

**2021 CANADA SALARY GUIDE**  
**HIRING TRENDS &  
COMPENSATION INSIGHTS**

**Inspiring the new age of work**

[hays.ca](https://hays.ca)



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# 1 | FOREWORD





## A REBOUND IS ON THE HORIZON FOR CANADIAN COMPANIES

This year the business world took a brief competitive pause to join forces on a collective issue – flattening the curve and getting COVID under control. Canadian organizations and staff alike, have banded together and pivoted their business models, to stay afloat. As we look ahead to 2021, one thing is clear, recovery will be tough. It is not the first time Canada has faced difficult business conditions and I can assure you that it will not be the last time. It's not how we fall, it's how quickly we get up and Canada is almost back on its feet.

COVID wasn't the only challenge. There were signs of trouble well before the pandemic began. By January we were involved in a tariff war with the United States, faced downward pressure on commodity prices, and were deeply entangled in a political situation with China. The spring was gloomy and at our lowest we had 3.1 million unemployed, the highest rate since 1976 (13.7%). The summer brought new hope and Canadians powered through. Our financial system weathered the storm, and autumn's falling leaves buried the path from where we had been. The Canadian economy was well positioned to transform challenges into opportunities.

### Both economists and employers are optimistic about Canada's recovery

Our guide echoes this sentiment with 71 percent of employers say they feel optimistic about Canada's employment outlook. As companies emerge from pandemic-related shutdowns, they're focusing on capitalizing on the opportunities of today and tomorrow. For example, 61 percent of companies told us they've created leaner internal approval processes and have become more agile in their ability to respond to changing market conditions

### Employers can turn challenges into transformative change – but only with engaged, motivated employees

Of course, if companies want to act on these necessary, change-driven strategies, they need the right talent in place. Throughout 2020, the focus has been business stabilization. For the latter half of the year and into 2021, the new focus is the rebound – business growth and capturing market share. Recruiting great candidates will always be important, but retaining existing employees is more important than ever. Your competitors are rebuilding, and our guide found that 49% percent of employees are seriously considering leaving their current role.

Forty-three percent of employees said their employers took no measures to support their well-being during the pandemic. Sixty-one percent of employees said they expect a work-from-home option to be offered once the pandemic is over, although most employers have not yet disclosed their long-term plans. Progressive organizations will prioritize their staff's well-being and invest in their engagement regardless of where they perform their tasks. These are the organizations who will win the war for talent.

### Employers must look internally – not just externally – to address the persistent skills shortage

Employers must innovate not just in terms of their products and services, but in terms of their internal training programs as well. This year, nearly half of employers reported a lack of skilled talent on the market while 44 percent of employees indicated that professional development is a major deciding factor when choosing a new job. Why the disconnect? This has been a recurring theme in our salary guides from year to year. Human resources and learning & development teams should consider designing robust internal training programs to develop the skills they need – both for incoming professionals and existing employees. In the meantime, Hays Canada is focused on providing the talent employers need to keep their businesses strong, sustainable, and competitive.

The past year has underscored the importance of not just worker health and safety, but social justice as well. This year's report includes a message from the Chief Client Officer of the Canadian Center for Diversity & Inclusion on conflict resolution in the workplace. At Hays we're working internally on our own equity, diversity, & inclusion (EDI) goals and externally to help our clients create diverse and inclusive workforces by driving non-bias hiring practices.

On behalf of everyone at Hays, I want to wish all organizations a healthy and productive end to 2020, and a strong start to the coming year.

#### Travis O'Rourke

President, Hays Canada

### METHODOLOGY

This survey was conducted from July 29th to August 25th 2020 with a representative sample of n= 1946. The survey was conducted online in English and French and has a two percent margin of error with 95% confidence level.

<sup>1</sup> "Canadian economy resilient even as global outlook worsens." Bank of Canada. 2019.

<sup>2</sup> Gross domestic product, income and expenditure, second quarter 2020, Statistics Canada. August 28, 2020.

<sup>3</sup> Parkinson, David. Canada's economy sees record quarterly slump; June gains suggest early COVID-19 efforts 'paying off'. The Globe and Mail. August 28, 2020.

## 2 | FINDINGS



### **Business leaders are optimistic about Canada's economic recovery**

Despite the pandemic and economic downturn, 71 percent of Canadian employers are optimistic about the country's employment outlook. As a result, the majority of employers plan to keep permanent headcount steady over the next 12 months.



### **Employers are tightening their salary budgets; employees remain restless**

Only 19 percent of current employers plan to increase current employees' salaries between 3% - 5%. Meanwhile, 21 percent of employees plan to switch roles in the next 3 months and 17% wish to do so over the next year.



### **Underwhelming employer response to staff wellbeing**

A surprising 43 percent of employees said their employers took no measures to support their well-being during the pandemic, citing an increase in workload, isolation, and loneliness as their top challenges.



### **Businesses are embracing agile work to thrive in a challenging economic environment**

Businesses across industries are re-thinking old methods of work to stay adaptable in a challenging business environment. To this end, 61 percent of businesses say they've created better internal approval processes to become more agile and adaptable.

# RECOMMENDATIONS



## **Companies must get creative to survive the new world of business**

Sixty-eight percent of companies reported that the pandemic had a negative impact on their sales. Over the past several months, the pandemic has accelerated trends like digital payments, online shopping, and omnichannel customer experiences. Companies must catch up or get creative to stay competitive and profitable.



## **Employers should take responsibility for professional training and development**

Forty-eight percent of employers cited a lack of skilled talent as their biggest hiring challenge. Developing robust internal training programs would be a worthwhile investment. Forty-four percent of employees say that professional development is the most important factor when considering a new job, not including salary.



## **Business leaders must pay attention to employee well-being to survive the economic recovery**

Over half of employers say they've taken no measures to improve worker mental health. Neglecting employee well-being in the short term can have a detrimental impact over the long term as unsupported employees look for better opportunities.

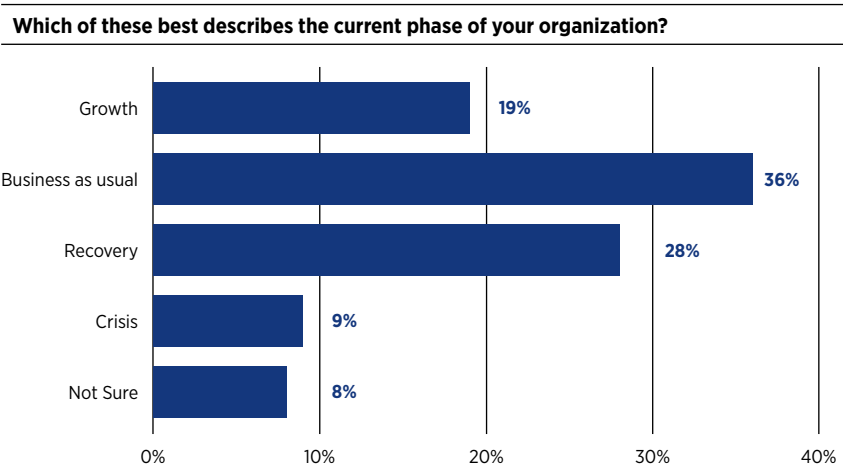


## **Employers will need to incorporate work-from-home options into their business-as-usual plan**

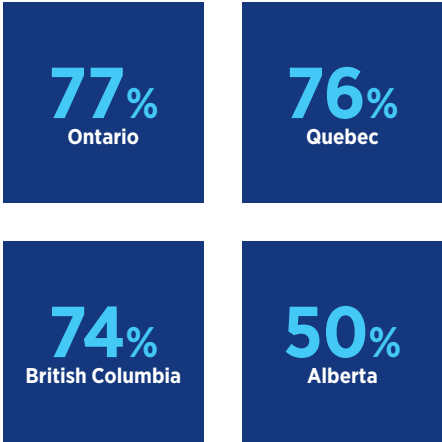
Sixty-one percent of employees say they expect flexible, work-from-home options to continue when pandemic-related measures end. Employees now know that their work can be completed at home, and their workplace expectations will change accordingly.

# 3 | CURRENT STATE OF THE MARKET

This year, seventy-one percent of employers said they are feeling optimistic about the Canadian future employment outlook. While 36% of employers describe their current organizational phase as business as usual, 28% are currently in recovery mode.



Percentage of employers by province who are optimistic about Canada's future employment outlook



**71%**  
of employers are optimistic about the future Canadian employment outlook

**68%**  
of employers cited that the pandemic negatively impacted their company's sales

**76%**  
of HR hiring managers are optimistic about the future Canadian employment outlook, above the national average of 71%





# ECONOMIC OUTLOOK



**JOHN FARAGUNA**  
President, Hays Americas

It was very sobering for me to review last year's salary guide. While in that issue of the guide we discussed the increasing need for companies to support remote working, and emphasized the necessity and benefits of embracing Equity, Diversity and Inclusion in the workforce, we could not have foreseen the approaching storm.

That pre-Covid time seems like years ago to me. It is truly shocking how things have changed in only one revolution around the sun. The health impact of Covid, with over 20 million cases and 1 million deaths worldwide, the emotional strains, anxiety and financial consequences have been tragic for many and will certainly continue to impact lives for months if not years. Additionally, Covid has led to unprecedented changes in our economy and has impacted most aspects of our lives. Schools have gone online, entertainment and leisure in general have been severely disrupted. We are all reminded daily if not hourly of how the world has been turned on its head in so many ways, so I don't need to expound on those here.

Looking forward, I see a long, slow recovery across the Americas. The GDP of the Canada, US and Latin American countries is expected to decline by approximately 6.5%, 5.6% and 8.4%, respectively in 2020. Forecasts for 2021 GDP growth are on the order of magnitude of 5.5%, 3.8%, 3.6%, respectively.

Notably, Canada has done a better job of containing the virus, which is why they are expecting to have a bit of a stronger comeback compared to their US counterparts. Canada is likely to return to full employment either by the end of next year or early 2022. We have seen that Canada's approach to the crisis has been more effective than the US, with a stronger policy and health response.

Canada has also been under pressure with their commodity prices, which is a similar story for any country with an open economy who relies on the US markets.

It is more than a cliché to say that every company's greatest asset is their employees. We feel for all of the people whose jobs were disrupted and the managers who've had to make those difficult decisions. Additionally, long-lived companies with strong brands and a track record of success have already succumbed to a combination of pre-existing financial frailty, Covid and competition from alternative business models. Unquestionably there will be consolidation in many sectors, particularly those that require in-person attendance such as crowded entertainment events, travel and restaurants.

This will have a domino effect on retail, office sales and leasing, which might take years to recover. However, there will be winners, there will be positives that come from this disruption and there is reason to be hopeful.

Companies with access to cash, either through debt or equity, will be better positioned to withstand what may come and to invest in people, new business models, technology and processes that will be required to thrive in the future. We at Hays, for instance, raised equity early in the pandemic in order to ensure we had enough cash during the oncoming downturn, and equally important, to have capital to invest to take early advantage of the upturn.

Long-developing trends in ecommerce, remote work, distance learning, digital home entertainment and other technology-supported transformations have dramatically accelerated. Companies with online or remote services will likely benefit as will many technology companies. Our survey supports this as does our staffing and recruiting business where, for instance, we've seen only modest declines in the demand for IT professionals and, ironically, still see skills shortages.

