2022 SALARY GUIDE

and the Future of Work Survey

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Work Solutions

45 YEARS

Celebrating 45 years of recruiting excellence!

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CEO MESSAGE

At the end of 2020, we all breathed a collective sigh... vaccines on their way, a strong economy, and a supportive government funding the recovery. We thought there will never be another year like 2020.

Well, here we are nearing the end of 2021 with more on our plates and minds than ever before — inflation, sky-high housing prices, mental health, the mass exodus from urban centers to rural communities of our childhoods, and of course Omicron. To compound this, we have the ongoing debate of whether Canada is experiencing a "Great Resignation," or employers don't pay enough, or candidates' expectations are too high.

In the recruiting space, we can unequivocally tell you there are fewer candidates actively looking and those candidates who are not looking are being choosier, which is what happens in an employee-driven market. Candidates are currently enjoying the shift in power. How long will it stay? We're not sure, but we are committed to helping you find the right candidate at fair market value today, tomorrow, and into the future.

So, what do you as business leaders hiring in 2022 need to know? The typical salaries for your region are enclosed, but you also need to know the recruiting process has changed regardless of position, seniority, geography, or industry. It's faster, more competitive, and dynamic.

Enclosed you will find our salary parameters across the country and the results of our 'Future of Work survey' which reveals how businesses in Canada are preparing and thriving in the fourth work revolution — Industry 4.0. I am pleased to report that 60% of respondents said they were redefining what talent looks like and 2/3 of businesses reported they were already challenging the norms to remain competitive in the future. Curious? Read more inside.

Craig Brown, CEO Agilus
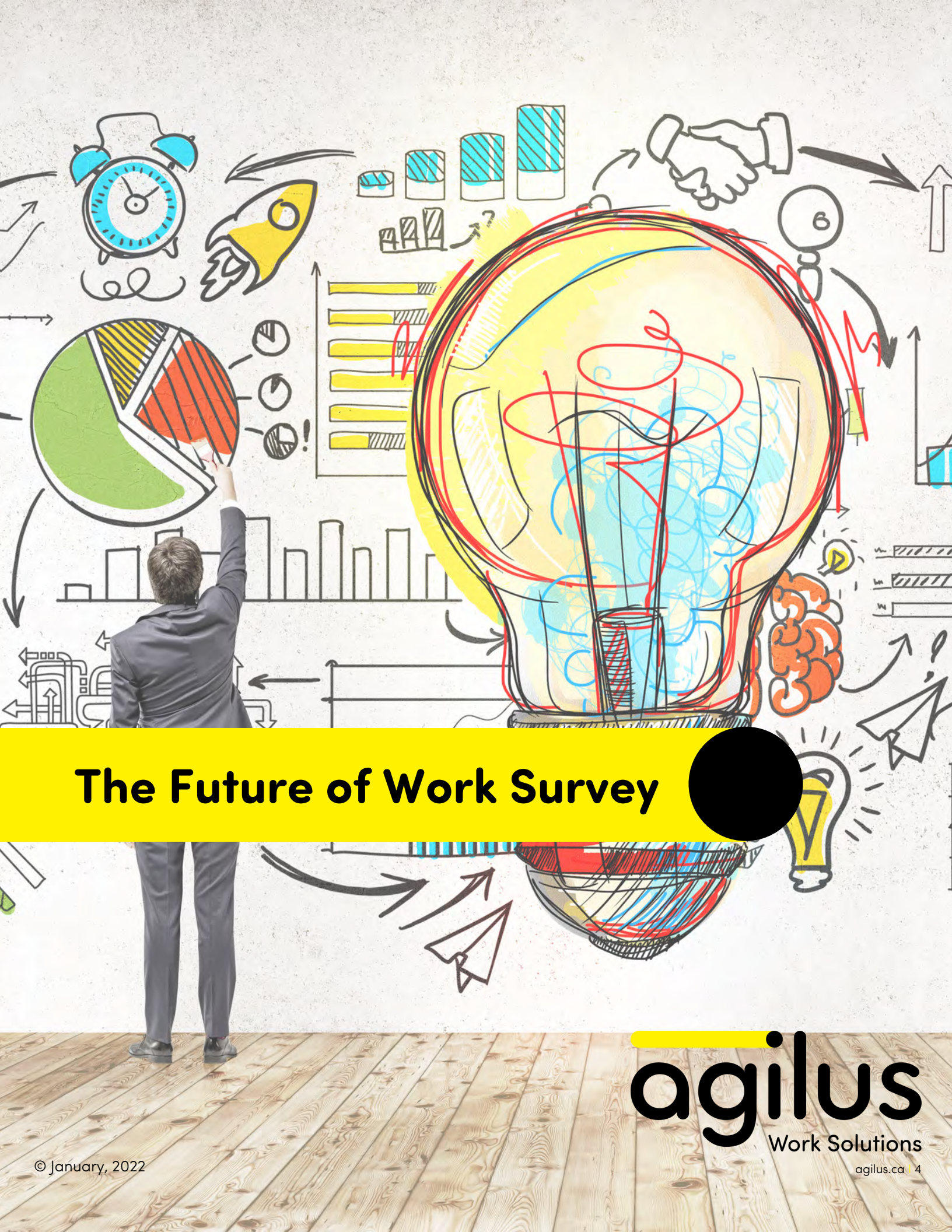
The Future of Work Survey

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Survey Methodology

Between November 24 – December 10, 2021, we sent an online survey to our client and candidate work community across the country with questions relating to how businesses in Canada are preparing for the Future of Work. We received over 240 responses. Respondents were employed by businesses from a cross-section of sectors and sizes, and with responses coming from Alberta, British Columbia, Manitoba, New Brunswick, Nova Scotia, Ontario, and Saskatchewan. Further, 80% of respondents were in managerial or mid to senior positions and performed a variety of functions including almost one-third working within Human Resources and another third in Operations.

At Agilus, we believe the future is a boundless workforce where businesses access the talent they need when they need it, and candidates are limitless in their opportunities and empowered to manage their own Work+Life.

When asked if respondents' employers had a plan to radically transform their workforce 41% said no, while 26% said yes and a further 13% said their transformation was complete.

A boundless workforce

Our respondents recognized the importance of flexibility in the workplace with almost half offering employees flexibility for asynchronistic work while working the same number of hours during the week. A further 6% offered a 4-day work week or a reduction in "work hours" without impacting salary. However, nearly half said they had not changed their work policies to accommodate flexibility.
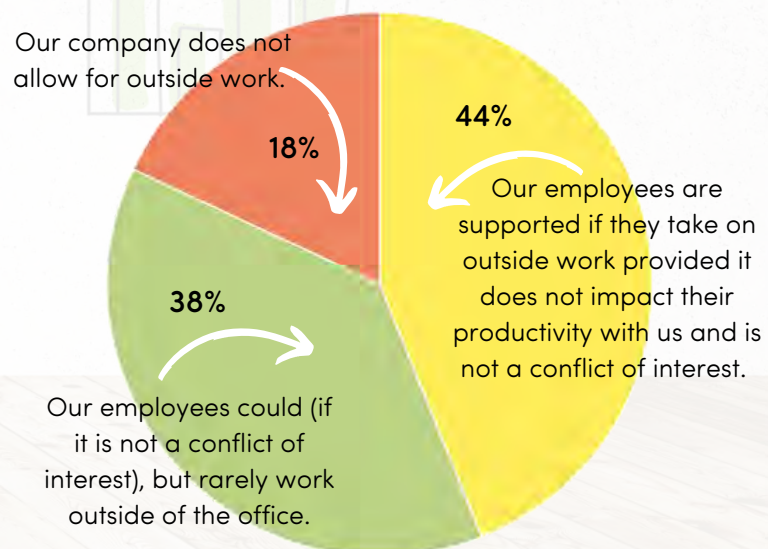
"Remote work is here to stay. This is increasingly becoming an expectation and a key job requirement for many job seekers. This means that companies need to learn how to build a strong culture in a remote company environment." — Respondent

Given the allure of entrepreneurism and side hustles, we asked businesses if they had a policy on paid work outside of the office. Nearly 4/5 were open to outside work if it wasn't a conflict of interest. However, we also asked if they would hire someone who had a side business and 40% reported no.
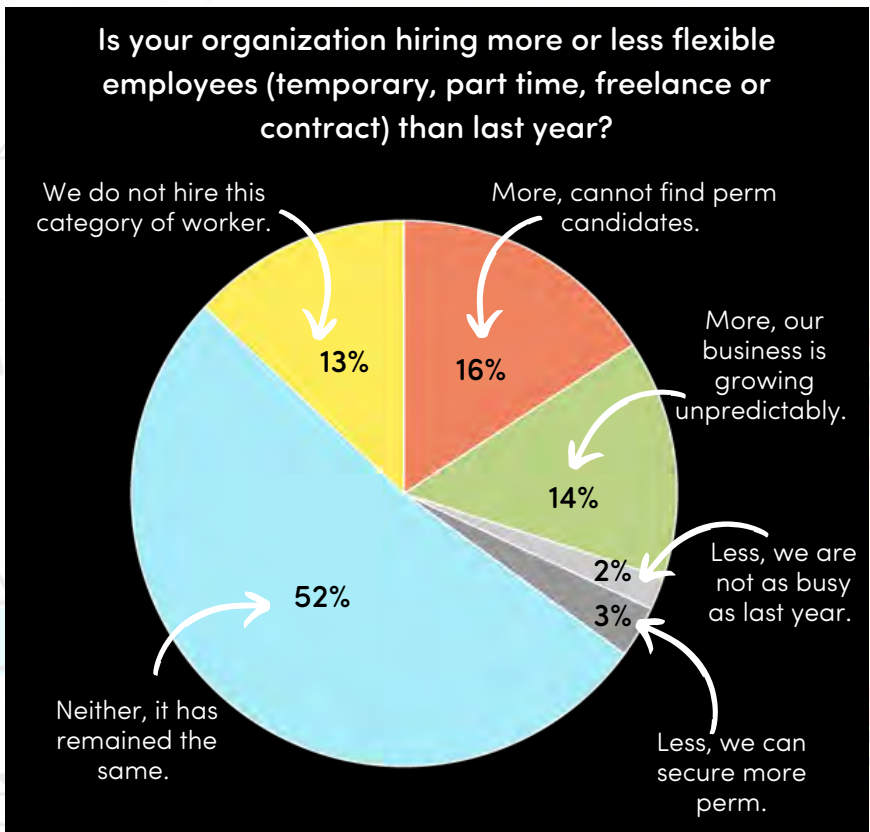
Interestingly, the number of businesses that restrict outside work, aligns with another question where respondents reported they manage all activities an employee does while employed by them.

Businesses in Canada are not significantly changing the type of candidate they hire. Over the last year 52% said they were hiring the same type and number of flexible employees (temporary, part-time freelance and contract), 16% were hiring more because they couldn't find permanent candidates, and 14% hired flexible employees to address unpredictability in their business.

Which statement most accurately defines your policy for external work:

Our company does not allow for outside work. — 18%

Our employees are supported if they take on outside work provided it does not impact their productivity with us and is not a conflict of interest. — 44%

Our employees could (if it is not a conflict of interest), but rarely work outside of the office. — 38%

A boundless workforce also speaks to unhindered locations. As digital advances have created a global talent pool, we were curious how "boundless" businesses in Canada are. The majority (75%) said they were not hiring more workers who would work remotely from outside of Canada. One fifth said that they employed 1-24% who resided outside of Canada and the US and a resounding 63% had none.

Is your organization hiring more or less flexible employees (temporary, part time, freelance or contract) than last year?

We do not hire this category of worker. — 13%

More, cannot find perm candidates. — 16%

More, our business is growing unpredictably. — 14%

Less, we are not as busy as last year. — 2%

Less, we can secure more perm. — 3%

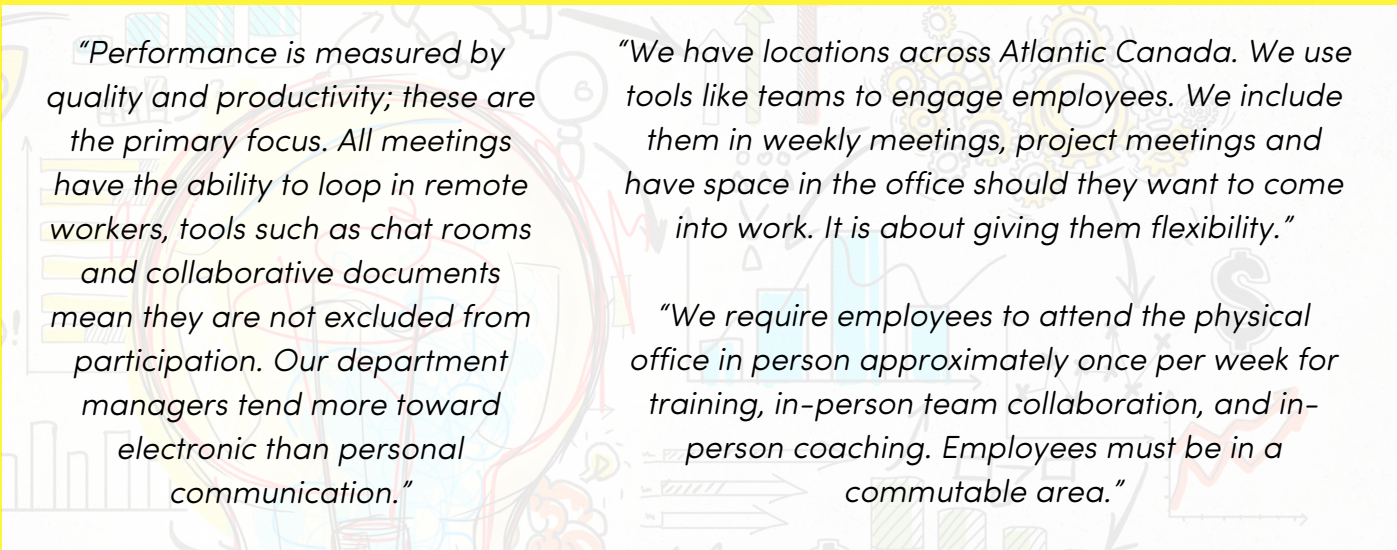Neither, it has remained the same. — 52%

Of those who employ global workers, businesses were engaged in making these employees feel engaged. When asked how they accommodate global workers our respondents agreed — communication is key.

