



2020 CANADA SALARY GUIDE HIRING TRENDS AND COMPENSATION INSIGHTS





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FOREWORD

For our tenth annual Hiring Trends survey, we received over 3,000 responses from professionals and employers across Canada. This year, employers tackled familiar problems in hiring and retention while employees raised their expectations around compensation and job satisfaction.

Here are some creative solutions to familiar problems

Each year, employers report a persistent skills shortage, and this year was no different. In the past, the skills gap primarily affected productivity levels and limited new projects. Increasingly, it is affecting employee satisfaction as well. Today, more than half of surveyed employees report higher stress levels on their teams as workers strive to produce the same results with fewer resources. With over 45 per cent of employers citing local competition for talent and salary as their biggest hiring challenges, conditions are ripe for embracing creative solutions to familiar problems.

1. Offering flexible working options

While raises are always popular, offering higher salaries is not the only way to recruit and retain talent. Nationally, 43 per cent of respondents said the ability to work from home was one of the most important perks an employer could provide. Moreover, with the increasing demand for flexible working, some workers are willing to trade compensation for flexible hours, giving employers the chance to be creative in their recruitment efforts.

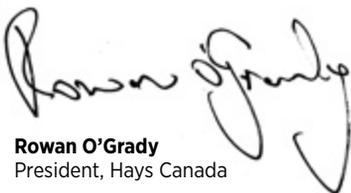
2. Investing resources towards internal talent development

A quarter of employees report lack of development opportunities as a top reason they would leave their current role. This presents a double-win opportunity for employers. By investing in internal training and education, companies can proactively address the skills gap while reducing turnover. The good news is that many companies have already begun. This year, 46 per cent of surveyed employers offered online training while 37 per cent have delivered internal classroom training.

3. Highlighting and showcasing your company's unique employer brand

Surprisingly, over half of surveyed respondents struggled to identify their company's unique employer brand. At the same time, 40 per cent of companies say they are using their company culture to recruit new hires. This shows that despite employers' efforts to market their brand, there is a disconnect between what they share and what employees hear.

Over the next 12 months, we believe innovative, data-driven hiring strategies will position companies for success, and we are pleased to deliver the research to support them.



Rowan O'Grady
President, Hays Canada

KEY FINDINGS



Economy poised for growth, despite the sluggish start

Canada's major industries reported a positive outlook for the economy in 2020 despite seeing a slow start in 2019. Nevertheless, downward pressure from the first half of 2019 led to lower hiring projections compared to the previous year.



Employers willing to pay more money to attract new talent

The majority of employers are willing to pay more to attract new hires. But they aren't applying the same philosophy to retain existing talent. More than half of employers have no plans to raise the salaries of current employees beyond annual inflation rate.



A diverse, inclusive workplace is a high priority for today's employees

This year's respondents overwhelmingly indicated their desire to work in diverse, inclusive workplaces. That said, it appears as though many organizations either are not implementing D&I processes or clearly communicating company positioning with staff. Furthermore, the majority of respondents said they are not aware of any diversity and inclusion staff within their workplace.



Human touch points will be vital as technology revolutionizes recruitment

Recruitment is a high touch process that technology will streamline in terms of sourcing and screening. This will raise the significance of human interactions later in the hiring process.

RECOMMENDATIONS



Hire contingent workers as a buffer against uncertain economic times

Employers who are cautious about the economic landscape, but eager to increase headcount, should hire contingent workers as a middle ground. We recommend engaging a recruiting expert to hire workers with a consistent track record of completing contracts.



Invest in your internal workforce while recruiting external talent

Internal development opportunities create a win-win situation. Education and training initiatives are a smart way to combat the skills shortage from within. They also increase retention levels among employees who cite limited development opportunities as a top reason for seeking new roles. Additionally, employers should be cautious about taking an aggressive approach to attract new talent, but also remember to focus on the compensation they offer current staff.



Audit your employer brand and create a unique employer value proposition

Create a compelling employer brand story to make your company stand out in the candidate marketplace. Convincing high quality workers to bring their skills to your business is a sales exercise that requires a convincing employer value proposition.



Adopt a more targeted, tech-supported recruitment approach

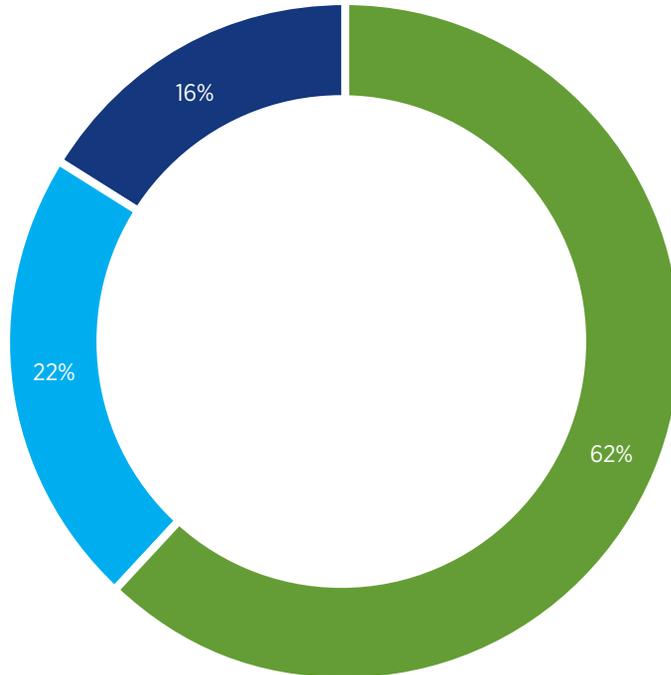
Artificial intelligence (AI) streamlines several high touch recruitment activities. In addition to embracing technology, businesses should also work with experts who continuously find and engage talent with cutting-edge skills.

ECONOMIC OUTLOOK

Canadian companies are confident about the country's economic trajectory. Sixty-two per cent of employers believe that their industry is poised for economic growth.

Is your industry poised for growth over the next 12 months?

■ Yes ■ No ■ Not sure



Employers who believe their industry is poised for growth above the national average (62%)



69%

Information Technology



65%

Construction

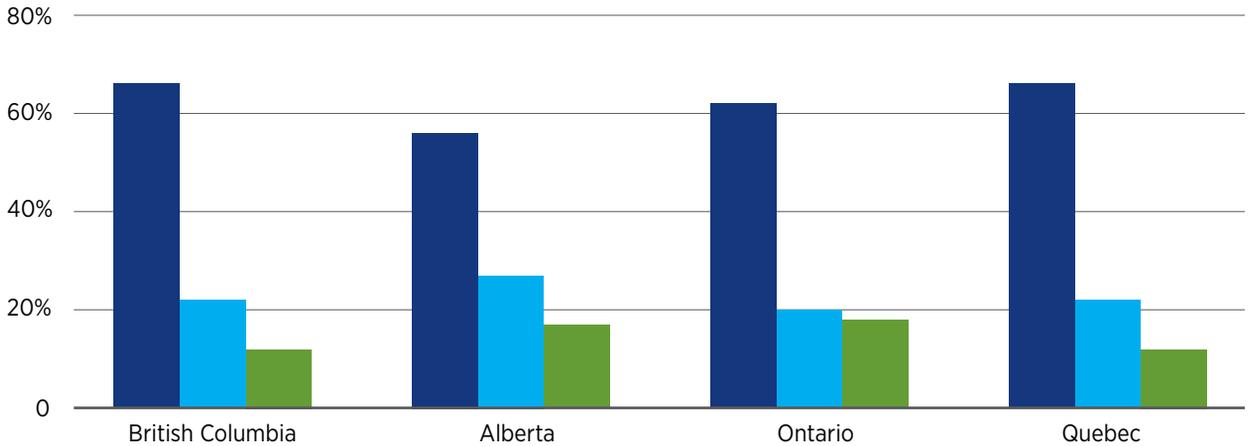


63%

Property & Facilities Management

Is your industry poised for growth over the next 12 months?

■ Yes ■ No ■ Unsure

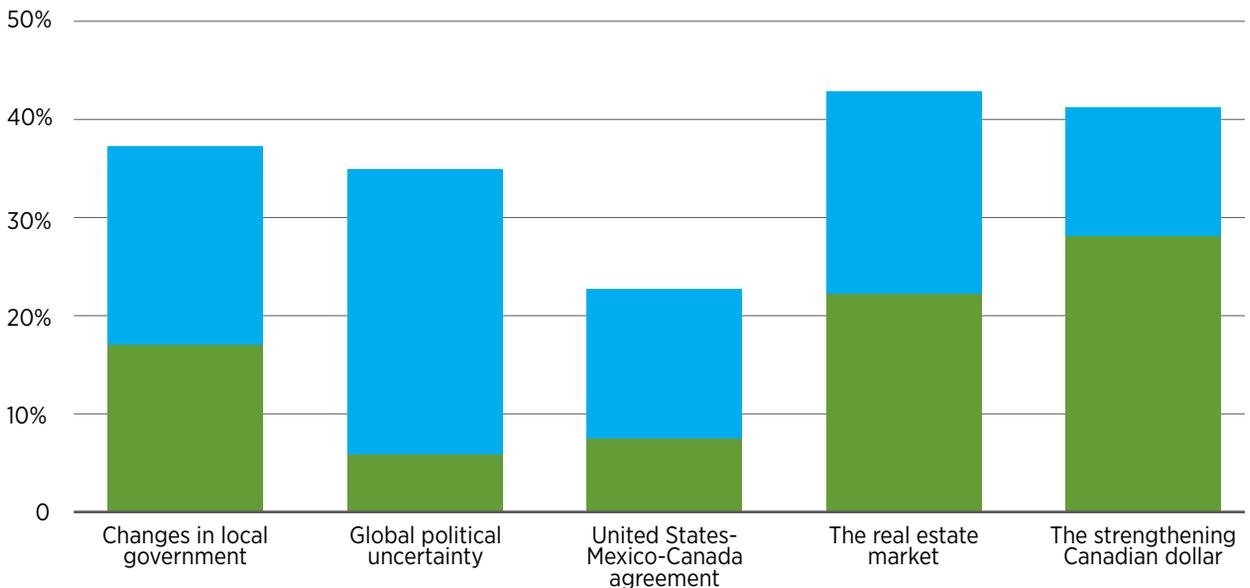


Economic challenges and concerns

If 2018 was defined by global economic uncertainty, 2019 was about adjusting to the new status quo. Fortunately, Canada's companies have found their footing. This year, only 15 per cent of employers reported that the United States-Mexico-Canada Agreement had a negative impact on their outlook. By contrast, its negotiation last year contributed to a negative outlook for the majority of respondents.

Impact of economic events affecting employer outlook

■ Positive impact ■ Negative impact

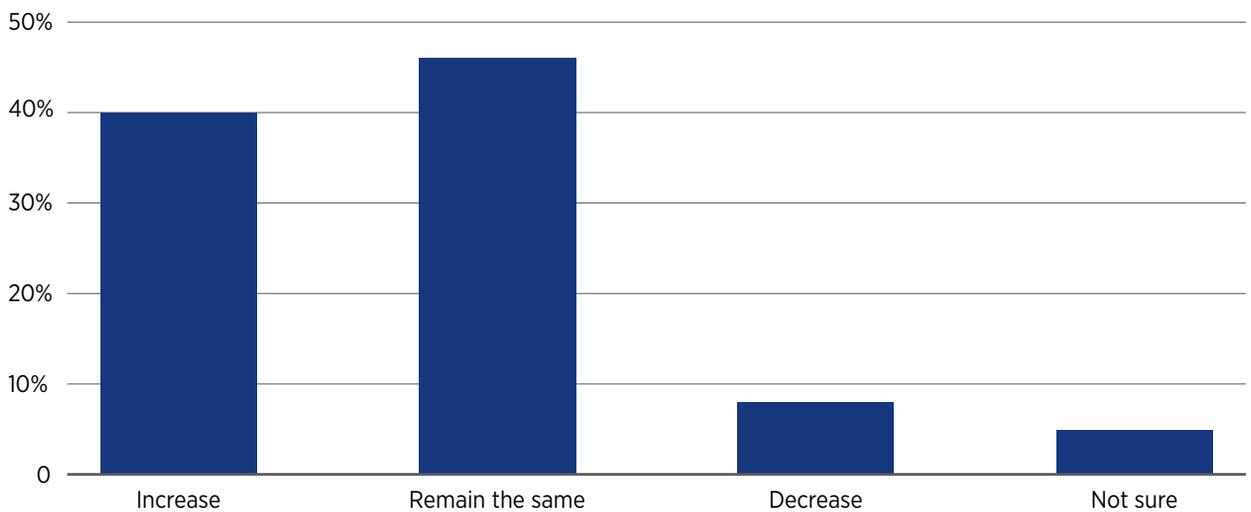


WORKFORCE & HIRING TRENDS

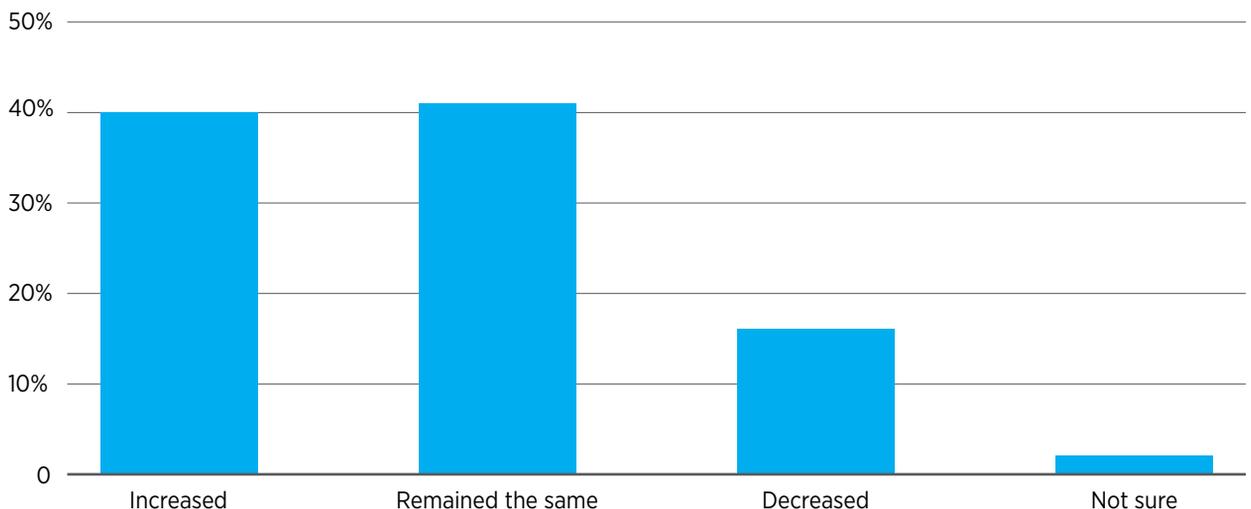
Positive outlook overcomes recession worries

Despite recession worries in 2019, businesses are confident about hiring plans for 2020. Nevertheless, employers are still cautious about hiring. Though 40 per cent intend to increase permanent headcount over the next 12 months, that number is lower than last year's forecast of 52 per cent. Meanwhile, 15 per cent of employers intend to increase temporary or contract staff and over a quarter have no plans to hire them at all.

Employers planned permanent hiring activity - next 12 months



Employers permanent hiring activity - last 12 months



Functional areas that have increased permanent headcount above the national average (40%) in the past 12 months



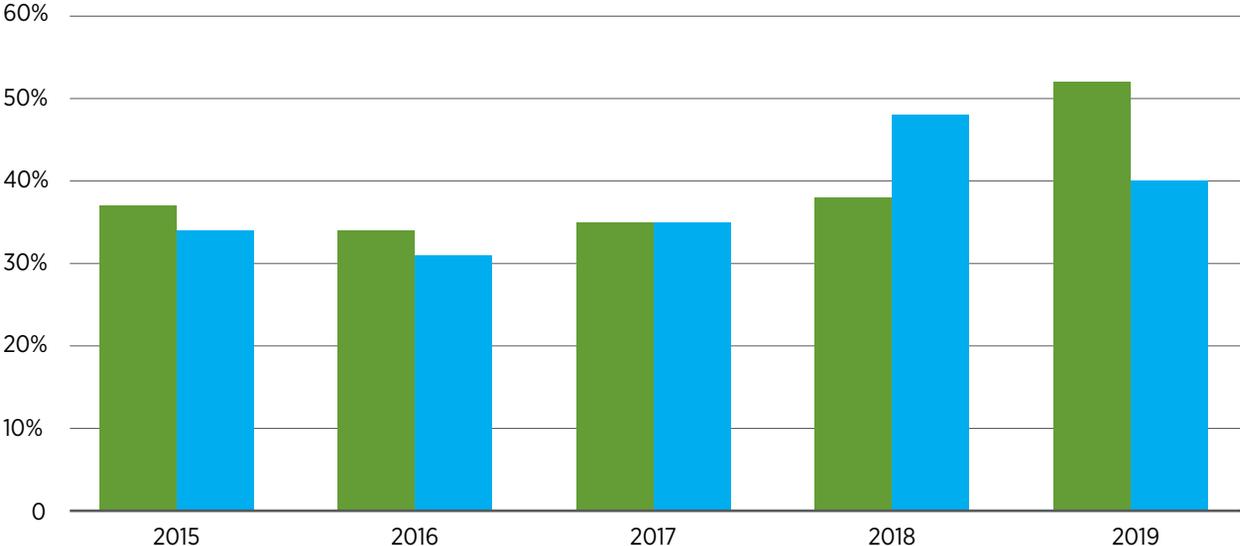
49%
Human Resources



46%
Sales & Marketing

Five-year trend in permanent hiring plans

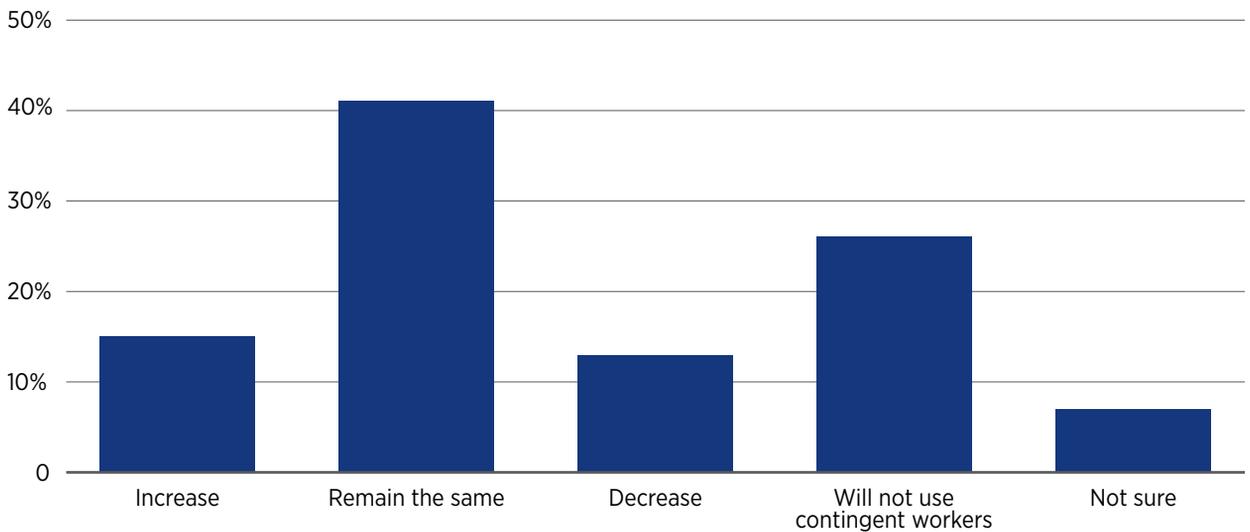
■ Predicted Increase ■ Actual Increase



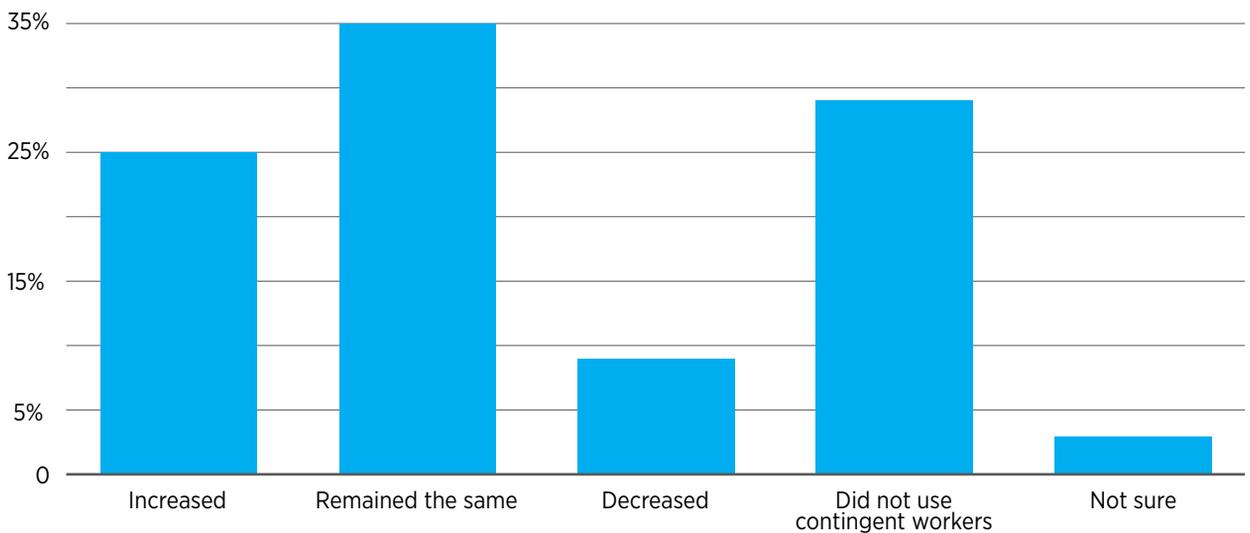
Hiring plans for contingent workers

Recession worries from earlier this year impacted temporary and contract hiring projections. Fifteen per cent of employers expect to increase headcount over the next 12 months while 41 per cent plan to keep temp hiring the same. By comparison, last year, 25 per cent of employers actually hired new workers while 35 per cent kept their staff levels the same.

