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Report

2022 HR Trends Survey

Total National Report



2023-02-27



Table of Contents

- INTRODUCTION 4
- KEY INSIGHTS 8
- DETAILED FINDINGS 12
 - Employment Characteristics 13
 - Job Responsibilities 17
 - Education & HR Designation 25
 - Salary, Benefits, & Other Compensation 33
 - Professional Development 44
 - Engagement, Retention & Turnover 53
 - Diversity, Equity & Inclusion 63
 - Technology 69
 - Organization Firmographics 74
 - Demographics 82
- CONTACT INFORMATION 86



INTRODUCTION

BACKGROUND & OBJECTIVES

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



METHODOLOGY: SAMPLE NOTES

- An online survey was conducted from October 31 to November 22, 2022 with members from CPHR Canada Member Associations and Human Resources Professionals Association (HRPA) of Ontario.
- Members were invited to participate through email communication from their respective associations.
 - A total of 1,954 respondents completed the survey
 - 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

METHODOLOGY: SAMPLE

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

	Total	BC	AB	SK	MB	ON	QC	NS	NB	Atlantic
Base size	1,954	273	293	93	93	588	430	115	48	179
Margin of Error*	±2.2%	±5.8%	±5.6%	±10.1%	±10.1%	±3.8%	±4.6%	±8.6%	±13.6%	±7.2%

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

- The following report details the total national results.
- Throughout the report, significant differences *that are greater or less than 8%* (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.
- Note that – due to rounding – totals for charts/tables may not sum to 100%.





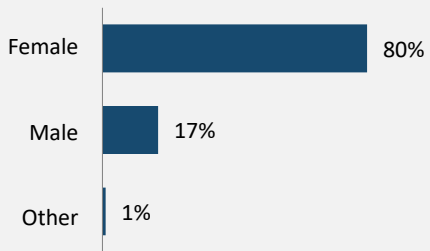
Key Insights



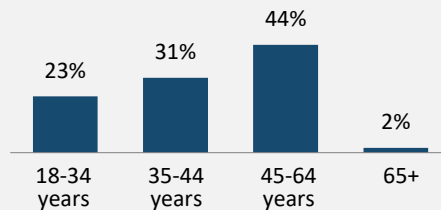
KEY INSIGHTS: NATIONAL TOTAL

The typical HR professional in Canada is female, 45-64 years old, salaried full-time, has worked in HR for 11-20 years, and has a bachelors degree related to HR.

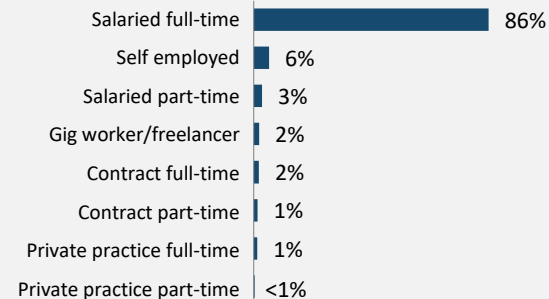
GENDER IDENTITY



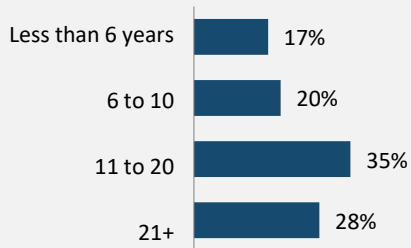
AGE



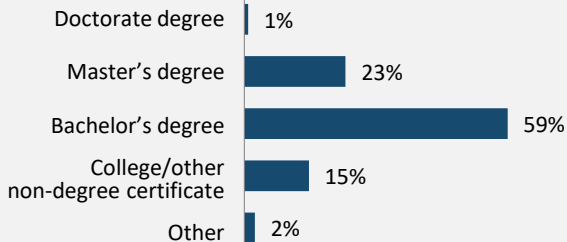
EMPLOYMENT SITUATION



LENGTH OF TIME IN HR

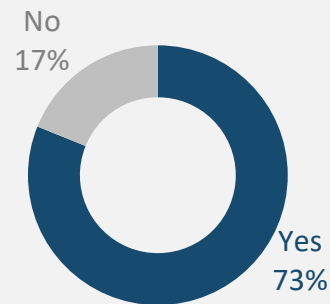


EDUCATION



HAVE DEGREE
83%

EDUCATION RELATED TO HR





SENTIMENTS ABOUT HR PROFESSIONION

HR professionals 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.

Nearly three-fifths (59%) find recruitment very or extremely challenging, while 33% face the same level of challenge with retention.

91% have seen an increase in workload over past 12 months. Only 37% have received additional support.

Top retention measures implemented are:

- Flexible work options: 53%
- Re-evaluating employee compensation: 47%
- Wellness initiatives: 42%
- 46% of HR professionals say they have increased salaries to help offset inflation

EDUCATION

75% of HR professionals have an HR designation.

7% are planning to get an HR designation.

Top reasons for getting an HR designation

- Credibility and recognition of title: 81%
- Employability and career progression possibilities: 72%

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

98%

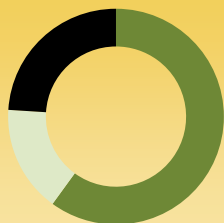
spent time on their personal professional development, with an average of **45 hours**

88%

spent money on their personal professional development, with an average spend of **\$1,275**



DEI Initiatives



60%

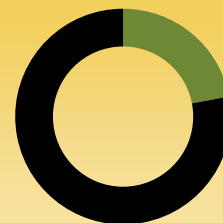
Have implemented a DEI initiatives.

16% are planning to.



56%

Have a formal DEI strategy



22%

Formally measuring DEI

Those measuring saw at least moderate increases:

- 40%↑ in *Diversity*
- 35%↑ in *Equity*
- 39%↑ in *Inclusion*

HR Technology



39%

Have implemented some HR digital transformation initiatives.

13% are planning to.



27%

Have formal HR tech strategy

Top areas planned for HR automation are:

- Internal processes (73%)
- Employee onboarding (67%)
- Job applicant tracking (62%)

A magnifying glass with a black handle and frame is positioned over a document. The document features a blue bar chart with several 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. A semi-transparent grey horizontal band is overlaid across the middle of the image, containing the text "Detailed Findings".

Detailed Findings

Employment Characteristics



Current Employment Situation: **By Region**

Nearly all HR professionals are salaried, full-time employees. Among the different regions, Quebec members are **least likely** to be salaried full-time employees while members in Saskatchewan and Manitoba are **most likely**.

	NATIONAL	BC (n=273)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=588)	QC (n=430)	NS (n=115)	NB (n=48**)	Atlantic (n=179)
Salaried full-time	86%	90%	85%	94% ▲	95% ▲	87%	77% ▼	92%	92%	91%
Self-employed consultant	6%	3%	5%	3%	3%	5%	10%	2%	6%	4%
Salaried part-time	3%	3%	2%	1%	0%	4%	4%	3%	2%	2%
Contract full-time	2%	1%	3%	1%	2%	3%	1%	1%	0%	1%
Gig worker /freelancer	2%	<1%	1%	3%	0%	1%	6%	0%	0%	0%
Contract part-time	1%	3%	1%	0%	0%	1%	1%	1%	0%	1%
Private practice full-time	1%	1%	1%	0%	0%	1%	3%	0%	0%	0%
Consultant at a firm	1%	<1%	3%	0%	0%	<1%	2%	2%	0%	1%
Private practice part-time	<1%	0%	1%	0%	0%	<1%	1%	0%	0%	0%
Other	1%	1%	<1%	0%	1%	1%	1%	1%	2%	1%

Base: All respondents (n=1,954). **Small sample size, interpret with caution.
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 HR and Organization Experience: NATIONAL

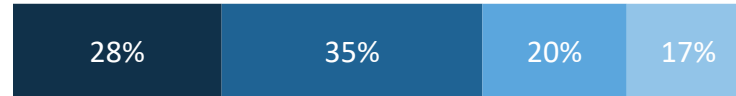


The typical HR professional has worked an average of almost 16 years in the HR field.

Two-thirds of HR professionals have been in their current position for less than 6 years.

Those working in the Parapublic/public sectors tend to have worked in their current position longer (6.8 years).

In the human resource field, or a related position
(n=1,936)



Mean:
15.5 yrs

At your current company, in your current position
(n=1,893)



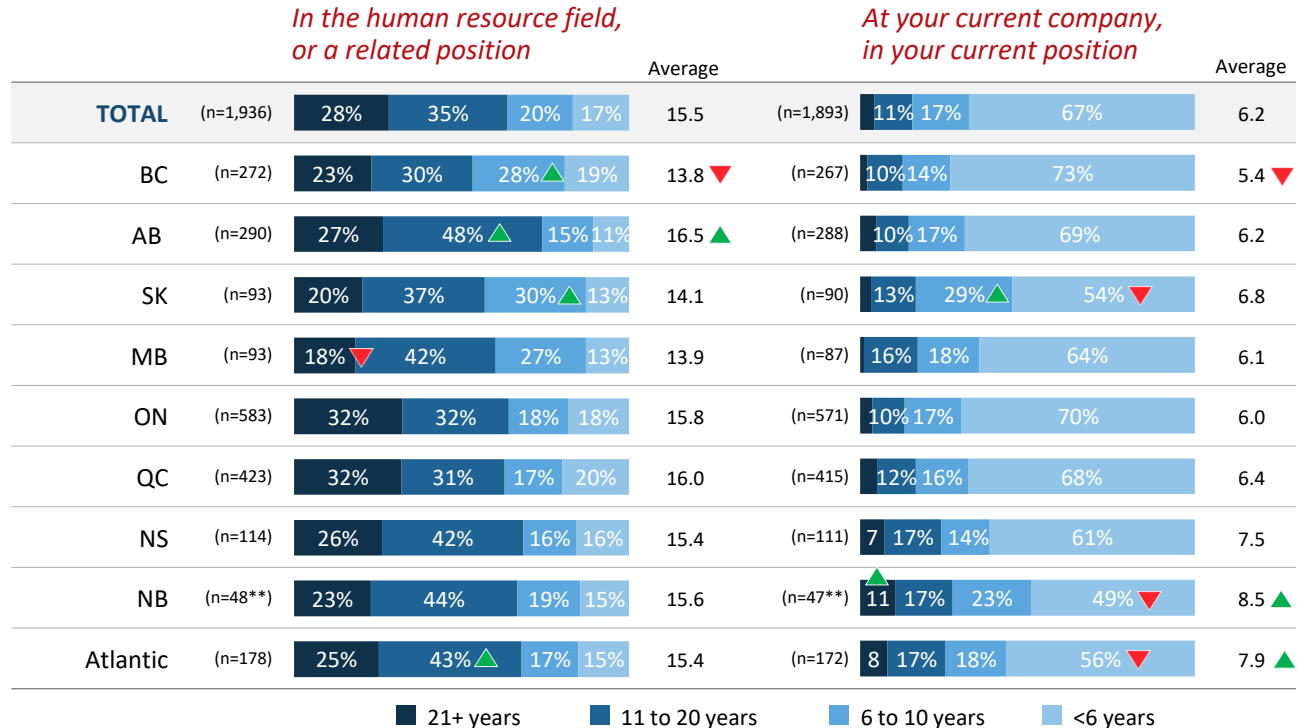
Mean:
6.2 yrs

■ 21+ years ■ 11 to 20 years ■ 6 to 10 years ■ <6 years

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



Years of Full Time Experience: By Region



Ontario and Quebec members are the **most likely** to have worked in HR for 20 years or longer, while Manitoba and BC & Yukon members are the **least likely**.

Members in Alberta have, on average, worked in HR for the **longest time**, while those in BC & Yukon have worked in HR for the **shortest time**.

Those in BC & Yukon have also worked at their current company, in their current position, for the **shortest time**.

**Small sample size, interpret with caution.
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

▶ JOB RESPONSIBILITIES: KEY INSIGHTS

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

- Culture (65%), talent acquisition (65%), engagement (64%), generalist (63%), HR compliance (63%), strategy (59%), compensation (salaries & bonuses) (59%), change management (57%), learning development (57%), and organizational effectiveness/development (57%).

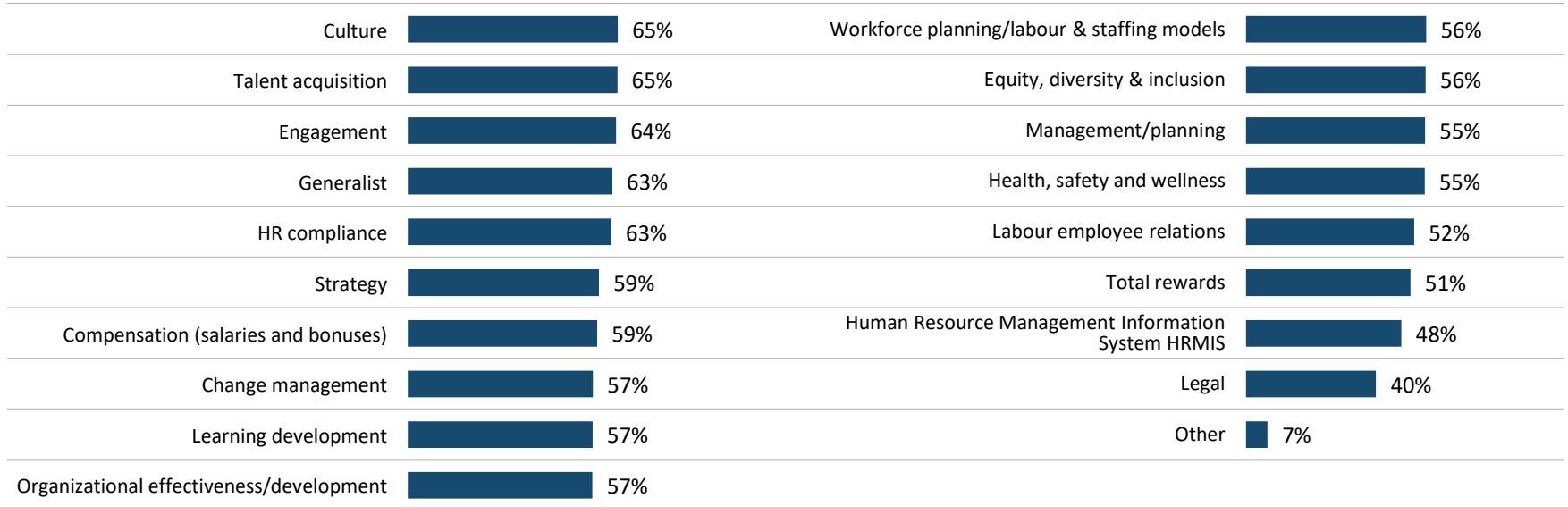
Quebec members are significantly less likely to be responsible for a number of specific human resource aspects, with the most differences for:

- HR compliance (23% less), HR management information systems (HRMIS) (23% less), legal (18% less), management/planning (13% less), culture (11% less), and talent acquisition (11% less).





Job Responsibilities in Current Position: NATIONAL



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

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



Job Responsibilities in Current Position: **By Region**

2022	TOTAL (n=1,954)	BC (n=273)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=588)	QC (n=430)	NS (n=115)	NB (n=48**)	Atlantic (n=179)
Culture	65%	70%	71%	73%	65%	66%	54% ▼	61%	71%	65%
Talent acquisition	65%	67%	63%	75% ▲	76% ▲	69%	55% ▼	63%	75%	66%
Engagement	64%	70%	65%	73%	71%	64%	60%	57%	73%	61%
Generalist	63%	65%	64%	65%	57%	65%	61%	63%	52%	60%
HR compliance	63%	65%	69%	65%	74% ▲	74% ▲	40% ▼	63%	71%	65%
Strategy	59%	61%	64%	66%	71% ▲	60%	49% ▼	57%	65%	61%
Compensation (salaries and bonuses)	59%	60%	57%	72% ▲	70% ▲	62%	49% ▼	55%	71%	60%
Change management	57%	59%	62%	58%	62%	55%	55%	55%	58%	57%
Learning development	57%	61%	59%	59%	62%	56%	57%	49% ▼	50%	51%
Organizational effectiveness/development	57%	58%	62%	63%	63%	58%	51%	53%	58%	55%
Workforce planning/labour & staffing models	56%	52%	57%	75% ▲	73% ▲	57%	48% ▼	52%	65%	58%
Equity, diversity & inclusion	56%	63% ▲	56%	63%	57%	56%	46% ▼	68% ▲	56%	64% ▲
Management/planning	55%	59%	58%	59%	66% ▲	61%	42% ▼	53%	56%	55%
Health, safety and wellness	55%	64% ▲	46% ▼	65%	58%	58%	50%	50%	71% ▲	57%
Labour employee relations	52%	49%	54%	54%	67% ▲	49%	52%	59%	52%	56%
Total rewards	51%	55%	49%	59%	59%	53%	46%	42% ▼	52%	46%
Human Resource Management Information System HRMIS	48%	60% ▲	49%	42%	56%	56% ▲	25% ▼	51%	67% ▲	55% ▲
Legal	40%	45%	43%	40%	44%	51% ▲	22% ▼	33%	33%	35%
Other	7%	6%	8%	8%	4%	6%	8%	8%	10%	8%

Base: All respondents, excluding prefer not to answer. **Small sample size, interpret with caution.
 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.

