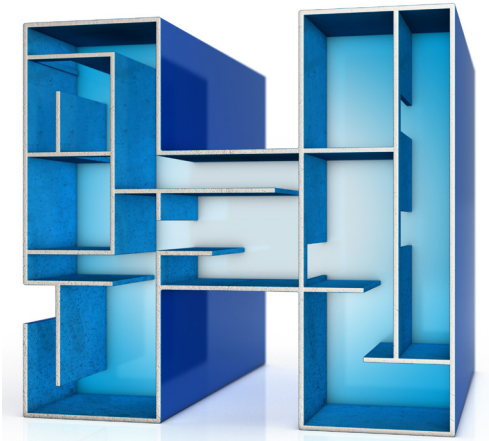


BUILDING TOMORROW'S WORKFORCE PLANNING FOR FUTURE SUCCESS

2014/15 BOMA & HAYS Annual Industry Compensation Survey Report

BOMA



ABOUT BOMA

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Through its regional associations, the Building Owners and Managers Association (BOMA) of Canada represents building owners, managers, developers, facilities managers, asset managers, leasing agents, brokers, and their product and service providers.

As the voice of the Canadian commercial real estate industry, BOMA facilitates national initiatives and the exchange of ideas that support our member associations in the promotion of education, advocacy, recognition of excellence and networking.

The combined BOMA association membership across the country creates a critical mass and focus of

resources to push for change on advocacy issues. BOMA facilitates the sharing of information and pooling of expertise, ideas and resources for the benefit of the local associations, individual members and the industry at large.

This Industry Compensation Survey Report is the result of the cooperation of the members in:





A MESSAGE FROM BOMA

The Building Owners and Managers Associations (BOMA) of Canada represents over 3,200 members across the country, making it the voice of the commercial real estate industry in Canada.

As representatives of the Commercial Real Estate industry BOMA is proud to once again bring our members the BOMA Hays Compensation Survey. This free publication gives members of the industry an idea of compensation across the country, but more importantly identifies the trends in the industry across nine regions through a written report by our industry partners at Hays.

As in the past few years, Canada is witnessing several areas of the country that are growing, while others continue to attempt to rebound from the economic downturn of just a few years ago. Despite the differences in the economic recovery the demand for commercial real estate remains and the demand for commercial real estate professionals continues unabated.

By some estimates the value of the economic activity, generated by the Commercial Real Estate industry, in development, construction and ongoing management fee's contributes over \$20 billion dollars to

Canada. Commercial real estate is a building block of our economy. This report identifies that our industry continues to be challenged with finding well trained staff a situation that may continue for several years to come.

To serve the industry, and on behalf of the building owners, managers, developers, facility managers, asset managers, leasing agents, brokers, and the product and service providers to over 2.1 billion square feet of commercial real estate across Canada, BOMA continues to address issues of local, regional and national concern as we promote excellence in the industry through information, education, advocacy and recognition.

This guide was developed through the cooperation of many of the BOMA associations across the country as part of our mandate to share information, pool expertise, ideas and resources for the benefit of BOMA, our members and the commercial real estate industry as a whole.

ABOUT THIS REPORT

As expert recruiters to the Property & Facilities Management industry, Hays are in constant communication with industry professionals who are looking for work or looking to hire staff.

Through our most recent survey, conversations with industry professionals and observations drawn from our daily interactions with the industry, we have been able to paint a picture of what the Property & Facilities Management landscape looks like in the different regions of Canada.

Organizations of all sizes in the Property & Facilities Management industry can utilize the following base salary, non-salary compensation and vacation information to help with your recruitment planning.

The report aims to provide a cross section of typical salaries showing a minimum-maximum wage range. We also comment on the current state of

the market. We have sourced the information in this report from:

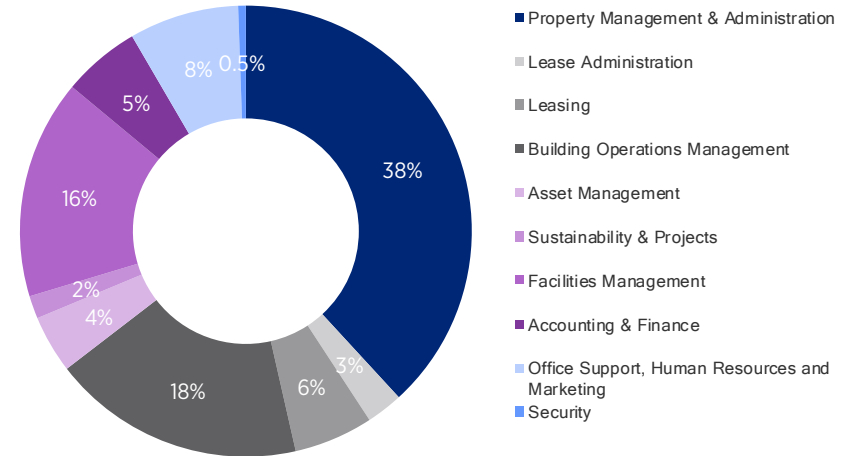
1. Qualitative and quantitative data gathered in the Summer of 2014 in a voluntary, confidential digital survey sent to BOMA members and Hays clients.
2. Hays' current market knowledge of temporary and permanent placements made in across Canada.

PLEASE NOTE:

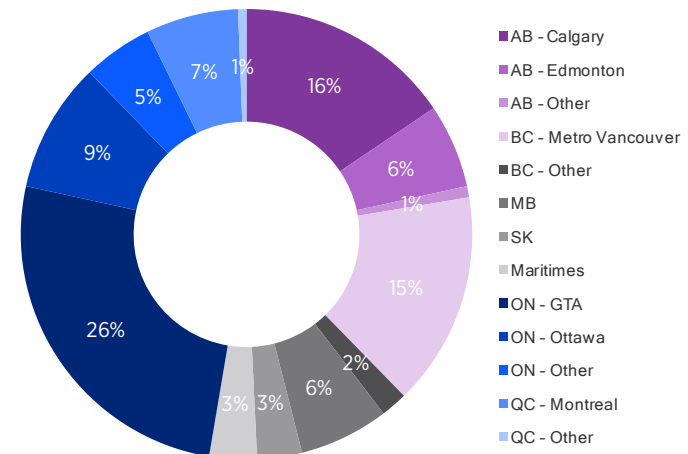
While every care is taken in the collection and compilation of data, this report is interpretive and indicative, not conclusive. This information should be used as a guideline only.

ABOUT THE RESPONDENTS

What department do you work in?



Where are you located?



TRENDS IN RECRUITMENT & RETENTION CANADA OVERVIEW

Challenges surrounding compensation, training and skill shortages vary between provinces and so do the ways in which businesses tackle those challenges.

Overall salaries are likely to remain stable across Canada, but we expect to see increases for high-demand skills such as building operators. We are seeing a national shortage of fourth class power engineers and building operators with more than five years' experience, so total compensation is likely to increase in order to attract these candidates. In some regions, such as British Columbia, we are seeing a trend towards performance bonuses. If this proves successful in attracting and retaining top talent we may see the trend spread to other talent short areas. Benefits are also becoming universal and many sectors are seeing three weeks' vacation become standard, with managers and above often receiving four weeks.

More than 45 per cent of respondents said their staffing levels increased last year, and 38 per cent expect them to increase again in the next year. Almost half the respondents said market factors would be positive for business, and with many cities expecting new buildings to open in 2015 there is likely to be growth in main centres.

However, recruiting challenges across the country will need to be addressed if companies want to make the most of these opportunities. Nationwide skill shortages and limited talent pools show an industry in need of long-term strategic planning to attract, train and retain top talent. More than 75 per cent of respondents said their organization either did not have a succession plan, or they did not know of one. Employers looking at their future business plans need to be sure they have the organizational skill and leadership base to support those goals. We suggest assessing the current talent strategy and ensuring it aligns with the business goals. Leverage this plan as a retention tool by communicating with employees about their potential for growth within the company.

Developing from within will not be sufficient for all organizational talent needs. Attracting new people into the industry is vital to plug talent gaps. While every province experiences unique markets and trends, we are seeing national patterns

showing that companies and industry insiders need to be proactive about promoting the property industry as an attractive market with opportunities for growth and career progression.

There are two key groups to target. One is young people at the early stage of choosing their careers or entering the workforce. BOMA's outreach and education programs are introducing students and young professionals to the industry and helping those already working in the sector learn and progress. Companies need to support these efforts and introduce their own to contribute to the future success of the industry. Partnering with schools, colleges and universities will create a pipeline of talent, reducing or preventing future shortages. Offering entry level positions, internships and mentoring will bring young people into your organization, who are more likely to stay with your company and in your region if they have a career path.

The second group the real estate industry needs to attract is professionals from other sectors with transferrable skills. We find many employers believe they need candidates with experience in the exact same role as the open position. This limits their talent pool, and means they might overlook candidates that are a better fit for those with the precise skill set and experience the company wants. Employers should assess roles to determine what skills or experience are requirements, and what are unnecessary. Being open-minded about transferrable skills and non-industry experience opens up a much larger talent pool, allowing companies to make faster, better hires. It has the added advantage of improving innovation within the industry as those new to commercial real estate bring fresh eyes and new approaches.

BOMA is already implementing programs across Canada to promote the real estate industry as a desirable market in which to work. In another step to support the industry, in 2015 Hays will release the DNA of a Property Leader report to illustrate the path to success, and offer tools for the industry to improve internal training and attract top talent from other sectors. We encourage all companies and leaders to support these initiatives and introduce their own programs to attract, retain, and develop talent within the industry.

Rowan O'Grady
President, Hays Canada

RECOMMENDATIONS FOR 2015

As a result of the findings from this survey, Hays Property & Facilities Management is recommending employers consider the following strategies for the upcoming year.

Succession planning. Having a clear vision of career paths within your organization helps solve two problems. When properly communicated, succession planning is a retention tool for employees looking for growth and promotion because they will be well-informed about career path opportunities and won't leave for alternate opportunities. Succession planning also ensures your company knows what skills and traits it will need long-term, so employers can prepare by hiring or developing for specific skill sets.

Invest in talent. Start investing now in your future leaders. Tomorrow's successful companies will be those that build a pipeline of talent by attracting young people into the industry. Partnering with local colleges and universities, offering mentorships and entry level positions will help bring young talent into your organization.

Find transferrable skills. Companies too often focus on finding candidates with the exact experience they want for the role. Employers who are more open-minded about candidates with transferrable skills and a good work ethic will find it easier to recruit qualified, capable individuals.



TRENDS IN RECRUITMENT & RETENTION VANCOUVER, BRITISH COLUMBIA

British Columbia has the highest proportion of active jobseekers with more than a quarter of residents saying they are looking for a new role. This openness to a new position could serve the market well next year when a number of new properties open, but employers with strict expectations might limit their own access to this talent pool.