Many businesses have responded quickly to the pandemic and have now thoroughly tested the concept of remote and flexible working, and the results have increased their trust of their workers' judgement and commitment. Many organizations, including Hays, are truly embracing the concepts of Equity, Diversity and Inclusion, which will play a more prominent and beneficial role in the world of work.

Many of our clients are using this time of disruption as an opportunity to enhance their workforce for the future by recruiting people who would have been unavailable or out of reach pre-Covid.

Longer term, the need for investment in our digital infrastructure and upskilling our workforce has never been more obvious.

We should also never underestimate the vitality and creativity of humans. We adapt to new realities and create new solutions and opportunities. Counter-cyclical investments and ventures launched during downturns often pave the way for the future.

Finally, if nothing else, we've all been given a reminder of how fleeting life and happiness can be, how important health, finance, family and friends (even pets) are, how we should never take them for granted and how we should count our blessings each and every day.



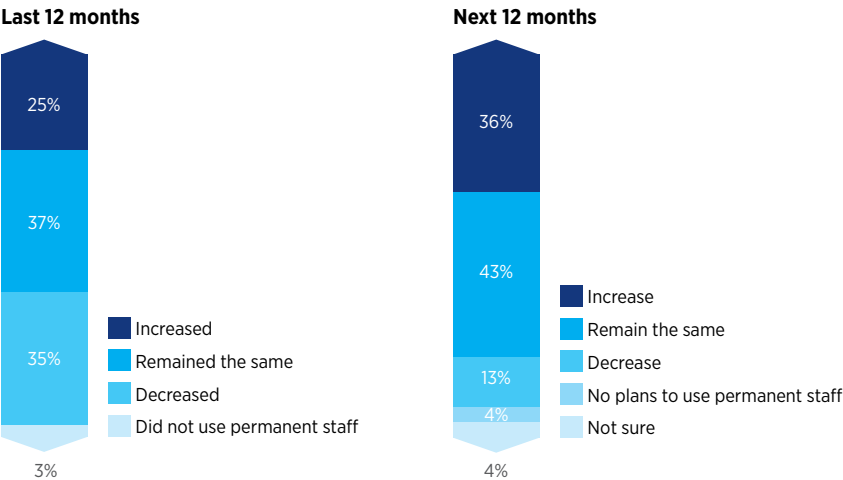
# 67%

of employers are confident that  
the Canadian economy  
will show positive signs of  
recovery over the next 12 months

# 4 | TALENT ACQUISITION

Forty-three percent of employers intend to keep permanent headcount steady in the next 12 months and 36% are planning to expand their teams. While 35% of employers decreased headcount in the last 12 months, into the new year, 36% intend to increase their permanent hiring.

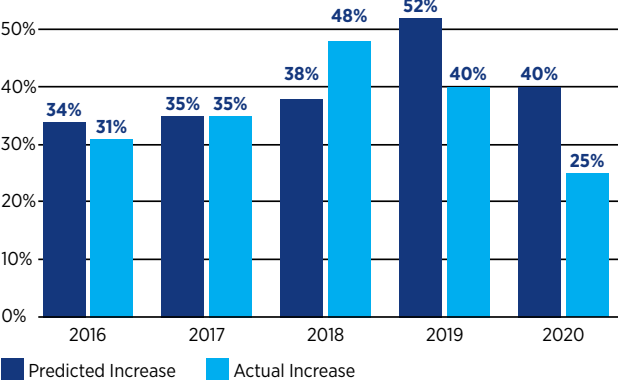
Employers planned permanent hiring activity



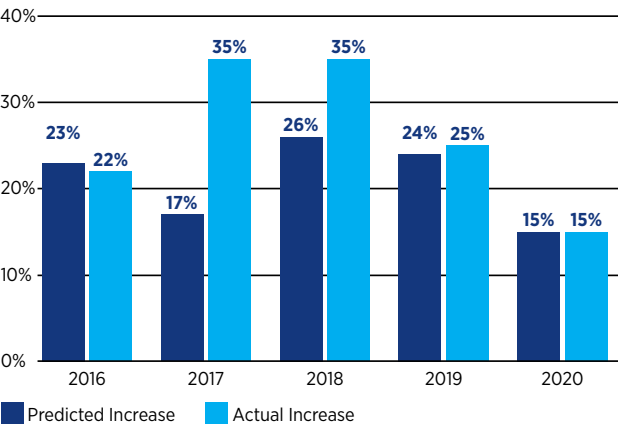
Employers who plan to increase permanent hiring activity, above the national average of 36%

Construction  
40%

Five year trend in permanent hiring plans



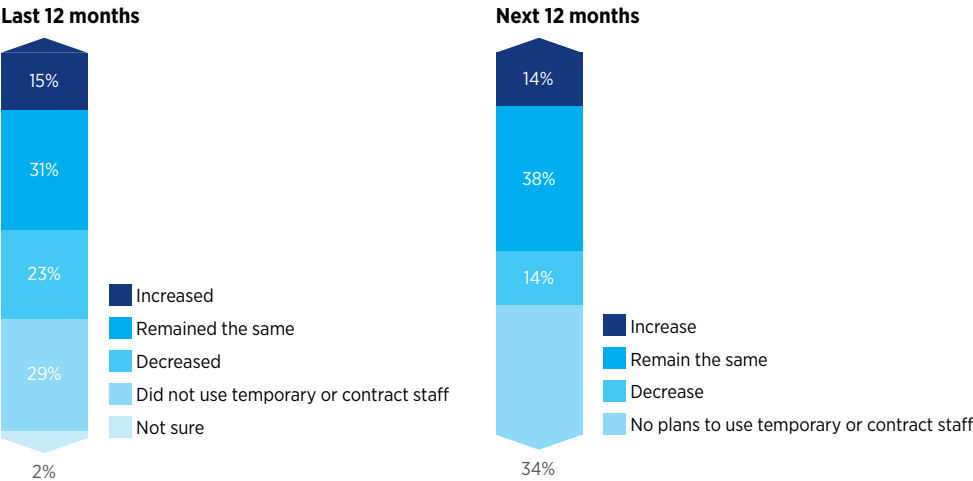
Five year trend in temporary and contract hiring plans



HIRING PLANS FOR CONTINGENT WORKERS

When looking at temporary and contract staff, 38% of employers expect headcount to remain steady over the next 12 months. Meanwhile, only 14% of employers intend to increase temporary or contract staff, while 38% intend to keep headcount the same.

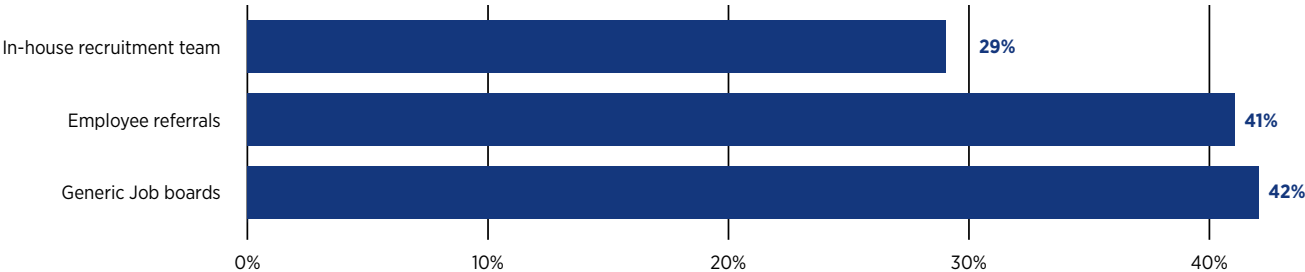
Employers planned temporary and contract hiring activity



What are your biggest hiring challenges?



Which recruitment channels do you find most effective when finding top talent?



# ADDRESSING CONFLICT EFFECTIVELY AND INCLUSIVELY

A key to greater inclusion



**Deanna Matzanke**

Chief Client Officer Canadian Centre for Diversity & Inclusion

For every organization, no matter how small or how large, it is very important to have clear, plain language policies that set out the commitment of the organization to certain standards and which set the expectations of behaviours to live up to those standards. My experience shows me that, even where there is a comprehensive and inclusive set of policies in place, the area that is most often neglected is conflict resolution. This is because when people work together, it is only a matter of time before a difference of opinion or other conflict arises and without a strong policy framework, every individual will have a different idea of what the expectations should be. Hence, more chance for conflict.

Conflict resolution refers to the informal or formal process that two or more parties use to find a peaceful solution to their dispute. The question that every organization needs to be able to answer is: how can any issue or conflict be effectively resolved? Answering this question means ensuring that you have a clear process to identify and address any conflict. The most effective and inclusive way to manage conflict and create an inclusive environment where different voices can be heard and valued, is to offer an explicit process to address conflict as early as possible, and provide options.

A strong conflict resolution method should have alternate methods that provide informal or formal options, as well as confidential or open formats. Ideally, a manager or supervisor is the best person to address a conflict initially because she/he/they is closest to the day to day work. This is open option. However, there may be situations where an employee is unwilling or uncomfortable speaking with their direct supervisor. To that end, the next option should be a Level 1 escalation to the supervisor's supervisor. Again, if the nature of the conflict, for example, sexual harassment or an issue of ethics, is such that the employee wants to be assured of confidentiality, then providing an alternate escalation method is key. In most organizations, this will involve human resources which provides more confidentiality, but may also be more formal. Some organizations also offer anonymous methods like ethics hotlines, whistleblower lines or even a Staff Ombuds, which can be a more informal support. The most important thing to include alongside the process and options, is a policy description which describes the roles and expectations for each of the steps and which sets out the commitment of the organization to identify and address conflict effectively and inclusively.



Deanna Matzanke is a bilingual Strategic HR and Diversity Professional and employment lawyer with over 25 years' experience in all aspects of minority inclusion and employment systems and practices. She is a certified Global Professional in Human Resources (from the Human Resources Certification Institute) and holds her Human Capital Strategist designation (with the Human Capital Institute). She also specializes in Human Resources Policy and Compliance Frameworks.



# 5 | COMPENSATION & BENEFITS

In 2021, only 19% percent of employers intend to increase salaries for current staff between 3% – 5%. When competing for top talent, 52% of employers would increase base salaries outside of their budgeted range, compared to last year at 66%. This year, employees expressed that the ability to work from home as one of their most desired benefits.

Percentage of employers who increased staff base salaries between 3%–5% in 2020 versus 2021

**29%**  
2019 actual  
increase

**19%**  
2021 projected  
increase

Employers who would consider increasing base salary outside of the budgeted range, above the national average of 52%

Construction  
**56%**



Percentage of employers by province who expect to increase salaries between 3%–5% in 2021

**30%**  
British Columbia

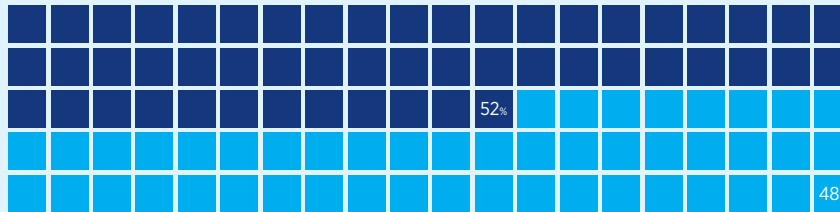
**25%**  
Quebec

**15%**  
Ontario

**10%**  
Alberta

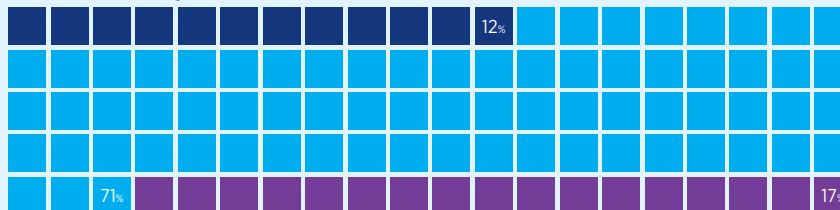
Would you consider increasing base salary outside of the budgeted range to compete for top talent in the next 12 months?