Current Job Title: **By Region**



Compared to all other regions, members from Quebec are **most likely** to have a management level position.

Members from Ontario are **least likely** to hold “advisory project manager” positions and **most likely** to fill “support/admin roles.”

Those in BC & Yukon are **most likely** to hold “senior manager” titles.

	NATIONAL	PROVINCE									
		BC (n=94)	AB (n=95)	SK (n=27**)	MB (n=27**)	ON (n=183)	QC (n=155)	NS (n=24**)	NB (n=12**)	Atlantic (n=39**)	
NET: MANAGEMENT LEVEL	28%	20%	29%	30%	22%	29%	35%▲	13%	33%	18%	
Advisory project manager	22%	17%	15%	11%	7%	14%▼	48%▲	8%	8%	10%	
Senior Manager	17%	27%▲	22%	15%	26%	17%	5%▼	33%	17%	28%	
Director	17%	12%	16%	11%	11%	16%	23%	8%	33%	15%	
Support/administrative role	15%	19%	13%	15%	4%	23%▲	3%▼	29%	8%	21%	
First level supervisor	10%	13%	11%	19%	19%	9%	6%	13%	17%	15%	
VP	5%	3%	6%	11%	7%	5%	5%	0%	0%	0%	
C-level	4%	4%	5%	4%	4%	4%	3%	0%	0%	0%	
SVP, EVP	1%	0%	0%	0%	0%	0%	3%	0%	0%	0%	
Other	9%	5%	13%	15%	22%	11%	5%	8%	17%	10%	

**Small sample size, interpret with caution.

Base: All respondents, excluding prefer not to answer (n=621).

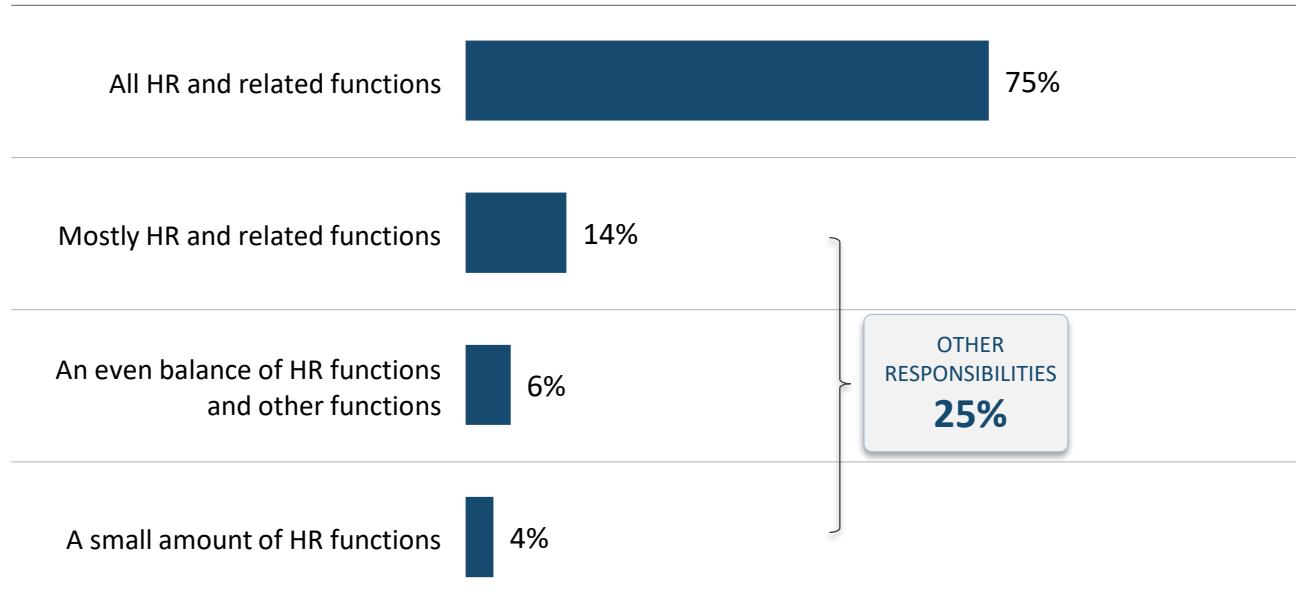
A3. What employee category best represents your current position?

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



HR Involvement: NATIONAL

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



Base: All respondents, excluding prefer not to answer (n=1,949).

A2. Which of the following best describes how much your current role involves HR related functions at your place of employment?

HR Involvement: By Region

Among HR professionals, 3-in-4 describe their current role as all HR and related functions. While another 1-in-5 say they their role is either mostly HR or an even balance of HR and other functions.

Members in Quebec are the **least likely** to be in a role with all HR and related functions.

	PROVINCE									
	TOTAL (n=1,949)	BC (n=273)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=585)	QC (n=429)	NS (n=115)	NB (n=48**)	Atlantic (n=179)
All HR and related functions	75%	77%	78%	76%	73%	79%	67%▼	79%	75%	76%
Mostly HR and related functions	14%	10%	13%	14%	17%	12%	22%▲	11%	10%	12%
An even balance of HR functions and other functions	6%	10%	5%	5%	6%	4%	8%	5%	8%	6%
A small amount of HR functions	4%	3%	3%	4%	3%	5%	4%	4%	6%	6%

Base: All respondents, excluding prefer not to answer (n=1,949).

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.



Sentiment Towards Job: By Region

The vast majority of members agree with each of the following statements, particularly “I am very proud of the work I do as an HR professional” (95% somewhat/strongly agree) and “My contributions are important to the success of my organization” (94% somewhat/strongly agree). Most look forward to coming to work.

	% TOTAL AGREE		PROVINCE									
	Strongly agree	Somewhat agree	BC (n varies)	AB (n varies)	SK (n varies)	MB (n varies)	ON (n varies)	QC (n varies)	NS (n varies)	NB (n varies**)	Atlantic (n varies)	
I am very proud of the work that I do as an HR professional	69%	26%	95%	94%	95%	96%	98%	95%	95%	95%	100%	96%
My contributions are important to the success of my organization	63%	30%	94%	93%	93%	90%	97%	94%	94%	92%	96%	93%
Taking everything into account, I like my job	52%	37%	89%	89%	89%	91%	90%	87%	92%	89%	88%	89%
I expect to still be in my job a year from now	58%	23%	82%	80%	80%	82%	85%	83%	80%	88%	79%	85%
HR is considered as a strategic profession by my organization	43%	38%	80%	84%	76%	80%	87%	78%	80%	84%	81%	83%
I often look forward to coming to work	39%	40%	79%	77%	81%	85%	79%	76%	80%	83%	85%	84%

Base: All respondents, excluding don't know (n varies). **Small sample size, interpret with caution.
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.

Education & HR Designation



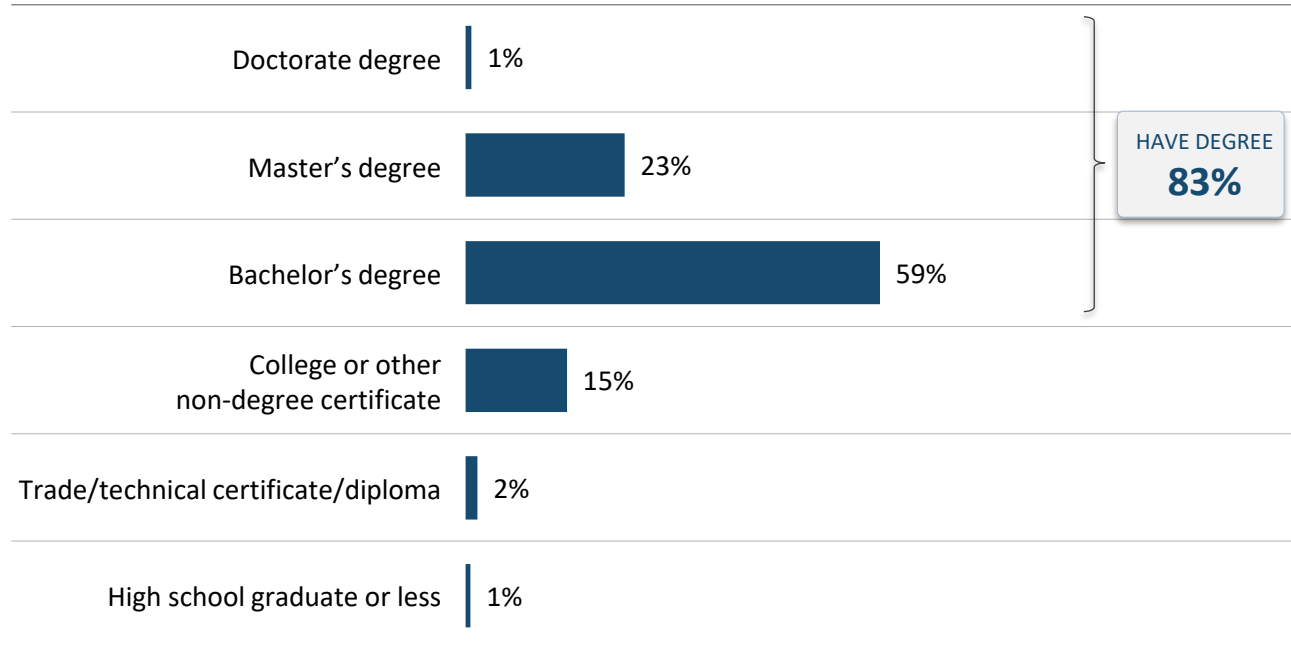
Education Level:

NATIONAL

Over 8-in-10 HR professionals hold a degree, with most having a Bachelor's degree.

Groups significantly more likely to have a degree include:

- Work in parapublic organization: **93%**
- Age 18-34: **95%**
- 1K+ employees: **88%**
- Have an HR designation: **86%**



Base: All respondents, excluding prefer not to answer (n=1,951).
 B1. 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 **most likely** to have a degree (nearly all do), driven by a higher rate of Master’s degrees, and **least likely** to have a college or other non-degree certificate degree.

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

2022	PROVINCE									
	TOTAL (n=1,951)	BC (n=273)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=587)	QC (n=430)	NS (n=114)	NB (n=48**)	Atlantic (n=178)
DEGREE (NET)	83%	80%	79%	78%	61% ▼	81%	97% ▲	82%	81%	81%
Doctorate degree	1%	1%	1%	0%	0%	1%	1%	2%	0%	1%
Master’s degree	23%	21%	20%	23%	8% ▼	18%	38% ▲	15% ▼	15%	15% ▼
Bachelor’s degree	59%	58%	58%	56%	54%	62%	57%	65%	67%	65%
College or other non-degree certificate	15%	16%	15%	16%	35% ▲	19%	3% ▼	14%	17%	15%
Trade/technical certificate/diploma	2%	2%	4%	5%	2%	1%	0%	3%	2%	2%
High school graduate or less	1%	2%	1%	0%	1%	0%	0%	2%	0%	2%

Base: All respondents, excluding prefer not to answer. **Small sample size, interpret with caution.
B1. What is the highest level of formal education that you have achieved?

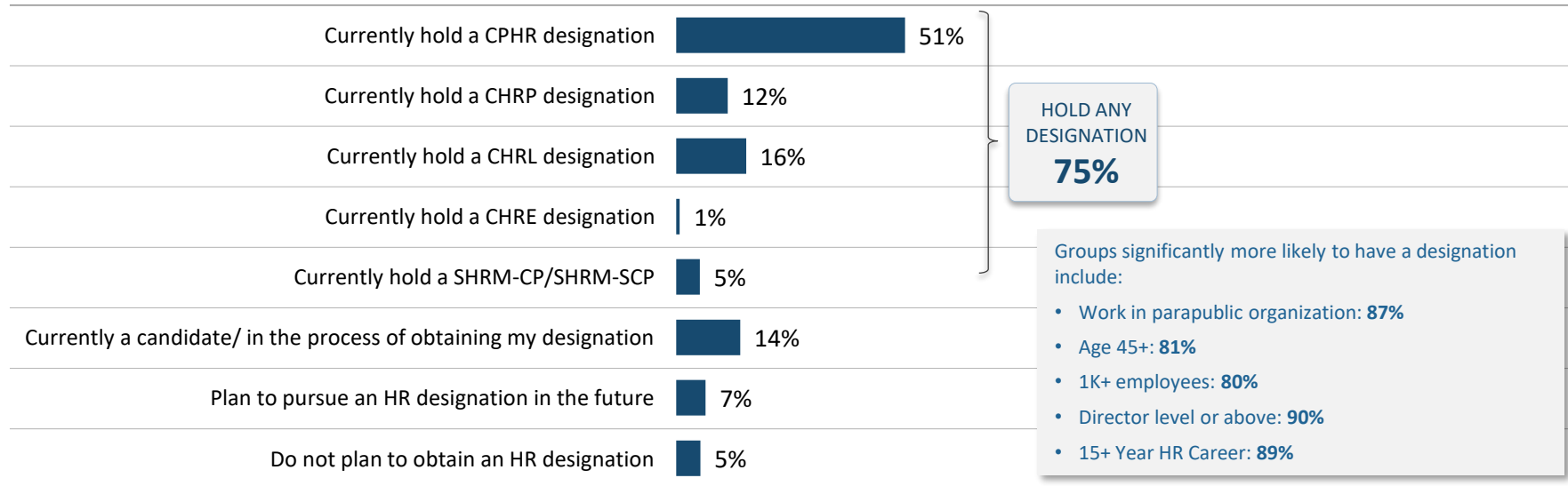
▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Current HR Designation: NATIONAL



Three-quarters of HR professionals currently hold an HR designation, and 1-in-7 are either currently in the process of obtaining their designation or are currently a candidate – with those 18-34 being most likely. Only 1-in-20 have no plans to pursue an HR designation.



Base: All respondents (n=1954)

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



Current HR Designation: **By Region**

Nearly all Quebec members hold an HR designation, most commonly holding the CPHA designation specifically.

Members from Manitoba and Saskatchewan are **most likely** to be a current candidate/in progress of obtaining their designation. Half of Ontario members hold a CHRL designation.

2022	PROVINCE									
	TOTAL (n=1,954)	BC (n=273)	AB (n=29)	SK (n=9)	MB (n=93)	ON (n=588)	QC (n=430)	NS (n=115)	NB (n=48**)	Atlantic (n=179)
HOLD NY DESIGNATION	75%	68%	68% ▼	45% ▼	58% ▼	75%	96% ▲	72%	56% ▼	68%
Currently hold a CPHR designation	51%	66% ▲	65% ▲	43%	54%	4% ▼	93% ▲	68% ▲	56%	65% ▲
Currently hold a CHRP designation	12%	4% ▼	2% ▼	3% ▼	4% ▼	31% ▲	3% ▼	5%	2% ▼	4% ▼
Currently hold a CHRL designation	16%	2% ▼	1% ▼	0% ▼	0% ▼	50% ▲	<1% ▼	2% ▼	0% ▼	2% ▼
Currently hold a CHRE designation	1%	0%	0%	0%	0%	3%	0%	0%	0%	0%
Currently hold a SHRM -CP/SHRM-SCP	5%	10%	13% ▲	1%	17% ▲	2%	0%	6%	6%	7%
Currently a candidate/ in the process of obtaining my designation	14%	21%	19%	29% ▲	31% ▲	14%	1% ▼	17%	17%	15%
Plan to ursue an HR designation in the future	7%	7%	8%	16% ▲	3%	8%	2%	3%	8%	5%
Do nolan to obtain an HR designation	5%	5%	5%	12%	8%	5%	1%	8%	21% ▲	12%

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

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

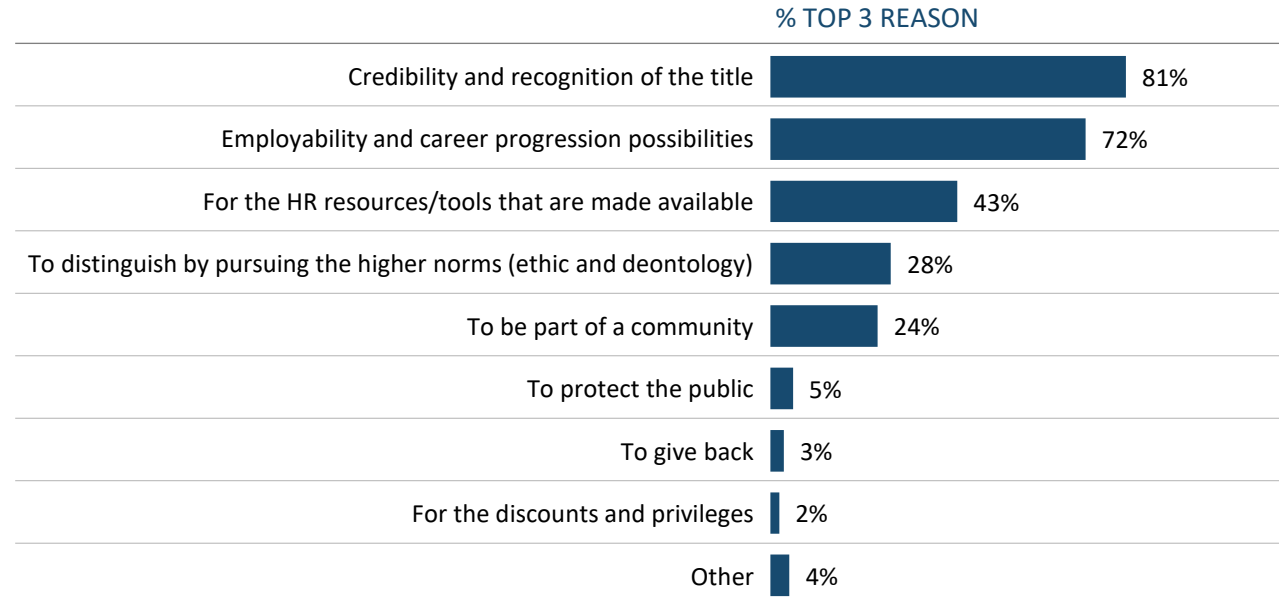
▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Reason for Getting Designation: NATIONAL

The main reasons for achieving a designation are “credibility and recognition of the title” and “employability and career progression possibilities”.

