

MARKET INTEL

TRENDS

INSIGHTS

SALARY GUIDE

2025

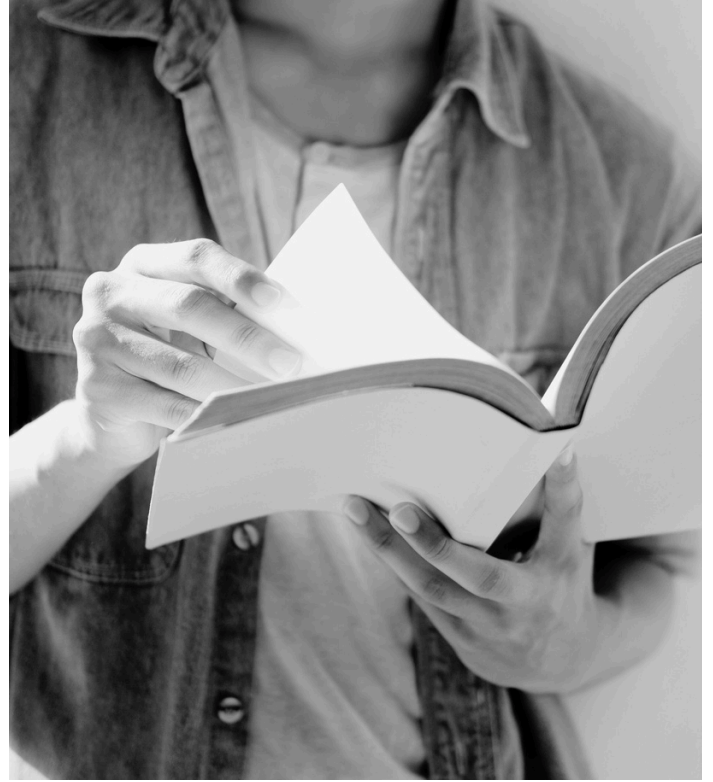


**EMPOWERING INNOVATION,
DRIVING GROWTH**

***itec* group**
RECRUITMENT SOLUTIONS

Our Talent is Finding Yours.

THE CON TENT



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2025 ←



FORWARD

Here We Pivot Again...

On the heels of a new year, and as we pivot once again, we do so amid a climate of uncertainty. The year 2024 has been marked by significant layoffs, with more anticipated in 2025. The economy remains sluggish and is expected to carry this trend into the new year. However, when business slows down, it presents an opportunity to refocus and strengthen your foundation. This is the time to revisit your playbook, refine your strategy, and optimize internal processes. It's a chance to improve your game and prepare for when the pace picks up again. How we choose to navigate challenges and rise above adversity will ultimately determine our long-term success.

The economic and social variables we are facing may make it increasingly difficult to engage and nurture your workforce contributing to heightened stress, ambiguity and diminished job satisfaction for your employees. We can see this as an obstacle or we can see it as an opportunity. With a glass is half-full mentality, let's create the purview that it is an opportunity to prioritize employee engagement practices. Because employees who feel valued are more inclined to behave in ways that shape their own careers and positively affect your bottom line.

Regardless of the industry or size of your organization, your people should continue to be a central focus when generating strategies, forecasting business and promoting a continuous innovation mindset. Your business continuity relies on the recognition of your employees and the HR professionals who champion them. After all, it is the HR professionals who are at the forefront of any transformation, disruption or advancement.

For any company today, the need for a strategic and holistic HR presence has never been greater and extends beyond responsibilities, like recruitment and compliance management. HR is at the heart of shaping the experiences that characterize organizations. Experiences that influence performance levels and creativity while shaping a company's culture. They serve as the conduit connecting the vision of the organization with the talent to bring it to life.





“HR IS AT THE HEART OF SHAPING THE EXPERIENCES THAT DEFINE ORGANIZATIONS—EXPERIENCES THAT IMPACT PERFORMANCE, INNOVATION, AND CULTURE.”

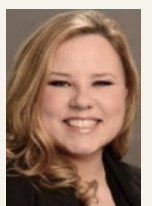
Organizations should recognize that HR has and will continue to advance, especially with regards to technology and Artificial Intelligence tools that are changing the game, enabling us to do more, faster, and more efficiently. Over the next year, Artificial Intelligence (AI) will be instrumental in transforming HR processes by providing intentional, data-informed experiences that allow us to personalize support for employees, automate routine tasks, and make informed decisions that move business forward. The fact remains that the human element is irreplaceable and AI is not a substitute. It can and should however, enhance the human touch in HR, allowing us to be more present and purposeful in our interactions while ensuring people feel valued and understood.

