

# 2020

## COMPENSATION REPORT



Brought to you by

**Express**<sup>®</sup>  
EMPLOYMENT PROFESSIONALS

**SPECIALIZED RECRUITING GROUP**

*Your source for insight into current workforce compensation trends and analysis.*

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# WE'RE IN A NEW NORMAL...

In a strong employment market that favours job seekers, effective recruiting and retention practices are key differentiators for businesses. Company leaders must be prepared to reassess hiring and employee retention practices to ensure they attract and maintain a strong, productive workforce. Today, the most qualified candidates are in a position to be more selective about the jobs they accept because they know there are plenty of opportunities available. It has never been easier for workers to hop between jobs.

Business leaders must be active participants in creating work environments that increase loyalty and engagement. Competitive compensation, employee benefits, and smart perks—like ongoing training and development opportunities—are essential to building a culture that attracts and retains the best talent.

## COMPETITIVE COMPENSATION

Competition for the best and brightest workers is at a fever pitch, and the most straightforward tactic to attract top talent is offering competitive compensation. Highly-qualified workers know their value, so businesses must be willing to keep up with market demands for pay.

## CREATIVE BENEFITS PACKAGES

Salary itself isn't the only factor. A well-rounded benefits package is essential to becoming an employer of choice. In addition to traditional health and medical benefits, additional perks like flexible scheduling, gym membership discounts or access to personal trainers, or paid time off to volunteer help differentiate a company from the others competing for the same talent pool.

## INVESTMENT IN TRAINING AND DEVELOPMENT

Employees want to know their careers are on upward trajectories within their companies within the company, so showing a long-term commitment to their growth by providing meaningful and targeted training and development opportunities is a key strategy for building retention and engagement.

As a North American employment industry leader, Express serves more than 83,000 clients each year by providing strategic staffing solutions across a wide variety of business segments.



**BILL STOLLER**  
CEO and Co-Founder  
Express Employment  
Professionals

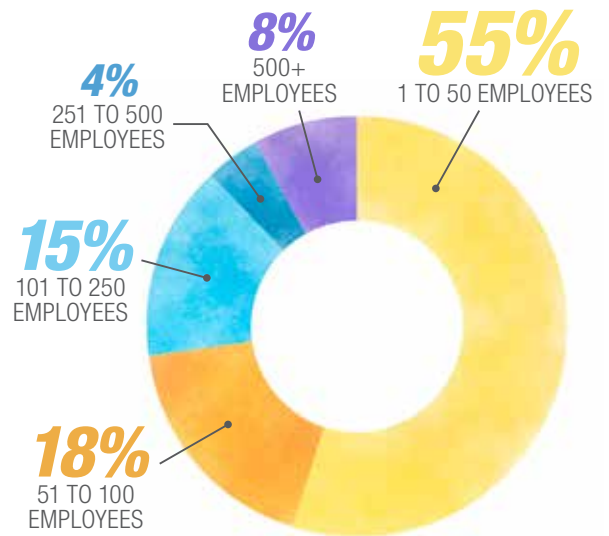
# JOB INSIGHTS FOR 2020

To provide accurate and timely employment forecasts for business leaders, Express conducts an ongoing Job Insights survey to track hiring trends across a wide range of industries. Express surveyed business owners, decision makers, and human resource professionals about the overall hiring trends in their markets and how those trends impact their hiring decisions. The majority of respondents (89%) hold decision-making roles regarding hiring for their companies and represent small- to medium-sized workforces.

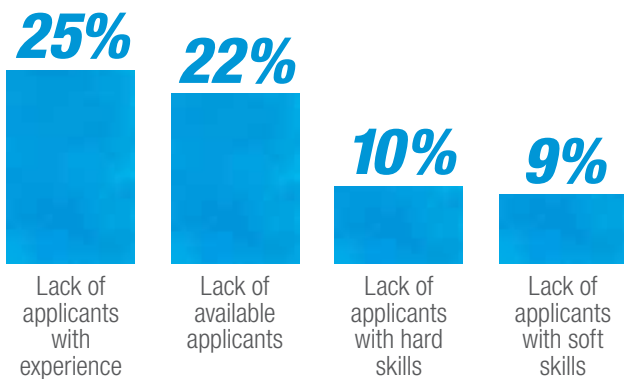
## INSIGHT: The competition to attract and retain the best talent continues in 2020.