Nearly half obtained their designation “for the HR resources/tools that are made available”. Those aged 18-34 are most likely to find this appealing.



Base: Have designation (n=1,839).

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

Reason for Getting Designation: **By Region**

Those in Quebec are **less likely** to get a designation for employability and career progression possibilities, but **more likely** for the HR resources/tools made available and to distinguish by pursuing the higher norms.

Those in Manitoba and Ontario are **more likely** to get a designation for employability and career progression possibilities. Those working at organizations with <\$10M revenue and aged 45+ are **least likely** to do so for this reason.

% TOP 3 REASON	PROVINCE									
	TOTAL (n=1,839)	BC (n=258)	AB (n=277)	SK (n=82)	MB (n=85)	ON (n=553)	QC (n=423)	NS (n=105)	NB (n=38**)	Atlantic (n=157)
Credibility and recognition of the title	81%	82%	82%	74%	87%	80%	80%	87%	89%	87%
Employability and career progression possibilities	72%	76%	75%	77%	82% ▲	83% ▲	48% ▼	77%	76%	78%
For the HR resources/tools that are made available	43%	41%	41%	39%	21% ▼	35% ▼	62% ▲	43%	32%	38%
To distinguish by pursuing the higher norms (ethic and deontology)	28%	18% ▼	20% ▼	39% ▲	38% ▲	20% ▼	44% ▲	21%	32%	25%
To be part of a community	24%	30%	26%	28%	22%	20%	25%	26%	16%	24%
To protect the public	5%	2%	5%	9%	4%	4%	10%	4%	0%	3%
To give back	3%	6%	4%	5%	1%	1%	2%	7%	0%	6%
For the discounts and privileges	2%	3%	1%	0%	0%	3%	2%	1%	0%	1%
Other	4%	5%	4%	4%	2%	4%	4%	2%	11%	4%

Base: Have designation. **Small sample size, interpret with caution.

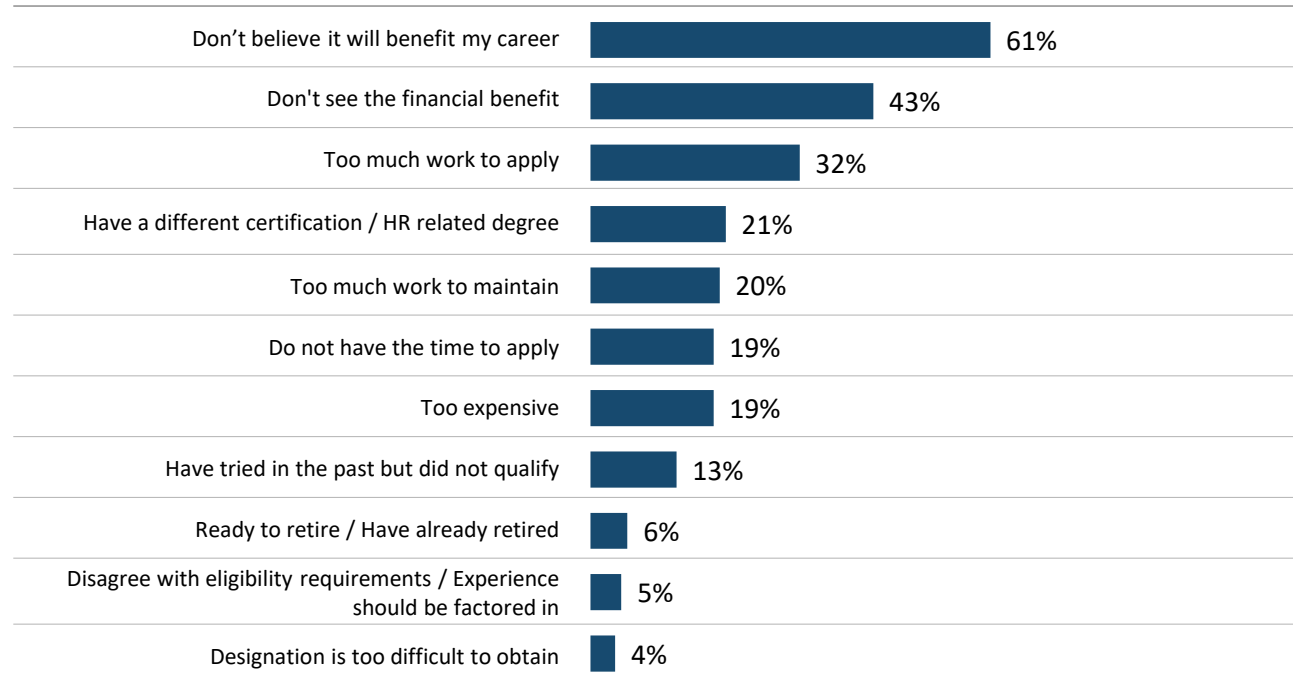
B5. What are the top 3 reasons why you chose to get the designation(s), or are planning on getting one?

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

Reasons for Being Uninterested in HR Designation: NATIONAL



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



Base: 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. The overall atmosphere is professional and collaborative.

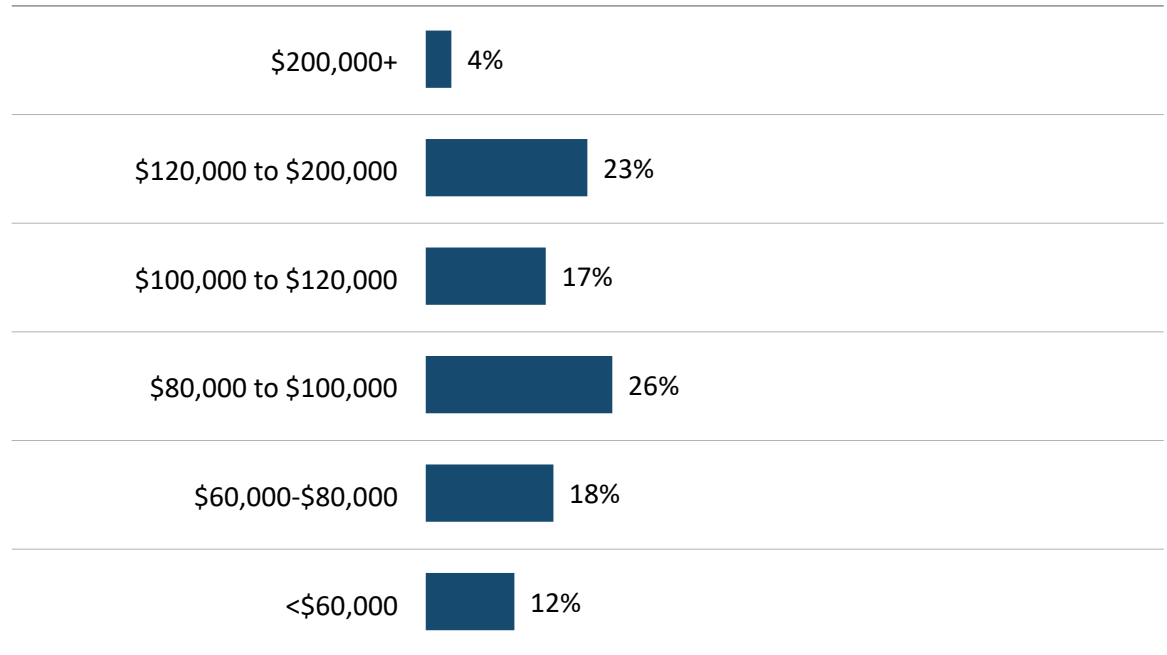
Salary, Benefits, & Other Compensation



Current Annual Salary: NATIONAL



HR professionals most commonly earn between \$80,000 to \$100,000 in base salary, before taxes.



Base: All respondents, excluding prefer not to answer (n=1,803)

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 Region**

Members across regions in Canada earn comparable salaries.

2022	PROVINCE									
	TOTAL (n=1,803)	BC (n=254)	AB (n=267)	SK (n=83)	MB (n=86)	ON (n=536)	QC (n=405)	NS (n=110)	NB (n=45**)	Atlantic (n=170)
\$200,000+	4%	4%	6%	6%	2%	4%	3%	1%	0%	1%
\$120,000 to \$200,000	23%	22%	26%	20%	24%	23%	21%	25%	22%	23%
\$100,000 to \$120,000	17%	16%	20%	16%	16%	16%	18%	16%	11%	16%
\$80,000 to \$100,000	26%	30%	27%	35%	26%	24%	25%	23%	38%	26%
\$60,000 to \$80,000	18%	18%	10% ▼	13%	22%	18%	22%	19%	18%	20%
<\$60,000	12%	10%	11%	10%	9%	15%	11%	15%	11%	14%

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.



Current Annual Salary: **By Demographics**

Annual salary among members is **substantially higher** at more senior job levels and more years of experience. Women also tend to earn a lower salary (roughly \$103k vs \$118k among men).

2022	GENDER		JOB LEVELS		YEARS OF EXPERIENCE			
	TOTAL (n=1,803)	Man/ Trans man (n=305)	Woman/ Trans woman (n=1462)	Junior/ Support/Mid (n=389)	Director & above (n=145)	<6 years (n=431)	6 to <15 years (n=559)	15 years+ (n=801)
\$200,000+	4%	8%	3%	0%	11%	0%	1%	7%
\$120,000 to \$200,000	23%	27%	22%	5% ▼	48% ▲	3% ▼	14% ▼	39% ▲
\$100,000 to \$120,000	17%	16%	17%	14%	19%	3% ▼	19%	20%
\$80,000 to \$100,000	26%	23%	27%	36% ▲	13% ▼	17% ▼	36% ▲	21%
\$60,000 to \$80,000	18%	14%	19%	27% ▲	6% ▼	41% ▲	21%	6% ▼
<\$60,000	12%	12%	12%	17%	3% ▼	36% ▲	8%	7%

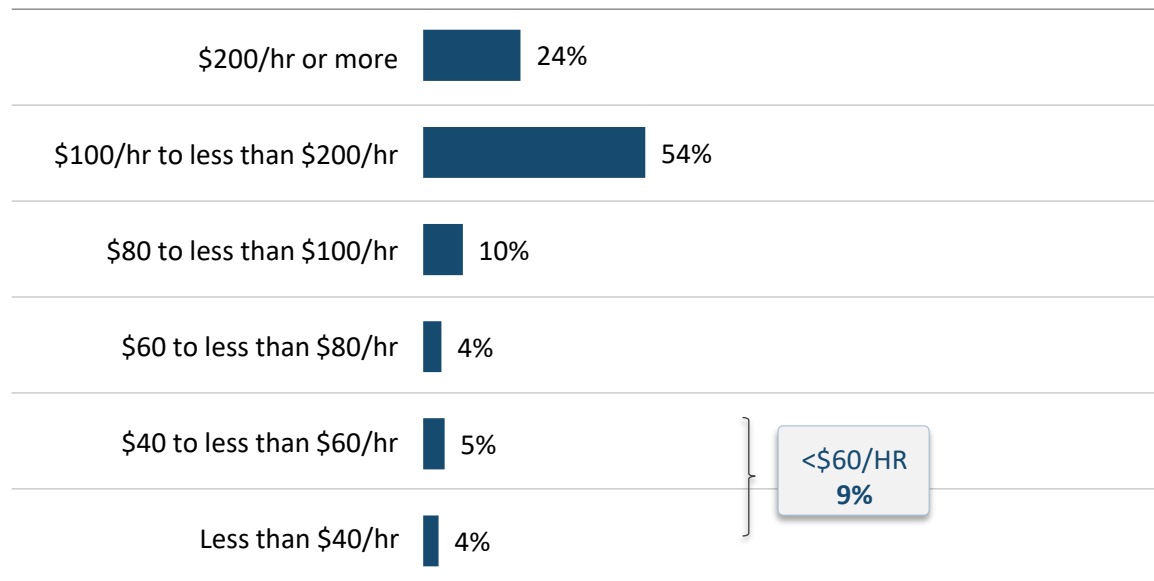
Base: All respondents, excluding prefer not to answer. **Small sample size, interpret with caution.
C1a. What is your current annual base salary before taxes?
C1b. Which of the following categories best matches your current annual base salary before taxes?

▲ 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 charge \$100/hour or more for their services.



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)?

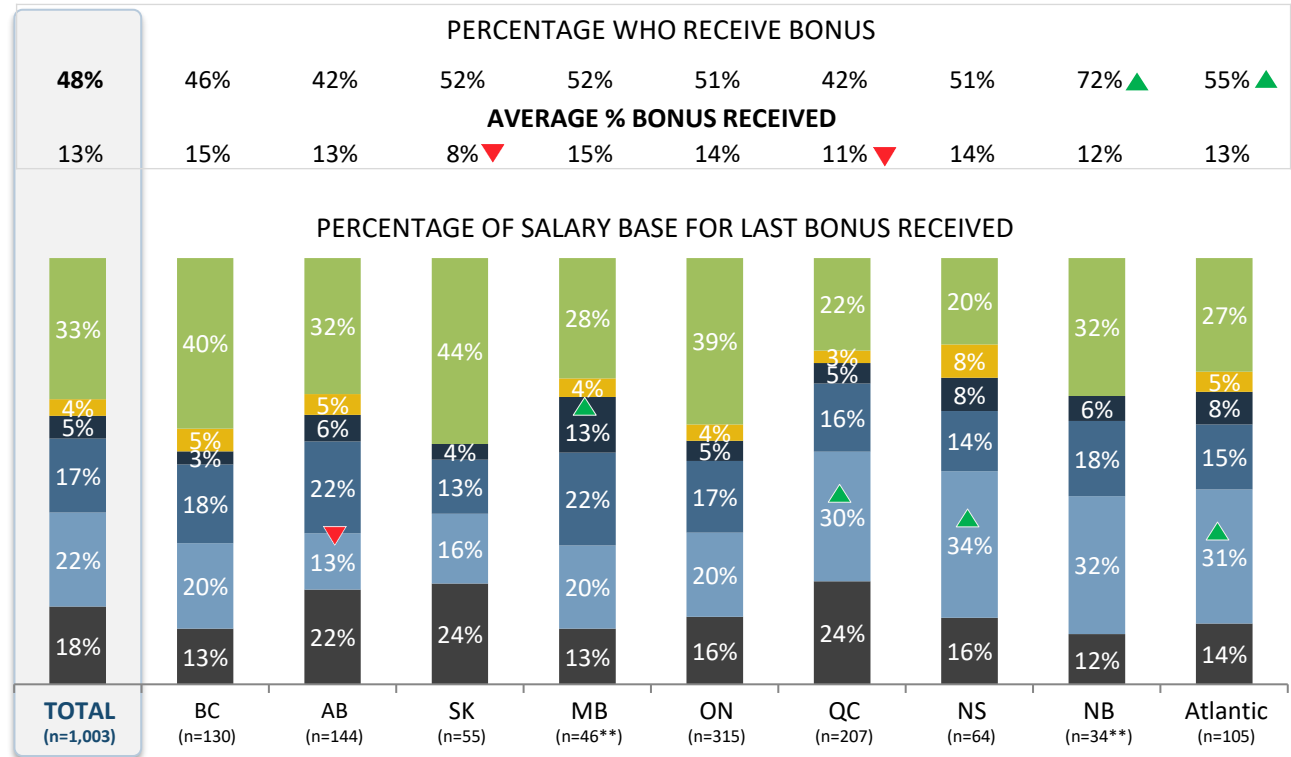
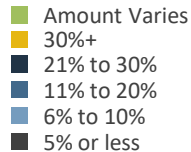
Bonus Size (Percentage): By Region

Nearly half of HR professionals are offered a bonus.

Among those who are offered a bonus, the average percentage of salary base for the bonus is 13%.

Groups significantly more likely to have get a higher bonus percentage include:

- Organization with \$100M+ revenue: **16%**
- Director and above: **16%**
- In HR career 15+ years: **16%**
- Age 45+: **15%**
- Work in private organization: **14%**
- Holds HR designation: **13%**



**Small sample size, interpret with caution.

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

C3. Do you receive a bonus or additional cash performance compensation?

C3b. 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: **By Region**

About 1-in-4 HR professionals have a defined benefit pension plan. Just over 2-in-5 have RRSP contributions offered to them in some form.