Skills in demand

With a number of office properties set to open in spring/summer 2015, demand is likely to increase for property managers and building operators, and employers are being exacting about getting the skills they need. Residential developers continue to look for opportunities to increase rental options within their portfolios, which has also caused an increase in demand for qualified rental property managers. Competitive total compensation is key to attracting people from these high demand areas, and one way more organizations are improving their packages is by offering performance related pay or bonuses. Tying compensation to performance can be an excellent tool to attract the top talent and ensure an organization meets its business goals.

Demand for power engineers and building operators shows no sign of slowing, especially for those with the right combination of qualifications and experience. There is already a shortage of experienced operators with commercial property experience and that will heighten with the large number of new commercial properties that will soon be competing for the same talent pool. We have seen an increase in newly qualified power engineers entering the job market, some as a second career, but these candidates have little or no experience and there is a shortage of entry level roles for them. Companies with a long-term viewpoint should ensure they are offering a certain number of entry level positions to create a talent pipeline and avoid future shortages.

Hiring trends and challenges

Organizations are getting better at planning ahead and tracking the staffing levels required for the property portfolio that they own, manage or maintain. Companies that can plan strategically and ensure staffing is already in place when their portfolio expands are better placed to take advantage of changes in the market.

While salaries have been stable and are likely to remain so, in demand roles such as building operators will likely see an increase as companies compete for experienced talent. Salary remains one of the main motivators for candidates, but they are also paying more attention to vacation and flexible work options. Three weeks' vacation is becoming the industry standard, and depending on the role flexible hours can be a big pull factor. Consider whether staggered start times or partial retirement options could work for your company.

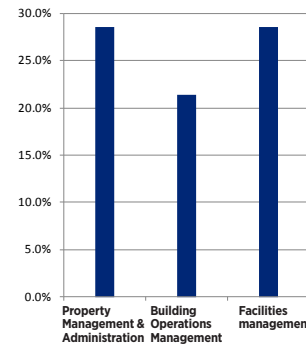
Market Forecast

Respondents are less optimistic than they were last year, with 44 per cent expecting the market to have a positive or very positive effect on their business, compared with 65 per cent last year. As development continues and new buildings open throughout 2015 we expect to see more demand for already limited talent. This means salaries are likely to increase in talent-short specialisms, but otherwise will remain stable.

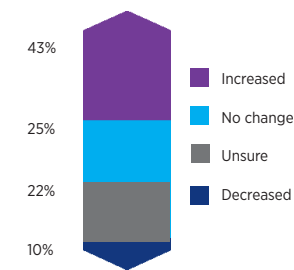
As buildings near completion in early to mid-2015, expect demand for property management roles to increase. Companies that know their portfolio will increase should put the time and effort in now to assess their talent requirements and either recruit or develop staff internally to meet those future needs. Organizations that wait to recruit until later in the year may find themselves limited in their choice of top level candidates.

HIRING TRENDS AND CHALLENGES

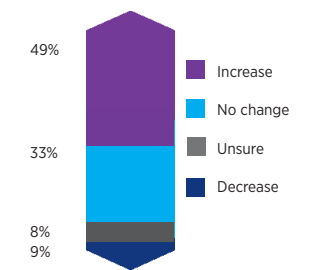
Most in demand specialisms



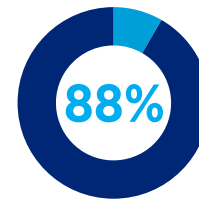
Staffing level changes in 2014



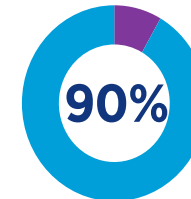
Expected staffing level changes in 2015



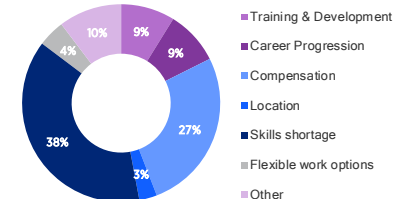
RECRUITMENT CHALLENGES



of employers are experiencing moderate to extreme hiring difficulties



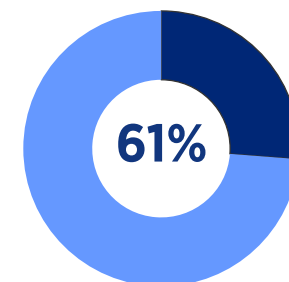
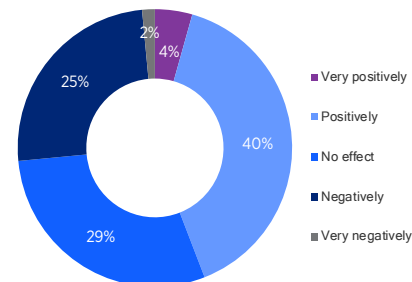
of your property and facilities workforce is open to new career opportunities



Main causes of recruitment challenges

MARKET INSIGHT

How will market conditions affect your business?



say there is not enough talent, or they are not sure there is enough talent, in the local market to support new property developments

TRENDS IN RECRUITMENT & RETENTION

CALGARY, ALBERTA

Calgary's booming property and facilities market shows no sign of slowing, which is exacerbating existing skill shortages. More than half of respondents saw staffing levels rise last year, and almost half expect levels to increase again in 2015, but are employers prepared?

Skills in demand

Almost half of respondents say the skills shortage is their biggest recruitment challenge and more than 80 per cent are having moderate to extreme difficulty hiring, compared with just 60 per cent of Toronto employers saying the same, for example. Building operators remain in high demand, with 40 per cent of Alberta respondents saying this was the most difficult area to recruit for, followed by property management and lease administrative roles. We have seen an increase in candidates turning down offers and negotiating for better packages as those with the right qualifications and experience are receiving multiple and counteroffers. Employers should talk to their candidates about their priorities and expectations to determine whether they are in line with what the company can offer, helping match your offer to the candidate's expectations when possible, while saving time and resources.

Hiring trends and challenges

We have found Calgary employers especially focused on finding an exact match in skills and experience, but in a skill short area such as Alberta employers need to be open-minded about transferrable skills and experience levels, especially for the 31 per cent who expect their staffing levels to grow this year. Reducing an already tight talent pool by focusing on a specific type of experience will limit organizations, meaning longer hiring times and fewer options. We suggest assessing any open position to determine which skills, experience and qualifications are required, and what transferrable skills from other industries might apply.

While Calgary had one of the highest rates of active candidates at 25 per cent, the majority (75 per cent) are passive, open to offers but not actively seeking new roles.

This means it is vital for employers to be constantly increasing their own networks, or working with organizations that have connections to qualified candidates who may be waiting for the right offer.

Unsurprisingly, more Calgary employers are looking outside the region for skilled candidates, with 60 per cent recruiting from outside the province. Nationally 59 per cent of respondents indicated they would be willing to relocate for more money, but most (68%) said they would need a pay rise of at least 20 per cent to consider the move. Employers should communicate their total compensation package information to potential candidates outside the province to garner interest in their roles.

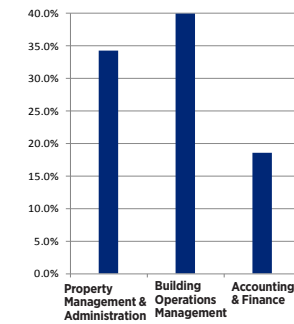
Market forecast

More than half of respondents feel the market conditions will have a positive or very positive effect on their business, and almost half expect staffing numbers to increase next year. With five million square feet of office tower development due to be completed in 2016 companies need to make sure they are prepared. This could mean ramping up hiring towards the end of 2015, or developing talent internally to get more from existing employees. Internal mentoring, or use of the BOMA mentorship programs, is becoming more in demand from both employers and candidates, who are increasingly focused on opportunities for growth and career planning as a pull factor.

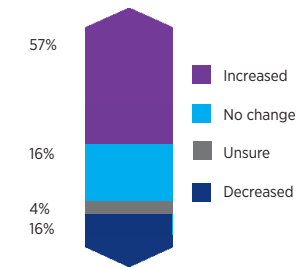
With Calgary's long-term growth likely to continue, companies need strategic planning to match. Forty-two per cent of respondents said their organization had no succession planning in place, which will limit those companies as they must rely on an ad hoc approach to leadership development and promotions. Nationally 35 per cent of companies had no succession planning, but in neighbouring city Edmonton 40 per cent had a succession plan, and just 25 per cent had nothing in place. To remain competitive, Calgary employers should assess their current talent, future outlook and business plan, then create a talent strategy that aligns with their objectives to make the most of the current market opportunities.

HIRING TRENDS AND CHALLENGES

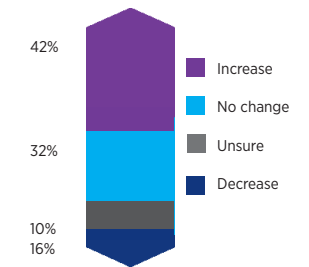
Most in demand specialisms



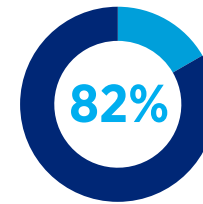
Staffing level changes in 2014



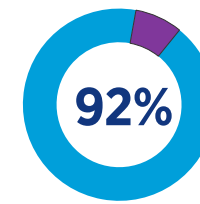
Expected staffing level changes in 2015



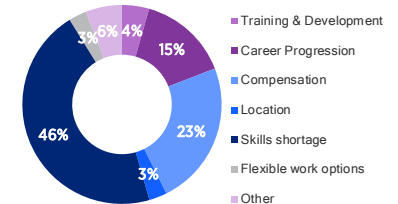
RECRUITMENT CHALLENGES



of employers are experiencing moderate to extreme hiring difficulties



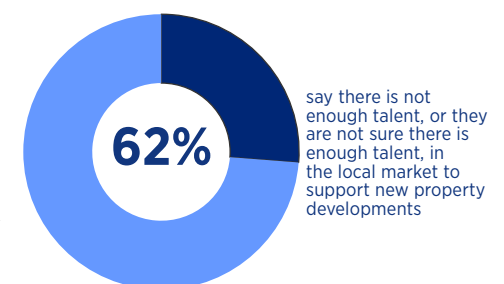
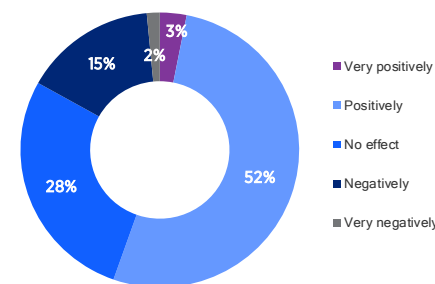
of your property and facilities workforce is open to new career opportunities



Main causes of recruitment challenges

MARKET INSIGHT

How will market conditions affect your business?



TRENDS IN RECRUITMENT & RETENTION EDMONTON, ALBERTA

Seventy per cent of Edmonton respondents said business activity increased last year, but almost half say there is not enough talent in the market to support the development of new properties in the region. Employers have responded with a flexible attitude towards hiring candidates with transferrable skills and a willingness to train. With 84 per cent of respondents saying they expect to see salaries increase in the next year Edmonton is ready to compete for skilled candidates.

