CORE SECTION

1. Would you say that you and your business are better off, worse off, or just the same financially as you were a year ago?

2. Looking ahead, do you think that a year from now your business will be better off, worse off, or just the same financially as you are today?

				REGION		COMPANY SIZE			ANNUAL REVENUE	
			TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	< $1M	$1M +
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(104)	(78)
BUSINESS COMPARED TO YEAR AGO	Better off	Count	42	27	15	26	11	5	21	21
			21%	24%	16%	20%	21%	29%	20%	27%
	Same	Count	82	42	40	51	23	8	45	31
			41%	38%	44%	38%	44%	47%	43%	40%
	Worse off	Count	68	36	32	49	16	3	35	23
			34%	32%	35%	37%	31%	18%	34%	29%
	(DK/NS)	Count	10	6	4	7	2	1	3	3
			5%	5%	4%	5%	4%	6%	3%	4%
BUSINESS A YEAR FROM NOW	Better off	Count	61	42	19	38	19	4	29	28
			30%	38%	21%	29%	37%	24%	28%	36%
	Same	Count	87	38	49	60	19	8	51	30
			43%	34%	54%	45%	37%	47%	49%	38%
	Worse off	Count	33	16	17	22	7	4	16	15
			16%	14%	19%	17%	13%	24%	15%	19%
	(DK/NS)	Count	21	15	6	13	7	1	8	5
			10%	14%	7%	10%	13%	6%	8%	6%

CORE SECTION

1. Would you say that you and your business are better off, worse off, or just the same financially as you were a year ago?

2. Looking ahead, do you think that a year from now your business will be better off, worse off, or just the same financially as you are today?

				TYPE OF BUSINESS		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(69)	(41)	(37)	(61)	(108)	(33)
BUSINESS COMPARED TO YEAR AGO	Better off	Count	42	35	7	16	10	11	24	17	1
			21%	21%	19%	23%	24%	30%	39%	16%	3%
	Same	Count	82	69	13	27	17	13	20	57	5
			41%	42%	35%	39%	41%	35%	33%	53%	15%
	Worse off	Count	68	52	16	25	12	13	13	28	27
			34%	32%	43%	36%	29%	35%	21%	26%	82%
	(DK/NS)	Count	10	9	1	1	2		4	6	
			5%	5%	3%	1%	5%		7%	6%	
BUSINESS A YEAR FROM NOW	Better off	Count	61	51	10	18	14	16	61		
			30%	31%	27%	26%	34%	43%	100%		
	Same	Count	87	73	14	36	14	11		87	
			43%	44%	38%	52%	34%	30%		81%	
	Worse off	Count	33	25	8	12	7	6			33
			16%	15%	22%	17%	17%	16%			100%
	(DK/NS)	Count	21	16	5	3	6	4		21	
			10%	10%	14%	4%	15%	11%		19%	

CORE SECTION

3. Are you optimistic, or pessimistic, about the economic future of (Winnipeg/Your community)?

				REGION		COMPANY SIZE			ANNUAL REVENUE	
			TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	< $1M	$1M +
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(104)	(78)
LOCAL ECONOMIC FUTURE	Very optimistic	Count	10	4	6	5	4	1	4	6
			5%	4%	7%	4%	8%	6%	4%	8%
	Somewhat optimistic	Count	98	57	41	63	26	9	56	33
			49%	51%	45%	47%	50%	53%	54%	42%
	Somewhat pessimistic	Count	53	25	28	34	13	6	25	25
			26%	23%	31%	26%	25%	35%	24%	32%
	Very pessimistic	Count	24	12	12	19	4	1	14	7
			12%	11%	13%	14%	8%	6%	13%	9%
	(DK/NS)	Count	17	13	4	12	5		5	7
			8%	12%	4%	9%	10%		5%	9%
Summary	Optimistic		53%	55%	52%	51%	58%	59%	58%	50%
	Pessimistic		38%	33%	44%	40%	33%	41%	38%	41%
	(DK)		8%	12%	4%	9%	10%		5%	9%

PROBE RESEARCH INC. - 2026 Manitoba Business Leaders' Survey

CORE SECTION

3. Are you optimistic, or pessimistic, about the economic future of (Winnipeg/Your community)?

				TYPE OF BUSINESS		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(69)	(41)	(37)	(61)	(108)	(33)
LOCAL ECONOMIC FUTURE	Very optimistic	Count	10	7	3	3	6	2	8	2	
			5%	4%	8%	4%	15%	5%	13%	2%	
	Somewhat optimistic	Count	98	81	17	31	18	15	38	51	9
			49%	49%	46%	45%	44%	41%	62%	47%	27%
	Somewhat pessimistic	Count	53	44	9	18	9	8	11	30	12
			26%	27%	24%	26%	22%	22%	18%	28%	36%
	Very pessimistic	Count	24	20	4	8	5	8	3	11	10
			12%	12%	11%	12%	12%	22%	5%	10%	30%
	(DK/NS)	Count	17	13	4	9	3	4	1	14	2
			8%	8%	11%	13%	7%	11%	2%	13%	6%
Summary	Optimistic		53%	53%	54%	49%	59%	46%	75%	49%	27%
	Pessimistic		38%	39%	35%	38%	34%	43%	23%	38%	67%
	(DK)		8%	8%	11%	13%	7%	11%	2%	13%	6%

PROBE RESEARCH INC. - 2026 Manitoba Business Leaders' Survey

CORE SECTION

4. Thinking about 12 months from now, do you expect that your company's operations in Manitoba will employ a larger staff, a smaller staff, or about the same number of people as it is today?

				REGION		COMPANY SIZE			ANNUAL REVENUE	
			TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	< $1M	$1M +
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(104)	(78)
COMPANY SIZE IN 12 MTHS	Larger staff	Count	29	19	10	14	12	3	11	18
			14%	17%	11%	11%	23%	18%	11%	23%
	About the same	Count	155	81	74	108	35	12	86	52
			77%	73%	81%	81%	67%	71%	83%	67%
	Smaller staff	Count	13	7	6	7	4	2	5	7
			6%	6%	7%	5%	8%	12%	5%	9%
	(DK/NS)	Count	5	4	1	4	1		2	1
			2%	4%	1%	3%	2%		2%	1%

PROBE RESEARCH INC. - 2026 Manitoba Business Leaders' Survey

CORE SECTION

4. Thinking about 12 months from now, do you expect that your company's operations in Manitoba will employ a larger staff, a smaller staff, or about the same number of people as it is today?

				TYPE OF BUSINESS		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(69)	(41)	(37)	(61)	(108)	(33)
COMPANY SIZE IN 12 MTHS	Larger staff	Count	29	24	5	7	9	8	19	8	2
			14%	15%	14%	10%	22%	22%	31%	7%	6%
	About the same	Count	155	125	30	57	31	27	40	92	23
			77%	76%	81%	83%	76%	73%	66%	85%	70%
	Smaller staff	Count	13	11	2	4	1	2	1	4	8
			6%	7%	5%	6%	2%	5%	2%	4%	24%
	(DK/NS)	Count	5	5		1			1	4	
			2%	3%		1%			2%	4%	

PROBE RESEARCH INC. - 2026 Manitoba Business Leaders' Survey

CORE SECTION

6. In the past year, have you had difficulty finding qualified new employees with relevant skills?

				REGION		COMPANY SIZE			ANNUAL REVENUE	
			TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	< $1M	$1M +
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(104)	(78)
DIFFICULTY FINDING QUALIFIED NEW EMPLOYEES	Yes	Count	84	54	30	48	27	9	31	40
			42%	49%	33%	36%	52%	53%	30%	51%
	No	Count	103	53	50	71	24	8	60	38
			51%	48%	55%	53%	46%	47%	58%	49%
	(DK/NS)	Count	15	4	11	14	1		13	
			7%	4%	12%	11%	2%		13%	

CORE SECTION

6. In the past year, have you had difficulty finding qualified new employees with relevant skills?

				TYPE OF BUSINESS		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(69)	(41)	(37)	(61)	(108)	(33)
DIFFICULTY FINDING QUALIFIED NEW EMPLOYEES	Yes	Count	84	69	15	30	18	21	22	50	12
			42%	42%	41%	43%	44%	57%	36%	46%	36%
	No	Count	103	85	18	31	22	13	36	47	20
			51%	52%	49%	45%	54%	35%	59%	44%	61%
	(DK/NS)	Count	15	11	4	8	1	3	3	11	1
			7%	7%	11%	12%	2%	8%	5%	10%	3%

CORE SECTION

7. Thinking about the various business challenges your company might be facing in 2026, which of the following are the most significant concerns?