Address telecommuting challenges with technologies that facilitate collaboration & engagement

Utilize document sharing

Increased frequency of meetings

Set clear remote work productivity standards

Set aside specific days, times, and methods for team interaction

Engage with remote employees regularly
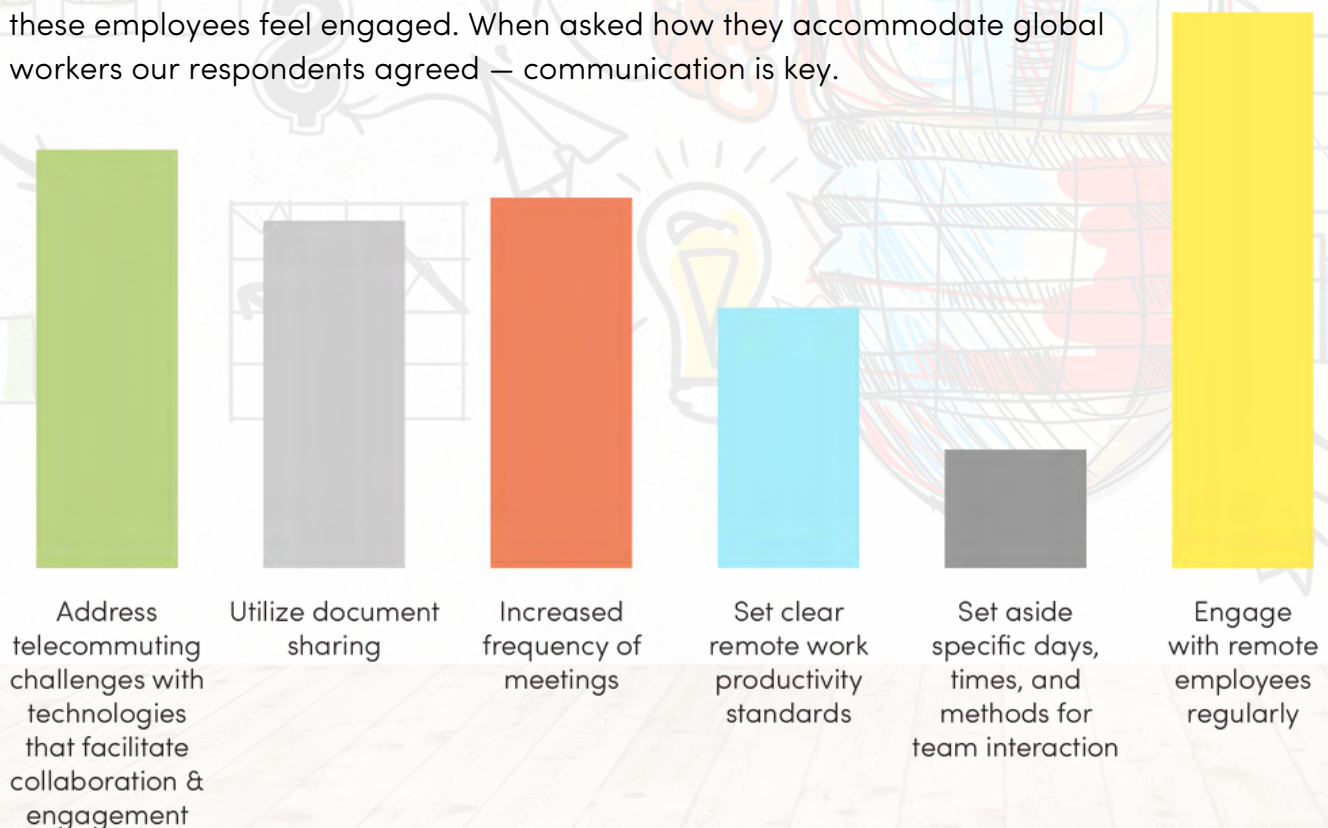
An Engaged Workforce

Respondents were asked if they engage with in-person workers differently from virtual/remote workers. The majority said they did not, while 32% admitted yes it's a reality when you have hybrid teams.

When employing a hybrid workforce there is the potential for Proximity Bias. We defined Proximity Bias as the unconscious bias that employees with close physical proximity to their team and company leaders will be perceived as better workers and ultimately find more success in the workplace than their remote counterparts. Half of our respondents felt this was not an issue for their hybrid workforce and proactively dealt with this through several tactics they shared.

"Performance is measured by quality and productivity; these are the primary focus. All meetings have the ability to loop in remote workers, tools such as chat rooms and collaborative documents mean they are not excluded from participation. Our department managers tend more toward electronic than personal communication."

"We have locations across Atlantic Canada. We use tools like teams to engage employees. We include them in weekly meetings, project meetings and have space in the office should they want to come into work. It is about giving them flexibility."

"We require employees to attend the physical office in person approximately once per week for training, in-person team collaboration, and in-person coaching. Employees must be in a commutable area."

One out of five said it was an issue and they were reskilling managers to address it:

- *"Communication and transparency"*
- *"Still defining the best way to approach hybrid model."*
- *"Increased frequency of meetings (video, global workers work on our time zones, Utilize Cloud document sharing.)"*
- *"Address telecommuting challenges with technologies that facilitate collaboration and engagement."*
- *"Performance is measured by quality and productivity; these are the primary focus. All meetings have the ability to loop in remote workers, tools such as chat rooms and collaborative documents mean they are not excluded from participation. Our department managers tend more toward electronic than personal communication."*

Given in 2021, nearly all provinces and territories have experienced some form of lockdown, we wondered about the dependency on workspace and the office. Twenty-two months into the pandemic 45% of respondents said they had reduced their workspace either somewhat, significantly, or are now fully virtual and rent temporary space when a face-to-face meeting is required. Meanwhile, more than a third of businesses said they had implemented or were considering implementing a company-wide meeting-free time.

One dimension is proximity, but we also asked our work community if they worked with flexible employees (temporary, part-time, freelance or contract) employees differently from permanent employees, and just over half said they are treated the same when it comes to internal opportunities, upskilling, time with managers, network etc. Another 11% were actively looking to decrease the gap. While 30% were resigned that it's the nature of a temporary workforce. The ability to offer flexible employees similar work experience and opportunities is often a deciding factor for candidates.

Another engagement factor is career paths; more than half of our respondents said their employees have a clear understanding of their individual career path within their business and nearly half said they were working on it. While 3% said it was not an expectation of their employees. Complementing this, 70% of businesses polled said they have an assigned budget for each employee.

History and data have proven an engaged workforce is more productive, loyal and enjoys their work. The Future Workforce is going to require a shift in how we think about productivity and managing work — or do we believe so in Canada?

- 60% of respondents reported they have or are redefining what talent looks like in our organization.
- 55% reported they have or are redefining what productivity means for our workforce.
- 65% were not reviewing employees' KPIs to address evolving expectations of productivity.
- 94% agreed that organizations must redefine how they work with their workforce to remain competitive.
- 89% disagreed that productivity is an outdated term.
- 66% agreed their organization is already challenging the norms in order to remain competitive in the future.

A talented and inclusive workforce

Our respondents are experiencing a competitive candidate environment. When asked what types of revisions they were making to their original offers they reported the following:

| Minimal increase to compensation | Significant increase to compensation | Offer a signing bonus | Compete with a counteroffer | Offer a reduced work week | Offer work from home flexibility | Increase benefits such as more vacation | Offer a more generous bonus structure | Offer more stock in the company |

Businesses in Canada have had to change the way they attract talent. Although 10% said they didn't have to change the way they attract, 90% used the tactics below. Of note, 52% utilized 1-3 of these tactics, and just under a third used 4-7 tactics. What is interesting is that after hiring a recruiting firm, the most popular tactics were fairly inexpensive and easy to implement. Please note there is an inherent bias as our respondent pool is comprised of our Clients and prospects.

Hired a recruiting firm

Employee referral program

Paid job postings on job boards

PPC campaigns

Consciously targeted equity-seeking talent pools

Updated your DE&I policy

Reviewed your employee value proposition (EVP)

Updated your "careers" page

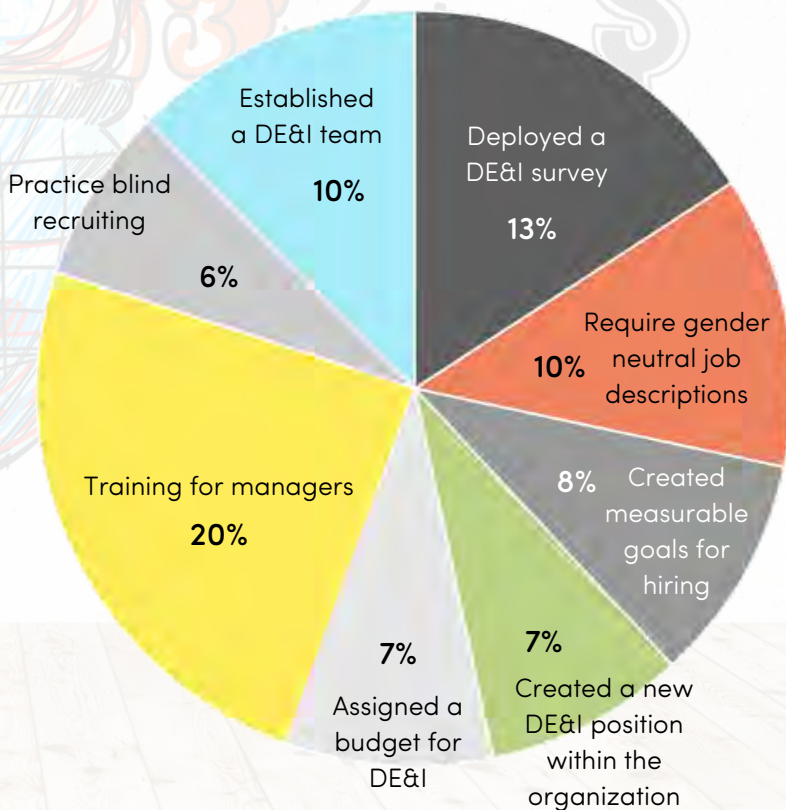Engaged social media to tell your EVP story

Businesses are also getting creative in how they fill vacant roles leveraging their workforce. We found nearly three quarters of respondents use Internal mobility, upskilling/reskilling and organization restructuring.

- Internal mobility (67)
- Talent assessments (33)
- Upskilling/reskilling (15)
- Organizational restructuring (64)
- Job sharing (18)
- Proactively targeting equity-seeking talent pools (10)

"The need to attract and retain the talent to further our organizational goals is paramount. We employ all kinds of talent and the engagement, working environment, compensation, external pressures varies by positions and while we have a framework to ensure internal equity, we are needing to be flexible within that framework, depending on the position." — Respondent

One in five respondents were also confident that they were doing the right things already to create an inclusive workforce. Others were using several tactics:

Established a DE&I team **10%**

Practice blind recruiting **6%**

Deployed a DE&I survey **13%**

Require gender neutral job descriptions **10%**

Training for managers **20%**

Created measurable goals for hiring **8%**

Assigned a budget for DE&I **7%**

Created a new DE&I position within the organization **7%**

- **65% of respondents said they have or are training our managers to look for mental health and burn out.**
- **¾ of respondents said their business is making more room for empathy.**
- **50% of businesses polled support a fail fast and learn faster culture.**

We asked our respondents about two current events that are disrupting our work "norms":

"The Finnish government is planning a new law allowing workers to check what their colleagues are earning if they suspect they are being discriminated against, part of a bid to close the wage gap between men and women." Two-thirds of our respondents would agree to this law being implemented in Canada.

Portugal has made it illegal for employers to email their employees after hours. Would you support a similar law in Canada? Exactly 50% would support a similar law in Canada. The Ontario government is currently considering implementing a "The right to disconnect" law similar to Portugal.

Conclusion

Businesses in Canada are moving forward to create better cultures for their workforces. Whether the result is a new boundless workforce is not clear. In fact, 65% of respondents agreed the Future of Work is a misleading term and businesses are always reacting to external factors.

What is clear is, businesses in Canada are responding to the changing dynamics of the candidate talent pool to create better, more meaningful, more rewarding work, and that is a big win for all of us.

Interested in reading Agilus' perspective on the fourth work revolution? Download Leading the Future of Work.

