



OPTIMISM REACHES NEW HIGH BUT HIRING PLANS HOLD STEADY

The 2015 Hays Compensation, Benefits,
Recruitment and Retention Guide

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FOREWORD



Canadian employers are resilient and constantly optimistic. That is how I would sum up the findings from over five years of producing our Hays Canada Salary Guide. The worldwide economic situation has been quite volatile these past few years and continues to remain so in certain areas. Canada being significantly tied to the US has witnessed the US hit both economic highs and lows. Important industries and sectors to the Canadian economy such as Mining and Oil and Gas are victim to global strife and yet no matter the situation, year on year, Canadian employers remain optimistic about the year ahead in their local marketplace.

Economic optimism persists yet again as we enter 2015, and a record-high number of employers believe the Canadian marketplace will strengthen (49%). Confidence in business activity remains and again we are seeing a record-high number of employers saying business activity will increase in 2015 (70%). Canadian employers' resilience to pushing ahead with meeting growth plans is, I believe, an imperative element to Canadian business success. Not to mention, this "can-do attitude" and constant looking ahead, makes our job at Hays so enjoyable, as we continue to help employers with achieving their growth targets.

Having said this, employers may now be faced with a challenge that is the counter balance of increasing business activity. There are two sides to this sword. Despite the fact that optimism is continually rising, as is business activity, the same proportion of employers are predicting that they will increase permanent headcount as in previous years. In other words, "we hope to meet increased business levels with the same sized workforce and improve productivity." This approach is beginning to

cause significant internal workplace issues that are not only reportedly hindering productivity, but increasing current workforce stress leaves, creating inefficiencies and demoralizing office cultures. The second side to this sword is one that was talked about a lot in years gone by and is sure to become a hot topic again, especially if predicted business level increases become reality: Canada is faced with a growing shortage of skilled and professional candidates. Employers, as in previous years, are still pushing ahead with business plans, whether they can find the talent they need or not. This determination for business growth, the desire for improved productivity and the lack of availability of skilled candidates (when the employer actually does decide to hire) all adds up to a source of stress and strain on businesses and individuals alike.

Interestingly, a significant number of employers believe they hold the answer to fixing Canada's skills shortage. Nearly 40 per cent of employers believe that the lack of training and professional development available is the reason for the shortage in their industry and nearly 30 per cent are implementing some form of internal training to support their current workforce. The second most prevalent reason for the shortage reported was too few people entering specific sectors, which 35 per cent of employers cite is their responsibility to educate younger generations of the opportunities available to them.

Based on the findings of this year's Hays Canada Salary Guide, 2015 could prove to have a fork in the road for employers. Those that chose to stay the course and remain primarily focused on hitting their goals with their business as is could see the reverse outcome of worsened productivity and an unhappy or unstable workforce. However, those who chose to address their internal workplace issues through hiring temporary staff and implementing internal training could see their business plans being met or superseded through a more efficient workforce.

Rowan O'Grady
President
Hays Canada

KEY FINDINGS & RECOMMENDATIONS

Employers' confidence in the Canadian marketplace is pushing forward growth plans, which is exacerbating the already candidate short market and putting further pressure on employer's current workforce.

Despite wanting to meet forecasted business activity levels, and take advantage of the positive economic landscape, employers need to look at how these growth plans are negatively affecting productivity. With a reported increase in general inefficiencies, decrease in office moral and an increase in stress leaves, employers are at a critical point, where their want for success could have the opposite effect on the business if these issues are not addressed now.

Based on the findings from this year's salary guide, the following are key insights and recommendations for action to support employers in developing effective human capital strategies.

1

Succession is key

Employers' confidence in Canada's economic stability is at an all-time high and employers are predicting an even busier year in terms of business activity. Forecasts remain optimistic across all industries in Canada even though employers feel a lack of available skills and talent in the market negatively impacts productivity and growth plans. With only a third of Canadian employers' with a succession plan in place, having the workforce needed to meet the immediate and long-term growth plans is proving problematic.

Recommendation

Build a talent pipeline connected to business and growth plans. Employers tend to focus more on issues affecting their bottom line today, yet to be successful over the long-term, they need to develop medium to long-term succession plans. Doing so will help ensure that they have the right skills to deliver on their activity and growth plans.

2

Utilize contingent workforce

Employers drive for business growth is causing internal workplace pressures, as not having the right skills and number of people in place to support growth plans, is hindering overall productivity. Headcount targets and innovation plans are not being met and as employers push to hit these targets, increased stress leaves among staff, general inefficiencies and low office morale can be the outcome.

Recommendation

Hiring temporary or contract staff to support key projects can alleviate stress on a current workforce while helping the business meet its growth and activity targets.

3

Build your employer brand

Employers are not prepared for the time it takes to recruit ideal candidates and are experiencing new recruitment challenges which are adding to the current pressure to find the right talent. Predominantly,

employers vie for senior management professionals with niche skill sets and say it takes two to six months to find them. Fifty-two per cent of employers say they are feeling a large to an extremely large amount of pressure to recruit quickly, which results in the wrong hire. Seventy-five per cent of employers say traditional challenges such as the skills shortage and salary levels are causing recruitment challenges, however, over 50 per cent of employers are noting company reputation and low company profile as being key factors impacting their recruitment.

Recommendation

Do not wait to advertise, particularly when a job becomes available. Build an employer brand strategy aligned with your internal recruitment efforts that supports future hiring plans and alleviates added pressure when it comes time to hire staff.

4

Ensure your compensation offering is in line with the market rate

Employers are optimistic about salary increases for 2015 and for the first time in three years the sliding scale of employers offering salary increases between three and six per cent stops, as a higher percentage of employers plan to increase salaries between three and six per cent compared to last year. However, employers still state that salary levels are one of the main challenges they experience when recruiting and are only too aware of their shortcomings and the impact this has on their business. Sixty-eight per cent say when a

candidate turns down a job offer it is because of the salary on offer not being high enough.

Recommendation

There are many components that go into an attractive job offer. To recruit hard-to-find candidates, a key element of an attractive offer is a competitive salary. However, while salary is important, it's not the only thing candidates look for when deciding whether to accept a job offer or not. Ensure to promote all aspects of the offer such as performance related bonuses, incentives and benefits packages in order to be competitive.

5

Address the skills shortage by up-skilling existing staff

Canada's talent shortage may be a result of stunted growth in the current workforce, rather than an absence of people in the market. A significant number of employers believe that the skills shortage is due to deficient training and professional development. Professional development is within the control of employers and is an important aspect of building and maintaining a talent pool.

Recommendation

Evaluate an existing workforce on its future potential rather than focusing solely on current skill sets. As part of a strong succession plan, offer training and development to junior and mid-level management staff to support future recruitment needs.



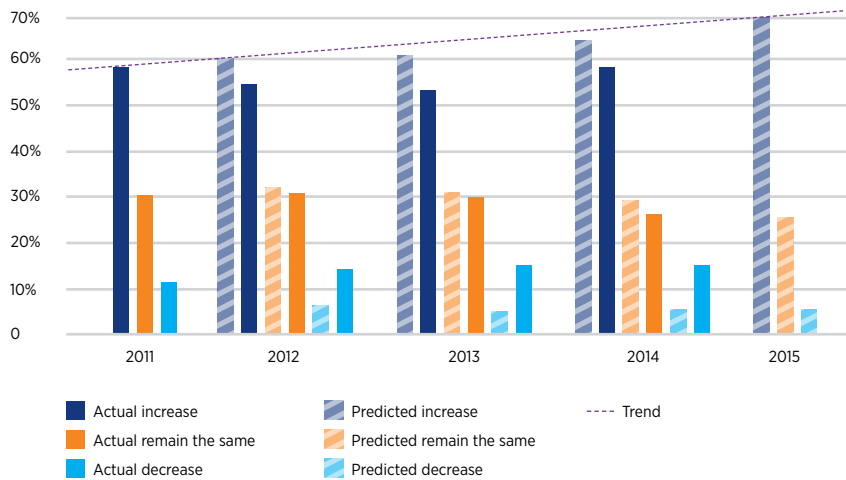
MARKET CONFIDENCE

MARKET OVERVIEW

Based on the past five years of the Hays Salary Guide reporting Canadian employers are at an all-time high. For the first time in four years, the number of Canadian employers reporting a year-on-year decline in business activity has stopped. In fact, 58 per cent of Canadian employers note business activity increased in 2014. While this falls short of the 65 per cent

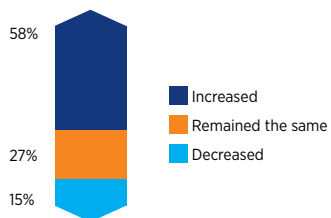
forecast, it is five points higher than 2013 activity. Seventy per cent expect business activity to continue to rise in the upcoming year, which represents a five-year record high for business optimism and is up 15 points from its lowest levels in 2011.

Employers expectations of business activity versus actual – four year analysis

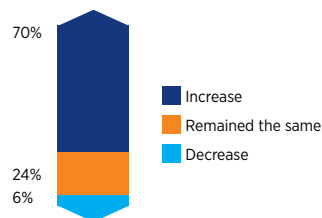


Business activity – 2014/15

In the last 12 months, business activity has:



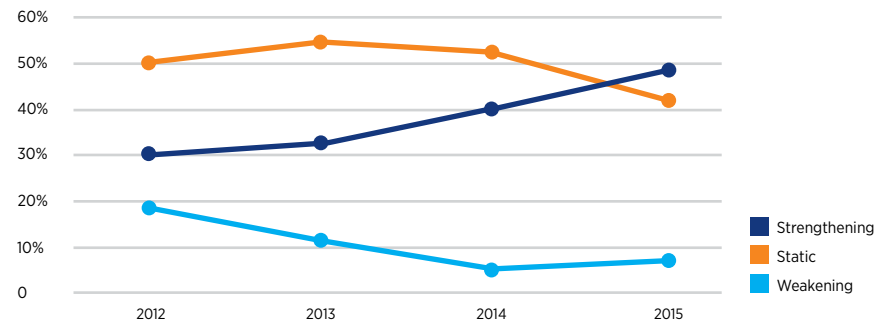
In the upcoming year, you expect business activity to:



This building sense of market confidence could be a result of employers' view of the strong Canadian economy. Forty-nine per cent say the Canadian economy is strengthening, which is nearly a ten-point increase from last year's market

perceptions. Forty-three per cent say the market will remain static year-over-year. This is considered an optimistic sentiment as last year's economic strength and business activity was also positive.

Canadian employers' economic outlook – four year analysis



Key insight

“ Canadian employers optimism surrounding strong economic headwinds have buoyed their expectations for 2015. Looking at the last four years, a sense of strength has jumped almost 20 points signaling robust plans for growth in the months ahead. ”

Rowan O'Grady, Hays Canada President

MARKET CHALLENGES

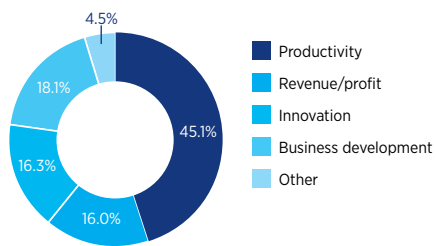
Candidate shortage hinders employer's ability to hit forecasted activity targets

Despite the positive attitude held by Canadian employers, many report feeling a burden related to candidate skills shortages, which has far-reaching impacts on their business.

Fifty-seven per cent of employers say Canada as a whole suffers from a skills shortage and

90 per cent believe it directly affects their industry. Nearly two-thirds say its impact is moderate to extreme. Thirty-three per cent say the skills shortage negatively to very negatively affects their business activity and of those, nearly half (45%) say that productivity is hindered (16% report revenue/profit and 18% report business development).

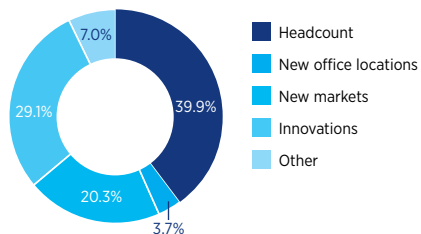
What elements of your business activity have been negatively affected as a result of the skills shortage?



Further to this, 30 per cent say the shortage has negatively affected their business growth plans. Forty per cent say headcount

growth plans, and a further 29 per cent say innovation plans are where the biggest impacts are felt.

What elements of your business growth plans have been negatively affected as a result of the skills shortage?



Key insight

“Forty-five per cent of employers say their productivity has been hindered due to the skills shortage, an additional 30 per cent say their growth plans have been hindered, of which a third say it's affected their innovation plans. Could the skills shortage be hindering Canada's economic growth?”

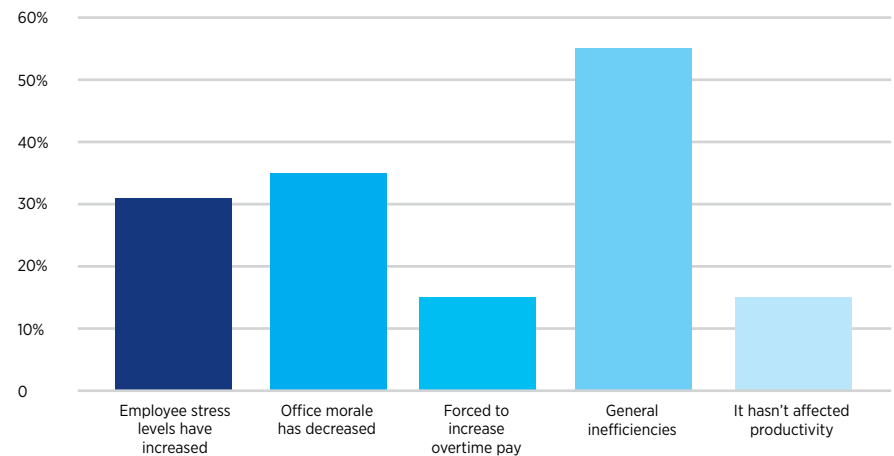
Rowan O'Grady, Hays Canada President

Double-edged sword – skills shortage affecting both employers and employees

Concern for how the skills shortage is negatively affecting productivity could be causing employers more issues than just on the company's bottom line. Thirty-one per cent of employers say employee stress levels have increased in the past year. Of the 96 per cent of employers who have felt some hindrance to their growth plans as a result of the shortage, 34 per cent say overall office morale has declined, and 54 per cent note more business inefficiencies.

Issues such as office morale and absence due to stress contribute to talent loss susceptibility and are a significant threat to growth plans particularly in today's competitive marketplace for top talent. Employers need to shift gears and look at how an emphasis on productivity affects their current workforce. Ignoring in-house issues with current staff, employers could be on the verge of seeing significant declines in business activity.

How has the skills shortage negatively affected productivity?

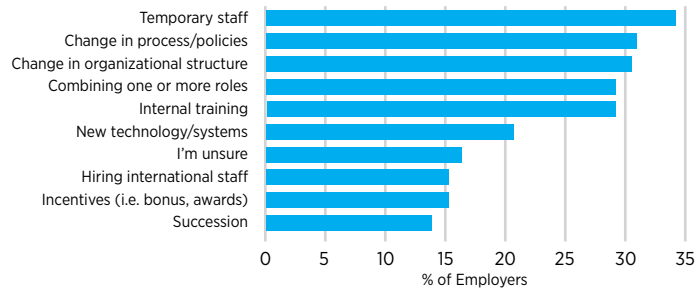


Using temporary staff to address productivity challenges

It's not all doom and gloom however, as some employers try to address the pressures surrounding their current workforce. Hiring temporary and contract

staff is the number one method employers use to support their staff and improve productivity. Temporary staff are a great way to alleviate pressure on a current permanent workforce as well as support key projects that require additional help.

What employers are doing to address productivity concerns



Employers are also taking a look in the mirror to evaluate their processes and policies as well as their organizational structure, to pinpoint potential improvements to inefficiencies that affect their growth plans.

What is concerning is succession planning falls to the bottom of the list of focus areas. This could be a result of employers trying to

prioritize and fix immediate issues. With an aging workforce population, succession planning can only be pushed off for so long before employers are forced to deal with serious issues such as a stalled knowledge transfer, decreased office morale, further productivity issues and talent gaps within the organization.

CANADA'S SKILLS SHORTAGE

Is the skills shortage just a matter of up-skilling?

Thirty-six per cent of employers say Canada's skills shortage is due to a lack of training and professional development. Based on this, employers themselves hold the cards to address the issue. The task then

becomes a matter of up-skilling employees. Implementing internal training programs and succession planning regimes give employers the power to help address their own needs while having a positive impact on Canada's skills shortage.

What do you think the main reason is for the skills shortage in your industry?



Employers widening the gap?

Twenty-eight per cent of employers who are cognizant of the negative impacts of the skills shortage are implementing internal training to support their current

workforce. Another 28 per cent of employers have combined one or more roles. Without the appropriate training, this effort could further widen the gap between needed talent and available skills.

Key insight

“Employers acknowledge that they are accountable for building Canada's future talent through training and professional development. This means employers across the country and all industry sectors need to collectively get behind up-skilling the current workforce. Employers would be wise to invest time and energy in internal skill development as a means to future-protect their team and their business.”

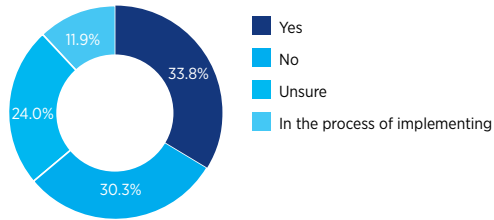
Rowan O'Grady, Hays Canada President

Succession planning

Only 33 per cent of employers say they have a succession plan in place, and only 12 per cent are currently implementing one, which suggests considerable room for improvement. Alarming, however, 30 per cent of employers do not have a

succession plan and 24 per cent are unsure if they do. Even those who have defined succession plans in place contend with very low awareness levels among staff. Almost three quarters (67%) of employers say that less than 10 per cent of their staff are familiar with succession plans or processes.

Does your company have a succession plan?



Are enough people entering your industry?

Employers also believe a chief cause of the skills shortage is too few people entering key industries. When asked for their thoughts on the reasons why this is the case, 53 per cent of employers believe it is an awareness or understanding issue. Poll respondents believe a lack of awareness

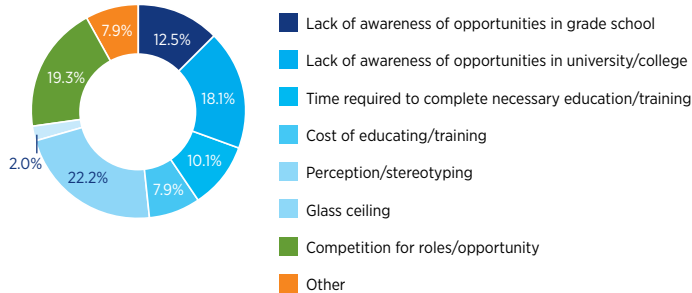
at the school level results in a perception or stereotyping issue post-graduation as new graduates enter the workforce. Interestingly, over 35 per cent say they are responsible for the issue of too few people entering their industry. Only 16 per cent say it is the responsibility of educational bodies while 21 per cent say government is to blame.

Key insight

“ Thirty-five per cent of employers say they are responsible for too few people entering their industry. Employers can rectify this by partnering with key schools and associations to educate the next generation about the opportunities within their industry as well as their organization. This not only helps address the issue around reduced graduate numbers, it will also help build their employer brand; which has long-term residual benefits in terms of building a talent pipeline. ”

Rowan O’Grady, Hays Canada President

What do you think the main reason is for fewer people entering your industry?

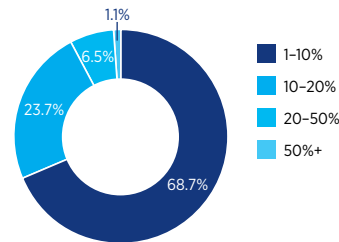


Are new graduates the answer?

When asked if hiring new graduates, 50 per cent of employers say they do hire new graduates with no specific work

experience. This is encouraging, however, of the 68 per cent of employers who hired new staff in 2014, only around 10 per cent were actually new graduates.

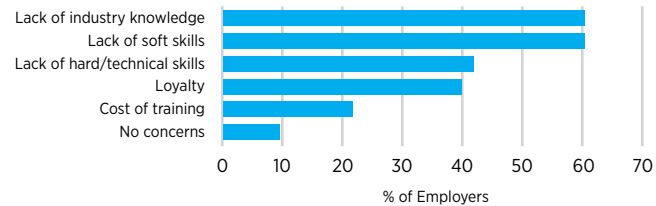
What percentage of employees hired within the last 12 months have been new graduates (no experience)?



Despite the candidate shortage, employers today aren’t afraid to be selective in the talent they hire. Forty-five per cent of employers say graduates only meet or do not at all meet expectations. Employers’ concerns are mainly around industry experience and

professionalism. Sixty per cent of employers are concerned with the lack of industry knowledge amongst new graduates, while the same amount (60%) say they are concerned with a lack of soft skills.

When it comes to the idea of hiring young workers or new graduates (no experience), what are your concerns?



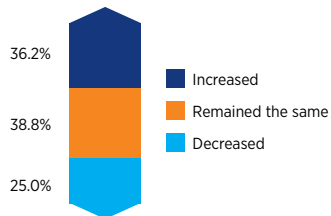
HIRING OVERVIEW

Last year, employers followed through on their plans to hire. In 2013, 40 per cent of employers predicted increases to their permanent workforce, and in 2014 36 per cent did so. This figure is consistent with plans for permanent hiring in 2015 as 38 per cent intend to increase headcount. Conversely, a quarter of employers actually

decreased their headcount in 2014, which is more than double what was planned heading into the year. Nevertheless, employers are optimistic for 2015. While 13 per cent anticipate having to decrease headcount, many plan to increase numbers and many of the positions eliminated over the past year may be reinstated.

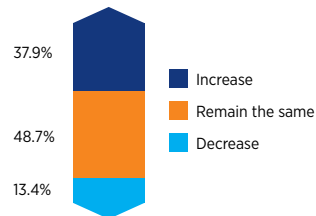
Permanent hiring

Over the past 12 months, permanent staff levels in your department have:



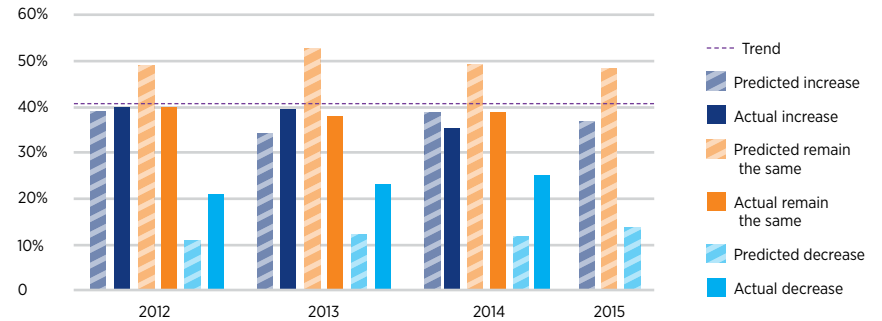
Looking at the past four years, hiring plans in Canada remain relatively stable for 2015. The only fluctuation that can be seen is in actual versus predicted staff decreases.

In the upcoming year, you expect permanent staff levels in your department to:



This can be attributed to reduced business activity or changes to growth plans depending on how successful the business operates throughout the year.

Employers' plans for hiring versus actual additions to permanent headcount – four year analysis



Key insight

“ Aggressive hiring is not something we’re seeing in Canada, which is proven by the realistic projections by employers’ year on year. However, as evidenced in the Market Confidence section, 70 per cent of employers plan to increase business activity this year, which means employers may push their current workforce beyond their breaking point. More than a quarter (30%) say employee stress leaves have increased and 34 per cent say office morale has decreased. ”

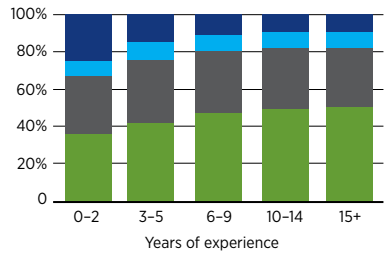
Rowan O’Grady, Hays Canada President

Temporary/contract hiring

Fifty-five per cent of Canadian employers use temporary or contract staff. Across all seniority levels, 24 per cent of employers increased temporary staff use in 2014 while 60 per cent remained consistent with 2013 levels. Just 16 per cent decreased the number of times they added temporary staff. Planning for 2015, already 23 per cent of employers

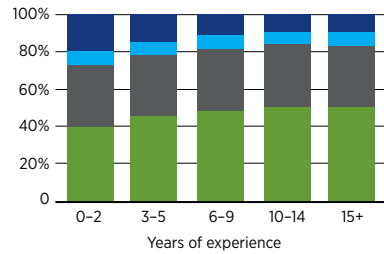
anticipate increasing temporary staff headcount while 12 per cent plan to decrease. Concerns around productivity and skills shortage-related growth plan issues, as noted in the ‘Market Confidence’ section, may result in a spike in temporary and contract staff use in the coming year.

Please indicate how temporary/contract staffing levels have changed in terms of years' experience over the last 12 months.



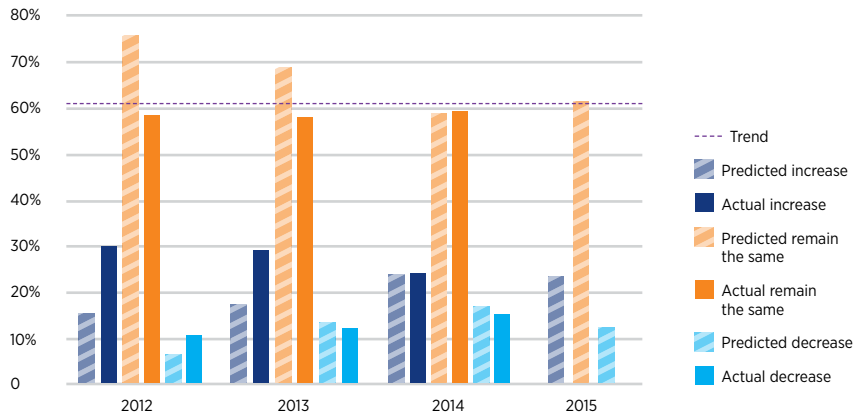
- Increased
- Decreased
- Remained the same
- Did not hire temp staff

Please indicate how you expect temporary/contract staffing levels to change in terms of years' experience over the next 12 months.



- Increase
- Decrease
- Remain the same
- We do not hire temp

Employers' plans for hiring versus actual additions to temporary headcount - four year analysis



- Trend
- Predicted increase
- Actual increase
- Predicted remain the same
- Actual remain the same
- Predicted decrease
- Actual decrease

EMPLOYER RECRUITMENT CHALLENGES

In line with last year, employers are increasingly concerned with how their company reputation and low profile can impact their ability to recruit. The ability to attract the right candidates is an ongoing

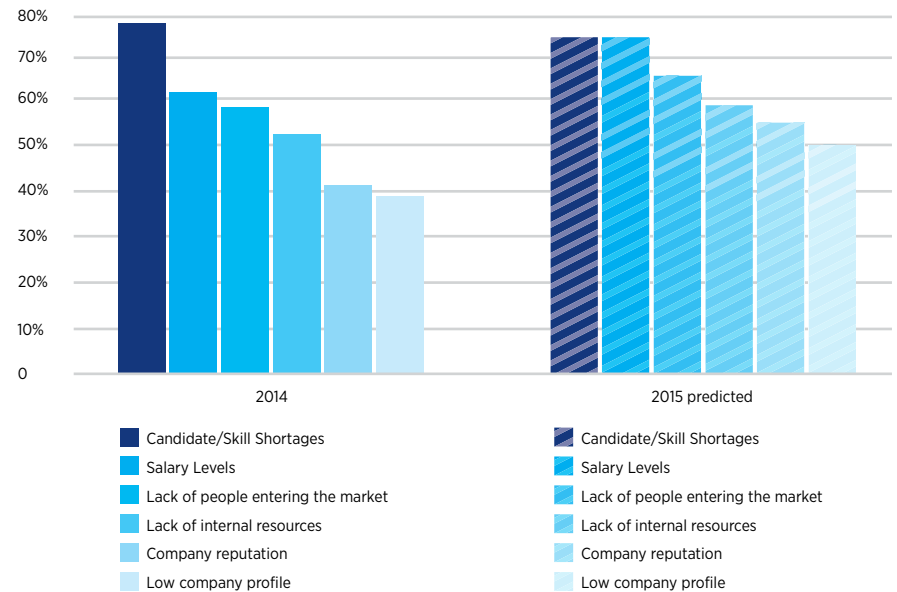
discussion and issue employers face. Poll responses show that employers understand the importance of having a strong brand and its impact on finding and recruiting talent.

Key insight

“ Over 50 per cent of employers believe their company reputation and low company profile causes recruitment challenges. This is more than a 10 per cent jump from last year in both categories. This narrows the gap between traditional challenges of the skills shortage and salary levels. Having a strong and attractive employer brand and value proposition becomes more crucial. ”

Rowan O'Grady, Hays Canada President

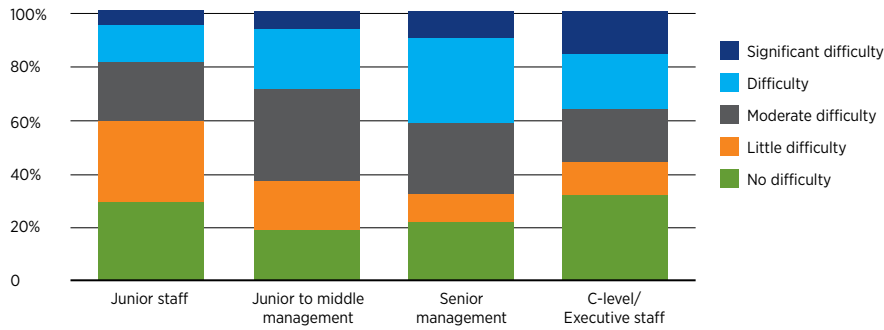
Recruitment challenges 2014-2015



Survey results show that employers believe senior management level roles are the most difficult to recruit for, as 70 per cent experience moderate to significant difficulty.

Employers report that this is the result of the acute industry experience or specific skill set required at this level across all industries in Canada.

Based on seniority levels, please indicate the level of difficulty you've experienced in recruiting recently.

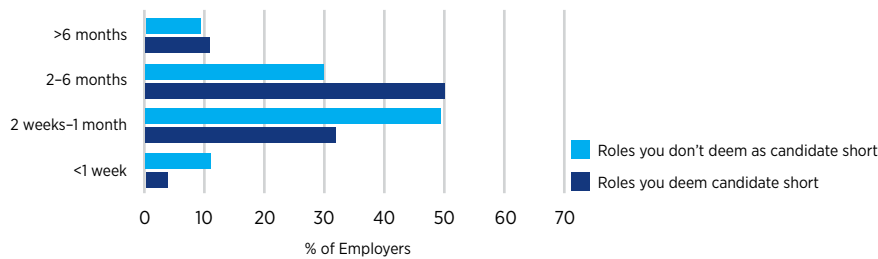


Do employers have the time to recruit in Canada's marketplace?

