

2021 SALARY GUIDE

Our Talent is Finding Yours.



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Outlook 2021

I think it goes without saying that this past year was a challenging time for everyone; and a year that will most likely have a profound impact on the future of work. Unfortunately, many business experts believe we will continue to experience the long-term aftermath stemming from the Covid-19 pandemic through 2021 and perhaps beyond. So, in our new and ever changing landscape, resiliency is more important than ever before. Our experience tells us that we must continue to be agile in our approach to consistently innovate, collaborate and pivot our thinking and practices to ensure talent attraction and retention and overall business continuity.

Over the past few months, we've had several Clients ask if we are seeing a shift from traditional office spaces to fully remote work forces and if this is something we foresee as a trend for the years ahead. Truthfully, we've witnessed a bit of both. In some industries, non-manufacturing mostly, it may make sense to abandon offices and realize considerable savings but at what cost to your culture, talent retention, ability to lead and mentor, succession plan and grow? Having been in the staffing and recruitment industry for more than 15 years, I've seen how much we crave face to face human interaction and most businesses need their employees to brainstorm, collaborate, motivate each other, be creative and build relationships. This kind of authentic synergy is a tremendous amount of work and often a rarity in a solely virtual world.

Further, the future of work from the candidate perspective includes feedback such as employee morale issues, employee burnout; the prevalence of their personal lives affecting their professional lives with no support at work; cut salaries; diminished confidence in management and the business.

To that end, I believe that as social creatures we will see a more hybrid approach to work which will consist of options for remote work that make sense given your industry, role in an organization and potentially seniority level. This may include shared workspaces, less corporate based headquarters and a true balance of productivity combined with a reduction in stress and mental health issues.

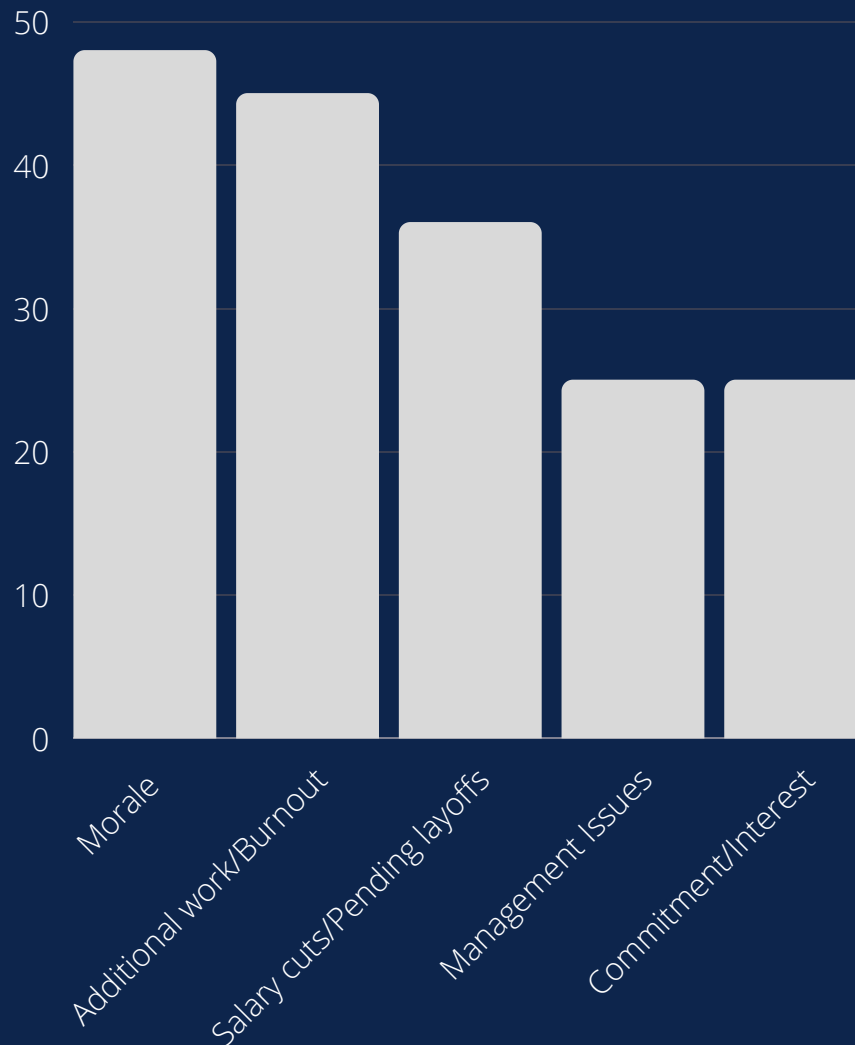
Regardless of the approach you take for your business, having the knowledge and insight into your employees will be a driving force and an ongoing practice in your future goals and objectives year over year. We welcome the opportunity to discuss your business needs and challenges in the near future; until then stay safe, stay healthy and all the best for a prosperous 2021.



Modesty Sabourin
Director of Operations & HR
itec group Inc.