Employers planned temporary and contract staff hiring activity - next 12 months



Employers temporary and contract staff hiring activity - last 12 months



TEMPORARY AND CONTRACT WORKFORCE SNAPSHOT

Industries who have increased temporary and contract headcount above the national average (25%) in the past 12 months



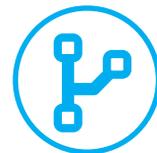
26%

Construction



32%

Manufacturing & Logistics



35%

Information Technology

What are the main reasons why your team uses temporary or contract workers?



Specialized skills



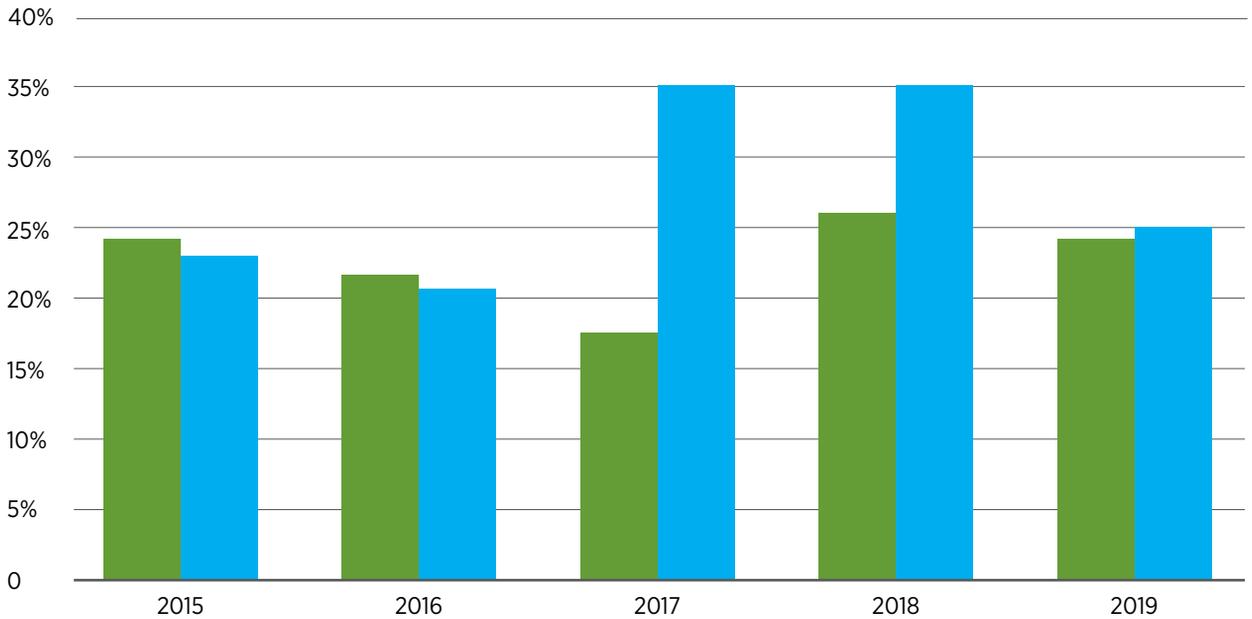
Seasonal demand



Short-term volume hiring

Five-year trend in temporary and contract hiring plans

■ Predicted Increase ■ Actual Increase



How do you identify and recruit quality workers?

What is the anatomy of a quality worker? Employers are increasingly aware that hard skills alone are not enough. Success in today's knowledge economy relies on employees who can work collaboratively on cross-functional teams to design innovative, out-of-the-box solutions ahead of the competition.

When sourcing "quality workers", our recruiting experts assess a candidate's ability to communicate their contributions to previous teams, their enthusiasm about an upcoming job opportunity, and their approaches to problem solving. Additionally, a quality hiring process is equally important. Top candidates field offers from several employers and have a lower tolerance for long hiring processes.





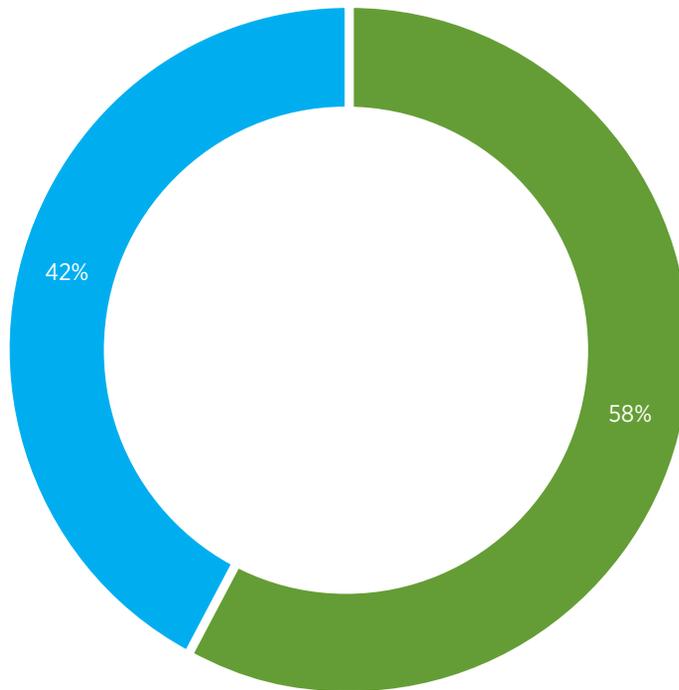
WORKFORCE SATISFACTION

Employee satisfaction lowers as salaries stagnate

Approximately half of all respondents are currently satisfied in their role, compared to last year at nearly 60 per cent. This year, 58 per cent of respondents expressed serious interest in leaving their current role. The main reasons? Rising expectations about compensation, development opportunities, and the maintenance of a positive company culture. In fact, lack of clarity about career development and advancement beat salary as the reason why employees would consider leaving their current role.

Respondents seriously considering leaving their current role

■ Yes ■ No



53%
of respondents are satisfied
in their role

64%
of respondents have no health and wellness
activities offered at their workplace

Top three reasons employees would consider leaving their role



25%

Career growth opportunity



24%

Salary/total compensation



12%

Company culture

WHAT'S THE RECIPE FOR A GREAT COMPANY CULTURE?

While salary is an important variable in the retention equation, it's not the only one. Employers who wish to reduce turnover without raising salaries can invest in the following initiatives to improve company culture.

Tip 1

Integrate health and wellness activities

In the modern workplace, health and wellness is a growing priority for employees. From offering healthy snacks and fitness classes to group meditation, there are plenty of options to choose from that will keep your employees content and healthy.

Tip 2

Create an engaged workforce

A clearly defined purpose, employee appreciation, and the maintenance of a respectful environment help create a happy and engaged workforce.

Tip 3

Develop formal career development

Motivated employees are not content to do the same job forever. Develop formal plans for career advancement so employees look internally, rather than externally, for new opportunities.

Tip 4

Ongoing discussions about performance

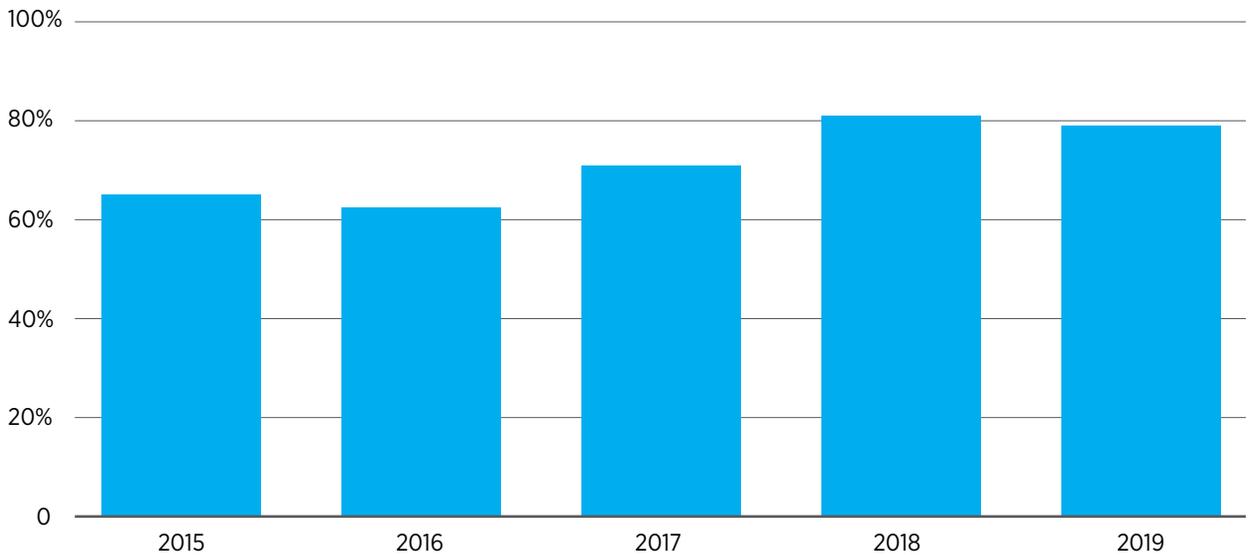
Employees seek meaningful feedback, and annual reviews do not provide this dialogue often enough. Introduce monthly touchpoints for managers to discuss progress and areas of improvement for direct reports.

SKILLS SHORTAGE

Skills shortage looms

The skills shortage remains a problem; however, employers are starting to embrace internal training. Nearly 80 per cent of companies report a skills shortage in their industry. This gap impacts both employer growth plans and employee job satisfaction. Fifty-seven per cent of employees have reported an increase in stress and pressure on their team as employers attempt to make do with less.

Percentage of employers affected by the skills shortage – five-year trend



How has your team been negatively affected by the skills shortage?



57%

Increase in stress/work pressure



32%

Decrease in efficiencies



29%

Decrease in office morale

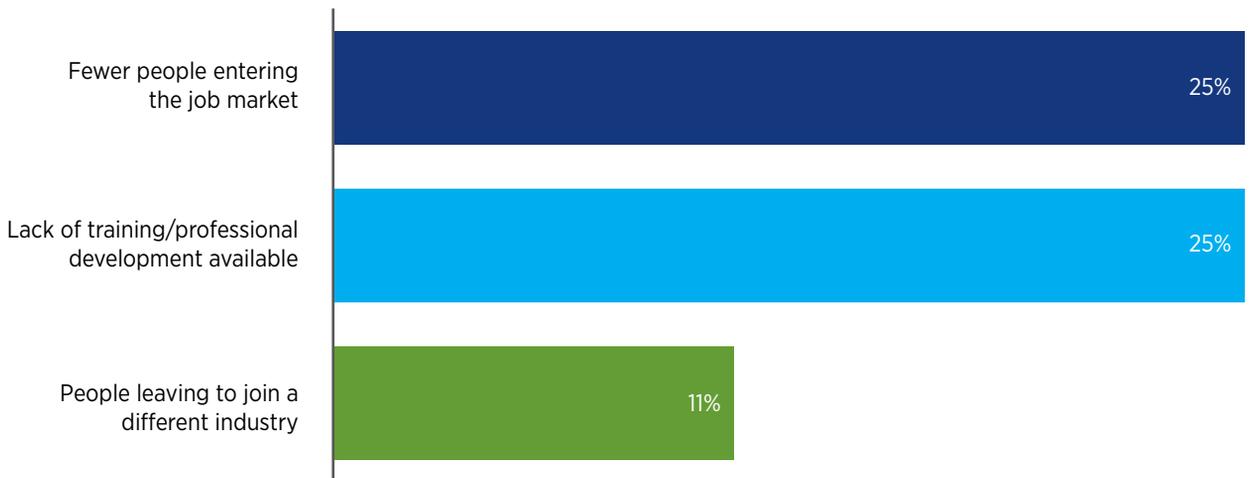
79%

of employers suffer from a shortage of skills in their industry

41%

of employers have offered internal classroom or online training to upskill their staff in the past 12 months

What are the main reasons for the skill shortage in your industry?

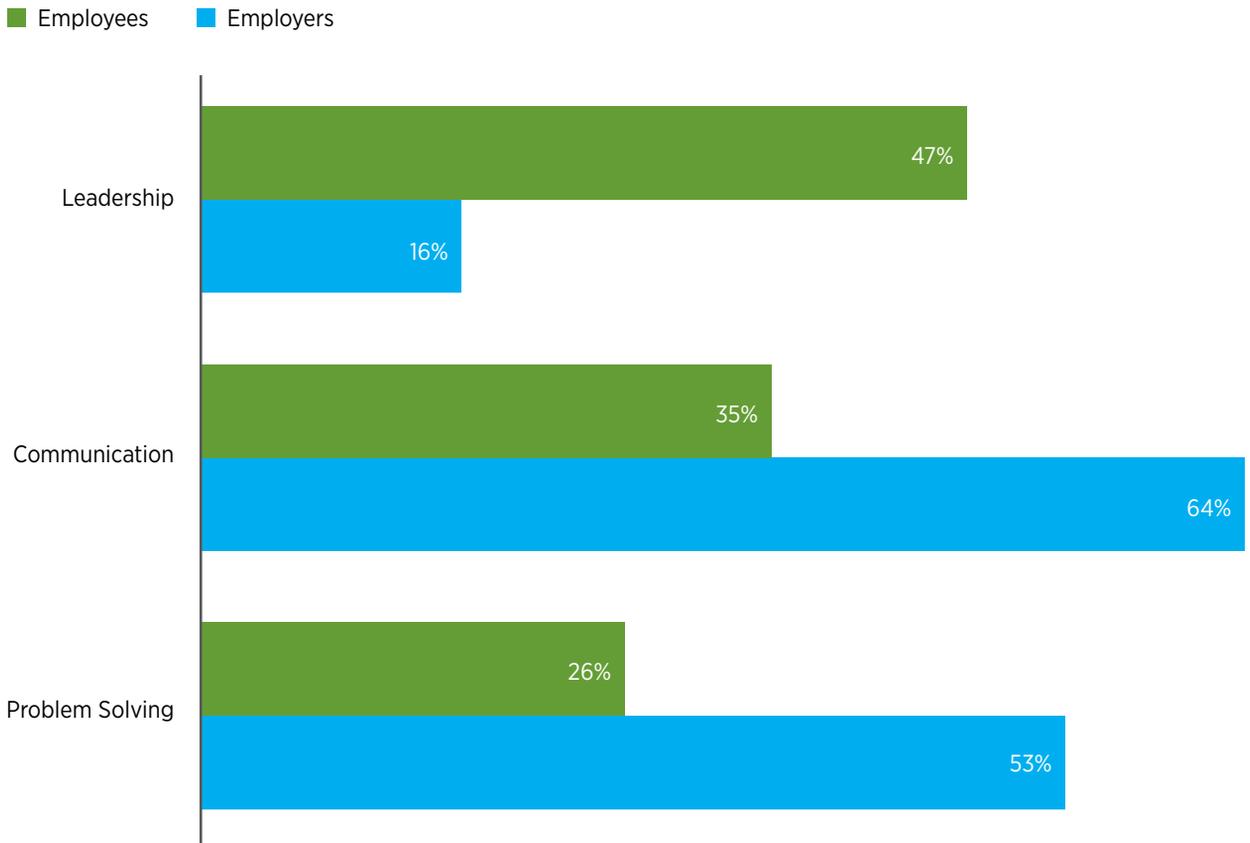


50%

of employers think the increasing demand for soft skills has impacted their business

While 64 per cent of employers say communication is the priority soft skill for employees to have, 47 per cent of employees report that they are actively working on their leadership skills. This presents an opportunity for employers to communicate which soft skills they need most from their employees to achieve better alignment.

Soft skills training priorities for employers versus employees



A CLOSER LOOK

Why are employers experiencing a skills shortage?

There may be fewer people entering the workforce, but this isn't the only reason employers are experiencing a skills shortage. A quarter of respondents believe that lack of training and professional development opportunities is the main reason for the skills gap. Employers are often tempted to look externally for new hires and this year, they reported they were willing to pay more for new hires than increase salaries for existing staff.

TOP TIPS FOR TACKLING THE SKILLS SHORTAGE

Tip 1

Offer continuing education opportunities

A quarter of employees say lack of development opportunities is a source of job dissatisfaction. Offering training opportunities addresses the skills gap while also contributing to employee satisfaction.

Tip 2

Hire contingent workers

Round out your team's skills with temporary and contract workers. Contingent workers can provide a faster and more efficient way to add the right skills to your team. Also, consider partnering with a recruitment agency so you can tap into a larger pool of reliable workers with a track record of completing contracts.

Tip 3

Audit your recruitment practices

Ongoing engagement with candidates is necessary to find top talent in today's job market. It is also important to streamline your recruitment pipeline. Highly qualified candidates accept multiple interviews and may not hold off on other opportunities while employers work through a lengthy hiring process.