So What's Happening to Salaries?
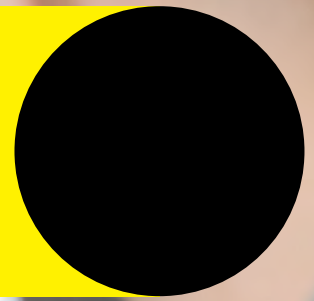
The demand for talent has pushed salaries and total reward packages higher and while that is good for employees, the risk of wage inflation is also higher. Wage inflation occurs when employers compete for in-demand candidates with higher salaries but the position offers no commensurate value to the business. This is always prevalent in some highly competitive industries, but 2021 and the "Great Resignation" have created wage inflation across the board — obviously some more than others.

We've all heard of a friend's cousin or neighbour who was lured away by an incredible signing bonus or their employer counter-offered with a 25 percent salary increase. In recruiting we have seen this happen as well — it doesn't happen every day, but it does happen. The reality is, wage inflation is unsustainable (the job hasn't changed, the contribution or responsibilities have not changed — but your cost has) as the cost must either erode profit or the cost is passed along to the customer. In addition, it creates a tenuous internal environment for existing employees through salary inversion.

A more effective solution is building an attractive Employee Value Proposition. This will not only help with attraction but also retention and engagement. Shift the conversation away from dollars and cents (which is still critical to your overall offer) to something your competitors can't offer and is not easily quantifiable or comparable.

Employee Value Proposition (EVP) is your employer brand. Why should a candidate join your team? Why should a tenured employee stay? There's no right answer to this, every employer should have a unique EVP. This is your secret sauce. A combination of CSR, ESG, volunteerism, flexibility, benefits, DE&I, health and safety, collegiality/team environment, and professional development creates loyalty and a sense of community that can't be quantified or easily duplicated.

Information Technology
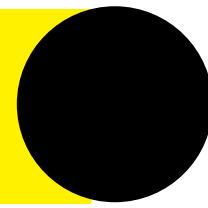
Over the past couple of years, Canadian business leaders have time and again proven that they are ready to do whatever it takes to build a sustainable, strong, and resilient business and survive in the changing new normal. Whether it is shifting to work from home in 2020 or making budget cuts and adjusting the talent pool in their teams, one key driver that has made all these sudden and big changes possible is Technology.

This is why the Information Technology sector has remained relatively less impacted by the pandemic. In fact, the demand for highly skilled IT professionals has continued to grow, making it one of the most sought-after skill sets and a high-in-demand profession. The resulting demand for skilled IT professionals has not just surged in the core IT sector but has emerged as one of the winning formulas for many other sectors such as Manufacturing, Engineering, Healthcare, etc. where they are focused on digital transformation to remain competitive.

Businesses that have been able to sustain through the pandemic continue to look for professionals with specialized IT skills to stay relevant. As a business leader it is likely that you might need tech-savvy employees to troubleshoot IT-related issues for your remote workers; ones who collectively know the importance and complexity of cybersecurity; experts who know how to code; and ones that have a strong working background in development, AI or automation, among many other different (and broad) IT-related expertise.
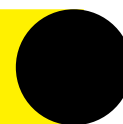
Increased demand for IT professionals has generated an abundance of opportunities for those looking for their next technology role. Add to the growth of IT roles, the slowdown in immigration, the exit of women from the workforce due to increased personal responsibilities, and the lack of adequate fresh skills available have all resulted in a rather tight candidate market.

These parameters are making it challenging and less affordable to fill certain roles or find ideal candidates for a tech-related project. This is exactly why it's crucial for you to stay on top of these tech talents. Start with who, or what, you already have to support your IT needs in your business; analyze your future tech-related goals; ask yourself what you need; modify your hiring strategy or perhaps set aside budgets to hire the right IT talent and begin recruiting in accordance with that. Also, consider reskilling and upskilling your current employees. Consider internal mobility and transferable skills as a longer-term strategy to recruit and fill IT positions.

The truth is technology is the way forward. It connects us, it brings us joy, and overall, it's improving the world; whether that's one business, institution, household, or person at a time. It's a force you need prominent within your organization, and knowing the right salary ranges for the IT sector can help you attract and retain in-demand professionals.
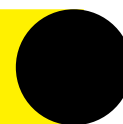
Information Technology – Toronto

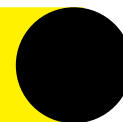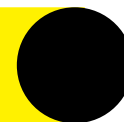|		Entry-level	Mid-level	Senior-level
Architecture	Application Architect	$90K–$105K	$105K–$125K	$125K–$165K
	Cloud Architect	$90K–$110K	$110K–$145K	$145K–$210K
	Solutions Architect	$90K–$110K	$110K–$135K	$135K–$150K
Cybersecurity	Application Security Engineer	$95K–$120K	$120K–$140K	$140K–$190K
	Cloud Security Architect	$105K–$120K	$120K–$150K	$150K–$190K
	Cloud Security Engineer	$95K–$120K	$120K–$140K	$140K–$190K
	IAM Architect	$110K–$120K	$120K–$140K	$140K–$150K
	IAM Engineer	$70K–$85K	$85K–$100K	$100K–$130K
	Penetration Tester	$70K–$85K	$85K–$120K	$120K–$145K
Data & Analytics	BI Data Architect	$90K–$115K	$115K–$130K	$130K–$175K
	Big Data Engineer	$90K–$110K	$110K–$130K	$130K–$160K
	BI Developer	$70K–$80K	$80K–$110K	$110K–$125K
	Data Analyst	$60K–$80K	$80K–$100K	$100K–$120K
	Data Architect	$100K–$120K	$120K–$135K	$135K–$160K
	Data Engineer	$80K–$100K	$100K–$120K	$120K–$145K
	Data Scientist	$85K–$110K	$110K–$130K	$130K–$165K
	Database Administrator	$70K–$85K	$85K–$100K	$100K–$125K
	ETL Developer	$70K–$85K	$85K–$100K	$100K–$125K
Development	.net/C# Developer	$75K–$90K	$90K–$110K	$110K–$130K
	Backend Developer	$75K–$90K	$90K–$115K	$115K–$145K
	DevOps Engineer	$90K–$110K	$110K–$135K	$135K–$160K
	ERP Developer	$75K–$90K	$90K–$105K	$105K–$140K
	Front-End Developer	$70K–$85K	$85K–$110K	$110K–$140K
	Full Stack Developer	$75K–$90K	$90K–$115K	$115K–$145K
	Java Developer	$70K–$90K	$90K–$125K	$125K–$145K
	Machine Learning Developer	$90K–$125K	$125K–$180K	$180K–$210K
	UI/UX Designer	$65K–$85K	$85K–$95K	$95K–$120K

Information Technology – Toronto

*2021 Inflation 5% ; Entry 0-3 years | Mid 3-10 years | Senior 10+ years

		Entry-level	Mid-level	Senior-level
Leadership/ Business Technology	CIO/CTO	$120K–$175K	$175K–$295K	$295K–$400K
	IT Director	$110K–$135K	$135K–$170K	$170K–$225K
	Technical Writer	$65K–$80K	$80K–$100K	$100K–$115K
Mobile Development	Android Developer	$80K–$100K	$100K–$130K	$130K–$150K
	iOS Developer	$85K–$110K	$110K–$135K	$135K–$155K
Networking/ Infrastructure	Help Desk/Service Desk (unilingual)	$50K–$60K	$60K–$70K	$70K–$80K
	Help Desk/Service Desk (bilingual)	$55K–$65K	$65K–$75K	$75K–$85K
	Network Administrator	$60K–$75K	$75K–$100K	$100K–$115K
	Network Engineer	$70K–$90K	$90K–$105K	$105K–$125K
	Systems Administrator	$65K–$75K	$75K–$90K	$90K–$120K
Project & Program Management	Business Analyst	$80K–$95K	$95K–$125K	$125K–$145K
	Business Systems Analyst	$80K–$95K	$95K–$125K	$125K–$145K
	Product Owner	$65K–$80K	$80K–$100K	$100K–$125K
	Product Manager	$85K–$100K	$100K–$135K	$135K–$160K
	Program Manager	$100K–$115K	$115K–$140K	$140K–$190K
	IT Project Coordinator	$60K–$75K	$75K–$90K	$90K–$110K
	IT Project Manager	$65K–$85K	$85K–$115K	$115K–$140K
	Scrum Master	$75K–$85K	$85K–$115K	$115K–$140K
Testing	QA Analyst	$65K–$85K	$85K–$95K	$95K–$135K
	Test Lead	$75K–$90K	$90K–$105K	$105K–$140K
	Test Manager	$85K–$95K	$95K–$110K	$110K–$145K

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Information Technology – Vancouver

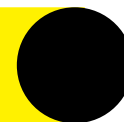|		Entry-level	Mid-level	Senior-level
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	Machine Learning Developer	$90K–$120K	$120K–$175K	$175K–$210K
	UI/UX Designer	$65K–$75K	$75K–$95K	$95K–$115K

Information Technology – Vancouver

*2021 Inflation 5% ; Entry 0–3 years | Mid 3–10 years | Senior 10+ years

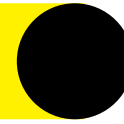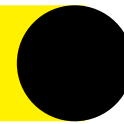|		Entry-level	Mid-level	Senior-level
Leadership/ Business Technology	CIO/CTO	$120K–$175K	$175K–$295K	$295K–$395K
	IT Director	$110K–$135K	$135K–$175K	$175K–$210K
	Technical Writer	$65K–$75K	$75K–$95K	$95K–$115K
Mobile Development	Android Developer	$80K–$95K	$95K–$120K	$120K–$140K
	iOS Developer	$80K–$100K	$100K–$120K	$120K–$145K
Networking/ Infrastructure	Help Desk/Service Desk (unilingual)	$45K–$55K	$55K–$65K	$65K–$75K
	Help Desk/Service Desk (bilingual)	$50K–$60K	$60K–$70K	$70K–$80K
	Network Administrator	$65K–$80K	$80K–$100K	$100K–$120K
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	Business Systems Analyst	$80K–$95K	$95K–$120K	$120K–$145K
	Product Owner	$65K–$80K	$80K–$100K	$100K–$125K
	Product Manager	$80K–$100K	$100K–$135K	$135K–$155K
	Program Manager	$100K–$115K	$115K–$150K	$150K–$185K
	IT Project Coordinator	$60K–$75K	$75K–$90K	$90K–$110K
	IT Project Manager	$65K–$85K	$85K–$120K	$120K–$170K
	Scrum Master	$75K–$90K	$90K–$115K	$115K–$140K
Testing	QA Analyst	$65K–$85K	$85K–$95K	$95K–$130K
	Test Lead	$70K–$90K	$90K–$105K	$105K–$135K
	Test Manager	$85K–$100K	$100K–$115K	$115K–$140K

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*2021 Inflation 5% ; Entry 0-3 years | Mid 3-10 years | Senior 10+ years

		Entry-level	Mid-level	Senior-level
Architecture	Application Architect	$120K–$140K	$140K–$160K	$160K–$175K
	Cloud Architect	$95K–$120K	$120K–$160K	$160K–$180K
	Solutions Architect	$120K–$140K	$140K–$160K	$160K–$175K
Cybersecurity	Application Security Engineer	$105K–$120K	$120K–$150K	$150K–$190K
	Cloud Security Architect	$105K–$120K	$120K–$150K	$150K–$190K
	Cloud Security Engineer	$120K–$140K	$140K–$160K	$160K–$175K
	IAM Architect	$110K–$120K	$120K–$140K	$140K–$150K
	IAM Engineer	$70K–$85K	$85K–$100K	$100K–$130K
	Penetration Tester	$70K–$85K	$85K–$120K	$120K–$145K
Data & Analytics	BI Data Architect	$90K–$115K	$115K–$130K	$130K–$175K
	Big Data Engineer	$90K–$110K	$110K–$130K	$130K–$170K
	BI Developer	$70K–$80K	$80K–$105K	$110K–$125K
	Data Analyst	$60K–$80K	$80K–$100K	$100K–$120K
	Data Architect	$90K–$110K	$110K–$140K	$140K–$160K
	Data Engineer	$90K–$110K	$110K–$140K	$140K–$160K
	Data Scientist	$90K–$115K	$115K–$145K	$145K–$165K
	Database Administrator	$90K–$110K	$110K–$130K	$130K–$160K
	ETL Developer	$70K–$90K	$90K–$120K	$120K–$150K
Development	.net/C# Developer	$70K–$90K	$90K–$110K	$110K–$130K
	Backend Developer	$85K–$110K	$110K–$130K	$130K–$140K
	DevOps Engineer	$100K–$120K	$120K–$145K	$145K–$165K
	ERP Developer	$80K–$100K	$100K–$120K	$120K–$135K
	Front-End Developer	$75K–$100K	$100K–$120K	$120K–$130K
	Full Stack Developer	$85K–$110K	$110K–$130K	$130K–$140K
	Java Developer	$80K–$100K	$100K–$130K	$130K–$150K
	Machine Learning Developer	$95K–$125K	$125K–$155K	$155K–$175K
	UI/UX Designer	$75K–$95K	$95K–$115K	$115K–$130K

