

Report

## 2022 HR Trends Survey

TOTAL ONTARIO REPORT



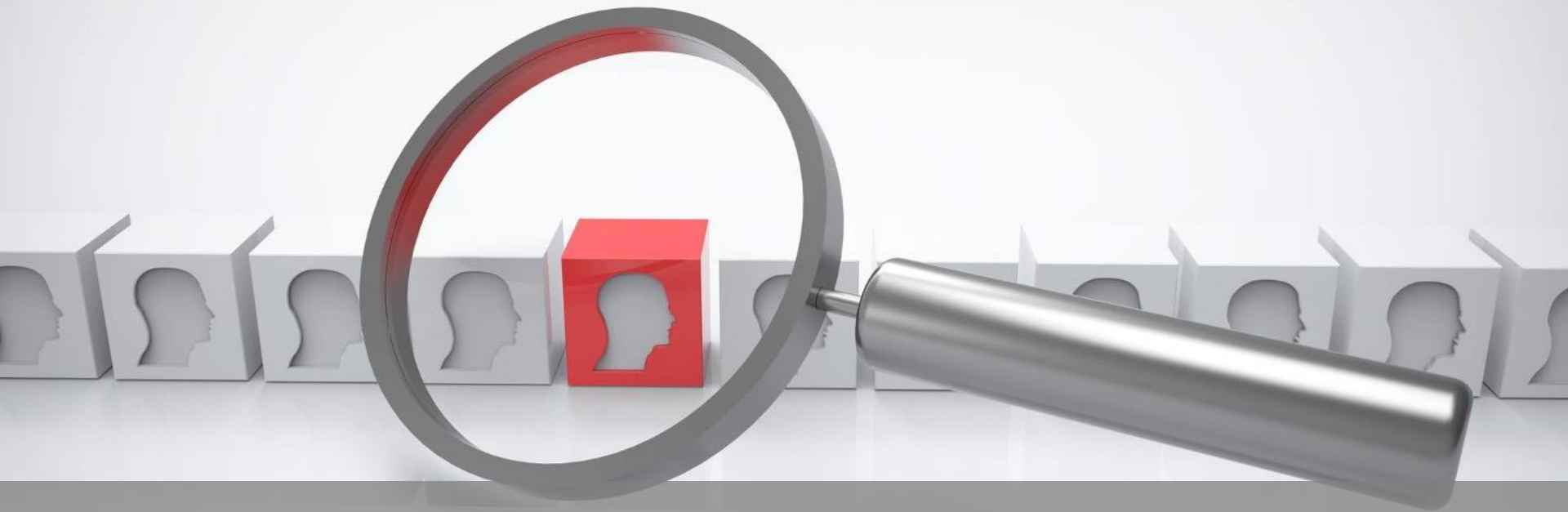
**HR PA** | Human Resources Professionals Association

2023-02-28



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# INTRODUCTION

## BACKGROUND & OBJECTIVES

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



## METHODOLOGY: SAMPLE NOTES

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

	Total	ON
Base size	<b>1,954</b>	588
Margin of Error*	<b>±2.2%</b>	±3.8%
- Throughout the report, significant differences *that are greater or less than 8%* (between Ontario and other regions) are marked as follows:
  - ▲ Significantly higher than all comparative regions.
  - ▼ Significantly lower than all comparative regions.
- Note that – due to rounding – totals for charts/tables may not sum to 100%.

A magnifying glass with a black handle and frame is positioned over a document. The document features a blue bar chart with several vertical bars of varying heights. In the background, a calculator and a pair of glasses are visible, all slightly out of focus. The scene is lit with a warm, orange glow from the top left corner.

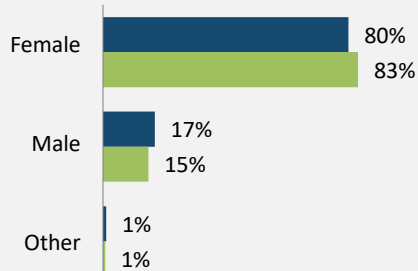
# Ontario Detailed Findings



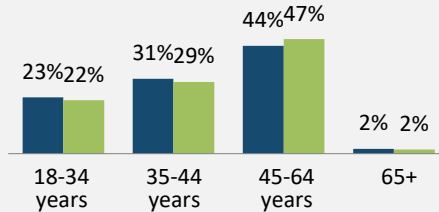
# KEY INSIGHTS: ONTARIO

HRPA professionals are aligned with the rest of Canada with respect to gender, age, employment, and education.

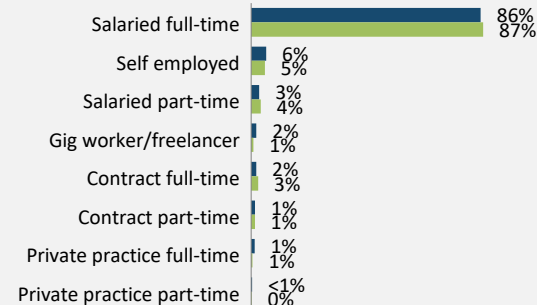
## GENDER IDENTITY



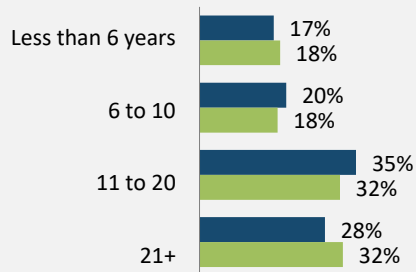
## AGE



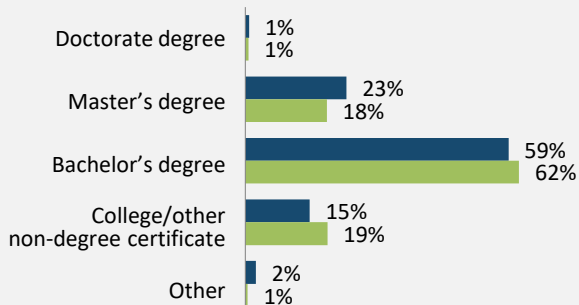
## EMPLOYMENT SITUATION



## LENGTH OF TIME IN HR



## EDUCATION



## EDUCATION RELATED TO HR



■ National Total (n=1,954)

■ ONTARIO (n=588)

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



## SENTIMENT ABOUT HR PROFESSIONION

**HR professionals in Ontario are proud of their profession:**

- 95% are proud of the work done as an HR professional.
- 80% feel HR is considered a strategic position in their company.
- 79% look forward to coming to work.

**Over two-thirds (68%▲) find recruitment very or extremely challenging, while 41%▲ face the same level of challenge with retention.**

**94% have seen an increase in workload over past 12 months. Only 35% have received additional support.**

**Top retention measures implemented are:**

- Flexible work options: 55%
- Re-evaluating employee compensation: 47%
- 40% of HR professionals say they have increased salaries to help offset inflation

## EDUCATION

**75%** of HR professionals in ON have an HR designation.

**8%** are planning to get an HR designation.

**Top reasons for getting an HR designation**

- Employability and career progression possibilities: 83%▲
- Credibility and recognition of title: 80%

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

**98%**

spent time on their personal professional development, with an average of **47 hours**

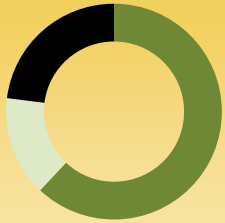
**84%▼**

spent money on their personal professional development, with an average spend of close to **\$1150▼**





## DEI Initiatives



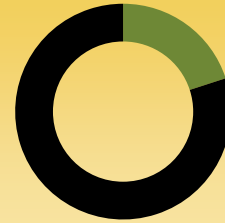
62%

Have implemented DEI initiatives.  
15% are planning to.



58%

Have formal DEI strategy



20%

Formally measuring DEI

*Base sizes too small to show provincial DEI improvement proportions.*

## HR Technology



35%

Have implemented some HR digital transformation initiatives.  
16% are planning to.



26%

Have formal HR tech strategy

### Top areas planned for HR automation are:

- Internal processes (76%)
- Employee onboarding (68%)
- Job applicant tracking (56%)

## Employment Characteristics



# Current Employment Situation:

## PROVINCIAL



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

	NATIONAL	ONTARIO
Salaried full-time	86%	87%
Self-employed consultant	6%	5%
Salaried part-time	3%	4%
Contract full-time	2%	3%
Gig worker /freelancer	2%	1%
Contract part-time	1%	1%
Private practice full-time	1%	1%
Consultant at a firm	1%	<1%
Private practice part-time	<1%	<1%
Other	1%	1%

Base: All respondents (Total: n=1,954; ON: n=588).  
 S1. Which of the following best describes your current employment situation?

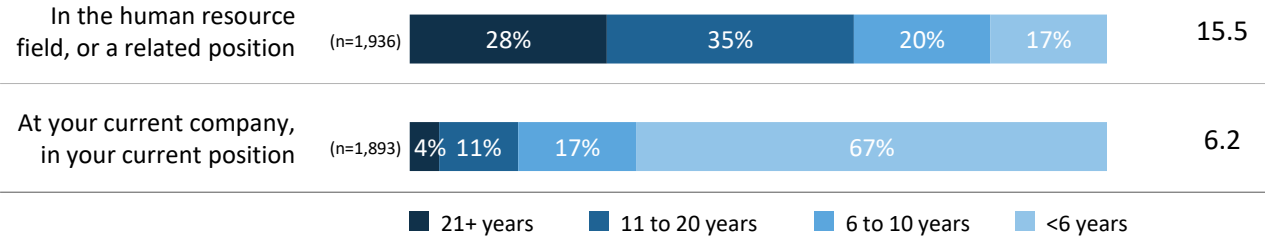
▲ Significantly higher than all comparative regions.  
 ▼ Significantly lower than all comparative regions.



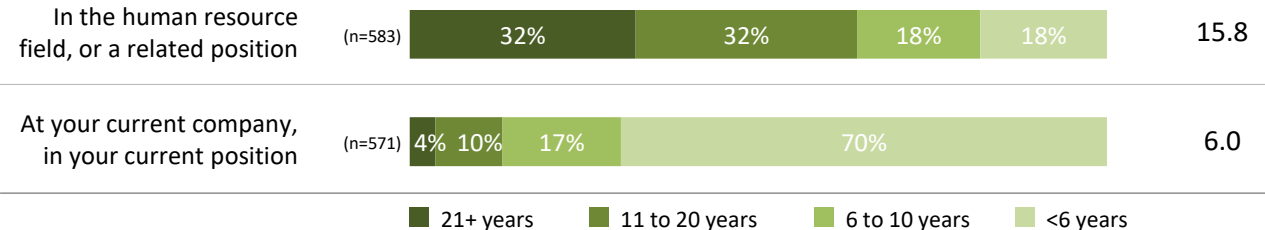
# Years of Full Time Experience:

## PROVINCIAL

### NATIONAL



### ONTARIO



The typical HR professional in Ontario has worked an average of just under 16 years in the HR field and has been in their current position for 6 years. These are aligned with national averages.

Those with an HRP designation are **more experienced** with an average of 17.4 years in the industry compared to an average of 10.9 years among those without a designation.

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

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



## Job Responsibilities



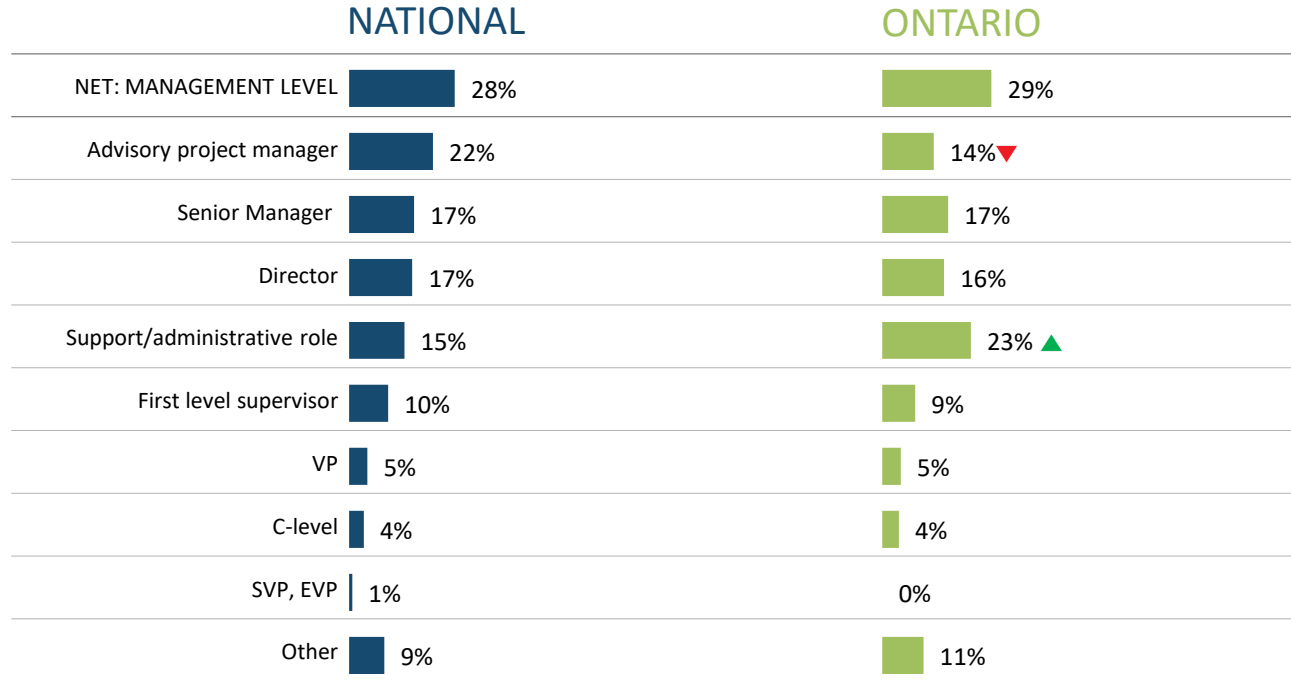
# Current Job Title:

## PROVINCIAL

HRPA professionals hold a variety of positions in Ontario, the most common being support/administrative role.

They are significantly **less likely** to be an advisory project manager than the rest of Canada.

29% have a job at the management level or higher.



Base: All respondents, excluding prefer not to answer (Total: n=621; ON: n=183).  
 A3. What employee category best represents your current position?

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



# Job Responsibilities in Current Position:

## PROVINCIAL



HRPA professionals are **more likely** to be involved in HR compliance, HRMIS, and legal job responsibilities compared to their counterparts across Canada. Those in the private sector are **more likely** to have a variety of responsibilities – particularly compensation, compliance, total rewards, and legal.