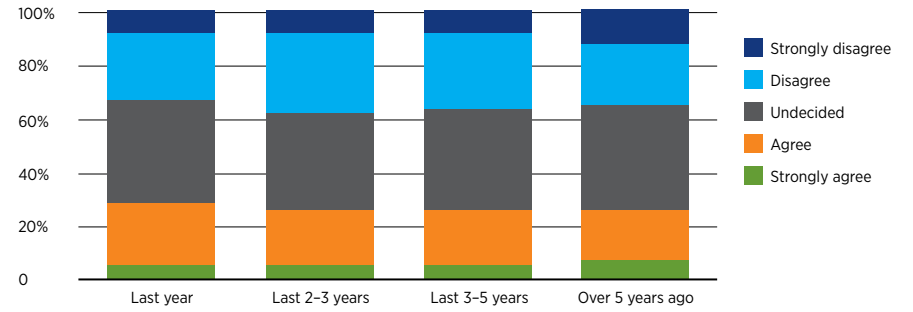
Finding coveted senior management level candidates takes two to six months.

Even when a candidate shortage isn't an issue, approximately 30 per cent of employers still say these roles take two to six months to fill.

Time it's taking employers to recruit



It is more difficult to fill vacancies today, than compared to:

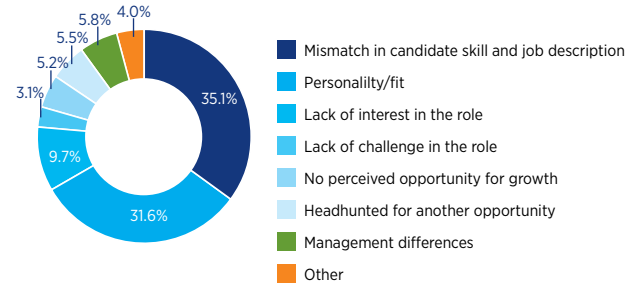


Fifty-two per cent of employers say they experience a large to extremely large amount of pressure due to workload when recruiting. Balancing their current workload with the time it takes to recruit negatively affects the outcome of the actual hire.

worked out. This could be a result of employers being time pressured and hiring out of desperation or immediate need as opposed to satisfying a long-term goal or strategic plan. Thirty-five per cent say the cause is a mismatch in candidate skill and job description and 31 per cent say it has to do with the wrong personality fit.

Interestingly, 82 per cent of employers say they have hired someone who hasn't

When a hire doesn't work out, what do you believe the main reason is?

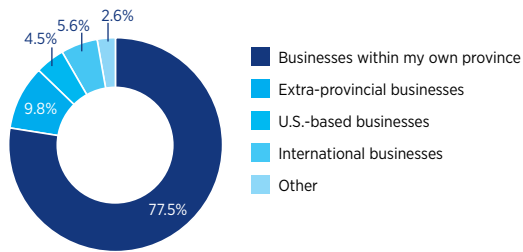


MARKETPLACE COMPETITION INSIGHTS

Brain drain?

Despite much talk of a Canadian 'brain drain', employers still feel most competition from businesses within their own province (77%).

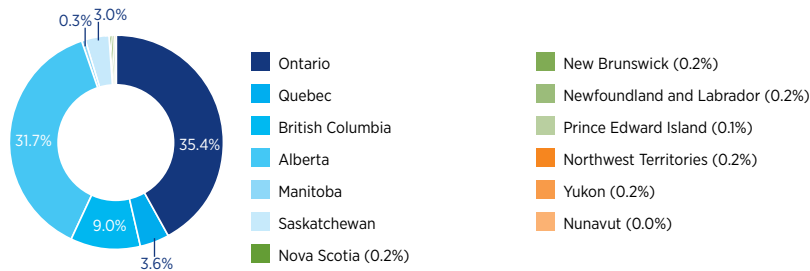
Where do you feel the most competition comes from when trying to recruit top talent?



While 10 per cent of respondents believe that most competition comes from other provinces, it is no secret that employers target candidates from across the country.

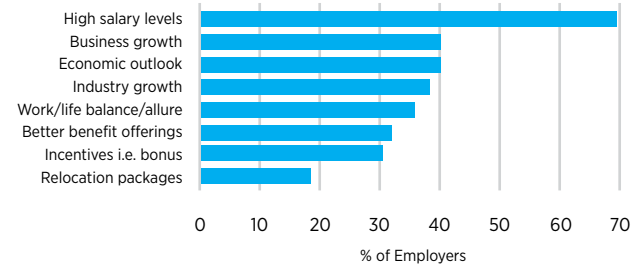
Canadian employers collectively rank Ontario and Alberta as the provinces they feel in most competition with.

In your opinion, which province/territory do you feel most competition with?



What attracts candidates to these provinces are high salary levels, Alberta offering some of the highest salaries across all industry and sectors in Canada.

What attracts candidates to other provinces?

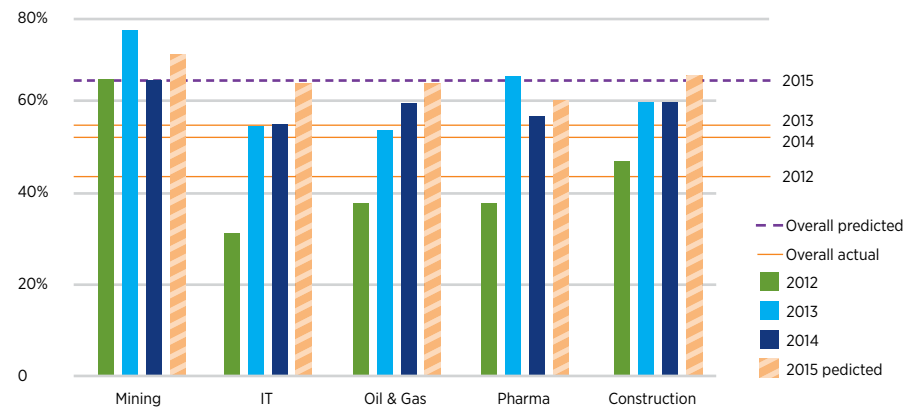


INTERNATIONAL RECRUITMENT

International recruitment remains a topic of interest but an area of hesitation for some employers. Having said this, year on year, there has been an increase in employer intentions. In fact, the biggest jump in four years is predicted for 2015 across all industry sectors. Sixty-four per cent of employers plan

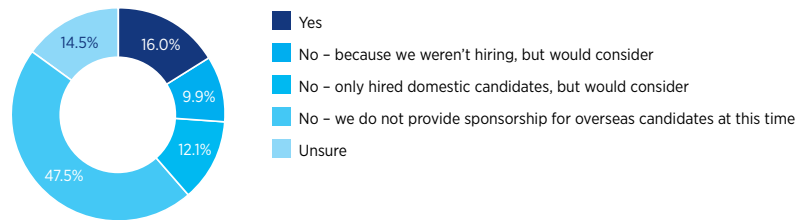
to recruit internationally in 2015, which is a 12 percentage point increase from actual international recruitment activity in 2014. As employers continue to be more selective about the niche skills sets and industry experience they require, looking outside of the local market is growing in popularity.

International recruitment activity 2012-2014

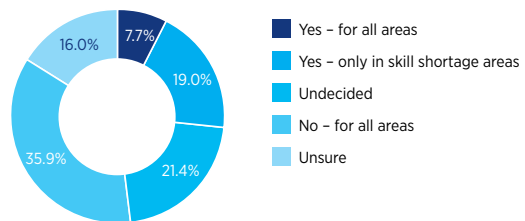


Recruitment insights

Over the last 12 months, did you sponsor/recruit overseas candidates?



In this upcoming year, if recruiting, would you consider sponsoring/recruiting qualified overseas candidates?



COMPENSATION OVERVIEW

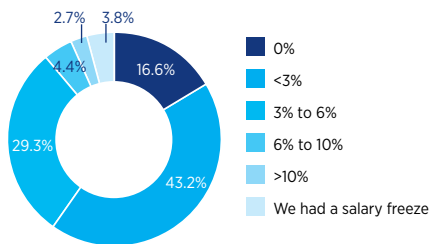
The three year trend of predicted salary levels declining comes to an end. For the first time in three years we are seeing more employers planning to increase salary levels between three and six per cent (32%), which is up from 29 per cent of employers in 2014.

Forty-six per cent of employers are planning to increase salaries by up to

three per cent, and only 12 per cent of employers do not plan to increase salaries (a four per cent decrease from 2014). With a more realistic view on hiring plans as well as a heightened awareness of the competitive recruitment landscape, employers may have be recognizing the importance of salary increases for the year ahead.

Salary level increases

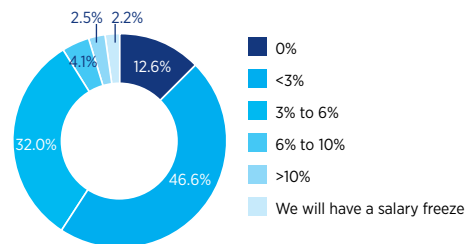
What percentage did you increase salaries by in the last 12 months?



Salary levels affecting recruitment

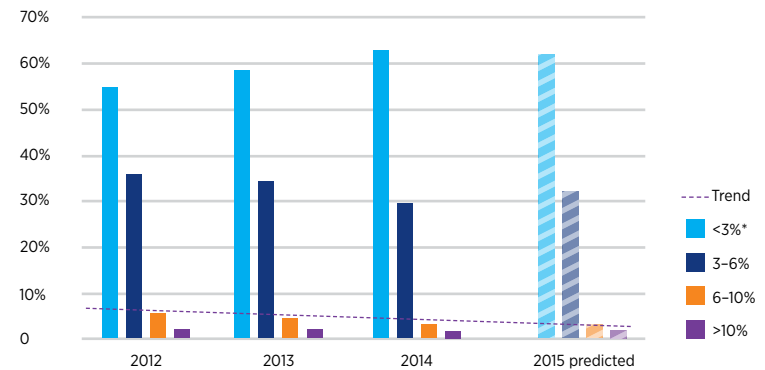
Plans for increasing salaries are at a higher level than in 2014, but employers still feel their compensation offerings aren't high enough to attract top talent.

What percentage do you expect to raise salaries by over the next 12 months?



In 2014, 61 per cent of employers noted salary levels as a major contributor to their recruitment challenges. This number rises in 2015, as 75 per cent of employers are predicting their salary levels will be a barrier to their recruitment success.

Percentage employers increased salaries by - four year analysis

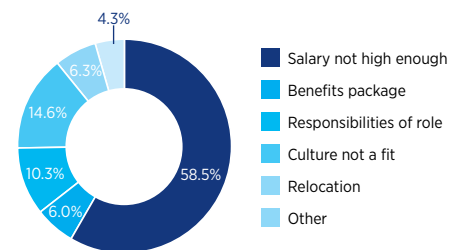


* Included in the <3% bar are those employers offering 0% increase.

Employers say that when a candidate turns down their job offer, it usually has to do with the salary not being high enough (59%).

The second biggest reason is culture not being a fit (14%).

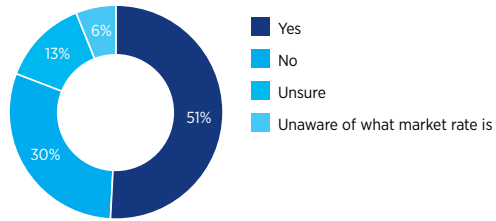
Outside of accepting another offer, if a candidate turns down a job offer at your company, what do you think is the main reason?



When asked if employers think their organization offers competitive salaries with what the market rate is, nearly 50 per cent

of employers either don't or are unsure as to what the market rate is.

Do you think your company offers competitive salaries with the market rate?



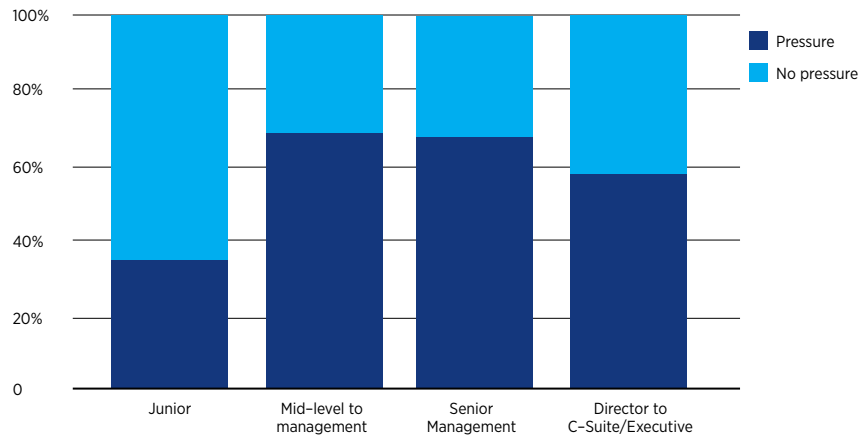
Key insight

For employers to be able to compete in today's candidate short market, having an understanding of what the market rate is and what candidates deem as a competitive salary offer is essential.

Rowan O'Grady, Hays Canada President

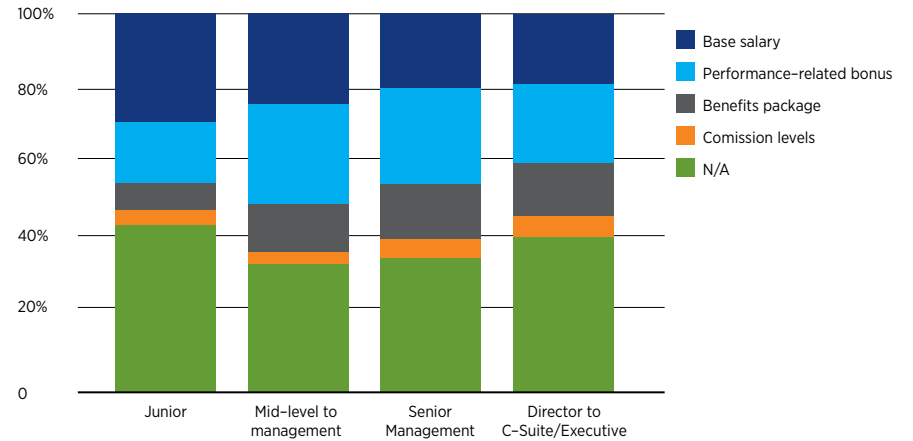
Due to the competitive recruitment landscape in Canada, employers feel wage pressures – predominantly in the most candidate short areas – at the senior management level.

Wage pressure by seniority levels

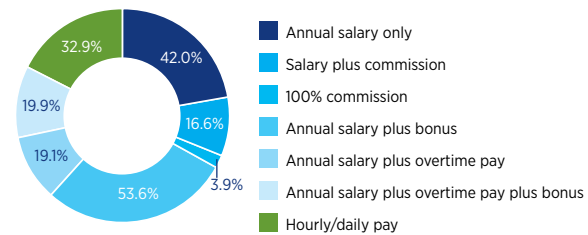


As a result of this wage pressure, employers look to increase key aspects of their offer packages, with the number one area being performance-related bonuses and increases to base salaries.

As a result of wage pressure, what areas of your compensation package do you plan to increase (if any) in order to more effectively attract the right candidate?



Please select the compensation plans your company offers to your employees



BENEFITS

Employers are increasingly recognizing benefits as a crucial tool in the war on talent, with 52 per cent of respondents saying they increased their benefits package in 2014 and 51 per cent intending to add further benefits in 2015. The benefits employers believe have the most impact on recruitment and retention are career growth, individual performance-related bonuses and vacation, which aligns with last year's trends.

Three-quarters of companies currently offer extended health benefits and more than half are currently offering flexible work hours, performance bonuses, training or certification support, pension and RRSP contributions and more than 10 days of vacation for new employees.

Interestingly, we have seen an increase in the perception of the importance of family-related incentives such as on-site child care and extended parental benefits. While still low on the list compared to vacation time and career growth, these benefits are being rated as more important for recruitment and retention than they were last year. This increasing emphasis on supporting parents may be a response to the need to retain Gen X employees, who are being called the 'Sandwich Generation' as they care for their children and aging parents. Employers are also likely paying attention to 2014's two major court cases around Family Status discrimination, which showed that Canadian courts will hold employers financially accountable for not accommodating employees' family requirements.

Another increase is in the emphasis on paid overtime, with more than a third of employers now offering it. This increase is being driven in part by the IT sector. Only a quarter of IT employers offered paid overtime to permanent employees, but 25 per cent of those offering paid overtime added it in 2014. Employers looking to hire full-time,

permanent IT professionals must compete against the higher pay of contract work. Offering paid overtime is one tool to attract top talent into permanent positions.

INSIGHTS: BY REGION

The benefits offered to employees are fairly similar across Canada's provinces. Ontario employers were more likely to offer work from home options, while Alberta and British Columbia stood out for offering training or certification support. More than 10 days of vacation was most common in Saskatchewan and Alberta.

INSIGHTS: BY SIZE OF COMPANY

The results show that large companies (with 1000 employees or more) are offering more extensive benefits packages than those in small companies with less than 100 employees. For example, 67 per cent of large companies match or contribute to employees' pensions or RRSPs, compared to only 36 per cent of companies with less than 250 employees. Large companies are also 50 per cent more likely to offer extra vacation time, and almost twice as likely to offer extended parental benefits or gym memberships. Smaller employers that want to compete for top talent should prioritize benefits that are most highly valued, and the most cost-effective such as flexible work hours and extra vacation time.

Figure 1: Benefits impact on recruitment and retention

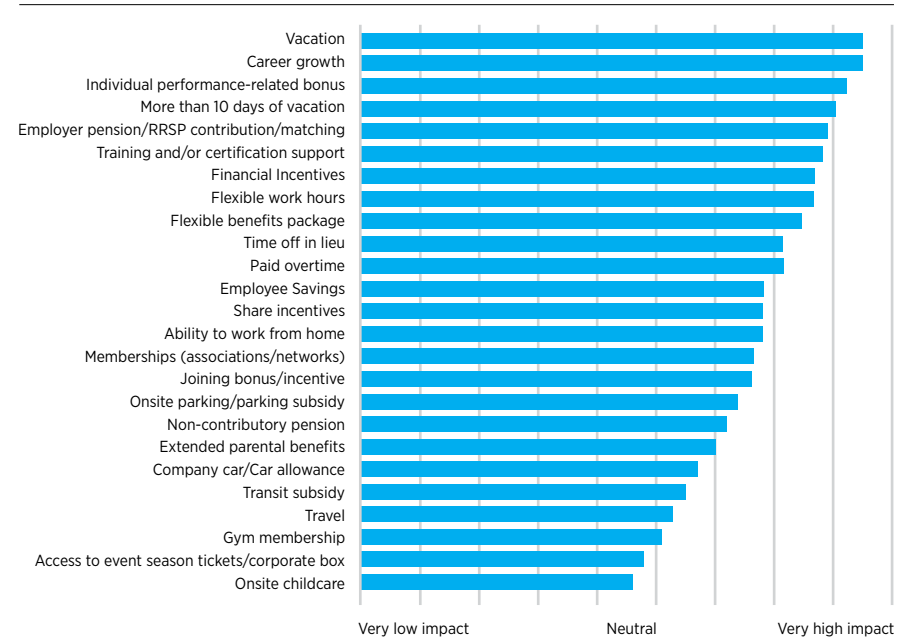
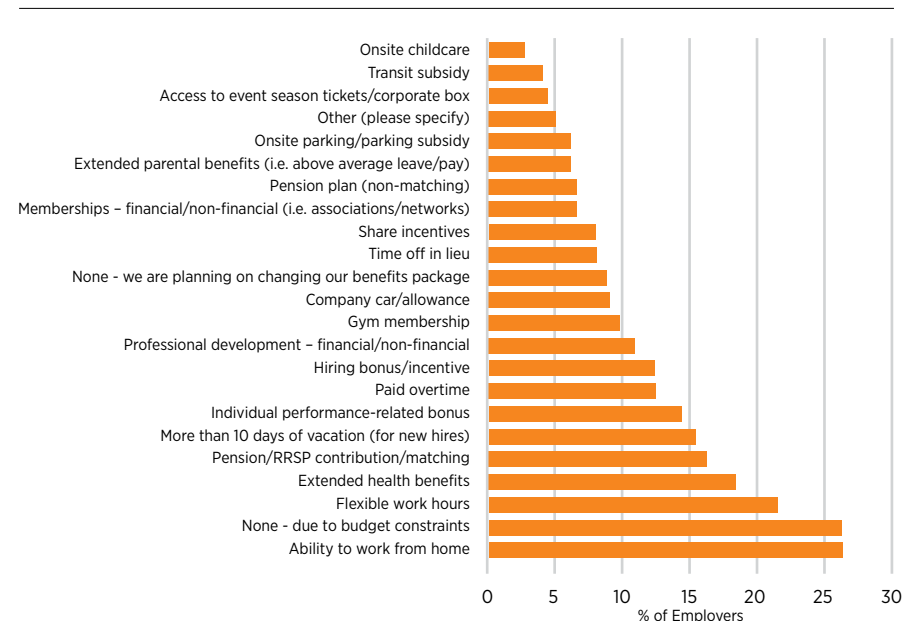
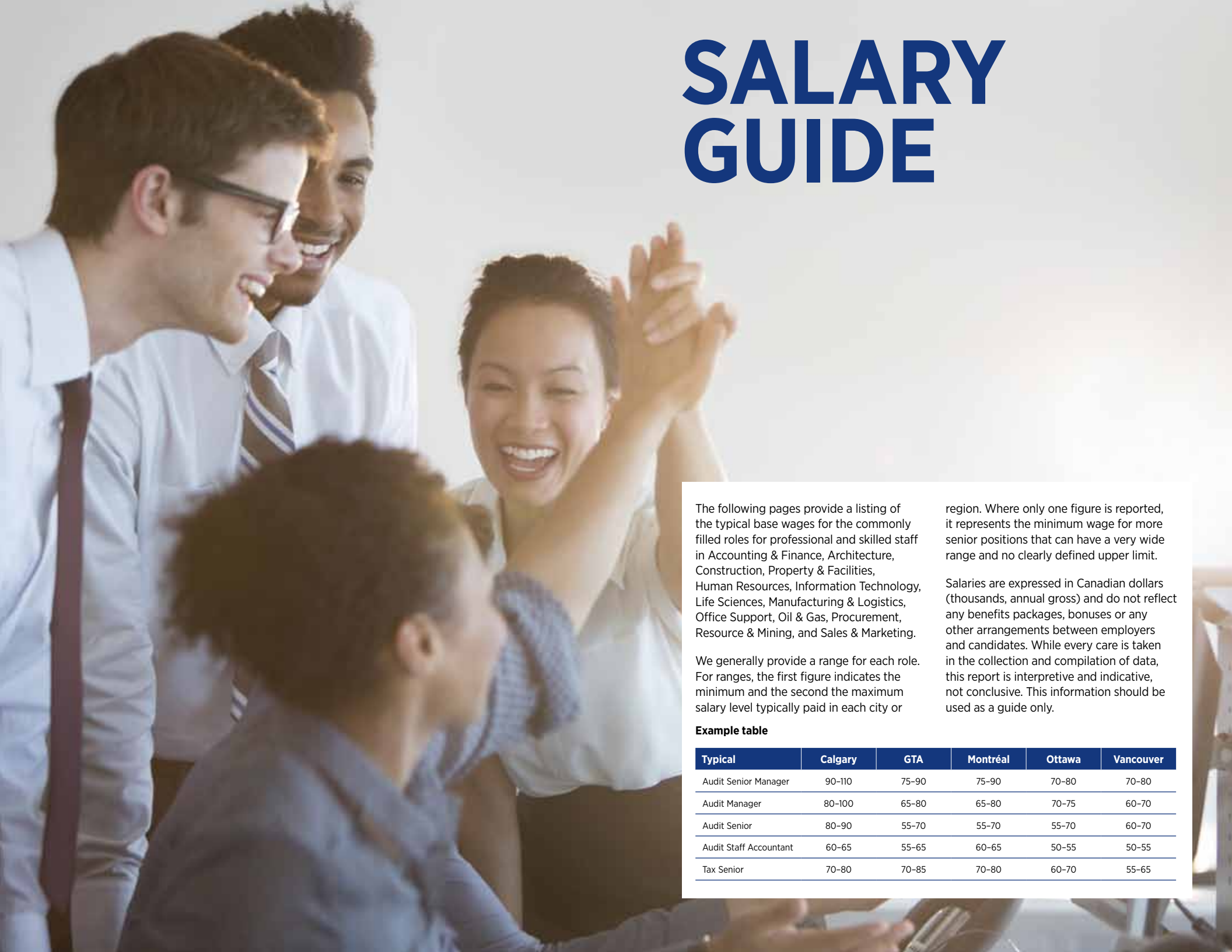


Figure 2: Benefits employers want added to address recruitment and retention issues



SALARY GUIDE



The following pages provide a listing of the typical base wages for the commonly filled roles for professional and skilled staff in Accounting & Finance, Architecture, Construction, Property & Facilities, Human Resources, Information Technology, Life Sciences, Manufacturing & Logistics, Office Support, Oil & Gas, Procurement, Resource & Mining, and Sales & Marketing.

We generally provide a range for each role. For ranges, the first figure indicates the minimum and the second the maximum salary level typically paid in each city or

region. Where only one figure is reported, it represents the minimum wage for more senior positions that can have a very wide range and no clearly defined upper limit.

Salaries are expressed in Canadian dollars (thousands, annual gross) and do not reflect any benefits packages, bonuses or any other arrangements between employers and candidates. While every care is taken in the collection and compilation of data, this report is interpretive and indicative, not conclusive. This information should be used as a guide only.

Example table

Typical	Calgary	GTA	Montréal	Ottawa	Vancouver
Audit Senior Manager	90-110	75-90	75-90	70-80	70-80
Audit Manager	80-100	65-80	65-80	70-75	60-70
Audit Senior	80-90	55-70	55-70	55-70	60-70
Audit Staff Accountant	60-65	55-65	60-65	50-55	50-55
Tax Senior	70-80	70-85	70-80	60-70	55-65



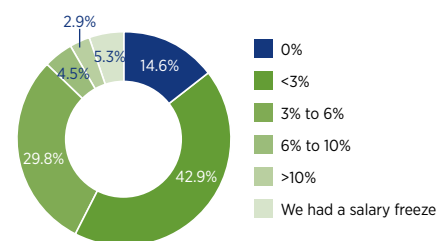
More than almost any other sector, financial professionals find their careers tied to the ups and downs of the industry in which they specialize. For those working in the construction and development sector this means a booming market, with climbing salaries and serious talent shortages. Comparatively, the mining sector slowdown means many senior financial professionals face uncertainty in their careers. As organizations continue to try to do more with less, demand is increasing for candidates with hybrid skills and experience, who can take on combined roles on their teams. Forward-thinking companies focus on succession planning and look for employees with the potential to become leaders. Candidates are savvy about benefits and perks so, companies need to leverage their total compensation package, as well as incentives such as flexible work options to attract the best talent.

Salary Trends

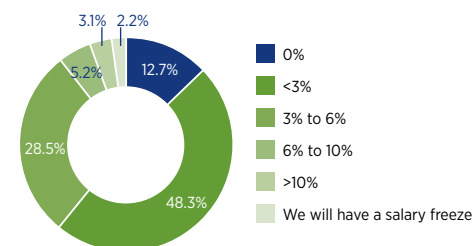
Few accounting and finance employers expect to increase salaries in 2015, with more than 60 per cent suggesting raises would be less than three per cent. This corresponds with the market for most specialisms, however, some regions and sectors are likely to see salaries increasing due to shortages. Property and project accountants are in demand country-wide and salaries are increasing due to the competitive market. There is also high market demand for mid-level auditors and analysts, experienced payroll professionals and accounts payable. Most other roles including senior-level finance roles up to the C-suite, have stagnated over the past few years, and the market is unlikely to see widespread increases until the economy has fully recovered from the 2008 economic crisis.

Salary level increases

What percentage did you increase salaries by in the last 12 months?



What percentage do you expect to raise salaries by over the next 12 months?



Hiring Trends

More than half of respondents say the skill shortage affects them and these shortages align with larger market factors in Canada. Almost half (48%) say the skill shortage affects productivity, while 60 per cent say pressure on staff had increased stress leave or lowered office morale. This heightened pressure as well as a reduced headcount drives a reliance on temporary workers to reduce negative impacts. In fact more than a third (36%) say their organizations will increase the number of temporary workers hired in 2015 to address these issues.

Most companies face low or steady growth in the order of five to 10 per cent increases in permanent staff levels in the next 12 to 18 months. The majority of hiring will replace attrition, and employers are not being strategic about their hires. A number of companies in the Toronto area buck this trend by focusing on long-term planning, which creates high local demand for mid-level analysts and accountants with three to seven years of experience. These employers look for promotable employees with the potential to become

future leaders. This proactive approach means these companies will be better prepared over the next five to 10 years as baby boomer retirement peaks and the economy returns to pre-2008 levels.

Shortages in remote areas, especially with increases in forestry activity, creates a demand imbalance that sees candidates rejected by organizations in urban areas hired by companies based in rural or remote parts of the country. More organizations are embracing creative benefits including signing bonuses and interest-free loans for home purchases as a recruitment and retention tool to attract qualified candidates to these remote areas. The reduced oil price has seen many oil and gas companies put hiring on hold until the price recovers. This forces teams to do more with less and likely contributes to the lower morale and higher stress reflected in the survey results.

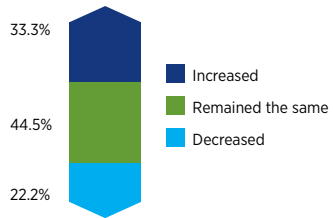
Experienced payroll professionals are sought after across Canada, especially as more companies embrace international markets, joint ventures and other markets that increase payroll complexity. Accounts receivable

professionals are also in demand as organizations focus on improving margins and bringing in money owed. High turnover in audit and tax professionals continues

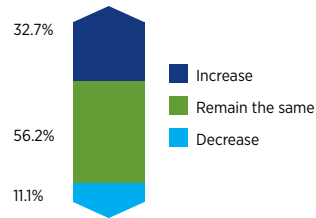
to drive demand in these specialisms, especially as fewer junior employees choose these areas of practice.

Permanent hiring activity

Over the last 12 months, permanent staff levels in your department have:

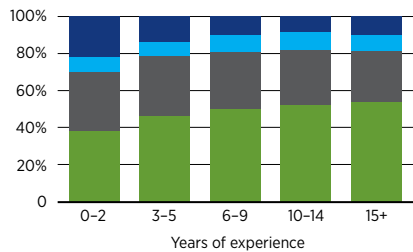


In the upcoming year, you expect permanent staff levels in your department to:

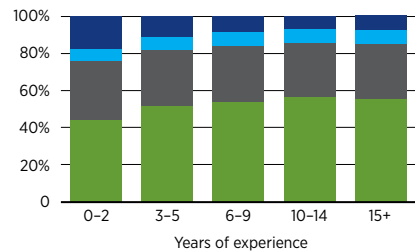


Temporary/contract hiring activity

Please indicate how temporary/contract staffing levels have changed over the last 12 months.



