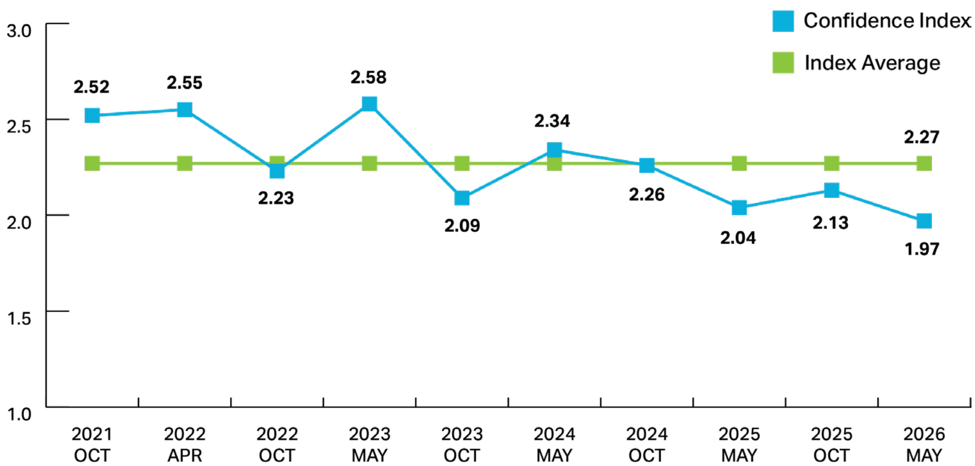
June 2026

# RELO

## Regina Executive Leadership Outlook

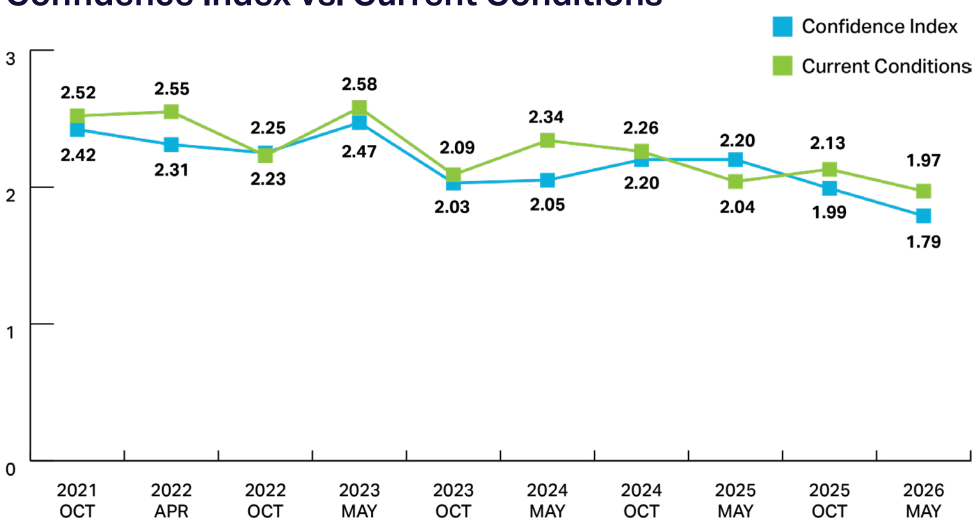
## Executive Confidence Index




The Executive Confidence Index for H1 2026 dropped to 1.97, down from 2.13 in H2 2025, and remains below the long-term average of 2.25. A score below 2.0 means more executives expect conditions to get worse rather than better.

Confidence has been trending down over the past year, reflecting ongoing uncertainty around operating costs and broader economic conditions. While business leaders are not broadly pessimistic, fewer expect improvement and more expect things to stay flat.

## Confidence Index vs. Current Conditions




The Current Conditions Index, which reflects how executives rate conditions today compared to a year ago, fell to 1.79 in H1 2026, down from 1.99 in H2 2025. This is the lowest recorded since H2 2020.

Economic conditions are presenting real challenges for many organizations day-to-day. While the outlook is not catastrophic, businesses are feeling the cost and margin pressures. Most leaders expect conditions to stabilize rather than worsen significantly over the coming year.