Recruiting and retaining top talent today requires a more strategic approach than ever before. Skilled, experienced workers hold all the cards and businesses must be willing to meet or exceed what the competition is offering to not only attract the best employees, but also keep them. In fact, according to the survey results, 78% of respondents say it will be somewhat or very difficult to fill open positions in their companies.

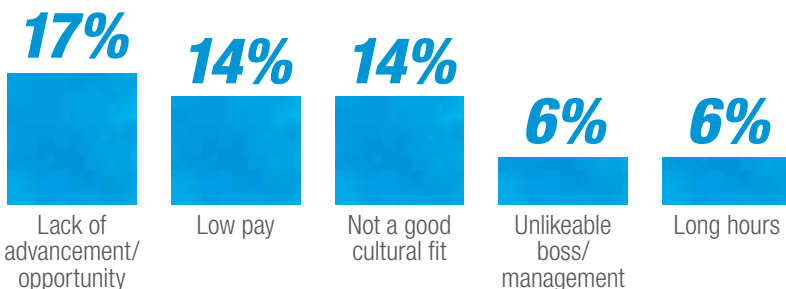
### MAJORITY REPRESENT SMALL- TO MEDIUM-SIZED WORKFORCES:



### THE TOP REASONS OPEN JOBS ARE NOT FILLED:



### THE TOP REASONS EMPLOYEES LEAVE THEIR CURRENT JOBS:



**ONLY 16% OF RESPONDENTS SAID THEY HAVE ALL THEIR POSITIONS FILLED.**

**Bridging the Gap:** According to research [conducted by Harris Poll on behalf of Express](#), 3 in 4 Baby Boomers said they would like to “semi-retire” with flexible schedules. Are businesses overlooking the opportunity to utilize this generation to not only bridge the gaps in their workforce, but also pass along valuable knowledge and experience to the next generation of workers?

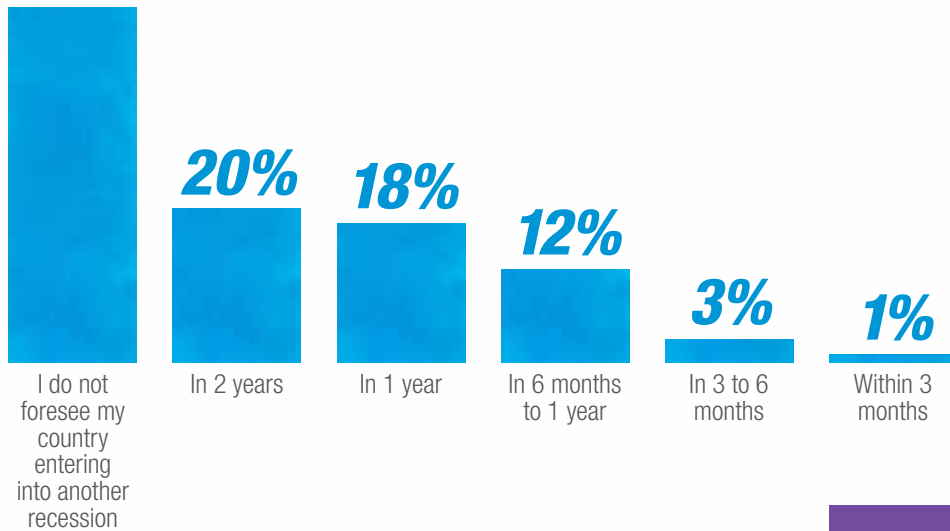
← According to research from Gallup, only one-third of the workforce is “engaged” at work. The remaining two-thirds are either “not engaged” or “actively disengaged” and are 56% and 73%, respectively, more likely to job hop.