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		Entry-level	Mid-level	Senior-level
Leadership/ Business Technology	CIO/CTO	$180K-$210K	$210K-$275K	$275K-$340K
	IT Director	$95K-$125K	$125K-$165K	$165K-$185K
	Technical Writer	$75K-$90K	$90K-$110K	$110K-$130K
Mobile Development	Android Developer	$80K-$110K	$110K-$130K	$130K-$150K
	iOS Developer	$85K-$110K	$110K-$135K	$135K-$155K
Networking/ Infrastructure	Help Desk/Service Desk (unilingual)	$50K-$60K	$60K-$70K	$70K-$80K
	Help Desk/Service Desk (bilingual)	$55K-$65K	$65K-$75K	$75K-$85K
	Network Administrator	$75K-$90K	$90K-$110K	$110K-$130K
	Network Engineer	$70K-$80K	$80K-$100K	$100K-$120K
	Systems Administrator	$60K-$80K	$80K-$100K	$100K-$120K
Project & Program Management	Business Analyst	$85K-$105K	$105K-$125K	$125K-$145K
	Business Systems Analyst	$85K-$105K	$105K-$125K	$125K-$145K
	Product Owner	$90K-$115K	$115K-$130K	$130K-$145K
	Product Manager	$70K-$80K	$80K-$110K	$110K-$120K
	Program Manager	$100K-$120K	$120K-$140K	$140K-$180K
	IT Project Coordinator	$65K-$80K	$80K-$100K	$100K-$120K
	IT Project Manager	$100K-$130K	$130K-$150K	$150K-$160K
	Scrum Master	$75K-$100K	$100K-$115K	$115K-$130K
Testing	QA Analyst	$60K-$70K	$70K-$90K	$90K-$110K
	Test Lead	$70K-$90K	$90K-$110K	$110K-$130K
	Test Manager	$95K-$125K	$125K-$150K	$150K-$165K

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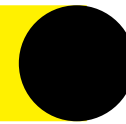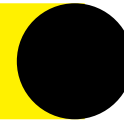|		Entry-level	Mid-level	Senior-level
Architecture	Application Architect	$90K–$110K	$110K–$130K	$130K–$165K
	Cloud Architect	$95K–$120K	$120K–$160K	$160K–$185K
	Solutions Architect	$90K–$100K	$100K–$120K	$120K–$140K
Cybersecurity	Application Security Engineer	$105K–$120K	$120K–$150K	$150K–$190K
	Cloud Security Architect	$105K–$120K	$120K–$150K	$150K–$190K
	Cloud Security Engineer	$90K–$110K	$110K–$130K	$130K–$150K
	IAM Architect	$110K–$120K	$120K–$140K	$140K–$150K
	IAM Engineer	$65K–$80K	$80K–$95K	$95K–$125K
	Penetration Tester	$70K–$85K	$85K–$120K	$120K–$145K
Data & Analytics	BI Data Architect	$90K–$115K	$115K–$130K	$130K–$175K
	Big Data Engineer	$90K–$115K	$115K–$140K	$140K–$180K
	BI Developer	$65K–$80K	$80K–$105K	$105K–$125K
	Data Analyst	$60K–$70K	$70K–$90K	$90K–$105K
	Data Architect	$90K–$110K	$110K–$140K	$140K–$160K
	Data Engineer	$90K–$110K	$110K–$140K	$140K–$160K
	Data Scientist	$90K–$115K	$115K–$145K	$145K–$165K
	Database Administrator	$90K–$110K	$110K–$140K	$140K–$160K
	ETL Developer	$70K–$90K	$90K–$120K	$120K–$150K
Development	.net/C# Developer	$70K–$90K	$90K–$110K	$110K–$130K
	Backend Developer	$85K–$110K	$110K–$130K	$130K–$140K
	DevOps Engineer	$100K–$120K	$120K–$145K	$145K–$165K
	ERP Developer	$80K–$100K	$100K–$120K	$120K–$135K
	Front-End Developer	$75K–$100K	$100K–$120K	$120K–$130K
	Full Stack Developer	$85K–$110K	$110K–$130K	$130K–$140K
	Java Developer	$80K–$100K	$100K–$130K	$130K–$150K
	Machine Learning Developer	$95K–$125K	$125K–$155K	$155K–$175K
	UI/UX Designer	$75K–$95K	$95K–$120K	$120K–$135K

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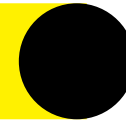
*2021 Inflation 5% ; Entry 0-3 years | Mid 3-10 years | Senior 10+ years

		Entry-level	Mid-level	Senior-level
Leadership/ Business Technology	CIO/CTO	$190K–$230K	$230K–$300K	$300K–$360K
	IT Director	$95K–$125K	$125K–$165K	$165K–$185K
	Technical Writer	$75K–$90K	$90K–$110K	$110K–$130K
Mobile Development	Android Developer	$85K–$110K	$110K–$140K	$140K–$160K
	iOS Developer	$90K–$115K	$115K–$145K	$145K–$165K
Networking/ Infrastructure	Help Desk/Service Desk (unilingual)	$50K–$60K	$60K–$75K	$75K–$85K
	Help Desk/Service Desk (bilingual)	$55K–$65K	$65K–$85K	$85K–$95K
	Network Administrator	$75K–$90K	$90K–$110K	$110K–$130K
	Network Engineer	$70K–$80K	$80K–$100K	$100K–$120K
	Systems Administrator	$60K–$80K	$80K–$100K	$100K–$120K
Project & Program Management	Business Analyst	$85K–$105K	$105K–$125K	$125K–$145K
	Business Systems Analyst	$85K–$105K	$105K–$125K	$125K–$145K
	Product Owner	$90K–$115K	$115K–$135K	$135K–$155K
	Product Manager	$70K–$80K	$80K–$100K	$100K–$120K
	Program Manager	$100K–$120K	$120K–$140K	$140K–$180K
	IT Project Coordinator	$65K–$80K	$80K–$100K	$100K–$120K
	IT Project Manager	$100K–$130K	$130K–$150K	$150K–$160K
	Scrum Master	$85K–$100K	$100K–$125K	$125K–$145K
Testing	QA Analyst	$60K–$70K	$70K–$90K	$90K–$110K
	Test Lead	$70K–$90K	$90K–$110K	$110K–$130K
	Test Manager	$95K–$125K	$125K–$150K	$150K–$165K

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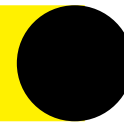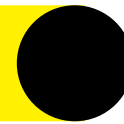|		Entry-level	Mid-level	Senior-level
Architecture	Application Architect	$90K–$120K	$120K–$140K	$140K–$160K
	Cloud Architect	$90K–$120K	$120K–$140K	$140K–$160K
	Solutions Architect	$90K–$100K	$120K–$140K	$140K–$160K
Cybersecurity	Application Security Engineer	$100K–$120K	$120K–$140K	$140K–$155K
	Cloud Security Architect	$100K–$120K	$120K–$140K	$140K–$155K
	Cloud Security Engineer	$100K–$120K	$120K–$140K	$140K–$155K
	IAM Architect	$100K–$110K	$110K–$125K	$125K–$135K
	IAM Engineer	$60K–$75K	$75K–$90K	$90K–$120K
	Penetration Tester	$70K–$85K	$85K–$120K	$120K–$145K
Data & Analytics	BI Data Architect	$80K–$95K	$95K–$110K	$110K–$130K
	Big Data Engineer	$90K–$110K	$110K–$125K	$125K–$145K
	BI Developer	$70K–$80K	$80K–$105K	$105K–$125K
	Data Analyst	$60K–$80K	$80K–$100K	$100K–$120K
	Data Architect	$90K–$110K	$110K–$130K	$130K–$150K
	Data Engineer	$75K–$90K	$90K–$110K	$110K–$125K
	Data Scientist	$80K–$100K	$100K–$125K	$125K–$160K
	Database Administrator	$70K–$85K	$85K–$100K	$100K–$125K
	ETL Developer	$60K–$70K	$70K–$90K	$90K–$120K
Development	.net/C# Developer	$70K–$85K	$85K–$100K	$100K–$120K
	Backend Developer	$70K–$90K	$90K–$110K	$110K–$125K
	DevOps Engineer	$95K–$115K	$115K–$130K	$130K–$140K
	ERP Developer	$65K–$85K	$85K–$100K	$100K–$125K
	Front-End Developer	$65K–$75K	$75K–$95K	$95K–$125K
	Full Stack Developer	$70K–$90K	$90K–$110K	$110K–$125K
	Java Developer	$65K–$75K	$75K–$95K	$95K–$125K
	Machine Learning Developer	$90K–$120K	$120K–$155K	$155K–$175K
	UI/UX Designer	$60K–$75K	$75K–$90K	$90K–$115K

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*2021 Inflation 5% ; Entry 0-3 years | Mid 3-10 years | Senior 10+ years

		Entry-level	Mid-level	Senior-level
Leadership/ Business Technology	CIO/CTO	$180K–$210K	$210K–$275K	$275K–$340K
	IT Director	$95K–$125K	$125K–$165K	$165K–$185K
	Technical Writer	$60K–$70K	$70K–$90K	$90K–$110K
Mobile Development	Android Developer	$80K–$90K	$90K–$110K	$110K–$130K
	iOS Developer	$80K–$90K	$90K–$110K	$110K–$130K
Networking/ Infrastructure	Help Desk/Service Desk (unilingual)	$50K–$60K	$60K–$70K	$70K–$80K
	Help Desk/Service Desk (bilingual)	$52K–$62K	$62K–$72K	$72K–$82K
	Network Administrator	$60K–$70K	$70K–$80K	$80K–$110K
	Network Engineer	$70K–$80K	$80K–$100K	$100K–$120K
	Systems Administrator	$60K–$70K	$70K–$80K	$80K–$100K
Project & Program Management	Business Analyst	$75K–$90K	$90K–$110K	$110K–$120K
	Business Systems analyst	$75K–$90K	$90K–$110K	$110K–$120K
	Product Owner	$75K–$90K	$90K–$110K	$110K–$130K
	Product Manager	$70K–$80K	$80K–$110K	$110K–$120K
	Program Manager	$100K–$115K	$115K–$130K	$130K–$160K
	IT Project Coordinator	$55K–$70K	$70K–$85K	$85K–$100K
	IT Project Manager	$70K–$90K	$90K–$115K	$115K–$125K
	Scrum Master	$60K–$80K	$80K–$100K	$100K–$125K
Testing	QA Analyst	$50K–$65K	$65K–$75K	$75K–$90K
	Test Lead	–	–	–
	Test Manager	$70K–$80K	$80K–$95K	$95K–$120K

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Information Technology – Montreal

		Entry-level	Mid-level	Senior-level
Architecture	Application Architect	$90K–$95K	$95K–$115K	$115K–$150K
	Cloud Architect	$85K–$105K	$105K–$130K	$130K–$185K
	Solutions Architect	$100K–$135K	$135K–$155K	$155K–$175K
Cybersecurity	Application Security Engineer	$75K–$95K	$95K–$115K	$115K–$135K
	Cloud Security Architect	$105K–$120K	$120K–$150K	$150K–$190K
	Cloud Security Engineer	$90K–$120K	$120K–$150K	$150K–$175K
	IAM Architect	$110K–$120K	$120K–$140K	$140K–$150K
	IAM Engineer	$65K–$80K	$80K–$95K	$95K–$125K
	Penetration Tester	$70K–$85K	$85K–$120K	$120K–$145K
Data & Analytics	BI Data Architect	$85K–$110K	$110K–$125K	$125K–$140K
	Big Data Engineer	$90K–$110K	$110K–$130K	$130K–$150K
	BI Developer	$65K–$85K	$85K–$105K	$105K–$125K
	Data Analyst	$60K–$75K	$75K–$95K	$95K–$110K
	Data Architect	$95K–$120K	$120K–$135K	$135K–$150K
	Data Engineer	$75K–$95K	$95K–$115K	$115K–$130K
	Data Scientist	$80K–$110K	$110K–$130K	$130K–$155K
	Database Administrator	$75K–$85K	$85K–$105K	$105K–$120K
	ETL Developer	$70K–$90K	$90K–$120K	$120K–$150K
Development	.net/C# Developer	$70K–$80K	$80K–$100K	$100K–$120K
	Backend Developer	$75K–$100K	$100K–$120K	$120K–$140K
	DevOps Engineer	$90K–$110K	$110K–$140K	$140K–$155K
	ERP Developer	$70K–$85K	$85K–$105K	$105K–$135K
	Front-End Developer	$70K–$95K	$95K–$115K	$115K–$130K
	Full Stack Developer	$75K–$100K	$100K–$120K	$120K–$140K
	Java Developer	$75K–$95K	$95K–$110K	$110K–$135K
	Machine Learning Developer	$95K–$120K	$120K–$160K	$160K–$180K
	UI/UX Designer	$60K–$75K	$75K–$90K	$90K–$110K