Please indicate how you expect temporary/contract staffing levels to change over the next 12 months.



■ Increased
■ Decreased
■ Remained the same
■ Did not hire temp staff

■ Increase
■ Decrease
■ Remain the same
■ We do not hire temp staff

Market Insight

The market is becoming more competitive so the need to add benefits to attract candidates is important. High on the list of priorities for candidates is vacation and work-life balance and any benefits that enable this are highly desired. This includes flexible start times, summer hours or work from home options. This was reflected in the survey data, which showed that six per cent of organizations added flexible work options to their benefits package as a retention tool in 2014.

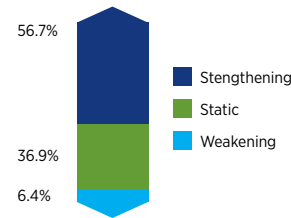
Overall, the market is still not fully recovered from the 2008 economic downturn, which causes employers to be more cautious about hiring. From relying on temp workers to fill

gaps, to looking for candidates with hybrid skills or the exact experience for a role, companies are hesitant to hire untested permanent candidates, preferring temp-to-perm as a way to ensure an employee is a good fit.

However, in tighter markets, organizations do not have the luxury of being fussy. Hays has seen many employers miss out on top candidates because their hiring process is too long, or they wanted to have multiple options. When searching for a candidate in a shallow talent pool such as mid-level, experienced analysts or project accountants, hiring managers need to move quickly or they will miss out on that talent.

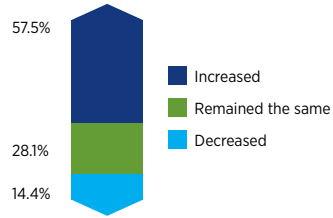
Economic outlook

How do you see the general outlook for the economy in the next 6-12 months?

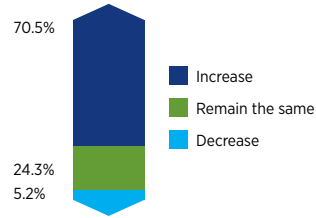


Business activity

In the last 12 months, business activity has:

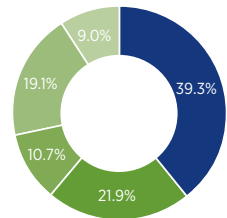


In the upcoming year, you expect business activity to:



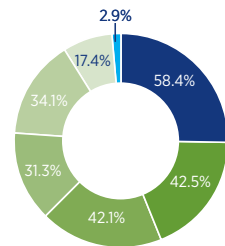
Employer insights

What do you think the main reason is for the skills shortage in your industry?



- Lack of training & professional development available
- Fewer people entering the job market in your industry
- People relocating to other regions
- People leaving to join a different industry
- Retirement

How are you making your company attractive to recruit top talent?



- Offering competitive salary packages
- Offering competitive benefit packages
- Promoting company culture
- Promoting career progression
- Offering training and professional development
- Nothing
- Other

Public Practice

Small	Vancouver	Calgary	GTA	Ottawa	Montréal
Audit Senior Manager	80-90	90-105	85-100	75-80	75-90
Audit Manager	65-80	75-90	70-85	65-75	65-75
Audit Senior	55-70	70-80	55-70	55-70	55-70
Audit Staff Accountant	50-55	50-60	55-65	50-55	50-55
Tax Senior Manager	90-100	90-110	100-110	80-115	80-115
Tax Manager	75-95	75-95	80-100	80-110	80-110
Tax Senior	60-75	60-75	65-80	65-80	65-80

Medium	Vancouver	Calgary	GTA	Ottawa	Montréal
Audit Senior Manager	95-115	95-120	90-110	90-110	90-110
Audit Manager	85-95	80-95	75-90	75-90	75-90
Audit Senior	55-65	70-80	60-75	60-75	60-75
Audit Staff Accountant	50-65	50-65	55-70	55-70	55-70
Tax Senior Manager	100-120	95-130	100-120	100-120	100-120
Tax Manager	70-100	90-110	90-115	90-115	90-115
Tax Senior	60-75	65-90	70-85	70-85	70-85

Large	Vancouver	Calgary	GTA	Ottawa	Montréal
Audit Senior Manager	110-140	120-150	100-140	100-140	100-140
Audit Manager	80-100	95-120	80-95	80-95	80-95
Audit Senior	65-80	65-80	65-80	65-80	65-80
Audit Staff Accountant	55-65	60-70	60-75	60-75	60-75
Tax Senior Manager	110-150	120-150	110-150	110-150	110-150
Tax Manager	90-115	95-115	90-120	90-120	90-120
Tax Senior	75-90	75-95	75-90	75-90	75-90

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

Private Enterprise

Revenues up to 100 million	Vancouver	Calgary	GTA	Ottawa	Montréal
Chief Financial Officer	140-200+	150-200+	150-200+	110-200+	110-200+
Vice President, Finance	140-180+	150-180	130-180+	110-180	110-180
Director, Finance	100-150	110-150	110-150	85-100	85-100
Controller	85-110	105-115	80-120	80-110	80-120
Assistant Controller	75-90	80-100	75-95	70-85	70-85
Senior Accountant	60-80	65-80	60-80	50-65	50-65
Accounting Manager	65-80	70-85	70-85	65-75	65-75
Treasury Manager	85-90	85-105	90-100	85-95	85-95
Treasurer	70-90	70-90	70-90	70-90	70-90
Director, Tax	90-115	95-120	100-125	90-115	90-115
Tax Manager	75-90	80-100	80-100	70-80	70-80
Tax Analyst	70-85	65-85	60-80	60-80	60-80
Internal Audit Manager	70-85	75-90	70-85	60-75	60-75
Internal Auditor	55-70	65-80	55-70	55-65	55-65
Manager, Financial Reporting	90-100	100-120	80-100	70-85	70-85
Manager, Financial Planning/Analysis	90-110	100-110	90-110	70-85	70-85
Senior Financial Analyst	75-90	75-95	70-90	65-80	65-80
Financial Analyst	60-75	60-75	55-70	55-70	55-70

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

Private Enterprise

Revenues from 100-250m	Vancouver	Calgary	GTA	Ottawa	Montréal
Chief Financial Officer	160-250+	180-250+	180-250+	160-250+	160-250+
Vice President, Finance	150-200	160-200	150-200	150-200	150-200
Director, Finance	100-120	130-160	120-150	80-110	80-110
Controller	90-120	110-135	90-120	75-90	75-90
Assistant Controller	75-95	95-110	70-95	70-80	70-80
Senior Accountant	55-80	75-95	60-75	50-65	50-65
Accounting Manager	75-90	80-95	75-90	70-85	70-85
Treasury Manager	90-115	100-120	100-120	85-100	85-100
Treasurer	65-90	75-95	75-90	75-85	75-85
Director, Tax	100-120	120-140	110-140	95-125	95-125
Tax Manager	85-105	100-120	85-110	75-90	75-90
Tax Analyst	70-85	80-100	65-80	65-80	65-80
Internal Audit Manager	75-85	80-100	80-100	70-80	70-80
Internal Auditor	65-75	70-90	65-80	60-70	60-70
Manager, Financial Reporting	85-100	100-125	90-110	75-90	75-90
Manager, Financial Planning/Analysis	90-110	95-115	90-115	80-100	80-100
Senior Financial Analyst	75-90	75-95	70-90	65-85	65-85
Financial Analyst	60-80	65-80	60-75	60-75	60-70

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

Private Enterprise

Revenues of 250-500m	Vancouver	Calgary	GTA	Ottawa	Montréal
Chief Financial Officer	250-350+	200-300+	200-300+	200-300+	200-300+
Vice President, Finance	180-250+	190-250	180-250	180-250	180-250
Director, Finance	130-175+	140-190	120-150	80-110	80-110
Controller	90-130	120-150	100-130	75-90	75-90
Assistant Controller	80-90	100-120	85-100	70-80	70-80
Senior Accountant	60-80	75-95	60-75	50-65	50-65
Accounting Manager	80-100	80-100	75-95	60-80	60-80
Treasury Manager	100-120	100-120	100-120	85-100	85-100
Treasurer	70-95	75-95	75-90	75-85	75-85
Director, Tax	100-130	120-150	120-150	95-125	95-125
Tax Manager	90-110	105-120	90-120	75-90	75-90
Tax Analyst	70-85	80-105	70-80	70-80	70-80
Internal Audit Manager	80-100	100-115	90-110	70-80	70-80
Internal Auditor	65-80	80-95	70-90	60-70	60-70
Manager, Financial Reporting	95-115	105-125	95-115	75-90	75-90
Manager, Financial Planning/Analysis	90-115	100-120	90-115	80-100	80-100
Senior Financial Analyst	75-95	80-100	70-90	65-80	65-80
Financial Analyst	70-85	70-85	65-80	60-75	60-70

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

Publicly Traded

Revenues of 500m and higher	Vancouver	Calgary	GTA	Ottawa	Montréal
Chief Financial Officer	300+	300+	300+	300+	300+
Vice President, Finance	130-275+	200-250+	180-250+	130-230	180-250+
Director, Finance	145-190+	160-200	140-180	130-175	140-180
Controller	130-170	140-175	125-160	120-150	125-160
Assistant Controller	90-120	110-140	85-110	75-120	85-110
Accounting Manager	90-120	110-140	85-110	75-120	85-110
Senior Accountant	65-95	80-100	70-90	70-80	70-90
Treasury Manager	110-145	130-160	110-140	110-135	110-140
Treasurer	100-125	95-120	90-110	85-115	90-110
Director, Tax	130-180	130-180	150-200	125-110	150-260
Tax Manager	95-125+	100-140	85-150	85-120	100-150
Tax Analyst	80-100	85-105	70-90	85-100	80-100
Internal Audit Manager	95-120	110-130	95-115	95-120	95-120
Internal Auditor	75-95	80-105	75-90+	70-90	75-90+
Manager, Financial Reporting	100-140	125-150	100-130	90-130	100-130
Manager, Financial Planning/Analysis	100-130	110-140	100-130	90-130	100-130
Senior Financial Analyst	85-105	90-110	75-95	80-90	80-95
Financial Analyst	75-95	80-95	70-85	70-90	70-90

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

Accounting Support

Low	Vancouver	Calgary	GTA	Ottawa	Montréal
Accounts Receivable Manager	50-60	70-80	50-60	50-60	50-60
Accounts Receivable Supervisor	45-55	65-75	50-55	40-55	40-55
Accounts Receivable Clerk	35-40	40-45	35-40	30-35	30-35
Accounts Payable Manager	50-55	65-75	50-60	45-55	45-55
Accounts Payable Supervisor	45-50	45-65	40-48	40-45	40-45
Accounts Payable Clerk	35-40	40-50	35-40	30-35	30-35
Senior Accountant	50-60	70-80	50-55	50-60	50-60
Intermediate Accountant	40-50	60-70	40-50	40-50	40-50
Junior Accountant	35-45	40-50	35-45	28-35	28-35
Senior Property Accountant	50-60	70-75	50-55	50-60	50-60
Property Accountant	45-55	55-70	40-50	45-50	45-50
Senior Project Accountant	55-65	65-75	45-55	50-60	50-60
Project Accountant	45-55	55-65	40-45	40-50	40-50
Payroll Manager	60-80	75-85	50-55	60-80	60-80
Payroll Team Lead	55-65	70-80	45-50	45-60	45-65
Payroll Specialist	50-60	60-70	40-45	45-55	45-55
Payroll Coordinator	45-55	50-55	33-37	35-40	35-40
Payroll Administrator	40-50	40-50	30-35	35-40	35-40
Credit/Collections Manager	60-65	70-80	60-75	50-65	50-65
Credit/Collections Supervisor	50-55	55-60	50-55	40-55	40-55
Credit/Collections Specialist	40-50	55-65	40-45	35-45	35-45
Credit/Collections Administrator	35-40	40-50	35-40	35-40	35-40

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

Accounting Support

Typical	Vancouver	Calgary	GTA	Ottawa	Montréal
Accounts Receivable Manager	55-65	80-100	55-70	50-70	50-70
Accounts Receivable Supervisor	50-60	75-85	50-60	50-60	50-60
Accounts Receivable Clerk	40-45	50-60	40-50	30-45	30-45
Accounts Payable Manager	50-60	65-75	60-70	45-60	45-60
Accounts Payable Supervisor	45-55	65-80	50-60	45-55	45-55
Accounts Payable Clerk	40-45	45-55	40-45	30-40	30-40
Senior Accountant	50-65	70-90	60-70	60-75	60-75
Intermediate Accountant	45-55	55-70	50-60	45-55	45-55
Junior Accountant	40-45	50-60	40-50	32-38	32-38
Senior Property Accountant	55-70	75-80	55-70	55-65	55-65
Property Accountant	50-60	60-75	50-55	45-55	45-65
Senior Project Accountant	55-70	75-80	55-65	55-65	55-65
Project Accountant	50-60	55-65	45-55	50-60	50-60
Payroll Manager	80-110	85-125	55-65	65-90	65-90
Payroll Team Lead	70-80	75-100	50-60	50-65	50-70
Payroll Specialist	55-65	70-85	45-55	45-60	45-60
Payroll Coordinator	50-60	45-55	35-45	30 45	30 45
Payroll Administrator	45-55	55-75	32-37	35 45	35 45
Director, Credit/Collections	90-110	110-125	110-125	90-110	90-125
Credit/Collections Manager	70-80	75-85	70-85	65-80	65-85
Credit/Collections Supervisor	50-60	55-65	55-60	50-65	50-65
Credit/Collections Specialist	45-55	55-60	45-50	40-50	40-50
Credit/Collections Administrator	40-45	45-50	40-45	40-48	40-50

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

Accounting Support

High	Vancouver	Calgary	GTA	Ottawa	Montréal
Accounts Receivable Manager	55-70	70-90	65-85	55-75	55-75
Accounts Receivable Supervisor	55-65	55-65	55-65	50-65	55-65
Accounts Receivable Clerk	45-50	45-55	43-50	38-45	38-45
Accounts Payable Manager	55-70	70-90	65-85	45-60	45-60
Accounts Payable Supervisor	55-60	65-75	55-65	40-50	40-50
Accounts Payable Clerk	45-50	55-60	45-55	35-45	38-45
Senior Accountant	55-75	75-85	65-80	50-70	50-70
Intermediate Accountant	45-55	60-70	55-70	48-65	48-65
Junior Accountant	40-50	50-60	45-55	30-40	30-40
Senior Property Accountant	60-75	80-95	65-80	60-75	60-75
Property Accountant	55-65	60-80	60-70	55-65	55-65
Senior Project Accountant	65-80	70-85	60-75	60-75	60-75
Project Accountant	60-70	60-70	50-60	55-65	55-65
Payroll Manager	80-110	90-140	65-90	75-110	75-110
Payroll Team Lead	75-85	75-95	55-65	55-65	55-65
Payroll Specialist	60-75	60-80	50-60	45-65	45-65
Payroll Coordinator	50-60	60-75	40-49	40-45	40-45
Payroll Administrator	50-55	60-80	35-45	40-50	40-50
Director, Credit/Collections	100-125	125-150	125-140	100-125	100-135
Credit/Collections Manager	80-90	90-110	85-110	75-95	75-110
Credit/Collections Supervisor	65-75	70-75	60-75	65-75	65-75
Credit/Collections Specialist	55-60	50-55	50-55	45-55	45-60
Credit/Collections Administrator	45-50	50-55	45-50	45-55	45-55

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

Banking and Financial Institutions

Small-Mid Size	National	Big 5 - Large	National
Chief Financial Officer	150-250	Chief Financial Officer	300+
Chief Risk Officer	150-250	Chief Risk Officer	300+
Chief Compliance Officer	150-250	Chief Compliance Officer	300+
Vice President, Risk	140-180	Vice President, Risk	170-230
Vice President, Compliance	140-180	Vice President, Compliance	170-230
Vice President, Audit	140-180	Vice President, Audit	170-230
Vice President, Finance	140-180	Vice President, Finance	170-230
Director, Finance	110-140	Director, Finance	120-150
Director, Risk	110-140	Director, Risk	120-150
Director, Audit	110-140	Director, Audit	120-150
Director, Compliance	110-140	Director, Compliance	120-150
Senior Manager, Risk	80-110	Senior Manager, Risk	90-120
Senior Manager, Compliance	80-110	Senior Manager, Compliance	90-120
Senior Manager, Audit	80-110	Senior Manager, Audit	90-120
Manager, Risk	70-100	Manager, Risk	70-90
Manager, Compliance	70-100	Manager, Compliance	70-90
Manager, Audit	70-100	Manager, Audit	70-90

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

MEASURES OF WORTH ARCHITECTURE & INTERIOR DESIGN



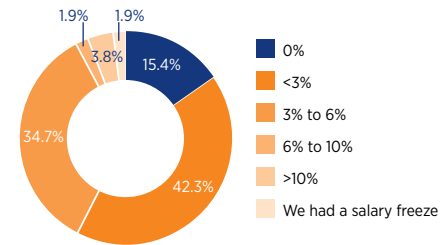
Changing demand for experienced architecture professionals across the country is driving salaries in regions with high demand. This is especially true of Alberta, where demand shows no sign of slowing, while Ontario's stable market means most firms are hiring to replace for attrition rather than growth. Many firms are top-heavy, with mostly baby boomers in senior and partner roles. Hiring for leadership potential will be vital in 2015 and beyond, especially with 20 per cent of the Canadian workforce reaching retirement age in the next 10 years. Many people are choosing to work longer, but firms that do not address succession planning now will struggle with transition and knowledge transfer in the future. Succession planning is made more difficult by the many employees who are proving they will leave a company for the opportunity to work on the latest, most exciting project. Architecture firms increasingly rely on attraction and retention tools such as bonus and benefit packages including company trips, gym memberships and flexible hours to retain employees and avoid a salary bidding war.

Salary Trends

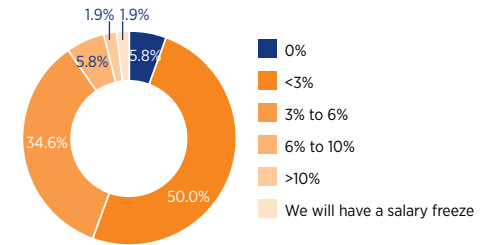
Salaries remain fairly stable with modest increases across the industry. Forty-two per cent of respondents report increases of up to three per cent in 2014, while a third increased by three to six per cent. Similar increases are expected in 2015 as half of respondents say salaries would rise by up to three per cent, and slightly more than a third (34%) expect increases of three to six per cent. Edmonton is home to some of the highest demand for architects in the country and salaries have increased accordingly, with in-demand candidates receiving up to 10 per cent more than similar candidates in Calgary.

Salary level increases

What percentage did you increase salaries by in the last 12 months?



What percentage do you expect to raise salaries by over the next 12 months?



Hiring Trends

Staffing levels were volatile in 2014. Thirty-seven per cent of organizations say they increased permanent headcount, and 31 per cent report shrinking levels. This may reflect the revolving door nature of the architecture industry, where a firm that wins a big project hires from its competitors, until the latter wins their next large-scale contract and the cycle repeats. That pattern is expected to shift in 2015 as 51 per cent of firms predict increasing permanent staff levels and just six per cent expect to decrease staff numbers. This may challenge an already tight market, where 67 per cent of companies are currently experiencing a moderate to extreme skill shortage.

Employers report boosting benefits to attract talent. Incentives such as three weeks of vacation, flexible hours and health spending accounts are common. Half the respondents said they offer flexible work options, with nine per cent saying it was a new enticement offered in 2014.

Another 10 per cent reported they would start offering flexible work options in 2015 meaning almost three-quarters of employers will offer flexible work options by the end of the year. Lower living costs and improving city infrastructure in Edmonton and Calgary are also factors that employers should use to sell the region to talent from other parts of the country.

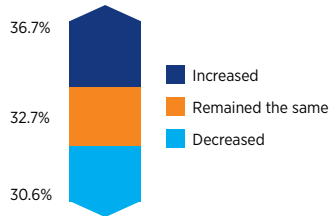
As Edmonton employers increasingly look for candidates with practical Building Information Modelling software (BIM) experience, they have to draw on talent from Calgary and Toronto, where these technical programs have been in use for many years. While many candidates have been trained on a variety of software, finding people who have practical project experience is challenging in many sectors. Hays suggests architecture employers partner junior employees with staff with software experience as a means of coaching and knowledge transfer. This will also reduce future internal talent gaps.

Experienced production employees are especially in-demand including architecture technologists, job captains and project administrators, as are candidates with high-rise experience. This is particularly true of Edmonton where more high-rise construction is approved for the downtown

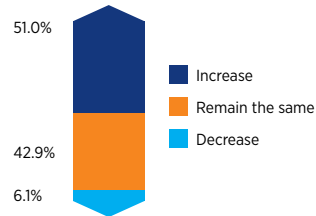
core. Outside Edmonton, the market is less competitive and most hiring is turnover-based rather than due to expansion. Mass hiring happens as firms win major projects but overall demand is limited to replacement openings.

Permanent hiring activity

Over the last 12 months, permanent staff levels in your department have:

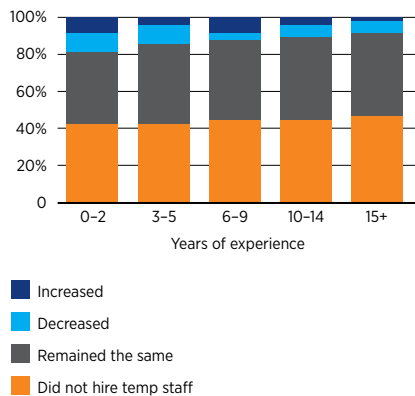


In the upcoming year, you expect permanent staff levels in your department to:

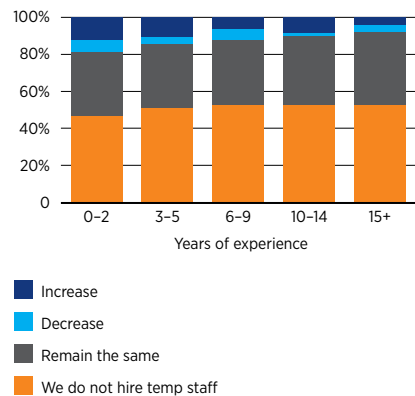


Temporary/contract hiring activity

Please indicate how temporary/contract staffing levels have changed over the last 12 months.



Please indicate how you expect temporary/contract staffing levels to change over the next 12 months.



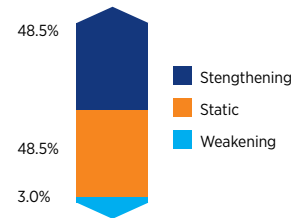
Market Insight

The architecture market is strong and 65 per cent of employers say business activity grew in 2014 while nearly three quarters (69%) expect further growth in 2015. The Edmonton boom shows no sign of slowing as many big projects wait for the green light. A handful of projects in the process of getting approval could see growing demand in the Calgary market. Hays has seen candidates move from all over the country as experienced candidates look for new opportunities and are drawn to the increased compensation and lower living costs in Alberta.

As noted, many firms are currently headed by baby boomers who will retire in the next 10 years, making succession planning a priority. Hiring for long-term potential, establishing career paths for top talent, and coordinating knowledge transfer systems to ensure smooth continuation of business is key. Employers who think they have plenty of time will find that setting up these processes and plans take longer than expected. Forward-thinking companies that prepare for success will find the retirement transition much simpler to manage.

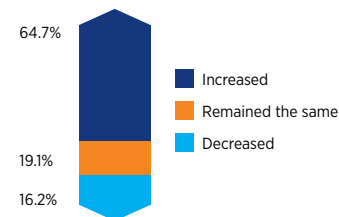
Economic outlook

How do you see the general outlook for the economy in the next 6-12 months?

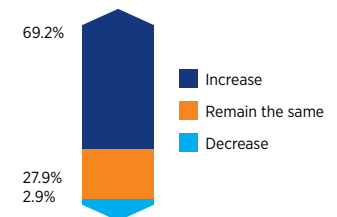


Business activity

In the last 12 months, business activity has:

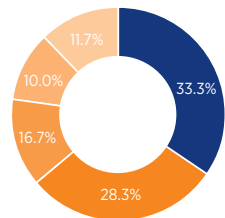


In the upcoming year, you expect business activity to:



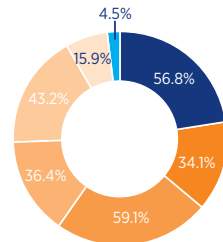
Employer insights

What do you think the main reason is for the skills shortage in your industry?



- Lack of training & professional development available
- Fewer people entering the job market in your industry
- People relocating to other regions
- People leaving to join a different industry
- Retirement

How are you making your company attractive to recruit top talent?



- Offering competitive salary packages
- Offering competitive benefit packages
- Promoting company culture
- Promoting career progression
- Offering training and professional development
- Nothing
- Other

Architecture

Low	Vancouver	Calgary	Edmonton	GTA	Ottawa	Montréal
Architect	50-75	50-70	50-75	50-75	50-75	50-75
Technologists	40-50	40-50	40-50	45-55	45-55	45-55
Job Captain	50-65	50-65	50-65	55-65	55-65	55-65
Project Manager	70-75	70-75	70-75	60-70	60-70	60-70
BIM Manager	45-65	80-110	80-110	45-65	45-65	45-65

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

High	Vancouver	Calgary	Edmonton	GTA	Ottawa	Montréal
Architect	90-115	90-115	90-120	90-120	90-120	90-120
Technologists	75-90	75-90	80-95	65-85	65-85	65-85
Job Captain	85-95	80-95	85-95	80-90	80-90	80-90
Project Manager	90-100	90-100	90-110	85-140	85-140	85-140
BIM Manager	80-110	80-110	80-110	85-100	85-100	85-100

Interior Design

Low	Vancouver	Calgary	Edmonton	GTA	Ottawa	Montréal
Interior Designer	40-50	40-50	40-50	45-50	45-50	45-50
Interior Design Technologist	40-50	40-50	40-50	45-55	45-55	45-55

Typical	Vancouver	Calgary	Edmonton	GTA	Ottawa	Montréal
Interior Designer	50-65	50-65	50-70	55-65	55-65	55-65
Interior Design Technologist	50-60	50-60	50-65	50-65	50-65	50-65

High	Vancouver	Calgary	Edmonton	GTA	Ottawa	Montréal
Interior Designer	65-85	65-85	70-90	65-100	65-100	65-100
Interior Design Technologist	60-80	60-80	65-85	65-85	65-85	65-85

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



The booming construction industry continues to stretch the tight talent pool from basic labour to senior project managers. As high-rise projects intensify in cities outside of Toronto and Vancouver, candidates with relevant experience, particularly those who can oversee large projects, are in high demand. Employers focused on meeting immediate talent needs tend to hire project-to-project. As a result, sought-after employees relocate to new projects every few years. While some large companies try to improve succession planning and talent development, few have career pathing and leadership advancement programs in place for long-term success. Employers need to get ahead of the curve and offer long-term career growth to employees to stop the revolving door and retain top talent.

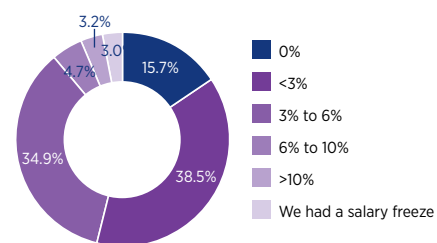
Salary Trends

After many years of rapid growth in salaries in Calgary and other parts of Alberta, salaries are start to stabilize and expects to see more realism in the market. Instead of Alberta-wide increases, salary hikes will reflect the value of the candidate and the rarity of their skill set. Eighty per cent of respondents expect modest salary increases of less than six per cent in 2015. This trend follows the 2014 pattern, when 73 per cent of employers increased salaries by less than six per cent.

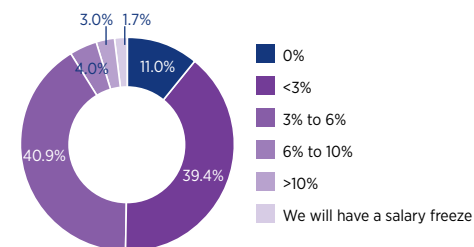
As salaries begin to stabilize, candidates become savvier about benefits, which can be a powerful tool for employers. Half of respondents say they will improve benefits to support attraction and retention efforts. Some organizations turn to common perks from earlier decades such as a company car, which 50 per cent of employers currently offer. These incentives can be very effective if they align with candidate's expectations. Enticements such as extra vacation time, relocation packages and performance bonuses were added by 10 per cent of employers last year. Employers need to know what their competitors offer so they can remain competitive and attract top candidates.

Salary level increases

What percentage did you increase salaries by in the last 12 months?



What percentage do you expect to raise salaries by over the next 12 months?



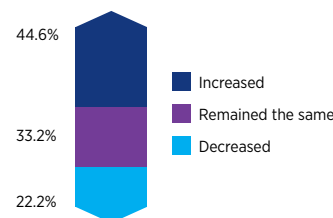
Hiring Trends

With the skills shortage affecting almost 80 per cent of construction employers, most companies feel the strain of finding enough talent to complete projects on time or to commit to future ones. There is a national shortage of project managers who have overseen large projects of more than \$30 million and estimators are in especially high-demand. Worker transiency limits succession planning effectiveness as

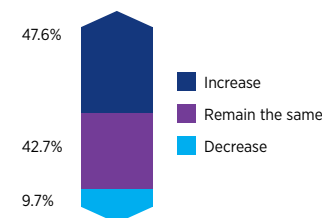
employers struggle with uncertainty around talent availability. One-third of employers say they rely on internal training to address talent gaps, which helps reduce shortages in the long-term. However, to ensure they are prepared for 2015, employers must plan ahead for recruitment while making strategic hires to fill skill gaps. The alternative is an ongoing reliance on ad hoc hiring, which leaves employers with fewer options in a limited talent pool.

Permanent hiring activity

Over the last 12 months, permanent staff levels in your department have:

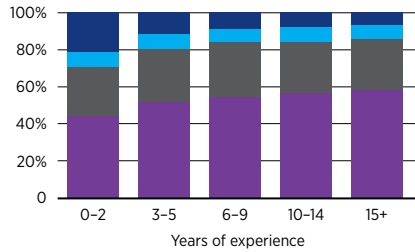


In the upcoming year, you expect permanent staff levels in your department to:



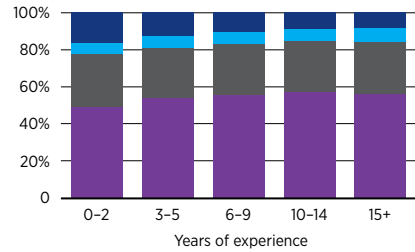
Temporary/contract hiring activity

Please indicate how temporary/contract staffing levels have changed over the last 12 months.



