



TECHNOLOGY
SALARY
GUIDE

2021

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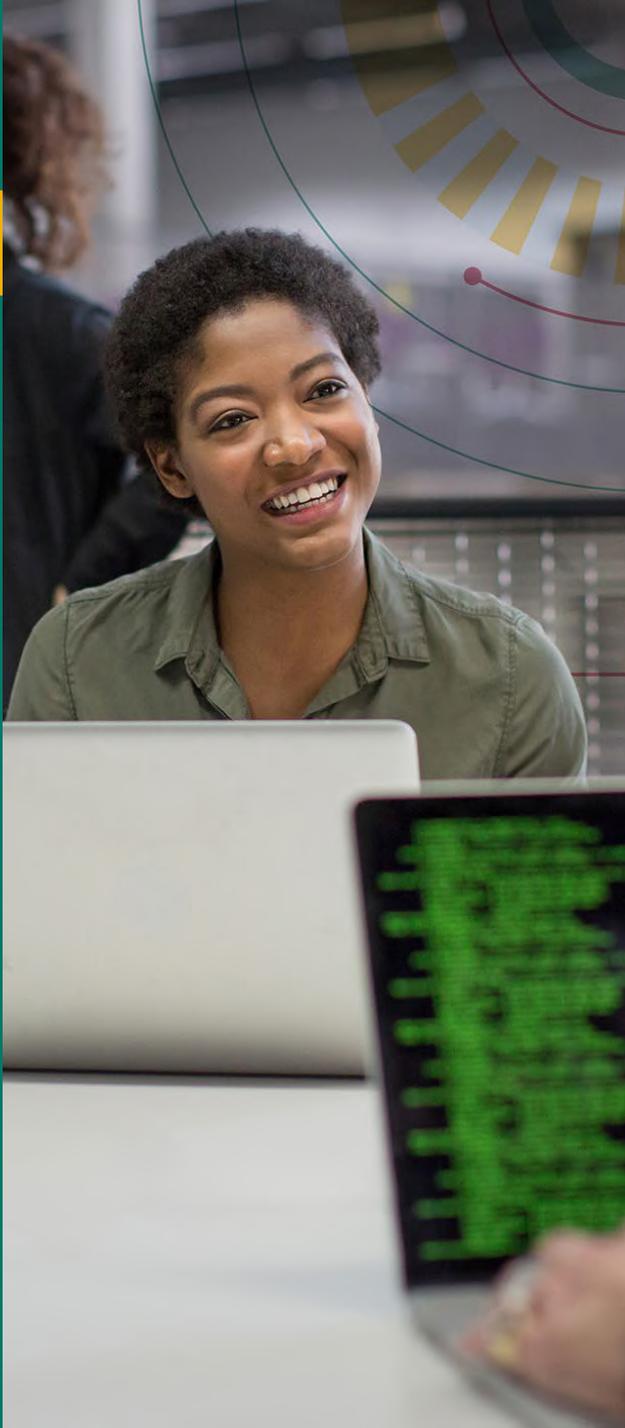
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IT Hiring Trends

For many companies, technology has been a significant benefit during the COVID-19 pandemic, allowing them to continue working and serving customers. This has placed greater emphasis on the need for skilled technology professionals to support critical operations and strategic initiatives.

IT managers moving through the next phases of economic change will want to keep a close watch on trends in the labor market. They may need to rethink their staffing strategy often as business needs fluctuate. And, given that many technology professionals are looking for new employment opportunities — either by necessity or choice — it could be an ideal time for companies to secure highly skilled IT talent that will help position them for future success.

Robert Half has been reporting hiring trends and salary forecasts for 70 years. As the world's leading specialized staffing firm, we are an authority on hiring in the technology sector. This guide covers some of the industry trends our recruiters have identified and the starting salaries we expect to see for IT positions in 2021.



of employees want to work remotely more frequently following the pandemic.

Source: Robert Half survey of more than 1,000 workers in the U.S.

Top 3 Hiring Changes Companies Made Because of COVID-19



Conducted remote interviews and onboarding



Shortened the hiring process



Advertised fully remote jobs



Multiple responses were permitted. Top responses are shown.
Source: Robert Half survey of more than 2,400 senior managers in the U.S. and more than 500 senior managers in Canada

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Larger talent pool brings new hiring challenges

Higher unemployment and upskilling in the workforce due to accelerated digital transformation are expanding the IT candidate pool. It is further enlarged by businesses' growing acceptance of remote work arrangements. This allows employers to recruit technology professionals from a broader geographic area, potentially from anywhere around the world.

Greater access to talent is unquestionably a plus for organizations, but it comes at a cost: Job postings that might have drawn the attention of a handful of interested professionals a year ago have begun yielding a higher volume of applicants. Hiring managers must not only review a larger number of resumes, but they are also finding that many of these applicants lack the desired technical skills, experience and specialized expertise. Soft skills needed in today's environment, namely communication and adaptability to change, may also be lacking.



60% of workers want to work at an organization that values its staff during unpredictable times.

Source: Robert Half survey of more than 1,000 workers in the U.S who said they've had career reconsiderations due to the COVID-19 pandemic

Even with a larger labor pool geographically, companies still face competition from other businesses seeking the same top candidates for critical IT roles. For this reason, many managers are turning to staffing firms to help them locate and hire the talent they need to compete in this challenging economy. Robert Half is able to advise its clients on the availability of skills and how to best align client needs with these market trends.



Soft Skills Employers Seek Most

- Attention to detail
- Business acumen
- Change management
- Collaboration
- Communication
- Critical thinking
- Customer service
- Leadership
- Problem solving
- Project management

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Firms compete for developer, help desk and cybersecurity expertise

Even in a disrupted business environment, many companies are still seeking IT professionals with specific skills and expertise that were in high demand — and short supply — prior to the pandemic. For example, companies are seeking developers of all types to create new applications and software services to support the business and, in turn, provide a competitive advantage.

Tech firms and other companies are also recruiting developers to work in extended reality — including augmented, virtual and mixed reality — as they look to create new ways for people to share immersive experiences remotely. They also need network engineers to set up those environments. And DevOps engineers are required to help companies provision and manage IT infrastructure and microservices architecture, a modular approach to software development.

Many firms also seek help desk, user support, and system administration staff, as well as cybersecurity and data management, reporting, and privacy experts. They need technical support professionals who can assist remote workers and customers — and provide white-glove support in many cases. With more employees working remotely, security experts are needed to help the business defend an extended security perimeter and comply with stringent regulatory mandates.

