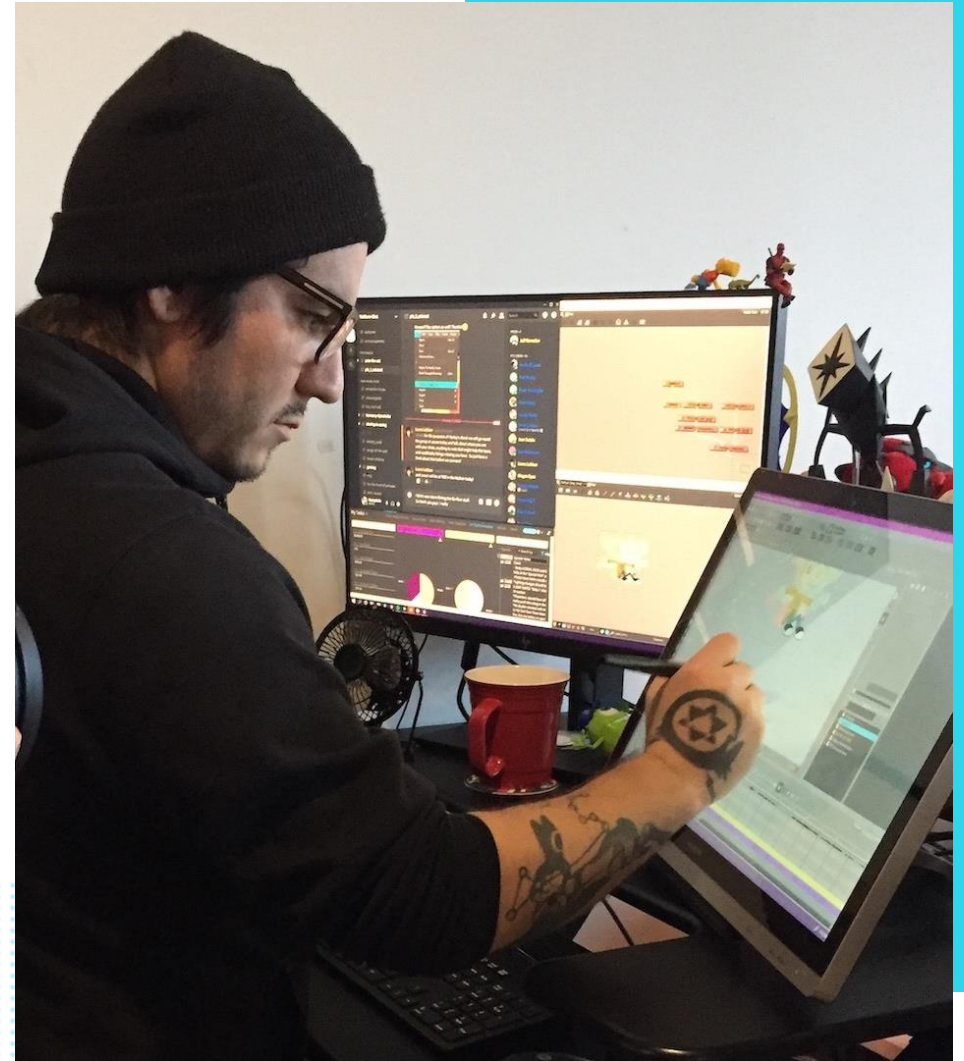




Compensation Trends in Montreal's Tech and Gaming Sectors

September 30, 2025



Introductions



**Liz Elliott, Career Products Market
Leader, Western Canada**

Mercer Canada



Stephanie Hollingshead, CEO

TAP Network



**Charlyne Fothergill, Community
Partnerships**

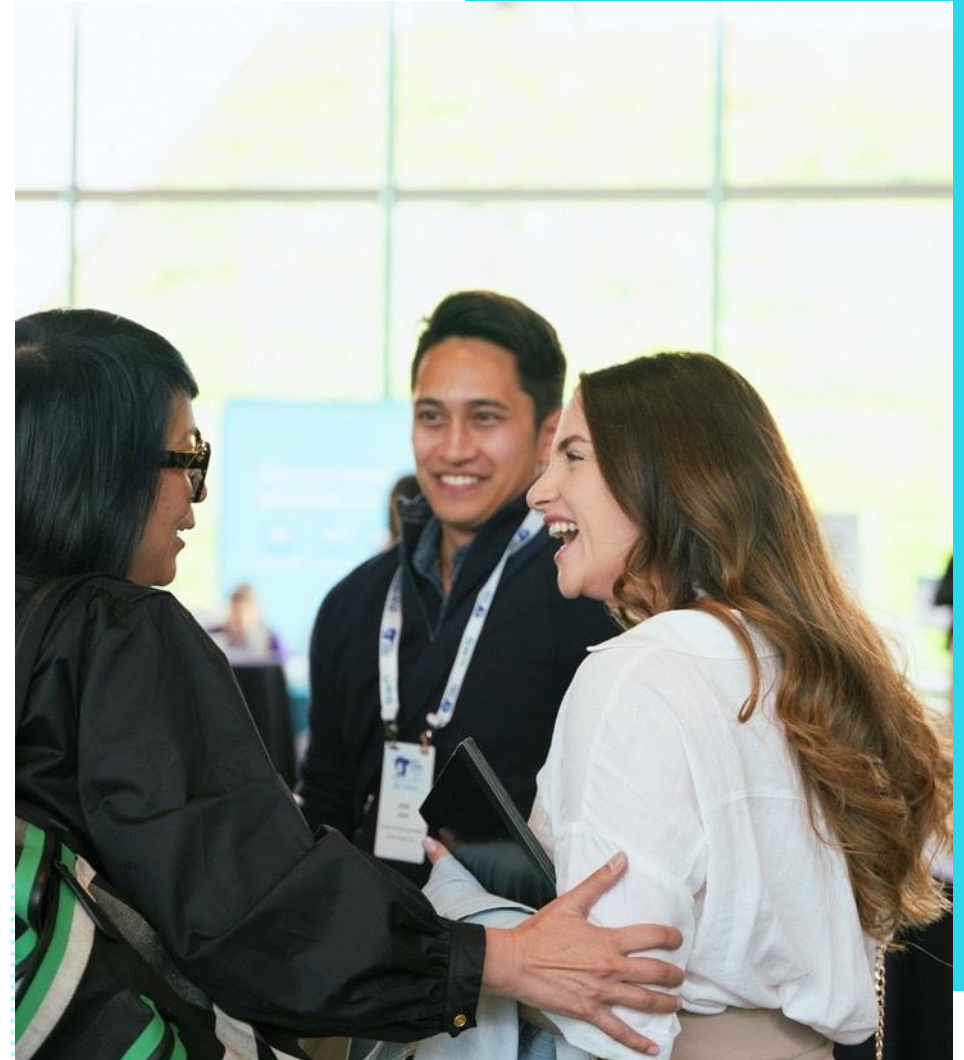
TAP Network



About TAP Network

TAP Network is a non-profit association for People and Culture professionals in Canada's tech sector, providing members with the data, connections, and insights to make strategic decisions, accelerate effectiveness and shape the future of work in tech.

Our association's 1,000 members lead and influence the People and Culture practices at 250 tech companies spanning numerous subsectors, including Software Products and Services, Fintech, AI, Data Science, Robotics, Quantum Computing, Life Sciences and Healthcare Tech, Clean Tech, AgTech, VFX and Animation, Video Game and Interactive Digital Media, Hardware Design, Development and Manufacturing and more.



National Day of Action for Truth and Reconciliation

- Native Women's Shelter of Montreal
- <https://www.nwsm.info>

Every Child Matters March
A Day of Action for Truth and Reconciliation

Marche Chaque enfant compte
Une journée d'action pour la vérité et la réconciliation

13h / 1pm @ Tam-tams (Parc Mont-Royal)

mardi / Tuesday
30 SEPTEMBRE 2025

Justice for every stolen child