- Increased
- Decreased
- Remained the same
- Did not hire temp staff

Please indicate how you expect temporary/contract staffing levels to change over the next 12 months.



- Increase
- Decrease
- Remain the same
- We do not hire temp staff

Market Insight

The construction market shows no sign of slowing. Seventy-two per cent of respondents predict an increase in business activity in 2015. In British Columbia, the much discussed Site C dam shows signs of going ahead in 2015, which combined with the potential LNG projects in Northern B.C. could boost the industrial market, as well as commercial, residential and infrastructure to support the regional growth. Population pressure continues to drive investment in infrastructure and residential construction throughout Alberta, especially in Calgary and Edmonton. Two planned skyscrapers in Calgary will increase demand for project managers with high-rise experience, and is expected to draw on talent from Ontario or

B.C. Lower taxes and living costs mean candidates can do more with the same income, which along with the improving infrastructure, is a selling point for the region.

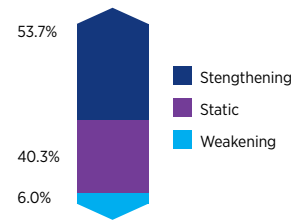
An overall stable market in Manitoba could be challenged with a range of new projects in 2015 including the planned SkyCity Centre high-rise, which will require candidates with applicable expertise that may come from other provinces. Shallow hiring pools for estimators and project managers drive out-of-province and international recruiting, but tightening labour laws mean many companies struggle to find the candidates they need. Work on the Keeyask Dam will ramp up in 2015, further challenging those tight markets.

The Greater Toronto Area (GTA) is busier than ever with non-stop projects downtown and around the region. This creates high demand for a range of candidates, especially estimators and those with experience on large projects (\$30 million or more). Many of these high-rise projects require GTA-based companies to compete for talent with Alberta. The same trend of high turnover at the end of projects motivates some companies to invest time and effort in succession planning. Those that are

successful will likely see a payoff over the next few years. In the year to come, construction firms may see slightly reduced demand for candidates after the Pan Am games construction work wraps up. Employers who need talent in 2015 should start engaging with candidates now. Proactively building a network of potential employees will effectively reduce the time and energy associated with recruiting when projects ramp up.

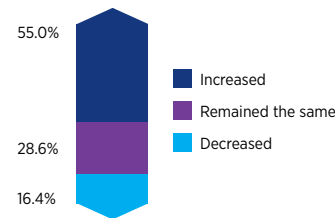
Economic outlook

How do you see the general outlook for the economy in the next 6-12 months?

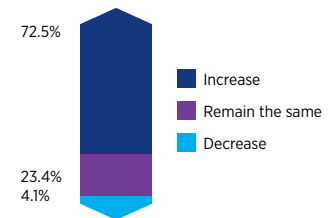


Business activity

In the last 12 months, business activity has:

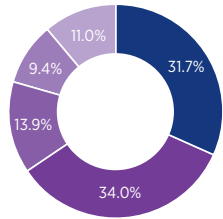


In the upcoming year, you expect business activity to:



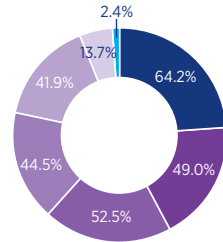
Employer insights

What do you think the main reason is for the skills shortage in your industry?



- Lack of training & professional development available
- Fewer people entering the job market in your industry
- People relocating to other regions
- People leaving to join a different industry
- Retirement

How are you making your company attractive to recruit top talent?



- Offering competitive salary packages
- Offering competitive benefit packages
- Promoting company culture
- Promoting career progression
- Offering training and professional development
- Nothing
- Other

General Construction

Low	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President, Construction	120-150	110-125	110-125	100-125	100-110	100-140
Project Manager	70-90	75-110	75-110	75-85	60-80	65-75
Project Coordinator	40-75	50-70	50-70	45-60	35-45	40-50
Chief Estimator	90-120	85-110	85-110	85-110	90-100	80-90
Estimator	40-80	60-90	60-90	50-70	35-55	50-60
Superintendent	75-90	70-110	70-110	70-100	65-85	65-75
Assistant Superintendent/Foreman	60-75	50-80	50-80	60-80	40-60	55-65

Typical	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President, Construction	150-220	125-150	125-150	110-150	110-150	140-175
Project Manager	90-120	90-125	90-125	80-110	80-100	75-90
Project Coordinator	65-75	60-75	60-75	55-70	45-65	50-60
Chief Estimator	110-135	90-130	90-130	90-125	100-120	90-100
Estimator	75-110	80-120	80-120	70-95	55-80	60-80
Superintendent	85-110	90-120	90-120	80-110	85-100	75-100
Assistant Superintendent/Foreman	70-80	70-90	70-90	70-90	55-70	65-75

High	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President, Construction	170-220	150-200	150-200	140-200	150-250	175+
Project Manager	120-160	110-150	110-150	100-130	100-140	90-125
Project Coordinator	75-85	60-85	60-85	60-80	60-75	60-70
Chief Estimator	130-175	120-170	120-170	110-160	120-140	110-120
Estimator	85-130	90-130	90-130	85-120	80-100	80-95
Superintendent	100-150	110-150	110-150	100-135	100-140	100-120
Assistant Superintendent/Foreman	80-90	70-100	70-100	80-100	60-80	75-85

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

Road Building & Heavy Construction

Low	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President, Operations Manager	95-115	90-110	90-110	90-110	90-110	100-120
Project Manager	85-105	75-100	75-100	65-80	65-80	70-75
Project Coordinator	55-70	50-75	50-75	40-55	55-65	45-55
Chief Estimator	95-110	75-85	75-85	70-80	80-100	75-85
Estimator	75-100	50-80	50-80	50-65	55-65	50-55
Superintendent	80-95	70-100	70-100	65-75	65-80	60-70
Assistant Superintendent/Foreman	65-75	55-80	55-80	45-60	45-55	50-60

Typical	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President, Operations Manager	120-180	120-180	120-180	110-140	110-130	120-140
Project Manager	100-120	85-150	85-150	80-100	80-100	75-90
Project Coordinator	65-80	60-75	60-75	55-65	65-80	55-65
Chief Estimator	110-130	100-130	100-130	80-100	90-110	85-100
Estimator	95-110	60-120	60-120	65-75	65-80	65-75
Superintendent	90-110	90-125	90-125	80-100	80-100	70-85
Assistant Superintendent/Foreman	70-90	75-90	75-90	60-70	65-75	60-75

High	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President, Operations Manager	150-210	150-250	150-250	140+	130-175	140+
Project Manager	115-180	100-170	100-170	95-125	95-130	90-110
Project Coordinator	75-95	60-80	60-80	65-75	75-90	65-70
Chief Estimator	125-185	115-180	115-180	100-125	100-150	100-120
Estimator	100-120	90-120	90-120	75-90	80-95	75-85
Superintendent	105-150	100-150	100-150	100-125	85-120	85-110
Assistant Superintendent/Foreman	80-95	75-110	75-110	70-75	70-80	75-95

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

Civil Engineering

Low	Vancouver	Calgary	Edmonton	Winnipeg	GTA
Principal Partner	105-120	100-115	100-115	95-110	100-110
Associate Partner	100-115	90-105	90-105	85-100	90-100
Civil Project Engineer	55-70	55-65	55-65	50-60	70-80
Civil Project Manager	65-80	55-70	55-70	50-65	70-80
Civil Engineer	50-65	50-60	50-60	50-60	50-60
Civil Designer	42-55	45-55	45-55	45-55	45-55
Civil CAD Drafter	40-50	40-50	40-50	40-50	40-50

Typical	Vancouver	Calgary	Edmonton	Winnipeg	GTA
Principal Partner	120-140	115-130	115-130	105-120	110-120
Associate Partner	105-120	110-125	110-125	100-110	100-110
Civil Project Engineer	75-95	60-90	60-90	60-90	80-90
Civil Project Manager	85-110	70-95	70-95	65-85	80-90
Civil Engineer	65-85	60-85	60-85	60-85	65-85
Civil Designer	65-85	55-70	55-70	55-70	55-70
Civil CAD Drafter	55-70	50-70	50-70	50-60	50-70

High	Vancouver	Calgary	Edmonton	Winnipeg	GTA
Principal Partner	150-180	145-170	145-170	120-150	120-140
Associate Partner	125-150	130-150	130-150	110-140	110-130
Civil Project Engineer	85-110	100-120	100-120	90-100	90-100
Civil Project Manager	95-120	90-120	90-120	85-110	90-110
Civil Engineer	85-100	85-95	85-96	85-95	85-100
Civil Designer	75-100	70-90	70-90	70-90	70-90
Civil CAD Drafter	70-85	70-80	70-80	60-70	60-75

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

Environmental Engineering

Low	Vancouver	Calgary	Edmonton	Winnipeg	GTA
Principal Partner	105-120	105-120	100-115	100-115	100-110
Associate Partner	100-115	100-115	90-100	90-100	90-100
Associate	85-100	80-95	80-95	85-95	85-95
Environmental Project Manager	55-75	52-65	52-65	55-65	70-80
Environmental Project Engineer	55-75	55-75	55-75	55-65	70-80
Environmental Engineer	55-75	50-60	50-60	50-60	50-60

Typical	Vancouver	Calgary	Edmonton	Winnipeg	GTA
Principal Partner	120-140	115-125	115-125	115-125	110-120
Associate Partner	115-125	100-110	100-110	95-105	100-110
Associate	105-120	92-105	92-105	95-105	95-105
Environmental Project Manager	75-120	60-95	60-95	65-95	80-90
Environmental Project Engineer	75-120	75-120	75-120	65-90	80-90
Environmental Engineer	75-90	60-90	60-90	60-85	60-80

High	Vancouver	Calgary	Edmonton	Winnipeg	GTA
Principal Partner	130-160	130-140	130-140	120-140	120-145
Associate Partner	125-150	120-130	120-130	115-125	110-140
Associate	115-140	95-110	95-110	100-110	100-110
Environmental Project Manager	90-140	90-100	90-100	90-100	90-100
Environmental Project Engineer	90-140	90-140	90-140	90-120	90-110
Environmental Engineer	90-120	90-120	85-110	80-95	85-110

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

High-Rise Construction

Low	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President, Construction	140-155	120-155	120-155	120-155	120-155	120-140
Project Manager	90-110	100-120	100-120	100-115	95-115	75-80
Project Coordinator	40-65	50-65	50-70	45-55	50-60	45-55
Senior Project Manager	110-120	120-130	120-130	110-120	110-120	100-110
Estimator	65-85	65-85	65-85	60-70	60-70	50-60
Superintendent	90-100	80-110	80-110	80-100	80-100	65-75
Finishing Super	70-80	70-85	70-85	70-85	75-85	60-70
Customer Service Coordinator	35-50	40-50	42-50	40-50	45-55	35-40
Customer Service Manager	60-75	60-75	60-75	60-75	55-75	55-60
Assistant Superintendent/Foreman	70-80	60-80	60-80	50-65	50-70	45-60
Site Clerk	35-40	35-50	35-50	35-50	40-50	35-45
Construction Manager	100-115	100-115	100-115	100-115	100-115	100-115

Typical	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President, Construction	160-180	130-180	130-180	130-180	130-180	140-160
Project Manager	110-130	120-140	120-140	115-130	115-140	80-90
Project Coordinator	65-75	60-75	60-75	55-65	60-70	55-65
Senior Project Manager	120-140	130-160	130-160	120-160	125-165	120-130
Estimator	80-100	70-90	70-90	70-80	70-90	65-90
Superintendent	100-120	90-140	90-140	95-130	100-130	75-95
Finishing Super	75-85	80-95	80-95	80-95	85-95	70-80
Customer Service Coordinator	45-60	45-60	45-60	50-60	45-60	40-45
Customer Service Manager	65-75	75-90	75-90	75-90	75-90	60-70
Assistant Superintendent/Foreman	75-85	70-90	70-90	60-80	75-85	60-70
Site Clerk	40-50	45-55	45-55	45-55	45-55	40-50
Construction Manager	120-140	120-150	120-150	115-130	110-150	90-120

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

High-Rise Construction

High	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President, Construction	200-250	180-250	180-250	185-250	185-250	160+
Project Manager	120-140	150-180	150-180	130-160	115-160	90-110
Project Coordinator	65-80	70-80	60-80	60-70	60-80	65-70
Senior Project Manager	150-190	150-200	150-200	150-200	150-200	130-140
Estimator	90-120	80-110	80-110	80-100	90-120	90-110
Superintendent	120-150	130-200	130-200	120-180	130-200	100-130
Finishing Super	80-90	90-120	90-120	90-120	85-120	80-90
Customer Service Coordinator	50-60	50-65	50-65	55-65	45-70	45-50
Customer Service Manager	65-80	80-110	80-110	80-110	85-100	70-75
Assistant Superintendent/ Foreman	80-90	80-110	80-110	75-90	75-100	70-85
Site Clerk	45-55	55-70	55-70	50-60	55-70	50-55
Construction Manager	150-190	150-200	150-200	130-160	140-200	110-140

Residential Construction

Low	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President, Construction	125-150	125-150	125-150	110-150	110-150	110-150
Project Manager	70-90	70-85	70-85	65-75	60-70	50-60
Project Coordinator	40-60	40-55	40-55	40-50	45-55	35-45
Senior Project Manager	110-130	85-110	85-110	60-80	70-90	60-80
Estimator	40-60	45-65	45-65	45-55	50-65	35-45
Superintendent	80-100	65-85	65-85	60-75	60-70	55-60
Finishing Super	70-80	50-60	50-60	50-60	40-50	40-50
Customer Service Coordinator	40-50	40-50	40-50	40-50	45-55	30-35
Customer Service Manager	60-75	60-75	60-75	60-70	40-50	50-55
Assistant Superintendent/ Foreman	60-75	50-60	50-60	50-60	40-50	45-50
Architectural Technologist	40-55	40-50	40-50	40-55	35-45	40-55
Architectural Designer	45-55	45-55	45-55	45-55	50-55	50-60

Typical	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President, Construction	125-185	125-185	125-185	125-175	125-175	125-175
Project Manager	80-100	75-95	75-95	70-85	70-85	60-70
Project Coordinator	60-75	50-65	50-65	50-60	55-60	45-55
Senior Project Manager	110-120	110-130	110-130	80-100	90-110	75-90
Estimator	75-90	55-75	55-75	50-70	65-80	45-55
Superintendent	85-100	75-95	75-95	75-90	70-90	60-75
Finishing Super	75-85	60-70	60-70	55-65	50-60	50-55
Customer Service Coordinator	45-60	45-60	45-60	45-55	45-60	35-45
Customer Service Manager	65-85	60-80	60-80	60-70	50-60	55-60
Assistant Superintendent/ Foreman	65-75	60-70	60-70	60-70	50-60	50-60
Architectural Technologist	50-75	50-70	50-70	55-65	50-60	55-75
Architectural Designer	55-75	55-75	55-75	55-75	55-75	55-75

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

Residential Construction

High	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President, Construction	150-225	150-225	150-200	150-200	150-200	150-200
Project Manager	100-110	90-110	90-110	80-110	85-110	70-90
Project Coordinator	70-80	55-65	55-65	55-65	60-65	55-60
Senior Project Manager	120-150	120-150	120-150	100-130	110-130	90-100
Estimator	85-110	65-95	65-95	65-85	80-120	55-70
Superintendent	90-110	80-110	80-110	80-110	90-110	75-90
Finishing Super	80-90	70-80	70-80	60-70	50-60	55-65
Customer Service Coordinator	50-80	50-80	50-80	50-80	60-80	45-50
Customer Service Manager	80-110	70-100	70-100	70-90	60-80	60-65
Assistant Superintendent/ Foreman	75-85	70-90	70-90	70-85	60-70	60-65
Architectural Technologist	75-90	70-90	70-90	70-85	60-65	65-80
Architectural Designer	75-90	75-85	75-85	75-85	75-90	70-80

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

Development Management

Low	Vancouver	Calgary	Edmonton	GTA	Ottawa
Vice President, Development	125-160	110-140	110-140	125-150	120-150
Senior Development Manager	110-120	90-110	90-110	100-125	100-110
Development Manager	70-85	75-90	75-90	85-95	80-95
Junior/Assistant Development Manager	40-65	50-65	50-65	45-65	55-65
Typical	Vancouver	Calgary	Edmonton	GTA	Ottawa
Vice President, Development	125-160	125-160	120-160	150-175	130-150
Senior Development Manager	120-140	100-120	100-120	125-150	110-130
Development Manager	80-110	85-110	90-110	100-125	95-110
Junior/Assistant Development Manager	60-70	60-70	60-75	60-80	65-75
High	Vancouver	Calgary	Edmonton	GTA	Ottawa
Vice President, Development	150-200	160-220	160-220	150-200	160+
Senior Development Manager	130-160	120-155	120-155	150+	130-150
Development Manager	100-120	110-130	110-130	125+	110-130
Junior/Assistant Development Manager	65-80	70-95	70-90	75-85	75-85

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

Mechanical Construction

Low	Vancouver	Calgary	Edmonton	GTA	Ottawa
Vice President, Construction	100-120	80-100	80-100	80-100	80-100
Project Manager	55-65	70-90	70-90	60-70	70-75
Project Coordinator	40-50	50-70	50-70	35-50	45-50
Chief Estimator	80-100	80-100	80-100	80-100	80-100
Estimator	55-75	60-80	60-80	40-60	55-65
Superintendent	70-80	80-100	80-100	60-75	70-80
Assistant Superintendent	60-70	75-90	75-90	70-80	60-70

Typical	Vancouver	Calgary	Edmonton	GTA	Ottawa
Vice President, Construction	120-140	90-120	90-120	100+	120-140
Project Manager	65-95	80-110	80-110	70-90	75-90
Project Coordinator	50-70	60-80	60-80	50-65	50-60
Chief Estimator	80-120	90-110	90-110	100-125	80-95
Estimator	75-100	80-100	80-100	60-80	65-85
Superintendent	80-100	90-110	90-110	75-100	80-95
Assistant Superintendent	70-80	80-100	80-100	70-80	70-80

High	Vancouver	Calgary	Edmonton	GTA	Ottawa
Vice President, Construction	140+	100-150	100-150	100+	140-160
Project Manager	95-130	90-130	90-130	90-120	90-110
Project Coordinator	70-90	70-90	70-90	70-90	60-70
Chief Estimator	120-150	100-130	100-130	125-150	95-120
Estimator	100-120	90-110	90-110	80-120	80-90
Superintendent	100-120	100-120	100-120	100-125	95-105
Assistant Superintendent	80-90	90-120	90-120	70-80	80-90

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

Electrical Construction

Low	Vancouver	Calgary	Edmonton	GTA	Ottawa
Vice President, Construction	80-100	80-100	80-100	80-100	80-100
Project Manager	55-70	70-90	70-90	60-70	60-70
Project Coordinator	40-50	50-70	50-70	35-50	45-50
Chief Estimator	80-100	80-100	80-100	80-100	80-100
Estimator	55-75	60-80	60-80	40-60	60-70
Superintendent	70-80	80-100	80-100	60-75	60-70
Assistant Superintendent	60-70	75-90	75-90	60-70	50-60

Typical	Vancouver	Calgary	Edmonton	GTA	Ottawa
Vice President, Construction	100-150	90-120	90-120	90-120	120-140
Project Manager	75-100	80-110	80-110	70-90	70-90
Project Coordinator	50-70	60-80	60-80	50-65	50-60
Chief Estimator	100-150	90-110	90-110	70-90	70-85
Estimator	75-100	80-100	80-100	60-80	70-85
Superintendent	80-100	90-110	90-110	75-100	70-85
Assistant Superintendent	70-80	80-100	80-100	70-80	60-70

High	Vancouver	Calgary	Edmonton	GTA	Ottawa
Vice President, Construction	150+	100-150	100-150	100+	140-160
Project Manager	100-130	90-130	90-130	90-120	90-110
Project Coordinator	70-80	70-90	70-90	70-90	70-90
Chief Estimator	150+	100-130	100-130	90-120	85-105
Estimator	100-120	90-120	90-120	80-120	85-100
Superintendent	100-120	100-120	100-120	100-125	85-100
Assistant Superintendent	80-90	90-120	90-120	80-90	80-90

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



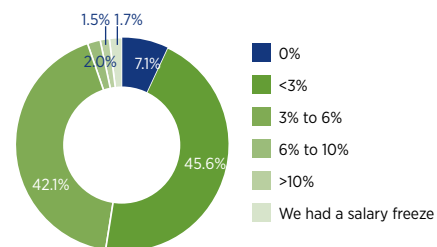
Human resources employers continue to watch the market closely and say they intend to increase hiring in 2015, which will be a boost to what has been a steady but flat sector. This trend is good news for the many available candidates, but employers are still being exacting about the skills and experience they are looking for. Companies are overwhelmed by the number of applications for junior and mid-level positions, but struggle to find the right skills for management roles. At more senior levels, forward-thinking companies expect human resource (HR) leaders to take on a strategic planning role requiring sufficient business acumen. Demand in Alberta is picking up for recruiters with a focus on craft and tradespeople as new oil and gas projects go ahead. This is expected to increase in 2015, which could see British Columbia, Ontario and other provinces lose candidates to opportunities in Alberta.

Salary Trends

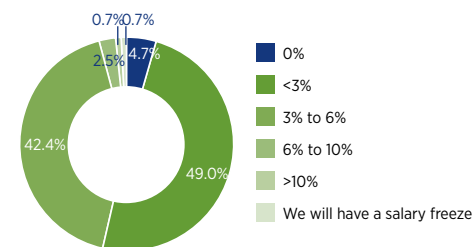
Budgets remain tight across the country and salaries are likely to remain stable. Almost half (46%) of respondents say salaries increased by less than three per cent, while 42 per cent increased salaries by three to six per cent in 2014. Respondents expect similar increases in 2015. Most are optimistic about salary increases, but some candidate-rich regions such as the Greater Toronto Area (GTA) may experience salary decreases in 2015, especially for mid-level roles where employers see high numbers of applicants. Some employers are also choosing to train or build a junior candidate into a senior position rather than hiring like-for-like replacements. This trend will affect salaries overall in the next year as candidates accept lower offers to get a foot in the door.

Salary level increases

What percentage did you increase salaries by in the last 12 months?



What percentage do you expect to raise salaries by over the next 12 months?



Hiring Trends

Nearly a quarter (24%) deal with significant to extreme shortages while more than half (52%) report moderate skill deficits. Employers are saying they receive large numbers of applications and resumes, but struggle to find the exact skills they need. Forty-three per cent say shortages affect productivity and one-fifth say the shortage affects business development. A third of respondents note that employee stress leaves increased under current work pressures.

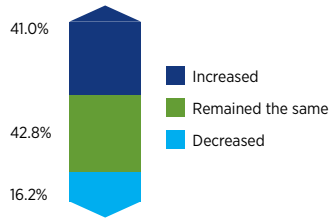
Employers are experiencing shortages for bilingual candidates, especially those with the CHRP designation. Demand is also high for mid to senior-level candidates with experience in the business side of the company. Many of these candidates are passive – open to new opportunities but not actively seeking a new role – which creates a challenge for companies looking for the right fit for an open position. Even in candidate-rich markets such as the GTA, employers

struggle to find the right combination of communication skills, strategic planning and business insight. The increasing demand for HR leaders with analytical skills has brought about a shortage, so while salaries overall will remain stable, some companies may need to increase their total compensation package to attract these hard-to-find candidates.

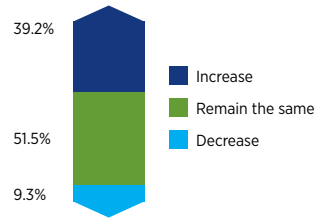
Smaller companies that cannot compete on salary are being more creative about offering attractive benefits packages to retain their valued senior talent. The survey results indicate that extra vacation is one benefit that organizations increasingly offer, with six per cent of respondents saying that their time-off allowance increased in 2014. When budgets are tight and competition for top candidates is high, additional benefits can be a key pull factor for employers who want to improve their overall compensation offerings.

Permanent hiring activity

Over the last 12 months, permanent staff levels in your department have:

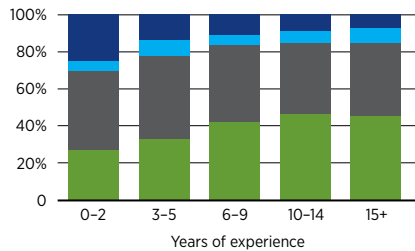


In the upcoming year, you expect permanent staff levels in your department to:

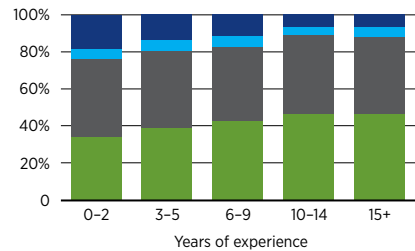


Temporary/contract hiring activity

Please indicate how temporary/contract staffing levels have changed over the last 12 months.



Please indicate how you expect temporary/contract staffing levels to change over the next 12 months.



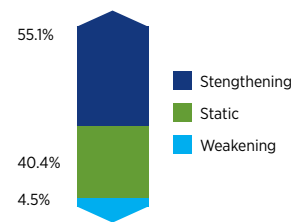
Market Insight

More than half of poll respondents say business activity increased in 2014, and almost three-quarters predict an increase in business activity in 2015. Accordingly, HR professionals are optimistic about the current market. About 40 per cent expect permanent staffing levels to increase in 2015, and forty per cent of respondents say they will hire more temporary workers to address productivity levels. Companies use contract workers to test the market waters and control their spending, but as the economy and market confidence improves, these positions may become permanent roles.

More companies should focus on succession planning and need to ensure they are planning ahead even if their current budgets are limited. While many organizations look externally for HR leaders with business know-how, forward-thinking companies ensure they create their own from within. Sending current HR managers to work in other parts of the business or training them internally will establish a talent pipeline that will make sure the leadership shortage they face now will not continue in the future.

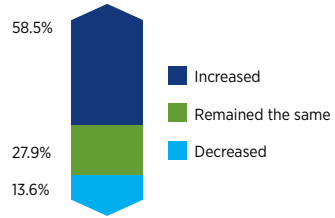
Economic outlook

How do you see the general outlook for the economy in the next 6-12 months?

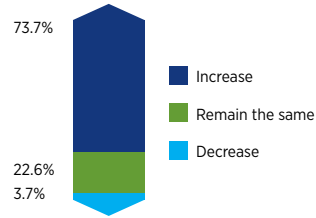


Business activity

In the last 12 months, business activity has:

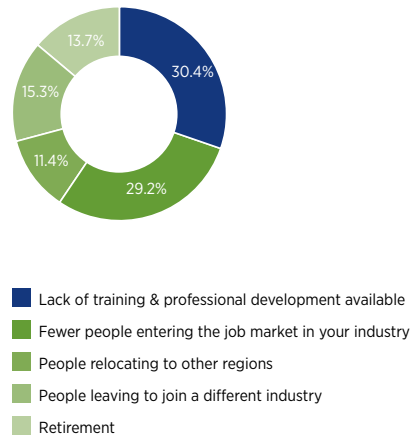


In the upcoming year, you expect business activity to:

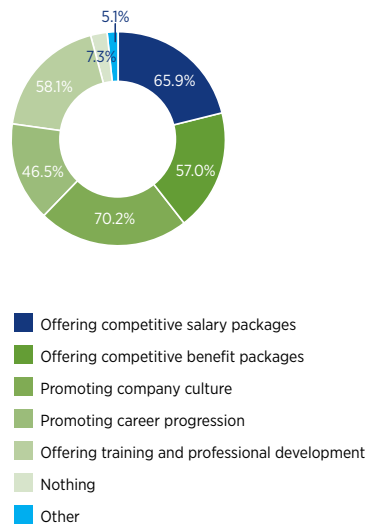


Employer insights

What do you think the main reason is for the skills shortage in your industry?



How are you making your company attractive to recruit top talent?



Generalist

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

Typical	Vancouver	Calgary	GTA	Ottawa
Vice President	120-150	130-150	120-160	90-100
Director	110-130	100-130	100-120	100-120
Business Partner	80-100	80-100	80-100	100-105
Manager	80-100	75-95	80-100	75-80
Generalist	65-76	55-75	60-80	64-70
Coordinator	50-60	45-55	50-60	50-55
Administrator/Assistant	45-50	42-52	50-60	40-45

High	Vancouver	Calgary	GTA	Ottawa
Vice President	150-200	150-200	140-160	100-150
Director	130-160	145-160	120-140	135-150
Business Partner	90-110	90-110	90-110	105-120
Manager	90-120	100-140	90-110	80-95
Generalist	75-81	75-90	75-90	75-80
Coordinator	55-65	65-75	55-70	58-60
Administrator/Assistant	50-55	55-65	55-70	50-55

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

Organizational Development

Low	Vancouver	Calgary	GTA	Ottawa
Vice President, Organizational Development	100-120	100-120	100-120	80-85
Change Manager	70-80	75-85	70-80	50-60
Learning/Training Manager	55-65	55-65	55-65	55-65
Coordinator	45-50	45-50	40-50	50-55

Typical	Vancouver	Calgary	GTA	Ottawa
Vice President, Organizational Development	120-140	120-140	120-140	85-90
Change Manager	80-90	80-100	80-100	65-75
Learning/Training Manager	60-70	60-70	60-70	60-65
Coordinator	50-55	50-55	45-55	60-70

High	Vancouver	Calgary	GTA	Ottawa
Vice President, Organizational Development	130-160	130-160	130-160	100+
Change Manager	90-110	90-110	90-110	75-80
Learning/Training Manager	65-75	70-90	70-90	65-70
Coordinator	55-65	55-70	55-65	75+

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

Compensation & Benefits

Low	Vancouver	Calgary	GTA	Ottawa
Vice President/Director	100-110	110-130	100-120	75-80
Manager	80-100	90-110	80-100	75-80
Specialist	65-75	65-80	70-80	60-70
Analyst	55-65	65-75	65-75	50-60
Coordinator/Administrator	50-60	45-55	50-60	25-35

Typical	Vancouver	Calgary	GTA	Ottawa
Vice President/Director	110-120	130-150	120-140	85-90
Manager	90-100	100-120	100-120	80-85
Specialist	65-80	75-85	85-100	60-70
Analyst	60-70	70-80	70-85	60-65
Coordinator/Administrator	55-65	50-60	55-65	35-45

High	Vancouver	Calgary	GTA	Ottawa
Vice President/Director	120-140	145-160	130-160	90-100
Manager	100-110	110-130	110-130	85-95
Specialist	70-80	95-110	80-100	70-80
Analyst	75-90	90-100	75-90	70-80
Coordinator/Administrator	65-70	60-70	65-75	45-55

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

MEASURES OF WORTH INFORMATION TECHNOLOGY

Recruitment

Low	Vancouver	Calgary	GTA	Ottawa
Director	80-100	90-105	80-100	75-80
Manager	70-80	80-90	70-80	65-75
Specialist	55-65	55-70	60-70	50-55
Administrator	40-50	45-60	45-60	40-45

Typical	Vancouver	Calgary	GTA	Ottawa
Director	100-120	105-120	100-120	80-85
Manager	80-100	90-110	80-100	75-80
Specialist	60-80	65-85	65-80	55-65
Administrator	45-55	50-60	55-65	45-55

High	Vancouver	Calgary	GTA	Ottawa
Director	110-130	120-135	120-140	90-100
Manager	100-120	110-125	100-120	80-90
Specialist	70-90	75-90	75-90	70-75
Administrator	55-60	55-65	60-75	60+

HRIS

Low	Vancouver	Calgary	GTA	Ottawa
Manager	55-70	80-90	60-70	50-55
Specialist	45-60	60-70	50-60	40-45
Administrator	40-45	50-60	45-55	30-40

Typical	Vancouver	Calgary	GTA	Ottawa
Manager	65-80	90-100	70-80	60-65
Specialist	55-70	70-80	60-70	45-55
Administrator	45-55	60-70	50-60	40-50

High	Vancouver	Calgary	GTA	Ottawa
Manager	75-90	100-110	80-100	70-80
Specialist	60-70	80-90	70-80	60+
Administrator	50-60	70-80	60-65	45-50

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



Canada's hot Information Technology (IT) market shows no sign of cooling as demand for experienced candidates grows across the country and a range of disciplines. Key areas of demand are mobile, web, database and software development, all of which drive business growth. Employers are especially hard-pressed to find qualified candidates with expertise in mobile, cloud, analytics and security. Existing shortages are exacerbated by several factors including increasing small to medium business and American firms such as Facebook opening new offices in Vancouver to avoid US visa processes. These factors put pressure on an already tight market, which drives up salaries. The hiring of contract workers in Canada is a persistent trend that puts some employers at a disadvantage. Those looking to hire permanent staff cannot compete with the high rates offered for contract and temporary work.