**** TOP CONCERN ****

				REGION		COMPANY SIZE			ANNUAL REVENUE	
			TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	< $1M	$1M +
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(104)	(78)
#1 CONCERN	Higher operating costs/ inflation	Count	69	35	34	47	17	5	38	24
			34%	32%	37%	35%	33%	29%	37%	31%
	Attracting/ Retaining staff	Count	23	12	11	10	13		4	15
			11%	11%	12%	8%	25%		4%	19%
	Taxation/ Carbon Tax	Count	23	11	12	15	6	2	15	8
			11%	10%	13%	11%	12%	12%	14%	10%
	U.S. tariffs	Count	18	11	7	12	3	3	5	8
			9%	10%	8%	9%	6%	18%	5%	10%
	Increased competition/ new competitors	Count	16	10	6	11	3	2	11	4
			8%	9%	7%	8%	6%	12%	11%	5%
	Supply chain disruption	Count	11	4	7	8	2	1	5	4
			5%	4%	8%	6%	4%	6%	5%	5%
	Artificial Intelligence	Count	9	6	3	8		1	7	2
			4%	5%	3%	6%		6%	7%	3%
	Cybersecurity threats	Count	8	6	2	2	3	3	3	5
			4%	5%	2%	2%	6%	18%	3%	6%
	Employee/ customer health/ safety	Count	5	4	1	3	2		1	4
			2%	4%	1%	2%	4%		1%	5%
	Remote work issues/ bringing staff back to the workplace	Count	1		1		1			1
			0%		1%		2%			1%
	(None of these)	Count	19	12	7	17	2		15	3
			9%	11%	8%	13%	4%		14%	4%

CORE SECTION

7. Thinking about the various business challenges your company might be facing in 2026, which of the following are the most significant concerns?

**** TOP CONCERN ****

				TYPE OF BUSINESS		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(69)	(41)	(37)	(61)	(108)	(33)
#1 CONCERN	Higher operating costs/ inflation	Count	69	58	11	25	20	17	19	32	18
			34%	35%	30%	36%	49%	46%	31%	30%	55%
	Attracting/ Retaining staff	Count	23	18	5	9	7	4	8	12	3
			11%	11%	14%	13%	17%	11%	13%	11%	9%
	Taxation/ Carbon Tax	Count	23	17	6	6	3	4	5	15	3
			11%	10%	16%	9%	7%	11%	8%	14%	9%
	U.S. tariffs	Count	18	10	8	5	2	2	5	10	3
			9%	6%	22%	7%	5%	5%	8%	9%	9%
	Increased competition/ new competitors	Count	16	15	1	6		2	5	8	3
			8%	9%	3%	9%		5%	8%	7%	9%
	Supply chain disruption	Count	11	8	3	3	3	2	4	5	2
			5%	5%	8%	4%	7%	5%	7%	5%	6%
	Artificial Intelligence	Count	9	7	2	4	1		3	6	
			4%	4%	5%	6%	2%		5%	6%	
	Cybersecurity threats	Count	8	8		3	1	2	5	3	
			4%	5%		4%	2%	5%	8%	3%	
	Employee/ customer health/ safety	Count	5	5		2	1	1	1	4	
			2%	3%		3%	2%	3%	2%	4%	
	Remote work issues/ bringing staff back to the workplace	Count	1	1						1	
			0%	1%						1%	
	(None of these)	Count	19	18	1	6	3	3	6	12	1
			9%	11%	3%	9%	7%	8%	10%	11%	3%

CORE SECTION

7. Thinking about the various business challenges your company might be facing in 2026, which of the following are the most significant concerns?

**** TOP 2 CONCERNS ****

				REGION		COMPANY SIZE			ANNUAL REVENUE	
			TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	< $1M	$1M +
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(104)	(78)
TOP 2 CONCERNS	Higher operating costs/ inflation	Cases	119	63	56	78	31	10	62	46
			59%	57%	62%	59%	60%	59%	60%	59%
	Attracting/ Retaining staff	Cases	45	26	19	20	19	6	12	27
			22%	23%	21%	15%	37%	35%	12%	35%
	U.S. tariffs	Cases	42	26	16	28	9	5	17	19
			21%	23%	18%	21%	17%	29%	16%	24%
	Taxation/ Carbon Tax	Cases	41	15	26	28	10	3	24	14
			20%	14%	29%	21%	19%	18%	23%	18%
	Increased competition/ new competitors	Cases	30	20	10	17	10	3	16	11
			15%	18%	11%	13%	19%	18%	15%	14%
	Supply chain disruption	Cases	26	11	15	16	7	3	13	9
			13%	10%	16%	12%	13%	18%	13%	12%
	Artificial Intelligence	Cases	20	13	7	15	4	1	13	6
			10%	12%	8%	11%	8%	6%	13%	8%
	Cybersecurity threats	Cases	15	10	5	9	3	3	8	6
			7%	9%	5%	7%	6%	18%	8%	8%
	Employee/ customer health/ safety	Cases	6	4	2	3	3		1	4
			3%	4%	2%	2%	6%		1%	5%
	Remote work issues/ bringing staff back to the workplace	Cases	2		2		2			2
			1%		2%		4%			3%
	(None of these)	Cases	19	12	7	17	2		15	3
			9%	11%	8%	13%	4%		14%	4%

CORE SECTION

7. Thinking about the various business challenges your company might be facing in 2026, which of the following are the most significant concerns?

**** TOP 2 CONCERNS ****

				TYPE OF BUSINESS		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(69)	(41)	(37)	(61)	(108)	(33)
TOP 2 CONCERNS	Higher operating costs/ inflation	Cases	119	99	20	40	29	24	33	59	27
			59%	60%	54%	58%	71%	65%	54%	55%	82%
	Attracting/ Retaining staff	Cases	45	38	7	18	10	8	14	27	4
			22%	23%	19%	26%	24%	22%	23%	25%	12%
	U.S. tariffs	Cases	42	28	14	11	10	8	12	22	8
			21%	17%	38%	16%	24%	22%	20%	20%	24%
	Taxation/ Carbon Tax	Cases	41	29	12	12	7	8	9	24	8
			20%	18%	32%	17%	17%	22%	15%	22%	24%
	Increased competition/ new competitors	Cases	30	27	3	10	4	7	10	14	6
			15%	16%	8%	14%	10%	19%	16%	13%	18%
	Supply chain disruption	Cases	26	18	8	10	7	5	7	15	4
			13%	11%	22%	14%	17%	14%	11%	14%	12%
	Artificial Intelligence	Cases	20	18	2	10	2	2	9	8	3
			10%	11%	5%	14%	5%	5%	15%	7%	9%
	Cybersecurity threats	Cases	15	14	1	5	3	2	6	8	1
			7%	8%	3%	7%	7%	5%	10%	7%	3%
	Employee/ customer health/ safety	Cases	6	6		2	1	1	1	5	
			3%	4%		3%	2%	3%	2%	5%	
	Remote work issues/ bringing staff back to the workplace	Cases	2	2		1				2	
			1%	1%		1%				2%	
	(None of these)	Cases	19	18	1	6	3	3	6	12	1
			9%	11%	3%	9%	7%	8%	10%	11%	3%

CORE SECTION

8. How well do you feel each of the following three levels of government have been performing in terms of creating a good climate for business?

