



# Salary Survey of HR Professionals in Canada

*March 2025*

*Canada – ENGLISH report*

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# Context and objectives

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CROP was mandated by CPHR Canada and HRP Ontario to conduct a remuneration survey of their respective professional members. All data collected as part of this survey has been processed anonymously and maintained in strict confidence.

This year, for the first time, CROP was asked to contact the human resources (HR) professionals in all provinces in order to produce an overview of the situation in the country. Only Alberta, Nunavut and the Northwest Territories did not participate in the study.

The study's specific objectives were as follows:

- To identify the types of positions and some specific information about the members' current employers;
- To assess the members' working conditions;
- To quantify members' compensation and benefits;
- To generate a sociodemographic profile of the members.

# Methodology (1/2)

## Population and representativeness of the study

A total of 6,835 questionnaires were completed by professionals in human resources management or industrial relations. The overall study population consists of 44,442 professionals. The population, sample, response rate, and margin of error for each region are indicated in the table below:

Region	Population	Sample	Response rate	Margin of error
British Columbia & Yukon	6,485	634	9.8%	3.7%
Saskatchewan	1,238	193	15.6%	6.5%
Manitoba	1,540	279	18.1%	5.3%
Ontario	21,179	2,314	10.9%	1.9%
Québec	11,956	2,995	25.1%	1.6%
Nova Scotia	1,033	213	20.6%	6.0%
New Brunswick	773	134	17.3%	7.7%
Newfoundland & Labrador	142	37	26.1%	14.1%
Prince Edward Island	96	36	37.5%	13.1%
Total Atlantic*	2,044	420	20.5%	4.3%
<b>Total</b>	<b>44,442</b>	<b>6,835</b>	<b>15.4%</b>	<b>1.1%</b>

\* Total Atlantic: includes data from the following provinces: Nova Scotia, New Brunswick, Newfoundland & Labrador, and Prince Edward Island.

# Methodology (2/2)

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## Data collection

Data collection took place from **November 14, 2024 to January 22, 2025** via an online survey hosted on CROP's servers. The questionnaire was available in a choice of English or French.

## Weighting

The results were weighted by region to accurately reflect the distribution of the study population.

## How to read the data

The sum of the results may not always total 100% due to rounding.

Results based on fewer than 50 respondents are not shown and are indicated by the symbol "--".

Results from samples with fewer than 100 respondents should be interpreted with care and are provided for informational purposes only.

Differences in the results are indicated as follows:

**IN BLUE** for **higher results**

**IN RED** for **lower results**

# Note to reader: sections

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The detailed results of this report are provided as follows:

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- 1) Profile of respondents
- 2) Happiness level and workload
- 3) Current position
- 4) Description of employer companies and organizations
- 5) Schedule and working conditions
- 6) Compensation
- 7) Overtime
- 8) Benefits
- 9) Important criteria
- 10) Professional designations
- 11) Sociodemographic profile

Each section begins with a broad summary of the main findings and relevant cross-tabulations.

Detailed results follow with a graph representing the total results (Canada), as well as with tables showing the cross-tabulations previously identified as relevant to the study.

**When reading each page, please refer to all of the following elements: the title, the base (the people who were asked the question) and the question asked (in the bottom margin). The data presented in the graphs display the vertical percentages.**

## Note to reader: cross-tabulations

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For each of the questions, the following cross-tabulations are available. Abbreviations are used to simplify reading of the tables.

- **PROVINCE OR TERRITORY:** BC (*British Columbia*) + Yukon, SK: *Saskatchewan*, MB: *Manitoba*, ONT: *Ontario*, QC: *Québec*, NS: *Nova Scotia*, NB: *New Brunswick*, TOT ATL: *Total for the Atlantic provinces*.
- **TYPE HR POSITION** (*type of Human Resources position*): HR EXCL. (*works in a position whose tasks are exclusively in human resources management / industrial relations*), NON-EXCLU. (*works in a position that includes human resources management / industrial relations, along with other duties*).
- **WORKPLACE:** PRIVATE SELF. (*in private practice as a self-employed consultant*), PRIVATE FIRM (*in private practice as a consultant at a firm*), PRIVATE COMP. (*at a company / organization in the private sector*), PUB. SEC. PARA/ NPO (*in the public sector, parapublic sector, non-profit or other*).
- **YEARS EXP.** (*number of years of experience in human resources management or industrial relations*): 5 YEARS AND – (*5 years or less*), 6-14 YEARS (*from 6 to 14 years*), 15 YEARS + (*15 or more years*).
- **POSITION TITLE** (*job title*): TECH. COORDI (*technician / agent / administrative support / coordinator / advisor / project coordinator*), ADV. SUPERV. (*specialist advisor / senior advisor / supervisor / team leader*), DIR. SR. MNG. (*director / middle manager / executive / senior manager*).
- **PRO. TITLE** (*holds a professional designation*): Yes, No.
- **GEN. VS SPE.** (*generalist or specialist*): GEN. (*Generalist: I do work that is not related to a particular specialty and devote no more than 50% of my work time to any one area*), SPE. (*Specialist: I do work that requires in-depth knowledge in a particular area and dedicate more than 50% of my work time to it*).
- **TYPE OF SPECIALIZATION** (*among the specialists*): SKILLS DEV. (*skills development*), TOT. COMP. (*total compensation*), WORKFORCE P&M (*workforce planning and mobility*), LABOR REL. (*labor relations*), ORG. DEV. (*organizational development*), HEALTH (*health, safety and well-being at work*), IT (*technology*), OTHER (*including DEI*).
- **ORG. SIZE.** (*number of employees in the company or organization in Canada*): < 50 (*fewer than 50 employees*), 50-99 (*from 50 to 99 employees*), 100-1,000 (*from 100 to 1,000 employees*), + 1,000 (*more than 1,000 employees*).

## Note to reader: correlations

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Certain correlations between the cross-tabulation variables are important and can be identified from the outset to afford a better appreciation of the data.

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- **Years of experience and job title**

Since experience is necessary to obtain a management or executive position, and since the positions of technician, agent, administrative support, coordinator, advisor or project manager are more of an entry-level function, it is not surprising to see a strong correlation between these two variables, which will generally move in the same direction. If something is true for members in a management position (director, middle manager, executive), it is often also true for those with a lot of experience (15 years or more).

- **Years of experience and professional designation**

There is a higher number of members with a professional designation among those with a high level of experience (15 years or more), while the reverse is true for less experienced members. These variables are correlated.

- **Organization size and workplace**

Since the public sector corresponds to 42% of the "public sector / parapublic / NPO" category, and has many employees, it has a considerable impact on the "+ 1000 employees" category in organization size. There are several correlations.