			NATIONAL			NATIONAL
Culture		66%	65%	Workforce planning/labour & staffing models		56%
Talent acquisition		69%	65%	Equity, diversity & inclusion		56%
Engagement		64%	64%	Management/planning		55%
Generalist		65%	63%	Health, safety and wellness		55%
HR compliance		74% ▲	63%	Labour employee relations		52%
Strategy		60%	59%	Total rewards		51%
Compensation (salaries and bonuses)		62%	59%	Human Resource Management Information System HRMIS		48%
Change management		55%	57%	Legal		40%
Learning development		56%	57%	Other		7%
Organizational effectiveness/development		58%	57%			

Base: All respondents, excluding prefer not to answer (Total n=1,954; ON n=588).

A4. Which of the following aspects of human resources are included as part of your current position?

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



# Sentiment Towards Job:

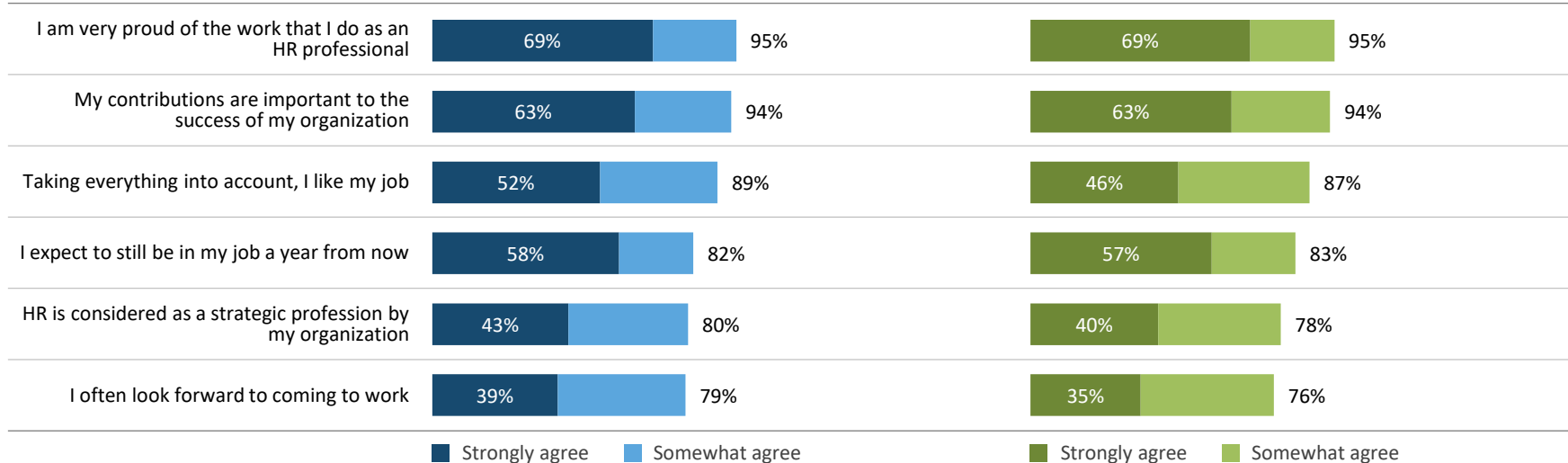
## PROVINCIAL

HRPA generally agree with each of the following statements, particularly “I am very proud of the work I do as an HR professional” (94% somewhat/strongly agree) and “my contributions are important to the success of my organization” (94% somewhat/strongly agree). Younger members are **more likely** to feel job insecurity, as fewer agree that they expect to be in their job a year from now (70% somewhat/strongly agree).

### % TOTAL AGREE

### NATIONAL

### ONTARIO



Base: All respondents, excluding don't know (Total: n varies; ON: n varies).

A5. To what extent do you agree or disagree with the with the following statements:

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



# HR Involvement: PROVINCIAL

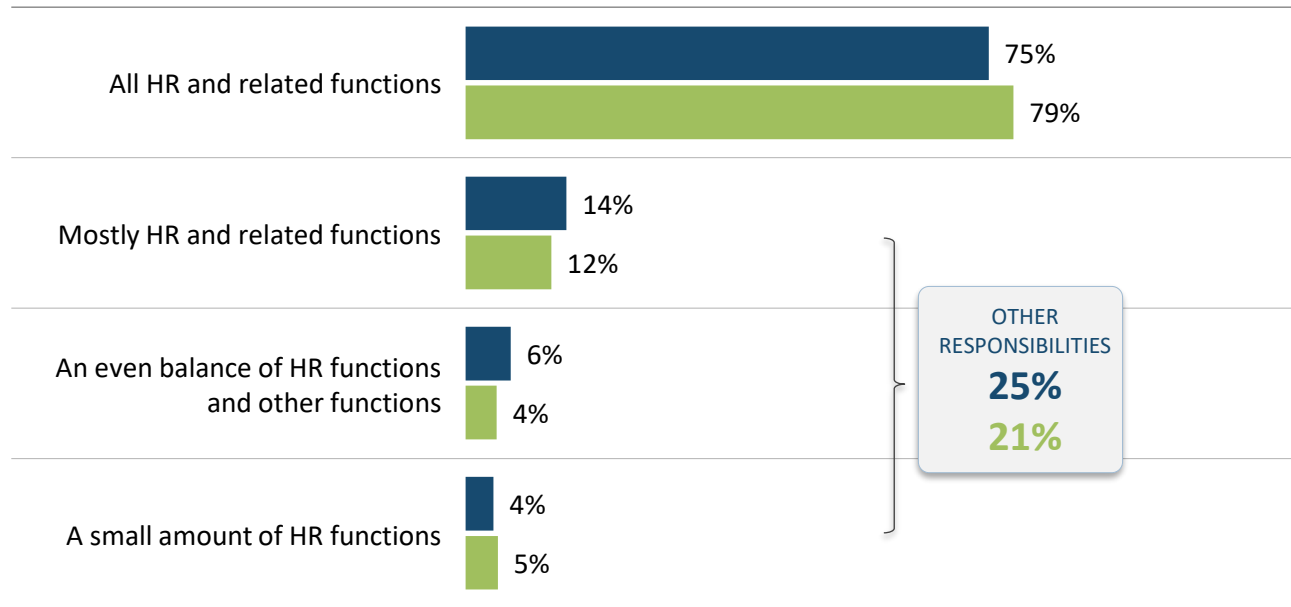


Just over one-in-five HR professionals in Ontario have other responsibilities outside of human resources.

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

- \$100M+ revenue: **85%** all HR functions
- <250 employees: **74%**
- <\$10M revenue: **63%**

■ NATIONAL  
■ ONTARIO



Base: All respondents, excluding prefer not to answer. (Total: n=1,949; ON: n=585).  
A2. Which of the following best describes how much your current role involves HR related functions at your place of employment?

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

## Education & HR Designation



# Education Level:

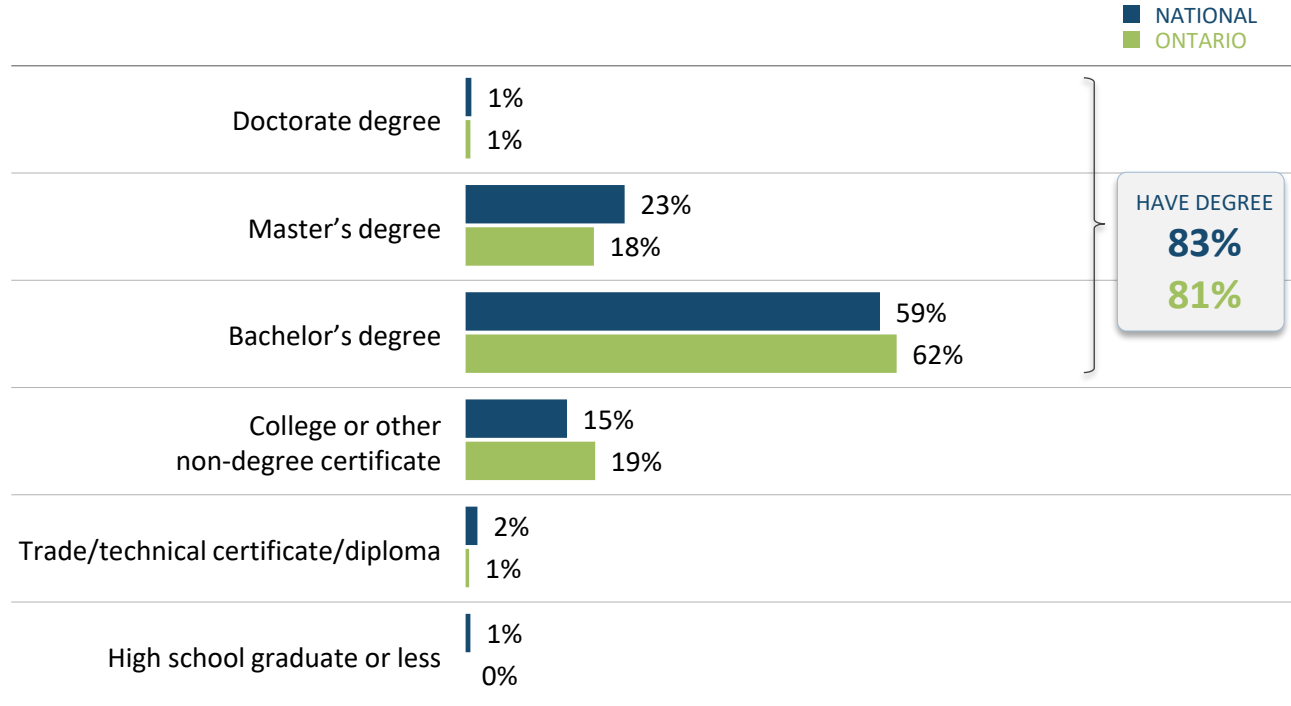
## PROVINCIAL

In Ontario, 8-in-10 HR professionals hold a degree – with most having a bachelor’s degree.



Those who work at larger organizations (1K+ employees) more likely to have degree (86% compared to 76% among those with <250).

Nearly all (94%) younger HR professionals in Ontario have a degree. Only 76% of those age 45+ have a degree.

Men are more likely to have a degree (91%) than women (79%).



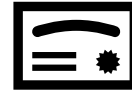
Base: All respondents, excluding prefer not to answer (Total: n=1,951; ON: n=587).  
 B1. What is the highest level of formal education that you have achieved?

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



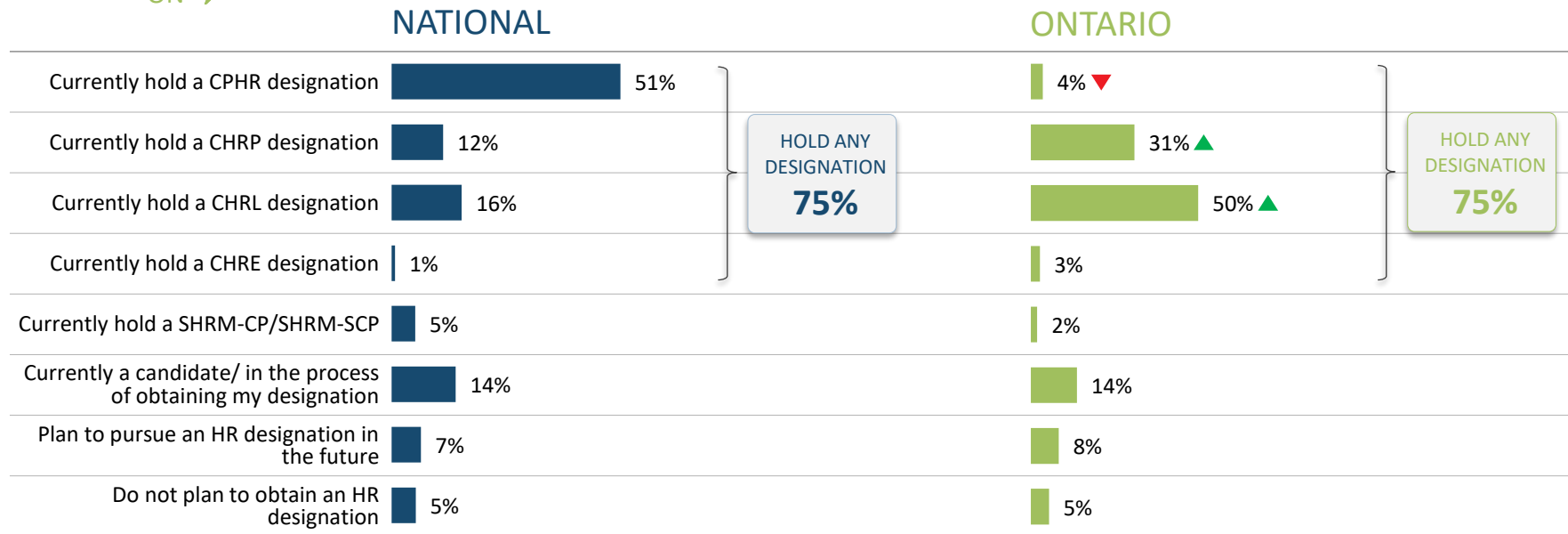
# Current HR Designation:

## PROVINCIAL



Three-quarters of HR professionals in Ontario currently hold a designation – with more having a CHRL than a CHRP.

Nearly 3-in-10 members aged 18-34 are a candidate or in the process of obtaining their designation.



Base: All respondents (Total: n=1,954; ON: n=588).

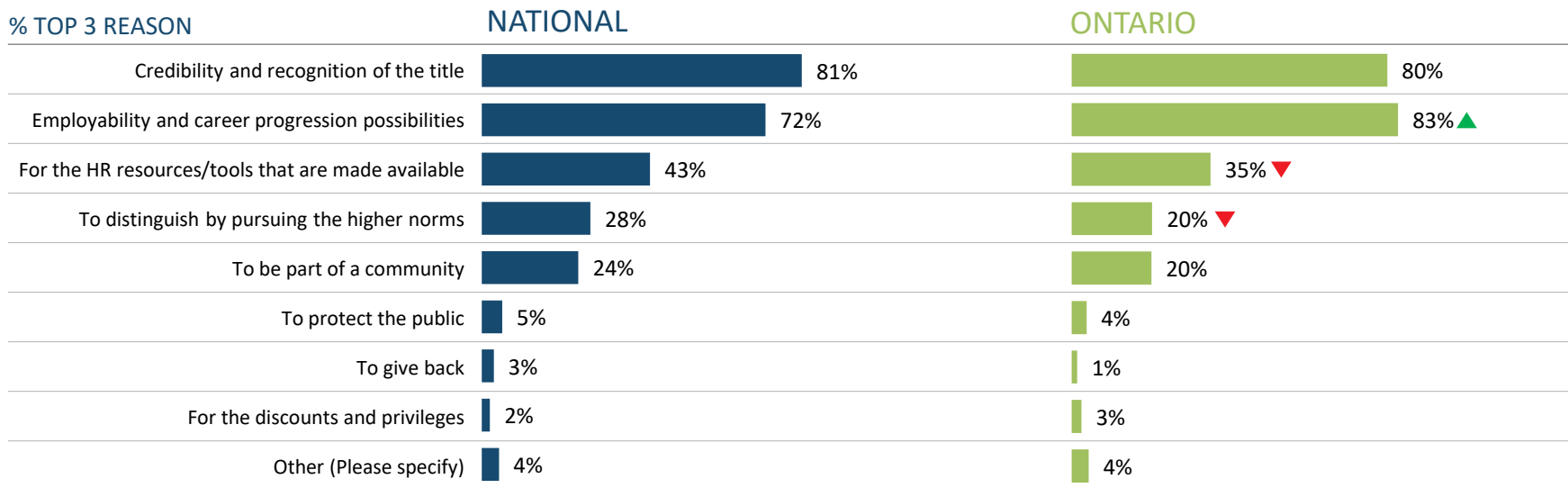
B3. Which of the following best describes your current situation with respect to the designation(s) you hold?