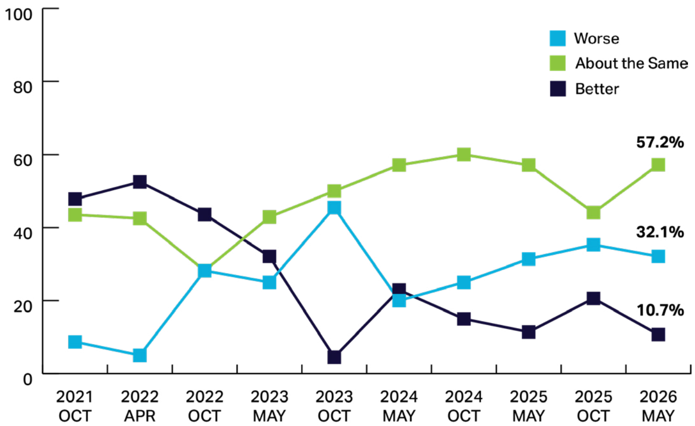
ABOUT THIS REPORT

Economic Development Regina (EDR), in partnership with Praxis Consulting (Praxis), began a publication entitled, "Regina Executive Leadership Outlook" in September 2014 that captures the thought leadership of senior business leaders in the Greater Regina Area (GRA) on key issues facing Regina and surrounding areas. The survey is distributed to a list of approximately 154 senior business leaders. The survey has a standard component entitled "The Economic Outlook."

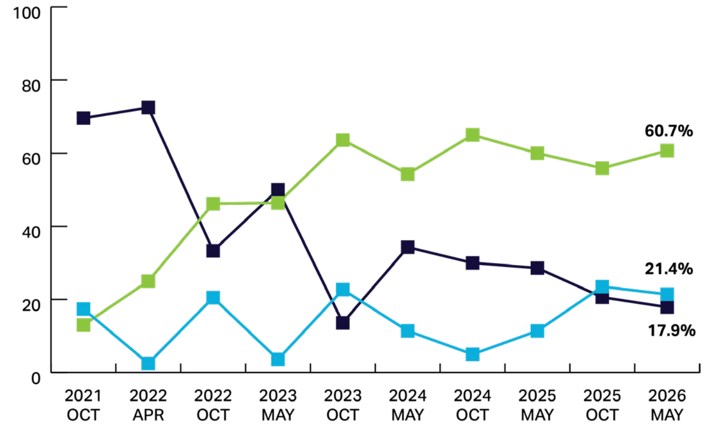
This is a set of static questions asked semi-annually that inform a unique Executive Confidence Index. This index is used to measure how confident executives are in Regina's overall economy across each quarter. To view previous reports, click here. For more information, contact: Mattea Lucyk, Manager, Communications, EDR, (306-565-6392) or Tobi Strohan, CEO, Praxis Consulting (P: 306-580-0315).

## **Economic Overview:** Performance of Regina's economy

Past 12 months (current)



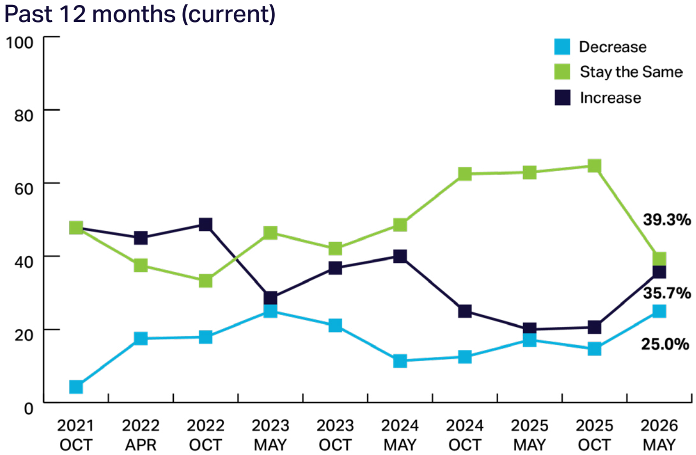

Next 12 months (expected)