■ Yes ■ No

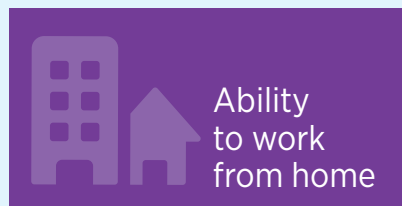
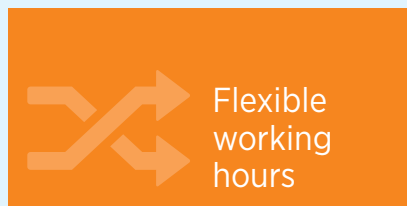


Have you experienced any changes to your base salary since the pandemic?

■ Increase ■ No change ■ Decrease



Top benefits most desired by respondents nationally



Aside from salary, which of the following factors is most important to you when considering a new role?



53%  
Benefits package



44%  
Career development



40%  
Work-life balance

# REVISITING YOUR BENEFIT OFFERINGS IN THE NEW ERA OF WORK

In these changing times, it is important to reevaluate the benefits that are offered to your employees, and to also ensure that they are aware of the resources available to them. With the world of work evolving quickly, the needs and expectations of employees are also shifting. As we enter the new era of work, below are some important benefits to consider when reviewing your current compensation package offerings.



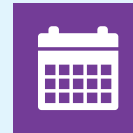
## Flexible work schedules

Many employers are looking for work environments that are conducive to their unique lifestyles. This can make a big impact for staff such as students, personal care givers and new parents. This offering is definitely worth considering especially if staff retention and loyalty is an area of focus for you. For organizations that may not be able to offer flexible work, consider work sharing options that will allow staff to work part time or share one role. The federal [Work Sharing Program](#) supports this as well, whereby staff can access Employment Insurance (EI) for the days they are not working.



## Mental health and wellness offerings

Benefits such as Employee Assistance Programs (EAP) or stress management have been offered more widely by employers. This is especially important for employees given increased stressors from external environments, home life, and the workplace. Consider options such as standing desks, onsite flu vaccinations and providing gym memberships or subsidies.



## Expand sick and personal days

Increasing the number of days offered, for example increasing from 7 days to 10 days can make a significant difference for staff wellbeing. This will also encourage people to stay home and take time off they need to fully recover when they are sick.

# 6 | SKILLS SHORTAGE

The skills shortage still looms, however it has improved by 11% from last year with 68% of employers citing a skills shortage in their industry. This gap impacts both employer growth plans and employee job satisfaction. Forty percent of employees have reported an increase in stress and pressure on their team as employers attempt to make do with less.

68%

of employers suffer from a shortage of skills in their industry, however it has improved by 11% compared to last year

Employers who are experiencing less of a skills shortage in their industry, below the national average of 68%

Accounting & Finance

52%

## What do you think the main reasons are for the skills shortage in your industry?

29%

Fewer people entering the job market in your industry

28%

Lack of training and professional development available

15%

People leaving to join a different industry

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

40%

Increased stress and work pressure

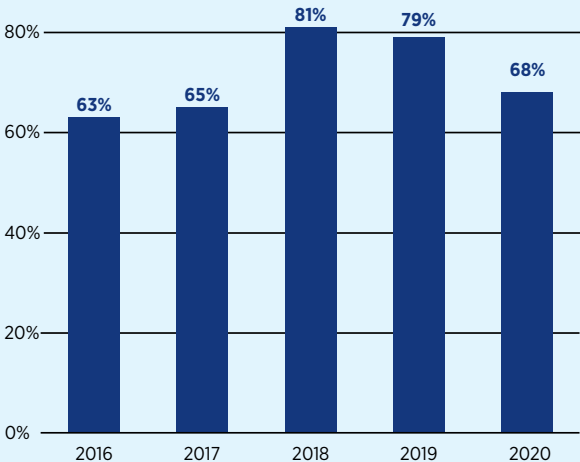
26%

Increased inefficiencies

22%

Increased overtime

## Five year trend for employers affected by the skills shortage



# HOW CAN YOU CLOSE THE SKILLS GAP ON YOUR TEAM?

## 1 | Research training platforms for your team

Online training is convenient, flexible and often more cost effective than other forms of training. Its relevance however, has been elevated during this time when many people are working remotely. Although budgets are tight, there is a wealth of free or cost-effective online training resources available, such as [Hays Thrive](#), so research which will be most beneficial to your team. You should also consider webinars and virtual conferences and events.

## 2 | Arrange a weekly team call that is solely dedicated to learning and development

It's crucial to make learning and development central to your team culture and part of your weekly routine, rather than just a one-off webinar here or there. One way to achieve this is to hold regular team meetings to talk about what everyone has learnt that week, or maybe what skills they are currently working on developing in their upskilling projects. Perhaps you could ask a different team member to host the call each week, tasking them with giving a quick 10-minute seminar on something interesting they've learnt recently?

## 3 | Set up a group chat dedicated to upskilling

This could be a great place for employees to share links to items and resources that have inspired them lately. Perhaps a team member has recently listened to a podcast, downloaded an app or read a book that they found really interesting and useful? Your employees can also share details of upcoming webinars, TED Talks or virtual 'lunch and learns' they are going to attend. This helps to further encourage an environment and culture of learning, in which your team knows that you value their development, and you're committed to allowing them access to all helpful materials.

## 4 | Hire temporary workers

Over the last 12 months, 15% of employers increased their temporary or contract headcount. When bringing contractors onboard, there is no long-term commitment or financial risk. They are their own employers who are only paid for the time they work, and it is not required to supply health insurance, holiday pay or any paid time off. "Taking advantage of contractors to help close the skills gap on your team will ensure you have the right skills on board at all times. By having the optimal mix of contract and permanent employees, companies can be better equipped to respond quickly to the market. Contract workers not only help fill the immediate skills you need, but are also specialized in jumping into projects and contributing from day one.," according to Thomas Harrer, Regional Director for Hays.

# 7 | REMOTE WORK

## Percentage of employers who trust their employees when working remotely

When working remotely, employers struggle with maintaining employee motivation and engagement, while employees find disconnecting after work hours to be a challenge. Interestingly, only six-teen percent of employers felt their staff had an increase in productivity however 33% of employees believed that their productivity increased while working remotely.

44%

Prior to the pandemic

63%

Throughout the pandemic

## Top 3 remote working challenges

### Employers



Maintaining employee  
motivation and engagement



Integrating newly  
hired employees



Maintaining productivity  
and efficiency

### Employees



Disconnecting after  
work hours



Dealing with the  
distractions at home



Maintaining efficient  
communication





How has productivity been impacted while working remotely?

Employers



Employees

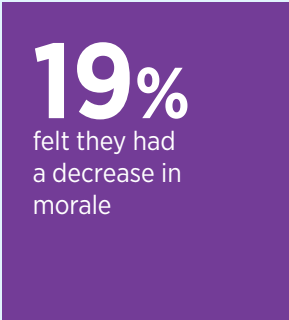


How has morale been impacted while working remotely?

Employers



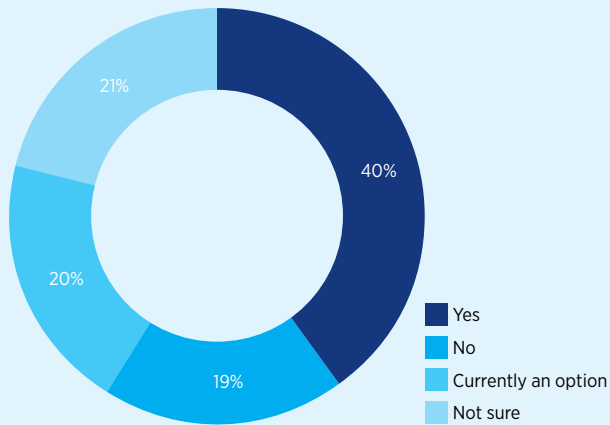
Employees



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**Will remote working options be integrated as part of the normal practices for your workforce?**

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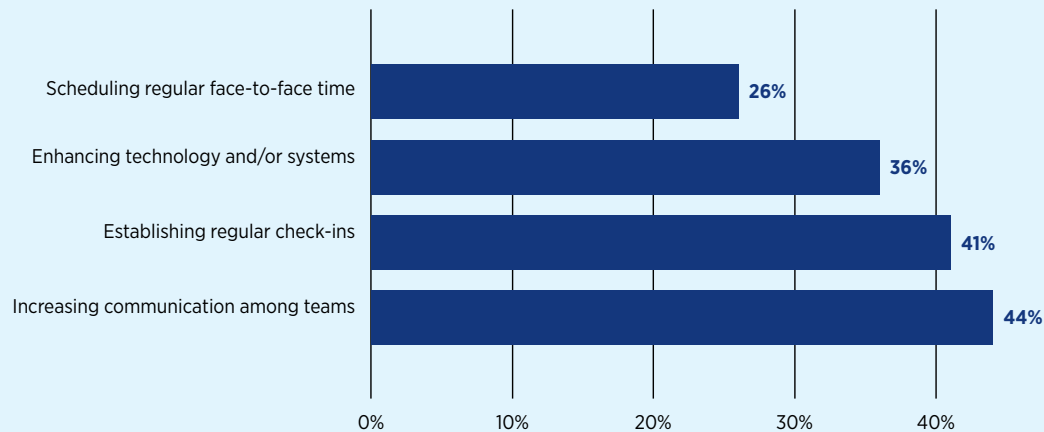
**61%**

of employees hope they can work remotely according to their own needs at any given time

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**What measures are you implementing to establish a more remote workforce?**

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## Return to work

# 41%

of employees cited that their company has not established a return to work policy

# 48%

of employees have not returned to the office

## REMOTE WORK OPTIONS – BUSINESS AS USUAL? THREE CONSIDERATIONS FOR MANAGERS

If there's one thing the pandemic has shown us, it's that a large percentage of the workforce can work successfully from home. In fact, 40% of employers cited that remote working options will be integrated as part of the normal practices for their workforce. Here are three key considerations for managers to help determine how they can make continued remote working feasible for their organization and individual employees.

### 1 | What percentage of the workforce can you support working remotely?

It's unrealistic to expect that 100% of your workforce can continue to work from home 100% of the time. But it's also unrealistic to think that your entire workforce should return to working exclusively in one co-located workplace once the need to stay away subsides. Therefore, think about what ideal daily percentage of your workforce you could support working remotely without impacting client engagement, mental health or team culture. Whether it's 20%, 30%, 50% or more, you should expect this to become the new norm, as people look to continue working remotely.