Those in Quebec are **most likely** to have a collective RRSP. Those in the Parapublic/public sectors are **more likely** to have a defined pension plan, while those in the private sector are **more likely** to have RRSP benefits.

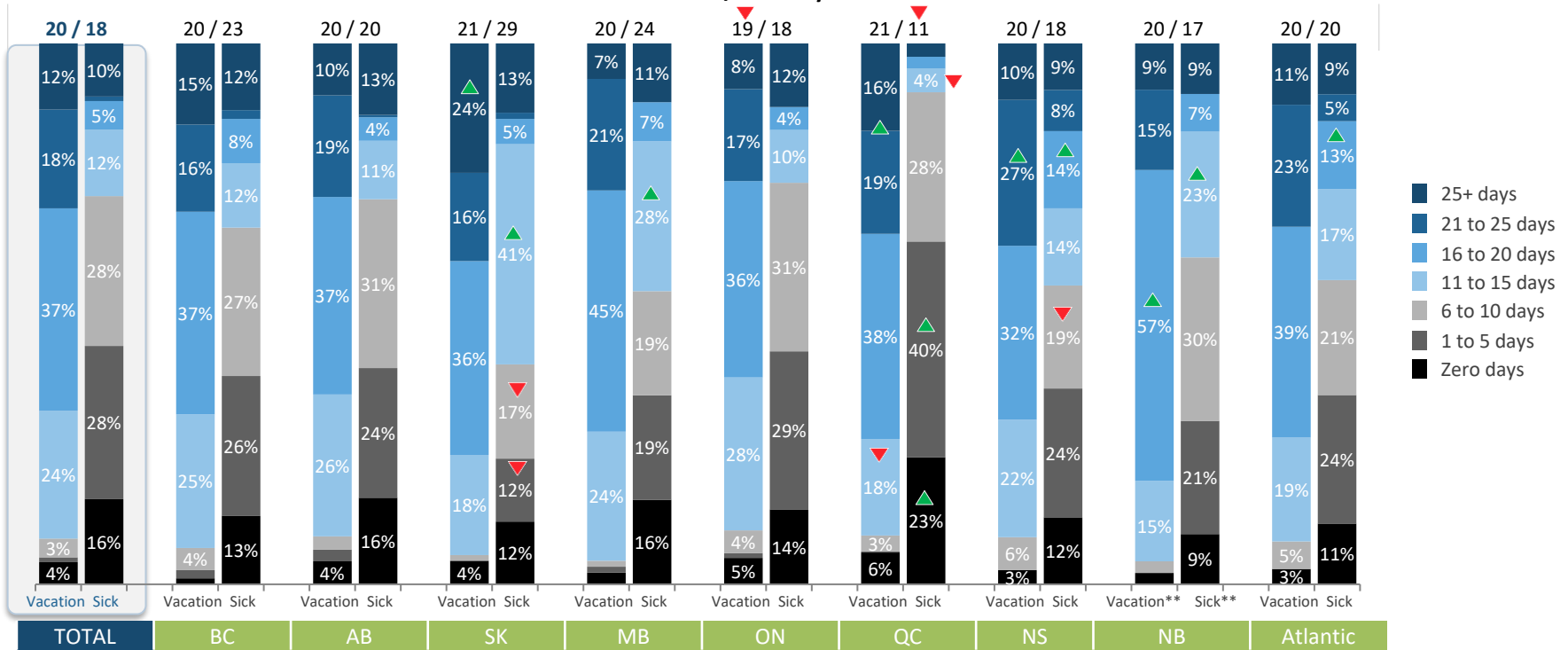
2022	PROVINCE									
	TOTAL (n=1,954)	BC (n=273)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=588)	QC (n=430)	NS (n=115)	NB (n=48**)	Atlantic (n=179)
TOTAL – RRSP contributions	42%	40%	47%	31% ▼	44%	40%	47%	42%	48%	44%
RRSP contributions – you are required to match	27%	27%	34% ▲	25%	33%	28%	17% ▼	35%	42% ▲	36% ▲
Defined benefit pension plan	27%	33%	27%	27%	35%	26%	20% ▼	33%	27%	32%
Money purchase pension/ defined contribution pension	12%	9%	7%	26% ▲	12%	14%	13%	17%	8%	13%
RRSP contributions – you are not required to match	10%	12%	12%	6%	14%	11%	10%	3%	4%	4%
Collective RRSP	9%	4%	5%	1% ▼	2%	4%	25% ▲	3%	4%	3%
Supplementary Retirement Savings Program	3%	2%	5%	3%	1%	3%	5%	2%	2%	2%
Mixed pension plan	3%	1%	3%	9%	5%	2%	<1%	3%	8%	4%
Other	5%	3%	4%	8%	10%	5%	7%	5%	4%	5%
None	20%	21%	23%	13%	11% ▼	23%	21%	10% ▼	10%	11% ▼

Base: All respondents. **Small sample size, interpret with caution.
C4. What type of post-retirement benefits are offered to you?

Paid Sick and Vacation Days: By Region

On average, members receive 20 vacation days and 18 sick days per year. Those in Ontario receive slightly less vacation time, while those in Quebec receive substantially less sick time.

Mean Vacation / Sick Days



Base: All respondents, excluding don't know (n varies). **Small sample size, interpret with caution.

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: **By Region**

Nearly all HR professionals have health benefits provided by their employer, with the most common being “prescription drug plans”, “dental coverage”, and “life insurance”.

Members in Quebec are **least likely** to receive health benefits from their employer, while members in Manitoba are **most likely**. Those in the private sector are **less likely** to receive most health benefits.

2022	PROVINCE									
	TOTAL (n=1,954)	BC (n=273)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=588)	QC (n=430)	NS (n=115)	NB (n=48**)	Atlantic (n=179)
HAVE HEALTH BENEFITS	90%	95%	93%	93%	98% ▲	91%	81% ▼	94%	94%	94%
Prescription drug plan	84%	91%	86%	89%	94% ▲	85%	72% ▼	92% ▲	88%	91%
Dental coverage	83%	93% ▲	87%	90% ▲	95% ▲	87%	60% ▼	93% ▲	90%	92% ▲
Life insurance	83%	88%	85%	86%	92% ▲	82%	74% ▼	85%	90%	86%
Employee Assistance Program (EAP)	79%	85%	84%	83%	89% ▲	79%	69% ▼	84%	85%	84%
Accidental death & dismemberment insurance (AD&D)	78%	85%	82%	78%	92% ▲	78%	65% ▼	87% ▲	83%	86% ▲
Chiropractor treatments	78%	88% ▲	78%	89% ▲	91% ▲	80%	61% ▼	86% ▲	85%	85%
Massage Therapy	78%	90% ▲	80%	87% ▲	85%	78%	61% ▼	90% ▲	85%	88% ▲
Physiotherapist services	77%	85% ▲	77%	83%	85%	79%	63% ▼	90% ▲	90% ▲	89% ▲
Bereavement leave	76%	85% ▲	80%	81%	91% ▲	79%	55% ▼	86% ▲	88%	87% ▲
Psychologist services	76%	81%	79%	85% ▲	78%	74%	67% ▼	85% ▲	85%	85% ▲

Base: All respondents, excluding don't know. **Small sample size, interpret with caution.
 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.

Health Benefits: **By Region** *(Continued)*

Less than half of Quebec members receive “vision coverage” from their employer. Most Alberta members receive a Healthcare Spending Account.

2022	PROVINCE									
	TOTAL (n=1,954)	BC (n=273)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=588)	QC (n=430)	NS (n=115)	NB (n=48**)	Atlantic (n=179)
Vision coverage	74%	88% ▲	72%	83% ▲	86% ▲	81% ▲	46% ▼	90% ▲	85%	88% ▲
Travel insurance	73%	75%	72%	75%	88% ▲	74%	66% ▼	77%	83%	78%
Semi-private hospital room	67%	66%	67%	59%	80% ▲	68%	60%	83% ▲	77%	79% ▲
Employer funded long-term disability leave	60%	64%	56%	66%	71% ▲	59%	58%	64%	65%	62%
Orthodontic coverage	54%	70% ▲	62% ▲	73% ▲	66% ▲	53%	31% ▼	62%	58%	59%
Critical illness insurance	51%	55%	57%	53%	59%	47%	47%	50%	60%	51%
Employer funded short-term disability leave	50%	47%	54%	48%	52%	51%	49%	40% ▼	52%	42% ▼
Dietitian consultations	45%	49%	44%	46%	59% ▲	41%	40%	50%	60% ▲	52% ▲
Smoking cessation assistance	41%	45%	47%	53% ▲	51% ▲	39%	26% ▼	58% ▲	65% ▲	57% ▲
Healthcare Spending Account	38%	37%	60% ▲	44%	46%	36%	25% ▼	35%	44%	37%

Base: All respondents, excluding don't know. **Small sample size, interpret with caution.
 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.

Flexible Work Arrangements: **By Region**

Over 8-in-10 have flexible work arrangements made available by their employer. This is similar across regions – ranging from 79%-86%. Members in Quebec are **most likely** to have remote work, sabbatical opportunities, and the possibility of working abroad made available by their employers.

2022	PROVINCE									
	TOTAL (n=1,954)	BC (n=273)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=588)	QC (n=430)	NS (n=115)	NB (n=48**)	Atlantic (n=179)
HAVE FLEX WORK ARRANGEMENTS	83%	83%	83%	82%	79%	82%	86%	83%	82%	83%
Hybrid working (mix of in office and remote)	67%	69%	68%	59%	60%	67%	67%	64%	73%	68%
Flexible start / end times	63%	65%	60%	65%	68%	61%	65%	64%	50%	60%
Remote working	47%	49%	43%	43%	39%	41%	60%▲	46%	44%	46%
Extra or unlimited sick days/personal days	18%	17%	15%	15%	12%	15%	27%▲	14%	29%▲	18%
Compressed work week	18%	20%	19%	13%	12%	15%	21%	21%	15%	20%
Sabbatical opportunity	10%	8%	6%	5%	3%	8%	20%▲	8%	4%	7%
Possibility of working abroad	9%	7%	6%	2%	3%	7%	18%▲	8%	0%▼	6%
Job sharing	4%	5%	4%	12%▲	2%	3%	3%	5%	4%	6%

Base: All respondents, excluding don't know/other. **Small sample size, interpret with caution.
 C7. Does your workplace offer flexible work arrangements?
 C7b. What types of flexible work arrangements has your employer made available to you?

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



Professional Development

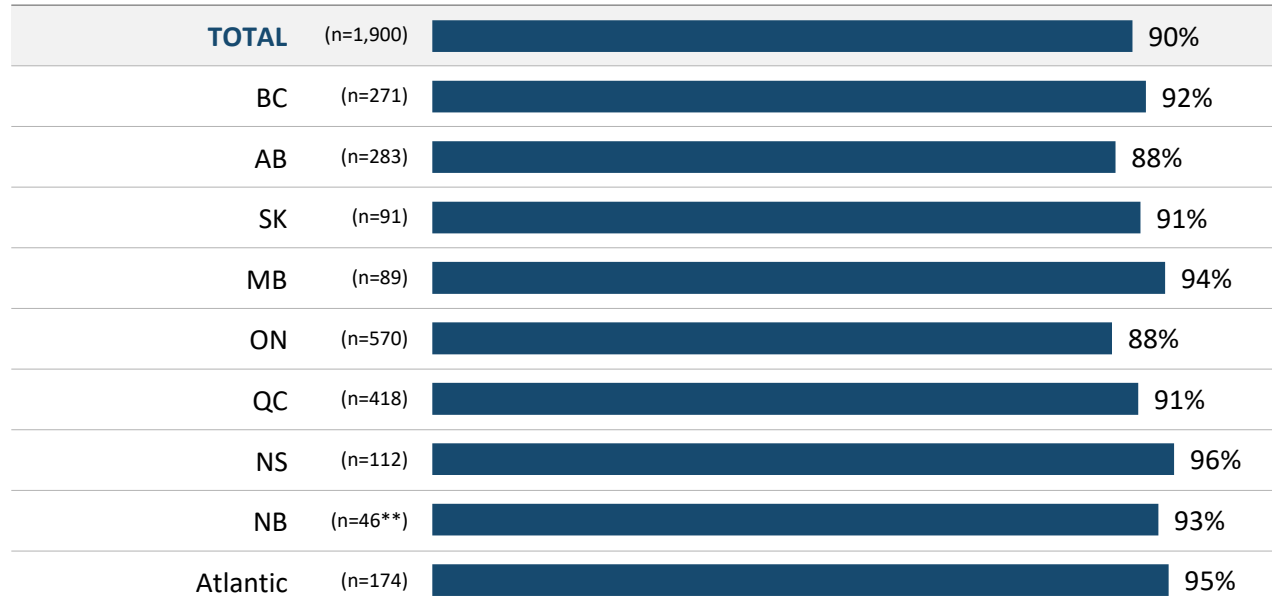
Training & Development: By Region



Nearly all members receive training & development opportunities from their organization.

Those across Canada are similarly likely to be provided with training & development opportunities (ranging from 88% to 96% of members).

% YES



**Small sample size, interpret with caution.

Base: All respondents, excluding don't know.

D1. Does your organization provide you with training & development opportunities

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

Past Year Hours Spent on Professional Development: **By Region**

At a national level, those who do not currently hold a HR designation (50.4) or have less than 6 years experience (50.0) have spent **more hours** on professional development this past year compared to those who hold a HR designation (42.7) or have more than 6 years experience in their career (42.6 for 6-15 years, 44.2 for 15+ years).

Looking at each province, members in BC are had the **most hours** spent, while those in Nova Scotia and New Brunswick had the **least hours** spent.

	NATIONAL	PROVINCE								
		BC (n=273)	AB (n=289)	SK (n=92)	MB (n=92)	ON (n=580)	QC (n=428)	NS (n=112)	NB (n=48**)	Atlantic (n=176)
120 hours or more	8%	12%	9%	8%	5%	9%	5%	4%	2%	3%
80 to less than 120 hours	7%	7%	6%	8%	12%	7%	5%	5%	8%	7%
40 to less than 80 hours	19%	22%	20%	23%	22%	19%	16%	19%	19%	19%
20 to less than 40 hours	38%	32%	36%	41%	33%	40%	40%	41%	40%	40%
Less than 20 hours	27%	25%	27%	21%	27%	24%	32%	30%	31%	30%
I have not spent any time on professional development in the past 12 months	2%	1%	3%	0%	1%	2%	2%	1%	0%	1%
AVERAGE # of HRS	44.5	51.2 ▲	45.8	47.2	46.2	46.5	38.4 ▼	37.7 ▼	37.7	38.7 ▼

Groups significantly more likely to spend time on professional development include:

- Organization <\$10M: **52.6 hrs**
- Director and above: **50.8 hrs**
- No HR designation: **50.4 hrs**
- HR career <6 years yrs: **50.0 hrs**
- Organization size <250: **48.2 hrs**

Base: All respondents, excluding prefer not to answer (n=1,934). **Small sample size, interpret with caution.
 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: **By Region**

Among HR professionals who spent time on PD, half had \$500-\$1999 spent on their professional development in the past year – by either themselves or their employers.

Members in Saskatchewan and Manitoba had the **most money** spent on their professional development in the past year, while those in Ontario had the **least money** spent.

		PROVINCE								
NATIONAL		BC (n=247)	AB (n=255)	SK (n=83)	MB (n=90)	ON (n=516)	QC (n=398)	NS (n=105)	NB (n=43**)	Atlantic (n=162)
\$4000+	6%	7%	7%	11%	3%	5%	5%	4%	14% ▲	7%
\$3000-\$3999	4%	2%	4%	8%	6%	4%	3%	5%	2%	4%
\$2000-\$2999	9%	8%	11%	10%	14%	8%	9%	15%	5%	12%
\$1500-\$1999	10%	13%	7%	12%	20% ▲	9%	11%	10%	7%	9%
\$1000-\$1499	16%	19%	13%	14%	23%	15%	18%	14%	14%	14%
\$500-\$999	24%	26%	24%	19%	17%	24%	27%	23%	19%	21%
\$1-\$499	18%	14%	20%	16%	9% ▼	19%	19%	23%	26%	27% ▲
\$0	12%	12%	14%	10%	8%	16% ▲	8%	7%	14%	8%
AVERAGE \$1275		\$1327	\$1262	\$1654 ▲	\$1511 ▲	\$1156 ▼	\$1260	\$1312	\$1395	\$1307

Base: All respondents, excluding don't know (n=1,754). **Small sample size, interpret with caution.
 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.