# DETAILED RESULTS

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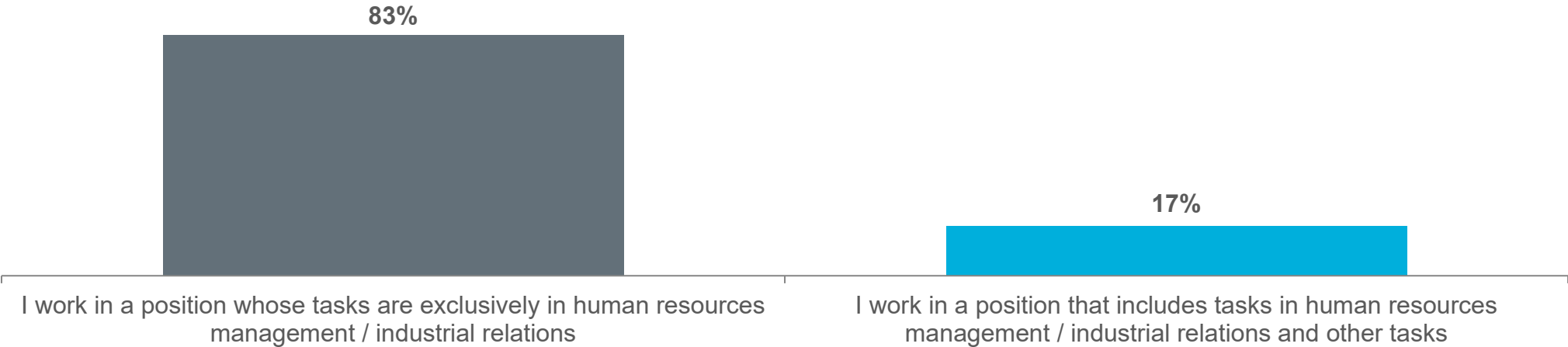


## Respondents' profile

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# Exclusivity of the HR position (1/2)

Base: all respondents, n=6835



		PROVINCE OR TERRITORY								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	6835	634	193	279	2314	2995	213	134	420
Yes, I work in a position whose tasks are exclusively in human resources management / industrial relations		83	83	83	82	83	84	82	80	80
Yes, I work in a position that includes tasks in human resources management / industrial relations and other tasks		17	17	17	18	17	16	18	20	20

# Exclusivity of the HR position (2/2)

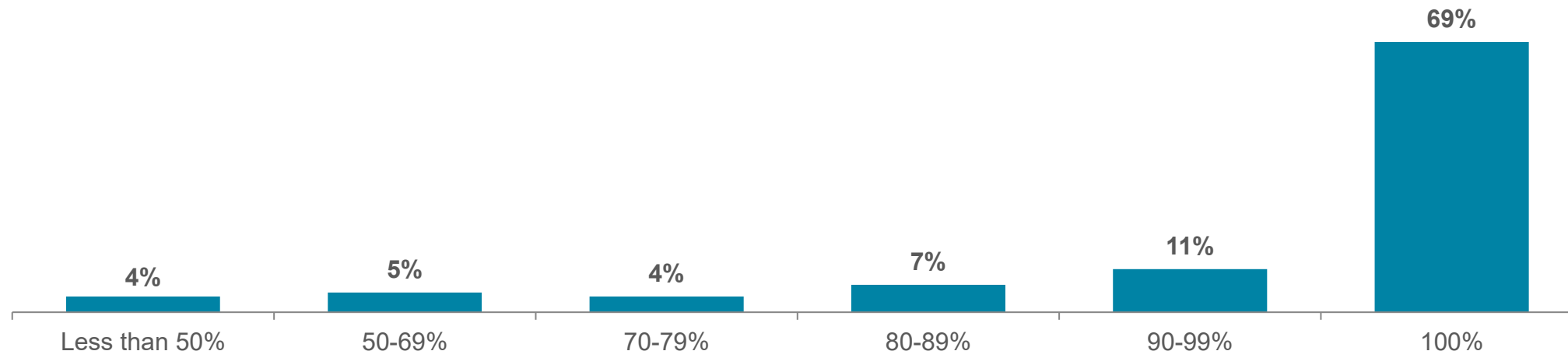
Base: all respondents, n=6835

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6835	5677	1158	224	395	3542	2674	1448	2575	2812	1090	2296	3043	5899	936
Yes, I work in a position whose tasks are exclusively in human resources management / industrial relations		83	100	0	65	78	85	82	79	86	82	84	87	82	84	77
Yes, I work in a position that includes tasks in human resources management / industrial relations and other tasks		17	0	100	35	22	15	18	21	14	18	16	13	18	16	23

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
	TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	6835	4618	2217	103	314	365	471	273	201	139	351	626	720	2831	2380
Yes, I work in a position whose tasks are exclusively in human resources management / industrial relations		83	83	84	76	88	88	91	80	80	69	80	62	78	86	88
Yes, I work in a position that includes tasks in human resources management / industrial relations and other tasks		17	17	16	24	12	12	9	20	20	31	20	38	22	14	12

# Percentage of tasks that are directly related to human resources management (1/2)

Base: all respondents, n=6835



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6835	634	193	279	2314	2995	213	134	420
Less than 50%	4	5	4	1	4	4	5	4	5	
50-69 %	5	4	6	5	5	5	5	5	5	
70-79%	4	5	2	5	4	4	4	7	5	
80-89%	7	7	7	7	7	7	6	7	7	
90-99%	11	10	10	12	11	11	13	10	11	
100%	69	70	72	70	69	68	67	67	67	
Average	91.4	91.3	91.7	93.1	91.6	91.0	91.4	90.6	90.7	