COMPENSATION & BENEFITS

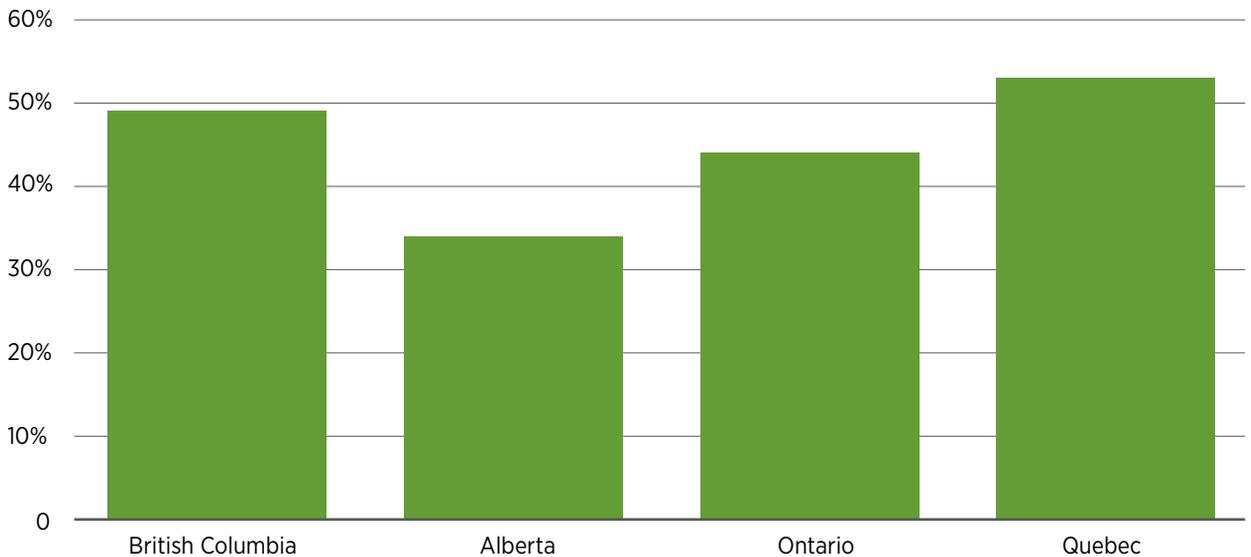
This year, 66 per cent of employers said they would consider going outside their budget to secure new talent. That said, 57 per cent of employers have no plans or are unsure about raising the salaries of current employees above the rate of inflation. Also, employers should keep in mind that a salary bump is not the only way to retain current talent.

Compensation increases by more than 2% in 2019 versus 2020

54%
2019 actual increase

44%
2020 projected increase

Employers who expect to increase salaries more than 2% by region 2020



Industries expecting to increase salaries more than 2 per cent in the next 12 months



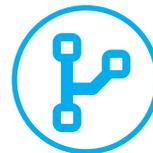
50%

Manufacturing & Logistics



49%

Banking & Financial



45%

Information Technology

GOING BEYOND THE PAYCHEQUE

With the looming skills shortage, employers are being forced to increase salaries to attract and compete for top talent. For example, Information Technology has seen salary increases of approximately 10–20% year over year in roles such as, Cyber/Application Security, Big Data Scientist and DevOps. Although salary can be a strong motivator for job seekers, here are some tips employers should consider that go beyond the customary salary increase solution.

Tip 1

Be informed of the market rate

Do your research to determine how you rank in your wage offerings in comparison to other companies in your industry, and adjust wages accordingly if necessary. Wages offered below the market rate can negatively impact your company's reputation and you could risk being perceived as an employer who does not pay according to industry standard.

Tip 2

Think outside the box

If you are not in a position to compete on salary for talent, consider boosting your compensation package. Offer more vacation time, flexible schedules and include unique perks like massages, and a pet-friendly environment. Perks such as these contribute to employee work-life balance and are still extremely valued by candidates when choosing a place of employment.

Tip 3

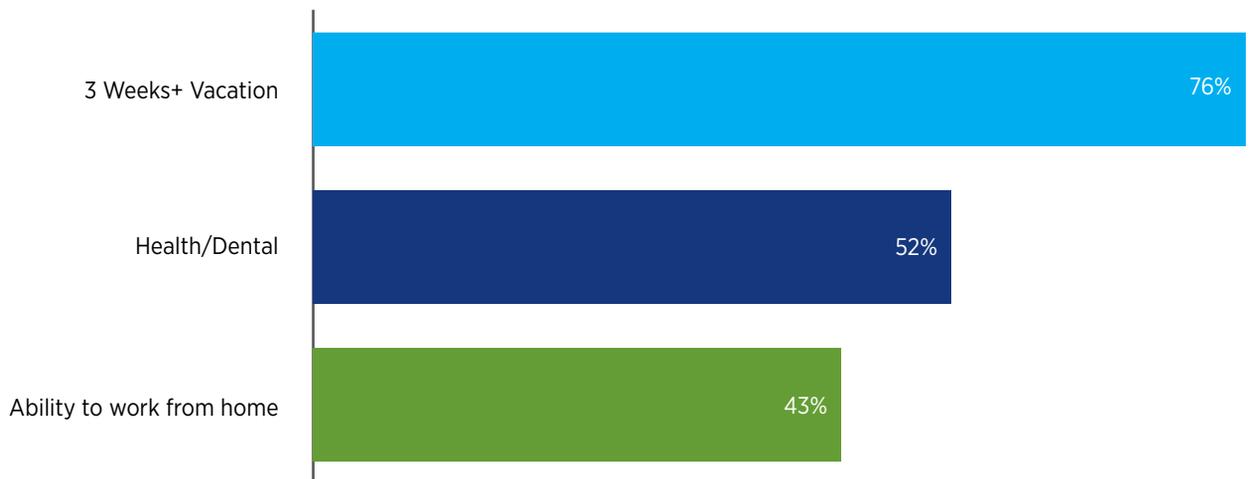
Showcase your company's strengths

Candidates want to work for companies that have a thriving culture. Highlighting the offerings you provide can often help outweigh the paycheck. Demonstrating that you care about health and wellness or participate in corporate responsibility initiatives can be fulfilling to prospective employees and will also help retain the talent that you worked so hard to recruit.

37%

of employers offer no flexible working options

Top 3 benefits most desired by respondents nationally



Flexible working options companies currently offer their employees



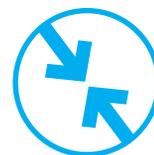
42%

Home/remote working



37%

Flexible time



21%

Compressed working hours

How flexible is your company's working arrangements?

Forty-three per cent of respondents said flexible working options was one of the most important benefits. Yet when employees were asked to list the benefits they receive, work-from-home or flexible work arrangements didn't clear the top three. That said, employers are starting to act on meeting this demand. Forty-two per cent of employers say they offer remote working to their employees while 37 per cent offer flexible work hours. Introducing innovative working arrangements is a creative way for employers to attract talent and retain their workforce without increasing salaries.



RECRUITMENT & RETENTION

Companies are fighting the war for talent on several fronts

When managing the skills shortage, employers must also contend with the war chest of competing companies. Over 45 per cent of companies reported local competition for talent and compensation packages as their biggest recruitment challenges. An increasing number of employers are competing over an ever-dwindling candidate pool.

What are your biggest hiring challenges?



47%

Local competition for talent



46%

Salary/total compensation



25%

Lack of candidate network

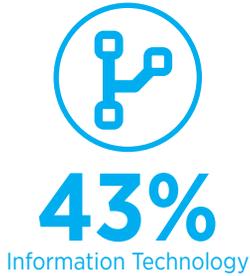
31%

of employers expect to
hire 2-4 people in the next
12 months

36%

of hiring managers in Human
Resources expect to hire 21+ people
in the next 12 months

Industries above the national average (31%) for hiring 2-4 people in the next 12 months



Which internally managed recruitment channels do you find most effective?



Shifting to a find and engage approach

Nearly half of employers say they rely on job boards to recruit despite continued concerns about the lack of qualified candidates. However, many companies are changing their outlook and recognizing that our method of “find and engage” versus the traditional “advertise and apply” provides a more effective approach. Consequently, companies are achieving better outcomes thanks to a more targeted technique and spend less time screening and more time interviewing qualified candidates.

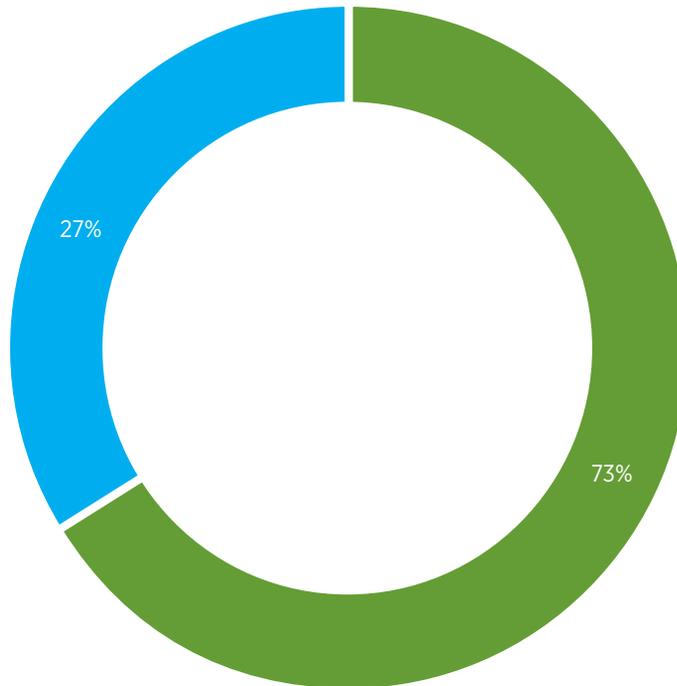
EMPLOYER VALUE PROPOSITION

Standing out to candidates in a crowded job market requires a strong employer brand

Employee value proposition (EVP) is an internal statement that represents the value employees are expected to contribute and the value they can expect in return. In contrast, employer brand is the external face of your company and what you become known for. Does your company stand out? Less than half of surveyed respondents believe their company has a compelling employer brand, while 73 per cent of employees are unsure what their company's EVP is.

Are you aware of your companies employer value proposition (EVP)?

■ Yes ■ No



73%

of respondents are not aware of their company's EVP

43%

of respondents think their company has a compelling employer brand



40%

of employers say they are using their company culture to promote job opportunities. Here are some tips companies can consider to stand out.

Tip 1

Highlight your benefits

Is it clear to the average job seeker why they should work at your company? Provide compelling reasons why people should bring their talent to your company.

Tip 2

Present clear values

It's hard to stand out if you don't stand for anything. Clearly stated values create alignment and attract like-minded people.

Tip 3

Offer a strong mission statement

What goals does your organization want to achieve, and how do the various departments come together to achieve them?



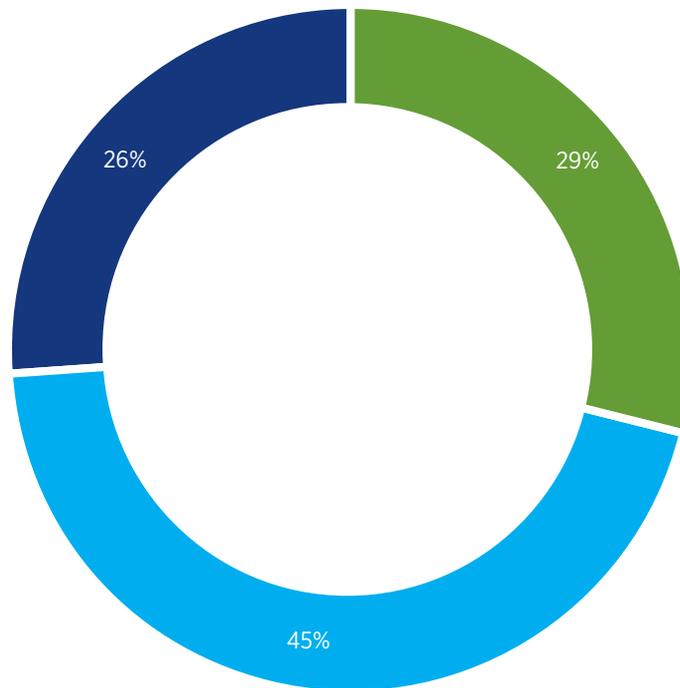
DIVERSITY & INCLUSION

Diversity and inclusion strengthens company culture

Three quarters of respondents say working in a diverse, inclusive organization is a priority. That said, 45 per cent of organizations do not have a dedicated diversity and inclusion staff member. Moreover, 56 per cent of employees are not aware of any diversity and inclusion policies within their place of work.

Does your company have a dedicated full time diversity and inclusion staff member?

■ Yes ■ No ■ Not sure



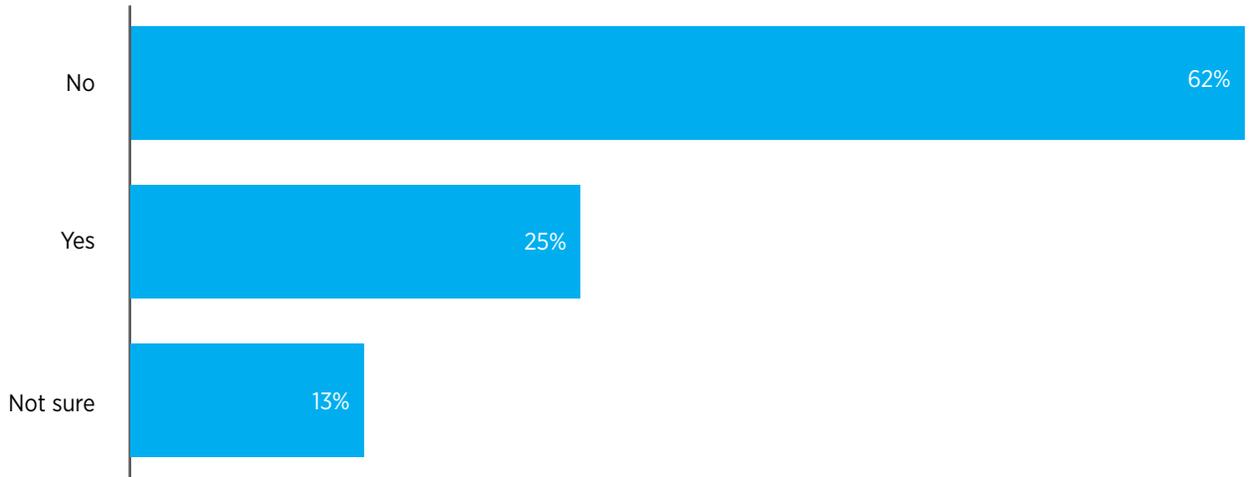
75%

of respondents agree that working in a diverse and inclusive company is a priority for them

45%

of companies do not have a dedicated full-time diversity and inclusion staff member

Hiring managers that have a diversity-related goal in their performance objectives



How is diversity different than inclusion?

There's an important difference between diversity and inclusion. While diversity focuses on increasing representation of underrepresented groups within a company's workforce, inclusion aims to create a welcoming environment. An inclusive workplace provides equal access to advancement and development opportunities. Studies also show that diverse teams approach problems in creative ways, unlocking new solutions and increasing a company's competitiveness.



IMPACT OF TECHNOLOGY ON RECRUITMENT

The rise of bionic recruitment

The increasing volume of data — and the tools for managing it — have transformed processes that traditionally relied on human decision making. The recruitment process is no exception. Artificial intelligence, and its subset of machine learning, will impact how companies recruit and retain candidates by introducing efficiencies and streamlining the time-intensive sourcing and screening process.

Top hiring technologies employers are currently using



Automated resume screening



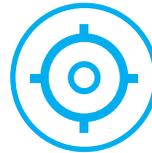
Interview schedule tools



Onboarding software



Video interviewing



Application tracking systems (ATS)

Although many employers are using standard application tracking systems (ATS), it is important to note that solely relying on these tools could lead to significant candidate loss rates. In the future, companies will turn to technology such as AI-powered pre-interview screening and predictive analytics for more successful hiring. Perhaps the most interesting development will be the convergence of human processes and technological innovations. Rather than eliminating the need for humans, technological advancements will increase the importance of personalized recruitment activities such as engaging and connecting with the best candidates.

35%

of employers understand how AI will impact their hiring process

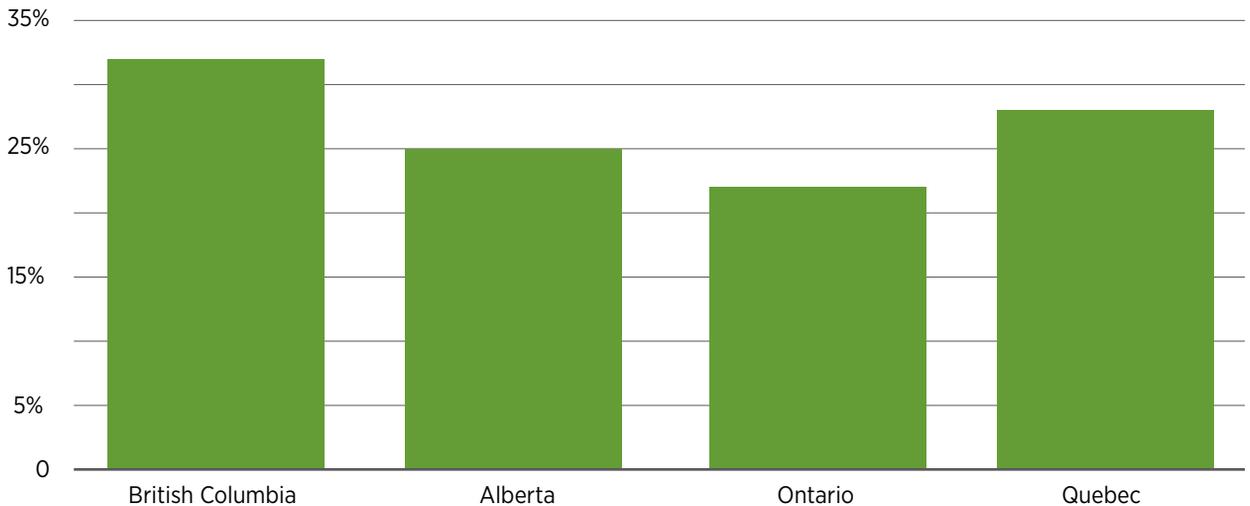
4%

of employers are currently using AI tools in their hiring process

6%

of employers plan to integrate AI/machine learning in next 1-3 years falling from the 83% who were planning to last year

Regional view of employers who are unsure of how AI will impact their hiring process



DATA SECURITY: ARE YOU PREPARED?

Data is one of the most valuable assets your company holds. Data can be in many different forms such as electronic, print, and intellectual property. It is important to recognize that it is insufficient to solely write policies. Policies must be implemented, monitored, tested, continuously improved and enforced. Here are three types of data that you should be aware of.

Tip 1**Electronic**

Have your IT department ensure there are policies in place to protect the data on electronic devices. For example, having a two-factor authentication system for logins.

Tip 2**Print**

Enforce physical print policies in the workplace to protect the leakage of data. This can be done by managers reminding their team to lock their desks every night before they leave.

Tip 3**Intellectual property**

The HR department should have an efficient onboarding process that includes policies that protect the information workers attain while working at a company. This ensures that the information is kept confidential and will not be shared.

SALARY RANGES

The following pages provide a listing of the typical base wages for the commonly filled roles for professional and skilled staff in:

- Accounting & Finance
- Architecture & Interior Design
- Construction
- Human Resources
- Information Technology
- Legal
- Manufacturing & Logistics
- Office Professionals
- Procurement
- Property & Facilities Management
- Resources & Mining
- Sales & Marketing

For ranges, the first figure indicates the minimum and the second figure indicates the maximum salary level typically paid in each city or region. Where only one figure is reported, it represents the minimum wage for more senior positions that can have a very wide range and no clearly defined upper limit. Salaries are expressed in Canadian dollars (thousands, annual gross) and do not reflect any benefits packages, bonuses, or any other arrangements between employers and candidates. While every care is taken in the collection and compilation of data, this report is interpretive and indicative, not conclusive.