Skills in demand

Qualified, experienced building operators with ABSA certifications and between three to five years of commercial experience are in high demand with 43 per cent of respondents saying this was the role they had the most problems filling. We are also seeing high demand for experienced lease administrators with drafting experience. Employers in Edmonton are proving more open-minded about finding candidates that can be trained for a role, which will put them on a stronger footing in the coming year compared to Calgary and Vancouver employers who have been more focused on finding candidates with niche experience. Having flexible requirements is an advantage in tight markets as new employees with the right work ethic or transferrable skills can fill candidate-short roles.

Hiring Trends and Challenges

Candidates are increasingly looking for long-term growth and opportunities for learning and development. Thirty-six per cent of respondents say career progression is the main reason people leave the company. Edmonton employers are responding to this with more than half of respondents saying their employers offer internal training and one third offering professional certification training. This has the added advantage of improving a company's total talent capital and as organizations upskill their junior employees they ensure the next generation of leaders will have the necessary skills and experience.

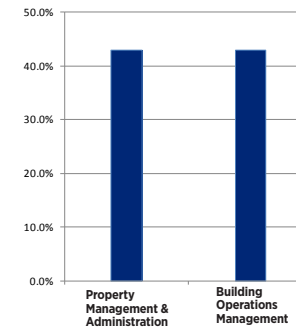
With fewer people entering the property industry, companies must play a role in promoting the careers to the next generation, and 50 per cent of Edmonton respondents say their organization is doing that, compared to just 34 per cent nationwide. Most are using improved technology and social media, as well as changing benefits to appeal to young people, such as introducing flexible work options. Only 12 per cent are visiting campuses, and fewer still are educating directly through schools. As the market gets tighter these steps may become necessary to increase the number of people entering the industry.

Market forecast

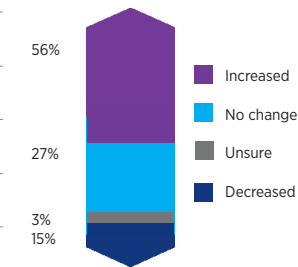
Half of Edmonton respondents expected a positive market effect next year, and the same proportion will increase their staffing levels. Edmonton developments are in early stages of construction and planning and will open later than most Calgary sites but as those completion dates get close companies we will see already tight markets become more competitive. Seventy-nine per cent of employers plan to increase salaries in Edmonton to compete with Calgary already high levels. Employers will need to be competitive to attract and retain the best staff in a tight market, and overall compensation packages are likely to improve to reflect that increased competition.

HIRING TRENDS AND CHALLENGES

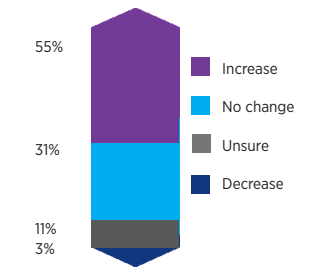
Most in demand specialisms



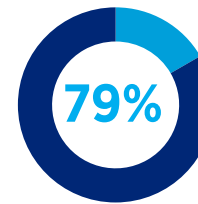
Staffing level changes in 2014



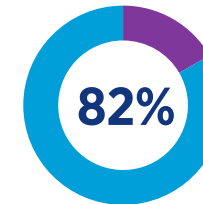
Expected staffing level changes in 2015



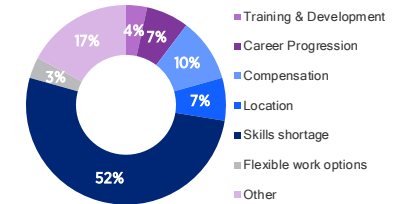
RECRUITMENT CHALLENGES



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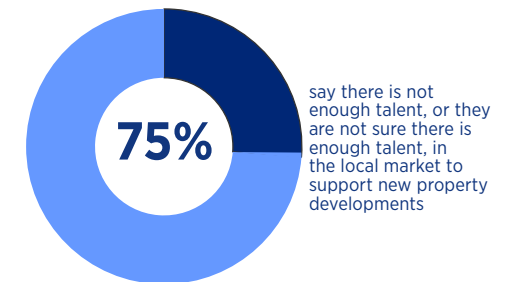
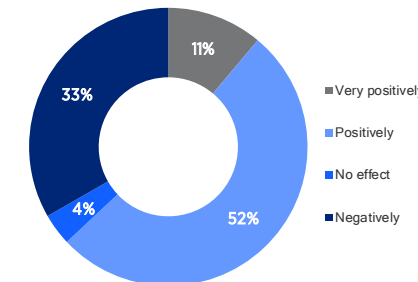
of your property and facilities workforce is open to new career opportunities



Main causes of recruitment challenges

MARKET INSIGHT

How will market conditions affect your business?



TRENDS IN RECRUITMENT & RETENTION REGINA, SASKATCHEWAN

A buoyant market and on-going skill shortages are challenging Saskatchewan employers, which could be motivating them to plan ahead. The region had the highest number of respondents (43%) who knew their company had a succession plan in place. Internal development will be increasingly important for future success in the tightening market.

Skills in demand

Unsurprisingly, Saskatchewan reported more hiring difficulty than many other regions, with 79 per cent reporting at least moderate difficulty hiring, and 31 per cent experiencing significant or extreme difficulty. Further to this, almost half of the respondents say the skills shortage is affecting their ability to recruit. These shortages are also reflected in Saskatchewan workers recognizing the value of their skills, with nearly 80 per cent (78%) saying their skills were moderately to highly in demand. A tight market requires creative solutions. We suggest employers make the most of the talent they have by upskilling junior employees and bringing in experienced candidates from other sectors.

Hiring trends and challenges

Regina respondents were the most pessimistic about having the skills needed to support local development. Nationally one third of respondents were concerned about a lack of talent in the market to support developing new properties, but approximately 70 per cent of Saskatchewan respondents disagreed or strongly disagreed with a statement that there was enough talent in the market (just six per cent said there was sufficient talent).

These on-going labour shortages can mean trying to attract talent from outside the region, and almost a third of respondents said they would be very likely to recruit from other provinces. However, this could prove costly. While more than half of all national respondents said they would be willing to relocate, 67 per cent said they would require at least a 20 per cent pay rise as an incentive to move.

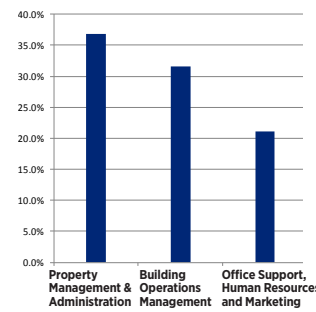
Market Insight

Most said business activity had either increased (47%) or remained stable (37%) over the last year, however the region was divided on whether the coming year would be as positive, with 37 per cent expecting a positive market effect, and 42 per cent expecting it to negatively affect business.

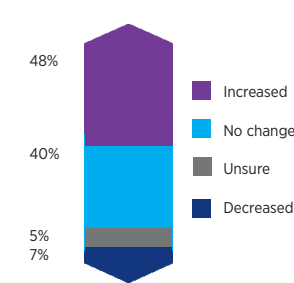
Continuing debate around the use of foreign workers and the possibility of legislative limitations on some types of visas could have an impact on already stretched property and facility management employers. If plan to hire internationally, as a quarter of Saskatchewan respondents did last year, keep up to date with any changes and get legal advice if you have any concerns or questions about how the changes affect your company.

HIRING TRENDS AND CHALLENGES

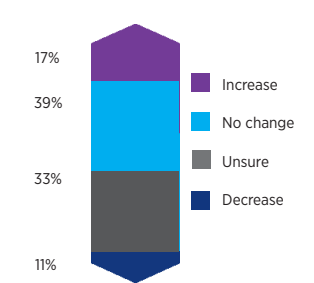
Most in demand specialisms



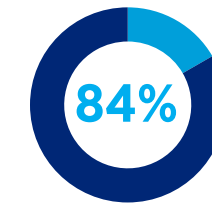
Staffing level changes in 2014



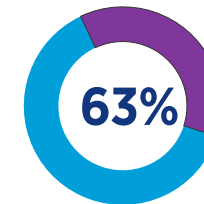
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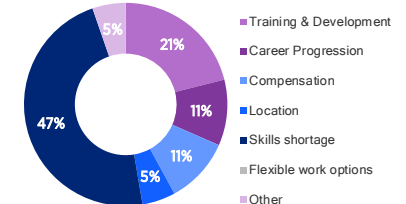
RECRUITMENT CHALLENGES



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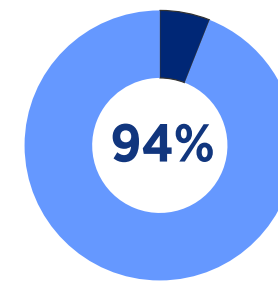
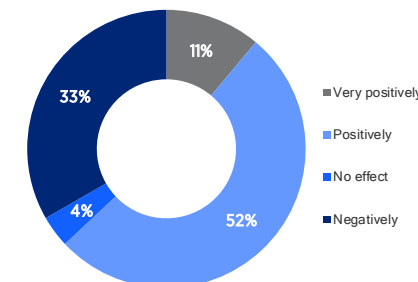
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TRENDS IN RECRUITMENT & RETENTION

WINNIPEG, MANITOBA

Almost half of Manitoba companies increased their staffing level last year and the same proportion expect to grow again this year, but that growth will be challenging as 44 per cent of respondents say they are feeling the effect of the on-going skills shortage. Manitoba also has some of the lowest salaries in Canada, which puts the region at risk of losing talent to other provinces.

Skills in demand

Property and operations management is in high demand, and we're seeing a shortage of condominium managers as many people choose other parts of the industry that are seen as having more growth opportunity. Companies need to promote the area of expertise as one with growth potential and opportunities for promotion. Career progression was the second most common reason for attrition, behind salaries, with 29 per cent of people saying it was the reason people left companies. If an organization cannot offer growth and development it will lose out on top talent to companies with better career pathing and development plans in place.

Manitoba struggles to attract and retain young talent as many potential candidates head west to Alberta and B.C., where salaries are up to 30 per cent higher and there are more opportunities for quick promotion. Companies do seem to be taking this issue seriously, with 36 per cent taking steps to attract young people to the industry. The real estate industry is one that is rarely promoted at schools so by talking about the variety of types of work, opportunities for advancement, and earning potential in the market, companies can encourage new graduates to consider their options in property and facilities management.

Hiring trends and challenges

The aging workforce is compounding talent shortages in Manitoba, with almost 40 per cent of respondents already facing challenges from this trend. Half of companies expect to lose 10 per cent of their workforce in the next five years and several companies have told us they are trying to prepare for that loss of expertise. Employers are actively targeting property managers with five or more years of experience to join their workforce today, with purpose to promote these individuals in three to five years, when their senior staff begin to retire.