Employee Happiness

Job seeker's most consistent reasons for leaving their job.



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Employee Happiness

Unhappy, unfulfilled employees directly impact your bottom line. When employees are dissatisfied with their job, they lose motivation and often underperform.

Our behavioral assessments allow us to examine, observe and gain an insightful understanding of what promotes job happiness. We've concluded that the key reasons across most industries for employee dissatisfaction are:

- Compensation
- Minimal or no career growth
- Poor management
- Poor relation with co-workers and Managers
- Minimal or no recognition or appreciation
- Poor work-life balance

So how can you promote and nurture employee happiness?

- Create and promote a positive work environment
- Build and nurture trust and healthy work relationships
- Promote a diverse and inclusive organization
- Encourage feedback and inspire continuous improvement
- Recognize and reward, even the smallest gesture of appreciation
- Promote and cultivate work-life balance
- Engage, involve and listen to your employees
- Foster an environment of growth and development
- Provide clear expectations and goals; evaluate and measure individual satisfaction



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Compensation & Benefits

Although salary is often a key motivator; today's job seekers are looking for more. You need to go beyond the pay cheque and focus in on your offerings as an organization. What sets you apart from your competition? Why would someone want to leave their organization to join yours?

Top Attractions for Job Seekers include:

- Flextime
- Vacation/PTO
- Remote work options
- Benefit plans
- Employee assistance plans
- Profit sharing, bonus, RSP matching
- Company values
- Diversity & inclusion practices

Beyond Salary - Key benefits that candidates are looking for.



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Think Contingent Workforce

Looking to scale quickly?

Have a seasonal demand for talent?

Need specialized skills, volume based and/or short-term hiring?

Today's market is ever-changing and forces businesses to adapt to both technology and generational shifts that drive our hiring practices and our needs for an agile and on-demand labor pool. At the same time, Candidates are experiencing now more than ever that they have their choice of company and project to work with or on and often at any given time. This is where contract resources can help.

Filling the skills gap with contract workers. Here are some of the benefits of hiring contract workers:

- Flexible, highly skilled professionals with niche industry or technical experience
- Provide help during uncertain economic times
- Faster and more cost-effective hiring process
- Instant impact with the ability to assess and adjust based on your business scalability needs
- Reduced long-term labor costs



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Payrolling as a hiring strategy

itec group offers contractor payrolling as a strategic outsourcing plan that can provide your organization with the ability to pass the responsibility for the employment and payroll of a pre-identified or self-sourced contract laborer onto us.

This includes:

- Seasonal or short-term projects
- On-call employees
- Internal head-count restrictions

When you partner with an experienced and reputable staffing agency, you can save time, money and mitigate risk of pseudo-employment.

Benefits include:

- Protection from increases to WSIB & other employer burdens.
- Time savings & increased efficiency with onboarding & offboarding
- Cost savings of up to 40% in comparison to traditional temporary staffing

Regardless of your strategy, a recruitment plan is essential in today's market to attract and retain the best talent for your future success as an organization. As a staffing partner, we can help you plan for this critical journey in your business. We welcome the opportunity to discuss your staffing goals and objectives.



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More than dollars & cents

The global pandemic has brought about a significant change in the way we do business and this has precipitated a shift in the attitudes of job seekers.

Beyond salary and management, which are often the highest motivating factors for an individual to leave their organization; job seekers have also noted the need to find a role that offers:

- Better skill match/fit
- Growth opportunities
- More challenging or meaningful work

While we know that the salary you pay your employees is a compelling part of your total compensation package, it is not all that job seekers are interested in. As a result, today's market demands will force you to think about your entire talent attraction strategy beyond the dollars and cents. Job seekers today are focusing in on your brand's reputation, your company values and other offerings including benefits, work from home policy, vacation, health and wellness programs and more. Job seekers are resourceful, connected and practical. There is no better time to make sure your recruitment strategy speaks to what job seekers are looking for so that you may continue to attract and retain the best for your organization.



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Salary Ranges

The following pages will highlight the typical base salaries for common roles and skilled workers in:

- Advanced Manufacturing & Engineering
- Finance & Administrative Professionals
- Human Resources

Annual salary ranges are shown in thousand Canadian dollars and are exclusive of any additional compensation individual companies may offer including but not limited to: signing bonus; annual bonus; RSP Matching; pension or profit sharing; benefits and vacation.

PLEASE NOTE:

This information should be considered as a guide only. Salary ranges are based on a cumulative average across various industries in their respective regions. For a more targeted and industry specific salary analysis please contact us.

519.622.8889 x223

A photograph showing the lower halves of four people sitting on metal chairs. From left to right: a man in a grey suit and brown shoes, a woman in blue jeans and black high-heeled shoes, a man in a dark suit and black shoes, and a woman in a white dress and white high-heeled shoes. The image is semi-transparent and serves as a background for the text.