Information Technology – Montreal

		Entry-level	Mid-level	Senior-level
Leadership/ Business Technology	CIO/CTO	$170K–$220K	$220K–$300K	$300K–$360K
	IT Director	$95K–$125K	$125K–$165K	$165K–$185K
	Technical Writer	$65K–$75K	$75K–$95K	$95K–$105K
Mobile Development	Android Developer	$80K–$100K	$100K–$115K	$115K–$130K
	iOS Developer	$80K–$100K	$100K–$115K	$115K–$130K
Networking/ Infrastructure	Help Desk/Service Desk (unilingual)	$50K–$60K	$60K–$75K	$75K–$85K
	Help Desk/Service Desk (bilingual)	$50K–$60K	$60K–$75K	$75K–$85K
	Network Administrator	$60K–$70K	$70K–$95K	$95K–$110K
	Network Engineer	$70K–$90K	$90K–$105K	$105K–$120K
	Systems Administrator	$65K–$80K	$80K–$90K	$90K–$115K
Project & Program Management	Business Analyst	$80K–$105K	$105K–$125K	$125K–$140K
	Business Systems Analyst	$80K–$105K	$105K–$125K	$125K–$140K
	Product Owner	$65K–$80K	$80K–$100K	$100K–$120K
	Product Manager	$80K–$105K	$105K–$130K	$130K–$140K
	Program Manager	$100K–$120K	$120K–$140K	$140K–$180K
	IT Project Coordinator	$60K–$75K	$75K–$90K	$90K–$105K
	IT Project Manager	$80K–$95K	$95K–$120K	$120K–$140K
	Scrum Master	$80K–$95K	$95K–$120K	$120K–$140K
Testing	QA Analyst	$60K–$80K	$80K–$100K	$100K–$120K
	Test Lead	$75K–$90K	$90K–$105K	$105K–$125K
	Test Manager	$85K–$105K	$105K–$120K	$120K–$135K

Information Technology – Ottawa

		Entry-level	Mid-level	Senior-level
Architecture	Application Architect	$90K–$100K	$100K–$120K	$120K–$160K
	Cloud Architect	$85K–$110K	$110K–$135K	$135K–$190K
	Solutions Architect	$100K–$135K	$135K–$155K	$155K–$175K
Cybersecurity	Application Security Engineer	$90K–$120K	$120K–$150K	$150K–$175K
	Cloud Security Architect	$105K–$125K	$125K–$150K	$150K–$190K
	Cloud Security Engineer	$90K–$120K	$120K–$150K	$150K–$175K
	IAM Architect	$110K–$120K	$120K–$140K	$140K–$150K
	IAM Engineer	$65K–$80K	$80K–$95K	$95K–$125K
	Penetration Tester	$70K–$85K	$85K–$120K	$120K–$145K
Data & Analytics	BI Data Architect	$85K–$110K	$110K–$125K	$125K–$140K
	Big Data Engineer	$90K–$110K	$110K–$125K	$130K–$150K
	BI Developer	$70K–$90K	$90K–$100K	$100K–$120K
	Data Analyst	$60K–$80K	$80K–$95K	$95K–$110K
	Data Architect	$100K–$115K	$115K–$135K	$135K–$150K
	Data Engineer	$75K–$95K	$95K–$115K	$115K–$130K
	Data Scientist	$80K–$110K	$110K–$130K	$130K–$155K
	Database Administrator	$70K–$85K	$85K–$105K	$105K–$120K
	ETL Developer	$70K–$90K	$90K–$120K	$120K–$150K
Development	.net/C# Developer	$70K–$85K	$85K–$105K	$105K–$130K
	Backend Developer	$75K–$85K	$850K–$110K	$110K–$140K
	DevOps Engineer	$85K–$105K	$105K–$135K	$135K–$150K
	ERP Developer	$70K–$80K	$80K–$105K	$105K–$135K
	Front-End Developer	$70K–$85K	$85K–$105K	$105K–$130K
	Full Stack Developer	$75K–$85K	$85K–$110K	$110K–$140K
	Java Developer	$75K–$95K	$95K–$110K	$110K–$135K
	Machine Learning Developer	$95K–$115K	$115K–$160K	$160K–$180K
	UI/UX Designer	$65K–$75K	$75K–$95K	$95K–$110K

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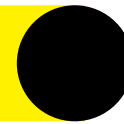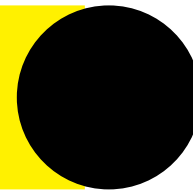|		Entry-level	Mid-level	Senior-level
Leadership/ Business Technology	CIO/CTO	$170K–$220K	$220K–$300K	$300K–$360K
	IT Director	$110K–$125K	$125K–$170K	$170K–$200K
	Technical Writer	$65K–$75K	$75K–$95K	$95K–$110K
Mobile Development	Android Developer	$80K–$100K	$100K–$115K	$115K–$130K
	iOS Developer	$80K–$100K	$100K–$115K	$115K–$130K
Networking/ Infrastructure	Help Desk/Service Desk (unilingual)	$50K–$55K	$55K–$65K	$65K–$80K
	Help Desk/Service Desk (bilingual)	$50K–$55K	$55K–$65K	$65K–$80K
	Network Administrator	$60K–$70K	$70K–$95K	$95K–$110K
	Network Engineer	$70K–$85K	$85K–$105K	$105K–$125K
	Systems Administrator	$65K–$80K	$80K–$100K	$100K–$120K
Project & Program Management	Business Analyst	$80K–$105K	$105K–$125K	$125K–$140K
	Business Systems Analyst	$80K–$105K	$105K–$125K	$125K–$140K
	Product Owner	$65K–$80K	$80K–$100K	$100K–$120K
	Product Manager	$80K–$110K	$110K–$130K	$130K–$150K
	Program Manager	$100K–$120K	$120K–$140K	$140K–$180K
	IT Project Coordinator	$60K–$75K	$75K–$90K	$90K–$105K
	IT Project Manager	$80K–$95K	$95K–$120K	$120K–$140K
	Scrum Master	$80K–$95K	$95K–$120K	$120K–$140K
Testing	QA Analyst	$60K–$80K	$80K–$100K	$100K–$120K
	Test Lead	$75K–$90K	$90K–$105K	$105K–$125K
	Test Manager	$85K–$105K	$105K–$120K	$120K–$135K

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Information Technology – Winnipeg

*2021 Inflation 5% ; Entry 0-3 years | Mid 3-10 years | Senior 10+ years

		Entry-level	Mid-level	Senior-level
Architecture	Application Architect	$85K–$95K	$95K–$125K	$125K–$150K
	Cloud Architect	$80K–$90K	$90K–$125K	$125K–$190K
	Solutions Architect	$80K–$90K	$90K–$120K	$120K–$190K
Cybersecurity	Application Security Engineer	$60K–$80K	$80K–$95K	$95K–$110K
	Cloud Security Architect	$70K–$90K	$90K–$110K	$110K–$125K
	Cloud Security Engineer	$90K–$105K	$105K–$130K	$130K–$165K
	IAM Architect	$110K–$120K	$120K–$140K	$140K–$150K
	IAM Engineer	$70K–$85K	$85K–$100K	$100K–$130K
	Penetration Tester	$70K–$85K	$85K–$120K	$120K–$145K
Data & Analytics	BI Data Architect	$75K–$90K	$90K–$110K	$110K–$130K
	Big Data Engineer	$80K–$95K	$95K–$115K	$115K–$135K
	BI Developer	$65K–$80K	$80K–$95K	$95K–$110K
	Data Analyst	$55K–$70K	$70K–$95K	$95K–$110K
	Data Architect	$95K–$110K	$110K–$120K	$120K–$140K
	Data Engineer	$65K–$80K	$80K–$105K	$105K–$125K
	Data Scientist	$80K–$95K	$95K–$110K	$110K–$130K
	Database Administrator	$65K–$75K	$75K–$90K	$90K–$115K
	ETL Developer	$70K–$85K	$85K–$100K	$100K–$125K
Development	.net/C# Developer	$70K–$85K	$85K–$100K	$100K–$125K
	Backend Developer	$65K–$75K	$75K–$105K	$105K–$135K
	DevOps Engineer	$85K–$105K	$105K–$125K	$125K–$140K
	ERP Developer	$65K–$75K	$75K–$95K	$95K–$135K
	Front-End Developer	$60K–$70K	$70K–$100K	$100K–$130K
	Full Stack Developer	$65K–$75K	$75K–$105K	$105K–$135K
	Java Developer	$65K–$80K	$80K–$110K	$110K–$130K
	Machine Learning Developer	$85K–$115K	$115K–$165K	$165K–$200K
	UI/UX Designer	$60K–$70K	$70K–$90K	$90K–$105K

Information Technology – Winnipeg

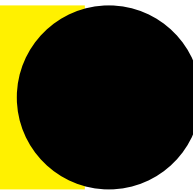|		Entry-level	Mid-level	Senior-level
Leadership/ Business Technology	CIO/CTO	$120K–$150K	$150K–$220K	$220K–$375K
	IT Director	$105K–$130K	$130K–$165K	$165K–$205K
	Technical Writer	$60K–$70K	$70K–$85K	$85K–$105K
Mobile Development	Android Developer	$65K–$80K	$80K–$110K	$110K–$130K
	iOS Developer	$70K–$80K	$80K–$110K	$110K–$130K
Networking/ Infrastructure	Help Desk/Service Desk (unilingual)	$45K–$55K	$55K–$65K	$65K–$80K
	Help Desk/Service Desk (bilingual)	$50K–$60K	$60K–$70K	$70K–$85K
	Network Administrator	$55K–$70K	$70K–$95K	$95K–$110K
	Network Engineer	$65K–$75K	$75K–$100K	$100K–$115K
	Systems Administrator	$65K–$75K	$75K–$100K	$100K–$115K
Project & Program Management	Business Analyst	$65K–$80K	$80K–$95K	$95K–$125K
	Business Systems Analyst	$75K–$90K	$90K–$120K	$120K–$135K
	Product Owner	$60K–$75K	$75K–$95K	$95K–$110K
	Product Manager	$80K–$95K	$95K–$125K	$125K–$150K
	Program Manager	$100K–$115K	$115K–$140K	$140K–$180K
	IT Project Coordinator	$60K–$75K	$75K–$90K	$90K–$100K
	IT Project Manager	$60K–$85K	$85K–$115K	$115K–$130K
	Scrum Master	$75K–$85K	$85K–$100K	$100K–$120K
Testing	QA Analyst	$65K–$80K	$80K–$95K	$95K–$115K
	Test Lead	$70K–$85K	$85K–$105K	$105K–$120K
	Test Manager	$75K–$90K	$90K–$110K	$110K–$130K

Information Technology – Regina & Saskatoon

*2021 Inflation 5% ; Entry 0–3 years | Mid 3–10 years | Senior 10+ years

|		Entry-level	Mid-level	Senior-level
Architecture	Application Architect	$85K–$95K	$95K–$120K	$120K–$150K
	Cloud Architect	$85K–$100K	$100K–$130K	$130K–$195K
	Solutions Architect	$95K–$110K	$110K–$150K	$150K–$195K
Cybersecurity	Application Security Engineer	$65K–$80K	$80K–$100K	$100K–$130K
	Cloud Security Architect	$95K–$125K	$125K–$145K	$145K–$170K
	Cloud Security Engineer	$80K–$100K	$100K–$120K	$120K–$140K
	IAM Architect	$80K–$100K	$100K–$120K	$120K–$140K
	IAM Engineer	$65K–$80K	$80K–$100K	$100K–$130K
	Penetration Tester	$70K–$85K	$85K–$120K	$120K–$145K
Data & Analytics	BI Data Architect	$80K–$105K	$105K–$120K	$120K–$135K
	Big Data Engineer	$85K–$105K	$105K–$120K	$120K–$140K
	BI Developer	$65K–$85K	$85K–$95K	$95K–$115K
	Data Analyst	$55K–$75K	$75K–$95K	$95K–$110K
	Data Architect	$100K–$115K	$115K–$135K	$135K–$150K
	Data Engineer	$75K–$95K	$95K–$110K	$110K–$125K
	Data Scientist	$80K–$110K	$110K–$130K	$130K–$145K
	Database Administrator	$70K–$85K	$85K–$100K	$100K–$115K
	ETL Developer	$75K–$95K	$95K–$110K	$110K–$125K
Development	.net/C# Developer	$70K–$90K	$90K–$105K	$105K–$125K
	Backend Developer	$75K–$85K	$85K–$110K	$110K–$140K
	DevOps Engineer	$85K–$105K	$105K–$130K	$130K–$145K
	ERP Developer	$70K–$85K	$85K–$100K	$100K–$135K
	Front-End Developer	$70K–$85K	$85K–$105K	$105K–$130K
	Full Stack Developer	$75K–$85K	$85K–$110K	$110K–$140K
	Java Developer	$75K–$95K	$95K–$110K	$110K–$135K
	Machine Learning Developer	$90K–$115K	$115K–$160K	$160K–$180K
	UI/UX Designer	$65K–$75K	$75K–$95K	$95K–$110K

Information Technology – Regina & Saskatoon

*2021 Inflation 5% ; Entry 0–3 years | Mid 3–10 years | Senior 10+ years

		Entry-level	Mid-level	Senior-level
Leadership/ Business Technology	CIO/CTO	$125K–$190K	$190K–$290K	$290K–$375K
	IT Director	$110K–$125K	$125K–$170K	$170K–$200K
	Technical Writer	$65K–$75K	$75K–$95K	$95K–$110K
Mobile Development	Android Developer	$75K–$85K	$85K–$100K	$100K–$130K
	iOS Developer	$75K–$85K	$85K–$100K	$100K–$130K
Networking/ Infrastructure	Help Desk/Service Desk (unilingual)	$45K–$50K	$50K–$60K	$60K–$80K
	Help Desk/Service Desk (bilingual)	$45K–$50K	$50K–$60K	$60K–$85K
	Network Administrator	$60K–$70K	$70K–$90K	$90K–$110K
	Network Engineer	$70K–$85K	$85K–$105K	$105K–$125K
	Systems Administrator	$65K–$80K	$80K–$100K	$100K–$120K
Project & Program Management	Business Analyst	$80K–$105K	$105K–$120K	$120K–$140K
	Business Systems Analyst	$80K–$105K	$105K–$120K	$120K–$140K
	Product Owner	$65K–$80K	$80K–$100K	$100K–$120K
	Product Manager	$80K–$110K	$110K–$130K	$130K–$150K
	Program Manager	$100K–$120K	$120K–$140K	$140K–$180K
	IT Project Coordinator	$60K–$75K	$75K–$90K	$90K–$105K
	IT Project Manager	$75K–$90K	$90K–$115K	$115K–$140K
	Scrum Master	$80K–$90K	$90K–$120K	$120K–$140K
Testing	QA Analyst	$60K–$80K	$80K–$100K	$100K–$120K
	Test Lead	$75K–$90K	$90K–$105K	$105K–$125K
	Test Manager	$85K–$105K	$105K–$120K	$120K–$135K

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Engineering and Technical
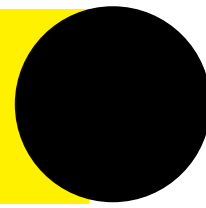
If there is one sector that is turning the corner a little sooner than most, it is the Engineering sector. In the late summer of 2021, the engineering sector underwent several disruptive changes as the themes around the industry began to change.