Salary Trends

Despite large talent shortages across the country, salaries remain fairly stable. A quarter of respondents indicate their salaries did not increase in 2014. Of the salaries that were bumped up, gains of only three per cent or less were most common. However, 2015 is expected to see more upward-trending salary increases. Forty-three per cent of respondents expect raises of more than three per cent. While salaries in British Columbia have historically been lower than those in Ontario, large companies including Microsoft and Amazon opening offices in Vancouver willing to pay anything for top talent could affect salaries overall in the region.

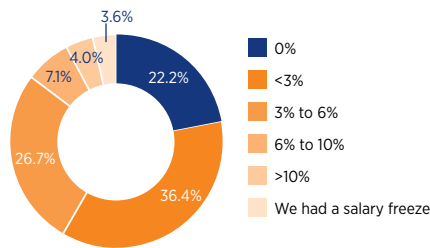
Some contract IT roles are paying nearly double that of permanent positions. Most contracts offer about 50 per cent more and the disparity draws many candidates away from permanent roles. If employers want to attract and retain top talent their offers will need to remain competitive and include benefits packages alongside job security and overall stability. Employers need to think beyond basic or even extended benefits to flashier incentives. Sport tickets and funding

valuable certifications are becoming more common, and some IT employers are getting creative, giving employees a budget to create

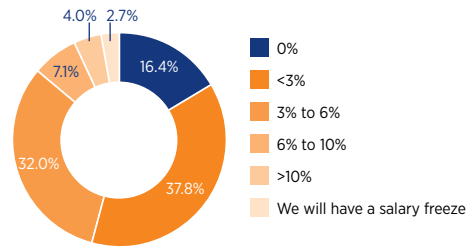
their own ideal work space, or funding personal days where employees are given cash to spend as they like.

Salary level increases

What percentage did you increase salaries by in the last 12 months?



What percentage do you expect to raise salaries by over the next 12 months?



Hiring Trends

The rate of hiring in IT is expected to accelerate in 2015. Where 37 per cent of respondents say permanent staffing levels increased in 2014, nearly half (47%) expect to increase permanent headcount in 2015. More than half of hiring managers say they used temporary or contract workers last year and about a third expect that to increase in 2015.

Sixty-seven per cent of IT managers say the industry faces a moderate to extreme skill shortage. One cause is many new IT graduates do not have the experience employers demand. The market is also flooded with candidates willing to do entry-level jobs to get a foot in the door. This includes experienced international candidates who choose to restart their careers after relocating to Canada.

Demand for web, application and mobile development experience as well as UX skills continues to build but post-secondary

education struggles to keep up with an ever-changing landscape. The fast-paced nature of technology means that curriculum quickly becomes dated. In response, a number of startup operations across the country are launching coding schools focused on immediate market needs.

The most important thing for IT candidates to consider is technology's place within the company hierarchy. Any company that sees IT purely as a cost centre can be problematic for candidates. Employers that recognize IT as driver of business, profit and client satisfaction tend to be more collaborative and empowered candidates tend to do well in this setting.

Corporate culture is an important consideration among IT professionals. Candidates tend to gravitate toward companies with good reputations and that are known to have a fun work environment and good work-life balance. Almost half of respondents (45%) say their company

promotes their company culture to attract new talent. Even traditionally conservative employers such as banks and corporate services have evolved their culture to attract the talent they covet. Flexible work options are a popular step in this direction. More than 10 per cent of employers say working from home will be an option in 2015. Another eight per cent will offer flexible work hours in 2015.

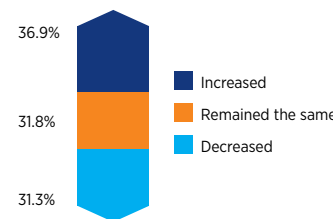
As shortages continue, employers need to be strategic in filling roles with the right talent to meet organizational needs. Contract workers are popular due to their practical project experience. They usually make an impact very quickly without adding to overall headcount or payroll. However, some employers favour permanent employees. To attract permanent

staffers, employers need to sell the stability of the role and company, long-term growth opportunities, and company culture. More employers are offering permanent employees paid overtime, with 30 per cent more employers offering it in 2014 than in 2013.

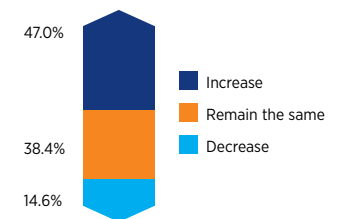
It is rare that a contractor will be hired to fill management or executive level roles, so focusing on career progression is a strong asset for an IT manager to promote when running a permanent search. Another option IT managers work with is "temp-to-perm" positions. This allows employers to "try before they buy" while giving candidates a chance to experience the company culture before committing to a permanent position.

Permanent hiring activity

Over the last 12 months, permanent staff levels in your department have:

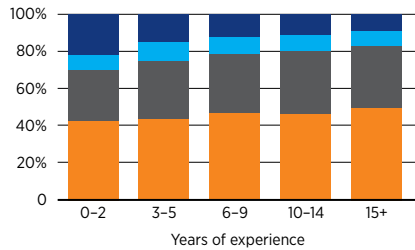


In the upcoming year, you expect permanent staff levels in your department to:



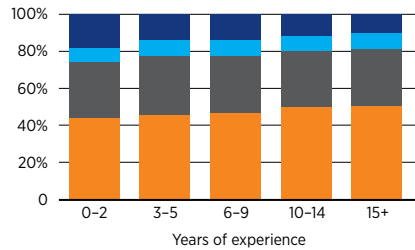
Temporary/contract hiring activity

Please indicate how temporary/contract staffing levels have changed over the last 12 months.



- Increased
- Decreased
- Remained the same
- Did not hire temp staff

Please indicate how you expect temporary/contract staffing levels to change over the next 12 months.



- Increase
- Decrease
- Remain the same
- We do not hire temp staff

Market Insight

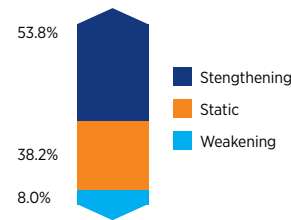
Looking ahead to 2015, the market offers no easy or quick solutions for IT employers looking for talent. The need to be flexible and aware of the competition is key.

Momentum is very strong. Fifty-seven per cent of respondents say business activity increased in 2014 and nearly three-quarters expect the same in 2015. This continued growth will challenge the market and companies looking to expand will need to

build agile talent attraction strategies that meet market demands. Almost a quarter of respondents indicate they intend to explore hiring internationally, however, this leads to new challenges around legality, relocation costs and time commitments. While the temptation to look abroad may be tempting, shortages are often a factor in international markets as well. To compete internationally, employers need to sell the advantages of not only their role, but of Canada and their region to attract top talent.

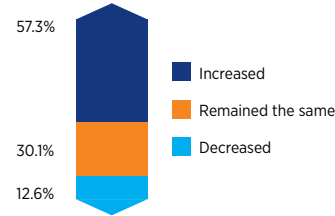
Economic outlook

How do you see the general outlook for the economy in the next 6-12 months?

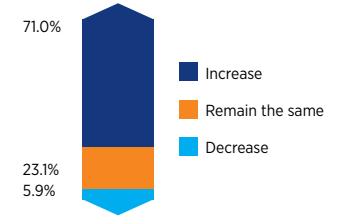


Business activity

In the last 12 months, business activity has:

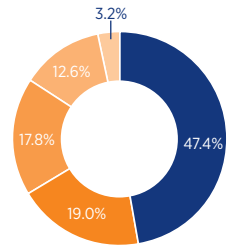


In the upcoming year, you expect business activity to:



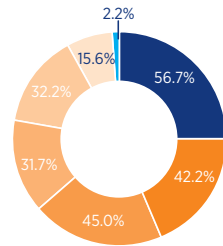
Employer insights

What do you think the main reason is for the skills shortage in your industry?



- Lack of training & professional development available
- Fewer people entering the job market in your industry
- People relocating to other regions
- people leaving to join a different industry
- Retirement

How are you making your company attractive to recruit top talent?



- Offering competitive salary packages
- Offering competitive benefit packages
- Promoting company culture
- Promoting career progression
- Offering training and professional development
- Nothing
- Other

Business Intelligence

National	Low	Typical	High
BI/Data Warehouse Architect	85-90	95-100	105-109
BI Manager	95-99	100-104	105-109
MI Manager	83-86	89-93	95-99
Data Manager	81-85	87-90	92-95
Information Manager	80-85	87-90	91-94
Database Designer	70-73	75-79	80-83
Database Administrator	70-73	75-78	79-83
Database Developer	54-59	60-65	70-75
ETL Developer	55-60	61-66	70-75
BI Developer	60-63	64-69	76-81
MI Developer	47-52	55-59	65-70
Performance Analyst	54-59	60-65	70-78
BI Analyst	51-56	60-65	66-71
MI Analyst	47-52	55-59	65-70

Cloud Infrastructure

National	Low	Typical	High
Enterprise Architect - AWS	155-158	159-162	163-165
Enterprise Architect - Citrix	109-112	113-116	117-119
Enterprise Architect - Vmware	126-130	132-137	140-145
Architect - AWS	121-123	124-126	127-130
Architect - Citrix	100-103	104-106	107-110
Architect - Vmware	117-119	120-122	123-126
Project Manager - AWS	119-124	126-130	135-141
Project Manager - Citrix	100-102	103-105	106-108
Project Manager - Vmware	109-111	112-115	116-119
Senior Engineer - AWS	91-92	93-95	96-98
Senior Engineer - Citrix	86-88	89-91	92-95
Senior Engineer - Vmware	95-100	100-104	105-109
Engineer - AWS	84-86	87-90	91-93
Engineer - Citrix	80-81	82-83	84-86
Engineer - Vmware	83-85	86-88	89-90

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

Development

National	Low	Typical	High
Development Director	109-115	120-130	140-45
Development Manager	93-100	110-120	125-130
Software Architect – C#/ASP.net	90-100	105-115	120-127
Software Architect – Java	90-100	105-115	120-127
Software Architect – VB.net	81-90	100-110	120-127
Technical Lead – C#/ASP.net	85-90	91-95	100-104
Technical Lead – Java	85-90	91-95	100-104
Technical Lead – VB.net	72-80	85-90	95-100
Senior/Analyst Developer – C#/ASP.net	72-77	80-85	86-90
Senior/Analyst Developer – Java	81-85	89-93	95-100
Senior/Analyst Developer – VB.net	72-80	82-86	88-92
Developer – C#/ASP.net	54-59	60-65	66-70
Developer – Java	63-68	70-74	75-81
Developer – VB.net	54-59	60-64	67-72
Junior Developer – C#/ASP.net	40-43	44-46	47-51
Junior Developer – Java	40-43	44-46	47-51
Junior Developer – VB.net	40-43	44-46	47-51
Mobile Developer – iOS/Android/Win	74-79	80-86	90-95
Web Developer – PHP/Ruby/Perl/etc	55-60	67-73	75-81
Front End Web Developer – HTML/CSS/XML/etc	54-59	60-65	67-72
Sharepoint Developer	72-80	85-90	100-109
Analyst Programmer – C/C++	54-59	60-67	75-88
Database Developer – MSSQL/PL/SQL	54-59	60-67	67-72

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

Enterprise Resource Planning (SAP)

National	Low	Typical	High
Programme Manager	118-125	135-145	158-163
Project Manager	100-105	107-111	113-118
Solution Architect	109-115	120-125	130-136
Technical Architect	109-115	120-125	130-136
AFS Consultant	90-99	100-109	110-119
APO Consultant	81-90	95-105	110-118
BASIS Consultant	73-79	80-89	90-100
BI Consultant	81-90	95-105	110-118
BI-BO Consultant	81-90	95-105	110-118
CRM Consultant	90-99	105-115	120-127
CS Consultant	81-90	95-105	110-118
FI/CO Consultant	81-90	95-105	110-118
HCM Consultant	81-90	95-105	110-118
IS-Automotive Consultant	81-90	95-105	110-118
IS-Oil Consultant	70-75	77-83	85-90
IS-Public Services Consultant	81-90	95-105	110-118
IS-Retail Consultant	81-90	95-105	110-118
IS-Utilities Consultant	81-90	95-105	110-118
Netweaver Consultant	100-109	110-119	125-135
PP/PI Consultant	81-90	95-105	110-118
SD/MM Consultant	81-90	95-105	110-118
SRM Consultant	81-90	95-105	110-118
WM/QM/PP Consultant	81-90	95-105	110-118
ABAP Developer	63-70	75-85	90-99

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

Enterprise Resource Planning (Oracle)

National	Low	Typical	High
UCM Developer	81-90	95-105	110-118
ODI Developer	80-84	90-94	95-99
OBIEE Developer	80-84	90-94	95-99
HR Consultant	80-84	90-94	95-99
Procurement Consultant	80-84	90-94	95-99
Financials Consultant	80-84	90-94	95-99

Infrastructure

National	Low	Typical	High
Infrastructure Specialist/Architect	80-90	100-110	115-123
Service Delivery Manager	70-79	80-90	100-105
Network Engineer	50-59	60-70	80-90
Server Support Engineer	50-55	60-65	75-80
Field Engineer	45-49	50-55	60-65
Service Desk Manager	55-60	65-69	70-75
Systems Administrator	45-50	60-65	70-75
Application Support Analyst	45-50	55-59	65-70
Desktop Support Analyst	35-39	45-49	50-55
Helpdesk/Service Desk Analyst	29-31	32-35	38-40

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

Leadership

National	Low	Typical	High
Transformation Director	180-190	210-220	230-250
CIO TSX 60	280-300	320-350	380-400
CIO TSX 300	180-190	210-220	230-250
CIO SME	130-150	170-190	200-220
CTO TSX 60	230-240	245-255	260-270
CTO TSX 300	145-165	175-195	200-220
CTO SME	130-149	160-179	180-200
IT Director TSX 60	215-225	230-260	270-290
IT Director TSX 300	145-165	175-195	200-220
IT Director SME	145-165	175-195	200-220
Chief Information Security Officer	145-155	160-170	170-180
Head of IT Security	130-140	160-170	175-185
Head of IT	110-120	150-159	160-165
Head of Development	110-120	150-159	160-165
Head of Infrastructure	110-120	150-159	160-165
Head of Service Delivery	110-120	150-159	160-165
Head of Business Intelligence	130-140	160-170	175-185
Business Architect	120-130	140-150	165-175
Enterprise Architect	125-135	140-150	170-180
Technical Architect	110-120	150-159	160-165
IT Manager	85-95	100-109	110-119

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

Projects & Change Management

National	Low	Typical	High
Program Director	150-170	180-200	220-230
Program Manager	130-135	150-155	160-165
Portfolio Manager	110-150	135-140	150-155
Head of PMO	110-115	134-140	160-165
Project Manager – Senior	110-115	115-120	120-125
Project Manager – Mid	85-90	100-104	105-109
Project Manager – Junior	50-55	60-65	70-75
Change Manager	105-110	120-125	130-135
Release Manager	100-105	115-119	120-125
Business Analyst – Senior	95-99	100-104	105-110
Business Analyst – Mid	65-70	75-80	90-95
Business Analyst – Junior	45-50	60-65	75-80

Security

National	Low	Typical	High
Information Security Architect	110-115	120-125	130-135
Information Security Manager	100-105	110-115	120-125
Information Security Software Developer	80-84	85-90	95-100
Information Security Engineer	80-84	85-90	95-100
Information Security Analyst	65-70	80-84	85-90
Information Security Administrator	65-69	70-75	80-85
CLAS Consultant	90-100	110-120	125-135
Penetration Tester	90-100	110-120	125-135

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

Telecoms

National	Low	Typical	High
Programme Manager	120-125	140-145	160-165
Project Manager	110-115	120-125	130-135
Project Coordinator	50-55	60-65	80-85
Business Analyst	80-85	90-95	115-120
IP & Ethernet Engineer	75-80	90-95	105-110
Network Deployment & Support Engineer	75-80	90-95	100-105
PDH/SDH Transmission Design Engineer	65-70	80-85	90-95
NOC/NMC Support Engineer	65-70	90-95	105-110
Provisioning Engineer	50-55	60-65	70-75
Voice & Contact Centre Engineer	65-70	80-85	95-100
Network Capacity Planning Engineer	80-85	90-95	105-110
RAN/RF Engineers	60-65	70-75	80-85
Mobile Network Architect	105-115	120-130	135-145
OSS/BSS Solutions Architect	105-115	120-130	135-145
Product Manager	85-90	110-115	130-135

Testing (functional)

National	Low	Typical	High
QA Analyst	55-59	60-65	70-75
Senior Test Analyst	60-65	70-75	85-90
Technical Lead	80-85	85-90	100-105
Test Analyst	50-55	55-60	70-75
Test Lead	70-75	80-85	90-95
Test Manager	90-95	95-100	100-105

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

MEASURES OF WORTH LEGAL SUPPORT

Testing (functional)

National	Low	Typical	High
Manual QA Analyst	55-60	60-65	70-75
Automated QA Analyst	65-70	70-75	80-85
Senior Test Analyst	60-65	70-75	85-90
Technical Lead	80-90	85-90	100-105
Test Analyst	50-55	55-60	70-75
Test Lead	75-80	80-85	90-95
Test Manager	90-94	95-99	100-104
DevOps	65-70	80-85	90-95

Testing (non-functional)

National	Low	Typical	High
QA Analyst	55-60	62-67	70-75
Senior Test Analyst	60-65	70-75	90-95
Technical Lead	80-85	85-90	100-105
Test Analyst	50-55	55-60	70-75
Test Lead	75-80	82-87	90-95
Test Manager	90-95	95-100	100-105



Intermediate candidates are in high demand and short supply as firms focus on finding candidates with experience in the right practice groups. Those with experience in litigation are in especially high demand, including legal assistants and clerks. Many firms are looking to hire this talent immediately rather than developing from their junior levels, which is likely to exacerbate future skill shortages. Salary is still a key pull factor, but candidates are also looking at total compensation including competitive vacation and health benefits. In the medium-term firms need to focus on developing current employees to fill future needs for experienced litigators and prevent a tightening market.

Salary Trends

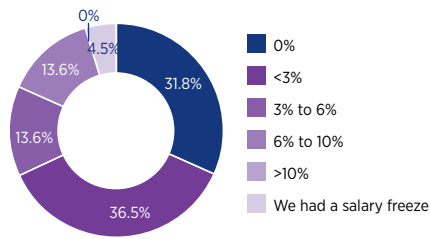
Nearly a third of respondents saw no increase in salaries in 2014, with a similar proportion expecting no increases in 2015. Those that did expect salaries to increase in 2015 were conservative in their estimates with 32 per cent expecting a salary increase of less than three per cent, and 23 per cent predicting increases of three to six per cent. We have seen some senior salaries depress slightly, while junior and intermediate salaries have stayed flat year on year. In 2015 salaries may go up slightly in candidate-short practice groups such as litigation.

Legal is one of the industries that reported experiencing the least skill shortages with 42 per cent saying they experienced moderate to extreme skill shortages. The closure of Heenan Blaikie in early 2014 after 40 years in the Canadian legal sector flooded the market with high quality candidates, which likely contributed to the lower reporting of shortages this year. However, we are starting to see that wave pass and demand is increasing for intermediate candidates with three to five years of experience. The combination of experience and affordable salary expectations make this a key target group for firms still feeling the effects of the economic slowdown.

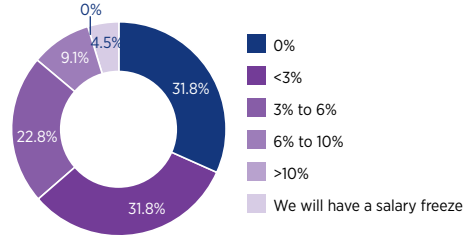
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Salary level increases

What percentage did you increase salaries by in the last 12 months?



What percentage do you expect to raise salaries by over the next 12 months?



Hiring Trends

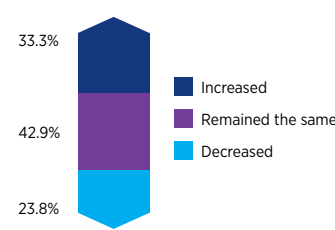
Some practice groups experienced serious shortages, in particular litigation. Demand for clerks and assistants with experience in litigation is increasing, but firms may not be taking steps to prevent this shortage continuing in the future. Just 20 per cent of respondents said they were using internal training to reduce the effect of skill shortages. When headcount is limited it is easy to focus on finding employees who can hit the ground running, but if every firm has this focus there will never be enough experienced candidates available. To balance this growing gap, employers need to ensure they are also giving junior employees experience and development in candidate-short practice groups. Those looking to break into the

market are finding it increasingly difficult to gain the needed experience, leaving firms scrambling over the same small pool of suitable candidates.

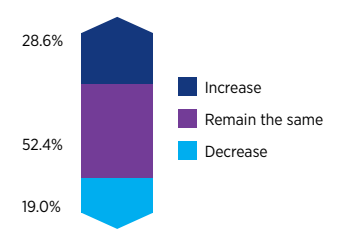
Overall one-third of respondents said their firm's permanent staffing levels increased in 2014 and 29 per cent expected to grow again in 2015, but with just 19 per cent saying their staffing levels would decrease there will not be the experienced candidates immediately available for the planned growth. Employers who expect to grow in 2015 need to be laying the foundations for that growth now by training junior employees to fill mid-level roles and building industry networks to connect with passive candidates.

Permanent hiring activity

Over the last 12 months, permanent staff levels in your department have:

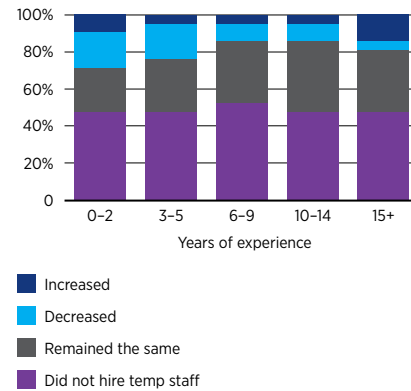


In the upcoming year, you expect permanent staff levels in your department to:

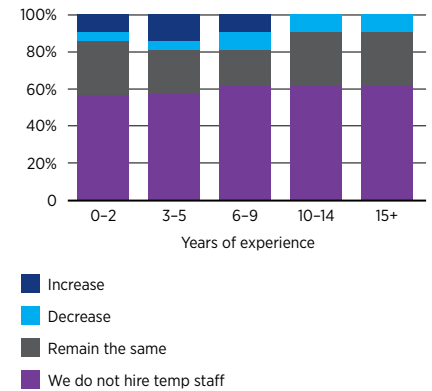


Temporary/contract hiring activity

Please indicate how temporary/contract staffing levels have changed over the last 12 months.



Please indicate how you expect temporary/contract staffing levels to change over the next 12 months.



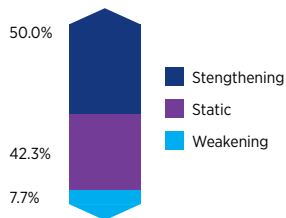
Market Insight

The survey results indicate that firms may be trying to do more with less, straining their current workforce. While more than half of respondents said their staffing levels would remain stable in 2015, almost 80 per cent said business activity would increase in 2015. More than half of respondents said that skill shortages had decreased office morale and one third said stress leave had increased. The legal industry is known for long hours and hard work, but employees are unlikely, and often unable, to cope with an overwhelming workload and a high level of work stress for long. Employers need to ensure they are aware of employee sentiment and are addressing overwork and work stress.

Compared to the overall national survey results, legal respondents were more likely to say they would turn down a job offer because the company culture was not a fit. Support staff are especially likely to leave or turn down a job because of the work environment, such as feeling underappreciated. Just 27 per cent of legal respondents said their firm was using competitive benefits packages to attract candidates, but these firms may be underestimating the value of perks such as additional vacation time, flexible work options and employer recognition programs for helping relieve some of the work pressure.

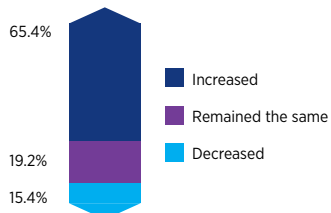
Economic outlook

How do you see the general outlook for the economy in the next 6–12 months?

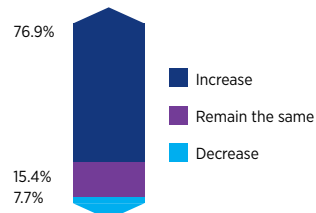


Business activity

In the last 12 months, business activity has:

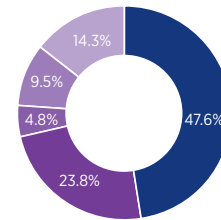


In the upcoming year, you expect business activity to:



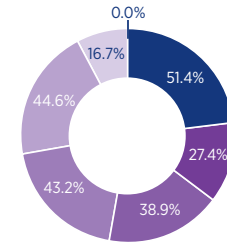
Employer insights

What do you think the main reason is for the skills shortage in your industry?



- Lack of training & professional development available
- Fewer people entering the job market in your industry
- People relocating to other regions
- People leaving to join a different industry
- Retirement

How are you making your company attractive to recruit top talent?



- Offering competitive salary packages
- Offering competitive benefit packages
- Promoting company culture
- Promoting career progression
- Offering training and professional development
- Nothing
- Other

MEASURES OF WORTH

LIFE SCIENCES

Legal Support

Small Firm	National
Junior Legal Assistant	30-35
Intermediate Legal Assistant	35-47
Senior Legal Assistant	45-55
Junior Law Clerk	35-40
Intermediate Law Clerk	40-50
Senior Law Clerk	50-65
Paralegal	40-55
Legal Secretary	40-45

Md-size Firm	National
Junior Legal Assistant	35-40
Intermediate Legal Assistant	40-50
Senior Legal Assistant	50-58
Junior Law Clerk	40-47
Intermediate Law Clerk	50-58
Senior Law Clerk	60-80
Paralegal	45-58
Legal Secretary	45-55

Large Firm	National
Junior Legal Assistant	35-42
Intermediate Legal Assistant	44-50
Senior Legal Assistant	50-65
Junior Law Clerk	40-50
Intermediate Law Clerk	50-60
Senior Law Clerk	60-90
Paralegal	55-70
Legal Secretary	55-65

Small Firm: up to \$25m in revenue
 Mid-size Firm: \$25 - 250m in revenue
 Large Firm: \$250m or more in revenue

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



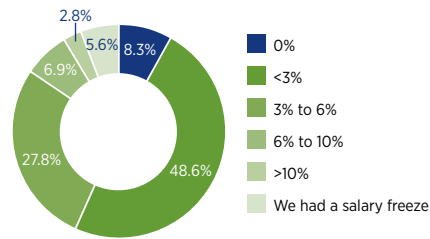
The global nature of the pharmaceuticals industry is increasingly forcing Canadian companies to compete internationally for top talent. A number of mergers and acquisitions in the past year have affected the market, with many companies now facing headcount restrictions as well as increased expectations for productivity. This is driving some employers towards temporary workers or outsourcing to meet organizational goals, without increasing headcount. Candidates are becoming open-minded about their options with some having to take temporary or contract work or looking at global opportunities for career growth. Overall salaries remain stable, but are likely to increase in key areas such as medical affairs and market access, which continues to evolve in Canada, increasing demand for candidates with strong negotiation, analytical and relationship building skills.

Salary Trends

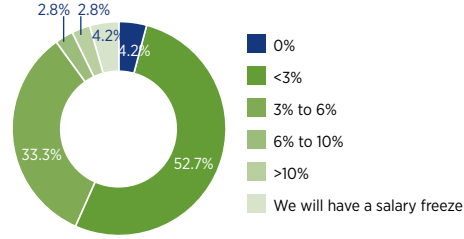
Overall salaries are stable market-wide, with some increases in market access roles due to the high demand for those with the right skills and experience. Respondents report small salary increases in 2014 with 76 per cent saying pay rates rose by up to six per cent. Similar increases are expected in 2015, as 86 per cent of respondents say they expect salary increases of up to six percent. The trend towards incentivized benefits is evident in the 64 per cent of respondents who said they had performance-related pay as part of their benefits packages. Pharma companies are increasingly required to do more with smaller teams and these types of incentives can help motivate employees to put in the discretionary effort required to meet company goals.

Salary level increases

What percentage did you increase salaries by in the last 12 months?



What percentage do you expect to raise salaries by over the next 12 months?



Hiring Trends

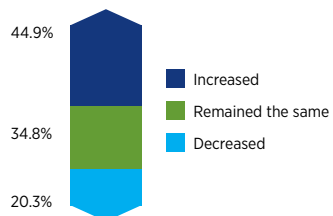
Forty-five per cent of life sciences employers say their company's permanent staffing levels increased in 2014, and 38 per cent expect further growth in 2015. The industry is experiencing a skill shortage as 58 per cent say they are seeing moderate to extreme hiring difficulties. Thirty-seven per cent of respondents said talent shortages are negatively affecting productivity, while 32 per cent said company morale was suffering. This extra pressure has led to tremendous interest in the industry for temporary or contract workers that can be kept off their payroll and not affect their headcount. The survey finds 36 per cent of

organizations expect to increase use of temporary workers in 2015.

