



2021 National Salary Survey Total National Report

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Introduction

Background & Objectives



An association of different HR associations across Canada was interested in conducting a National Salary Survey among HR managers across the country.

The National Salary Survey was first conducted in 2016.

Consistent with the 2016 survey, the key objectives were to better understand:

- HR salaries, benefits, and other compensation;
- Job responsibilities;
- Acquisition and benefit of HR designations; and
- Professional development activities.



Methodology



An online survey was conducted from May 17th to June 6th, 2021 with members of the different human resources associations across Canada.

Members were invited to participate through email communication from their respective associations.

- In total, 51,671 human resources professionals were invited to participate in the survey.
- A total of 4,948 respondents completed the survey, which translates to an overall response rate of 12%.

The HR organizations and the corresponding regions are detailed in the table below.

Note that for ease of reference, provincial abbreviations are used throughout the report to reference each association/region.

Association/Region								
CPHR BC & YK	CPHR AB	CPHR SK	CPHR MB	HRPA	CRHA	CPHR NS	CPHR NB	Atlantic
BC YT	AB NT NU	SK	MB	ON	QC	NS	NB	NB NL NS PEI



Sample

- Sample sizes and margin of error (based on Finite Population Correction) for each group are detailed in the table below.

	Total	BC & YT	AB	SK	MB	ON	QC	NS	NB	Atlantic
Base size	4,948	697	432	143	238	1,002	2,159	127	120	277
Margin of Error*	±1.3%	±3.5%	±4.5%	±7.7%	±5.8%	±3.0%	±1.9%	±8.1%	±8.2%	±5.4%

* 19 times out of 20, using the Finite Population Correction Factor

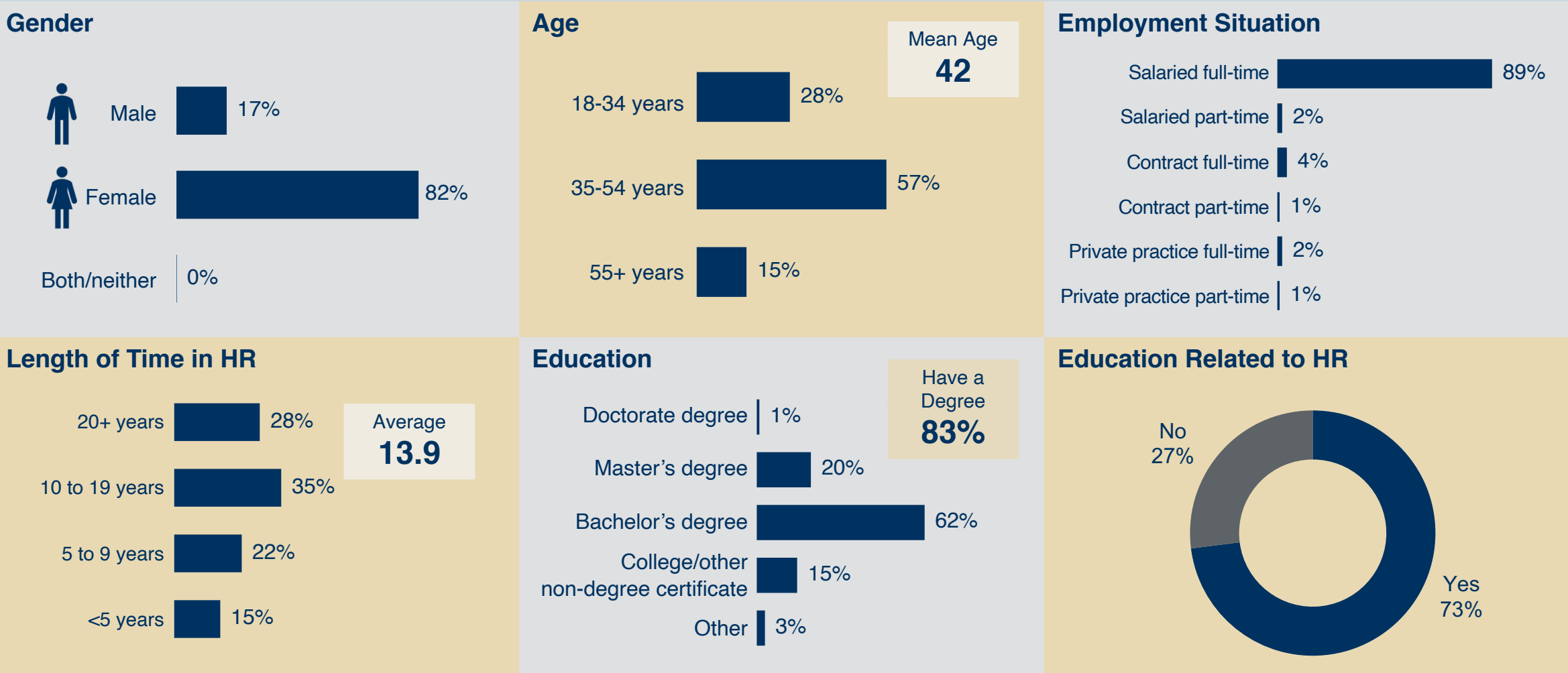
- Data has been weighted to align with the population sizes for each HR association.
- The following report details the total national results. Because Quebec and Ontario were added in 2021, we are unable to provide 2016 tracking data on the total results.
- Throughout the report, significant differences between the different regions are marked as follows:

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

- Individual results for participating associations are available under a separate cover.

Key Insights

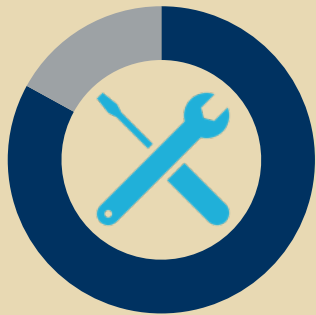
HR professionals tend to be female, salaried full-time employees, have worked in HR for 10+ years, and have a degree.



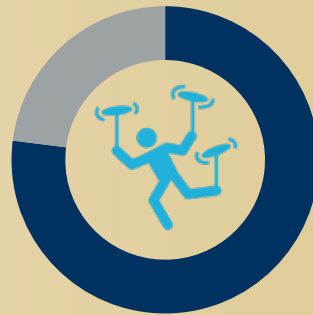
Salary is clearly the most important aspect of a compensation package, with vacation/sick/mobile days in a distant 2nd.

- Salary: **77%** most important, **97%** top 3 ranking
- Vacation/sick/mobile days: **12%** most important, **77%** top 3
- Health benefits: **4%** most important, **67%** top 3
- Pension plan: **7%** most important, **57%** top 3

Overall, HR professionals have positive perceptions of their current employment position.



83%
agree they have
the tools they
need to do their
job properly

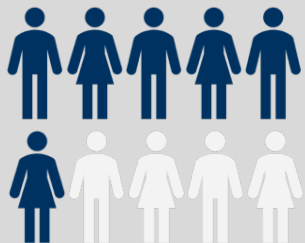


77%
are happy with
their work/life
balance

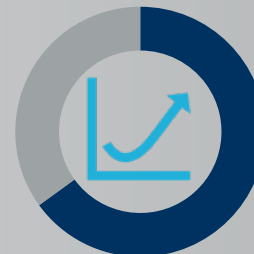


75%
feel they are
fairly
compensated

However, lower levels of agreement are reported for some aspects.

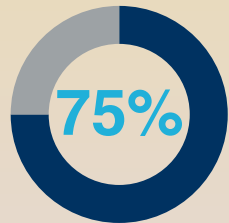


58%
agree that they have enough
administrative support

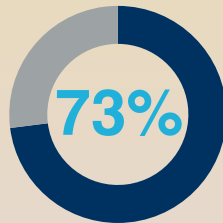


65%
feel their organization offers them
sufficient opportunities for advancement

Obtaining an HR designation is beneficial to HR professionals, and most HR professionals recognize this.



of HR professionals hold an HR designation



feel their HR designation has benefited their HR career

Those with an HR designation:



Earn, on average, **higher salaries** than those without (\$96K vs \$77K)



Are more likely to be in a **management position** (54% vs 37% without HR designation)

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

94%

spent **time** on their personal professional development, with an average of **74 hours**

74%

spent **money** on their personal professional development, with an average spend of close to **\$2K**

Although HR is an industry dominated by women, men tend to out-earn women.

Average Annual Salary



However, there are several employment and education characteristics that may be positively influencing men's salaries.

Men are more likely to:



Have an HR designation: 80% vs. 74% women



Have a degree: 90% vs 82% women



Have worked 20+ years in HR: 35% vs 26% women



Hold a management position: 57% vs. 48% women



Have spent more money on professional development in the past year (on average): \$2,271 vs. \$1,901 women

Detailed Findings

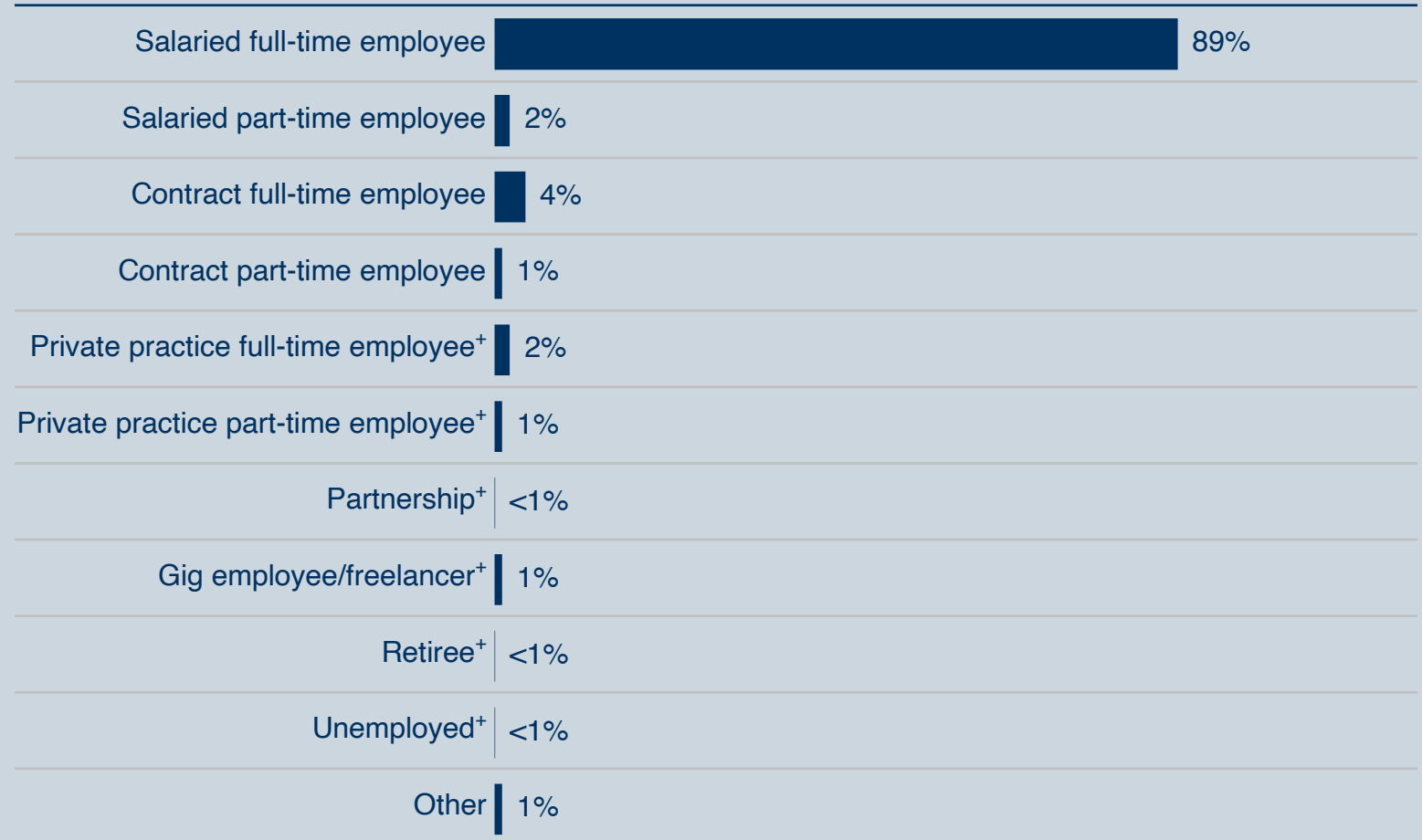
Employment Characteristics

Current Employment Situation: Total

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

Groups **significantly less likely** to be salaried, full-time employees include:

- Work for **private organizations**: 85% vs. 93% public and 89% non-profit;
- Work for **organizations with a smaller number of provincial employees**: 83% <200 employees vs. 94% for 200+ employees; and
- **55+ years**: 76% 55+ vs. 91% <55 years.



⁺New for 2021.

Base: All respondents (n=4,948)

W1. Which of the following best describes your current employment situation?

Current Employment Situation: by Region

Among the different regions, Manitoba and Quebec members are **most likely** to be salaried full-time employees.

	2021									
	Total (n=4,948)	BC & YT (n=697)	AB (n=432)	SK (n=143)	MB (n=238)	ON (n=1,002)	QC (n=2,159)	NS (n=127)	NB (n=120)	Atlantic (n=277)
Salaried full-time employee	89%	88%	88%	90%	94%	86%	94%	91%	88%	90%
Salaried part-time employee	2%	2%	2%	2%	2%	1%	2%	2%	3%	2%
Contract full-time employee	4%	5%	4%	3%	1%	5%	1%	4%	3%	4%
Contract part-time employee	1%	1%	2%	1%	0%	1%	<1%	1%	1%	1%
Private practice full-time employee ⁺	2%	1%	1%	2%	1%	2%	1%	0%	2%	1%
Private practice part-time employee ⁺	1%	<1%	<1%	1%	<1%	1%	<1%	0%	0%	0%
Partnership ⁺	<1%	1%	1%	0%	0%	<1%	<1%	1%	1%	1%
Gig employee/freelancer ⁺	1%	1%	1%	1%	<1%	1%	<1%	0%	2%	1%
Retiree ⁺	<1%	<1%	<1%	0%	0%	<1%	0%	0%	0%	0%
Unemployed ⁺	<1%	<1%	<1%	0%	0%	<1%	<1%	0%	0%	0%
Other	1%	1%	1%	0%	1%	2%	1%	2%	0%	1%

⁺New for 2021.

Base: All respondents

W1. Which of the following best describes your current employment situation?

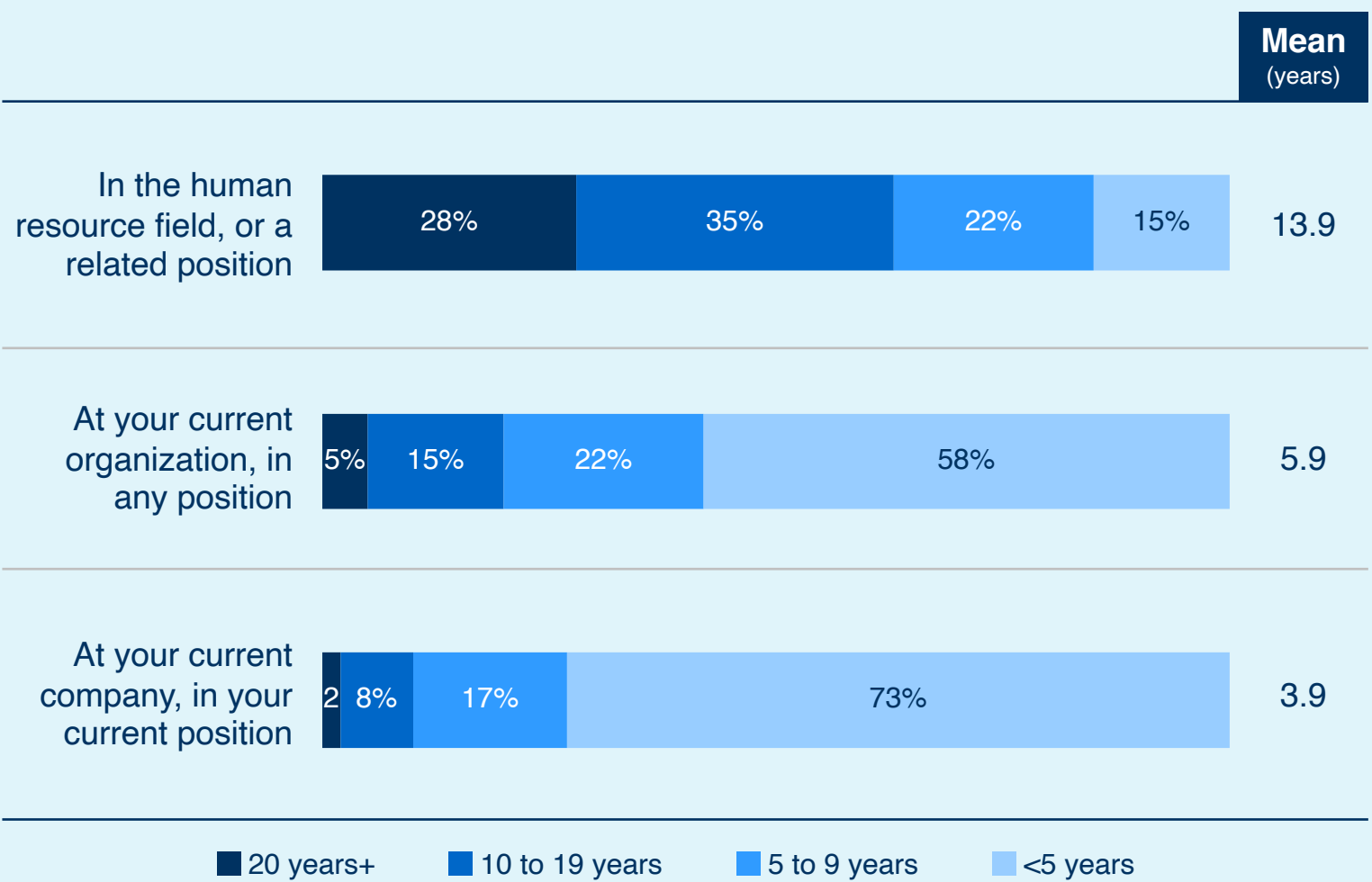
Current Employment Position

Nationally, close to 9-in-10 HR professionals are working in a company.

	2021									
	Total (n=4,948)	BC & YT (n=697)	AB (n=432)	SK (n=143)	MB (n=238)	ON (n=1,002)	QC (n=2,159)	NS (n=127)	NB (n=120)	Atlantic (n=277)
Working in a company	89%	87%	88%	88%	89%	89%	92%	88%	78%	83%
Working in private practice	3%	3%	3%	2%	1%	2%	4%	2%	3%	2%
Self-employed	4%	5%	5%	4%	1%	5%	2%	3%	8%	5%

Base: All respondents

S1b. Which of the following best describes your current employment position?



Years of HR and Organization Experience: Total

The typical HR professional has worked an average of almost 14 years in the HR field.

Close to three-quarters of HR professionals have been in their current position for less than 5 years.

Those who are **significantly more likely** to have worked for 20+ years in the HR field include:

- **Men:** 35% vs. 26% women; and
- Hold an **HR designation:** 32% vs. 15% without an HR designation.

Base: All respondents (n=4,948)
W5. How many years have you worked for each of the following?