Justice pour chaque enfant volé

Hosted by / organisé par

Native Women's Shelter of Montreal / Centre d'aide aux femmes autochtones de Montréal
Alcoa Foundation
pcp
FONDATION MONDIALE NATURE / FUNDATION MONDIALE NATURE
L'ARCADE L'ONCE / RÉSEAU MONTRÉAL

Agenda

1. Hello from HiBob!
2. Tech Industry and Macro Trends
3. 2025 Tech Sector Salary and Total Rewards Survey Overview
4. Base Salary Trends
5. Table Topic: Montreal's talent market
6. Total Rewards Trends
7. Table Topic: impacts of macro-economic conditions and market trends
8. Talent Benchmarking Study
9. Wrap-up, Questions

Thank you and welcome to:

Hi Bob

Tech Industry and Macro Trends

Real GDP declining -0.4% in the second quarter 2025, driven by lower exports of goods and slowing business investment.

Rising unemployment in Canada (7.1% in August 2025)

Total CPI has moderated, but cost of living pressures remain for many Canadians with shelter and food costs still rising rapidly.

Tech companies lead other industries in the development of global pay transparency strategies as they brace for the EU Pay Transparency Directive and potential similar future regulations in APAC.

Republican control of the White House and Congress impacting immigration, tariffs and supply chains, as geopolitical tensions continue to rise.

Tech labour market shifts in favour of employers, with an influx of job applicants and senior technical talent on the market