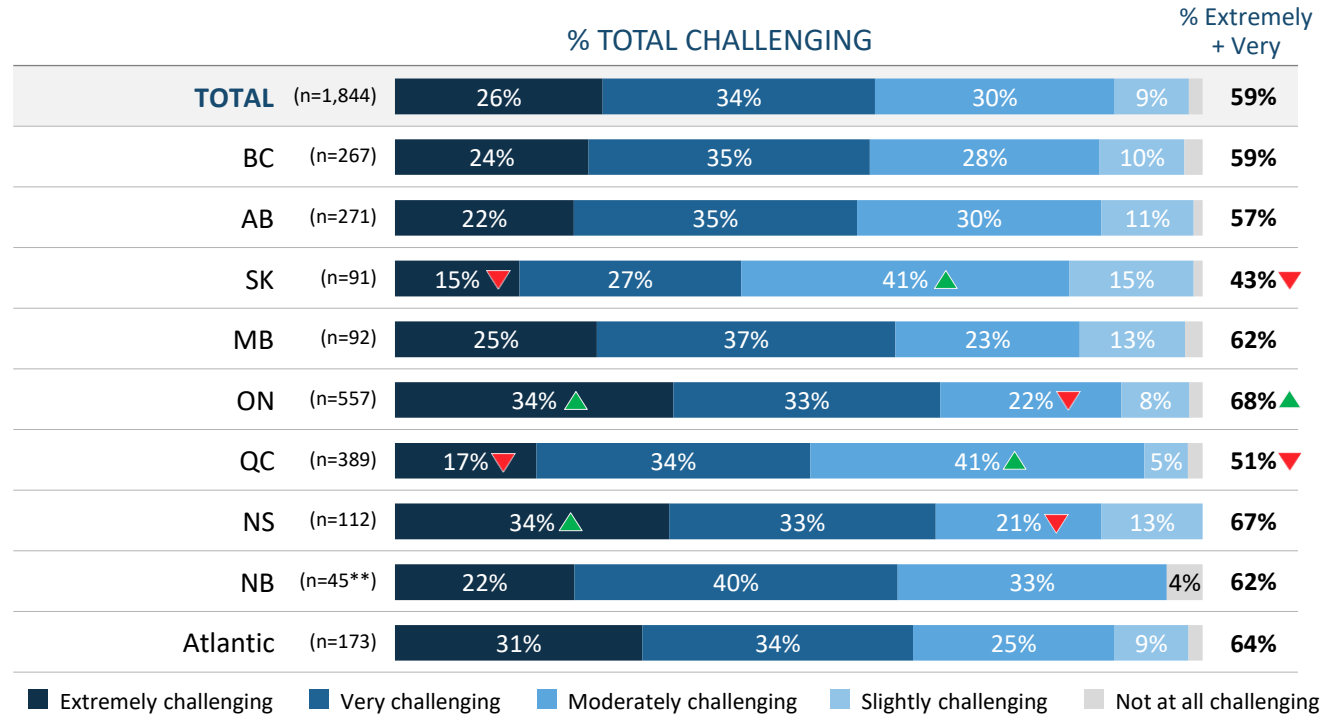
Recruitment

Recruitment Challenges: NATIONAL



Over the past year, recruitment has been very or extremely challenging for 6-in-10 HR professionals.

Members in Ontario are **most likely** to have had found recruitment very or extremely challenging with in the past year, while members in Saskatchewan and Quebec were **least likely**.



**Small sample size, interpret with caution.

Base: All respondents excluding don't know/not applicable.
E1. Over the past year, how challenging has it been for your organization with regards to recruitment?

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

Challenges Experienced: **By Region**

A lack of applicants has been the primary recruitment challenge in the past year, followed by candidates declining job offers, missing necessary hard skills, and lacking sufficient experience.

Members in Saskatchewan are **least likely** to be challenged by successful candidates leaving shortly after beginning work (for another job) or candidates not attending scheduled interviews.

	NATIONAL	PROVINCE								
		BC (n=273)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=588)	QC (n=430)	NS (n=115)	NB (n=48**)	Atlantic (n=179)
Lack of applicants	23%	24%	20%	24%	26%	20%	29%	23%	25%	23%
Candidates decline job offers	17%	21%	19%	17%	18%	18%	13%	14%	13%	14%
Candidates missing necessary hard skills	15%	16%	13%	16%	11%	14%	20%	15%	15%	15%
Candidates do not have enough experience	15%	16%	16%	14%	20%	14%	16%	10%	8%	11%
Successful candidates leave shortly after beginning work for another job	14%	14%	15%	6% ▼	18%	13%	15%	13%	15%	13%
Candidates do not attend scheduled interviews	13%	14%	13%	5% ▼	15%	12%	15%	11%	8%	10%
Unable to agree on salary	13%	13%	12%	8%	11%	14%	13%	12%	13%	12%
Candidates missing necessary soft skills	11%	12%	11%	10%	11%	11%	12%	10%	4%	9%
Successful candidates do not show up for first day of work	7%	7%	9%	3%	8%	7%	8%	6%	6%	6%
Other	1%	1%	2%	0%	0%	1%	1%	0%	2%	1%

Base: All respondents (n=1,954). **Small sample size, interpret with caution.

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 Increases: **By Region**

Workload related to recruitment has increased for most members in the past year.

Those in Quebec are **most likely** to report no increases in any of the following areas. HR professionals in BC and Yukon are **most likely** to have had a higher workload with recruitment, while those Quebec are **least likely**.

	NATIONAL	PROVINCE								
		BC (n=273)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=588)	QC (n=430)	NS (n=115)	NB (n=48**)	Atlantic (n=179)
Recruitment	61%	69% ▲	55%	63%	63%	67%	50% ▼	64%	60%	64%
Operations	37%	43%	39%	30%	44%	39%	30%	32%	27%	33%
Policy Writing	33%	32%	33%	33%	39%	41% ▲	24% ▼	21% ▼	29%	23% ▼
Health & Safety	27%	29%	23%	33%	30%	29%	25%	25%	25%	25%
DEI	27%	30%	28%	23%	27%	29%	19% ▼	37% ▲	17%	35% ▲
IT digitization	16%	21%	19%	12%	15%	18%	7% ▼	22%	15%	20%
Other	10%	11%	13%	10%	9%	8%	15%	7%	15%	9%
None	9%	5%	9%	9%	12%	6%	17% ▲	8%	8%	7%

Base: All respondents (n=1,954). **Small sample size, interpret with caution.
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.

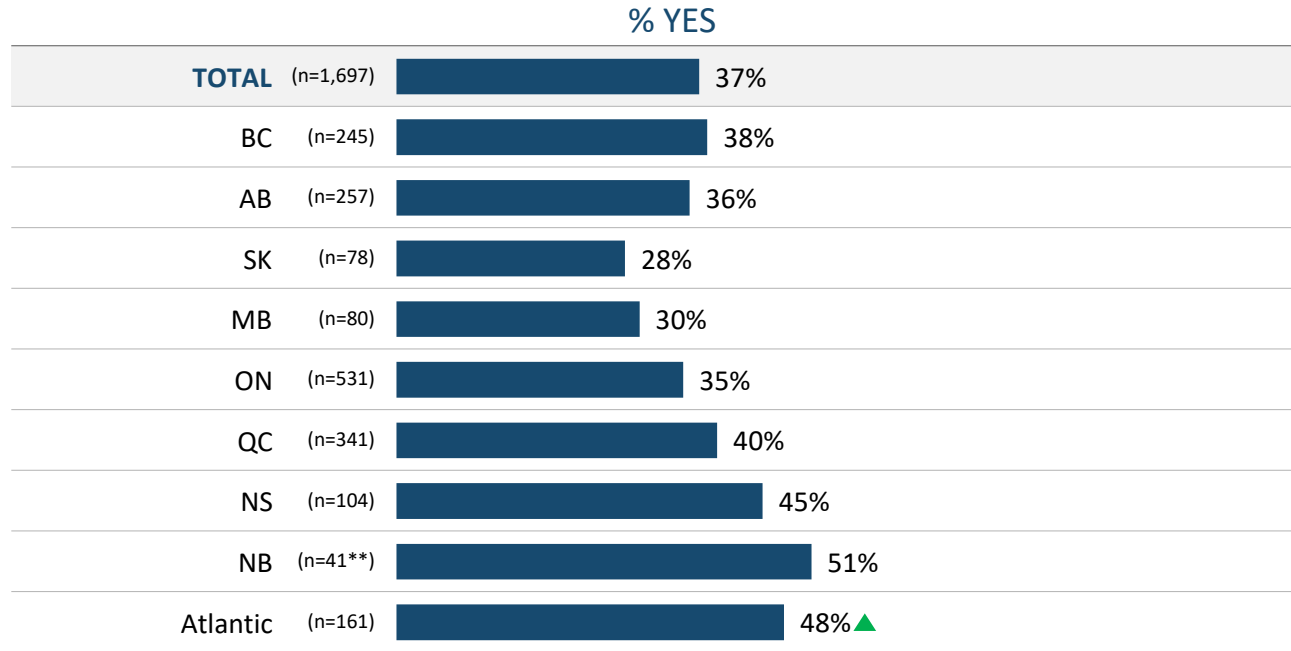
Added Support for Workload Increase: By Region



Among those who have experienced an increased workload (in any area), just under 4-in-10 HR professionals have added support.

Members in Atlantic Canada are **most likely** to have added support.

Organizations with <\$10M are **less likely** to have added support, while those with \$100M+ are **more likely**.



**Small sample size, interpret with caution.

Base: Those with increased workload in last 12 months, excluding don't know.
E3c. Have you added support for this increased workload?

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

**Engagement, Retention &
Turnover**

Employee Retention Challenge: By Region



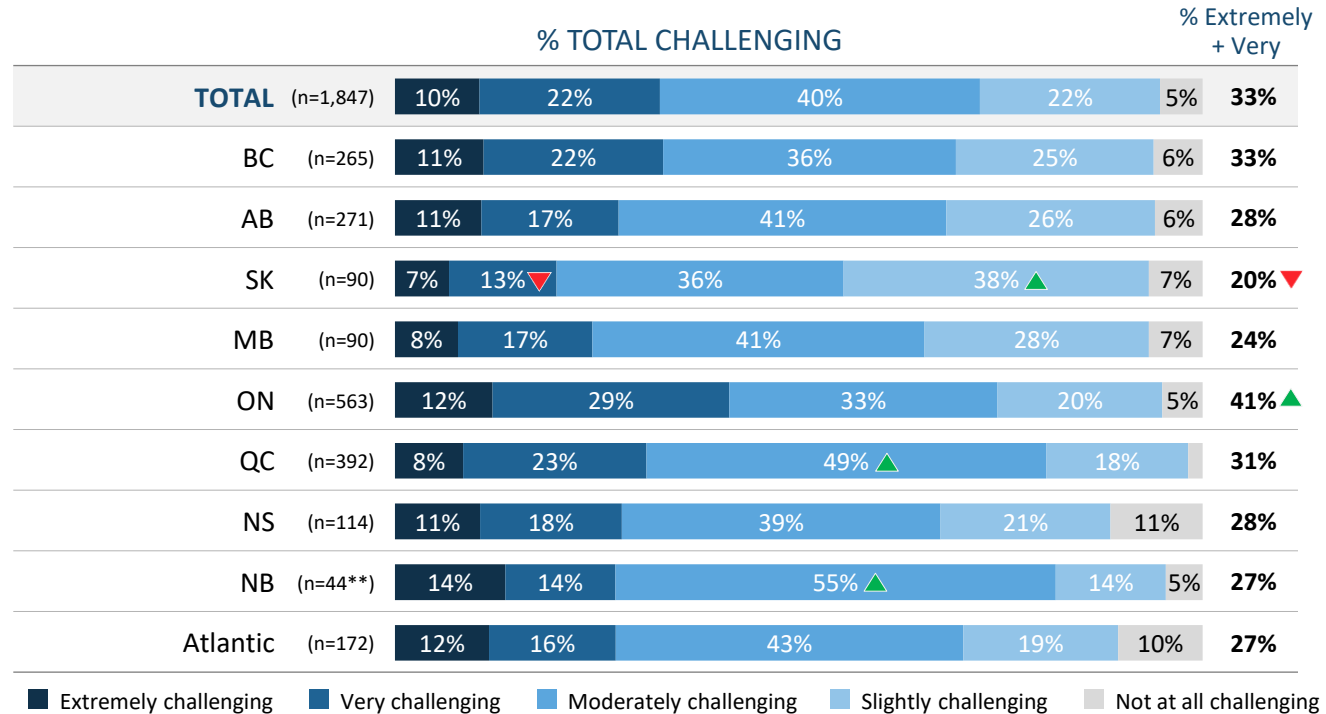
One-in-three cite employee retention as being very or extremely challenging in the past year.

Members in Ontario are **most likely** to have found employee retention very or extremely challenging, while those in Saskatchewan are **least likely**.

Those with greater challenges with retention are **more likely** to offer rewards & recognition programs.

Groups significantly more likely to find retention very or extremely challenging include:

- Healthcare & Social Services: **51%**
- Organizations size 1000+: **40%**
- (Para)public organizations: **36%**



**Small sample size, interpret with caution.

Base: All respondents, excluding don't know/not applicable.
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: By Region

Approximately half of members' organizations implemented flexible work options and re-evaluated employee compensation as a measure to improve employee retention.

Organizations in BC & Yukon are **most likely** to have re-evaluated employee compensation, while those in Quebec are **least likely**.

Parapublic/public sector organizations are also **less likely** to re-evaluate employee compensation.

	NATIONAL	PROVINCE								
		BC (n=273)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=588)	QC (n=430)	NS (n=115)	NB (n=48**)	Atlantic (n=179)
Flexible work options	54%	54%	52%	55%	47%	55%	53%	54%	56%	56%
Re-evaluating employee compensation	47%	59% ▲	49%	53%	53%	47%	34% ▼	49%	56%	52%
Wellness initiatives	42%	45%	39%	42%	31% ▼	40%	46%	41%	42%	41%
Onboarding & orientation programs	40%	47%	42%	43%	53% ▲	40%	28% ▼	53% ▲	50%	53% ▲
Culture building initiatives	39%	52% ▲	39%	41%	39%	38%	36%	31%	31%	32%
Offering learning and development opportunities	38%	44%	39%	44%	44%	37%	33%	37%	33%	36%
Recognition programs	32%	36%	31%	38%	33%	30%	31%	30%	33%	31%

Base: All respondents (n=1,954). **Small sample size, interpret with caution.

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: **By Region**

(Continued)

	NATIONAL	PROVINCE								
		BC (n=273)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=588)	QC (n=430)	NS (n=115)	NB (n=48**)	Atlantic (n=179)
Workplace perks	26%	29%	24%	23%	32%	24%	26%	30%	19%	28%
Implemented/increased health benefits	24%	29%	25%	23%	20%	22%	26%	22%	15%	19%
Performance management programs	23%	31% ▲	21%	29%	26%	23%	18%	26%	21%	26%
Rewards programs	18%	20%	20%	27% ▲	18%	15%	15%	21%	21%	20%
Employee mentorship programs	17%	19%	13%	23%	12%	19%	16%	17%	6% ▼	15%
Implemented/increased financial benefits	14%	15%	15%	15%	16%	12%	18%	8% ▼	13%	9%
Other	3%	3%	4%	5%	2%	3%	4%	3%	2%	3%
None	11%	7%	11%	13%	9%	10%	14%	10%	13%	10%

Base: All respondents (n=1,954). **Small sample size, interpret with caution.
 F2. Has your organization implemented any of the following measures to improve employee retention?

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

Types of Rewards and Recognition Offered: **By Region**

Nearly two-in-three have length of service reward and recognition programs in place at their workplace. About one-third have retirement, peer to peer, and employee award rewards and recognition programs.

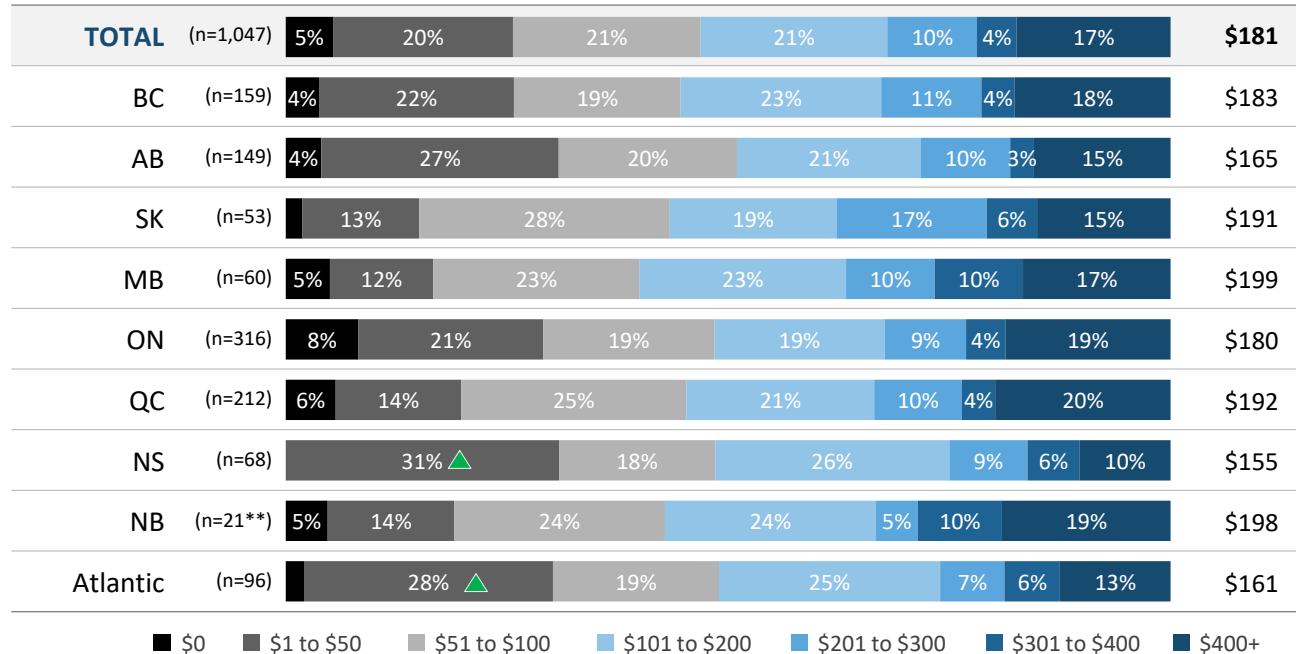
Members in Quebec are **least likely** to have a rewards and recognition program, while members in Manitoba are **most likely**.