		2021									
		Total (n=4,948)	BC & YT (n=697)	AB (n=432)	SK (n=143)	MB (n=238)	ON (n=1,002)	QC (n=2,159)	NS (n=127)	NB (n=120)	Atlantic (n=277)
In the human resource field, or a related position	20 yrs+	28%	22%	20%	28%	21%	33%	27%	29%	21%	26%
	10-19 yrs	35%	36%	43%	43%	39%	32%	35%	44%	47%	47%
	5-9 yrs	22%	25%	21%	21%	18%	22%	20%	16%	22%	17%
	<5 yrs	15%	17%	16%	8%	22%	13%	17%	11%	11%	9%
	Mean	13.9	12.5	12.8	14.5	12.4	14.7	13.7	14.6	13.6	14.3
At your current organization, in any position	20 yrs+	5%	4%	4%	9%	5%	6%	4%	7%	12%	8%
	10-19 yrs	15%	12%	14%	21%	19%	15%	15%	16%	25%	23%
	5-9 yrs	22%	20%	22%	30%	16%	24%	19%	20%	13%	16%
	<5 yrs	58%	64%	60%	40%	60%	55%	62%	57%	51%	53%
	Mean	5.9	5.1	5.5	7.9	6.0	6.2	5.3	6.4	8.3	7.3
At your current company, in your current position	20 yrs+	2%	2%	1%	5%	1%	2%	2%	2%	3%	2%
	10-19 yrs	8%	7%	4%	9%	12%	9%	8%	9%	15%	14%
	5-9 yrs	17%	12%	15%	25%	21%	18%	16%	15%	14%	15%
	<5 yrs	73%	79%	79%	61%	66%	71%	74%	75%	68%	69%
	Mean	3.9	3.4	3.3	5.1	4.2	4.1	3.7	3.8	5.0	4.5

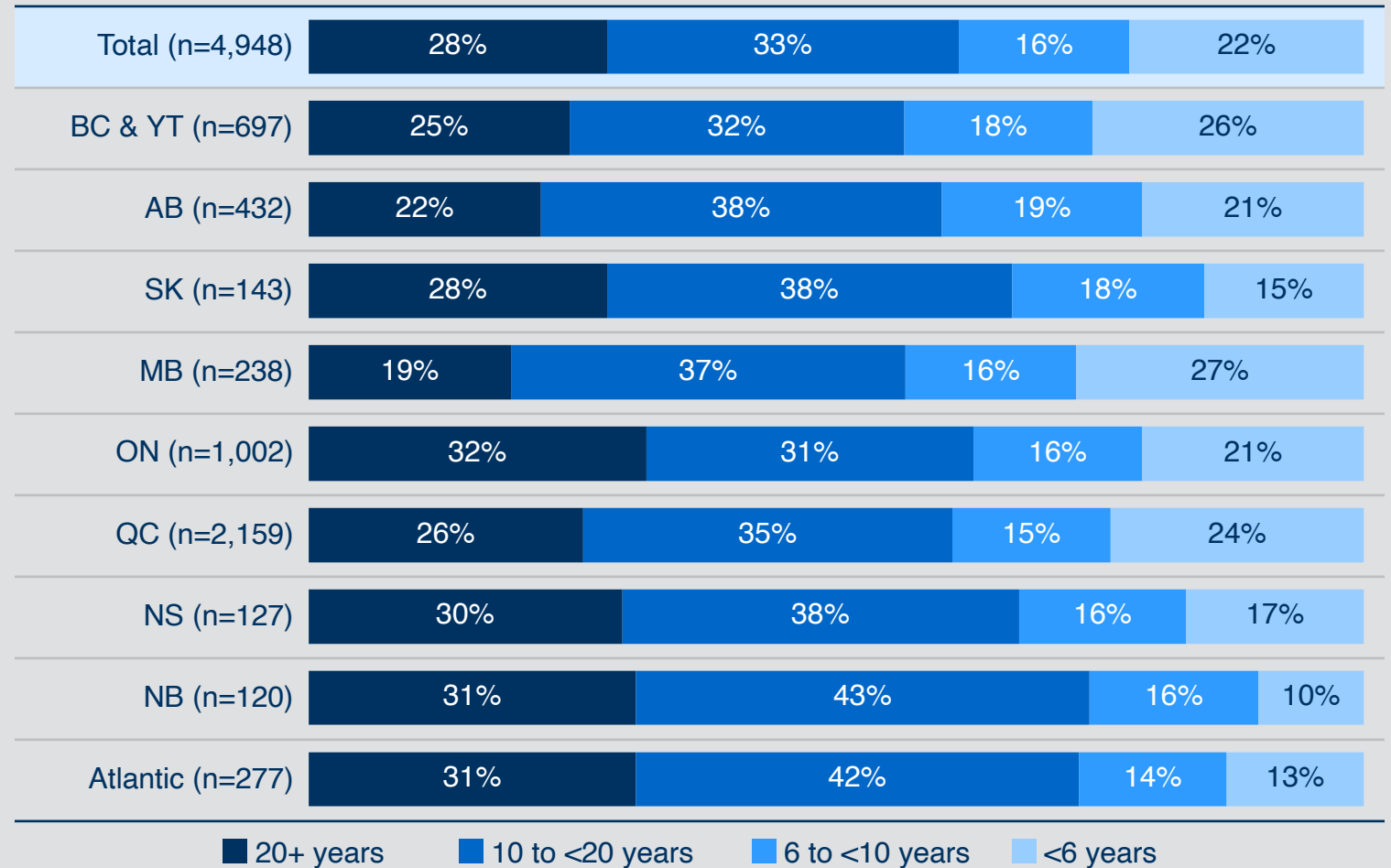
Years of HR and Organization Experience: by Region

Ontario members are the **most likely** to have worked in HR for 20 years or longer.

Base: All respondents
W5. How many years have you worked for each of the following?

Years of Full Time Experience

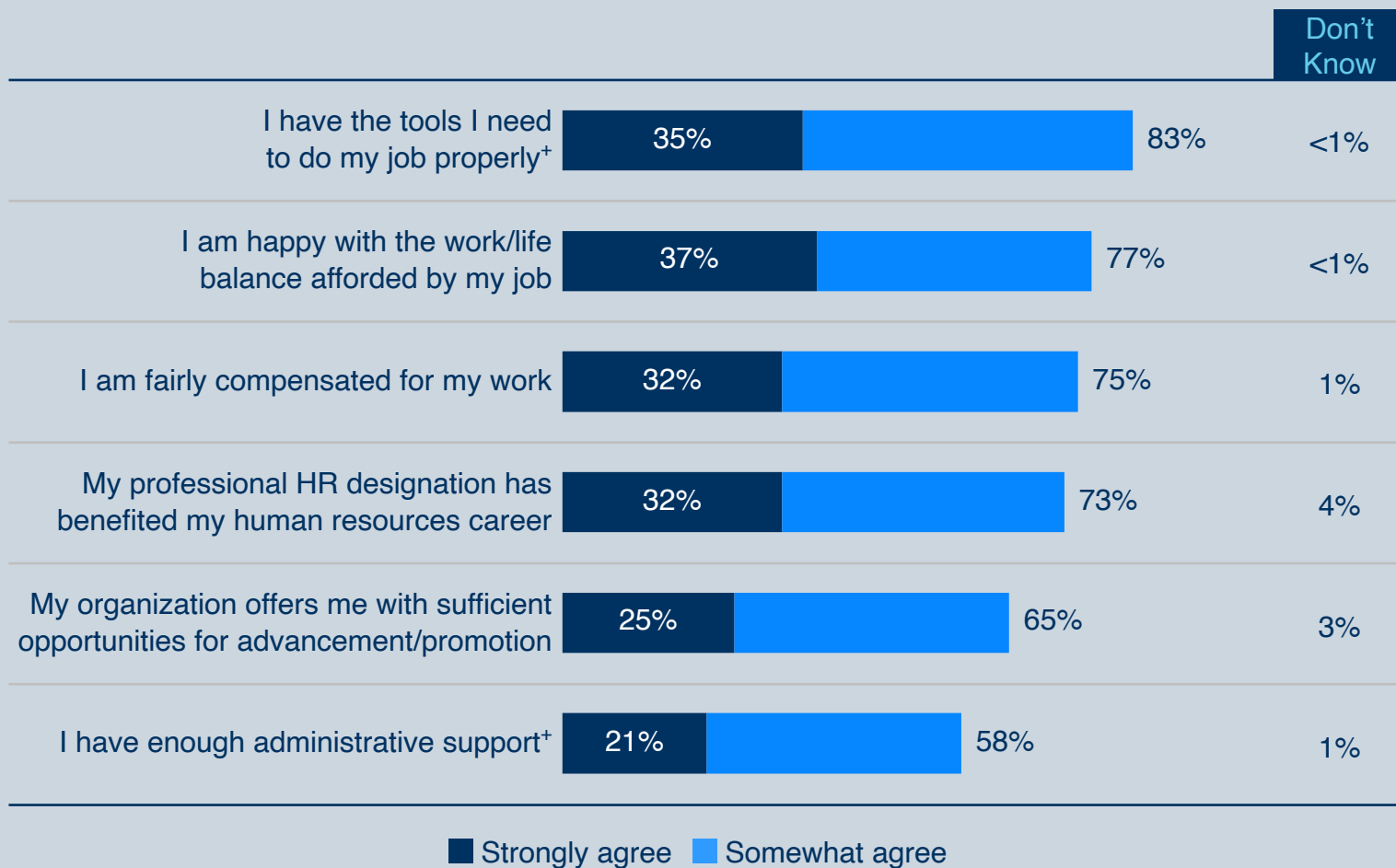
Over 3-in-5 HR professionals have 10+ years of full-time experience, with more than one-quarter having 20+ years of full-time experience.



⁺New for 2021.

Base: All respondents

W2b. How many years of full-time experience do you have?



Agreement with HR Statements: Total

More than 8-in-10 HR professionals agree they have the tools they need to do their job properly, while roughly 3-in-4 are happy with their work/life balance, feel they are fairly compensated, and believe their HR designation has benefited their human resources career.

However, less than 3-in-5 HR professionals agree that they have enough administrative support.

Interestingly, **higher income earners** are:

- **More likely** to feel they are fairly compensated for their work: 86% \$100K+ vs. 52% <\$60K and 75% \$60K-<\$100K; but
- **Less likely** to be happy with their work/life balance: 72% \$100K+ vs. 85% <\$60K and 77% \$60K-<\$100K.

⁺New for 2021.

Base: All respondents, excluding not applicable (n varies)

C9. To what extent do you agree with each of the following statements as they apply to your current position?

% Agree (Strongly/Somewhat)	2021									
	Total (n=4,948)	BC & YT (n=697)	AB (n=432)	SK (n=143)	MB (n=238)	ON (n=1,002)	QC (n=2,159)	NS (n=127)	NB (n=120)	Atlantic (n=277)
I have the tools I need to do my job properly ⁺	83%	82%	86%	88%	83%	82%	83%	88%	86%	87%
I am happy with the work/life balance afforded by my job	77%	80%	75%	77%	83%	75%	76%	73%	81%	78%
I am fairly compensated for my work	75%	76%	72%	80%	81%	75%	74%	82%	81%	81%
My professional HR designation has benefited my human resources career	73%	77%	71%	86%	77%	71%	73%	77%	76%	76%
My organization offers me with sufficient opportunities for advancement/promotion	65%	68%	65%	74%	72%	62%	66%	75%	65%	71%
I have enough administrative support ⁺	58%	54%	54%	64%	65%	57%	64%	61%	54%	57%

Agreement with HR Statements: by Region

Manitoba members are the **most likely** to be happy with their work/life balance, while Saskatchewan members are **most likely** to agree that their professional HR designation has benefited their human resources career.

Those who have a CPHR designation are **most likely** to agree that their professional HR designation has benefited their human resources career:

- CPHR: 82% ▲
- CRHA: 73%
- CHRL: 75%
- CHRP: 68%

⁺New for 2021.

Base: All respondents, excluding not applicable (n varies)

C9. To what extent do you agree with each of the following statements as they apply to your current position?

Job Responsibility

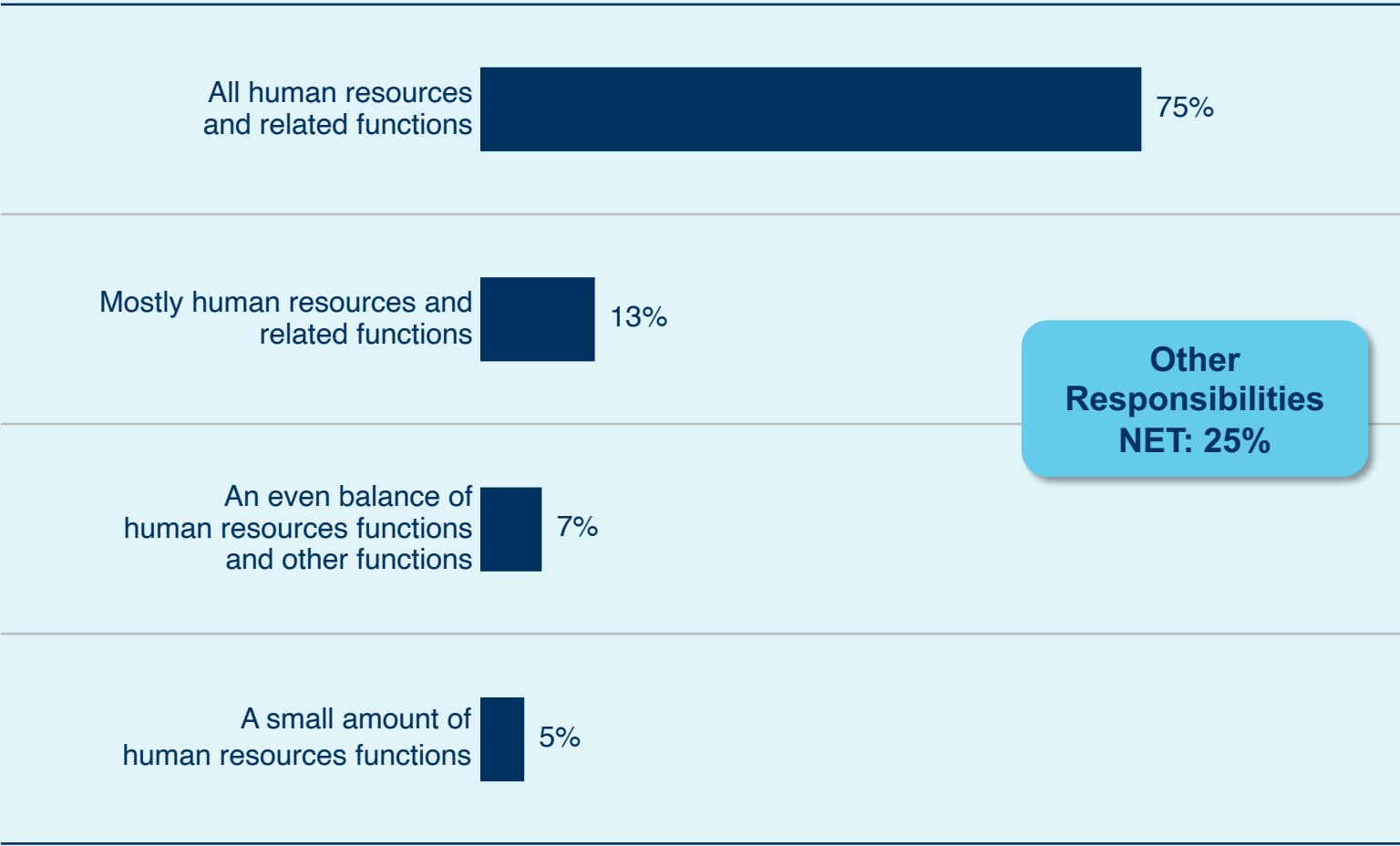
HR Involvement: Total

One-quarter of HR professionals have responsibilities outside of human resources.

Groups **significantly more likely** to have responsibilities outside HR include those who:

- **Earn lower annual incomes:** 36% <\$60K vs. 22% \$60K+;
- Work for organizations with **lower revenue:** 33% <\$20M vs. 21% \$20M+;
- **55 years+:** 32% vs. 24% 18-34 and 23% 35-54; and
- Have **no education related to HR:** 30% vs. 23% who have related education.

Base: All respondents (n=4,948)
S1. Which of the following best describes your current position at your place of employment?



HR Involvement: by Region

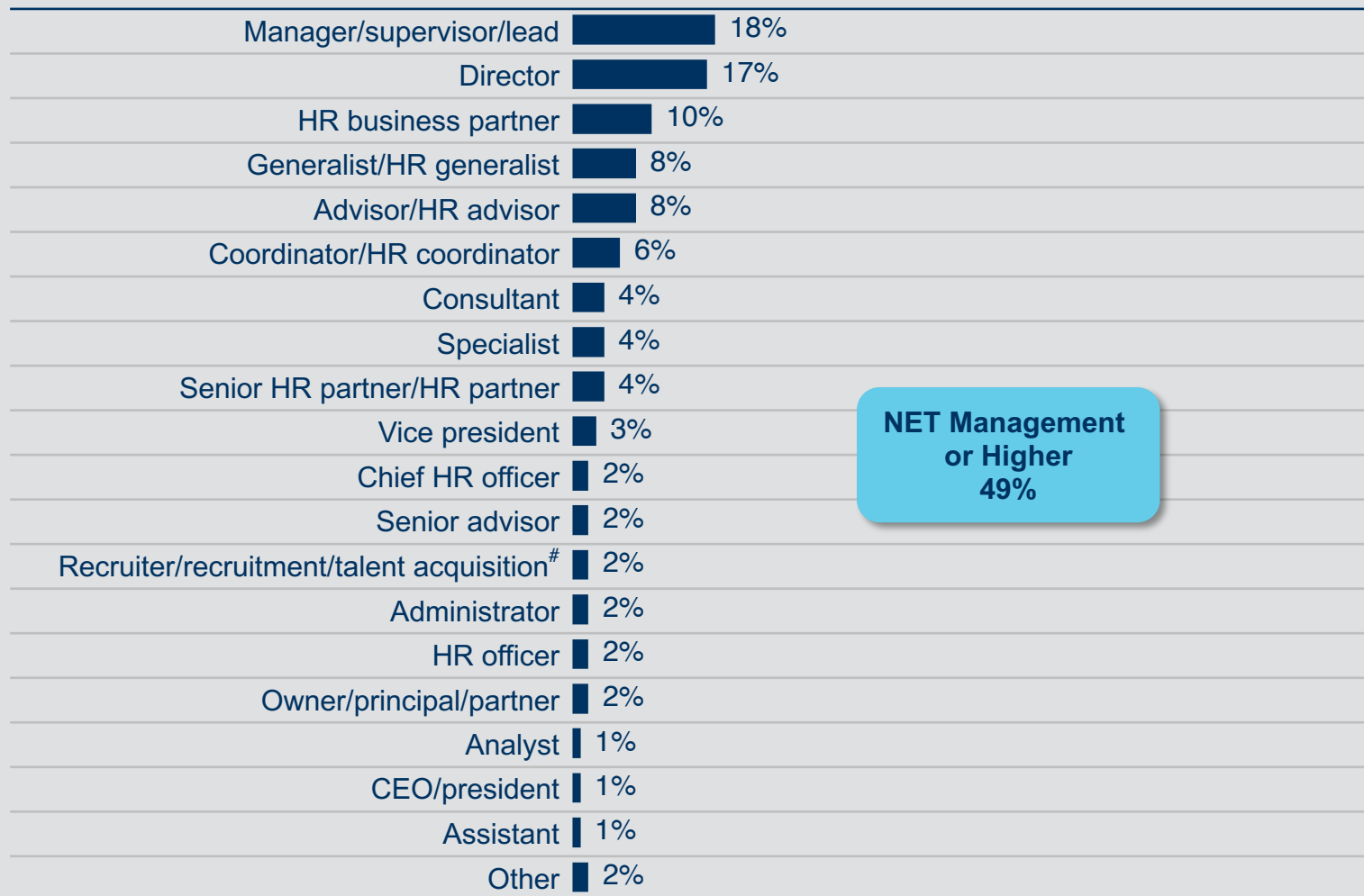
Among the different regions, Quebec HR professionals are **most likely** to have responsibilities outside HR.

	2021									
	Total (n=4,948)	BC & YT (n=697)	AB (n=432)	SK (n=143)	MB (n=238)	ON (n=1,002)	QC (n=2,159)	NS (n=127)	NB (n=120)	Atlantic (n=277)
All human resources and related functions	75%	75%	80%	76%	79%	77%	68%	80%	71%	77%
Mostly human resources and related functions	13%	11%	11%	15%	10%	12%	19%	8%	11%	8%
An even balance of human resources functions and other functions	7%	9%	5%	6%	6%	7%	8%	8%	12%	9%
A small amount of human resources functions	5%	5%	4%	4%	5%	5%	5%	5%	7%	5%
NET: Other Responsibilities	25%	25%	20%	24%	21%	23%	32%	20%	29%	23%

*Small base size, interpret with caution.

Base: All respondents

S1. Which of the following best describes your current position at your place of employment?



Current Job Title: Total

HR professionals most commonly hold job titles matching “manager, supervisor, lead” and “director”. Close to half have a job in management or higher.

Groups **significantly more likely** to have a job in management or higher include those who:

- **Earn \$100K+:** 80% vs. 38% \$60K to <\$100K and 13% <\$60K;
- **55 years+:** 64% vs. 58% 35-54 and 24% <35 years;
- **Worked in HR for 10+ years:** 63% vs. 35% 5 to <10 years and 14% <5 years;
- **Men:** 57% vs. 48% women; and
- **Hold HR designation:** 54% vs. 37% without.

[#]Wording change from 2016.

Base: All respondents (n=4,948)

W2. Which of the following best matches your current job title?

	2021									
	Total (n=4,948)	BC & YT (n=697)	AB (n=432)	SK (n=143)	MB (n=238)	ON (n=1,002)	QC (n=2,159)	NS (n=127)	NB (n=120)	Atlantic (n=277)
Manager/supervisor/lead	18%	24%	23%	30%	20%	21%	5% ▲	20%	19%	20%
Director	17%	16%	15%	10%	18%	14%	23%	17%	14%	15%
HR business partner	10%	7%	11%	4%	5%	11%	8%	10%	8%	10%
Generalist/HR generalist	8%	11%	6%	7%	11%	11%	3%	11%	8%	9%
Advisor/HR advisor	8%	6%	10%	4%	6%	3%	20% ▲	2%	4%	5%
Coordinator/HR coordinator	6%	5%	7%	8%	5%	6%	5%	7%	3%	5%
Consultant	4%	4%	3%	7%	7%	4%	4%	7%	9%	7%
Specialist	4%	4%	4%	5%	3%	4%	5%	4%	3%	4%
Senior HR partner/HR partner	4%	3%	4%	6%	3%	4%	3%	4%	7%	7%
Vice president	3%	3%	3%	6%	5%	3%	4%	3%	2%	2%
Chief HR officer	2%	3%	1%	3%	3%	2%	3%	2%	3%	2%

Current Job Title: by Region

Compared to all other regions, members from Quebec are **significantly less likely** to hold “manager/supervisor/lead” positions and **more likely** to have job titles related to “advisor/HR advisor”.


Wording change from 2016.

* Small base size, interpret with caution.

Base: All respondents

W2. Which of the following best matches your current job title?

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

	2021									
	Total (n=4,948)	BC & YT (n=697)	AB (n=432)	SK (n=143)	MB (n=238)	ON (n=1,002)	QC (n=2,159)	NS (n=127)	NB (n=120)	Atlantic (n=277)
Senior advisor	2%	2%	2%	0%	1%	2%	6% 	1%	1%	1%
Recruiter/recruitment/talent acquisition [#]	2%	2%	2%	1%	<1%	2%	2%	3%	4%	4%
Administrator	2%	2%	3%	1%	4%	3%	1%	2%	1%	1%
HR officer	2%	1%	<1%	1%	3%	1%	3%	1%	3%	2%
Owner/principal/partner	2%	1%	1%	2%	0%	2%	1%	0%	2%	1%
Analyst	1%	2%	2%	2%	<1%	1%	2%	0%	0%	<1%
CEO/president	1%	1%	1%	1%	2%	1%	<1%	2%	2%	2%
Assistant	1%	2%	1%	1%	1%	1%	<1%	0%	0%	0%
Other	2%	2%	1%	1%	3%	2%	2%	2%	7%	4%
NET Management or higher	49%	52%	50%	58%	50%	50%	45%	50%	49%	49%

Current Job Title: by Region (cont.)