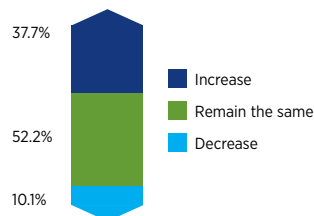
The evolving nature of market access means that there is only a small pool of candidates with this experience, and even fewer who have a proven track record of successfully completed projects. This has resulted in competition for top talent and elevated salaries. Within market access there is demand for those with a background in negotiation, business intelligence/analysis, contracting, relationship-building and real world evidence. In medical affairs employers are struggling to find candidates with a medical degree, and operating room or other niche therapeutic area experience.

Permanent hiring activity

Over the last 12 months, permanent staff levels in your department have:

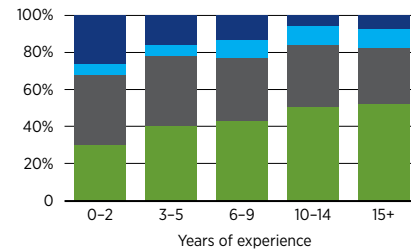


In the upcoming year, you expect permanent staff levels in your department to:



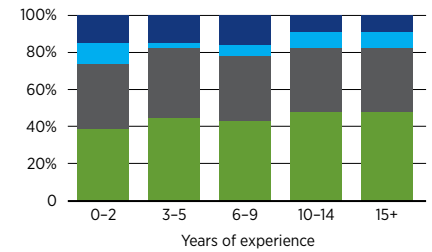
Temporary/contract hiring activity

Please indicate how temporary/contract staffing levels have changed over the last 12 months.



- Increased
- Decreased
- Remained the same
- Did not hire temp staff

Please indicate how you expect temporary/contract staffing levels to change over the next 12 months.



- Increase
- Decrease
- Remain the same
- We do not hire temp staff

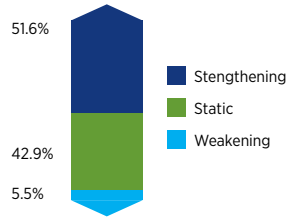
Market Insight

Increased merger and acquisition activities in the pharmaceutical and medical device industries has led to a number of changes in the market. While 82 per cent of respondents expect business activity to increase in 2015, headcounts are still limited and as well as the increased use of temporary workers, we are seeing an increase in outsourcing in the industry. The volatility and uncertainty in the market has motivated candidates to be more active in assessing their options. Some job seekers have had to consider contract roles while others are looking at international options.

Businesses and candidates will face similar challenges in the upcoming year. Many companies will continue to experience headcount restrictions as they head towards the end of a post re-structuring phase. A continued focus on temporary workers and outsourcing will enable organizations to make the most of their budgets as many organizations are choosing to in-license new products that fit into their existing portfolios. Project-specific contracts can leverage the in-demand skills of a temporary worker without putting more pressure on already strained budgets.

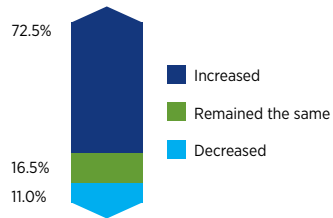
Economic outlook

How do you see the general outlook for the economy in the next 6-12 months?

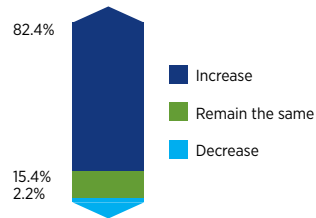


Business activity

In the last 12 months, business activity has:

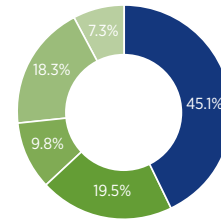


In the upcoming year, you expect business activity to:



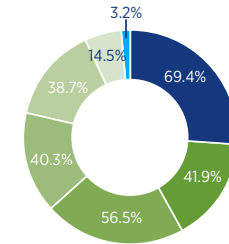
Employer insights

What do you think the main reason is for the skills shortage in your industry?



- Lack of training & professional development available
- Fewer people entering the job market in your industry
- People relocating to other regions
- People leaving to join a different industry
- Retirement

How are you making your company attractive to recruit top talent?



- Offering competitive salary packages
- Offering competitive benefit packages
- Promoting company culture
- Promoting career progression
- Offering training and professional development
- Nothing
- Other

Quality Assurance

National	Low	Typical	High
Vice President, Quality Assurance	140+	140+	140+
Quality Assurance Senior Associate	60-70	70-90	90+
Quality Assurance Manager	70-85	85-110	110+
Quality Assurance Director	110-130	110-130	130+
Quality Assurance Consultant	500-750/day [†]	500-750/day [†]	1000-1500/day [†]
Quality Assurance Auditor	60-80	80-100	110+
Quality Assurance Associate	50-60	60-70	70-75

Regulatory Affairs

Pharmaceuticals	Low	Typical	High
Vice President, Regulatory Affairs	160+	160+	160+
Regulatory Affairs Senior Associate	70-75	75-85	85+
Regulatory Affairs Project Leader	70-75	80-100	95-120
Regulatory Affairs Manager	90-120	90-120	110-130
Regulatory Affairs Director	110-130	110-130	130-160
Regulatory Affairs Consultant	100-200/hr*	100-200/hr*	150-250/hr*
Regulatory Affairs Associate	55-70	55-70	70+

[†] Daily rate
* Hourly rate

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

Regulatory Affairs

Medical Device	Low	Typical	High
Vice President, Regulatory Affairs	160+	160+	160+
Regulatory Affairs Senior Associate	60-70	65-80	80+
Regulatory Affairs Project Leader	60-75	75-95	85-120
Regulatory Affairs Manager	90-125	90-125	110-130
Regulatory Affairs Director	100-125	100-125	125-170
Regulatory Affairs Consultant	100-200/hr*	100-200/hr*	100-200/hr*
Regulatory Affairs Associate	50-60	60-65	65+

Generic	Low	Typical	High
Vice President, Regulatory Affairs	160+	160+	160+
Regulatory Affairs Senior Associate	60-75	65-75	75+
Regulatory Affairs Project Leader	65-70	70-90	90+
Regulatory Affairs Manager	75-120	75-120	90-120
Regulatory Affairs Director	100-120	100-120	120-160
Regulatory Affairs Consultant	75-125/hr*	75-125/hr*	75-125/hr*
Regulatory Affairs Associate	50-60	50-65	65+

[†] Daily rate
* Hourly rate

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

Regulatory Affairs

NHP	Low	Typical	High
Vice President, Regulatory Affairs	120+	120+	120+
Regulatory Affairs Senior Associate	45-55	55-65	65+
Regulatory Affairs Project Leader	50-60	60-75	75+
Regulatory Affairs Manager	50-65	65-85	80-100
Regulatory Affairs Director	80-95	80-95	90-130
Regulatory Affairs Consultant	75-125/hr*	75-125/hr*	75-125/hr*
Regulatory Affairs Associate	30-45	45-55	55+

Biostatistics & SAS

National	Low	Typical	High
Biostatistician	80-90	90-120	120+
SAS Programmer	80-90	90-110	110+

Clinical

National	Low	Typical	High
Clinical Project Manager	90-120	120-140	140-160
Clinical Data Manager	70-90	90-110	110-130
Clinical Research Associate	60-90	90-110	100-120

* Hourly rate

Health Economics & Market Access

National	Low	Typical	High
Director, Reimbursement and Pricing	145-155	155-180	180+
Manager, Reimbursement and Pricing	100-120	120-135	135+
Director, HEOR	165-175	175-190	190+
Manager, HEOR	125-135	135-155	155+
Vice President, Market Access	190-200	200-210	210+
Director, Market Access	160-170	170-190	190+
Manager, Market Access	55-80	80-120	120+
Manager, Stakeholder Relations	110-120	120-150	150+

Medical Affairs

National	Low	Typical	High
Vice President, Medical Affairs	220+	220+	220+
Medical Director	180-220	180-220	220+
Medical Advisor	130-140	140-160	160+
Medical Science Liaison Manager	135-145	145-155	155+
Medical Science Liaison	85-95	95-135	135+

Validation

National	Low	Typical	High
Validation Consultant	500-750/day [†]	500-750/day [†]	750-1000/day [†]
Validation Manager	80-90	90-100	100+
Validation Specialist	60-70	70-90	90+

[†] Daily rate

MEASURES OF WORTH

MANUFACTURING & LOGISTICS

Sales & Marketing

National	Low	Typical	High
Sales Director	120-130	130-160	160+
Specialty/Hospital Sales Representative	65-75	75-95	95+
Sales Representative	45-55	55-65	65+
General Manager	200-220	220-260	260+
Business Unit Head	150-170	170-190	190+
Marketing Director	130-150	150-175	175+
Marketing Manager	110-120	120-140	140+
Product Manager	90-100	100-130	130+

Patient Services

National	Low	Typical	High
Manager, Patient Services	65-75	75-95	95+
Regional Nurse Case Manager	55-65	65-75	75+
Manager, Reimbursement	55-60	60-75	75+
Reimbursement Specialist	40-45	45-55	55+

† Daily rate



Overall the manufacturing and logistics market is looking optimistic with plants and distribution centres expected to open around Canada in 2015. While the automotive industry has seen a slowdown, an upswing in other sectors including the consumer packaged goods industry is driving growth in the industry. Some manufacturers moved operations to the US as the loonie weakened against the dollar, which freed up some talent in the market but employers have still struggled to find the specific skills and experience they are looking for. Some are choosing to leave positions empty rather than compromising on their requirements. Demand has increased for new graduates and people with two to five years who are seen as being adaptable and promotable. As new sites open throughout 2015, demand for experienced workers is likely to increase across Canada, especially in regions such as Calgary and Southwest Ontario. Salaries are not likely to increase much, but employers are focusing more on overall compensation packages with a quarter saying they will be improving their benefit package in 2015.

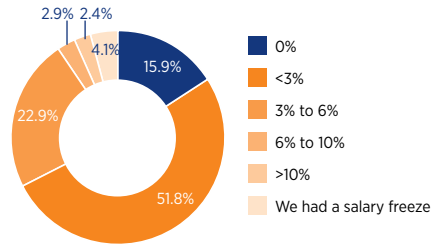
Salary Trends

Base salaries have remained stable, with slight increases to match inflation. Most respondents (72%) said salaries had increased by less than three per cent in 2014. Overall the same proportion expect less than three per cent salary increases in 2015, but fewer said they had a hiring freeze or that there would be no increase in 2015 (14%) than in 2014 (20%). Despite shortages, a focus on internal equity is limiting some employers' ability to increase salaries and snag high-demand candidates. This factor means salaries are unlikely to increase beyond living cost increases in the next year.

Employers are increasingly seeing the value of benefits in attracting and retaining talent, while candidates are becoming more aware of the overall compensation package. More than 80 per cent of manufacturing and logistics employers offer extended health benefits, with six per cent adding it in 2014 and another five per cent expecting to add it in 2015. Budgets are still restricting large spending increases, but employers are showing they are open-minded about improving benefits as 24 per cent told us they would do in 2015.

Salary level increases

What percentage did you increase salaries by in the last 12 months?



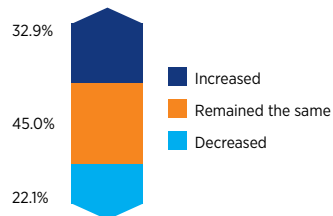
Hiring Trends

One third of respondents said staffing levels went up in 2014 and about the same amount said they expect levels to increase in 2015. However, two-thirds of manufacturing and logistics candidates said their company was experiencing a moderate to extreme talent shortage, which aligns with many of the trends we're seeing in the industry. We are seeing country-wide skill shortages such as the mechanical and electrical skilled trades, engineers, and licensed professionals.

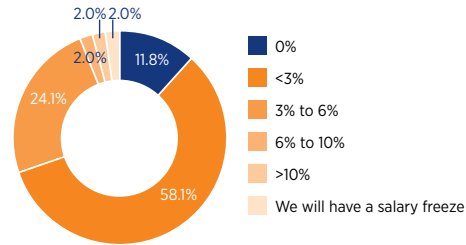
The decision to leave some positions open rather than compromising on desired skills and experience is often requiring employees

Permanent hiring activity

Over the last 12 months, permanent staff levels in your department have:

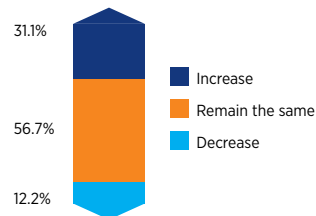


What percentage do you expect to raise salaries by over the next 12 months?



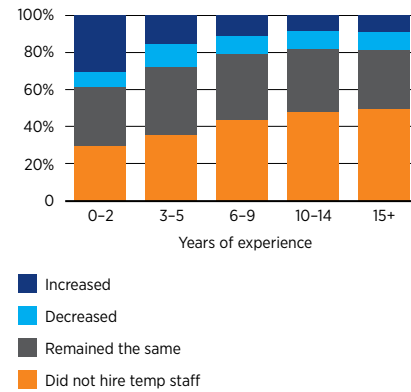
to wear multiple hats. The survey results show 28 per cent of employers were combining roles to address labour shortages. This is adding to the strain on the existing workforce with more than half of respondents said the skill shortage was limiting productivity and 36 per cent said it was affecting employee morale and increasing stress leave. Candidates with cross-functional training or experience are especially sought-after, and as employers are increasingly relying on or becoming part of a global supply chain they are looking for candidates with experience working across regions or countries.

In the upcoming year, you expect permanent staff levels in your department to:



Temporary/contract hiring activity

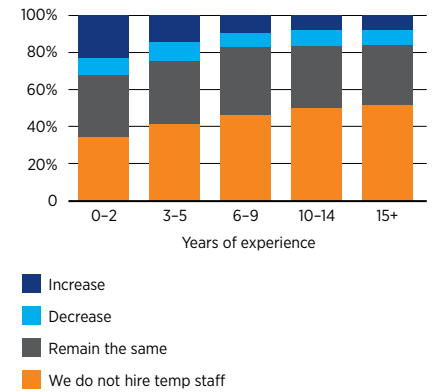
Please indicate how temporary/contract staffing levels have changed over the last 12 months.



Market Insight

Many employers are focused on succession planning and are increasingly looking for workers with two to five years of experience who can be trained for future leadership. We are seeing some change in the organizational hierarchy with employers choosing to hire a range of mid-level employees with the planning and analytical experience needed to support a smaller senior management team. Thirty-four per cent of respondents told us they were changing organizational structure to manage the talent shortage. Organizations are looking for candidates with the people management and communication skills necessary for successful leadership and we are seeing increasing emphasis on people skills and finding the right fit for a team. Candidates at this level tell us they are

Please indicate how you expect temporary/contract staffing levels to change over the next 12 months.

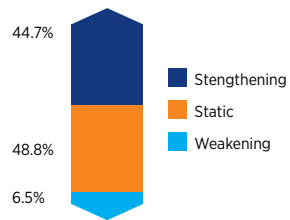


focused on salary, title, and opportunities for growth so employers who cannot compete on salary must focus on offering the right career progression and planning opportunities.

While most employers are using salaries, benefits, and career opportunities to make their company more attractive to candidates, 18 per cent of respondents said they were doing nothing to improve their appeal to top talent. Employers who are not trying to sell their company as a desirable place to work will struggle to compete, especially for the passive candidates that make up most of the skill-short areas of expertise. Tapping into this market requires a strong employer brand and industry network to connect with a deeper talent pool within Canada and employers that ignore that aspect of the market will be left behind.

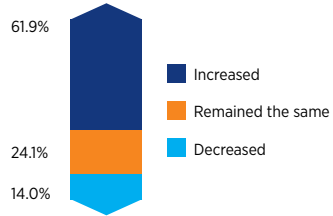
Economic outlook

How do you see the general outlook for the economy in the next 6–12 months?

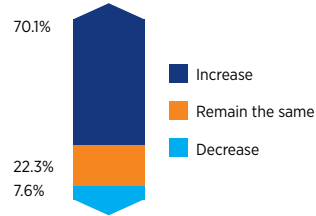


Business activity

In the last 12 months, business activity has:

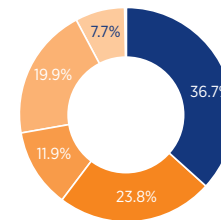


In the upcoming year, you expect business activity to:



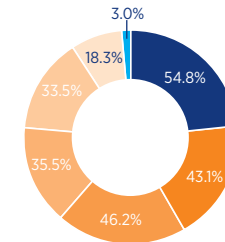
Employer insights

What do you think the main reason is for the skills shortage in your industry?



- Lack of training & professional development available
- Fewer people entering the job market in your industry
- People relocating to other regions
- People leaving to join a different industry
- Retirement

How are you making your company attractive to recruit top talent?



- Offering competitive salary packages
- Offering competitive benefit packages
- Promoting company culture
- Promoting career progression
- Offering training and professional development
- Nothing
- Other

Manufacturing

National	Low	Typical	High
Chief Operating Officer	180-200	200-225	225-250
Vice President, Operations	95-110	110-125	165-185
Vice President, Warehousing/ Transportation	90-100	100-110	110-125
Vice President, Manufacturing	110-135	135-150	150-200
Regional/District Operations Manager	110-135	110-140	115-150
Regional Director, Manufacturing	110-135	110-140	115-150
Regional Director, Corporate Compliance	110-135	110-140	115-150
Regional Director, Quality Assurance	110-135	110-140	115-150
Vice President, Supply Chain	100-110	110-120	120-135
Director, Sales & Operations Planning	90-100	100-115	115-120
Manager, Supply Planning	75-80	80-90	90-100
Manager, Demand Planning	75-80	80-90	90-100
Operations Manager	90-100	110-115	115-130
Plant Manager	100-125	125-150	150-180
Operations Group Leader	80-100	100-125	125-135
Group Leader	80-100	100-125	125-135
Team Leader	60-65	65-75	75-85
Materials Group Leader	80-100	100-125	125-135
Manager, Production Planning	75-80	80-90	90-100
Production Planner Scheduler	55-65	65-80	80-85
Maintenance Manager	85-95	95-110	110-135
Reliability Group Leader	85-95	95-110	110-135
Reliability Team Lead	60-65	65-75	75-85
Reliability Engineer	75-85	85-100	100-115
Director, Process Optimization	100-110	110-125	125-130
Director, Industrial Engineering	100-110	110-125	125-130
Director, Process Improvement	100-110	110-125	125-130
Vice President, Reliability & Engineering	110-115	115-135	135-150
Director, Plant Automation	100-110	110-125	125-130

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

National	Low	Typical	High
Maintenance Supervisor	65-75	75-85	85-100
Manufacturing Engineer	65-75	75-80	85-95
MRO Planner	45-55	55-65	65-75
Production/Packaging Supervisor	55-65	65-75	75-85
Engineering Manager	90-100	100-115	115-130
Production Manager	75-85	85-95	95-125
Quality Assurance Manager	85-95	85-100	110-135
Sanitation Group Leader	70-80	80-90	90-100
Sanitation Team Leader	50-60	60-70	70-75
Quality Engineer	60-70	65-75	75-80
Process Engineer	55-65	65-75	75-90
Process Modelling Analyst	50-55	55-65	65-80
Industrial Engineer	50-55	55-65	65-80
Chief Operating Engineer	80-90	90-110	110-135
Second Class Stationary Engineer	32-40/hr*	32-40/hr*	32-40/hr*
Dual Ticket	35-40/hr*	40-42/hr*	40-42/hr*
Certified Electrician	27-32/hr*	32-38/hr*	38-42/hr*
Certified Millwright	27-32/hr*	32-38/hr*	38-42/hr*
Refrigeration A	27-32/hr*	32-38/hr*	38-42/hr*
Refrigeration B	27-32/hr*	32-38/hr*	38-42/hr*

* Hourly rate

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

Logistics

National	Low	Typical	High
Vice President, Warehousing/ Transportation	95-105	105-125	125-180
Vice President, Operations	95-105	105-125	125-180
Regional Director	90-100	100-125	125-150
Director, Account Management	90-100	100-125	125-150
Director, Inventory	90-100	100-125	125-135
Director, Process Improvement	90-100	100-125	125-135
Director, Supply Chain	95-105	105-120	120-140
Director, Operations	90-100	100-125	125-150
Transportation Manager	85-95	95-110	100-125
Logistics Manager	85-95	95-110	100-125
Inventory Manager	75-85	85-100	100-125
Quality Assurance Manager	75-85	85-100	100-125
Customs & Compliance Manager	75-85	85-100	100-125
Direct to Store Delivery Manager	75-85	85-100	100-125
Fleet Manager	65-75	75-90	90-110
Forecasting Manager	65-75	70-80	80-95
Warehouse Manager	60-80	80-85	85-100
Operations Manager	60-80	80-85	85-100
Transportation/Logistics Supervisor	55-65	70-80	80-85
Fleet Supervisor	55-65	65-75	75-90
Fleet Analyst	55-65	65-75	75-90
Process Engineer	55-65	65-80	80-90
Forecasting Analyst	55-60	60-65	65-70
Warehouse Supervisor	50-70	65-75	75-80
Transportation Analyst	45-55	55-60	60-80
Supply Chain Analyst	45-55	50-60	60-75
Logistics Coordinator	35-42	45-55	55-65
Dispatcher	35-42	42-47	47-52

MEASURES OF WORTH OFFICE PROFESSIONALS



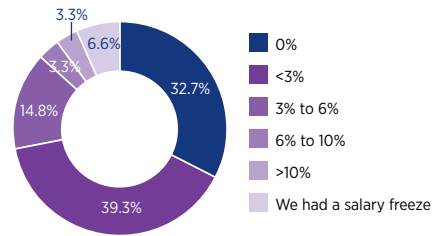
As budgets remain tight, employers are relying on temporary office professionals to support specific projects or meet labour needs while still maintaining low headcounts. The improving economy has seen some increases in permanent staffing numbers, and we are seeing temp-to-perm hiring increasing as employers focus on finding the right long-term fit. Temp-to-perm allows employers to trial staff and find employees with the right skills and personality for the culture and role. Companies are increasingly looking for individuals with hybrid skill sets to fill talent gaps in their office support teams so candidates with experience in a range of different industries or with cross-functional knowledge are highly sought after. These in-demand candidates have their choice of role so employers should move quickly to secure those with the right skills and if possible should plan ahead to hire strategically.

Salary Trends

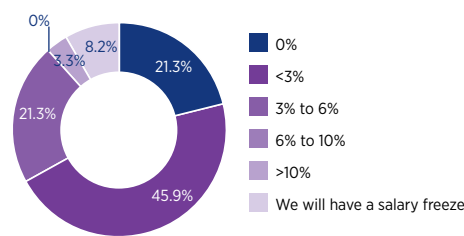
Office professionals reported the least salary increases in 2014 with almost 40 per cent of respondents saying salaries did not increase. Of those who saw an increase, 39 per cent reported less than three per cent. Employers are slightly more optimistic for 2015, with 67 per cent saying they expect increases of up to six per cent. We are seeing some dollar-per-hour rates increases for receptionist roles, especially for those with Canadian experience.

Salary level increases

What percentage did you increase salaries by in the last 12 months?



What percentage do you expect to raise salaries by over the next 12 months?



Hiring Trends

Forty per cent of employers using temporary workers increased their staffing levels in 2014, but less than a third of organizations grew their permanent staffing levels in 2014 and less than a quarter intend to increase their permanent staffing levels in 2015. Twenty-nine per cent said they would be relying on temporary workers to relieve productivity and headcount issues, which fits the trend we're seeing of companies with headcount or payroll restrictions relying on temporary or contract staff to meet project or organizational goals.

The shortage of bilingual candidates who are immediately available with industry specific experience continues from last year. Legal experience and security clearance are two areas with much higher demand than supply. We recommend partnering with local language schools or community groups to find top bilingual talent.

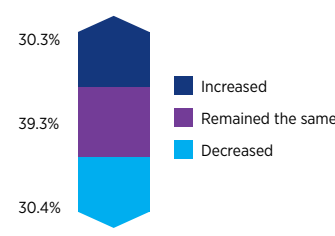
There is high demand for candidates with a hybrid skill set. Whether it's an administrator

with a marketing background or a receptionist who can use Photoshop, companies want more than just someone who can answer a phone. Not only does this cut down on payroll costs, but it allows organizations to more strategically fill talent gaps in their organizations. Almost a third (29%) of respondents said they were planning to use temporary workers to meet productivity requirements and finding temporary staff with more than one skill set means cutting down on costs without compromising on results.

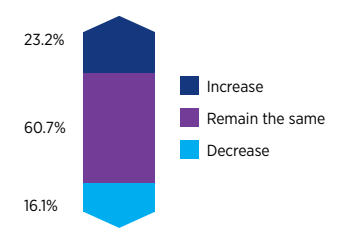
Organizations are struggling to find intermediate level candidates for roles that require some experience, but do not pay senior rates. There are many junior candidates with little on-the-job experience or proven skill set, but finding office professionals with three to five years of industry experience is proving a challenge. Many companies are relying on candidates who are on working visas, but some are hesitant to make those candidates permanent because of visa uncertainties.

Permanent hiring activity

Over the last 12 months, permanent staff levels in your department have:

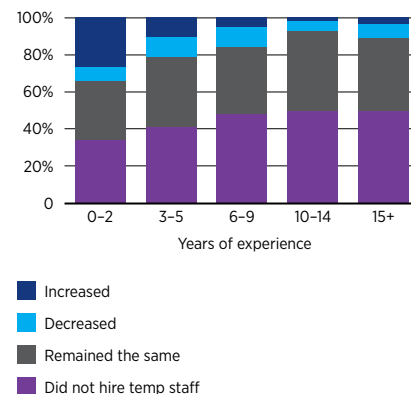


In the upcoming year, you expect permanent staff levels in your department to:

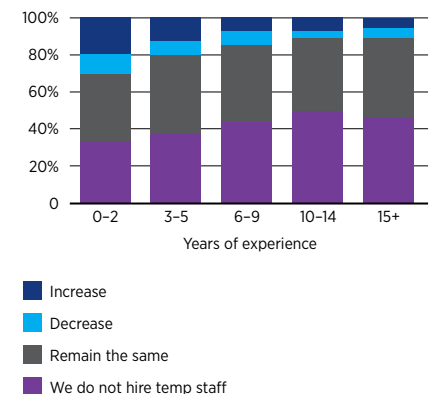


Temporary/contract hiring activity

Please indicate how temporary/contract staffing levels have changed over the last 12 months.



Please indicate how you expect temporary/contract staffing levels to change over the next 12 months.



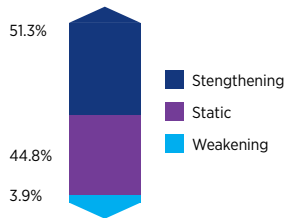
Market Insight

Employers expect a busy year in 2015 with 71 per cent predicting market activity will increase this year. While much of this growth will rely on temporary workers, we are hearing from employers that they are carefully monitoring the market and may start increasing their permanent hiring if market factors are positive in 2015. This is likely to rely heavily on temp-to-perm hiring, so employers can ensure they find the right fit for roles where personality is almost as important as skill set.

More companies are starting to consider succession planning for office support function roles, as opposed to seeing it as a revolving door area. One challenge is that candidates are being attracted to other positions and may move on to new roles before employers can implement succession plans. Employers need to be aware of the benefits of having long-term employees and reliable knowledge transfer in their support functions, and when an employee has the potential for promotion ensure they know those opportunities exist and they don't need to leave the company to find career growth.

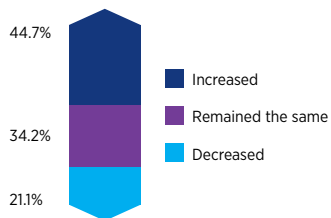
Economic outlook

How do you see the general outlook for the economy in the next 6-12 months?

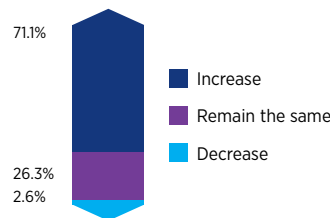


Business activity

In the last 12 months, business activity has:

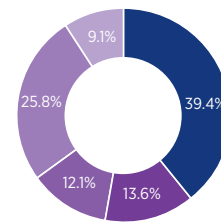


In the upcoming year, you expect business activity to:



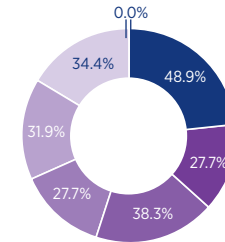
Employer insights

What do you think the main reason is for the skills shortage in your industry?



- Lack of training & professional development available
- Fewer people entering the job market in your industry
- People relocating to other regions
- People leaving to join a different industry
- Retirement

How are you making your company attractive to recruit top talent?



- Offering competitive salary packages
- Offering competitive benefit packages
- Promoting company culture
- Promoting career progression
- Offering training and professional development
- Nothing
- Other

Office Professionals

Low	Vancouver	Calgary	GTA	Ottawa
Senior Executive Assistant	55-65	60-65	55-70	45-55
Customer Service Manager	50-60	55-65	48-60	40-45
Senior Administrative Assistant	42-48	45-50	45-55	40-45
Executive Assistant	48-55	50-60	42-48	40-45
Project Administrator/Assistant	40-48	55-60	35-45	30-35
Office Manager	50-55	50-60	55-75	40-50
Administrative Assistant	32-37	40-45	32-37	30-35
Front Desk Coordinator	30-35	30-35	30-35	25-30
Switchboard Operator	30-32	30-35	28-33	25-30
Receptionist	28-32	30-35	28-33	25-30
Customer Service Representative (CSR)	30-35	30-35	28-32	28-33
Bilingual CSR	32-35	35-40	30-35	30-35
General Office Clerk	30-32	30-35	28-32	35-40
Mail Room Clerk	28-32	30-35	28-32	23-25
Order Desk	28-33	30-35	28-32	25-28
Records Control Clerk	30-36	30-35	28-32	25-28
Data Entry Clerk	28-32	30-35	27-30	25-30

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

Office Professionals

Typical	Vancouver	Calgary	GTA	Ottawa
Senior Executive Assistant	58-70	70-75	65-75	55-60
Customer Service Manager	60-70	60-80	60-75	45-55
Senior Administrative Assistant	45-52	50-55	50-60	45-50
Executive Assistant	55-65	60-70	48-55	45-55
Project Administrator/Assistant	48-55	55-65	35-45	40-45
Office Manager	55-65	55-65	55-75	50-60
Administrative Assistant	37-43	45-55	35-40	35-40
Front Desk Coordinator	34-38	40-45	35-40	30-35
Switchboard Operator	32-35	35-40	30-35	30-35
Receptionist	30-35	35-45	30-35	30-35
Customer Service Representative (CSR)	35-38	35-45	30-35	33-38
Bilingual CSR	35-38	40-50	32-38	35-40
General Office Clerk	32-36	35-40	30-35	40-50
Mail Room Clerk	32-35	35-38	30-33	25-28
Order Desk	33-38	35-40	30-35	28-32
Records Control Clerk	30-35	35-40	30-35	28-35
Data Entry Clerk	32-35	35-40	29-33	30-32

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

MEASURES OF WORTH

OIL & GAS

Office Professionals

High	Vancouver	Calgary	GTA	Ottawa
Senior Executive Assistant	68-75	70-85	70-90	65-75
Customer Service Manager	70-85	80-100	75-95	55-60
Senior Administrative Assistant	50-55	55-65	55-60	50-55
Executive Assistant	62-75	75-85	55-65	55-65
Project Administrator/Assistant	55-65	65-70	50-55	50-55
Office Manager	60-75	70-80	55-80	60-65
Administrative Assistant	40-45	55-60	40-50	40-45
Front Desk Coordinator	38-45	45-50	40-45	35-39
Switchboard Operator	35-40	40-50	35-45	35-40
Receptionist	35-45	45-55	35-45	35-39
Customer Service Representative (CSR)	38-45	45-50	35-40	33-38
Bilingual CSR	38-45	50-55	35-45	40-45
General Office Clerk	35-40	40-45	33-38	50+
Mail Room Clerk	35-38	38-42	33-35	28-35
Order Desk	35-40	40-45	35-40	32-35
Records Control Clerk	35-40	40-45	35-40	35-38
Data Entry Clerk	35-38	40-45	33-36	35-38

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



Demand for skilled labour in the oil and gas sector is very high as employers compete for workers in a small pool of candidates. An aging workforce remains an important future consideration particularly as the pace of retirement increases amongst skilled individuals. Replacing these workers will stretch an already tight market unless the industry can attract more young people from within Canada, and can bring skilled professionals in from outside the country. Questions around key pipelines such as Kitimat remain and the war on talent will only intensify if and when plans fall into place. Regardless of the outcome, companies need to focus on offering benefits and incentive programs to attract and retain skilled workers.