### 2 | Should you continue with video calls as your default for meetings?

In a hybrid team, video conference tools and collaboration platforms should remain your channel for regular team meetings and collaboration. This will help minimize any sense of disconnectedness for your remote staff. Additionally, just as you did when all staff were working remotely, make sure you maintain regular communication and rapport with your remote workers. Avoid email fatigue by picking up the phone on a regular basis and do not skip planned one-on-ones with your remote workers, who rely on this one regular connection with you to prioritize their work or ask the questions required to move forward with tasks.

### 3 | How can your hybrid team successfully share knowledge with each other?

Being part of a team where every employee is working from home every day is a very different experience to doing so when some colleagues are back in a co-located workspace. It is important to consider how you can bring your hybrid team together to share insights and experience the informal information exchange that typically results from casual conversations between people discussing their day and current tasks. For example, perhaps you could encourage your remote workers to talk to at least one office-based colleague per day.

# 8 | EMPLOYEE SATISFACTION & WELLBEING

Forty-nine percent of employees are seriously considering leaving their current role and 21% are anticipating to change jobs within the next 3 months. The main reasons? Rising expectations about compensation, lack of career growth opportunity and the types of benefits offered.

What are the main reasons you are considering leaving your current role?

**51%**  
Salary/  
compensation

**47%**  
Career growth  
opportunity

**27%**  
Benefits  
offered



**49%**

of employees are seriously  
considering leaving  
their current role

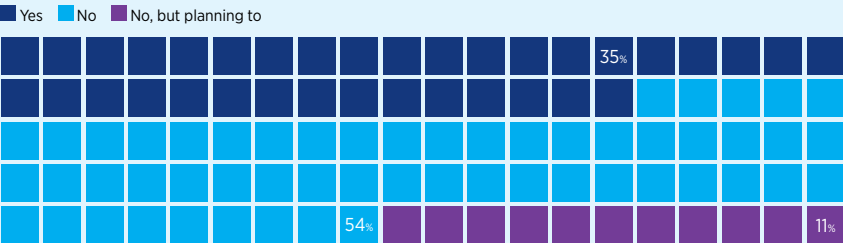
**21%**

of employees are anticipating to  
change jobs within the next 3  
months

# PRIORITIZING STAFF WELLBEING

The lockdown can affect us all in different ways, as we each have our own unique experiences. It is important to prioritize a work-life balance in order to have a better over wellbeing. Fortunately, sixty-two percent of employees cited they are currently maintaining a positive work-life balance.

**Have you made any changes in policies or benefits to support staff mental health and well-being over the last 6 months?**



**Wellbeing challenges for employees**

Lack of social interaction

Isolation/loneliness

Increase in workload

**43%**

of employees cited that their company has taken no measures to help support staff wellbeing as result of the pandemic

**71%**

of employees are satisfied with their company's health and safety measures during the pandemic

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**Percentage of employees who cited a positive overall wellbeing**

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**81%**

Prior to the pandemic

**64%**

First few months of the pandemic

**68%**

At this present time

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**Percentage of employees who cited a positive work-life balance**

---

**70%**

Prior to the pandemic

**60%**

First few months of the pandemic

**62%**

At this present time





# MENTAL WELLBEING THE COVID LEGACY



**Dr. Maggi Evans**

Chartered Occupational Psychologist, Consultant and Coach

It's always important to support people's mental health and wellbeing, but COVID 19 has brought it more into the spotlight than ever. First, employers had to support people to manage general anxiety and the sudden transition to remote working, but now it's shifting to how to manage ongoing uncertainty and a gradual return to some office working (albeit under new stringent health and safety conditions). So, what can leaders and managers do? How can we help our teams to thrive in these challenging times? Here are my top 3 tips

## 1. Anxiety is a normal response to the current situation.

People are coping with huge uncertainty, additional demands from things like childcare and home-working and their normal support systems (like socializing, holidays or gyms) are not accessible in the same way. So, it's not surprising that people are finding it tough. We need to make sure that people know who to talk with and to feel safe to talk about mental health issues without fear of being stigmatized.

## 2. Empower and educate people to help themselves.

We can help people to help themselves by sharing information and motivating people to stay physically, mentally and work fit – all of which work together to help people to thrive and perform at their best. Work fitness is a new idea for lots of people, but it's a key part of wellbeing – making sure you are clear on goals and priorities, that you have effective working practices (especially important when remote working) and that your work station promotes pain-free work.

## 3. Managers are on the front line.

Each person in your organization will have something different that they are concerned about, worried about – or that they need to feel really motivated. Managers need to be encouraged and supported to embrace this. All managers should be having regular one to one check-ins with their team to ask how people are, to explore what's going well for them and how things could be better.

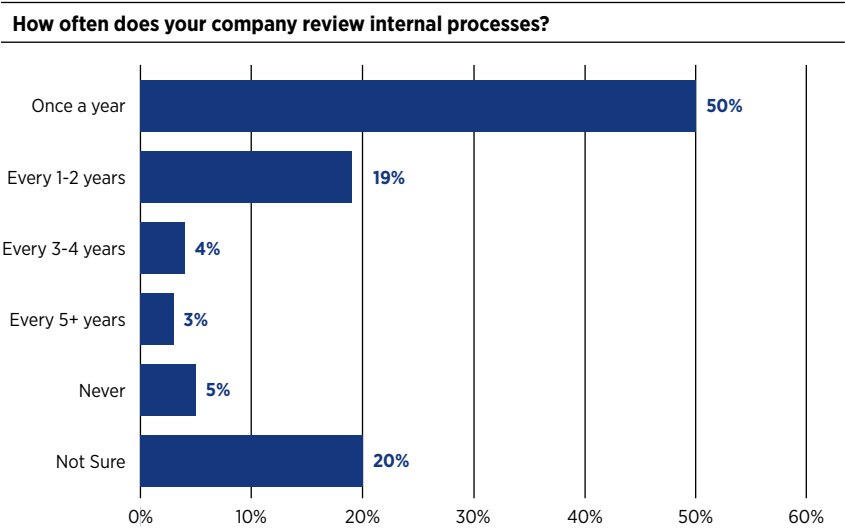
These are simple things to put in place – but they need to be constantly reinforced and communicated. Judging by the news, the mental health implications of COVID-19 will be with us for some time.

Maggi is an experienced consultant and coach with international experience across a wide range of sectors including professional services, financial services, retail and FMCG. She is a Chartered Occupational Psychologist and combines research and practice to develop practical solutions to drive business improvement. Maggi has been a consultant for over 20 years, specializing in talent strategy and talent development. Maggi is on a mission to help organizations, leaders and individuals to liberate talent. Her first book ['From Talent Management to Talent Liberation'](#) has recently been published.

# 9 | PIVOTING BUSINESS MODELS

Fifty percent of employers cited that their internal processes are reviewed once a year in order to remain flexible in the face of change. Focusing on priorities and desired results came in as the top measures companies are taking in order to reduce the level of bureaucracy in the workplace.

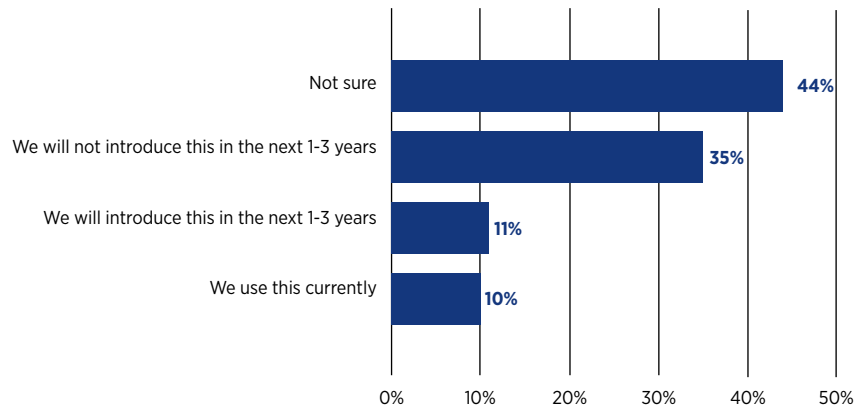
In what ways is your company reducing bureaucracy in the workplace?



## Measures employers are taking to integrate temporarily laid off employees back into the workplace



## Throughout the hiring process, does your company use artificial intelligence/machine learning to be more efficient?



**31%**  
of employers understand  
how artificial intelligence  
is going to affect their hiring  
process over the next 3 years

# Q&A INTERVIEW

## HOW LEADERS CAN MANAGE CHANGE IN THE NEW ERA OF WORK



**Alex Fraser**  
Group Head of Change, Hays

As a result of the global COVID-19 outbreak, the world of work is undergoing unprecedented long-term change. Our professional lives will never be the same again, and that presents a challenge for leaders. We spoke with Alex Fraser, Group Head of Organizational Change at Hays about how leaders can manage the significant changes, as we transition to a new era of work post-crisis.

### **How important is it that leaders have their finger on the pulse of their people when navigating through this change?**

It's critical – I think we have all experienced a real roller coaster of emotions over the last few months. We need to really make sure that we are asking those questions on a regular basis and that we're really listening to the feedback and amending our plans accordingly. It's really important that we do that as transparently as possible so that people understand what's working, what's not and what we're doing about it. We also need to be having an ongoing dialogue with our people about how they're dealing with the new ways of working either in the office or at home and we need to be listening really carefully to explore how our people are, and make sure that we understand the signs of someone not coping well and determine how we can support them.

### **A key role of a leader is to build and communicate their vision. Do you think this will become even more important as we try to navigate through the major changes?**

Yes, one of the key roles a leader plays here is helping people to see the light at the end of the tunnel and show how we will be able to get there. People really need a North star and a sense of purpose to enable them to stay resilient and bounce back. They need to know there is a clear plan and that it will enable them to be successful going forward. As leaders we play a really vital role in reminding people that we will get through this and we will progress.

### **What can leaders do to alleviate some of the change fatigue their people may be experiencing through these times?**

First of all, we need to make sure that we are prioritizing and planning. It's really tempting right now to try and boil the ocean, but actually we need to take time to consider what needs to be done now and what could be introduced later and that will really make sure that the changes will be introduced in a way that means they can be sustained. If we try to do too many things simultaneously, the likelihood is that none of them will be truly successful. Uncertainty and ambiguity is only serving to frustrate and confuse people, so we need to keep on talking. We need to keep telling people what's going on. We also need to make sure we're listening because in times of change people often need to get their feelings out.

**Adaptability and agile working are going to be key to succeed in the future, how can leaders work with their teams to develop them in these areas?**

This is a difficult question, but there are a few things that I would suggest we all get used to doing. First of all, I think we all need to think about how we normally react to change and what sits behind that. So, some people will be very cynical, some people will be very supportive, but we need to understand what drives that in ourselves and whether that's a helpful reaction to have. We need to teach our people to be able to break changes down for themselves and make it personal to them. It's important that they can keep it in perspective because something can easily get blown out of proportion in their mind, so it's critical that they're able to frame it in the right context. The other thing for me is having that really open team environment where questions are expected, and the mistakes are seen as learning opportunities for all, because I think that's a really important bedrock to have on which to build.