## ***INSIGHT: Businesses remain overall optimistic for the economy going into 2020.***

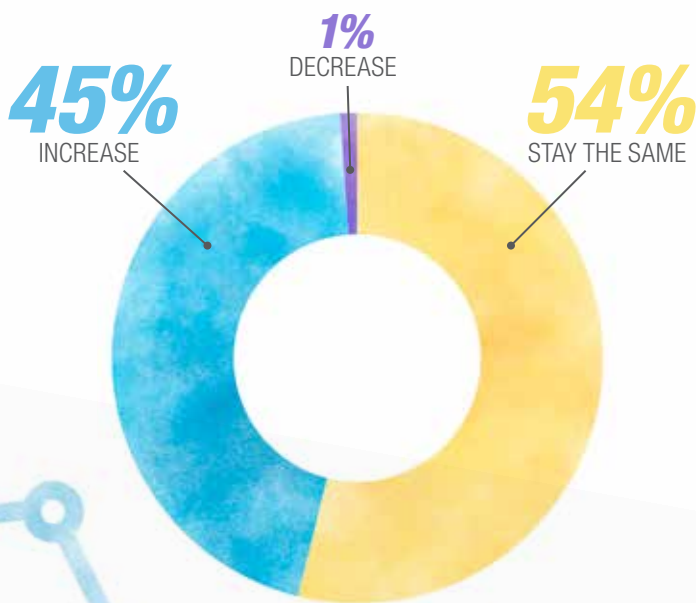
Eighty-six per cent (86%) of survey respondents said their employment markets are either “trending up” (42%) or “staying the same” (44%) going into 2020. Only 13% forecast a downward trend in employment activity. Additionally, most survey respondents remain generally optimistic about the strength of the economy and do not predict the country entering into recession in the short-term.

### **DO YOU FORESEE YOUR COUNTRY ENTERING INTO ANOTHER RECESSION?**

**46%**



### **OVER THE NEXT SIX MONTHS, WAGES WILL**



***ONLY 1% OF RESPONDENTS EXPECT WAGES TO DECREASE OVER THE NEXT SIX MONTHS.***



# GREY COLLAR WORKERS: A GROWING SEGMENT

The rapid advancement of technology and applications in areas like automation or artificial intelligence has given rise to a growing section of the workforce that blurs the lines between blue- and white-collar jobs. “Grey collar” work combines some of the manual labour aspects of blue-collar jobs with managerial, administrative, and educational requirements of white-collar jobs.

Express Employment Professionals partnered with The Harris Poll to learn more about this growing segment of the workforce.

## The State of White and Grey Collar Workers in Canada

**What is Grey Collar Work?** Grey Collar work combines some of the manual labour aspects of Blue Collar work but also has components of White Collar work.

### Content in the Present

**Satisfied with Job**

- 82% White Collar Workers
- 84% Grey Collar Workers

**Life Heading in Right Direction**

- Grey Collar Workers: 87%
- White Collar Workers: 90%

# Country Headed in Right Direction



56%

Grey Collar Workers

56%

White Collar Workers



## Reasons White and Grey Collar Workers Like Their Jobs

- Good Living Wage
- Flexible Hours
- Challenged by Work
- Not Dangerous
- Like Their Boss
- Sense of Purpose



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**Source:** The survey was conducted online within Canada by The Harris Poll on behalf of Express Employment Professionals between June 18 and July 8, 2019 among 500 Canadian white collar workers and 507 grey collar workers.

### ***Want to learn more?***

Take a deeper dive into the Express Employment Professionals/The Harris Poll Survey of Grey Collar workers by downloading our white paper: [Between Blue and White: The Grey Collar Workforce](#).



# 2020 COMPENSATION REPORT

The following data represents national averages. For more detailed information about your local compensation trends, contact your Express representative. All data within this report was provided via Emsi, a third-party, labour market data and analytics research company. More information about Emsi and their research methodology is available at [EconomicModeling.com](http://EconomicModeling.com).