# Percentage of tasks that are directly related to human resources management (2/2)

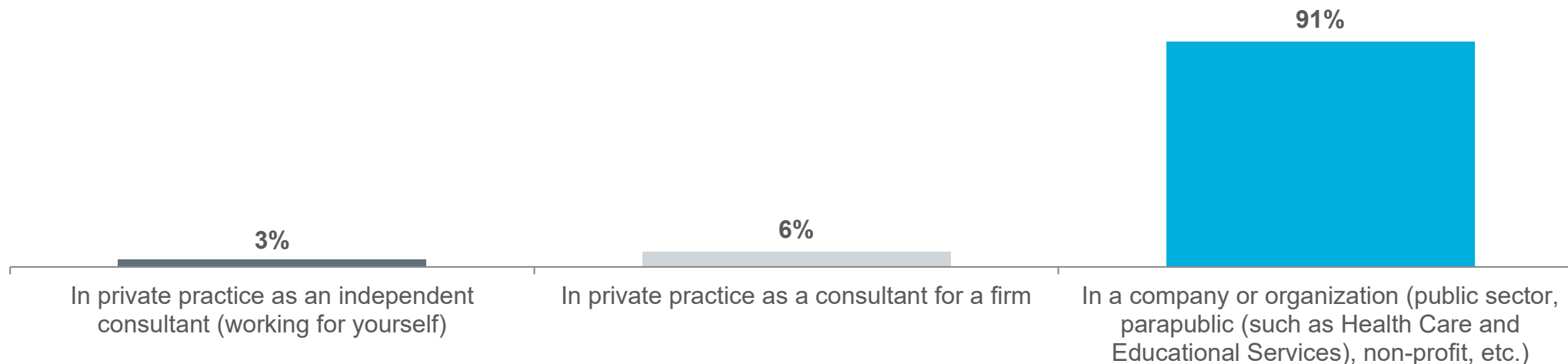
Base: all respondents, n=6835

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
	TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	6835	5677	1158	224	395	3542	2674	1448	2575	2812	1090	2296	3043	5899	936
Less than 50%	4	0	23	9	5	3	5	5	4	4	4	3	4	4	5	
50-69%	5	1	24	7	6	4	6	6	4	5	4	4	5	4	7	
70-79%	4	1	18	9	5	4	4	5	3	5	5	3	5	4	4	
80-89%	7	4	18	14	11	7	5	8	6	7	8	5	7	6	9	
90-99%	11	11	11	10	14	12	9	12	12	9	13	10	11	10	13	
100%	69	82	5	51	58	70	71	63	72	70	66	75	68	70	62	
Average	91.4	97.3	62.6	84.2	88.5	92.7	90.8	89.2	92.7	91.4	91.3	93.1	91.1	91.8	89.5	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
	TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	6835	4618	2217	103	314	365	471	273	201	139	351	626	720	2831	2380
Less than 50%	4	4	4	5	4	3	1	4	5	11	7	11	5	3	3	
50-69%	5	5	5	12	4	2	2	6	7	10	4	15	5	3	4	
70-79%	4	4	4	5	3	4	3	7	4	6	5	7	5	4	3	
80-89%	7	7	6	8	3	7	5	10	3	9	6	10	11	6	5	
90-99%	11	13	7	4	6	10	8	7	12	4	5	13	16	12	7	
100%	69	67	74	65	80	75	81	67	69	59	73	43	57	72	78	
Average	91.4	91.3	91.8	87.5	93.5	93.8	96.1	90.1	90.3	82.7	90.0	80.1	89.4	93.3	93.6	

# Workplace (1/2)

Base: all respondents, n=6835



	TOTAL	PROVINCE OR TERRITORY							TOT ATL
		BC + YUKON	SK	MB	ON	QC	NS	NB	
(%)	6835	634	193	279	2314	2995	213	134	420
n=									
In private practice as an independent consultant (working for yourself)	3	3	3	1	3	4	1	2	2
In private practice as a consultant for a firm	6	7	6	8	5	5	8	3	6
In a company or organization (public sector, parapublic (such as Health Care and Educational Services), non-profit, etc.)	91	90	91	91	92	90	90	95	92

# Workplace (2/2)

Base: all respondents, n=6835

		TYPE HR POSITION			WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE	
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6835	5677	1158	224	395	3542	2674	1448	2575	2812	1090	2296	3043	5899	936
In private practice as an independent consultant (working for yourself)	3	2	6	100	0	0	0	0	0	1	6	0	0	0	3	2
In private practice as a consultant for a firm	6	5	8	0	100	0	0	0	7	6	5	5	8	5	6	7
In a company or organization (public sector, parapublic (such as Health Care and Educational Services), non-profit, etc.)	91	92	86	0	0	100	100	100	93	92	89	95	92	95	91	92

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
TOTAL		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	6835	4618	2217	103	314	365	471	273	201	139	351	626	720	2831	2380
In private practice as an independent consultant (working for yourself)		3	3	4	10	4	2	3	6	3	2	4	0	0	0	0
In private practice as a consultant for a firm		6	6	6	8	8	8	2	9	6	7	6	22	7	4	3
In a company or organization (public sector, parapublic (such as Health Care and Educational Services), non-profit, etc.)		91	92	90	81	88	90	95	85	91	91	89	78	93	96	97





# Happiness level and workload

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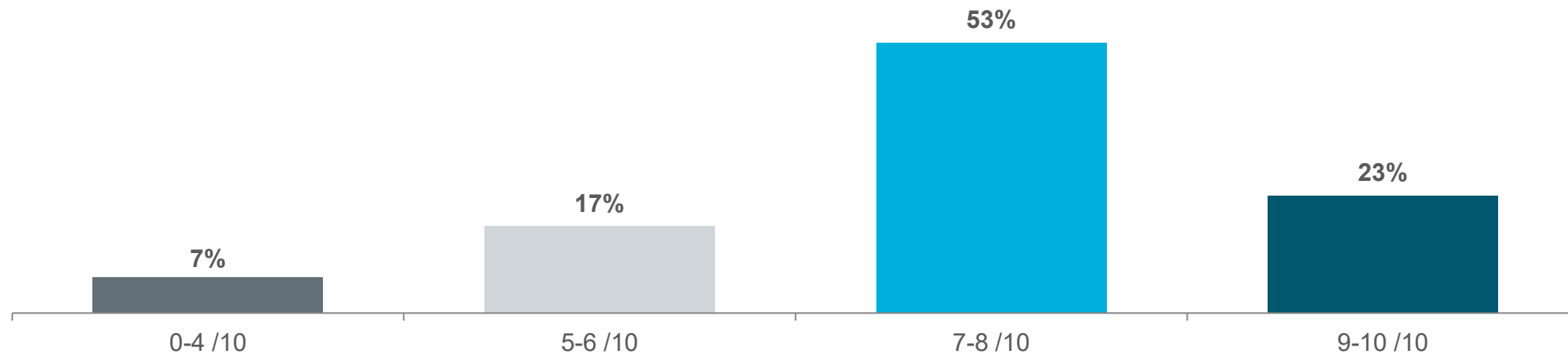


## Section Summary

- **With an average score of 7.3 out of 10, happiness at work is quite moderate. In fact, one in two people (53%) give it a score of 7 or 8 out of 10.**
  - The happiness level is slightly higher in Québec (average: 7.5) and the Atlantic provinces (average: 7.5), as well as in the private sector (self-employed or working at an HR firm), among those with more experience (15+ years), managers, people working in skills development and who work at a small company (fewer than 50 employees).
- **One in two (48%) consider their workload to be well-balanced. The other half (46%) feel they are carrying too heavy a load.**
  - In Ontario, there are more HR professionals (48%) who report having too heavy a workload.
  - The same obtains for people who practice in the public / parapublic / NPO sector, who have more experience (15+ years), managers/executives, generalists (and specialists in labour relations or health), as well as respondents who work in companies with 100 or more employees.
- **Only 10% are actively looking for a job, while 53% are open to opportunities.**
  - There are more HR professionals looking for a job in Ontario (12% actively looking and 55% open to opportunities).
  - There are also more job seekers among those with 5 or less years of experience, among technicians / coordinators and IT specialists.
  - Québec has the lowest percentage of HR professionals looking for a job (6%) or open to other opportunities (47%).