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



# Reason for Getting Designation: PROVINCIAL

The top reasons for achieving a HR designation in Ontario are the credibility and career progress opportunities they offer. Ontario HR professionals are **less likely** than the rest of Canada to chose to get a designation to access HR tools or to distinguish by pursuing the higher norms – but **more likely** for career progress opportunities.



Base: Have designation (Total n=1,839; ON: n=553).

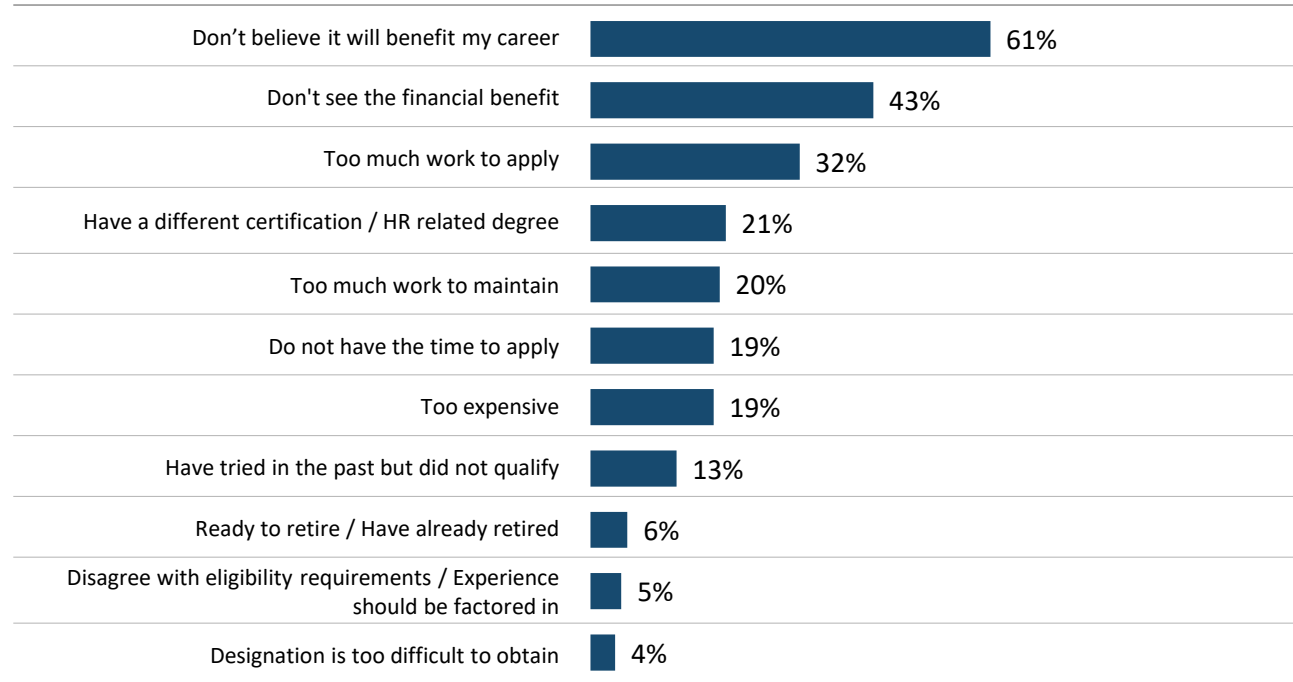
B5. What are the top 3 reasons why you chose to get the designation(s), or are planning on getting one?

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

# Reasons for Being Uninterested in HR Designation: NATIONAL



*Base sizes too small to assess Ontario on its own.*



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

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

A blue-tinted photograph of a business meeting. Several people are seated around a table, looking at a document. One person is pointing at the document with a pen. A laptop is visible on the table to the right.

## Salary, Benefits, & Other Compensation

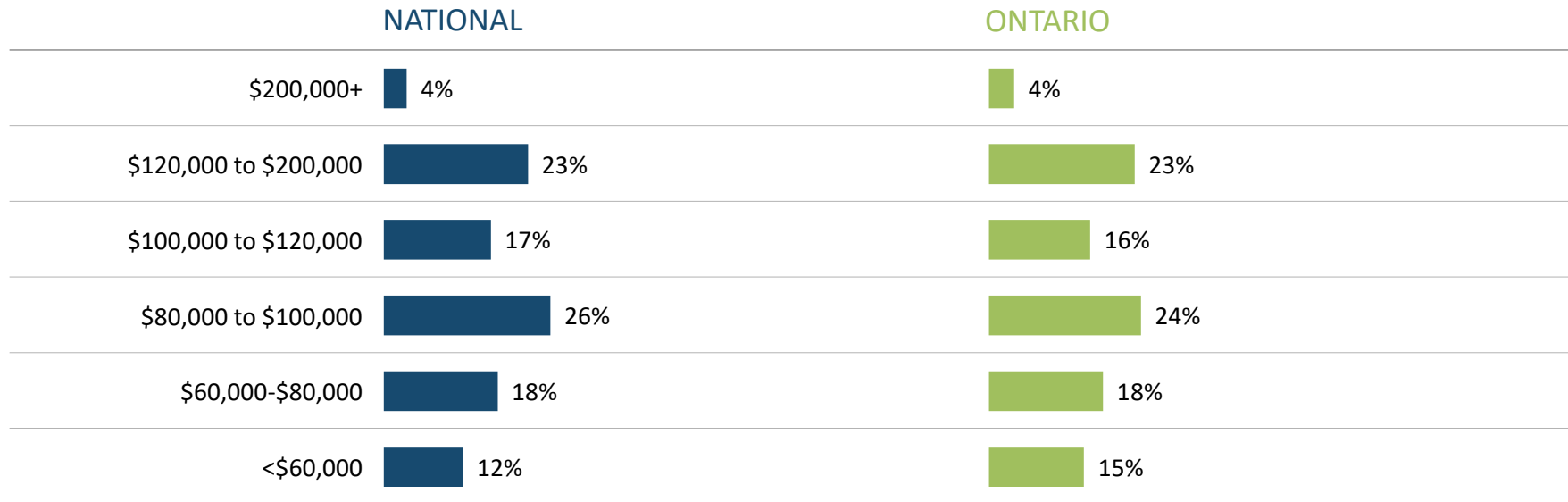


# Current Annual Salary:

## PROVINCIAL



Ontario HR professionals typically earn either \$80,000-\$120,000 or \$120,000-\$200,000 in annual base salary, before taxes – similar to those in the rest of Canada.



Base: All respondents, excluding prefer not to answer (Total: n=1,803; ON: n=536).

C1a. What is your current annual base salary before taxes?

C1b. Which of the following categories best matches your current annual base salary before taxes?

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





# Current Annual Salary: **By Demographics**

Annual salary among HRPAs members is substantially higher at more senior job levels and with more years of experience.

2022	GENDER		JOB LEVELS		YEARS OF EXPERIENCE			
	HRPA (n=536)	Man/ Trans man (n=82)	Woman/ Trans woman (n=442)	Junior/ Support/Mid (n=111)	Director & above (n=39)	<6 years (n=106)	6 to <15 years (n=190)	15 years+ (n=236)
\$200,000+	4%	7%	3%	0%	15% ▲	0%	1%	7%
\$120,000 to \$200,000	23%	20%	23%	4% ▼	44% ▲	1% ▼	12% ▼	42% ▲
\$100,000 to \$120,000	16%	16%	16%	10%	15%	2% ▼	21%	19%
\$80,000 to \$100,000	24%	28%	24%	31%	13% ▼	16% ▼	36% ▲	19%
\$60,000 to \$80,000	18%	13%	19%	28%	5% ▼	38% ▲	22%	5% ▼
<\$60,000	15%	16%	16%	28% ▲	8%	43% ▲	8%	8%

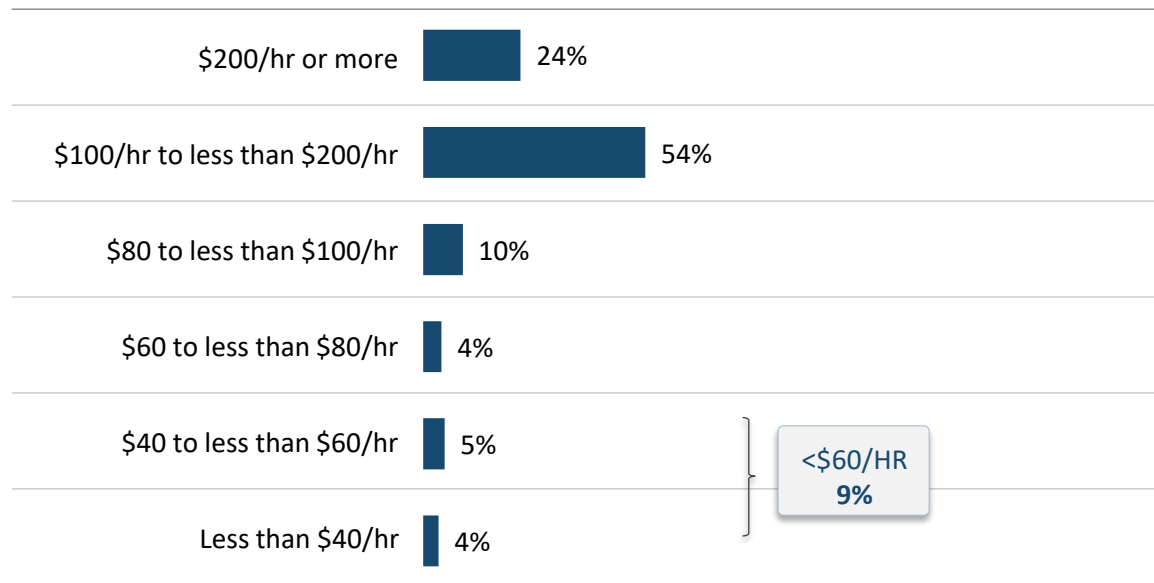
Base: All respondents, excluding prefer not to answer. \*\*Small sample size, interpret with caution.  
 C1a. What is your current annual base salary before taxes?  
 C1b. Which of the following categories best matches your current annual base salary before taxes?

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



## Hourly Rate Among Self-Employed: NATIONAL

Over three-in-four self-employed HR professionals across Canada charge \$100/hour or more for their services.  
*Base sizes too small to break out at provincial level.*



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

# Bonus Size (Percentage): PROVINCIAL

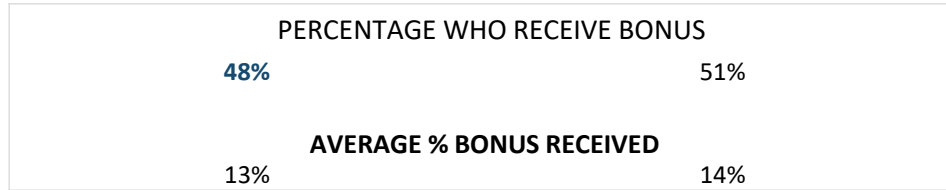


Half of Ontario professionals are offered a bonus, similar to the national average.

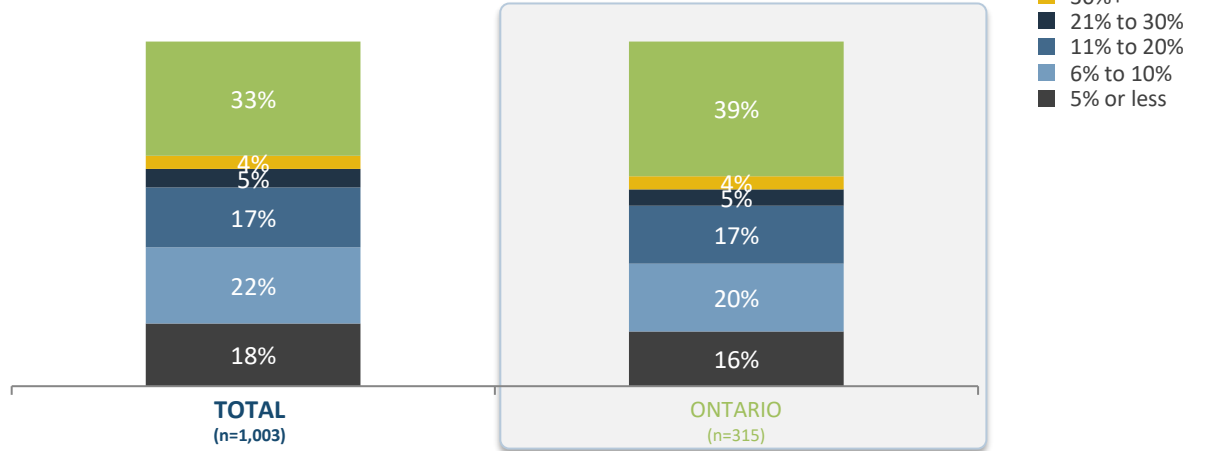
Among those who are offered a bonus, the average percentage of salary base for the bonus is 14%.

### Most likely to get a bonus

- Women: 54% vs 35% among men
- Private sector: 67% vs 20% among (Para)public
- \$100M+ revenue: 66% vs 36% among org of <\$10M



### PERCENTAGE OF SALARY BASE FOR LAST BONUS RECEIVED



\*\*Small sample size, interpret with caution.