CATEGORY	JOB TITLE	LABOUR CODE	25 <sup>th</sup> PCT.	MEDIAN	75 <sup>th</sup> PCT.
			WAGE PER HOUR		
<b>ACCOUNTING AND FINANCE</b>					
	Accounting and Related Clerks	1431	\$17.76	\$21.21	\$25.32
	Auditors, Accountants, and Investment Professionals	111	\$25.25	\$33.10	\$44.96
	Collectors	1435	\$17.19	\$22.48	\$28.58
	Financial Managers	0111	\$34.45	\$46.39	\$57.27
	Assessors, Valuers, and Appraisers	1314	\$23.62	\$30.10	\$35.65
	Accounting Technicians and Bookkeepers	1311	\$18.07	\$22.57	\$28.11
	Financial Auditors and Accountants	1111	\$25.37	\$33.82	\$45.50
	Other Financial Officers	1114	\$24.23	\$31.81	\$43.58
	Economists and Economic Policy Researchers and Analysts	4162	\$35.30	\$44.46	\$53.81
	Financial and Investment Analysts	1112	\$26.87	\$33.70	\$44.45
	Statistical Officers and Related Research Support Occupations	1254	\$22.61	\$25.91	\$30.18
	Banking, Credit, and Other Investment Managers	0122	\$35.13	\$44.82	\$54.51
<b>ENGINEERING</b>					
	Drafting Technologists and Technicians	2253	\$22.24	\$26.93	\$34.93
	Aerospace Engineers	2146	\$29.68	\$35.47	\$57.01
	Civil Engineers	2131	\$30.65	\$39.52	\$49.29
	Electrical and Electronics Engineers	2133	\$34.88	\$42.68	\$53.56
	Industrial Engineering and Manufacturing Technologists and Technicians	2233	\$19.46	\$25.89	\$31.95
	Managers in Engineering, Architecture, Science, and Information Systems	021	\$39.60	\$50.33	\$62.45
	Mechanical Engineers	2132	\$31.55	\$40.35	\$50.10
	Petroleum Engineers	2145	\$42.18	\$56.48	\$71.79
	Industrial and Manufacturing Engineers	2141	\$27.88	\$35.76	\$46.41
	Land Survey Technologists and Technicians	2254	\$21.96	\$27.50	\$35.21
	Chemical Engineers	2134	\$31.32	\$40.32	\$53.92
	Other Professional Engineers	2148	\$30.03	\$38.92	\$51.53



CATEGORY	JOB TITLE	LABOUR CODE	WAGE PER HOUR		
			25 <sup>th</sup> PCT.	MEDIAN	75 <sup>th</sup> PCT.
	Human Resources Managers	0112	\$34.87	\$44.98	\$57.33
	Human Resources Professionals	1121	\$26.79	\$35.86	\$46.66
	Other Instructors	4216	\$14.12	\$17.21	\$24.16
	Payroll Administrators	1432	\$20.22	\$25.16	\$29.48
<b>INFORMATION TECHNOLOGY</b>					
	Database Analysts and Data Administrators	2172	\$24.26	\$34.07	\$42.47
	Software Engineers and Designers	2173	\$34.59	\$44.05	\$55.76
	Computer Network Technicians	2281	\$24.70	\$32.13	\$38.40
	Computer Programmers and Interactive Media Developers	2174	\$27.34	\$35.85	\$45.04
	Technical Occupations in Computer and Information Systems	228	\$22.28	\$29.83	\$37.87
	Web Designers and Developers	2175	\$23.17	\$29.80	\$35.93
	Computer and Information Systems Managers	0213	\$39.21	\$49.95	\$62.10
	User Support Technicians	2282	\$21.08	\$28.46	\$38.06
	Computer and Information Systems Professionals	217	\$28.54	\$37.28	\$46.50
<b>LEGAL</b>					
	Lawyers	4112	\$30.18	\$44.68	\$60.60
	Paralegal and Related Occupations	4211	\$21.30	\$28.28	\$35.86
	Legal Administrative Assistants	1242	\$18.15	\$22.68	\$28.10
<b>MARKETING, ADVERTISING, AND CREATIVE</b>					
	Advertising, Marketing, and Public Relations Managers	0124	\$29.00	\$39.87	\$51.37
	Graphic Designers and Illustrators	5241	\$18.83	\$24.28	\$32.06
	Managers in Art, Culture, Recreation, and Sport	051	\$24.97	\$31.20	\$43.38
	Senior managers - Financial, Communications, and Other Business Services	0013	\$35.60	\$53.31	\$70.80