As we adapt to new programs and applications, the opportunity to propel business forward is here. By embracing these innovative tools, HR professionals are empowered to go beyond traditional roles, accelerating initiatives that build a resilient workforce and foster an environment where talent thrives. This guide serves as a starting point to help you achieve your goals and objectives for 2025, offering insights across a range of topics relevant to hiring and retention in the advanced manufacturing sector and beyond. Additionally, it provides essential professional knowledge to support you in positioning HR as a pivotal driver of progress within your organization.

As we move forward into a new year filled with opportunities and challenges, let us remain committed to fostering environments where both people and businesses can flourish. By embracing innovation, resilience, and a people-centered approach, we can build workplaces that not only succeed, but inspire.

Wishing you, your teams, and your organizations a prosperous, fulfilling, and successful year ahead.

Modesty Sabourin
Managing Director - HR, Operations
itec group Inc.





BREAKING DOWN SILOS: EMBRACING COLLABORATION IN CONTEMPORARY ORGANIZATIONS

Traditional organizational structures have relied heavily on hierarchy, with power concentrated at the top and directives flowing downward. However, businesses today are shifting towards more modern organizational structures that challenge these conventional frameworks. These new models reflect a changing business environment that demands greater agility, collaboration, and innovation. So what does a modern organizational structure entail? What are the benefits? Why are companies adopting it?



A modern (or contemporary) organizational structure promotes a more collaborative environment where employees from different areas come together, often through project-based work, to achieve shared business goals. This structure emphasizes teamwork, cross-functional cooperation, and the decentralization of authority, fostering an agile environment that can quickly adapt to change.

FLAT STRUCTURE

In today's organizations they opt out of management layers and try to provide employees with autonomy rather than a strict hierarchy system. This allows for faster, more inclusive decision making with leaders acting as facilitators rather than directors.

PROJECT-BASED WORK

Workers across departments come together to work on assignments collaboratively. After finishing the project at hand they resume their tasks or move on to new teams promoting adaptability and ongoing education.

BOUNDARYLESS COMMUNICATION

In order to enhance communication, the barriers created by siloed departments are broken down, encouraging transparency and aiding employees in aligning with the organization's goals.

EMPLOYEE EMPOWERMENT

Decision making authority is spread across the organization to empower employees to embrace their responsibilities and take ownership of their roles. This approach nurtures a culture of creativity and responsibility because individuals feel a sense of commitment to the results.

USE OF TECHNOLOGY

Collaborative tools, like project management software and instant messaging platforms play a role in enabling teamwork and communication among individuals in various locations through virtual spaces that facilitate the free flow of ideas.



Why Businesses are Embracing Modern Work Structures:

Agility and Flexibility - In today's evolving business world, companies need to adapt. Traditional structures may slow down reactions while modern approaches promote choices and encourage better decision-making.

Innovation through Collaboration - When employees, from diverse backgrounds and expertise come together to collaborate on projects it often leads to the generation of inventive ideas. Teams that consist of individuals with a variety of skills and viewpoints promote thinking outside the norm, which in turn fuels creativity and innovation, throughout the company.

Improved Employee Engagement - Employees who feel empowered and part of a collaborative culture are generally more engaged and motivated. This often leads to better performance and retention rates.

Adaptation to Remote Work - For those companies who have moved to hybrid and remote work models, and moved away from rigid structures, find a project-based, boundaryless setup aligns better with remote collaboration tools and practices.





A modern organizational structure offers a compelling alternative to traditional hierarchies. But transitioning to a modern structure is not without challenges. Some employees may struggle with the lack of clear authority, and organizations may need to invest in change management initiatives. Additionally, it can take time to develop a culture where collaboration and empowerment thrive organically. However, with the right leadership and support, these challenges can be overcome.

“Businesses today are shifting towards more modern organizational structures that challenge conventional frameworks”.

By promoting collaboration, flexibility, and employee empowerment, businesses can create an agile environment capable of meeting the demands of today’s market. While the change may require effort, the benefit may make it a worthwhile investment for companies in a dynamic, competitive world.

MODERN STRUCTURE EXAMPLES

Flat Organizations: Some companies have embraced flat management, eliminating unnecessary layers and giving employees more direct access to leadership.

Matrix Structures: Organizations such as Google employ matrix structures, where employees report to multiple managers based on their roles within various projects.

Agile Teams: Tech companies, including Spotify, organize employees into small, autonomous teams focused on delivering specific outcomes with minimal oversight.