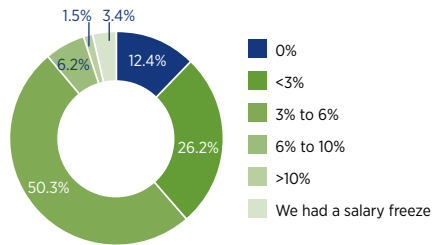
Salary Trends

The recent fall in West Texas Intermediate (WTI) prices are not reflected in the survey responses, however, confidence amongst employers remains high and companies expect projects to proceed as planned. Should WTI prices continue to decline, we expect downward pressure on salaries, and hiring intentions. Fifty per cent of oil and gas employers told Hays that salaries increased by three to six per cent in 2014 and a quarter of respondents saw increases of up to three per cent. A further eight per cent saw salaries grow by more than six per cent. In terms of 2015 expectations, employers believe they're on track for more of the same. Fifty per cent foresee pay raises of three to six percent while nine per cent of respondents expect salary increases above six per cent. About a third (29%) said they expect a modest bump of up to three per cent.

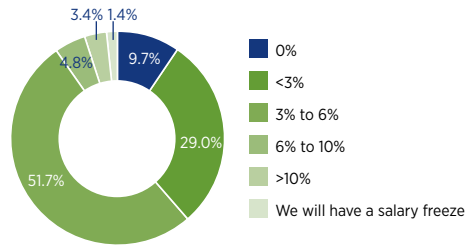
The rate of salary growth is higher than the Canadian cross-sector expectations, where 64 per cent of respondents expected increases of less than three per cent, but still modest for oil and gas industry rates in the past. Salaries are coming in line with other Alberta industries and we expect most salary increases to be focused in candidate-short areas with specific skill requirements such as Liquid Natural Gas (LNG) or petrochemical expertise.

Salary level increases

What percentage did you increase salaries by in the last 12 months?



What percentage do you expect to raise salaries by over the next 12 months?



Hiring Trends

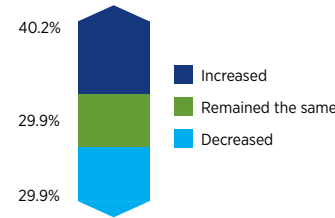
With respect to skills availability, 75 per cent of employers say they are experiencing a moderate to extreme skill shortage, which has prompted them to place heavy emphasis on full compensation packages to attract candidates. Some oil and gas employers have shifted away from a sole focus on salary to a more comprehensive view of compensation. Even companies that typically offer very strong benefits packages are boosting their offerings. Eleven per cent of employers added extended health benefits, eight per cent added RRSP and other pension related benefits while six per cent added share incentives in 2014.

According to 19 per cent of employer respondents, the looming wave of retirees

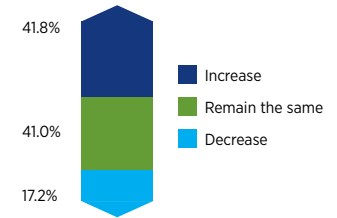
exiting the workforce is the chief contributor to an oil and gas skills shortage. Replacing these workers is not just about having enough bodies on site. Companies must work hard to ensure sufficient knowledge transfer from outgoing, senior staffers to their replacements. Encouragingly, twenty-nine per cent of employers rely on internal training to safeguard against knowledge loss however, many (39%) lack this type of training program, which exposes them to considerable risk. We recommend doing a talent assessment to identify potential knowledge gaps across the organization and train strategically. Doing so will facilitate a more seamless transfer of skills and knowledge as employees retire.

Permanent hiring activity

Over the last 12 months, permanent staff levels in your department have:

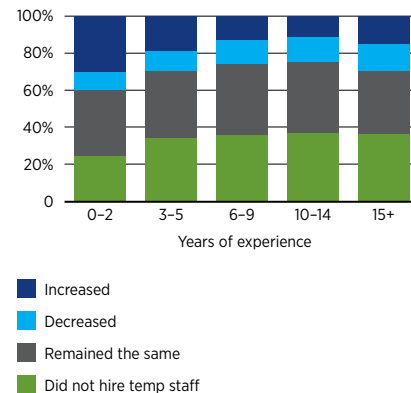


In the upcoming year, you expect permanent staff levels in your department to:

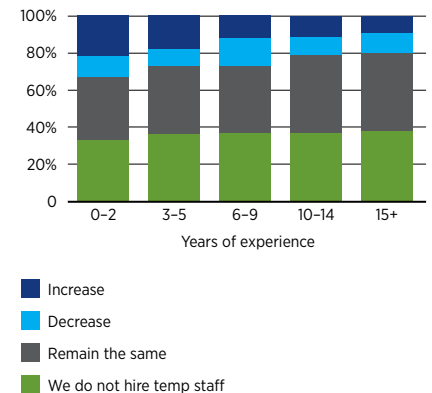


Temporary/contract hiring activity

Please indicate how temporary/contract staffing levels have changed over the last 12 months.



Please indicate how you expect temporary/contract staffing levels to change over the next 12 months.



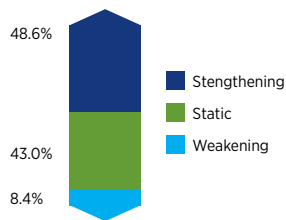
Market Insight

More than 70 per cent of respondents expect business activity to increase in 2015 as major projects around the country continue. LNG projects in British Columbia are the talk of the industry with several key projects receiving export licenses. These projects continue even in the face of the significant challenge of securing talent with LNG experience. The story is similar in the Atlantic region. Project timelines in Eastern Canada may be longer, however, companies face the same labour challenges. The pool of available talent is now completely utilized, with movement between projects limited to those dovetailing. While the skill shortage covers all disciplines, demand is especially high for construction management personnel, commissioning managers, and specialist engineers, including civil, structural and those with pipeline and completion experience.

The war for good, experienced talent continues throughout the country and companies take a multi-pronged approach by recruiting as much as possible within Canada, work-sharing with other areas or outsourcing larger packages of work. The uncertainty around a number of pipeline projects including Keystone XL and Kitimat has kept the industry on hold for months or even years. Keystone is currently kyboshed by the US Government, but a change of power could turn that around, and Kitimat still under consideration. If projects are green lit, talent shortages will be exacerbated, but uncertainty is preventing some companies from long-term planning. In combination with changing oil prices employers will be carefully watching market factors to adjust their talent strategy to meet changing company requirements.

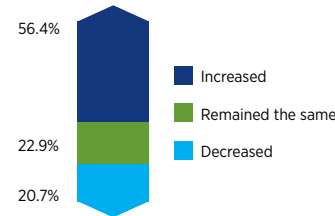
Economic outlook

How do you see the general outlook for the economy in the next 6-12 months?

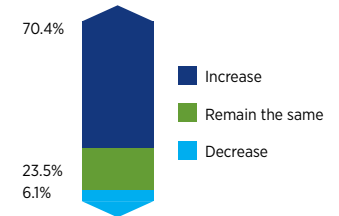


Business activity

In the last 12 months, business activity has:

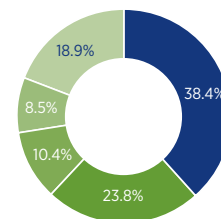


In the upcoming year, you expect business activity to:



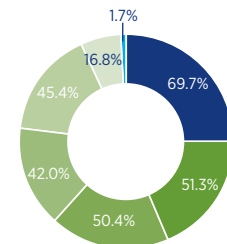
Employer insights

What do you think the main reason is for the skills shortage in your industry?



- Lack of training & professional development available
- Fewer people entering the job market in your industry
- People relocating to other regions
- People leaving to join a different industry
- Retirement

How are you making your company attractive to recruit top talent?



- Offering competitive salary packages
- Offering competitive benefit packages
- Promoting company culture
- Promoting career progression
- Offering training and professional development
- Nothing
- Other

Salary data found in Hays Global Oil & Gas Salary Guide report: Hays-oilgas@hays.com.



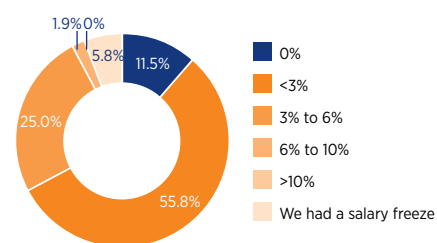
A weak loonie is seeing some larger companies moving procurement roles to the US, which leaves many Canadian candidates available, however, companies are still struggling to find necessary skills. A focus on efficiency has increased demand for candidates with system and ERP skills. At the next level, organizations are looking for individuals who can strategically analyze current supply chains to find areas for improvement. As medium sized companies increase business activity in Canada the market will stabilize and salaries will remain steady.

Salary Trends

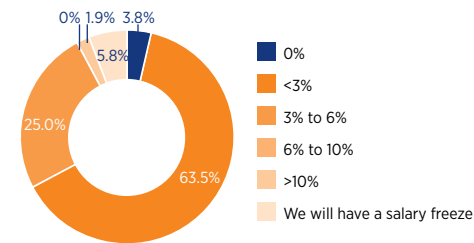
Most procurement employers saw modest salary increases in 2014 with 56 per cent getting a raise of up to three per cent and a quarter receiving a three to six per cent raise. Similar increases are expected in 2015 with 64 per cent expecting a rise of up to three per cent and 25 per cent predicting they will receive three to six per cent more. Overall salaries are stable and growing slowly, but we may see a decrease in salaries as organizational restructuring and layoffs mean more experienced candidates on the market. Demand for skills and experience is driving salaries in specific areas such as business to business purchasing roles. Most companies are offering standard benefits, bonus and vacation but are not motivated to go above market standard because they are able to attract and retain employees without extra perks.

Salary level increases

What percentage did you increase salaries by in the last 12 months?



What percentage do you expect to raise salaries by over the next 12 months?



Hiring Trends

Sixty-eight per cent of procurement employers say they are seeing moderate to extreme skill shortages. Most employers said a shortage of people entering the industry was the biggest cause of these shortages, with lack of awareness in schools and colleges blamed for fewer people choosing procurement as a career. Employers should consider increasing contact and communication with local schools and colleges to build a long term talent pipeline.

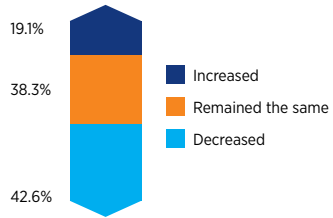
A focus on systems and efficiency are seeing increasing demand for System and ERP skills and experience, and many larger organizations are looking for high level strategists who can examine an entire supply chain for inefficiencies, rather than just improving one piece of the chain. On the

indirect procurement side employers are looking for candidates with IT and Technology services spend experience, especially at the intermediate level. Some of the more intangible skills such as negotiation and strategic thinking are being prioritized by hiring managers, but these can be difficult to find or test for before hiring.

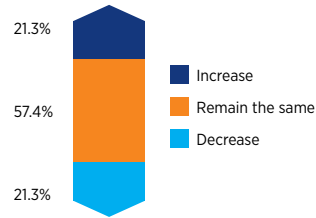
Forty-two per cent of those surveyed said their permanent staffing levels decreased in 2014. This has left a lot of highly skilled and experienced candidates in the market, but this readily available talent may reduce in 2015 as 78 per cent of organizations expect to grow or maintain these staffing levels. Companies intending to hire in 2015 should start planning their recruitment strategy early so they can make the most of the available talent before demand increases.

Permanent hiring activity

Over the last 12 months, permanent staff levels in your department have:

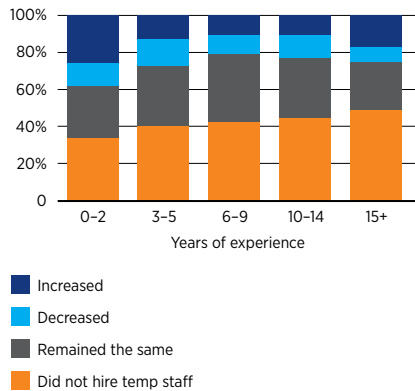


In the upcoming year, you expect permanent staff levels in your department to:

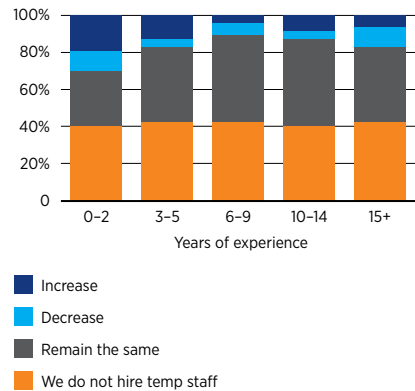


Temporary/contract hiring activity

Please indicate how temporary/contract staffing levels have changed over the last 12 months.



Please indicate how you expect temporary/contract staffing levels to change over the next 12 months.



Market Insight

Despite a slower year in 2014, procurement professionals are optimistic about 2015 with 73 per cent saying business activity will increase. A lot of manufacturing has been moved to the US or overseas, creating a market where there is a lot of competition for roles, and few opportunities. Candidates are having to undersell their skills and reduce their salary expectations in order to gain employment. However, employers are still struggling to find exact fits for their requirements in some cases.

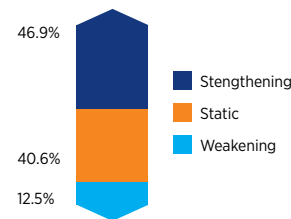
The retail industry is likely to grow in 2015 as some US retailers entering the Canadian market. Manufacturing has been declining in Canada as a lot of plants are moved to the US, but in 2015 it is likely that some current manufacturers and mid-sized Canadian

companies will see the opportunity to develop and expand, bringing some stability to the market. The public sector and financial services will also remain stable, but with elections around the corner, we may have to wait and see if there are any changes in public sector funding and policy.

Many organizations are starting to hire strategically for long-term potential and succession planning. This is increasing demand for candidates with the drive and desire to grow within the company, but if organizations can develop detailed development plans they are likely to see increased rates of retention as employees can see their long-term career with the company rather than expecting to move on to new employers when they want new opportunities.

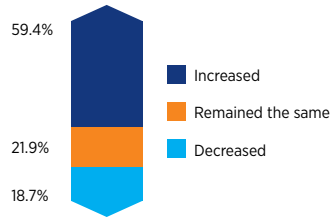
Economic outlook

How do you see the general outlook for the economy in the next 6-12 months?

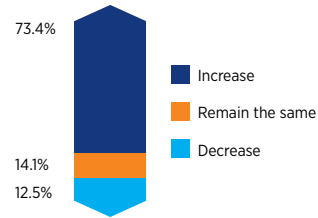


Business activity

In the last 12 months, business activity has:

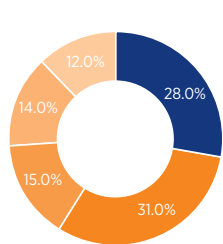


In the upcoming year, you expect business activity to:

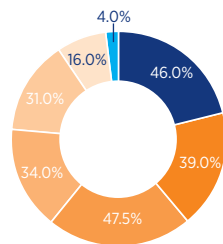


Employer insights

What do you think the main reason is for the skills shortage in your industry?



How are you making your company attractive to recruit top talent?



- Lack of training & professional development available
- Fewer people entering the job market in your industry
- People relocating to other regions
- People leaving to join a different industry
- Retirement

- Offering competitive salary packages
- Offering competitive benefit packages
- Promoting company culture
- Promoting career progression
- Offering training and professional development
- Nothing
- Other

Procurement

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

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

Procurement

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

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

Procurement

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

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

MEASURES OF WORTH PROPERTY & FACILITIES MANAGEMENT



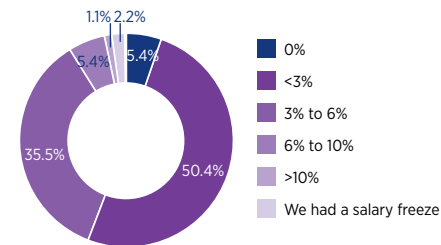
Property remains one of the country's strongest markets and is marked by a high-demand for experienced professionals. This is exacerbating talent shortages, especially in Alberta, and other provinces are losing top talent to Calgary and Edmonton as projects near completion and employers rely on higher salaries to draw people from British Columbia, Ontario and the Maritimes. Several factors contribute to the existing strain on talent including a continuing condo development boom, the arrival of international rental players such as Akelius and Bentall Kennedy's move beyond commercial into the residential market.

Salary Trends

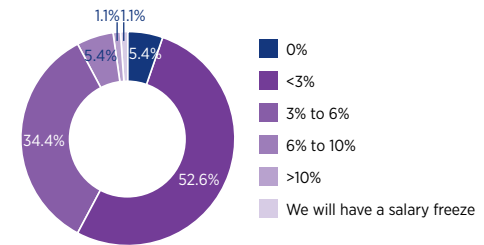
Eighty-seven per cent of property and facilities employers plan to increase salaries by up to six per cent in 2015. More than half (53%) expect increases of three per cent or less. This modest activity is consistent with 2014 levels. Fifty per cent of employers raised 2014 salaries by less than three per cent while slightly more than a third (35%) followed suit with pay raises in the three to six per cent range. These modest increases indicate companies are keeping up with inflation and the rising cost of living but payroll budgets remain relatively flat. However, shortages are likely to drive salaries in specific areas of expertise and increases for high-demand skills such as building operators and power engineers are likely.

Salary Level Increases

What percentage did you increase salaries by in the last 12 months?



What percentage do you expect to raise salaries by over the next 12 months?



Hiring Trends

Almost three-quarters (73%) of respondents say they experience a moderate to extreme talent shortage in the property and facilities industry and 52 per cent say it affects productivity. A quarter said skill shortages are also limiting their company's ability to expand into new markets. When asked about staffing, 40 per cent say their ability to increase headcount is affected by the shortages, increasing pressure and workload for existing staff. Significant opportunities exist for Canadian companies looking to expand operations, however, if employers struggle to find the talent they need, they cannot act on those opportunities.

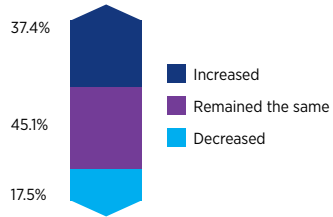
More than 80 per cent say staffing levels either increased or remained stable in 2014, and heading into 2015, 93 per cent say they expect growth or stability in 2015. Employers intending to increase their workforce need to plan ahead and look at what specific talent gaps they need to fill to meet organizational goals. Organizations that wait to recruit until later in the year may find themselves limited

in their choice of top level candidates. In a talent short market employers must balance their need for exact skills and experience with an open-minded approach to transferrable skills and a potential to learn. For example, a nationwide shortage of senior building operators drives some companies to bring in experienced professionals from other industries including hospitality.

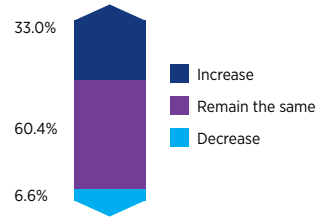
Total compensation proves to be an important part of attracting employees with in-demand skill sets. Employers in cities like Edmonton and Winnipeg report having some success communicating lower cost of living and opportunities for a better lifestyle. This is in contrast to more expensive locales such as Vancouver and Toronto. Employers in B.C. turn to performance-related pay or bonuses to attract candidates. This can be an effective way to ensure organizational objectives are met before extra pay is confirmed. If this proves successful in attracting and retaining top talent this trend will likely spread to other areas.

Permanent hiring activity

Over the last 12 months, permanent staff levels in your department have:

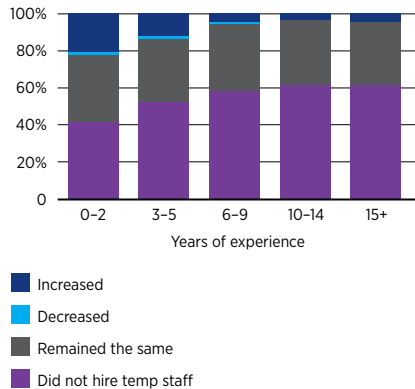


In the upcoming year, you expect permanent staff levels in your department to:

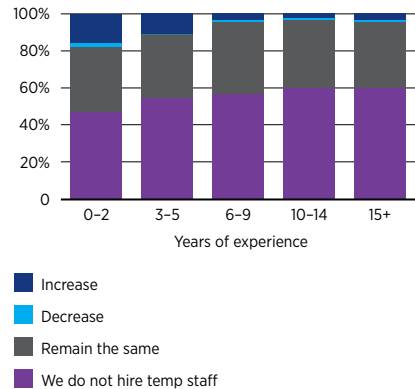


Temporary/contract hiring activity

Please indicate how temporary/contract staffing levels have changed over the last 12 months.



Please indicate how you expect temporary/contract staffing levels to change over the next 12 months.



Market Insight

Calgary employers have seen an increase in candidates who turn down offers and negotiate for better packages. Those candidates with the right qualifications and experience receive multiple offers as well as counteroffers. Nevertheless, employers still resist relaxing some of their strict skill and experience requirements. Many would benefit from reviewing roles to determine which skills are necessary and those that can be considered a “nice-to-have”.

In Toronto, senior operations managers are especially scarce and some employers increase their compensation packages to attract people to these roles. There are general shortages in some areas of expertise, specifically in the residential market, which is growing at an increasing rate. The continued growth of the condominium market, increasing competition within the residential space, and international companies moving into Canada all contribute to this additional strain.

With Cushman & Wakefield and Jones Lang Lasalle moving into the Canadian facilities management space, and major players such as SNC Lavalin losing local market share, the Ottawa market is in a state of flux. In the west, strong salaries attract qualified people from across the country, creating a shortage of skilled workers in other provinces. Power engineers have been especially in demand across Canada. In the Maritimes, Manitoba and Saskatchewan, employers struggle to maintain younger workers

due to incentives, such as higher pay and more attractive living offered in Ontario, Alberta and B.C.

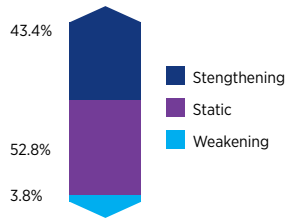
With the industry set to lose 10 per cent of the workforce to retirement in the next five years, shortages are likely to continue. This onset of retirement, coupled with the lack of young people entering the workforce, emphasizes the importance of sourcing and attracting junior and mid-level employees.

More than half of respondents said the low number of young workers entering the industry is due to a lack of awareness. Some regions have seen an increase in new graduates completing the necessary qualifications to become power engineers and building operators, but employers look for candidates with experience. Organizations can address both the lack of awareness and the lack of opportunities for junior candidates by partnering with their local college or university to offer courses that meet their long-term talent needs. Apprenticeships or internships for new graduates will also provide much needed experience desired by employers.

Successful companies will build talent from the ground up by offering entry-level positions to ensure they are developing future talent as well as addressing current staffing needs. Employers who are more open-minded about less-experienced candidates will be able to access a talent pool of hard working, capable individuals that more exacting employers are ignoring.

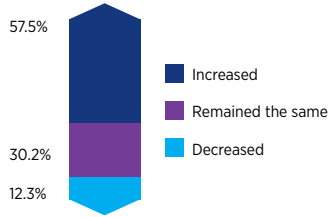
Economic outlook

How do you see the general outlook for the economy in the next 6-12 months?

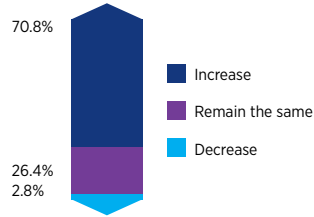


Business activity

In the last 12 months, business activity has:

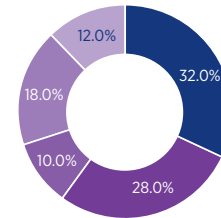


In the upcoming year, you expect business activity to:



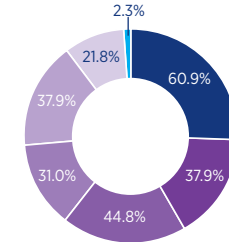
Employer insights

What do you think the main reason is for the skills shortage in your industry?



- Lack of training & professional development available
- Fewer people entering the job market in your industry
- People relocating to other regions
- people leaving to join a different industry
- Retirement

How are you making your company attractive to recruit top talent?



- Offering competitive salary packages
- Offering competitive benefit packages
- Promoting company culture
- Promoting career progression
- Offering training and professional development
- Nothing
- Other

Commercial Property Management

Low	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President, Property Management	130-134	135-145	130-140	90-94	130-139	105-109
Director, Property Management	100-104	120-130	115-125	100-104	105-114	100-104
Real Estate Manager	90-99	100-109	100-109	100-110	90-99	100-104
Senior Property Manager (Commercial Office, Retail or Industrial portfolio)	80-84	85-89	70-79	75-79	75-85	70-74
Property Manager (Commercial Office, Retail or Industrial portfolio)	60-64	70-79	65-74	<60	70-74	<60
Assistant Property Manager	50-54	55-59	50-54	<50	50-54	50-54
Property Administrator	40-44	50-54	45-49	35-39	40-44	35-39
Tenant Services Representative	45-49	45-49	45-49	40-44	35-39	35-39

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

Commercial Property Management

Typical	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President, Property Management	150-164	150-164	140-150	94-105	145-155	134-139
Director, Property Management	115-129	130-140	125-135	110-114	115-124	105-109
Real Estate Manager	100-109	120-129	115-124	110-120	100-119	105-109
Senior Property Manager (Commercial Office, Retail or Industrial portfolio)	100-104	95-105	95-99	85-89	85-95	75-85
Property Manager (Commercial Office, Retail or Industrial portfolio)	70-79	80-89	75-84	65-69	75-79	65-75
Assistant Property Manager	55-64	60-64	55-64	50-54	55-59	55-59
Property Administrator	50-54	50-59	50-59	45-49	45-55	40-44
Tenant Services Representative	45-49	50-54	50-54	45-49	40-44	40-44

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

Commercial Property Management

High	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President, Property Management	170-184	160-179	154-164	105-109	160-169	140-144
Director, Property Management	135-139	140-150	135-145	120-124	125-135+	125-129
Real Estate Manager	120-129	130-139	125-135	120+	120-140	105-129
Senior Property Manager (Commercial Office, Retail or Industrial portfolio)	110-114	110-119	104-109	90-94	95-105	85-94
Property Manager (Commercial Office, Retail or Industrial portfolio)	80-84	95-114	100-114	80-84	80-84	75-89
Assistant Property Manager	65-69	65-69	64-69	50-59	60-64	60-64
Property Administrator	60-64	60-64	60-64	50-54	55-60	45-49
Tenant Services Representative	50-64	55-59	55-59	50+	45-54	45-54

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

Residential Property Management

Low	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Director, Property Management	80-90	85-95	80-90	80-90	85-90	80-90
Senior Property Manager	70-74	70-74	70-74	55-60	60-64	45-60
Property Manager	40-44	50-54	50-54	40-44	55-59	35-39
Property Administrator	40-44	40-44	35-39	30-35	40-44	30-35
Condominium Manager	55-59	50-54	50-54	45-49	55-59	40-49
Site/Resident Manager	30-35	40-44	35-39	30-35	20-24	35-39
Leasing Representative/Agent	35-39	35-39	35-39	35-40	28-34	30-35
Operations Supervisor	55-60	60-64	60-64	50-60	45-49	40-64
Senior Building Operator	50-54	50-54	50-54	50-54	50-54	50-54
Building Operator	45-49	45-55	45-50	40-44	40-44	40-44
Maintenance Worker	30-39	45-55	45-50	30-35	35-39	30-35

Typical	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Director, Property Management	90-100	95-105	90-100	90-100	90-99	90-100
Senior Property Manager	75-79	75-79	75-79	60-64	65-74	60-70
Property Manager	50-60	55-65	55-65	45-49	55-59	45-49
Property Administrator	40-45	45-49	45-49	35-39	40-44	40-44
Condominium Manager	60-64	55-65	55-59	50-54	60-64	50-54
Site/Resident Manager	35-39	45-55	40-49	35-39	24-29	40-44
Leasing Representative/Agent	40-44	40-44	40-44	40-44	34-44	35-39
Operations Supervisor	60-64	65-69	65-69	60-65	50-54	45-64
Senior Building Operator	55-60	55-60	55-60	55-60	55-60	55-60
Building Operator	45-49	50-55	50-55	45-50	45-49	45-49
Maintenance Worker	30-44	50-55	45-55	35-40	35-39	35-39

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

Residential Property Management

High	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Director, Property Management	100-110	105-115	100-110	100-110+	120-140	100-110+
Senior Property Manager	80-89	80-89	80-89	65+	75-84	70+
Property Manager	60-70	65-75	65-75	55-64	60-69	45-49
Property Administrator	50-60	50-59	50-54	40-49	45-54	50-54
Condominium Manager	65-74	65-75	60-69	55-59	65-79	60-79
Site/Resident Manager	40-44	50-55	50-55	40-44	30-35	45-49
Leasing Representative/Agent	40-44	45-49	45-49	40-44	45-54	40-44
Operations Supervisor	65-74	70-74	70-74	65-70	55-60	65-79
Senior Building Operator	60-64	60-64	60-64	60-69	60-69	60-64
Building Operator	50-60	50-55	50-55	50-54	50-60	50-60
Maintenance Worker	35-44+	50-55	50-55	40-49	40-44	40+

