

**Table A11: Annual Labour Costs per Employee of Canadian Air Carriers, 2010-2021**

	Average Annual Salary											
	2010	2011	2012	2013	2014	2015	2016 <sup>R</sup>	2017 <sup>R</sup>	2018 <sup>R</sup>	2019 <sup>R</sup>	2020 <sup>P</sup>	2021 <sup>P</sup>
<b>Levels I-III<sup>1</sup></b>												
Pilots and Copilots	102,225	105,963	113,595	116,276	116,571	114,130	124,432	122,197	126,311	130,927	118,417	129,355
Other Flight Personnel	44,523	48,605	51,418	52,361	49,901	57,924	50,182	50,350	52,028	50,798	53,644	54,966
Management and Administration	75,058	80,632	75,242	80,607	76,431	87,235	95,509	100,342	111,401	125,120	95,043	92,963
Other Carrier Personnel <sup>2</sup>	49,079	53,444	54,771	55,089	56,854	58,773	60,476	57,655	59,275	58,504	61,811	64,665
<b>Total Levels I - III</b>	<b>59,460</b>	<b>64,140</b>	<b>66,700</b>	<b>67,880</b>	<b>68,084</b>	<b>71,930</b>	<b>71,860</b>	<b>70,011</b>	<b>72,419</b>	<b>72,837</b>	<b>74,662</b>	<b>79,501</b>
	Average Number of Employees											
<b>Levels I-III<sup>1</sup></b>												
Pilots and Copilots	9,667	10,094	10,236	10,426	10,420	11,261	10,485	11,315	12,163	12,628	10,253	10,170
Other Flight Personnel	11,770	12,042	12,176	12,426	12,469	11,598	13,499	14,543	15,659	16,165	8,185	7,265
Management and Administration	3,355	3,543	4,276	4,058	4,495	4,098	3,174	3,188	3,245	3,270	2,759	2,980
Other Carrier Personnel <sup>2</sup>	27,930	27,444	27,702	28,411	28,144	28,540	29,305	32,473	35,203	38,254	25,897	24,863
<b>Total Levels I - III</b>	<b>52,722</b>	<b>53,123</b>	<b>54,390</b>	<b>55,321</b>	<b>55,528</b>	<b>55,497</b>	<b>56,463</b>	<b>61,519</b>	<b>66,270</b>	<b>70,317</b>	<b>47,094</b>	<b>45,278</b>

Notes: R=Revised data. P=Preliminary data.

1 Levels I-III (from 2001): Canadian air carriers that in each of the two calendar years immediately preceding the report year, realized annual gross revenues of \$1 million or more for the air services for which the air carrier held a license.

2 Including maintenance labour, aircraft and traffic servicing, and other personnel.

Data from 2016 to present has been revised.

Source 2010-2011: Statistics Canada, Civil Aviation, Annual Operating and Financial Statistics, Canadian Air Carriers, Levels I to III, Cat. 51-004, various issues.

Source 2012-2020: Statistics Canada. Table 23100266 (formerly 401-0072) - Civil aviation employment and fuel consumption, Canadian air carriers, Levels I to III, annual.