**Leaders have their part to play in helping their people navigate massive change in this new era of work, but how can they encourage and empower their people to take some personal responsibility here as well?**

There absolutely has to be a collective sense of responsibility for shaping the new normal and making it work. One of the key success factors in any change is ensuring that anyone who will be impacted by the change feels involved and as if they have some degree of influence. This is a great opportunity to get employees to suggest their own ideas for what the new normal should look like and what those critical success factors need to be. It can't be seen as something that is being done to them, rather it's a future that is designed for them by them.

Alex Fraser joined Hays from KPMG last year, from where she led the development of our own Hays Change methodology. Alex has responsibility for developing our change capability globally, driving our key strategic change projects, and ensuring that we maintain a truly agile culture, where sustainable change is a key part of the norm enabling continuing growth of the business. She brings with her with over 20 years consultancy experience, managing and leading large scale global transformation programs and embedding sustainable change in complex environments.

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# 10 | SALARY TABLES

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

ACCOUNTING & FINANCE ▶	MANUFACTURING & LOGISTICS ▶
ARCHITECTURE & INTERIOR DESIGN ▶	OFFICE PROFESSIONALS ▶
CONSTRUCTION ▶	PROCUREMENT ▶
HUMAN RESOURCES ▶	PROPERTY & FACILITIES MANAGEMENT ▶
INFORMATION TECHNOLOGY & DIGITAL ▶	RESOURCES & MINING ▶
LEGAL ▶	SALES & MARKETING ▶

For salary 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. Please note that the Hot Jobs listed may vary by region.

This information should be used as a guide only.





# ACCOUNTING & FINANCE

## 🔥 HOT JOBS

Senior Tax Manager

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Senior Accountant

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Property Accountant

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Project Accountant

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Controller

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Financial Analyst

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PUBLICLY TRADED

Revenues of \$500 million and higher

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

PUBLIC PRACTICE

Mid-tier

Job Title	Calgary	GTA	Montreal	Ottawa	Vancouver
Audit Senior Manager	100-130	117-150	90-110	90-110	95-125
Audit Manager	85-100	90-120	75-90	75-90	85-95
Audit Senior	70-80	70-90	60-75	60-75	60-70
Audit Staff Accountant/Intermediate Accountant	50-65	48-65	55-70	55-65	50-60
Tax Senior Manager	110-150	120-180	100-120	100-120	100-130
Tax Manager	90-110	90-120	90-115	90-115	75-100
Tax Senior	70-90	60-85	70-85	70-85	60-75

Big Four

Job Title	Calgary	GTA	Montreal	Ottawa	Vancouver
Audit Senior Manager	120-150	120-150	100-140	100-140	110-140
Audit Manager	95-120	85-110	80-95	80-95	80-100
Audit Senior	65-85	65-80	65-80	65-80	65-80
Audit Staff Accountant	55-70	45-60	60-70	60-70	55-65
Tax Senior Manager	120-170	120-180	110-150	110-150	110-150
Tax Manager	90-120	90-110	90-120	90-120	90-115
Tax Senior	75-95	70-85	75-90	75-90	75-90

PRIVATE ENTERPRISE

Revenues up to 100 million

Job Title	Calgary	GTA	Montreal	Ottawa	Vancouver
Chief Financial Officer	170-220	185-230	150-200	150-200	150-250
Vice President, Finance	160-200	135-185	150-180	140-180	140-180
Director of Finance	130-170	125-170	120-150	100-140	110-150
Controller	95-125	85-125	80-120	95-125	95-120
Assistant Controller	80-100	80-100	75-90	80-100	80-90
Senior Accountant	65-90	60-85	60-80	65-80	65-80
Accounting Manager	75-95	70-90	70-85	65-80	75-95
Treasury Manager	95-110	90-110	85-95	85-95	85-95
Treasury Analyst	70-90	70-95	70-90	70-90	70-90
Director of Tax	140-170	150-170	120-150	90-120	100-115
Senior Tax Manager	110-140	120-140	100-130	80-110	110-140
Tax Manager	90-110	98-120	90-120	70-95	90-120
Tax Analyst	70-95	60-85	65-85	65-85	70-85
Internal Audit Manager	85-105	85-105	80-100	65-90	90-110
Internal Auditor	65-90	70-85	60-90	60-80	70-90
Manager, Financial Reporting	100-120	90-110	80-110	80-110	90-110
Manager, Financial Planning/Analysis	100-110	90-120	80-110	80-110	90-110
Senior Financial Analyst	75-95	70-90	75-95	75-90	75-90
Financial Analyst	60-75	60-75	55-70	55-70	70-75

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

PRIVATE ENTERPRISE

Revenues from 100-250m

Job Title	Calgary	GTA	Montreal	Ottawa	Vancouver
Chief Financial Officer	190-250	185-260	160-250	160-250	200-250
Vice President, Finance	160-200	155-210	150-200	150-200	150-200
Director of Finance	130-160	135-165	120-150	120-150	120-160
Controller	110-150	95-135	90-130	90-130	100-130
Assistant Controller	85-110	80-100	75-95	75-100	85-100
Senior Accountant	65-85	60-85	60-80	60-85	70-85
Accounting Manager	80-100	80-95	75-90	75-90	85-100
Treasury Manager	100-120	105-125	100-125	90-115	90-115
Treasury Analyst	75-95	80-95	75-85	75-85	70-95
Director of Tax	120-140	160-180	130-150	130-150	140-170
Senior Tax Manager	120-130	120-150	100-130	100-130	90-120
Tax Manager	100-120	90-115	85-110	80-100	85-105
Tax Analyst	80-100	65-85	70-90	70-85	70-85
Internal Audit Manager	80-100	90-120	80-100	70-90	85-95
Internal Auditor	70-90	75-95	65-90	65-75	70-80
Manager, Financial Reporting	100-125	95-115	90-125	90-120	90-110
Manager, Financial Planning/Analysis	95-115	95-120	90-115	80-110	90-110
Senior Financial Analyst	75-95	70-95	75-95	75-90	80-100
Financial Analyst	65-80	60-90	65-85	65-75	70-80

PRIVATE ENTERPRISE

Revenues of 250m and higher

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

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



ACCOUNTING SUPPORT

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



BANKING AND FINANCIAL INSTITUTIONS

BIG 5 - Large

Job Title	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

Job Title	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

# ARCHITECTURE & INTERIOR DESIGN

## HOT JOBS

Architectural Technologist (Revit)

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Intermediate/Senior Architect (registered)

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Contract Administrator

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Project Manager

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BIM Manager

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ARCHITECTURE & INTERIOR DESIGN

Architecture

Job Title	Calgary	Edmonton	GTA	Montreal	Ottawa	Vancouver
Intern Architect	45-55	45-55	60-85	55-65	55-75	50-70
Intermediate Architect	70-90	70-90	75-95	65-80	65-80	70-90
Senior Architect	120-160	120-160	100+	90-120	90-120	90-110
Junior Technologist	35-50	35-50	40-55	40-50	40-50	45-60
Technologist	50-75	50-75	60-80	50-70	50-70	60-75
Senior Technologist	75-110	75-110	75-100	70-90	70-90	75-95
Job Captain	95-115	95-115	90-110	80-100	80-100	80-100
Contract Administrator	90-110	90-110	70-90	80-100	80-100	70-100
Project Manager	90-110	90-110	100-140	80-100	80-100	75-90
Senior Project Manager / Senior Contract Administrator	110-135	110-135	140+	100-120	100-120	100-120
BIM Manager	75-100	75-100	95-110	80-100	80-100	85-100
Senior BIM Manager	100-140	100-140	100-140	100-130	100-130	100-110
Architectural Designer	75-100	75-100	60-80	50-70	50-70	55-75
Senior Architectural Designer	100-120	100-120	75-100	70-90	70-90	75-90

Interior Design

Job Title	Calgary	Edmonton	GTA	Montreal	Ottawa	Vancouver
Senior Interior Designer	85-105	85-105	85-110	70-80	80-90	80-90
Intermediate Interior Designer	65-80	65-80	65-90	50-65	65-75	65-80
Junior Interior designer	45-65	45-65	40-60	40-50	40-55	45-65

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

# CONSTRUCTION

## HOT JOBS

Project Manager

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Superintendent

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Estimator

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Development Manager

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CONSTRUCTION

General Construction

Job Title	Calgary	Edmonton	GTA	Montreal	Ottawa
Vice President Construction	160-210	160-210	175-250	200+	175+
Senior Project Manager	120-140	120-140	120-175	120-180	120-175
Project Manager	90-120	90-120	75-120	75-120	125+
Project Coordinator	65-85	65-85	50-75	50-75	70-75
Chief Estimator	120-170	120-170	125- 200	110-150	125-135
Senior Estimator	100-140	100-140	90-125	90-110	90-125
Estimator	90-130	90-130	65 -90	60-90	110-120
Superintendent	110-150	110-150	90-150	100-150	125-140
Assistant Superintendent/Foreman	80-100	80-100	70-95	70-90	80-100
Mechanical & Electrical Coordinator	60-75	60-80	60-80	70-85	60-75
Mechanical & Electrical Manager	80-120	80-120	90-120	90-110	90-100

Job Title	Regina	Vancouver	Winnipeg
Vice President Construction	160+	180-250	140-200
Senior Project Manager	115-130	120-160	115-140
Project Manager	100-140	85-130	90-115
Project Coordinator	60-70	60-80	60-80
Chief Estimator	110-160	130-180	110-160
Senior Estimator	110-130	110-140	100-130
Estimator	100-120	90-120	80-100
Superintendent	100-130	90-150	80-115
Assistant Superintendent/Foreman	85-100	80-95	70-90
Mechanical & Electrical Coordinator	55-75	70-90	55-75
Mechanical & Electrical Manager	80+	80-120	80+

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

CONSTRUCTION

Road Building & Heavy Construction

Job Title	Calgary	Edmonton	GTA	Montreal	Ottawa
Vice President Construction	150-250	150-250	130-225	150+	140+
Senior Project Manager	120-140	120-140	130-180	130-180	130-180
Project Manager	100-125	100-125	95-150	90-140	90-130
Project Coordinator	70-90	70-90	75-90	70-90	65-70
Chief Estimator	125-175	125-175	100-200	110-150	115-150
Senior Estimator	100-140	100-140	100-150	100-150	100-150
Estimator	90-120	90-120	75-125	80-110	80-100
Superintendent	100-150	100-150	100-150	110-150	100-130
Assistant Superintendent/Foreman	75-110	75-110	70-80	70-90	80-95

Job Title	Regina	Vancouver	Winnipeg
Vice President Construction	140-160	190-250	140-200
Senior Project Manager	115-150	130-180	120-160
Project Manager	110-140	105-140	100-140
Project Coordinator	70-90	65-85	70-80
Chief Estimator	110-160	130-190	100-140
Senior Estimator	120-140	120-145	115-140
Estimator	90-130	100-140	90-120
Superintendent	110-150	105-150	100-130
Assistant Superintendent/Foreman	90-120	80-95	70-100

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

CONSTRUCTION

Civil Engineering

Job Title	Calgary	Edmonton	GTA	Regina	Vancouver	Winnipeg
Principal Partner	145-170	145-170	160-180	150+	150-180	120-150
Associate Partner	130-150	130-150	110-130	120-140	125-150	110-140
Civil Project Manager	90-120	90-120	90-110	100-130	95-120	85-110
Civil Project Engineer	100-120	100-120	90-100	90-110	85-110	90-100
Civil Engineer	85-95	85-95	85-100	90-110	85-100	85-95
Civil Designer	70-90	70-90	70-90	80-90	75-100	70-90
Civil CAD Drafter	70-80	70-80	60-75	75-90	70-85	60-70