This information should be used as a guide only.



ACCOUNTING & FINANCE

HOT JOBS

Senior Tax Manager

Senior Accountant

Property Accountant

Project Accountant

Controller

Financial Analyst

Publicly Traded

Revenues of \$500m and higher	Vancouver	Calgary	GTA	Ottawa	Montréal
Chief Financial Officer	300–400	300–400	300–400	300–400	300–400
Vice President, Finance	180–275	200–250	185–255	180–230	180–250
Director of Finance	145–190	180–225	145–185	140–180	145–225
Controller	130–170	130–190	130–165	120–150	125–160
Assistant Controller/Account Manager	90–120	105–150	90–115	75–120	85–110
Senior Accountant	75–95	75–95	70–95	80–95	70–90
Treasury Manager	110–145	130–170	115–145	110–135	110–140
Treasury Analyst	100–125	95–120	85–115	85–115	90–110
Senior Director Tax/VP Tax	150–220	180–220	185–255	150–220	150–220
Director of Tax	130–180	150–190	155–205	130–180	140–200
Tax Manager	95–140	120–150	90–155	95–125	100–150
Tax Analyst	80–100	85–125	70–90	70–90	80–100
Internal Audit Manager	95–120	105–130	100–120	95–120	95–120
Internal Auditor	75–95	80–110	80–95	70–90	75–95
Manager, Financial Reporting	100–140	125–150	110–130	90–130	100–140
Manager, Financial Planning/Analysis	100–130	125–150	110–140	100–150	110–150
Senior Financial Analyst	85–105	100–125	80–100	80–95	80–95
Financial Analyst	75–95	75–95	70–90	70–90	70–95

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Public Practice

Mid tier	Vancouver	Calgary	GTA	Ottawa	Montréal
Audit Senior Manager	95-125	100-130	120-170	90-110	90-110
Audit Manager	85-95	85-100	90-120	75-90	75-90
Audit Senior	60-70	70-80	65-85	60-75	60-75
Audit Staff Accountant	50-60	50-65	45-60	55-65	55-70
Tax Senior Manager	100-130	110-150	120-170	100-120	100-120
Tax Manager	75-100	90-110	90-120	90-115	90-115
Tax Senior	60-75	70-90	60-85	70-85	70-85

Big Four	Vancouver	Calgary	GTA	Ottawa	Montréal
Audit Senior Manager	110-140	120-150	120-150	100-140	100-140
Audit Manager	80-100	95-120	85-110	80-95	80-95
Audit Senior	65-80	65-85	65-80	65-80	65-80
Audit Staff Accountant	55-65	55-70	45-60	60-70	60-70
Tax Senior Manager	110-150	120-170	120-160	110-150	110-150
Tax Manager	90-115	90-120	90-110	90-120	90-120
Tax Senior	75-90	75-95	60-85	75-90	75-90

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Private Enterprise

Revenues up to 100 million	Vancouver	Calgary	GTA	Ottawa	Montréal
Chief Financial Officer	150–250	170–220	185–230	150–200	110–200
Vice President, Finance	140–180	160–200	135–185	140–180	110–180
Director of Finance	110–150	130–170	125–170	100–140	100–150
Controller	95–115	95–130	85–125	90–125	80–120
Assistant Controller	80–90	80–100	80–100	80–100	75–95
Senior Accountant	65–80	65–85	60–85	65–80	60–80
Accounting Manager	75–95	75–95	70–90	65–80	70–85
Treasury Manager	85–95	95–110	90–110	85–95	85–95
Treasury Analyst	70–90	70–90	70–95	70–90	70–90
Director of Tax	100–115	140–170	150–170	90–120	90–120
Senior Tax Manager	80–110	110–140	120–140	80–110	90–110
Tax Manager	90–120	90–110	98–120	70–95	70–95
Tax Analyst	70–85	70–95	60–85	65–85	65–85
Internal Audit Manager	70–85	85–105	70–90	65–90	65–90
Internal Auditor	65–75	65–90	70–85	60–80	60–80
Manager, Financial Reporting	90–100	100–120	90–110	80–110	80–110
Manager, Financial Planning/Analysis	90–110	100–110	90–120	80–110	80–110
Senior Financial Analyst	75–90	75–95	70–90	75–90	75–95
Financial Analyst	70–80	60–75	60–75	50–70	50–75

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Private Enterprise

Revenues from 100–250m	Vancouver	Calgary	GTA	Ottawa	Montréal
Chief Financial Officer	200–250	190–250	185–260	160–250	160–250
Vice President, Finance	150–200	160–200	155–210	150–200	150–200
Director of Finance	120–160	130–160	135–165	100–140	100–150
Controller	100–130	110–150	95–135	90–130	90–130
Assistant Controller	85–100	85–110	80–100	75–100	75–95
Senior Accountant	70–85	65–85	60–85	60–85	60–80
Accounting Manager	85–100	80–100	80–95	75–90	75–90
Treasury Manager	90–115	100–120	105–125	90–115	100–125
Treasury Analyst	70–95	75–95	80–95	75–85	75–85
Director of Tax	110–135	120–140	140–170	100–130	110–140
Senior Tax Manager	90–120	120–130	120–140	90–120	100–130
Tax Manager	85–105	100–120	90–115	80–100	85–110
Tax Analyst	70–85	80–100	65–85	70–85	70–90
Internal Audit Manager	85–95	80–100	85–105	70–90	80–100
Internal Auditor	70–80	70–90	65–85	65–75	65–90
Manager, Financial Reporting	90–100	100–125	95–115	80–110	90–125
Manager, Financial Planning/Analysis	90–110	95–115	95–120	80–110	90–115
Senior Financial Analyst	75–90	75–95	70–95	75–90	75–95
Financial Analyst	70–80	65–80	60–90	60–75	65–85

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Private Enterprise

Revenues of 250m and higher	Vancouver	Calgary	GTA	Ottawa	Montréal
Chief Financial Officer	250–450	200–300	205–310	200–300	200–300
Vice President, Finance	200–300	190–250	185–260	180–250	180–250
Director of Finance	150–200	150–200	135–185	150–200	130–180
Controller	100–130	120–150	105–135	90–130	100–145
Assistant Controller	85–110	100–120	90–105	90–105	80–100
Senior Accountant	70–85	75–95	60–85	65–85	60–80
Accounting Manager	80–100	80–105	80–100	75–100	80–100
Treasury Manager	100–120	100–120	105–125	100–120	100–130
Treasury Analyst	70–95	75–95	80–95	70–95	75–95
Director of Tax	110–150	140–180	160–180	100–140	120–150+
Senior Tax Manager	95–120	130–160	125–145	95–120	100–140
Tax Manager	90–110	120–150	95–125	70–95	70–95
Tax Analyst	70–85	80–105	70–85	65–85	65–85
Internal Audit Manager	90–110	100–115	95–120	75–95	85–105
Internal Auditor	65–80	80–95	70–95	80–90	80–90
Manager, Financial Reporting	100–120	105–125	100–120	80–110	90–125
Manager, Financial Planning/Analysis	100–130	100–120	100–130	80–110	80–110
Senior Financial Analyst	75–95	80–100	70–95	75–100	75–100
Financial Analyst	70–85	70–85	65–85	60–75	70–85

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Accounting Support

Low	Vancouver	Calgary	GTA	Ottawa	Montréal
Accounts Receivable Manager	50–60	60–70	50–60	50–60	50–60
Accounts Receivable Supervisor	45–55	60–70	50–55	45–55	45–55
Accounts Receivable Clerk	40–45	40–45	35–40	30–35	30–35
Accounts Payable Manager	50–60	60–70	50–60	45–55	45–55
Accounts Payable Supervisor	50–55	50–60	40–48	40–45	40–45
Accounts Payable Clerk	40–45	40–50	35–40	30–35	30–35
Senior Accountant	55–65	55–65	50–55	45–55	45–55
Intermediate Accountant	45–55	45–55	40–50	40–45	40–45
Junior Accountant	40–45	35–45	35–45	40–45	32–38
Senior Property Accountant	60–70	60–70	50–55	50–60	50–60
Property Accountant	50–55	50–60	40–50	45–55	45–60
Senior Project Accountant	60–70	60–70	45–55	50–60	50–60
Project Accountant	50–60	50–60	40–45	40–50	40–50
Payroll Manager	60–65	70–80	60–80	50–60	50–60
Payroll Team Lead	55–65	65–75	50–53	50–55	50–55
Payroll Specialist	50–60	55–65	48–52	40–50	45–50
Payroll Coordinator	45–55	45–55	42–46	35–40	35–40
Payroll Administrator	40–50	40–50	40–45	30–35	30–35
Credit/Collections Manager	55–60	70–80	60–75	60–65	60–65
Credit/Collections Supervisor	50–55	55–60	50–55	50–55	50–60
Credit/Collections Specialist	40–50	45–55	40–45	40–50	40–50
Credit/Collections Administrator	40–45	35–45	35–40	35–37	35–37

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Accounting Support

Typical	Vancouver	Calgary	GTA	Ottawa	Montréal
Accounts Receivable Manager	60–70	70–80	55–70	55–65	55–65
Accounts Receivable Supervisor	50–60	65–75	50–60	50–60	50–60
Accounts Receivable Clerk	45–55	50–60	40–50	40–50	40–50
Accounts Payable Manager	60–75	70–80	60–70	50–60	50–60
Accounts Payable Supervisor	55–65	60–70	50–60	45–50	45–48
Accounts Payable Clerk	45–55	50–60	40–45	40–45	40–45
Senior Accountant	65–75	65–80	60–70	60–75	50–75
Intermediate Accountant	55–65	55–65	50–60	45–55	50–60
Junior Accountant	40–50	45–55	40–50	40–45	35–45
Senior Property Accountant	65–75	75–85	55–70	60–70	65–75
Property Accountant	60–65	60–75	50–55	50–60	55–65
Senior Project Accountant	65–80	70–80	55–65	60–70	50–70
Project Accountant	60–65	60–70	45–55	50–60	45–60
Payroll Manager	80–95	80–100	70–90	60–80	70–90
Payroll Team Lead	70–80	70–85	50–60	50–65	60–75
Payroll Specialist	55–60	65–80	48–55	45–55	45–55
Payroll Coordinator	50–60	50–60	45–48	35–45	35–45
Payroll Administrator	45–55	45–55	40–45	35–40	35–40
Director of Credit/Collections	90–100	85–110	110–125	80–100	100–115
Credit/Collections Manager	70–80	75–85	70–85	70–80	70–80
Credit/Collections Supervisor	50–60	55–65	55–60	55–65	55–65
Credit/Collections Specialist	45–55	55–60	45–50	45–50	45–50
Credit/Collections Administrator	40–45	45–50	40–45	40–45	40–45

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Accounting Support

High	Vancouver	Calgary	GTA	Ottawa	Montréal
Accounts Receivable Manager	80–85	75–95	65–85	60–75	60–75
Accounts Receivable Supervisor	70–85	70–80	55–65	60–65	60–65
Accounts Receivable Clerk	50–60	55–70	45–55	45–55	45–55
Accounts Payable Manager	80–85	80–100	65–85	55–70	55–70
Accounts Payable Supervisor	65–70	70–80	55–65	50–60	50–60
Accounts Payable Clerk	55–60	58–65	45–55	45–55	45–55
Senior Accountant	70–80	80–95	65–80	65–80	65–80
Intermediate Accountant	60–70	65–75	55–70	50–60	55–65
Junior Accountant	50–55	55–60	45–55	45–55	40–50
Senior Property Accountant	80–85	80–95	70–80	70–75	70–80
Property Accountant	70–75	70–80	60–70	60–70	55–70
Senior Project Accountant	75–85	75–90	70–80	65–80	65–80
Project Accountant	70–75	68–75	60–70	60–75	60–75
Payroll Manager	85–105	90–140	90–120	80–100	80–100
Payroll Team Lead	75–85	75–95	65–75	60–75	60–75
Payroll Specialist	60–75	70–85	55–65	50–60	50–60
Payroll Coordinator	55–60	60–70	46–52	45–55	45–55
Payroll Administrator	50–55	55–65	45–55	40–45	40–45
Director of Credit/Collections	100–125	100–130	125–140	90–115	100–140
Credit/Collections Manager	80–90	85–105	85–110	80–90	75–115
Credit/Collections Supervisor	65–75	75–85	60–75	60–75	60–75
Credit/Collections Specialist	55–60	60–75	50–55	40–55	50–60
Credit/Collections Administrator	45–50	50–60	45–50	40–50	45–55

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Banking and Financial Institutions

BIG 5 - Large	National
CFO	300+
CRO	300+
CCO	300+
Vice President, Risk	170-230
Vice President, Compliance	170-230
Vice President, Audit	170-230
Vice President, Finance	170-230
Director of Finance	120-150
Director of Risk	120-150
Director of Audit	120-150
Director of Compliance	120-150
Senior Manager, Risk	90-120
Senior Manager, Compliance	90-120
Senior Manager, Audit	90-120
Manager, Risk	70-90
Manager, Compliance	70-90
Manager, Audit	70-90
Investment Banking, Junior Associate	85-115
Investment Banking, Senior Associate	125-175
Investment Banking, Assistant Director	175-225
Commercial Banking Small Business (>750K)	70-110
Commercial Banking Mid Market (1M - 10M)	90-145
Commercial Banking Large Market - Syndicated (10M+)	90-145
Commercial Banking AVP /Team Lead	115-145
Vice President, Commercial Banking	145-200

Small-Mid Size	National
CFO	150-250
CRO	150-250
CCO	150-250
Vice President, Risk	140-180
Vice President, Compliance	140-180
Vice President, Audit	140-180
Vice President, Finance	140-180
Director of Finance	110-140
Director of Risk	110-140
Director of Audit	110-140
Director of Compliance	110-140
Senior Manager, Risk	80-110
Senior Manager, Compliance	80-110
Senior Manager, Audit	80-110
Manager, Risk	70-100
Manager, Compliance	70-100
Manager, Audit	70-100

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

ARCHITECTURE & INTERIOR DESIGN

HOT JOBS

Intermediate/
Senior
Technologist

BIM
Manager

Design/Senior
Architect

Project
Manager

Architecture

Low	Vancouver	Calgary	Edmonton	GTA	Ottawa	Montréal
Intern Architect	45-60	40-55	40-55	55-65	40-60	40-60
Architect	50-75	50-70	50-70	70-80	60-70	60-70
Technologists	50-60	45-65	45-65	45-55	35-50	35-50
Job Captain	55-65	65-80	65-80	65-75	50-65	50-65
Project Manager	60-75	70-80	70-80	70-80	60-70	60-70
BIM Manager	45-65	60-80	60-80	70-85	65-75	65-75
Architectural Designer	50-70	50-70	50-70	45-55	40-60	40-60

Typical	Vancouver	Calgary	Edmonton	GTA	Ottawa	Montréal
Intern Architect	60-80	55-70	55-70	60-80	55-75	55-80
Architect	75-100	70-100	70-100	70-95	70-90	70-90
Technologists	60-80	65-85	65-85	60-80	50-70	50-70
Job Captain	65-85	80-95	80-95	75-95	65-85	65-85
Project Manager	75-95	80-100	80-100	80-120	70-100	70-100
BIM Manager	65-85	80-100	80-100	85-110	80-95	80-95
Architectural Designer	70-90	70-90	70-90	65-85	60-80	60-80

High	Vancouver	Calgary	Edmonton	GTA	Ottawa	Montréal
Intern Architect	80-90	70-85	70-85	60-85	55-75	55-75
Architect	100-135	100-135	100-135	100+	100-130	100-130
Technologists	80-95	85-105	85-105	70-85	70-80	70-80
Job Captain	90-100	95-115	95-115	90-105	80-95	80-95
Project Manager	95-110	100-125	100-125	100-135	100-130	100-130
BIM Manager	85-100	100-130	100-130	110-140	80-100	80-100
Architectural Designer	90-100	90-120	90-120	70-90	60-85	60-85

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Interior Design

Low	Vancouver	Calgary	Edmonton	GTA	Ottawa	Montréal
Senior Interior Designer	60-70	60-70	60-70	60-75	60-70	60-70
Intermediate Interior Designer	35-45	40-50	40-55	50-60	40-50	40-50
Junior Interior Designer	35-50	40-50	40-50	40-45	35-45	35-45
Typical	Vancouver	Calgary	Edmonton	GTA	Ottawa	Montréal
Senior Interior Designer	70-80	70-85	70-85	70-95	70-85	70-85
Intermediate Interior Designer	55-70	60-75	60-75	60-75	50-70	50-70
Junior Interior Designer	50-65	50-60	50-60	40-45	35-45	35-45
High	Vancouver	Calgary	Edmonton	GTA	Ottawa	Montréal
Senior Interior Designer	80-90	85-105	85-105	80-110	80-95	80-95
Intermediate Interior Designer	70-90	75-100	75-95	75-90	70-85	70-85
Junior Interior designer	65-80	60-80	60-80	40-50	40-50	40-50

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

CONSTRUCTION



HOT JOBS

Project
Manager

Superintendent

Estimator

Development
Manager

General Construction

Low	VAN	CG	EDM	WIN	REG	GTA	OTT	MTL
Vice President Construction	120-150	120-140	120-140	100-140	110-130	150-200	110-125	120-150
Project Manager	80-90	80-110	80-110	75-90	70-90	70-90	65-75	65-90
Project Coordinator	40-55	50-65	50-65	50-60	50-60	45-50	45-55	45-55
Chief Estimator	100-120	90-110	90-110	85-100	80-95	100-125	95-115	80-100
Estimator	40-70	60-90	60-90	70-95	70-90	45-65	60-70	55-70
Superintendent	75-90	70-110	70-110	80-90	70-90	75-85	75-85	80-100
Assistant Superintendent/Foreman	60-75	50-80	50-80	60-80	60-80	55-65	45-55	55-70
Mechanical & Electrical Coordinator	50-65	50-65	50-60	50-60	50-60	50-65	45-55	50-65
Mechanical & Electrical Manager	75-85	75-85	75-85	75-85	75-85	70-80	70-80	65-75

Typical	VAN	CG	EDM	WIN	REG	GTA	OTT	MTL
Vice President Construction	175-220	140-180	140-180	130-150	130-150	200-250	130-150	150-200
Project Manager	110-130	90-125	90-125	80-110	80-110	90-120	90-125	90-120
Project Coordinator	65-75	60-75	60-75	55-70	40-70	50-65	60-70	55-70
Chief Estimator	110-135	100-130	100-130	110-130	100--130	125-150	115-125	100-120
Estimator	90-110	80-110	80-110	70-95	75-100	75-100	90-110	70-90
Superintendent	90-110	90-120	90-120	90-110	80-105	90-120	100-125	100-120
Assistant Superintendent/Foreman	70-80	70-90	70-90	70-90	70-90	65-80	80-90	65-80
Mechanical & Electrical Coordinator	55-75	60-75	60-80	55-75	55-75	55-75	50-60	60-75
Mechanical & Electrical Manager	90-120	80-100	80-100	80+	80+	70-90	85-95	75-90

High	VAN	CG	EDM	WIN	REG	GTA	OTT	MTL
Vice President Construction	200-300	160-210	160-210	140-200	160+	250-300	175+	200+
Project Manager	140-180	110-150	110-150	100-150	100-140	120-140	125+	120-160
Project Coordinator	75-85	75-85	75-85	60-80	60-70	65-85	70-75	70-80
Chief Estimator	130-185	120-170	120-170	110-160	110-160	150-200	125-135	115-140
Estimator	110-140	90-130	90-130	90-120	100-120	100-130	110-120	90-110
Superintendent	120-150	110-150	110-150	100-135	100-130	120-150	125-140	120-160
Assistant Superintendent/Foreman	80-95	80-100	80-100	80-100	85-100	90-110	80-100	75-90
Mechanical & Electrical Coordinator	80-100	60-75	60-80	55-75	55-75	60-80	60-75	70-85
Mechanical & Electrical Manager	120-200	80-100	80-100	80+	80+	90-120	90-100	90-110