To attract and retain these coveted candidates, companies need to ensure they are offering salaries that are on par or above the market standard. While most respondents told us they are satisfied with their compensation, one-third said they are paid below industry average. This discrepancy could mean lower loyalty levels and higher dissatisfaction. For employers hoping to hold on to the talent they have and grow their middle management workforce, meeting these expectations will be vital.

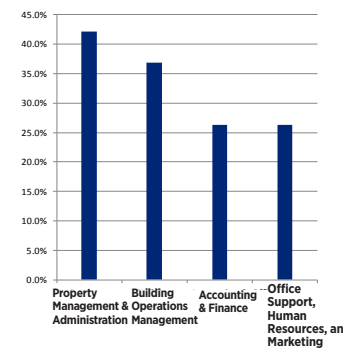
Market forecast

With 32 per cent of respondents predicting a positive market effect in 2015, Manitoba is looking at another steady year. Overall salaries are likely to remain static, with some possible increases for high-demand roles such as condominium managers and building operators.

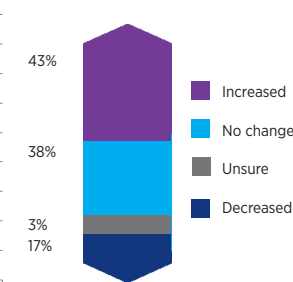
Manitoba had significantly fewer people who were actively looking for work – 70 per cent of respondents described themselves as open to offers, but not looking. For employers looking to hire, these passive candidates can be difficult to find without a strong existing network. Partnering with a company such as Hays, with an extensive network of connections to engaged potential candidates can help organizations tap into talent pools that would otherwise be unavailable to them.

HIRING TRENDS AND CHALLENGES

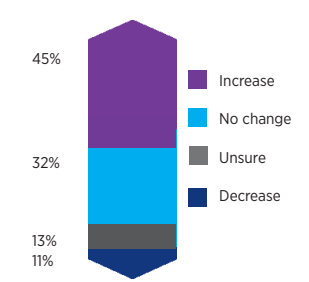
Most in demand specialisms



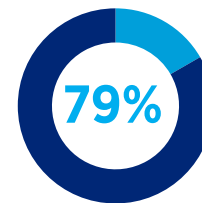
Staffing level changes in 2014



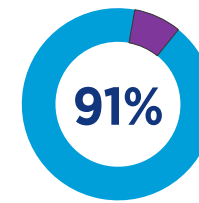
Expected staffing level changes in 2015



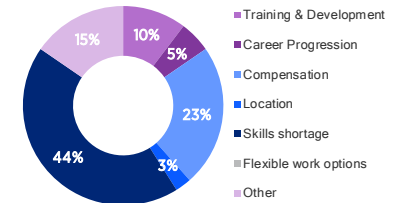
RECRUITMENT CHALLENGES



of employers are experiencing moderate to extreme hiring difficulties



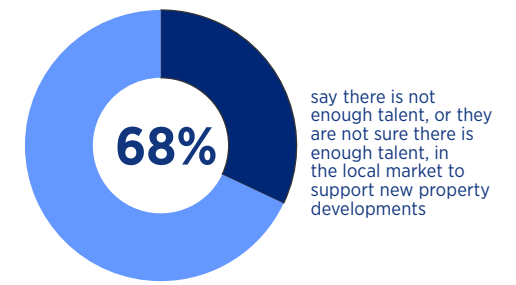
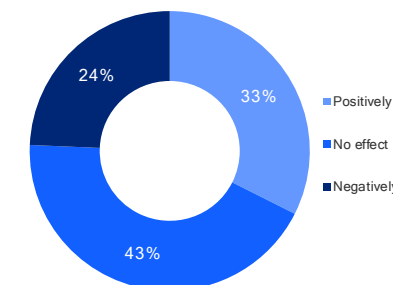
of your property and facilities workforce is open to new career opportunities



Main causes of recruitment challenges

MARKET INSIGHT

How will market conditions affect your business?



TRENDS IN RECRUITMENT & RETENTION GREATER TORONTO AREA, ONTARIO

Between new international players entering the market and more local companies adding residential properties to their portfolios, Toronto is seeing increasing demand for property, operations and facilities managers. Almost half (48 per cent) of organizations increased their staffing levels last year, but less than a third of respondents expect to see their staffing levels increase in the upcoming year. Some of this increase is focused on temporary workers. One-third of companies increased temp worker levels, and in that group 46 per cent saw temp levels increase by more than 10 per cent.

Skills in demand

Overall slightly fewer GTA respondents reported moderate to extreme hiring difficulty than the national average (67% compared with 76% nationally), and 33 per cent still said they were struggling with the skills shortage indicating a mismatch of skills as employers vie for the same top candidates. Senior operations managers are especially scarce and some employers are increasing their compensation packages to attract people to these roles. We are seeing general shortages in some areas of expertise, specifically in the residential market as that sector grows at an increasing rate.

The continued growth of the condominium market, the entry of Bentall Kennedy into the residential space, as well as European companies such as Akelius moving into Canada is creating additional strain. Forward-thinking employers will know what their competitors are offering and ensure they meet or exceed candidate expectations. Seventy-one per cent of respondents expect salaries to increase this year, and 28 per cent expect that increase to be more than three per cent.

Hiring Trends and Challenges

Attractive benefits packages are increasingly becoming more common as a recruitment aid, and 52 per cent of respondents said they would take a pay cut to get their preferred benefits. Small employers are offering basic health benefits where they did not in the past and three weeks' vacation has become much more common even for junior roles. At a management or senior level many

organizations are offering four weeks' vacation and above. Qualified candidates are also focused on getting the right shift. Senior building operators want routine and predictability, not the constant rotating shifts of their early work experience.

At a senior level we are seeing an increasing willingness to source executives from outside the industry. For example, both the President of Dream and Rogers' VP of Property come from a financial background. One advantage of bringing in senior talent from other sectors is bringing cross-functional skills into an organization. Leaders who are new to the real estate industry are able to bring innovative ideas and proven new approaches to the company, giving them an advantage over their competitors. This open-mindedness to finding people with transferrable skills and the right personality should be extended to all levels to bring capable, ambitious candidates into the industry.

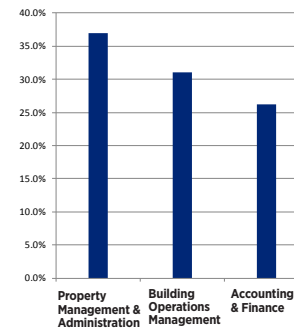
Market forecast

A number of new commercial products will complete in 2015, increasing demand for property managers and building operators, especially in the residential and retail markets. Salaries have started to increase for in-demand positions such as building operators, especially for those with an understanding of 24 hours operations and uninterrupted power supply. Some industry players have recognized to attract top talent offering higher salaries as part of their overall strategy is driving results. This could affect compensation in the long-term as candidates' expectations for pay change rises. However only one employer can pay the most so ensure you are selling your total compensation package and employee value proposition.

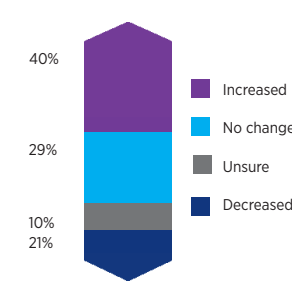
Despite increasing shortages, only a third of companies have implemented succession planning and are instead often looking to hire externally, rather than promoting from within. Career progression will continue to be one of the key pull factors for employees, so employers that cannot offer a clear career path will struggle to retain skilled individuals looking to advance.

HIRING TRENDS AND CHALLENGES

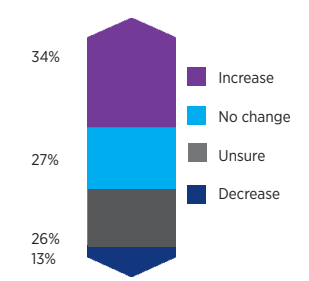
Most in demand specialisms



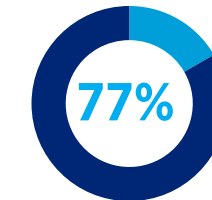
Staffing level changes in 2014



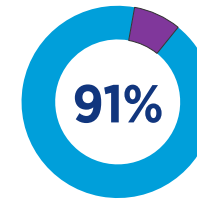
Expected staffing level changes in 2015



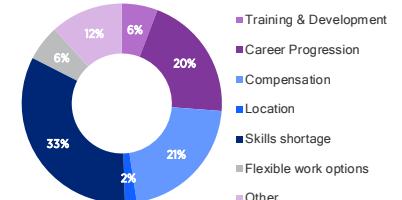
RECRUITMENT CHALLENGES



of employers are experiencing moderate to extreme hiring difficulties



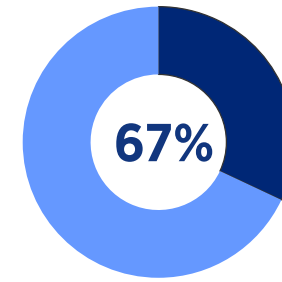
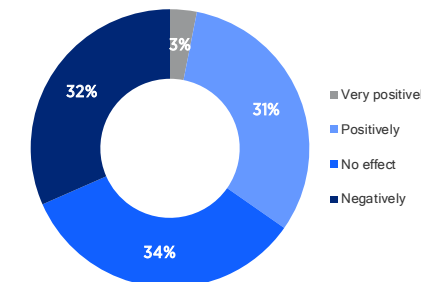
of your property and facilities workforce is open to new career opportunities



Main causes of recruitment challenges

MARKET INSIGHT

How will market conditions affect your business?



say there is not enough talent, or they are not sure there is enough talent, in the local market to support new property developments

TRENDS IN RECRUITMENT & RETENTION OTTAWA, ONTARIO

With the major Public Works facilities under new management and a number of other significant contract changes still underway, the Ottawa market is in flux. This means a lot of movements in and between the industry players, especially as international companies make their presence felt in the city.

Skills in demand

This has been a busy year, with increased demand across a variety of industries and at all levels. Two-thirds of Ottawa respondents report at least moderate difficulty recruiting, and 41 per cent say finding qualified building operators is a challenge. Power engineers have been especially in demand, with many local organizations finding that qualified people are being drawn west, where salaries are higher. These shortages are likely to continue because we are not seeing young people enter the industry to replace those who are leaving the market or retiring. Employers need to play a role in promoting in-demand careers to graduates and current students if they want to reduce future skill shortages.

Hiring Trends and Challenges

Ottawa employers are already planning for the coming retirement boom, as employers are expecting to lose up to 10 per cent of their workforce in the next five years. Further to this, shortages persist within junior skilled tradespeople, which are limiting employers' future talent pipeline. Despite the high number of anticipated retirees, employers are not seeing new talent entering the industry at the same rate.