Environmental Engineering

Job Title	Calgary	Edmonton	GTA	Vancouver	Winnipeg
Principal Partner	130-140	130-140	120-145	130-160	120-140
Associate Partner	120-130	120-130	110-140	125-150	115-125
Associate	100-120	100-120	100-110	115-140	100-110
Environmental Project Manager	90-110	90-110	90-100	90-140	90-100
Environmental Project Engineer	90-140	90-140	90-110	90-140	90-120
Environmental Engineer	90-120	90-120	80-95	90-120	80-95

CONSTRUCTION

High-rise Construction

Job Title	Calgary	Edmonton	GTA	Montreal	Ottawa
Vice President Construction	180-250	180-250	225-300	200+	175+
Construction Manager	150-200	150-200	170-225	130-160	130-160
Senior Project Manager	150-180	150-180	150-225	120-150	130-150
Project Manager	110-160	110-160	110-150	100-120	110-130
Project Coordinator	70-80	60-80	65-90	65-85	65-75
Chief Estimator	140-170	140-170	180-230	110-130	165-180
Senior Estimator	110-140	110-140	125-180	90-110	125-175
Estimator	90-120	90-120	75-110	70-90	75-100
Superintendent	120-180	120-180	150-225	120-200	120-150
Finishing Super	90-120	90-120	90-150	90-120	90-110
Customer Service Manager	80-110	80-110	85-120	80-100	70-75
Customer Service Coordinator	50-65	50-65	45-70	50-70	55-65
Assistant Superintendent/Foreman	80-110	80-110	75-90	70-90	85-100
Site Clerk	45-55	45-55	50-60	55-70	55-60

Job Title	Regina	Vancouver	Winnipeg
Vice President Construction	140-180	200-300	185-250
Construction Manager	130-180	150-190	130-160
Senior Project Manager	120-150	150-180	150-200
Project Manager	110-120	120-150	130-160
Project Coordinator	60-80	75-85	65-85
Chief Estimator	115-130	160-180	110-130
Senior Estimator	110-120	120-150	110-120
Estimator	90-110	90-120	95-115
Superintendent	110-130	130-180	120-150
Finishing Super	90-110	90-120	90-120
Customer Service Manager	55-75	75-100	80-110
Customer Service Coordinator	55-65	50-60	55-65
Assistant Superintendent/Foreman	75-90	80-100	75-90
Site Clerk	50-65	45-55	50-60

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



CONSTRUCTION

Residential Construction

Job Title	Calgary	Edmonton	GTA	Montreal	Ottawa
Vice President Construction	150-225	150-200	180-230	150+	150-200
Senior Project Manager	120-150	120-150	100-140	110-130	100-125
Project Manager	95-110	95-110	90-120	95-120	95-115
Project Coordinator	65-75	65-75	50-65	65-75	60-70
Chief Estimator	110-130	110-130	125-175	120-150	130-140
Estimator	80-110	80-110	90-120	90-120	65-80
Superintendent	90-120	90-120	90-120	90-110	90-110
Finishing Super	70-90	70-90	75-90	80-100	70-80
Customer Service Manager	70-100	70-100	80-100	80-100	60-65
Customer Service Coordinator	50-80	50-80	45-65	65-80	50-60
Assistant Superintendent/Foreman	70-90	70-90	70-75	60-70	65-75

Job Title	Regina	Vancouver	Winnipeg
Vice President Construction	150+	150-225	150-200
Senior Project Manager	100-120	130-160	100-130
Project Manager	90-100	90-130	80-120
Project Coordinator	65-80	65-80	55-65
Chief Estimator	100-115	120-140	90-110
Estimator	100-120	90-120	65-85
Superintendent	100-120	100-160	80-110
Finishing Super	90-110	80-100	70-80
Customer Service Manager	65-85	80-100	70-90
Customer Service Coordinator	50-70	50-70	50-80
Assistant Superintendent/Foreman	80-95	75-85	70-85

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

CONSTRUCTION

Development Management

Job Title	Calgary	Edmonton	GTA	Montreal	Ottawa	Vancouver
Vice President, Development	160-220	160-220	200-300	200+	160+	200-300
Development Director	120-180	120-180	150-220	130-160	130-150	150-200
Development Manager	100-160	100-160	125-160	110-130	110-130	90-150
Junior/Assistant Development Manager	70-100	70-100	65-90	70-85	75-85	75-90
Development Coordinator	50-75	50-75	50-75	50-75	50-75	50-75

Mechanical Construction

Job Title	Calgary	Edmonton	GTA	Montreal	Ottawa	Vancouver
Vice President Construction	120-150	120-150	150-200	140-160	140-160	140+
Project Manager	90-130	90-130	75-150	90-125	90-125	95-130
Project Coordinator	70-90	70-90	55-75	60-70	60-70	70-90
Chief Estimator	100-130	100-130	140-190	95-125	95-125	120-150
Estimator	90-110	90-110	70-115	80-90	80-90	100-120
Superintendent	100-120	100-120	120+	95-105	95-105	100-150
Assistant Superintendent	90-100	90-100	N/A	80-90	80-90	80-90

Electrical Construction

Job Title	Calgary	Edmonton	GTA	Montreal	Ottawa	Vancouver
Vice President Construction	100-150	100-150	150-200	140-160	140-160	150+
Project Manager	90-130	90-130	75-150	90-110	90-110	100-130
Project Coordinator	70-90	70-90	55-75	70-80	70-80	70-80
Chief Estimator	110-130	100-130	140-190	85-105	85-105	150+
Estimator	90-120	90-120	70-115	85-100	85-100	100-120
Superintendent	100-120	100-120	120+	85-100	85-100	100-150
Assistant Superintendent	90-100	90-110	N/A	80-90	80-90	80-90

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

CONSTRUCTION

Building Automation

Job Title	Calgary	Edmonton	GTA	Montreal	Ottawa	Vancouver
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	80-120	70-90	70-90	75-110
BAS Project Manager	80-100	80-100	70-100	70-85	70-85	80-100
BAS Estimator	80-110	80-110	80-110	75-90	75-90	80-110
BAS Designer	50-75	50-75	50-75	50-70	50-70	50-75

Electrical Engineering

Job Title	Calgary	Edmonton	GTA	Montreal	Ottawa	Vancouver
Senior Electrical Engineer	95-105	95-105	115-120	100-120	100-110	95-105
Electrical Engineer	80-90	80-90	80-100	80-100	80-100	80-90
Designers	70-80	70-80	65-75	55-65	70-80	70-80
Project Manager	90-100	90-100	90-140	100-120	90-100	90-100
REVIT Operators	65-80	65-80	55-75	55-70	50-70	65-80

Mechanical Engineering

Job Title	Calgary	Edmonton	GTA	Montreal	Ottawa	Vancouver
Senior Mechanical Engineer	95-105	95-105	115-120	100-120	100-110	95-105
Mechanical Engineer	80-90	80-90	80-100	80-100	80-90	80-90
Designers	70-80	70-80	65-75	55-65	70-80	70-80
Project Manager	90-100	90-100	90-140	100-120	90-100	90-100
REVIT Operators	65-80	65-80	55-75	55-70	50-70	65-80

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

# HUMAN RESOURCES

## 🔥 HOT JOBS

HR Generalist

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HR Manager

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Recruitment Consultant

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Business Partner

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Pension & Benefits Administrator

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HUMAN RESOURCES

Generalist

Job Title	Calgary	GTA	Montreal	Ottawa	Vancouver
Vice President	150-200	140-200	140-160	140-160	160 - 200
Director	145-160	130-160	120-130	115-140	145 - 165
Business Partner	110-125	120-130	100-120	90-120	110-130
Manager	90-120	110-120	90-100	90-110	100-130
Generalist	65-85	75-90	65-90	75-90	75-90
Coordinator	55-65	60-75	50-65	55-65	60 - 70
Administrator/Assistant	50-60	60-75	45-55	50-60	55-60

Organizational Development

Job Title	Calgary	GTA	Montreal	Ottawa	Vancouver
Vice President	130-160	130-160	130-160	130-160	130-160
Change Manager	100-130	110-120	100-120	90-110	110 - 120
Learning/Training Manager	80-95	90-100	80-100	70-100	90 - 100
Coordinator	60-70	70-80	60-70	50-70	75 - 85

Compensation & Benefits

Job Title	Calgary	GTA	Montreal	Ottawa	Vancouver
Vice President/Director	120-150	140-200	120-150	120-150	140-200
Manager	100-120	120-140	100-120	100-120	110-130
Specialist	85-100	100-120	70-90	70-90	100-120
Analyst	90-100	85-100	75-90	75-90	85-100
Coordinator/Administrator	60-70	70-85	65-75	60-75	70-85

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

HUMAN RESOURCES

Recruitment

Job Title	Calgary	GTA	Montreal	Ottawa	Vancouver
Director	120-140	120-140	100-130	115-140	120-140
Manager	110-130	100-120	80-100	90-115	100-120
Specialist	75-100	80-100	65-75	70-90	80-100
Administrator	60-70	65-80	55-65	55-65	65-80

HRIS

Job Title	Calgary	GTA	Montreal	Ottawa	Vancouver
Manager	85-110	90-110	80-100	80-100	90-110
Specialist	85-90	80-90	80-90	70-80	80-90
Administrator	75-80	70-80	70-80	55-70	70-80

# INFORMATION TECHNOLOGY & DIGITAL

## HOT JOBS

Software Developer

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Business Analyst

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Project Manager

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Cybersecurity

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Big Data Analyst

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Machine Learning Engineer

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INFORMATION TECHNOLOGY

Artificial Intelligence (AI)

Job Title	National
Data Scientist-Python	90-120
Data Scientist-R	70-110
Big Data Engineer-Hadoop	100-150
Machine Learning/Deep Learning Engineer	100-150

Business Intelligence

Job Title	National
BI/Data Warehouse Architect	100-150
BI Manager	90-150
Database Manager	90-130
Information Manager	100-120
Database Administrator	80-120
Database Developer	90-120
ETL Developer	80-110
BI Developer	100-120
Performance Analyst	80-95
BI Analyst	90-100

Data & Advanced Analytics

Job Title	National
Data Architect	125-180
Lead Data Scientist	110-175
Data Scientist	60-120
Data Analyst	60-90
Lead Data Engineer	110-160
Data Engineer	90-160
Data Manager	60-120

CYBERSECURITY

Information Systems Leadership

Job Title	National
Chief information Security Officer	180-230
VP, Information Security	150-200
Director, Information Security	140+

Identity & Access Management

Job Title	National
Architect	110-140
Senior Engineer	90-120
Engineer	60-90

Governance, Risk & Compliance Leadership

Job Title	National
VP, Governance, Risk & Compliance	140-200
Director, Governance, Risk & Compliance	110-150
Manager, Governance, Risk & Compliance	80-130

Governance Risk & Compliance

Job Title	National
Senior GRC Consultant	80-110
GRC Consultant	70-100
Compliance Coordinator/Analyst	60-90
Data Security Consultant	60-90