# Level of happiness at work (1/2)

Base: all respondents, n=6835



Scale of 0 to 10. 0: “very low level of happiness”/ 10: “very high level of happiness”.

		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6835	634	193	279	2314	2995	213	134	420
0-4 /10	7	6	6	6	8	5	7	7	7	
5-6 /10	17	18	13	19	18	14	15	16	15	
7-8 /10	53	51	54	53	52	57	51	45	48	
9-10 /10	23	25	27	22	22	24	28	33	30	
Average	7.3	7.4	7.5	7.3	7.2	7.5	7.5	7.6	7.5	

## Level of happiness at work (2/2)

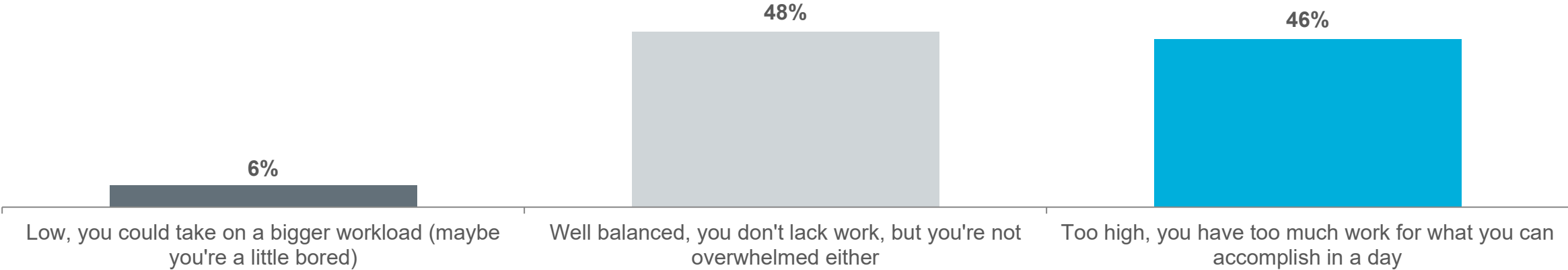
Base: all respondents, n=6835

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6835	5677	1158	224	395	3542	2674	1448	2575	2812	1090	2296	3043	5899	936
0-4 /10		7	7	6	1	4	7	7	7	7	6	7	7	7	7	7
5-6 /10		17	17	19	4	16	18	17	19	17	16	20	19	15	17	18
7-8 /10		53	53	52	39	51	54	54	56	55	50	55	55	52	53	53
9-10 /10		23	23	23	56	29	21	22	19	22	27	18	20	25	24	22
Average		7.3	7.3	7.3	8.5	7.6	7.3	7.3	7.2	7.3	7.5	7.2	7.2	7.4	7.4	7.3

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6835	4618	2217	103	314	365	471	273	201	139	351	626	720	2831	2380
0-4 /10		7	7	7	3	5	6	8	6	4	15	8	5	7	6	8
5-6 /10		17	17	17	15	19	18	16	15	16	15	16	17	14	18	18
7-8 /10		53	53	52	51	55	56	53	50	56	52	48	49	54	54	54
9-10 /10		23	23	24	30	22	20	24	29	24	18	29	29	24	22	20
Average		7.3	7.3	7.4	7.7	7.4	7.2	7.4	7.5	7.5	6.9	7.4	7.5	7.4	7.3	7.2

# Workload qualification (1/2)

Base: all respondents, n=6835



		PROVINCE OR TERRITORY								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	6835	634	193	279	2314	2995	213	134	420
Low, you could take on a bigger workload (maybe you're a little bored)		6	7	6	5	6	6	6	5	5
Well balanced, you don't lack work, but you're not overwhelmed either		48	51	56	47	46	48	50	52	51
Too high, you have too much work for what you can accomplish in a day		46	42	38	47	48	46	45	43	44

Workload qualification (2/2)

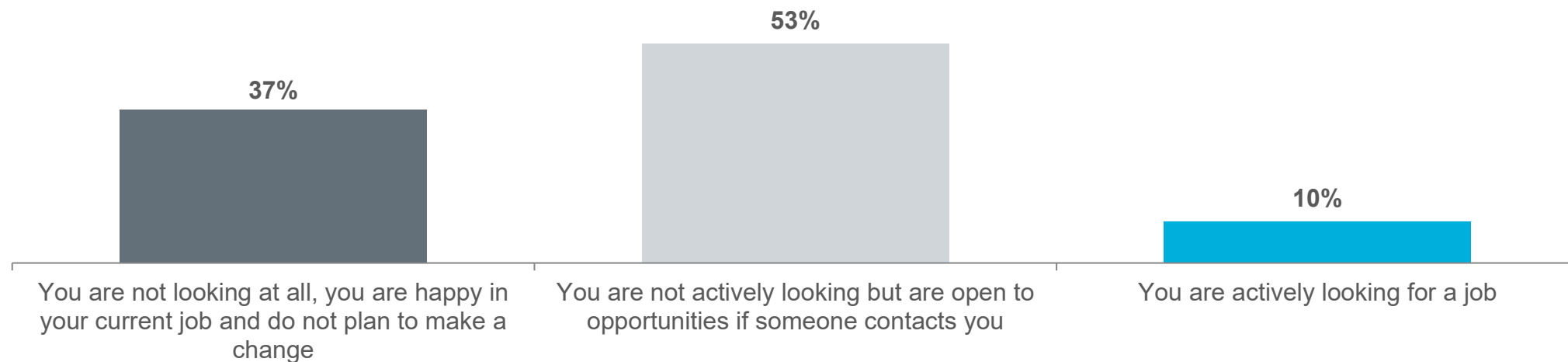
Base: all respondents, n=6835

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
	TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	6835	5677	1158	224	395	3542	2674	1448	2575	2812	1090	2296	3043	5899	936
Low, you could take on a bigger workload (maybe you're a little bored)	6	5	8	16	8	6	5	8	6	5	11	6	4	6	7	
Well balanced, you don't lack work, but you're not overwhelmed either	48	48	45	63	54	47	47	52	49	45	54	53	40	48	47	
Too high, you have too much work for what you can accomplish in a day	46	46	47	21	37	47	48	40	45	50	35	41	56	46	46	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
	TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	6835	4618	2217	103	314	365	471	273	201	139	351	626	720	2831	2380
Low, you could take on a bigger workload (maybe you're a little bored)	6	6	5	5	6	7	4	6	3	6	5	11	7	5	4	
Well balanced, you don't lack work, but you're not overwhelmed either	48	46	51	54	51	57	46	57	44	55	49	53	50	46	46	
Too high, you have too much work for what you can accomplish in a day	46	47	44	41	43	36	50	38	53	39	46	36	43	49	50	