	NATIONAL	PROVINCE									
		BC (n=273)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=588)	QC (n=430)	NS (n=115)	NB (n=48**)	Atlantic (n=179)	
Length of service	63%	66%	67%	76% ▲	75% ▲	64%	50% ▼	66%	67%	65%	
Retirement	34%	33%	28%	47% ▲	47% ▲	34%	31%	43% ▲	46%	43% ▲	
Peer to peer	33%	36%	32%	31%	28%	34%	29%	41%	33%	39%	
Employee awards	30%	34%	30%	35%	24%	33% ▲	22% ▼	35%	27%	32%	
Life events	29%	34%	20% ▼	34%	32%	30%	25%	31%	46% ▲	36%	
Spot bonuses	17%	16%	17%	11%	18%	18%	19%	15%	25%	18%	
Exceeding set goals in job duties	13%	12%	14%	16%	15%	12%	13%	15%	23% ▲	18%	
Employee of the month/quarter	7%	9%	10%	8%	3%	9%	4%	10%	4%	8%	
Other	6%	5%	7%	10%	9%	5%	6%	3%	4%	4%	
Do not have rewards and recognition program	13%	10%	11%	8%	5% ▼	11%	21% ▲	10%	13%	11%	

Base: All respondents, excluding don't know (n=1,954). **Small sample size, interpret with caution.
 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: By Region



Money spent recognizing employees – on average – ranges from \$155 (in Nova Scotia) to \$199 (in Manitoba), but there are no statistically significant differences between regional means.

Private sector organizations spend **substantially more** per year recognizing employees (\$210 vs. \$130 Parapublic/public).

**Small sample size, interpret with caution.

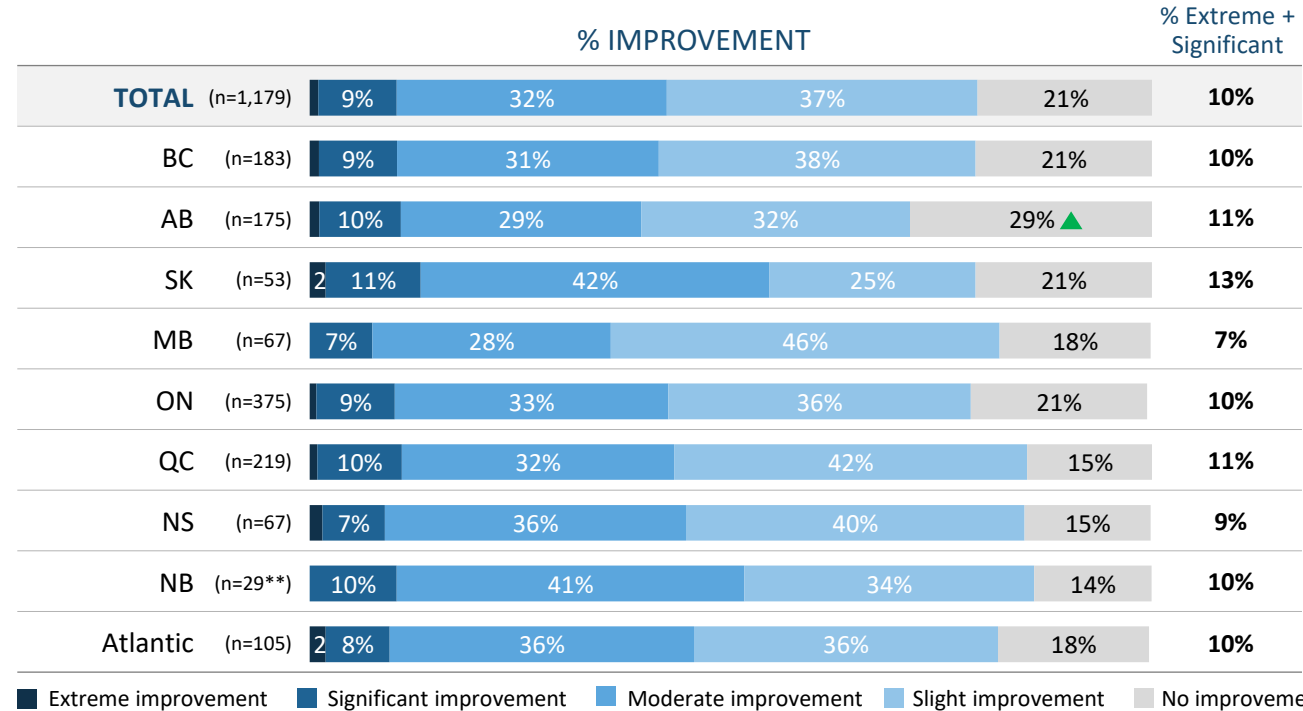
Base: Have rewards and recognition programs, excluding don't know.

F3c. Approximately how much is spent on recognizing each individual employee per year?

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



Impact of Rewards Program: By Region



Nearly 8-in-10 report at least a slight improvement on employee engagement as a result of their rewards and recognition program.

Members in Alberta or in Parapublic/public organizations are **less likely** to say rewards and recognition programs have an impact on overall employee engagement.

**Small sample size, interpret with caution.

Base: Have rewards and recognition programs, excluding don't know.

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: **By Region**

Nearly half of HR professionals say they have increased salaries as a measure to offset inflation for employees, while over four-in-ten have not taken any measures.

Members in New Brunswick are **more likely** to have increased bonuses. Organizations with \$10M-<\$100M revenue are **more likely** to have increased salaries.

		PROVINCE									
NATIONAL		BC (n=273)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=588)	QC (n=430)	NS (n=115)	NB (n=48**)	Atlantic (n=179)	
Increased salaries	47%	53%	42%	42%	53%	42%	53%	54%	50%	52%	
Increased employee recognition	9%	8%	8%	9%	8%	7%	13%	8%	6%	9%	
Increased bonuses	8%	11%	10%	8%	3%	6%	11%	5%	21%▲	9%	
Extra paid time off	7%	5%	7%	1%	9%	6%	8%	9%	4%	7%	
Other	3%	3%	1%	5%	6%	3%	2%	2%	4%	2%	
Have not taken any measures to offset inflation	44%	38%	50%	46%	38%	49%	39%	40%	35%	39%	

Base: All respondents, (n=1,954). **Small sample size, interpret with caution.
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.

Measure to Offset Inflation for Employees: **By Industry**

Members working in education, gov't/public sector agencies and commissions, and HR consultancies (firms or independent) are **less likely** to have taken measures to offset inflation – particularly increasing salaries. Those in manufacturing, construction, automotive and skilled trades are **more likely** to have increased salaries.

	NATIONAL	INDUSTRY									
		Education (n=165)	Gov't/ Public Agencies (n=202)	Health / Social Services (n=141)	Manufact- uring (n=209)	Not-For- Profit (n=139)	HR Consultant (Firm/Ind.) (n=112)	Banking/ Finance/ Real Estate (n=98)	IT/ Telecom (n=117)	Construct./ Auto/ Trades (n=92)	
Increased salaries	47%	24% ▼	32% ▼	37% ▼	63% ▲	49%	36% ▼	55%	50%	63% ▲	
Increased employee recognition	9%	3%	2%	6%	14%	4%	5%	9%	15%	5%	
Increased bonuses	8%	3%	7%	9%	11%	9%	10%	12%	11%	9%	
Extra paid time off	7%	3%	4%	9%	5%	9%	7%	4%	8%	7%	
Other	3%	2%	2%	3%	3%	4%	4%	2%	3%	2%	
Have not taken any measures to offset inflation	44%	70% ▲	60% ▲	52%	29% ▼	44%	54% ▲	36%	43%	34% ▼	

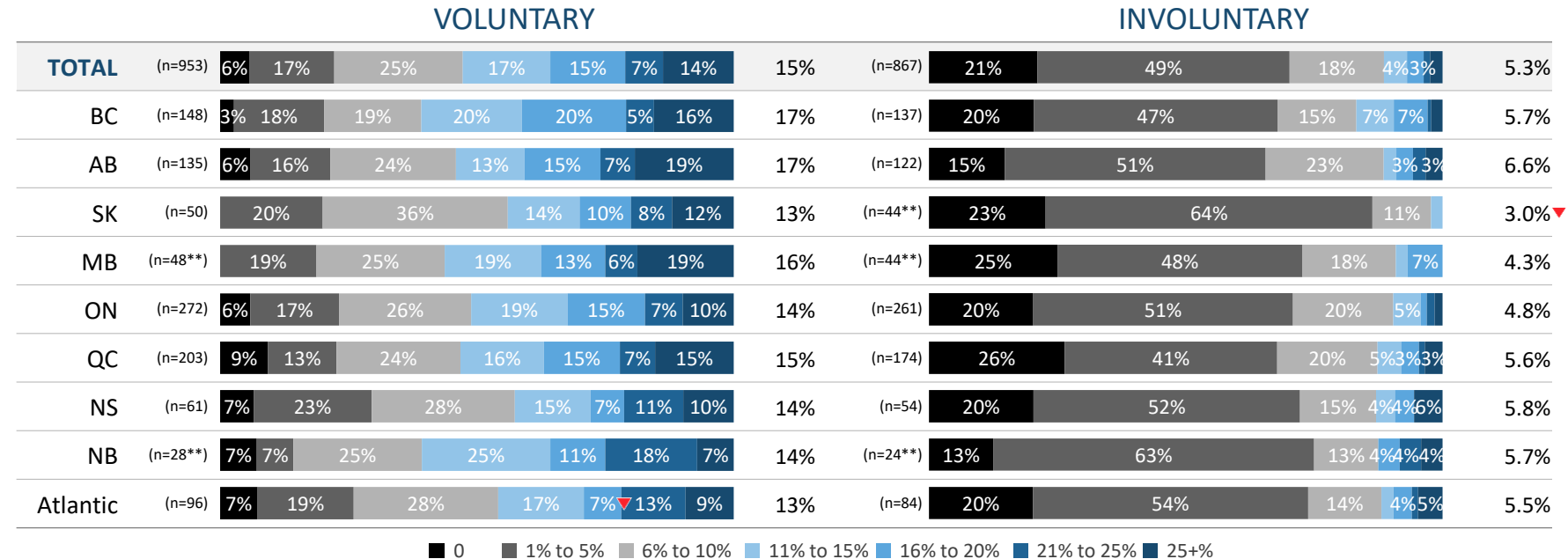
Base: All respondents, (n=1,954). **Small sample size, interpret with caution.
F5. What measures, if any, have you taken to offset inflation for employees?

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

Turnover Rates: **By Region**

The voluntary turnover rate for organizations is similar across Canada, while the involuntary turnover rate is **lowest** in Saskatchewan.

Those working in gov't or public agencies/commissions, as well as HR consultancies, have **lower** involuntary (~3%) and voluntary turnover rates (~9%).



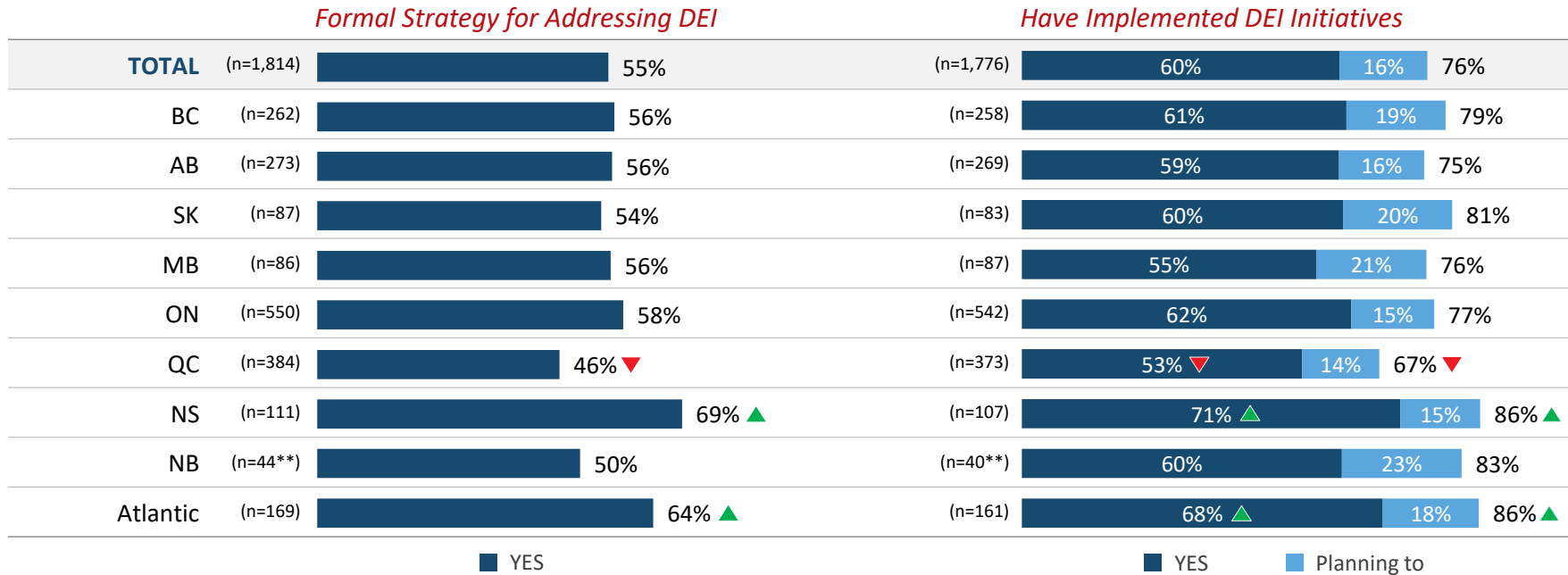
Base: All respondents, excluding don't know. **Small sample size, interpret with caution.
 F6. What has the **voluntary** turnover rate at your organization been for the past year?
 F6b. What has the **involuntary** turnover rate at your organization been for the past year?

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

Diversity, Equity & Inclusion

Diversity, Equity & Inclusion Initiatives: **By Region**

A slight majority of HR professionals say their employer has a formal strategy for addressing DEI and has implemented DEI initiatives. Members in larger organizations, Parapublic/public sectors (including education), and Nova Scotia are **more likely** to have formal strategies for DEI – and to have implemented DEI initiatives – compared to the rest of the country.



Base: All respondents, excluding don't know. **Small sample size, interpret with caution.
 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 Implements: **By Region**

One-third or more have implemented – or plan to implement – DEI training, inclusive job ads/postings, unconscious bias training, or a DEI committee.

Larger organizations, Parapublic/public organizations, and those in Nova Scotia are at the forefront in implementing most of these initiatives.

	NATIONAL	PROVINCE								
		BC (n=273)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=588)	QC (n=430)	NS (n=115)	NB (n=48**)	Atlantic (n=179)
DEI training	43%	49%	47%	38%	45%	47%	27% ▼	57% ▲	42%	53% ▲
Inclusive job ads/postings	40%	50% ▲	40%	43%	38%	41%	27% ▼	52% ▲	40%	49% ▲
Unconscious bias training	36%	38%	41%	32%	42%	37%	26% ▼	47% ▲	33%	44% ▲
Establishing a DEI Committee	34%	40%	39%	28%	25% ▼	40%	22% ▼	49% ▲	23%	40%
Pay equity	27%	25%	21%	19%	27%	29%	31%	30%	35%	32%
Internal DEI survey	26%	32%	27%	19%	22%	29%	16% ▼	40% ▲	19%	34% ▲
Diversity in marketing	21%	26%	24%	23%	18%	20%	15%	37% ▲	29%	33% ▲
Employee resource groups (ERGs)	17%	19%	23%	16%	13%	19%	9% ▼	24% ▲	10%	19%

Base: All respondents (n=1,954). **Small sample size, interpret with caution.

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 Implements: **By Region** *(Continued)*

	NATIONAL	PROVINCE								
		BC (n=273)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=588)	QC (n=430)	NS (n=115)	NB (n=48**)	Atlantic (n=179)
Collecting human rights-based employee data	16%	14%	14%	20%	26% ▲	18%	10%	23%	13%	20%
Diverse hiring panels	15%	20%	15%	14%	12%	18%	8%	30% ▲	2%	21%
Mentorship programs	13%	16%	15%	19%	13%	15%	7%	19%	10%	16%
Career development tracking	12%	17%	10%	9%	17%	12%	11%	8%	15%	9%
Pay transparency	10%	14%	11%	15%	9%	10%	7%	12%	0% ▼	9%
Tying management performance goals to D&I strategy	10%	12%	8%	14%	11%	11%	7%	12%	2% ▼	10%
Blind hiring processes	6%	9%	8%	8%	3%	6%	4%	4%	4%	4%
Other	3%	4%	2%	3%	1%	2%	3%	4%	4%	4%

Base: All respondents (n=1,954). **Small sample size, interpret with caution.