CYBERSECURITY

Security Operations Leadership

Job Title	National
VP, Security Operations Center	135-180
Director, Security Operations Center	110-150
Manager, Security Operations Center	95-130

Security Operations

Job Title	National
Senior Engineer	100-140
Network Security Architect	120-135
Senior Network Security Engineer	100-130
Network Security Engineer	80-120
Engineer	60-90
Security Administrator	65-90

Application Security/Cloud Security

Job Title	National
Cloud Security Architect	90-130
Cloud Security Engineer	90-130
Senior Application Security Engineer	80-110
Application Security Engineer	80-110

Incident Response

Job Title	National
Reverse Engineer	80-130
Manager, Incident Response	65-110
Digital Forensics Analyst	65-95
Malware Analyst	60-90

Penetration Testing/Red Team

Job Title	National
Principal Penetration Tester	90-120
Senior Penetration Tester	60-90

DevSecOps

Job Title	National
DevSecOps Architect	110-140
Senior DevSecOps Engineer	100-130
DevSecOps Engineer	75-100

Architecture

Job Title	National
Enterprise Security Architect	130-160
Solutions Architect	110-140

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

INFORMATION TECHNOLOGY

Cloud Infrastructure

Job Title	National
Enterprise Architect	140-180
Solution Architect	120-140
Cloud Engineer- AWS/Azure/Google	120-160

Development

Job Title	National
Software Architect	130-150
Technical Lead - C#/ASP.net	110-120
Technical Lead - Java	110-120
Technical Lead - Mobile	120-140
Mobile Developer – iOS/Android	100-130
Backend Developer – Java	100-130
Back-end Developer – .Net	100-110
Backend Developer – LAMP/PHP/Drupal/WordPress /Joomla	90-110
Backend Developer – Ruby	90-115
Back-end Developer – C/C++	90-120
Front End Developer	100-120
Full Stack Developer	100-130
SharePoint Developer	90-120
DevOps	100-120
Release Manager	120-130

Enterprise Resource Planning

Job Title	National
ERP Project Manager	120-140
ERP Consultant	110-130
ERP Developer	110-130
ERP Programme Manager	120-160
ERP Business Analyst	80-100

Infrastructure

Job Title	National
Enterprise Architect	130-150
Solution Architect	120-140
Service Delivery Manager	120-130
Network Engineer	80-130
Network Administrator	80-100
Systems Administrator	85-100
Helpdesk/Service Desk Analyst	65-75

INFORMATION TECHNOLOGY

Leadership

Job Title	National
CIO TSX 60	380-400
CIO TSX 300	230-250
CIO SME	200-220
CTO TSX 60	260-270
CTO TSX 300	200-220
CTO SME	180-200
IT Director TSX 60	270-290
IT Director TSX 300	200-220
IT Director SME	200-220
Development Director	160-170
Chief Information Security Officer	170-180
Head of IT Security	175-185
Head of IT	160-165
Head of Development	160-165
Head of Infrastructure	160-165
Head of Service Delivery	160-165
Head of Business Intelligence	175-185
Business Architect	165-175
Enterprise Architect	140-180
Technical Architect	130-165
Development Manager	130-150

Projects & Change Management

Job Title	National
Program Director	220-230
Head of PMO	160-165
Portfolio/Program Manager	125-155
Project Manager	90-130
Change Manager	100-135
Business Analyst	90-100
Business Systems Analyst	90-110

Telecoms

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

Testing

Job Title	National
Test Manager	110-130
Test Lead	90-110
Manual QA Analyst	75-85
Automated QA Analyst	90-100
Performance QA Analyst	90-100

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

# LEGAL

## 🔥 HOT JOBS

Corporate Law Clerk

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Real Estate Legal Assistant

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Real Estate Law Clerk

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Corporate Legal Assistant

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Civil/ Commercial Litigator

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LEGAL PROFESSIONALS

Private Practice

Experience	Small Firm	Mid-Size Firm	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	NA	NA	10-25%

In House

Job Title	Small/Medium Company	Large Company
Junior Counsel (typically 1-3 years)	75-95	85-110
Legal Counsel (typically 3-5 years)	95-135	105-140
Senior Counsel (typically 5-8 years)	130-180	135-220
General Counsel (typically 8 years plus)	170-225+	200-300+

LEGAL SUPPORT

Small Firm

Job Title	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

Job Title	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

Job Title	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

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

# MANUFACTURING & LOGISTICS

## HOT JOBS

Supply Chain Manager

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Continuous Improvement Professionals/Lean Six Sigma BB

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Skilled Trades

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Logistics & Transportation Manager

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Demand Planner

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Supply Planner

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MANUFACTURING & LOGISTICS

Manufacturing

Job Title	National
COO	400-700
VP Operations	150-300
Vice President, Warehousing/ Transportation	150-220
Vice President Manufacturing	150-220
Regional/District Operations Manager	150-170
Regional Director Manufacturing	150-170
Regional Director Corporate Compliance	125-140
Regional Director Quality assurance	135-200
VP Supply Chain	150-200
Manager- Sales & Operations Planning	125-140
Manager- Supply Planning	125-135
Manager - Demand Planning	125-135
Demand Planner	65-90
Supply Planner	65-90
Supply Chain Analyst	45-60
Operations Manager	110-150
Plant Manager	120-250
Supply Chain Manager	125-145
Operations Group Leader	125-185
Group Leader / Production Manager	105-150
Team Leader / Shift Supervisor	75-85
Materials Group Leader	125-135
Manager - Production Planning	125-135
Production Planner Scheduler	80-85
Maintenance Manager	90-185
Reliability Group Leader	80-185
Reliability Maintenance Team Lead Supervisor	95-105
Reliability Engineer	100-125

Job Title	National
Director -Process Optimization	150-170
Director- Industrial Engineering	140-150
Director Process Improvement	125-135
Continuous Improvement Leader-Lean Six Sigma BB	135-190
VP Reliability & Engineering	120-200
Director Plant Automation	125-185
Maintenance Supervisor	100-125
Manufacturing Engineer	75-110
MRO Planner	65-75
Production/Packaging Supervisor	85-100
Engineering Manager	135-200
Quality Assurance Manager	130-150
Sanitation Group Leader	90-125
Sanitation Team Leader	70-90
Quality Engineer	75-90
Process Engineer	75-90
Process Modelling Analyst	65-80
Industrial Engineer	65-90
Chief Operating Engineer/ Power Engineer	135-180
Second Class Stationary Engineer	32-44/hr.*
Dual Ticket	40-42/hr.
Certified Electrician	35-40/hr.*
Certified Millwright	35-40/hr.*
Refrigeration A	38-47/hr.*
Refrigeration B	38-47/hr.*

*\*Hourly rate  
All figures are expressed in thousand Canadian dollars and as annual gross salaries*

MANUFACTURING & LOGISTICS

Logistics

Job Title	National
Vice President, Warehousing/ Transportation	150-185
Vice President, Operations	150-185
Regional Director	140-170
Director, Inventory	140-170
Director, Process Improvement	140-170
Director, Supply Chain	140-185
Director, Operations	165-200
Transportation Manager	120-145
Logistics Manager	110-135
Inventory Manager	110-130
Supply Chain Manager	125-145
Continuous Improvement Leader-Lean Six Sigma BB	135-190
Customs & Compliance Manager	100-110
Fleet Manager	95-110
Forecasting Manager	110-120
Warehouse Manager	85-130
Operations Manager	120-135
Transportation/Logistics Supervisor	80-95
Fleet Supervisor	80-95
Fleet Analyst	75-90
Process Engineer	105-125
Forecasting Analyst	65-70
Warehouse Supervisor	80-90
Transportation Analyst	60-80
Reliability Maintenance Team Lead Supervisor	60-75
Logistics Coordinator	55-65
Dispatcher	55-65





# OFFICE PROFESSIONALS

## HOT JOBS

Executive Assistant

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Administrative Assistant

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Legal Assistant

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Office Manager

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Property Administrator

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OFFICE PROFESSIONALS

Office Support

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

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

# PROCUREMENT

## HOT JOBS

Category Manager

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Procurement Specialist

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Buyer

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Purchasing Coordinator

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Purchasing Manager

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PROCUREMENT

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

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



# PROPERTY & FACILITIES MANAGEMENT

## 🔥 HOT JOBS

Lease Administrator

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Building Operator

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Commercial Property Administrator

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Commercial Property Manager

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Facilities Manager

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Residential Property Manager

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PROPERTY & FACILITIES MANAGEMENT

Commercial Property Management

Job Title	Calgary	Edmonton	GTA	Montreal
Vice President Property Management	160-240	160-240	210-260	175-250
Director of Property Management	125-150	125-150	130-150	150-160
Real Estate Manager	130-139	125-135	130-149	130-150
General Manager	125-150	125-145	125-140	130-150
Senior Property Manager (Commercial Office, Retail or Industrial portfolio)	105-130	105-130	110-130	100-120
Property Manager (Commercial Office, Retail or Industrial portfolio)	85-105	85-105	85-100	75-90
Assistant Property Manager	60-75	60-75	65-75	60-75
Property Administrator	60-80	60-80	55-65	50-60
Tenant Services Representative	60-65	60-65	55-65	45-50
Senior Building Operator	70-85	70-85	65-75	60-70
Building Operator	55-70	55-70	55-65	50-60

Job Title	Ottawa	Vancouver	Winnipeg
Vice President Property Management	140-150	170-184	140-160
Director of Property Management	125-135	140-150	120-124
Real Estate Manager	110-129	120-130	120-130
General Manager	130-149	130-149	110-130
Senior Property Manager (Commercial Office, Retail or Industrial portfolio)	85-94	120-130	95-105
Property Manager (Commercial Office, Retail or Industrial portfolio)	75-89	90-100	75-90
Assistant Property Manager	60-64	70-80	60-65
Property Administrator	55-60	55-65	50-54
Tenant Services Representative	50-55	55-65	50-64
Senior Building Operator	55-60	75-85	60-65
Building Operator	50-55	65-75	50-55

PROPERTY & FACILITIES MANAGEMENT

Residential Property Management

Job Title	Calgary	Edmonton	GTA	Montreal
Director of Property Management	125-160	115-145	125-140	100-130
Senior Property Manager	80-100	80-100	85-95	75-90
Property Manager	60-80	60-80	70-80	55-75
Property Administrator	50-65	50-65	55-60	45-50
Condominium Manager	65-100	65-100	75-90	60-70
Site/Resident Manager	50-65	55-65	45-55	50-55
Leasing Representative/Agent	45-55	45-55	45-55	40-60
Maintenance Supervisor	70-74	70-74	65-75	65-75
Maintenance Technician	45-65	45-65	45-55	50-55
Live-In Superintendent	45-50	40-50	40-45	30-40

Job Title	Ottawa	Vancouver	Winnipeg
Director of Property Management	100-110	120-140	100-110
Senior Property Manager	80-90	90-100	70-80
Property Manager	55 - 65	70-90	55-65
Property Administrator	50-55	55-60	45-55
Condominium Manager	60-79	80-90	60-70
Site/Resident Manager	45-49	55-65	40-45
Leasing Representative/Agent	40-50	50-60	40-44
Maintenance Supervisor	65-79	75-80	65-70
Maintenance Technician	45 - 50	55-60	40-45
Live-In Superintendent	30-40	45-50	30-38



