



2021 National Salary Survey Human Resources Professional Association (HRPA)

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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 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 17 to June 6, 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.
- Overall, 4,948 members across Canada completed the survey, which translates to a 12% response rate.
- A total of 23,355 HRPAs members were invited to participate, with 1,002 who completed the survey. HRPAs response rate is lower than the total at 4%.

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	ON
Base size	4,948	1,002
Margin of Error*	±1.3%	±3.0%

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

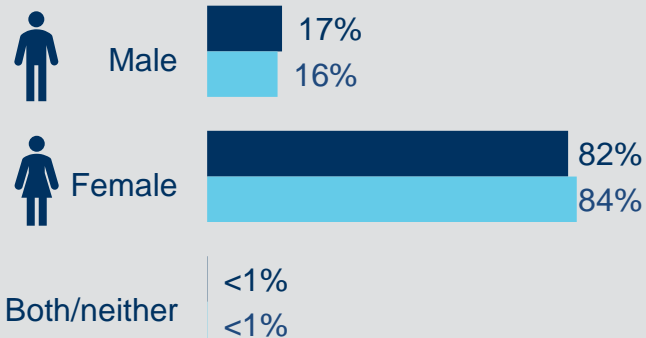
- Data has been weighted to align with the population sizes for each HR association.
- The following report details the results for Ontario.



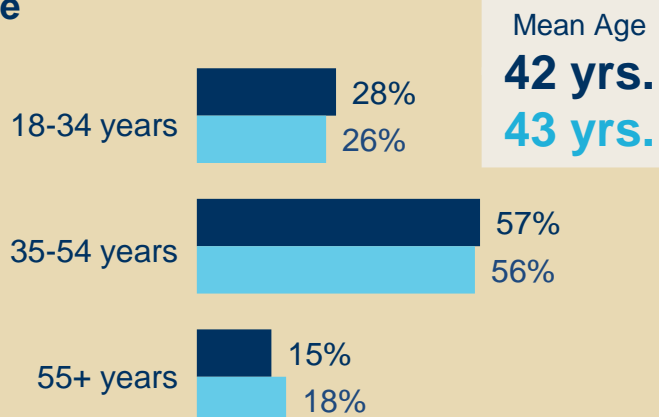
Key Insights

Similar to national results, ON HR professionals tend to be female, salaried full-time employees and have worked in HR for 10+ years. They are more likely to have worked in HR for 20+ years compared their counterparts across Canada.

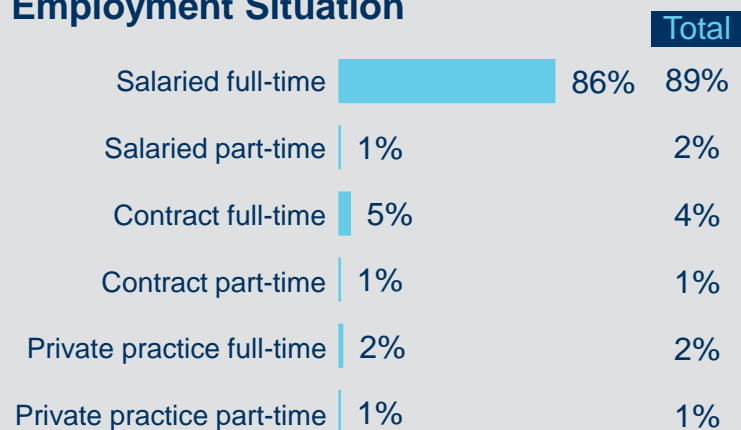
Gender



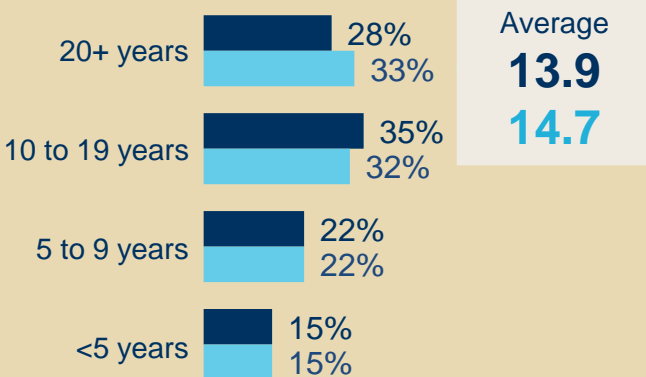
Age



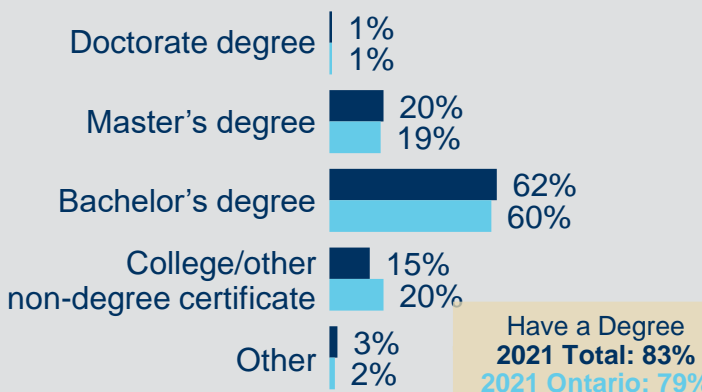
Employment Situation



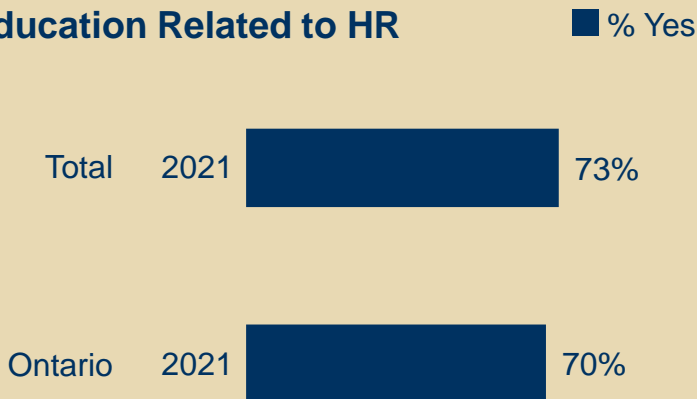
Length of Time in HR



Education



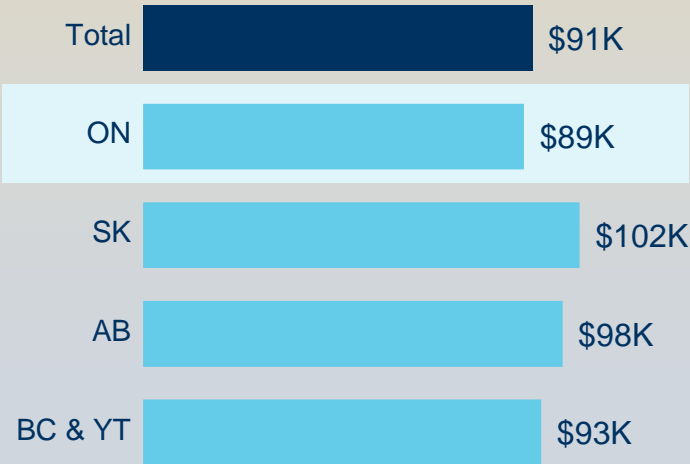
Education Related to HR



Consistent with national results, about one-quarter of ON members have other responsibilities outside of HR.



On average, ON members **earn less** than their counterparts in SK, AB, and BC & YT but are similar to the overall average. They are **equally as likely** to have experienced salary increases over the past 5 years.



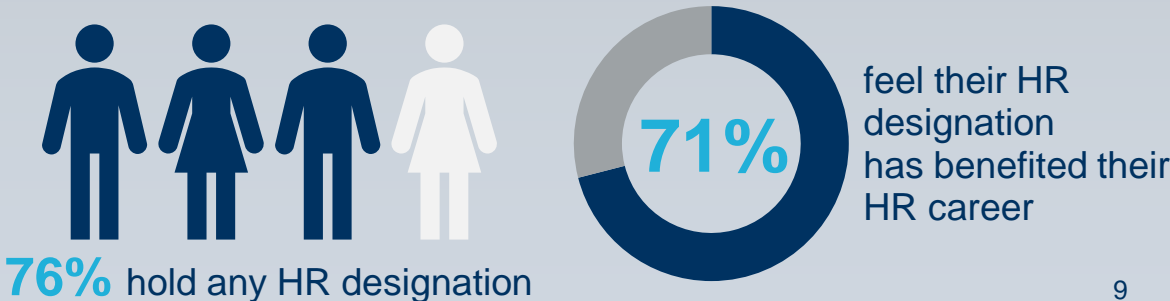
85%
have seen any
salary increase

The proportion of ON members who spent time and money on professional development is similar to national results; however, ON HR professionals spent, on average, **more time** on professional development.

93%
of ON members spent **time** on
their personal professional
development, with an average of
87 hours vs. 74 hours
nationally)

71%
of ON members spent **money** on
their personal professional
development with average of
spend of **\$2K**

Consistent with national results, 3-in-4 ON HR members hold an HR designation and most agree that that their **HR designation has benefited their career.**



On par with national results, more than 3-in-4 ON members receive health/dental benefits, long term disability, employee assistance, and life insurance. However, they are **less likely** to receive benefits associated with HR conference/dues:

- **53%** provincial HR association member dues (vs. **60%** nationally)
- **36%** HR professional organization conference registration (vs. **43%**)
- **23%** HR professional organization conference travel (vs. **30%**)

They are also **less likely** to receive critical illness insurance (**32%** vs. 37% nationally).

Salary is clearly the **most important** aspect of a compensation package. Compared to HR professionals nationally, ON members place greater importance on **health benefits**.

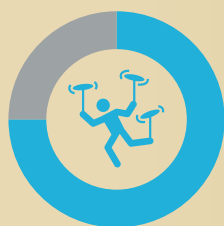
- Salary: **76%** most important, **97%** top 3 ranking
- Health benefits: **5%** most important, **75%** top 3 (vs. **67%** nationally)
- Vacation/sick/mobile days: **11%** most important, **73%** top 3 ranking
- Pension plan: **8%** most important, **54%** top 3 ranking

Consistent with national results, ON HR members have **positive perceptions** of their current employment.



82%

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



75%

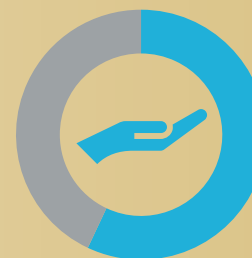
are happy with their work/life balance



75%

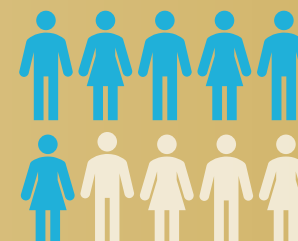
feel they are fairly compensated

Also consistent with HR professionals nationally, ON members are **less satisfied** with a few aspects of their current employment.



57%

agree that they have enough administrative support



62%

feel their organization offers them sufficient opportunities for advancement

Detailed Findings

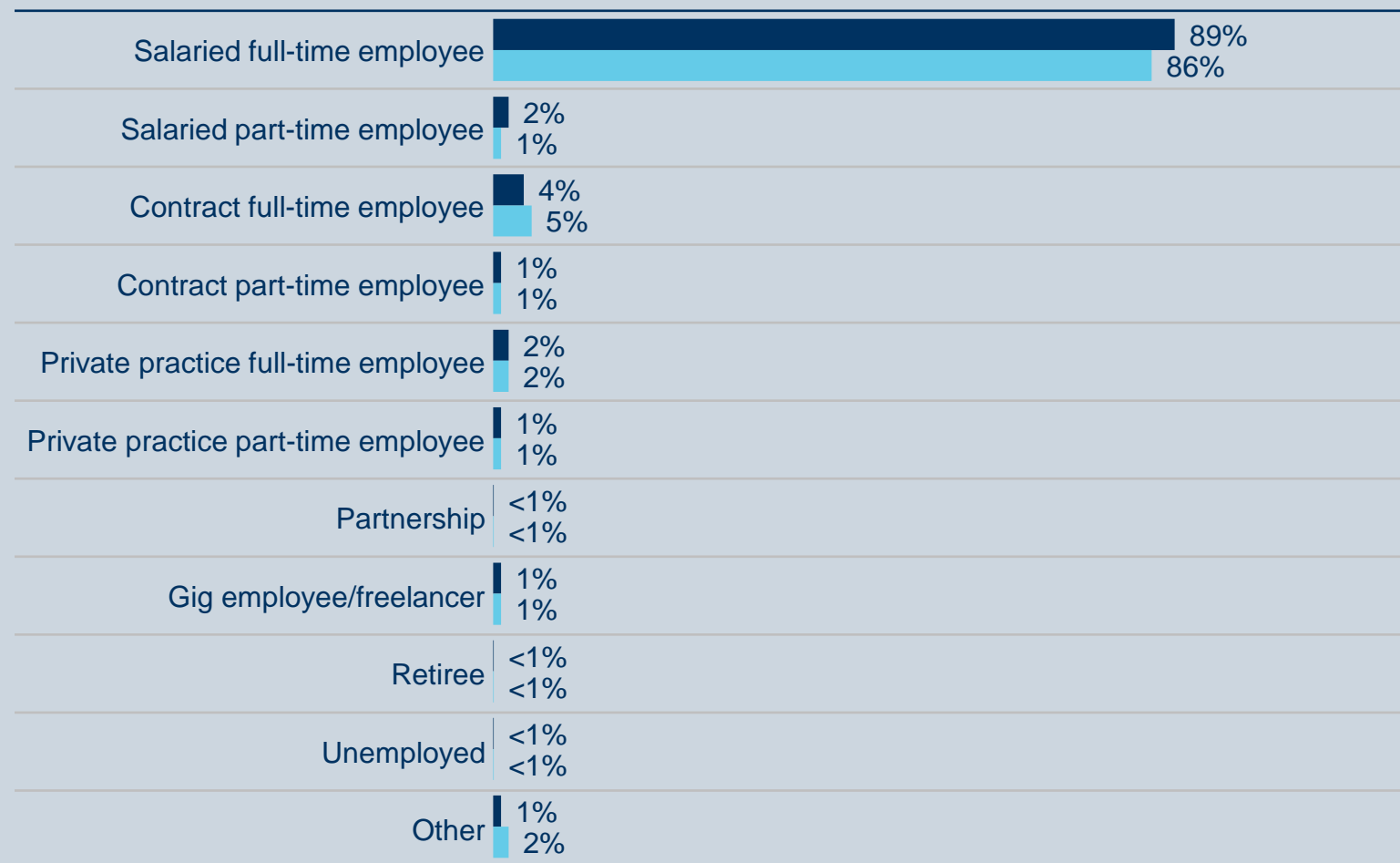
Employment Characteristics

Current Employment Situation

Consistent with Canadian HR professionals in general, nearly all ON members are salaried full-time employees.