G3. What diversity, equity & inclusion initiatives has your organization implemented or planning to implement?

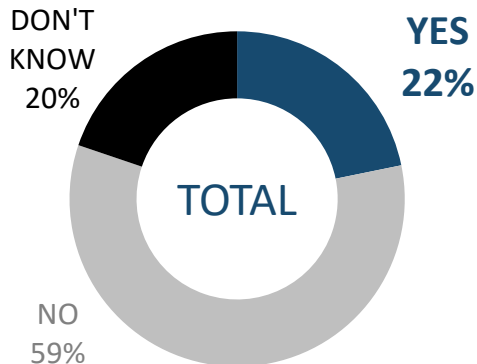
▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



DEI Measurement: By Region

Over one-fifth of HR professionals say their employer formally measures DEI.

Larger organizations and those in Saskatchewan are **more likely** to say their employer formally measures DEI.



PROVINCE

BC (n=271)	AB (n=290)	SK (n=92)	MB (n=92)	ON (n=580)	QC (n=418)	NS (n=115)	NB (n=48**)	Atlantic (n=177)
20%	21%	38% ▲	26%	20%	18%	30% ▲	21%	28%

**Small sample size, interpret with caution.

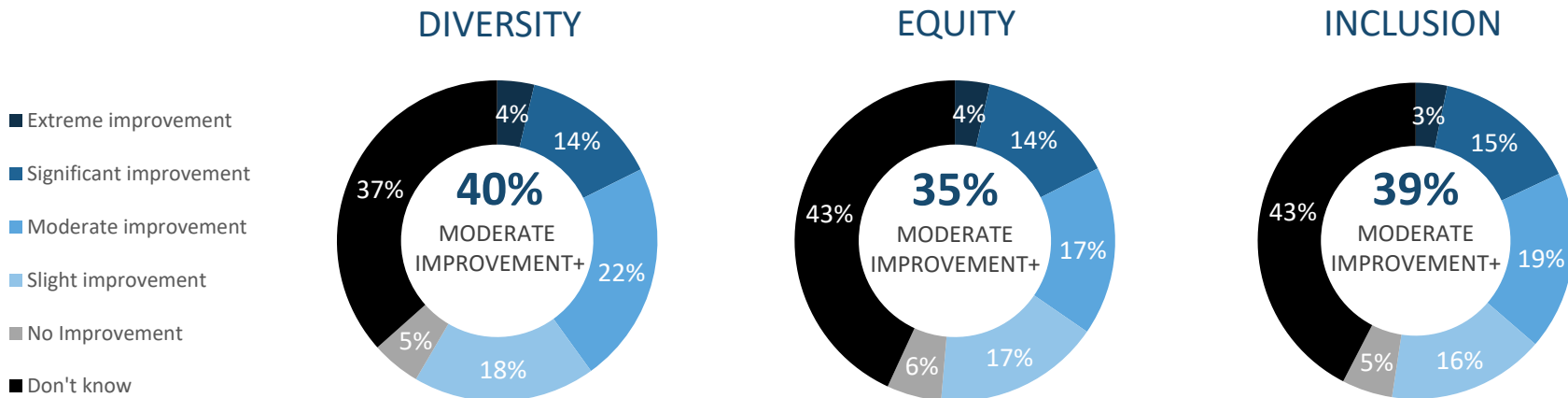
Base: All respondents (n=1,924).

G4a. Does your employer formally measure diversity, equity, and inclusion?



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. In each area, smaller organizations are **more likely** to report improvement.



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

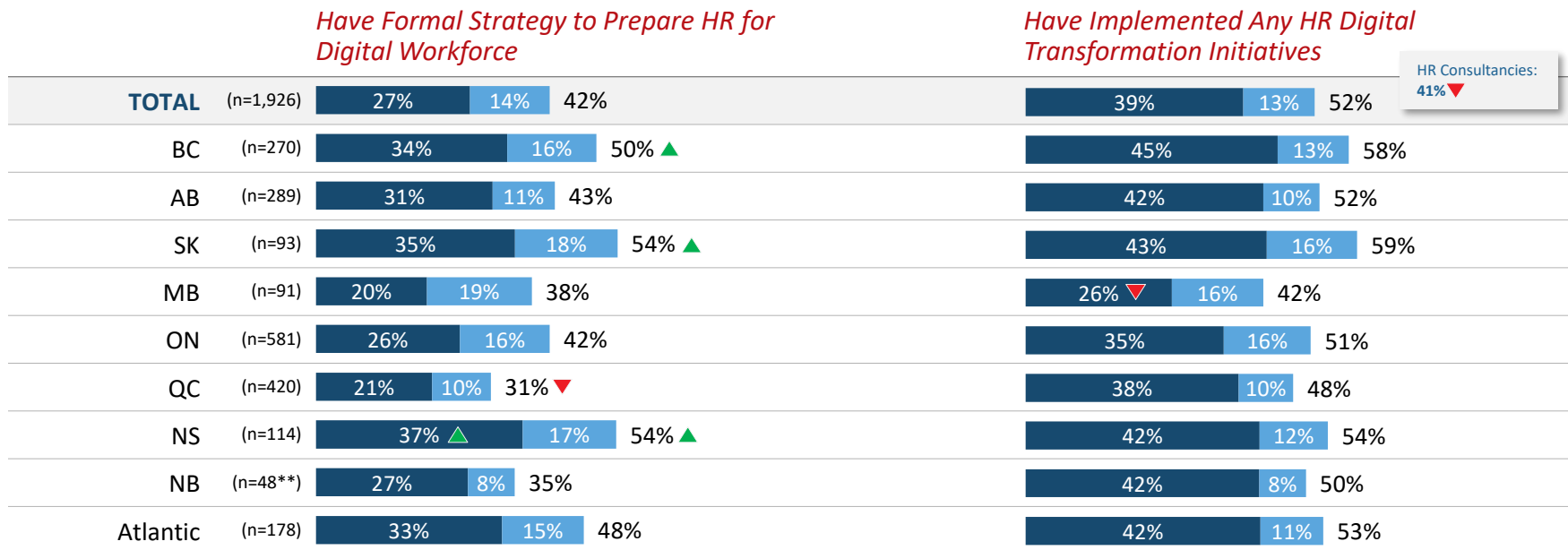
G4b. Since you began measuring diversity, equity, and inclusion, how much, if any, improvement has your organization seen in the following areas?



Technology

HR Digital Workforce Transformation: **By Region**

Just over one-quarter say their organization has developed a formal strategy to prepare HR for a digital workforce, while nearly four-in-ten say they have implemented an HR digital transformation initiative. Those working in manufacturing are **less likely** to have a formal strategy, while those working in IT/Telecom/ISP companies are **more likely**.



HR Consultancies:
41% ▼

■ YES ■ Planning to

Base: All respondents, excluding don't know. **Small sample size, interpret with caution.
 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 Transformation Initiatives: **By Region**

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

Half of Saskatchewan organizations plan to or have already implemented new HR technologies. Those working at government/public sector agencies & commissions are **more likely** to be automating HR tasks and training to improve digital literacy.

	NATIONAL (n=273)	PROVINCE									
		BC (n=293)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=588)	QC (n=430)	NS (n=115)	NB (n=48**)	Atlantic (n=179)	
Automating HR tasks that were previously manual	37%	42%	40%	46%	34%	37%	30%	38%	38%	39%	
Implementing new HR technologies	37%	43%	38%	52%▲	30%	36%	32%	36%	29%	36%	
Improving HR metrics and analytics	34%	41%▲	40%	41%	31%	35%	24%▼	35%	29%	32%	
Improving data security and privacy	29%	31%	32%	31%	26%	27%	28%	32%	33%	31%	
Consolidating core systems	20%	20%	23%	26%	17%	17%	22%	19%	23%	19%	
Training employees to improve digital literacy	17%	21%	19%	22%	20%	16%	13%	17%	10%	16%	
Reskilling employees for new roles in the organization	9%	10%	9%	15%	6%	10%	6%	11%	15%	13%	
Other	1%	1%	2%	2%	1%	1%	1%	3%	0%	3%	

Base: All respondents (n=1,954). **Small sample size, interpret with caution.

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.

Automation: By Region

The majority of HR professionals say their organization plans to automate internal processes, employee onboarding, job applicant tracking, and job applicant communications. Members in Quebec are **less likely** to plan using automation for each job applicant related task listed below, along with other items.

	NATIONAL	PROVINCE									
		BC (n=115)	AB (n=117)	SK (n=43**)	MB (n=32**)	ON (n=216)	QC (n=131)	NS (n=44**)	NB (n=18**)	Atlantic (n=70)	
Employee tasks (NET)	80%	86%	79%	86%	78%	81%	73% ▼	75%	94%	80% ▲	
<i>Employee onboarding</i>	67%	74%	73%	65%	72%	68%	56% ▼	59%	83%	66%	
<i>Employee performance evaluations</i>	50%	62% ▲	48%	56%	47%	49%	44%	43%	50%	41%	
<i>Employee engagement monitoring</i>	34%	44%	26%	47%	25%	33%	30%	32%	33%	33%	
Job applicant tasks (NET)	73%	83% ▲	78%	77%	69%	71%	66%	64%	78%	69%	
<i>Job applicant tracking</i>	62%	80%	69%	70%	66%	56%	49% ▼	52%	67%	56%	
<i>Job applicant communications</i>	54%	61%	61%	60%	53%	51%	42% ▼	45%	72%	53%	
<i>Job applicant screening</i>	45%	53% ▲	50%	42%	31%	48%	34% ▼	43%	39%	44%	
Internal processes	73%	77%	76%	77%	78%	76%	55% ▼	82%	94%	86%	
Sending customized employee reminders	43%	45%	49%	44%	44%	44%	34% ▼	45%	39%	46%	
Other	3%	2% ▲	2%	0%	6%	4%	4%	7%	0%	4%	

Base: All respondents who use HR automation (n=726). **Small sample size, interpret with caution.
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 Needed when Working with HR Tech: **By Region**

Over four-in-ten HR professionals have needed to develop and draw on the majority of the following competencies when working with new and existing HR technology. Members in BC & Yukon are **more likely** to have needed many of these competencies, while those in Quebec or working at HR consultancies are **less likely**.

	NATIONAL	PROVINCE									
		BC (n=273)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=588)	QC (n=430)	NS (n=115)	NB (n=48**)	Atlantic (n=179)	
Recognizing gaps in existing technologies	47%	53%	51%	52%	52%	50%	33% ▼	48%	50%	49%	
Advocating for the use of new technology	46%	53% ▲	50%	53%	51%	47%	36% ▼	50%	33%	46%	
Making use of various technologies to best advantage	44%	49%	42%	47%	47%	44%	42%	44%	44%	44%	
Adapting quickly to new technologies	44%	46%	43%	49%	46%	41%	45%	44%	52%	48%	
Training and developing others on new technologies	44%	51% ▲	47%	51%	48%	46%	28% ▼	53% ▲	54%	51% ▲	
Managing the implementation of new technologies	42%	52% ▲	45%	49%	47%	44%	29% ▼	39%	46%	43%	
Identifying technological solutions to HR challenges	38%	44%	42%	35%	42%	38%	29% ▼	36%	48%	40%	
Seeing the possibilities in emerging technologies	32%	32%	33%	41%	29%	29%	32%	31%	27%	32%	
Developing a technology strategy to respond to HR challenges	22%	27%	25%	26%	18%	21%	17%	19%	21%	21%	
Other	2%	1%	3%	0%	5%	2%	2%	2%	0%	1%	

Base: All respondents (n=1,954). **Small sample size, interpret with caution.

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

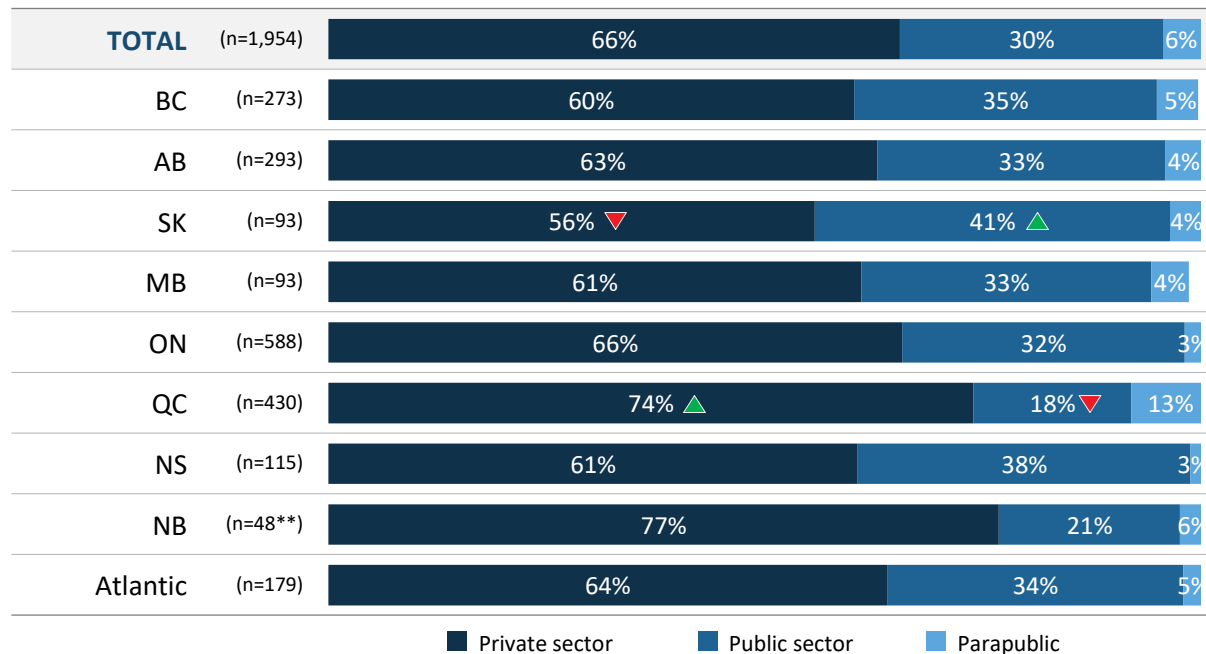
▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.

The background features a light blue gradient with a faint, white organizational chart. The chart includes a central diamond-shaped node, two rectangular nodes above it, and several other rectangular nodes connected by lines. In the foreground, there are dark blue silhouettes of business professionals in suits. One man in the center is pointing upwards with his right hand. Other silhouettes are scattered around, some holding folders or looking at devices.

Organization Firmographics



Sectors Work In: By Region



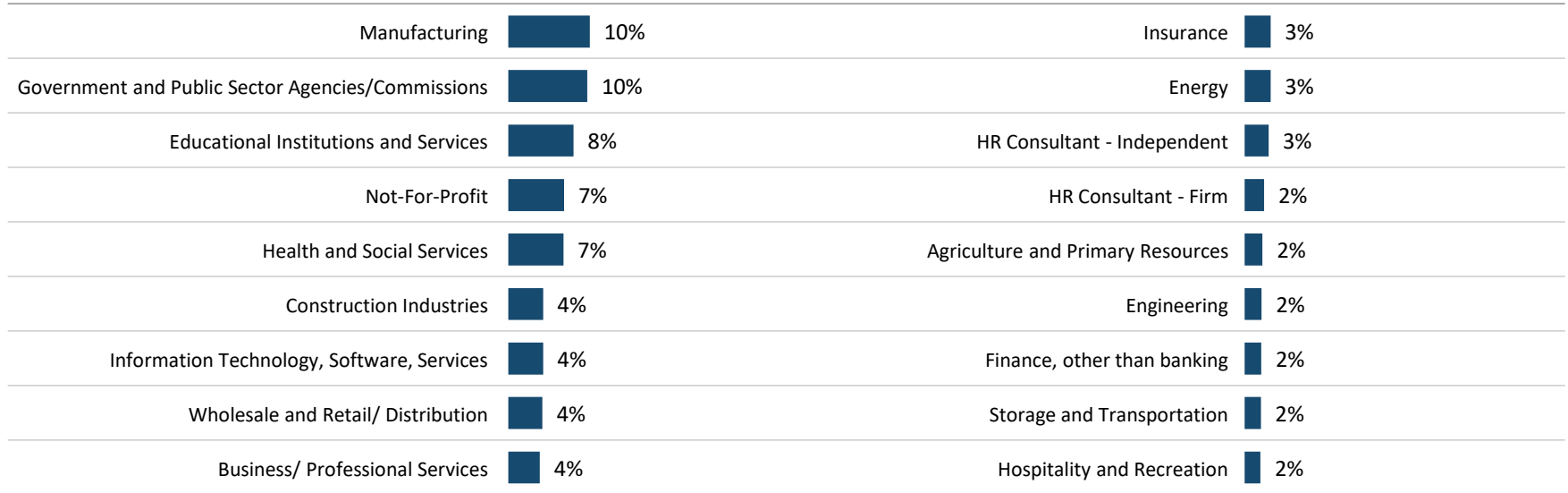
SK NET Public + Parapublic: 45% ▲

**Small sample size, interpret with caution.
Base: All respondents, excluding don't know.
X1. What sector(s) do you work in?