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Road Building & Heavy Construction

Low	VAN	CG	EDM	WIN	REG	GTA	OTT	MTL
VP, Construction	120-150	100-130	100-130	90-110	75-90	90-110	100-120	90-110
Project Manager	85-105	75-100	75-100	65-80	75-90	65-80	70-75	60-80
Project Coordinator	55-70	50-75	50-75	40-55	50-65	55-65	45-55	50-65
Chief Estimator	95-110	80-100	80-100	70-80	80-95	80-100	80-90	80-95
Estimator	75-100	50-80	50-80	50-65	60-80	55-65	55-65	55-70
Superintendent	80-95	70-100	70-100	65-75	75-90	65-80	65-80	75-95
Assistant Superintendent/Foreman	65-75	55-80	55-80	45-60	60-75	45-55	55-65	45-60

Typical	VAN	CG	EDM	WIN	REG	GTA	OTT	MTL
VP, Construction	150-180	120-180	120-180	120-140	120-140	110-130	120-140	110-140
Project Manager	100-130	90-120	90-120	100-130	100-120	80-100	80-100	80-120
Project Coordinator	70-90	60-75	60-75	60-75	60-70	65-80	50-60	65-80
Chief Estimator	110-150	100-130	100-130	90-140	100-120	90-110	90-120	95-110
Estimator	95-120	80-110	80-110	75-110	80-100	65-80	85-100	70-100
Superintendent	100-120	90-120	90-120	80-120	90-110	80-100	90-120	95-110
Assistant Superintendent/Foreman	70-90	75-90	75-90	70-90	70-90	65-75	70-80	65-80

High	VAN	CG	EDM	WIN	REG	GTA	OTT	MTL
VP, Construction	180-250	150-250	150-250	140-160	140-160	130-225	140+	150+
Project Manager	115-180	110-160	110-160	100-140	110-140	95-150	90-130	120-170
Project Coordinator	75-95	70-90	70-90	70-80	70-90	75-90	65-70	75-90
Chief Estimator	130-185	125-175	125-175	100-140	110-160	100-150	115-150	110-150
Estimator	100-130	100-120	100-120	90-120	90-130	80-95	90-120	100-120
Superintendent	115-160	100-150	100-150	100-130	110-150	100-120	100-130	110-160
Assistant Superintendent/Foreman	80-95	75-110	75-110	70-100	90-120	70-80	80-95	75-95

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Civil Engineering

Low	VAN	CG	EDM	WIN	REG	GTA
Principal Partner	105-120	100-115	100-115	95-110	100+	100-110
Associate Partner	100-115	90-105	90-105	85-100	85-100	90-100
Civil Project Manager	65-80	55-75	55-75	50-65	75-90	70-80
Civil Project Engineer	55-70	55-65	55-65	50-60	60-80	70-80
Civil Engineer	50-65	50-60	50-60	50-60	50-60	50-60
Civil Designer	42-55	45-55	45-55	45-55	40-55	45-55
Civil CAD Drafter	40-50	40-50	40-50	40-50	40-50	40-50

Typical	VAN	CG	EDM	WIN	REG	GTA
Principal Partner	120-140	115-130	115-130	105-120	120+	110-120
Associate Partner	105-120	110-125	110-125	100-110	100-120	100-110
Civil Project Manager	85-110	70-95	70-95	65-85	85-100	80-90
Civil Project Engineer	75-95	60-90	60-90	60-90	60-85	80-90
Civil Engineer	65-85	60-85	60-85	60-85	60-75	65-85
Civil Designer	65-85	55-70	55-70	55-70	55-70	55-70
Civil CAD Drafter	55-70	50-70	50-70	50-60	50-60	50-70

High	VAN	CG	EDM	WIN	REG	GTA
Principal Partner	150-180	145-170	145-170	120-150	150+	120-140
Associate Partner	125-150	130-150	130-150	110-140	120-140	110-130
Civil Project Manager	95-120	90-120	90-120	85-110	100-130	90-110
Civil Project Engineer	85-110	100-120	100-120	90-100	90-110	90-100
Civil Engineer	85-100	85-95	85-96	85-95	90-110	85-100
Civil Designer	75-100	70-90	70-90	70-90	80-90	70-90
Civil CAD Drafter	70-85	70-80	70-80	60-70	75-90	60-75

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Environmental Engineering

Low	VAN	CG	EDM	WIN	GTA
Principal Partner	105-120	105-120	100-115	100-115	100-110
Associate Partner	100-115	100-115	90-100	90-100	90-100
Associate	85-100	80-95	80-95	85-95	85-95
Environmental Project Manager	55-75	55-75	55-75	55-65	70-80
Environmental Project Engineer	55-75	55-75	55-75	55-65	70-80
Environmental Engineer	55-75	55-75	55-75	50-60	50-60

Typical	VAN	CG	EDM	WIN	GTA
Principal Partner	120-140	120-135	120-135	115-125	110-120
Associate Partner	115-125	115-125	115-125	95-105	100-110
Associate	105-120	95-105	95-105	95-105	95-105
Environmental Project Manager	75-120	60-95	60-95	65-95	80-90
Environmental Project Engineer	75-120	75-120	75-120	65-90	80-90
Environmental Engineer	75-90	60-90	60-90	60-85	60-80

High	VAN	CG	EDM	WIN	GTA
Principal Partner	130-160	130-140	130-140	120-140	120-145
Associate Partner	125-150	120-130	120-130	115-125	110-140
Associate	115-140	100-120	100-120	100-110	100-110
Environmental Project Manager	90-140	90-110	90-110	90-100	90-100
Environmental Project Engineer	90-140	90-140	90-140	90-120	90-110
Environmental Engineer	90-120	90-120	90-120	80-95	80-95

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

High-rise Construction

Low	VAN	CG	EDM	WIN	REG	GTA	OTT	MTL
Vice President Construction	140-155	120-155	120-155	120-155	100-130	150-200	120-140	120-150
Senior Project Manager	120-130	120-130	120-130	110-120	100-120	100-130	80-90	100-125
Project Manager	100-110	100-120	100-120	100-115	85-100	85-100	75-80	80-100
Project Coordinator	45-65	50-65	50-70	45-55	40-50	40-50	40-50	50-60
Chief Estimator	110-130	100-120	100-120	80-100	90-110	100-140	90-100	75-95
Estimator	65-85	65-85	65-85	60-70	60-75	50-75	60-70	55-75
Superintendent	100-110	80-110	80-110	80-100	80-95	80-100	70-90	80-100
Finishing Super	80-90	70-85	70-85	70-85	70-85	70-80	50-60	75-90
Customer Service Manager	60-75	60-75	60-75	60-75	40-55	70-80	50-60	55-75
Customer Service Coordinator	35-50	40-50	42-50	40-50	35-45	40-50	35-40	45-55
Assistant Superintendent/Foreman	70-80	60-80	60-80	50-65	55-70	50-60	45-60	50-70
Site Clerk	35-40	35-45	35-45	35-50	35-45	35-45	35-45	40-50
Construction Manager	110-120	100-115	100-115	100-115	100-120	100-115	100-115	100-115

Typical	VAN	CG	EDM	WIN	REG	GTA	OTT	MTL
Vice President Construction	175-200	150-180	150-180	130-180	120-150	200-250	150-160	150-180
Senior Project Manager	130-150	130-160	130-160	120-160	110-140	130-160	125-140	125-150
Project Manager	120-130	120-140	120-140	100-125	90-120	100-130	90-110	100-130
Project Coordinator	65-75	60-75	60-75	55-70	60-80	50-75	60-70	60-70
Chief Estimator	140-160	120-150	120-150	100-115	110-120	140-180	115-125	95-120
Estimator	80-100	80-100	80-100	80-120	80-100	75-125	80-100	65-90
Superintendent	120-130	90-140	90-140	95-130	100-120	100-160	80-120	100-125
Finishing Super	90-100	80-95	80-95	80-95	75-100	80-120	80-90	90-100
Customer Service Manager	65-75	75-90	75-90	75-90	50-65	75-90	60-70	75-90
Customer Service Coordinator	45-60	45-60	45-60	50-60	45-60	50-60	40-45	45-60
Assistant Superintendent/Foreman	75-85	70-90	70-90	60-80	65-80	80-100	70-80	75-85
Site Clerk	40-50	40-50	40-50	45-55	50-60	40-50	45-55	45-55
Construction Manager	130-150	120-150	120-150	115-130	100-140	110-160	125-140	115-130

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

High-rise Construction

High	VAN	CG	EDM	WIN	REG	GTA	OTT	MTL
Vice President Construction	200-300	180-250	180-250	185-250	140-180	250-300	175+	180+
Senior Project Manager	160-190	150-200	150-200	150-200	120-150	160-220	130-150	150-190
Project Manager	130-160	150-180	150-180	130-160	110-120	130-160	110-130	130-160
Project Coordinator	75-90	70-80	60-80	65-85	60-80	75-90	65-75	70-80
Chief Estimator	160-180	140-170	140-170	110-130	115-130	180-230	175-200	120-175
Estimator	100-130	90-120	90-120	95-115	90-110	125-150	120-150	90-105
Superintendent	130-200	130-200	130-200	120-150	110-130	160-220	120-150	125-200
Finishing Super	100-120	90-120	90-120	90-120	90-110	120-160	90-110	100-130
Customer Service Manager	65-80	80-110	80-110	80-110	55-75	110-150	70-75	85-100
Customer Service Coordinator	50-60	50-65	50-65	55-65	55-65	60-80	55-65	50-65
Assistant Superintendent/Foreman	90-100	80-110	80-110	75-90	75-90	75-90	85-100	70-90
Site Clerk	45-55	45-55	45-55	50-60	50-65	50-60	55-60	55-70
Construction Manager	150-190	150-200	150-200	130-160	130-180	160-220	130-160	130-160

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Residential Construction

Low	VAN	CG	EDM	WIN	REG	GTA	OTT	MTL
Vice President Construction	125-150	125-150	125-150	110-150	100-120	110-150	110-150	110-130
Senior Project Manager	110-130	85-110	85-110	80- 90	80-90	70-90	70-80	70-90
Project Manager	80-95	70-85	70-85	65-75	60-75	60-70	60-70	65-75
Project Coordinator	40-60	50-55	50-55	50-75	50-75	40-45	40-50	45-55
Chief Estimator	90-110	80-100	80-100	80-100	85-105	80-100	80-100	65-80
Estimator	40-60	50-65	50-65	55-65	55-65	50-70	45-55	45-65
Superintendent	80-100	70-85	70-85	75-90	75-90	60-75	65-75	60-70
Finishing Super	70-80	60-70	60-70	55-65	70-80	50-60	60-70	60-70
Customer Service Manager	60-75	60-75	60-75	60-70	40-55	60-70	50-55	60-70
Customer Service Coordinator	40-50	40-50	40-50	40-50	30-40	45-55	40-45	45-55
Assistant Superintendent/Foreman	60-75	60-70	60-70	50-60	50-60	50-60	55-60	45-60

Typical	VAN	CG	EDM	WIN	REG	GTA	OTT	MTL
Vice President Construction	150-185	125-185	125-185	125-175	120-140	150 - 180	125-175	130-150
Senior Project Manager	130-140	110-130	110-130	80-100	90-110	90-110	80-100	85-110
Project Manager	100-120	85-100	85-100	70-85	70-95	80-100	70-90	75-95
Project Coordinator	60-75	55-65	55-65	50-60	40-65	45-60	45-55	55-65
Chief Estimator	100-120	90-110	90-110	85-105	90-110	100-125	110-120	90-110
Estimator	75-90	70-85	70-85	50-70	60-90	65-90	65-75	65-90
Superintendent	100-120	80-100	80-100	75-90	70-120	80-100	75-95	70-90
Finishing Super	75-85	65-80	65-80	60-70	70-95	65-80	65-75	70-90
Customer Service Manager	65-85	60-80	60-80	60-70	50-65	70-95	60-70	70-80
Customer Service Coordinator	45-60	45-60	45-60	45-55	45-55	45-60	45-55	55-65
Assistant Superintendent/Foreman	65-75	65-80	65-80	60-70	60-75	60-70	60-70	50-65

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Residential Construction

High	VAN	CG	EDM	WIN	REG	GTA	OTT	MTL
Vice President Construction	150-225	150-225	150-200	150-200	150+	180-230	150-200	150+
Senior Project Manager	130-160	120-150	120-150	100-130	100-120	100-140	100-125	110-130
Project Manager	120-150	95-110	95-110	80-120	90-100	90-120	95-115	95-120
Project Coordinator	70-80	65-75	65-75	55-65	65-80	60-70	60-70	65-75
Chief Estimator	120-140	110-130	110-130	90-110	100-115	125-200	130-140	120-150
Estimator	100-120	80-100	80-100	65-85	100-120	90-120	65-80	90-120
Superintendent	120-145	100-125	100-125	80-110	100-120	100-140	90-110	90-110
Finishing Super	80-90	70-90	70-90	70-80	90-110	90-120	70-80	80-100
Customer Service Manager	80-110	70-100	70-100	70-90	65-85	80-100	60-65	80-100
Customer Service Coordinator	50-80	50-80	50-80	50-80	50-70	60-70	50-60	65-80
Assistant Superintendent/Foreman	75-85	70-90	70-90	70-85	80-95	70-75	65-75	60-70

Development Management

Low	VAN	CG	EDM	GTA	OTT	MTL
Vice President, Development	125-160	110-140	110-140	125-150	100-120	110-130
Development Director	110-120	90-110	90-110	100-125	100-110	90-110
Development Manager	90-100	75-90	75-90	85-95	85-100	70-90
Junior/Assistant Development Manager	50-65	50-65	50-65	45-65	55-65	50-70

Typical	VAN	CG	EDM	GTA	OTT	MTL
Vice President, Development	150-175	125-160	120-160	150 - 250	125-150	130-150
Development Director	120-150	100-120	100-120	125-175	110-130	110-130
Development Manager	100-120	85-110	90-110	100-130	95-110	90-110
Junior/Assistant Development Manager	65-80	60-70	60-75	60-80	65-75	60-80

High	VAN	CG	EDM	GTA	OTT	MTL
Vice President, Development	200-300	160-220	160-220	200-300	160+	150+
Development Director	150-200	120-155	120-155	150-220	130-150	130-150
Development Manager	130-150	110-130	110-130	125-160	110-130	110-130
Junior/Assistant Development Manager	70-90	70-95	70-90	65-90	75-85	70-85

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Mechanical Construction

Low	VAN	CG	EDM	GTA	OTT
Vice President Construction	100-120	90-110	90-110	N/A	80-100
Project Manager	70-80	70-90	70-90	60-70	60-70
Project Coordinator	45-55	50-70	50-70	35-50	35-45
Chief Estimator	80-100	80-100	80-100	N/A	70-95
Estimator	55-75	60-80	60-80	40-60	50-65
Superintendent	70-90	80-100	80-100	60-75	65-75
Assistant Superintendent	60-70	75-90	75-90	70-80	60-70

Typical	VAN	CG	EDM	GTA	OTT
Vice President Construction	120-140	110-120	110-120	100+	120-140
Project Manager	80-95	80-110	80-110	70-90	75-90
Project Coordinator	55-70	60-80	60-80	50-65	50-60
Chief Estimator	100-130	90-110	90-110	100-125	80-100
Estimator	75-100	80-100	80-100	60-80	65-85
Superintendent	90-110	90-110	90-110	75-120	80-95
Assistant Superintendent	70-95	80-100	80-100	70-80	70-80

High	VAN	CG	EDM	GTA	OTT
Vice President Construction	140+	120-150	120-150	150-200	140-160
Project Manager	95-130	90-130	90-130	100-150	90-125
Project Coordinator	70-90	70-90	70-90	70-90	60-70
Chief Estimator	120-150	100-130	100-130	140-180	95-125
Estimator	100-120	90-110	90-110	90-125	80-90
Superintendent	100-150	100-120	100-120	120+	95-105
Assistant Superintendent	80-90	90-120	90-120	70-80	80-90

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Electrical Construction

Low	VAN	CG	EDM	GTA	OTT
Vice President Construction	80-100	80-100	80-100	N/A	80-100
Project Manager	55-75	70-90	70-90	60-70	60-70
Project Coordinator	45-55	50-70	50-70	35-50	35-45
Chief Estimator	80-100	80-100	80-100	N/A	80-100
Estimator	55-75	60-80	60-80	40-60	40-50
Superintendent	70-80	80-100	80-100	N/A	60-70
Assistant Superintendent	60-70	75-90	75-90	60-70	50-60

Typical	VAN	CG	EDM	GTA	OTT
Vice President Construction	100-150	90-120	90-120	90-120	120-140
Project Manager	80-95	80-110	80-110	70-90	70-90
Project Coordinator	55-70	60-80	60-80	50-65	50-60
Chief Estimator	120-150	90-110	90-110	90-110	70-90
Estimator	75-100	80-100	80-100	60-80	70-85
Superintendent	90-110	90-110	90-110	75-100	70-85
Assistant Superintendent	70-95	80-100	80-100	70-80	60-70

High	VAN	CG	EDM	GTA	OTT
Vice President Construction	150+	100-150	100-150	150-200	140-160
Project Manager	100-130	90-130	90-130	110-180	90-110
Project Coordinator	70-80	70-90	70-90	70-90	70-80
Chief Estimator	150+	100-130	100-130	140-190	85-105
Estimator	100-120	90-120	90-120	80-120	85-100
Superintendent	100-150	100-120	100-120	120+	85-100
Assistant Superintendent	80-90	90-120	90-120	80-90	80-90

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Building Automation

Typical	VAN	CG	EDM	GTA	OTT	MTL
BAS Technician LVL 1	40-50	40-50	40-50	40-50	40-50	40-50
BAS Technician LVL 2	50-70	50-70	50-70	50-70	50-70	50-70
BAS Technician LVL 3	75-110	75-110	75-110	80-120	70-90	70-90
BAS Project Manager	80-100	80-100	80-100	70-100	70-85	70-85
BAS Estimator	80-110	80-110	80-110	80-110	75-90	75-90
BAS Designer	50-75	50-75	50-75	50-75	50-70	50-70

Mechanical Engineering

Low	VAN	CG	EDM	GTA	OTT	MTL
Senior Mechanical Engineer	80-90	80-90	80-90	80-90	80-90	75-90
Mechanical Engineer	60-70	60-70	60-70	65-75	60-70	55-65
Designers	40-50	40-50	40-50	40-50	40-50	40-50
Project Manager	75-85	75-85	75-85	75-85	75-85	70-90
Construction Administrators	55-65	55-65	55-65	55-65	55-65	55-65
REVIT Operators	35-45	35-45	35-45	35-45	35-45	40-50

Typical	VAN	CG	EDM	GTA	OTT	MTL
Senior Mechanical Engineer	90-100	90-100	90-100	90-100	85-100	80-100
Mechanical Engineer	80-90	80-90	80-90	80-90	80-90	60-80
Designers	60-70	60-70	60-70	65-75	60-70	50-55
Project Manager	90-100	90-100	90-100	90-110	90-100	80-100
Construction Administrators	70-100	70-100	70-100	80-100	70-100	65-70
REVIT Operators	50-65	50-65	50-65	50-65	50-65	50-60