# Looking for a job (1/2)

Base: all respondents, n=6835



		PROVINCE OR TERRITORY								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	6835	634	193	279	2314	2995	213	134	420
You are not looking at all, you are happy in your current job and do not plan to make a change		37	32	36	39	32	47	35	38	35
You are not actively looking but are open to opportunities if someone contacts you		53	59	52	49	55	47	52	54	54
You are actively looking for a job		10	9	11	12	12	6	13	7	10

## Looking for a job (2/2)

Base: all respondents, n=6835

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
	TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	6835	5677	1158	224	395	3542	2674	1448	2575	2812	1090	2296	3043	5899	936
You are not looking at all, you are happy in your current job and do not plan to make a change	37	37	34	56	42	35	36	28	35	42	31	34	39	37	33	
You are not actively looking but are open to opportunities if someone contacts you	53	53	55	37	48	54	54	58	55	50	56	56	52	53	55	
You are actively looking for a job	10	10	11	7	9	10	10	13	10	8	13	10	9	10	12	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
	TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	6835	4618	2217	103	314	365	471	273	201	139	351	626	720	2831	2380
You are not looking at all, you are happy in your current job and do not plan to make a change		37	36	37	35	41	36	34	47	38	28	36	41	36	36	34
You are not actively looking but are open to opportunities if someone contacts you		53	54	53	56	52	55	57	41	55	53	54	48	54	54	56
You are actively looking for a job		10	10	10	9	7	9	9	12	8	19	10	11	10	10	10

A woman with curly hair and glasses is smiling, resting her chin on her hand. The image is overlaid with a solid blue color. The text 'Current position' is written in white, bold, sans-serif font, underlined.

# Current position

└ life to ideas



## Section Summary

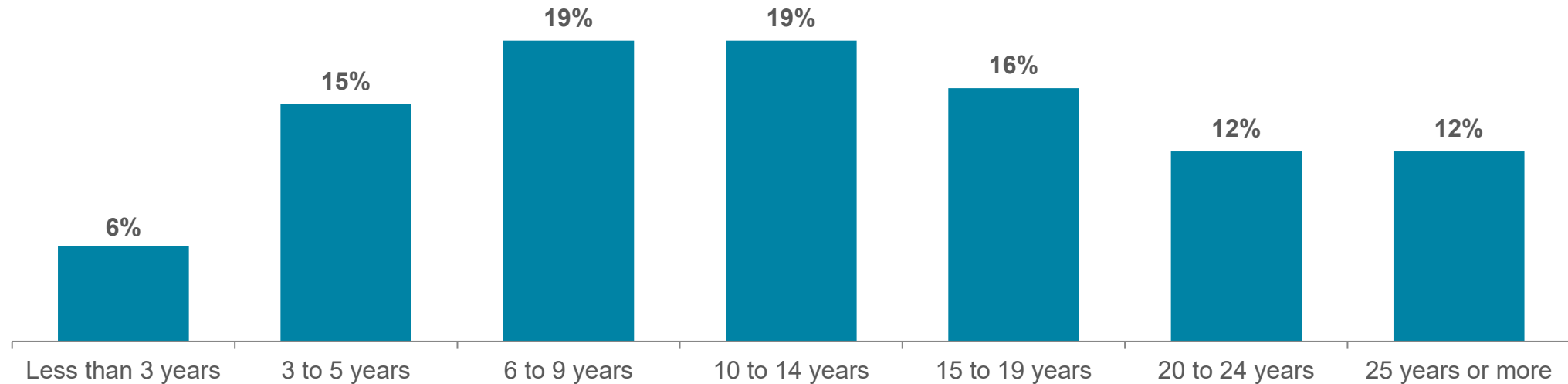
- **The number of years of experience obviously varies greatly.**
  - Self-employed HR professionals in private practice have much more experience than the others: almost half (46%) have 25 years of experience or more, compared to only 12% for respondents as a whole.
  - Respondents in a management position (manager/executive) also have more experience than the others.
  - A professional designation seems to be acquired over time since those who hold it have more years of experience.
  - The “workplace planning and mobility” specialty is more prevalent among HR professionals with fewer years of experience.
- **"Specialist Advisor or Senior Advisor" and "Director/Middle Manager" are the most common job designations *among respondents in private practice at an HR firm or within a company/organization.***
  - There is some variation across the provinces. For example, there are more specialist/senior advisors in Québec (33%) than elsewhere, while there are more directors/middle managers in Atlantic Canada (37%), British Columbia/Yukon (35%) and, to a lesser extent, Ontario (31%).
  - Management positions (director/middle manager or executive/senior manager) are more common in private companies, among those with a professional designation, among respondents with more experience, as well as among generalists.
- **Two out of three HR professionals (68%) are generalists, while only 32% are specialists.**
  - New Brunswick is the province with the most specialists (42%).
  - HR professionals specializing in a field are also more numerous among the self-employed in private practice or in the public / parapublic / NPO sector, among advisors or supervisors and within very large organizations (1,000+ employees).