MADE IN ONTARIO

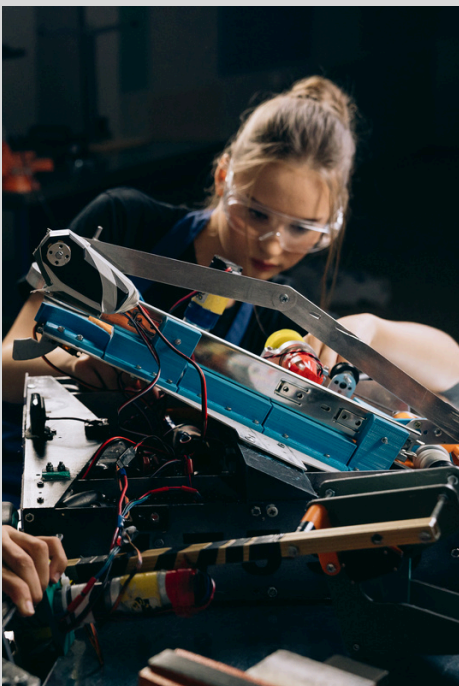
DRIVING INNOVATION TODAY, BUILDING FOR TOMORROW



Manufacturing is essential to Ontario's economy as it contributes to GDP expansion and job opportunities while serving global markets exporting goods to the United States and beyond. The industry also boosts economies with manufacturing centers like Windsor, Kitchener-Waterloo, the GTA and the Golden Horseshoe demonstrating leadership in both production and innovation. These hubs attract investments that drive growth and establish Ontario as an anchor in supply chains globally.

Manufacturers in Ontario encounter many obstacles including competition on a global scale from countries offering lower costs such as China and Mexico in addition to continuous struggles with finding skilled workers for roles in engineering as well as robotics and automation fields. Moreover the disruptions in the supply chain due to global events like the COVID 19 pandemic continue to affect the availability of materials. Lastly, new regulations that focus on emission targets and sustainable practices are putting pressure on manufacturers to adapt and stay competitive in a changing market.

The future of manufacturing is being shaped by key trends and innovations, including the rise of automation and robotics; the shift towards green manufacturing with renewable energy and net-zero





targets; and digital transformation driven by IoT and data analytics. The rapid growth of electric vehicles and battery production is also reshaping the industry. To support these advancements, both federal and provincial governments offer programs like the [Strategic Innovation Fund](#) and the [Excellence in Manufacturing Consortium](#), along with tax incentives and grants for businesses adopting green technologies or investing in automation.

Manufacturers are also prioritizing apprenticeship programs, diversity and inclusion, and are working closely with industry leaders to attract and develop skilled talent. As the demand for specialized labour grows, partnering with a recruitment agency becomes essential to access the right talent quickly and efficiently, helping companies remain competitive and agile in a rapidly changing environment.

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“THESE CENTERS ATTRACT INVESTMENT, FOSTER ECONOMIC DEVELOPMENT, AND ANCHOR ONTARIO’S POSITION AS A CRITICAL PLAYER IN GLOBAL SUPPLY CHAINS.”



Remote to Reunited

Bringing Teams Back Together

To ensure a successful return-to-work strategy, it requires structure to work. You must prioritize open, ongoing communication with your team that emphasizes transparency, flexibility, and support. Start by actively listening to employees' needs and preferences through surveys or one-on-one conversations, demonstrating that their input is valued. Clearly communicate the reasons behind your approach, including any hybrid options, and set realistic expectations. Regularly update the team on any policy changes or adjustments based on feedback, making it clear that the strategy is adaptable to meet evolving needs.

By fostering a collaborative environment and keeping lines of communication open, you can create a strategy that aligns with both organizational goals and employee well-being.

A return-to-office strategy, designed with intentional flexibility and clear criteria, can restore the collaborative, high-performing environment essential for learning, growth, and competitive success. As we adapt to new ways of working, a hybrid approach that balances the needs of the business with the preferences of the employees can help companies to prosper in a rapidly changing landscape.

Returning to the office is a topic still weighing heavily on the minds of many leaders. Your approach to this transition can significantly impact employee engagement, trust, and retention—especially in today's workforce, where diverse cohorts with varying motivations and values work side-by-side. Because the future is flexible, people need to work where they thrive! While a return to the office offers both advantages and challenges, how you manage this shift is what truly matters. For employees, it provides opportunities for increased collaboration, creativity, and problem-solving through spontaneous discussions and brainstorming.

Additionally, it can help re-establish clearer work-life boundaries by creating a distinct separation between personal and professional time. Moreover, physical presence often leads to better access to mentorship, training and networking ultimately aiding in career advancement. However, this shift may bring downsides, such as the stress and costs associated with commuting, reduced flexibility, and potential health concerns in shared spaces.

For employers, it can boost productivity, foster a stronger company culture and increase natural and more timely learning and growth. Not to mention, less attrition and related turnover costs. But there are trade-offs which include higher operating costs, retention of employees valuing remote work and health related challenges.



