Toyota
Walmart Canada

Transportation and warehousing

A. Harvey Group of Companies
Aéroport de Québec
Air Canada
Asmodee Canada
Autobus Auger
Axxess International
BCRTC
Canadian National Railway Company
Canpotex Limited
Cascade Aerospace
CEVA
Confederation Freezers
Congebec Inc
Core-Mark International, Inc.
Erb Transport Limited
Federal Express Canada
Flair Airlines
Gordon Food Service
Halifax Employers Association
Halifax Port Authority
Inland Group
Kenroc Building Materials Co. Ltd.
Kreos Aviation
Le Groupe Océan
Maritimes employers association
MGT
MTD Products
ODG
OK Tire Stores
Ottawa International Airport Authority
Paradigm Precision
Porter Airlines
Purolator
Purolator Inc
Rome Sales Inc
Roulements Koyo Canada
Société de Transport de Montréal
TPA
Transat A.T.
Transervice Lease co.
United Van Lines (Canada) Ltd.
Vancouver Fraser Port Authority
Versacold Logistics Services
West Wind Group of Companies

Utilities

AltaLink LP
BC Hydro Power Authority
Brookfield Renewable
Capital Power
EfficiencyOne
ENERCON Canada Inc.
Énergir
EPCOR Utilities
Fédération interprofessionnelle de la santé du Québec
FortisAlberta
FortisBC
H2O Power
H2O Power Holding LP
Halton Hills Hydro
Hydro-Québec
IESO
Nalcor Energy
Newfoundland Power Inc.
Ontario Energy Board
Superior Propane
TC Energy
Toronto Hydro
Ville de La Pocatière

Wholesale trade

Arhoma
Burnac Produce Ltd. Corporation
Campbell Company of Canada
Checkers Cleaning Supply
East Penn Canasd
Eddy Group Limited
Fairview Ltd.
Federated Co-operatives Limited
Fresh Direct Produce
GESCO Group of Companies
Glover International Trucks
Groupe Touchette
Henry Schein Canada, Inc.
John G. Hofland Ltd.
KIND Healthy Snacks Ulc
M&L Supply, Fire & Safety
McKesson Canada
National Tire Distributors
Novexco
The Oppenheimer Group
Toyo Tire Canada Inc
UNFI Canada Inc.
Unipharm Wholesale Drugs

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Morneau Shepell is a leading provider of technology-enabled HR services that deliver an integrated approach to employee wellbeing through our cloud-based platform. Our focus is providing world-class solutions to our clients to support the mental, physical, social and financial wellbeing of their people. By improving lives, we improve business. Our approach spans services in compensation, employee and family assistance, health and wellness, recognition, pension and benefits administration, retirement consulting, actuarial and investment services. Morneau Shepell employs approximately 6,000 employees who work with some 24,000 client organizations that use our services in 162 countries. Morneau Shepell inc. is a publicly traded company on the Toronto Stock Exchange (TSX: MSI). For more information, visit morneaushepell.com).



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