Members from Quebec are **also significantly more likely** to have a job title of “senior advisor” compared to all other regions.



Members from Saskatchewan are **most likely** to hold jobs in management or higher.

[#]Wording change from 2016.

*Small base size, interpret with caution.

Base: All respondents

W2. Which of the following best matches your current job title?

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

Job Responsibilities: **Key Insights**

HR professionals are responsible for a variety of different human resources aspects. The most common functions include:

- Talent acquisition (63%), generalist (63%), culture (62%), change management (62%), engagement (62%), employee wellness (61%), HR compliance (61%), and labour & employee relations (60%).

Quebec members are significantly less likely to be responsible for a number of specific human resource aspects, with the most differences for:

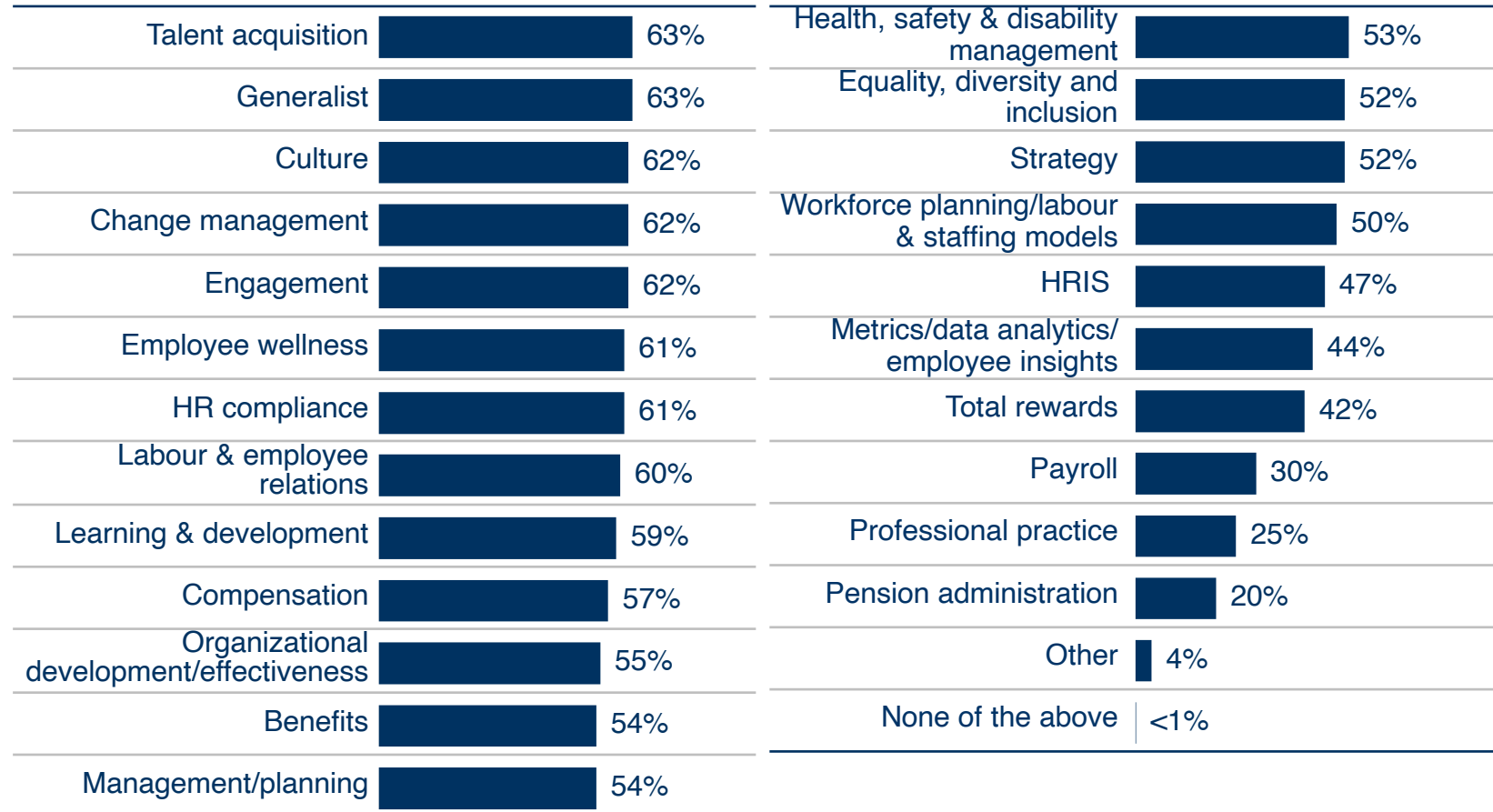
- Culture (45%), HR compliance (43%), and engagement (40%), equality, diversity and inclusion (37%), HRIS (26%), and Metrics/data analytics/ employee insights (22%).

Those with higher annual income and those in smaller organizations tend to be **significantly more likely** to be responsible to a variety of different human resource aspects.

Those working in public organizations are the **least likely** to be responsible for a number of different human resource aspects.



Job Responsibilities in Current Position: Total



Base: All respondents (n=4,948)

W3. Which of the following aspects of human resources are included as part of your current position?



Job Responsibilities in Current Position: by Region

	2021									
	Total (n=4,948)	BC & YT (n=697)	AB (n=432)	SK (n=143)	MB (n=238)	ON (n=1,002)	QC (n=2,159)	NS (n=127)	NB (n=120)	Atlantic (n=277)
Talent acquisition	63%	70%	61%	69%	70%	63%	58%	67%	56%	62%
Generalist	63%	67%	65%	66%	63%	62%	63%	61%	54%	58%
Culture	62%	75%	70%	70%	68%	64%	45%	76%	64%	69%
Change management	62%	70%	68%	65%	64%	64%	49%	65%	62%	64%
Engagement	62%	74%	69%	71%	74%	65%	40%	72%	68%	70%
Employee wellness	61%	69%	63%	63%	66%	60%	58%	59%	66%	64%
HR compliance	61%	69%	64%	64%	67%	66%	43%	64%	61%	63%
Labour & employee relations	60%	62%	60%	64%	66%	59%	59%	65%	52%	60%
Learning & development	59%	65%	60%	66%	61%	60%	51%	63%	53%	58%
Compensation	57%	66%	57%	63%	66%	58%	45%	59%	58%	60%
Organizational development/effectiveness	55%	59%	55%	55%	55%	54%	55%	50%	52%	51%
Benefits	54%	61%	51%	57%	61%	57%	43%	46%	54%	51%
Management/planning	54%	63%	57%	57%	58%	55%	40%	57%	54%	56%

Base: All respondents

W3. Which of the following aspects of human resources are included as part of your current position?



Job Responsibilities in Current Position: by Region (cont.)

	2021									
	Total (n=4,948)	BC & YT (n=697)	AB (n=432)	SK (n=143)	MB (n=238)	ON (n=1,002)	QC (n=2,159)	NS (n=127)	NB (n=120)	Atlantic (n=277)
Health, safety & disability management	53%	61%	50%	51%	56%	58%	41%	50%	56%	55%
Equality, diversity and inclusion	52%	59%	55%	59%	59%	55%	37%	67%	55%	61%
Strategy	52%	59%	57%	59%	57%	51%	43%	59%	52%	56%
Workforce planning/labour & staffing models	50%	55%	55%	64%	55%	52%	37%	58%	43%	52%
HRIS	47%	56%	51%	47%	57%	52%	26%	46%	48%	47%
Metrics/data analytics/ employee insights	44%	54%	50%	50%	53%	49%	22%	50%	40%	47%
Total rewards	42%	49%	42%	53%	48%	43%	33%	38%	35%	38%
Payroll	30%	28%	29%	31%	37%	33%	22%	27%	26%	27%
Professional practice	25%	33%	36%	38%	37%	21%	18%	43%	33%	40%
Pension administration	20%	18%	15%	24%	26%	25%	13%	19%	18%	18%
Other	4%	4%	4%	3%	3%	3%	4%	2%	4%	2%
None of the above	<1%	1%	<1%	1%	<1%	<1%	<1%	0%	1%	<1%

Base: All respondents

W3. Which of the following aspects of human resources are included as part of your current position?

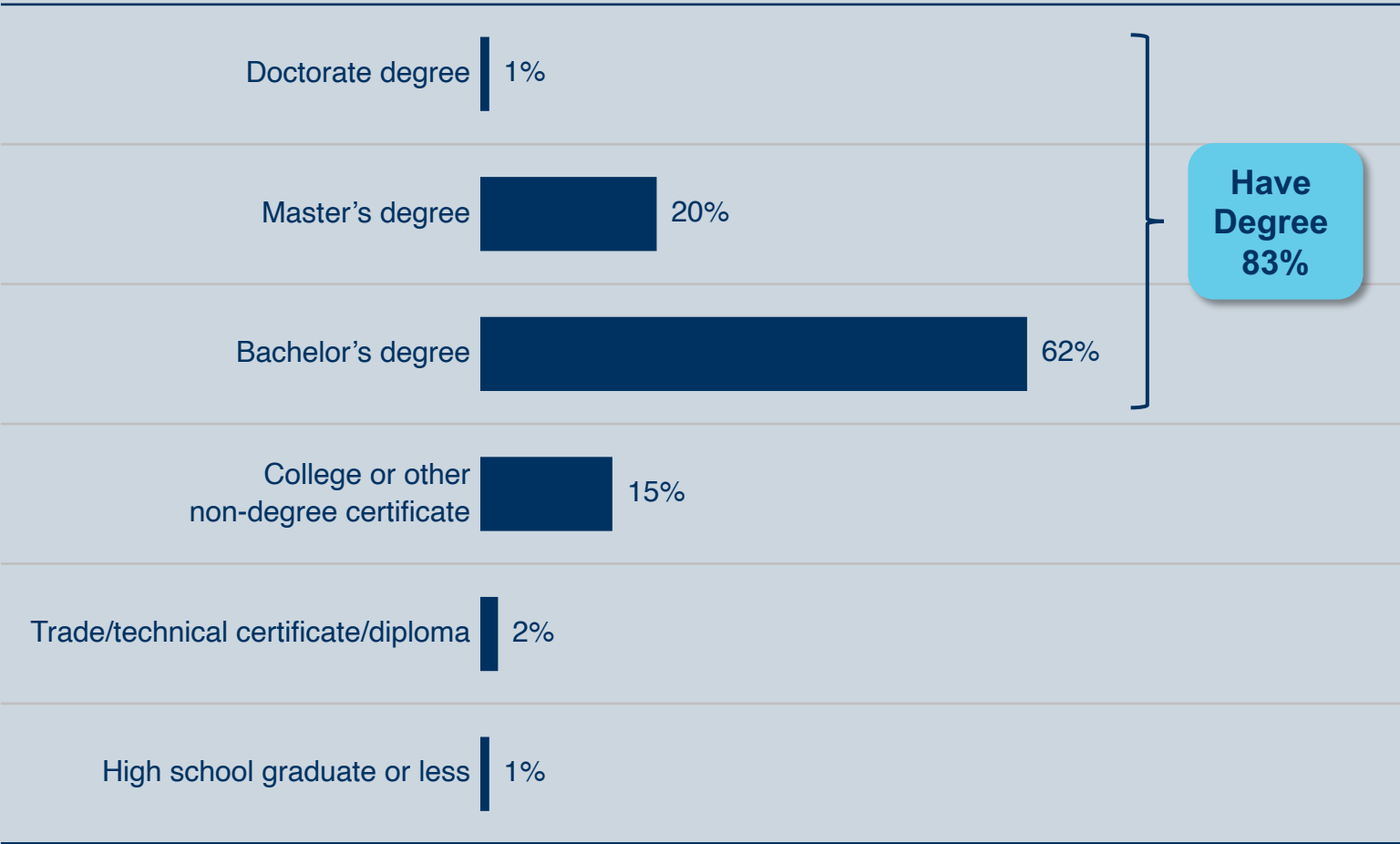


Education & HR Designation

Education Level: Total

Over 8-in-10 HR professionals hold a degree, most commonly a bachelor's degree.

- Groups **significantly more likely** to have a degree include:
- Those **under 35 years**: 94% vs. 82% 35-54 and 68% 55+; and
 - **Men**: 90% vs. 82% of women.



Base: All respondents, excluding prefer not to answer (n=4,921)
D3. What is the highest level of formal education that you have achieved?

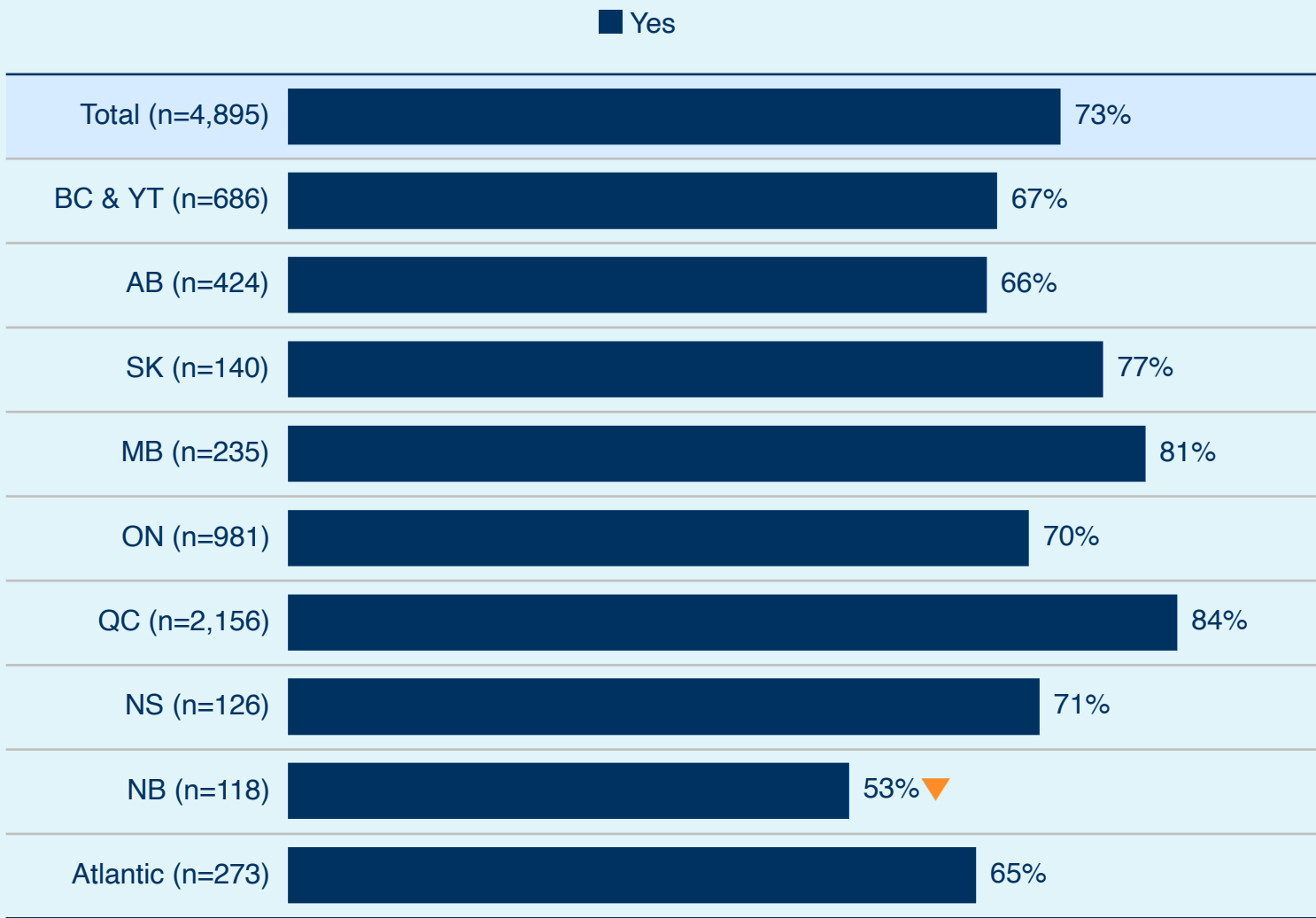
Education Level: by Region

Compared to all other regions, members from Quebec are **significantly more likely** to have a degree.

Members from Manitoba are **least likely** to hold a degree and **most likely** to have a college or other non-degree certificate.

	2021									
	Total (n=4,921)	BC & YT (n=692)	AB (n=431)	SK (n=142)	MB (n=237)	ON (n=986)	QC (n=2,157)	NS (n=127)	NB (n=119)	Atlantic (n=276)
Degree (NET)	83%	81%	79%	82%	65%	79%	98%	84%	77%	82%
Doctorate degree	1%	1%	0%	1%	<1%	1%	<1%	2%	3%	2%
Master's degree	20%	24%	16%	19%	11%	19%	26%	20%	17%	18%
Bachelor's degree	62%	56%	63%	62%	53%	60%	71%	61%	58%	62%
College or other non-degree certificate	15%	15%	16%	11%	30%	20%	1%	13%	20%	15%
Trade/technical certificate/diploma	2%	4%	3%	6%	5%	1%	1%	2%	2%	1%
High school graduate or less	1%	1%	2%	1%	1%	1%	<1%	1%	1%	1%

Base: All respondents, excluding prefer not to answer
D3. What is the highest level of formal education that you have achieved?



Formal Education Related to Human Resources

Almost three-quarters of HR professionals have formal education specifically related to HR.

Compared to all other regions, New Brunswick members are **significantly less likely** to have education specifically related to HR.

Base: Attended post-secondary
D3a. Was your formal education specifically related to human resources?

Current HR Designation: Total

Three-quarters of HR professionals currently hold an HR designation, and 1-in-6 are either currently in the process of obtaining their designation or are currently a candidate.

Only 4% have no plans to pursue an HR designation.

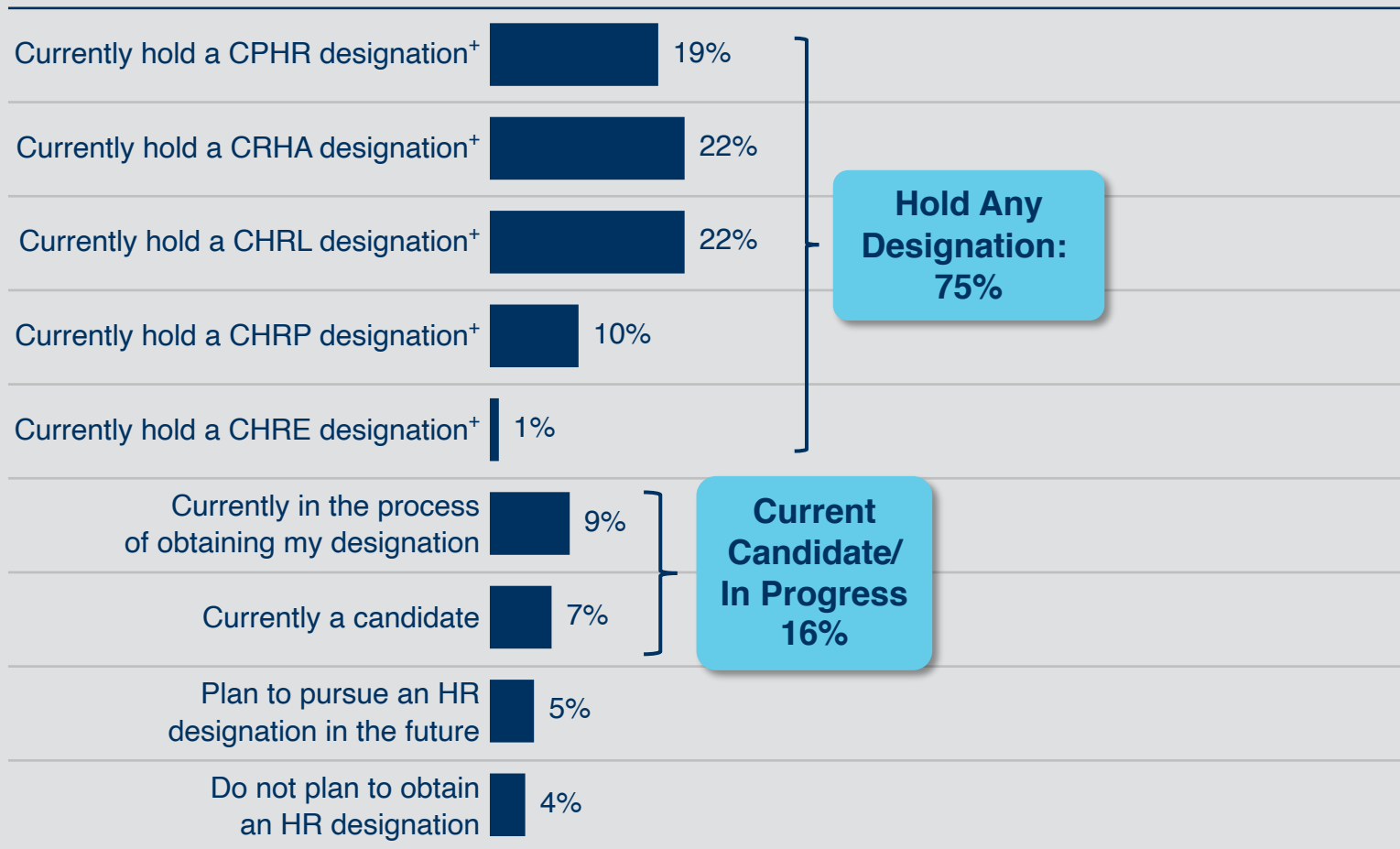
Groups **significantly more likely** to hold an HR designation include:

- **Higher income earners:** 85% \$100K+ and 74% \$60K to <\$100K vs. 54% <\$60K;
- **Worked in HR for 10+ years:** 83% 10 years+ and 69% 5 to <10 years vs. 49% <5 years;
- **Management:** 81% vs. 69% non-management;
- **Men:** 80% vs. 74% of women;
- **Work for public organizations:** 79% vs. 74% private and 70% non-profit; and
- **35 years+:** 78% vs. 66% <35 years.