Among ON members, groups **significantly less likely** to be salaried, full-time employees include:

- **Aged 55+:** 72% vs. 88% 35-54 and 92% <35 years;
- **Work for organizations with lower revenue:** 77% <\$20M vs. 93% \$20M+;
- **Work for organizations with a smaller number of provincial employees:** 80% <200 employees vs. 91% 200+ employees; and
- **Do not have HR designation:** 81% vs. 88% with an HR designation.



Base: All respondents

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

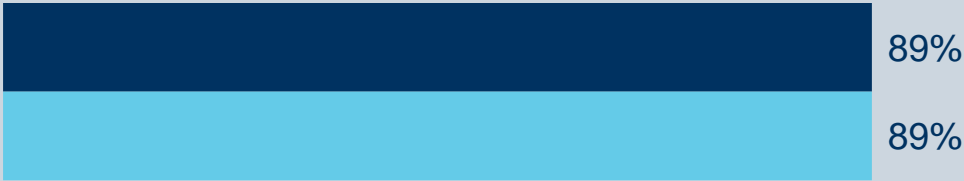
Current Employment Position

Also consistent with national results, close to 9-in-10 ON HR professionals work in a company.

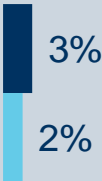
Groups **significantly less likely** to work in a company include those who:

- **55+ years:** 77% vs. 92% <55 years; and
- **Work for organizations with lower revenue:** 81% <\$20M vs. 94% \$20M+.

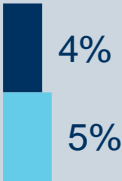
Working in a company



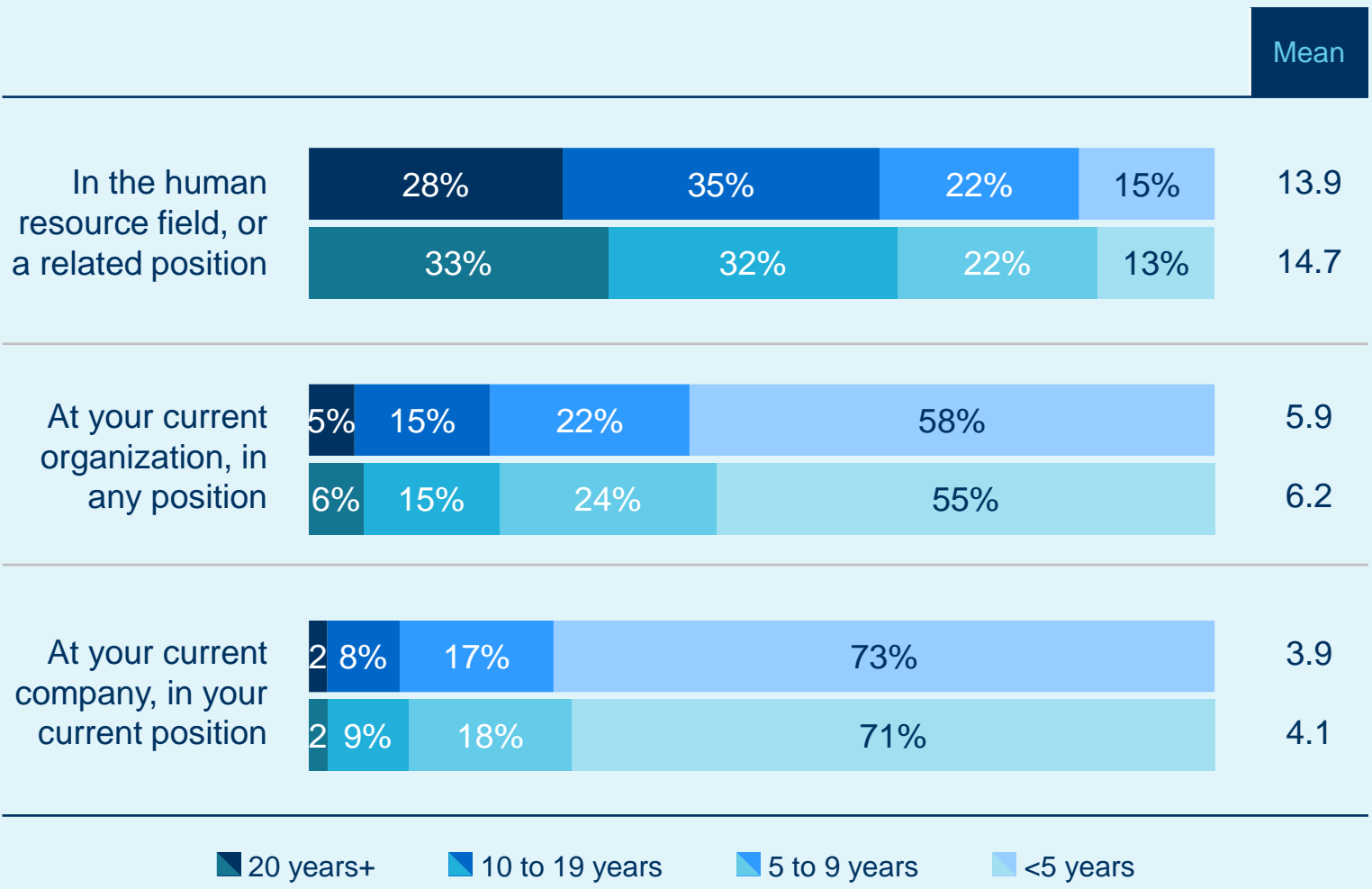
Working in private practice



Self-employed



Base: All respondents
S1b. Which of the following best describes your current employment position?



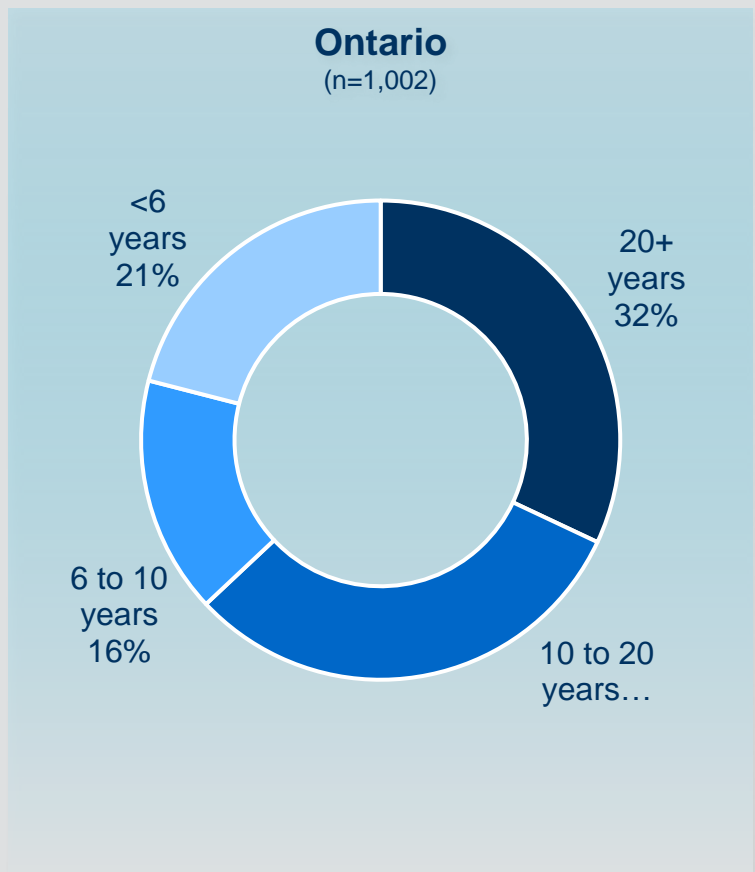
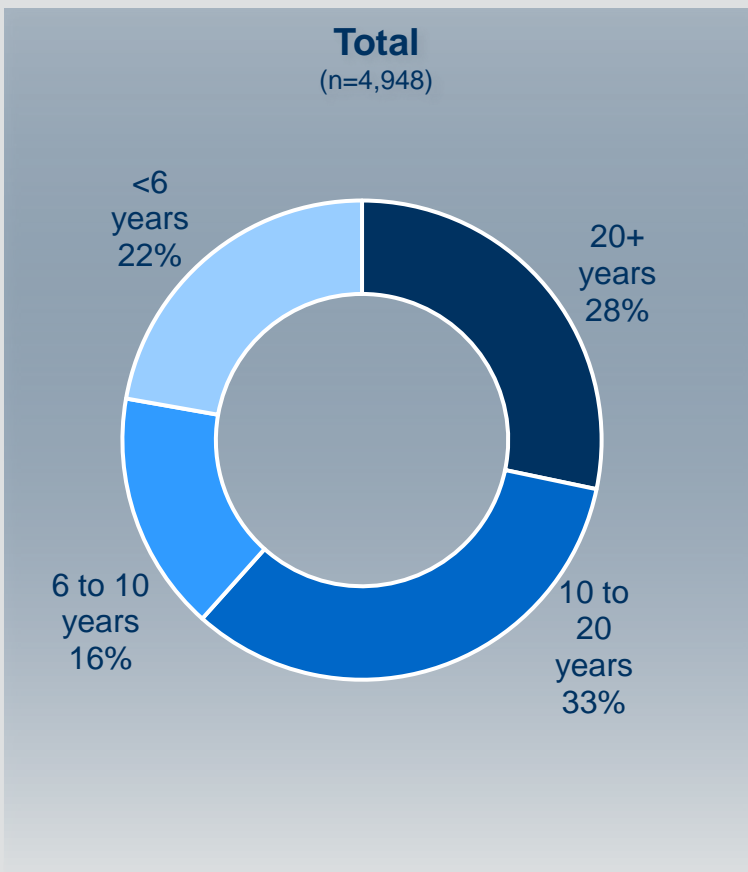
Years of HR and Organization Experience

The majority of ON members have worked in HR for over a decade, averaging 4.1 years in their current position at their current company. ON members are **more likely** to have worked in HR for 20 years or longer compared to HR professionals across the country.

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

Years of Full Time Experience

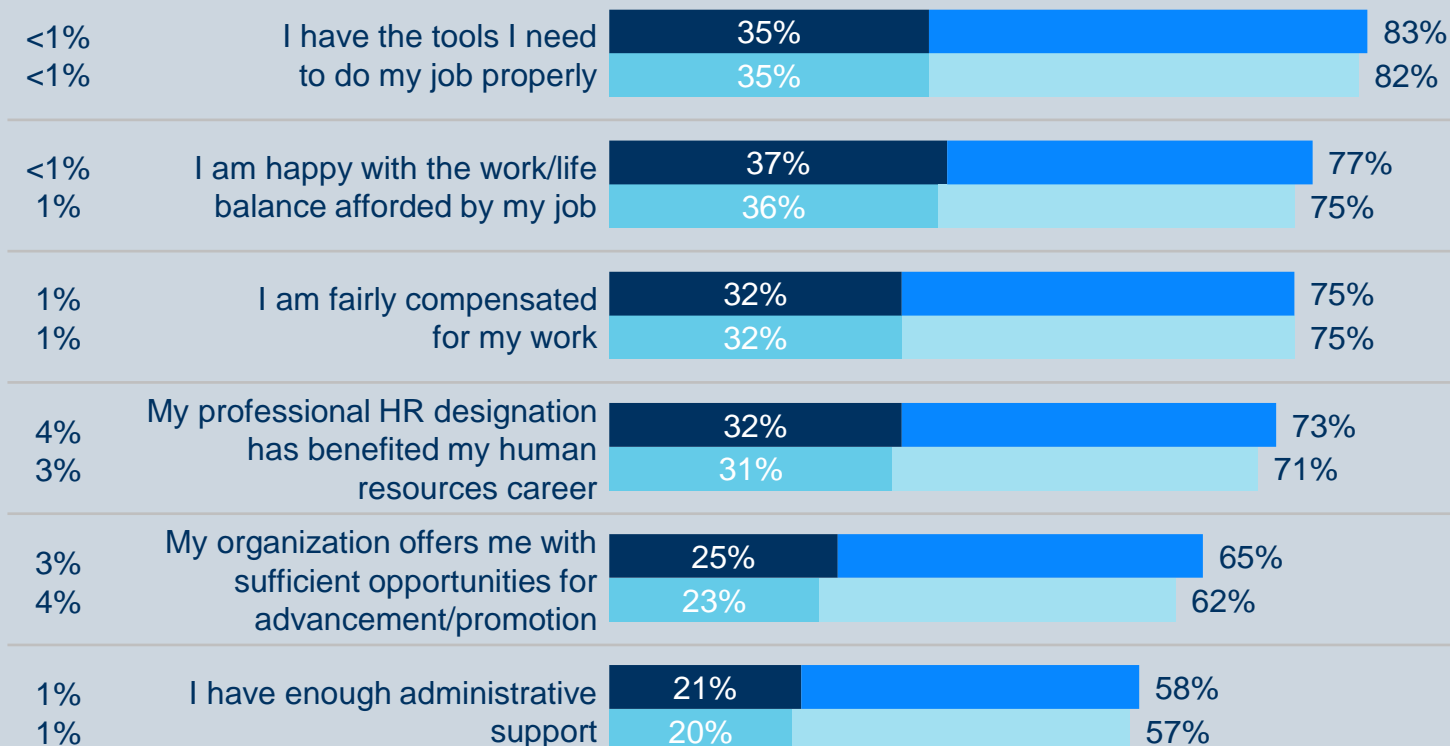
Similar to HR professionals across Canada, more than 6-in-10 ON HR professionals have 10+ years of full-time experience, with almost one-third having 20+ years of full-time experience.



Base: All respondents

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

Don't know



■ Strongly agree ■ Somewhat agree

Agreement with HR Statements

More than 8-in-10 ON members agree that they have the tools they need to do their job properly. Three-quarters are happy with their work/life balance and feel they are fairly compensated for their work.

Similar to national results, 7-in-10 feel their HR designation has benefitted their HR career.

Among ON members, **groups significantly more likely** to agree that their HR designation has benefited them include:

- **Work for non-profits:** 85% vs. 71% public and 69% private;
- **Work for smaller organizations:** 79% <200 provincial employees vs. 67% 200 to <1K and 64% 1K+.

Interestingly, those **earning <\$60K are significantly more likely** to be happy with their work/life balance: 87% vs. 75% \$60 to <\$100K and 69% \$100K.