## Section Summary

- **Among the specialists, the most common areas of expertise are labour relations (21%), workplace planning and mobility (15%) and total compensation (15%).**
  - Here, too, there are some differences by province. For example, the "health, safety and well-being at work" specialty (14%) and workplace planning and mobility (22%) are more common in Québec, while there are more IT specialists in British Columbia/Yukon (10%).
  - More information technology specialists are found among those who do not work exclusively in HR.
  - Experience and types of specialties also go hand in hand.
    - For example, as mentioned earlier, workplace planning and mobility is a more popular specialty among those with less experience (5 years or less), while labour relations, total compensation and organizational development are more specific to HR professionals with more experience (15 years or more).
  - Similar findings obtain based on job title.
- **56% of those who work for a company or organization (*excluding those in private practice at an HR firm and those self-employed in private practice*) work in the private sector.**
  - The public sector/civil service is over-represented in New Brunswick (30%), while there are slightly more employees at non-profit organizations / cooperatives / unions and professional orders in the Prairies (19% in Saskatchewan and 19% in Manitoba). In Québec, slightly more respondents work in the private sector (62%). In Nova Scotia, the parapublic sector is over-represented (16%).
  - There are more specialists and entry-level positions (technician/coordinator) or intermediate positions (advisor/supervisor) in the public and parapublic sectors. Respondents from large organizations (1,000+ employees) are also more numerous in the public or parapublic sectors.
- **Almost one in two HR professionals (42%) have worked for their current employer (or are self-employed or consulting at an HR firm) for 3 years or less.**
  - The most loyal respondents are in the Atlantic provinces – particularly in New Brunswick – with 15% having been on the job for 15 or more years.
  - The professionals who work exclusively in HR, as well as those without a professional designation, have been in their place of employment for a shorter period of time.
  - Loyalty is higher among those in management positions, in the self-employed private sector, and in very large organizations (1,000+ employees).

## Years of experience (1/2)

Base: all respondents, n=6835



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6835	634	193	279	2314	2995	213	134	420
Less than 3 years	6	4	6	4	6	6	10	9	9	
3 to 5 years	15	15	10	22	16	15	10	9	10	
6 to 9 years	19	21	19	20	19	18	15	17	17	
10 to 14 years	19	21	23	22	20	18	21	18	19	
15 to 19 years	16	15	15	14	16	16	21	22	21	
20 to 24 years	12	10	13	12	12	14	11	10	11	
25 years or more	12	14	13	5	11	13	12	15	13	

## Years of experience (2/2)

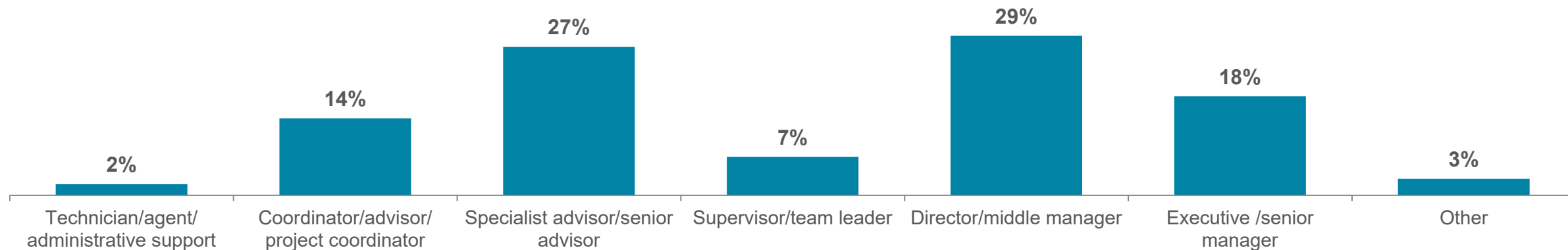
Base: all respondents, n=6835

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6835	5677	1158	224	395	3542	2674	1448	2575	2812	1090	2296	3043	5899	936
Less than 3 years	6	5	9	1	6	6	7	29	0	0	24	4	1	4	16	
3 to 5 years	15	15	17	2	19	15	15	71	0	0	39	18	5	14	23	
6 to 9 years	19	20	15	6	24	19	19	0	49	0	20	28	13	19	21	
10 to 14 years	19	20	16	10	18	20	19	0	51	0	10	22	22	20	17	
15 to 19 years	16	16	17	19	16	16	16	0	0	40	5	15	22	17	9	
20 to 24 years	12	12	12	17	8	12	13	0	0	31	3	8	19	13	7	
25 years or more	12	11	13	46	10	11	11	0	0	29	1	5	19	13	6	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
	TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	6835	4618	2217	103	314	365	471	273	201	139	351	626	720	2831	2380
Less than 3 years	6	6	6	6	3	13	5	2	8	9	7	5	7	6	6	
3 to 5 years	15	15	16	6	16	22	14	13	16	20	16	16	16	16	15	
6 to 9 years	19	18	21	17	17	24	19	20	22	23	23	23	22	18	19	
10 to 14 years	19	19	20	27	20	16	19	19	22	26	19	20	18	20	20	
15 to 19 years	16	17	15	18	16	10	17	18	16	11	14	15	13	16	17	
20 to 24 years	12	13	11	10	13	10	13	13	9	8	11	10	12	13	13	
25 years or more	12	12	10	16	14	5	13	14	7	3	10	10	11	12	10	

## Job title (1/2)

Base: respondents working in private practice for a firm or within a company/organization, n=6611



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Technician/agent/administrative support	2	2	1	3	2	1	2	0	1	
Coordinator/advisor/project coordinator	14	10	13	11	14	17	11	11	11	
Specialist advisor/senior advisor	27	23	30	26	25	33	22	20	20	
Supervisor/team leader	7	7	8	6	8	5	6	11	9	
Director/middle manager	29	35	28	30	31	22	36	37	37	
Executive /senior manager	18	21	18	22	16	20	19	15	17	
Other	3	2	2	3	4	2	3	6	5	

## Job title (2/2)

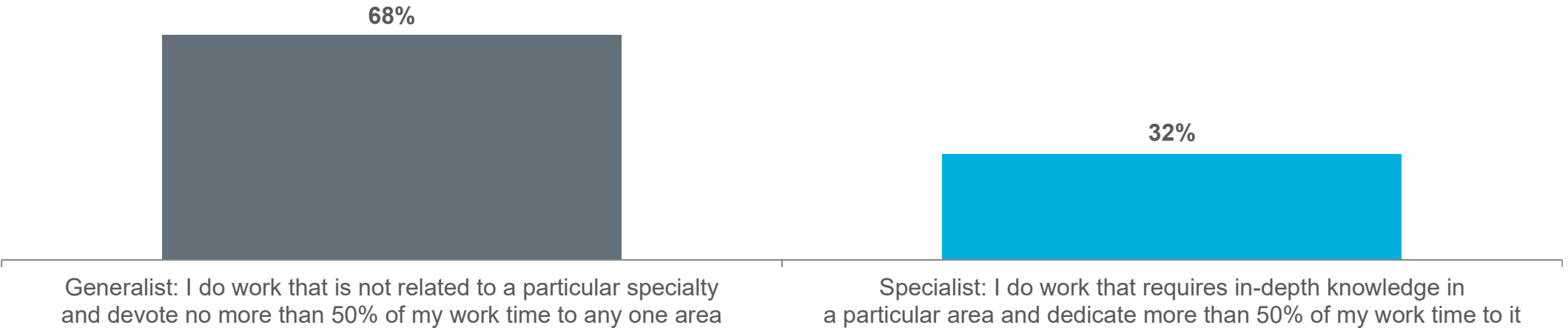
Base: respondents working in private practice for a firm or within a company/organization, n=6611