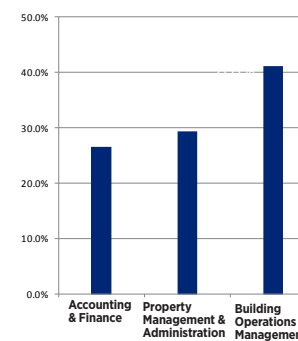
Companies that are not planning ahead now will find themselves left behind as those employers that are better prepared build the talent they need internally, or by attracting new people to the industry. Only 28 per cent of companies are actively pursuing the younger generations, and of those 40 per cent are focused on developing their own career section on their company website. Companies that are targeting young people in the spaces they already inhabit such as on-campus recruiting or social media campaigns are more likely to build connections with the right talent pool.

Market Insight

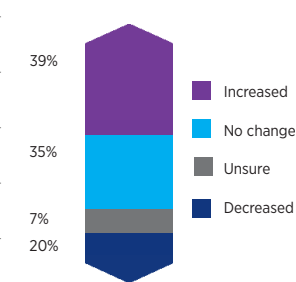
While the market overall looks stable, we are seeing a lot of changes within the industry that present both risk and opportunity to local companies. From Cushman & Wakefield, and Jones Lang Lasalle both moving into the Canadian facilities management space, to some major players such as SNC Lavalin losing local market share, the Ottawa market is in a period of change. Companies should be assessing their current talent and long-term expectations to ensure they are agile enough to make the most of the changes in the market. Candidates are telling us they want long-term career progression so employers need to balance their current requirements with future growth. It's important to communicate what plans you have in place so employees know where the opportunities lie and that they do not have to leave the company to reach the next level in their career.

HIRING TRENDS AND CHALLENGES

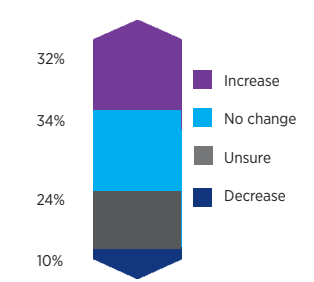
Most in demand specialisms



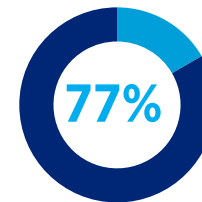
Staffing level changes in 2014



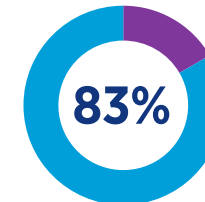
Expected staffing level changes in 2015



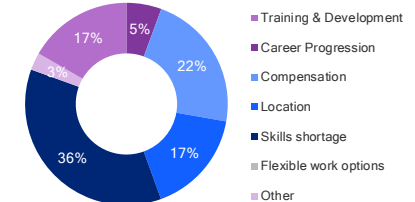
RECRUITMENT CHALLENGES



of employers are experiencing moderate to extreme hiring difficulties



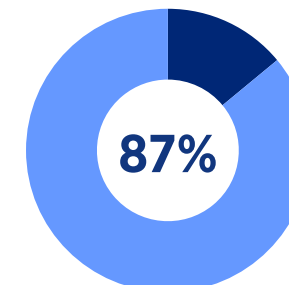
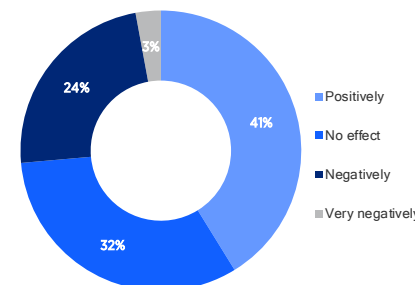
of your property and facilities workforce is open to new career opportunities



Main causes of recruitment challenges

MARKET INSIGHT

How will market conditions affect your business?



say there is not enough talent, or they are not sure there is enough talent, in the local market to support new property developments

TRENDS IN RECRUITMENT & RETENTION MONTRÉAL AND QUÉBEC CITY, QUÉBEC

Seventy-nine per cent of respondents in Québec are experiencing difficulty recruiting, but just 19 per cent say their organizations are making an effort to attract younger generations. Career progression is the most common reason for attrition, but almost three quarters of respondents either do not have or do not know of company succession plans.

Skills in demand

BOMA members in Québec tell us property management roles are their biggest hiring challenges, with building operators and facilities managers following. Many of these roles increasingly require both advanced technical skills, and the soft skills to coordinate with tenants and maintain relationships. Candidates with the right combination of experience and communication skills are in high demand and short supply so employers need to promote roles more widely, and ensure they are offering competitive compensation packages including benefits. Québec respondents were the least likely in the country to say they would take a pay cut for the right benefits so a higher salary is going to win more people over than a top level benefits package.

Hiring Trends and Challenges

More than forty per cent of Québec respondents told us they wanted flexible work options, even ahead of saving programs and health benefits. It can be difficult to offer flexible work in an industry that requires a lot of hands-on activity and time on site, but companies that can make it work will find it a powerful recruitment tool. Options such as compressed hours over a week, varied shift start times, and part-time or partial retirement could be ways to introduce flexible options to your company.

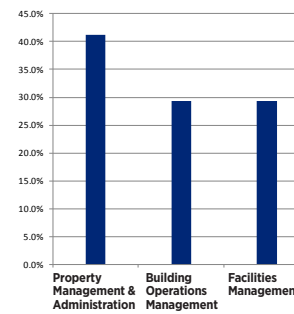
Most employers recognize the importance of base salary, but they may not be following through with salaries that reflect their employees' experience and value in the market. A quarter of respondents say they are paid below industry standards, and 83 per cent say their skills are moderately or highly in demand. When a workforce knows its value and thinks it is underpaid, employers are likely to see higher attrition rates, while those that are willing to keep up with or exceed industry standards will see the best long-term results. Twenty-five per cent of Québec respondents told us attrition had increased last year, and 60 per cent said they were open to offers, more than the national average of 53 per cent.

Market Insights

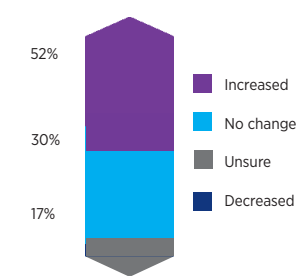
Overall Québec respondents point to a stable market with steady growth, but two-thirds of respondents are uncertain about future market conditions, predicting either a neutral or negative influence in the next year. Despite this, 40 per cent expect their staffing levels to increase in 2015. It does seem that the Montréal market specifically is changing and growing, a development reflected in the introduction of a dedicated Hays presence in the area.

HIRING TRENDS AND CHALLENGES

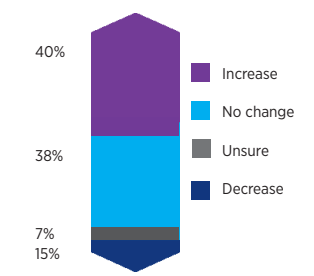
Most in demand specialisms



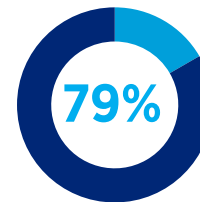
Staffing level changes in 2014



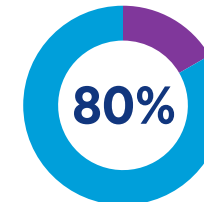
Expected staffing level changes in 2015



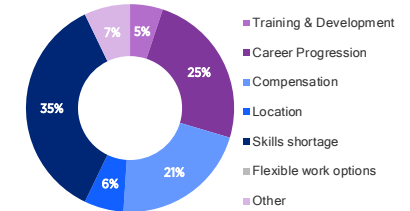
RECRUITMENT CHALLENGES



of employers are experiencing moderate to extreme hiring difficulties



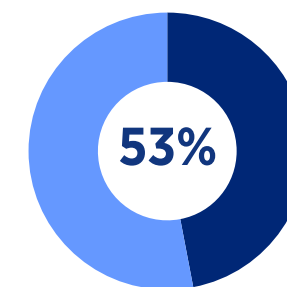
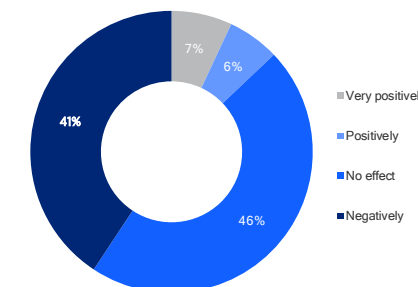
of your property and facilities workforce is open to new career opportunities



Main causes of recruitment challenges

MARKET INSIGHT

How will market conditions affect your business?



say there is not enough talent, or they are not sure there is enough talent, in the local market to support new property developments

TRENDS IN RECRUITMENT & RETENTION

MARITIMES CANADA

Although just 32 per cent of respondents expected a positive effect from the economy, almost half expected their organizations to increase staffing levels in the next 12 months. However, with 70 per cent of candidates identifying themselves as passive, organizations will have to make the most of networks and connections to find qualified employees.

Skills in demand

Forty-two per cent of respondents said property managers and administrators were the most difficult candidates to source. The loss of talent to the west is frequently discussed, and numbers seem to reflect the trend with organizations finding it difficult to retain staff – 40 per cent reported that attrition increased last year. Just five per cent saw attrition decrease. However, respondents reported being less willing to relocate than the national average – 48 per cent said they would consider relocation compared to 60 per cent Canada-wide – and 88 per cent would require a salary increase of at least 20 per cent, compared with 67 per cent nationally who would require the same. Salary and career progression were the most common reasons for respondents to leave organizations. Offering a clear career path and a salary that meets employee expectations is a powerful tool for retention and could help balance out the pull of higher salaries in the west.

Hiring Trends and Challenges

Compared to other parts of Canada, we have noticed that job applicants in Nova Scotia and other Maritimes provinces are often older, which may reflect a trend towards younger people moving west to where the opportunities are expected to be. This could be a negative trend for employers who will find themselves losing a majority of their staff to retirement within the next 10 years.

Respondents expected to lose five per cent of their workforce in the next three to five years, and 10 per cent in the next decade. Proactive companies will start now in sourcing junior employees and expanding their talent pools, while those who wait until the retirement boom will potentially struggle in future years to come.

Market Forecast

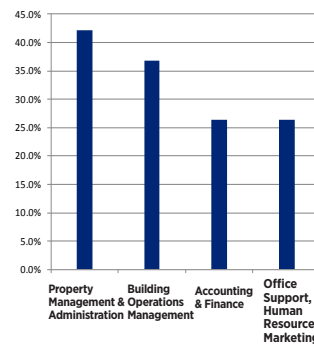
Respondents from the Maritimes were generally positive about next year, with most expecting a neutral or positive impact from market factors. Some employers are becoming more open to looking outside the industry for individuals with transferrable skills, such as from the hotel industry, but others are unwilling to adjust their strict requirements.

Some experienced workers who moved west a number of years ago may be ready to move home, and Hays strategically targets potential candidates who want to return east. However, when their current salaries can be double or even triple what they can earn in the maritimes, employers need to be selling other aspects of their employee value proposition such as location, benefits and opportunities for growth.