				REGION		COMPANY SIZE			ANNUAL REVENUE	
			TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	< $1M	$1M +
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(104)	(78)
FEDERAL GOVERNMENT	Excellent	Count	10	6	4	5	5		4	6
			5%	5%	4%	4%	10%		4%	8%
	Good	Count	56	33	23	38	12	6	31	21
			28%	30%	25%	29%	23%	35%	30%	27%
	Fair	Count	63	34	29	39	18	6	33	25
			31%	31%	32%	29%	35%	35%	32%	32%
	Poor	Count	61	30	31	44	13	4	34	22
			30%	27%	34%	33%	25%	24%	33%	28%
	(DK/NS)	Count	12	8	4	7	4	1	2	4
			6%	7%	4%	5%	8%	6%	2%	5%
PROVINCIAL GOVERNMENT	Excellent	Count	11	4	7	9	2		7	3
			5%	4%	8%	7%	4%		7%	4%
	Good	Count	59	33	26	35	19	5	26	28
			29%	30%	29%	26%	37%	29%	25%	36%
	Fair	Count	69	39	30	44	17	8	41	24
			34%	35%	33%	33%	33%	47%	39%	31%
	Poor	Count	53	29	24	38	11	4	27	21
			26%	26%	26%	29%	21%	24%	26%	27%
	(DK/NS)	Count	10	6	4	7	3		3	2
			5%	5%	4%	5%	6%		3%	3%
MUNICIPAL GOVERNMENT	Excellent	Count	6	1	5	3	2	1	2	3
			3%	1%	5%	2%	4%	6%	2%	4%
	Good	Count	52	26	26	33	15	4	30	20
			26%	23%	29%	25%	29%	24%	29%	26%
	Fair	Count	76	42	34	47	20	9	38	35
			38%	38%	37%	35%	38%	53%	37%	45%
	Poor	Count	49	30	19	37	9	3	28	14
			24%	27%	21%	28%	17%	18%	27%	18%
	(DK/NS)	Count	19	12	7	13	6		6	6
			9%	11%	8%	10%	12%		6%	8%

CORE SECTION

8. How well do you feel each of the following three levels of government have been performing in terms of creating a good climate for business?

				TYPE OF BUSINESS		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(69)	(41)	(37)	(61)	(108)	(33)
FEDERAL GOVERNMENT	Excellent	Count	10	6	4	4	1	2	5	4	1
			5%	4%	11%	6%	2%	5%	8%	4%	3%
	Good	Count	56	49	7	19	14	10	23	28	5
			28%	30%	19%	28%	34%	27%	38%	26%	15%
	Fair	Count	63	54	9	26	12	8	16	39	8
			31%	33%	24%	38%	29%	22%	26%	36%	24%
	Poor	Count	61	47	14	18	12	17	13	29	19
			30%	28%	38%	26%	29%	46%	21%	27%	58%
	(DK/NS)	Count	12	9	3	2	2		4	8	
			6%	5%	8%	3%	5%		7%	7%	
PROVINCIAL GOVERNMENT	Excellent	Count	11	7	4	3	5	3	3	7	1
			5%	4%	11%	4%	12%	8%	5%	6%	3%
	Good	Count	59	53	6	23	12	11	24	32	3
			29%	32%	16%	33%	29%	30%	39%	30%	9%
	Fair	Count	69	60	9	25	13	11	22	36	11
			34%	36%	24%	36%	32%	30%	36%	33%	33%
	Poor	Count	53	36	17	16	9	12	8	27	18
			26%	22%	46%	23%	22%	32%	13%	25%	55%
	(DK/NS)	Count	10	9	1	2	2		4	6	
			5%	5%	3%	3%	5%		7%	6%	
MUNICIPAL GOVERNMENT	Excellent	Count	6	6			1		1	3	2
			3%	4%			2%		2%	3%	6%
	Good	Count	52	42	10	17	12	7	19	30	3
			26%	25%	27%	25%	29%	19%	31%	28%	9%
	Fair	Count	76	60	16	30	12	15	24	39	13
			38%	36%	43%	43%	29%	41%	39%	36%	39%
	Poor	Count	49	42	7	16	11	10	12	23	14
			24%	25%	19%	23%	27%	27%	20%	21%	42%
	(DK/NS)	Count	19	15	4	6	5	5	5	13	1
			9%	9%	11%	9%	12%	14%	8%	12%	3%

CORE SECTION

8. How well do you feel each of the following three levels of government have been performing in terms of creating a good climate for business?

**** SUMMARY TABLE ****

			REGION		COMPANY SIZE			ANNUAL REVENUE	
		TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	< $1M	$1M +
BASE		(202)	(111)	(91)	(133)	(52)	(17)	(104)	(78)
FEDERAL GOVERNMENT	Exc/Good	33%	35%	30%	32%	33%	35%	34%	35%
	Fair/Poor	61%	58%	66%	62%	60%	59%	64%	60%
	(DK/NS)	6%	7%	4%	5%	8%	6%	2%	5%
PROVINCIAL GOVERNMENT	Exc/Good	35%	33%	36%	33%	40%	29%	32%	40%
	Fair/Poor	60%	61%	59%	62%	54%	71%	65%	58%
	(DK/NS)	5%	5%	4%	5%	6%		3%	3%
MUNICIPAL GOVERNMENT	Exc/Good	29%	24%	34%	27%	33%	29%	31%	29%
	Fair/Poor	62%	65%	58%	63%	56%	71%	63%	63%
	(DK/NS)	9%	11%	8%	10%	12%		6%	8%

PROBE RESEARCH INC. - 2026 Manitoba Business Leaders' Survey

CORE SECTION

8. How well do you feel each of the following three levels of government have been performing in terms of creating a good climate for business?

**** SUMMARY TABLE ****

			TYPE OF BUSINESS		OWNER/ PART OWNER			BUSINESS OUTLOOK		
		TOTAL	Services	Other	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE		(202)	(165)	(37)	(69)	(41)	(37)	(61)	(108)	(33)
FEDERAL GOVERNMENT	Exc/Good	33%	33%	30%	33%	37%	32%	46%	30%	18%
	Fair/Poor	61%	61%	62%	64%	59%	68%	48%	63%	82%
	(DK/NS)	6%	5%	8%	3%	5%		7%	7%	
PROVINCIAL GOVERNMENT	Exc/Good	35%	36%	27%	38%	41%	38%	44%	36%	12%
	Fair/Poor	60%	58%	70%	59%	54%	62%	49%	58%	88%
	(DK/NS)	5%	5%	3%	3%	5%		7%	6%	
MUNICIPAL GOVERNMENT	Exc/Good	29%	29%	27%	25%	32%	19%	33%	31%	15%
	Fair/Poor	62%	62%	62%	67%	56%	68%	59%	57%	82%
	(DK/NS)	9%	9%	11%	9%	12%	14%	8%	12%	3%

PROBE RESEARCH INC. - 2026 Manitoba Business Leaders' Survey

TARIFFS/TRADE

1. Which approach do you want Canada to take in its dealings with President Trump and his administration on trade?

2. Which approach do you think would be the most effective at getting a trade deal with President Trump and his administration?

				REGION		COMPANY SIZE			BETTER TRADE DEAL		TRADE WITH CHINA	
			TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	None	Any	More	No
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(83)	(54)	(92)	(66)
APPROACH WANT CANADA TO TAKE	Playing nice and using diplomacy	Count	67	34	33	43	15	9	11	34	18	38
			33%	31%	36%	32%	29%	53%	13%	63%	20%	58%
	Playing hardball and fighting back more aggressively	Count	71	41	30	46	21	4	47	6	50	8
			35%	37%	33%	35%	40%	24%	57%	11%	54%	12%
	(Neither of these)	Count	64	36	28	44	16	4	25	14	24	20
			32%	32%	31%	33%	31%	24%	30%	26%	26%	30%
MOST EFFECTIVE APPROACH	Playing nice and using diplomacy	Count	68	34	34	44	16	8	12	31	21	38
			34%	31%	37%	33%	31%	47%	14%	57%	23%	58%
	Playing hardball and fighting back more aggressively	Count	58	35	23	35	18	5	42	7	36	11
			29%	32%	25%	26%	35%	29%	51%	13%	39%	17%
	(Neither of these)	Count	76	42	34	54	18	4	29	16	35	17
			38%	38%	37%	41%	35%	24%	35%	30%	38%	26%

TARIFFS/TRADE

1. Which approach do you want Canada to take in its dealings with President Trump and his administration on trade?

2. Which approach do you think would be the most effective at getting a trade deal with President Trump and his administration?