TAP Network's 2025 Tech Sector Salary and Total Rewards Survey

Base Salary Trends

2025 TAP Network Survey Overview

26.5K

Incumbents

206

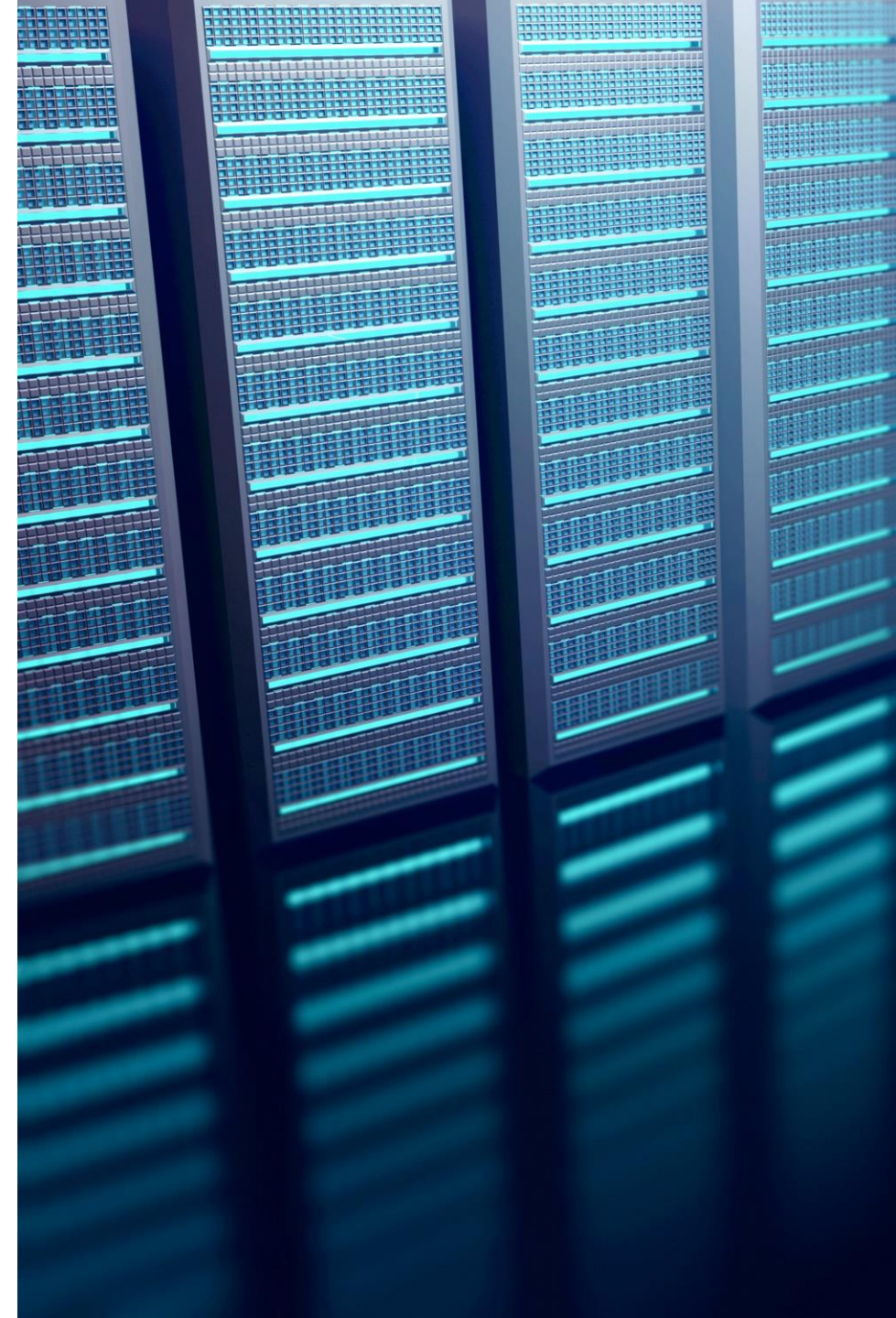
Organizations

98

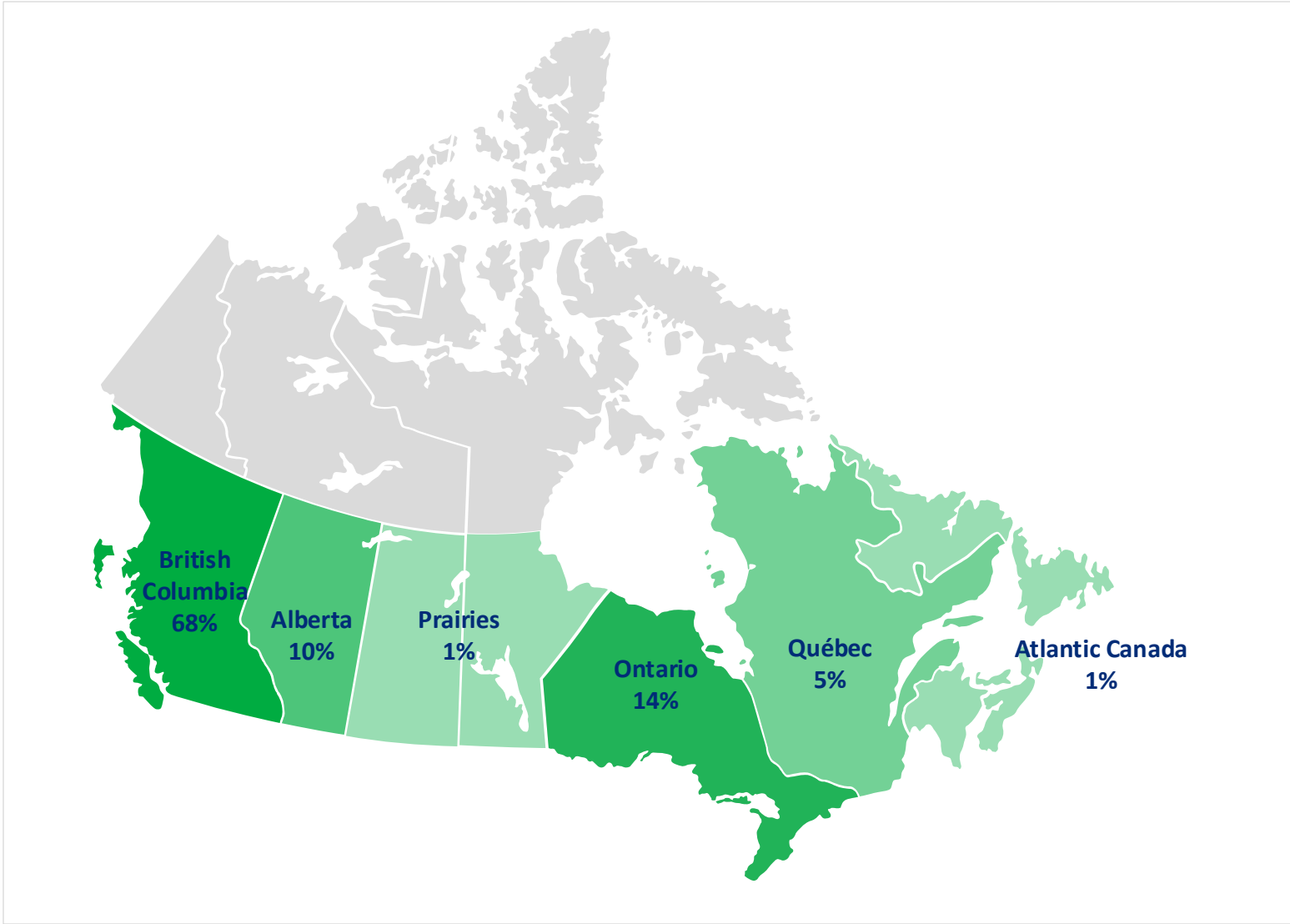
Median Number of FTEs

240

Reportable Jobs



Distribution of incumbents by location



Top 5 locations outside of Metro Vancouver

Greater Toronto Area	9.5%
Calgary	6.2%
Greater Montreal Area	4.5%
Victoria	3.1%
Edmonton	2.9%

Distribution of TAP Network industries

VFX, Animation organizations are larger on average than organizations in other industries.

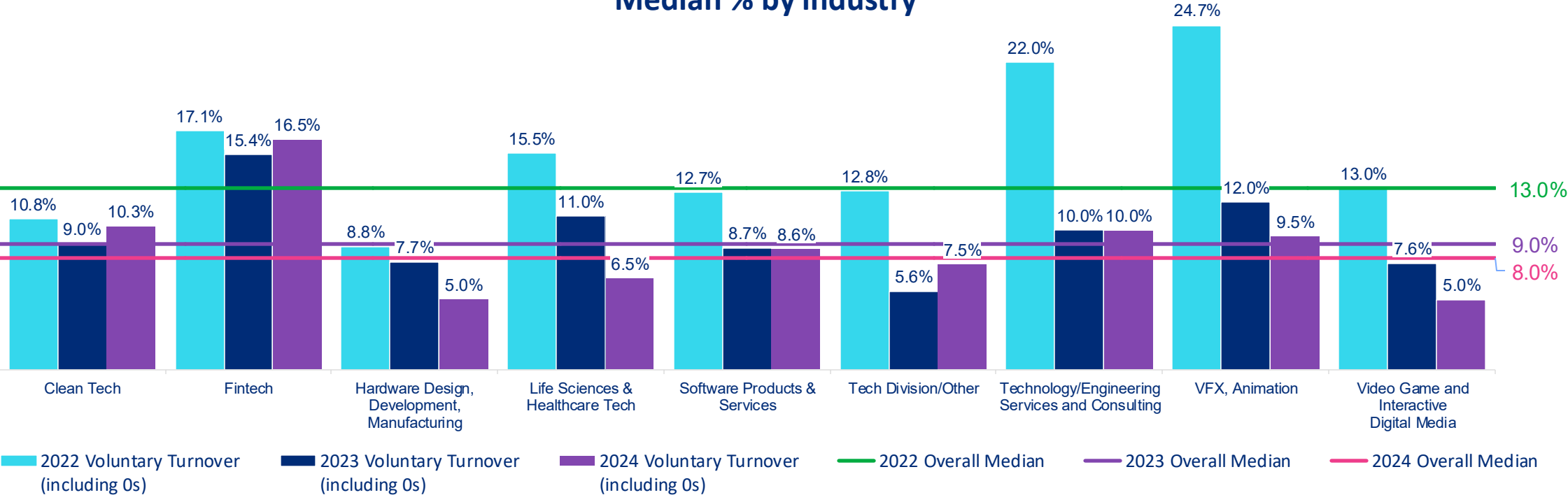
By Organization	Industry	By Incumbent
38.3%	Software Products and Services	44.7%
10.7%	Video Game and Interactive Digital Media	8.2%
8.7%	Hardware Design, Development, Manufacturing	8.5%
8.3%	Technology/Engineering Services and Consulting	3.4%
7.8%	Clean Tech	7.4%
5.8%	Fintech	4.1%
5.3%	Tech Division/Other	4.9%
4.9%	VFX, Animation	10.0%
4.4%	Life Sciences and Healthcare Tech	5.6%
2.4%	Artificial Intelligence, Data Science, Machine Learning and Robotics	1.3%
1.0%	Quantum Computing	1.1%
1.0%	AgTech	0.4%
1.0%	E-commerce	0.3%

Voluntary turnover by industry

8.0%
Overall Voluntary Turnover

Voluntary turnover rates across most tech sectors have generally declined from 2022 to 2024, reflecting a potential stabilization.