The Government of Canada continued to support and prioritize several infrastructure and construction projects to ignite the country's economy after a significant slowdown in 2020. New areas such as clean energy and green tech overtook the Oil & Gas industry, sparking several changes in the kind of professionals that were recruited in the engineering/technical sector.

However, while engineering was still active in the pandemic, it was not completely impervious from its impact. This is evident from the fact that it was hard hit by the "Great Resignation" earlier than most other sectors.
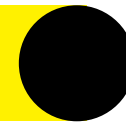
According to research by Engineers Canada, it was predicted that from 2018 to 2028, there would be an increase of 11,300 new mechanical engineering jobs in the market and a talent pool of 13,200 prospective job seekers. The same research also speculated an increase of 18,900 civil engineering jobs would be adequately supported by the influx of 26,500 potential job seekers. However, with the stall in immigration, the exit of women professionals from the talent pool to attend to personal responsibilities, and the early retirement of senior professionals — the sector is currently struggling to find or retain enough talent.

As a result, engineering companies and companies that employ engineers must reach deeper into their pockets but also demonstrate a heightened sense of commitment to prospective employees. They must communicate who they are as a company — what they value, why they matter, and how they care for their employees and customers. This isn't just lip service with a great "Careers page." They must be able to demonstrate this level of transparency from their website to the job description, the hiring process, onboarding, and beyond.

All these factors mean that businesses operating in the Engineering and Technical sector needed to rethink their hiring, retention, and growth strategies. Whether it was hiring a differently skilled engineering professional and training them with new skills; rethinking the overall salary and benefits package; or encouraging the otherwise retiring professionals to stay with flexible hours, a generous contract, and additional perks, HR professionals in the engineering field looked for creative solutions to help attract qualified talent.

Engineering & Tech - Vancouver

*2021 Inflation 5%

|	Salary Range			Contract Hourly Rate Range		
	Entry-level	Mid-level	Senior-level	Entry-level	Mid-level	Senior-level
Wood-Frame Construction						
Project Manager	$85K–$110K	$110K–$160K	$160K–$200K+	$55–$75	$75–$100	$100–$125
Project Coordinator	$50K–$60K	$60K–$70K	$70K–$85K	$30–$35	$35–$45	$45–$60
Estimator	$60K–$85K	$85K–$100K	$100K–$150K+	$35–$55	$55–$75	$75–$125
Superintendent	$90K–$100K	$100K–$120K	$120K–$140K	$65–$75	$75–$95	$95–$115
General Manager	$120K–$160K	$160K–$180K	$160K–$180K	$90–$100	$100–$135	$135+
Residential High-Rise Construction						
Project Manager	$80K–$100K	$100K–$130K	$130K–$175K	$50–$60	$60–$90	$90–$105
Project Coordinator	$50K–$60K	$60K–$75K	$75K–$85K	$30–$35	$35–$45	$45–$50
Estimator	$50K–$70K	$70K–$90K	$90K–$120K	$30–$45	$45–$55	$55–$75
Superintendent	$80K–$110K	$110K–$130K	$130K–$170K	$50–$65	$65–$80	$80–$100
GM / VP	$110K–$130K	$130K–$170K	$170K–$250K	$65–$80	$80–$105	$105–$145
Engineering						
Engineering Technologist/Designer	$50K–$55K	$55K–$70K	$70K–$85K	$25–$35	$35–$45	$45–$55
EIT/Professional Engineer	$50K–$70K	$70K–$90K	$90K–$110K	$30–$40	$40–$55	$55–$65
Associate/Principal	$100K–$120K	$120K–$150K	$150K–$220K	$60–$70	$70–$90	$90–$135
Commercial Tenant Improvement						
Estimator	$55K–$65K	$65K–$80K	$80K–$120K	$35–$45	$45–$50	$50–$70
General Manager	$100K–$130K	$130K–$150K	$150K–$180K	$60–$75	$75–$90	$90–$110
Project Coordinator	$50K–$60K	$60K–$75K	$75K–$80K	$30–$35	$35–$45	$45–$50
Project Manager	$65K–$75K	$75K–$90K	$90K–$120K	$40–$45	$45–$55	$55–$75
Superintendent	$70K–$80K	$80K–$95K	$95K–$110K	$40–$50	$50–$60	$60–$65
ICI Construction						
Estimator	$55K–$65K	$65K–$80K	$80K–$120K	$35–$45	$45–$50	$50–$70
General Manager	$120K–$140K	$140K–$160K	$160K–$250K	$70–$85	$85–$95	$95–$120
Project Coordinator	$50K–$60K	$60K–$75K	$75K–$80K	$30–$35	$35–$45	$45–$50
Project Manager	$65K–$75K	$75K–$90K	$90K–$120K	$40–$45	$45–$55	$55–$70
Superintendent	$70K–$80K	$80K–$100K	$100K–$120K	$45–$50	$50–$60	$60–$70

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Engineering & Tech – Toronto
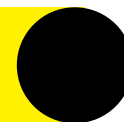
*2021 Inflation 0.5% ; Entry 0-3 years | Mid 3-10 years | Senior 10+ years

	Salary Range		
	Entry-level	Mid-level	Senior-level
Oil & Gas			
Front Line Supervisor	$65K–$75K	$75K–$85K	$85K–$130K
Superintendent	$80K–$90K	$90K–$100K	$100K–$130K
Planners	$65K–$75K	$85K–$90K	$90K–$120K
Safety Advisors	$55K–$60K	$60K–$65K	$65K–$80K
API Inspector	$80K–$95K	$95K–$115K	$115K–$120K
Project Controls	$55K–$65K	$65K–$70K	$70K–$85K
Project Manager	$80K–$90K	$90K–$100K	$100K–$130K
Electrical Designer	$45K–$55K	$55K–$70K	$70K–$80K
Electrical Engineer	$60K–$70K	$70K–$100K	$100K–$130K
Structural Civil Engineer	$60K–$75K	$75K–$90K	$90K–$130K
Structural Civil Designer	$40K–$48K	$48K–$65K	$65K–$75K
Mechanical Engineer	$60K–$70K	$70K–$90K	$90K–$130K
Mechanical Designer	$40K–$50K	$50K–$65K	$65K–$75K
Environmental			
Environmental Engineer	$60K–$65K	$70K– $85K	$85K–$115K
Risk Assessors Environmental Engineer	$60K–$65K	$70K–$90K	$90K–$130K
Environmental Project Manager	$70K–$85K	$85K–$100K	$100K–$130K
Hazardous Material Technician	$40K–$50K	$50K–$60K	$60K–$70K
Hazardous Material Project Manager	$60K–$65k	$70K–$80K	$85K–$95k
Environmental Technician	$40K–$45k	$50K–$60K	$60K–$70K
Biologist	$50K–$65K	$65K–$85K	$85K–$105K
Environmental Planner	$50K–$60K	$65K–$80K	$80K–$110K

Engineering & Tech - Toronto
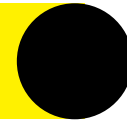
	Salary Range		
	Entry-level	Mid-level	Senior-level
General Construction			
VP Construction	NA	NA	$180K-$300K
Construction Manager	NA	$70K-$85K	$90K-$180K
Project Manager	NA	$80K-$100K	$140K-$180K
Commercial Manager/ Chief Estimator	NA	$90K-$120K	$125K-$200K
Contracts Administrator	$60K-$75K	$60K-$80K	$80K-$110K
Estimator	$65K-$70K	$70K-$90K	$90K-$150K
Site Superintendent	$60K-$75K	$80K-$100K	$120K-$160K
Project Coordinator	$40K-$65K	$65K-$85K	$100K
H&S Manager/ EHS Manager	NA	$70K-$90K	$90K-$120K
H&S Advisor	$60K-$70K	$65K-$80K	$80K-$100K
High Rise Construction			
VP Construction	NA	NA	$200K-$300K
Project Manager	NA	$90K-$100K	$100K-$180K
Estimator	NA	$85K-$120K	$120K-$185K
Site Super	NA	$90K-$110K	$100K-$120K
Finishing Super/PM	NA	$90K-$110K	$120K-$150K
Foreman	NA	$70K-$80K	$80K-$100K
Residential			
Construction Manager	NA	$170K-$200K	$200K+
Estimator	NA	$90K-$120K	$120K-$170K
Finishing Super/PM	NA	$75K-$85K	$80K-$90K
Site Superintendent/ Supervisor	NA	$90K-$110K	$100K-$120K

Engineering & Tech - Toronto
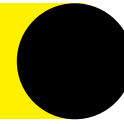
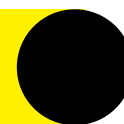|	Salary Range		
	Entry-level	Mid-level	Senior-level
Civil			
Principal/Associate Level Engineer	NA	$110K–$120K	$140K–$180K
Civil Project Manager	NA	$90K–$110K	$110K–$135K
Civil Project Engineer	NA	$90K–$100K	$100K–$115K
Civil Engineer	NA	$85K–$95K	$90K–$100K
Civil Designer/CAD Design	NA	$60K–$70K	$70K–$90K
VP Land Development	NA	NA	$150K–$300K
Development Director	NA	$120K–$150K	$150K
Development Manager	NA	$80K–$100K	$110K–$130K
Development Planner/Coordinator	NA	$70K–$80K	$90K
OLS Ontario Land Surveyor	$70K +	$80K–$100K	$100K–$130K
Geomatics/CAD Tech	$50K+	$50K–$60K	$70K–$75K
Survey Party Chief	$50K	$50K–$60K	$60K–$72K

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Engineering & Tech - Calgary

*2021 Inflation 5% ; Entry 0-3 years | Mid 3-10 years | Senior 10+ years

|	Salary Range			Contract Hourly Rate Range		
	Entry-level	Mid-level	Senior-level	Entry-level	Mid-level	Senior-level
Oil & Gas - Upstream						
Facilities/Operations Engineer	$75K-$90K	$90K- $150K	$150K-$200K	$45-$55	$55-$100	$100-$130
Reservoir/Exploitation Engineer	$75K-$90K	$90K- $150K	$150K-$200K	$45-$55	$55-$100	$100-$130
Completions Engineer	$80K-$100K	$100K-$160K	$160K-$210K	$50-$60	$60-$120	$120-$150
Drilling Engineer	$80K-$100K	$100K-$160K	$160K-$210K	$50-$60	$60-$120	$120-$150
Production Engineer	$75K-$90K	$90K-$150K	$150K-$200K	$45-$55	$55-$110	$110-$130
Business Development Engineer	$75K-$100K	$100K- $165K	$165K-$210K	$50-$60	$60-$120	$120-$150
Asset Integrity Engineer	$75K-$90K	$90K- $150K	$160K-$210K	$50-$60	$60-$120	$120-$150
ICI Construction						
Project Manager	$70K-$75K	$75K-$80K	$80K+	$45-$50	$50-$55	$55
Estimator	$65K-$75K	$75K-$80K	$80K+	$40-$50	$50-$55	$55
Site Superintendent	$60K-$70K	$70K-$75K	$75K+	$35-$45	$45-$50	$50
EPC and O&G						
Designer	$40K-$55K	$55K-$60K	$90K-$110K	NA	$45-$55	$55-$70
Engineer	$55K-$65K	$65K-$100K	$100K-$140K	NA	$45-$70	$70-$90
Project Engineer	$55K-$85K	$85K-$110K	$110K-$150K	NA	$60-$70	$70-$80
Project Controls	$50K-$70K	$70K-$90K	$110K-$135K	NA	$60-$75	$75-$95
Completions Supervisor	CONTRACT	CONTRACT	CONTRACT	NA	NA	$1200-$1400/day
CSU Operator	CONTRACT	CONTRACT	CONTRACT	NA	NA	$75-$85
Wellsite Operator	CONTRACT	CONTRACT	CONTRACT	NA	NA	$75