THE MANUFACTURING INDUSTRY IN ONTARIO: A BACKBONE OF CANADA'S ECONOMY

KEY SECTORS IN ONTARIO'S MANUFACTURING INDUSTRY

Automotive Industry

Ontario plays a significant role in this sector with leading companies such as Toyota and Ford making their mark alongside impressive growth in electric vehicle (EV) manufacturing projects. These automakers are putting investments into the region to embrace eco transportation options. In addition, the province is supporting endeavors by collaborating with firms like Stellantis and LG Energy Solutions, who are constructing a \$5 billion battery production facility in Windsor. These initiatives position Ontario as a frontrunner in the movement, toward clean energy and sustainable automotive innovations.



Aerospace and Defense:

Ontario is home to a thriving aerospace industry that manufactures cutting edge products like landing gear and avionics systems as well as engines and composite materials. Key players such as Bombardier and Collins Aerospace heavily depend on Ontario's expertise for parts, engineering support and joint research ventures. The province's developed aerospace network also benefits from collaborations with universities, government initiatives and research institutions, all promoting innovation and contributing to advancements in technology. These partnerships establish the region as a centre for spearheading aerospace advancements by promoting sustainability through initiatives such as better use of lightweight materials; designing fuel efficient models and electric propulsion systems. The demand for aviation development and solutions are increasing globally alongside the need for eco-friendly alternatives that will continue to reinforce Ontario's role in this booming sector.



Chemicals and Pharmaceuticals:

Biotechnology and chemical manufacturing are vital industries driving innovation, economic growth, and sustainability with key players involved in pharmaceutical R&D include but are not limited to Apotex, AstraZeneca, Baxter, Hoffman-La Roche Ltd., Bora Pharmaceuticals, Novocol, Johnson & Johnson and Bimeda.

Advanced Manufacturing

Robotics, automation, and AI-powered production are transforming advanced manufacturing by driving efficiency, precision, and scalability. These technologies enable faster production cycles, reduce human error, and optimize resource use through predictive maintenance and smart decision-making. With AI-enhanced systems and collaborative robots (cobots), manufacturers can adapt quickly to market demands, customize products, and improve quality control. This digital transformation not only lowers operational costs but also fosters innovation, making businesses more competitive in a global market. As industries embrace these advancements, they pave the way for a sustainable, resilient, and future-ready manufacturing ecosystem.

Food and Beverage Processing:

Ontario is a leader in food exports, with production facilities serving global markets including Mondelez International, Bimbo Canada, Ferrero, Nestle Canada, General Mills, George Weston Ltd. and PepsiCo to name just a few.



BALANCING STRUCTURE & AGILITY: THE KEY TO EFFECTIVE HIRING

In today's fast-paced job market, Standard Operating Procedures (SOPs) policies, and processes provide essential structure, ensuring compliance, fairness, and consistency across the organization. However, when it comes to recruitment, process efficiency is just as important as structure. The hiring process needs to be streamlined and agile, or employers risk losing top talent to competitors who are faster in making decisions. This is where the HR function plays a critical role to balance process adherence with the need for speed.

Why Agility Matters in Hiring

High-demand candidates, particularly in fields like engineering, IT, and management, are often evaluating multiple opportunities.

If employers drag their feet in conducting interviews and assessments or finalizing job offers for candidates who show promise and potential success, they run the risk of losing them to job prospects that move swiftly in making decisions. A lengthy hiring process can give the impression of indecisiveness or disinterest, which can over time affect the company's reputation in the job market.

SUPPORTING HR WITH PROCESS & AGILITY

- Optimize SOPs for Hiring
- Refine hiring policies and procedures, eliminating unnecessary steps or bottlenecks. This doesn't mean sacrificing compliance but instead ensuring that each step adds value to the process.
- Set clear timelines and benchmarks
- Establishing clear benchmarks between HR and recruitment agencies and between HR and hiring managers, and other stakeholders to ensure accountability. For example, setting a goal to shortlist candidates within 24-48 hours or schedule interviews within five business days helps keep the process moving.
- Empower managers to make decisions quickly
- HR can train and empower hiring managers to make decisions confidently within established frameworks. Having structured interview guides and clear evaluation criteria enables managers to assess candidates more quickly while maintaining fairness.
- Leverage technology for speed
- Embrace technology such as applicant tracking systems (ATS), AI-powered resume screening, and automated scheduling tools to reduce manual work and streamline the process. This allows HR teams to focus on building relationships with candidates rather than administrative tasks.
- Communicate transparently with candidates
- Keep candidates informed throughout the hiring process to help manage expectations and maintain engagement, even if there are unavoidable delays. A quick follow-up after each stage, even to share next steps, reassures candidates that they are still in consideration.
- Continuous feedback and process improvement
- Gather feedback from candidates and hiring teams to identify challenges and improve the recruitment process. An agile mindset means being willing to adapt hiring strategies as new challenges arise or market conditions change.