Median % by industry

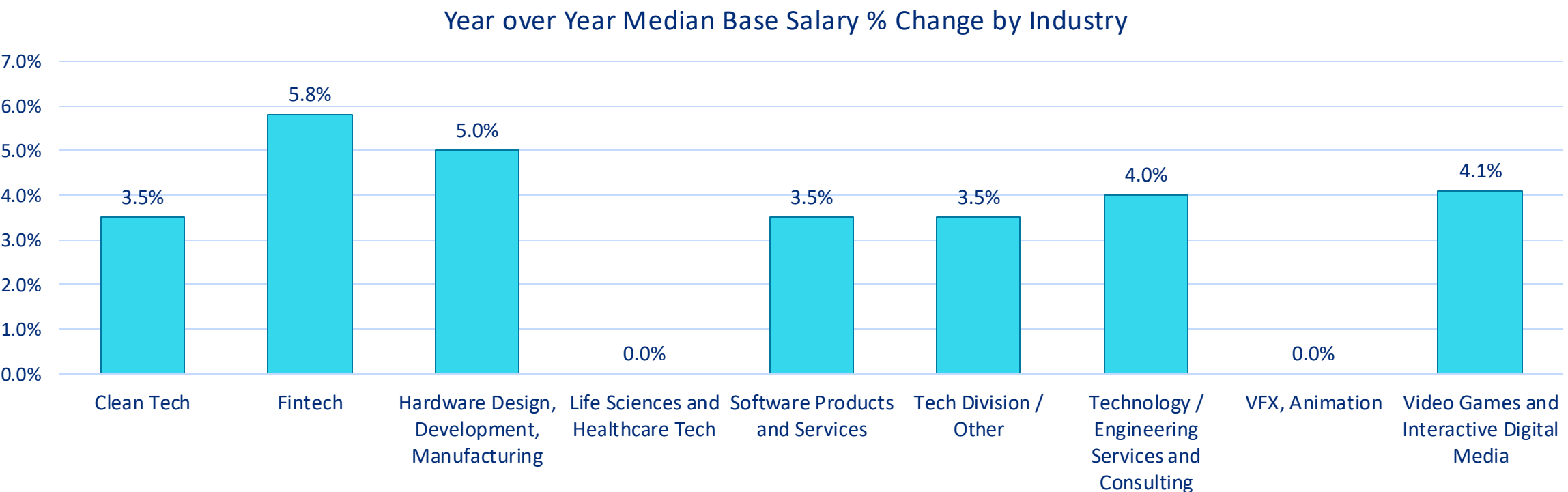


Salary movement by industry

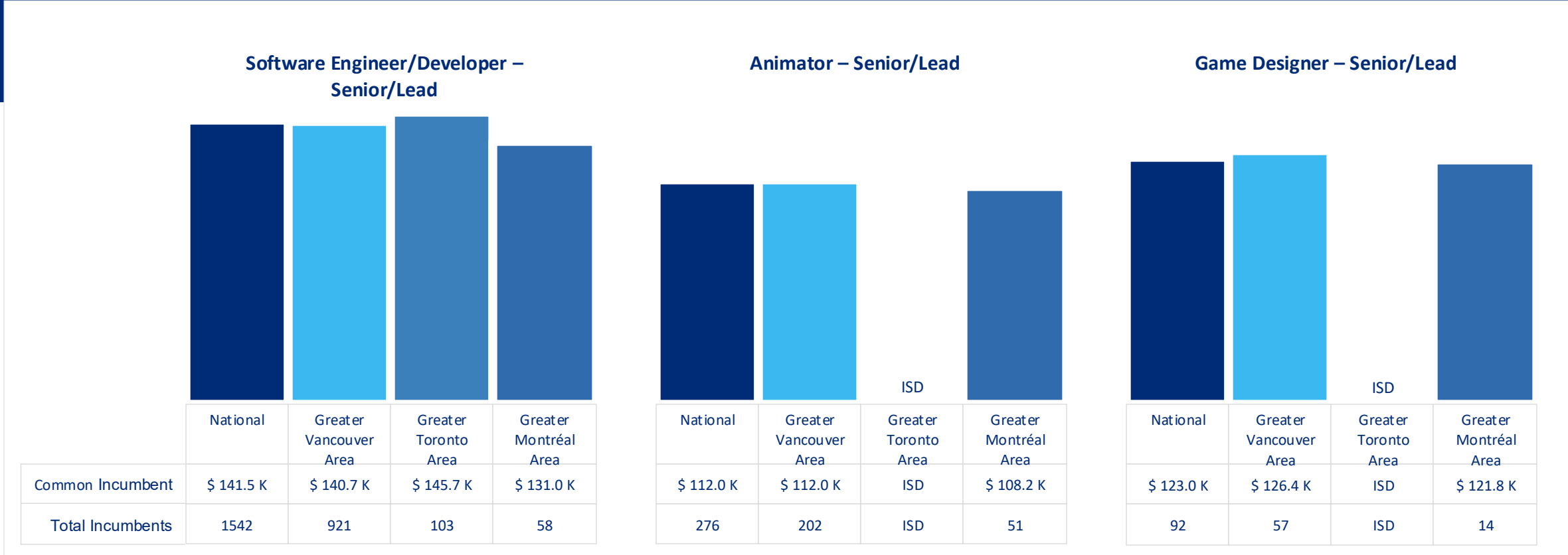
3.5%

YOY Common Incumbent
Median Salary Increase

3.5% common incumbent median salary increase is highly correlated with salary budgets of 3.5% – the result of reduced reliance on off-cycle pay increases.