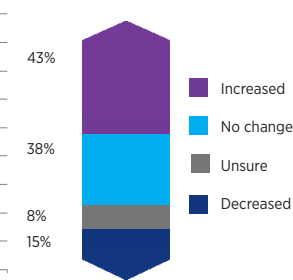
Local companies must find ways to keep those new grads in the region to ensure they can meet their long-term talent needs such as offering internships and entry-level positions with the opportunity for development and promotion.

HIRING TRENDS AND CHALLENGES

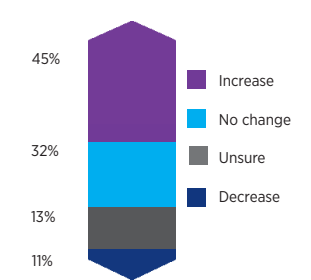
Most in demand specialisms



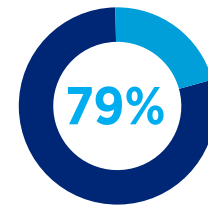
Staffing level changes in 2014



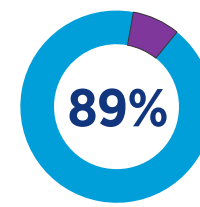
Expected staffing level changes in 2015



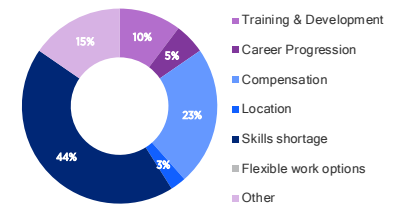
RECRUITMENT CHALLENGES



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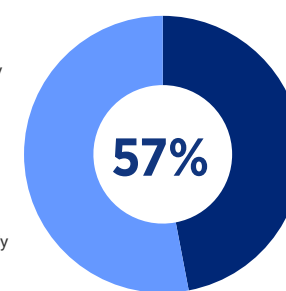
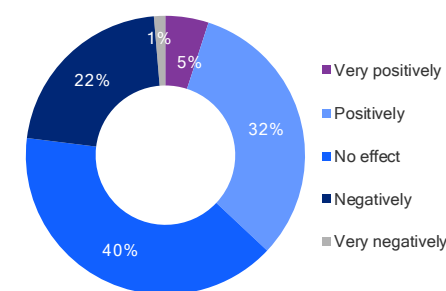
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Main causes of recruitment challenges

MARKET INSIGHT

How will market conditions affect your business?



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TYPICAL SALARY RANGES COMMONLY HELD ROLES

The salary ranges shown are exclusive of any additional bonuses, compensation or benefits which are discussed separately. Salaries are expressed in Canadian dollars (thousands, annual gross). Other factors such as personal work experience and individual performance influence actual salaries.

The data presented is for informational purposes only and is not intended to raise, lower, stabilize or otherwise affect prices, fees, terms or other aspects of compensation.

LEGEND

- No available data
- NA Not applicable to this region

Salaries | Property Management

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	ALBERTA		SK	MB	ONTARIO		QUEBEC	MARITIMES
		Vancouver	Edmonton	Calgary	Regina	Winnipeg	GTA	Ottawa	Montreal	NS/NB
Vice President, Property & Operations Department head responsible for portfolio greater than 2 million sf. Accountable for the profitability of the department. Senior Property Manager(s) and Directors reporting to this position.	0-5 years	130-134	130-134	135-139	90-94	90-94	130-139	105-109	165-169	135-139
	5-10 years	150-154	140-144	145-149	95-104	105-109	140-149	130-134	170-174	145-149
	10-15 years	160-164	150-154	155-159	105-114	105-109	150-159	135-139	195-199	175-179
	15 years +	180-184	160-164	165-169	115-124	105-109	160-169	140-144	195-199	175-179
Director of Property Management / Real Estate Manager (Commercial) Reports to VP of Real Estate/Property Management. Supervising other Property Managers and support staff and all areas of property management.	0-5 years	100-104	115-119	120-124	90-99	100-104	105-114	100-104	165-169	95-105
	5-10 years	115-119	125-129	125-129	100-109	100-104	115-124	105-109	170-174	105-115
	10-15 years	125-129	135-139	135-139	120-124	110-114	125-134	105-109	195-199	115-125
	15 years +	135-139	135-139	140-144	-	120-124	135+	125-129	195-199	125+
Senior Property Manager (Commercial) Responsible for all areas of Property Management. Responsible for more than 1 million sf. Supervises other Property Managers, Operators and staff for the portfolio. Minimum 10 years experience.	0-5 years	80-89	70-74	85-89	80-84	75-79	75-79	70-74	100-104	80-84
	5-10 years	90-89	75-79	90-94	85-89	85-89	85-89	75-79	105-109	90-94
	10-15 years	100-109	95-99	95-99	95-99	90-94	90-94	85-89	115-119	110-114
	15 years +	110-114	104-109	115-119	95-99	90-94	100-104	90-94	115-119	110-114
Property Manager (Commercial) Assigned to a specific building or portfolio with a min 500,000 sf. Has overall functional responsibility for building operations, records and budgets. Reports to a Senior Property Manager or to Senior Management. Minimum 5 years experience.	0-5 years	60-64	65-69	70-74	65-69	<60	70-74	<60	80-84	60-64
	5-10 years	70-74	70-74	75-79	80-84	65-69	75-79	65-69	100-104	70-74
	10-15 years	75-79	85-89	85-89	80-84	80-84	75-79	70-74	100-104	75-79
	15 years +	80-84	100-114	110-114	80-84	80-84	80-84	85-89	100-104	80-84
Assistant Property Manager (Commercial) Responsible for a building or portfolio of less than 500,000 sf. Reports to a Senior Property Manager or similar senior management. Less than 5 years experience in the industry.	0-5 years	50-54	50-54	55-59	50-54	<50	50-54	50-54	55-59	50-54
	5-10 years	55-59	55-59	60-64	55-59	50-54	55-59	55-59	65-69	55-59
	10-15 years	60-64	60-64	60-64	-	50-54	60-64	60-64	70-74	NA
	15 years +	65-69	65-69	65-69	-	55-59	60-64	60-64	80-84	NA
Property Administrator (Commercial) Supports property management positions. Deals directly with property management, tenants and property financing requirements.	0-5 years	40-44	45-49	45-49	50-54	35-39	40-44	35-39	55-59	45-49
	5-10 years	40-44	50-54	50-54	55-59	45-49	45-49	40-44	60-64	50-54
	10-15 years	50-54	55-59	55-59	60-64	45-49	50-54	40-44	75-79	55-60
	15 years +	60-64	60-64	60-64	60-64	50-54	55-60	45-49	75-79	60+

Salaries | Property Management continued

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	ALBERTA		SK	MB	ONTARIO		QUEBEC	MARITIMES
		Vancouver	Edmonton	Calgary	Regina	Winnipeg	GTA	Ottawa	Montreal	NS/NB
Residential Property Manager - Strata/Condominium Responsible for a portfolio of up to 1,000 units. Dealing with strata/condominium requests, attending strata/board meetings, budgeting.	0-5 years	55-59	50-54	50-54	-	<50	55-59	<49	40-44	40-44
	5-10 years	60-54	55-59	55-59	-	50-54	60-64	50-54	45-49	40-44
	10-15 years	65-69	60-64	60-64	-	55-59	65-69	60-64	50-54	45-49
	15 years +	70-74	65-69	65-69	-	55-59	75-79	75-79	55-59	50-54
Residential Property Manager - Rental Managing a portfolio of up to 1,000 units. Dealing with tenant requests, budgeting and supervising Resident Managers and contractors.	0-5 years	40-44	50-54	50-54	55-59	40-44	55-59	35-39	55-59	35-39
	5-10 years	45-49	55-59	55-59	60-64	45-49	55-59	45-49	55-59	40-44
	10-15 years	50-54	60-64	60-64	-	55-59	60-64	45-49	60-64	45-49
	15 years +	65-69	65-69	64-69	-	60-64	65-69	-	65-69	50-54
Residential Property Administrator Supports Property Management positions. Deals directly with property management, tenants and property financing requirements.	0-5 years	40-44	35-39	40-44	<35	<35	40-44	<35	35-39	35-39
	5-10 years	50-54	40-44	45-49	-	35-39	40-44	40-44	40-44	35-39
	10-15 years	-	45-49	50-54	-	40-44	45-49	50-54	45-49	45-49
	15 years +	-	50-54	55-59	-	45-49	50-54	-	55-59	50-54
Tenant Services Representative A customer service oriented position and may be the primary liaison with tenants. Coordinates tenant requests and services either by phone or internet. Coordinates tenant benefits and services to tenant employees.	0-5 years	45-49	40-44	45-49	45-49	-	35-39	35-39	50-54	35-39
	5-10 years	45-49	45-49	50-54	60-64	40-44	40-44	40-44	65-69	40-44
	10-15 years	50-54	45-49	50-54	65-69	-	45-49	45-49	65-69	45-49
	15 years +	60-64	50-55	55-59	65-69	-	50-54	50-54	70-74	50+

Salaries | Asset Management

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	ALBERTA		SK	MB	ONTARIO		QUEBEC	MARITIMES
		Vancouver	Edmonton	Calgary	Regina	Winnipeg	GTA	Ottawa	Montreal	NS/NB
Vice President, Asset Management Has direct responsibility for portfolio performance. Liaises directly with clients at senior level, is responsible for financial planning and execution and analyzing and negotiating terms of syndication/partnerships.	0-5 years	125-129	130-134	150-154	-	120-124	130-134	120-124	130-139	120-129
	5-10 years	140-144	130-134	150-154	-	125-129	150-154	125-129	130-139	130-139
	10-15 years	160-164	140-145	160-164	-	130-134	160-164	135-139	140-149	140-149
	15 years +	185-189	175-179	175-179	-	160-164	160-164	165-169	160-164	150+
Director/Manager, Asset Management Five years industry experience. Responsible for the asset performance of a portion of a larger portfolio. Markets and negotiates leases and/or brokerage agreements to market spaces. Assesses need for capital improvements.	0-5 years	90-94	110-114	115-119	95-99	95-99	90-94	95-99	80-84	110-119
	5-10 years	95-99	120-124	125-129	-	110-114	115-119	100-104	90-99	120-129
	10-15 years	105-109	120-124	125-129	-	115-119	115-119	115-119	120-124	130-139
	15 years +	120-124	130-134	145-149	-	-	125-129	130-134	130-134	140+
Asset Manager Entry/junior Asset Manager level position. Less than five years industry experience. Works under the supervision of a director/manager - asset management.	0-5 years	65-69	75-79	80-84	-	-	70-74	85-89	70-74	80-89
	5-10 years	75-79	85-89	90-94	-	75-84	60-64	95-99	80-84	90-99
	10-15 years	90-94	95-99	95-99	-	105-109	80-84	100-104	90-94	100-109
	15 years +	95-99	100-104	100-104	100-104	-	90-94	105-109	100-104	110+