⁺New for 2021;

Base: All respondents (n=4,948)

T1. Which of the following best describes your current situation with respect to the designation you hold?



Current HR Designation: by Current Position

Likelihood of holding an HR designation increases with seniority. Those in administrative assistant/coordinator roles are **significantly less likely** to hold any HR designations but are **most likely** to be either a current candidate or in progress.

⁺New for 2021.

Note: 2021 question wording changed

Base: All respondents

T1. Which of the following best describes your current situation with respect to the designation you hold?

	2021							
	Total (n=4,948)	Executive Suite (n=1,209)	Senior Advisor/ Partner/ Officer (n=455)	Manager/ Supervisor/ Lead (n=736)	Consultant/ Advisor/ Analyst (n=853)	HR Business Partner (n=434)	Recruiter/ Specialist (n=320)	Admin Assistant/ Coordinator (n=399)
Hold Any Designation	75%	85%	86%	74%	78%	77%	74%	51%
Currently hold a CPHR designation ⁺	19%	25%	20%	26%	17%	18%	18%	5%
Currently hold a CRHA designation ⁺	22%	28%	31%	8%	41%	19%	22%	15%
Currently hold a CHRL designation ⁺	22%	26%	27%	30%	15%	27%	18%	9%
Currently hold a CHRP designation ⁺	10%	4%	5%	9%	4%	12%	15%	22%
Currently hold a CHRE designation ⁺	1%	3%	3%	<1%	1%	<1%	0%	0%
Current Candidate/ In Progress	16%	6%	7%	17%	14%	13%	21%	38%
Currently in the process of obtaining my designation [#]	9%	5%	4%	9%	7%	6%	11%	20%
Currently a candidate [#]	7%	1%	3%	8%	7%	6%	9%	18%
Plan to pursue an HR designation in the future[#]	5%	3%	3%	4%	5%	6%	5%	9%
Do not plan to obtain an HR designation[#]	4%	5%	4%	5%	3%	4%	1%	2%

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

Current HR Designation: by Region

All Quebec members hold an HR designation, with nearly all Quebec members holding the CRHA designation specifically.

Members from Manitoba **are significantly more likely** to be a current candidate/in progress.

*New for 2021; #Wording change from 2016.

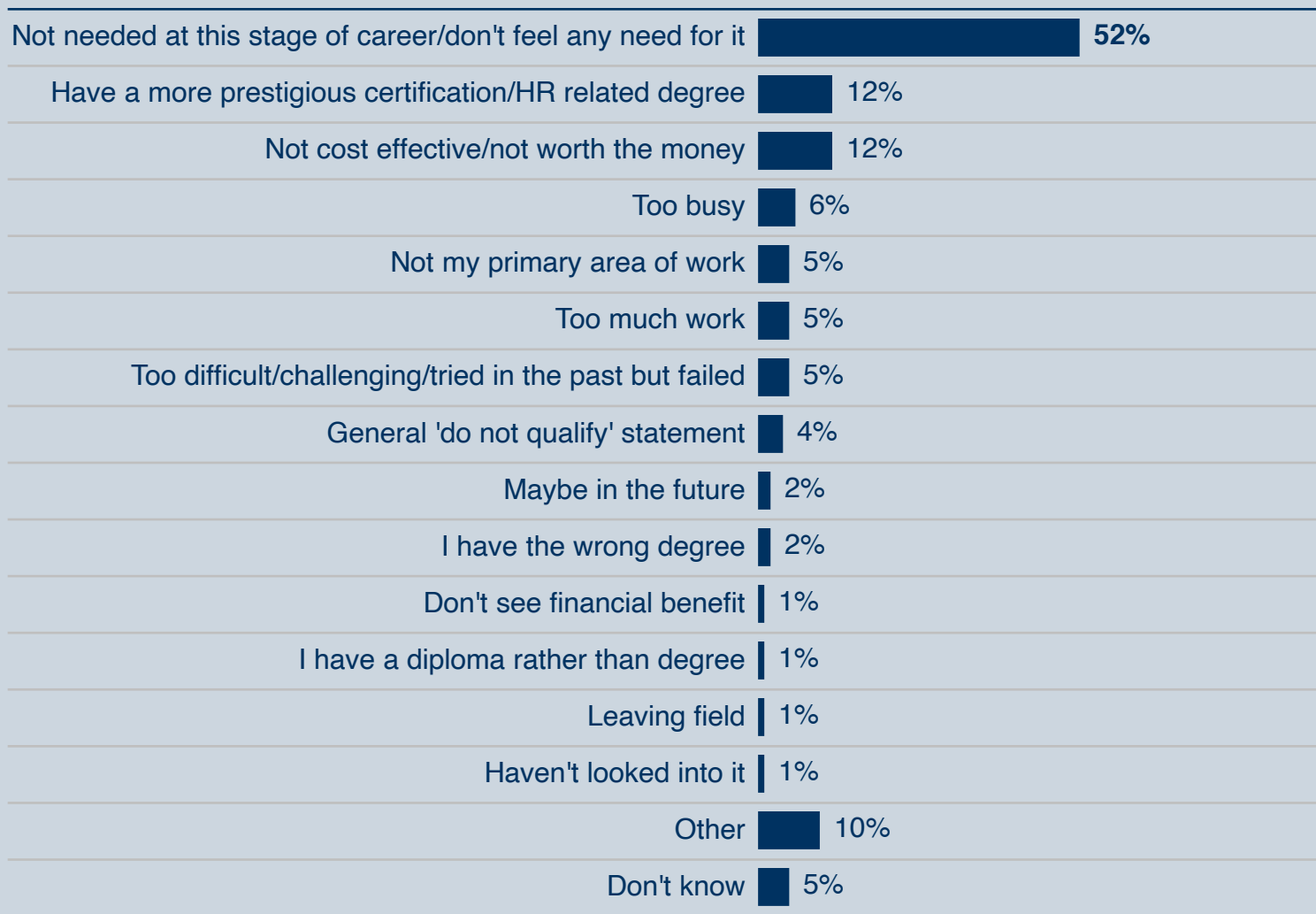
Note: 2021 question wording changed

Base: All respondents

T1. Which of the following best describes your current situation with respect to the designation you hold?

	2021									
	Total (n=4,948)	BC & YT (n=697)	AB (n=432)	SK (n=143)	MB (n=238)	ON (n=1,002)	QC (n=2,159)	NS (n=127)	NB (n=120)	Atlantic (n=277)
Hold Any Designation	75%	62%	56%	53%	46%	76%	100%	68%	55%	63%
Currently hold a CPHR designation ⁺	19%	60%	52%	53%	45%	1%	<1%	66%	48%	58%
Currently hold a CRHA designation ⁺	22%	<1%	1%	0%	0%	3%	99%	0%	5%	2%
Currently hold a CHRL designation ⁺	22%	1%	<1%	0%	0%	48%	<1%	0%	1%	<1%
Currently hold a CHRP designation ⁺	10%	1%	2%	0%	1%	22%	1%	2%	2%	2%
Currently hold a CHRE designation ⁺	1%	<1%	0%	0%	0%	2%	0%	0%	0%	<1%
Current Candidate/ In Progress	16%	27%	35%	22%	44%	13%	<1%	23%	22%	21%
Currently in the process of obtaining my designation [#]	9%	11%	13%	6%	16%	11%	0%	6%	11%	8%
Currently a candidate [#]	7%	16%	22%	16%	28%	2%	<1%	17%	11%	13%
Plan to pursue an HR designation in the future[#]	5%	7%	6%	16%	6%	6%	0%	6%	11%	7%
Do not plan to obtain an HR designation[#]	4%	4%	3%	8%	4%	5%	<1%	4%	13%	9%

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



Reasons for Being Uninterested in HR Designation: Total

Among the 4% of HR employees who do not plan to obtain an HR designation, the main reason is that they don't feel that they need it.

Note: 2021 question wording changed
 Base: Don't plan on getting CPHR (n=137)
 T2. Why do you not plan to obtain an HR designation?

Salary, Benefits, & Other Compensation

Current Annual Salary: Total

Two-in-five HR professionals earn between \$80K and \$120K, with an average annual salary of \$91K.

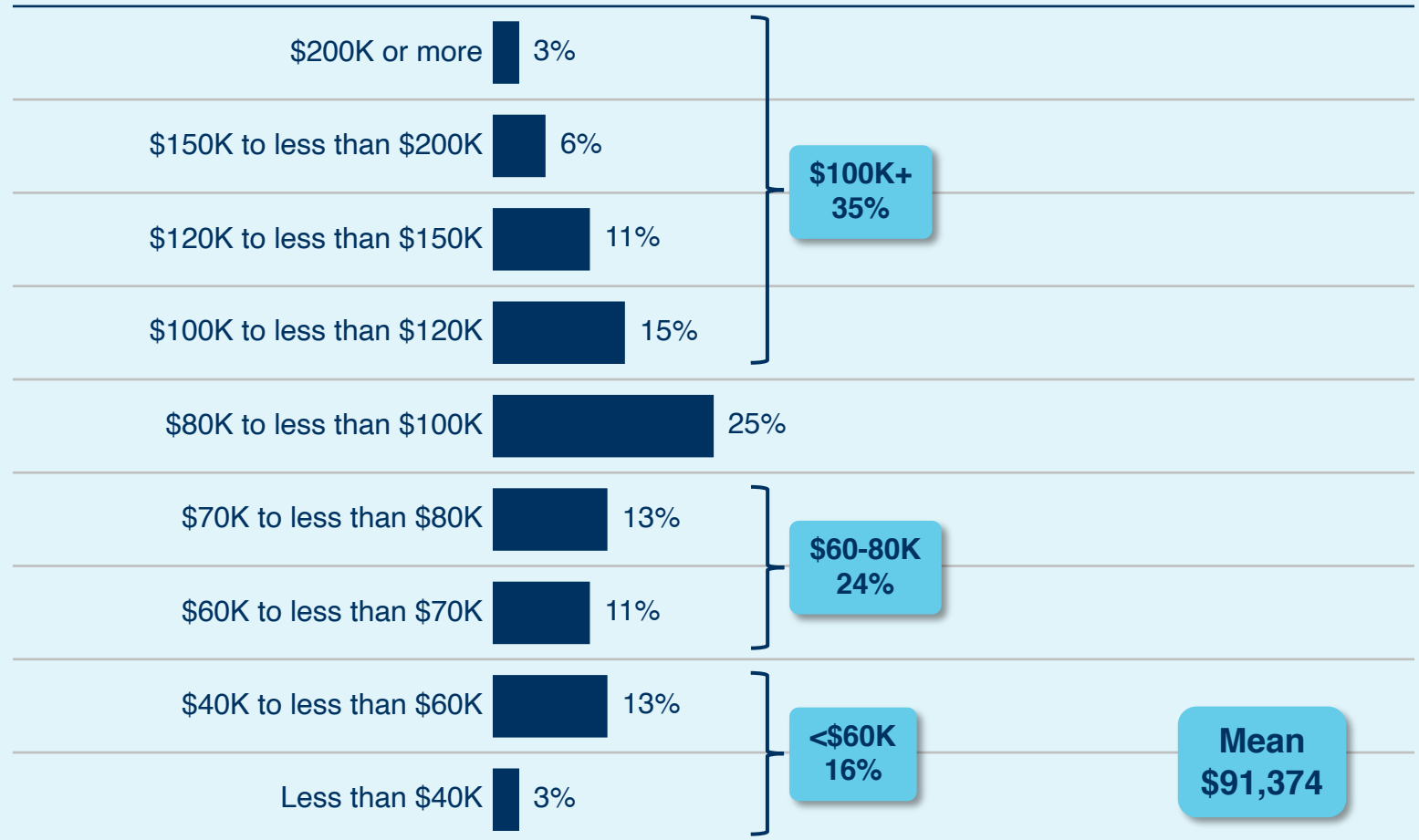
Groups that earn **significantly higher** incomes (on average) include:

- **55 years+:** \$110K vs. \$99K 35-54 years and \$70K <35 years;
- **Management:** \$109K vs. \$76K non-management;
- **Worked in HR 10 years+:** \$105K vs. \$78K 5 to <10 years, and \$60K <5 years;
- **Men:** \$103K vs. \$89K women; and
- **Hold HR designation:** \$96K vs. \$77K no HR designation.

Base: All respondents, excluding prefer not to answer (n=4,775)

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?










Current Annual Salary: by Current Position

Those with executive suite positions earn, on average, \$125K per year, **significantly higher** than all other positions.

Over half of those in admin assistant/coordinator positions earn \$40K to less than \$60K.

Base: All respondents, excluding prefer not to answer
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?

	2021							
	Total (n=4,775)	Executive Suite (n=1,154)	Senior Advisor/ Partner/ Officer (n=444)	Manager/ Supervisor/ Lead (n=702)	Consultant/ Advisor/ Analyst (n=833)	HR Business Partner (n=417)	Recruiter/ Specialist (n=314)	Admin Assistant/ Coordinator (n=388)
\$200K or more	3%	9%	6%	1%	2%	1%	0%	0%
\$150K to less than \$200K	6%	19%	8%	2%	2%	1%	1%	0%
\$120K to less than \$150K	11%	29% 	14%	12%	2%	5%	3%	1%
\$100K to less than \$120K	15%	19%	26%	22%	8%	19%	10%	3% 
\$80K to less than \$100K	25%	16%	30%	35%	28%	44% 	31%	8% 
\$70K to less than \$80K	13%	4% 	9%	14%	20%	16%	21%	9%
\$60K to less than \$70K	11%	1%	4%	8%	18%	9%	16%	20%
\$40K to less than \$60K	13%	1%	2%	5%	17%	4%	14%	53% 
Less than \$40K	3%	1%	1%	1%	4%	1%	3%	7%
MEAN	\$91.4K	\$125.0K 	\$104.0K	\$93.6K	\$76.9K	\$88.7K	\$78.7K	\$58.9K

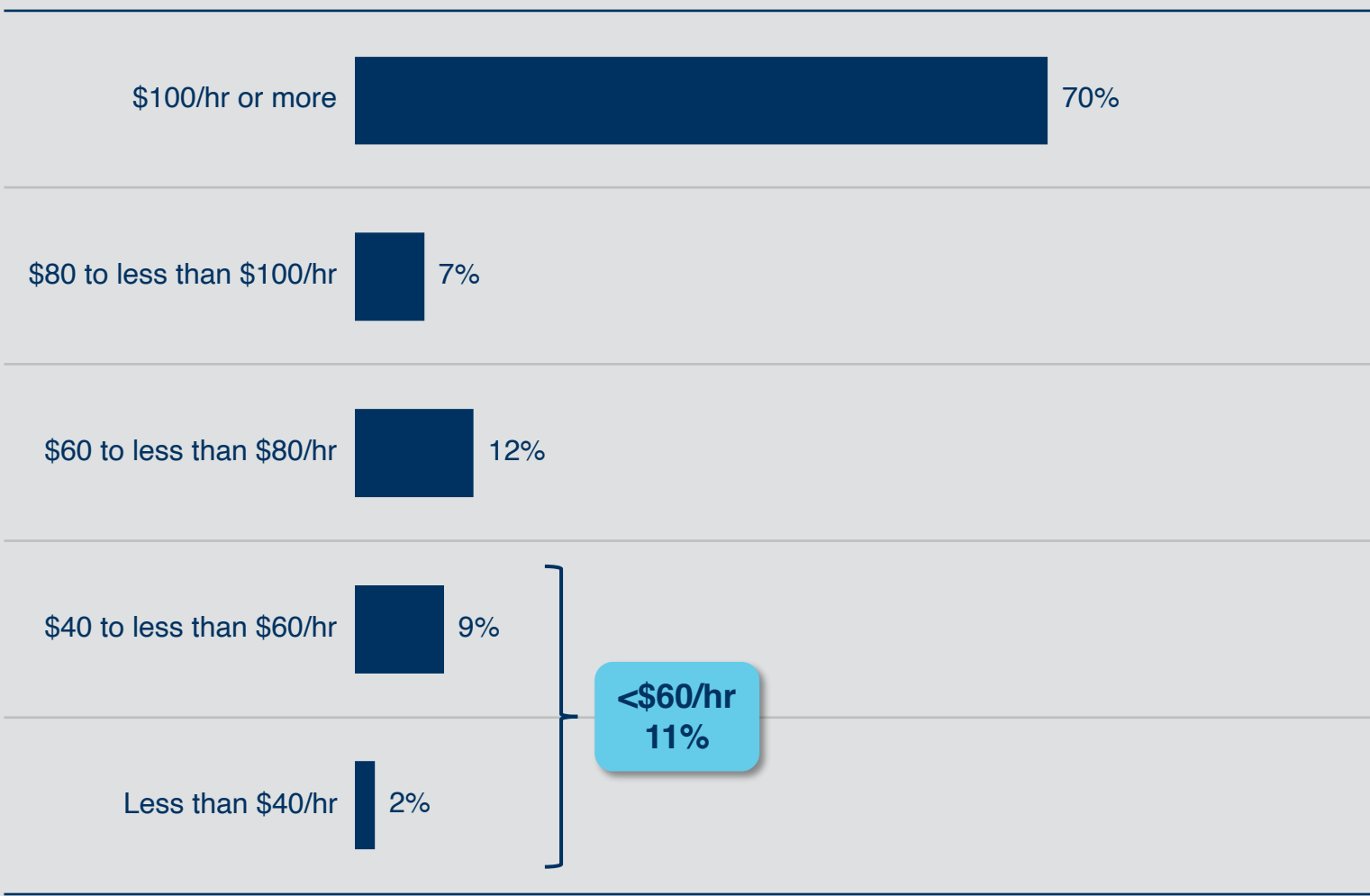
Current Annual Salary: by Region

Members in Saskatchewan have, on average, the **highest** annual salaries, with an average annual income of \$102K per year.

Base: All respondents, excluding prefer not to answer
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?

	2021									
	Total (n=4,775)	BC & YT (n=668)	AB (n=419)	SK (n=138)	MB (n=231)	ON (n=900)	QC (n=2,152)	NS (n=123)	NB (n=115)	Atlantic (n=267)
\$200K or more	3%	3%	4%	4%	2%	3%	2%	2%	1%	2%
\$150K to less than \$200K	6%	7%	9%	9%	4%	6%	4%	6%	3%	5%
\$120K to less than \$150K	11%	10%	12%	18%	6%	12%	11%	10%	6%	8%
\$100K to less than \$120K	15%	17%	17%	14%	13%	14%	16%	11%	11%	11%
\$80K to less than \$100K	25%	25%	24%	24%	25%	25%	26%	33%	27%	31%
\$70K to less than \$80K	13%	12%	11%	9%	13%	13%	13%	9%	18%	13%
\$60K to less than \$70K	11%	12%	12%	11%	12%	11%	12%	15%	11%	13%
\$40K to less than \$60K	13%	13%	10%	8%	21%	13%	14%	13%	17%	14%
Less than \$40K	3%	2%	2%	2%	3%	4%	1%	2%	6%	4%
MEAN	\$91.4K	\$93.3K	\$98.2K	\$101.7K	\$83.0K	\$89.5K	\$90.9K	\$85.5K	\$82.8K	\$86.6K



Hourly Rate Among Self-Employed: Total

Most self-employed HR professionals charge \$100/hour or more for their services.

New question for 2021.
Base: Self employed, excluding prefer not to answer (n=157)
C1c. What hourly rate do you typically charge for your service(s)?

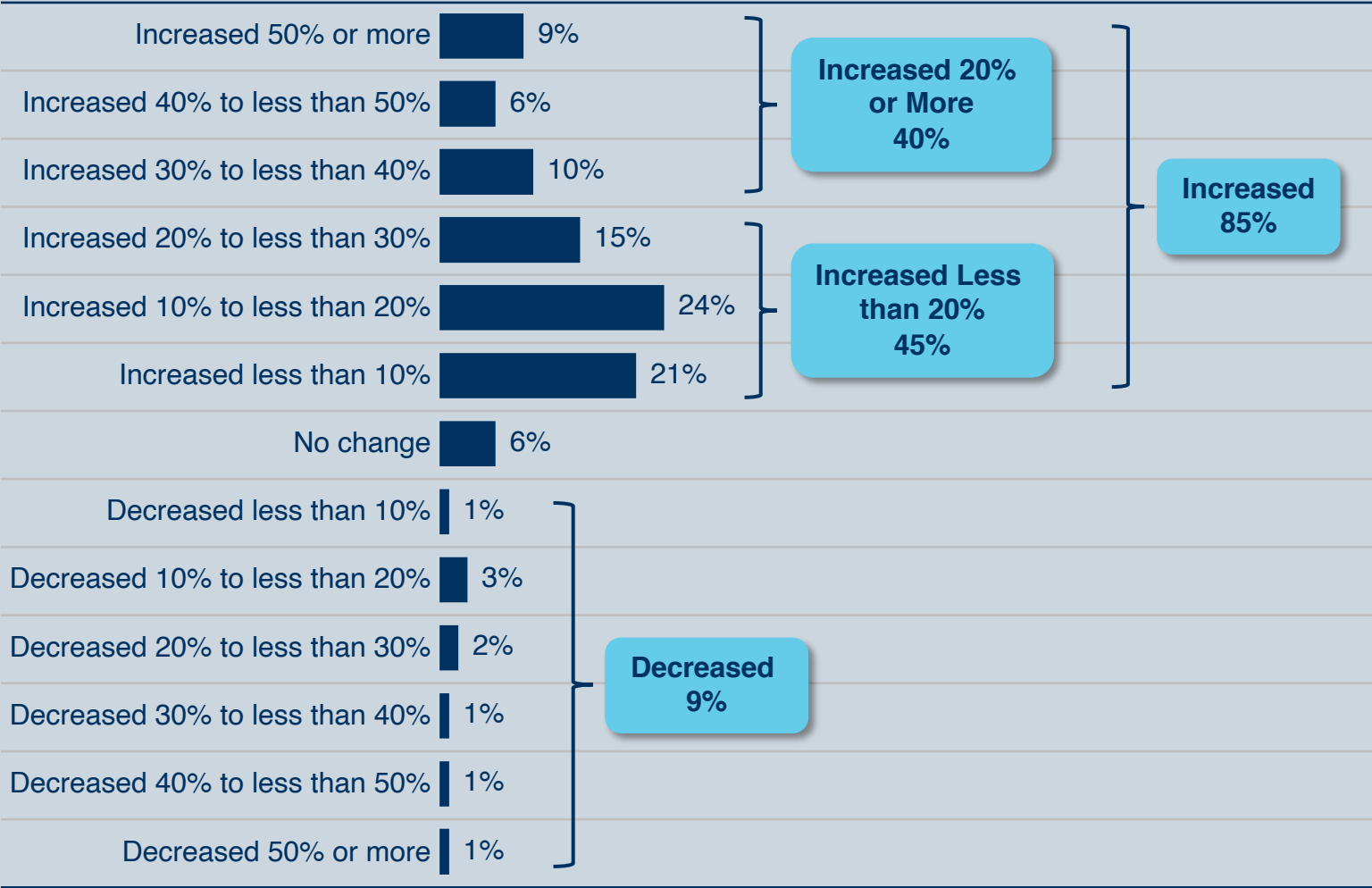
Past 5 Years Salary Change: Total

Among HR professionals who have worked in HR for 5 years or longer, more than 8-in-10 have seen an increase in their salary over the past 5 years, with 2-in-5 receiving an increase of 20% or more.

Groups **significantly more likely** to have seen an increase of 20% or more include:

- **<35 years:** 67% vs. 37% 35-54 and 22% 55+ years;
- **Work in private organizations:** 44% vs. 32% public and non-profit; and
- **Have a degree:** 42% vs. 32% no degree.

Base: Worked in HR 5+ years, excluding don't know (n=4,013)
C2. How has your annual base salary (before taxes) changed compared to five years ago (in 2011)?



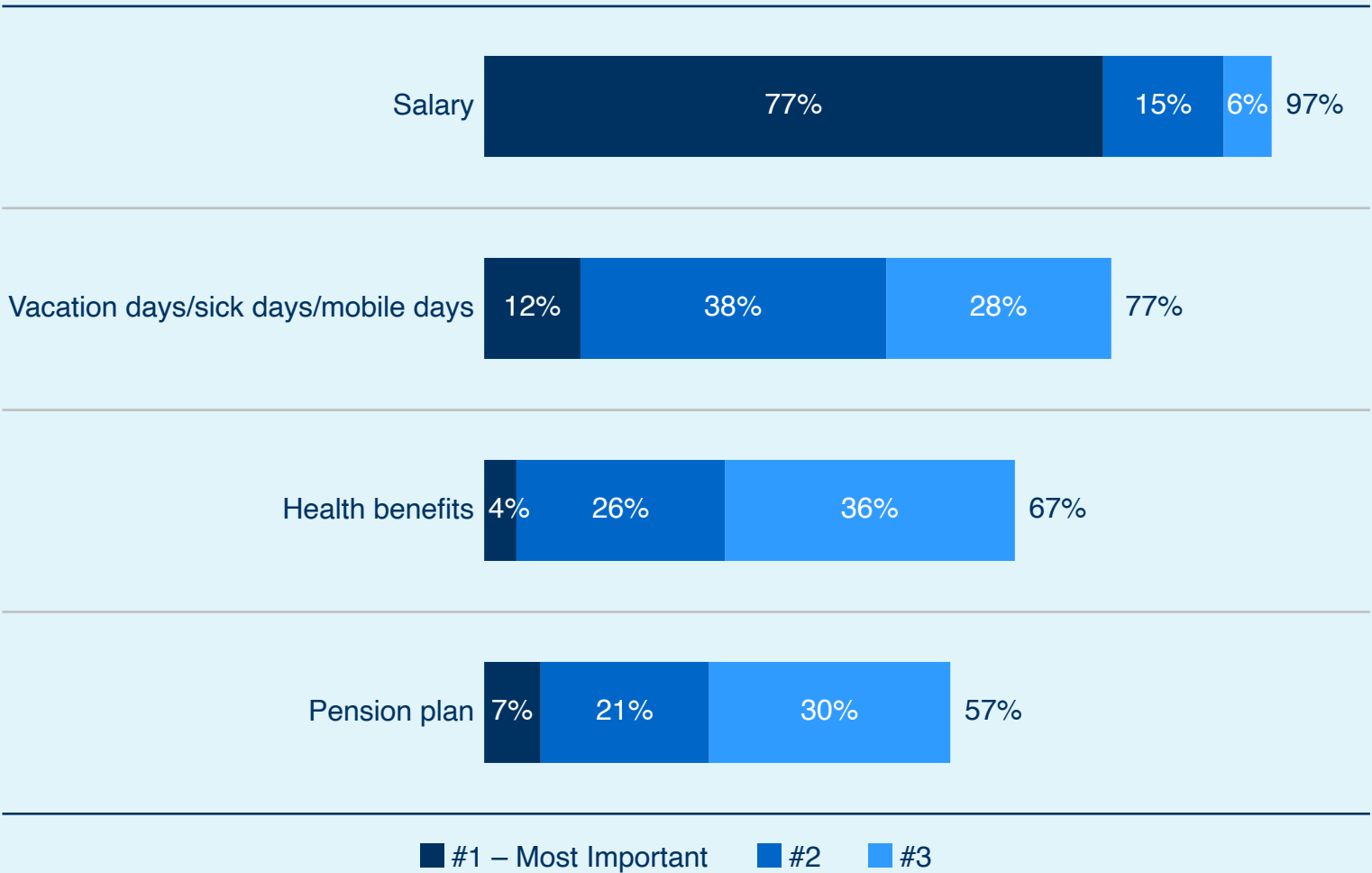
Past 5 Years Salary Change: by Region

Among those who have worked in HR for 5 years or longer, close to half of members in British Columbia & Yukon and Quebec saw a salary increase of 20% or more over the past 5 years.

Members in the Atlantic provinces and in Alberta are **most likely** to have experienced a salary decrease over this period.

*Small base size, interpret with caution.
Base: Worked in HR 5+ years, excluding don't know
C2. How has your annual base salary (before taxes) changed compared to five years ago (in 2011)?

	2021									
	Total (n=4,013)	BC & YT (n=555)	AB (n=357)	SK (n=127)	MB (n=182)	ON (n=809)	QC (n=1,745)	NS (n=111)	NB (n=98)*	Atlantic (n=238)
Increased (NET)	85%	87%	75%	87%	87%	85%	91%	79%	81%	82%
Increased 20% or more	40%	49%	32%	36%	42%	36%	47%	32%	31%	32%
Increased <20%	45%	38%	42%	51%	46%	48%	44%	47%	50%	50%
Decreased (NET)	9%	9%	13%	4%	6%	10%	6%	18%	15%	15%



Most Important Aspects of Compensation Package: Total

When considering an overall compensation package, salary clearly stands out as the most important criteria for over three-quarters of HR professionals.

New question for 2021.
Base: All respondents (n=4,948)
C2b. In considering an overall compensation package, please rank each of the following criteria.

% Ranked #1 (1 – Most important)	2021									
	Total (n=4,948)	BC & YT (n=697)	AB (n=432)	SK (n=143)	MB (n=238)	ON (n=1,002)	QC (n=2,159)	NS (n=127)	NB (n=120)	Atlantic (n=277)
Salary	77%	79%	76%	78%	78%	76%	76%	70%	73%	73%
Vacation days/sick days/ mobile days	12%	10%	11%	10%	11%	11%	16%	12%	15%	12%
Pension plan	7%	4%	6%	6%	7%	8%	6%	12%	6%	9%
Health benefits	4%	6%	6%	6%	4%	5%	2%	6%	6%	6%

Most Important Aspects of Compensation Package: by Region

Across all regions, salary is clearly the most important criteria when considering an overall compensation package.

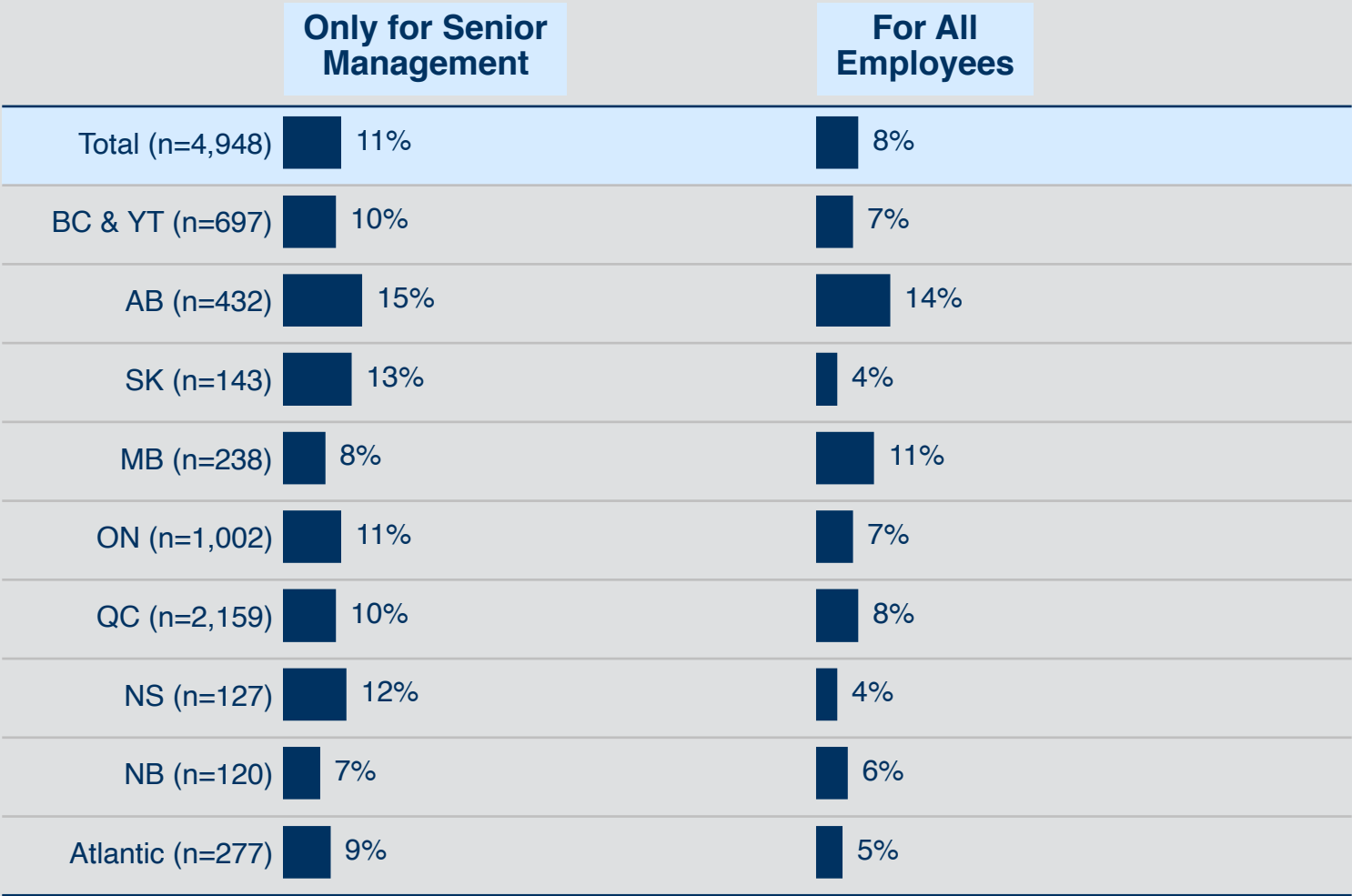
New question for 2021.

Base: All respondents

C2b. In considering an overall compensation package, please rank each of the following criteria.

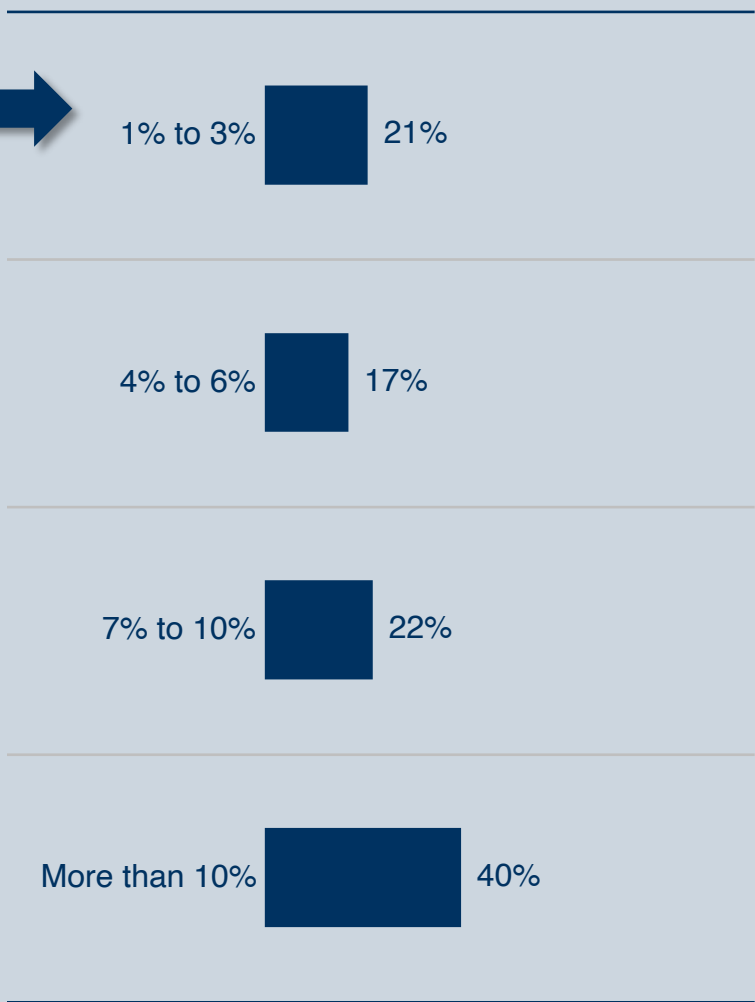
Salary Reduction in Past 18 Months

Just over 1-in-10 organizations reduced salaries for senior management, while less than 1-in-10 reduced salaries for all employees.



■ Yes

New question for 2021.
 Base: All respondents
 C2c. In the past 18 months, has your organization reduced salaries in light of the pandemic?



Amount of Salary Reduction: Total

Among organizations that reduced salaries for all employees, 2-in-5 reduced salaries by more than 10%, while 1-in-5 reduced salaries by 7 to 10%.

New question for 2021.
Base: Reduced salaries for all employees, excluding not sure (n=312)
C2c. In the past 18 months, has your organization reduced salaries in light of the pandemic?
C2d. By how much has your organization reduced salaries for all employees in light of the pandemic?

Other Compensation: **Key Insights**

Nationally, a significant majority of HR professionals receive:

- Health/dental benefits (85%);
- Long term disability (83%);
- Employee assistance program (80%); and
- Life insurance (78%).

At least 6-in-10 receive:

- Short term disability (65%);
- Cell phone (63%); and
- Provincial HR association member dues (60%).

Compared to all other regions, Quebec members are **significantly less likely** to receive health/dental benefits (69%) and paid volunteer hours (10%) but **more likely** to receive medical follow-up (16%).

Ontario members are **significantly less likely** to be provided with provincial HR association member dues (53%).



Health/dental benefits	85%
Long-term disability	83%
Employee assistance program	80%
Life insurance	78%
Short-term disability	65%
Cell phone	63%
Provincial HR association member dues	60%
Educational assistance/reimbursement	51%
Bonus/additional cash performance compensation	43%
Post-retirement benefits	43%
HR/professional organization conference registration	43%
Other professional dues	42%
RRSP funding	38%
Critical illness insurance	37%
Parking	37%
Maternity/paternal leave top-up	37%
HR/professional organization conference travel	30%
Other conference registration and travel	29%

Gym/fitness club memberships	25%
Maternity/paternity enhancements	22%
Car allowance	17%
Paid volunteer hours	15%
Transportation allowance	13%
Flexible expense account provisions	13%
Share purchase plan/grant/options	13%
Internet	12%
Medical follow-up	9%
Use of airline points for personal travel	6%
Public transit incentive	6%
Paid Sabbaticals	5%
Living expense allocation	4%
Business club membership	4%
Adoption allowance	4%
Child care subsidy	1%
Other, please specify	4%
None of the above	3%

⁺New for 2021.



Base: All respondents (n=4,948)

C3. Which of the following other types of compensation does your organization offer?

	2021									
	Total (n=4,948)	BC & YT (n=697)	AB (n=432)	SK (n=143)	MB (n=238)	ON (n=1,002)	QC (n=2,159)	NS (n=127)	NB (n=120)	Atlantic (n=277)
Health/dental benefits	85%	93%	89%	93%	91%	88%	69% ▼	91%	88%	91%
Long-term disability	83%	84%	84%	89%	86%	81%	86%	85%	80%	84%
Employee assistance program	80%	81%	80%	85%	79%	79%	82%	85%	82%	83%
Life insurance	78%	81%	77%	82%	83%	76%	81%	81%	80%	81%
Short-term disability	65%	58%	69%	65%	61%	64%	70%	61%	51%	56%
Cell phone	63%	59%	60%	70%	67%	60%	70%	77%	75%	75%
Provincial HR association member dues	60%	68%	63%	79%	69%	53% ▼	62%	76%	68%	70%
Educational assistance/reimbursement	51%	52%	48%	59%	62%	50%	53%	54%	51%	53%
Bonus/additional cash performance compensation	43%	47%	48%	48%	45%	43%	38%	46%	42%	45%
Post-retirement benefits	43%	36%	34%	62%	46%	41%	53%	53%	51%	49%
HR/professional organization conference registration	43%	43%	37%	62%	55%	36%	54%	57%	57%	55%
Other professional dues	42%	46%	47%	52%	44%	39%	40%	46%	55%	49%
RRSP funding	38%	44%	46%	29%	41%	36%	36%	43%	36%	41%
Critical illness insurance	37%	37%	46%	36%	39%	32%	43%	42%	43%	42%
Parking	37%	41%	37%	50%	52%	33%	40%	43%	48%	46%
Maternity/paternal leave top-up	37%	36%	33%	47%	36%	40%	31%	48%	45%	44%
HR/professional organization conference travel	30%	30%	24%	46%	29%	23%	43%	43%	43%	41%
Other conference registration and travel	29%	28%	22%	43%	32%	26%	36%	40%	46%	40%

*New for 2021. Base: All respondents

C3. Which of the following other types of compensation does your organization offer?

	2021									
	Total (n=4,948)	BC & YT (n=697)	AB (n=432)	SK (n=143)	MB (n=238)	ON (n=1,002)	QC (n=2,159)	NS (n=127)	NB (n=120)	Atlantic (n=277)
Gym/fitness club memberships	25%	22%	26%	28%	30%	23%	26%	33%	43%	37%
Maternity/paternity enhancements	22%	18%	15%	24%	21%	20%	30%	20%	31%	25%
Car allowance	17%	14%	19%	20%	16%	18%	15%	13%	18%	15%
Paid volunteer hours	15%	17%	18%	20%	19%	16%	10% 	23%	28%	23%
Transportation allowance	13%	10%	14%	14%	12%	13%	16%	14%	13%	15%
Flexible expense account provisions	13%	13%	20%	26%	12%	12%	11%	10%	10%	9%
Share purchase plan/grant/options	13%	11%	18%	8%	14%	12%	14%	12%	7%	10%
Internet	12%	15%	10%	17%	14%	12%	10%	14%	17%	15%
Medical follow-up	9%	6%	7%	7%	9%	7%	16% 	9%	8%	8%
Use of airline points for personal travel	6%	7%	8%	8%	9%	6%	5%	13%	8%	10%
Public transit incentive	6%	9%	6%	10%	7%	3%	9%	8%	2%	4%
Paid Sabbaticals	5%	4%	1%	2%	5%	4%	8%	4%	7%	5%
Living expense allocation	4%	4%	6%	6%	4%	3%	5%	5%	3%	4%
Business club membership	4%	4%	3%	6%	7%	3%	3%	5%	8%	6%
Adoption allowance	4%	3%	3%	9%	3%	4%	3%	9%	3%	6%
Child care subsidy	1%	2%	2%	1%	2%	1%	1%	2%	2%	1%
Other, please specify	4%	5%	3%	8%	4%	4%	5%	11%	5%	7%
None of the above	3%	1%	3%	1%	<1%	4%	1%	2%	3%	2%

+New for 2021. Base: All respondents

C3. Which of the following other types of compensation does your organization offer?

Bonus Size (Percentage)

Among HR professionals who are offered a bonus, the average percentage of salary base for the bonus is 14.6%.

Groups that earn **significantly higher** bonus percentage (on average) include:

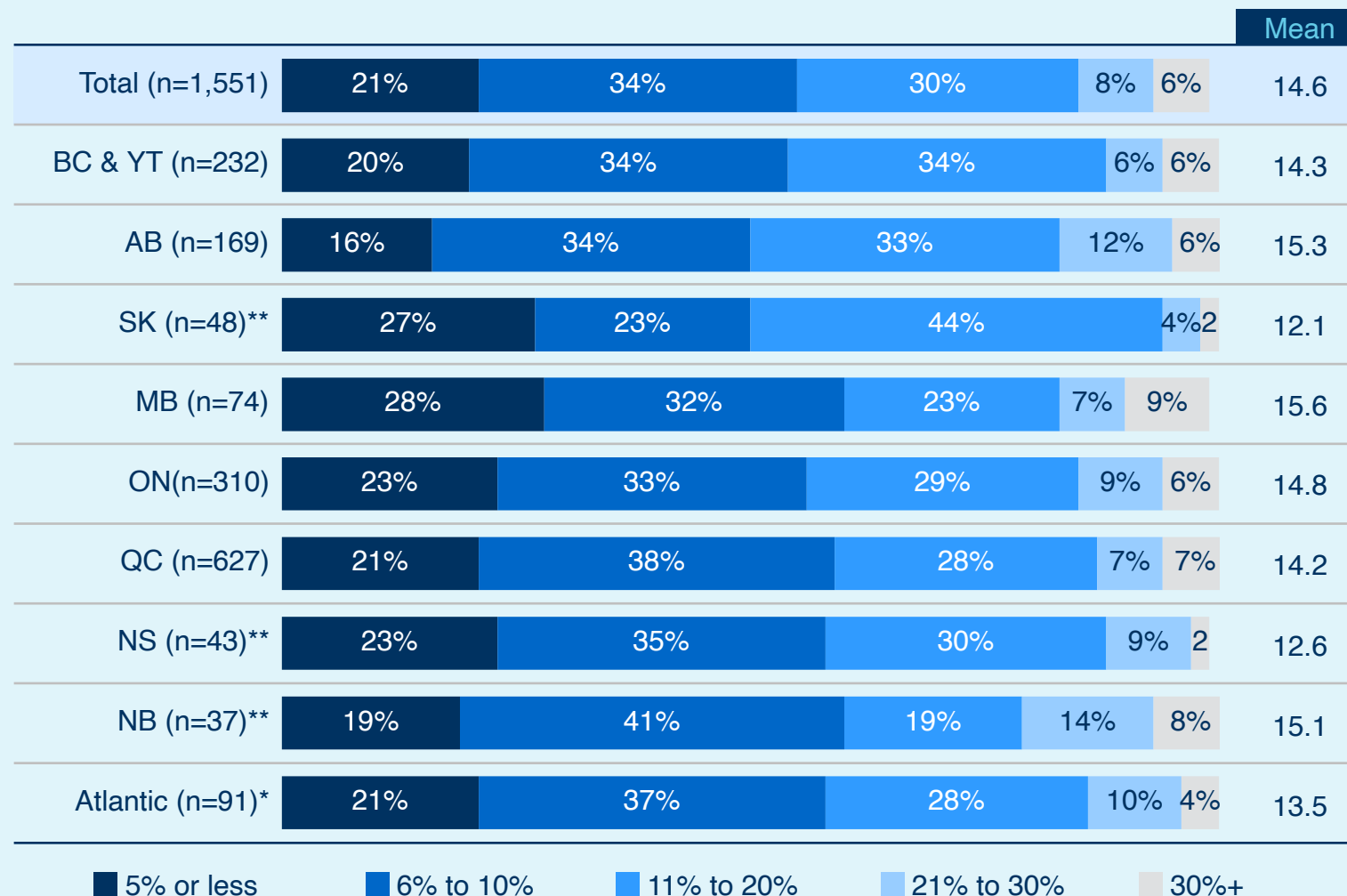
- **55 years+:** 20% vs. 15% 35-54 and 11% <35 years;
- **Management:** 17% vs. 11% non-management;
- **Worked in HR 10 years+:** 16% vs. 11% 5 to <10 years and 8% <5 years; and
- **Hold HR designation:** 15% vs. 12% no HR designation.

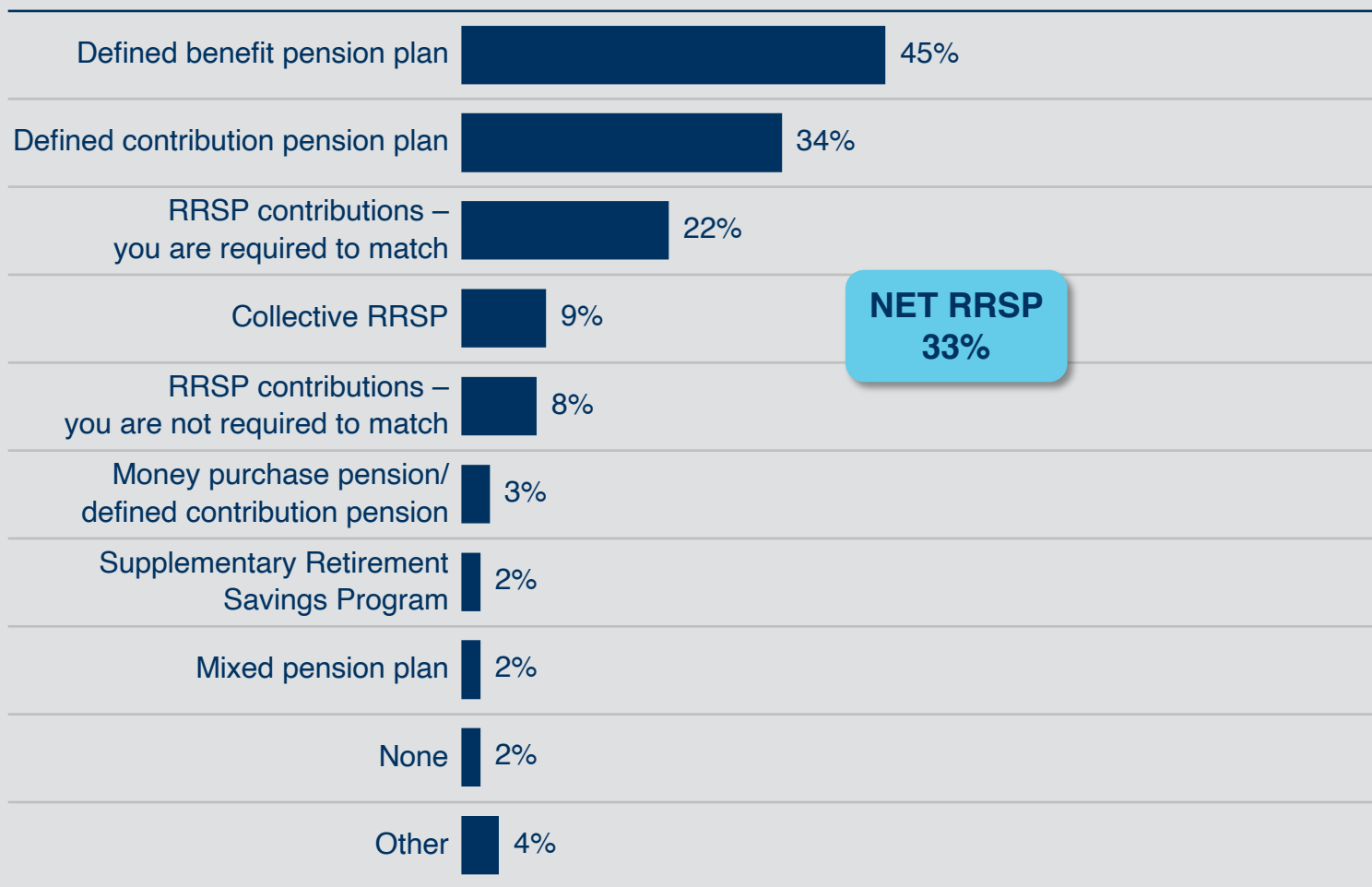
New question for 2021.

*Small base size interpret with caution; **Very small base size, interpret with extreme caution.

Base: Receive bonus/additional cash performance compensation, excluding don't know

C4. What is the percentage of salary base for the bonus?





Post Retirement Benefits: Total

Among HR professionals who receive retirement benefits, over 2-in-5 have a defined benefit pension plan, while one-third have a defined contribution pension plan.

One-third receive some form of RRSP contributions (matched, unmatched and/or collective RRSP).

Base: Receive retirements benefits (n=2,285)
C5. What type of post-retirement benefits are offered to you?

	2021									
	Total (n=2,285)	BC & YT (n=252)	AB (n=148)	SK (n=88)*	MB (n=109)	ON (n=413)	QC (n=1,137)	NS (n=67)*	NB (n=61)*	Atlantic (n=138)
Defined benefit pension plan	45%	48%	46%	30%	34%	48%	41%	58%	36%	48%
Defined contribution pension plan	34%	30%	47%	50%	50%	38%	21%	39%	49%	41%
RRSP contributions – you are required to match	22%	24%	28%	26%	29%	22%	19%	22%	18%	23%
Collective RRSP	9%	6%	2%	1%	4%	4%	23%	3%	3%	3%
RRSP contributions – you are not required to match	8%	9%	9%	7%	10%	9%	8%	3%	2%	2%
Money purchase pension/ defined contribution pension	3%	2%	1%	2%	6%	2%	7%	1%	7%	3%
Supplementary Retirement Savings Program	2%	1%	5%	2%	2%	2%	3%	0%	3%	1%
Mixed pension plan	2%	2%	3%	2%	5%	2%	1%	3%	8%	5%
None	2%	2%	1%	3%	0%	<1%	5%	0%	2%	1%
Other	4%	2%	2%	1%	3%	5%	3%	3%	7%	4%
NET RRSP	33%	35%	35%	31%	39%	29%	39%	25%	21%	26%

Post Retirement Benefits: by Region

Quebec members are **significantly less likely** than members of other regions to receive a defined contribution benefit plan and **more likely** to be offered a collective RRSP.

*Small base size, interpret with caution.
Base: Receive retirements benefits

C5. What type of post-retirement benefits are offered to you?

Compensation for Extra Hours Worked: Total

Over half of HR professionals are not compensated for extra hours of work, while more than one-third are compensated through banked hours for future use and 1-in-6 through overtime pay.

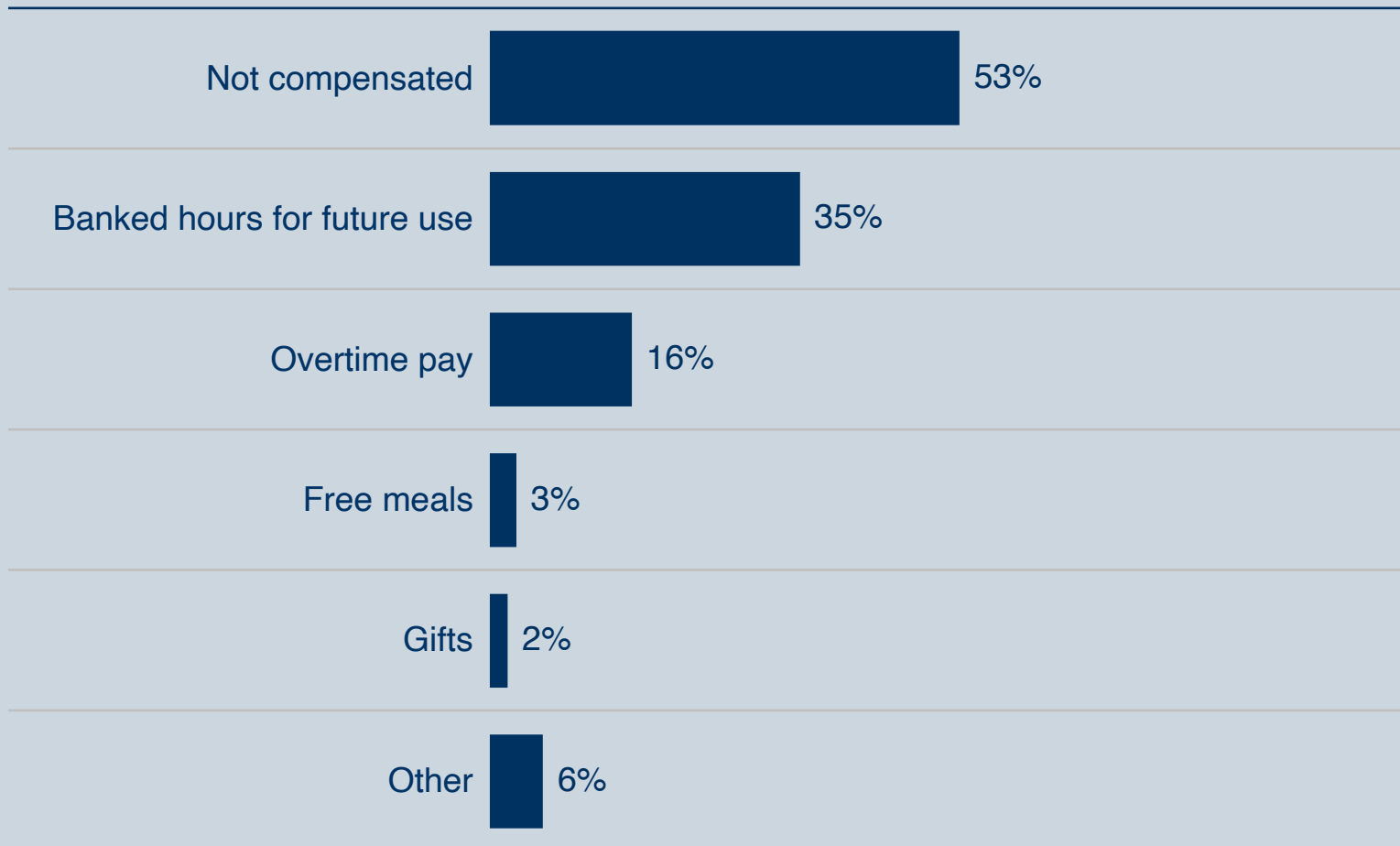
Groups that are **significantly more likely to not** be compensated include:

- **\$100K income earners:** 70% vs. 46% \$60K to <\$100K and 33% <\$60K;
- **Management:** 65% vs. 43% non-management;
- **Men:** 62% vs. 51%;
- **35 years+:** 57% vs. 42% <35 years;
- **Hold HR designation:** 57% vs. 40% no HR designation; and
- **Private and public organizations:** 56% public and 46% private vs. 39% non-profit.

New question for 2021.

Base: All respondents (n=4,948)

C5b. How are you compensated for extra hours of work?



Compensation for Extra Hours Worked: by Region

Compared to other regions, members from Manitoba are **significantly more likely** to be compensated for extra hours worked – more specifically through banked hours for future use and overtime pay.

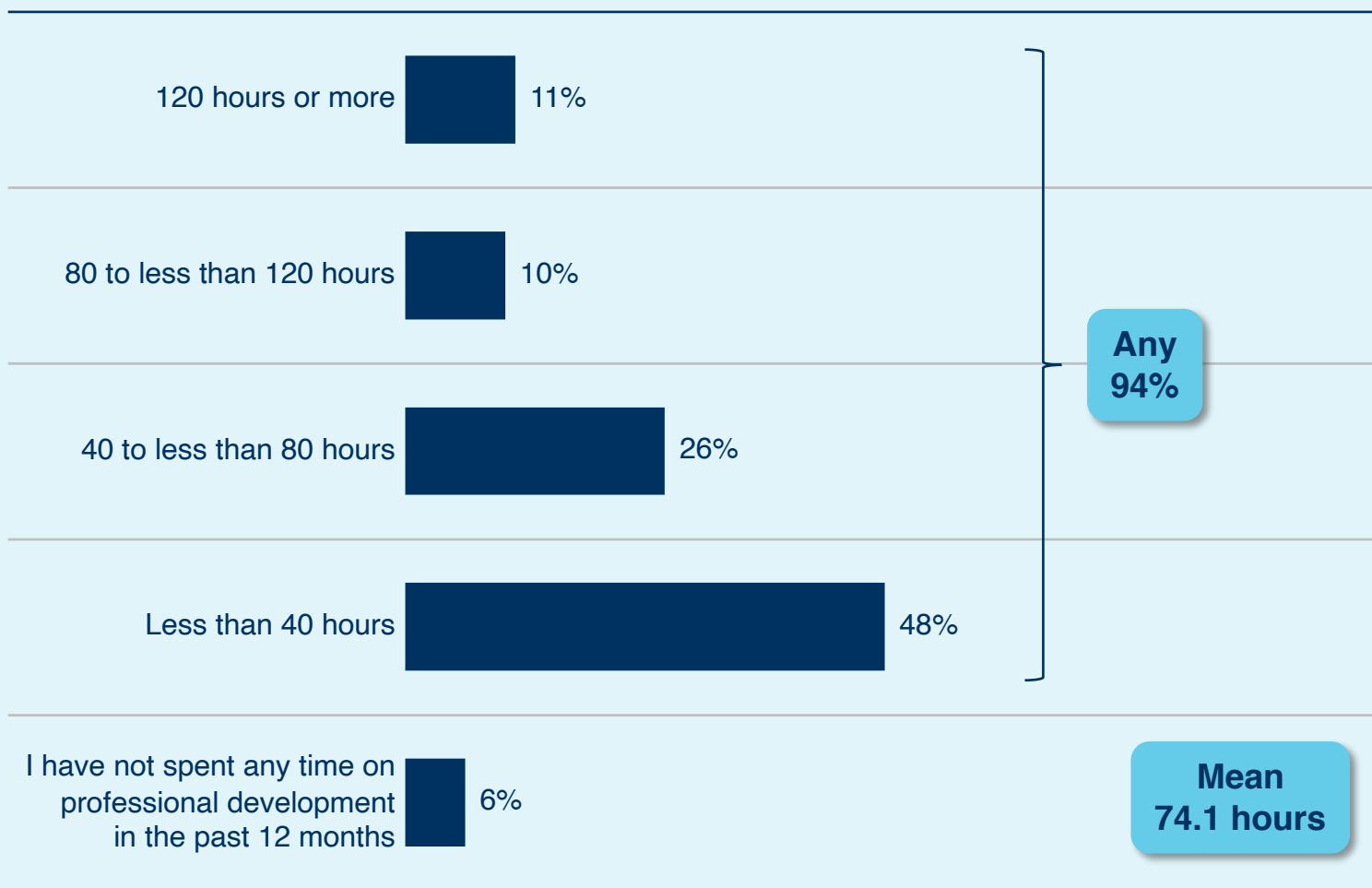
	2021									
	Total (n=4,948)	BC & YT (n=697)	AB (n=432)	SK (n=143)	MB (n=238)	ON (n=1,002)	QC (n=2,159)	NS (n=127)	NB (n=120)	Atlantic (n=277)
Not compensated	53%	49%	53%	58%	37% ▼	50%	64%	59%	49%	54%
Banked hours for future use	35%	38%	34%	27%	51% ▲	37%	29%	31%	38%	33%
Overtime pay	16%	17%	16%	14%	24% ▲	17%	13%	13%	11%	12%
Free meals	3%	3%	3%	1%	4%	3%	1%	1%	4%	3%
Gifts	2%	3%	2%	2%	3%	2%	1%	1%	3%	1%
Other	6%	6%	6%	10%	6%	6%	4%	5%	7%	5%

New question for 2021.

Base: All respondents

C5b. How are you compensated for extra hours of work?

Professional Development



Past Year Hours Spent on Professional Development: Total

Almost all HR professionals have spent time on their professional development in the past year, with an average of 74.1 hours. Close to half spent less than 40 hours on professional development.

- Groups that spent **significantly more** time (on average) include:
- **Don't hold HR designation:** 120 vs. 60 hours have HR designation;
 - **Earn \$60K or less:** 120 vs. 67 hours \$60K to <\$100K and 62 hours \$100K+;
 - **Worked <5 years in HR:** 112 vs. 72 hours 5 to <10 years and 66 hours 10+ years; and
 - **Aged <55 years:** 81 hours <35 years and 75 hours 35-54 vs. 58 hours 55+.

Base: All respondents (n=4,948)
T4. And how **many hours** have you spent on your personal professional development as it relates to human resources in the past 12 months?

	2021									
	Total (n=4,948)	BC & YT (n=697)	AB (n=432)	SK (n=143)	MB (n=238)	ON (n=1,002)	QC (n=2,159)	NS (n=127)	NB (n=120)	Atlantic (n=277)
120 hours or more	11%	13%	11%	9%	11%	13%	5%	10%	11%	10%
80 to less than 120 hours	10%	10%	11%	10%	11%	11%	6%	8%	2%	4%
40 to less than 80 hours	26%	25%	25%	29%	22%	25%	28%	21%	19%	20%
Less than 40 hours	48%	46%	47%	48%	45%	44%	57%	51%	55%	55%
I have not spent any time on professional development in the past 12 months	6%	6%	6%	3%	10%	6%	4%	9%	13%	10%
Mean	74.1	79.9	71.4	63.9	76.1	86.7	48.3	89.8	44.5	65.8

Past Year Hours Spent on Professional Development: by Region

On average, members from Nova Scotia and Ontario spent the **most hours** on their professional development over the past year, while Quebec and New Brunswick members spent the **least** amount of time.

Base: All respondents

T4. And how **many hours** have you spent on your personal professional development as it relates to human resources in the past 12 months?

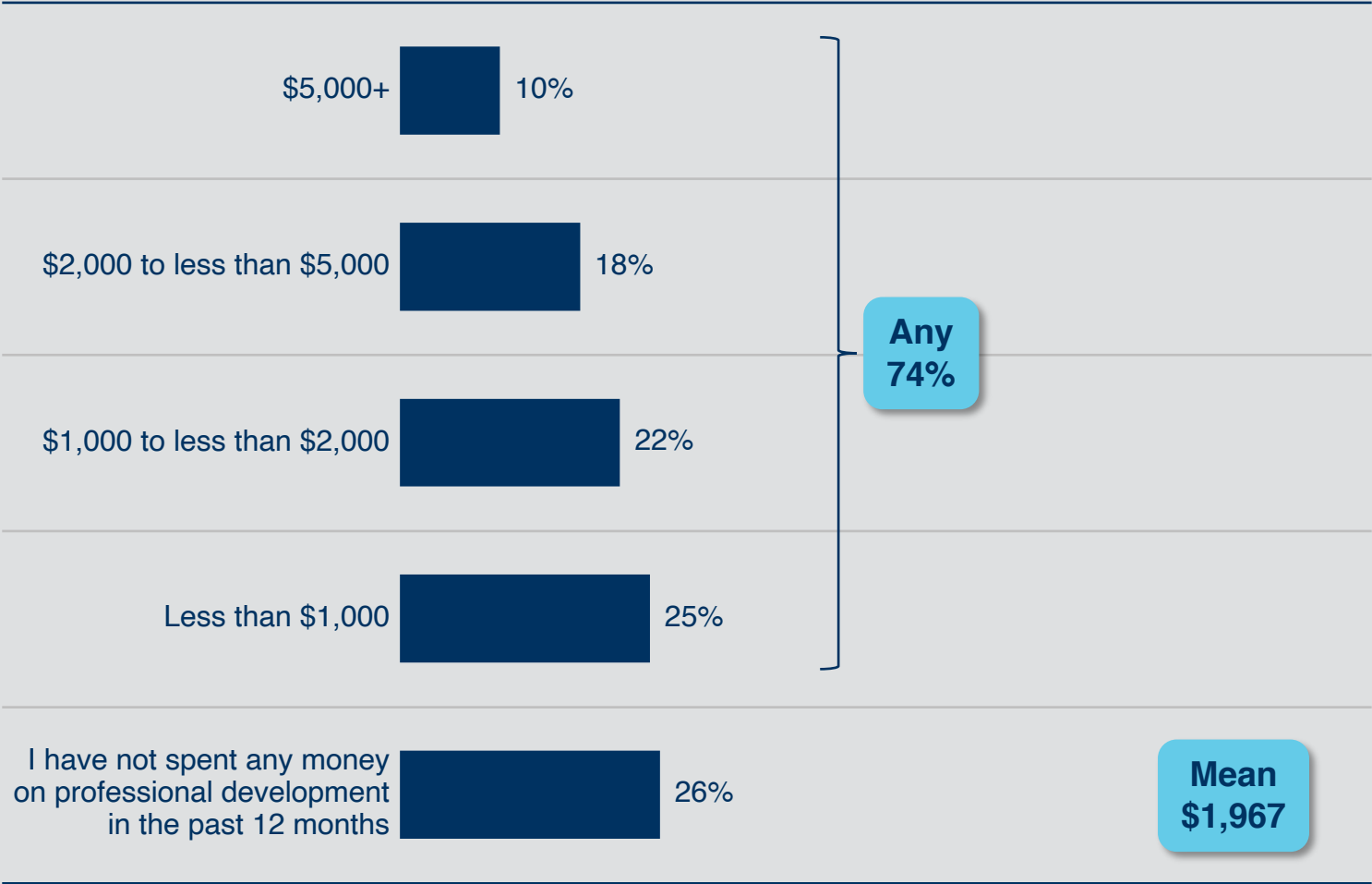
Past Year Professional Development Spending: Total

Nationally, close to 3-in-4 HR professionals (or their employers) have spent money on their professional development in the past year, with the average amount being almost \$2K.

Groups that spent **significantly more** (on average) include:

- **\$100K+ income earners:** \$2,446 vs. \$1,726 <\$60K and \$1,701 \$60K to <\$100K;
- **Management:** \$2,302 vs. \$1,600 non-management;
- **Men:** \$2,271 vs. \$1,901 women; and
- **Worked in HR 10 years+:** \$2,064 vs. \$1,864 5 to <10 years and \$1,733 <5 years.

Base: All respondents (n=4,948)
T3. 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?



Past Year Professional Development Spending: by Region

On average, Saskatchewan members have spent the **most** money on professional development, followed by Manitoba members.

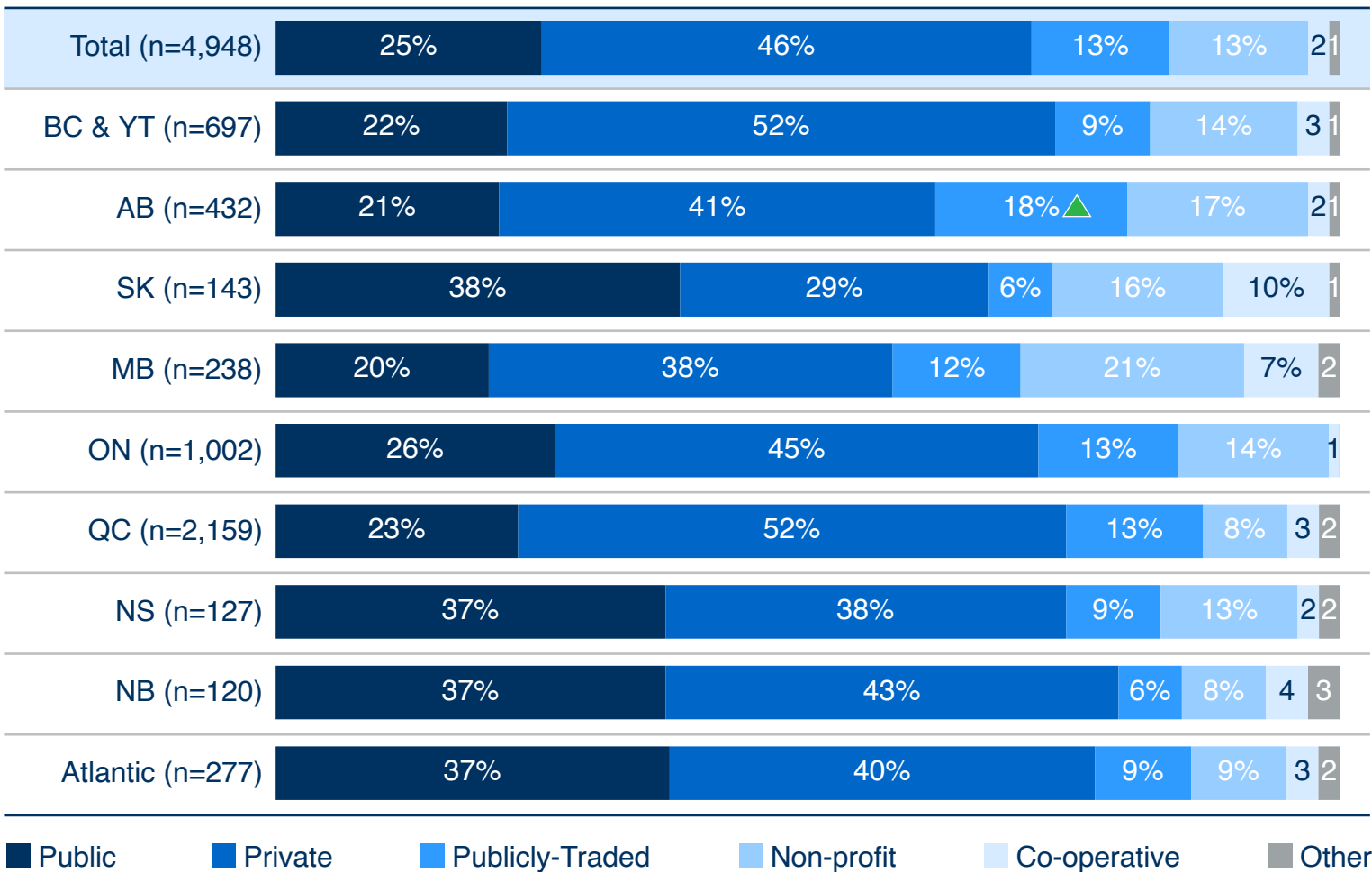
	2021									
	Total (n=4,948)	BC & YT (n=697)	AB (n=432)	SK (n=143)	MB (n=238)	ON (n=1,002)	QC (n=2,159)	NS (n=127)	NB (n=120)	Atlantic (n=277)
\$5,000+	10%	10%	10%	17%	11%	10%	7%	8%	9%	8%
\$2,000 to less than \$5,000	18%	20%	14%	20%	24%	17%	19%	15%	18%	16%
\$1,000 to less than \$2,000	22%	24%	21%	20%	24%	19%	26%	24%	18%	19%
Less than \$1,000	25%	25%	28%	29%	22%	24%	24%	32%	28%	30%
I have not spent any money on professional development in the past 12 months	26%	21%	27%	15%	18%	29%	24%	21%	28%	26%
Mean	\$1,967	\$1,959	\$1,772	\$2,507	\$2,256	\$2,108	\$1,705	\$1,757	\$2,079	\$1,841

*Small base size, interpret with caution.
Base: All respondents

T3. 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?

Organization Firmographics

Organization Type





























HR professionals most commonly work for private organizations. One-quarter work for public organizations, while more than 1-in-10 work for publicly traded organizations or non-profits.

Alberta members are **significantly more likely** to work for publicly traded organizations.

Base: All respondents
 O1. Which of the following best describes the organization you currently work for?

Business Sector: Total

Manufacturing  13%	Arts/entertainment/recreation  2%
Professional/scientific/technical services  11%	Agriculture/forestry/fishing and hunting  2%
Health care/social assistance  11%	Public administration (federal) +  2%
Educational services  8%	Oil and gas extraction/services  2%
Finance/insurance  7%	Utilities  1%
Public administration (municipal)+  6%	Wholesale trade  1%
Not-for-profit/charitable  5%	Real estate, rental and leasing  1%
Information technology  5%	Mining  1%
Construction  4%	Public administration (Crown) +  1%
Retail trade  4%	Administrative/support  1%
Transportation/distribution/warehousing  4%	Management of companies/enterprises  <1%
Public administration (provincial) +  3%	Information/cultural  <1%
Accommodation/food services  2%	Other  4%

NET Public Administration 12%



HR professionals are most likely to work in manufacturing, professional/scientific/technical services, and health care/social assistance.

⁺New for 2021.

Base: All respondents (n=4,942)

O2. Which of the following best describes your organization's primary business sector?

Business Sector: by Region

	2021									
	Total (n=4,942)	BC & YT (n=697)	AB (n=432)	SK (n=142)	MB (n=238)	ON (n=1,001)	QC (n=2,155)	NS (n=127)	NB (n=120)	Atlantic (n=277)
Manufacturing	13%	11%	6%	5%	11%	13%	17%	4%	11%	9%
Professional/scientific/technical services	11%	11%	12%	9%	9%	11%	13%	13%	5%	9%
Health care/social assistance	11%	9%	11%	5%	14%	13%	6%	9%	15%	13%
Educational services	8%	9%	7%	15%	7%	8%	5%	13%	8%	10%
Finance/insurance	7%	7%	4%	11%	13%	8%	7%	7%	5%	6%
Public administration (municipal) ⁺	6%	5%	6%	6%	2%	6%	7%	6%	7%	6%
Not-for-profit/charitable	5%	5%	8%	6%	8%	6%	2%	6%	2%	3%
Information technology	5%	3%	3%	1%	3%	6%	6%	5%	8%	7%
Construction	4%	6%	5%	4%	3%	3%	4%	3%	1%	2%
Retail trade	4%	5%	3%	6%	8%	3%	5%	5%	6%	5%
Transportation/distribution/warehousing	4%	3%	4%	0%	4%	3%	6%	6%	3%	4%
Public administration (provincial) ⁺	3%	3%	4%	7%	2%	2%	5%	3%	7%	5%
Accommodation/food services	2%	2%	3%	0%	3%	1%	1%	3%	3%	3%



Quebec members are **significantly more likely** to work in manufacturing.

⁺New for 2021.

Base: All respondents

O2. Which of the following best describes your organization's primary business sector?

Business Sector: by Region (cont.)

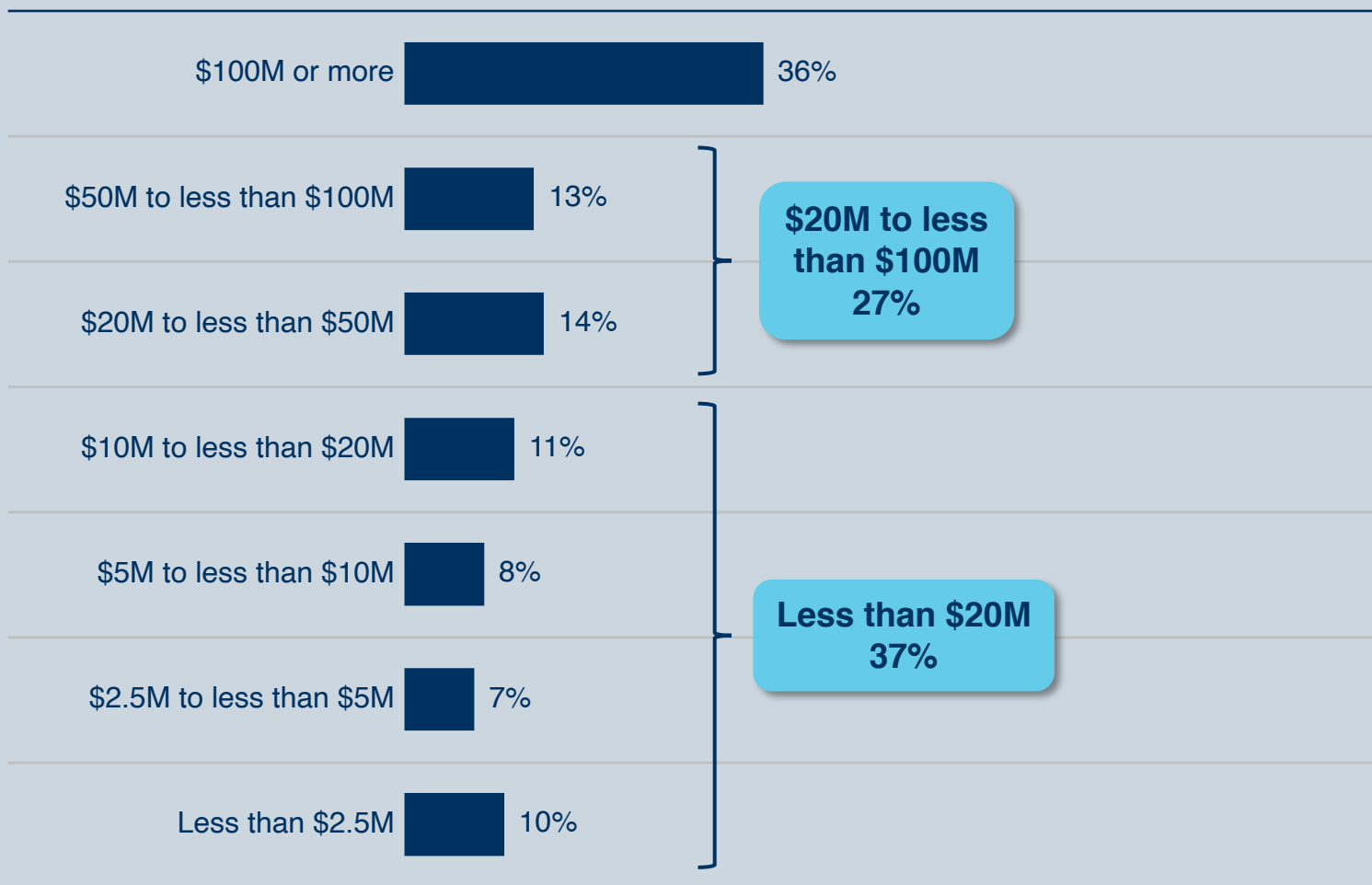
	2021									
	Total (n=4,942)	BC & YT (n=697)	AB (n=432)	SK (n=142)	MB (n=238)	ON (n=1,001)	QC (n=2,155)	NS (n=127)	NB (n=120)	Atlantic (n=277)
Arts/entertainment/recreation	2%	2%	2%	3%	<1%	1%	2%	0%	3%	1%
Agriculture/forestry/fishing and hunting	2%	3%	1%	4%	3%	1%	2%	2%	1%	1%
Public administration (federal) ⁺	2%	1%	<1%	1%	1%	2%	1%	3%	3%	3%
Oil and gas extraction/services	2%	0%	11%	1%	0%	<1%	<1%	0%	2%	1%
Utilities	1%	1%	3%	1%	1%	1%	1%	3%	3%	3%
Wholesale trade	1%	2%	<1%	4%	<1%	1%	2%	1%	0%	<1%
Real estate, rental and leasing	1%	1%	1%	0%	2%	1%	1%	2%	1%	1%
Mining	1%	2%	1%	4%	<1%	1%	1%	1%	1%	1%
Public administration (Crown) ⁺	1%	2%	0%	3%	<1%	1%	1%	1%	3%	2%
Administrative/support	1%	1%	<1%	0%	1%	<1%	1%	2%	1%	1%
Management of companies/enterprises	<1%	<1%	<1%	0%	1%	1%	<1%	0%	0%	0%
Information/cultural	<1%	<1%	0%	0%	<1%	<1%	1%	0%	0%	0%
Other	4%	6%	3%	4%	3%	4%	3%	3%	5%	3%
NET Public administration	12%	11%	10%	17%	5%	11%	13%	13%	18%	15%

Manitoba members are **significantly less likely** to work in public administration.

⁺New for 2021.

Base: All respondents

O2. Which of the following best describes your organization's primary business sector?



Organization Annual Gross Revenue: Total

Over one-third of HR professionals work for organizations with annual gross incomes of \$100 million or more.

Base: All respondents, excluding not applicable (n=3,590)
O5. Which of the following best describes your organization's annual gross revenues from all sources?

	2021									
	Total (n=3,590)	BC & YT (n=525)	AB (n=318)	SK (n=104)	MB (n=164)	ON (n=687)	QC (n=1,618)	NS (n=83)*	NB (n=73)*	Atlantic (n=174)
\$100M or more	36%	32%	43%	38%	35%	34%	39%	36%	40%	39%
\$50M to less than \$100M	13%	13%	9%	13%	15%	11%	16%	10%	15%	11%
\$20M to less than \$50M	14%	16%	13%	12%	13%	14%	16%	18%	10%	13%
\$10M to less than \$20M	11%	12%	11%	6%	9%	13%	8%	12%	7%	11%
\$5M to less than \$10M	8%	8%	8%	10%	12%	9%	7%	8%	12%	11%
\$2.5M to less than \$5M	7%	9%	7%	9%	11%	8%	5%	7%	5%	6%
Less than \$2.5M	10%	10%	9%	13%	5%	11%	9%	8%	11%	9%
\$20M to Less than \$100M	27%	30%	22%	25%	28%	25%	32%	28%	25%	24%
Less than \$20M	37%	39%	35%	38%	37%	41%	29%	36%	36%	37%

Organization Annual Gross Revenue: by Region

Alberta members are the **most likely** to work for organizations with revenues of \$100 million or more, while British Columbia and Yukon members are the **least likely**.

Base: All respondents, excluding not applicable

O5. Which of the following best describes your organization's annual gross revenues from all sources?

Number of Employees: Total

	Your Province	Other Provinces	Outside Canada
10,000 or more	<div><div></div></div> 8%	<div><div></div></div> 4%	<div><div></div></div> 9%
5,000 to 9,999	<div><div></div></div> 5%	<div><div></div></div> 3%	<div><div></div></div> 2%
2,000 to 4,999	<div><div></div></div> 8%	<div><div></div></div> 4%	<div><div></div></div> 2%
1,000 to 1,999	<div><div></div></div> 8%	<div><div></div></div> 4%	<div><div></div></div> 2%
500 to 999	<div><div></div></div> 10%	<div><div></div></div> 4%	<div><div></div></div> 2%
200 to 499	<div><div></div></div> 19%	<div><div></div></div> 6%	<div><div></div></div> 2%
100 to 199	<div><div></div></div> 15%	<div><div></div></div> 4%	<div><div></div></div> 2%
50 to 99	<div><div></div></div> 11%	<div><div></div></div> 4%	<div><div></div></div> 2%
20 to 49	<div><div></div></div> 8%	<div><div></div></div> 4%	<div><div></div></div> 2%
1 to 19	<div><div></div></div> 8%	<div><div></div></div> 10%	<div><div></div></div> 7%
None	<div><div></div></div> <1%	<div><div></div></div> 50%	<div><div></div></div> 63%
Don't know	<div><div></div></div> 1%	<div><div></div></div> 3%	<div><div></div></div> 4%
1K+	<div><div></div></div> 28%	<div><div></div></div> 15%	<div><div></div></div> 15%
200 to <1K	<div><div></div></div> 29%	<div><div></div></div> 10%	<div><div></div></div> 4%
<200	<div><div></div></div> 42%	<div><div></div></div> 22%	<div><div></div></div> 13%

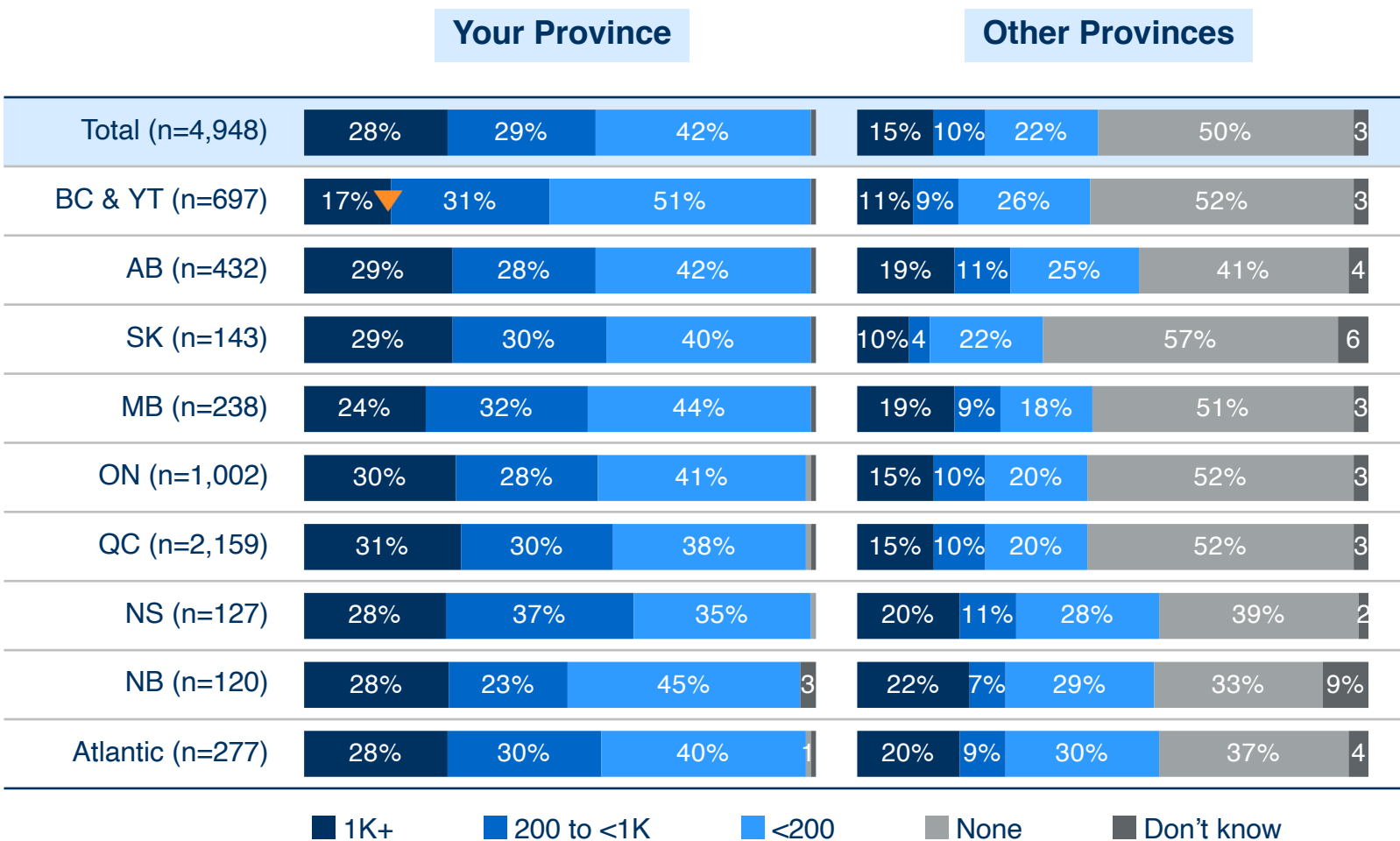


2-in-5 HR professionals work for small organizations with <200 employees within their province.

Half of HR professionals are employed by organizations that have employees in other provinces, while one-third work for organizations that have employees outside Canada.

Base: All respondents (n=4,948)
O3. Including yourself, how many employees currently work at your organization?

Number of Employees: by Region

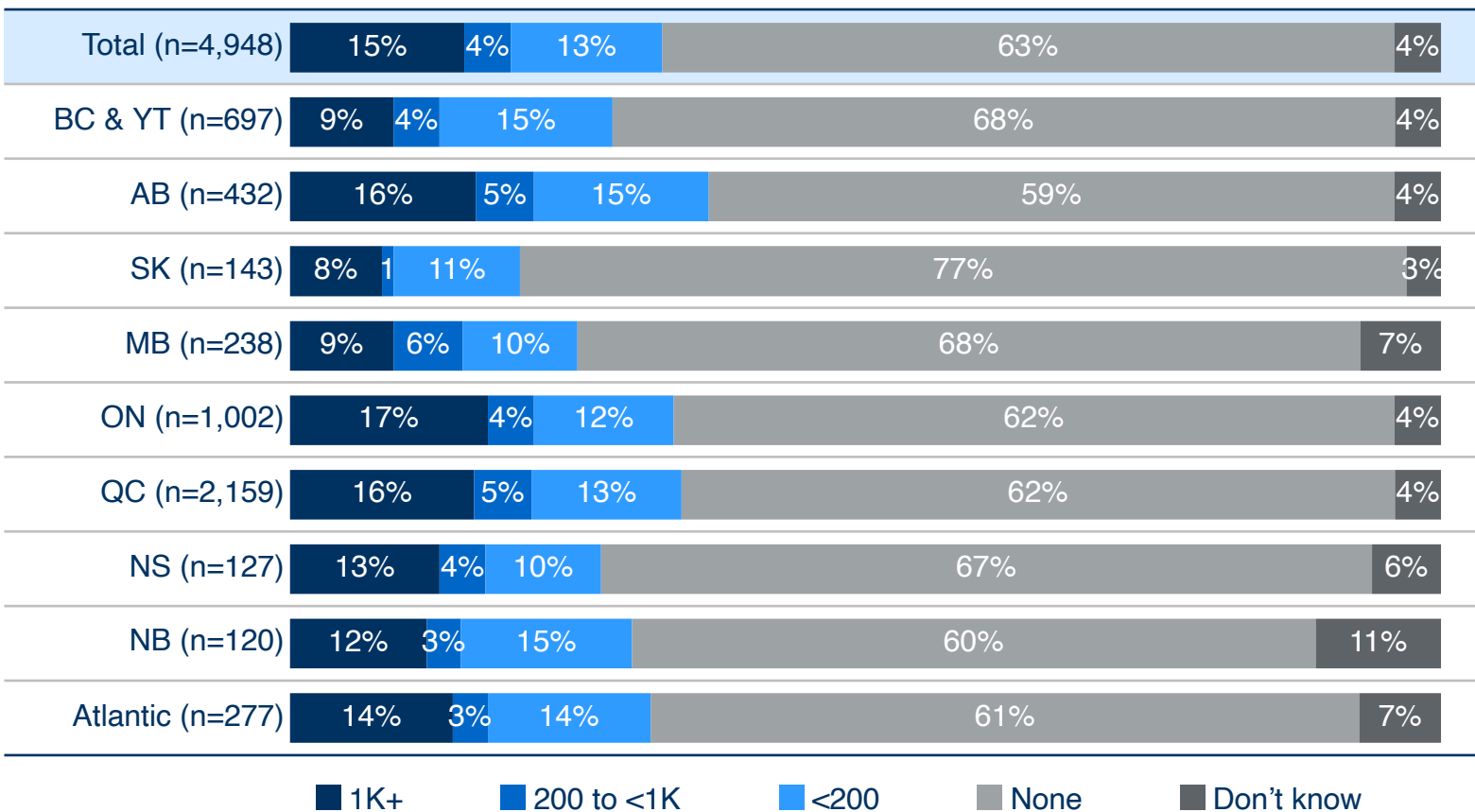


Compared to those in other regions, British Columbia and Yukon members are **significantly less likely** to work for large organizations with 1,000+ employees in their province (17%).

Base: All respondents
 O3. Including yourself, how many employees currently work at your organization?

Number of Employees: by Region (cont.)

Outside Canada



Saskatchewan members are the **least likely** to work for organizations that have employees outside of Canada.

Base: All respondents

O3. Including yourself, how many employees currently work at your organization?

Number of HR Employees: Total

Over 2-in-5 HR professionals work in organizations with less than 5 HR employees.

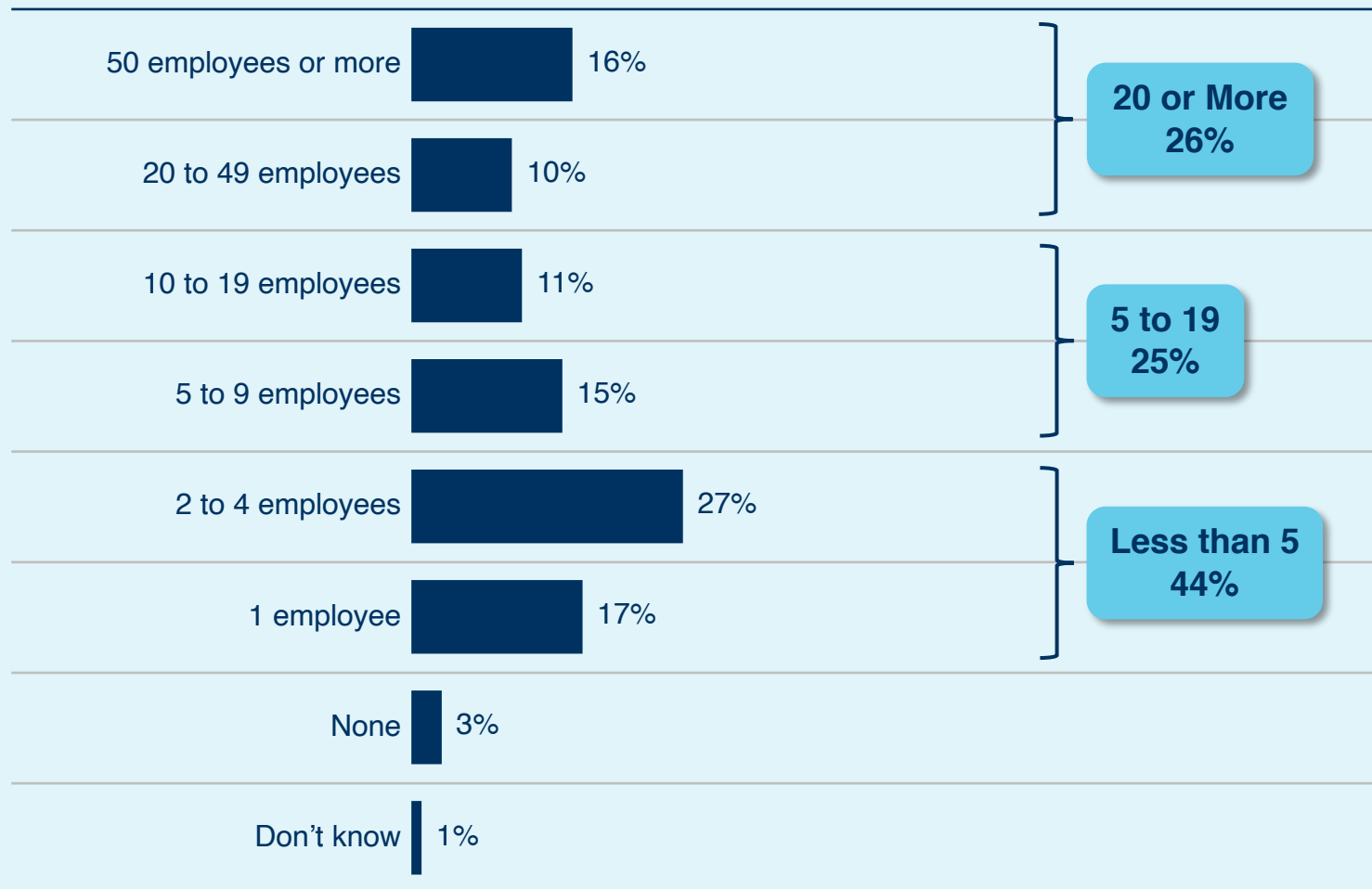
Around one-quarter have 5 to 19 employees or 20+ employees in their HR departments.

Groups significantly **more likely** to work for organizations with 20+ HR employees:

- **Work for organizations with higher revenue:** 49% \$100M+ vs. 14% \$20M to <\$100M and 4% <\$20M;
- **Work for public organizations:** 48% vs. 14% private and 7% non-profit;
- **Earn \$100K+:** 31% vs. 26% \$60K to \$100K and 15% earn <\$60K; and
- **Hold HR designation:** 28% vs. 20% no HR designation.

Base: All respondents (n=4,948)

O4. Including yourself, how many employees currently work in your organization's Human Resources department in Canada?





Number of HR Employees: by Region

Members from British Columbia and Yukon are **significantly more likely** to work for organizations with fewer than 5 employees compared to those in other regions.

Nova Scotia members are **significantly more likely** to work for organizations with 5 to 19 employees.

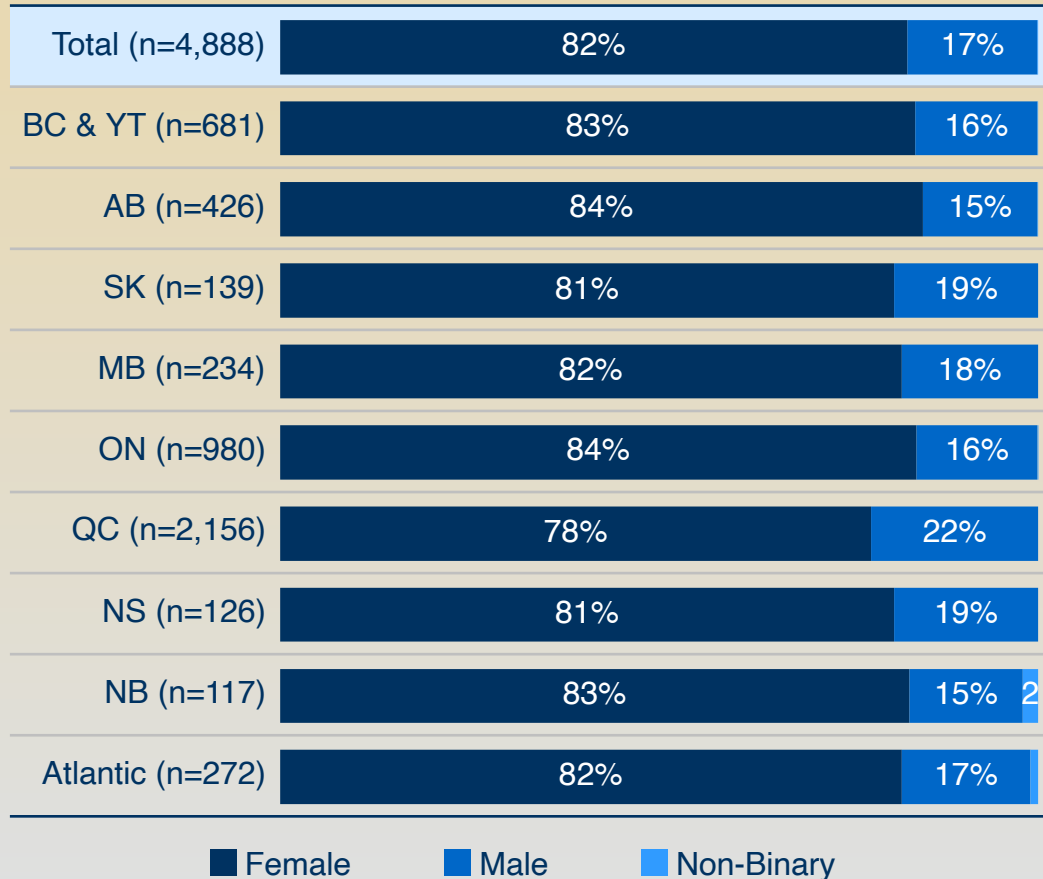
Base: All respondents

Q4. Including yourself, how many employees currently work in your organization's Human Resources department in Canada?

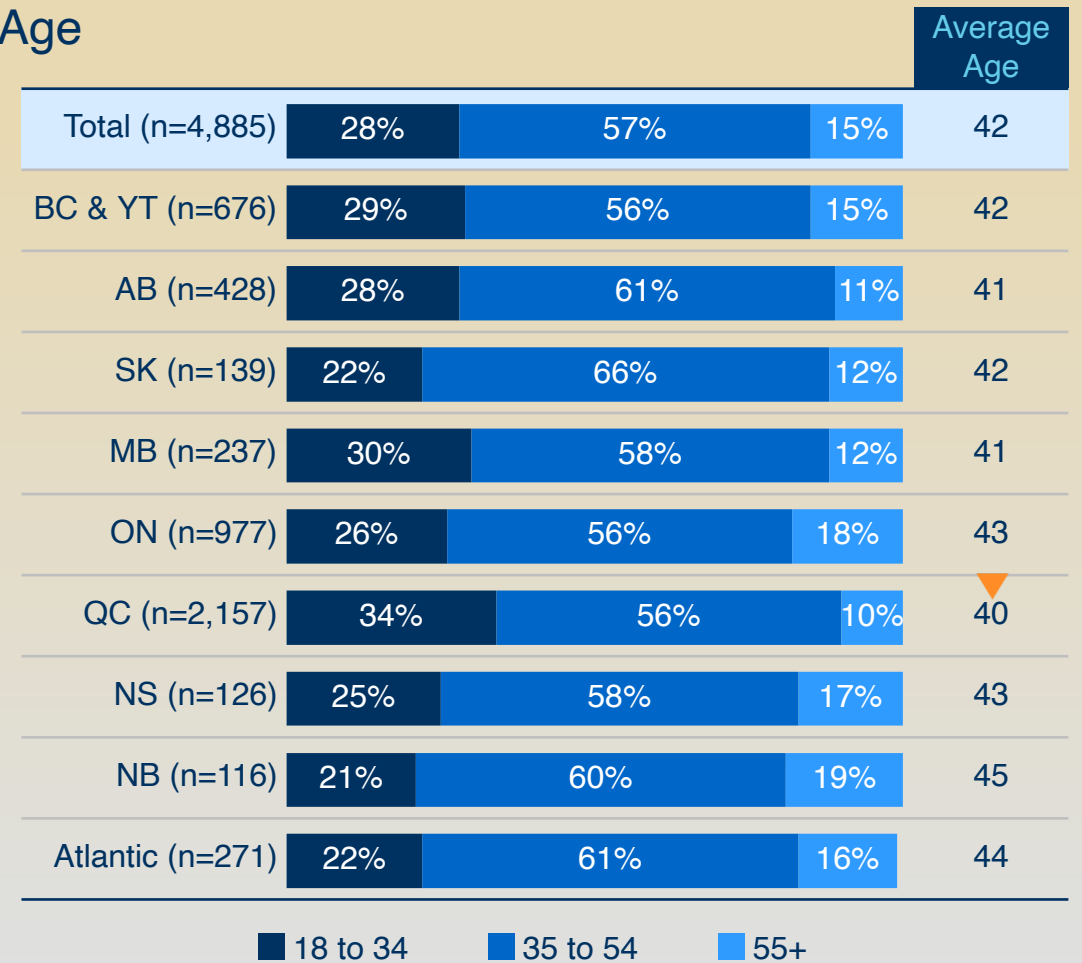
	2021									
	Total (n=4,942)	BC & YT (n=697)	AB (n=432)	SK (n=142)	MB (n=238)	ON (n=1,001)	QC (n=2,155)	NS (n=127)	NB (n=120)	Atlantic (n=277)
20 or more	26%	19%	31%	27%	24%	25%	31%	24%	28%	27%
5 to 19	25%	24%	24%	25%	26%	25%	27%	37% 	23%	28%
Less than 5	44%	53% 	42%	43%	45%	46%	37%	38%	41%	40%
None	3%	3%	3%	2%	3%	3%	4%	2%	5%	3%
Don't know	1%	1%	1%	3%	1%	1%	1%	0%	4%	2%

Personal Demographics

Gender



Age



	2021									
	Total (n=4,621)	BC & YT (n=669)	AB (n=414)	SK (n=135)	MB (n=228)	ON (n=932)	QC (n=1,979)	NS (n=125)	NB (n=112)	Atlantic (n=264)
Caucasian/European	79%	71%	80%	85%	76%	76%	87%	91%	91%	91%
South Asian	5%	8%	5%	5%	3%	7%	<1%	0%	1%	1%
Black/Caribbean/African Canadian	5%	3%	4%	3%	4%	7%	2%	3%	3%	3%
Chinese	4%	10%	4%	1%	3%	4%	1%	2%	0%	2%
Aboriginal/First Nations/Metis/Inuit	3%	5%	4%	5%	10%	2%	1%	6%	3%	5%
Hispanic/Latino/Latin American	2%	3%	2%	1%	2%	2%	2%	1%	1%	1%
Filipino	1%	2%	1%	2%	5%	2%	<1%	0%	0%	0%
Middle Eastern	1%	1%	1%	0%	2%	2%	1%	2%	1%	1%
Vietnamese	<1%	<1%	1%	1%	0%	<1%	<1%	0%	1%	<1%
Korean	<1%	<1%	<1%	0%	0%	<1%	0%	0%	0%	0%
Japanese	<1%	<1%	1%	0%	0%	<1%	0%	0%	0%	0%
Other	3%	2%	1%	0%	2%	3%	6%	2%	1%	1%

**For inquiries regarding the methodology
and survey tool, contact:**

Jane Ha-Trapp
Vice President, Insights West
Phone: 403-860-5277
Email: janehatrapp@insightswest.com

Cayla Albrecht
Research Manager, Insights West
Phone: 778-789-8336
Email: caylaalbrecht@insightswest.com