Common incumbent median base salary by location



ISD = Insufficient Data

Hot and cold jobs, base salary increase

Top 10 jobs <i>Common incumbent YOY year median base salary increase %</i>	
Product Marketing Manager - Intermediate	7.2%
Data Scientist - Entry	7.1%
User Experience (UX) Researcher	6.3%
Recruiter - Intermediate	6.2%
Technical Customer Support Manager	5.8%
Creative Director	5.3%
Technician B - Intermediate	5.2%
2D/3D Concept Artist - Senior/Lead	5.0%
Assembler B - Senior/Lead	5.0%
Hardware/Electrical Engineer - Fully Competent	5.0%

Bottom 10 jobs <i>Common incumbent YOY median base salary increase %</i>	
Animator - Senior/Lead	0.0%
Product Control/Quality Assurance Manager	0.0%
Director, Business Development	1.1%
Research Scientist	1.2%
Territory Representative	1.7%
Programmer/Production Engineer - Senior/Lead	2.1%
DevOps Developer/Engineer - Entry	2.5%
National/Major Account Representative	2.5%
Software Testing - Entry	2.6%
Art Director	2.8%

Note: Represents the same organizations participating in the survey two years in row, matching the same employees to the same job year over year.

Jobs with fewer than 10 organizations in the sample were excluded.

Jobs in the Executive / Corporate job family were excluded.

Hot jobs, incumbent count increase

Top 10 jobs <i>Common job year over year incumbent count increase %</i>	
National/Major Account Representative	58.5%
Firmware Engineer - Intermediate	53.4%
Director, Software Engineering/Development	52.5%
Purchasing Manager	50.0%
Data Architect	37.5%
Technical Customer Support Representative - Entry	37.4%
UI/UX Designer - Senior/Lead	35.3%
Marketing Communications - Senior/Lead	34.6%
Demand Generation Manager (Growth Marketing)	30.4%
Inside Sales Representative	30.1%

Note: Represents the same organizations participating in the survey two years in row, matching to the same job year over year.

Jobs with fewer than 10 organizations in the sample were excluded.



Table Topic

Montreal's talent market

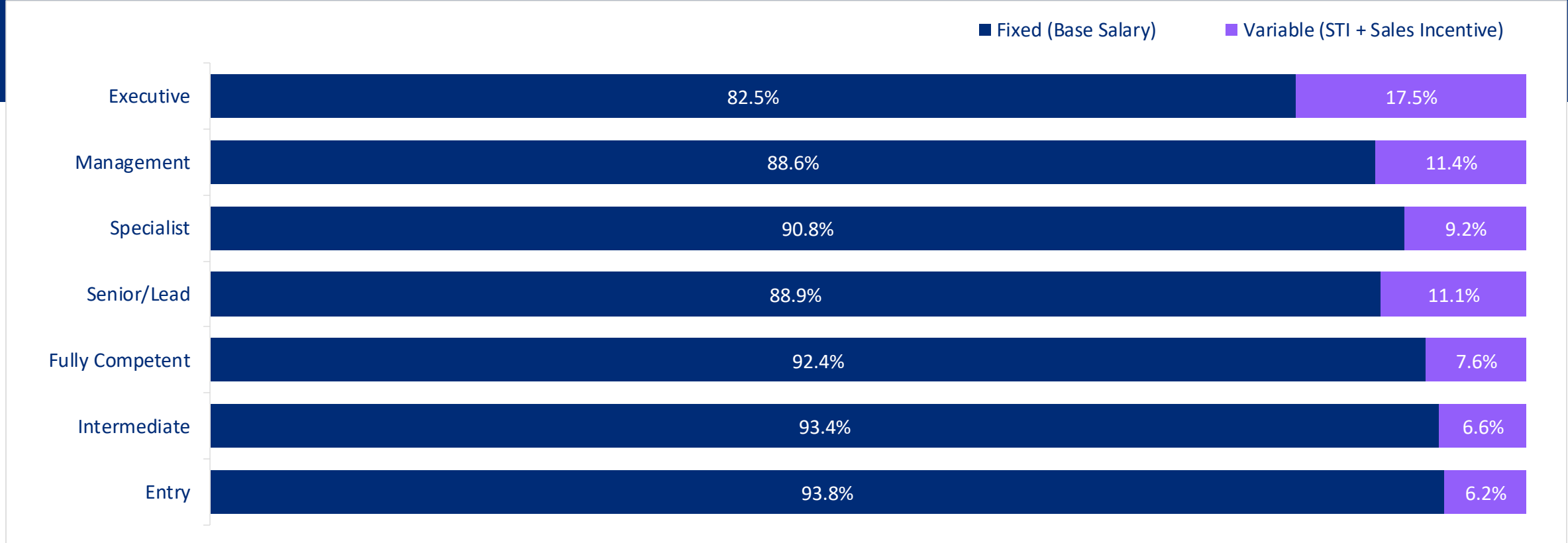
- What data resonates?
- What are the hot / hard to fill jobs in your industry?
- What trends are you seeing in Montreal's tech talent market?
 - Have you noticed a change in the size and quality of the candidate pool? (locally and nationally)
- Have you made any changes to your hiring practices? Have your hiring priorities shifted?

TAP Network's 2025 Tech Sector Salary and Total Rewards Survey

Total Rewards Trends

Total cash actual pay mix by level (receivers)

Base salary continues to be the dominant vehicle across all levels.



Short-term incentives

75%

of organizations indicate they have a short-term incentive program.