Digital transformation and data still drive demand for specialized skills

Companies able to meet emerging business challenges are largely those that were well along the digital transformation path prior to the pandemic. They had technologies and processes in place that allowed them to quickly pivot to remote work, keep teams productive, support customers and even find opportunities to innovate amid disruption.



of workers are just as likely or more likely to negotiate salary than they were a year ago.

Source: Robert Half survey of 2,800 workers in the U.S.

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The pre-pandemic tech talent shortage, however, prevented many firms from pursuing digital transformation at the desired pace. These organizations are now playing catch-up. They are faced with the need to accelerate their transformation process as well as address technical debt within their organization. Many are seeking technology professionals with expertise in AI and machine learning, cloud computing and robotic process automation. They are also looking for candidates with the interpersonal skills that can help the business transition its teams successfully to a more automated workplace.

The demand for data science and data analytics and reporting skills is likely to remain significant as the complexity of data ecosystems increases. This need is also growing as companies expand their use of technologies such as AI to automate processes, evaluate past trends and make decisions to guide the business into the future.

Flexible staffing a key strategy

Flexible staffing — an easily adjustable mix of full-time and contract workers — has long been a cost-effective way for businesses to align expertise for major IT projects, such as system upgrades, and access specialized skills for sudden resource needs or short-term initiatives. Rapid and outsized economic change is dramatically proving the value of this approach.

Companies have had to show great staffing nimbleness to respond to ever-changing business demands, stay-at-home advisories and new office protocols. As uncertainty remains, a flexible staffing approach lets firms make staff reductions, hire new essential workers and reinstate furloughed employees when business conditions allow it.



Why Companies Work With Interim Professionals

Scale the team as needed



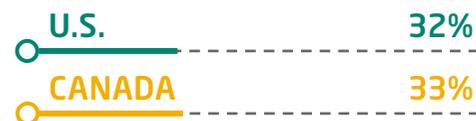
Evaluate for a full-time role



Access specialized skills



Alleviate burden on full-time staff



Add flexibility during changing economic conditions



Access support for special projects



Multiple responses were permitted. Top responses are shown.
Source: Robert Half survey of more than 160 HR managers in the U.S. and more than 100 HR managers in Canada who planned to increase their use of interim professionals



Critical Technology Roles

- AI/machine learning specialists
- Business intelligence analysts
- Cloud architects
- Cybersecurity and data privacy experts
- Data analytics and reporting professionals
- Data scientists
- Developers (database, full-stack, web, software, mobile)
- Engineers (cloud, data, DevOps, network security, software)
- Help desk and user support professionals
- IT administrators (database, network, systems)

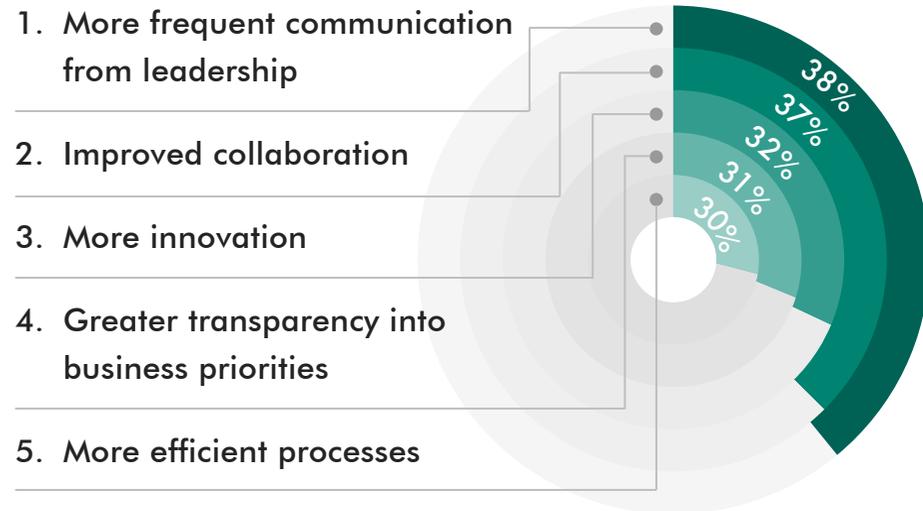


IT Skills and Expertise in Demand

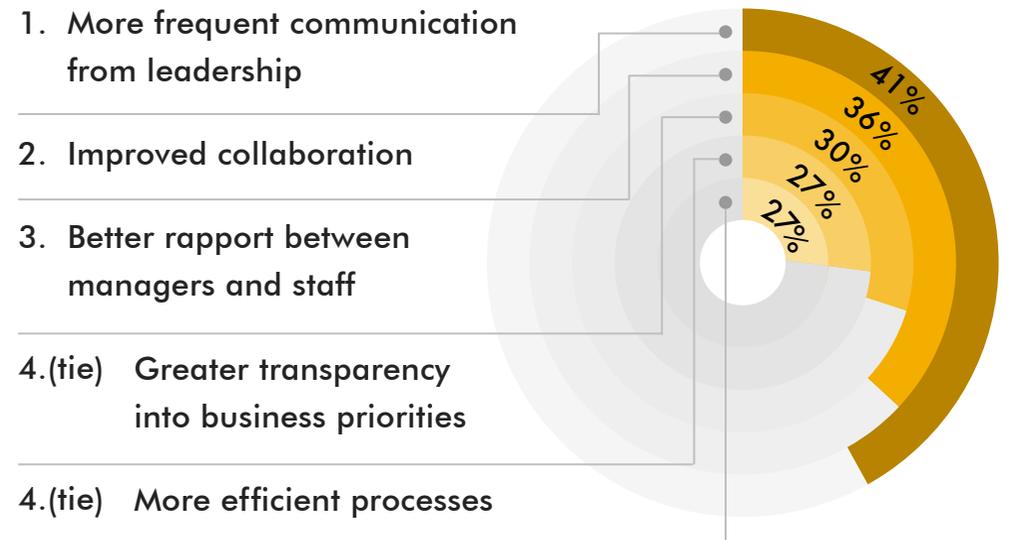
- Agile and Scrum
- Angular
- ASP.NET
- C#
- Cloud (AWS, Azure, Google)
- Containerization (Docker, Kubernetes, Helm)
- Golang (aka Go)
- ITIL
- Java
- JavaScript
- Kotlin
- Linux
- PHP
- Python
- ReactJS and React Native
- Ruby on Rails
- SQL
- Virtualization
- VR/AR/MR/XR

Top 5 Changes Prompted by Working During COVID-19

United States



Canada



Multiple responses were permitted. Top responses are shown.
Source: Robert Half survey of more than 2,800 senior managers in the U.S. and 600 senior managers in Canada

Industries That Are Hiring



Healthcare — Organizations are investing more heavily in telemedicine to better serve patients remotely. They also need AI, cloud computing, machine learning and data experts to drive innovation that will increase diagnostic accuracy and enhance the quality of care.



Technology — Businesses are aligning with expanding industries, such as financial services and government. Companies that support remote-workforce collaboration and communication, such as cloud computing providers, networking firms and internet service providers, seek IT talent. Businesses also need help with e-commerce to adapt to rapidly changing market conditions.



Financial services — The pandemic has increased pressure on traditional financial institutions to hire professionals with skills in emerging areas like AI. Firms look to expand their digital offerings to customers and compete more effectively with fintech companies.



Government — Federal, state and local government services, including education, need IT professionals to streamline their operations and offer a more personalized experience to the citizens they serve. Agencies seek technical expertise to upgrade outdated infrastructure and manage digital transformation efforts, including cloud migration.

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More than 8 in 10 managers in the U.S. and in Canada are concerned about retaining valued employees.



Why managers say they are concerned

Employee morale has suffered.

Employees are managing heavy workloads and face burnout.

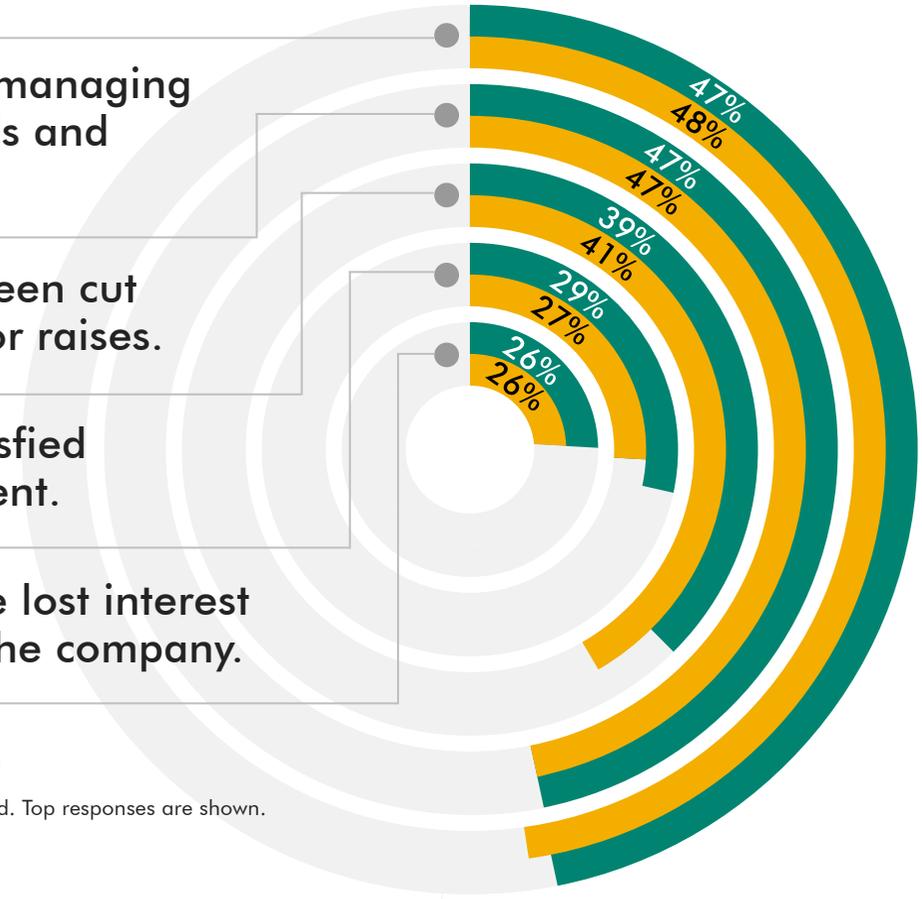
Salaries have been cut with no plans for raises.

Staff are dissatisfied with management.

Employees have lost interest in working for the company.

United States Canada

Multiple responses were permitted. Top responses are shown.



Source: Robert Half survey of more than 2,800 senior managers in the U.S. and 600 senior managers in Canada

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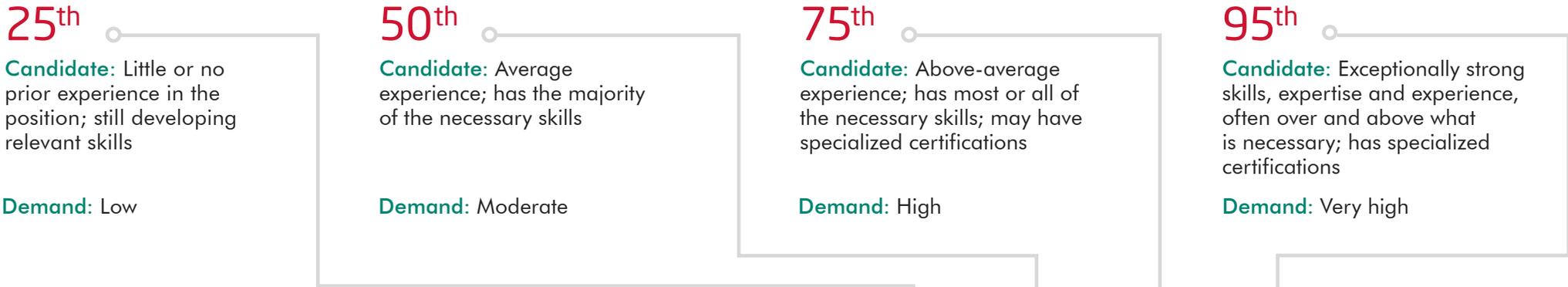
Top IT Certifications

- AWS Certified Solutions Architect — Professional
- Certified Cloud Security Professional (CCSP)
- Certified Data Privacy Solutions Engineer (CDPSE)
- Certified Data Professional (CDP)
- Certified Ethical Hacker (CEH)
- Certified Information Security Manager (CISM)
- Certified Information Systems Security Professional (CISSP)
- Cisco Certified Internetwork Expert (CCIE)
- Cisco Certified Network Associate (CCNA)
- Cisco Certified Network Professional (CCNP)
- Microsoft Certified Azure Solutions Architect
- Microsoft Certified Solutions Associate/Expert (MCSA, MCSE)
- Oracle Database and MySQL Administration Certifications
- Project Management Professional (PMP)
- Salesforce Certified Development Lifecycle and Deployment Designer

How to Use Our Salary Tables

Starting salaries for the positions listed in this guide do not include bonuses, benefits and other forms of compensation. We break down pay rates into four percentiles to help you customize salary offers for each role. The percentiles account for differences in a candidate’s level of experience and skills, professional certifications, demand for the role, and the size and complexity of the company that’s hiring.

The 50th percentile represents the midpoint salary. The 95th percentile is typically reserved for candidates who are extremely difficult to find. A Robert Half Technology staffing professional can help you determine where exactly a particular role should fall within the salary percentiles stated in the guide.



	TITLE	25th	50th	75th	95th
Executive Leadership	Chief Information Officer (CIO)	175,500	209,750	253,250	300,250
	Chief Technology Officer (CTO)	153,000	187,250	228,000	267,250

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UNITED STATES

	TITLE	25th	50th	75th	95th
Executive Leadership	Chief Information Officer (CIO)	175,500	209,750	253,250	300,250
	Chief Technology Officer (CTO)	153,000	187,250	228,000	267,250
	Chief Security Officer (CSO)	156,750	189,000	231,000	280,750
	Vice President of Information Technology	146,250	176,000	204,000	239,000
	Director of Technology	122,000	149,000	177,500	206,000
Software & Applications Development	Manager	110,500	139,000	162,000	188,000
	Product Manager	104,250	127,500	151,750	177,500
	Project Manager	96,000	114,750	137,750	161,500
	Scrum Master	77,750	99,250	116,250	137,000
	Mobile Applications Developer	112,750	135,750	161,750	189,750
	Applications Architect	119,750	144,500	174,250	201,250
	Lead Applications Developer	108,500	130,750	156,750	186,000
	Software Engineer	103,750	123,250	145,750	172,500
	Software Developer	97,250	118,250	138,000	165,000

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	TITLE	25th	50th	75th	95th
Software & Applications Development (continued)	DevOps Engineer	97,000	120,000	143,000	184,750
	CRM Technical Developer	93,500	111,500	133,500	156,000
	CRM Business Analyst	83,000	100,500	120,500	139,750
	ERP Technical Developer	99,500	119,250	142,500	166,500
	ERP Technical/Functional Analyst	94,750	113,000	136,250	158,250
	ERP Business Analyst	87,500	106,000	126,750	148,000
	Developer/Programmer Analyst	88,750	109,500	131,000	154,500
	Cloud Computing Analyst	80,250	101,250	125,000	169,250
	Business Systems Analyst	81,750	95,000	118,500	139,500
	Systems Analyst	81,250	96,500	115,500	136,750
	Technical Writer	59,250	71,500	83,500	100,250
Web Development	Senior Web Developer	104,250	124,750	146,000	172,000
	Web Developer	87,250	106,250	126,500	145,000
	Front-End Web Developer	72,000	88,000	102,000	136,000
	Web Administrator	70,250	85,000	101,750	119,500
	E-Commerce Analyst	86,000	102,000	122,000	142,250

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	TITLE	25th	50th	75th	95th
Consulting & Systems Integration	Director	122,750	147,250	175,500	209,000
	Manager	112,250	137,750	164,750	191,500
	Senior Consultant	86,500	100,000	115,000	126,750
	Staff Consultant	61,000	72,250	82,250	93,500
Data/Database Administration	Big Data Engineer	132,500	166,500	197,750	226,500
	AI Architect	123,750	148,000	166,000	194,750
	Data Architect	123,250	145,500	168,500	199,250
	Data Scientist	109,000	129,000	156,500	185,750
	Data Modeler	83,250	104,750	129,500	175,000
	Database Manager	114,500	137,500	163,250	192,000
	Database Developer	98,000	119,000	139,000	165,500
	Database Administrator	79,750	100,750	120,500	160,000
	Business Intelligence Analyst	92,000	115,750	139,000	189,250
	Data Analyst/Report Writer	86,250	103,250	122,250	146,750
	Data Warehouse Analyst	84,500	105,250	126,250	165,000
Data Reporting Analyst	64,500	79,000	95,000	120,750	

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	TITLE	25th	50th	75th	95th
Quality Assurance (QA) & Testing	QA/Testing Manager	89,250	103,750	121,000	144,000
	QA Engineer – Automated	74,500	89,000	105,750	124,500
	QA Engineer – Manual	64,000	76,500	87,000	103,250
	QA Associate/Analyst	64,250	77,000	92,000	109,500
Networking/ Telecommunications	Network/Cloud Architect	121,000	146,000	174,500	202,250
	Network/Cloud Manager	100,500	123,500	146,000	174,750
	Wireless Network Engineer	108,250	127,500	153,250	184,000
	Network/Cloud Engineer	97,500	115,250	138,500	163,000
	Network/Cloud Administrator	78,500	95,250	113,500	133,500
	Telecommunications Manager	84,500	104,750	121,750	141,500
	Telecommunications Specialist	60,500	73,000	86,750	102,250
	NOC Technician	54,250	65,250	80,000	102,750

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	TITLE	25th	50th	75th	95th
Security	Information Systems Security Manager	124,250	149,000	179,000	213,000
	Security Architect	121,000	136,000	156,250	188,750
	Data Security Analyst	112,500	134,000	159,750	190,000
	Network Security Engineer	105,500	124,500	148,250	174,500
	Network Security Administrator	98,500	118,000	142,000	166,250
	Systems Security Administrator	100,000	120,500	143,500	168,500
Technical Services & Operations	Manager	111,500	137,000	163,750	190,750
	Site Reliability Engineer	100,750	123,250	150,250	199,000
	IT Auditor	96,250	115,500	138,000	164,250
	Business Continuity Analyst	90,750	109,000	130,250	154,250
	Systems Engineer	90,000	107,000	127,000	149,500
	Systems Administrator	70,000	85,500	103,750	118,500
	Hardware Analyst	63,750	76,500	91,750	108,500
	Instructor/Trainer	60,000	71,750	85,750	101,500

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	TITLE	25th	50th	75th	95th
Technical Services & Operations (continued)	Mobile Device Support Analyst	58,500	70,000	84,000	99,750
	Mainframe Systems Programmer	54,250	69,250	86,250	97,750
	Desktop Support Analyst	50,750	61,750	72,000	85,000
	Help Desk Tier 3	50,750	60,500	72,250	82,000
	Help Desk Tier 2	41,500	50,000	56,500	67,000
	Help Desk Tier 1	35,250	40,500	47,500	57,250
	Product Support Specialist	47,500	57,000	71,000	82,500
	Cable Technician	35,000	44,000	52,000	56,000
	Computer Operator	36,250	43,750	51,500	59,000
	PC Technician	35,000	41,500	48,000	54,000

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Adjusting Salaries for U.S. Cities

Due to cost of living, the availability of talent and other factors, starting salaries vary by market. We place candidates in cities across the United States, and we use what we learn each year to set regional variances to help guide you in determining pay in your area. Simply increase or decrease the national starting salary by the percentage listed for your city.

Alabama

- Birmingham-5%
- Huntsville.....-5%
- Mobile.....-14%

Arizona

- Phoenix+17%
- Tucson.....+7%

Arkansas

- Fayetteville.....-5%
- Little Rock-5%

California

- Fresno-8%
- Irvine.....+30%
- Los Angeles+32%
- Monterey+15%
- Oakland.....+34%
- Ontario+20%
- Sacramento+8%
- San Diego+29%
- San Francisco.....+41%
- San Jose.....+40%
- San Rafael+32%

- Santa Barbara.....+27%
- Santa Rosa+22%
- Stockton-13%

Colorado

- Boulder+19%
- Colorado Springs..+0%
- Denver+11%
- Fort Collins+0%
- Greeley-11%
- Loveland.....-5%
- Pueblo.....-15%

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Connecticut

Hartford +17%
New Haven..... +12%
Stamford..... +31%

Delaware

Wilmington +5%

District of Columbia

Washington..... +33%

Florida

Fort Myers -8%
Jacksonville..... -3.5%
Melbourne -9%
Miami/
Fort Lauderdale.. +6%
Orlando +1%
St. Petersburg -1.5%
Tampa..... +0.5%
West Palm Beach.. +4%

Georgia

Atlanta +6%
Macon -18%
Savannah -13%

Hawaii

Honolulu +7%

Idaho

Boise..... -11%

Illinois

Chicago +24%
Hoffman Estates .. +12%
Naperville..... +12%
Rockford..... -15%

Indiana

Fort Wayne -16%
Indianapolis -3%

Iowa

Cedar Rapids -5%
Davenport -4%
Des Moines..... +2%
Sioux City -16%
Waterloo/
Cedar Falls..... -12%

Kansas

Overland Park..... +1%

Kentucky

Lexington -8.5%
Louisville..... -8%

Louisiana

Baton Rouge -1%
New Orleans -1%

Maine

Portland..... -5%

Maryland

Baltimore +3%

Massachusetts

Boston..... +34%
Springfield +1%

Michigan

Ann Arbor..... +1%
Detroit..... +0%
Grand Rapids..... -14%
Kalamazoo -20%
Lansing..... -15%

Minnesota

Bloomington +6.5%

Duluth -20.4%
Minneapolis +7%
Rochester..... +2%
St. Cloud -14%
St. Paul +4%

Missouri

Kansas City..... -0.5%
St. Joseph -10%
St. Louis..... +0.5%

Nebraska

Omaha +0%

Nevada

Las Vegas +2%
Reno +1%

New Hampshire

Manchester..... +12%
Nashua +14%

New Jersey

Mount Laurel..... +15%
Paramus +30%
Princeton +25%
Woodbridge..... +26.5%

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New Mexico

Albuquerque-8.5%

New York

Albany-4%

Buffalo-6.5%

Long Island+25%

New York..... +40.5%

Rochester.....-6.5%

Syracuse -9.7%

North Carolina

Charlotte +3.5%

Greensboro +0%

Raleigh +4%

Ohio

Akron-11%

Canton -18%

Cincinnati -2.5%

Cleveland -4%

Columbus -2%

Dayton -13%

Toledo -14%

Youngstown -24%

Oklahoma

Oklahoma City-7%

Tulsa-7%

Oregon

Portland..... +11%

Pennsylvania

Harrisburg-5%

Lehigh Valley +0%

Philadelphia +15%

Pittsburgh-2%

Reading-5%

Rhode Island

Providence +1.5%

South Carolina

Charleston-4%

Columbia-6%

Greenville-4%

South Dakota

Sioux Falls..... -16%

Tennessee

Chattanooga-11%

Cool Springs +1%

Knoxville-11%

Memphis-4.5%

Nashville +2%

Texas

Austin +9%

Dallas +11%

El Paso-28%

Fort Worth +10%

Houston +9.5%

Midland/Odessa .. +8%

San Antonio +1%

Utah

Salt Lake City +9%

Virginia

Norfolk/

Hampton Roads ..-1.5%

Richmond -1%

Tysons Corner +32%

Washington

Seattle+27%

Spokane -18%

Wisconsin

Appleton..... -15%

Green Bay -13.5%

Madison +1%

Milwaukee +2%

Waukesha..... +1%

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Instantly Calculate Local Salaries

Tailor the listed salaries in this guide to your particular area. Get a custom pay range for more than 550 cities in just a few clicks.

[See Local Salaries](#)

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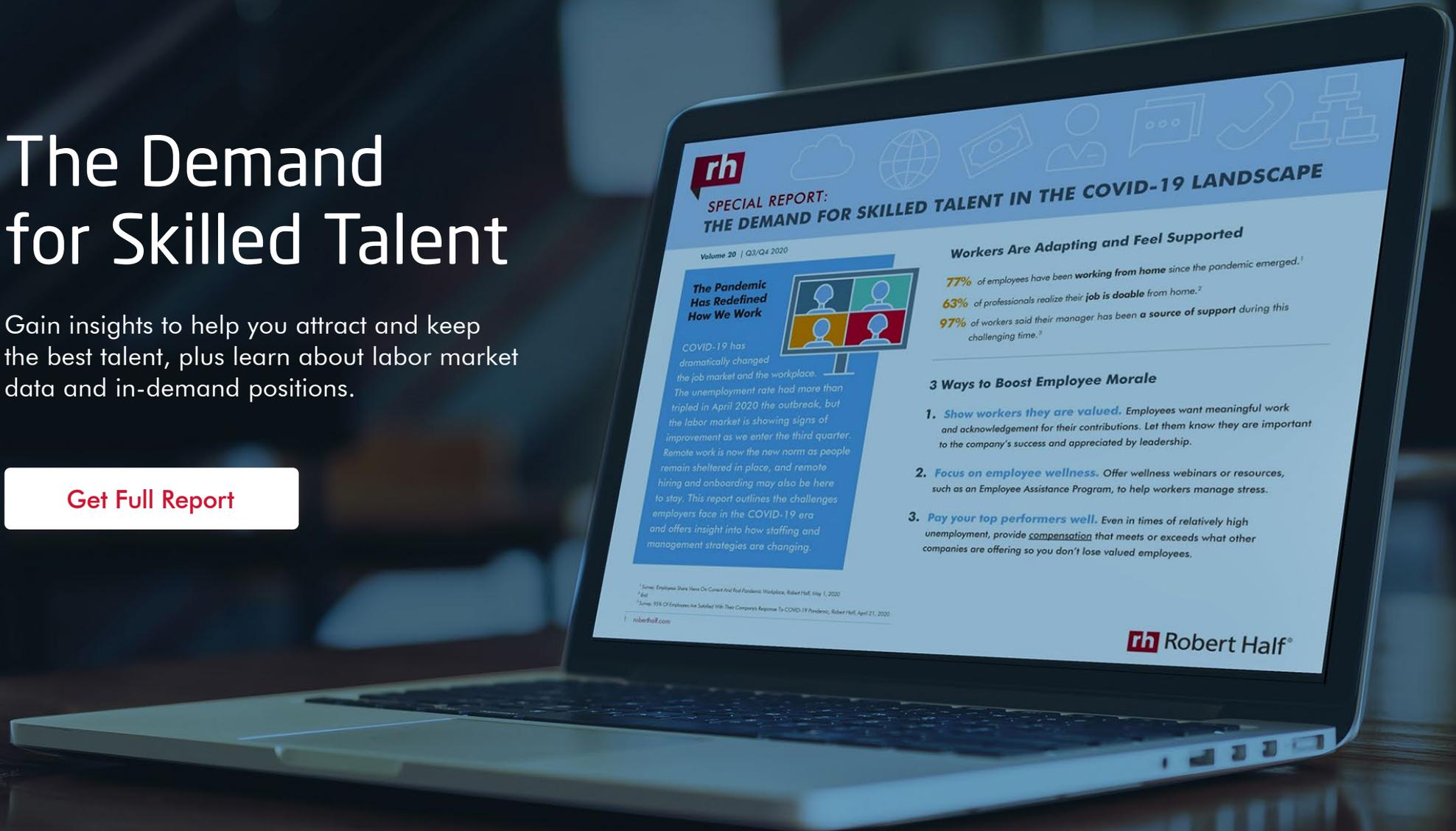
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The Demand for Skilled Talent

Gain insights to help you attract and keep the best talent, plus learn about labor market data and in-demand positions.

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IT Hiring Trends for Canada

Many employers are ramping up strategic technology initiatives as they seek to modernize and strengthen their IT infrastructure, support remote teams, and position the business to thrive in the future.

Demand for professionals with expertise in AI, cloud computing and cybersecurity continues. Employers are seeing competition for developers as well, including versatile full-stack developers and DevOps engineers. Digital transformation and data-driven professionals are also sought, particularly as online retailers look to evolve their presence. Among specific industries, hiring activity is increasing in healthcare, financial services, technology, retail and wholesale trade, and manufacturing.

The rapid expansion of remote work is making it easier for companies to access skilled talent in markets across Canada and beyond. That's positive news for businesses that have struggled to hire senior-level IT professionals in recent years.

This does not mean, however, that the hiring process is now easy. Employers are fielding far more applications today and hiring many candidates remotely, and there is still competition for top performers even with a deeper talent pool. To secure the skilled IT professionals they need, many managers are getting help and advice from specialized staffing agencies.

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Critical Technology Functions

- AI/machine learning
- Business intelligence
- Cloud security, computing and architecture
- Cybersecurity
- Data reporting and analytics
- Desktop support
- DevOps
- IoT
- Network administration
- Software and applications development
- Technical support
- Web development



IT Skills and Expertise in Demand

- Agile and Scrum
- ASP.NET
- Cloud (AWS, Azure, Google)
- ITIL
- Java
- JavaScript
- Python
- ReactJS and React Native
- SQL
- VR/AR/MR/XR

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Technology Salaries

CANADA

	TITLE	25th	50th	75th	95th
Executive Leadership	Chief Information Officer (CIO)	158,750	178,500	214,500	267,500
	Chief Technology Officer (CTO)	147,500	174,750	195,250	248,750
	Chief Security Officer (CSO)	141,000	167,750	191,250	245,250
	Vice President of Information Technology	135,750	158,500	184,500	225,250
	Director of Technology	112,750	133,750	164,000	177,250
Software & Applications Development	Manager	101,500	127,500	157,750	213,000
	Product Manager	89,250	99,750	123,250	144,000
	Project Manager	92,250	117,500	133,250	146,000
	Scrum Master	69,750	86,250	100,500	124,500
	Mobile Applications Developer	68,500	86,500	101,500	141,000
	Applications Architect	96,500	131,750	163,750	178,000
	Lead Applications Developer	102,000	124,500	150,500	181,750
	Software Engineer	77,250	97,000	107,000	138,500
	Software Developer	67,500	88,250	95,500	134,000

All salaries listed on Pages 27-32 are in Canadian dollars.

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	TITLE	25th	50th	75th	95th
Software & Applications Development (continued)	DevOps Engineer	91,000	113,000	136,500	148,000
	CRM Technical Developer	89,250	106,750	129,250	152,000
	CRM Business Analyst	86,000	103,500	125,000	147,000
	ERP Technical Developer	98,250	133,250	146,250	174,500
	ERP Technical/Functional Analyst	103,500	134,750	151,500	161,250
	ERP Business Analyst	94,000	119,250	133,000	144,750
	Developer/Programmer Analyst	65,000	79,500	92,250	124,500
	Cloud Computing Analyst	76,750	99,750	122,000	164,500
	Business Systems Analyst	68,250	96,750	119,750	132,500
	Systems Analyst	84,250	91,250	98,250	116,000
	Technical Writer	56,250	68,000	81,000	93,000
Web Development	Senior Web Developer	87,750	105,000	125,500	150,250
	Web Developer	71,000	80,750	89,750	104,000
	Front-End Web Developer	68,250	79,500	91,000	105,000
	Web Administrator	65,500	78,750	91,500	105,500
	E-Commerce Analyst	81,000	111,500	133,500	140,250

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	TITLE	25th	50th	75th	95th
Consulting & Systems Integration	Director	102,750	128,750	161,500	208,500
	Manager	102,000	128,000	158,750	213,750
	Senior Consultant	104,250	113,500	147,000	163,500
	Staff Consultant	67,750	80,000	99,250	112,000
Data/Database Administration	Big Data Engineer	110,500	133,500	158,500	193,500
	AI Architect	69,750	91,250	101,250	133,000
	Data Architect	101,250	122,000	146,250	173,250
	Data Scientist	91,750	111,750	134,000	157,000
	Data Modeler	86,000	105,750	116,750	154,000
	Database Manager	98,000	123,500	147,500	185,750
	Database Developer	94,000	105,000	133,000	164,000
	Database Administrator	65,250	84,000	113,500	133,750
	Business Intelligence Analyst	84,250	104,750	124,750	156,250
	Data Analyst/Report Writer	59,500	69,750	87,500	121,000
	Data Warehouse Analyst	75,000	94,500	118,250	158,750
Data Reporting Analyst	53,000	65,500	78,750	101,000	

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Quality Assurance (QA) & Testing	QA/Testing Manager	79,500	96,000	115,500	144,750
	QA Engineer – Automated	74,750	89,000	107,250	123,500
	QA Engineer – Manual	62,000	76,750	91,000	106,500
	QA Associate/Analyst	62,500	82,250	97,250	116,750
Networking/ Telecommunications	Network/Cloud Architect	112,750	128,250	137,500	156,000
	Network/Cloud Manager	96,500	110,500	132,750	145,000
	Wireless Network Engineer	95,000	102,000	124,000	148,750
	Network/Cloud Engineer	79,250	101,250	111,500	134,000
	Network/Cloud Administrator	61,000	71,500	87,500	114,000
	Telecommunications Manager	74,250	86,750	107,250	145,000
	Telecommunications Specialist	65,500	76,250	87,250	102,750
	NOC Technician	55,500	69,250	82,250	97,750

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Security	Information Systems Security Manager	101,750	122,750	134,250	196,500
	Security Architect	92,000	114,750	134,000	176,000
	Data Security Analyst	104,000	123,250	142,000	176,750
	Network Security Engineer	98,750	117,250	133,250	180,000
	Network Security Administrator	85,000	101,750	124,500	142,750
	Systems Security Administrator	91,000	103,750	129,750	149,000
Technical Services & Operations	Manager	100,250	125,750	156,000	210,250
	Site Reliability Engineer	77,500	91,000	113,250	145,000
	IT Auditor	79,750	98,500	115,750	131,750
	Business Continuity Analyst	85,750	98,500	112,250	133,500
	Systems Engineer	90,250	99,500	118,750	135,750
	Systems Administrator	68,000	81,500	100,000	108,250
	Hardware Analyst	53,500	67,250	86,000	101,250
	Instructor/Trainer	58,750	69,750	84,000	100,000

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	TITLE	25th	50th	75th	95th
Technical Services & Operations (continued)	Mobile Device Support Analyst	44,750	52,000	69,000	87,750
	Mainframe Systems Programmer	58,000	74,250	92,750	114,250
	Desktop Support Analyst	56,000	64,500	73,750	85,250
	Help Desk Tier 3	60,750	71,500	78,000	88,750
	Help Desk Tier 2	52,000	61,250	64,250	78,750
	Help Desk Tier 1	43,500	53,500	58,500	62,500
	Product Support Specialist	42,500	52,500	65,000	83,250
	Cable Technician	39,500	48,250	58,250	69,250
	Computer Operator	38,500	42,000	49,250	58,750
	PC Technician	35,750	42,500	50,500	61,500

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Adjusting Salaries for Canadian Cities

Due to cost of living, the availability of talent and other factors, starting salaries vary by market. We place candidates in cities across Canada, and we use what we learn each year to set regional variances to help guide you in determining pay in your area. Simply increase or decrease the national starting salary by the percentage listed for your city.

Alberta
Calgary +3.2%
Edmonton +1.5%

British Columbia
Fraser Valley +0.5%
Vancouver..... +3%
Victoria..... -1%

Manitoba
Winnipeg..... -2.5%

Ontario
Kitchener/
Waterloo +0%
Ottawa..... +0.5%
Toronto..... +3%

Quebec
Montreal..... +2%
Quebec City -4%

Saskatchewan
Regina..... -4%
Saskatoon..... -3%

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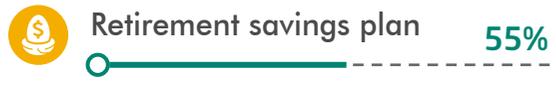
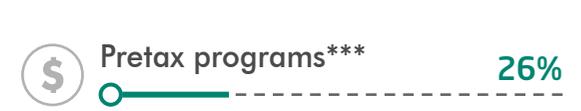
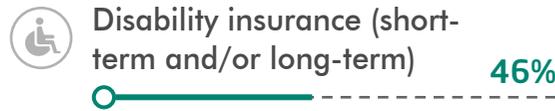
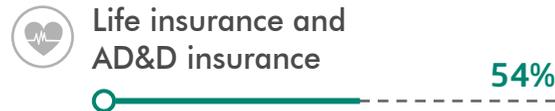
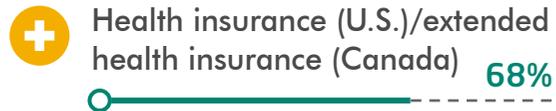
Trends in Benefits and Perks

Benefits and perks can play as significant a role as salary in your ability to attract and retain top talent. See what other firms offer, and what workers want, so you can keep pace.

Health insurance tops workers' benefits wish list*

● Most wanted benefits

■ Percentage of companies offering



Footnotes and survey details are on Page 36.

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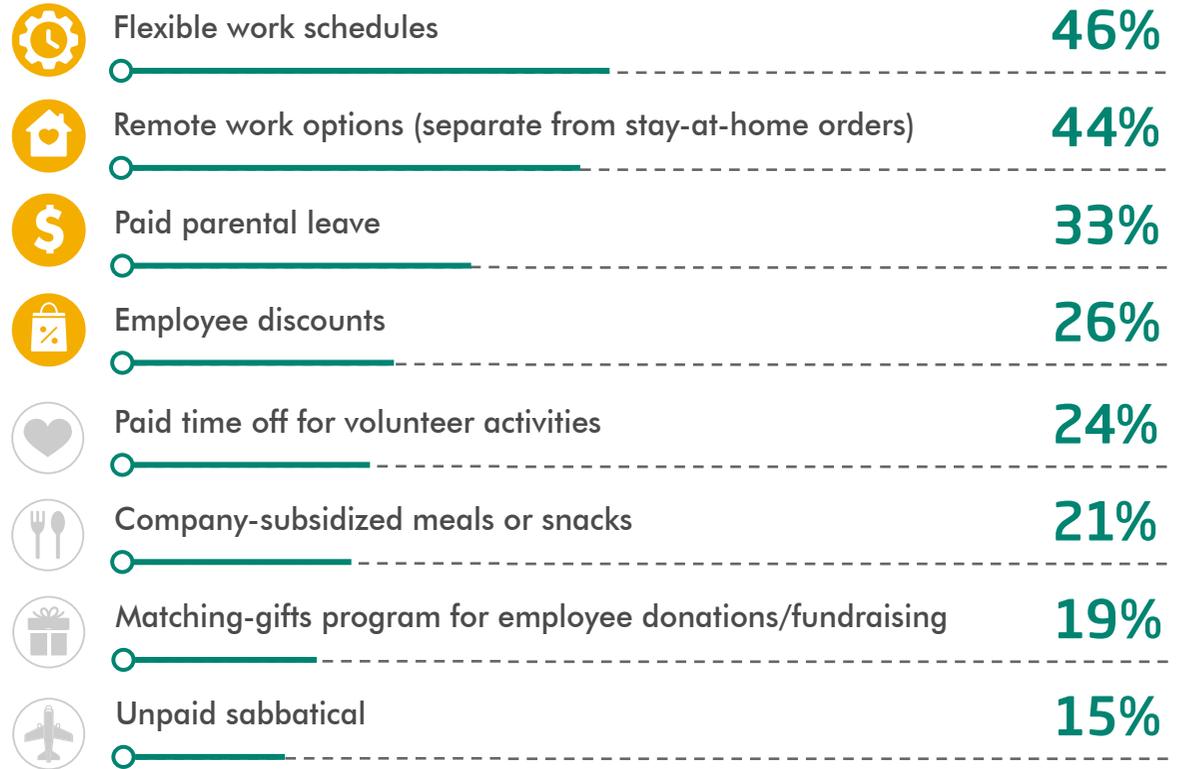
Employees want to work from home more



Average number of days per week employees prefer to work from home after stay-at-home advisories are lifted

Flexible schedules most valued perk*

● Most wanted perks
■ Percentage of companies offering



Footnotes and survey details are on Page 36.

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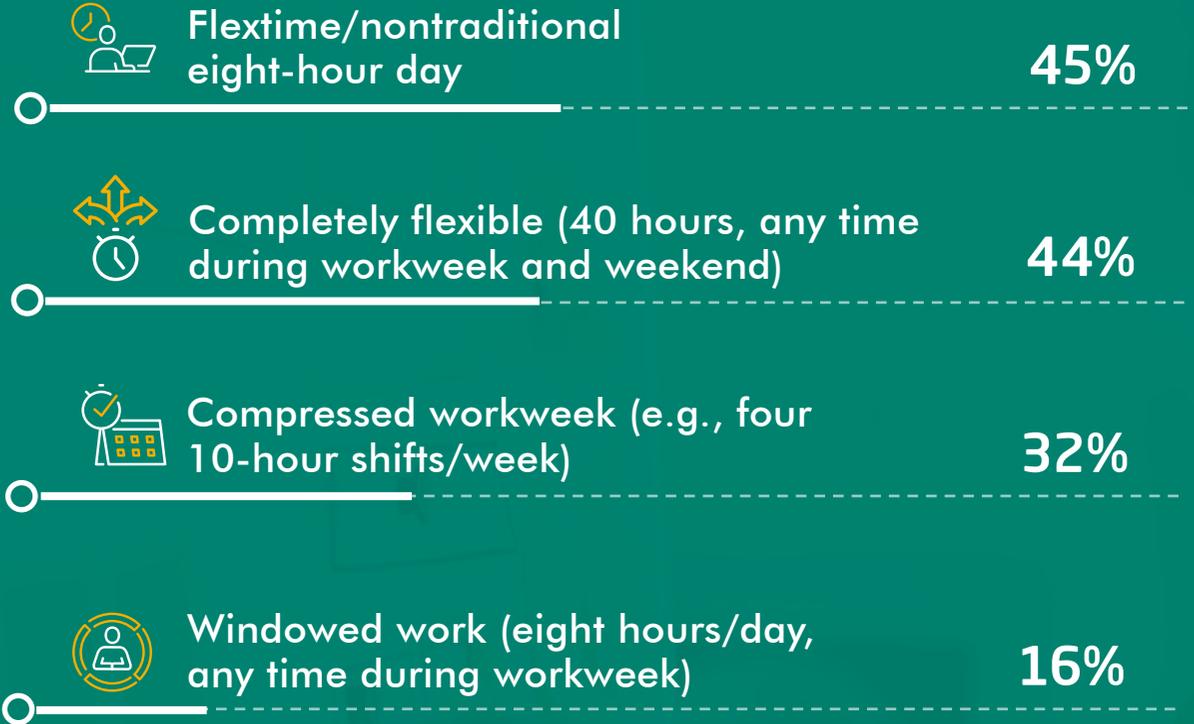
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Employees' preferred flexible work options*



* Multiple responses were permitted. Top responses are shown.

** Paid time off includes vacation, sick days and paid holidays.

*** Examples of pretax programs include commuter benefits, flexible spending accounts and health savings accounts.

Source: Robert Half surveys of 500 HR managers and more than 1,500 workers in the U.S. and Canada

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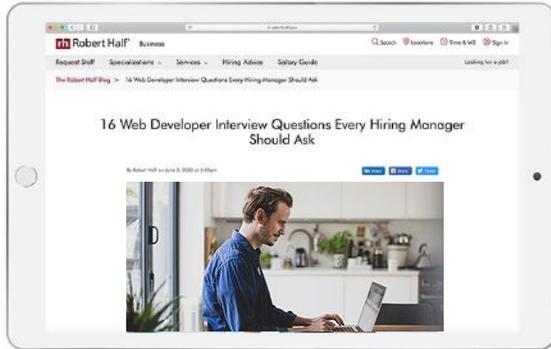
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We place candidates who can support a wide range of technology and digital projects. And our **Salaried Professional Service** provides specialized consultants with difficult-to-find skills for long-term projects.

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