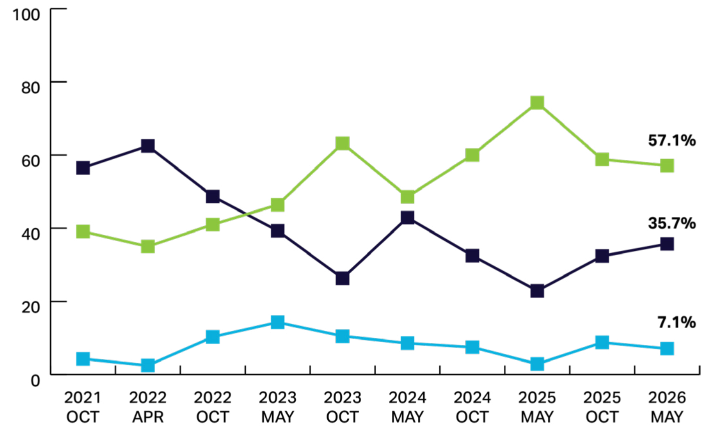

Business leaders in Regina are reporting a more cautious view of economic conditions. While 32% say the economy is worse than it was a year ago (down from 35% in H2 2025), fewer respondents see improvement, with only 11% rating conditions as better. Looking ahead, 61% expect the economy to remain stable, though 21% anticipate a decline over the next 12 months.

## **Employment:** Number of people your firm employs

Past 12 months (current)



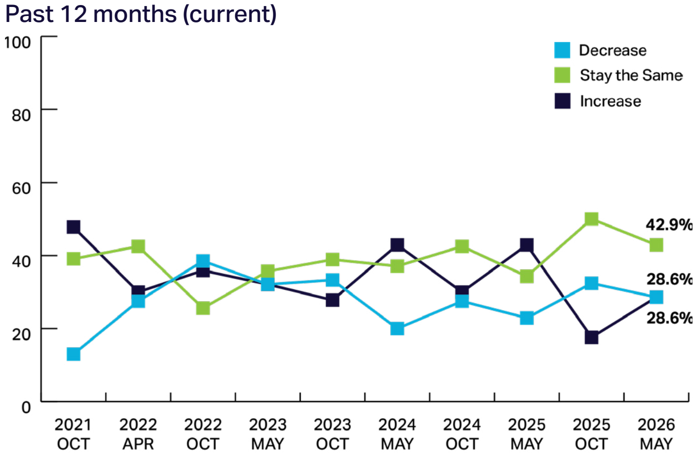

Next 12 months (expected)



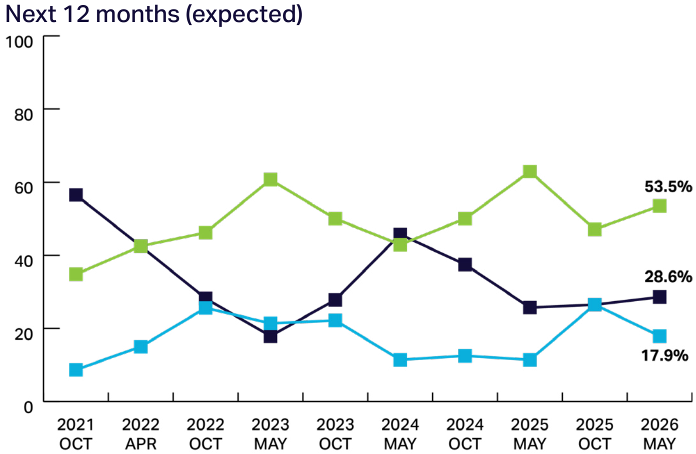

Employment conditions are more varied than in the previous survey. Fewer firms reported stable staffing (39% down from 65% in H2 2025), while 36% reported hiring increases and 25% reported reductions. Looking ahead, 57% expect staffing levels to remain stable, while 36% plan to grow their workforce over the next 12 months. Only 7% expect to reduce staff.