Salaries | Leasing

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	ALBERTA		SK	MB	ONTARIO		QUEBEC	MARITIMES
		Vancouver	Edmonton	Calgary	Regina	Winnipeg	GTA	Ottawa	Montreal	NS/NB
Vice President / Director / Senior Manager of Leasing Most senior position responsible for property or portfolio leasing. Develops marketing plan. Accountable for leasing program. Supervises other Leasing Representatives and/or independent brokers.	0-5 years	120-124	115-119	120-124	-	-	135-139	100-104	115-119	105-109
	5-10 years	135-139	125-129	130-134	-	100-104	140-144	110-114	125-129	110-115
	10-15 years	154-159	135-139	145-149	115-119	125-129	150-154	125-129	135-139	130-135
	15 years +	170-179	145-149	165-169	-	200+	160-164	140-144	155-159	150-154
Leasing Manager / Representative Formulates marketing strategies and leasing assumptions for the relevant portfolio and executes the marketing program, including the negotiation of Offers to Lease with potential tenancies. Reporting and evaluation of the program on an ongoing basis.	0-5 years	65-69	80-84	85-89	-	60-64	70-74	70-74	60-64	70-74
	5-10 years	75-79	90-94	95-99	105-109	75-79	80-84	75-79	70-74	80-84
	10-15 years	85-89	100-104	110-114	110-114	80-84	90-94	95-99	80-84	80-84
	15 years +	115-119	115-119	120-124	-	90-94	95-99	95-99	90-94	90-94
Leasing Assistant Preparing Offers to Lease and Subject Removals. Managing the websites for the Leasing Team. Reports to the Leasing Manager.	0-3 years	40-44	45-49	50-54	50-54	<30	35-39	30-34	35-39	50-54
	3-6 years	40-44	50-54	55-59	55-59	30-34	45-49	35-39	45-49	50-54
	6-10 years	50-54	55-59	55-59	-	35-39	45-49	40-44	55-59	60-64
	10 years +	55-59	60-64	60-64	-	-	45-49	45-49	60-64	65+

Salaries | Lease Administration

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	ALBERTA		SK	MB	ONTARIO		QUEBEC	MARITIMES
		Vancouver	Edmonton	Calgary	Regina	Winnipeg	GTA	Ottawa	Montreal	NS/NB
Lease Administration Manager Oversee lease administration function. Negotiate and manage new and ongoing lease requirements. Responsible for all compliance and processes.	0-5 years	55-59	65-69	70-74	-	50-54	70-74	<50	70-74	50-54
	5-10 years	60-64	70-74	74-79	-	50-54	75-79	50-54	74-79	55-59
	10-15 years	65-69	75-79	85-89	-	-	80-84	60-64	85-89	60-64
	15 years +	70-74	80-89	90-99	-	-	85-89	110-114	85-89	85-89
Lease Administrator Supports the Leasing and Property Managers. Drafts, edits, formats and finalizes all lease documentation.	0-3 years	45-49	50-54	55-59	-	-	50-54	<50	45-49	45-49
	3-6 years	50-54	55-59	60-64	-	<50	55-59	50-54	54-59	45-49
	6-10 years	55-59	60-64	65-69	55-59	50-54	60-64	55-59	70-74	50-54
	10 years +	60-64	65-69	70-74	70-74	55-59	65-69	55-59	75-79	55-59

Salaries | Building Operations

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	ALBERTA		SK	MB	ONTARIO		QUEBEC	MARITIMES
		Vancouver	Edmonton	Calgary	Regina	Winnipeg	GTA	Ottawa	Montreal	NS/NB
Director of Operations / Senior Operations Manager Responsible for overseeing the operations and maintenance of the portfolio. Ensures building codes are adhered to, supervises and manages all operations staff. Contributes to and manages operating budgets. 4th class Power Engineering Certificate or equivalent.	0-5 years	80-84	90-94	95-99	95-99	<80	105-109	105-109	<80	125-129
	5-10 years	90-94	95-99	100-104	95-99	80-84	110-114	105-109	80-89	130-134
	10-15 years	105-109	100-104	110-114	-	85-89	115-119	120-124	90-99	135-39
	15 years +	115-119	105-109	110-114	120-124	100-104	120-124	120-124	115-119	140>
Operations / Plant / Maintenance Manager / Chief Engineer Provide technical support to staff. Responsibilities include preventative maintenance, OH&S, life safety requirements, compliance, and training. Contributes to budgeting process. 4th or 5th class Power Engineering Certificate or equivalent.	0-5 years	60-64	75-79	80-84	65-69	55-59	75-79	80-89	65-69	65-69
	5-10 years	70-74	80-84	85-89	-	60-64	80-84	90-99	75-79	70-74
	10-15 years	70-74	85-90	85-89	-	65-69	85-84	100+	80-84	70-74
	15 years +	80-84	85-90	90-94	75-79	70-74	85-89	100+	80-84	75-79
Operations Supervisor / Assistant Chief Engineer Similar responsibilities to Chief Engineer/Operations Manager, either overseeing a small building (<400,000sf), or subordinate to senior operator in complexes greater than 400,000 sf.	0-5 years	55-59	70-74	70-74	55-59	55-59	65-69	65-69	50-54	55-59
	5-10 years	60-64	75-79	85-89	-	65-69	65-69	70-74	65-69	55-59
	10-15 years	65-69	75-79	80-84	-	60-64	70-74	75-79	65-69	60-64
	15 years +	70-74	80-84	80-84	-	60-64	75-79	75-79	70-74	65-69
Senior Building Operator Team leader for building operators. Undertakes or directs safe operations, maintenance and repairs on all equipment and physical plants. Ensures all governing authorities rules and regulations are followed and recorded. 4th or 5th class Power Engineering Certificate or equivalent.	0-5 years	50-54	65-69	65-69	50-54	55-59	50-54	50-54	50-54	50-54
	5-10 years	55-59	65-69	65-69	55-59	55-59	55-59	55-59	55-59	50-54
	10-15 years	60-64	70-74	70-74	60-64	65-69	60-64	55-59	60-64	55-59
	15 years +	60-64	75-79	75-79	65-69	65-69	65-69	60-64	70-74	55-59
Building Operator Intermediate level must have or obtain a 5th class Power Engineers Certification or equivalent. Reports to a Senior Operator or management personnel Responsible for the maintenance of a building or portfolio, including all building systems.	0-5 years	45-49	55-59	55-59	50-54	40-44	40-44	40-45	45-49	40-44
	5-10 years	45-49	55-59	55-59	50-54	40-44	45-49	45-49	50-54	40-44
	10-15 years	50-54	60-64	60-64	55-59	50-54	55-59	50-54	54-59	45-49
	15 years +	55-59	60-64	60-64	60-64	50-54	60-64	55-59	80-84	50-54
Junior Building Operator - No Trades Certificate Entry level position no prerequisite required. Works under the direct supervision of Building Operator or higher. Responsible for the maintenance of a building or portfolio. Includes some basic maintenance of building systems.	0 - 5 years	40-44	50-54	50-54	40-44	35-39	35-39	<35	35-39	35-39
	5 - 10 years	40-44	50-54	50-54	45-49	40-44	40-44	35-39	40-44	40-44
	10 - 15 years	40-44	NA	NA	50-54	45-49	45-49	40-44	45-49	45-49
	15 years +	40-44	NA	NA	50-54	45-49	50-54	40-44	45-49	45-49
Maintenance Worker Responsible for general building and grounds maintenance of building or small portfolio of buildings. May include basic plumbing, electrical and mechanical repairs. Will typically not hold a trade certificate.	0-5 years	30-34	45-49	45-49	35-39	30-34	35-39	30-34	35-39	<30
	5-10 years	30-34	45-49	45-49	35-39	35-39	35-39	35-39	40-44	30-34
	10-15 years	35-39	50-54	50-54	45-49	35-39	40-44	40-44	50-54	30-34
	15 years +	40-44	50-54	50-54	45-49	40-44	40-44	40-44	50-54	35-39

Salaries | Life Safety Security

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	ALBERTA		SK	MB	ONTARIO		QUEBEC	MARITIMES
		Vancouver	Edmonton	Calgary	Regina	Winnipeg	GTA	Ottawa	Montreal	NS/NB
Director / Senior Manager of Security Develop, implement and maintain security policies and procedures and asset protection plan for the regional/national portfolio. Ensure management and maintenance of all safety and security equipment and supplies.	0-5 years	50-54	80-84	85-89	-	-	70-74	-	75-79	60-64
	5-10 years	60-64	85-89	95-99	-	-	80-84	105-109	80-89	65-69
	10-15 years	70-74	90-94	104-109	-	90-94	90-94	-	90-99	70-74
	15 years +	85-89	100-104	110-114	-	-	100-104	-	120-124	75-79
Security Manager Develop and implement security policies and procedures. Responsibilities include emergency plans, directing contract service providers, conducting reviews and risk assessments.	0-5 years	45-49	65-69	65-69	45-49	50-54	70-74	-	45-49	45-49
	5-10 years	50-54	70-74	70-74	50-54	60-64	70-74	80-84	65-69	55-59
	10-15 years	55-59	70-74	70-74	54-59	65-69	70-74	-	75-79	60-64
	15 years +	70-74	75-79	75-79	60-64	70-74	80-84	-	80-89	65-69
Security Supervisor Responsible for daily security and life safety operations including supervision, access control, tenant and customer inquiries and emergency response.	0-5 years	40-44	45-49	45-49	40-44	35-39	45-49	40-44	35-39	25-29
	5-10 years	45-49	50-54	50-54	40-44	45-49	45-49	50-54	40-44	30-34
	10-15 years	50-54	55-59	55-59	40-44	-	50-54	55-59	50-54	35-39
	15 years +	55-59	60-64	60-64	40-44	50-54	50-54	-	70-74	40-44
Security System Administrator Provide administrative, mechanical and electrical services for access control, CCTV systems and other related systems. Coordinate new installations, maintenance and repairs.	0-5 years	-	40-44	40-44	-	-	75-79	65-69	30-34	-
	5-10 years	-	45-49	45-49	-	-	80-84	-	35-39	-
	10-15 years	-	50-54	50-54	-	-	85-89	-	40-44	-
	15 years +	-	50-54	50-54	-	-	85-89	-	40-44	-
Security Officer Patrol of premises to ensure the safety of the tenants, contractors and public. Lock and unlock building. Conduct exterior patrols. Respond to emergencies/fire alarms. Responsible for incident reports and communication.	0-5 years	25-29	35-39	35-39	30-34	25-29	30-34	40-44	30-34	25-29
	5-10 years	25-29	40-44	40-44	30-34	-	35-39	40-44	35-39	30-34
	10-15 years	30-34	40-44	40-44	35-39	40-44	40-44	-	45-49	35-39
	15 years +	40-44	45-49	45-49	-	-	40-44	-	60-64	35-39