Size of Bonus Pool

	<i>Percentage of Base Salary Payroll</i>	
	Average	Median
2024 Actual Bonus Pool	8.2%	6.9%
2025 Projected Bonus Pool	9.0%	9.0%

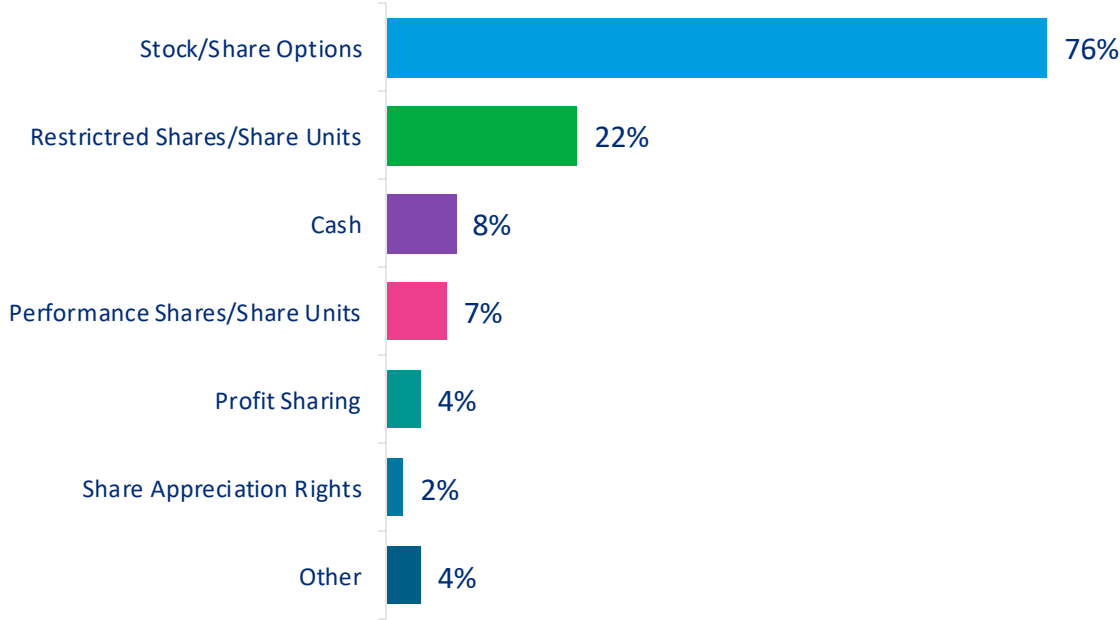
2025 Payout based on 2024 Target



Long-term incentives

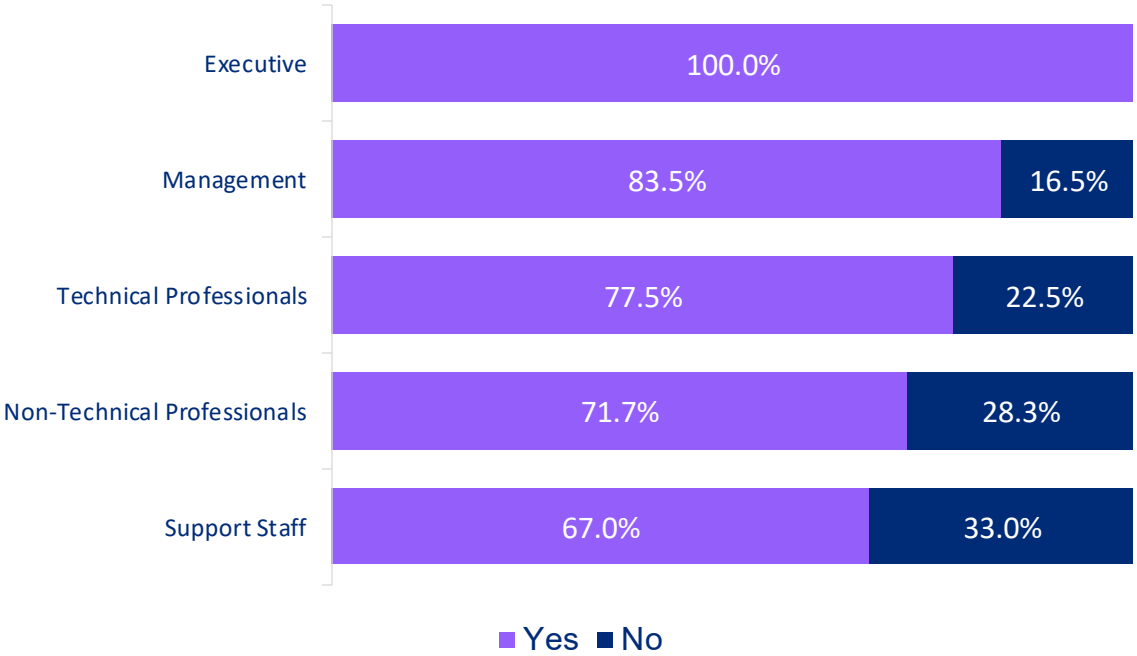
52% of organizations indicate they have a long-term incentive program.

Plan types offered (% of organizations)



Note: Some organizations indicated more than one option therefore the total exceeds 100%.

LTI plan eligibility







Top 10 workplace benefits

The perquisites and workplace benefits that organizations provide now or are considering introducing.