CATEGORY	JOB TITLE	LABOUR CODE	WAGE PER HOUR		
			25 <sup>th</sup> PCT.	MEDIAN	75 <sup>th</sup> PCT.
<b>SALES</b>					
	Retail and Wholesale Trade Managers	0621	\$22.53	\$32.51	\$46.05
	Middle Management Occupations in Retail and Wholesale Trade and Customer Services	06	\$21.87	\$30.83	\$43.76
	Corporate Sales Managers	0601	\$31.92	\$41.27	\$56.83
	Sales and Account Representatives - Wholesale Trade (Non-Technical)	6411	\$17.17	\$23.38	\$31.99
	Managers in Customer and Personal Services	065	\$19.76	\$25.85	\$34.85
	Retail and Wholesale Trade Managers	062	\$22.53	\$32.51	\$46.05
	Retail Sales Supervisors	6211	\$14.70	\$18.01	\$23.39
	Technical Sales Specialists - Wholesale Trade	6221	\$17.18	\$24.27	\$33.45
	Purchasing Agents and Officers	1225	\$23.36	\$28.93	\$37.98
	Conference and Event Planners	1226	\$17.51	\$23.11	\$28.97
	Business Development Officers and Marketing Researchers and Consultants	4163	\$26.85	\$34.73	\$45.55
	Insurance, Real Estate, and Financial Sales Occupations	623	\$17.96	\$23.14	\$29.26
	Financial Sales Representatives	6235	\$18.33	\$22.80	\$29.57
	Other Sales-Related Occupations	6623	\$12.68	\$14.08	\$16.71



# EMPLOYER RESOURCES

## ***Training and Development Programs***

Express has an extensive library of training tools and programs that address a range of workplace issues like turnover, company culture, and employee development. For more information on any of these programs, contact your local Specialized Recruiting Group representative.



### **COMPANY CULTURE**

A company's culture is comprised of the values, practices, and personalities shared by the employer and employees. With so many possible cultures, it's important for each company to ensure cultural fit during the hiring process. This program helps shed light on how a strong culture positively affects every aspect of a business.



### **EMPLOYEE DEVELOPMENT**

Most business leaders agree that employee training and development is vital to success. However, knowing where to start can be tricky. This program is designed to help pinpoint employee development challenges and offer solutions for building a stronger workforce.



### **ENGAGE TO RETAIN: BUILDING EMPLOYEE RETENTION THROUGH ONBOARDING AND DEVELOPMENT**

The process of building a productive workforce doesn't end after a hiring decision is made. The [Engage to Retain](#) program highlights best practices supervisors can implement to help set up new employees for success and show commitment to their career development.



### **MONDAY MORNING LEADERSHIP**

An employee's relationship with his/her supervisor is the number one factor affecting retention. Based on David Cottrell's bestselling book, "Monday Morning Leadership," this tool offers inspiration and an action plan for making those relationships stronger.



### **FACES OF CHANGE: UNDERSTANDING AND MANAGING GENERATIONS IN THE WORKPLACE**

With the greatly varying beliefs, influences, and traits of the various [generations in the workplace](#) today, there's bound to be some conflict. This program focuses on each generation's unique contributions and areas for growth, as well as key motivation and retention tips.

## EMPLOYER RESOURCES *Continued*



### EXPRESSTALKS

#### ***ExpressTalks***

Featuring an array of employment industry subject-matter experts, ExpressTalks is a series of video webinar presentations covering the latest employment regulations and leadership trends. To register for an upcoming ExpressTalks event or to view our library of on-demand recordings, visit [ExpressPros.com/ExpressTalks](http://ExpressPros.com/ExpressTalks)



### Refresh Leadership — BLOG —

#### ***Refresh Leadership Blog***

Refresh Leadership, Express' blog for employers and business leaders, features timely information on a variety of leadership, management, and human resource topics. Learn how to lead your team, handle HR issues, and stay up to date on the latest management tips at [RefreshLeadership.com](http://RefreshLeadership.com).



# ABOUT THE SPECIALIZED RECRUITING GROUP

The Specialized Recruiting Group (SRG) of Express Employment Professionals is uniquely equipped to help you find the highly skilled talent your business needs. The SRG focuses on placing professional-level candidates in a variety of industries, including Accounting and Financial, Engineering and Manufacturing, Sales, Information Technology, Human Resources, Legal, and Marketing, Advertising, and Creative.

Express Employment Professionals puts people to work. It employed more than 552,000 people in 2019 with more than 83,000 clients across North America. Its long-term goal is to put a million people to work annually. For more information, visit [ExpressPros.com](https://ExpressPros.com).

All Express offices are locally owned and operated. For information about franchise opportunities, visit [ExpressFranchising.com](https://ExpressFranchising.com).



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