				TYPE OF BUSINESS		ANNUAL REVENUE		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	< $1M	$1M +	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(104)	(78)	(69)	(41)	(37)	(61)	(108)	(33)
APPROACH WANT CANADA TO TAKE	Playing nice and using diplomacy	Count	67	51	16	29	32	18	10	10	22	29	16
			33%	31%	43%	28%	41%	26%	24%	27%	36%	27%	48%
	Playing hardball and fighting back more	Count	71	62	9	41	24	25	15	14	21	41	9
			35%	38%	24%	39%	31%	36%	37%	38%	34%	38%	27%
	(Neither of these)	Count	64	52	12	34	22	26	16	13	18	38	8
			32%	32%	32%	33%	28%	38%	39%	35%	30%	35%	24%
MOST EFFECTIVE APPROACH	Playing nice and using diplomacy	Count	68	53	15	33	31	21	12	15	25	28	15
			34%	32%	41%	32%	40%	30%	29%	41%	41%	26%	45%
	Playing hardball and fighting back more	Count	58	48	10	30	22	18	17	12	16	33	9
			29%	29%	27%	29%	28%	26%	41%	32%	26%	31%	27%
	(Neither of these)	Count	76	64	12	41	25	30	12	10	20	47	9
			38%	39%	32%	39%	32%	43%	29%	27%	33%	44%	27%

TARIFFS/TRADE

3. How much confidence do you have in the following levels of government to deal with the effects of the Trump administration economic policies?

				REGION		COMPANY SIZE			BETTER TRADE DEAL		TRADE WITH CHINA	
			TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	None	Any	More	No
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(83)	(54)	(92)	(66)
FEDERAL LIBERALS/ MARK CARNEY	Very confident	Count	50	31	19	37	11	2	30	3	37	1
			25%	28%	21%	28%	21%	12%	36%	6%	40%	2%
	Somewhat confident	Count	64	43	21	37	17	10	35	15	39	10
			32%	39%	23%	28%	33%	59%	42%	28%	42%	15%
	Not very confident	Count	30	13	17	21	5	4	11	9	10	14
			15%	12%	19%	16%	10%	24%	13%	17%	11%	21%
	Not confident at all	Count	45	18	27	31	13	1	5	26	4	39
			22%	16%	30%	23%	25%	6%	6%	48%	4%	59%
	(DK/NS)	Count	13	6	7	7	6		2	1	2	2
			6%	5%	8%	5%	12%		2%	2%	2%	3%
Summary	Confident		56%	67%	44%	56%	54%	71%	78%	33%	83%	17%
	Not confident		37%	28%	48%	39%	35%	29%	19%	65%	15%	80%
	(DK)		6%	5%	8%	5%	12%		2%	2%	2%	3%
PROVINCIAL NDP/ WAB KINEW	Very confident	Count	23	14	9	18	3	2	15	1	18	
			11%	13%	10%	14%	6%	12%	18%	2%	20%	
	Somewhat confident	Count	74	43	31	48	22	4	31	17	40	16
			37%	39%	34%	36%	42%	24%	37%	31%	43%	24%
	Not very confident	Count	42	20	22	25	10	7	18	14	21	18
			21%	18%	24%	19%	19%	41%	22%	26%	23%	27%
	Not confident at all	Count	47	26	21	33	10	4	14	20	8	31
			23%	23%	23%	25%	19%	24%	17%	37%	9%	47%
	(DK/NS)	Count	16	8	8	9	7		5	2	5	1
			8%	7%	9%	7%	13%		6%	4%	5%	2%
Summary	Confident		48%	51%	44%	50%	48%	35%	55%	33%	63%	24%
	Not confident		44%	41%	47%	44%	38%	65%	39%	63%	32%	74%
	(DK)		8%	7%	9%	7%	13%		6%	4%	5%	2%
FEDERAL CONSERVATIVES/ PIERRE POILIEVRE	Very confident	Count	30	17	13	19	7	4	4	19	4	25
			15%	15%	14%	14%	13%	24%	5%	35%	4%	38%
	Somewhat confident	Count	47	18	29	31	12	4	13	21	16	25
			23%	16%	32%	23%	23%	24%	16%	39%	17%	38%
	Not very confident	Count	45	22	23	27	15	3	23	5	24	10
			22%	20%	25%	20%	29%	18%	28%	9%	26%	15%
	Not confident at all	Count	60	42	18	45	9	6	39	5	44	1
			30%	38%	20%	34%	17%	35%	47%	9%	48%	2%
	(DK/NS)	Count	20	12	8	11	9		4	4	4	5
			10%	11%	9%	8%	17%		5%	7%	4%	8%
Summary	Confident		38%	32%	46%	38%	37%	47%	20%	74%	22%	76%
	Not confident		52%	58%	45%	54%	46%	53%	75%	19%	74%	17%
	(DK)		10%	11%	9%	8%	17%		5%	7%	4%	8%

TARIFFS/TRADE

3. How much confidence do you have in the following levels of government to deal with the effects of the Trump administration economic policies?

				TYPE OF BUSINESS		ANNUAL REVENUE		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	< $1M	$1M +	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(104)	(78)	(69)	(41)	(37)	(61)	(108)	(33)
FEDERAL LIBERALS/ MARK CARNEY	Very confident	Count	50	43	7	34	14	15	9	6	21	24	5
			25%	26%	19%	33%	18%	22%	22%	16%	34%	22%	15%
	Somewhat confident	Count	64	55	9	26	30	23	15	12	22	33	9
			32%	33%	24%	25%	38%	33%	37%	32%	36%	31%	27%
	Not very confident	Count	30	24	6	16	11	12	3	5	5	20	5
			15%	15%	16%	15%	14%	17%	7%	14%	8%	19%	15%
	Not confident at all	Count	45	35	10	24	15	14	9	13	10	22	13
			22%	21%	27%	23%	19%	20%	22%	35%	16%	20%	39%
	(DK/NS)	Count	13	8	5	4	8	5	5	1	3	9	1
			6%	5%	14%	4%	10%	7%	12%	3%	5%	8%	3%
Summary	Confident		56%	59%	43%	58%	56%	55%	59%	49%	70%	53%	42%
	Not confident		37%	36%	43%	38%	33%	38%	29%	49%	25%	39%	55%
	(DK)		6%	5%	14%	4%	10%	7%	12%	3%	5%	8%	3%
PROVINCIAL NDP/ WAB KINEW	Very confident	Count	23	19	4	15	7	11	6	7	10	11	2
			11%	12%	11%	14%	9%	16%	15%	19%	16%	10%	6%
	Somewhat confident	Count	74	65	9	36	28	24	16	12	25	40	9
			37%	39%	24%	35%	36%	35%	39%	32%	41%	37%	27%
	Not very confident	Count	42	36	6	22	17	15	7	8	12	24	6
			21%	22%	16%	21%	22%	22%	17%	22%	20%	22%	18%
	Not confident at all	Count	47	33	14	25	19	16	7	9	9	22	16
			23%	20%	38%	24%	24%	23%	17%	24%	15%	20%	48%
	(DK/NS)	Count	16	12	4	6	7	3	5	1	5	11	
			8%	7%	11%	6%	9%	4%	12%	3%	8%	10%	
Summary	Confident		48%	51%	35%	49%	45%	51%	54%	51%	57%	47%	33%
	Not confident		44%	42%	54%	45%	46%	45%	34%	46%	34%	43%	67%
	(DK)		8%	7%	11%	6%	9%	4%	12%	3%	8%	10%	
FEDERAL CONSERVATIVES/ PIERRE POILIEVRE	Very confident	Count	30	23	7	17	11	8	4	8	8	14	8
			15%	14%	19%	16%	14%	12%	10%	22%	13%	13%	24%
	Somewhat confident	Count	47	42	5	22	21	17	7	13	14	23	10
			23%	25%	14%	21%	27%	25%	17%	35%	23%	21%	30%
	Not very confident	Count	45	37	8	20	20	16	16	9	16	25	4
			22%	22%	22%	19%	26%	23%	39%	24%	26%	23%	12%
	Not confident at all	Count	60	49	11	38	17	24	8	6	19	32	9
			30%	30%	30%	37%	22%	35%	20%	16%	31%	30%	27%
	(DK/NS)	Count	20	14	6	7	9	4	6	1	4	14	2
			10%	8%	16%	7%	12%	6%	15%	3%	7%	13%	6%
Summary	Confident		38%	39%	32%	38%	41%	36%	27%	57%	36%	34%	55%
	Not confident		52%	52%	51%	56%	47%	58%	59%	41%	57%	53%	39%
	(DK)		10%	8%	16%	7%	12%	6%	15%	3%	7%	13%	6%

TARIFFS/TRADE

4. Based on what you know about ongoing trade negotiations with the U.S., which of the following statements comes closest to your view today?