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Advanced Manufacturing & Engineering



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Job Title	Tri-City Region	GTA/Golden Horseshoe	London/Windsor
VP/GM	150-200	175-225	150-200
Director of Manufacturing	120-160	140-175	125-150
Operations Manager	100-120	110-130	100-120
Plant Manager	100-125	110-130	95-115
Materials Manager	95-120	115-135	90-110
Engineering Manager	80-120	115-130	90-125
Maintenance Manager	90-120	100-125	100-120
Quality Assurance Manager	90-120	100-125	100-120
Quality Engineer	65-75	75-90	65-75
Program Manager	80-100	90-110	95-100
Automation Engineer	70-90	75-95	75-85
Automation Technician	65-75	70-80	65-75
Manufacturing Engineer	65-80	70-80	70-80
Mechanical Designer	60-75	70-80	60-75

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Job Title	Tri-City Region	GTA/Golden Horseshoe	London/Windsor
Mechanical Engineer	70-90	70-80	75-90
Electrical Engineer	80-100	90-110	80-90
Electrical Designer	60-75	65-80	60-75
Buyer	50-70	60-75	50-70
Materials Coordinator	50-58	50-60	45-55
Production Supervisor	65-80	85-100	65-80
Production Planner/Scheduler	55-70	60-80	50-62
Certified Electrician	75-85	75-85	75-85
Certified Millwright	70-80	75-85	70-80
Toolmaker	65-75	70-80	70-80
Machine Builder	65-75	65-80	65-75
CNC Machinist	55-65	60-70	50-65
CNC Programmer	65-75	65-80	60-75
Stationary Engineer	75-85	75-85	75-80

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Architecture, Construction & Engineering



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Job Title	Tri-City Region	GTA/Golden Horseshoe	London/Windsor
Civil Engineer/Civil Design Engineer	60-80	70-110	60-75
Structural Engineer	60-75	70-120	60-75
BIM Manager	65-110	70-120	65-110
Project Engineer	65-85	75-110	60-75
Architect	65-115	70-120	55-100
Project Manager	75-120	80-140	70-120
Project Coordinator	45-65	55-85	45-65
Architectural Technologist	45-65	45-70	45-60
Site Superintendent	70-115	80-160	70-115
Drafter	45-65	45-70	45-60
Interior Designer	40-80	65-100	40-70

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Finance & Administrative Professionals



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Job Title	Tri-City Region	GTA/Golden Horseshoe	London/Windsor
CFO	160-195	185-280	135-160
VP Finance	150-160	165-175	130-140
Director of Finance	130-140	145-160	110-120
Controller	100-120	120-135	85-110
Assistant Controller	85-95	90-110	75-95
Finance Manager	110-120	115-130	95-110
Accounting Manager	75-85	80-100	65-80
Sr. Accountant	65-75	70-80	55-70
General Accountant	55-65	60-65	50-65
Sr. Cost Accountant	70-80	75-85	70-80
Cost Accountant	60-65	65-70	60-65
Sr. Financial Analyst	75-90	80-95	70-85
Financial Analyst	60-70	65-75	58-75
Payroll Manager	70-80	80-105	70-80
Payroll & Benefits	55-65	60-+70	55-65
Sr. Tax Accountant	75-90	85-100	65-85
Tax Manager	120-140	130-150	110-125

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Job Title	Tri-City Region	GTA/Golden Horseshoe	South-Western Ontario
Tax Accountant	55-65	60-65	46-60
Accounting Clerk	42-50	45-50	42-50
Accounts Payable/ Accounts Receivable	40-55	45-55	40-55
Bookkeeper	50-55	52.5-60	45-50
Customer Service Manager	60-75	70-80	60-75
Executive Assistant	55-65	65-75	55-65
Office Manager	48-55	50-60	48-55
Administrative Assistant	40-45	45-50	40-45
Bilingual CSR	45-55	50-60	45-55
Data Entry Clerk	35-40	38-45	35-40
Receptionist	35-45	38-50	35-45

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Human Resources



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Job Title	Tri-City Region	GTA/Golden Horseshoe	South-Western Ontario
Vice-President	135-175	140-200	135-175
Director	115-135	125-155	115-135
Business Partner	85-115	115-130	90-115
Manager	85-105	110-120	85-105
Generalist	65-75	85-100	65-75
Talent Acquisition	65-75	80-95	65-75
Sr. Talent Acquisition	75-90	75-90	75-90
Coordinator	45-55	50-65	45-55
Administrator/ Assistant	40-50	45-55	45-55

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A partnered approach

At itec group we aim to be an extension of you and your organization; trusted business advisors that are more than a solution for your recruitment challenges. With decades of experience in both contract and permanent placements; our reputation boasts unparalleled quality and efficiency unlike any staffing agency you've experienced. Our candidate reach knows no limits and we are committed to finding you the very best.

Our goal is to help you build and manage an agile workforce, capable of filling specialized talent gaps within your organization. Our retention-focused hiring approach allows us to target candidates with cross-functional skills who will not only deliver today, but will have the ability to learn, develop and evolve for what your business demands tomorrow.

We look forward to working with you.



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