“In today's competitive talent market, speed is a decisive factor, and organizations that can move quickly without sacrificing quality will be the ones that secure the best talent.”

In every company setting up rules and procedures is crucial; however these should not hinder productivity. In recruitment processes specifically HR needs to maintain a balance between following processes and being flexible to ensure that tasks are completed efficiently and choices are made promptly when it comes to talent management. In today's competitive talent market, speed is a decisive factor, and organizations that can move quickly without sacrificing quality will be the ones that secure the best talent.

By supporting hiring managers, leveraging technology, and building flexible processes, HR can help the organization remain agile and attractive to the best in the market.

STOP SELF SABOTAGE

Thoughtful Goal Setting & Vision Alignment for a Resilient 2025

Imagine a transformative year ahead where you're no longer hindered by sabotaging tendencies when pressure mounts. As we enter the season of goal- and vision-setting, it's crucial to remember that while we can't control every situation, we can control our responses.

By taking a proactive approach, we can improve our performance, decision-making, and communication, creating a ripple effect that benefits both our professional and personal lives.

**"What you know is not as important as how you think."
- Neil deGrasse Tyson**



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STRATEGY	DESCRIPTION	KEY ACTIONS
1.Practice Self-Awareness	Regularly check in with your emotional state.	<ul style="list-style-type: none"> Identify and name your feelings Locate emotions in your body Recognize specific triggers
2.Implement a Trigger Action Plan	Develop pre-planned responses to triggers.	<ul style="list-style-type: none"> Pause and breathe Label the emotion Assess proportionality Choose a measured response
3.Schedule Regular Reflection & Planning Time	Set aside time for self-assessment and growth.	<ul style="list-style-type: none"> Analyze past challenges Identify patterns Plan for improvement Use self-assessment tools
4.Practice Perspective-Taking	View situations from multiple angles.	<ul style="list-style-type: none"> Consider others' perspectives Challenge your assumptions Seek collaborative solutions Reframe issues as opportunities
5.Create & Maintain a Resilience Plan	Develop a comprehensive approach to building resilience.	<ul style="list-style-type: none"> Identify stress points Develop specific strategies Reframe deadlines as checkpoints Prioritize self-care Build a support network Cultivate a growth mindset

Remember, resilient leadership isn't just about personal growth—it's about inspiring and empowering your team. By projecting a positive outlook and demonstrating emotional strength, you encourage others to commit to a shared vision and overcome setbacks.

As Neil deGrasse Tyson said, "What you know is not as important as how you think." It's not enough to understand these strategies; we must actively implement them. By doing so, we can foster trust, collaboration, and strong work relationships, setting the stage for a resilient and successful 2025.

Resources:

<https://brainleadership.com/how-to-deal-with-emotional-triggers-at-work/>

<https://www.positiveintelligence.com/saboteurs/>

<https://www.mbs.works/how-to-work-with-almost-anyone-book/#resources>

<https://www.workplacestrategiesformentalhealth.com/resources/emotional-triggers>

<https://www.ccl.org/articles/leading-effectively-articles/8-steps-help-become-resilient/>

SHOWING UP: *How small Actions Lead* to **BIG** Rewards



“The true impact lies in how leaders support their teams showing up every day with a commitment to fostering a culture of gratitude, acknowledgment and connection.”

A company's values are more than just words on paper; they're the guiding principles for every interaction and decision. By showing up for your teams in ways that reflect these values, you set a powerful example. Recognize and reward behaviours that align with your values, and make it a regular practice to celebrate wins—big and small. When employees feel their contributions align with something larger than themselves, they're more likely to feel committed and connected to the company's mission.

The law of attraction is the idea that focusing on positive thoughts attracts positive results, while negative thinking leads to negative results. This concept has relevance with regards to employee engagement and productivity in today's workplace. Employees are not solely influenced by aspects such as swag, perks or fancy amenities. While these elements can be enjoyable they are not the driving force behind what motivates them to get out of bed and be their best selves.

The true impact lies in how leaders support their teams showing up every day with a commitment to fostering a culture of gratitude, acknowledgment and connection. Through these deliberate actions, leaders have the power to encourage an environment that ignites motivation and dedication, among employees.

How to Empower your teams to be their best selves.

1. Unite your Teams Around your Core Values
2. Automate & Simplify Employee Recognition
3. Instant Gratification Wins Every Time
4. Listen to Real-Time Feedback & Action it
5. Foster Gratitude & Connection
6. Encourage Employees to Recognize Each Other Regularly
7. Promote Authenticity & Bring out the Best in Employees



“Be the change you wish to see in the World (Workplace).”