				REGION		COMPANY SIZE			BETTER TRADE DEAL		TRADE WITH CHINA	
			TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	None	Any	More	No
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(83)	(54)	(92)	(66)
U.S. TRADE NEGOTIATIONS	No deal is better than signing any deal for Canada	Count	83	49	34	54	20	9	83		58	13
			41%	44%	37%	41%	38%	53%	100%		63%	20%
	Signing any deal is better than no deal	Count	54	27	27	31	17	6		54	14	36
			27%	24%	30%	23%	33%	35%		100%	15%	55%
	(DK/NS)	Count	65	35	30	48	15	2			20	17
			32%	32%	33%	36%	29%	12%			22%	26%

TARIFFS/TRADE

4. Based on what you know about ongoing trade negotiations with the U.S., which of the following statements comes closest to your view today?

				TYPE OF BUSINESS		ANNUAL REVENUE		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	< $1M	$1M +	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(104)	(78)	(69)	(41)	(37)	(61)	(108)	(33)
U.S. TRADE NEGOTIATIONS	No deal is better than signing any deal for Canada	Count	83	70	13	46	30	31	17	13	29	43	11
			41%	42%	35%	44%	38%	45%	41%	35%	48%	40%	33%
	Signing any deal is better than no deal	Count	54	45	9	19	29	19	11	13	18	23	13
			27%	27%	24%	18%	37%	28%	27%	35%	30%	21%	39%
	(DK/NS)	Count	65	50	15	39	19	19	13	11	14	42	9
			32%	30%	41%	38%	24%	28%	32%	30%	23%	39%	27%

TARIFFS/TRADE

5. How much do you agree with each of the following statements?

				REGION		COMPANY SIZE			BETTER TRADE DEAL		TRADE WITH CHINA	
			TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	None	Any	More	No
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(83)	(54)	(92)	(66)
Any deal Canada negotiates with the U.S. isn't worth anything - President Trump will just change it	Strongly agree	Count	66	38	28	45	15	6	42	7	46	6
			33%	34%	31%	34%	29%	35%	51%	13%	50%	9%
	Somewhat agree	Count	77	49	28	50	20	7	33	17	36	22
			38%	44%	31%	38%	38%	41%	40%	31%	39%	33%
	Somewhat disagree	Count	37	17	20	22	13	2	5	19	6	23
			18%	15%	22%	17%	25%	12%	6%	35%	7%	35%
	Strongly disagree	Count	22	7	15	16	4	2	3	11	4	15
			11%	6%	16%	12%	8%	12%	4%	20%	4%	23%
I'm confident that whatever trade we lose out on with the U.S. can be replaced by trade with other countries	Strongly agree	Count	36	23	13	23	9	4	22	8	28	5
			18%	21%	14%	17%	17%	24%	27%	15%	30%	8%
	Somewhat agree	Count	90	51	39	58	28	4	45	14	50	16
			45%	46%	43%	44%	54%	24%	54%	26%	54%	24%
	Somewhat disagree	Count	45	25	20	26	10	9	14	12	13	18
			22%	23%	22%	20%	19%	53%	17%	22%	14%	27%
	Strongly disagree	Count	31	12	19	26	5		2	20	1	27
			15%	11%	21%	20%	10%		2%	37%	1%	41%
The U.S. is no longer Canada's ally	Strongly agree	Count	49	30	19	35	11	3	36	2	43	2
			24%	27%	21%	26%	21%	18%	43%	4%	47%	3%
	Somewhat agree	Count	64	39	25	43	16	5	27	12	34	11
			32%	35%	27%	32%	31%	29%	33%	22%	37%	17%
	Somewhat disagree	Count	47	21	26	26	16	5	15	15	8	22
			23%	19%	29%	20%	31%	29%	18%	28%	9%	33%
	Strongly disagree	Count	42	21	21	29	9	4	5	25	7	31
			21%	19%	23%	22%	17%	24%	6%	46%	8%	47%

TARIFFS/TRADE

5. How much do you agree with each of the following statements?

				TYPE OF BUSINESS		ANNUAL REVENUE		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	< $1M	$1M +	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(104)	(78)	(69)	(41)	(37)	(61)	(108)	(33)
Any deal Canada negotiates with the U.S. isn't worth anything - President Trump will just change it	Strongly agree	Count	66	53	13	33	28	24	14	8	20	36	10
			33%	32%	35%	32%	36%	35%	34%	22%	33%	33%	30%
	Somewhat agree	Count	77	65	12	42	25	29	17	13	21	44	12
			38%	39%	32%	40%	32%	42%	41%	35%	34%	41%	36%
	Somewhat disagree	Count	37	29	8	18	17	10	5	10	14	17	6
			18%	18%	22%	17%	22%	14%	12%	27%	23%	16%	18%
	Strongly disagree	Count	22	18	4	11	8	6	5	6	6	11	5
			11%	11%	11%	11%	10%	9%	12%	16%	10%	10%	15%
I'm confident that whatever trade we lose out on with the U.S. can be replaced by trade with other countries	Strongly agree	Count	36	32	4	20	14	15	10	9	16	15	5
			18%	19%	11%	19%	18%	22%	24%	24%	26%	14%	15%
	Somewhat agree	Count	90	75	15	44	37	31	17	13	27	50	13
			45%	45%	41%	42%	47%	45%	41%	35%	44%	46%	39%
	Somewhat disagree	Count	45	39	6	22	18	12	7	8	10	28	7
			22%	24%	16%	21%	23%	17%	17%	22%	16%	26%	21%
	Strongly disagree	Count	31	19	12	18	9	11	7	7	8	15	8
			15%	12%	32%	17%	12%	16%	17%	19%	13%	14%	24%
The U.S. is no longer Canada's ally	Strongly agree	Count	49	40	9	29	16	14	10	6	15	27	7
			24%	24%	24%	28%	21%	20%	24%	16%	25%	25%	21%
	Somewhat agree	Count	64	54	10	34	23	25	14	9	22	35	7
			32%	33%	27%	33%	29%	36%	34%	24%	36%	32%	21%
	Somewhat disagree	Count	47	39	8	19	22	16	7	8	12	28	7
			23%	24%	22%	18%	28%	23%	17%	22%	20%	26%	21%
	Strongly disagree	Count	42	32	10	22	17	14	10	14	12	18	12
			21%	19%	27%	21%	22%	20%	24%	38%	20%	17%	36%

TARIFFS/TRADE
5. How much do you agree with each of the following statements? - SUMMARY TABLE

			REGION		COMPANY SIZE			BETTER TRADE DEAL		TRADE WITH CHINA	
		TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	None	Any	More	No
BASE		(202)	(111)	(91)	(133)	(52)	(17)	(83)	(54)	(92)	(66)
Any deal Canada negotiates with the U.S. isn't worth anything - President Trump will just change it	Agree	71%	78%	62%	71%	67%	76%	90%	44%	89%	42%
	Disagree	29%	22%	38%	29%	33%	24%	10%	56%	11%	58%
I'm confident that whatever trade we lose out on with the U.S. can be replaced by trade with other countries	Agree	62%	67%	57%	61%	71%	47%	81%	41%	85%	32%
	Disagree	38%	33%	43%	39%	29%	53%	19%	59%	15%	68%
The U.S. is no longer Canada's ally	Agree	56%	62%	48%	59%	52%	47%	76%	26%	84%	20%
	Disagree	44%	38%	52%	41%	48%	53%	24%	74%	16%	80%

PROBE RESEARCH INC. - 2026 Manitoba Business Leaders' Survey

TARIFFS/TRADE

5. How much do you agree with each of the following statements? - SUMMARY TABLE

			TYPE OF BUSINESS		ANNUAL REVENUE		OWNER/ PART OWNER			BUSINESS OUTLOOK		
		TOTAL	Services	Other	< $1M	$1M +	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE		(202)	(165)	(37)	(104)	(78)	(69)	(41)	(37)	(61)	(108)	(33)
Any deal Canada negotiates with the U.S. isn't worth anything - President Trump will just change it	Agree	71%	72%	68%	72%	68%	77%	76%	57%	67%	74%	67%
	Disagree	29%	28%	32%	28%	32%	23%	24%	43%	33%	26%	33%
I'm confident that whatever trade we lose out on with the U.S. can be replaced by trade with other countries	Agree	62%	65%	51%	62%	65%	67%	66%	59%	70%	60%	55%
	Disagree	38%	35%	49%	38%	35%	33%	34%	41%	30%	40%	45%
The U.S. is no longer Canada's ally	Agree	56%	57%	51%	61%	50%	57%	59%	41%	61%	57%	42%
	Disagree	44%	43%	49%	39%	50%	43%	41%	59%	39%	43%	58%