High	VAN	CG	EDM	GTA	OTT	MTL
Senior Mechanical Engineer	95-105	95-105	95-105	115-120	90-110	100-140
Mechanical Engineer	80-90	80-90	80-90	N/A	80-90	80-100
Designers	70-80	70-80	70-80	80-90	70-80	55-65
Project Manager	90-100	90-100	90-100	110-180	90-100	90-120
Construction Administrators	90-120	90-120	90-120	100-120	90-110	70-75
REVIT Operators	65-80	65-80	65-80	65-80	65-80	55-70

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Electrical Engineering

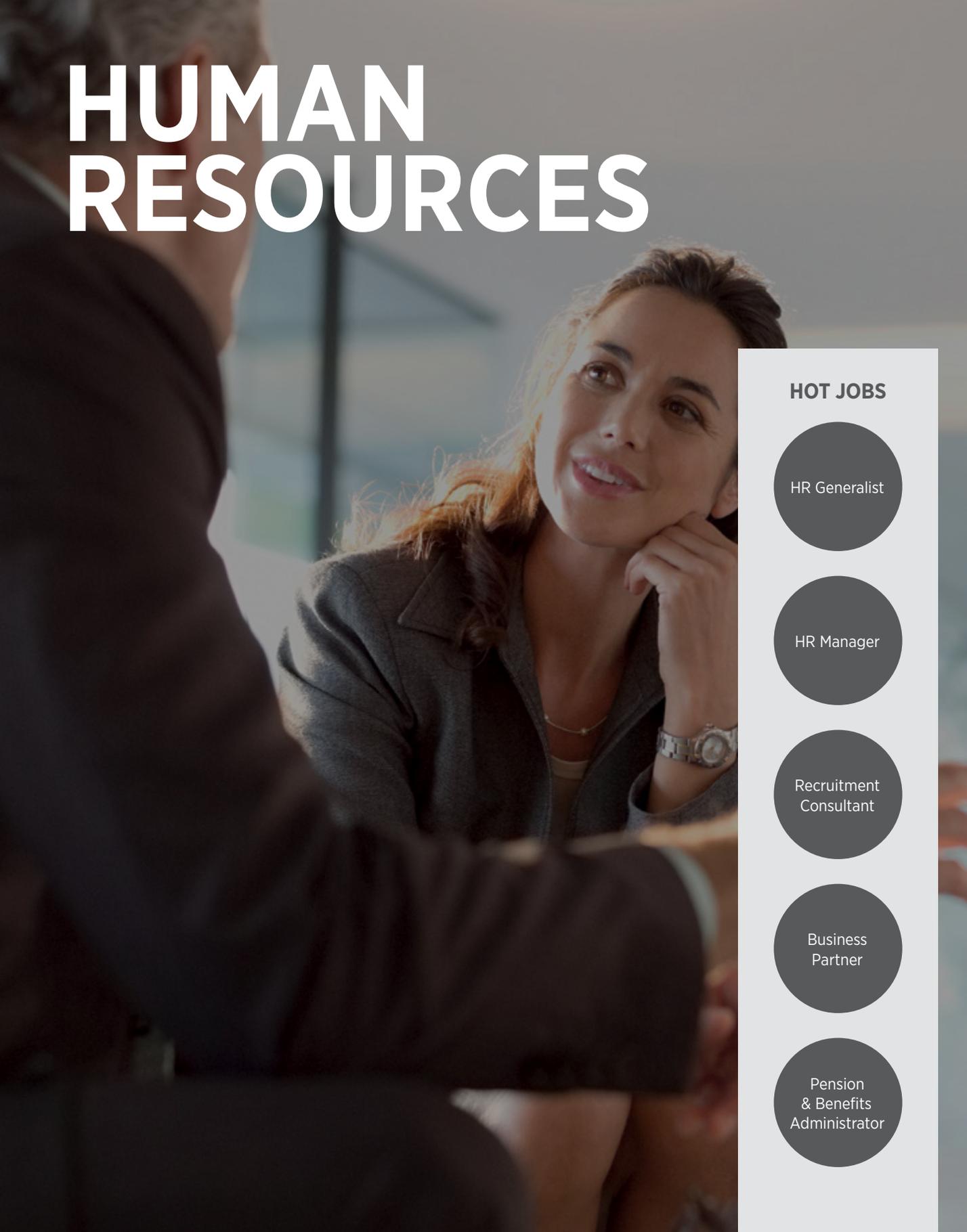
Low	VAN	CG	EDM	GTA	OTT	MTL
Senior Electrical Engineer	80-90	80-90	80-90	80-90	75-90	75-90
Electrical Engineer	60-70	60-70	60-70	65-75	60-70	55-65
Designers	40-50	40-50	40-50	40-50	40-50	40-50
Project Manager	75-85	75-85	75-85	75-85	75-85	70-90
Construction Administrators	55-65	55-65	55-65	55-65	55-65	55-65
REVIT Operators	35-45	35-45	35-45	35-45	35-45	40-50

Typical	VAN	CG	EDM	GTA	OTT	MTL
Senior Electrical Engineer	95-105	95-105	95-105	90-100	85-100	80-100
Electrical Engineer	80-90	80-90	80-90	80-90	80-90	60-80
Designers	60-70	60-70	60-70	65-75	60-70	50-55
Project Manager	90-100	90-100	90-100	90-110	90-100	80-100
Construction Administrators	70-100	70-100	70-100	80-100	70-100	65-70
REVIT Operators	50-65	50-65	50-65	50-65	50-65	50-60

High	VAN	CG	EDM	GTA	OTT	MTL
Senior Electrical Engineer	95-105	95-105	95-105	115-120	100-110	100-140
Electrical Engineer	80-90	80-90	80-90	N/A	N/A	80-10
Designers	70-80	70-80	70-80	80-90	70-80	55-65
Project Manager	90-100	90-100	90-100	110-180	90-100	90-120
Construction Administrators	90-120	90-120	90-120	100-120	90-110	70-75
REVIT Operators	65-80	65-80	65-80	65-80	65-80	55-70

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

HUMAN RESOURCES



HOT JOBS

HR Generalist

HR Manager

Recruitment
Consultant

Business
Partner

Pension
& Benefits
Administrator

Generalist

Low	Vancouver	Calgary	GTA	Ottawa	Montréal
Vice President	110-120	110-130	110-120	100-120	110-120
Director	90-110	90-110	95-110	95-100	95-110
Business Partner	70-85	65-75	75-85	70-80	75-85
Manager	65-75	70-80	75-85	70-85	75-85
Generalist	50-60	45-60	55-65	50-60	55-65
Coordinator	40-50	40-50	50-55	35-50	45-50
Administrator/Assistant	35-40	38-45	50-55	35-40	45-50

Typical	Vancouver	Calgary	GTA	Ottawa	Montréal
Vice President	140-160	130-160	120-160	120-150	120-160
Director	120-145	110-130	110-130	100-130	110-130
Business Partner	90-120	80-100	95-120	80-100	85-110
Manager	90-120	80-110	90-115	80-95	85-110
Generalist	60-75	65-75	65-85	55-75	60-80
Coordinator	50-60	50-60	55-65	40-55	50-60
Administrator/Assistant	45-50	42-55	55-65	40-50	45-60

High	Vancouver	Calgary	GTA	Ottawa	Montréal
Vice President	160-200	150-200	140-200	140-160	140-180
Director	145-165	145-160	130-160	125-140	130-140
Business Partner	120-140	110-125	120-130	90-115	110-120
Manager	110-130	100-130	110-120	90-120	110-120
Generalist	75-85	75-90	75-90	75-90	75-90
Coordinator	60-70	65-75	60-75	55-65	55-70
Administrator/Assistant	50-60	55-65	60-75	50-60	55-70

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Organizational Development

Low	Vancouver	Calgary	GTA	Ottawa	Montréal
Vice President	100-120	100-120	100-120	100-120	100-120
Change Manager	80-90	75-85	90-100	75-85	80-90
Learning/Training Manager	70-80	60-70	70-80	60-80	70-80
Coordinator	55-65	45-50	55-65	40-50	50-60
Typical	Vancouver	Calgary	GTA	Ottawa	Montréal
Vice President	120-140	120-140	120-140	120-140	120-140
Change Manager	90-110	90-100	100-120	80-100	90-110
Learning/Training Manager	80-90	70-90	80-90	70-85	80-90
Coordinator	65-75	50-60	65-75	45-55	60-70
High	Vancouver	Calgary	GTA	Ottawa	Montréal
Vice President	130-160	130-160	130-160	130-160	130-160
Change Manager	110-120	100-130	110-120	90-110	110-120
Learning/Training Manager	90-100	90-100	90-100	70-90	90-100
Coordinator	75-85	60-70	70-80	50-70	70-80

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Compensation & Benefits

Low	Vancouver	Calgary	GTA	Ottawa	Montréal
Vice President/Director	100-110	110-130	110-120	100-115	110-120
Manager	80-90	90-110	90-100	80-100	90-100
Specialist	65-75	65-80	75-90	60-75	70-80
Analyst	55-65	65-75	65-75	55-70	65-75
Coordinator/Administrator	50-60	50-60	55-65	40-50	50-60

Typical	Vancouver	Calgary	GTA	Ottawa	Montréal
Vice President/Director	120-140	130-150	120-140	110-140	120-140
Manager	100-120	100-120	100-120	90-115	100-120
Specialist	80-100	75-85	80-100	65-75	85-100
Analyst	70-80	70-80	70-80	60-80	70-85
Coordinator/Administrator	60-70	55-65	60-70	45-65	55-65

High	Vancouver	Calgary	GTA	Ottawa	Montréal
Vice President/Director	140-200	145-160	140-200	120-150	130-160
Manager	120-140	110-130	120-140	100-120	110-130
Specialist	100-120	95-110	100-120	70-90	90-110
Analyst	85-100	90-100	85-100	75-90	85-95
Coordinator/Administrator	70-85	60-70	70-85	60-75	65-75

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Recruitment

Low	Vancouver	Calgary	GTA	Ottawa	Montréal
Director	95-110	90-105	95-110	80-100	90-100
Manager	80-95	80-90	80-95	70-80	75-85
Specialist	65-80	55-70	65-80	50-65	60-70
Administrator	50-65	45-60	50-65	40-50	45-60
Typical	Vancouver	Calgary	GTA	Ottawa	Montréal
Director	110-130	105-120	110-130	100-120	110-130
Manager	100-120	90-110	90-110	80-100	85-110
Specialist	75-90	65-90	75-90	60-80	70-85
Administrator	60-75	50-60	60-75	45-55	60-70
High	Vancouver	Calgary	GTA	Ottawa	Montréal
Director	120-140	120-140	120-140	115-140	120-140
Manager	100-120	110-130	100-120	90-115	100-120
Specialist	80-100	75-100	80-100	70-90	80-100
Administrator	65-80	60-70	65-80	55-65	65-80

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

HRIS

Low	Vancouver	Calgary	GTA	Ottawa	Montréal
Manager	75-90	80-90	75-90	65-75	70-80
Specialist	65-75	65-75	65-75	45-60	60-70
Administrator	55-65	55-65	55-65	40-45	50-60
Typical	Vancouver	Calgary	GTA	Ottawa	Montréal
Manager	85-100	90-100	85-100	70-80	80-90
Specialist	75-85	75-85	75-85	60-75	70-80
Administrator	65-75	65-75	65-75	45-65	60-70
High	Vancouver	Calgary	GTA	Ottawa	Montréal
Manager	90-110	100-120	90-110	80-100	90-110
Specialist	80-90	85-90	80-90	70-80	80-90
Administrator	70-80	75-80	70-80	55-70	70-80

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

INFORMATION TECHNOLOGY

A woman with dark hair and glasses is smiling while looking at a laptop screen. She is wearing a light-colored sweater with a decorative beaded trim. The background is a blurred office setting.

HOT JOBS

Software
Developer

Business
Analyst

Project
Manager

Cyber
Security

Big Data
Analyst

Artificial Intelligence (AI)

National	Low	Typical	High
Data Scientist - Python	90-100	100-120	120-200
Data Scientist - R	90-100	100-120	120-140
Big Data Engineer - Hadoop	90-100	100-120	130-150

Business Intelligence

National	Low	Typical	High
BI/Data Warehouse Architect	90-100	110-130	130-150
BI Manager	95-110	120-130	130-150
Database Manager	90-100	110-120	120-130
Information Manager	85-90	90-100	100-120
Database Administrator	75-85	85-95	95-110
Database Developer	80-90	90-100	100-120
ETL Developer	70-75	80-85	85-95
BI Developer	80-90	90-100	100-120
Performance Analyst	60-70	70-80	80-95
BI Analyst	70-80	80-90	90-100

Cloud Infrastructure

National	Low	Typical	High
Enterprise Architect	110-120	130-140	140-180
Solution Architect	95-110	110-120	120-140
Cloud Engineer - AWS/Azure/Google	90-100	100-120	120-130

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Development

National	Low	Typical	High
Software Architect	100-110	110-130	130-150
Technical Lead – C#/ASP.net	90-100	100-110	110-120
Technical Lead – Java	100-110	120-135	135-140
Technical Lead – Mobile	100-110	120-130	135-140
Mobile Developer – iOS/Android	70-80	85-100	100-120
Backend Developer – Java	75-90	100-110	110-130
Backend Developer – .Net	70-85	85-95	100-110
Backend Developer – LAMP/PHP/Drupal/WordPress/Joomla	70-80	85-95	95-100
Backend Developer – Ruby	75-80	90-100	100-115
Backend Developer – C/C++	70-75	85-100	95-100
Front End Developer	80-90	90-100	100-120
Full Stack Developer	80-90	90-110	110-130
SharePoint Developer	80-90	90-110	110-120
DevOps	80-90	90-110	110-120
Release Manager	100-105	110-120	120-125

Enterprise Resource Planning

National	Low	Typical	High
Project Manager	90-100	100-120	120-140
ERP Consultant	80-90	90-110	110-130
ERP Developer	80-90	90-110	110-130

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Infrastructure

National	Low	Typical	High
Enterprise Architect	100-110	110-130	130-150
Solution Architect	90-100	100-120	120-140
Service Delivery Manager	90-100	100-120	120-130
Network Engineer	90-100	100-120	120-130
Network Administrator	80-90	90-100	100-110
Systems Administrator	80-90	90-100	100-110
Helpdesk/Service Desk Analyst	50-55	55-65	65-75

Leadership

National	Low	Typical	High
CIO TSX 60	280-300	320-350	380-400
CIO TSX 300	180-190	210-220	230-250
CIO SME	130-150	170-190	200-220
CTO TSX 60	230-240	245-255	260-270
CTO TSX 300	145-165	175-195	200-220
CTO SME	130-150	160-170	180-200
IT Director TSX 60	215-225	230-260	270-290
IT Director TSX 300	145-165	175-195	200-220
IT Director SME	145-165	175-195	200-220
Development Director	120-125	130-160	160-170
Chief Information Security Officer	145-155	160-170	170-180
Head of IT Security	130-140	160-170	175-185
Head of IT	110-120	150-160	160-165
Head of Development	110-120	150-160	160-165
Head of Infrastructure	110-120	150-160	160-165
Head of Service Delivery	110-120	150-160	160-165
Head of Business Intelligence	130-140	160-170	175-185
Business Architect	120-130	140-150	165-175
Enterprise Architect	125-135	140-150	170-180
Technical Architect	110-120	130-150	160-165
Development Manager	100-110	110-120	125-130

Projects & Change Management

National	Low	Typical	High
Program Director	150-170	180-200	220-230
Head of PMO	130-135	150-155	160-165
Portfolio/Program Manager	110-130	135-140	150-155
Project Manager	110-115	115-120	120-125
Change Manager	105-110	120-125	130-135
Business Analyst	70-80	80-90	90-100
Business Systems Analyst	80-90	90-100	100-110

Security

Information Systems Leadership		National
Chief Information Security Officer		180-230
VP, Information Security		130-200
Director, Information Security		100-150
Identity & Access Management		National
Architect		110-140
Senior Engineer		90-120
Engineer		60-90
Governance, Risk & Compliance Leadership		National
VP, Governance, Risk & Compliance		140-170
Director, Governance, Risk & Compliance		110-140
Manager, Governance, Risk & Compliance		80-110
Governance Risk & Compliance		National
Senior GRC Consultant		80-110
GRC Consultant		70-100
Compliance Coordinator/Analyst		60-90
Data Security Consultant		60-90

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Security

Security Operations Leadership	National
VP, Security Operations Center	135-165
Director, Security Operations Center	110-140
Manager, Security Operations Center	95-125
Security Operations	National
Senior Engineer	100-140
Network Security Architect	105-135
Senior Network Security Engineer	90-120
Network Security Engineer	80-120
Engineer	60-90
Security Administrator	45-75
Application Security/Cloud Security	National
Cloud Security Architect	90-130
Cloud Security Engineer	90-130
Senior Application Security Engineer	80-110
Application Security Engineer	80-110
Incident Response	National
Reverse Engineer	80-130
Manager, Incident Response	65-90
Digital Forensics Analyst	65-95
Malware Analyst	60-90
Penetration Testing/Red Team	National
Principal Penetration Tester	90-120
Senior Penetration Tester	60-90
DevSecOps	National
DevSecOps Architect	110-140
Senior DevSecOps Engineer	100-130
DevSecOps Engineer	60-90

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Security

Architecture	National
Enterprise Security Architect	130-160
Solutions Architect	110-140

Approximately 80% of workers fall within this range.