-Mahatma Gandhi

Ultimately, the little things truly do add up to big rewards. When leaders consistently demonstrate care and consideration in impactful ways, it creates a work environment where people feel appreciated, bonded and driven. Acknowledge actions, honour accomplishments, big and small. Nurture a culture that inspires employees to showcase their utmost potential each and every day. That is how you affect change, that is how you attract and retain people that will drive your business forward. To inspire change in our employees, we must as Gandhi articulated “Be the change you wish to see in the World (Workplace).” This requires us to take ownership of our actions and recognize their influence on our company culture. We must lead by example, advocating and demonstrating the values we seek to cultivate before we can foster real growth.

WINNING THE TALENT GAME:

Strategies to Attract & Retain the Best.

Ensuring your company offers a competitive salary and benefits package is crucial for attraction and retention. In sought after sectors such as Advanced Manufacturing, roles like engineering, CNC machinists and automation specialists require skills in high demand which means multiple options. Offering a competitive compensation package signals job seekers that your company recognizes the value of their skills, increasing the likelihood that they'll select and remain with your company, over your competitors.

1 Conduct Regular Market Research:

Use salary surveys & compensation benchmarking reports specific to your industry & region. Look for data from reputable sources, such as recruiting agencies, salary research firms, industry associations, & platforms like Payscale, or Glassdoor.

Focus on roles in demand & consider geographic differences, especially if you're recruiting both within South-western Ontario, the GTA, or other competitive areas.

2 Consult External Expertise:

Consider engaging compensation consultants or recruitment experts who have access to extensive, real-time compensation data.

3 Gather Feedback from Current and Exiting Employees:

Conduct regular employee engagement surveys & exit interviews to understand how your current compensation packages are perceived internally.

Employee feedback often highlights non-monetary factors that contribute to overall satisfaction & can provide insight into how competitive your offerings are.

“Paying your employees well is not only the right thing to do; it makes for good business.”
- James Sinegal

4 Monitor Industry Trends:

Stay updated on emerging compensation trends within Advanced Manufacturing, & Skilled Trades and Industrial Management. In engineering, for example, skills in areas like automation, IoT and AI command a premium, so you might adjust pay for roles requiring these skills.

Assess trends around pay structures (e.g., performance-based, skill-based, or geographic differentials) & stay flexible to incorporate these strategies when needed.

5 Engage in Regular Pay Audits:

Conducting internal pay audits annually helps keep your pay structure up to date. Compare salaries of new hires to those of current employees to ensure internal equity while staying competitive externally. This process also helps identify any potential pay gaps or disparities & promotes fair pay practices across similar roles & levels.

6 Look at Total Rewards, Not Just Salary:

Ensure your overall package includes valuable benefits like flexible working arrangements, learning & development opportunities, benefits, career growth paths & performance bonuses where applicable.

7 Offer Flexible Compensation Plans:

Implementing flexible compensation plans or allowing candidates to choose from various benefits packages can appeal to a broader range of talent.

You can also consider a tiered compensation model that adapts to experience levels & skills, helping retain top talent by allowing for gradual, performance-based pay increases.

By implementing a strategic compensation plan that includes benchmarking, adapting to trends, and valuing both internal feedback and external insights, you'll ensure your strategy remains competitive and compelling. This will minimize expensive turnover and ultimately productivity levels. In fact, equitable and rewarding packages not only encourage loyalty, they help build a culture of excellence and will be a key differentiator for your company in a highly competitive marketplace. | 17





COMPENSATION INSIGHTS

INTRODUCTION TO REGIONAL SALARY RANGES

Your people are your greatest asset, and ensuring they are compensated fairly is essential for fostering growth and scalability. Competitive, up-to-date salary benchmarks allow employees to focus on their roles, driving your organization's success. To support your efforts in attracting and retaining top talent, we provide accurate salary ranges for common roles across key regions. When aligned with perks and benefits, fair compensation ensures consistency with market standards while balancing cost management, even in an uncertain economy.

HOW TO USE THIS GUIDE

Salary Ranges: Shown in thousands of Canadian dollars, these reflect base salaries only. Additional compensation such as signing bonuses, annual incentives, RSP matching, pension plans, profit sharing, benefits, or vacation are not included.

Range Spread: Each range includes a \$10K–20K or more variance; the midpoint reflects candidates with -75% of the required skills or experience. This will help you assess if your current team is aligned with market expectations and identify what's needed to attract new talent.

SALARY INSIGHTS BY SECTOR

The following pages outline base salary ranges across these primary sectors:

- Professional Services, Operations & Supply Chain
- Advanced Manufacturing & Engineering
- Skilled Trades & Industrial Management
- Executive Recruitment

These salary benchmarks are derived from real-world, current placements and are validated by our industry experts along with salary data from organizations across our key regions, including:

- GTA / Golden Horseshoe: Toronto, Milton, Mississauga, Burlington, Hamilton, Oakville, St. Catharines, Brantford and surrounding areas.
- Tri-City Region: Kitchener, Waterloo, Cambridge.
- London / Windsor Region: Southwestern Ontario and bordering cities.