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Technician/agent/administrative support		2	1	4	--	1	1	3	7	1	0	11	0	0	1	4
Coordinator/advisor/project coordinator		14	15	12	--	12	12	17	39	11	3	89	0	0	12	24
Specialist advisor/senior advisor		27	28	18	--	34	24	29	29	34	18	0	79	0	28	22
Supervisor/team leader		7	7	8	--	10	7	7	6	10	5	0	21	0	7	8
Director/middle manager		29	31	23	--	22	33	26	10	31	39	0	0	62	30	24
Executive /senior manager		18	16	30	--	16	19	16	4	11	33	0	0	38	19	14
Other		3	3	5	--	5	3	3	6	3	1	0	0	0	3	4

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Technician/agent/administrative support		2	2	2	1	1	2	1	1	2	3	2	1	1	2	2
Coordinator/advisor/project coordinator		14	14	15	15	12	29	8	8	20	20	17	10	12	14	15
Specialist advisor/senior advisor		27	21	40	35	43	38	42	33	46	33	40	22	17	22	36
Supervisor/team leader		7	6	9	5	7	12	7	5	8	14	11	7	5	7	8
Director/middle manager		29	33	23	32	27	11	27	32	17	18	20	30	36	30	26
Executive /senior manager		18	22	9	7	7	6	12	20	6	5	5	25	26	22	9
Other		3	3	3	5	2	2	3	1	2	6	5	5	2	2	3

# Nature of the position held (1/2)

Base: all respondents, n=6835



		PROVINCE OR TERRITORY								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	6835	634	193	279	2314	2995	213	134	420
Generalist: I do work that is not related to a particular specialty and devote no more than 50% of my work time to any one area		68	70	65	70	68	67	69	58	64
Specialist: I do work that requires in-depth knowledge in a particular area and dedicate more than 50% of my work time to it		32	30	35	30	32	33	31	42	36

# Nature of the position held (2/2)

Base: all respondents, n=6835

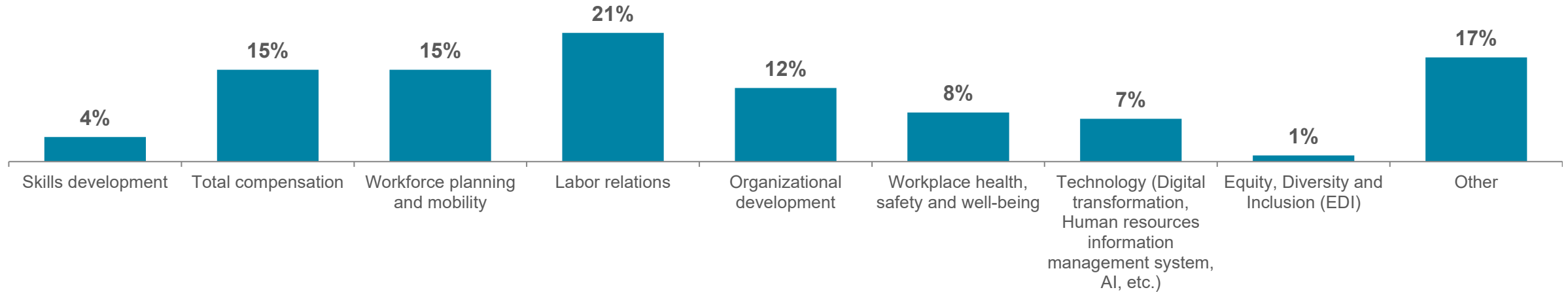
		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6835	5677	1158	224	395	3542	2674	1448	2575	2812	1090	2296	3043	5899	936
Generalist: I do work that is not related to a particular specialty and devote no more than 50% of my work time to any one area		68	68	69	60	64	76	59	66	66	71	66	55	79	68	69
Specialist: I do work that requires in-depth knowledge in a particular area and dedicate more than 50% of my work time to it		32	32	31	40	36	24	41	34	34	29	34	45	21	32	31

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6835	4618	2217	103	314	365	471	273	201	139	351	626	720	2831	2380
Generalist: I do work that is not related to a particular specialty and devote no more than 50% of my work time to any one area		68	100	0	0	0	0	0	0	0	0	0	81	86	77	49
Specialist: I do work that requires in-depth knowledge in a particular area and dedicate more than 50% of my work time to it		32	0	100	100	100	100	100	100	100	100	100	19	14	23	51



## Speciality (1/2)

Base: specialists, n=2217



		PROVINCE OR TERRITORY								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	2217	192	68	85	730	991	65	56	151
Skills development		4	3	7	6	2	7	6	5	5
Total compensation		15	10	18	6	18	14	9	11	9
Workforce planning and mobility		15	11	18	14	11	22	9	18	14
Labor relations		21	26	25	26	19	21	26	18	22
Organizational development		12	13	12	12	12	13	12	9	12
Workplace health, safety and well-being		8	6	6	6	5	14	8	2	5
Technology (Digital transformation, Human resources information management system, AI, etc.)		7	10	1	4	8	4	9	9	9
Diversity, Equity and Inclusion (DEI)		1	2	1	1	2	1	0	5	3
Other		17	20	12	26	24	5	20	23	21