Telecoms

National	Low	Typical	High
IP & Ethernet Engineer	75-80	90-95	100-110
Network Deployment & Support Engineer	75-80	90-95	100-105
PDH/SDH Transmission Design Engineer	65-70	80-85	90-95
NOC/NMC Support Engineer	65-70	90-95	100-110
Provisioning Engineer	70-80	80-90	90-100
Voice & Contact Centre Engineer	65-70	80-85	95-100
Network Capacity Planning Engineer	80-85	90-95	100-110
RAN/RF Engineers	70-75	80-90	90-100
Mobile Network Architect	100-110	110-120	120-130
OSS/BSS Solutions Architect	100-110	120-130	130-140
Product Manager	90-100	110-120	130-140

Testing

National	Low	Typical	High
Test Manager	90-100	100-110	110-130
Test Lead	80-90	90-100	100-110
Manual QA Analyst	55-60	65-75	75-85
Automated QA Analyst	70-80	80-90	90-100
Performance QA Analyst	70-80	80-90	90-100

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

LEGAL



HOT JOBS

Corporate
Law Clerk

Real Estate
Legal Assistant

Real Estate
Law Clerk

Corporate
Legal Assistant

Civil/
Commercial
Litigator

Private Practice

Experience	Small	Mid-Size	Large Firm
1st Year	65-85	80-95	100-110
2nd Year	75-90	90-105	100-125
3rd Year	80-100	90-110	130-150
4th Year	90-110	120-150	140-160
5th Year	100-120	130-150	145-170
6th Year	100-130	140-160	175-190
7th Year	100-140	150-180	190-220
Income Partner	150+	170+	225k+
Annual Bonus			10-25%

In House

Small-Medium Company	National
Junior Counsel (typically 1-3 years)	75-95
Legal Counsel (typically 3-5 years)	95-135
Senior Counsel (typically 5-8 years)	130-180
General Counsel (typically 8 years plus)	170-225+

Large Company	National
Junior Counsel (typically 1-3 years)	85-110
Legal Counsel (typically 3-5 years)	105-140
Senior Counsel (typically 5-8 years)	135-220
General Counsel (typically 8 years plus)	200-300+

**These figures may vary between industries and depending on other market factors. Individual advice can be provided.*

**Years account for post call experience.*

**Base salaries only, exclusive of bonus, stock options or other non monetary benefits that would increase the total package*

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Legal Support

Small Firm	National
Junior Legal Assistant	30–45
Intermediate Legal Assistant	35–55
Senior Legal Assistant	45–65
Junior Law Clerk	35–45
Intermediate Law Clerk	45–55
Senior Law Clerk	50–70
Paralegal	40–70
Office Manager	50–80

Mid-size Firm	National
Junior Legal Assistant	35–45
Intermediate Legal Assistant	40–60
Senior Legal Assistant	50–70
Junior Law Clerk	40–48
Intermediate Law Clerk	50–65
Senior Law Clerk	60–80
Paralegal	45–75
Office Manager	70–110

Large Firm	National
Junior Legal Assistant	38–48
Intermediate Legal Assistant	44–65
Senior Legal Assistant	55–75
Junior Law Clerk	40–65
Intermediate Law Clerk	50–80
Senior Law Clerk	65–120
Paralegal	55–90
Office Manager	90–120

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

MANUFACTURING & LOGISTICS



HOT JOBS

Supply Chain
Manager

Continuous
Improvement
Professionals

Lean Six
Sigma
Specialist

Skilled Trades

Logistics &
Transportation
Manager

Demand &
Supply Planner

Manufacturing

National	Low	Typical	High
COO	200–220	250–400	400–700
VP Operations	125–150	135–170	150–250
Vice President, Warehousing/Transportation	125–135	135–150	150–185
Vice President Manufacturing	125–135	135–150	150–185
Regional/District Operations Manager	115–140	140–150	150–170
Regional Director Manufacturing	115–140	140–150	150–170
Regional Director Corporate Compliance	90–110	110–125	125–140
Regional Director Quality assurance	110–135	110–140	135–185
VP Supply Chain	100–115	115–130	130–165
Manager – Sales & Operations Planning	90–105	105–135	125–140
Manager – Supply Planning	80–100	100–125	125–135
Manager – Demand Planning	80–100	100–125	125–135
Operations Manager	80–95	95–110	110–125
Plant Manager	110–130	130–170	170–200
Operations Group Leader	80–100	100–125	125–155
Group Leader/Production Manager	80–100	100–115	115–125
Team Leader/Shift Supervisor	55–65	65–75	75–85
Materials Group Leader	80–100	100–125	125–135
Manager – Production Planning	80–100	100–125	125–135
Production Planner Scheduler	55–65	65–80	80–85
Maintenance Manager	95–100	115–140	140–155
Reliability Group Leader	95–100	115–140	140–155
Reliability Maintenance Team Lead Supervisor	75–85	85–95	95–105
Reliability Engineer	75–85	85–100	100–125
Director – Process Optimization	125–130	130–150	150–170
Director – Industrial Engineering	100–125	125–140	140–150
Director Process Improvement	100–110	110–125	125–135
VP Reliability & Engineering	120–130	130–165	165–180

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Manufacturing

National	Low	Typical	High
Director Plant Automation	100-110	110-125	125-150
Maintenance Supervisor	75-85	85-100	100-125
Manufacturing Engineer	65-75	75-90	90-110
MRO Planner	45-55	55-65	65-75
Production/Packaging Supervisor	55-65	65-85	85-100
Engineering Manager	100-135	135-150	150-170
Quality Assurance Manager	95-105	105-130	130-150
Sanitation Group Leader	70-80	80-90	90-125
Sanitation Team Leader	50-60	60-70	70-90
Quality Engineer	60-70	65-75	75-90
Process Engineer	55-65	65-75	75-90
Process Modelling Analyst	50-55	55-65	65-80
Industrial Engineer	75-90	90-105	105-120
Chief Operating Engineer/Power Engineer	90-105	105-135	135-180
Second Class Stationary Engineer	32-40/hr.*	32-40/hr.*	32-44/hr.*
Dual Ticket	35-40/hr.*	40-42/hr.*	40-42/hr.
Certified Electrician	28-32/hr.*	32-35/hr.*	35-40/hr.*
Certified Millwright	28-32/hr.*	32-35/hr.*	35-40/hr.*
Refrigeration A	27-32/hr.*	32-38/hr.*	38-47/hr.*
Refrigeration B	27-32/hr.*	32-38/hr.*	38-47/hr.*

**Hourly rate*

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Logistics

National	Low	Typical	High
Vice President, Warehousing/Transportation	125-135	135-150	150-185
Vice President, Operations	125-135	135-150	150-185
Regional Director	105-120	120-140	140-170
Director, Inventory	105-120	120-140	140-170
Director, Process Improvement	105-120	120-140	140-170
Director, Supply Chain	115-120	120-140	140-185
Director, Operations	110-120	125-165	165-200
Transportation Manager	90-105	105-120	120-145
Logistics Manager	85-100	100-110	110-135
Inventory Manager	90-115	85-110	110-130
Customs & Compliance Manager	75-85	85-100	100-110
Fleet Manager	75-85	85-95	95-110
Forecasting Manager	75-90	90-110	110-120
Warehouse Manager	80-90	90-115	85-130
Operations Manager	75-95	95-120	120-135
Transportation/Logistics Supervisor	55-65	65-80	80-95
Fleet Supervisor	55-65	65-80	80-95
Fleet Analyst	55-65	65-75	75-90
Process Engineer	75-90	90-105	105-125
Forecasting Analyst	55-60	60-65	65-70
Warehouse Supervisor	50-65	65-80	80-90
Transportation Analyst	45-55	55-60	60-80
Reliability Maintenance Team Lead Supervisor	45-55	50-60	60-75
Logistics Coordinator	38-42	45-55	55-65
Dispatcher	38-42	42-55	55-65

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

OFFICE PROFESSIONALS

A man with dark hair and glasses, wearing a headset, is seated at a desk in an office. He is looking towards the right, focused on his work. In the background, another man is also working at a desk, also wearing a headset. The office environment is bright and modern.

HOT JOBS

Executive
Assistant

Administrative
Assistant

Legal
Assistant

Office
Manager

Property
Administrator

Office Professionals

Low	Vancouver	Calgary	GTA	Ottawa
Senior Executive Assistant	55-65	60-65	70-80	50-60
Customer Service Manager	50-60	55-65	48-60	50-60
Senior Administrative Assistant	42-48	45-50	45-55	40-45
Executive Assistant	48-55	50-60	50-60	45-50
Project Administrator/Assistant	40-48	40-50	40-50	30-35
Office Manager	50-55	50-60	55-75	40-50
Administrative Assistant	32-37	40-45	35-45	30-35
Front Desk Coordinator	30-35	30-35	30-35	25-30
Switchboard Operator	30-32	30-35	30-35	25-30
Receptionist	28-32	30-35	30-35	25-30
Customer Service Representative (CSR)	30-35	30-35	30-35	28-33
Bilingual CSR	32-35	35-40	35-40	30-35
General Office Clerk	30-32	30-35	30-35	28-32
Mail Room Clerk	28-32	30-35	30-35	25-30
Order Desk	28-33	30-35	30-35	25-30
Records Control Clerk	30-36	30-35	30-35	25-30
Data Entry Clerk	28-32	30-35	30-35	25-30
Data Entry Supervisor	31-35	31-32	30-35	36-40

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Office Professionals

Typical	Vancouver	Calgary	GTA	Ottawa
Senior Executive Assistant	65-75	70-80	70-90	60-70
Customer Service Manager	60-70	60-80	60-80	60-70
Senior Administrative Assistant	45-52	50-65	50-65	50-55
Executive Assistant	60-70	60-70	65-80	55-60
Project Administrator/Assistant	48-55	50-65	50-60	40-45
Office Manager	60-70	55-75	60-75	50-60
Administrative Assistant	38-48	45-55	45-55	40-50
Front Desk Coordinator	40-45	40-45	40-50	32-40
Switchboard Operator	32-35	35-40	35-40	30-35
Receptionist	40-45	35-45	40-45	32-40
Customer Service Representative (CSR)	35-38	35-45	40-45	33-38
Bilingual CSR	35-38	40-50	45-50	40-45
General Office Clerk	32-36	35-40	35-38	35-40
Mail Room Clerk	32-35	35-38	32-36	30-35
Order Desk	33-38	35-40	32-36	30-35
Records Control Clerk	30-35	35-40	32-36	30-35
Data Entry Clerk	32-35	35-40	32-36	30-32
Data Entry Supervisor	36-41	36-41	32-36	42-45

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Office Professionals

High	Vancouver	Calgary	GTA	Ottawa
Senior Executive Assistant	75-85	75-90	90-100	70-90
Customer Service Manager	70-85	80-100	80-100	70-85
Senior Administrative Assistant	50-55	60-65	55-65	55-60
Executive Assistant	62-75	75-85	75-95	60-70
Project Administrator/Assistant	55-65	65-70	50-63	50-55
Office Manager	60-75	70-80	75-85	60-65
Administrative Assistant	48-60	55-60	50-55	45-50
Front Desk Coordinator	38-45	45-50	45-50	40-45
Switchboard Operator	35-40	40-50	45-50	35-40
Receptionist	35-45	45-55	45-50	40-45
Customer Service Representative (CSR)	38-45	45-50	45-50	38-45
Bilingual CSR	38-45	50-55	50-60	45-50
General Office Clerk	35-40	40-45	40-45	45-50
Mail Room Clerk	35-38	38-42	35-40	35-40
Order Desk	35-40	40-45	40-50	35-40
Records Control Clerk	35-40	40-45	35-40	35-38
Data Entry Clerk	35-38	40-45	35-40	35-38
Data Entry Supervisor	41-46	41-46	35-45	48-52

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

PROCUREMENT

A man with a beard and glasses, wearing a blue suit jacket and a light blue shirt, is smiling broadly while talking on a mobile phone. He is gesturing with his left hand. The background is a blurred office setting.

HOT JOBS

IT Procurement
Manager

Procurement
Specialist

Buyer

Category
Manager

Sourcing

Procurement

Low	Vancouver	Calgary	GTA	Ottawa
Head of Procurement/Chief Procurement Officer	130-160	130-160	130-160	130-160
Vice President Procurement	115-130	120-140	120-135	115-130
Director Procurement	100-115	100-130	100-120	100-115
Senior Procurement Manager	90-100	100-110	95-110	90-100
Procurement Manager	75-85	85-110	75-100	75-85
Vendor Analyst	60-70	60-70	65-75	60-70
Vendor Manager	70-80	75-85	65-80	70-80
Category Manager	70-85	80-90	75-90	70-80
Senior Contracts Manager	80-100	80-95	80-95	80-90
Contracts Manager	80-85	90-95	85-90	80-85
Contracts Specialist	70-80	75-90	75-90	70-80
Contracts Administrator	55-60	70-75	60-65	60-65
Senior Procurement Specialist	70-90	75-95	75-85	75-85
Procurement Specialist	60-75	65-75	55-75	55-75
Senior Procurement Analyst	55-75	60-80	60-80	55-75
Procurement Analyst	40-45	60-70	45-55	40-45
Strategic Sourcing Manager	70-85	80-90	80-90	70-85
Sourcing Specialist	60-65	70-75	60-65	55-60
Purchasing Manager	70-85	90-100	75-90	70-85
Purchasing Officer/Specialist	55-65	65-75	55-65	55-65
Purchasing Assistant	40-45	50-55	40-45	40-45
Purchasing Coordinator	40-45	50-55	45-50	40-45
Senior Buyer	65-70	75-80	75-80	70-75
Buyer	55-65	60-65	50-60	50-60
Junior Buyer	35-50	35-50	35-50	30-50

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Procurement

Typical	Vancouver	Calgary	GTA	Ottawa
Head of Procurement/Chief Procurement Officer	160-200	160-200	160-200	160-200
Vice President Procurement	130-160	130-160	150-180	140-170
Director Procurement	115-125	110-140	110-130	115-125
Senior Procurement Manager	100-110	105-130	105-115	100-110
Procurement Manager	85-100	95-120	90-110	85-100
Vendor Analyst	70-80	70-80	75-85	70-80
Vendor Manager	80-95	85-100	85-100	80-95
Category Manager	85-100	90-100	90-110	80-100
Senior Contracts Manager	100-120	95-110	95-110	90-110
Contracts Manager	70-80	80-95	75-85	75-85
Contracts Specialist	60-70	75-90	65-80	60-70
Contracts Administrator	55-60	70-75	60-65	60-65
Senior Procurement Specialist	75-90	80-95	85-95	75-90
Procurement Specialist	65-75	65-80	70-85	60-75
Senior Procurement Analyst	75-80	80-90	65-75	75-80
Procurement Analyst	45-50	70-80	55-65	45-50
Strategic Sourcing Manager	85-95	90-100	90-110	85-95
Sourcing Specialist	70-85	70-85	70-85	60-80
Purchasing Manager	85-100	90-110	90-105	85-100
Purchasing Officer/Specialist	65-75	75-90	65-75	65-75
Purchasing Assistant	45-50	55-60	50-55	45-50
Purchasing Coordinator	40-45	50-55	45-50	40-45
Senior Buyer	65-75	75-85	70-85	70-80
Buyer	60-70	60-75	60-70	60-70
Junior Buyer	45-50	40-55	45-55	45-55

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Procurement

High	Vancouver	Calgary	GTA	Ottawa
Head of Procurement/Chief Procurement Officer	200-350	200-400	200-350	200-350
Vice President Procurement	160-180	150-200	180-200	170-200
Director Procurement	125-155	130-165	130-160	125-155
Senior Procurement Manager	110-125	110-140	115-130	110-125
Procurement Manager	100-110	120-130	110-130	100-110
Vendor Analyst	80-90	80-90	85-95	80-90
Vendor Manager	95-105	100-120	100-110	95-105
Category Manager	100-110	100-120	110-120	100-110
Senior Contracts Manager	100-130	110-140	95-120	95-130
Contracts Manager	90-110	95-130	85-110	85-110
Contracts Specialist	75-80	90-105	75-85	75-80
Contracts Administrator	55-60	70-75	60-65	60-65
Senior Procurement Specialist	85-100	90- 110	85-100	80-95
Procurement Specialist	75-80	75-85	75-85	75-85
Senior Procurement Analyst	75-80	80-90	70-80	75-80
Procurement Analyst	55-65	80-90	65-80	55-65
Strategic Sourcing Manager	95-110	100-120	110-120	95-110
Sourcing Specialist	75-85	75-95	80-90	60-80
Purchasing Manager	100-110	110-130	105-120	100-110
Purchasing Officer/Specialist	75-85	90-105	75-90	75-85
Purchasing Assistant	50-60	60-65	55-60	50-60
Purchasing Coordinator	50-55	50-60	50-60	50-55
Senior Buyer	75-85	80-90	75-85	75-85
Buyer	60-75	65-80	65-75	65-75
Junior Buyer	50-55	55-65	50-60	50-60

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

PROPERTY & FACILITIES



HOT JOBS

Lease
Administrator

Building
Operator

Property
Administrator

Commercial
Property
Manager

Condominium
Manager

Leasing
Manager

Commercial Property Management

Low	VAN	CG	EDM	WIN	GTA	OTT	MTL
Vice President Property Management	130-134	135-145	130-140	100-120	140-180	105-109	120-140
Director of Property Management	100-115	120-130	115-125	100-104	90-110	100-104	100-120
Real Estate Manager	90-100	100-109	100-109	100-110	95-115	100-104	95-105
General Manager	95-110	105-115	110-120	90-100	95-105	100-110	100-109
Senior Property Manager (Commercial Office, Retail or Industrial portfolio)	80-100	90-100	80-89	75-79	70-85	70-74	80-89
Property Manager (Commercial Office, Retail or Industrial portfolio)	65-70	75-80	65-74	60-65	60-75	50-60	60-64
Assistant Property Manager	55-65	60-65	50-54	50-54	50-60	50-54	45-49
Property Administrator	40-44	50-54	45-49	40-45	45-50	35-39	40-44
Tenant Services Representative	45-49	50-55	45-49	40-44	35-45	35-39	35-39

Typical	VAN	CG	EDM	WIN	GTA	OTT	MTL
Vice President Property Management	150-164	150-164	140-150	120-140	180-210	134-139	150-175
Director of Property Management	120-140	130-140	125-135	110-114	110-130	110-120	120-140
Real Estate Manager	100-120	120-129	115-124	110-120	110-129	105-109	110-125
General Manager	110-130	115-130	120-135	100-110	105-125	110-129	110-129
Senior Property Manager (Commercial Office, Retail or Industrial portfolio)	100-120	100-115	90-125	85-89	85-105	80-90	90-104
Property Manager (Commercial Office, Retail or Industrial portfolio)	80-95	80-95	80-110	65-75	70-85	65-75	65-74
Assistant Property Manager	55-70	65-70	60-80	55-60	55-70	55-59	50-59
Property Administrator	50-55	55-62	50-59	45-49	45-55	45-55	45-49
Tenant Services Representative	45-55	55-60	50-54	45-49	45-55	45-50	40-44

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Commercial Property Management

High	VAN	CG	EDM	WIN	GTA	OTT	MTL
Vice President Property Management	170-184	160-180	154-164	140-160	210-260	140-150	175-250
Director of Property Management	140-150	140-150	135-145	120-124	130-150	125-135	150-160
Real Estate Manager	120-130	130-139	125-135	120-130	130-149	110-129	130-140
General Manager	130-149	130-149	135-145	110-130	125-140	130-149	130-135
Senior Property Manager (Commercial Office, Retail or Industrial portfolio)	120-130	115-130	110-129	95-105	95-110	85-94	105-120
Property Manager (Commercial Office, Retail or Industrial portfolio)	90-100	95-115	90-110	75-90	85-100	75-89	75-85
Assistant Property Manager	70-80	70-75	70-80	60-65	60-75	60-64	60-70
Property Administrator	60-65	62-75	60-64	50-54	55-63	55-60	50-60
Tenant Services Representative	50-65	60-70	60-65	50-64	55-65	50-55	45-50

Residential Property Management

Low	VAN	CG	EDM	WIN	GTA	OTT	MTL
Director of Property Management	85-95	85-95	80-90	80-90	105-130	80-90	75-80
Senior Property Manager	70-75	70-74	70-74	55-60	70-85	55-60	55-65
Property Manager	50-55	50-54	50-59	40-44	60-70	40-45	45-55
Property Administrator	40-45	40-44	35-39	30-35	45-55	35-40	35-40
Condominium Manager	55-60	55-60	50-54	45-49	65-75	40-49	40-45
Site/Resident Manager	40-45	40-44	40-45	30-35	45-50	35-39	40-45
Leasing Representative/Agent	35-40	38-45	35-39	35-40	40-45	30-35	35-40
Maintenance Supervisor	55-65	60-64	60-64	50-60	55-65	40-45	45-54
Senior Building Operator	55-65	55-60	50-54	50-54	50-54	45-50	45-50
Building Operator	45-55	50-55	45-50	40-44	40-44	40-44	35-44
Maintenance Technician	40-50	40-50	45-50	30-35	28-35	30-35	35-40

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Residential Property Management

Typical	VAN	CG	EDM	WIN	GTA	OTT	MTL
Director of Property Management	90-120	95-105	100-120	90-100	125-140	90-100	85-100
Senior Property Manager	75-90	75-79	75-85	60-70	85-95	60-70	65-74
Property Manager	55-70	55-65	60-69	45-55	70-80	50-55	50-64
Property Administrator	45-50	45-49	45-49	35-45	55-60	45-50	40-44
Condominium Manager	60-80	60-70	55-65	50-55	75-85	50-54	50-59
Site/Resident Manager	45-55	45-55	45-55	35-39	45-55	40-44	45-49
Leasing Representative/Agent	40-45	45-50	40-44	40-44	45-55	35-40	40-50
Maintenance Supervisor	65-75	65-69	65-69	60-65	65-75	45-64	55-64
Senior Building Operator	65-75	60-65	55-65	55-60	55-60	50-55	50-59
Building Operator	55-65	55-60	50-60	45-50	45-55	45-50	45-50
Maintenance Technician	50-55	50-55	45-55	35-40	35-45	40-45	45-50