Salaries | Facility Management

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	ALBERTA		SK	MB	ONTARIO		QUEBEC	MARITIMES
		Vancouver	Edmonton	Calgary	Regina	Winnipeg	GTA	Ottawa	Montreal	NS/NB
Facilities Manager Overseeing the daily operations and maintenance of the buildings as well as preparing the annual budgets for the portfolio. Overseeing tenders for service contracts.	0-5 years	75-79	75-79	80-84	65-69	80-84	60-64	70-74	75-79	60-64
	5-10 years	75-79	80-84	85-89	70-74	-	75-79	75-79	80-84	75-79
	10-15 years	85-89	90-94	95-99	-	-	85-89	75-79	90-94	85-89
	15 years +	105-109	100-104	105-109	90-94	95-99	90-94	80-84	90-94	95-99
Facilities Coordinator Supporting and assisting the Facility Managers, managing work orders, assisting with budget preparation, issuing purchase orders, financial reporting.	0-3 years	50-54	55-59	60-64	-	-	30-34	40-44	45-49	30-34
	3-6 years	55-59	60-64	65-69	-	-	50-54	45-49	45-49	45-49
	6-10 years	55-59	60-64	65-69	60-64	60-64	50-54	45-49	65-69	45-49
	10 years +	60-64	65-69	70-74	-	-	55-59	50-54	65-69	55-59

Salaries | Sustainability

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	ALBERTA		SK	MB	ONTARIO		QUEBEC	MARITIMES
		Vancouver	Edmonton	Calgary	Regina	Winnipeg	GTA	Ottawa	Montreal	NS/NB
Director of Sustainability Responsible for the direction and coordination of the environmental sustainability activities. Develop and supervise the implementation of policies and procedures related to the sustainability of all internal operations.	0-5 years	85-89	90-94	105-109	-	-	110-114	<70	70-74	130-134
	5-10 years	85-89	105-109	115-119	-	-	115-119	<70	75-79	140-144
	10-15 years	105-109	110-114	130-134	-	-	120-124	70-74	100-104	145-149
	15 years +	115-119	120-124	145-149	-	-	140-144	95-99	190-194	150-154
Manager of Sustainability Performs responsible professional and administrative work organizing and coordinating environmental sustainability efforts and does related work as required.	0-5 years	75-79	75-79	75-79	-	-	70-74	70-74	60-64	-
	5-10 years	80-84	80-84	80-84	-	-	75-79	70-74	65-69	-
	10-15 years	85-89	85-89	85-89	-	-	90-94	75-79	70-74	-
	15 years +	90-94	90-94	90-94	-	-	90-94	80-89	85-89	95-99
Project Manager Will work closely with Clients to ensure that all tasks associated with green building projects are on track. Coordinates tasks and deliverables such as progress reports, approval forms, green building research and the investigation of technologies and pricing.	0-5 years	65-69	70-74	75-79	<50	<50	65-69	65-69	70-74	50-54
	5-10 years	80-84	80-84	85-89	50-54	60-64	70-74	70-74	75-79	-
	10-15 years	90-94	95-99	110-114	60-64	60-64	75-79	75-79	80-84	-
	15 years +	90-94	115-119	120-124	70-74	85-89	85-89	80-84	100+	-

Salaries | Marketing

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	ALBERTA		SK	MB	ONTARIO		QUEBEC	MARITIMES
		Vancouver	Edmonton	Calgary	Regina	Winnipeg	GTA	Ottawa	Montreal	NS/NB
Marketing Director Oversees and supervises marketing staff. Responsible for promotional budgets, analyzing and researching the current market, event coordinating and renovations in commercial and retail properties.	0-5 years	-	80-84	80-84	60-64	70-74	55-59	60-64	<50	-
	5-10 years	-	85-89	85-89	65-69	-	60-64	65-69	50-54	-
	10-15 years	-	90-94	90-94	70-74	85-89	70-74	65-69	55-59	-
	15 years +	-	95-99	95-99	75-79	-	70-74	70-74	75-79	-
Marketing / Promotions Manager Implements building marketing and promotional activities within major buildings or portfolios. Retail or commercial properties.	0-5 years	-	55-59	55-59	40-44	35-39	45-49	55-59	40-44	35-39
	5-10 years	-	60-64	60-64	-	35-39	50-55	60-64	45-49	40-44
	10-15 years	60-64	70-74	70-74	-	40-44	55-59	60-64	50-54	-
	15 years +	65-99	75-79	80-84	70+	70+	60-64	60-64	50-54	-

Salaries | Accounting

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	ALBERTA		SK	MB	ONTARIO		QUEBEC	MARITIMES
		Vancouver	Edmonton	Calgary	Regina	Winnipeg	GTA	Ottawa	Montreal	NS/NB
Controller Oversees the financial operations and assets of the company. Prepares trading accounts, profit and loss accounts and balance sheets. Manages the accounting function. Holds a professional accounting designation.	0-5 years	<84	95-99	95-99	-	<70	75-79	85-89	-	-
	5-10 years	85-89	100-109	100-109	70-74	70-74	90-94	80-84	-	-
	10-15 years	90-94	110-124	110-124	-	80-84	95-99	100-104	80-84	-
	15 years +	95-100	125-129	125-129	80-84	100-104	100-104	105-109	-	110+
Accounting Manager Manages the company's day to day accounts and bookkeeping. Responsible for the accounting team. Reporting to the Controller or CFO.	0-5 years	60-64	75-79	75-79	-	65-69	70-74	60-64	-	<50
	5-10 years	70-74	80-84	80-84	70-74	60-64	70-74	60-64	-	-
	10-15 years	75-79	85-89	90-94	-	50-54	75-79	65-69	60-64	-
	15 years +	80-84	95-99	104-109	80-84	75-79	80-84	75-79	-	-
Senior Property Accountant Responsible for all financial records, reports, bookkeeping, audit. Responsible for a large portfolio and/or manages and one or more property accountants. Has, or is studying towards a professional accounting designation.	0-3 years	55-59	NA	NA	-	<50	45-49	50-54	-	<50
	3-6 years	60-64	75-79	75-79	60-64	<50	60-64	60-64	-	-
	6-10 years	65-69	80-84	80-84	-	55-59	70-74	60-64	60-64	60-64
	10 years +	70-74	90-94	95-99	-	60-64	75-79	65-69	-	-
Property Accountant Responsible for all financial records, reports and CAM calculations for a large building or portfolio of smaller buildings. Reports to a Senior Property Accountant or similar management position.	0-3 years	40-44	50-54	50-54	-	30-34	45-49	40-45	-	45-49
	3-6 years	45-49	55-59	55-59	50-54	35-39	50-54	45-55	-	50-54
	6-10 years	50-54	60-64	60-64	-	40-44	55-59	55-65	45-49	55-59
	10 years +	60-64	60-64	60-64	55-59	40-44	60-64	65+	-	55-59
Property Accounting Assistant Assists Property Accountant with managing financial records, producing reports and CAM calculations.	0-3 years	34-39	40-44	40-44	35-39	25-29	40-44	30-34	-	-
	3-6 years	40-44	40-44	40-44	-	30-34	40-44	30-34	-	35-39
	6-10 years	45-49	45-49	45-49	-	40-44	45-49	40-44	35-39	40-44
	10 years +	50-54	45-49	45-49	-	-	45-49	35-39	-	45-49

Salaries | Support Staff and Human Resources

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	ALBERTA		SK	MB	ONTARIO		QUEBEC	MARITIMES
		Vancouver	Edmonton	Calgary	Regina	Winnipeg	GTA	Ottawa	Montreal	NS/NB
Administrative Assistant Responsible for word-processing, filing, telephone duties. Supports office functions.	0-3 years	30-34	45-49	45-49	35-39	30-34	35-39	25-29	-	-
	3-6 years	35-39	50-54	50-54	40-44	35-39	40-44	35-39	-	30-34
	6-10 years	40-44	55-59	55-59	45-49	40-44	40-44	40-44	35-39	35-39
	10 years +	45-49	60-64	60-64	-	45-49	40-44	40-44	-	45-49
Receptionist A front-line position. A building employee versus a tenant's employee. Directs visitors and provides information as to the location of persons and companies in the building.	0-3 years	25-29	35-39	35-39	30-34	25-29	30-34	30-34	25-29	-
	3-6 years	35-39	40-44	40-44	35-39	30-34	35-39	30-34	30-34	30-34
	6-10 years	40-44	45-49	50-54	35-39	30-34	35-39	30-34	30-34	30-34
	10 years +	45-49	45-49	50-54	-	35-39	35-39	34-39	-	35-39
Vice President / Director of Human Resources Senior leader of people management function. Responsible for HR processes and talent management and attraction strategies.	0-5 years	85-89	90-94	90-94	-	105-109	115-119	130-134	85-89	-
	5-10 years	90-94	100-114	100-114	95-99	>150	125-129	-	-	90-94
	10-15 years	100-104	120-124	120-124	-	-	144-149	150+	-	100-104
	15 years +	110-114	130+	130+	125-129	-	150-155	-	-	-
Human Resources Manager Maintains and enhances the organization's human resources by planning, implementing, and evaluating employee relations and human resources policies, programs, and practices.	0-5 years	65-69	84-89	84-89	65-69	80-84	65-69	80-84	60-64	-
	5-10 years	75-79	90-94	90-94	80-84	80-84	75-79	90-94	-	60-64
	10-15 years	80-84	100+	100+	100+	-	70-74	-	-	-
	15 years +	85-89	100+	100+	-	85-89	80-84	-	-	-
Human Resources Administrator Administrative support for HR department. Responsibilities include answering employee queries, documentation, data management.	0-3 years	35-39	45-49	45-49	40-44	45-49	40-44	-	40-44	-
	3-6 years	40-44	50-54	50-54	45-49	45-49	50-54	-	-	-
	6-10 years	50-54	55-59	55-59	-	50-54	60-64	50-54	-	-
	10 years +	55-59	65-69	65-69	-	50-54	60-64	-	-	-
Recruiter Supports staffing objectives by recruiting and evaluating job candidates.	0-5 years	60-64	60-64	50-54	55-59	60-64	70-74	50-54	45-49	-
	5-10 years	75-79	70-74	70-74	-	70-74	75-79	-	-	40-44
	10-15 years	85-89	80-84	80-84	-	-	85-89	-	-	-
	15 years +	95-99	95-99	95-99	-	-	90-94	-	-	-



ABOUT HAYS

We attract the best talent

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.

We make the best match

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.

We provide industry expertise

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.

In addition to serving the needs of the Real Estate, Property & Facilities management industry, the expert Hays Construction & Property team serves these sectors:

- **Architecture & Interior Design**
- **Civil, Structure & Environmental**
- **Engineering**
- **Construction & Development**
- **Mechanical & Electrical Engineering**

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