## **Profitability:** Your firm's profitability

Past 12 months (current)




Next 12 months (expected)




Profitability results show a balanced picture. Respondents were evenly split between increased and decreased profitability over the past year (29% each), while 43% reported no change. Looking ahead, more respondents expect stability (54%), fewer expect a decline (18%, down from 27% in H2 2025), and 29% expect profitability to grow. Cost pressures remain a real concern for many organizations.

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Regina Executive Leadership Outlook
**Special Topic**

## Leadership Perspective on Workforce Gap:

### Competition from Government Employers Revealed

Regina's private-sector employers are facing real competition from government for talent. About one in three respondents (32%) said employees had left for government jobs in the past three years, most often losing three to five staff members. One in four employers also lost a preferred candidate to a government offer in just the past year.

Compensation is the biggest driver: 41% estimate government pay is more than 15% higher than what they offer for similar roles. Beyond salary, government employers are seen as stronger on pensions (85%), health benefits (67%), and job security (59%).

The private sector still has clear strengths to lean on. Respondents overwhelmingly pointed to autonomy and decision-making authority (96%), varied work experience (92%), and an entrepreneurial culture (89%) as advantages government jobs can't easily match.

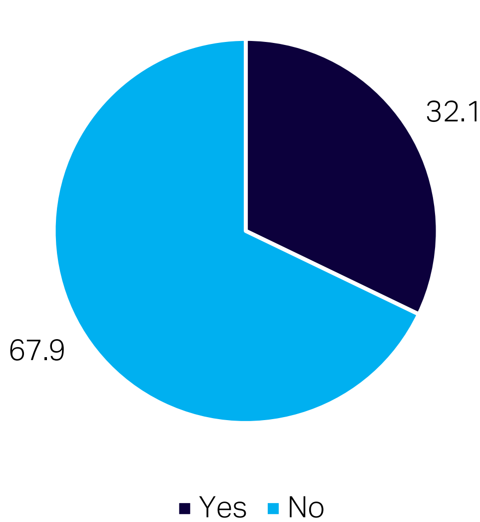
Finance, accounting, and administrative roles face the steepest competition, followed by management and project management positions. The takeaway: private employers can't out-pay government, but they can win by promoting flexibility, culture, and career variety more deliberately. Survey feedback shows that Regina's economic growth depends on private-sector employers sharpening how they communicate their strengths, since the competition for talent is increasingly about more than just the paycheque.

# SURVEY RESULTS

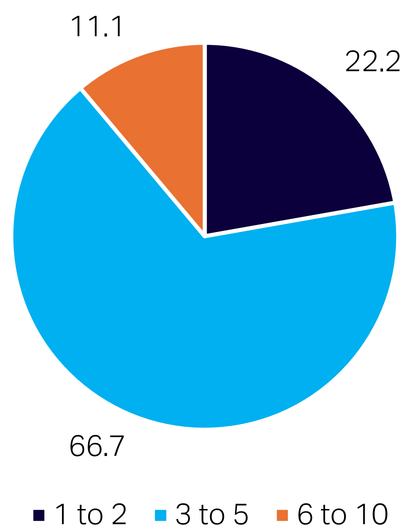
Regina Executive
Leadership Outlook
**Special Topic**

## Employee Movement to Government Employers

In the past three years, have employees left your organization to take positions with government employers?

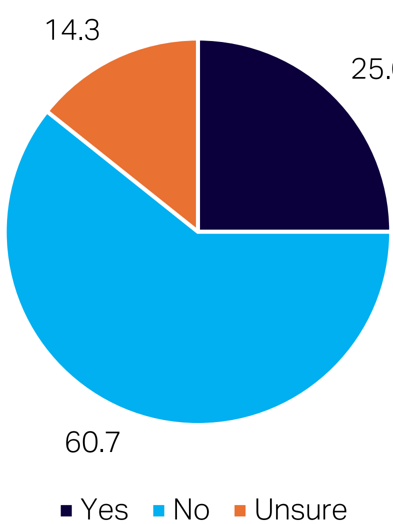



Approximately how many employees have left for government roles in the past three years?