High	VAN	CG	EDM	WIN	GTA	OTT	MTL
Director of Property Management	120-140	105-115	115-145	100-110	125-140	100-110	100-125
Senior Property Manager	90-100	80-89	80-95	70-80	85-95	80-90	75-90
Property Manager	60-75	65-75	70-80	55-65	70-80	55-65	65-75
Property Administrator	55-60	50-59	50-59	45-55	55-60	50-55	45-50
Condominium Manager	80-90	70-85	85-100	60-70	75-85	60-79	60-70
Site/Resident Manager	55-65	50-55	55-60	40-45	45-55	45-49	50-55
Leasing Representative/Agent	45-50	50-55	45-49	40-44	45-55	40-50	40-60
Maintenance Supervisor	75-80	70-74	70-74	65-70	65-75	65-79	65-75
Senior Building Operator	75-85	65-70	65-70	60-65	60-69	55-60	60-70
Building Operator	65-75	60-65	60-70	50-55	55-60	50-55	50-59
Maintenance Technician	55-60	52-57	50-55	40-45	45-55	45-50	50-55

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Asset Management

Low	VAN	CG	EDM	WIN	GTA	OTT	MTL
Vice President, Asset Management	130-155	140-154	130-134	115-124	140-180	120-129	120-145
Director, Asset Management	110-125	115-125	110-114	95-99	100-110	95-104	90-110
Asset Manager	80-90	95-105	75-85	70-74	85-90	85-95	80-89
Typical	VAN	CG	EDM	WIN	GTA	OTT	MTL
Vice President, Asset Management	155-180	155-179	140-145	125-140	160-200	130-139	150-175
Director, Asset Management	125-140	125-135	120-124	110-114	120-135	110-119	120-135
Asset Manager	90-110	110-120	85-95	75-85	90-110	95-104	90-119
High	VAN	CG	EDM	WIN	GTA	OTT	MTL
Vice President, Asset Management	180-200	180-200	175-179	160-180	180-220	165-169	200-225
Director, Asset Management	140-160	140-149	130-134	120-130	125-145	130-134	140-175
Asset Manager	110-125	120-135	95-104	100-109	110-125	105-109	120-135

Commercial Leasing

Low	VAN	CG	EDM	WIN	GTA	OTT	MTL
Vice President/Director/Senior Manager of Leasing	120-135	120-130	115-125	100-104	70-110	100-110	100-150
Leasing Manager/Representative	65-75	80-90	80-84	60-70	55-65	70-74	55-95
Leasing Assistant/ Coordinator	50-55	50-54	45-49	35-40	45-55	35-40	40-44
Typical	VAN	CG	EDM	WIN	GTA	OTT	MTL
Vice President/Director/Senior Manager of Leasing	150-180	140-155	135-145	125-135	95-130	114-125	120-170
Leasing Manager/Representative	75-95	90-105	90-100	75-85	70-90	75-85	60-115
Leasing Assistant/ Coordinator	55-75	55-59	50-59	40-45	55-68	45-50	45-54
High	VAN	CG	EDM	WIN	GTA	OTT	MTL
Vice President/Director/Senior Manager of Leasing	180-200	165-180	160-200	160-170	130-180	140-144	155-210
Leasing Manager/Representative	95-125	120-140	115-119	85-100	85-105	95-105	65-135
Leasing Assistant/ Coordinator	75-85	60-64	60-80	45-50	65-75	50-55	55-65

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Lease Administration

Low	VAN	CG	EDM	WIN	GTA	OTT	MTL
Lease Admin Manager	60-70	70-74	65-69	50-55	70-85	40-50	60-69
Lease Administrator - lease drafting	55-65	60-65	50-54	45-50	50-60	55-64	55-64
Lease Administrator - non lease drafting	45-50	50-53	45-49	40-44	45-55	45-55	45-49
Typical	VAN	CG	EDM	WIN	GTA	OTT	MTL
Lease Admin Manager	70-80	75-79	70-74	60-65	80-100	50-70	70-84
Lease Administrator - lease drafting	65-70	65-70	55-65	50-55	55-80	70-75	65-74
Lease Administrator - non lease drafting	50-60	53-57	50-54	45-49	50-65	50-60	50-59
High	VAN	CG	EDM	WIN	GTA	OTT	MTL
Lease Admin Manager	80-95	85-99	75-89	65-75	85-105	75-85	85-100
Lease Administrator - lease drafting	70-75	70-80	60-70	55-65	65-90	75-80	75-90
Lease Administrator - non lease drafting	45-50	57-60	65-80	50-55	55-70	55-59	60-65

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Operations and Maintenance

Low	VAN	CG	EDM	WIN	GTA	OTT	MTL
Director of Operations	90-110	95-99	90-94	80-85	105-109	95-105	80-85
Operations Manager	75-85	85-90	75-79	60-65	75-79	80-89	60-70
Operations Supervisor	70-75	70-74	70-74	55-59	65-69	65-69	55-59
Chief Power Engineer	65-70	75-80	70-80	70-75	80-84	75-89	50-54
Senior Building Operator	55-65	65-70	65-69	50-55	50-54	50-54	45-49
Building Operator	50-55	55-60	55-59	40-44	40-44	40-45	40-44
Maintenance Worker	45-50	45-49	45-49	30-34	35-39	35-40	35-39

Typical	VAN	CG	EDM	WIN	GTA	OTT	MTL
Director of Operations	110-125	100-115	95-105	85-95	105-125	105-109	90-115
Operations Manager	95-100	95-100	80-90	70-80	85-100	90-99	75-85
Operations Supervisor	80-85	80-90	75-85	60-70	70-80	70-74	60-64
Chief Power Engineer	75-80	80-85	70-80	75-80	85-100	110-120	55-64
Senior Building Operator	65-75	70-75	70-80	55-65	60-73	55-59	50-54
Building Operator	55-65	60-65	55-65	45-50	50-60	50-55	45-54
Maintenance Worker	50-55	45-49	45-49	40-45	40-45	40-45	40-44

High	VAN	CG	EDM	WIN	GTA	OTT	MTL
Director of Operations	125-135	115-135	105-115	100-115	120-150	120-124	120-145
Operations Manager	100-110	100-115	90-95	80-90	100-120	100-110	90-100
Operations Supervisor	85-95	85-95	80-90	70-80	80-90	75-79	65-75
Chief Power Engineer	80-85	85-90	70-80	80-85	90-110	130-150	65-75
Senior Building Operator	75-80	75-85	80-85	65-69	68-80	60-64	55-65
Building Operator	65-70	65-75	65-69	50-60	55-65	55-59	55-60
Maintenance Worker	55-60	50-54	50-54	45-50	45-50	40-44	45-50

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Facilities Management

Low	VAN	CG	EDM	WIN	GTA	OTT	MTL
Account Director	110-120	130-134	125-129	85-95	110-119	100-109	100-109
Director of Facilities Management	90-100	120-129	95-104	80-89	100-109	90-99	95-99
General Manager	110-119	100-109	110-119	90-99	95-99	95-99	90-99
Facilities Manager	70-80	80-84	75-79	75-80	60-65	70-74	65-70
Facilities Coordinator	50-55	60-64	55-59	45-50	50-55	40-44	45-49

Typical	VAN	CG	EDM	WIN	GTA	OTT	MTL
Account Director	120-140	135-145	130-134	95-110	120-139	110-119	110-125
Director of Facilities Management	100-120	130-135	105-120	90-99	110-130	100-109	100-110
General Manager	120-129	110-125	120-129	100-109	100-109	100-109	100-109
Facilities Manager	80-100	85-105	85-94	80-89	75-95	75-79	75-85
Facilities Coordinator	55-65	65-69	60-64	50-60	60-65	45-49	50-54

High	VAN	CG	EDM	WIN	GTA	OTT	MTL
Account Director	140-150	145-155	135-145	110-120	140-159	120-130	130-155
Director of Facilities Management	120-135	140-150	120-140	100-110	130-140	110-120	100-135
General Manager	130-140	130-140	130-140	110-120	110-119	110-119	109-115
Facilities Manager	105-115	105-109	100-104	90-99	90-100	80-84	90-105
Facilities Coordinator	65-70	70-74	65-69	60-70	70-75	50-54	55-65

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Sustainability

Low	VAN	CG	EDM	WIN	GTA	OTT	MTL
Director of Sustainability	100-105	105-109	90-94	85-89	110-114	60-70	75-79
Manager of Sustainability	75-80	75-79	75-79	85-89	70-74	70-74	70-75
Project Manager	75-80	75-79	70-74	40-50	65-69	70-75	60-64
Typical	VAN	CG	EDM	WIN	GTA	OTT	MTL
Director of Sustainability	115-120	115-119	105-114	90-99	100-125	70-74	85-99
Manager of Sustainability	80-90	80-89	80-89	80-84	75-90	75-79	75-80
Project Manager	80-100	89-110	84-95	60-64	70-85	70-79	65-69
High	VAN	CG	EDM	WIN	GTA	OTT	MTL
Director of Sustainability	120-140	130-149	120-124	109-120	140-144	95-99	100-105
Manager of Sustainability	90-100	90-94	90-94	85-94	90-110	80-89	85-89
Project Manager	100-110	120-124	110-119	85-89	85-95	80-84	70-80

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

RESOURCES & MINING



HOT JOBS

Maintenance
Management

Electrician

Mining
Engineer

Heavy Duty
Mechanic

Plant
Operations and
Metallurgy

Mining

Head Office	National
President/Chief Executive Officer	250–600
Chief Operating Officer	200–400
Senior Investor Relations	130–200
Vice President Exploration	150–250
Continuous Improvement Manager	140–210

Mining Engineering	National
General Manager	155–250
Mine Manager	150–210
Manager, Technical Services	150–210
Superintendent	120–170
Engineering Manager	165–200
Chief Engineer	140–160
Senior Mine Engineer	120–135
Mine Engineer	80–110
Mine Technician	55–85
Mechanical Engineer	80–120
Snr Mechanical Engineer	110–140
Electrical Engineer	80–120
Snr Electrical Engineer	110–140
Ventilation Engineer	80–120

Metaallurgy/Processing	National
Mill Manager/Process Manager	150–225
Chief Metallurgist	140–180
Mill Superintendent	140–180
Senior Process Engineer	120–135
Process Engineer	90–110
Senior Metallurgist	110–130
Metallurgist	90–110
Junior Metallurgist	75–90

Senior Maintenance & Production	National
Maintenance Manager	150–225
Maintenance Superintendent	140–180
Maintenance Planner	90–140
Maintenance Foreperson	100–115
Pit or U/G Superintendent	140–180
Pit or U/G Foreperson	100–115

Geology	National
Exploration Manager	140–180
Project Geologist	65–85
Senior Exploration Geologists	80–95
Exploration Geologists	65–80
Chief Geologist	125–160
Geology Superintendent	100–140
Senior Resource Geologist	90–120
Senior Mine Geologist	85–100
Mine Geologist	75–90

Health, Safety & Environment	National
HSE Superintendent	130–200
HSE Manager	100–160
HSE Supervisor	75–110
HSE Coordinator	60–90
HSE Officer	50–75
Senior Environment Manager	100–140
Environment Manager	70–110
Environment Coordinator	60–90
Energy Manager	90–120

**Hourly range.*

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Mining Development & Construction	National
Project Manager	180–250
Project Controls Manager/Lead	140–200
Senior Cost Controller	100–140
Senior Planner	100–140
Intermediate Cost Controller	80–105
Intermediate Planner	80–105
Project Controls Analyst	70–100
Intermediate Estimator	90–120

Trades & Maintenance	National
Millwright – apprentice	27–35/hr.*
Millwright – red seal certified	37–50/hr.*
HD Mechanic – apprentice	27–35/hr.*
HD Mechanic – red seal certified	37–53/hr.*
Electrician – apprentice	27–35/hr.*
Electrician – red seal certified	37–50/hr.*

Forestry

Forestry	National
Forestry Engineer / Planning Forester	75–90
Process Engineer & Quality Control	65–85
Plant Manager	120–160
Production / Sawmill Supervisor	80–110
Sawmill Superintendent	95–125
Maintenance Supervisor	85–95
Maintenance Superintendent	95–115
Maintenance Manager	130–150
Health, Safety & Environmental	60–130
Silvicultural Forester	60–80
Land Management	90–115
Lumber Sales Manager	80–100
Mechanical Engineer	70–80
Snr Mechanical Engineer	90–110
Electrical Engineer	70–80
Snr Electrical Engineer	90–110
Energy Manager	90–110

Trades & Maintenance	National
Millwright – apprentice	28–35/hr.*
Millwright – red seal certified	37–43/hr.*
HD Mechanic – apprentice	28–35/hr.*
HD Mechanic – red seal certified	37–43/hr.*
Electrician – apprentice	28–35/hr.*
Electrician – red seal certified	37–43/hr.*

**Hourly range.*

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

SALES & MARKETING



HOT JOBS

E-commerce
Specialist/
Manager

Brand
Manager

Digital
Marketing
Specialist

Key Account
Executive

National Sales
Manager

Marketing

National	Low	Typical	High
Chief Marketing Officer	130–160	170–200	240–300
VP of Marketing	110–140	150–170	180–210
Marketing Director	70–90	110–130	130–160
Marketing Manager	60–75	90–110	110–125
Assistant Marketing Manager	50–55	60–75	70–80
Marketing Assistant	40–45	50–60	60–70
Marketing Coordinator	35–45	50–60	60–70
Digital Marketing Specialist	40–50	55–65	60–75
Social Media Specialist	40–50	55–60	45–55
Social Media Strategist	70–80	65–70	100–110
SEO Specialist	40–45	45–55	55–70
Marketing Analytics Specialist	40–50	50–65	65–75
Content Marketing Manager	50–60	60–70	70–80
Copy writer	40–45	45–55	60–75
Layout Designer	45–50	50–55	60–65
Graphic Designer	40–50	55–65	70–90
Creative Director	90–110	120–135	140–160
Production Manager	62–69	70–77	78–85
Production Coordinator	40–45	46–50	51–55
Content Developer	60–70	70–85	80–90
Proposal Writer	60–65	69–77	78–86
Media Buyer	45–57	60–70	72–80
Market Researcher	47–60	58–65	70–85
Product Manager	65–75	68–75	75–85
Marketing Analyst	60–70	70–85	85–95
Event Manager	50–60	60–70	70–80
Brand/Product Manager	55–65	70–85	85–100
Brand Ambassador	30–35	40–45	45–60

All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Sales

National	Low	Typical	High
RFP specialist*	55-60	60-70	65-75
Head of Business Development*	75-90	80-95	95-110
Sales Director*	100-120	120-150	130-160
Sales Manager*	85-100	100-120	120-130
Key Account Manager *	50-60	60-75	75-90
Sales Assistant*	40-45	45-55	50-55
Business Development Representative*	40-45	55-65	65-75
Client Services Representative	30-35	40-45	45-55
Outside Sales Representative*	40-50	55-65	65-75
Inside Sales Representative*	35-40	45-50	50-55

*Bonus/commission can vary from 20% to 40% depending on position.

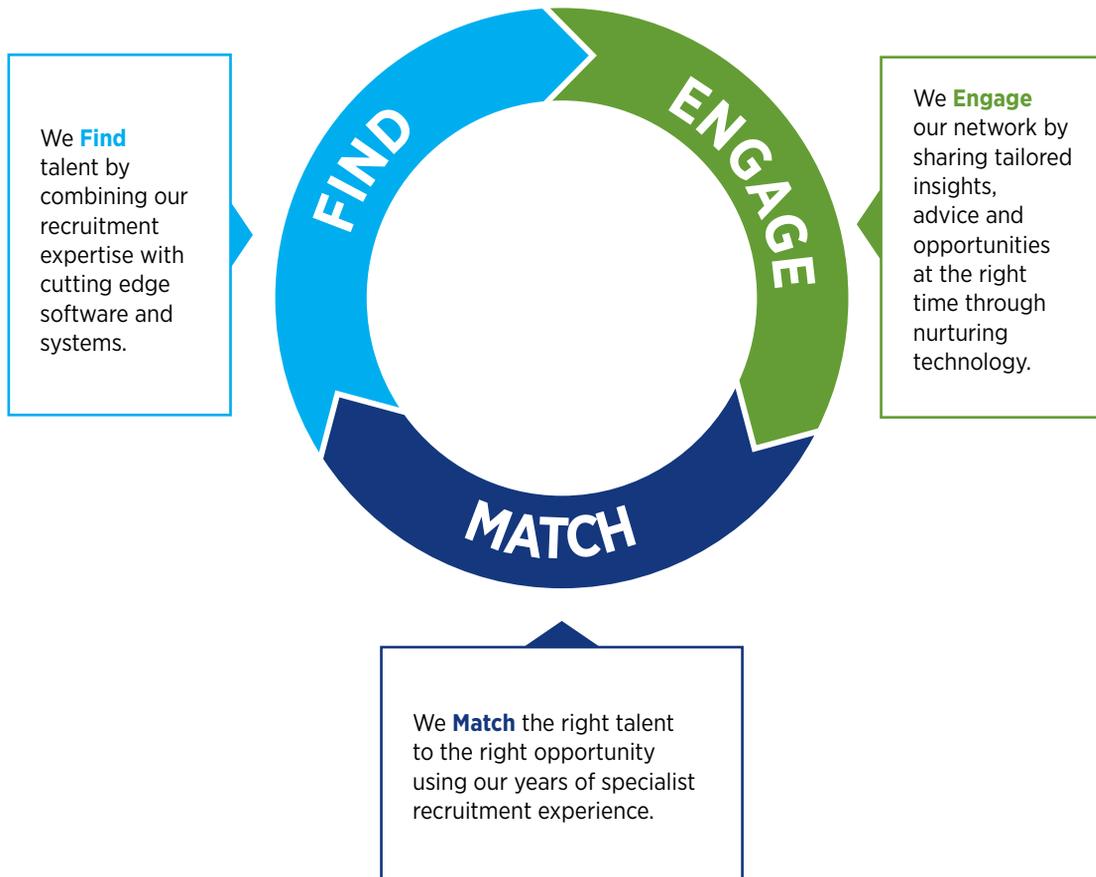
All figures are expressed in thousand Canadian dollars and as annual gross salaries.



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VANCOUVER

2150-1050 West Pender Street
Vancouver BC V6E 3S7
T: 604 648 HAYS (4297)

CALGARY

510-630 6th Avenue SW
Calgary AB T2P 0S8
T: 403 269 HAYS (4297)

EDMONTON

Suite 3400
Manulife Place 10180 101 Street
Edmonton AB T5J 3S4
T: 780 469 HAYS (4297)

WINNIPEG

300-330 St Mary Avenue,
Winnipeg MB R3C 3Z5
T: 204 452 HAYS (4297)

MISSISSAUGA

701-201 City Centre Drive
Mississauga ON L5B 2T4
T: 905 848 HAYS (4297)

TORONTO

600-6 Adelaide Street East
Toronto ON M5C 1H6
T: 416 367 HAYS (4297)

OTTAWA

Suite 600 , 220 Laurier Ave W.
Ottawa, Ontario, K1P 5Z9T
613 288 HAYS (4297)

MONTRÉAL

Suite 850, 1555 Peel St
Montréal QC H3A 3L8
T: 514 788 HAYS (4297)

CANADIAN HEADQUARTERS

402-1500 Don Mills Road
North York ON M3B 3K4
T: 416 367 HAYS (4297)