TARIFFS/TRADE

6. When it comes to Canada trading with China, which of the following statements comes closest to your view?

				REGION		COMPANY SIZE			BETTER TRADE DEAL		TRADE WITH CHINA	
			TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	None	Any	More	No
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(83)	(54)	(92)	(66)
TRADE WITH CHINA	Trade more, even if risks upsetting U.S.	Count	92	53	39	63	19	10	58	14	92	
			46%	48%	43%	47%	37%	59%	70%	26%	100%	
	Not trade more, focus on improving U.S. relations	Count	66	33	33	45	16	5	13	36		66
			33%	30%	36%	34%	31%	29%	16%	67%		100%
	(DK/NS)	Count	44	25	19	25	17	2	12	4		
			22%	23%	21%	19%	33%	12%	14%	7%		

PROBE RESEARCH INC. - 2026 Manitoba Business Leaders' Survey

TARIFFS/TRADE

6. When it comes to Canada trading with China, which of the following statements comes closest to your view?

			TOTAL	TYPE OF BUSINESS		ANNUAL REVENUE		OWNER/ PART OWNER			BUSINESS OUTLOOK		
				Services	Other	< $1M	$1M +	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(104)	(78)	(69)	(41)	(37)	(61)	(108)	(33)
TRADE WITH CHINA	Trade more, even if risks upsetting U.S.	Count	92	79	13	55	34	31	21	14	34	48	10
			46%	48%	35%	53%	44%	45%	51%	38%	56%	44%	30%
	Not trade more, focus on improving U.S. relations	Count	66	51	15	28	30	21	11	17	17	31	18
			33%	31%	41%	27%	38%	30%	27%	46%	28%	29%	55%
	(DK/NS)	Count	44	35	9	21	14	17	9	6	10	29	5
			22%	21%	24%	20%	18%	25%	22%	16%	16%	27%	15%

PROBE RESEARCH INC. - 2026 Manitoba Business Leaders' Survey

ARTIFICIAL INTELLIGENCE

1. Which one of the following most accurately reflects how your organization currently uses Artificial Intellegence (AI) applications?

				REGION		COMPANY SIZE			AI ADOPTION	
			TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	Using	Exploring
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(35)	(30)
AI USES	Actively using	Count	35	24	11	23	8	4	35	
			17%	22%	12%	17%	15%	24%	100%	
	Exploring/ expect to implement	Count	30	16	14	15	9	6		30
			15%	14%	15%	11%	17%	35%		100%
	Not really adopted	Count	122	61	61	82	33	7		
			60%	55%	67%	62%	63%	41%		
	(DK/NS)	Count	15	10	5	13	2			
			7%	9%	5%	10%	4%			

PROBE RESEARCH INC. - 2026 Manitoba Business Leaders' Survey

ARTIFICIAL INTELLIGENCE

1. Which one of the following most accurately reflects how your organization currently uses Artificial Intellegence (AI) applications?

				TYPE OF BUSINESS		ANNUAL REVENUE		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	< $1M	$1M +	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(104)	(78)	(69)	(41)	(37)	(61)	(108)	(33)
AI USES	Actively using	Count	35	30	5	17	18	11	8	12	18	13	4
			17%	18%	14%	16%	23%	16%	20%	32%	30%	12%	12%
	Exploring/ expect to implement	Count	30	27	3	14	14	10	10	8	9	17	4
			15%	16%	8%	13%	18%	14%	24%	22%	15%	16%	12%
	Not really adopted	Count	122	95	27	65	44	42	21	13	28	71	23
			60%	58%	73%	63%	56%	61%	51%	35%	46%	66%	70%
	(DK/NS)	Count	15	13	2	8	2	6	2	4	6	7	2
			7%	8%	5%	8%	3%	9%	5%	11%	10%	6%	6%

PROBE RESEARCH INC. - 2026 Manitoba Business Leaders' Survey

ARTIFICIAL INTELLIGENCE

2. In the next few years, do you expect AI will result in an increase or decrease to the size of your company workforce?

				REGION		COMPANY SIZE			AI ADOPTION	
			TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	Using	Exploring
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(35)	(30)
AI IMPACT ON WORKFORCE	Significant increase	Count	4	2	2	2	2		3	
			2%	2%	2%	2%	4%		9%	
	Slightly increase	Count	8	6	2	5	3		3	2
			4%	5%	2%	4%	6%		9%	7%
	No effect on staff size	Count	150	81	69	100	40	10	24	20
			74%	73%	76%	75%	77%	59%	69%	67%
	Slightly decrease	Count	11	8	3	5	3	3	4	3
			5%	7%	3%	4%	6%	18%	11%	10%
	Significantly decrease	Count	5	2	3	2	2	1	1	1
			2%	2%	3%	2%	4%	6%	3%	3%
	(DK/hard to tell)	Count	24	12	12	19	2	3		4
			12%	11%	13%	14%	4%	18%		13%
Summary	Increase		6%	7%	4%	5%	10%		17%	7%
	No effect		74%	73%	76%	75%	77%	59%	69%	67%
	Decrease		8%	9%	7%	5%	10%	24%	14%	13%
	(DK)		12%	11%	13%	14%	4%	18%		13%

PROBE RESEARCH INC. - 2026 Manitoba Business Leaders' Survey

ARTIFICIAL INTELLIGENCE

2. In the next few years, do you expect AI will result in an increase or decrease to the size of your company workforce?

				TYPE OF BUSINESS		ANNUAL REVENUE		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	< $1M	$1M +	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(104)	(78)	(69)	(41)	(37)	(61)	(108)	(33)
AI IMPACT ON WORKFORCE	Significant increase	Count	4	4		2	2	3	1	2	3		1
			2%	2%		2%	3%	4%	2%	5%	5%		3%
	Slightly increase	Count	8	7	1	3	5	5	4	3	6	1	1
			4%	4%	3%	3%	6%	7%	10%	8%	10%	1%	3%
	No effect on staff size	Count	150	125	25	84	55	51	28	26	39	89	22
			74%	76%	68%	81%	71%	74%	68%	70%	64%	82%	67%
	Slightly decrease	Count	11	10	1	3	6	1	1		4	3	4
			5%	6%	3%	3%	8%	1%	2%		7%	3%	12%
	Significantly decrease	Count	5	3	2	2	3	3	3	3	1	2	2
			2%	2%	5%	2%	4%	4%	7%	8%	2%	2%	6%
	(DK/hard to tell)	Count	24	16	8	10	7	6	4	3	8	13	3
			12%	10%	22%	10%	9%	9%	10%	8%	13%	12%	9%
Summary	Increase		6%	7%	3%	5%	9%	12%	12%	14%	15%	1%	6%
	No effect		74%	76%	68%	81%	71%	74%	68%	70%	64%	82%	67%
	Decrease		8%	8%	8%	5%	12%	6%	10%	8%	8%	5%	18%
	(DK)		12%	10%	22%	10%	9%	9%	10%	8%	13%	12%	9%

DEMOGRAPHICS
Region, Company Size, Job Title

				REGION		COMPANY SIZE			ANNUAL REVENUE	
			TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	< $1M	$1M +
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(104)	(78)
REGION	Winnipeg	Count	111	111		68	30	13	53	46
			55%	100%		51%	58%	76%	51%	59%
	Other	Count	91		91	65	22	4	51	32
			45%		100%	49%	42%	24%	49%	41%
COMPANY SIZE	< 10 employees	Count	133	68	65	133			98	21
			66%	61%	71%	100%			94%	27%
	10 to 49 employees	Count	52	30	22		52		6	41
			26%	27%	24%		100%		6%	53%
	50 + employees	Count	17	13	4			17		16
			8%	12%	4%			100%		21%
JOB TITLE	Owner/ President/ Partner	Count	112	60	52	87	20	5	75	33
			55%	54%	57%	65%	38%	29%	72%	42%
	Executive role	Count	13	9	4	6	5	2	4	7
			6%	8%	4%	5%	10%	12%	4%	9%
	Managerial role	Count	49	25	24	19	22	8	9	29
			24%	23%	26%	14%	42%	47%	9%	37%
	Administrative role	Count	11	6	5	7	4		6	5
			5%	5%	5%	5%	8%		6%	6%
	Specialist/ professional role	Count	8	7	1	6		2	4	3
			4%	6%	1%	5%		12%	4%	4%
	Other	Count	9	4	5	8	1		6	1
			4%	4%	5%	6%	2%		6%	1%