Engineering & Tech - Edmonton

*2021 Inflation 5% ; Entry 0-3 years | Mid 3-10 years | Senior 10+ years

	Salary Range			Contract Hourly Rate Range		
	Entry-level	Mid-level	Senior-level	Entry-level	Mid-level	Senior-level
Oil & Gas - Upstream						
Facilities/Operations Engineer	$73K-$85K	$85K-$111K	$111K-$124K	-	-	-
Reservoir/Exploitation Engineer	$72K-$90K	$90K-$115K	$115K-$147K	-	-	-
Completions Engineer	$77K-$90K	$90K-$115K	$115K-$147K	-	-	-
Drilling Engineer	$82K-$110K	$110K-$130K	$130K-$167K	-	-	-
Production Engineer	$63K-$80K	$80K-$110K	$110K-$150K	-	-	-
Asset Integrity Engineer	$79K	$99K	$130K	-	-	-
ICI Construction						
Project Manager	$70K-$95K	$95K-$120K	$120K-$135K	$40-$45	$45-$55	$55+
Estimator	$60K-$80K	$80K-$100K	$100K+	$40-$45	$45-$55	$55+
Site Superintendent	$80K-$100K	$100K-$120K	$120K+	$35-$45	$45-$50	$50+
EPC and O&G						
Designer	$50K-$65K	$65K - $80K	$80K-$100K	$29-$40	$40-$55	$70-$90
Engineer	$60K-$75K	$75K - $100K	$100K+	$35-$45	$45-$70	$35-$45
Project Engineer	$60K-$85K	$85K - $110K	$110K-$140K	$35-$55	$55-$75	$75-$95
Project Controls	$60K-$75K	$70K - $100K	$100K-$135K	$31-$55	$55-$75	$75-$125
Process Operators	$55K - $75K	$75K - $95K	$95K-$100K	$30-$37	$37-$46	$46-$65
Turnaround Coordinator	-	-	-	$55-$63	$63-$75	$75-$90
Maintenance/ Turnaround Planners	-	-	-	$59-$64	$64-$70	$70-$80
Maintenance/Turnaround Schedulers	-	-	-	$59-$64	$64-$70	$70-$80

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Office & Professional
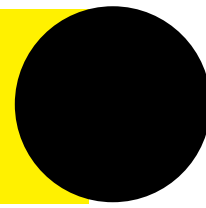
As with any other industry during the pandemic, the general theme dominating the Office/Professional job market this year was technology and remote work. Businesses in Canada that have continued to operate remotely, from office, or in a hybrid fashion have been recruiting tech-savvy and adaptable professionals who can successfully work in an autonomous environment.
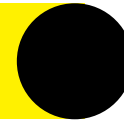
There is no doubt that the current job market is a candidate-driven one, and there are more opportunities than available candidates in the job market. With this upper hand, candidates have more flexibility to prioritize what factors to consider when choosing their future employer.

Diversity and Inclusion expertise continues to be a highly sought-after skill and, in many companies, a stand-alone role. Talent attraction and recruitment are also highly competitive roles as all businesses in Canada urgently seek out highly qualified candidates. An area we expect to see more activity in 2022 is Learning and Development. Employers are investing in training programs to upskill and reskill to retain existing employees, and hire candidates with transferable skills but need to acquire some hard skills. Similarly, businesses are focusing on the development of their managers to manage remote workers, flexible workforces, and asynchronistic work while minimizing proximity bias and micromanaging habits. Finally, within HR we also see the growth of organizational change agents. Again, businesses that have embraced a new flexible workforce and a digital transformation, now require experts in organizational change.

The Accounting field continues to see growth despite a slower 2021. Agilus has seen demand for accountants with designations such as CFA, CMA, and CPA rise significantly. There was less scarcity in the skill set of bookkeeping and general accounting activities which were easier to find and relatively easier skills to learn. Highly sought-after designations require much more experience, knowledge, and competencies as well as rigorous testing making professionals with them harder to find as many firms are highly focused on retaining these professionals.

The current squeeze on talent has made transferable skills a viable solution for gaps within a company, versus a direct match on the role, title, and experience, which is harder to find. Businesses are getting more creative in attracting talent by developing enhanced compensation plans to attract them. This may not just mean an above-average salary package to highly skilled candidates, but also involve additions such as remote/flexible work opportunities, enhanced benefits (e.g., mental health program), or professional development plans to attract new talent. Attracting new candidates has become a highly competitive activity in Canada.
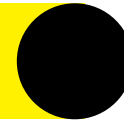
Office/Professional – Toronto

*2021 Inflation 5% ; Entry 0-4 years | Mid 4-8 years | Senior 8+ years

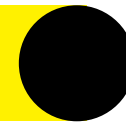|	Salary Range			Contract Hourly Rate Range		
	Entry-level	Mid-level	Senior-level	Entry-level	Mid-level	Senior-level
Accounting Clerk	$40K-$42K	$42K-$47K	$47K-$50K	$19-$20	$20-$25	$25-$30
Accountant	$45K-$55K	$50K-$65K	$60K-$85K	$20-$30	$30-$35	$35-$45
Executive Assistant	$40K-$55K	$55K-$65K	$65K-$80K	$18-$26	$26-$30	$30-$35
Office Manager	$40K-$45K	$44K-$71K	$65K-$93K	$18-$20	$20-$30	$30-$35
Data Entry Specialist	$37K-$40K	$40K-$43K	$42K-$46K	$16-$18	$18-$20	$20-$22
Claims Processor	$40K-$45K	$45K-$50K	$50K-$60K	$19-$21	$20-$25	$25-$30
Receptionist	$35K-$40K	$40K-$45K	$45K-$50K	$16.50-$19	$19-$21	$21-$24
Customer Service Manager	$43K-$55K	$55K-$72K	$72K-$95K	$19-$23	$25-$30	$30-$42
Call Centre Representative	$40K-$45K	$45K-$55K	$55K-$60K	$20-$22	$22-$25	$25-$30
Humans Resources Manager	$57K-$74K	$70K-$85K	$85K-$100K	$25-$34	N/A	N/A
Facilities Manager	$56K-$70K	$70K-$84K	$84K-$132K	$20-$25	$30-$38	$40-$47
Property Manager	$40K-$55K	$52K-$80K	$75K-$100K	$18-$25	$23-$35	$30-$40
Sales Manager	$50K-$60K	$60K-$75K	$100K-$120K	$25-$28	$28-$36	$48-$57
Marketing Manager	$50K-$55K	$60K-$75K	$75K-$100K	$24-$26	$28-$36	$36-$48
Procurement Manager	$50K-$60K	$60K-$85K	$85K-$110K	$24-$28	$28-$40	$40-$52

Office/Professional - Vancouver

*2021 Inflation 5% ; Entry 0-4 years | Mid 4-8 years | Senior 8+ years

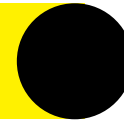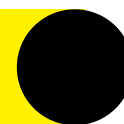|	Salary Range			Contract Hourly Rate Range		
	Entry-level	Mid-level	Senior-level	Entry-level	Mid-level	Senior-level
Business Analyst	$60K–$75K	$75K–$90K	$90K–$110K	$31–$39	$39–$46	$46–$56
Policy/Regulatory Analyst	$55K–$70K	$70K–$85K	$85K–$110K	$28–$36	$36–$44	$44–$56
Project Coordinator/Admin	$55K–$65K	$65K–$75K	$75K–$90K	$28–$33	$33–$39	$39–$46
Humans Resources Manager	$60K–$70K	$70K–$95K	$95K–$150K	$29–$33	$30–$45	$45–$70
Property Admin	$40k–$45k	$45K–$50K	$50K–$60K	$22–$26	$24–$28	$26–$31
Leasing/Property Manager	$40K–$60K	$60K–$80K	$80K–$95K	$21–$30	$28–$38	$35–$45
Facilities/Building/Operations Manager	$65K – $75K	$75K–$90K	$90K–$150K	$21–$28	$28–$35	$35–$45
Property Manager	$40K–$60K	$60K–$80K	$80K–$95K	$21–$27	$25–$30	$31–$41
Sales Rep.	$30K–$45K	$45K–$60K	$60K–$80K	$28–$39	$39–$46	$46–$62
Sales Manager/General Manager	$60K–$75K	$75K–$90K	$90K–$120K	N/A	N/A	$62–$130
Regional Manager/Director/CEO/COO	N/A	N/A	$120K–$250K	$25–$34	$31–$36	$36–$41
Marketing Specialist	$45K–$60K	$60K–$70K	$70K–$80K	$36–$46	$46–$51	$51–$62
Marketing Manager	$70K–$90K	$90K–$100K	$100K–$120K	$40–$60	$60–$70	$70–$100

Office/Professional - Calgary

*2021 Inflation 5% ; Entry 0-4 years | Mid 4-8 years | Senior 8+ years

	Salary Range			Contract Hourly Rate Range		
	Entry-level	Mid-level	Senior-level	Entry-level	Mid-level	Senior-level
Accounting Clerk/Bookkeeper	$49K-$54K	$55K-$57K	$58K-$61K	$15-$19	$20-$24	$25-$27
Receptionist/Customer Service	$39K-$44K	$45K-$48K	$49K-$55K	$17-$19	$20-$23	$23-$27
Customer Service Manager	$45K-$47K	$48K-$53K	$54K-$57K	$20-$23	$24-$27	$27-$30
Administrative Assistant	$39K-$41K	$42K-$45K	$46K-$52K	$17-$19	$20-$23	$23-$28
Senior Admin Assistant	$42K-$45K	$46K-$55K	$56K-$60K	$20-$24	$25-$28	$29-$33
Executive Assistant	$60K-$65K	$65K-$70K	$70K-$75K	$29-$33	$34-$37	$38-$40
Office Manager	$55K-$57K	$58K-$60K	$61K-$66K	$27-$29	$30-$33	$34-$37
Data Entry Specialist	$38-$41K	$42K-$45K	$46K-$50K	$18-$21	$22-$24	$25-$27
Accounts Receivable/Payables	$49K-$51K	$52K-$56K	$57K-$60K	$18-$20	$21-$26	$27-$30
AR/AP Supervisor/Manager	$58K-$62K	$63K-$68K	$69K-$73K	$27-$30	$31-$34	$35-$38
Accountant	$70K-$74K	$75K-$78K	$79K-$81K	$35-$37	$38-$41	$42-$46
Senior Accountant/CFO/Controller	$80K-$85K	$86K-$100K	$101-$250K	$46-$54	$55-$65	$66-$76
Financial Analyst	$49K-$56K	$56K-$66K	$67K-$78K	$25-$32	$33-$37	$38-$42
Policy/Regulatory Analyst	$47K-$55K	$56K-$66K	$66K-$78K	$24-$31	$32-$37	$38-$42
Project Coordinator/Admin	$52K-$66K	$67K-$72K	$73K-$79K	$33-$37	$38-$41	$42-$45
Humans Resources Manager	$92K-$95K	$96K-$98K	$99K-$110K	$43-$46	$47-$51	$52-$55
Property Admin	$42K-$48K	$49K-$52K	$53K-$63K	$15-$29	$30-$34	$35-$39
Leasing/Property Manager	$55K-$58K	$57K-$63K	$64K-$70K	$28-$30	$31-$34	$35-$36
Property Manager	$57K-$60K	$61K-$66K	$67K-$75K	$29-$33	$33-$36	$37-$39
Sales Representative	$31K-$35K	$36K-$39K	$40K-$47K	$16-$18	$19-$23	$24-$27
Sales/General Manager	$86K-$91K	$92K-$95K	$96K-$110K	$44-$47	$48-$49	$50-$56
Marketing Specialist	$50K-$55K	$56K-$59K	$60K-$65K	$24-$26	$27-$29	$30-$33
Marketing Manager	$60K-$65K	$66K-$69K	$70K-$75K	$30-$33	$34-$37	$37-$40
Legal Clerk	$36K-$42K	$42K-$48K	$49K-$52K	$16-$17	$18-$19	$21-$24
Receptionist	$36K-$42K	$42K-$48K	$49K-$52K	$16-$17	$18-$19	$21-$26
Litigation Assistant	$38K-$44K	$45K-$54K	$55K-$70K	$20-$22	$23-$25	$26-$38

Office/Professional - Calgary

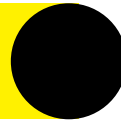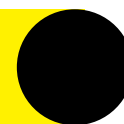|	Salary Range			Contract Hourly Rate Range		
	Entry-level	Mid-level	Senior-level	Entry-level	Mid-level	Senior-level
Conveyancer	$38K-$44K	$38K-$44K	$38K-$44K	$20-$22	$23-$25	$26-$46
Wills & Estates Paralegal	$39K-$45K	$39K-$45K	$39K-$45K	$21-$23	$24-$28	$29-38
CORES I/II/II	$42K-$46K	$42K-$46K	$42K-$46K	$23-$25.25	$25.50-$30	$30-$40
Lawyer	$65K-$85K	$65K-$85K	$65K-$85K	$35-$46	$47-$66	$67+
Corporate/Commercial	$42K-$52K	$42K-$52K	$42K-$52K	$23-$28.50	$29-$35.50	$35.50-$46.50
Family Law Assistant	$40K-$46K	$40K-$46K	$40K-$46K	$22-$25	$25-$29.50	$23-$25
Corporate Paralegal	$38K-$44K	$38K-$44K	$38K-$44K	$20-$22	$23-$25	$26-$29
Floater	$36K-$42K	$36K-$42K	$36K-$42K	$16-$17	$23.50-$28.50	$29-$35.50
Regional Manager/Director/CEO/COO	$130K-$145K	$130K-$145K	$130K-$145K	$69-$75	$76-$82	$83-$88
Facilities/Building/Operations Manager	$72K-$75K	$76K-$78K	$79K-$85K	$36-$38	$39-$41	$42-$44