Base: All respondents, excluding not applicable

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

Job Responsibility

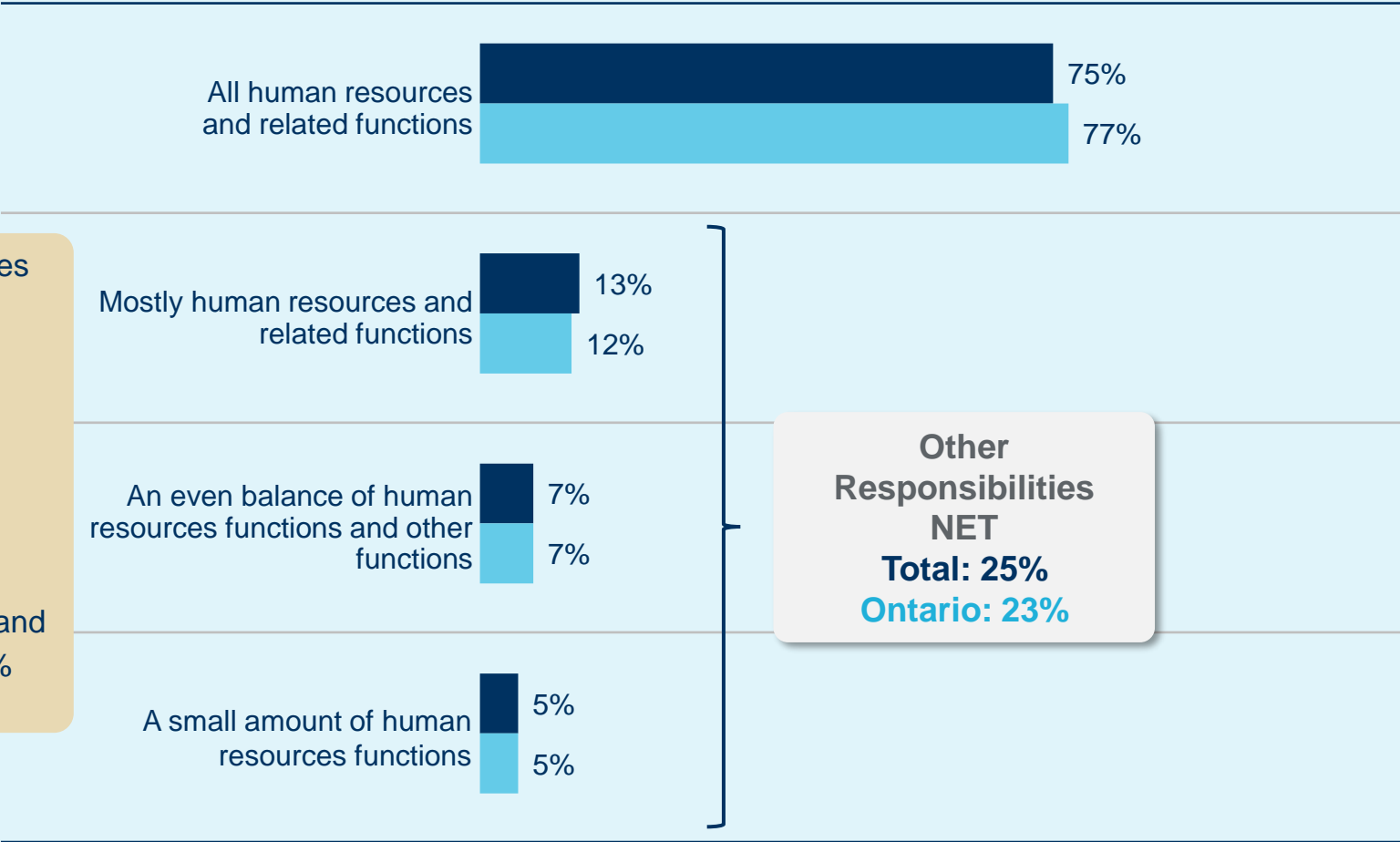
HR Involvement

Although most ON HR professionals focus entirely on HR and related functions, just under one-quarter have responsibilities outside of HR, consistent with national results.

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

- **Lower annual income earners:** 34% <\$60K vs. 20% \$60K+;
- **Work for organizations with lower revenue:** 33% <\$20M vs. 18% \$20M+;
- **55 years+:** 32% vs. 22% <55 years;
- **Have no HR designation:** 30% vs. 21% who have designation;
- **Worked <10 years in HR:** 29% vs. 20% 10+ years; and
- **Do not have education related to HR:** 28% vs. 21% who have HR education.

Base: All respondents
S1. Which of the following best describes your current position at your place of employment?



**NET Management
or Higher**
Total: 49%
Ontario: 50%

Manager/ supervisor/lead	18%	21%
Director	17%	14%
HR business partner	10%	11%
Generalist/HR generalist	8%	11%
Advisor/HR advisor	8%	3%
Coordinator/HR coordinator	6%	6%
Consultant	4%	4%
Specialist	4%	4%
Senior HR partner/ HR partner	4%	4%
Vice president	3%	3%
Chief HR officer	2%	2%
Senior advisor	2%	2%
Recruiter/recruitment/ talent acquisition	2%	2%
Administrator	2%	3%
HR officer	2%	1%
Owner/principal/ partner	2%	2%
Analyst	1%	1%
CEO/president	1%	<1%
Assistant	1%	<1%
Other	2%	2%

Current Job Title

Similar to their counterparts across the country, ON HR professionals most commonly hold job titles matching “manager, supervisor, lead” followed by “director”.

Half have a job in management or higher, consistent with national results.

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

- **Earn \$100K+:** 80% vs. 40% \$60K to <\$100K and 14% <\$60K;
- **Worked in HR for 10+ years:** 63% vs. 33% 5 to <10 years and 14% <5 years;
- **Men:** 61% vs. 48% women;
- **Aged 35+:** 59% vs. 23% <35 years; and
- **Hold HR designation:** 53% vs. 38% without.

Base: All respondents
W2. Which of the following best matches your current job title?

Job Responsibilities: **Key Insights**

ON HR professionals are responsible for a variety of different human resources aspects, with over 6-in-10 responsible for:

- HR compliance (66%)
- Engagement (65%)
- Culture (64%)
- Change management (64%)
- Talent acquisition (63%)
- Generalist (62%)


























Overall, ON HR professionals' job responsibilities are similar to their counterparts across the country.

Those with higher annual incomes and those who have worked in HR for 10+ years are **significantly more likely** to be responsible for a variety of different human resource aspects.

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



Job Responsibilities in Current Position: Ontario

			Total (n=4,948)				Total (n=4,948)
Talent acquisition		63%	63%	Health, safety & disability management		58%	53%
Generalist		62%	63%	Equality, diversity and inclusion		55%	52%
Culture		64%	62%	Strategy		51%	52%
Change management		64%	62%	Workforce planning/labour & staffing models		52%	50%
Engagement		65%	62%	HRIS		52%	47%
Employee wellness		60%	61%	Metrics/data analytics/employee insights		49%	44%
HR compliance		66%	61%	Total rewards		43%	42%
Labour & employee relations		59%	60%	Payroll		33%	30%
Learning & development		60%	59%	Professional practice		21%	25%
Compensation		58%	57%	Pension administration		25%	20%
Organizational development/effectiveness		54%	55%	Other		3%	4%
Benefits		57%	54%	None of the above		<1%	<1%
Management/planning		55%	54%				

Base: All respondents (n=1,002)

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



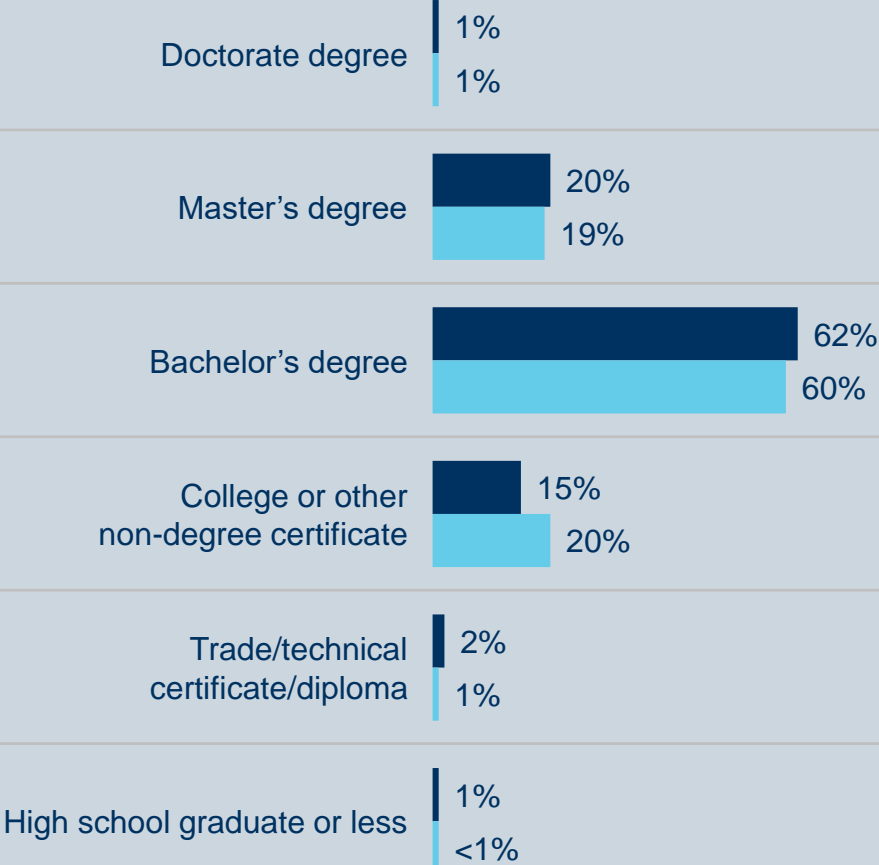
Education & HR Designation

Education Level

Similar to the national results, close to 8-in-10 ON HR professionals hold a degree.

Groups **significantly more likely** to have a degree include:

- **Under 35 years:** 93% vs. 78% 35-54 and 65% 55+;
- **Men:** 88% vs. 77% of women;
- **Do not have education related to HR:** 88% vs. 76% with education related to HR; and
- **Hold HR designation:** 82% vs. 71% without.



Have Degree
Total: 81%
Ontario: 79%

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

■ Yes

Total

(n=4,895)

73%

Formal Education Related to Human Resources

Consistent with HR professionals nationally, 7-in-10 ON members have formal education specifically related to HR.

ON members who work for **organizations with higher revenue** are **significantly more likely** to have formal education related to HR:

- 76% \$100M+ vs. 66% <\$100M

Ontario

(n=981)

70%

Base: Attended post-secondary

D3a. Was your formal education specifically related to human resources?

Current HR Designation

Consistent with national results, three-quarters of ON members hold any HR designation, with CRHL designations being the most common. Over 1-in-10 are either a candidate or in the process of obtaining their designation.

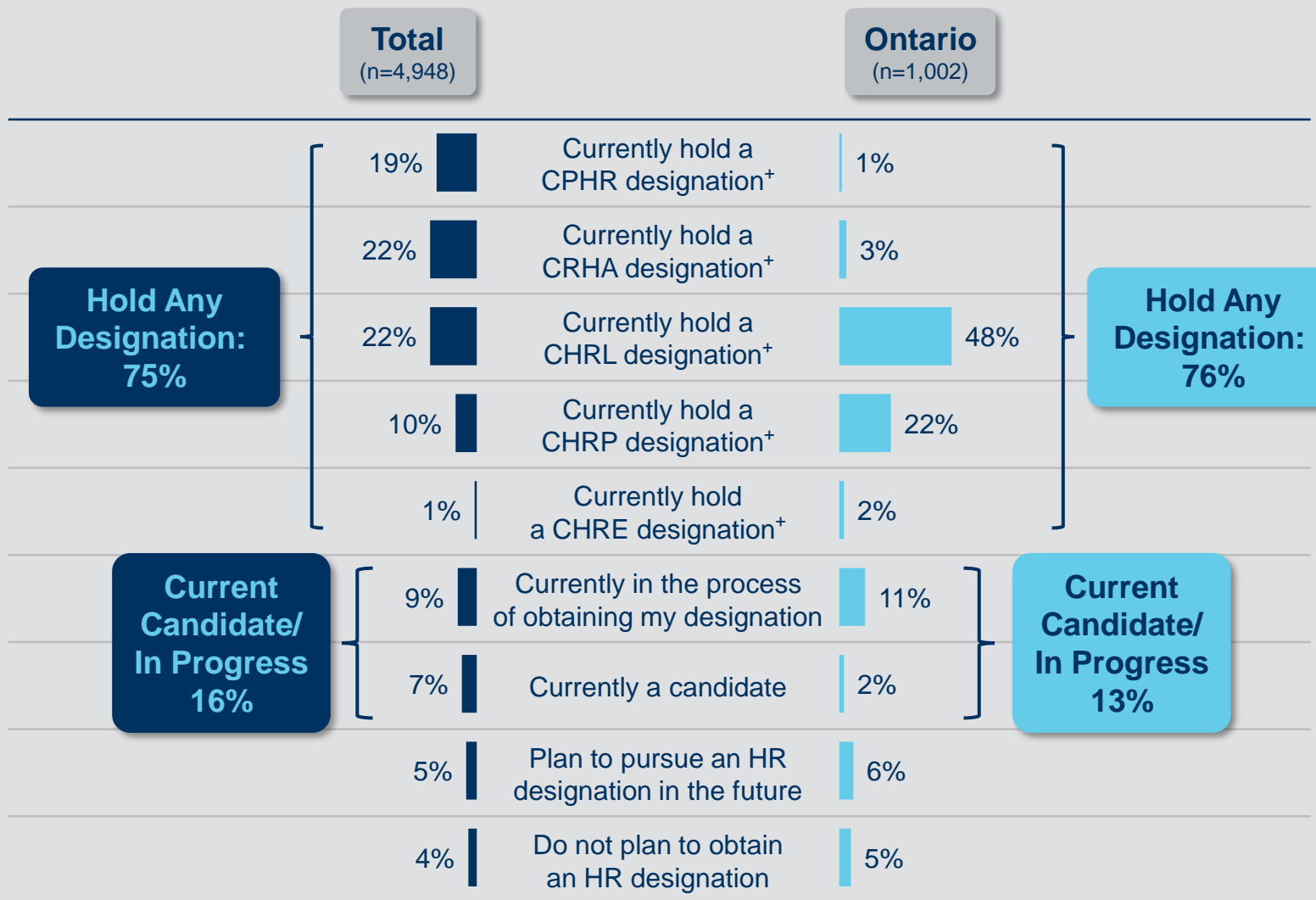
Groups **significantly more likely** to hold an HR designation include:

- **Worked in HR for 10+ years:** 83% 10 years+ and 73% 5 to <10 years vs. 52% <5 years;
- **Higher income earners:** 82% \$100K+ and 77% \$60K to <\$100K vs. 56% <\$60K;
- **Those in management:** 82% vs. 71% non-management; and
- **Those with a degree:** 79% vs. 67% without.

⁺New for 2021;



Base: All respondents

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



Current HR Designation: by Current Position

ON members who hold administrative assistant/coordinator positions are **significantly more likely** to hold a CHRP designation and **less likely** to hold a CHRL designation.