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



Business Sector: NATIONAL



†Note: responses 2% and greater are shown.

Base: All respondents, excluding prefer not to answer (n=1,938)

X2. What industry do you work in?

Business Sector: By Region

2022	PROVINCE									
	TOTAL (n=1,938)	BC (n=272)	AB (n=291)	SK (n=91)	MB (n=93)	ON (n=584)	QC (n=427)	NS (n=113)	NB (n=48**)	Atlantic (n=177)
Manufacturing	10%	7%	5%	7%	16%	11%	13%	12%	17%	13%
Government and Public Sector Agencies/Commissions	10%	13%	10%	16%	6%	9%	7%	14%	15%	15%
Educational Institutions and Services	8%	9%	8%	11%	5%	9%	6%	12%	4%	11%
Not-For-Profit	7%	10%	10%	4%	9%	8%	4%	3%	4%	3%
Health and Social Services	7%	6%	8%	7%	8%	9%	4%	11%	2%	7%
Construction Industries	4%	6%	8%	4%	2%	4%	3%	3%	4%	3%
Information Technology, Software, Services	4%	5%	2%	2%	6%	5%	5%	5%	2%	5%
Wholesale and Retail/ Distribution	4%	3%	4%	8%	6%	5%	4%	3%	6%	3%
Business/ Professional Services	4%	2%	3%	2%	0%	3%	8%	2%	4%	3%
Insurance	3%	2%	2%	8%	10%	3%	3%	3%	2%	2%
Energy	3%	1%	12%▲	4%	0%	2%	2%	3%	0%	2%
HR Consultant - Independent	3%	1%	2%	2%	2%	3%	6%	0%	0%	1%
HR Consultant - Firm	2%	1%	4%	0%	2%	2%	5%	2%	0%	1%
Agriculture and Primary Resources	2%	3%	1%	9%	5%	1%	3%	2%	0%	1%
Engineering	2%	3%	2%	0%	2%	2%	2%	2%	4%	2%
Finance, other than banking	2%	3%	<1%	0%	3%	3%	2%	1%	2%	1%

Base: All respondents, excluding prefer not to answer. **Small sample size, interpret with caution.
X2. What industry do you work in?

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

Business Sector: **By Region** *(Continued)*

2022	PROVINCE									
	TOTAL (n=1,938)	BC (n=272)	AB (n=291)	SK (n=91)	MB (n=93)	ON (n=584)	QC (n=427)	NS (n=113)	NB (n=48**)	Atlantic (n=177)
Storage and Transportation	2%	1%	2%	0%	3%	2%	3%	4%	6%	4%
Hospitality and Recreation	2%	2%	3%	1%	2%	3%	1%	3%	0%	2%
Banking	1%	1%	1%	5%	2%	1%	1%	1%	2%	1%
Legal Services	1%	1%	1%	0%	1%	1%	1%	2%	0%	1%
Real Estate	1%	3%	0%	1%	1%	1%	<1%	3%	0%	2%
Telecom / Internet	1%	1%	<1%	0%	1%	1%	2%	2%	0%	1%
Recruitment and Staffing	1%	0%	1%	0%	1%	1%	1%	1%	0%	1%
Automotive Services	1%	<1%	1%	0%	0%	1%	<1%	2%	6%	3%
Pharmaceutical	1%	<1%	<1%	0%	0%	1%	1%	1%	0%	1%
Management Consulting	1%	<1%	1%	0%	0%	<1%	1%	0%	2%	1%
Union	<1%	1%	1%	0%	0%	0%	<1%	0%	0%	0%
Regulatory Agency	<1%	1%	<1%	0%	1%	<1%	0%	0%	0%	0%
Pension Funds and Services	<1%	0%	0%	2%	0%	<1%	0%	0%	2%	1%
Policing	<1%	<1%	<1%	0%	0%	<1%	0%	0%	0%	0%
Skilled Trades	<1%	0%	<1%	0%	0%	0%	0%	0%	2%	1%
Other	9%	11%	5%	5%	3%	8%	11%	8%	13%	10%

Base: All respondents, excluding prefer not to answer. **Small sample size, interpret with caution.
X2. What industry do you work in?

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

Organization Annual Gross Revenue: **By Region**

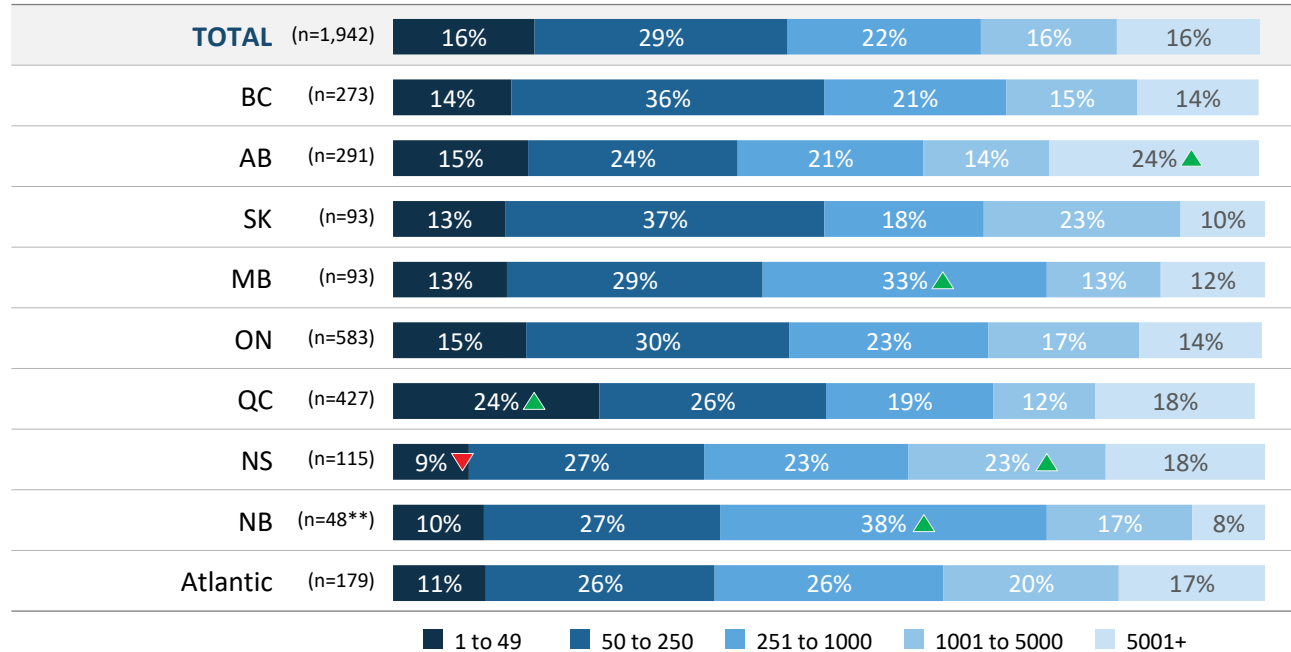
			PROVINCE								
NATIONAL			BC (n=143)	AB (n=140)	SK (n=43**)	MB (n=48**)	ON (n=278)	QC (n=243)	NS (n=55)	NB (n=20**)	Atlantic (n=83)
\$100M or more		30%	24%	39% ▲	33%	19%	30%	27%	47% ▲	45%	43% ▲
\$50M to less than \$100M		11%	14%	9%	5%	17%	10%	12%	11%	10%	11%
\$20M to less than \$50M		14%	17%	14%	23%	10%	16%	14%	2% ▼	5%	2% ▼
\$10M to less than \$20M		14%	16%	8%	14%	17%	16%	11%	22%	20%	19%
\$5M to less than \$10M		9%	10%	11%	9%	17%	9%	9%	4%	5%	4%
\$2.5M to less than \$5M		12%	6%	9%	9%	6%	10%	20% ▲	13%	5%	14%
Less than \$2.5M		9%	12%	9%	7%	15%	9%	7%	2%	10%	6%
\$20M to Less than \$100M		39%	48% ▲	31% ▼	42%	44%	42%	37%	35%	35%	33%
Less than \$10M		30%	28%	29%	26%	38%	28%	36%	18% ▼	20%	24%

Base: All respondents, excluding not applicable (n=980). **Small sample size, interpret with caution.
 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.



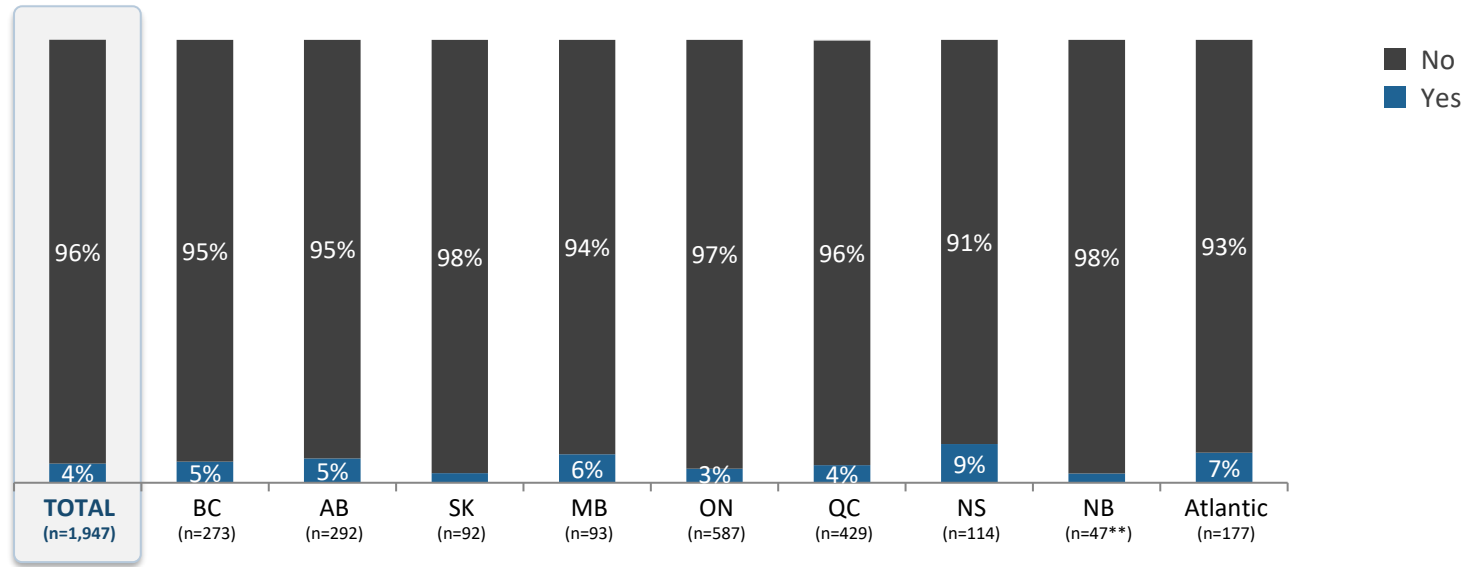
Number of Employees: By Region



**Small sample size, interpret with caution.
 Base: All respondents, excluding don't know.
 X3. How many employees work at your organization?

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

Workplace Union: **By Region**



Base: All respondents. **Small sample size, interpret with caution.
 X5. Do you belong to a workplace union?

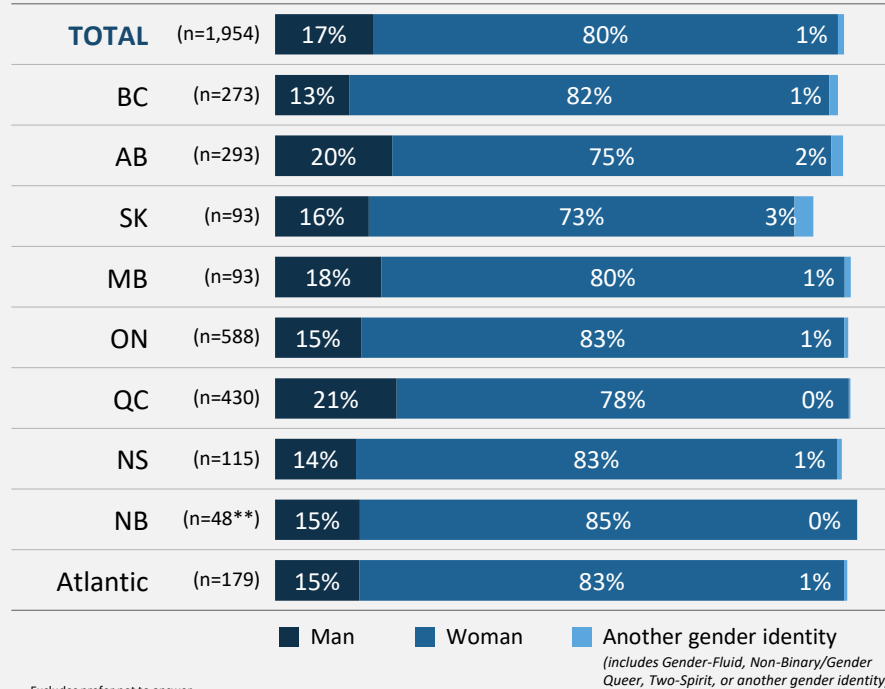
▲ Significantly higher than all comparative regions.
 ▼ Significantly lower than all comparative regions.



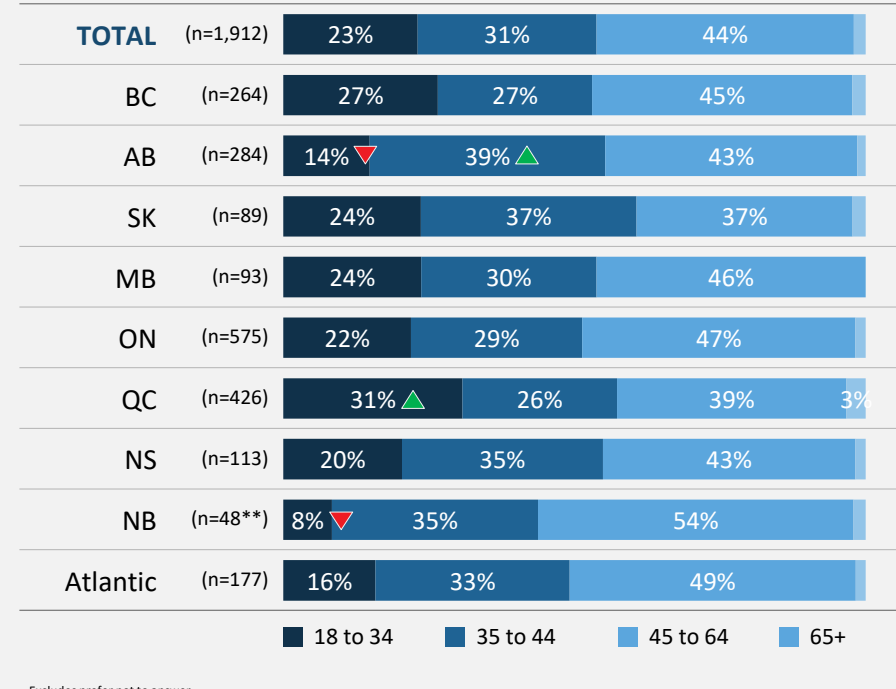
Demographics



GENDER IDENTITY



AGE



**Small sample size, interpret with caution.



EQUITY GROUPS

PROVINCE

% YES	PROVINCE									
	BC (n varies)	AB (n varies)	SK (n varies)	MB (n varies)	ON (n varies)	QC (n varies)	NS (n varies)	NB (n varies**)	Atlantic (n varies)	
Identify as Racialized Person 14%	19%	16%	4% ▼	8%	16%	15%	5% ▼	0% ▼	3% ▼	
Identify as Person with Disability 8%	6%	11%	13%	9%	10%	2%	11%	9%	10%	
Identify as Indigenous Person 2%	3%	2%	5%	7%	2%	1%	4%	0%	3%	

Excludes prefer not to answer.

**Small sample size, interpret with caution.

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



ETHNICITY

PROVINCE

Base: Total HR Professionals	TOTAL (n=1954)	BC (n=273)	AB (n=293)	SK (n=93)	MB (n=93)	ON (n=588)	QC (n=430)	NS (n=115)	NB (n=48**)	Atlantic (n=179)
South Asian	3%	5%	5%	0%	1%	5%	0%	0%	0%	0%
Black	3%	2%	5%	3%	2%	3%	2%	2%	0%	1%
East Asian	2%	7%	2%	0%	2%	3%	1%	1%	0%	1%
Southeast	1%	1%	2%	1%	2%	1%	<1%	0%	0%	0%
Latin American	1%	3%	<1%	0%	0%	1%	1%	0%	0%	0%
West Asian and Middle Eastern	1%	<1%	0%	0%	0%	1%	1%	2%	0%	1%
Indian-Caribbean	1%	0%	0%	0%	0%	2%	0%	0%	0%	0%
Indigenous person from outside North America	0%	<1%	0%	0%	0%	0%	0%	0%	0%	0%
Other	1%	1%	0%	0%	0%	1%	1%	0%	0%	0%

Leger

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