DEMOGRAPHICS
Region, Company Size, Job Title

				TYPE OF BUSINESS		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(69)	(41)	(37)	(61)	(108)	(33)
REGION	Winnipeg	Count	111	96	15	35	24	24	42	53	16
			55%	58%	41%	51%	59%	65%	69%	49%	48%
	Other	Count	91	69	22	34	17	13	19	55	17
			45%	42%	59%	49%	41%	35%	31%	51%	52%
COMPANY SIZE	< 10 employees	Count	133	109	24	51	28	23	38	73	22
			66%	66%	65%	74%	68%	62%	62%	68%	67%
	10 to 49 employees	Count	52	41	11	15	11	11	19	26	7
			26%	25%	30%	22%	27%	30%	31%	24%	21%
	50 + employees	Count	17	15	2	3	2	3	4	9	4
			8%	9%	5%	4%	5%	8%	7%	8%	12%
JOB TITLE	Owner/ President/ Partner	Count	112	89	23	38	19	24	37	53	22
			55%	54%	62%	55%	46%	65%	61%	49%	67%
	Executive role	Count	13	12	1	9	1	3	3	10	
			6%	7%	3%	13%	2%	8%	5%	9%	
	Managerial role	Count	49	43	6	14	13	9	11	33	5
			24%	26%	16%	20%	32%	24%	18%	31%	15%
	Administrative role	Count	11	9	2	5	4	1	4	6	1
			5%	5%	5%	7%	10%	3%	7%	6%	3%
	Specialist/ professional role	Count	8	7	1	3	2		4	2	2
			4%	4%	3%	4%	5%		7%	2%	6%
	Other	Count	9	5	4		2		2	4	3
			4%	3%	11%		5%		3%	4%	9%

DEMOGRAPHICS

1. Are any of the Manitoba staff in your organization unionized?

2. Which of the following categories best describes the principal type of business conducted by your organization?

			TOTAL	REGION		COMPANY SIZE			ANNUAL REVENUE	
				Winnipeg	Other	< 10	10 - 49	50 +	< $1M	$1M +
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(104)	(78)
MB STAFF UNIONIZED	Yes	Count	9	8	1		2	7		7
			4%	7%	1%		4%	41%		9%
	No	Count	192	102	90	133	49	10	104	70
			95%	92%	99%	100%	94%	59%	100%	90%
	(NS)	Count	1	1			1			1
			0%	1%			2%			1%
PRINCIPAL TYPE OF BUSINESS	Services	Count	165	96	69	109	41	15	88	62
			82%	86%	76%	82%	79%	88%	85%	79%
	Manufacturing	Count	18	12	6	7	9	2	5	11
			9%	11%	7%	5%	17%	12%	5%	14%
	Agriculture	Count	12		12	11	1		8	3
			6%		13%	8%	2%		8%	4%
	Resources	Count	5	1	4	4	1		3	1
			2%	1%	4%	3%	2%		3%	1%
	(NS)	Count	2	2		2				1
			1%	2%		2%				1%

DEMOGRAPHICS
1. Are any of the Manitoba staff in your organization unionized?
2. Which of the following categories best describes the principal type of business conducted by your organization?

				TYPE OF BUSINESS		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(69)	(41)	(37)	(61)	(108)	(33)
MB STAFF UNIONIZED	Yes	Count	9	6	3				1	7	1
			4%	4%	8%				2%	6%	3%
	No	Count	192	158	34	69	41	37	59	101	32
			95%	96%	92%	100%	100%	100%	97%	94%	97%
	(NS)	Count	1	1					1		
			0%	1%					2%		
PRINCIPAL TYPE OF BUSINESS	Services	Count	165	165		61	34	31	51	89	25
			82%	100%		88%	83%	84%	84%	82%	76%
	Manufacturing	Count	18		18	2	4	3	8	9	1
			9%		49%	3%	10%	8%	13%	8%	3%
	Agriculture	Count	12		12	4	3	2	1	7	4
			6%		32%	6%	7%	5%	2%	6%	12%
	Resources	Count	5		5	1			1	2	2
			2%		14%	1%			2%	2%	6%
	(NS)	Count	2		2	1		1		1	1
			1%		5%	1%		3%		1%	3%

DEMOGRAPHICS

3. How many full and part-time employees do you have in your Manitoba organization?

				REGION		COMPANY SIZE			ANNUAL REVENUE	
			TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	< $1M	$1M +
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(104)	(78)
# OF EMPLOYEES IN MB ORGANIZATION	1 to 4	Count	83	38	45	83			68	8
			41%	34%	49%	62%			65%	10%
	5 to 9	Count	46	28	18	46			28	13
			23%	25%	20%	35%			27%	17%
	10 to 24	Count	32	17	15		32		5	24
			16%	15%	16%		62%		5%	31%
	25 to 49	Count	20	13	7		20		1	17
			10%	12%	8%		38%		1%	22%
	50 to 99	Count	5	5				5		5
			2%	5%				29%		6%
	100 to 149	Count	3	3				3		3
			1%	3%				18%		4%
	150 or more	Count	9	5	4			9		8
			4%	5%	4%			53%		10%
	(NS)	Count	4	2	2	4			2	
			2%	2%	2%	3%			2%	
	Mean		30	32	28	4	22	253	4	67
	Median		5	6	4	3	19	150	3	19

DEMOGRAPHICS

3. How many full and part-time employees do you have in your Manitoba organization?

				TYPE OF BUSINESS		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(69)	(41)	(37)	(61)	(108)	(33)
# OF EMPLOYEES IN MB ORGANIZATION	1 to 4	Count	83	67	16	27	13	11	22	47	14
			41%	41%	43%	39%	32%	30%	36%	44%	42%
	5 to 9	Count	46	39	7	23	14	11	16	22	8
			23%	24%	19%	33%	34%	30%	26%	20%	24%
	10 to 24	Count	32	30	2	10	5	5	7	18	7
			16%	18%	5%	14%	12%	14%	11%	17%	21%
	25 to 49	Count	20	11	9	5	6	6	12	8	
			10%	7%	24%	7%	15%	16%	20%	7%	
	50 to 99	Count	5	5		1		1	1	2	2
			2%	3%		1%		3%	2%	2%	6%
	100 to 149	Count	3	2	1			1		2	1
			1%	1%	3%			3%		2%	3%
	150 or more	Count	9	8	1	2	2	1	3	5	1
			4%	5%	3%	3%	5%	3%	5%	5%	3%
	(NS)	Count	4	3	1	1	1	1		4	
			2%	2%	3%	1%	2%	3%		4%	
	Mean		30	32	19	30	19	22	34	21	51
	Median		5	5	5	6	6	6	7	5	5

PROBE RESEARCH INC. - 2026 Manitoba Business Leaders' Survey

DEMOGRAPHICS

3a. How many full-time employees do you have in your Manitoba organization?

				REGION		COMPANY SIZE			ANNUAL REVENUE	
			TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	< $1M	$1M +
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(104)	(78)
# FULL-TIME EMPLOYEES	None	Count	12	4	8	9	3		10	1
			6%	4%	9%	7%	6%		10%	1%
	1 to 4	Count	103	50	53	99	4		79	15
			51%	45%	58%	74%	8%		76%	19%
	5 to 9	Count	30	21	9	21	9		12	13
			15%	19%	10%	16%	17%		12%	17%
	10 to 24	Count	20	11	9		19	1		20
			10%	10%	10%		37%	6%		26%
	25 to 49	Count	19	12	7		17	2	1	16
			9%	11%	8%		33%	12%	1%	21%
	50 to 99	Count	4	4				4		4
			2%	4%				24%		5%
	100 to 149	Count	4	3	1			4		4
			2%	3%	1%			24%		5%
	150 or more	Count	6	4	2			6		5
			3%	4%	2%			35%		6%
	(NS)	Count	4	2	2	4			2	
			2%	2%	2%	3%			2%	
	Mean		21	22	21	2	16	180	2	48
	Median		3	5	3	2	14	103	2	13

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DEMOGRAPHICS

3a. How many full-time employees do you have in your Manitoba organization?