Percentage of organizations providing

2025 Rank	2024 Rank	Top 10 Perquisites & Benefits	% Orgs Providing	% Change from 2024	
1	1	Work From Home Options	97%	●	0%
2	2	Company Events	95%	▼	-2%
3	3	Flexible Work Hours	88%	▲	1%
4	5	Secure Bike Racks	74%	▲	3%
5	4	Complimentary Fresh Fruit And/ Or Snacks	70%	▼	-2%
6	6	On-Site Shower and Locker Facilities	66%	▼	-2%
7	7	Family Leave Top-Up Benefits	61%	●	0%
8	9	Health and Wellness/ Flex Allowance	60%	▲	4%
9	10	Alcoholic Drinks After Work – Company Paid	56%	▲	2%
10	8	RRSP Matching	56%	▼	-1%

Most common benefits organizations are considering introducing

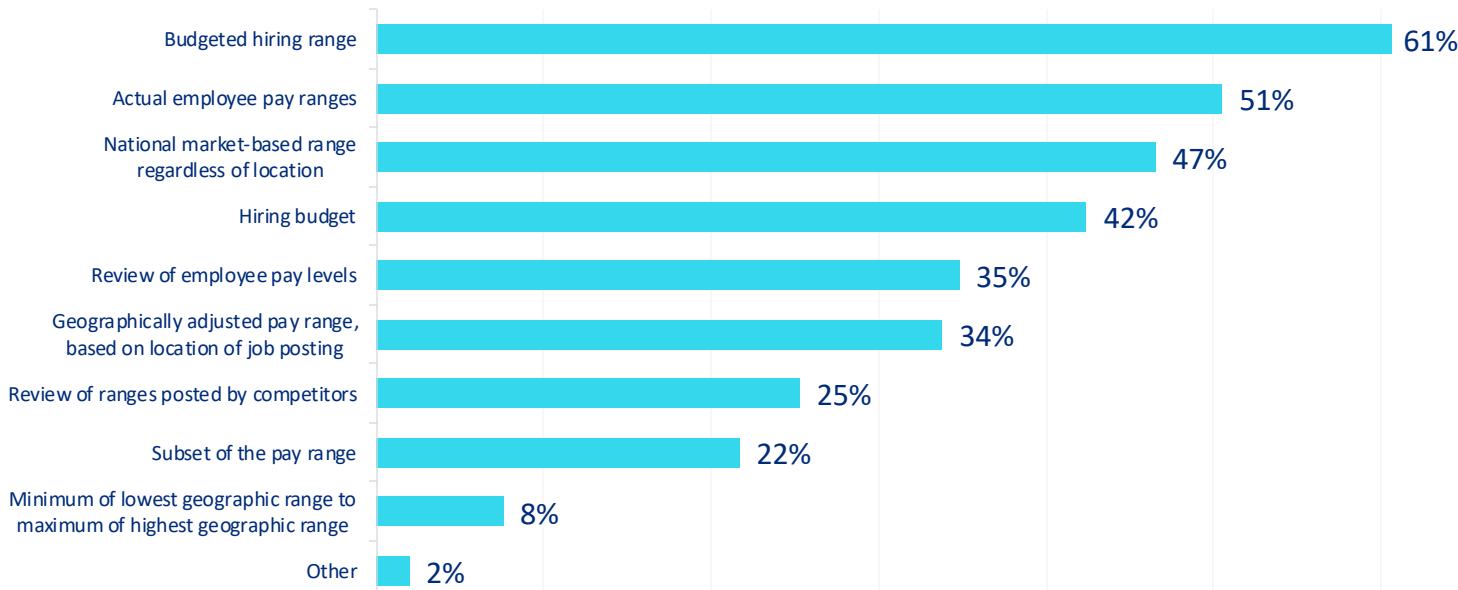
-  Paid time off to volunteer – 14%
-  RRSP matching – 14%
-  Health and Wellness/Flex Allowance – 13%
-  Donation matching – 8%

Pay transparency

13%

of organizations share pay range information internally for all jobs within the organization.

Factors considered when determining the salary range to be included on external job postings



Note: Some organizations indicated more than one option therefore the total exceeds 100%

Approach to posting salary ranges on external job postings:

39%

We are including salary ranges only where legally required

50%

We are including salary ranges on job postings nationally

6%

We are planning to introduce salary ranges to all job postings nationally

4%

We do not operate in provinces where it's legally required

Remote work is alive and well

- **71.4%** of tech companies have hybrid work arrangements
- **26%** are fully remote
- Only **2.6%** are fully onsite



Source: TAP Network Policy & Practices Survey 2025

Table Topic

Impacts of Macroeconomic conditions and market trends

- Has your organization been influenced by the current political and macro economic climate?
- Are you making changes to total rewards and workplace benefits?
- Is pay transparency legislation impacting your compensation decisions?
- Are you making adjustments to remote and hybrid work practices?

Tap into data: Talent Benchmarking Survey on Employee Lifetime Value

- Canadian technology companies
- \$1M+ in annual recurring revenue
- 30+ employees
- Give data, get data
- Participation open until October 31, 2025



Questions? Key Takeaways?

www.tapnetwork.ca

Charlyne Fothergill, TAP Network
charlyne@tapnetwork.ca

Stephanie Hollingshead, TAP Network
stephanie@tapnetwork.ca

Liz Elliott, Mercer Canada
liz.elliott@mercer.com

For more information on our salary survey:

