Report

2022 HR Trends Survey

TOTAL BRITISH COLUMBIA REPORT

CPHR / CRHA
CHARTERED PROFESSIONALS IN HUMAN RESOURCES CANADA
CONSEILLERS EN RESSOURCES HUMAINES AGRÉÉS CANADA

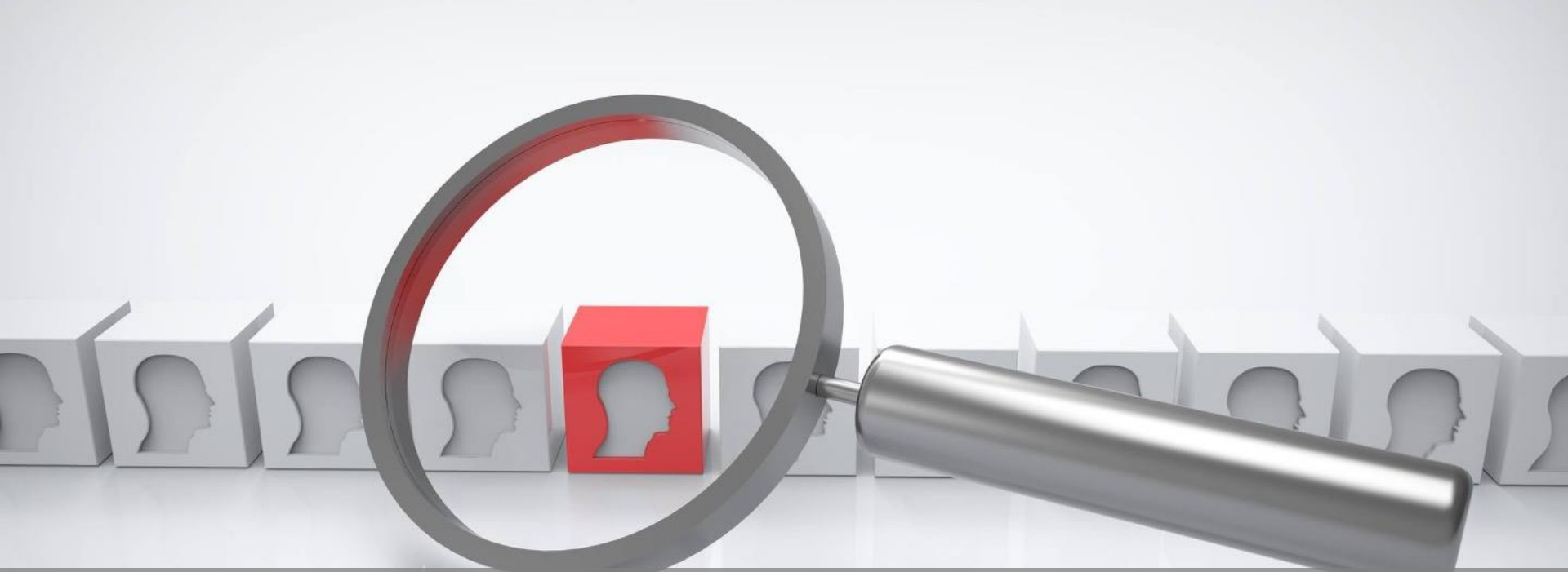
HRPA | Human Resources Professionals Association

2023-02-28



Table of Contents

- INTRODUCTION 3
- BC & YUKON DETAILED FINDINGS 6
  - Employment Characteristics 10
  - Job Responsibility 13
  - Education & HR Designation 18
  - Salary, Benefits, & Other Compensation 23
  - Professional Development 31
  - Recruitment 34
  - Engagement, Retention & Turnover 38
  - Diversity, Equity & Inclusion 47
  - Technology 53
  - Organization Firmographics 58
  - Demographics 64
- CONTACT INFORMATION 66



INTRODUCTION

BACKGROUND & OBJECTIVES

- In 2022, Chartered Professionals in Human Resources (CPHR) Canada – an association representing over 31,000 members nationally and Human Resources Professionals Association (HRPA) – representing just under 23,000 members in Ontario – conducted a Human Resources trends survey among HR professionals across the country.
- The key objectives were to better understand:
  - HR salaries, benefits, and other compensation;
  - Job responsibilities;
  - Acquisition and benefit of HR designations;
  - Professional development activities;
  - Diversity, Equity, and Inclusion Initiatives;
  - Technology trends; and
  - Recruitment and Retention challenges.



METHODOLOGY: SAMPLE NOTES

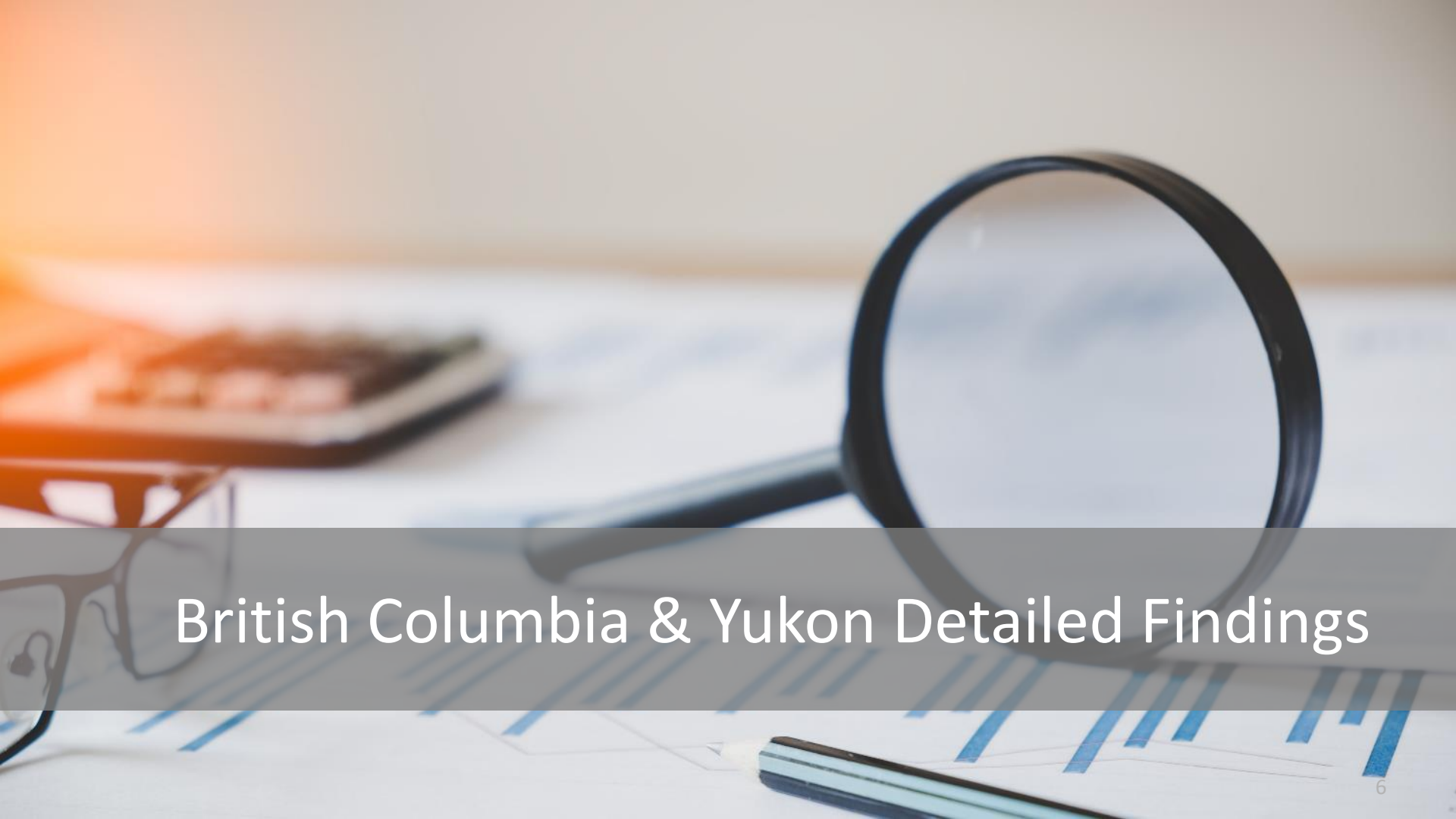
- An online survey was conducted from October 31 to November 22, 2022 with members from CPHR Canada Member Associations and Human Resources Professionals Association (HRPA) of Ontario.
- Members were invited to participate through email communication from their respective associations.
  - A total of 1,954 respondents completed the survey
  - 273 HR professionals in BC & Yukon completed the survey.
- The following report details the **total British Columbia & Yukon** results, making comparisons to the National total. Sample sizes and margin of error for each group are:

	Total	BC
Base size	**1,954**	273
Margin of Error*	**±2.2%**	±5.8%

- Throughout the report, significant differences *that are greater or less than 8%* (between BC and other regions) are marked as follows:

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.

- Note that – due to rounding – totals for charts/tables may not sum to 100%.

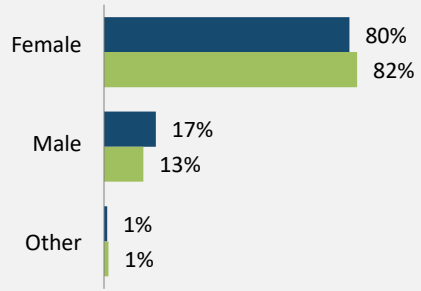


British Columbia & Yukon Detailed Findings

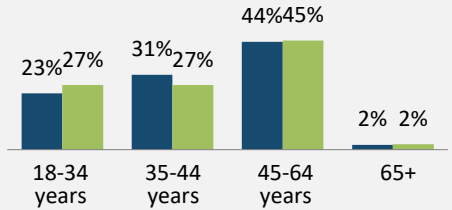
KEY INSIGHTS: BRITISH COLUMBIA & YUKON

BC & Yukon HR professionals are aligned with the rest of Canada with respect to gender, age and education. They have worked in HR for less time than in other regions.

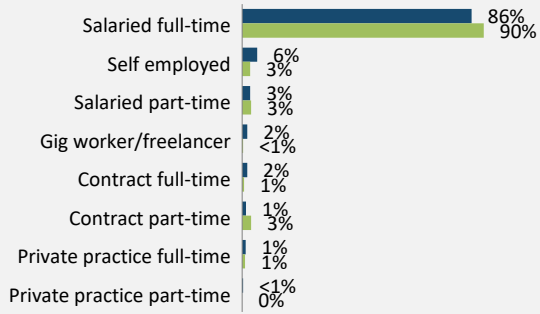
GENDER IDENTITY



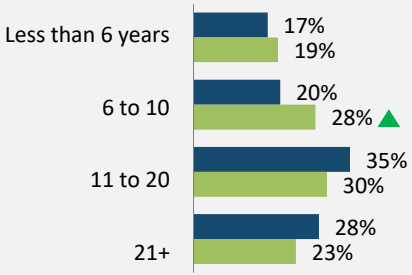
AGE



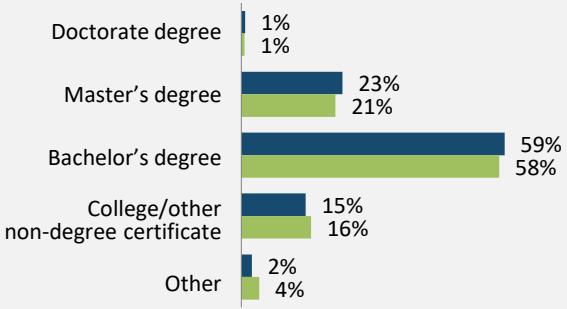
EMPLOYMENT SITUATION



LENGTH OF TIME IN HR



EDUCATION



EDUCATION RELATED TO HR



CPHR/CRHA | HRPA Human Resources Professionals Association

National Total (n=1,954)
BC (n=273)

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.

KEY INSIGHTS – BRITISH COLUMBIA & YUKON

SENTIMENT ABOUT HR PROFESSION

HR professionals in BC & Yukon are proud of their profession:

- 94% are proud of the work done as an HR professional.
- 84% feel HR is considered a strategic position in their company.
- 77% look forward to coming to work.

Over half (59%) find recruitment very or extremely challenging, while only 33% face the same level of challenge with retention.

95%▲ have seen an increase in workload over past 12 months. Only 38% have received additional support.

Top retention measures implemented are:

- Re-evaluating employee compensation: 59%▲
- Flexible work options: 53%
- Culture building initiatives: 52%▲
- 51% of HR professionals say they have increased salaries to help offset inflation

EDUCATION

68% of HR professionals in BC & Yukon have an HR designation.

21% are planning to get or in process of getting an HR designation.

Top reasons for getting an HR designation

- Credibility and recognition of title: 82%
- Employability and career progression possibilities: 76%

Almost all HR professionals spent time and money on professional development in the past year.

99%
spent time on their personal professional development, with an average of 51▲ hours

88%
spent money on their personal professional development, with an average spend of close to $1300

KEY INSIGHTS – BRITISH COLUMBIA & YUKON

DEI Initiatives



61%

Have implemented DEI initiatives.

19% are planning to.



56%

Have formal DEI strategy

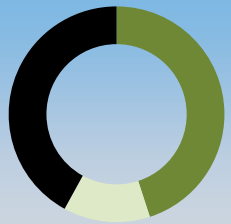


20%

Formally measuring DEI

Base sizes too small to show provincial DEI improvement proportions.

HR Technology



45%

Have implemented some HR digital transformation initiatives.

13% are planning to.



34%

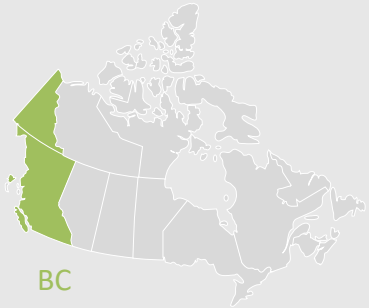
Have formal HR tech strategy

Top areas planned for HR automation are:

- Job applicant tracking (80% ▲)
- Internal processes (77%)
- Employee onboarding (74%)



Employment Characteristics



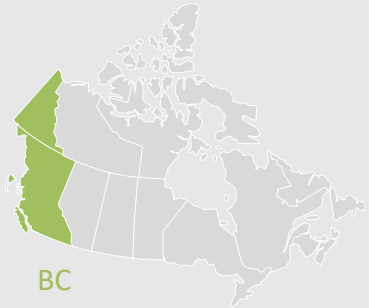
Nearly all BC & Yukon HR professionals are salaried, full-time employees.

Current Employment Situation: PROVINCIAL

	NATIONAL	BC
Salaried full-time	86%	90%
Self-employed consultant	6%	3%
Salaried part-time	3%	3%
Contract full-time	2%	1%
Gig worker /freelancer	2%	<1%
Contract part-time	1%	3%
Private practice full-time	1%	1%
Consultant at a firm	1%	<1%
Private practice part-time	<1%	0%
Other	1%	1%

Base: All respondents (Total: n=1,954; BC: n=273).
S1. Which of the following best describes your current employment situation?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.

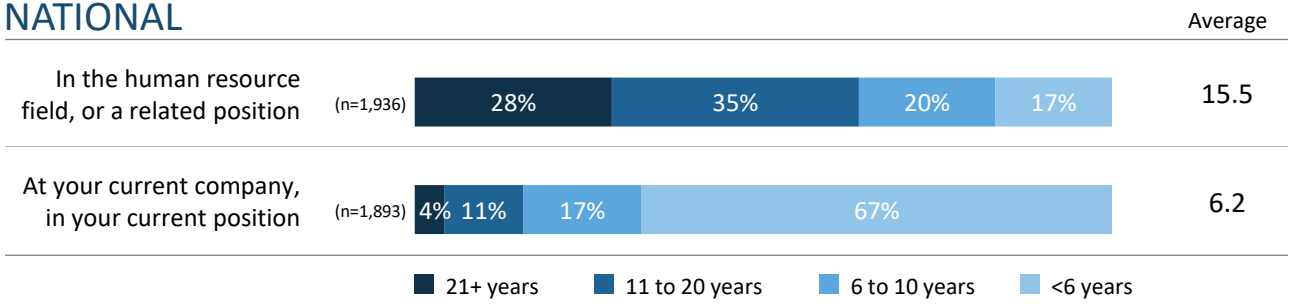


Years of Full Time Experience:
PROVINCIAL

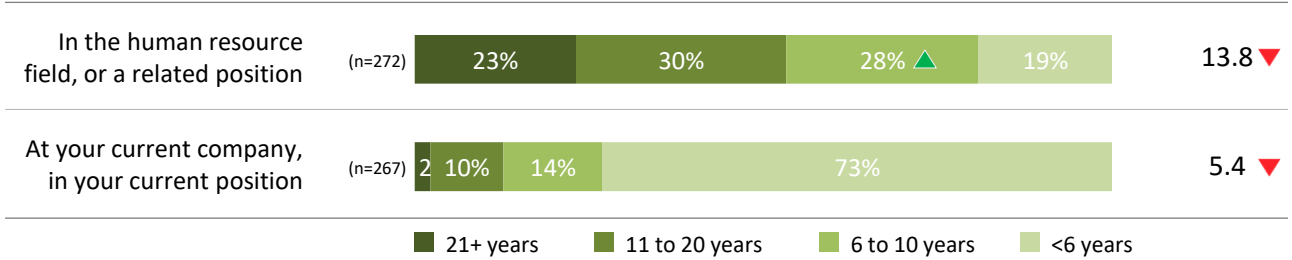
The typical BC & Yukon HR professional has worked an average of almost 14 years in the HR field and have been in their current position for over 5 years. Both are **lower** than the national averages.

Those with an HR designation in BC are **more experienced** with an average of 16.4 years in the industry.

NATIONAL



BC

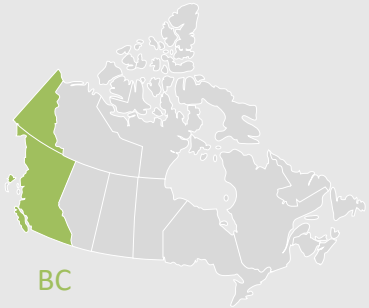


Base: All respondents, excluding don't know.
X4. How many years of experience do you have?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Job Responsibilities



BC & Yukon HR professionals most commonly hold job titles matching "senior manager", "support/administrative role", or "advisory project manager."

20% have a job at the management level or higher.

Current Job Title:
PROVINCIAL

	NATIONAL	BC
NET: MANAGEMENT LEVEL	28%	20%
Advisory project manager	22%	17%
Senior Manager	17%	27% ▲
Director	17%	12%
Support/administrative role	15%	19%
First level supervisor	10%	13%
VP	5%	3%
C-level	4%	4%
SVP, EVP	1%	0%
Other	9%	5%

Base: All respondents, excluding prefer not to answer (Total: n=621; B: n=94).
A3. What employee category best represents your current position?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Job Responsibilities in Current Position: PROVINCIAL

BC & Yukon HR professionals are **more likely** to be involved in health & safety and HRMIS compared to counterparts across Canada. Those in private organizations are **more likely** to have many of the following responsibilities (particularly HRMIS, compensation & HR compliance).

		NATIONAL			NATIONAL
Culture	70%	65%	Workforce planning/labour & staffing models	52%	56%
Talent acquisition	67%	65%	Equity, diversity & inclusion	63%	56%
Engagement	70%	64%	Management/planning	59%	55%
Generalist	65%	63%	Health, safety and wellness	64% ▲	55%
HR compliance	65%	63%	Labour employee relations	49%	52%
Strategy	61%	59%	Total rewards	55%	51%
Compensation (salaries and bonuses)	60%	59%	Human Resource Management Information System HRMIS	60% ▲	48%
Change management	59%	57%	Legal	45%	40%
Learning development	61%	57%	Other	6%	7%
Organizational effectiveness/development	58%	57%			

Base: All respondents, excluding prefer not to answer (Total n=1,954; BC n=273).
A4. Which of the following aspects of human resources are included as part of your current position?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Sentiment Towards Job:
PROVINCIAL

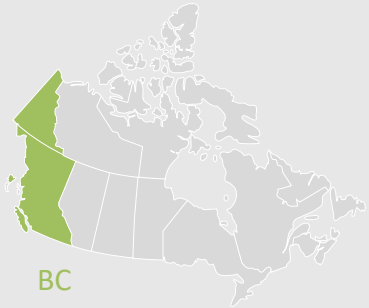
The vast majority of BC & Yukon members agree with each of the following statements, particularly “I am very proud of the work I do as an HR professional” (94% somewhat/strongly agree) and “my contributions are important to the success of my organization” (93% somewhat/strongly agree). Younger members are **less likely** to agree that they often look forward to coming to work (67% somewhat/strongly agree).

% TOTAL AGREE	NATIONAL		BC & YT	
I am very proud of the work that I do as an HR professional	69%	95%	68%	94%
My contributions are important to the success of my organization	63%	94%	64%	93%
Taking everything into account, I like my job	52%	89%	52%	89%
I expect to still be in my job a year from now	58%	82%	58%	80%
HR is considered as a strategic profession by my organization	43%	80%	43%	84%
I often look forward to coming to work	39%	79%	39%	77%

Strongly agree | Somewhat agree | Strongly agree | Somewhat agree

Base: All respondents, excluding don’t know (Total: n varies; BC: n varies).
A5. To what extent do you agree or disagree with the with the following statements:

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.

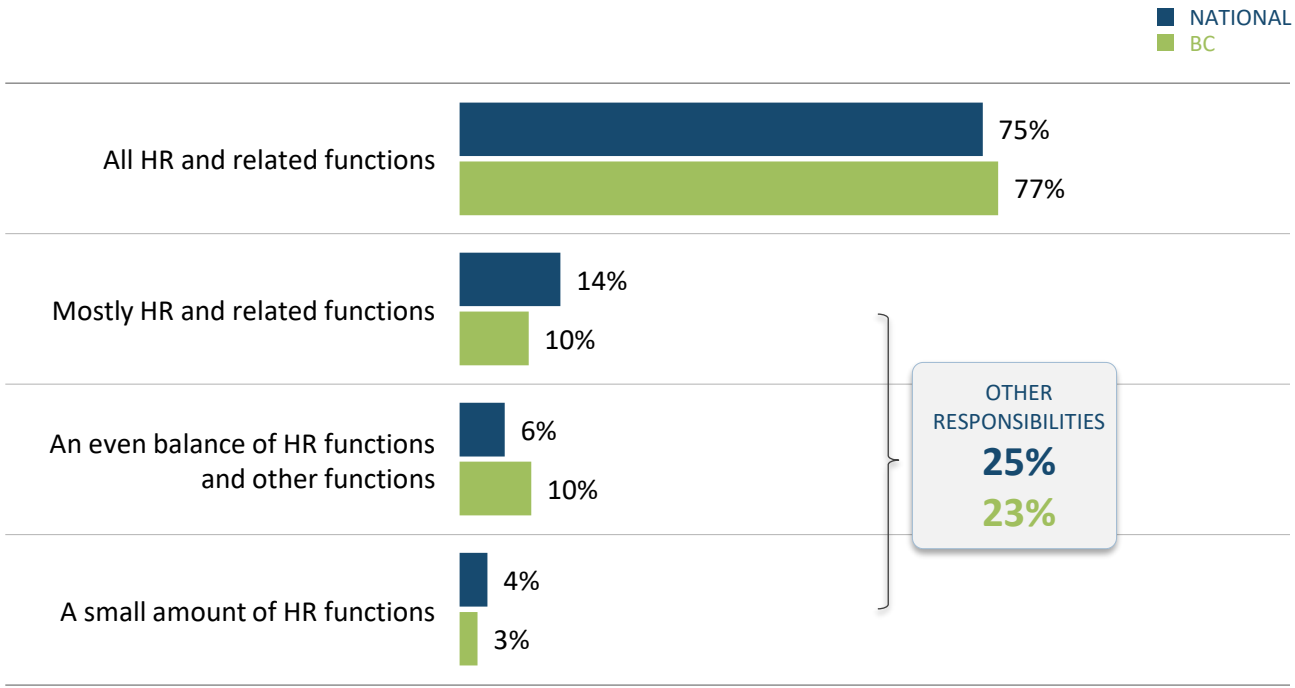


HR Involvement:
PROVINCIAL

Nearly one-quarter of BC & Yukon HR professionals have other responsibilities outside of human resources, in line with the national average.

HR professionals in BC who work in smaller organizations are less likely to perform all HR related functions:

- <$10M revenue: **65%** all HR functions
- <250 employees: **72%**

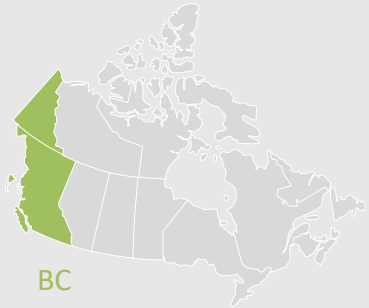


Base: All respondents, excluding prefer not to answer. (Total: n=1,949; BC: n=273).
A2. Which of the following best describes how much your current role involves HR related functions at your place of employment?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Education & HR Designation

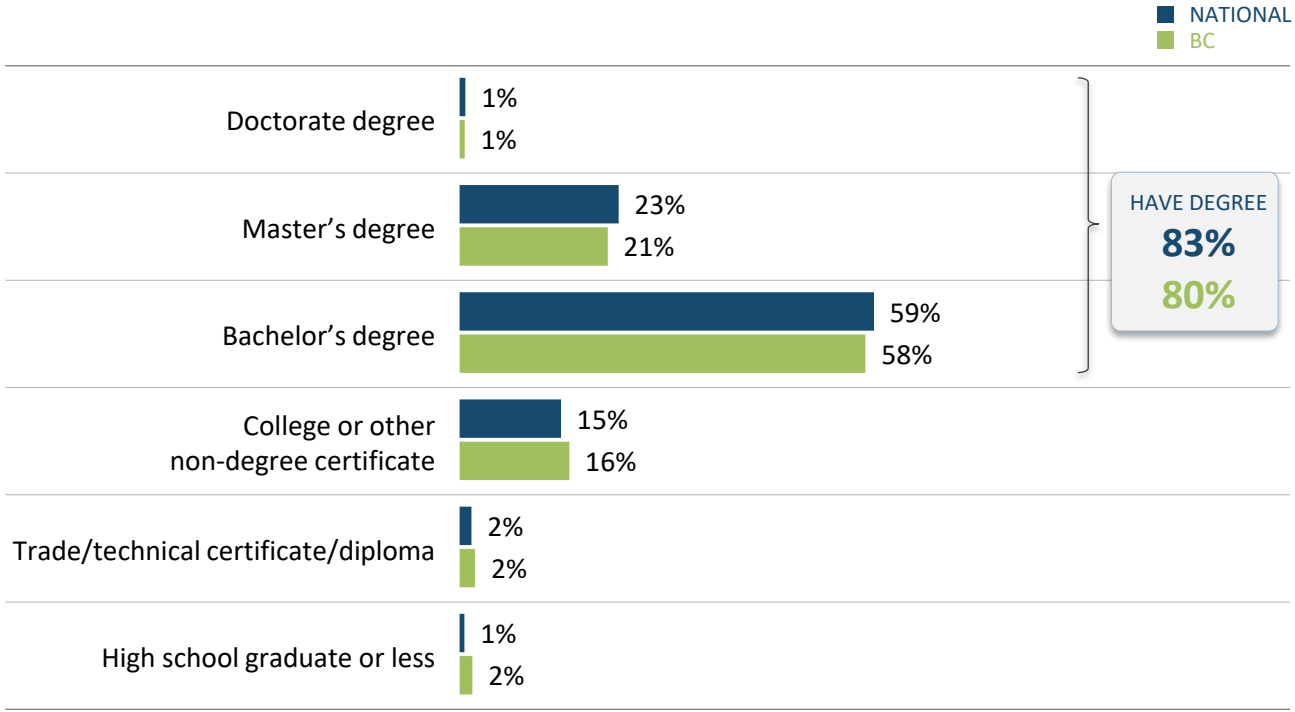


Education Level: PROVINCIAL

In BC & Yukon, 8-in-10 HR professionals hold a degree, with most having a bachelor's degree.

Those who work at larger organizations (1K+ employees) more likely to have degree (89% compared to 77% among those with less).

Nearly all (96%) 18-34 year old HR professionals in BC have a degree. Only 69% of those age 45+ have a degree.



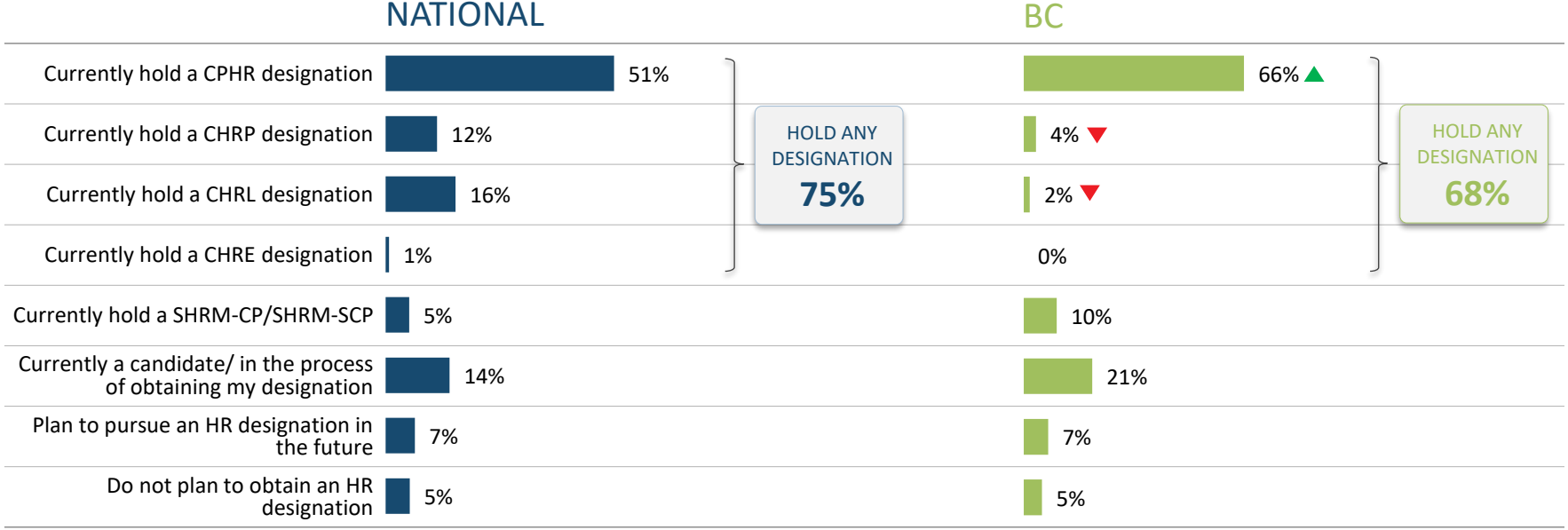
Base: All respondents, excluding prefer not to answer (Total: n=1,951; BC: n=273).
B1. What is the highest level of formal education that you have achieved?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Current HR Designation: PROVINCIAL

BC & Yukon HR professionals are **more likely** to currently hold a CPHR designation. About one-fifth are currently candidates or in the process of obtaining their designation.



Base: All respondents (Total: n=1,954; BC: n=273).
B3. Which of the following best describes your current situation with respect to the designation(s) you hold?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Reason for Getting Designation:
PROVINCIAL

The top reasons for achieving an HR designation are the credibility and career progress opportunities they offer. BC & Yukon HR professionals are **less likely** to do so “to distinguish by pursuing the higher norms”. Half of members aged 18-34 do so for HR resources/tools.

% TOP 3 REASON	NATIONAL	BC
Credibility and recognition of the title	81%	82%
Employability and career progression possibilities	72%	76%
For the HR resources/tools that are made available	43%	41%
To distinguish by pursuing the higher norms	28%	18%▼
To be part of a community	24%	30%
To protect the public	5%	2%
To give back	3%	6%
For the discounts and privileges	2%	3%
Other (Please specify)	4%	5%

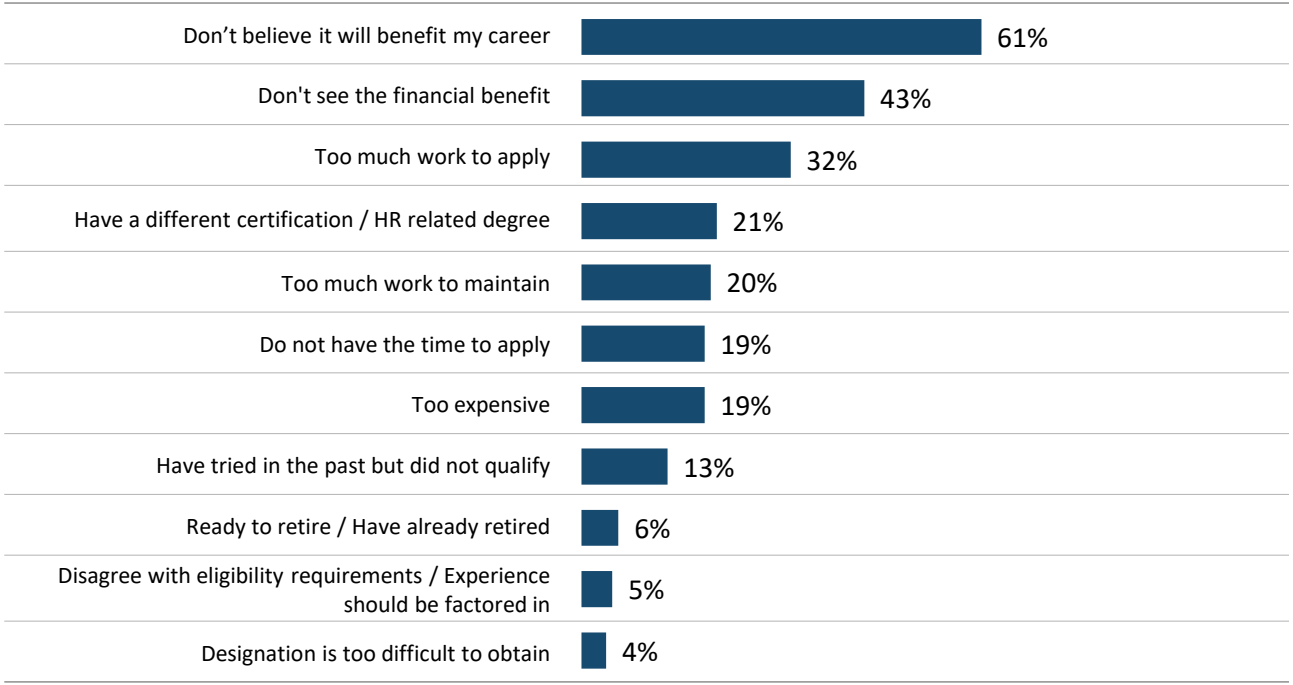
Base: Base: Have designation (Total n=1,839; BC: n=258).
B5. What are the top 3 reasons why you chose to get the designation(s), or are planning on getting one?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.

Reasons for Being Uninterested in HR Designation: NATIONAL

Among the few (5%) HR professionals across Canada who are not interested in getting an HR designation, the top reasons are that it will not benefit their career or they don't see it offering financial benefits.

Base sizes too small to assess BC on its own.



Base: Do not plan on obtaining designation (n=106).
B4. Why do you not plan to obtain an HR designation?



Salary, Benefits, & Other Compensation



Current Annual Salary: PROVINCIAL

BC & Yukon HR professionals typically earn between $80,000 to $100,000 in annual base salary before taxes – similar to those in the rest of Canada.

	NATIONAL	BC
$200,000+	4%	4%
$120,000 to $200,000	23%	22%
$100,000 to $120,000	17%	16%
$80,000 to $100,000	26%	30%
$60,000-$80,000	18%	18%
<$60,000	12%	10%

Base: All respondents, excluding prefer not to answer (Total: n=1,803; BC: n=254).
C1a. What is your current annual base salary before taxes?
C1b. Which of the following categories best matches your current annual base salary before taxes?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.

Current Annual Salary: By Demographics

Annual salary among BC & Yukon members is substantially higher with more years of experience.

		GENDER		JOB LEVELS		YEARS OF EXPERIENCE		
2022	BC (n=273)	Man/ Trans man (n=34)	Woman/ Trans woman (n=213)	Junior/ Support/Mid (n=69)	Director & above (n=15**)	<6 years (n=48)	6 to <15 years (n=115)	15 years+ (n=90)
$200,000+	4%	9%	3%	1%	13%	0%	2%	8%
$120,000 to $200,000	22%	21%	22%	4%	60%	0%▼	14%	46%▲
$100,000 to $120,000	16%	12%	17%	17%	13%	4%▼	17%	22%
$80,000 to $100,000	30%	29%	30%	38%	13%	21%	43%▲	18%▼
$60,000 to $80,000	18%	18%	18%	28%	0%	40%▲	17%	7%▼
<$60,000	10%	12%	9%	12%	0%	35%▲	8%	0%▼

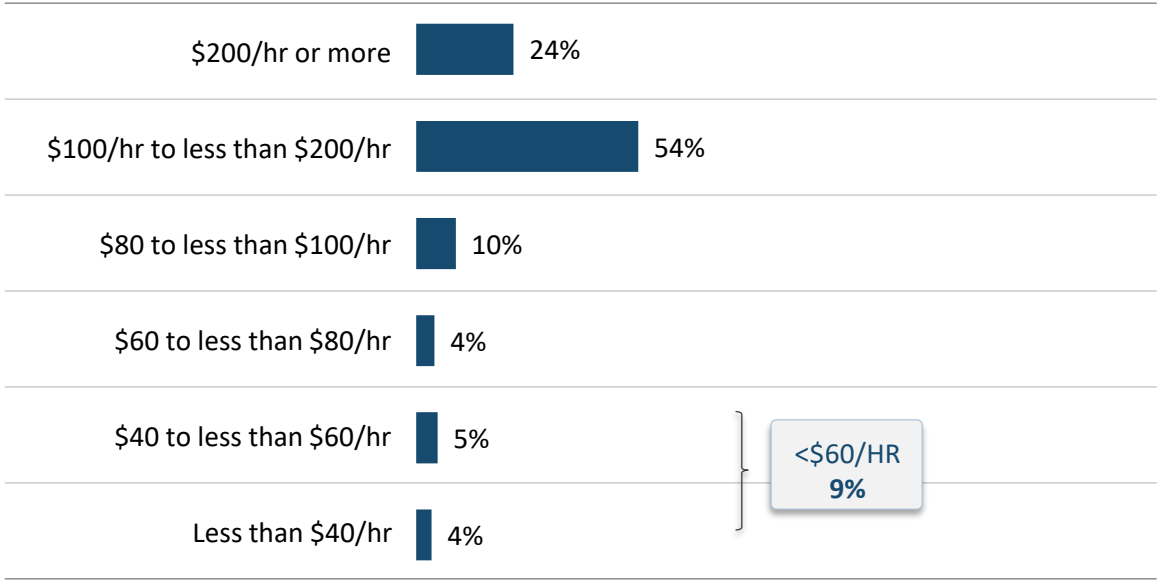
Base: All respondents, excluding prefer not to answer. **Small sample size, interpret with caution.
C1a. What is your current annual base salary before taxes?
C1b. Which of the following categories best matches your current annual base salary before taxes?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.

Hourly Rate Among Self-Employed: NATIONAL

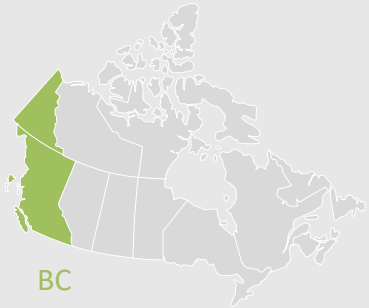
Over three-in-four self-employed HR professionals across Canada charge $100/hour or more for their services.

Base sizes too small to break out at provincial level.



Base: Self-employed consultant or gig/freelance worker, excluding prefer not to answer (n=136).
C2. What hourly rate do you typically charge for your service(s)?

Bonus Size (Percentage): PROVINCIAL

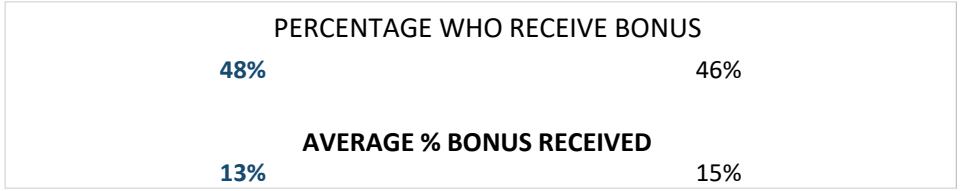


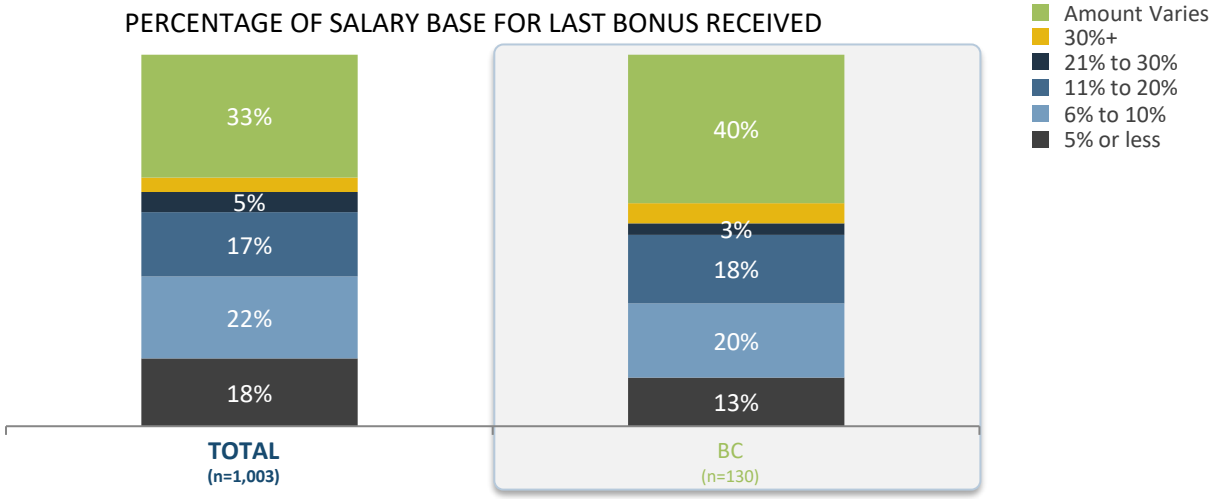
Nearly half of BC HR professionals are offered a bonus.

Among those who are offered a bonus, the average percentage of salary base for the bonus is 15%.

Groups most likely to get a bonus include:

- Organizations with gross revenue $100M+: **74%**
- Private sector: **64%** (Parapublic/public **19%**)





**Small sample size, interpret with caution.
Base: Receive bonus/additional cash performance compensation, excluding don't know.
C3. What is the percentage of salary base for your last bonus?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Post Retirement Benefits:
PROVINCIAL

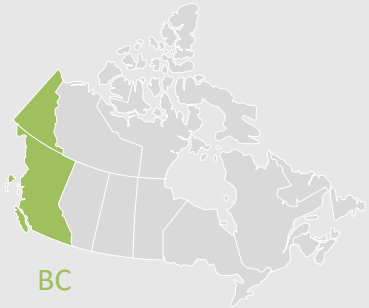
In BC & Yukon, 1-in-3 HR professionals have a defined benefit pension plan, while 40% offer RRSPs. Those working at private companies are **more likely** to have RRSP benefits, while Parapublic/public sector HR professionals tend to have defined pension plans.

	NATIONAL	BC	
TOTAL – RRSP contributions	42%	40%	
RRSP contributions – **you are** required to match	27%	27%	Private companies: 52% (Para)public companies : 20%
Defined benefit pension plan	26%	33%	Private companies: 11% (Para)public companies: 67%
Money purchase pension/ defined contribution pension	12%	9%	
RRSP contributions – **you are not** required to match	10%	12%	
Collective RRSP	8%	4%	
Supplementary Retirement Savings Program	3%	2%	
Mixed pension plan	2%	1%	
Other	5%	3%	
None	19%	20%	

Base: All respondents (Total: n=1,954; BC: n=273).
C4. What type of post-retirement benefits are offered to you?

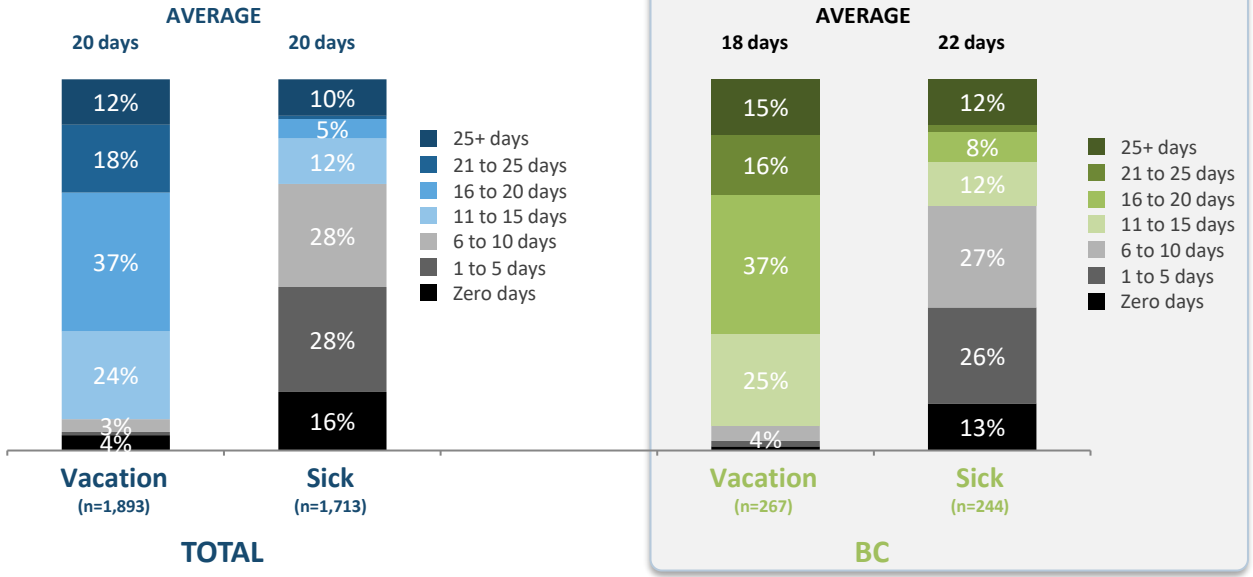
▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.

Paid Sick and Vacation Days
PROVINCIAL



Overall, HR professionals in BC receive an average of 18 vacation days and 22 sick days.

Parapublic/public sector HR professionals in BC receive **significantly more** vacation days (23) and paid sick days (32) compared to private sector (18 vacation and 16 sick).



Base: All respondents, excluding don't know.
C5a. How many **paid vacation** days do you receive each year?
C5b. How many **paid sick days** are provided to you per year? This would be the number of paid sick days provided to you above and beyond what is required by employment legislation.

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.

Health Benefits: PROVINCIAL

Nearly all BC & Yukon HR professionals have health benefits provided by their employer, with the most common being “dental coverage”, “prescription drug plan” and “massage therapy.”

Members in BC & Yukon are **more likely** to receive many types of health benefits from their employer – particularly orthodontic coverage.

2022	TOTAL (n=1,954)	BC (n=273)
HAVE HEALTH BENEFITS	**90%**	**95%**
Dental coverage	83%	93% ▲
Prescription drug plan	84%	91%
Massage Therapy	78%	90% ▲
Life insurance	83%	88%
Chiropractor treatments	78%	88% ▲
Employee Assistance Program (EAP)	79%	85%
Accidental death & dismemberment insurance (AD&D)	78%	85%
Physiotherapist services	77%	85% ▲
Bereavement leave	76%	85% ▲
Psychologist services	76%	81%

2022	TOTAL (n=1,954)	BC (n=273)
Vision coverage	74%	88% ▲
Travel insurance	73%	75%
Semi-private hospital room	67%	66%
Employer funded long-term disability leave	60%	64%
Orthodontic coverage	54%	70% ▲
Critical illness insurance	51%	55%
Employer funded short-term disability leave	50%	47%
Dietitian consultations	45%	49%
Smoking cessation assistance	41%	45%
Healthcare Spending Account	38%	37%

Base: All respondents, excluding don’t know.
C6. Do you receive health benefits (dental coverage, drug plans, etc.) in your current role?
C6b. Which of the following types of health benefits does your employer provide to you?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.

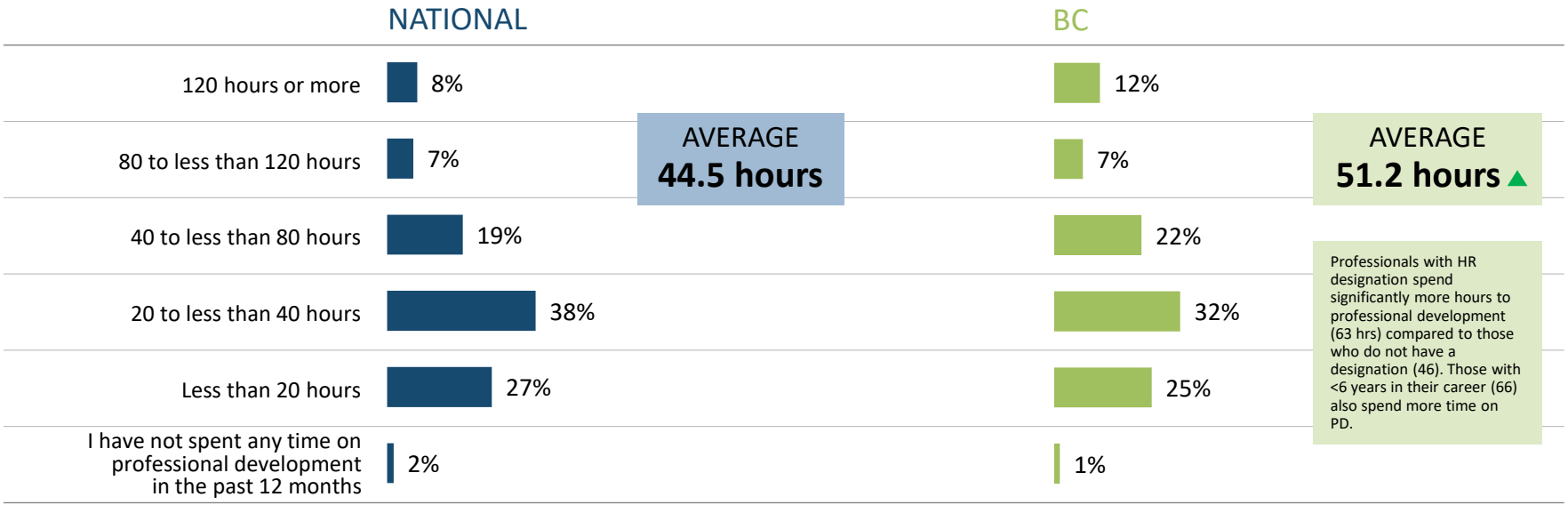


Professional Development



Past Year Hours Spent on Professional Development: PROVINCIAL

HR Professionals have in BC have spent significantly **more hours** on their HR-related personal development over the past 12 months, compared to the rest of Canada. Very few say they don't spend any time on their professional development.



Base: All respondents, excluding prefer not to answer (Total: n=1,954; BC: n=273).
D3. How many **hours** have you spent on your personal professional development as it relates to human resources in the past 12 months?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Past Year Professional Development Spending: PROVINCIAL

On average, just over $1300 is being spent on the development of HR professionals in BC. The average is **significantly lower** in BC among professionals who work in large organizations (1,000+ employees; average $1049).

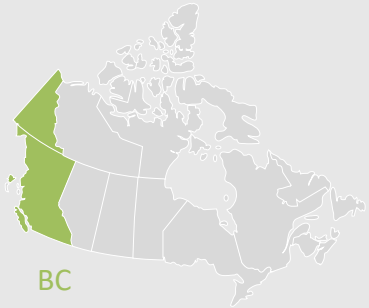
	NATIONAL	BC
$4000+	6%	7%
$3000-$3999	4%	2%
$2000-$2999	9%	8%
$1500-$1999	10%	13%
$1000-$1499	16%	19%
$500-$999	24%	26%
$1-$499	18%	14%
$0	12%	12%
	AVERAGE **$1275**	AVERAGE **$1327**

Base: All respondents, excluding don't know (Total: n=1,754; BC: n=247).
D2. How much money have you, or your employer, spent on your personal professional development as it relates to human resources in the past 12 months?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Recruitment



Recruitment Challenge:
PROVINCIAL

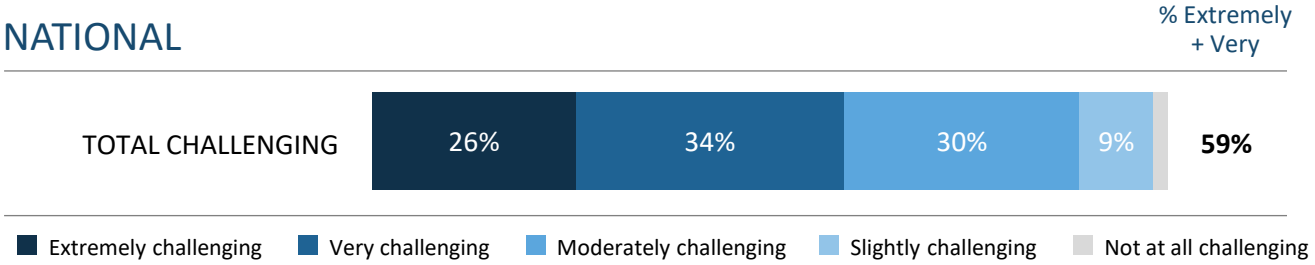
Similar to those in the rest of Canada, recruitment has been very or extremely challenging for nearly 3-in-5 BC & Yukon HR professionals over the past year.

Parapublic/public organizations in BC are **more likely** to find recruitment extremely challenging (33% vs. 20% private).

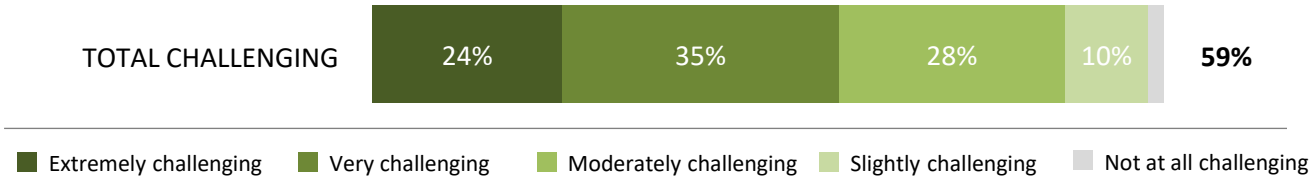
Recruitment of employees is more difficult for:

- Organizations with <$10M revenue: **37%** extremely difficult
- (Para)public organizations: **33%** extremely difficult

NATIONAL



BC



Base: All respondents excluding don't know/not applicable (Total: n=1,844; BC: n=267).
E1. Over the past year, how challenging has it been for your organization with regards to **recruitment**?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Challenges Experienced:
PROVINCIAL

Like the rest of Canada, a lack of applicants has been the primary recruitment challenge in the past year, followed by candidates declining job offers.

	NATIONAL	BC
Lack of applicants	23%	24%
Candidates decline job offers	17%	21%
Candidates missing necessary hard skills	15%	16%
Candidates do not have enough experience	15%	16%
Successful candidates leave shortly after beginning work for another job	14%	14%
Candidates do not attend scheduled interviews	13%	14%
Unable to agree on salary	13%	13%
Candidates missing necessary soft skills	11%	12%
Successful candidates do not show up for first day of work	7%	7%
Other	1%	1%

More experienced HR professionals (>15 years) LESS likely to:
- Have lack of applicants: 17%
- Have candidates decline: 12%
- Have candidates missing necessary hard skills: 10%
- Have candidates unable to agree on salary: 6%

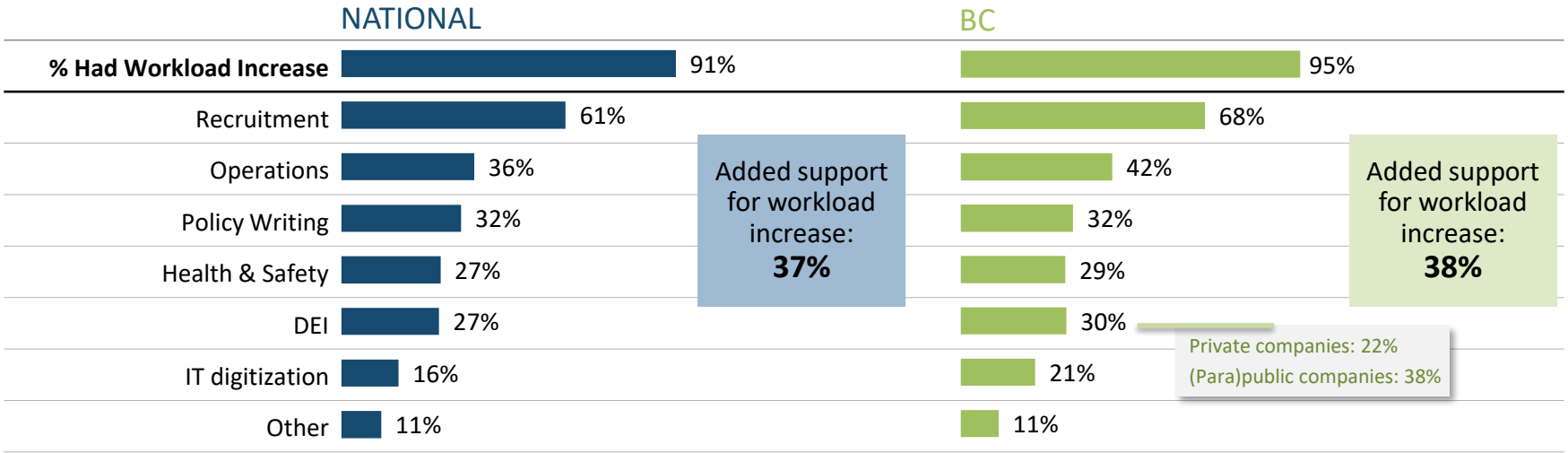
Base: All respondents (Total: n=1,954; BC: n=273).
E2. What challenges has your organization experienced recruiting new employees in the last year?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Past 12 Month Workload Change:
PROVINCIAL

Nearly all BC HR professionals have seen their workload increase over the past 12 months, driven primarily by recruitment challenges. Nearly four-in-ten say they have added support to help with the increased workload, which means many are still facing the increased demands in their role.

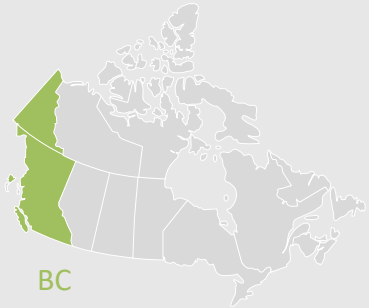


Base: All respondents (Total: n=1,954; BC: n=273).
E3b. In which areas, if any, has your workload increased in the last 12 months?
Base: Those with increased workload in last 12 months, excluding don't know.
E3c. Have you added support for this increased workload?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Engagement, Retention & Turnover



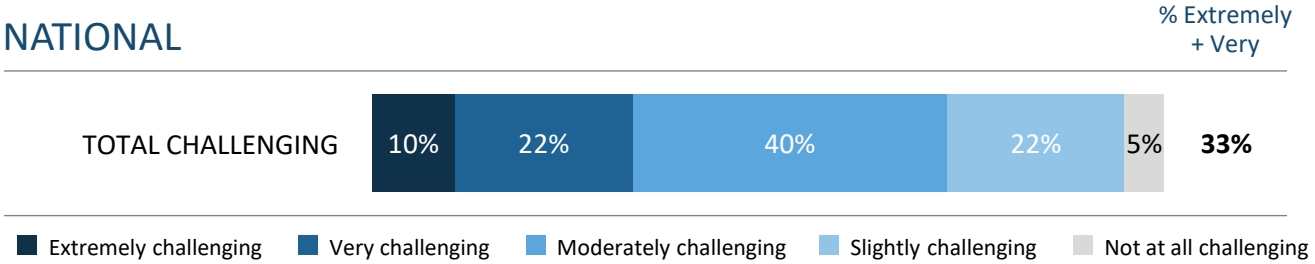
Employee Retention Challenge: PROVINCIAL

Similar to the rest of Canada, one-third of BC HR professionals say that employee retention is very or extremely challenging for them.

Retention of employees is more difficult for:

- Organizations with 1,000+ employees: **43%** very/ extremely challenging
- Organizations with $100M+ revenue: **25%** extremely challenging

NATIONAL



BC



Base: All respondents, excluding don't know/not applicable (Total: n=1,847; BC: n=265).
F1. Over the past year, how challenging has it been for your organization with regards to employee **retention**?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Retention Measures Implemented by Organization: PROVINCIAL

Compared to other regions, HR professionals in BC & Yukon are **more likely** to have re-evaluated employee compensation and implemented culture building initiatives to improve retention.

	NATIONAL	BC
Flexible work options	53%	53%
Re-evaluating employee compensation	47%	59% ▲
Wellness initiatives	42%	45%
Onboarding & orientation programs	40%	47%
Culture building initiatives	39%	52% ▲
Offering learning and development opportunities	38%	44%
Recognition programs	32%	36%

Private companies: 65%
(Para)public companies: 52%

Base: All respondents (Total: n=1,954; BC: n=273).
F2. Has your organization implemented any of the following measures **to improve employee retention**?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Retention Measures Implemented by Organization: PROVINCIAL *(Continued)*

Organizations in BC & Yukon are also **more likely** to have implemented performance management programs compared to the rest of the country.

	NATIONAL	BC
Workplace perks	26%	29%
Implemented/increased health benefits	24%	29%
Performance management programs	23%	31% ▲
Rewards programs	18%	20%
Employee mentorship programs	17%	19%
Implemented/increased financial benefits	14%	14%
Other	3%	3%
None	11%	7%

Private companies: 35%
(Para)public companies: 22%

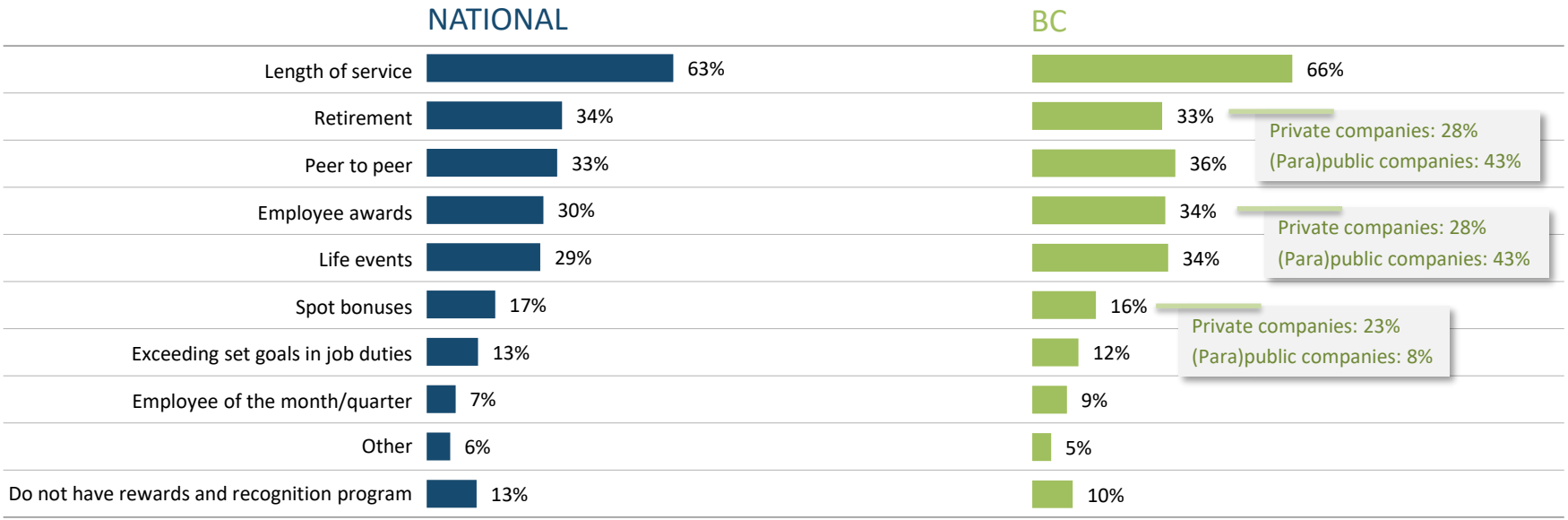
Base: All respondents (Total: n=1,954; BC: n=273).
F2. Has your organization implemented any of the following measures **to improve employee retention**?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



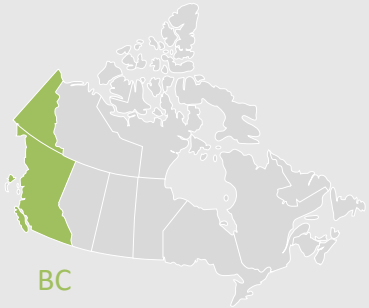
Types of Rewards and Recognition Offered:
PROVINCIAL

Members in BC & Yukon are most likely to have length of rewards and recognition program in place at their workplace. Length of service recognition is the most common practice across Canada.



Base: All respondents, excluding don't know (Total: n=1,954; BC: n=273).
F3. What kinds of **rewards and recognition programs** are in place at your workplace?

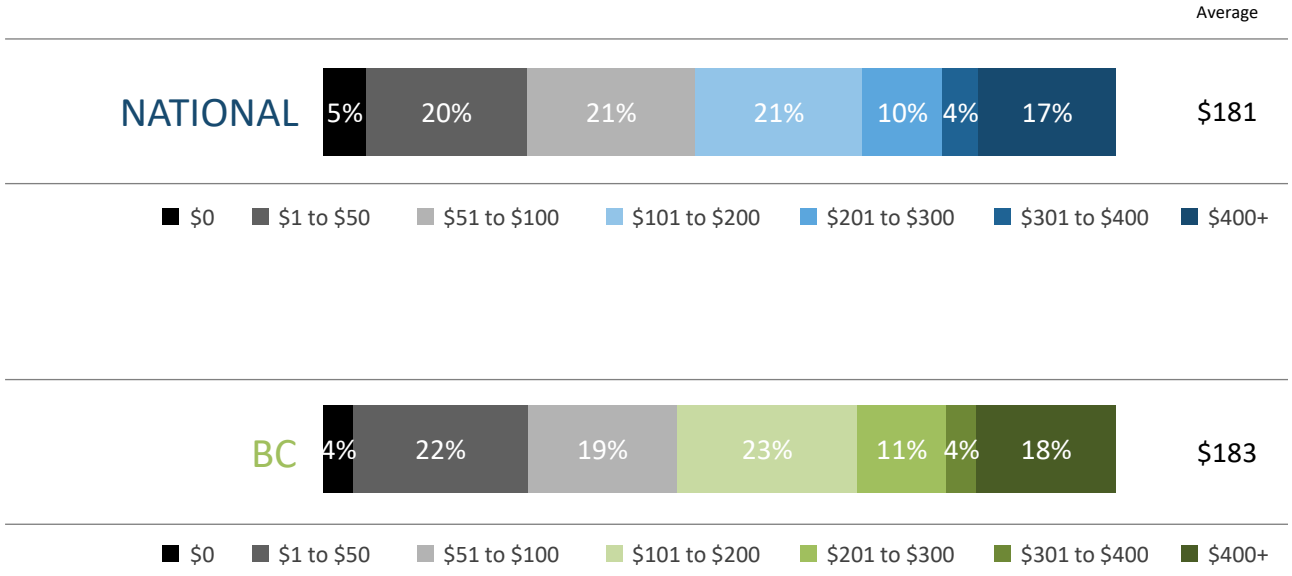
▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



How Much Spent Recognizing Employees: PROVINCIAL

Recognition amounts in BC are similar to the rest of Canada, with an average of $183 spent on individual employees.

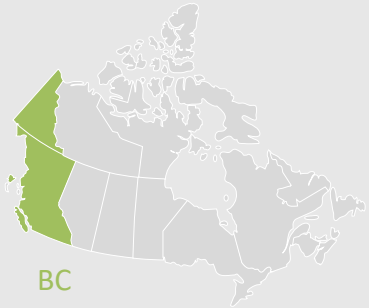
Average Spend in BC:
- Private Sector: **$217**
- (Para)public: **$153**



Base: Have rewards and recognition programs, excluding don't know.
F3c. Approximately how much is spent on recognizing each individual employee per year?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.

Impact of Rewards Program:
PROVINCIAL

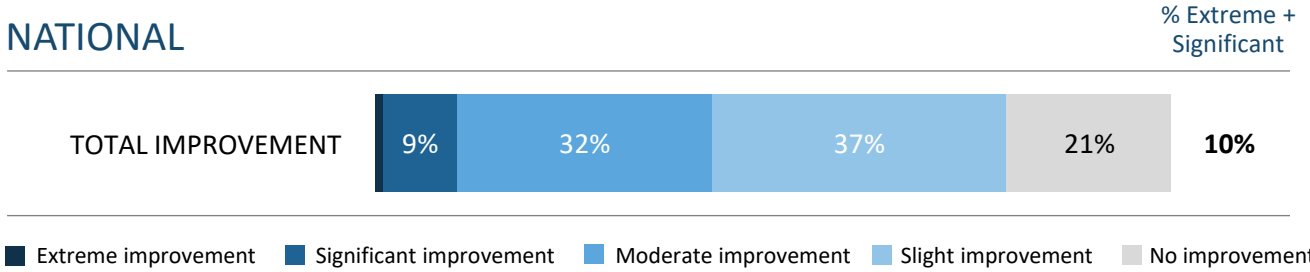


Only 1-in-10 in BC & Yukon report at least a significant improvement on employee engagement as a result of their rewards and recognition program, similar to the rest of Canada.

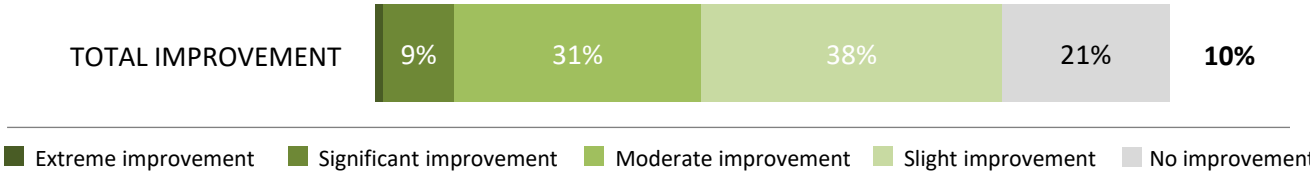
Extreme/significant improvement in BC:

- Members aged 18-34: **19%**
- Organizations with $10M to $100M revenue: **0%**

NATIONAL



BC



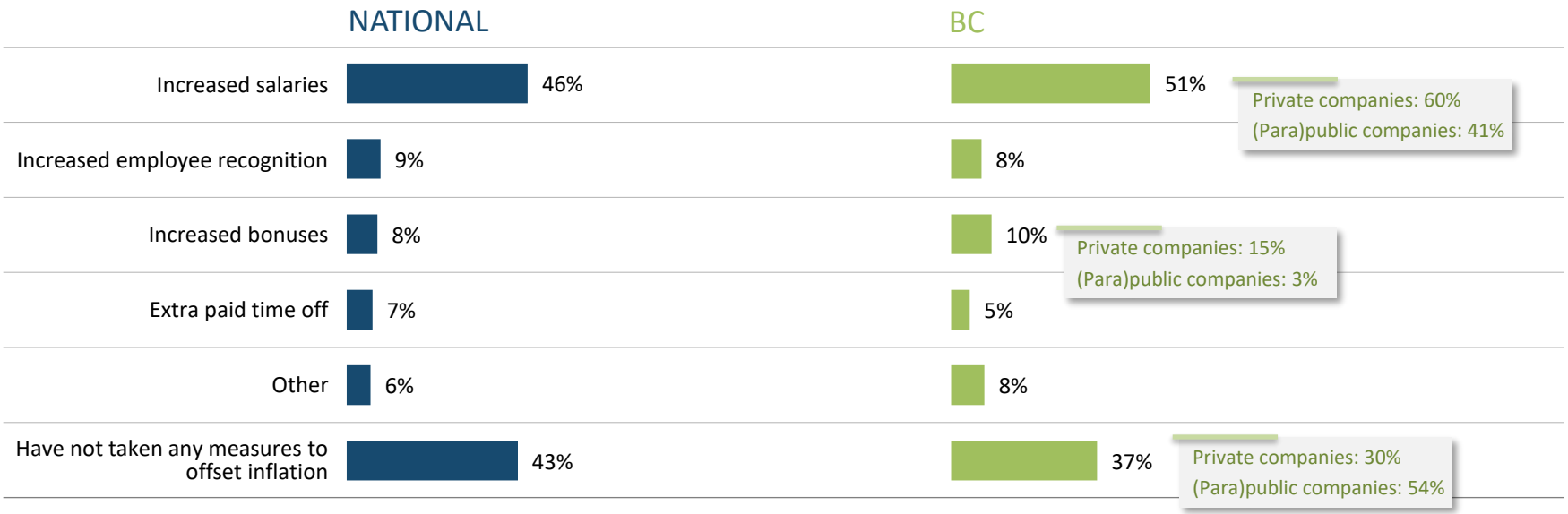
Base: All respondents, excluding don't know (Total: n=1,179; BC: n=183).
F4. What effect has your workplace's rewards and recognition program had on overall employee engagement?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Measure to Offset Inflation for Employees: PROVINCIAL

Half in BC & Yukon have increased salaries to help offset inflation for employees. Private companies are offering increased salaries and bonuses **significantly more** than public companies.



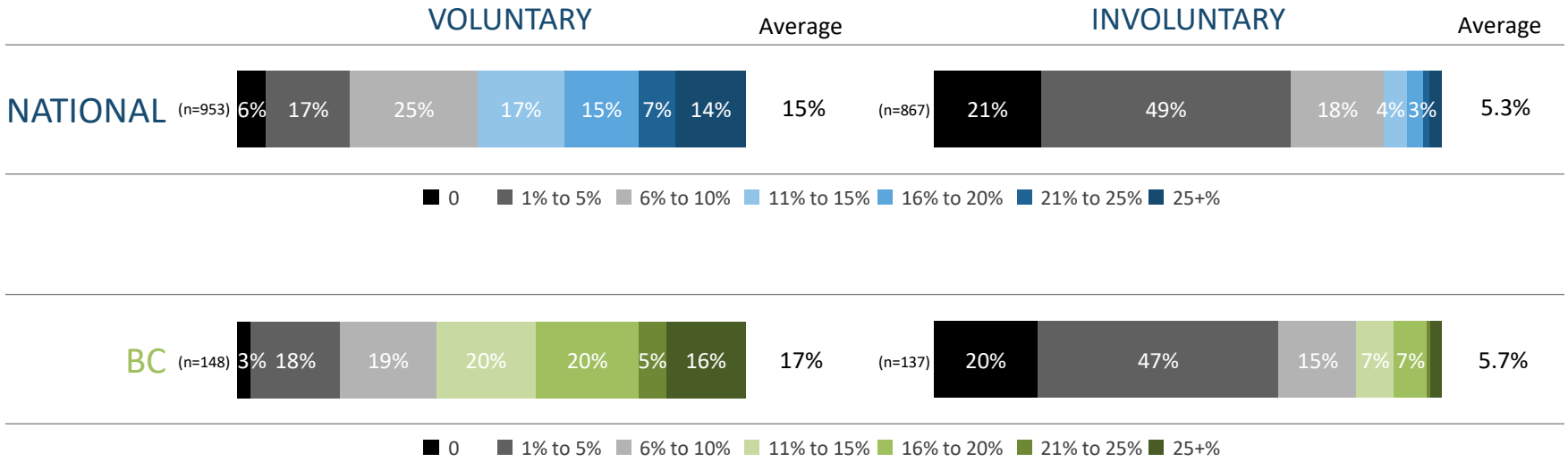
Base: All respondents (Total: n=1,954; BC: n=273).
F5. What measures, if any, have you taken to offset inflation for employees?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Turnover Rates: PROVINCIAL

Turnover rates in BC are comparable to the rest of Canada. Private sector HR professionals in BC cite **higher** voluntary turnover rates (19%) compared to public (14%), which is likely why the private sector uses salary to try to both attract and retain employees. Organizations that have implemented a formal DEI strategy have **lower** involuntary turnover rates (4%).



Base: All respondents, excluding don't know.
F6. What has the **voluntary** turnover rate at your organization been for the past year?
F6b. What has the **involuntary** turnover rate at your organization been for the past year?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Diversity, Equity & Inclusion

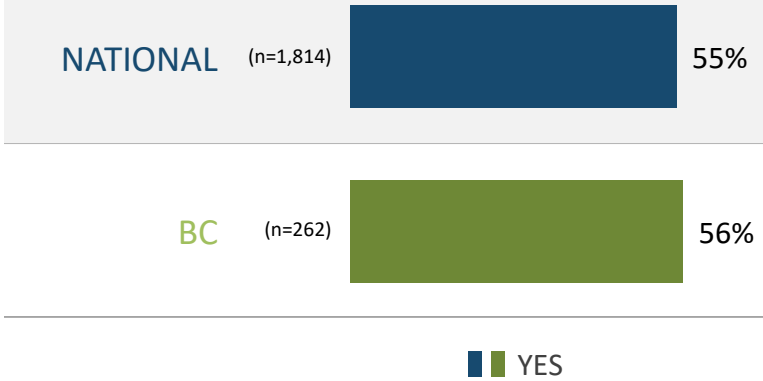


Diversity, Equity & Inclusion Initiatives:
PROVINCIAL

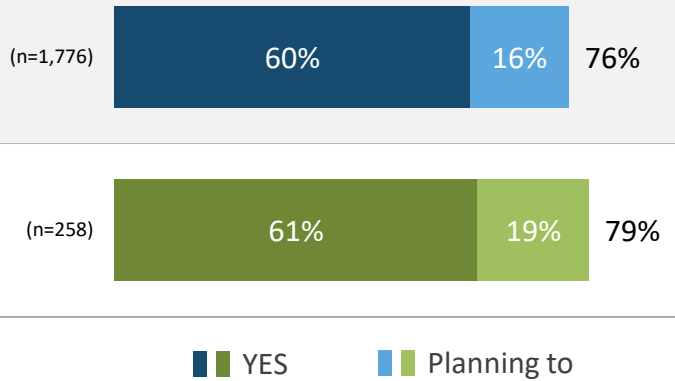
Similar to the rest of Canada, six-in-ten BC & Yukon HR professionals have implemented DEI initiatives. Nearly one-in-five HR professionals are planning to implement DEI initiatives. Only a slight majority say their employer has a formal strategy for addressing DEI.

Parapublic/public organizations are much **more likely** to have implemented a formal DEI strategy (70%; 44% among private) and initiatives (72%; 55% among private).

Formal Strategy for Addressing DEI

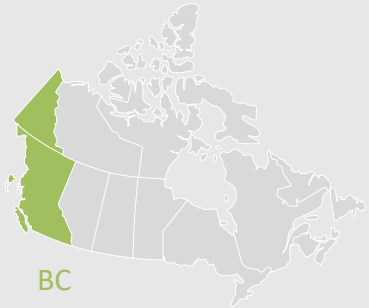


Have Implemented DEI Initiatives



Base: All respondents, excluding don't know.
G1. Has your employer implemented a formal strategy for addressing diversity, equity and inclusion?
G2. Has your organization implemented any diversity, equity, and inclusion initiatives?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



DEI Initiatives Implemented/Planned:
PROVINCIAL

The top implemented/planned DEI initiatives in BC & Yukon are inclusive job ads/postings, followed by DEI training.

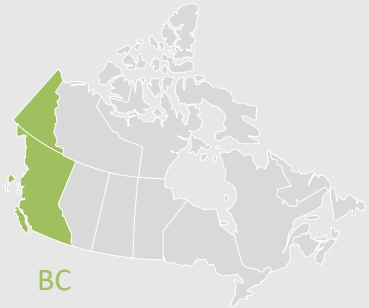
BC & Yukon HR professionals are **more likely** have implemented (or plan to implement) inclusive job ads/postings compared to the rest of Canada.

Parapublic/public organizations are **more likely** to plan or have implemented inclusive job ads/postings, DEI training, DEI committees, and unconscious bias training.

	BC	NATIONAL
DEI training	49%	43%
Inclusive job ads/postings	50% ▲	40%
Unconscious bias training	38%	36%
Establishing a DEI Committee	38%	34%
Pay equity	25%	27%
Internal DEI survey	32%	26%
Diversity in marketing	26%	21%
Employee resource groups (ERGs)	19%	17%

Base: All respondents (Total: n=1,954; BC: n=273).
G3. What diversity, equity & inclusion initiatives has your organization implemented or planning to implement?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



DEI Initiatives Implemented/Planned:
PROVINCIAL

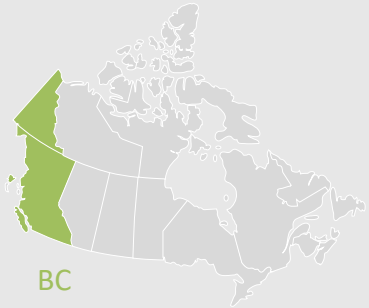
Other DEI initiatives have been implemented (or plan to be implemented) in BC & Yukon at similar rates compared to other regions.

Parapublic/public organizations are **more likely** to plan or have implemented diverse hiring panels and collecting human rights-based employee data.

	BC	NATIONAL
Collecting human rights-based employee data	14%	16%
Diverse hiring panels	20%	15%
Mentorship programs	16%	13%
Career development tracking	17%	12%
Pay transparency	14%	10%
Tying management performance goals to D&I strategy	12%	10%
Blind hiring processes	9%	6%
Other	4%	3%

Base: All respondents (Total: n=1,954; BC: n=273).
G3. What diversity, equity & inclusion initiatives has your organization implemented or planning to implement?

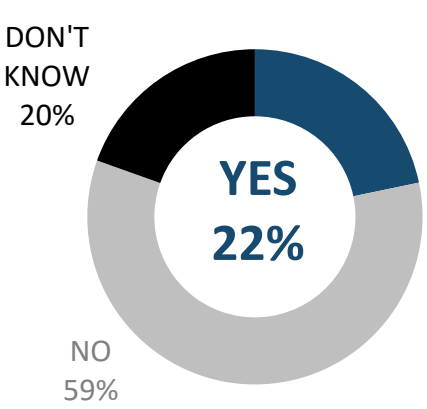
▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



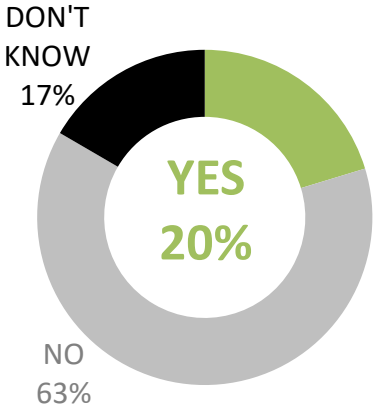
DEI Measurement:
PROVINCIAL

One-fifth of HR professionals say their employer formally **measures** DEI, comparable to the national average.

TOTAL



BC



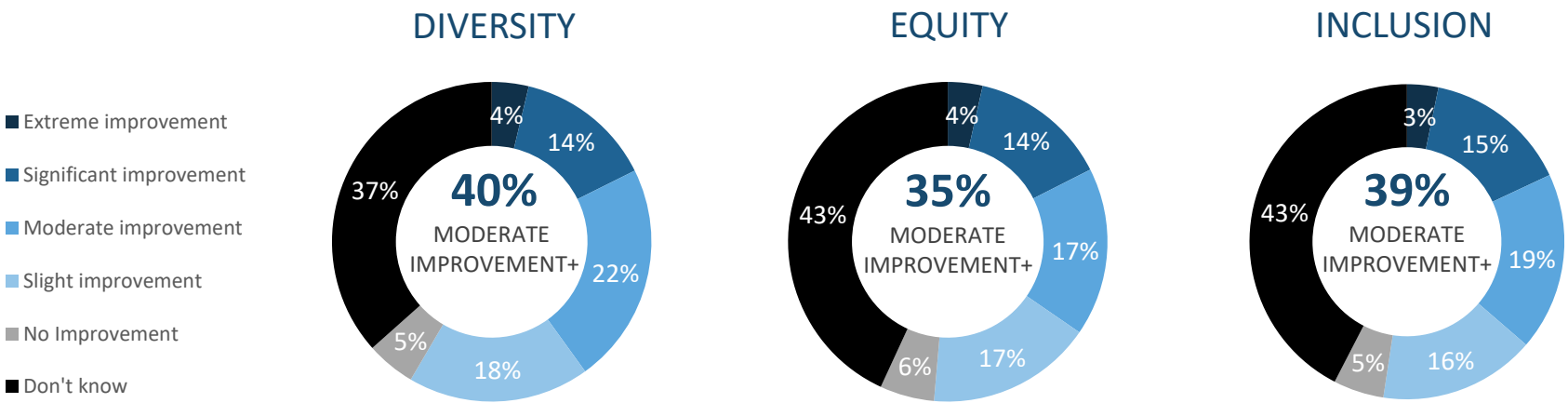
Base: All respondents (Total: n=1,924; BC: n=271).
G4a. Does your employer formally measure diversity, equity, and inclusion?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.

DEI Measurement:
NATIONAL

Nearly one-fifth say there has been significant to extreme improvement in diversity, equity, and inclusion since their organization began measuring them. Nearly half say they either don't know or that there has been no improvement.

Base sizes too small to show provincial improvement proportions



Base: All respondents, excluding don't know (n≤402).
G4b. Since you began measuring diversity, equity, and inclusion, how much, if any, improvement has your organization seen in the following areas?

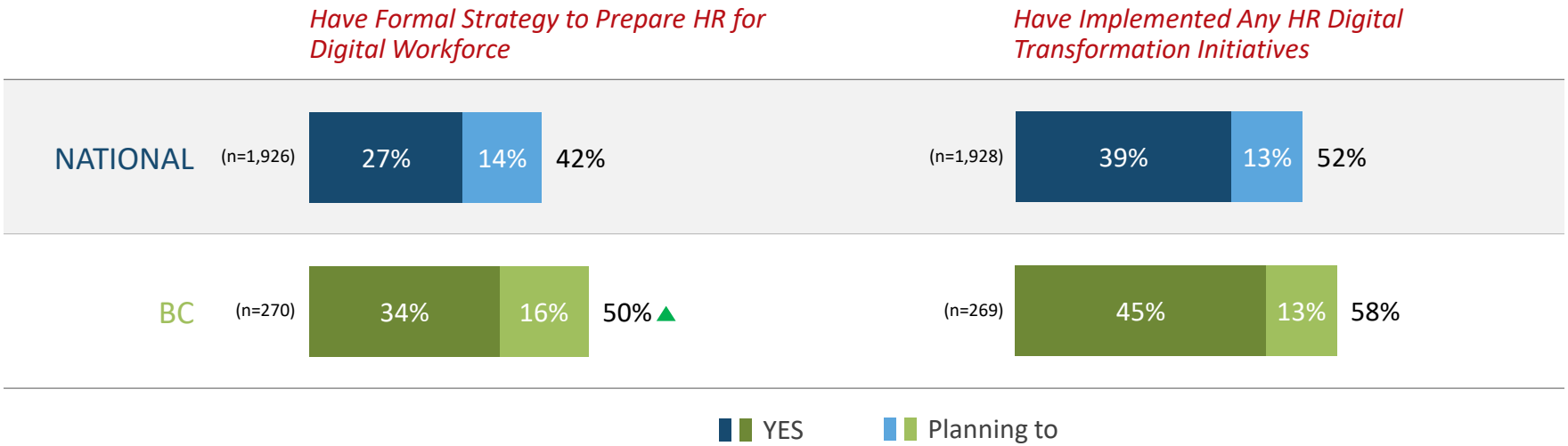


Technology



HR Digital Workforce Transformation:
PROVINCIAL

BC & Yukon organizations are **more likely** to plan to have or have developed a formal strategy to prepare HR to function for a digital workforce. Larger organizations (1,000+ employees) are **more likely** to have developed a formal strategy and implemented initiatives.



Base: All respondents, excluding don't know.
H1. Has your organization developed a formal strategy to prepare its human resources function for a digital workforce?
H2. Has your organization implemented any HR digital transformation initiatives?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Digital HR Transformation Initiatives:
PROVINCIAL

BC & Yukon organizations are in line with the national average for implementing or planning the following HR transformation initiatives.

	NATIONAL	BC
Automating HR tasks that were previously manual	37%	42%
Implementing new HR technologies	37%	43%
Improving HR metrics and analytics	34%	41%
Improving data security and privacy	29%	31%
Consolidating core systems	20%	20%
Training employees to improve digital literacy	17%	21%
Reskilling employees for new roles in the organization	9%	10%
Other	1%	1%

Base: All respondents (Total: n=1,954; BC: n=273).
H2b. What HR digital transformation initiatives has your organization implemented or is planning to implement?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Planned Use of Automation:
PROVINCIAL

BC & Yukon organizations are **more likely** to have planned automation of job applicant tracking, employee performance evaluations, and employee engagement monitoring. Parapublic/public organizations are **more likely** to plan to use job applicant screening.

	NATIONAL	BC
Employee tasks (NET)	**80%**	**86%**
Employee onboarding	67%	74%
Employee performance evaluations	50%	62% ▲
Employee engagement monitoring	34%	44% ▲
Job applicant tasks (NET)	**73%**	**83%** ▲
Job applicant tracking	62%	80% ▲
Job applicant communications	54%	61%
Job applicant screening	45%	53%
Internal processes	73%	77%
Sending customized employee reminders	43%	45%
Other	3%	2%

Base: All respondents (Total: n=726; BC: n=115).
H3. In what ways does your organization plan to make use of automation?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Competencies Developed through Working with HR Tech: PROVINCE

Members in BC & Yukon are **more likely** to have needed develop and draw skills to manage the implementation of new HR technologies.

	NATIONAL	BC
Recognizing gaps in existing technologies	47%	53%
Advocating for the use of new technology	46%	53%
Making use of various technologies to best advantage	44%	49%
Adapting quickly to new technologies	44%	46%
Training and developing others on new technologies	44%	51%
Managing the implementation of new technologies	42%	52% ▲
Identifying technological solutions to HR challenges	38%	44%
Seeing the possibilities in emerging technologies	32%	32%
Developing a technology strategy to respond to HR challenges	22%	27%
Other	2%	1%

Base: All respondents (Total: n=1,954; BC: n=273).
H4. What competencies have you had to develop and draw on the most when working with new and existing HR technology?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.

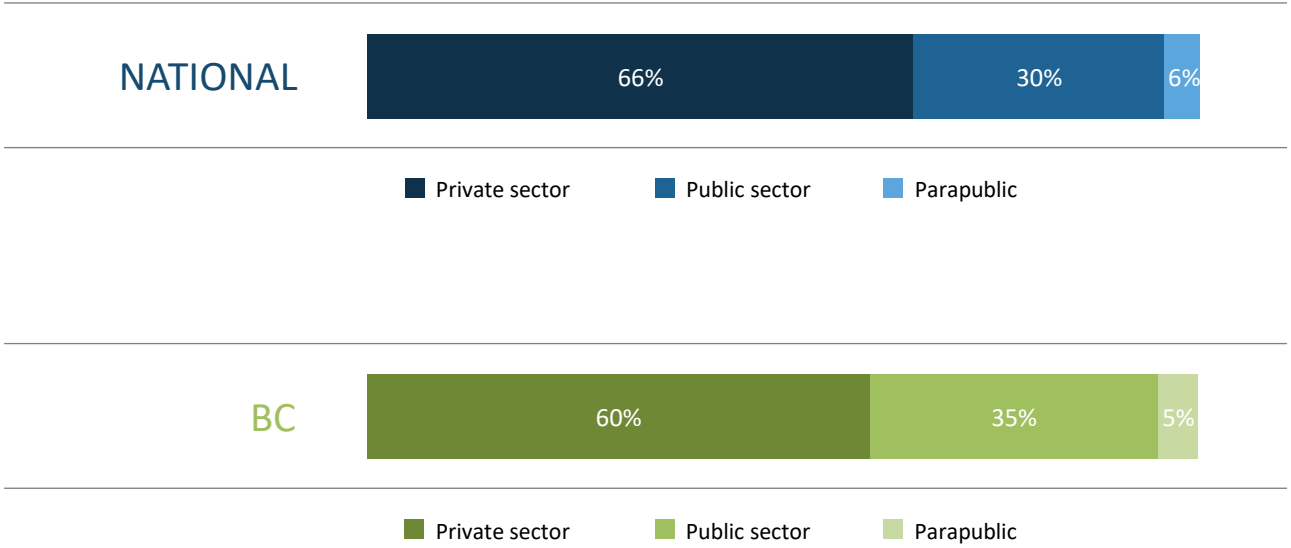


Organization Firmographics



Sectors Work In:
PROVINCIAL

Six-in-ten BC & Yukon HR professionals work in the private sector.



Base: All respondents, excluding don't know (Total: n=1,954; BC: n=273).
X1. What sector(s) do you work in?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Business Sector:
PROVINCIAL

HR professionals in BC and across Canada work across a wide variety of industries.

	NATIONAL	BC
Manufacturing	10%	7%
Government and Public Sector Agencies/Commissions	10%	13%
Educational Institutions and Services	8%	9%
Not-For-Profit	7%	10%
Health and Social Services	7%	6%
Construction Industries	4%	6%
Information Technology, Software, Services	4%	5%
Wholesale and Retail/ Distribution	4%	3%
Business/ Professional Services	4%	2%
Insurance	3%	2%
Energy	3%	1%
HR Consultant - Independent	3%	1%
HR Consultant - Firm	2%	1%
Agriculture and Primary Resources	2%	3%
Engineering	2%	3%
Finance, other than banking	2%	3%
Storage and Transportation	2%	1%
Hospitality and Recreation	2%	2%

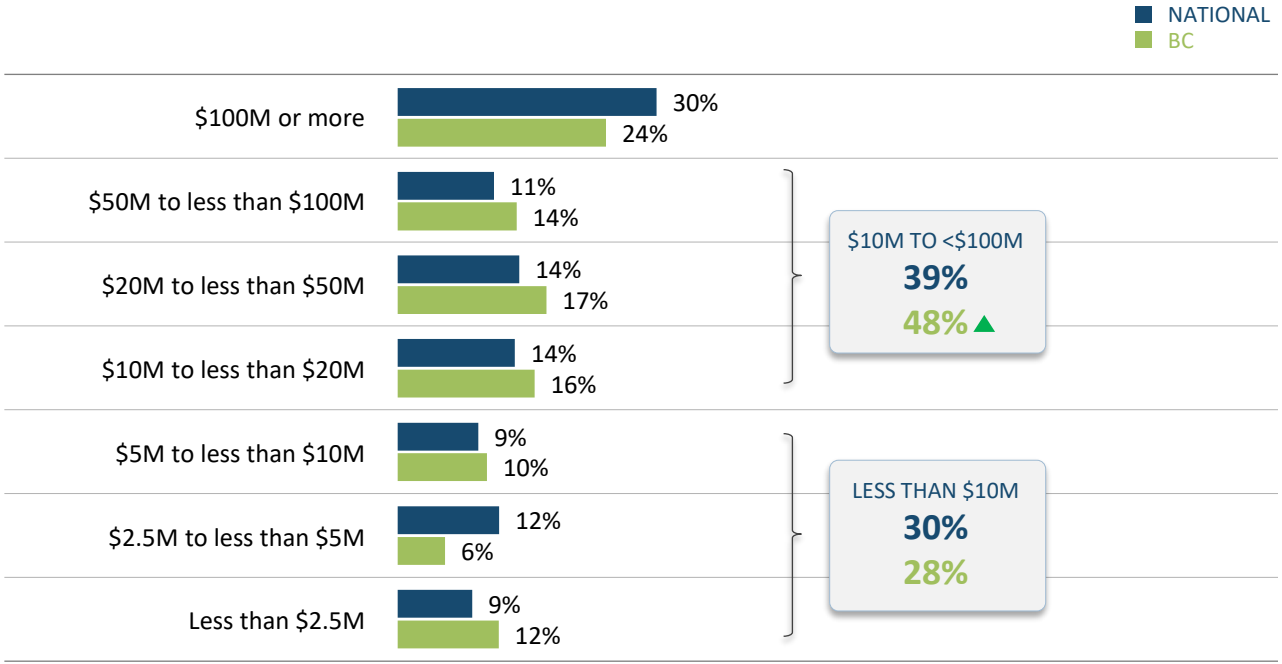
+Note: responses 2% and greater are shown.
Base: All respondents, excluding prefer not to answer (Total: n=1,938; BC: n=272).
X2. What industry do you work in?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.

Organization Annual Gross Revenue: PROVINCIAL



There are **more** BC & Yukon HR professionals who work for mid-sized companies ($10M to <$100M) compared to the rest of Canada.



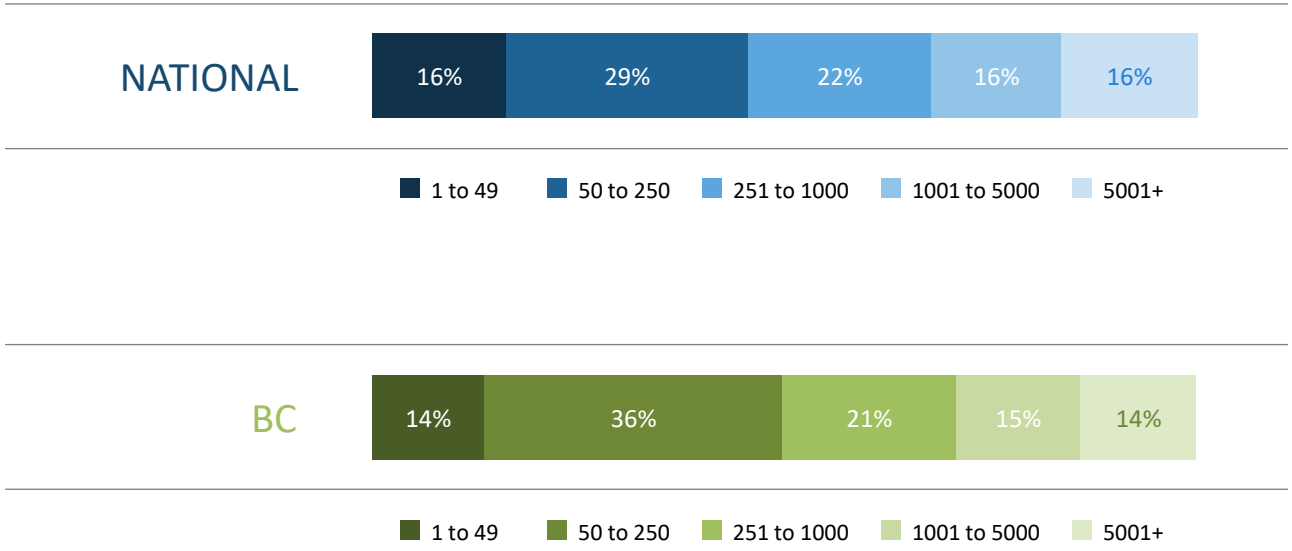
Base: All respondents, excluding not applicable (Total: n=980; BC: n=143).
X6. Which of the following best describes your organization's annual gross revenues from all sources?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Number of Employees:
PROVINCIAL

BC & Yukon HR professionals are most likely to work in organizations with 50-250 employees.



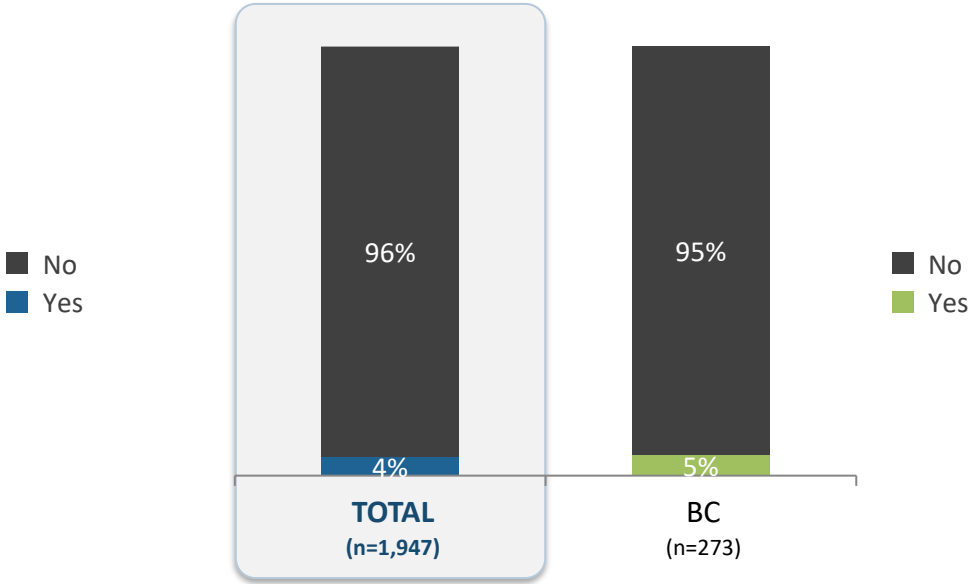
Base: All respondents, excluding don't know (Total: n=1,942; BC: n=273).
X3. How many employees work at your organization?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Workplace Union:
PROVINCIAL

5% of HR professionals in BC work in a union.



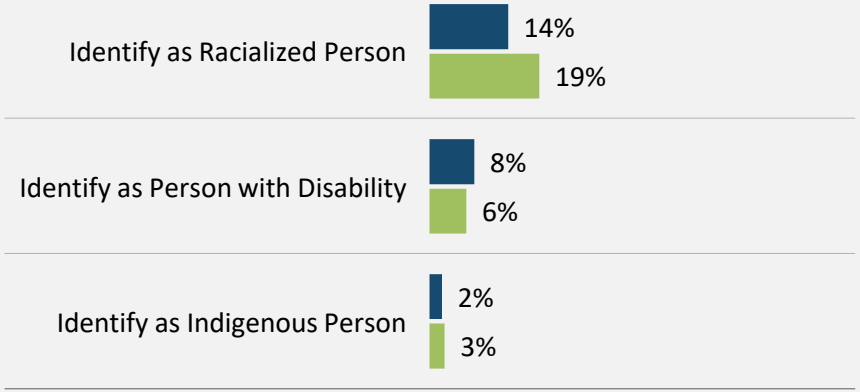
Base: All respondents
X5. Do you belong to a workplace union?

▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Demographics

EQUITY GROUPS



ETHNICITY

South Asian	3% / 5%
Black	3% / 2%
East Asian	2% / 7%
Southeast	1% / 1%
Latin American	1% / 3%
West Asian and Middle Eastern	1% / <1%
White	1% / 1%
Indian-Caribbean	1% / 0%
Indigenous person from outside North America	<1% / <1%
Other	1% / 1%

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