	Total (n=1,002)	Executive Suite (n=209)	Senior Advisor/ Partner/ Officer (n=79)*	Manager/ Supervisor/ Lead (n=211)	Consultant/ Advisor/ Analyst (n=87)*	HR Business Partner (n=115)	Recruiter/ Specialist (n=61)*	Admin Assistant/ Coordinator (n=100)
Hold Any Designation	76%	81%	86%	81%	77%	77%	72%	62%
Currently hold a CPHR designation	1%	4%	0%	2%	0%	2%	0%	0%
Currently hold a CRHA designation	3%	2%	6%	3%	7%	2%	0%	1%
Currently hold a CHRL designation	48%	61%	62%	57%	53%	51%	41%	18% 
Currently hold a CHRP designation	22%	8%	11%	18%	13%	23%	31%	43% 
Currently hold a CHRE designation	2%	7%	6%	<1%	5%	0%	0%	0%
Current Candidate/ In Progress	13%	6%	8%	10%	13%	9%	21%	30%
Currently in the process of obtaining my designation	11%	6%	6%	8%	10%	7%	18%	25%
Currently a candidate	2%	0%	1%	2%	2%	2%	3%	5%
Plan to pursue an HR designation in the future	6%	4%	3%	4%	7%	8%	5%	7%
Do not plan to obtain an HR designation	5%	9%	4%	5%	3%	6%	2%	1%

*Small base size, interpret with caution.

Base: All respondents

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

Salary, Benefits, & Other Compensation

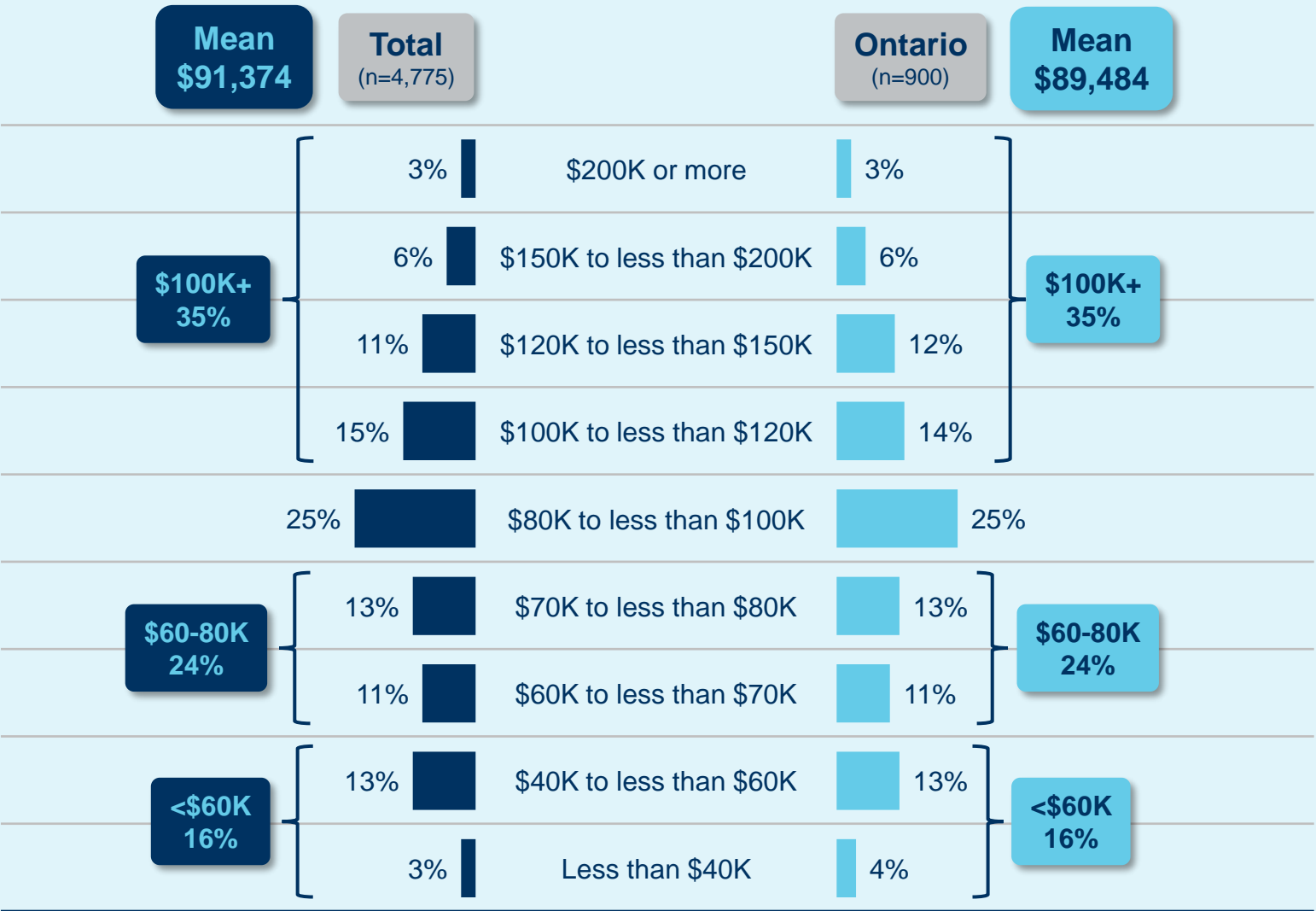
Current Annual Salary

On average, ON members earn **less** than their counterparts in SK, AB, and BC & YT but are similar to the overall average.

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

- **Management:** \$108K vs. \$72K non-management;
- **55 years+:** \$107K vs. \$95K 35-54 years and \$70K <35 years;
- **Men:** \$103K vs. \$87K;
- **Worked in HR 10 years+:** \$102K vs. \$77K 5 to <10 years and \$58K <5 years;
- **Work for public organizations:** \$96K vs. \$88K non-profit and \$83K private; and
- **Hold HR designation:** \$93K vs. \$78K no HR designation.

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?



Current Annual Salary: by Current Position

Those with executive suite positions earn, on average, **significantly higher** incomes with an average annual salary of \$127K.

Those in admin assistant/ coordinator positions are **significantly more likely** to earn less than \$60K, with an average annual salary of \$56.8K.

*Small base size, interpret with caution.
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=900)	Executive Suite (n=177)	Senior Advisor/ Partner/ Officer (n73)*	Manager/ Supervisor/ Lead (n=191)	Consultant/ Advisor/ Analyst (n=76)*	HR Business Partner (n=103)	Recruiter/ Specialist (n=57)*	Admin Assistant/ Coordinator (n=94)*
<\$60K	16%	4%	4%	6%	17%	5%	18%	62% ▲
\$60K to <\$80K	24%	5%	10%	24%	34%	24%	39%	29%
\$80K to <\$100K	25%	15%	19%	36%	32%	45%	28%	7% ▼
\$100K+	35%	76%	67%	35%	17%	26%	16%	2% ▼
MEAN	\$89.5K	\$126.8K ▲	\$109.8K	\$91.6K	\$76.6K	\$87.9K	\$7.88K	\$56.8K

Past 5 Years Salary Change

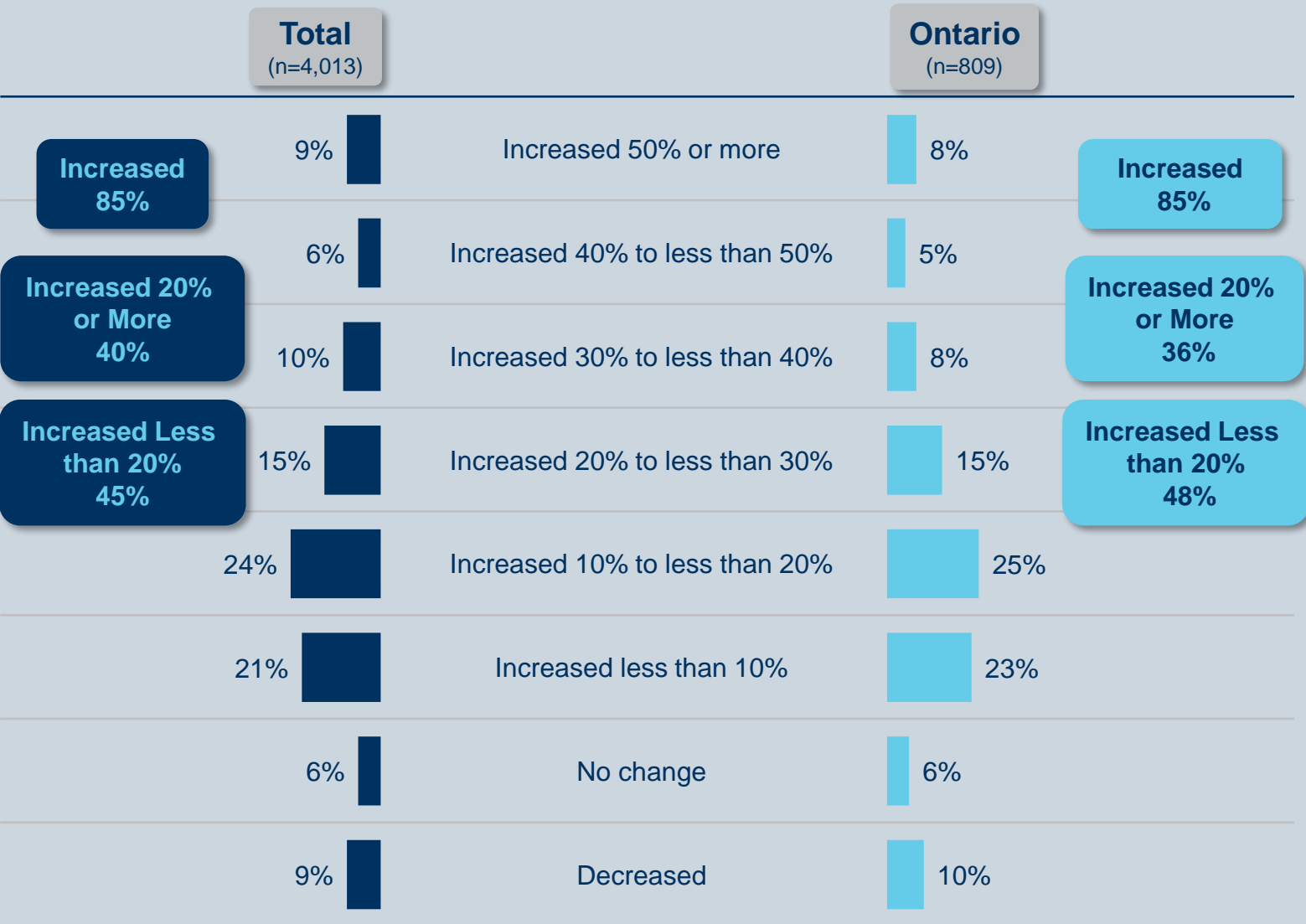
Similar to national results, over 4-in-5 ON members who have worked in HR 5 years or longer have seen an increase in their salary in the past 5 years.

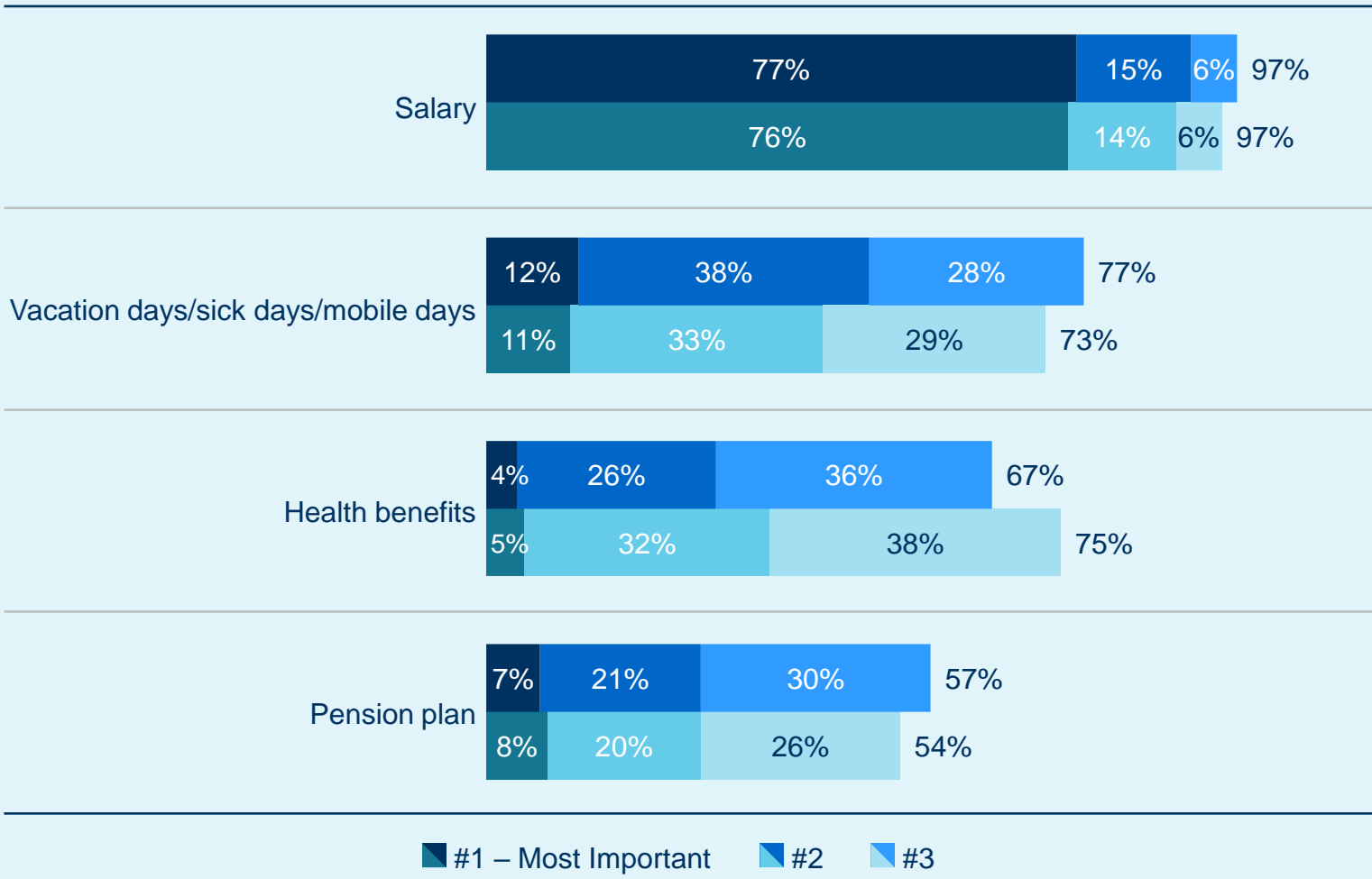
However, compared to the national average, ON members are **less likely** to have seen an increase of 20% or more in the past 5 years (36% vs. 40% nationally).

Those **significantly more likely** to have experienced an increase of 20%+ include those:

- **Aged <35 years:** 63% vs. 33% 35-54 and 19% 55+ years;
- **Work for private organizations:** 40% vs. 34% public and 29% non-profit; and
- **Have a degree:** 40% vs. 31% no degree.

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?





Most Important Aspects of Compensation Package

Consistent with national results, when considering an overall compensation package, salary is clearly viewed as the most important criteria, with three-quarters of ON HR professionals ranking salary as most important.

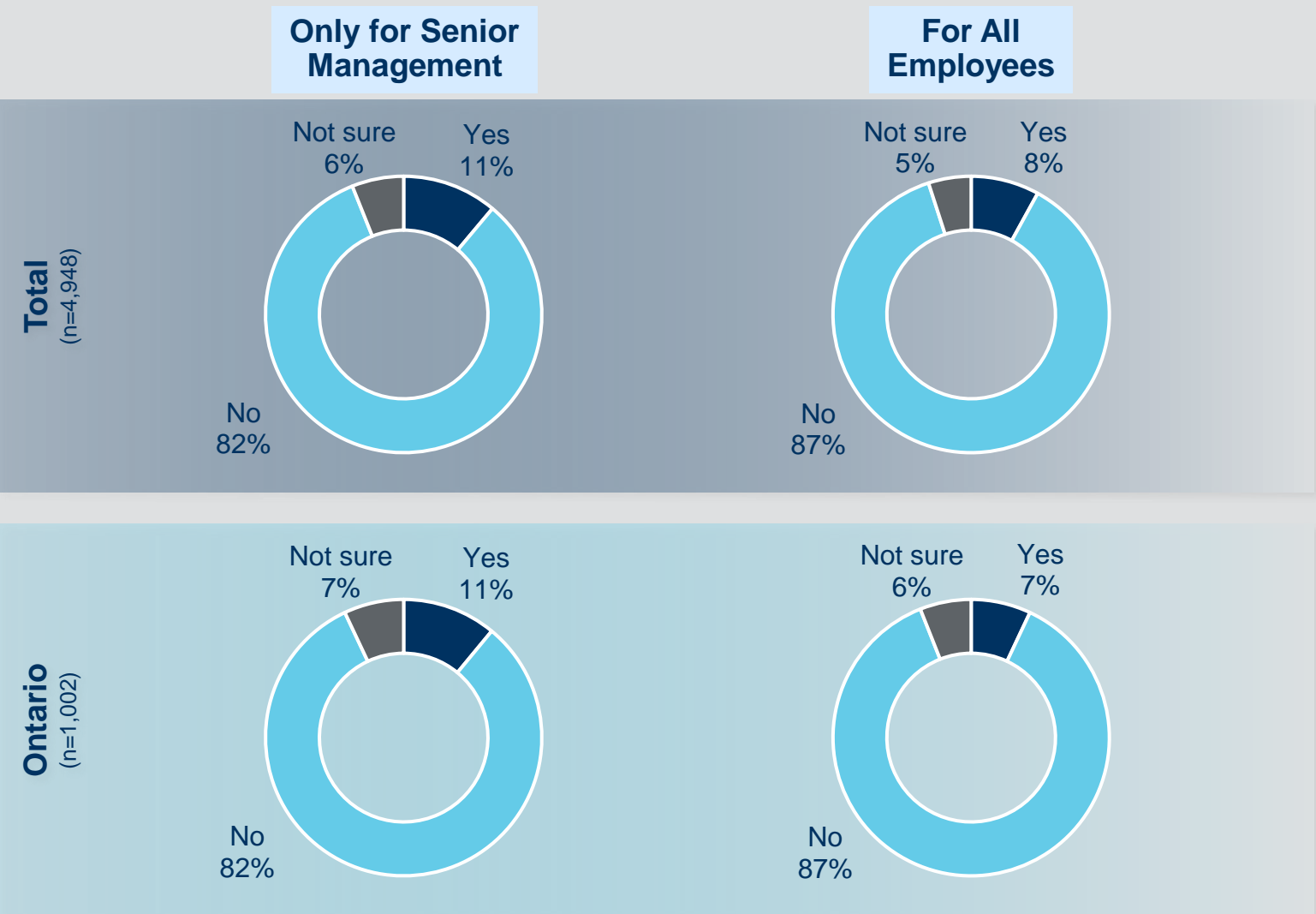
Compared to HR professionals nationally, ON members are **more likely** to rank health benefits in their top 3 compensation package.

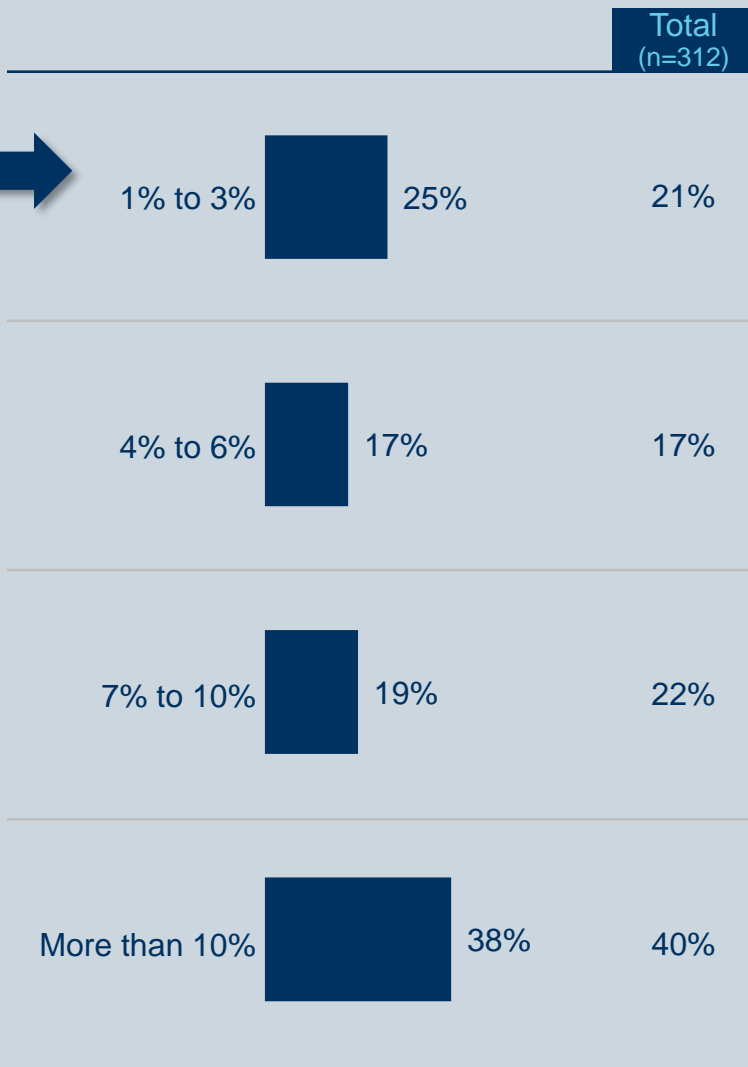
Base: All respondents
C2b. In considering an overall compensation package, please rank each of the following criteria.

Salary Reduction in Past 18 Months

Similar to national results, just over 1-in-10 ON organizations reduced salaries for senior management, while less than 1-in-10 reduced salaries for all employees.

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





Amount Reduced Salaries: Total

Among the 7% of ON members whose organizations reduced salaries for all employees, close to 4-in-10 reduced salaries by more than 10%, which is similar to national results.

Base: Reduced salaries for all employees, excluding not sure
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**

Close to 9-in-10 ON HR professionals receive health/dental benefits, while more than 3-in-4 ON members (comparable to national results) receive:

- Long term disability (81%);
- Employee assistance program (79%); and
- Life insurance (76%).

ON members are **less likely** to receive benefits associated with HR conferences/dues:

- Provincial HR association member dues (53% vs. 60% nationally);
- Professional organization conference registration (36% vs. 43% nationally), and
- HR/professional organization conference travel (23% vs. 30% nationally).

They are also **less likely** to receive critical illness insurance (32% vs. 37% nationally).



		Total (n=4,948)
Health/dental benefits	<div><div></div></div> 88%	85%
Long-term disability	<div><div></div></div> 81%	83%
Employee assistance program	<div><div></div></div> 79%	80%
Life insurance	<div><div></div></div> 76%	78%
Short-term disability	<div><div></div></div> 64%	65%
Cell phone	<div><div></div></div> 60%	63%
Provincial HR association member dues	<div><div></div></div> 53%	60%
Educational assistance/reimbursement	<div><div></div></div> 50%	51%
Bonus/additional cash performance compensation	<div><div></div></div> 43%	43%
Post-retirement benefits	<div><div></div></div> 41%	43%
HR/professional organization conference registration	<div><div></div></div> 36%	43%
Other professional dues	<div><div></div></div> 39%	42%
RRSP funding	<div><div></div></div> 36%	38%
Critical illness insurance	<div><div></div></div> 32%	37%
Parking	<div><div></div></div> 33%	37%
Maternity/paternal leave top-up	<div><div></div></div> 40%	37%
HR/professional organization conference travel	<div><div></div></div> 23%	30%
Other conference registration and travel	<div><div></div></div> 26%	29%

		Total (n=4,948)
Gym/fitness club memberships	<div><div></div></div> 23%	28%
Maternity/paternity enhancements	<div><div></div></div> 20%	22%
Car allowance	<div><div></div></div> 18%	17%
Paid volunteer hours	<div><div></div></div> 16%	15%
Transportation allowance	<div><div></div></div> 13%	13%
Flexible expense account provisions	<div><div></div></div> 12%	13%
Share purchase plan/grant/options	<div><div></div></div> 12%	13%
Internet	<div><div></div></div> 12%	12%
Medical follow-up	<div><div></div></div> 7%	9%
Use of airline points for personal travel	<div><div></div></div> 6%	6%
Public transit incentive	<div><div></div></div> 3%	6%
Paid Sabbaticals	<div><div></div></div> 4%	5%
Living expense allocation	<div><div></div></div> 3%	4%
Business club membership	<div><div></div></div> 3%	4%
Adoption allowance	<div><div></div></div> 4%	4%
Child care subsidy	<div><div></div></div> 1%	1%
Other, please specify	<div><div></div></div> 4%	4%
None of the above	<div><div></div></div> 4%	3%

*New for 2021. Base: All respondents (n=1,002)

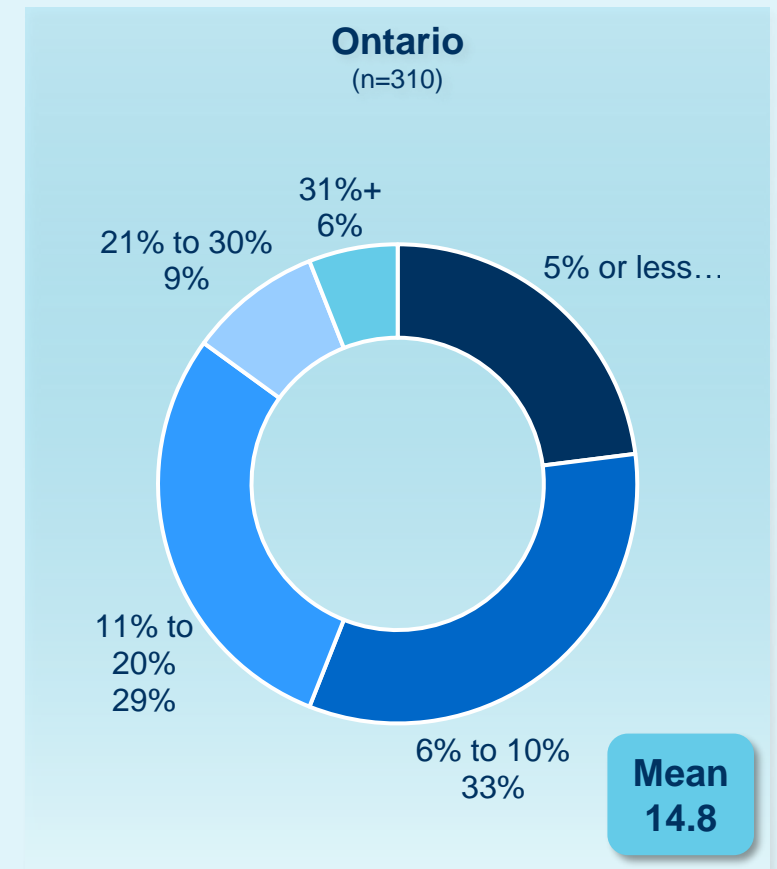
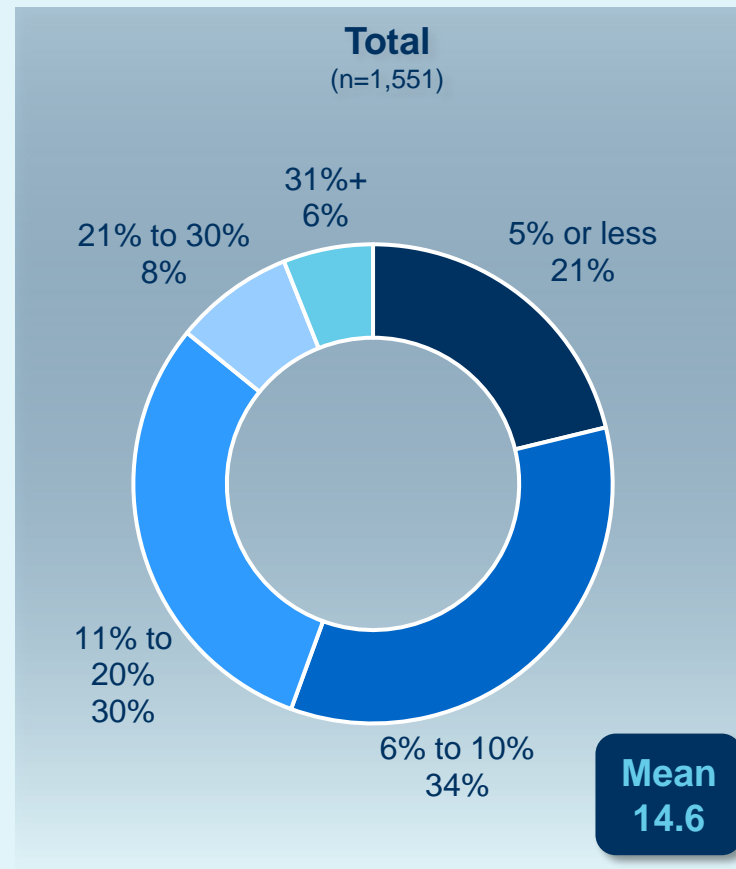
C3. Which of the following other types of compensation does your organization offer?

Bonus Size (Percentage)

Among ON HR professionals who are offered a bonus, the average percentage of salary base for the bonus is 14.8%, which is very similar to the national average.

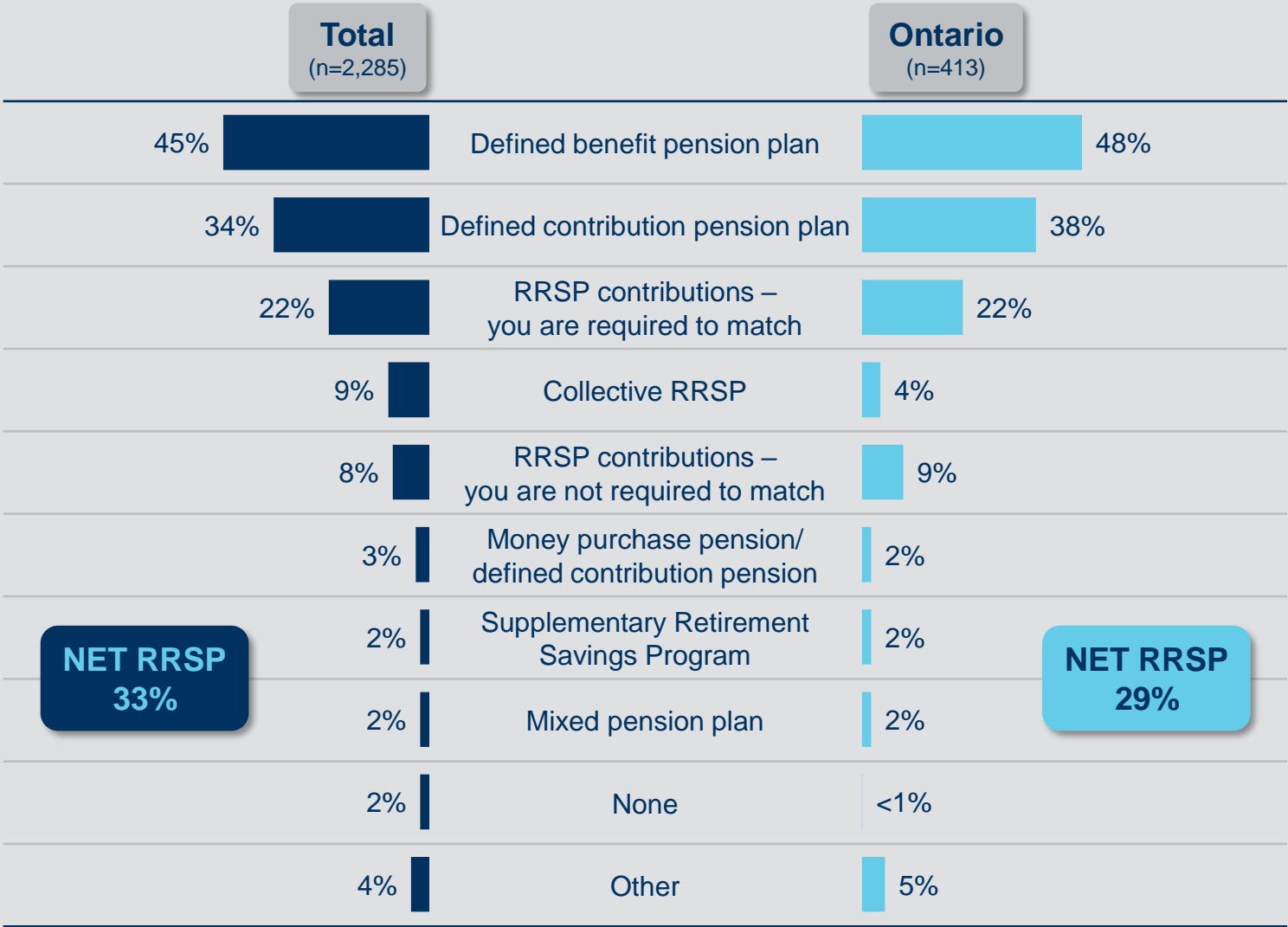
ON members in **management** positions earn **significantly higher** bonus percentage (on average):

- 17% vs. 11% non-management.



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

Among ON members who receive retirement benefits, close to half have a defined benefit pension plan, while almost 2-in-5 have a defined contribution pension plan, which are both on par with national results.

Close to 3-in 10 receive some form of RRSP contributions (matched, unmatched and/or collective RRSP).

Base: Receive retirements benefits
C5. What type of post-retirement benefits are offered to you?

Compensation for Extra Hours Worked

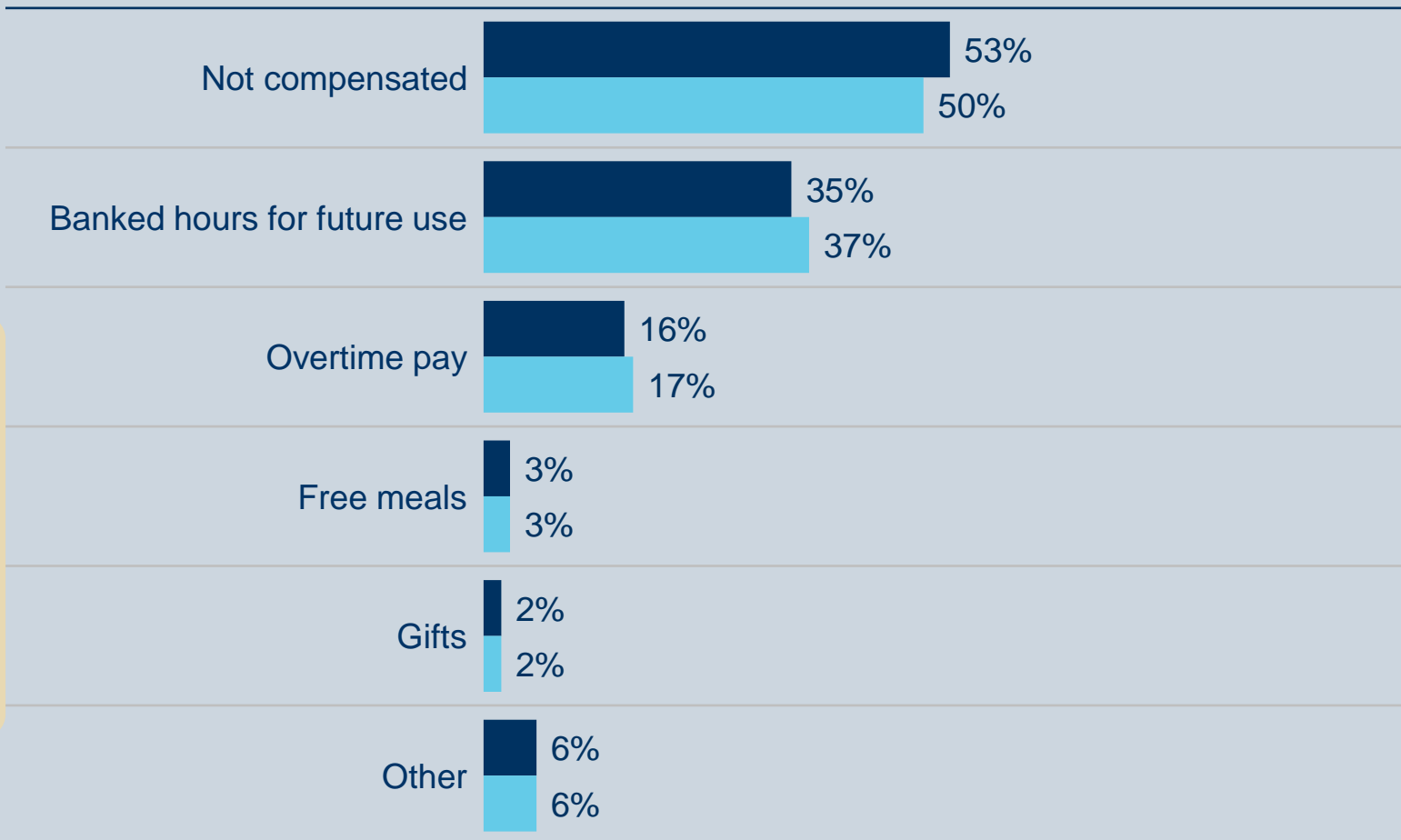
Similar to HR professionals nationally, half of ON members are not compensated for extra hours of work, while less than 2-in-5 are compensated through banked hours for future use and 1-in-6 through overtime pay.

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

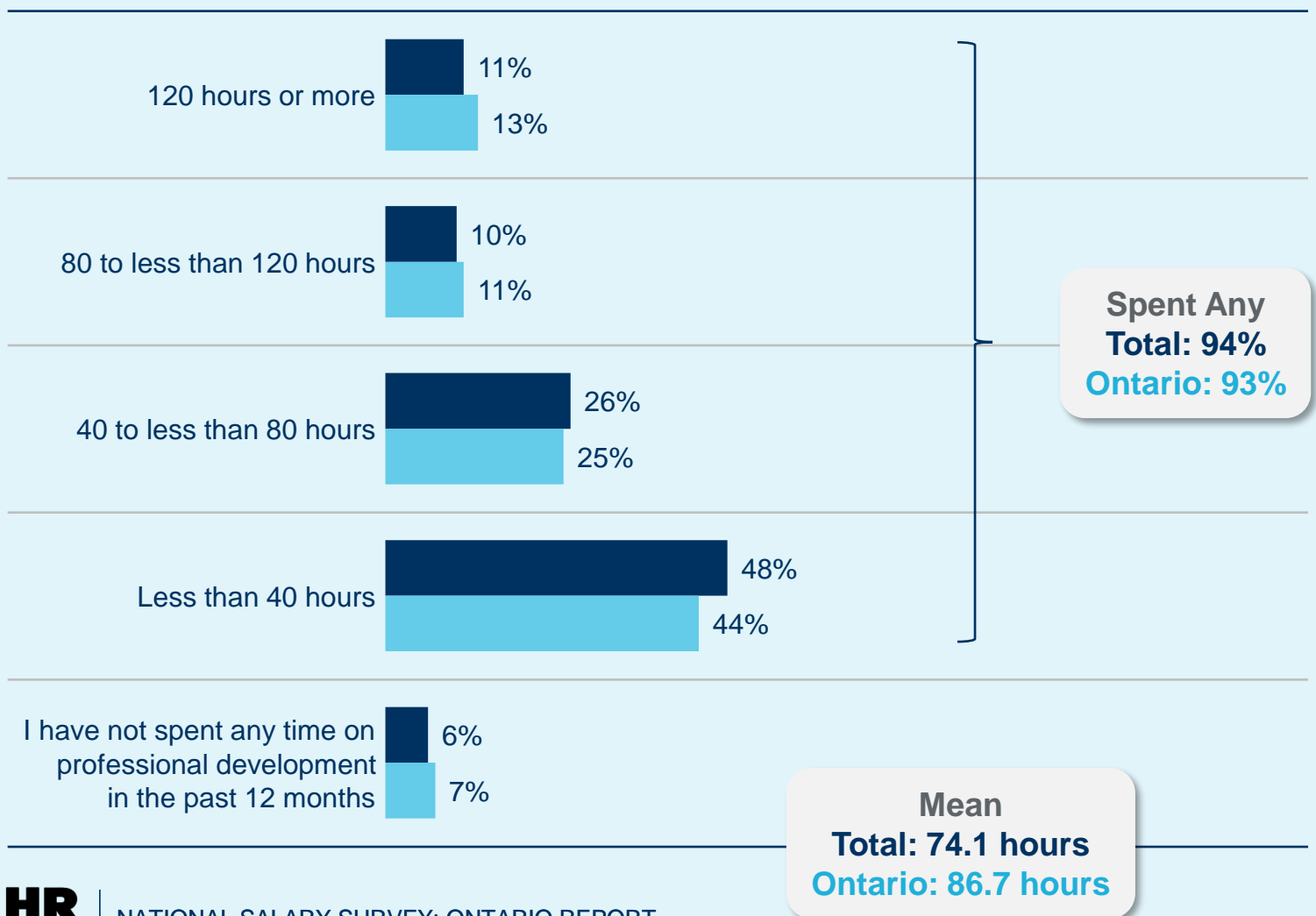
- **\$100K+ income earners:** 67% vs. 38% <\$100K;
- **Management:** 60% vs. 40% non-management;
- **Men:** 60% vs. 48% of women;
- **Worked in HR longer:** 57% 10+ years vs. 36% <10 years;
- **Work in private organizations:** 53% vs. 44% public and 39% non-profit; and
- **Hold HR designation:** 52% vs. 41% no HR designation.

Base: All respondents

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



Professional Development



Past Year Hours Spent on Professional Development

Consistent with national results, almost all ON HR professionals have spent time on their professional development over the past year. However, ON members spend, on average, **more time** on professional development compared to HR professionals nationally (86.7 vs. 74.1 hours).

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

- **Earn less money:** 158 <\$60K vs. 74 \$60K to <\$100K and 69 hours \$100K+;
- **Do not hold HR designation:** 152 vs. 67 hours have HR designation;
- **Worked less than 5 years in HR:** 144 vs. 80 5 to <10 and 78 hours 10+ years; and
- **<35 years:** 106 vs. 86 35-54 and 60 55+.

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

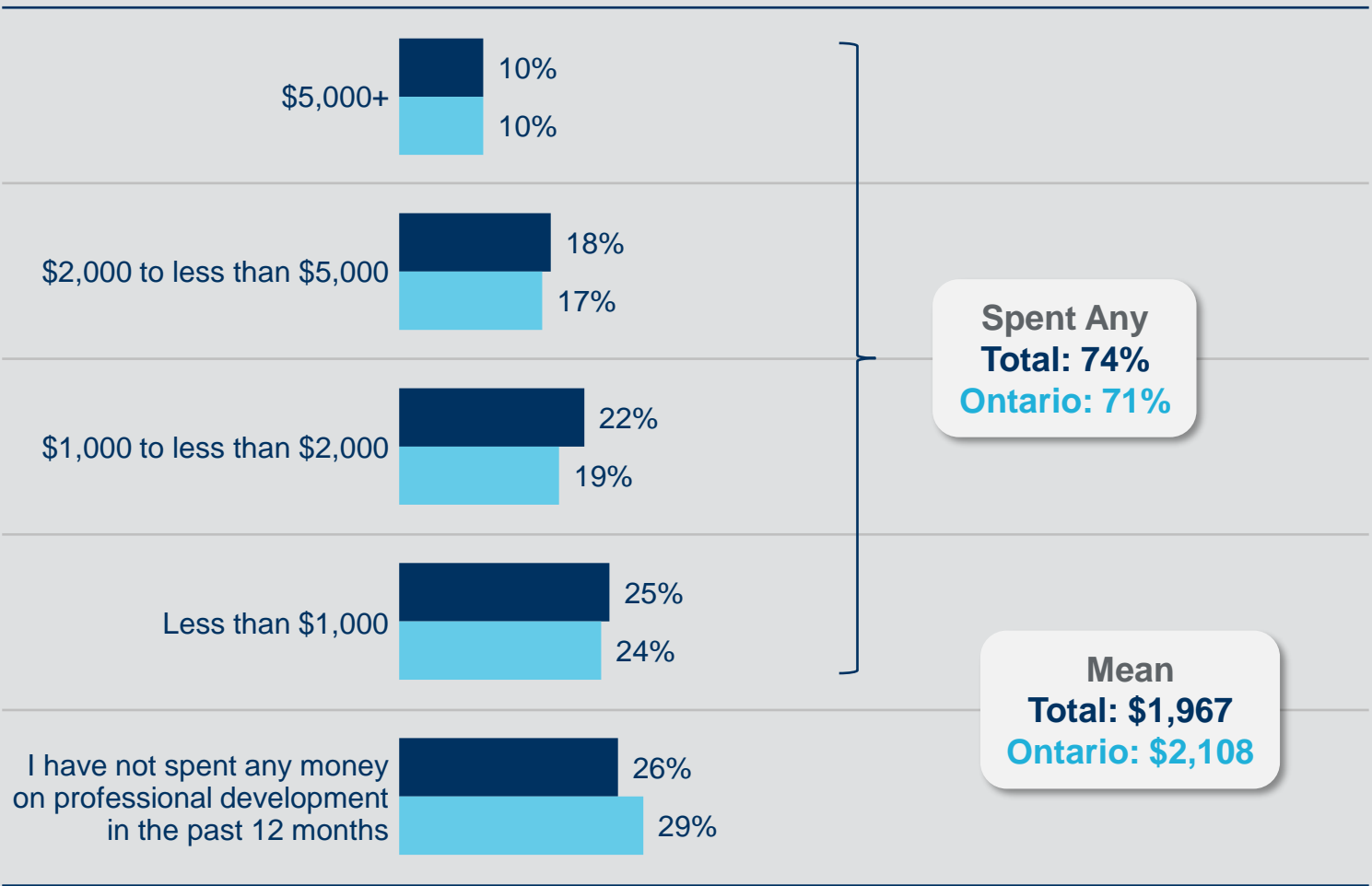
More than 7-in-10 ON members spend money on professional development, similar to total results. The average amount spent (2.1K) is higher for ON members.

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

- **Higher income earners:** \$2.8K \$100K+ vs. \$1.9K <\$60K and \$1.8K \$60-\$100K;
- **Men:** \$2.7K vs. \$2.0K women; and
- **Worked 10+ years in HR:** \$2.2K vs. \$1.8K 5 to <10 and \$2.0K <5 years.

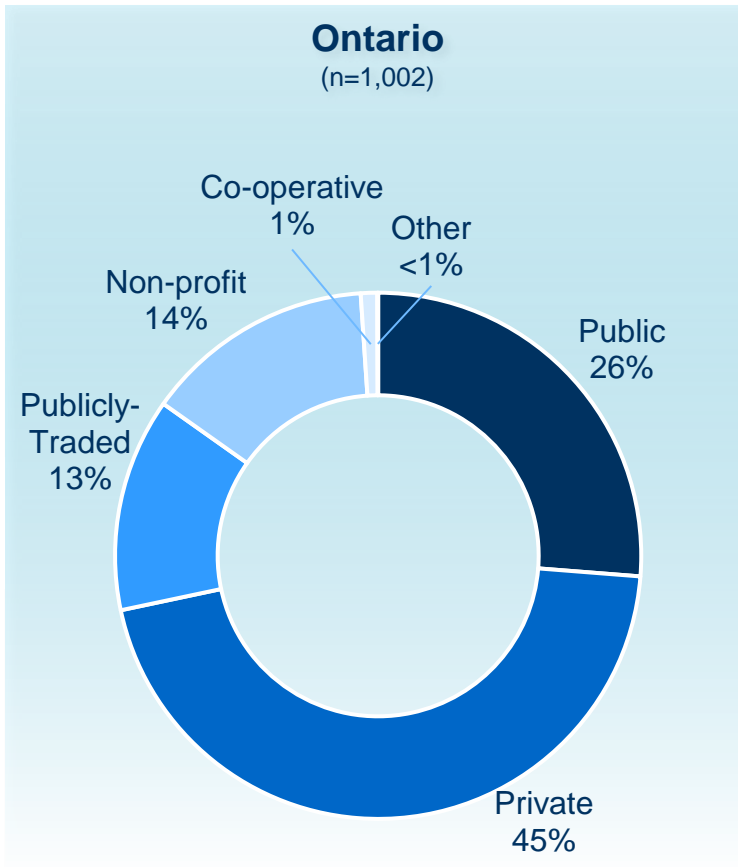
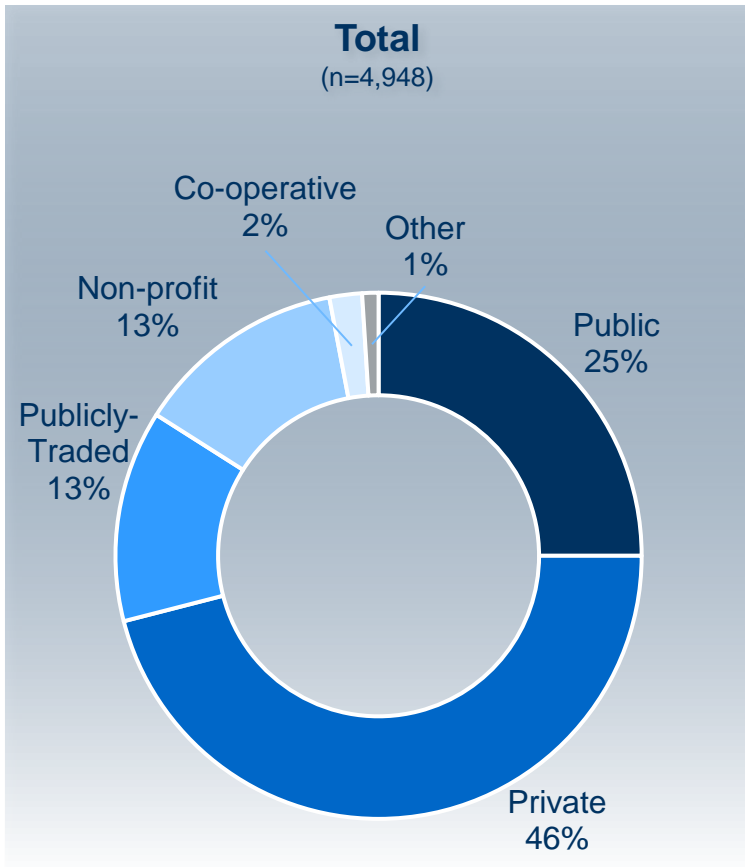
Base: All respondents

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

Organizational Type



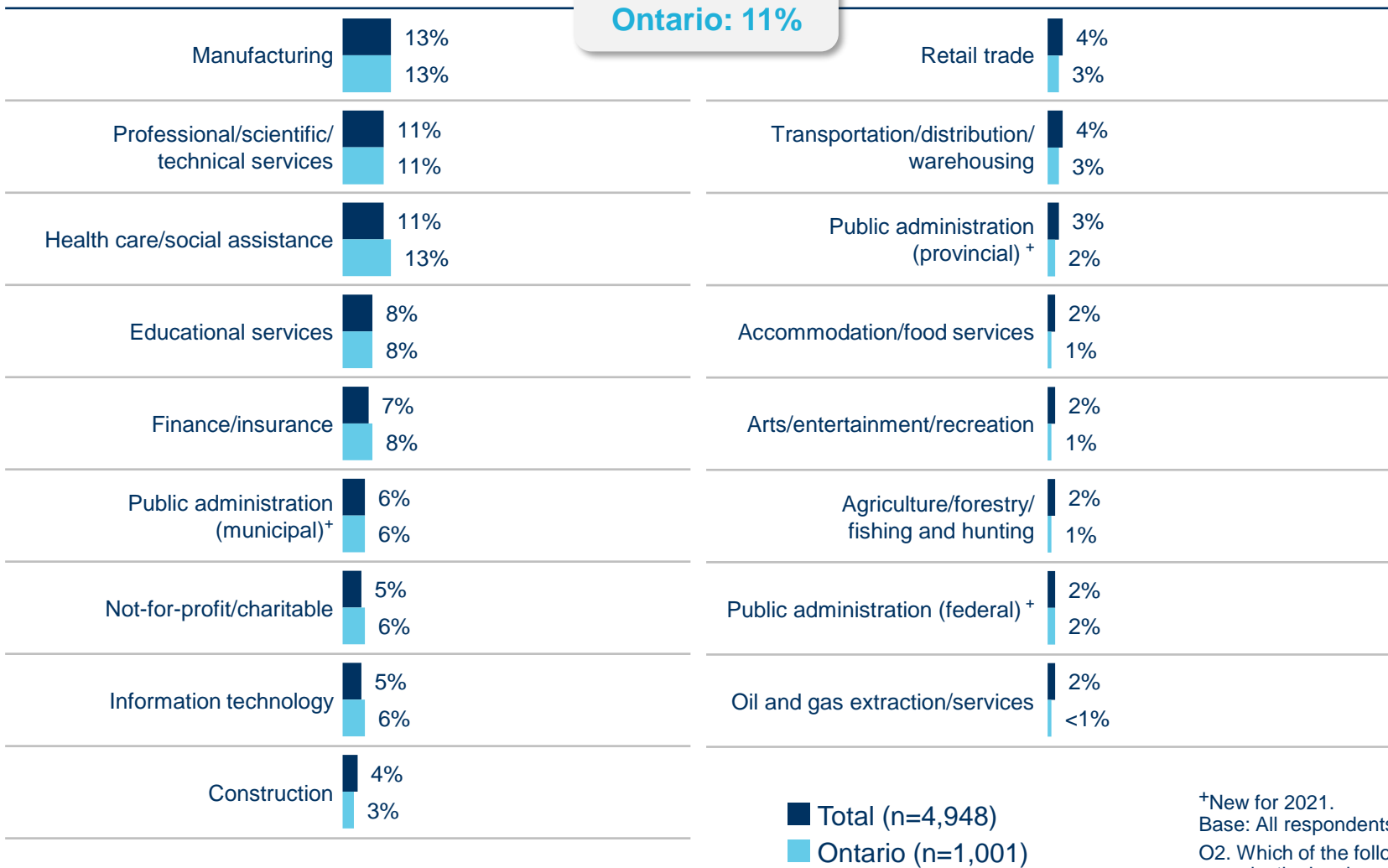
Similar to national results, ON HR professionals most commonly work for private organizations, followed by public. More than 1-in-10 work for non-profit organizations and publicly-traded organizations.

Base: All respondents

O1. Which of the following best describes the organization you currently work for?

Business Sector

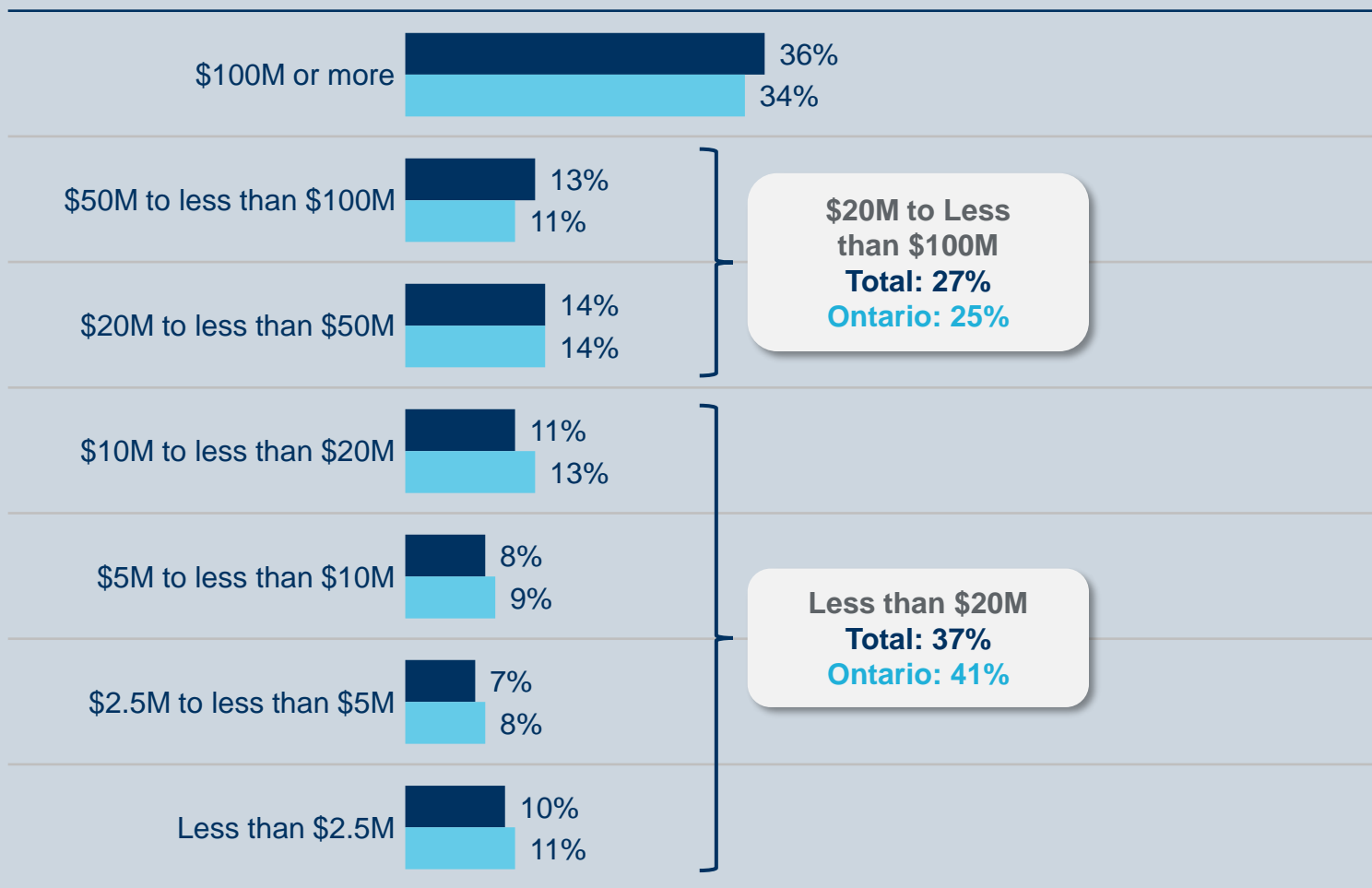
**Public
Administration
Total: 12%
Ontario: 11%**



⁺New for 2021.
Base: All respondents
O2. Which of the following best describes your organization's primary business sector?



ON members are most likely to work in manufacturing and health care/social assistance, followed by professional/scientific/technical services. About 1-in-10 work in public administration.



Organization Annual Gross Revenue

Roughly one-third of HR professionals in ON work for organizations with annual gross revenues of \$100 million or more.

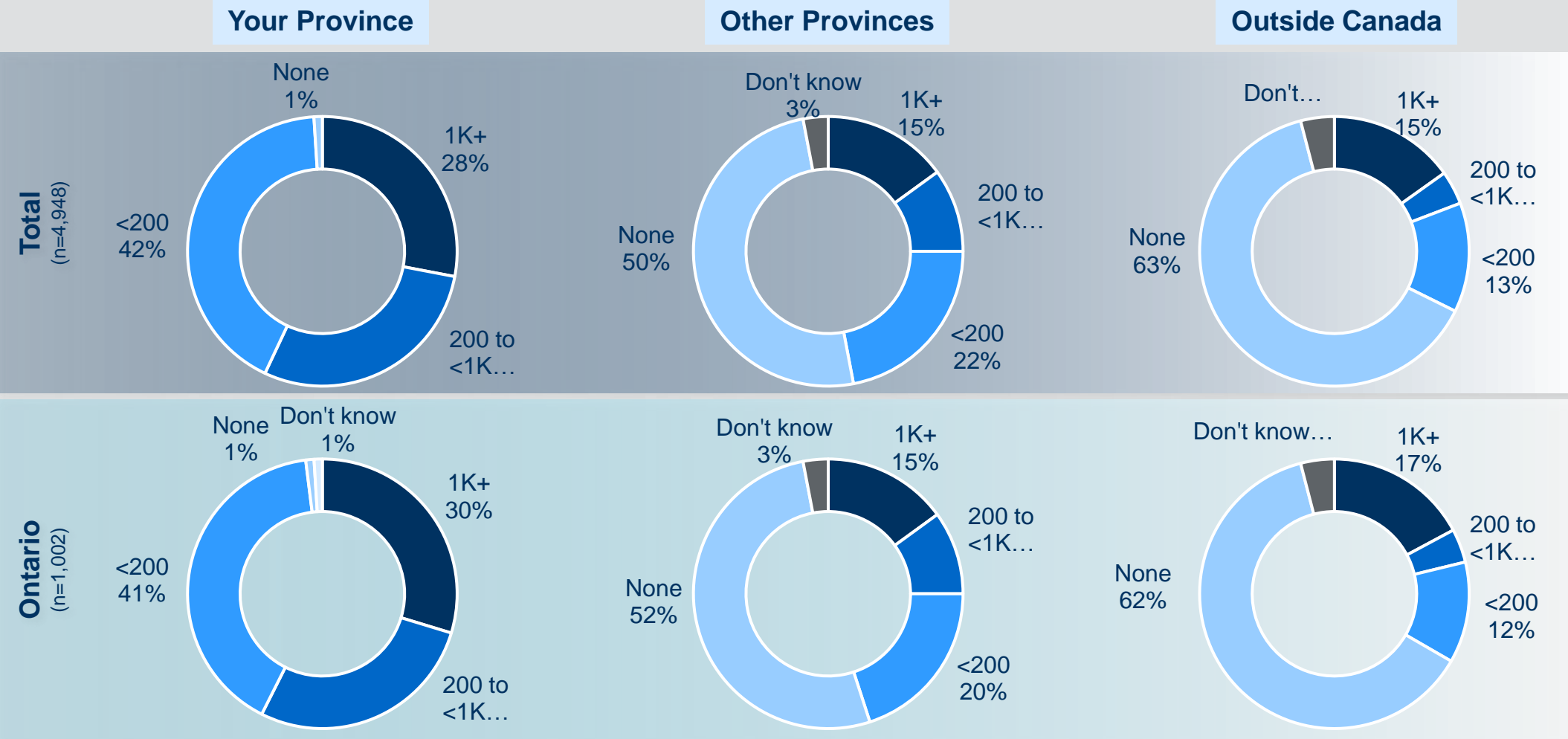
Base: All respondents, excluding not applicable
Q5. Which of the following best describes your organization's annual gross revenues from all sources?

Just over 2-in-5 ON HR professionals work for organizations with fewer than 200 provincial employees, comparable to national results. About half work for organizations with employees in other provinces and less than 2-in-5 work for organizations with employees outside of Canada.

Your Province		Total (n=4,948)	Other Provinces		Total (n=4,948)	Outside Canada		Total (n=4,948)
10,000 or more	<div><div></div>7%</div>	8%	<div><div></div>5%</div>		4%	<div><div></div>10%</div>		9%
5,000 to 9,999	<div><div></div>5%</div>	5%	<div><div></div>3%</div>		3%	<div><div></div>3%</div>		2%
2,000 to 4,999	<div><div></div>8%</div>	8%	<div><div></div>3%</div>		4%	<div><div></div>2%</div>		2%
1,000 to 1,999	<div><div></div>9%</div>	8%	<div><div></div>3%</div>		4%	<div><div></div>2%</div>		2%
500 to 999	<div><div></div>10%</div>	10%	<div><div></div>3%</div>		4%	<div><div></div>2%</div>		2%
200 to 499	<div><div></div>18%</div>	19%	<div><div></div>7%</div>		6%	<div><div></div>2%</div>		2%
100 to 199	<div><div></div>15%</div>	15%	<div><div></div>4%</div>		4%	<div><div></div>2%</div>		2%
50 to 99	<div><div></div>10%</div>	11%	<div><div></div>3%</div>		4%	<div><div></div>2%</div>		2%
20 to 49	<div><div></div>8%</div>	8%	<div><div></div>4%</div>		4%	<div><div></div>2%</div>		2%
1 to 19	<div><div></div>9%</div>	8%	<div><div></div>9%</div>		10%	<div><div></div>7%</div>		7%
None	<div><div></div>1%</div>	<1%	<div><div></div>52%</div>		50%	<div><div></div>62%</div>		63%
Don't know	<div><div></div>1%</div>	1%	<div><div></div>3%</div>		3%	<div><div></div>4%</div>		4%
1K+	<div><div></div>30%</div>	28%	<div><div></div>15%</div>		15%	<div><div></div>17%</div>		15%
200 to <1K	<div><div></div>28%</div>	29%	<div><div></div>10%</div>		10%	<div><div></div>4%</div>		4%
<200	<div><div></div>41%</div>	42%	<div><div></div>20%</div>		22%	<div><div></div>12%</div>		13%

Base: All respondents (n=1,002)

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



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

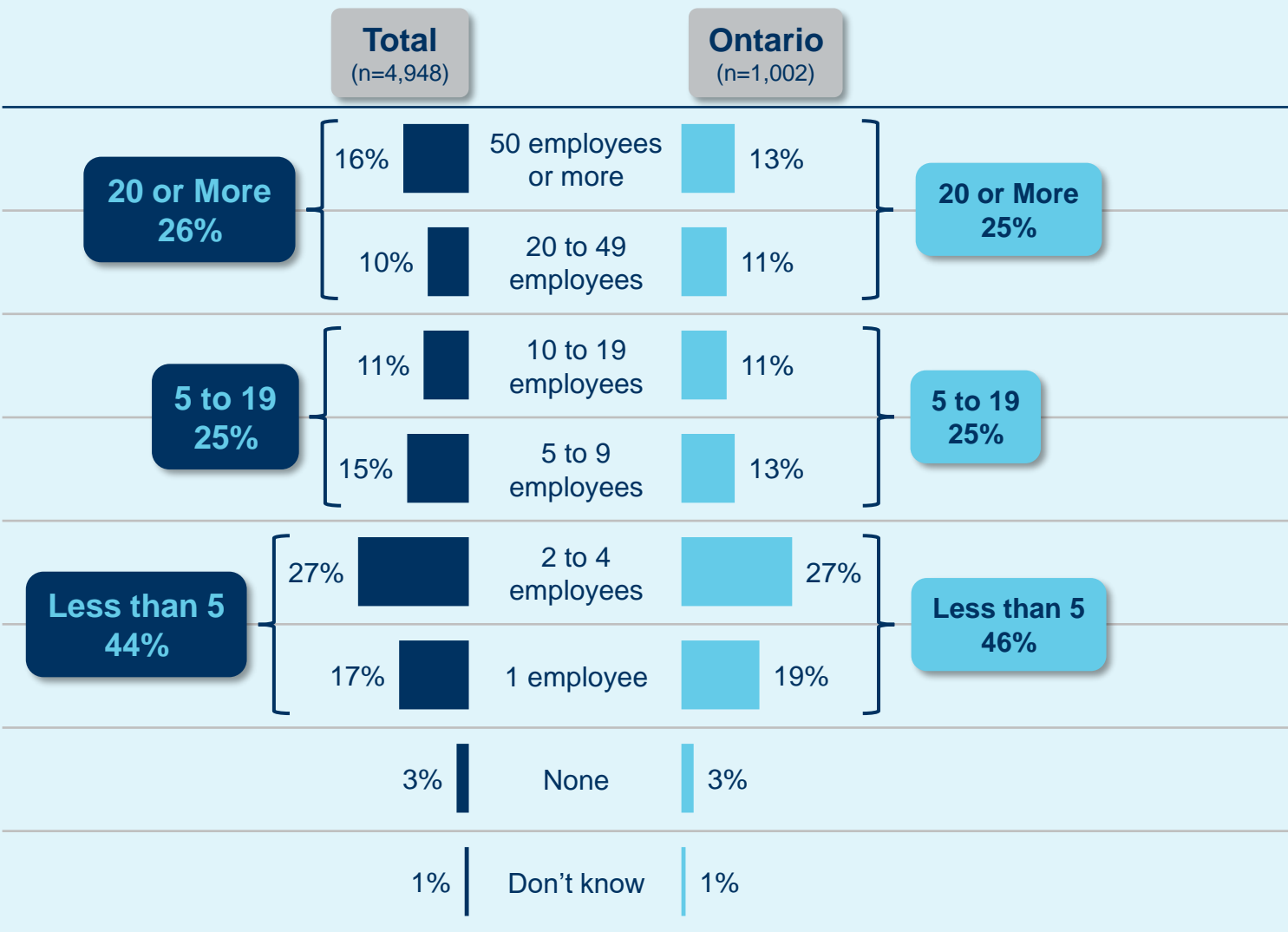
Number of HR Employees

One-quarter of ON HR professionals work for organizations with 20 or more employees and less than half work for organizations with less than 5 HR employees.

These results are comparable to HR professionals nationally.

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

- **Work for organizations with higher revenue:** 47% \$100M+ vs. 16% \$20M to <\$100M and 4% <\$20M+; and
- **Work for public organizations:** 44% vs. 14% private and 8% non-profit.

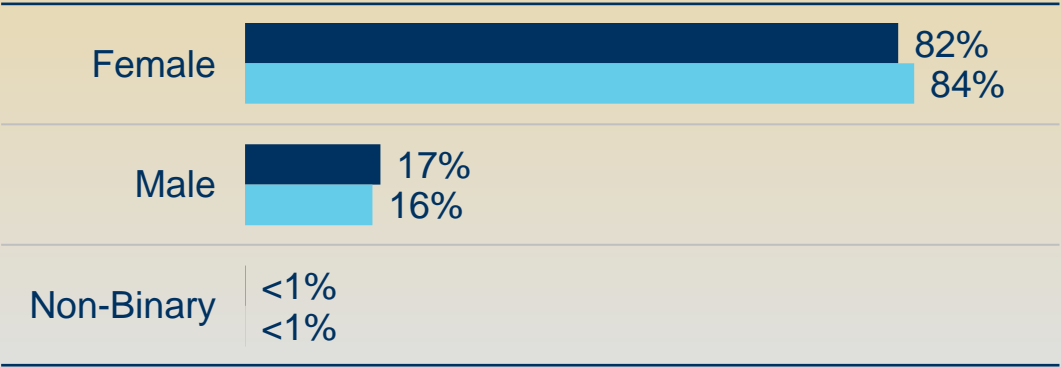


Base: All respondents

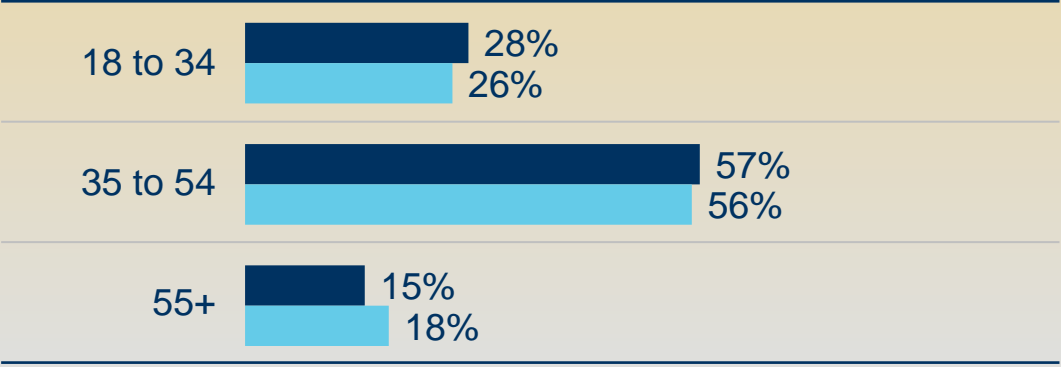
O4. Including yourself, how many employees currently work in your organization's Human Resources department in Canada?

Personal Demographics

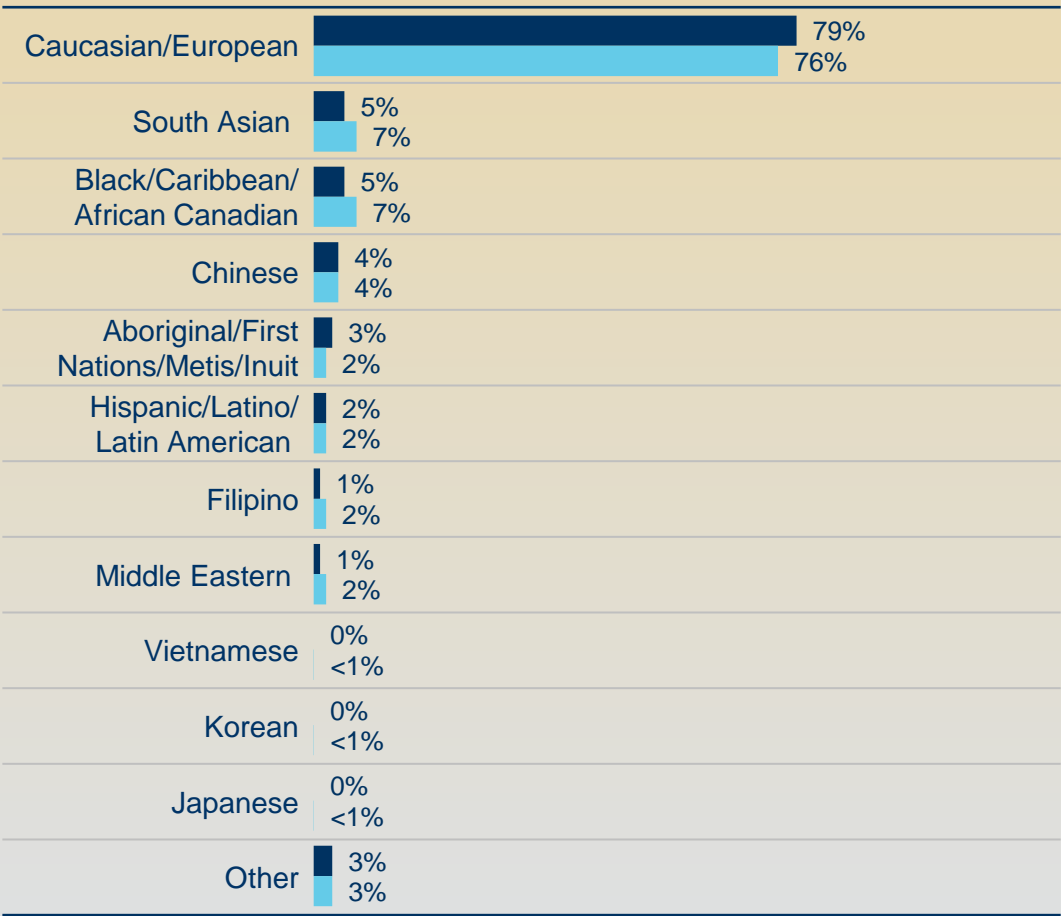
Gender



Age



Ethnicity



**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