PROPERTY & FACILITIES MANAGEMENT

Asset Management

Job Title	Calgary	Edmonton	GTA	Montreal
Vice President, Asset Management	180-200	180-200	180-220	175-200
Director, Asset Management	140-160	140-160	125-145	130-150
Asset Manager	100-135	100-135	110-125	100-130

Job Title	Ottawa	Vancouver	Winnipeg
Vice President, Asset Management	165-169	180-200	140-160
Director, Asset Management	130-134	140-160	110-120
Asset Manager	105-109	100-125	100-109

Commercial Leasing

Job Title	Calgary	Edmonton	GTA	Montreal
Vice President/Director	160-200	160-200	160-200	150-180
Senior Manager of Leasing	110-140	110-140	100-140	90-130
Leasing Manager/Representative	110-130	115-119	85-105	80-120
Leasing Assistant/ Coordinator	60-80	60-80	65-75	55-70

Job Title	Ottawa	Vancouver	Winnipeg
Vice President/Director	150-180	160-200	150-180
Senior Manager of Leasing	90-130	100-150	100-130
Leasing Manager/Representative	95-105	95-125	85-100
Leasing Assistant/ Coordinator	50-55	60-75	45-50

PROPERTY & FACILITIES MANAGEMENT

Lease Administration

Job Title	Calgary	Edmonton	GTA	Montreal
Lease Admin Manager	85-100	85-100	85-105	85-100
Lease Administrator – lease drafting	65-80	65-80	70-90	70-90
Lease Administrator – non lease drafting	60-75	60-75	55-70	55-70

Job Title	Ottawa	Vancouver	Winnipeg
Lease Admin Manager	75-85	90-100	70-90
Lease Administrator – lease drafting	75-80	70-90	60-70
Lease Administrator – non lease drafting	55-59	55-65	50-55

Operations and Maintenance

Job Title	Calgary	Edmonton	GTA	Montreal
Director of Operations	120-160	120-160	120-150	120-145
Operations Manager	100-120	100-120	100-120	90-100
Operations Supervisor	85-95	80-90	80-90	65-75
Chief Power Engineer	85-95	80-90	90-110	90-110
Senior Building Operator	70-85	70-85	68-80	60-70
Building Operator	55-70	55-70	55-65	50-60
Maintenance Worker	50-60	50-60	45-50	45-50

Job Title	Ottawa	Vancouver	Winnipeg
Director of Operations	120-124	125-135	100-115
Operations Manager	100-110	100-120	80-90
Operations Supervisor	75-79	85-95	70-80
Chief Power Engineer	130-150	80-85	80-85
Senior Building Operator	60-64	75-85	65-69
Building Operator	55-59	65-75	50-60
Maintenance Worker	40-44	50-60	45-50

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

PROPERTY & FACILITIES MANAGEMENT

Facilities Management

Job Title	Calgary	Edmonton	GTA	Montreal
Account Director	145-155	145-155	140-159	130-150
Director of Facilities Management	140-150	140-150	130-140	120-140
General Manager	130-140	130-140	110-119	100-115
Facilities Manager	90-110	100-104	90-100	80-100
Facilities Coordinator	65-80	65-80	70-75	55-65

Job Title	Ottawa	Vancouver	Winnipeg
Account Director	120-130	140-150	110-120
Director of Facilities Management	110-120	120-140	100-110
General Manager	110-119	100-125	110-120
Facilities Manager	80-84	100-120	90-99
Facilities Coordinator	50-54	65-70	60-70

Sustainability

Job Title	Calgary	Edmonton	GTA	Montreal
Director of Sustainability	130-149	130-150	140-144	120-150
Manager of Sustainability	90-94	110-120	90-110	80-90
Project Manager	90-120	90-100	85-95	70-80

Job Title	Ottawa	Vancouver	Winnipeg
Director of Sustainability	95-99	120-140	109-120
Manager of Sustainability	80-89	90-100	85-94
Project Manager	80-84	100-110	85-89

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

# RESOURCES & MINING

## 🔥 HOT JOBS

Mining Engineers

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Maintenance or Operations Senior Leadership

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Skilled Trades (Heavy Duty Mechanics, Millwrights)

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Mechanical (Reliability) Engineers

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Mill Processing (Metallurgy)

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RESOURCES & MINING

Head Office

Job Title	National
President/Chief Executive Officer	250-600
Chief Operating Officer	200-400
Senior Investor Relations	120-200
Vice President Exploration	150-250
Continuous Improvement Manager	140-210

Technical Services

Job Title	National
Manager, Technical Services	155-210
Superintendent, Technical Services	120-170
Engineering Manager	165-200
Chief Engineer	130-160
Senior Mine Engineer	115-135
Mine Engineer	80-110
Mine Technician	55-85
Ventilation Engineer	80-120

Metallurgy/Processing

Job Title	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

Mine Maintenance

Job Title	National
Maintenance Manager	150-225
Maintenance Superintendent	140-180
Maintenance Planner	90-140
Maintenance Foreperson	100-120
Mechanical Engineer	80-120
Snr Mechanical Engineer	110-140
Electrical Engineer	80-120
Snr Electrical Engineer	110-140

Mine Operations

Job Title	National
General Manager	155-275
Mine Manager	150-220
Mine or U/G Superintendent	140-180
Mine or U/G Foreperson	100-120

*\*Hourly rate  
All figures are expressed in thousand Canadian dollars and as annual gross salaries*

RESOURCES & MINING

Geology

Job Title	National
Exploration Manager	140-180
Project Geologist	70-100
Senior Exploration Geologists	90-120
Exploration Geologists	70-100
Chief Geologist	125-160
Geology Superintendent	100-140
Senior Resource Geologist	90-130
Senior Mine Geologist	110-140
Mine Geologist	75-100

Health, Safety & Environment

Job Title	National
HSE Manager	130-200
HSE Superintendent	100-160
HSE Supervisor	75-110
HSE Coordinator	60-90
HSE Officer	50-75
Environmental Manager	110-160
Environmental Superintendent	100-140
Environment Coordinator	75-95
Energy Manager	90-120

Mining Development & Construction

Job Title	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

Job Title	National
Millwright - apprentice	27-35/hr.*
Millwright - red seal certified	37-53/hr.*
HD Mechanic - apprentice	27-35/hr.*
HD Mechanic - red seal certified	37-53/hr.*
Electrician - apprentice	27-35/hr.*
Electrician - red seal certified	37-53/hr.*

*\*Hourly rate  
All figures are expressed in thousand Canadian dollars and as annual gross salaries*

RESOURCES & MINING

Forestry

Job Title	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
Senior Mechanical Engineer	90-110
Electrical Engineer	70-80
Senior Electrical Engineer	90-110
Energy Manager	90-110

Trades & Maintenance

Job Title	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 rate  
All figures are expressed in thousand Canadian dollars and as annual gross salaries*

# SALES & MARKETING

## 🔥 HOT JOBS

E-commerce Specialist/ Manager

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Brand Manager

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Digital Marketing Specialist

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Key Account Executive

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National Sales Manager

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SALES & MARKETING

Sales

Job Title	National
RFP specialist*	65-75
Head of Business Development*	110-140
Sales Director*	130-180
Sales Manager*	110-130
Key Account Manager *	75-90
Sales Assistant*	50-55
Business Development Manager	70-90
Client Services Representative	45-55
Outside Sales Representative*	55-65
Inside Sales Representative*	50-55
Account Manager	60-70
District Sales Manager	100-130
Regional Sales Manager	130-150

Marketing

Job Title	National
Chief Marketing Officer	240-300
VP of Marketing	180-210
Marketing Director	130-160
Marketing Manager	90-110
Assistant Marketing Manager	70-80
Marketing Assistant	50-60
Marketing Coordinator	60-70
Content Marketing Manager	70-80
Copy writer	60-75
Layout Designer	60-65
Graphic Designer	50-65
Creative Director	140-160
Production Manager	78-85
Production Coordinator	51-55
Content Developer	80-90
Proposal Writer	78-86
Media Buyer	72-80
Market Researcher	70-85
Product Manager	75-85
Event Manager	70-80
Brand/Product Manager	85-100
Brand Ambassador	45-55

*\*Bonus/commission can vary from 20% to 40% depending on position  
All figures are expressed in thousand Canadian dollars and as annual gross salaries*

DIGITAL MARKETING

Marketing Insight/Data Analytics

Job Title	National
Head of Analytics / Head of Research	80-120
Customer Insight Manager / Research Manager	60-90
Marketing Data Analyst	60-90
Web Analyst	60-90

Marketing Online & Digital

Job Title	National
Digital Marketing Director	100-160
Head of Digital	140-200
Head of E-Commerce	80-140
E-Commerce Expert	65-80
Online Marketing Manager	80-120
UX/UI Manager	90-140
UX/UI Expert	75-95
Digital Marketing Manager	75-125
Digital Marketing Expert	55-75
Digital Project Manager	80-120
Change/Optimization Manager Digital	90-135
Social Media Strategist	100-110
Social Media Manager	60-80
Social Media Specialist	45-55
SEM Expert	45-75
SEO Specialist	55-70
SEO Expert	45-70
Web Designer	55-70
Content Marketing Expert	50-75
Product Owner Digital	80-120
Marketing Analytics Specialist	65-75
Marketing Analyst	85-95

*\*Bonus/commission can vary from 20% to 40% depending on position  
All figures are expressed in thousand Canadian dollars and as annual gross salaries*

# ABOUT HAYS

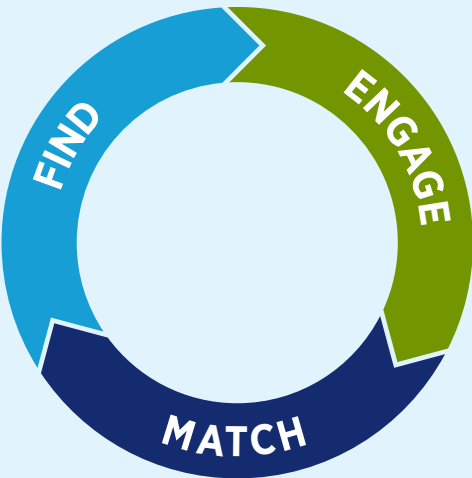
## THE ART AND SCIENCE OF RECRUITMENT

We add value to our clients and candidates search experience through our Find & Engage model:

We **Find** talent by combining our recruitment expertise with cutting edge software and systems.

We **Engage** our network by sharing tailored insights, advice and opportunities at the right time through nurturing technology.

We **Match** the right talent to the right opportunity using our years of specialist recruitment experience.



## GLOBAL REACH



### LOCAL PRESENCE

200 specialist recruitment consultants

3,500+ placements per year

8 offices

13 specialisms

Permanent, temporary and contract

Retained search

MSP, RPO, VMS

### SPECIALISMS

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

### AWARDS

2017, 2018 and 2019 Reader's Choice Award – Canada's Top 3 Recruitment Agencies

2017 and 2018 Best Company Page on LinkedIn

2016 Most Socially Engaged Staffing Firm on LinkedIn

### OUR VALUES

By truly understanding our candidates and clients, locally and globally, we help people and companies achieve lasting impact. Our values aim to reflect this promise. Our values underpin our skills, behaviors and way of doing business. These values are:

**Expert | Ambitious**  
**Passionate about people**  
**Insightful | Innovative**  
**Do the right thing**

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