Compensation varies by industry, company size, and role structure. For example, an HR Generalist may command a higher salary if they take on strategic responsibilities within a lean HR team. Given the nature of the market and evolving economic conditions, we recommend contacting us for tailored, industry-specific insights.

Tri-City Region

Professional Services, Operations & Supply Chain

	entry	intermediate	senior
VP of HR	145.2-160	150-175	175-205
Director of HR	135-145	145-160	160-179
HR Manager	102-117.5	115-135	135-143.5
HR Business Partner	100-110	113-135	135-142.5
HR Generalist	78-83	83.5-92	92.25-105.5
Talent Acquisition	72-82	82.5-100	100-132
HR Coordinator	62-66	66.5-78	78-82
Buyer	68.5-73	74-82.5	82.5-96.25
Purchasing Manager	105-115	115.5-132	132.5-150
Materials Coordinator	68.5-78	78.5-87	87.5-93.3
Materials Manager	110-125	125-142	142-155
Production Planner/Scheduler	68-82	82-92	92.5-100
Environmental Health & Safety Coordinator/Specialist	60-65	65.5-77.5	78-93.5
Environmental Health & Safety Manager	93-100	100-115	115.5-128.4

Advanced Manufacturing & Engineering

	entry	intermediate	senior
VP/GM	170-193	193.5-210	210-243.5
Director of Manufacturing	130-140	140-155	155-195
QA Manager	110-115	115-128	128.5-140
Engineering Manager	98-120	120-133.5	130-155
Quality Engineer	70-88	88.5-100	100-115
Program Manager	93-102	102.5-115	115-128.5
Project Manager	85-100	100-120	120-150
Automation Technician	60-75	75-85	85-95
Automation Engineer	85-94	94-105	105-120
Electrical Designer	75-85	85-100	100-115
Electrical Engineer	80-95	95-110	110-125
Manufacturing Engineer	72-88	88-102.5	102.5-112.5
Mechanical Designer	76.5-90.2	80-98.2	95-110
Mechanical Engineer	100-115	115-122	122-130

Skilled Trades & Industrial Management

	entry	intermediate	senior
CNC Programmer	83.5-88	88-95	95-110
Plant Manager	117.2-133	133.5-155	155-178.2
Maintenance Supervisor	90-100	100-108	108-115
Maintenance Manager	100-110	110-120	120-135
Operations Manager	110-115	115.5-128	128-140
Production Supervisor	72-82	82-95	95-110
	hourly rates		
Licensed Electrician (442A or 309A)	42-47/hr.		
Licensed Millwright (433A)	42-47/hr.		
Toolmaker (430A)	38-42/hr.		
CNC/General Machinist (429)	32-36/hr.		
Stationary Engineer (4th Class - First Class)	32-52/hr.		
Machine Builder (MTBI License)	35-38/hr.		

PLEASE NOTE: Salaries are indicated in thousand Canadian dollars outside of the posted hourly rates. These salary figures are derived from up-to-date, real-world data and reflect a broad range influenced by factors such as industry, company size, role scope, years of experience, and geographic location.

London/Windsor Region

Professional Services, Operations & Supply Chain

	entry	intermediate	senior
VP of HR	140-156	153.5-175	175-192.5
Director of HR	135-145	143.5-156	156.5-175
HR Manager	105-117.5	118.5-138.5	138.5-153.5
HR Business Partner	102.5-113	110-135	135-145
HR Generalist	75-82	80-86	86.5-100
Talent Acquisition	70-80	80-95.5	95.5-132.5
HR Coordinator	57-66	66-73	73.5-85
Buyer	65-72	69-76.5	75-90
Purchasing Manager	108.5-118	118-133	133.5-148.5
Materials Coordinator	66-78.5	78.5-87	87.5-97.5
Materials Manager	112.5-118	118.5-130	130-142
Production Planner/Scheduler	72-80	82-92	92.5-100
Environmental Health & Safety Coordinator/Specialist	60-66	66.5-80	80-98
Environmental Health & Safety Manager	95-100	102.5-115	115.5-125

Advanced Manufacturing & Engineering

	entry	intermediate	senior
VP/GM	170-195	195-210	210-240
Director of Manufacturing	128-140	140-155	155-190
QA Manager	110-115	115-125	125-140
Engineering Manager	98-118	118-133.5	133.5-150
Quality Engineer	70-85	85-100	100-115
Program Manager	95-102.5	100-113.5	115-130
Project Manager	93-100	100-120	120-150
Automation Technician	60-75	75-85	85-95
Automation Engineer	85-95	95-105	105-115
Electrical Designer	100-110	110-115	115-125
Electrical Engineer	95-105	105-115	112.3-125
Manufacturing Engineer	75-90	90-100	100-120
Mechanical Designer	76-90	80-100	100-110
Mechanical Engineer	105-112	112-120	120-132.5