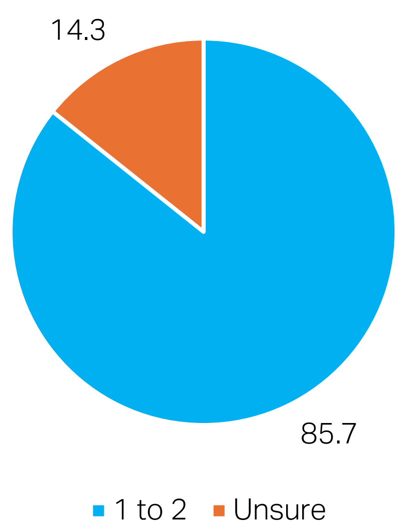



## Loss of Preferred Candidates to Government Employers

In the past twelve months, while recruiting for positions in your organization, have you lost preferred candidates to government employers?




Approximately how many preferred candidates have you lost to government roles in the past twelve months?

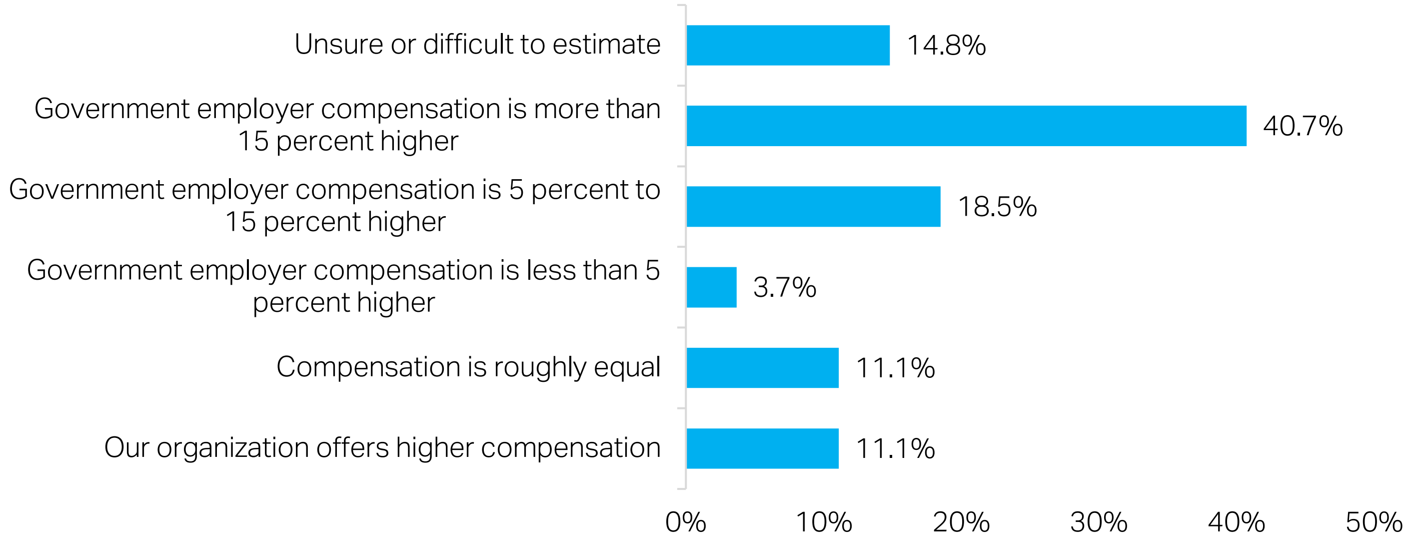


# SURVEY RESULTS

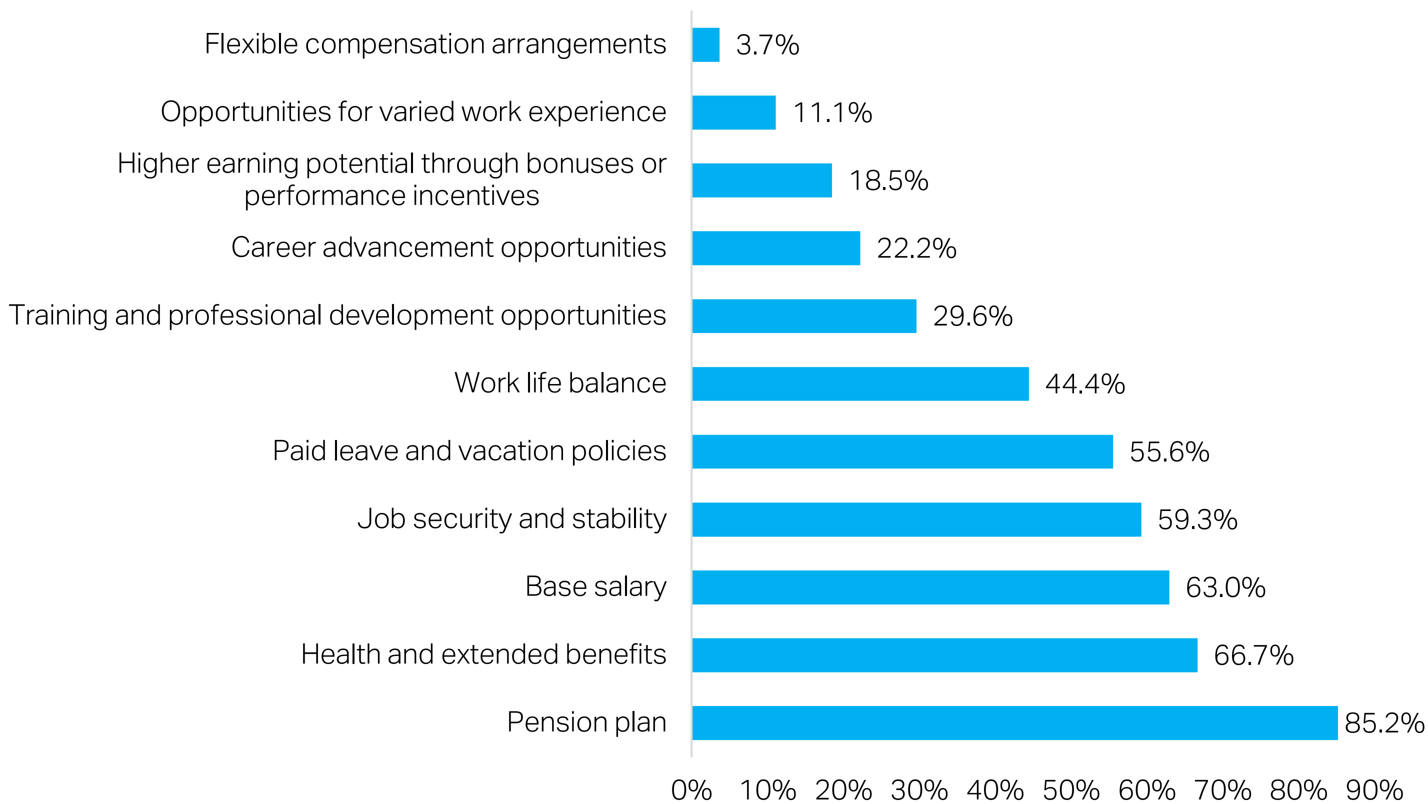
Regina Executive Leadership Outlook
**Special Topic**

## Perceptions of Government Compensation Levels

**When recruiting for roles that compete directly with government employers, what do you estimate to be the difference in total compensation between your organization and government employers for similar roles?**




**In your experience, in what areas do government employers have an advantage over the private sector when recruiting and retaining employees?**



# SURVEY RESULTS

Regina Executive
Leadership Outlook
**Special Topic**

## Perceived Advantages of the Private Sector

**In your experience, in what areas does the private sector have an advantage over government employers when recruiting and retaining employees?**

# SURVEY RESULTS

Regina Executive Leadership Outlook
**Special Topic**

## Positions Facing the Greatest Competition from Government Employers

**Which types of positions in your organization experience the greatest competition from government employers?**


## Industry Representation of Respondents

**Which sector best describes your organization?**