Office/Professional – Atlantic

*2021 Inflation 5% ; Entry 0-4 years | Mid 4-8 years | Senior 8+ years

	Salary Range			Contract Hourly Rate Range		
	Entry-level	Mid-level	Senior-level	Entry-level	Mid-level	Senior-level
Accounting Clerk/Bookkeeper	$42,000	$47,000	$55,000	$19.00	$22.00	$28.00
Receptionist/Customer Service	$43,000	$50,000	$55,000	$16.50	$18.00	$22.00
Customer Service Manager	$50,000	$60,000	$72,000	$24.04	$28.85	$34.62
Administrative Assistant/Data Entry	$32,448	$37,523.20	$46,966.40	$15.60	$18.04	$22.58
Executive Assistant	$43,726	$47,307	$53,245	$16.50	$18.00	$23.00
Accounts Receivable/Payables	$47,275	$65,000	$88,000	$20.00	$23.00	$27.00
AR/ AP Supervisor/Manager	$75,000	$90,000	$106,000	$36.06	$43.27	$50.96
Accountant	$45,000	$50,000	$60,000	$21.63	$28.85	$28.85
Senior Accountant/CFO/Controller	$70,000	$85,000	$110,000	$33.65	$40.87	$52.88
Financial Analyst	$76,960	$87,360	$104,000	$37.00	$42.00	$50.00
Logistics/Procurement Coordinator	$45,000	$55,000	$75,000	$24.00	$28.00	$36.06
Humans Resources Manager	$60,000	$76,000	$96,000	$28.85	$36.54	$46.15
Human Resources Generalist	$50,000	$60,000	$76,000	$24.04	$28.85	$36.54
Sales Representative	$32,000	$42,000	$75,000	$15.50	$17.00	$19.00
Sales Manager/General Manager	$79,000	$90,000	$109,000	$37.98	$43.27	$52.40
Production Associate	$35,360	$38,480	$41,600	$17.00	$18.50	$20.00
Production Supervisor	$46,000	$58,000	$71,000	$22.12	$27.88	$34.13
Facilities/Building/Operations Manager	$55,000	$72,000	$108,000	$26.44	$34.62	$51.92
Regional Manager/Director/CEO/COO	$75,000	$100,000	$135,000	$36.06	$48.08	$64.90

*2021 Inflation 5% ; Entry 0-4 years | Mid 4-8 years | Senior 8+ years

	Salary Range			Contract Hourly Rate Range		
	Entry-level	Mid-level	Senior-level	Entry-level	Mid-level	Senior-level
Accounting Clerk/Bookkeeper	$37K–$40K	$40K–$45K	$45K–$50K	$18–$20	$20–$23	$25–$30
Receptionist/Customer Service	$33K–$37K	$39K–$44K	$42K–$47K	$17–$20	$19–$22	$21–$25
Customer Service Manager	$50K–$55K	$55K–$65K	$65K–$70K	$20–$24	$25–$27	$26–$30
Administrative Assistant	$37K–$42K	$42K–$48K	$48K–$55K	$18–$20	$24–$28	$27–$30
Senior Admin Assistant	$45K–$50k	$48K–$53K	$52K–$58K	$22–$25	$24–$28	$28–$32
Executive Assistant	$50K–$55K	$55K–$65K	$70K–$75K	$25–$28	$27–$30	$28–$35
Office Manager	$42K–$48K	$48K–$55K	$53K–$60K	$25–$28	$26–$30	$28–$35
Data Entry Specialist	$30K–$34K	$35K–$39K	$40k–$45k	$17–$18	$19–$21	$21–$24
Accounts Receivable/Payables	$35K–$39K	$38K–$43K	$43K–$48K	$18–$20	$21–$22	$23–$25
AR/AP Supervisor/Manager	$45K–$50K	$47K–$55K	$54K–$60K	$22–$24	$24–$28	$27–$30
Accountant	$45K–$50K	$50K–$55K	$55k–$60k	$20–$25	$25–$30	$30–$35
Senior Accountant/Controller	$65K–$75K	$75K–$85K	$85K–$100K	$30–$35	$35–$40	$40–$50
CFO	$80K–$110K	$110K–$150K	$125k–$175k	NA	NA	NA
Financial Analyst	$50K–$55K	$55K–$70K	$70K–$75K	$25–$32	$28–$34	$32–$36
Business Analyst	$53K–$58K	$58K–$70K	$70K–$90K	$26–$30	$31–$34	$35–$45
Policy/Regulatory Analyst	$53K–$58k	$58K–$70K	$70K–$90K	$26–$30	$31–$34	$35–$45
Project Coordinator/Admin	$38K–$42K	$42K–$48K	$48K–$55K	$18–$22	$22–$26	$27–$30
Humans Resources Manager	$60K–$70K	$70K–$80K	$80K–$100K	$25–$29	$28–$34	$33–$43
Property Admin	$45K–$50K	$48K–$53K	$52K–$58K	$22–$25	$24–$28	$28–$32
Leasing/Property Manager	$50K–$60K	$60K–$80K	$80K–$100K	$25–$30	$29–$34	$33–$39
Facilities/Building/Operations Manager	$50K–$60K	$60K–$80K	$80K–$100K	$25–$30	$29–$34	$33–$39
Property Manager	$50K–$60K	$60K–$80K	$80K–$100K	$25–$30	$29–$34	$33–$39
Sales Representative	$31K–$40K	$40K–$50K	$50K–$75K	$18–$20	$20–$24	$24–$28
Sales Manager	$50K–$60K	$70K–$90K	$80K–$100K	NA	NA	NA
General Manager	$50K–$60K	$70K–$90K	$80K–$100K	NA	NA	NA
Regional Manager	$65K–$75K	$75K–$90K	$90K–$105K	NA	NA	NA
Director	$65K–$75K	$75K–$90K	$90K–$105K	NA	NA	NA
CEO/COO	$90K–$110K	$110K–$125K	$125K–$200K	NA	NA	NA
Marketing Specialist	$42K–$46K	$46K–$50K	$50K–$65K	$21–$24	$23–$26	$26–30
Marketing Manager	$50K–$60K	$60K–$70K	$70K–$80K	$25–$30	$28–$33	$32–$36

Office/Professional – Windsor

	Salary Range			Contract Hourly Rate Range		
	Entry-level	Mid-level	Senior-level	Entry-level	Mid-level	Senior-level
Accounting Clerk/Bookkeeper	$42,000	$47,000	$55,000	$19.00	$22.00	$28.00
Receptionist/Customer Service	$43,000	$50,000	$55,000	$16.50	$18.00	$22.00
Customer Service Manager	$50,000	$60,000	$72,000	$24.04	$28.85	$34.62
Administrative Assistant/Data Entry	$32,448	$37,523.20	$46,966.40	$15.60	$18.04	$22.58
Executive Assistant	$43,726	$47,307	$53,245	$16.50	$18.00	$23.00
Accounts Receivable/Payables	$47,275	$65,000	$88,000	$20.00	$23.00	$27.00
AR/AP Supervisor/Manager	$75,000	$90,000	$106,000	$36.06	$43.27	$50.96
Accountant	$45,000	$50,000	$60,000	$21.63	$28.85	$28.85
Senior Accountant/CFO/Controller	$70,000	$85,000	$110,000	$33.65	$40.87	$52.88
Financial Analyst	$76,960	$87,360	$104,000	$37.00	$42.00	$50.00
Logistics/Procurement Coordinator	$45,000	$55,000	$75,000	$24.00	$28.00	$36.06
Humans Resources Manager	$60,000	$76,000	$96,000	$28.85	$36.54	$46.15
Human Resources Generalist	$50,000	$60,000	$76,000	$24.04	$28.85	$36.54
Facilities/Building/Operations Manager	$55,000	$72,000	$108,000	$26.44	$34.62	$51.92
Sales Representative	$32,000	$42,000	$75,000	$15.50	$17.00	$19.00
Sales Manager/General Manager	$79,000	$90,000	$109,000	$37.98	$43.27	$52.40
Regional Manager/Director/CEO/COO	$75,000	$100,000	$135,000	$36.06	$48.08	$64.90
Production Associate	$35,360	$38,480	$41,600	$17.00	$18.50	$20.00
Production Supervisor	$46,000	$58,000	$71,000	$22.12	$27.88	$34.13

Retention & Attraction

The key to having a highly skilled team in 2022

agilus
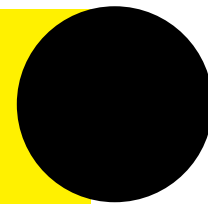Work Solutions
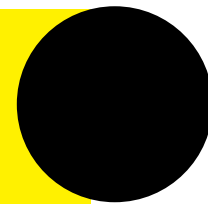
Retention

If you are an employer, retention has to be one of your key priorities now and in your next fiscal. It's never too late to engage employees and minimize turnover.

1. Employee Engagement: When employees are not engaged at work there is little incentive to stay. Although the vast majority of employers annually survey their employees to gauge engagement, follow through and course correction are often neglected. Now is the time to go back and find those seeds of discontent and address them.

2. Competitive Salaries and Compensation: You're paying more for new employees – everyone is and it's no secret. What is your plan to level up your existing staff? Are they feeling undervalued and discounted? Be transparent if you can.

3. Workplace Culture: How has your culture changed due to remote work? Will it return to "normal" when, and if, your employees return to the office full-time? How has a hybrid, remote, or in the office model influenced your culture?

4. Recognition and Rewards Programs: They still work. People want to feel appreciated and recognized when they do great work. This is one of the biggest bangs for your buck. A recognition plan not only supports retention but a lack of one can impede retention. In a 2020 survey by Achievers, surveying 1,700 respondents, 55% were planning to switch jobs, and the lack of recognition was the number one reason. Additionally, 69% even said that better rewards and recognition would encourage them to stay on at the company.

5. Social Impact and Corporate Social Responsibility (CSR): Having a strong corporate social responsibility program not only attracts customers, partners and investors it also gives your employees a sense of pride and community. Employees expect their businesses to help their communities through volunteerism, good acts, and fundraising.

According to several surveys, people are ready to leave both pandemic restrictions and their current jobs behind in 2021. "The Microsoft Work Trend Index found that 40% of people want to change jobs this year. A survey of workers in the U.K. and Ireland put the number at 38% and a similar U.S. survey found 26% of workers are planning to leave their current job over the next few months."

https://www.techrepublic.com/article/the-great-resignation-of-2021-are-30-of-workers-really-going-to-quit/

Retention

6. Stay Interviews: We are hearing more about companies that are proactively conducting "stay interviews" before an employee resigns. Smart companies are identifying high-risk individuals and re-selling them on why it's great to work there, and also meeting with tenured staff and asking them why they stayed, so they can promote those sticky features with new staff and candidates.

7. Internal Mobility: Ensure your employees understand their unique career path within the organization and offer a professional development plan to get there. Upskilling and reskilling are critical priorities for businesses and they are putting significant dollars into these programs, LMS systems, and new roles to make this happen.

Industry experts estimate that replacing an employee costs the business 150 – 200% of the employee's salary. For hourly workers, it is an average of $1,500 per employee. These are the hard costs. Other costs that are harder to quantify are knowledge loss and impact on other employees' productivity and engagement. Retention isn't just an HR issue it should be top of mind for everyone, and a key component for manager onboarding and training.

Attraction
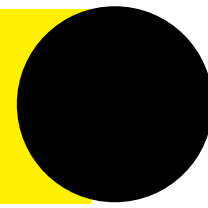
How to attract the right candidates:

1. **Speed:** Gone are the days of 4-7 interviews, panel presentations, and meet the team events. If you can't make a decision in two interviews and two reference checks, you're going to lose great candidates. Full stop.

2. **Transparency:** What are your company's vision and mission, how do you care for your employees and customers, and how does this role fit in? Candidates need to hear this from your recruiting team authentically and have demonstrative examples.

3. **Flexibility:** If there are any parts of the role that can be performed remotely, you need to be able to offer some remote/hybrid work. It's the number one ask from candidates.

4. **Purpose:** Candidates are seeking roles where the corporate purpose aligns with their lives and personal values.

5. **Creativity:** It is getting harder to find candidates with the exact experience, skillset, and title you require to fill a position. Proactive employers are recruiting for transferable skills, attitude, and growth mindset — and managing training on their end.

6. **Culture:** Never before has there been so much attention and scrutiny given to employee value propositions. Remember, candidates are window shopping – does your EVP entice them to learn more? Do they want to put your company on their LinkedIn profile?

7. **Total rewards:** It goes without saying that candidates are looking for businesses where they can get the most money for their output. But that alone is not the only driver. They are looking for remote or hybrid lifestyles, autonomy, asynchronistic work, and better benefits – not ping pong tables, free breakfasts, or discounted gym memberships — but employer-subsidized internet, better dependent care, sabbaticals, job exchanges with other offices, and professional development budgets. The promise of upskilling for new in-demand technical/hard skills is of particular interest for employees who recognize their job may have an expiry date due to digital advances.

Interested in reading more? Download our Talent Squeeze Report for information on attraction and retention strategies.

The New Talent Squeeze

How to win at retention and attraction in 2021.

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