				TYPE OF BUSINESS		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(69)	(41)	(37)	(61)	(108)	(33)
# FULL-TIME EMPLOYEES	None	Count	12	9	3	6	2	1	2	8	2
			6%	5%	8%	9%	5%	3%	3%	7%	6%
	1 to 4	Count	103	85	18	35	19	18	29	55	19
			51%	52%	49%	51%	46%	49%	48%	51%	58%
	5 to 9	Count	30	28	2	14	8	6	12	15	3
			15%	17%	5%	20%	20%	16%	20%	14%	9%
	10 to 24	Count	20	17	3	6	3	2	6	9	5
			10%	10%	8%	9%	7%	5%	10%	8%	15%
	25 to 49	Count	19	11	8	4	6	6	9	10	
			9%	7%	22%	6%	15%	16%	15%	9%	
	50 to 99	Count	4	4		1		1	1	1	2
			2%	2%		1%		3%	2%	1%	6%
	100 to 149	Count	4	3	1		1	1	1	2	1
			2%	2%	3%		2%	3%	2%	2%	3%
	150 or more	Count	6	5	1	2	1	1	1	4	1
			3%	3%	3%	3%	2%	3%	2%	4%	3%
	(NS)	Count	4	3	1	1	1	1		4	
			2%	2%	3%	1%	2%	3%		4%	
	Mean		21	22	18	25	15	19	19	16	42
	Median		3	3	3	3	4	4	4	3	3

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DEMOGRAPHICS
3b. How many part-time employees do you have in your Manitoba organization?

				REGION		COMPANY SIZE			ANNUAL REVENUE	
			TOTAL	Winnipeg	Other	< 10	10 - 49	50 +	< $1M	$1M +
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(104)	(78)
# PART-TIME EMPLOYEES	None	Count	71	43	28	54	15	2	40	22
			35%	39%	31%	41%	29%	12%	38%	28%
	1 to 4	Count	87	44	43	70	14	3	54	29
			43%	40%	47%	53%	27%	18%	52%	37%
	5 to 9	Count	15	8	7	5	8	2	4	8
			7%	7%	8%	4%	15%	12%	4%	10%
	10 to 24	Count	18	10	8		14	4	4	12
			9%	9%	9%		27%	24%	4%	15%
	25 to 49	Count	1	1			1			1
			0%	1%			2%			1%
	50 to 99	Count	1		1			1		1
			0%		1%			6%		1%
	100 to 149	Count	3	2	1			3		3
			1%	2%	1%			18%		4%
	150 or more	Count	2	1	1			2		2
			1%	1%	1%			12%		3%
	(NS)	Count	4	2	2	4			2	
			2%	2%	2%	3%			2%	
	Mean		9	10	7	1	6	73	2	19
	Median		1	1	1	1	4	12	1	2

PROBE RESEARCH INC. - 2026 Manitoba Business Leaders' Survey

DEMOGRAPHICS

3b. How many part-time employees do you have in your Manitoba organization?

				TYPE OF BUSINESS		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(69)	(41)	(37)	(61)	(108)	(33)
# PART-TIME EMPLOYEES	None	Count	71	54	17	22	10	14	22	37	12
			35%	33%	46%	32%	24%	38%	36%	34%	36%
	1 to 4	Count	87	69	18	34	22	13	22	49	16
			43%	42%	49%	49%	54%	35%	36%	45%	48%
	5 to 9	Count	15	14	1	6	5	4	6	7	2
			7%	8%	3%	9%	12%	11%	10%	6%	6%
	10 to 24	Count	18	18		5	2	5	7	9	2
			9%	11%		7%	5%	14%	11%	8%	6%
	25 to 49	Count	1	1					1		
			0%	1%					2%		
	50 to 99	Count	1	1			1		1		
			0%	1%			2%		2%		
	100 to 149	Count	3	3					1	2	
			1%	2%					2%	2%	
	150 or more	Count	2	2		1			1		1
			1%	1%		1%			2%		3%
	(NS)	Count	4	3	1	1	1	1		4	
			2%	2%	3%	1%	2%	3%		4%	
	Mean		9	10	1	6	5	3	15	5	8
	Median		1	1	1	1	2	2	1	1	1

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DEMOGRAPHICS
4. Is your firm partially or fully owned by someone in the following groups?
5. What is the annual revenue of your company?

			TOTAL	REGION		COMPANY SIZE			ANNUAL REVENUE	
				Winnipeg	Other	< 10	10 - 49	50 +	< $1M	$1M +
BASE			(202)	(111)	(91)	(133)	(52)	(17)	(104)	(78)
PARTIALLY OR FULLY-OWNED BY	Identifies as female	Cases	69	35	34	51	15	3	41	24
			34%	32%	37%	38%	29%	18%	39%	31%
	Born outside Canada	Cases	41	24	17	28	11	2	19	19
			20%	22%	19%	21%	21%	12%	18%	24%
	Racialized/ visible minority	Cases	21	15	6	13	6	2	10	11
			10%	14%	7%	10%	12%	12%	10%	14%
	Indigenous	Cases	20	11	9	13	5	2	11	8
			10%	10%	10%	10%	10%	12%	11%	10%
	Physical/ intellectual/ cognitive disability	Cases	12	6	6	11		1	6	4
			6%	5%	7%	8%		6%	6%	5%
	LGBTQ2S+	Cases	4	2	2	2		2	2	2
			2%	2%	2%	2%		12%	2%	3%
	(None of these)	Cases	73	40	33	45	21	7	37	29
			36%	36%	36%	34%	40%	41%	36%	37%
	(NS)	Cases	17	9	8	8	5	4	4	7
			8%	8%	9%	6%	10%	24%	4%	9%
ANNUAL REVENUES	Less than $1 million	Count	104	53	51	98	6		104	
			51%	48%	56%	74%	12%		100%	
	$1 million to $5 million	Count	46	27	19	19	26	1		46
			23%	24%	21%	14%	50%	6%		59%
	$5 million to $20 million	Count	18	9	9	1	11	6		18
			9%	8%	10%	1%	21%	35%		23%
	Over $20 million	Count	14	10	4	1	4	9		14
			7%	9%	4%	1%	8%	53%		18%
	(NS)	Count	20	12	8	14	5	1		
			10%	11%	9%	11%	10%	6%		

DEMOGRAPHICS
4. Is your firm partially or fully owned by someone in the following groups?
5. What is the annual revenue of your company?

				TYPE OF BUSINESS		OWNER/ PART OWNER			BUSINESS OUTLOOK		
			TOTAL	Services	Other	Female	Immigrant	BIPOC	Better	Same/DK	Worse
BASE			(202)	(165)	(37)	(69)	(41)	(37)	(61)	(108)	(33)
PARTIALLY OR FULLY-OWNED BY	Identifies as female	Cases	69	61	8	69	15	21	18	39	12
			34%	37%	22%	100%	37%	57%	30%	36%	36%
	Born outside Canada	Cases	41	34	7	15	41	15	14	20	7
			20%	21%	19%	22%	100%	41%	23%	19%	21%
	Racialized/ visible minority	Cases	21	19	2	10	13	21	10	9	2
			10%	12%	5%	14%	32%	57%	16%	8%	6%
	Indigenous	Cases	20	16	4	14	4	20	6	9	5
			10%	10%	11%	20%	10%	54%	10%	8%	15%
	Physical/ intellectual/ cognitive disability	Cases	12	8	4	6	2	5		10	2
			6%	5%	11%	9%	5%	14%		9%	6%
	LGBTQ2S+	Cases	4	4		1	1	2	1	3	
			2%	2%		1%	2%	5%	2%	3%	
	(None of these)	Cases	73	60	13				26	37	10
			36%	36%	35%				43%	34%	30%
	(NS)	Cases	17	11	6				3	10	4
			8%	7%	16%				5%	9%	12%
ANNUAL REVENUES	Less than $1 million	Count	104	88	16	41	19	19	29	59	16
			51%	53%	43%	59%	46%	51%	48%	55%	48%
	$1 million to $5 million	Count	46	37	9	14	14	9	16	21	9
			23%	22%	24%	20%	34%	24%	26%	19%	27%
	$5 million to $20 million	Count	18	15	3	7	3	7	6	8	4
			9%	9%	8%	10%	7%	19%	10%	7%	12%
	Over $20 million	Count	14	10	4	3	2	1	6	6	2
			7%	6%	11%	4%	5%	3%	10%	6%	6%
	(NS)	Count	20	15	5	4	3	1	4	14	2
			10%	9%	14%	6%	7%	3%	7%	13%	6%