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

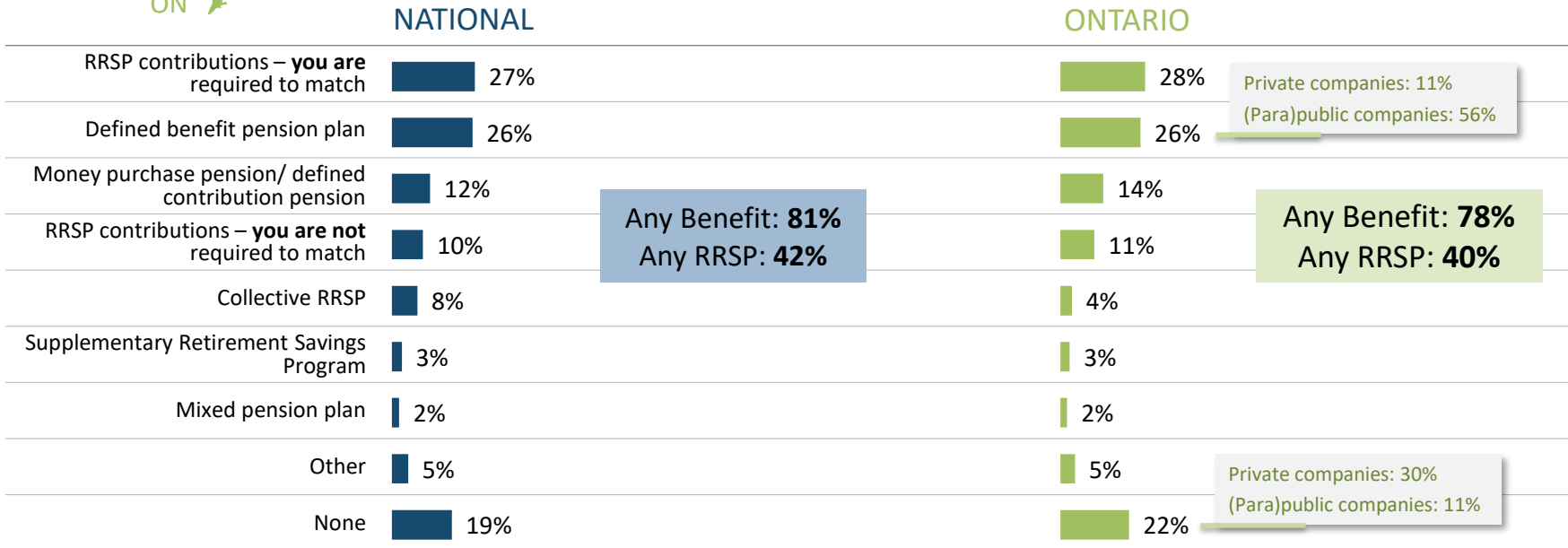
▲ Significantly higher than all comparative regions.  
▼ Significantly lower than all comparative regions.



# Post Retirement Benefits:

## PROVINCIAL

Over three-in-four HRPAs members have post retirement benefits offered to them. In Ontario, 2-in-5 HR professionals have RRSP contributions offered in some form, but most are required to match. Private sector companies are **more likely** to offer any RRSP benefit (compared to Parapublic/public organizations) but also **more likely** to offer no benefits of any kind.



Base: All respondents (Total: n=1,954; ON: n=588).  
C4. What type of post-retirement benefits are offered to you?

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

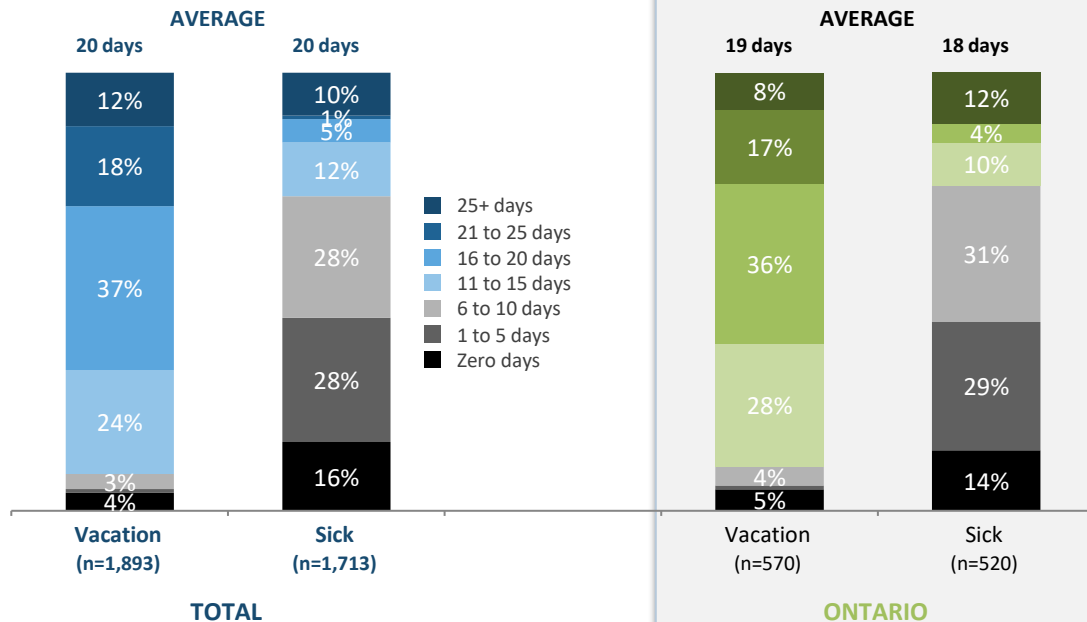


# Paid Sick and Vacation Days

## PROVINCIAL

Overall, HR professionals in Ontario receive an average of 19 vacation days and 18 paid sick days.

(Para)public sector HR professionals in Ontario receive **significantly more** vacation (20) and paid sick days (30) compared to private sector (18 vacation and 11 sick).



Base: All respondents, excluding don't know.

C5a. How many **paid vacation** days do you receive each year?

C5b. How many **paid sick days** are provided to you per year? This would be the number of paid sick days provided to you above and beyond what is required by employment legislation.

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

# Health Benefits: PROVINCIAL

Nine-in-ten Ontario HR professionals have health benefits provided by their employer, with the most common being dental, prescription drug vision coverage, and life insurance.

Those aged 35-44 are **more likely** to receive many of the following benefits – particularly vision coverage, travel insurance, and EAP.

Those working in the private sector are **less likely** to receive many benefits – particularly disability leave.

2022	TOTAL (n=1,954)	ONTARIO (n=588)
<b>HAVE HEALTH BENEFITS</b>	<b>90%</b>	<b>91%</b>
Prescription drug plan	84%	85%
Dental coverage	83%	87%
Life insurance	83%	82%
Employee Assistance Program (EAP)	79%	79%
Accidental death & dismemberment insurance (AD&D)	78%	78%
Chiropractor treatments	78%	80%
Massage Therapy	78%	78%
Physiotherapist services	77%	79%
Bereavement leave	76%	79%
Psychologist services	76%	74%

2022	TOTAL (n=1,954)	ONTARIO (n=588)
Vision coverage	74%	81%
Travel insurance	73%	74%
Semi-private hospital room	67%	68%
Employer funded long-term disability leave	60%	59%
Orthodontic coverage	54%	53%
Critical illness insurance	51%	47%
Employer funded short-term disability leave	50%	51%
Dietitian consultations	45%	41%
Smoking cessation assistance	41%	39%
Healthcare Spending Account	38%	36%

Base: All respondents, excluding don't know.

C6. Do you receive health benefits (dental coverage, drug plans, etc.) in your current role?

C6b. Which of the following types of health benefits does your employer provide to you?

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

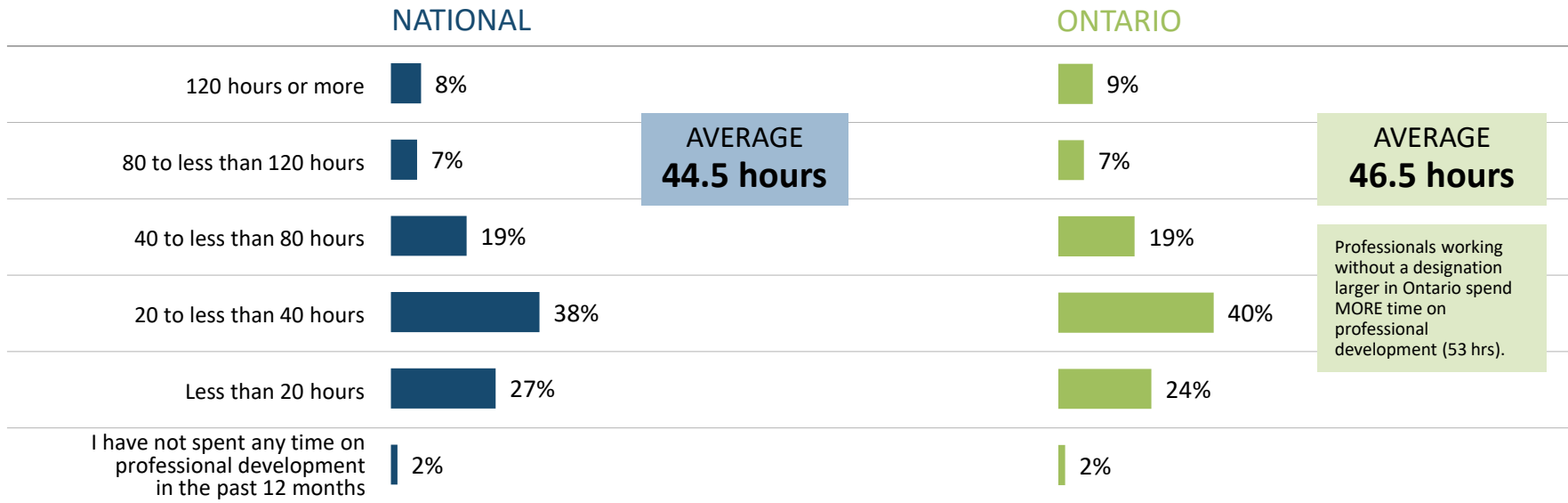


## Professional Development



# Past Year Hours Spent on Professional Development: **PROVINCIAL**

HR Professionals in Ontario have spent a similar number of hours on their personal development (as it relates to HR) over the past 12 months compared to the rest of Canada. Very few say they didn't spend any time on their professional development.



Base: All respondents, excluding prefer not to answer (Total: n=1,954; ON: n=580).

D3. How many hours have you spent on your personal professional development as it relates to human resources in the past 12 months?

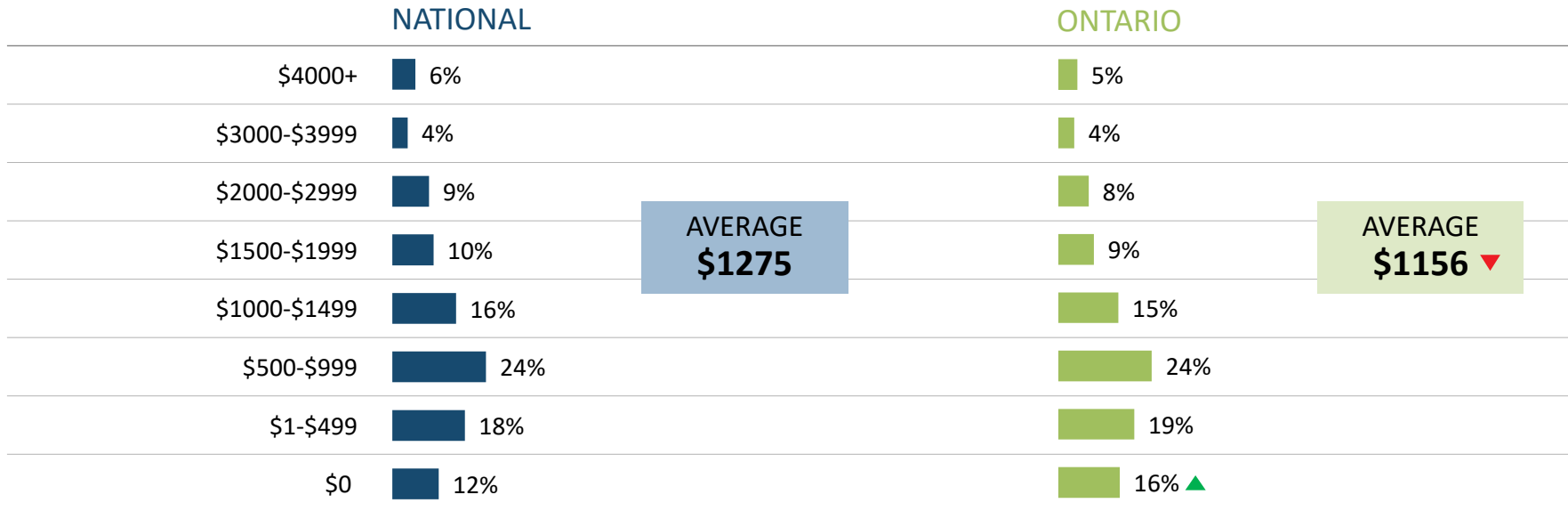
▲ Significantly higher than all comparative regions.  
▼ Significantly lower than all comparative regions.





# Past Year Professional Development Spending: **PROVINCIAL**

On average, just over \$1150 is being spent on the development of HR professionals in Ontario – **lower** than the national average. Senior HR professionals (director and above) spend **significantly more** on development (\$1680) compared to more support/junior/mid level HR professionals (\$900).



Base: All respondents, excluding don't know (Total: n=1,754; ON: n=516).  
 D2. How much money have you, or your employer, spent on your personal professional development as it relates to human resources in the past 12 months?

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

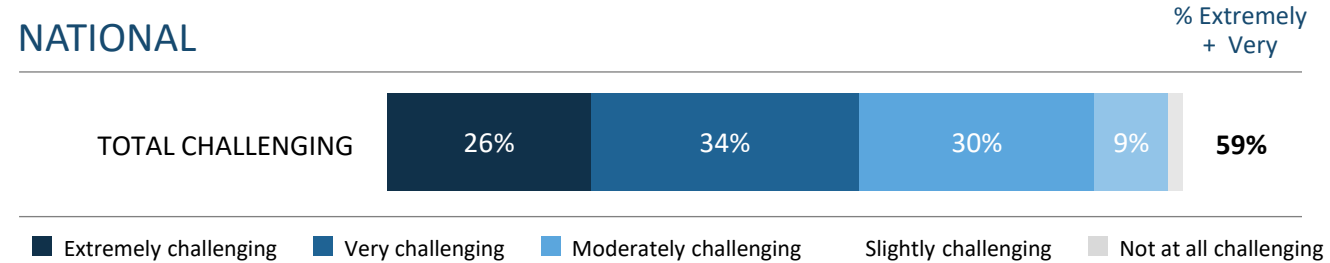


## Recruitment

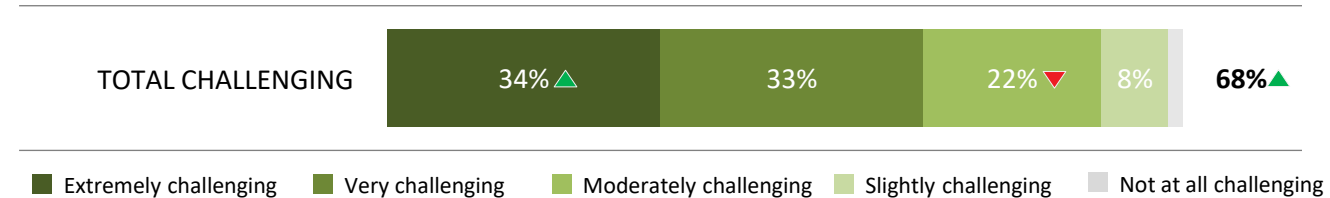
# Recruitment Challenge: PROVINCIAL



## NATIONAL



## ONTARIO



Base: All respondents excluding don't know/not applicable (Total: n=1,844; ON: n=557).  
 E1. Over the past year, how challenging has it been for your organization with regards to recruitment?

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

HR professionals in Ontario **struggle more** with recruitment than in other regions. Having extreme challenges with recruitment was **more likely**, while fewer found it moderately challenging.

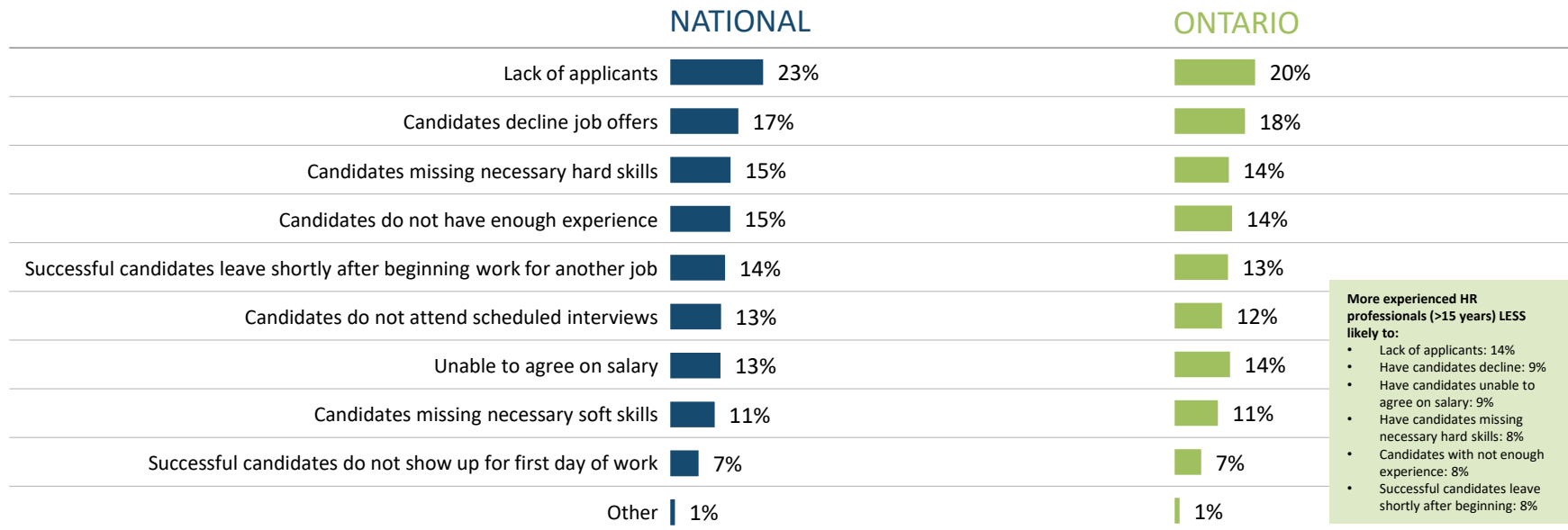
Organizations without a formal DEI strategies were **more likely** to have recruitment challenges.



# Challenges Experienced:

## PROVINCIAL

Like the rest of Canada, a lack of applicants and candidates declining job offers have been the primary recruitment challenges in the past year. Parapublic/public sector members find a lack of applicants more challenging. Younger members are **more likely** to report having each of these challenges.



Base: All respondents (Total: n=1,954; ON: n=588).

E2. What challenges has your organization experienced recruiting new employees in the last year?

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



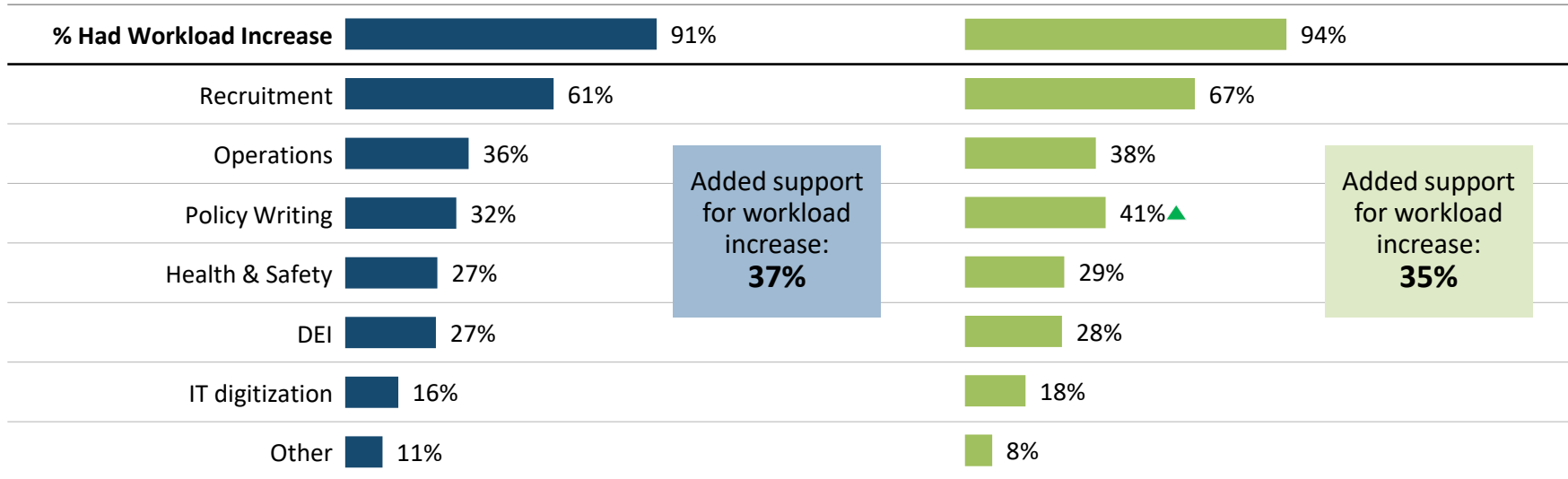
# Past 12 Month Workload Change:

## PROVINCIAL

HR professionals in Ontario are **more likely** to have seen their policy writing-related workload increase over the past 12 months. Just over one-third say they have added support to help with the increased workload, which means most are still facing the increased demands in their role. Younger members are **more likely** to say they have received added support.

### NATIONAL

### ONTARIO



Base: All respondents (Total: n=1,954; ON: n=588).

E3b. In which areas, if any, has your workload increased in the last 12 months?

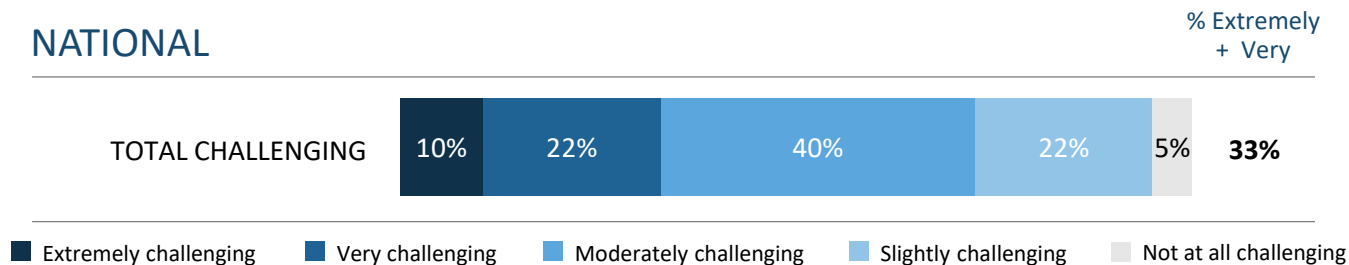
▲ Significantly higher than all comparative regions.  
▼ Significantly lower than all comparative regions.

**Engagement, Retention &  
Turnover**

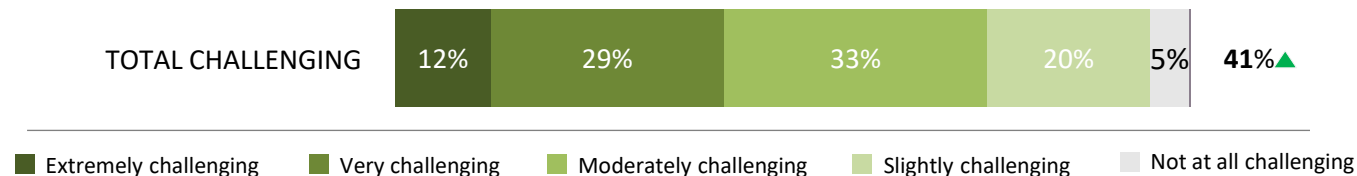
# Employee Retention Challenge: PROVINCIAL



## NATIONAL



## ONTARIO



Ontario HR professionals are **more likely** to find employee retention very or extremely challenging (compared to other regions) – particularly those working in health and social services (59% very/extremely challenging) or for non-profits (60% very/extremely challenging).

Retention of employees is more difficult in larger organizations in Ontario:

- <250 employees: **37%** very/extremely challenging
- 250-<1,000: **40%**
- 1,000+: **48%**

Base: All respondents, excluding don't know/not applicable (Total: n=1,847; ON: n=563).

F1. Over the past year, how challenging has it been for your organization with regards to employee retention?

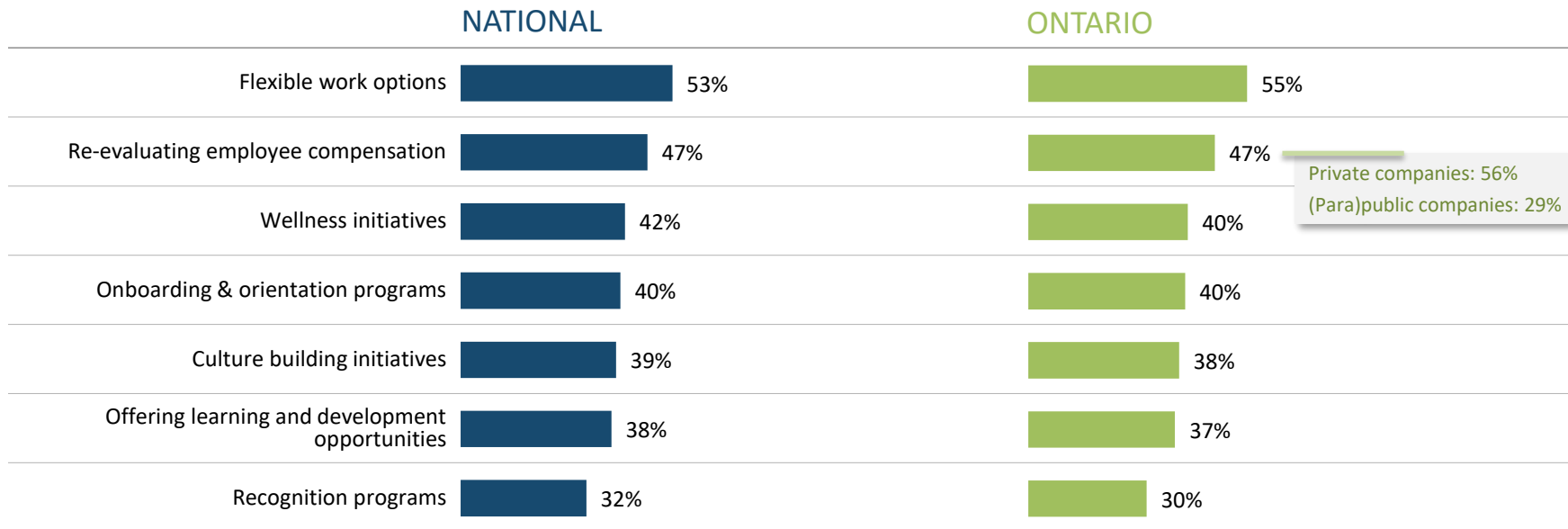
▲ Significantly higher than all comparative regions.  
▼ Significantly lower than all comparative regions.



# Retention Measures Implemented by Organization:

## PROVINCIAL

HR professionals in Ontario are aligned with the rest of the country in their employee retention measures used. Offering flexible work options and re-evaluating employee compensation are the top methods.



Base: All respondents (Total: n=1,954; ON: n=588).

F2. Has your organization implemented any of the following measures to improve employee retention?

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

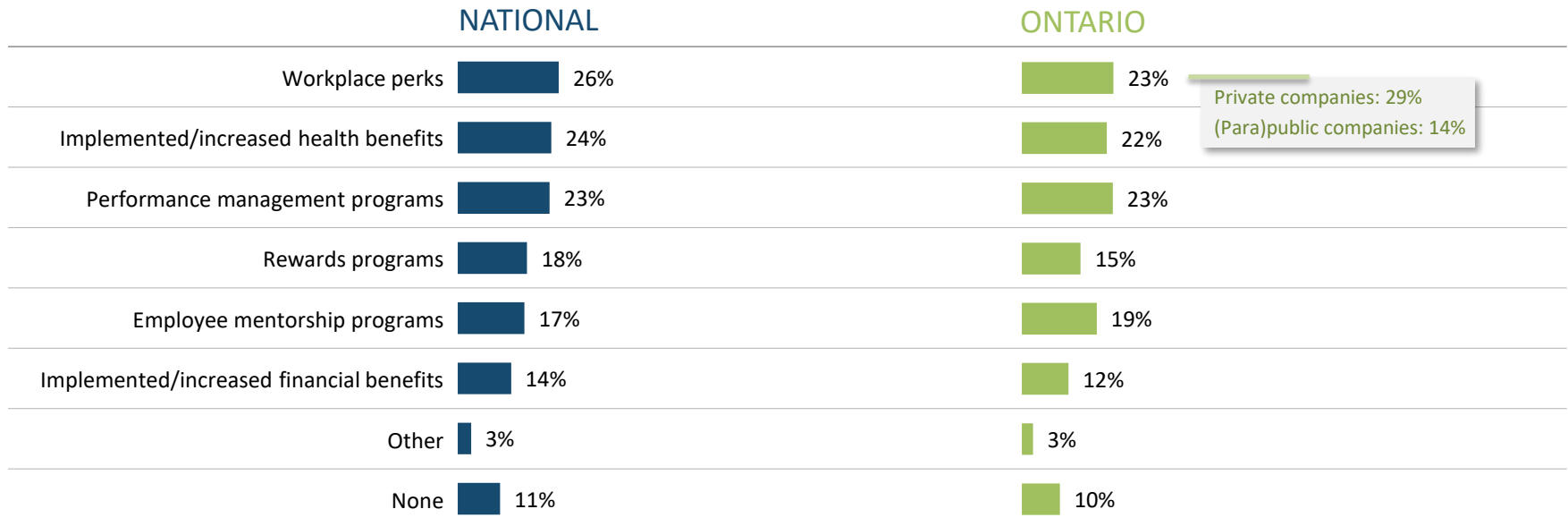




# Retention Measures Implemented by Organization:

## PROVINCIAL *(Continued)*

HR professionals in Ontario implement other measures at rates similar to other regions.



Base: All respondents (Total: n=1,954; ON: n=588).

F2. Has your organization implemented any of the following measures to improve employee retention?

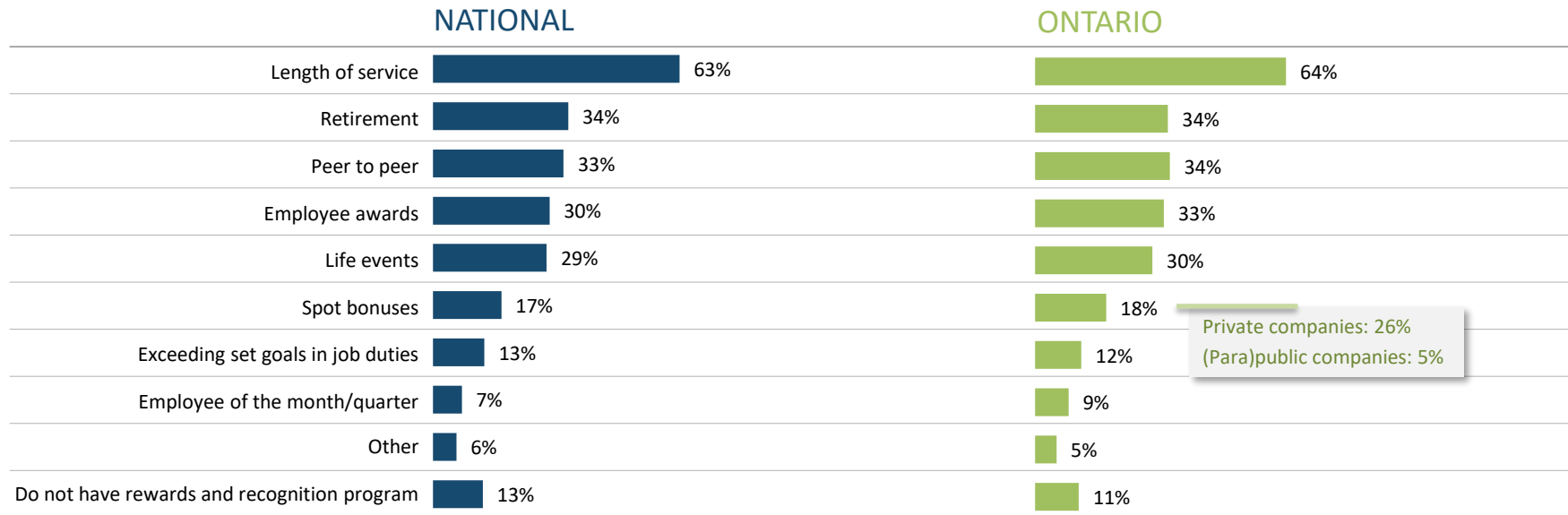
▲ Significantly higher than all comparative regions.  
▼ Significantly lower than all comparative regions.



# Types of Reward and Recognition Offered:

## PROVINCIAL

Length of service recognition is the most common practice across Canada and in Ontario. Private sector companies are much **more likely** to offer spot bonuses.



Base: All respondents, excluding don't know (Total: n=1,954; ON: n=588).  
F3. What kinds of rewards and recognition programs are in place at your workplace?

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

# How Much Spent Recognizing Employees: PROVINCIAL



Recognition amounts in Ontario, are similar to the rest of Canada, with an average of \$180 spent on individual employees.

**Average Spend in Ontario:**

- Private Sector: \$215
- (Para)public: \$117
- <250 employees: \$219
- 1K+ employees: \$107

Average

**NATIONAL**



\$181

■ \$0 ■ \$1 to \$50 ■ \$51 to \$100 ■ \$101 to \$200 ■ \$201 to \$300 ■ \$301 to \$400 ■ \$400+

**ONTARIO**



\$180

■ \$0 ■ \$1 to \$50 ■ \$51 to \$100 ■ \$101 to \$200 ■ \$201 to \$300 ■ \$301 to \$400 ■ \$400+

Base: All respondents, excluding don't know (Total: n=1,047; ON: n=316).  
F3c. Approximately how much is spent on recognizing each individual employee per year?

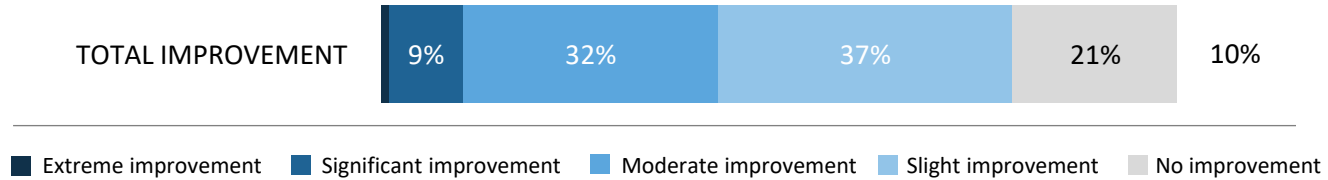
▲ Significantly higher than all comparative regions.  
▼ Significantly lower than all comparative regions.

# Impact of Rewards Program: PROVINCIAL

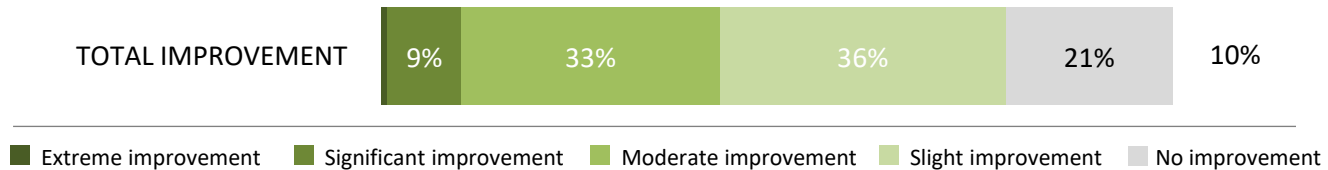


## NATIONAL

% Extreme + Significant



## ONTARIO



Only 1-in-10 in Ontario report at least a significant improvement in employee engagement as a result of their rewards and recognition program(s), which is in line with the national average.

Parapublic/public organizations were **twice as likely** to say these programs had no improvement, compared to private companies.

Smaller organizations (<250 employees) were **more likely** to report significant improvement.

Base: All respondents, excluding don't know (Total: n=1,179; ON: n=375).  
F4. What effect has your workplace's rewards and recognition program had on overall employee engagement?

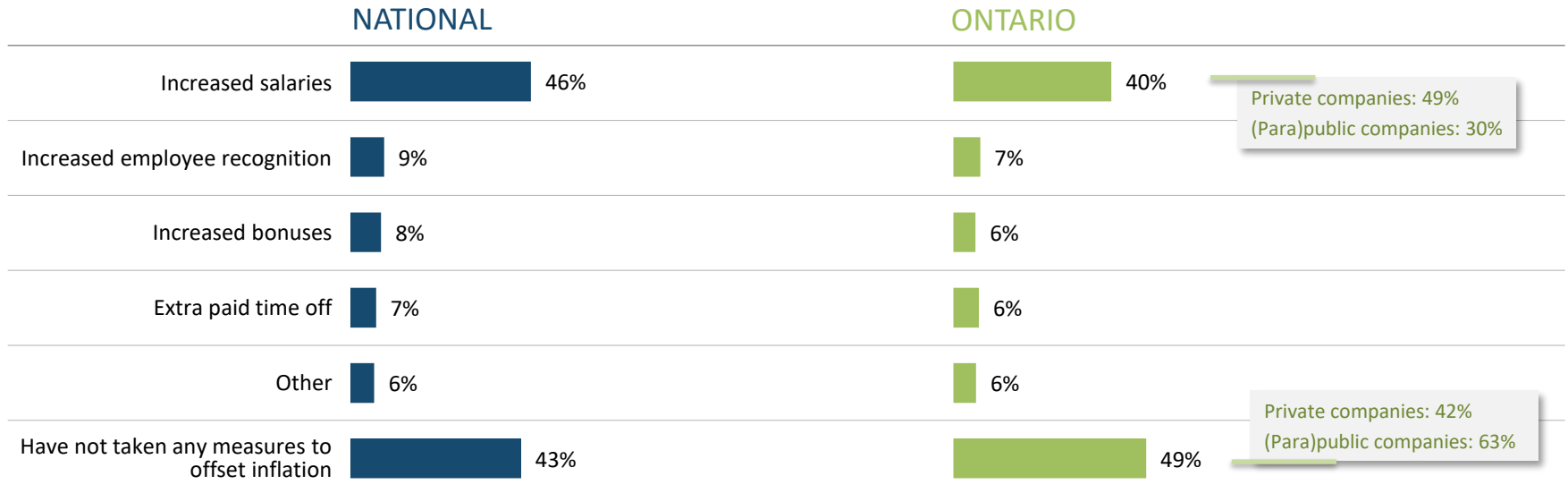
▲ Significantly higher than all comparative regions.  
▼ Significantly lower than all comparative regions.



# Measure to Offset Inflation for Employees:

## PROVINCIAL

Four-in-ten Ontario HR professionals say they have increased salaries or bonuses to offset inflation. Private companies are **more likely** to be offering increased salaries compared to public companies. Public companies are **more likely** to not have taken any measures to offset employee inflation.



Base: All respondents (Total: n=1,954; ON: n=588).

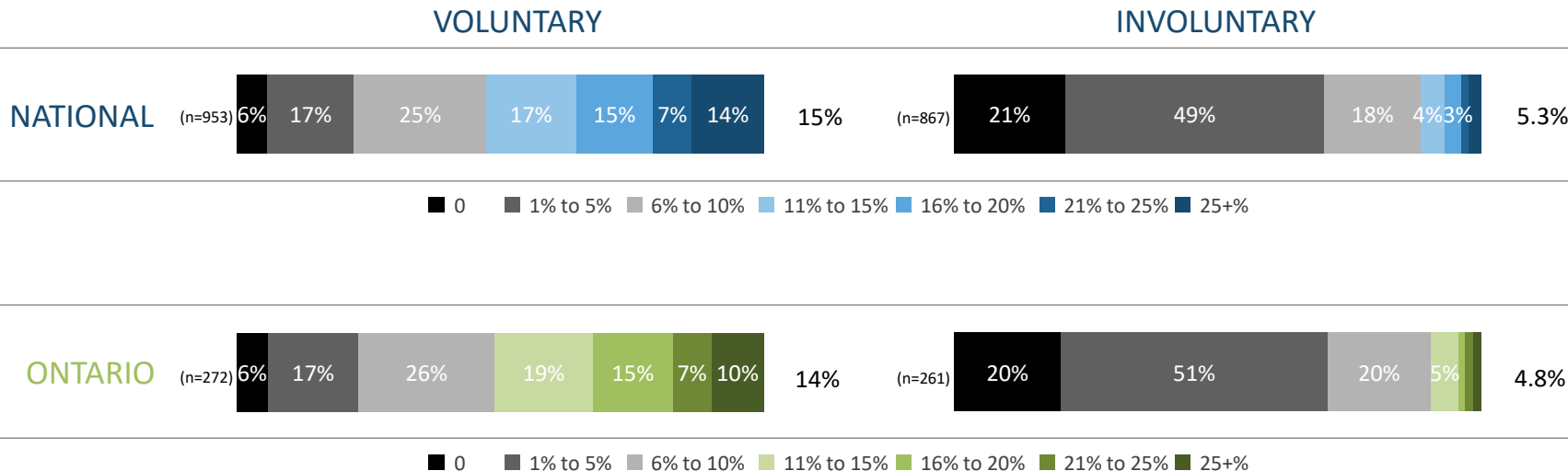
F5. What measures, if any, have you taken to offset inflation for employees?

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



# Turnover Rates: PROVINCIAL

Turnover rates in Ontario are comparable to the rest of Canada. Private sector HR professionals in Ontario cite **higher** involuntary turnover rates (5.3%) compared to (Para)public (3.3%).



Base: All respondents, excluding don't know.

F6. What has the **voluntary** turnover rate at your organization been for the past year?

F6b. What has the **involuntary** turnover rate at your organization been for the past year?

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

Diversity, Equity & Inclusion



# Diversity, Equity & Inclusion Initiatives:

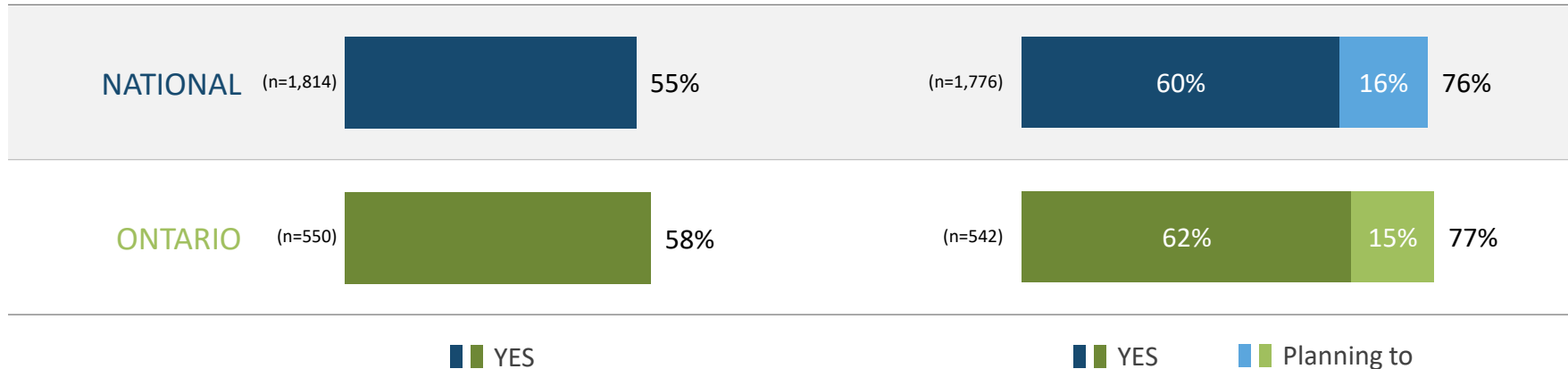
## PROVINCIAL

Similar to the rest of Canada, about three-in-five Ontario HR professionals have implemented DEI initiatives and 15% are planning to. Nearly three-in-five say their employer has a formal strategy for addressing DEI.

Parapublic/public organizations are **more likely** to have a formal DEI strategy and to have implemented initiatives (72%; 50% among private companies).

*Formal Strategy for Addressing DEI*

*Have Implemented DEI Initiatives*



Base: All respondents, excluding don't know.

G1. Has your employer implemented a formal strategy for addressing diversity, equity and inclusion?

G2. Has your organization implemented any diversity, equity, and inclusion initiatives?

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





# DEI Initiatives Implemented/Planned: PROVINCIAL

The top implemented/planned DEI initiatives in Ontario are DEI training, followed by inclusive job ads/postings and DEI committees – similar to other regions.

Parapublic/public organizations are **more likely** to have planned or implemented DEI training and DEI committees.

	ONTARIO	NATIONAL
DEI training	47%	43%
Inclusive job ads/postings	41%	40%
Unconscious bias training	37%	36%
Establishing a DEI Committee	39%	34%
Pay equity	29%	27%
Internal DEI survey	29%	26%
Diversity in marketing	20%	21%
Employee resource groups (ERGs)	19%	17%

Base: All respondents (Total: n=1,954; ON: n=588).  
G3. What diversity, equity & inclusion initiatives has your organization implemented or planning to implement?

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



## DEI Initiatives Implemented/Planned: PROVINCIAL

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

	ONTARIO	NATIONAL
Collecting human rights-based employee data	18%	16%
Diverse hiring panels	17%	15%
Mentorship programs	15%	13%
Career development tracking	12%	12%
Pay transparency	10%	10%
Tying management performance goals to D&I strategy	11%	10%
Blind hiring processes	6%	6%
Other	2%	3%

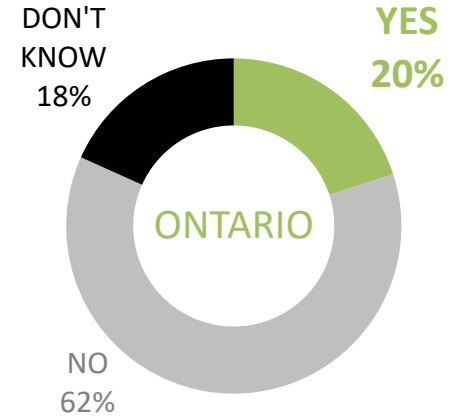
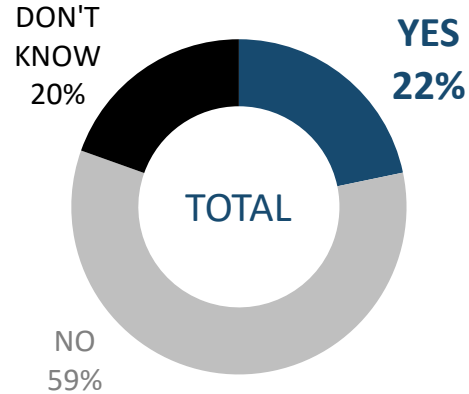
Base: All respondents (Total: n=1,954; ON: n=588).  
G3. What diversity, equity & inclusion initiatives has your organization implemented or planning to implement?

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



## DEI Measurement: PROVINCIAL

One-in-five of HR professionals in Ontario say their employer formally measures DEI, in line with the national average.



Base: All respondents (Total: n=1,924; ON: n=580).  
G4a. Does your employer formally measure diversity, equity, and inclusion?

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

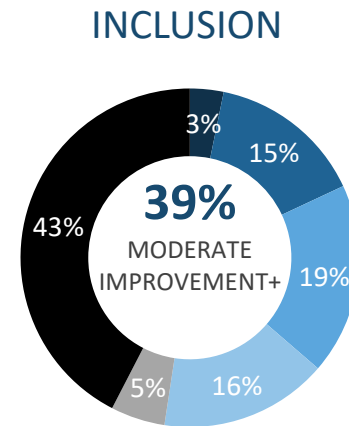
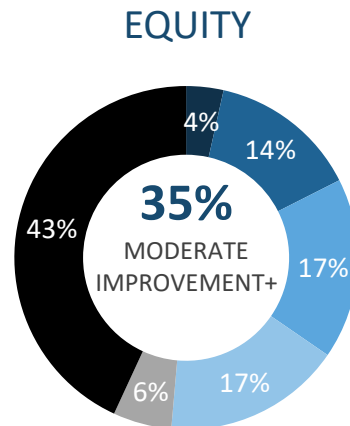
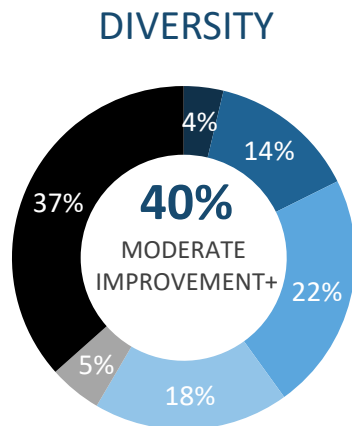


# DEI Measurement: NATIONAL

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

*Base sizes too small to show provincial improvement proportions*

- Extreme improvement
- Significant improvement
- Moderate improvement
- Slight improvement
- No Improvement
- Don't know



Base: All respondents, excluding don't know (n=402).

G4b. Since you began measuring diversity, equity, and inclusion, how much, if any, improvement has your organization seen in the following areas?



Technology

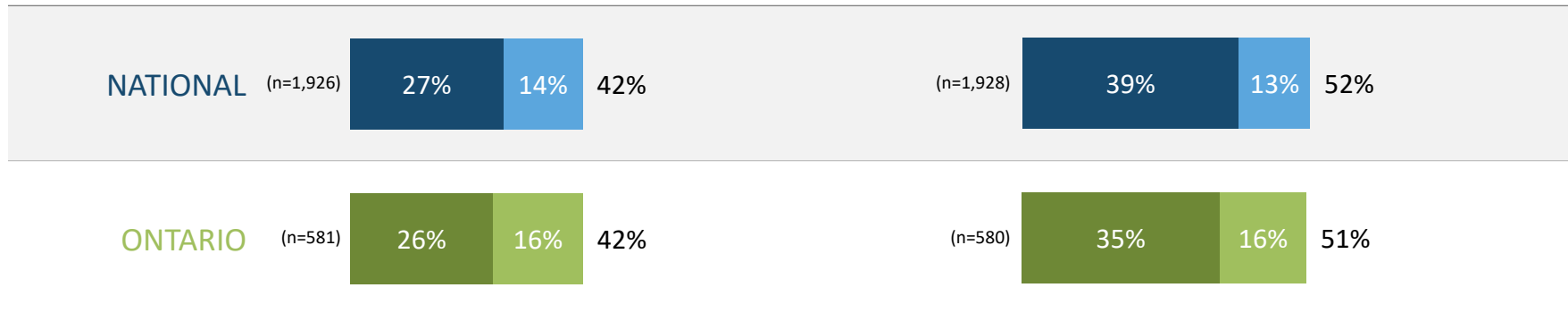


# HR Digital Workforce Transformation: PROVINCIAL

Ontario organizations are in line with national averages for developing a formal strategy to prepare HR to function for a digital workforce and implementing HR digitization initiatives. Younger members are **more likely** to say their organization has a formal strategy.

*Have Formal Strategy to Prepare HR for Digital Workforce*

*Have Implemented Any HR Digital Transformation Initiatives*



■ YES    ■ Planning to

Base: All respondents, excluding don't know.

H1. Has your organization developed a formal strategy to prepare its human resources function for a digital workforce?

H2. Has your organization implemented any HR digital transformation initiatives?

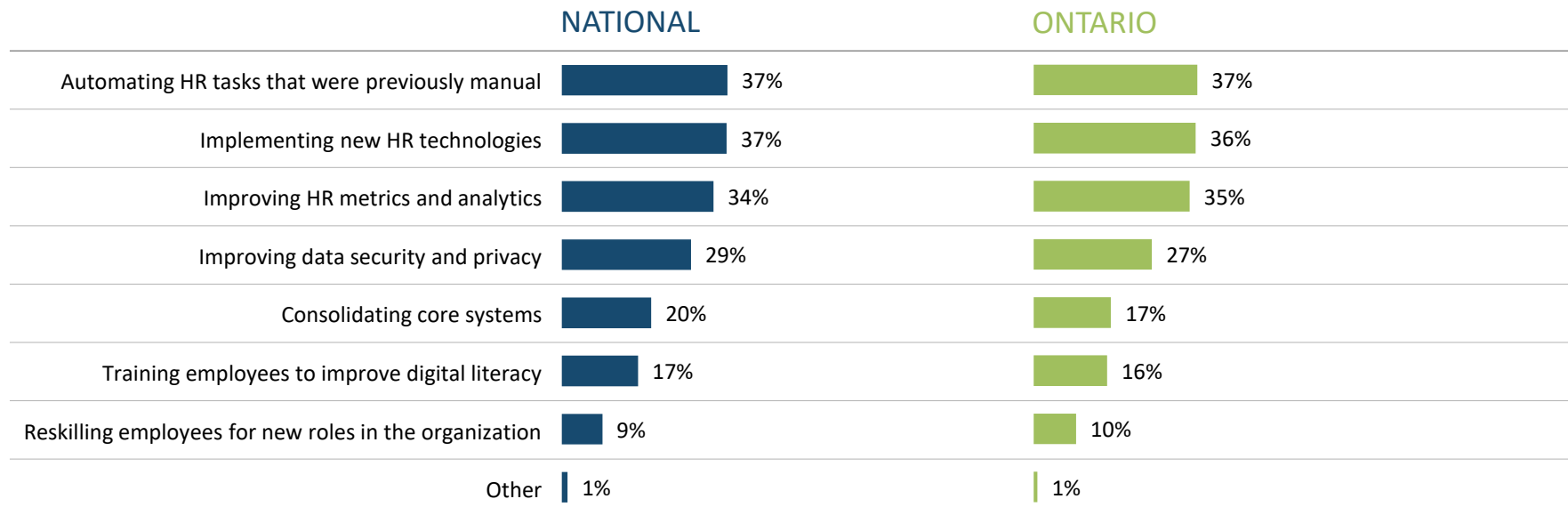
▲ Significantly higher than all comparative regions.  
▼ Significantly lower than all comparative regions.



# Digital HR Transformation Initiatives:

## PROVINCIAL

The top HR digital transformation initiatives that have been implemented (or are being planned) include automating HR tasks, implementing new HR technologies, and improving HR metrics and analytics.



Base: All respondents (Total: n=1,954; ON: n=588).

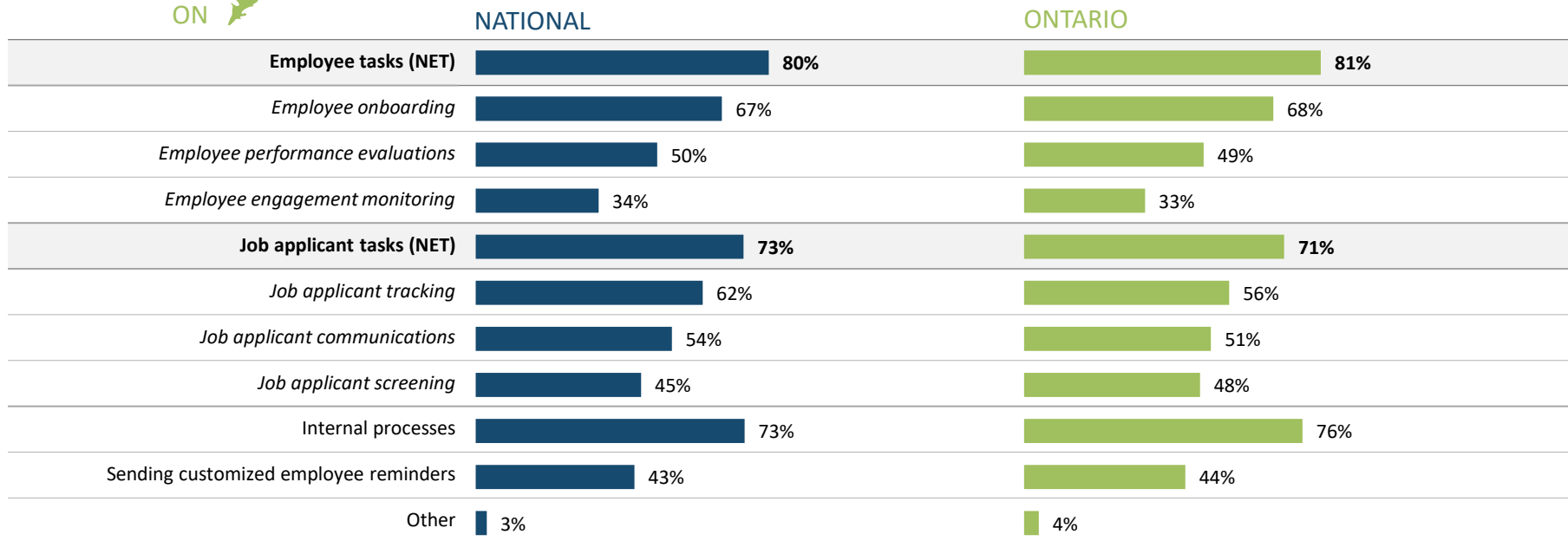
H2b. What HR digital transformation initiatives has your organization implemented or is planning to implement?

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



# Planned Use of Automation: PROVINCIAL

The majority of Ontario HR professionals say their organization plans to automate internal processes, employee onboarding, job applicant tracking, and job applicant communications.



Base: All respondents (Total: n=726; ON: n=216).

H3. In what ways does your organization plan to make use of automation?

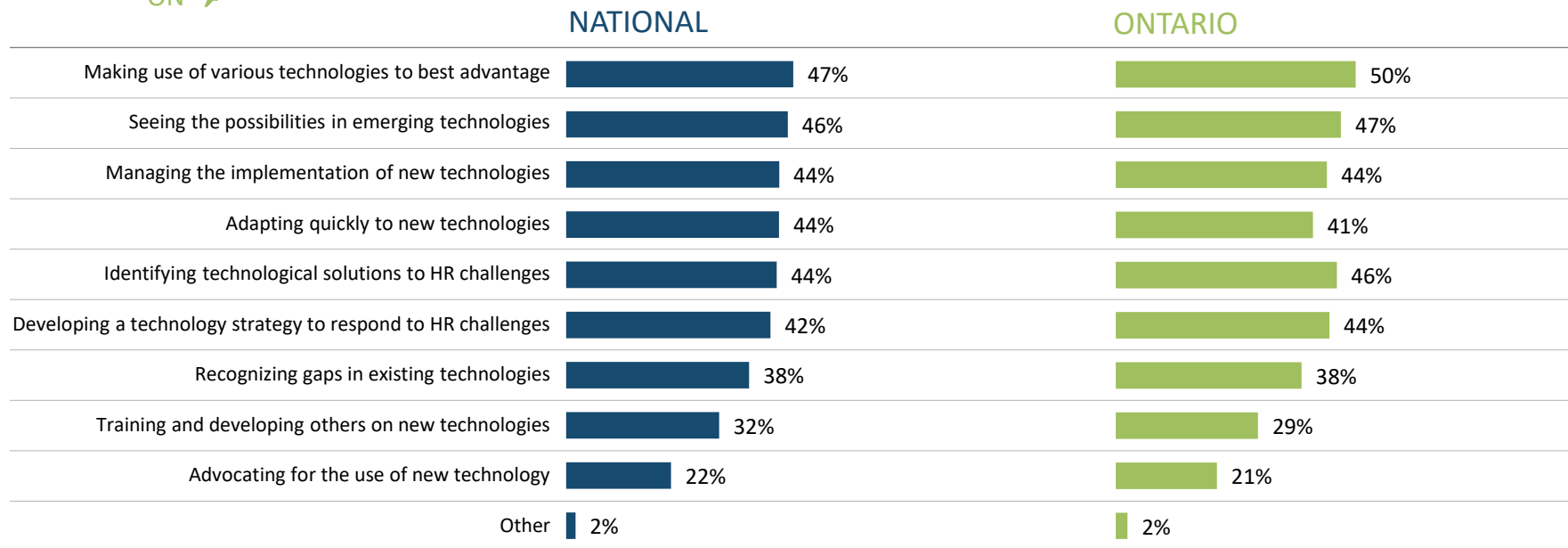
▲ Significantly higher than all comparative regions.  
▼ Significantly lower than all comparative regions.





# Competencies Developed through Working with HR Tech: PROVINCIAL

Approximately four-in-ten Ontario HR professionals have needed to develop and draw on most of the following competencies when working with new and existing HR technology, in line with national averages.



Base: All respondents (Total: n=1,954; ON: n=588).

H4. What competencies have you had to develop and draw on the most when working with new and existing HR technology?

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

The background features a light blue gradient with a faint, repeating pattern of a stylized 'L' or 'E' shape. In the center, there is a white organizational chart with a diamond-shaped decision node at the bottom, connected to several rectangular boxes above it. In the foreground, there are several dark blue silhouettes of business professionals in suits. One man in the center is pointing upwards with his right hand. Other silhouettes are positioned around him, some holding folders or laptops. A white rectangular box is overlaid on the bottom left of the image, containing the text 'Organization Firmographics' in red.

## Organization Firmographics



## Sectors Work In: PROVINCIAL

The proportions of Private vs Public vs Parapublic organizations that Ontario HR professionals work at are aligned with rest of Canada.

### NATIONAL



■ Private sector   ■ Public sector   ■ Parapublic

### ONTARIO



■ Private sector   ■ Public sector   ■ Parapublic

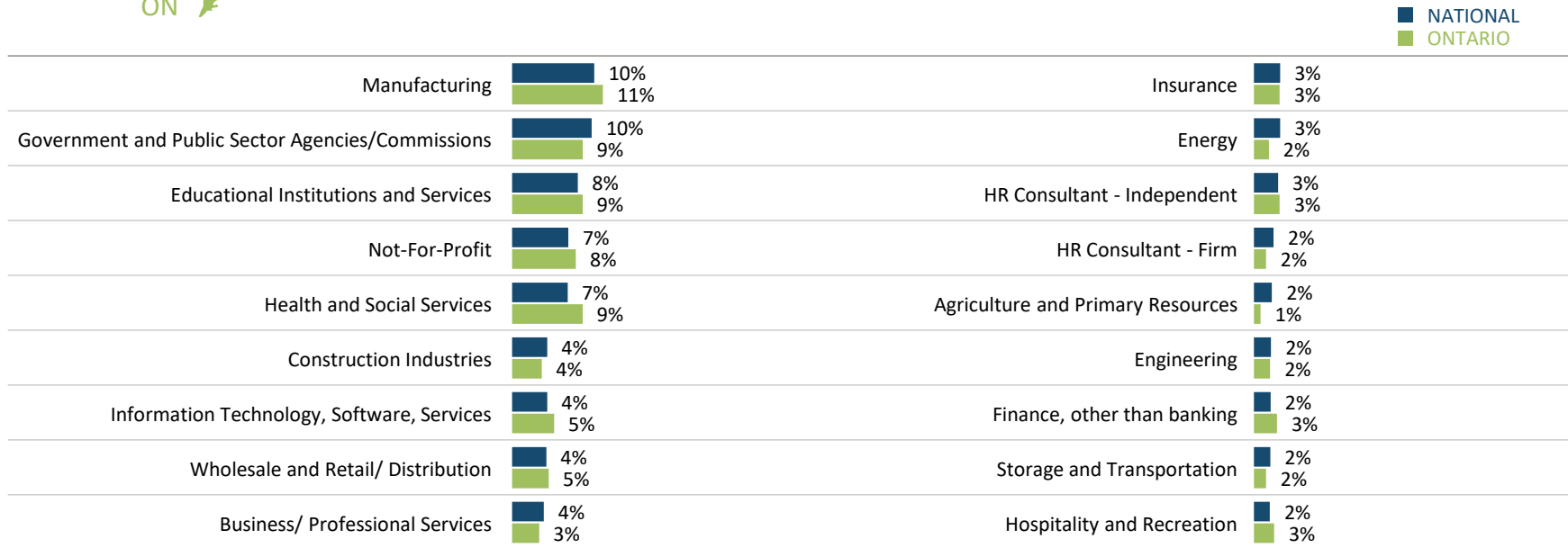
Base: All respondents, excluding don't know (Total: n=1,954; ON: n=588).  
X1. What sector(s) do you work in?

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



# Business Sector: PROVINCIAL

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



\*Note: responses 2% and greater are shown.

Base: All respondents, excluding prefer not to answer (Total: n=1,938; ON: n=584).

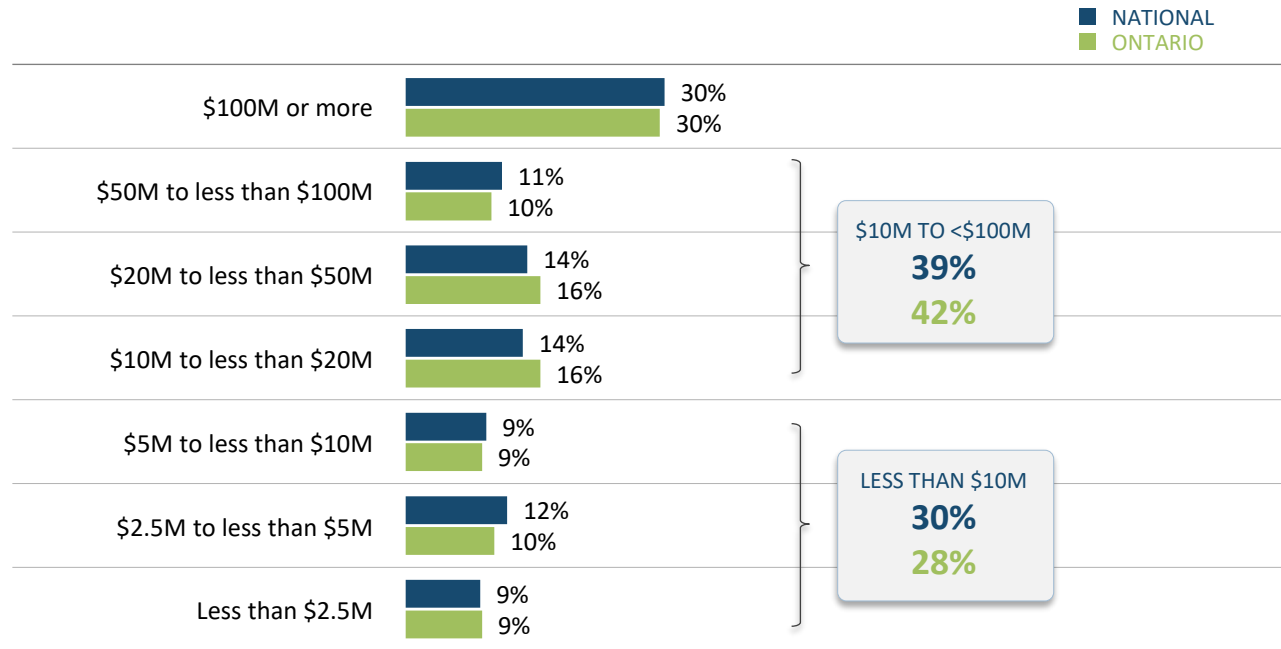
X2. What industry do you work in?

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



# Organization Annual Gross Revenue: PROVINCIAL

The size of organizations that HR professionals work for in Ontario is aligned with the rest of Canada.



Base: All respondents, excluding not applicable (Total: n=980; ON: n=278).  
X6. Which of the following best describes your organization's annual gross revenues from all sources?

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



# Number of Employees: PROVINCIAL

HR professionals in Ontario are most likely to work in organizations with 50-250 employees.

## NATIONAL



■ 1 to 49   
 ■ 50 to 250   
 ■ 251 to 1000   
 ■ 1001 to 5000   
 ■ 5001+

## ONTARIO



■ 1 to 49   
 ■ 50 to 250   
 ■ 251 to 1000   
 ■ 1001 to 5000   
 ■ 5001+

Base: All respondents, excluding don't know (Total: n=1,942; ON: n=583).  
X3. How many employees work at your organization?

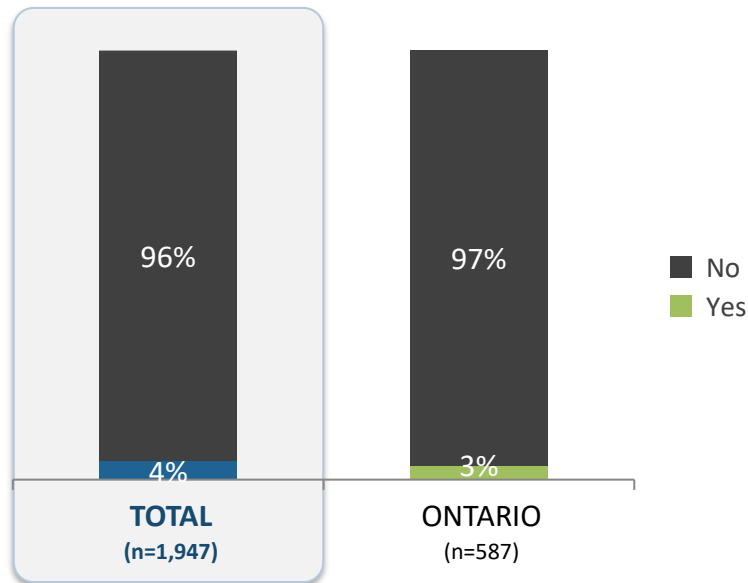
▲ Significantly higher than all comparative regions.  
▼ Significantly lower than all comparative regions.



## Workplace Union: PROVINCIAL

3% of HR professionals in Ontario work in a union.

■ No  
■ Yes



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

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

A hand holding a magnifying glass over a row of white human figures. The magnifying glass is positioned over a group of figures in the center, making them appear larger and more detailed. The background is a solid blue color.

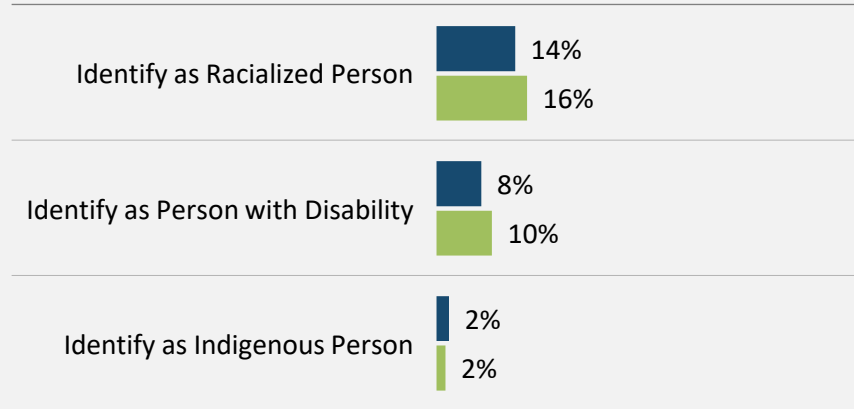
## Demographics



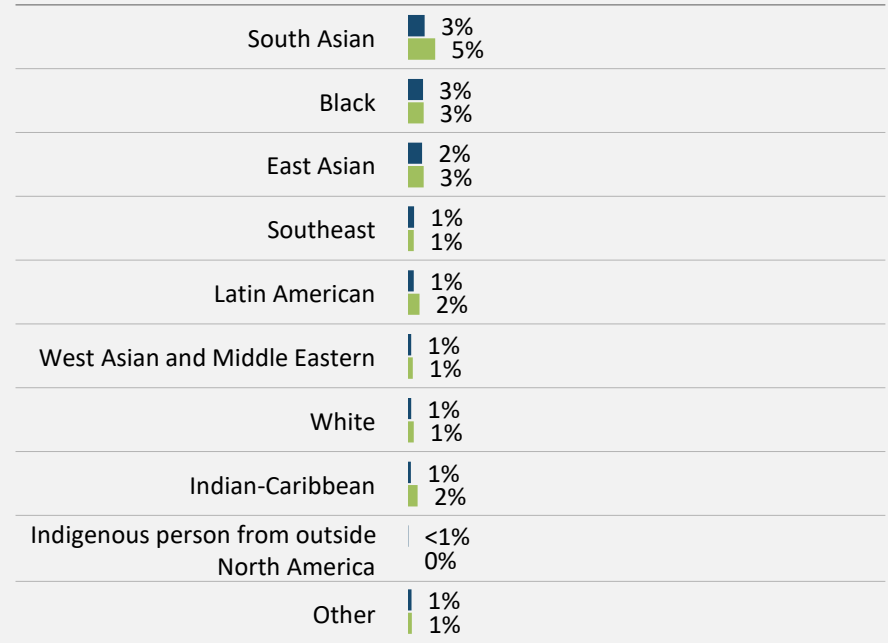


## EQUITY GROUPS

% YES



## ETHNICITY



# Leger

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