Asset Management

Low	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President, Asset Management	125-129	150-154	130-134	120-124	130-134	120-129
Director, Asset Management	90-100	115-125	110-114	95-99	90-94	95-104
Asset Manager	65-75	80-84	75-85	70-74	60-70	85-89

Typical	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President, Asset Management	145-165	160-164	140-145	125-134	150-160	130-139
Director, Asset Management	100-110	125-135	120-124	110-114	115-119	110-119
Asset Manager	75-85	90-99	85-95	75-79	74-84	95-104

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

Asset Management

High	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President, Asset Management	180-189	175-179	175-179	160-164	160-164	165-169
Director, Asset Management	120-124	140-149	130-134	115-119	125-129	130-134
Asset Manager	90-99	100-104	95-104	105-109	84-94	105-109

Commercial Leasing

Low	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President/Director/Senior Manager of Leasing	120-135	120-130	115-125	100-104	135-144	100-110
Leasing Manager/Representative	65-69	85-95	80-84	60-64	70-74	70-74
Leasing Assistant/Coordinator	40-44	50-54	45-49	<30	35-39	30-34

Typical	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President/Director/Senior Manager of Leasing	140-150	140-155	135-145	125-129	150-160	114-125
Leasing Manager/Representative	75-85	95-105	90-100	75-85	84-94	75-79
Leasing Assistant/Coordinator	40-44	55-59	50-59	30-34	45-49	35-44

High	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Vice President/Director/Senior Manager of Leasing	180-189	165-180	150-160	200+	160-164	140-144
Leasing Manager/Representative	110-119	114-124	115-119	84-94	95-99	95-99
Leasing Assistant/Coordinator	50-59	60-64	60-64	35-39	45-49	45-49

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

Lease Administration

Low	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Lease Admin Manager	55-59	70-74	65-69	50-54	70-74	<50
Lease Administrator - lease drafting	50-54	55-60	50-54	45-50	50-64	55-64
Lease Administrator - non lease drafting	40-44	45-49	45-49	40-44	40-49	45-55

Typical	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Lease Admin Manager	60-64	75-79	70-74	55-60	80-84	50-54
Lease Administrator - lease drafting	50-59	60-69	55-65	50-55	64-89	65-69
Lease Administrator - non lease drafting	45-49	50-54	50-54	45-49	50-54	50-54

High	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Lease Admin Manager	65-74	85-99	75-89	60-80	85-89	60-74
Lease Administrator - lease drafting	60-69	65-75	60-70	55-65	90-99	70-74
Lease Administrator - non lease drafting	45-49	54-59	50-54	50-55	55-59	55-59

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

Operations and Maintenance

Low	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Director, Operations	80-84	95-99	90-94	<80	105-109	105-109
Operations Manager	60-64	80-84	75-79	55-59	75-79	80-89
Operations Supervisor	55-59	70-74	70-74	55-59	65-69	65-69
Chief Power Engineer	65-69	70-74	70-74	65-70	75-79	65-74
Senior Building Operator	50-54	65-69	65-69	55-59	50-54	50-54
Building Operator	45-49	55-59	55-59	40-44	40-44	40-49
Maintenance Worker	30-34	45-49	45-49	30-34	35-39	30-34

Typical	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Director, Operations	90-94	100-110	95-105	80-84	110-119	105-109
Operations Manager	70-74	85-95	80-90	60-64	80-84	90-99
Operations Supervisor	60-64	80-90	75-85	60-64	70-74	70-74
Chief Power Engineer	70-74	75-85	70-80	70-75	80-84	75-89
Senior Building Operator	55-59	70-74	70-74	55-59	55-59	55-59
Building Operator	50-54	55-65	55-65	40-44	45-55	50-54
Maintenance Worker	35-39	45-49	45-49	35-39	35-39	35-39

High	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Director, Operations	105-119	110-120	105-115	85-104	120-124	120-124
Operations Manager	80-84	90-100	90-95	65-74	85-89	100+
Operations Supervisor	65-74	85-95	80-90	65-69	75-79	75-79
Chief Power Engineer	75+	80-89	75-85	75+	84-90	100-110
Senior Building Operator	60-64	75-79	75-79	65-69	60-69	60-64
Building Operator	55-59	65-69	65-69	50-54	55-64	55-59
Maintenance Worker	40-44	50-54	50-54	40-44	40-44	40-44

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

Facilities Management

Low	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Head of Facilities Management	90-99	130-134	125-129	85-95	120-124	100-109
Director, Facilities Management	90-99	100-109	95-104	80-89	95-99	90-99
General Manager	110-119	120-129	110-119	90-99	95-99	95-99
Facilities Manager	75-79	80-84	75-79	80-84	60-64	70-74
Facilities Coordinator	50-54	60-64	55-59	45-50	30-34	40-44

Typical	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Head of Facilities Management	100-114	135-145	130-134	95-110	125-135	110-119
Director, Facilities Management	100-119	110-125	105-120	90-99	100-119	100-109
General Manager	120-129	130-139	120-129	100-109	100-109	100-109
Facilities Manager	85-89	85-95	85-94	84-89	75-85	75-79
Facilities Coordinator	55-59	65-69	60-64	50-60	50-54	45-49

High	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Head of Facilities Management	115+	145+	135+	110+	135-150	120+
Director, Facilities Management	120+	130+	120+	100+	120-140	110+
General Manager	130+	140+	130+	110+	110-119	110-119
Facilities Manager	105-109	105-109	100-104	95-99	90-94	80-84
Facilities Coordinator	60-64	70-74	65-69	60-64	50-59	50-54

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

Sustainability

Low	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Director, Sustainability	85-89	105-109	90-94	85-89	110-114	<70
Manager, Sustainability	75-79	75-79	75-79	85-89	70-74	70-74
Project Manager	65-69	75-79	70-74	<50	65-69	65-69

Typical	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Director, Sustainability	105-109	115-119	105-114	90-99	115-124	70-74
Manager, Sustainability	85-89	80-89	80-89	80-84	75-79	75-79
Project Manager	80-84	89-110	84-95	60-64	70-79	70-79

High	Vancouver	Calgary	Edmonton	Winnipeg	GTA	Ottawa
Director, Sustainability	115-119	130-149	120-124	109+	140-144	95-99
Manager, Sustainability	90-94	90-94	90-94	85-94	90-94	80-89
Project Manager	90-94	120-124	110-119	85-89	85-89	80-84

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



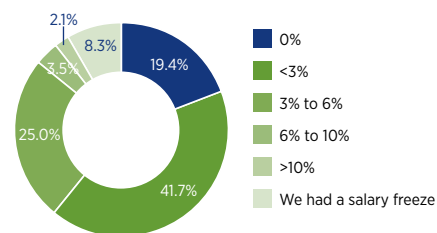
The resource and mining industry has been in flux in 2014. A downturn in funding resulted in some mines going into care and maintenance while other projects were delayed indefinitely. A new DeBeers diamond mine in the Northwest Territories is the exception, while other projects work to alleviate local environmental concerns before moving ahead. Other parts of the resource industry experience rapid growth. In particular, increased international demand for Canadian lumber drives new forestry projects. New sites have opened, the industry has seen renewed involvement from First Nations groups and boosted production has taken hold throughout Western Canada.

Salary Trends

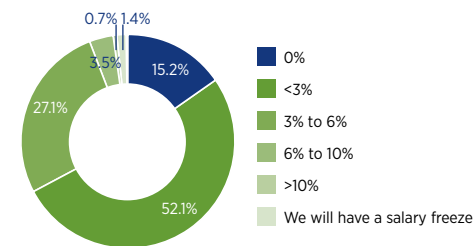
This survey reveals that sixty-seven per cent of resource and mining respondents increased salaries by up to six per cent in 2014. However, the mining industry downturn affected salaries in 2014. Eight per cent say they had a salary freeze, compared with just four per cent across industries Canada-wide. Nevertheless, respondents are optimistic about the future. Just one per cent expect the freeze to continue and 79 per cent believe they'll see salary increases of up to six per cent in 2015.

Salary level increases

What percentage did you increase salaries by in the last 12 months?



What percentage do you expect to raise salaries by over the next 12 months?



Hiring Trends

Forty per cent of respondents say an industry skill shortage affects business activity, with half citing headcount growth and productivity as the biggest areas affected. Serious shortages in skilled trades affect resource and mining employers across Canada, especially as they compete with oil and gas companies for millwrights, electricians, mechanics and other qualified tradespeople. Those with their Red Seal journeyman certificate are in especially high demand.

Forestry companies looking to be competitive need to evaluate current recruitment strategies to access the right talent pools and attract the top candidates. In general, forestry employers cannot match the salaries offered by mining companies. Nevertheless, recent union negotiations with guaranteed wage increases over the next three years will reassure candidates of their continued progression.

Job seekers are looking for stability, and where necessary, relocation costs. With that fact in mind, forestry employers

need to ensure they offer benefits that these experienced workers and other skilled-trades professionals want. Candidates, especially those with families, are also interested in moving to locations with schools, parks and other amenities. Employers should ensure they highlight or sell the local living conditions and investments in local infrastructure where they can.

The mining industry slowdown and reduced financing has decreased or restricted hiring plans. Seventy-two per cent of respondents say permanent staffing numbers remained stable or decreased in 2014. However, 40 per cent say they plan to hire more temporary staff in 2015. Increasing temp staff levels will address some of the issues employers noted in their survey responses. This includes productivity, which 53 per cent say is limited by the talent shortage, and a 28 per cent increase in employee stress leaves in 2014. Respondents are more optimistic about next year with 88 per cent expecting increased or stable business activity. Resource and mining companies need to tap into networks of passive candidates

within Canadian and international markets to find qualified candidates.

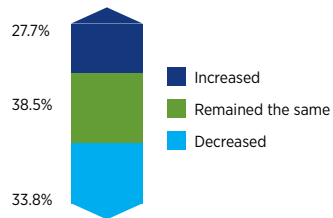
Compared with the overall Canadian results, more resource and mining respondents report candidates turning down job offers due to relocation. Relocation packages are increasingly common, in part as a response to this hesitancy to move. Moving a family goes beyond just paying for plane tickets. On-site resources such as help finding housing, schools, stores and other necessities can make a move less disruptive. Employers should work to provide flexibility in relocation

packages and tailor to each individual's needs whether that includes moving a pet or putting employees in touch with a family doctor before they move.

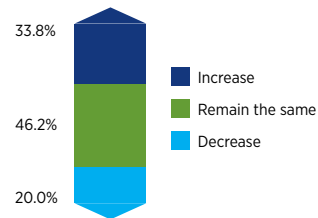
Another response to the tight candidate market is an increase in hiring bonuses. Six per cent of resource and mining respondents say they added hiring incentives in 2014, which is higher than the national rate of less than four per cent. In combination with relocation costs, a hiring bonus can be a useful tool for signing top talent.

Permanent hiring activity

Over the last 12 months, permanent staff levels in your department have:

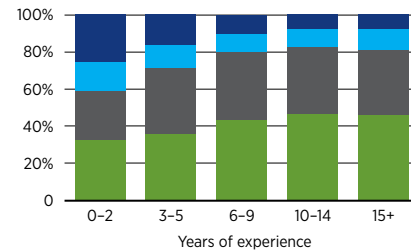


In the upcoming year, you expect permanent staff levels in your department to:



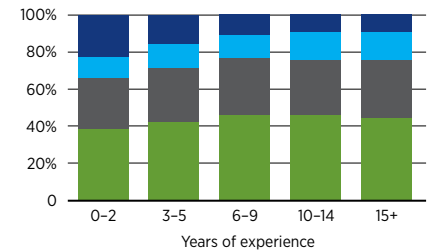
Temporary/contract hiring activity

Please indicate how temporary/contract staffing levels have changed over the last 12 months.



- Increased
- Decreased
- Remained the same
- Did not hire temp staff

Please indicate how you expect temporary/contract staffing levels to change over the next 12 months.



- Increase
- Decrease
- Remain the same
- We do not hire temp staff

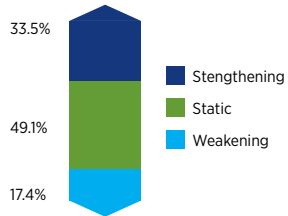
Market Insight

Overall, resources and mining professionals are more conservative than other industries in their staffing growth estimates. About one third expect to grow in 2015 and 20 per cent believe permanent staff levels will decrease next year. Addressing shortages in specific specialisms will be vital for ongoing success. Twenty-seven per cent of employers say a lack of people entering the industry is one of the key factors causing the skill shortage.

Industry leaders must ensure that opportunities are communicated widely, and to groups that are often overlooked, such as women, who make up just four per cent of trade roles. Trades are not well-promoted in schools, a point that 50 per cent of respondents say is to blame for the lack of new people entering the industry. By partnering with colleges, offering apprenticeships, and selling the industry as one that offers clear career paths for long-term success resource and mining employers can reduce future shortages.

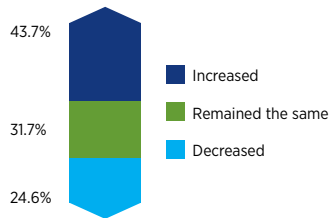
Economic outlook

How do you see the general outlook for the economy in the next 6-12 months?

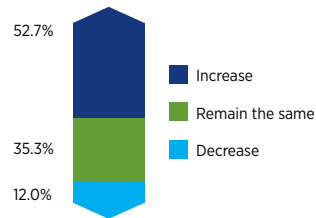


Business activity

In the last 12 months, business activity has:

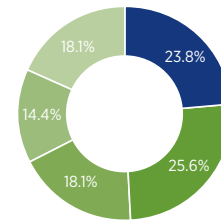


In the upcoming year, you expect business activity to:



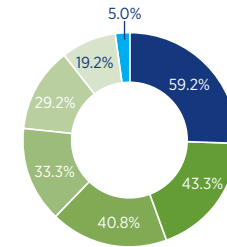
Employer insights

What do you think the main reason is for the skills shortage in your industry?



- Lack of training & professional development available
- Fewer people entering the job market in your industry
- People relocating to other regions
- People leaving to join a different industry
- Retirement

How are you making your company attractive to recruit top talent?



- Offering competitive salary packages
- Offering competitive benefit packages
- Promoting company culture
- Promoting career progression
- Offering training and professional development
- Nothing
- Other

MINING

Head Office

	National
President/Chief Executive Officer	180-400+
Chief Operating Officer	185-350+
Senior Investor Relations	90-150+
Vice President, Exploration	130-220+
Continuous Improvement Manager	90-140

Mining Engineering

	National
General Manager	140-220+
Mine Manager	150-170+
Manager, Technical Services	130-160+
Superintendent	120-140+
Engineering Manager	130-170+
Chief Engineer	120-140+
Senior Mine Engineer	100-120+
Mine Engineer	75-100
Mine Technician	55-85
Mechanical Engineer	70-80
Senior Mechanical Engineer	90-110
Electrical Engineer	70-80
Senior Electrical Engineer	90-110
Ventilation Engineer	80-120

Metallurgy/Processing

	National
Mill Manager/Process Manager	130-160
Chief Metallurgist	120-140
Mill Superintendent	120-140
Senior Process Engineer	90-110
Process Engineer	70-80
Senior Metallurgist	90-110
Metallurgist	70-80

Senior Maintenance & Production

	National
Maintenance Manager	135-160+
Maintenance Superintendent	125-150+
Maintenance Planner	95-110+
Maintenance Foreperson	100-120
Pit or U/G Superintendent	125-140+
Pit or U/G Foreperson	100-120

Geology

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

Health, Safety & Environment

	National
HSE Superintendent	100-140+
HSE Manager	80-120
HSE Supervisor	75-110+
HSE Coordinator	60-90
HSE Officer	50-75+
Senior Environment Manager	100-140
Environment Manager	70-110
Environment Coordinator	60-90
Energy Manager	90-110

Mining Construction

	National
Project Manager	180-250
Project Controls Manager/Lead	140-200
Senior Cost Controller	100-140
Senior Planner	100-140
Intermediate Cost Controller	80-105
Intermediate Planner	80-105
Project Controls Analyst	70-100
Intermediate Estimator	90-120

Mining Trades & Maintenance

	National
Millwright - apprentice	27-35/hr*
Millwright - Red Seal Certified	35-44/hr*
HD Mechanic - apprentice	27-35/hr*
HD Mechanic - Red Seal Certified	35-44/hr*
Electrician - apprentice	27-35/hr*
Electrician - Red Seal Certified	35-44/hr*

* Hourly rate

FORESTRY

Technical & Operations

	National
Forestry Engineer/Forester	65-85
Process Engineer & Quality Control	60-80
Plant Manager	120-160+
Production/Sawmill Supervisor	80-120+
Sawmill Superintendent	95-110
Maintenance Supervisor	85-95
Maintenance Manager	110-120
Health, Safety & Environmental	60-130+
Silvicultural Forester	55-75
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	80-100

Forestry Trades & Maintenance

	National
Millwright – apprentice	25-33/hr*
Millwright – Red Seal Certified	36-40/hr*
HD Mechanic – apprentice	25-33/hr*
HD Mechanic – Red Seal Certified	36-40/hr*
Electrician – apprentice	25-33/hr*
Electrician – Red Seal Certified	36-40/hr*

* Hourly rate.

MEASURES OF WORTH

SALES & MARKETING



In a tough economic market good sales representatives are vital for maintaining and increasing business activity, but many employers are finding it difficult to find employees with proven results and practical experience. The marketing sector is flooded with young graduates, but employers face a shortage of mid-level candidates who can hit the ground running. The sector has seen steady growth in business activity in 2014, and most expect that to accelerate in 2015 but employers who are struggling to find talent with the right skills and experience will be unlikely to take advantage of the opportunities offered by the increasing business activity.

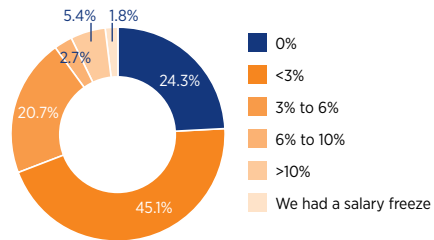
Salary Trends

Sales and marketing employers saw modest salary growth in 2014. Twenty-six per cent saw no increases in salaries, 45 per cent said they increased salaries by less than three per cent and 21 per cent increased them by three to six per cent. These trends look likely to continue in 2015, with 50 per cent saying increases would be less than three per cent. A quarter expect pay rises of three to six per cent, while 19 per cent expect no increases at all. Base salaries are always an important attraction and retention tool, but many respondents said performance-related bonuses were equally or more important than base salary in attracting talent. Thirty-eight per cent of respondents said performance related bonuses were more important than salary for attracting and retaining mid-level sales and marketing professionals. Fifty-seven per cent of companies offer bonuses, and 72 per cent rated it as very or extremely important to recruitment and retention. For employers looking for ways to improve their attracting and retention rates while also improving productivity, performance-related pay is an excellent tool for motivating employees to put in the discretionary effort necessary to meet organizational goals.

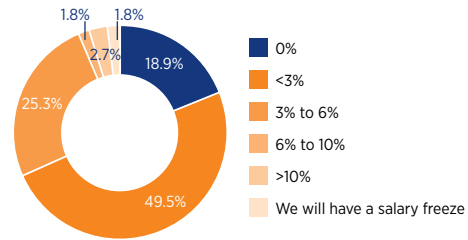
All figures are expressed in thousand Canadian dollars and as annual gross salaries.

Salary level increases

What percentage did you increase salaries by in the last 12 months?



What percentage do you expect to raise salaries by over the next 12 months?



Hiring Trends

Employers expect to maintain stable staff levels in 2015 with half saying their organizations would maintain the same number of permanent staff and 36 per cent expecting to grow staff levels. This is a change from an unpredictable market in 2014, when 38 per cent increased permanent staff numbers, 35 per cent stayed the same and 27 per cent decreased staff levels. With the same number of employers intending to increase headcount in 2015, but fewer saying their numbers would decrease, this means fewer active candidates available in the job market. The experienced workers that employers are looking for are largely passive so employers need to expand their networks or work with companies that have extensive candidate connections to find the people with the right experience and proven abilities.

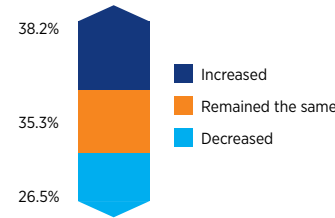
Successful sales staff require a mix of hard and soft skills, and it seems it is the latter set that employers are struggling to find with 70 per cent saying that when a new hire does not work out it is because of lacking soft skills. Follow up on references to ensure you get the best information about the candidate, and if possible include role-playing assessments in interviews to test how a candidate handles themselves in specific sales scenarios. We also suggest

looking for candidates with long-term client relationships who have proven they can build rapport and have the people skills necessary for success.

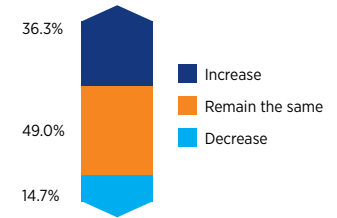
Marketing is increasingly becoming a technologically advanced role, professionals are expected to have experience in a wide variety of direct and digital communication methods, including some that are relatively new. Employers are struggling to find mid- and senior-level candidates with experience working in social media and using other digital tools. Some employers need to assess their expectations for experience. Looking for someone with five or more years of social media experience may not be realistic, especially in a market that is already short on mid-level candidates. Respondents told us that less than 10 per cent of their new hires were entry-level candidates, which matches the patterns we're seeing in employer expectations. Almost 40 per cent of respondents said a lack of training and professional growth was the main factor behind the skill shortage. Employers need to consider the long-term potential of a candidate with less than two years of experience. Shortages for experienced marketing professionals will only continue to grow if companies refuse to hire new graduates.

Permanent hiring activity

Over the last 12 months, permanent staff levels in your department have:

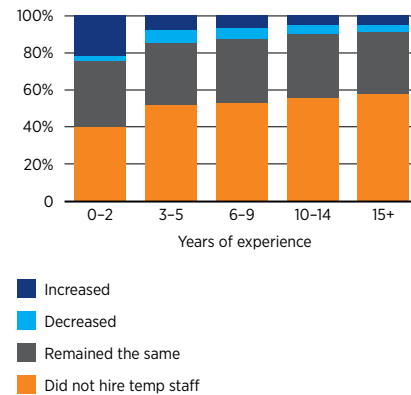


In the upcoming year, you expect permanent staff levels in your department to:

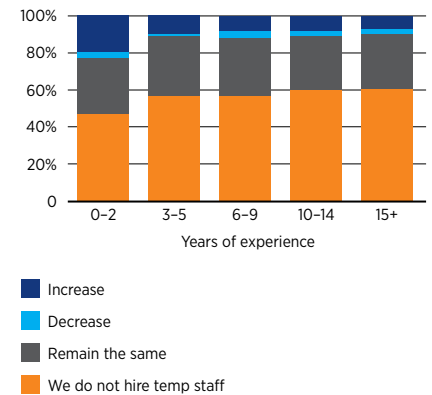


Temporary/contract hiring activity

Please indicate how temporary/contract staffing levels have changed over the last 12 months.



Please indicate how you expect temporary/contract staffing levels to change over the next 12 months.



Market Insight

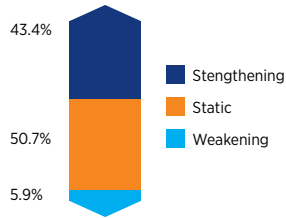
Business activity expectations are high, with 75 per cent of respondents saying the market would grow in 2015. This is higher than 2014, when 66 per cent saw business activity increase. This growth will need to be supported by increased hiring, or by increasing productivity with current staff levels. Trying to do more with fewer resources can be challenging and 49 per cent of respondents said employee morale had suffered because of the talent shortage, while 32 per cent said employee stress leave had increased. Twenty-seven per cent said they would be hiring more temporary workers to address this workplace pressure, while 24 per cent said their organization was combining roles.

Attracting top talent will remain challenging and companies must take steps to improve

their employer branding to be positioned as a desirable place to work. Fifty-four per cent said they were relying on competitive salaries to make their company more attractive, while 46 per cent said they were improving benefits. However, more than one-fifth (22%) said they were not doing anything to attract candidates to their company. These employers are going to struggle to keep up with their competitors who are planning ahead and building an employer brand that is appealing to top candidates. We recommend assessing your organization's current attraction tools and taking steps to build a strong industry network. Having a clear employer value proposition, ensuring your target audience knows what you offer and leveraging your network to find better candidates will give your company better hiring results and enable long-term success.

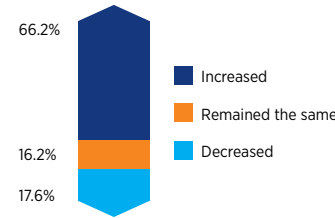
Economic outlook

How do you see the general outlook for the economy in the next 6–12 months?

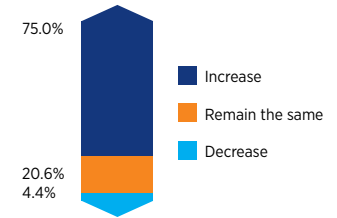


Business activity

In the last 12 months, business activity has:

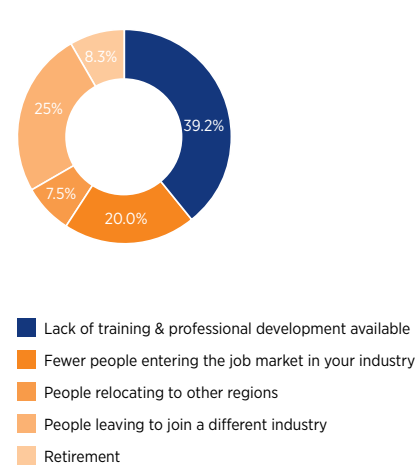


In the upcoming year, you expect business activity to:

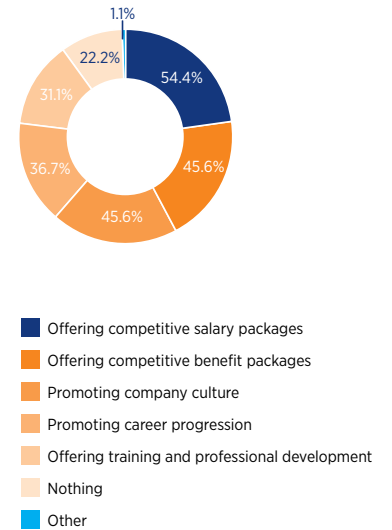


Employer insights

What do you think the main reason is for the skills shortage in your industry?



How are you making your company attractive to recruit top talent?



Sales

National	Low
RFP Specialist	55-60
Head of Business Development	75-90
Sales Director*	100-120
Sales Manager*	85-100
Sales Assistant	32-37
Client Services Representative	28-32
Inside Sales Representative	27-30

National	Typical
RFP Specialist	60-70
Head of Business Development	80-95
Sales Director*	120-150
Sales Manager*	100-120
Sales Assistant	35-40
Business Development Coordinator	38-42
Client Services Representative	30-35
Inside Sales Representative	30-33

National	High
RFP Specialist	65-75
Head of Business Development	90-100
Sales Director*	130-160
Sales Manager*	120-130
Sales Assistant	40-50
Business Development Coordinator	42-48
Client Services Representative	35-40
Inside Sales Representative	33-40

*Typical commission on top of base salary - 30-50% of base

Marketing

National	Low
Chief Marketing Officer	140-160
Vice President, Marketing	120-140
Marketing Director	70-85
Marketing Manager	60-75
Assistant Marketing Manager	40-45
Marketing Assistant	30-35
Marketing Coordinator	30-36
Digital Marketing Specialist	35-45
Social Media Specialist	30-40
Social Media Strategist	70-88
Copy Writer	40-45
Layout Designer	45-50
Graphic Designer	35-50
Creative Director	90-110
Production Manager	62-69
Production Coordinator	40-45
Content Developer	60-70
Proposal Writer	60-65
Media Buyer	45-57
Market Researcher	47-60
Product Manager	68-75
Marketing Analyst	60-70
Event Manager	50-60
Brand/Product Manager	55-62
Brand Ambassador	26-28

Marketing

National	Typical
Chief Marketing Officer	170-190
Vice President, Marketing	150-170
Marketing Director	80-95
Marketing Manager	75-85
Assistant Marketing Manager	50-55
Marketing Assistant	35-45
Marketing Coordinator	38-42
Digital Marketing Specialist	35-45
Social Media Specialist	35-40
Social Media Strategist	85-95
Copy Writer	50-60
Layout Designer	50-55
Graphic Designer	55-65
Creative Director	120-135
Production Manager	70-77
Production Coordinator	46-50
Content Developer	70-85
Proposal Writer	69-77
Media Buyer	60-72
Market Researcher	58-65
Product Manager	65-75
Marketing Analyst	70-85
Event Manager	60-70
Brand/Product Manager	70-85
Brand Ambassador	28-30

Marketing

National	High
Chief Marketing Officer	200-220
Vice President, Marketing	180-200
Marketing Director	90-100
Marketing Manager	80-90
Assistant Marketing Manager	55-62
Marketing Assistant	45-52
Marketing Coordinator	42-48
Digital Marketing Specialist	45-55
Social Media Specialist	45-55
Social Media Strategist	100-110
Copy Writer	70-85
Layout Designer	60-65
Graphic Designer	70-90
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
Marketing Analyst	85-95
Event Manager	70-80
Brand/Product Manager	85-100
Brand Ambassador	32-34

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

ABOUT US

Our global leading brand underpins our local and niche attraction efforts, resulting in Hays being the #1 most followed recruitment company on LinkedIn.

We have the best network of available qualified candidates as a result of our digital recruitment strategy, enabling us to find you the best talent.

Through our 360 model of client-onboarding, assessment, servicing and candidate matching, we understand your needs, providing you with the best qualified candidates.

Our standardized compliance of complete due diligence, tailored delivery model and full service management, guarantees your peace of mind.



Our specialist consultants know your industry, based on their specialization by location, discipline and niche skill sets.

As a result of our global leading recruitment and industry training and renowned thought-leadership, our team of experts deliver labour market insight and advice, supporting you throughout your hiring process.

ABOUT HAYS

GLOBAL REACH

33

Countries

237

Hays offices worldwide

8,000

Hays employees worldwide

57,000

Permanent placements last year

212,000

Contract workers last year

45

Years in business

LOCAL PRESENCE

200

Specialist recruitment consultants

2,500

Placements per year

Top 3

Permanent recruiter in Canada

8

Offices

ABOUT OUR CANADIAN OPERATIONS

CANADIAN OFFICES

Calgary
Edmonton
Ottawa/Montreal
Mississauga
Toronto
Vancouver
Winnipeg

SERVICES

Temporary
Contract
Permanent
Retained search
MSP/RPO
VMS

CANADIAN SPECIALISMS

13

Accounting & Finance
Banking & Capital Markets
Construction & Property
Energy, Oil & Gas
Engineering & Manufacturing
Executive Search
Financial Services
Human Resources
Information Technology
Life Sciences
Office Support
Resources & Mining
Sales & Marketing

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