Skilled Trades & Industrial Management

	entry	intermediate	senior
CNC Programmer	80-85	85-93	93-100
Plant Manager	115-135	135-150	150-180
Maintenance Supervisor	90-100	100-108	108-115
Maintenance Manager	102-112	112-120	120-135
Operations Manager	115-120	120-135	135-142.5
Production Supervisor	75-85	85-95	95-103.5
	hourly rates		
Licensed Electrician (442A or 309A)	42-45/hr.		
Licensed Millwright (433A)	42-45/hr.		
Toolmaker (430A)	38-42/hr.		
CNC/General Machinist (429)	32-36/hr.		
Stationary Engineer (4th Class - First Class)	32-52/hr.		
Machine Builder (MTBI License)	35-38/hr.		

PLEASE NOTE: Salaries are indicated in thousand Canadian dollars outside of the posted hourly rates. These salary figures are derived from up-to-date, real-world data and reflect a broad range influenced by factors such as industry, company size, role scope, years of experience, and geographic location.

GTA/Golden Horseshoe Region

Professional Services, Operations & Supply Chain

	entry	intermediate	senior
VP of HR	160-178	175-200	200-245
Director of HR	142-150	150-170	170-188.5
HR Manager	108-118	118-140	140-156
HR Business Partner	102-116.5	116-130	130-140
HR Generalist	82-90	90-98	98-112
Talent Acquisition	88-98	98-118	118-140
HR Coordinator	70-80	85-88	88-95
Buyer	75-88	88-98	98-112
Purchasing Manager	110-118	118-135	135-156.2
Materials Coordinator	70-82	82-95	95-100
Materials Manager	125-135	135-148	148-160
Production Planner/Scheduler	72-80	80-90	90-106.5
Environmental Health & Safety Coordinator/Specialist	65-70	70-80	80-97
Environmental Health & Safety Manager	98-108	108-117.5	117.5-136

Advanced Manufacturing & Engineering

	entry	intermediate	senior
VP/GM	185-205	200-230	220-259.5
Director of Manufacturing	130-140	140-155	155-200
QA Manager	110-115	115-128	128.5-140
Engineering Manager	110-120	120-133.5	130-158.2
Quality Engineer	75-88	88.5-100	100-117.3
Program Manager	93-102	102.5-115	115-128.5
Project Manager	95-110	110-125	125-160
Automation Technician	65-75	75-85	85-95
Automation Engineer	88-95	94-105	105-120
Electrical Designer	98-110	110-116	116-125
Electrical Engineer	95-100	100-110	110-125
Manufacturing Engineer	80-95	95-108.3	108-118
Mechanical Designer	75-90	80.3-100	100-125
Mechanical Engineer	100-115	115-125	125-138

Skilled Trades & Industrial Management

	entry	intermediate	senior
CNC Programmer	78-88	88-105	105-110
Plant Manager	120-130	130-157	157-185
Maintenance Supervisor	100-110	110-120	120-125
Maintenance Manager	107.5-118	118-130	130-140
Operations Manager	120-130	130-140	140-155
Production Supervisor	80-92.5	92.5-100	100-118
	hourly rates		
Licensed Electrician (442A or 309A)	42-47/hr.		
Licensed Millwright (433A)	42-47/hr.		
Toolmaker (430A)	38-44/hr.		
CNC/General Machinist (429)	32-36/hr.		
Stationary Engineer (4th Class - First Class)	32-52/hr.		
Machine Builder (MTBI License)	35-38/hr.		

PLEASE NOTE: Salaries are indicated in thousand Canadian dollars outside of the posted hourly rates. These salary figures are derived from up-to-date, real-world data and reflect a broad range influenced by factors such as industry, company size, role scope, years of experience, and geographic location.

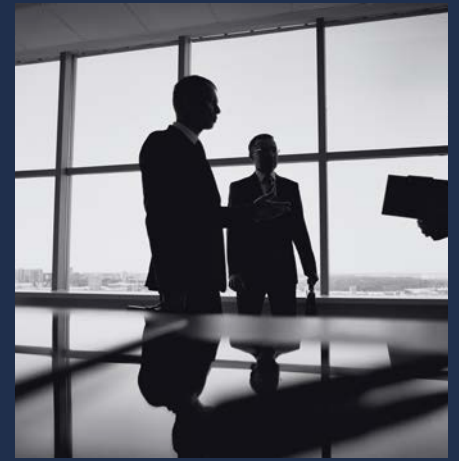
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