## Speciality (2/2)

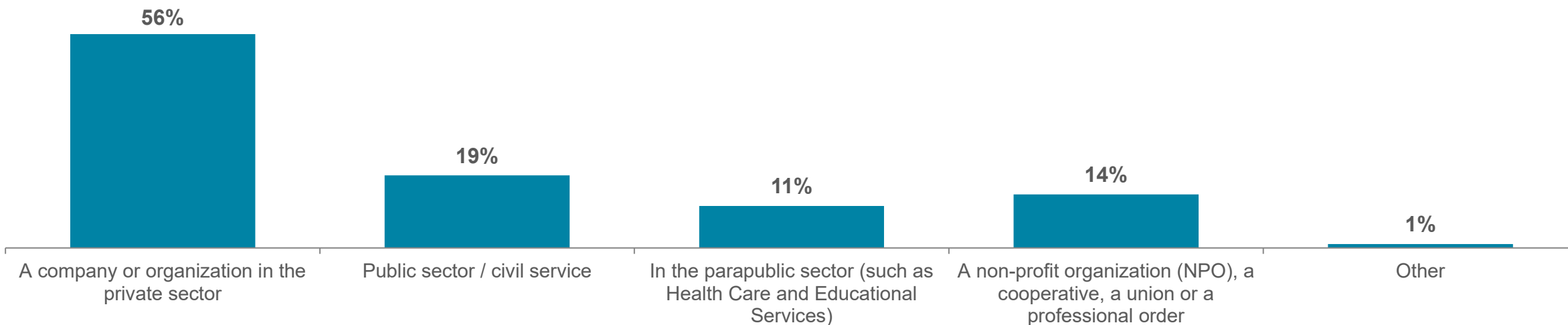
Base: specialists, n=2217

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	2217	1853	364	100	155	840	1122	492	880	845	378	1048	623	1930	287
Skills development	4	3	6	11	5	4	3	2	4	5	3	3	4	4	4	4
Total compensation	15	15	11	15	18	18	12	13	13	17	11	15	16	16	8	8
Workforce planning and mobility	15	15	11	8	19	14	15	23	14	10	27	15	8	14	19	19
Labor relations	21	23	11	15	8	16	27	18	20	24	11	22	27	21	20	20
Organizational development	12	12	15	20	16	13	10	8	12	15	7	9	19	12	10	10
Workplace health, safety and well-being	8	7	9	5	7	6	9	8	8	7	10	9	5	8	6	6
Technology	7	6	14	3	8	8	6	9	9	4	10	7	5	7	8	8
Diversity, Equity and Inclusion (DEI)	1	1	2	6	0	1	2	1	2	1	1	2	1	2	1	1
Other	17	17	22	17	18	20	16	18	18	16	20	18	14	16	26	26

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	2217	0	2217	103	314	365	471	273	201	139	351	128	105	645	1213
Skills development	4	--	4	100	0	0	0	0	0	0	0	0	4	6	4	3
Total compensation	15	--	15	0	100	0	0	0	0	0	0	0	13	5	14	16
Workforce planning and mobility	15	--	15	0	0	100	0	0	0	0	0	0	18	13	18	13
Labor relations	21	--	21	0	0	0	100	0	0	0	0	0	14	22	20	23
Organizational development	12	--	12	0	0	0	0	100	0	0	0	0	16	27	13	10
Workplace health, safety and well-being	8	--	8	0	0	0	0	0	0	100	0	0	13	8	8	7
Technology	7	--	7	0	0	0	0	0	0	0	100	0	4	7	5	9
Diversity, Equity and Inclusion (DEI)	1	--	1	0	0	0	0	0	0	0	0	8	0	0	1	2
Other	17	--	17	0	0	0	0	0	0	0	0	92	17	14	17	18

## Company or organization type (1/2)

Base: respondents working for a company or organization, n=6216



		PROVINCE OR TERRITORY								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	6216	569	175	254	2129	2706	192	127	383
A company or organization in the private sector		56	55	43	55	54	62	48	56	49
Public sector / civil service		19	19	22	14	21	13	20	30	25
In the parapublic sector (such as Health Care and Educational Services)		11	9	15	11	11	12	16	8	13
A non-profit organization (NPO), a cooperative, a union or a professional order		14	16	19	19	14	11	14	4	10
Other		1	0	1	2	1	1	3	2	3

## Company or organization type (2/2)

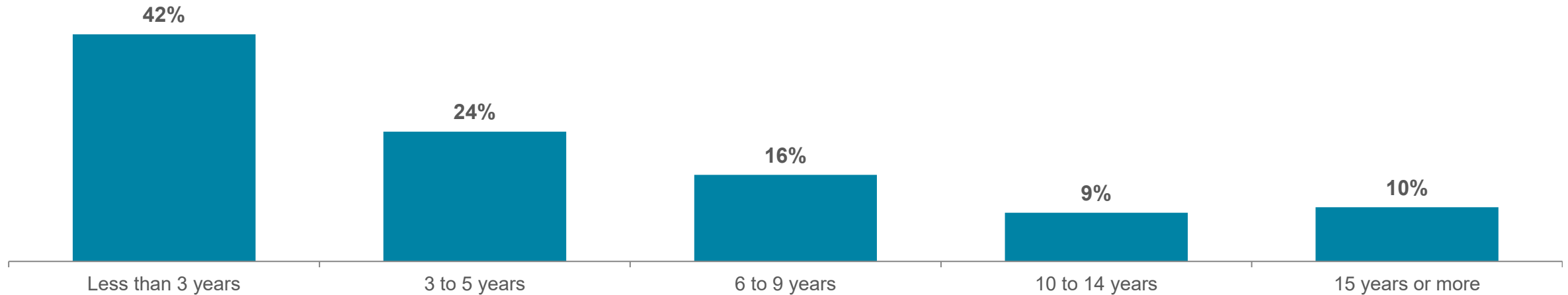
Base: respondents working for a company or organization, n=6216

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6216	5231	985	0	0	3542	2674	1340	2384	2492	1036	2123	2898	5358	858
A company or organization in the private sector		56	57	52	--	--	100	0	55	56	55	47	53	61	56	56
Public sector / civil service		19	19	18	--	--	0	42	19	19	18	25	22	14	18	20
In the parapublic sector (such as Health Care and Educational Services)		11	11	11	--	--	0	25	11	11	12	13	13	9	12	8
A non-profit organization (NPO), a cooperative, a union or a professional order		14	13	18	--	--	0	31	14	14	14	14	11	16	13	16
Other		1	1	2	--	--	0	2	1	1	1	1	1	1	1	1

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6216	4254	1962	80	268	324	448	227	183	126	306	476	672	2716	2301
A company or organization in the private sector	56	62	42	44	53	39	31	49	35	49	46	57	62	60	48	
Public sector / civil service	19	14	29	23	26	32	29	24	34	23	33	7	9	15	29	
In the parapublic sector (such as Health Care and Educational Services)	11	9	16	16	13	18	24	15	17	14	11	4	3	8	19	
A non-profit organization (NPO), a cooperative, a union or a professional order	14	15	11	15	8	10	15	11	12	12	9	31	25	16	3	
Other	1	1	1	2	1	1	1	1	1	1	2	1	1	1	1	

# Number of years employed (as self-employed / with firm or current employer) (1/2)

Base: all respondents, n=6835



		PROVINCE OR TERRITORY								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	6835	634	193	279	2314	2995	213	134	420
Less than 3 years		42	44	38	43	43	41	41	38	39
3 to 5 years		24	25	25	22	23	25	22	25	23
6 to 9 years		16	17	16	15	16	15	14	13	14
10 to 14 years		9	8	11	9	8	9	9	5	8
15 years or more		10	6	10	10	10	10	14	18	15

# Number of years employed (as self-employed / with firm or current employer) (2/2)

Base: all respondents, n=6835

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6835	5677	1158	224	395	3542	2674	1448	2575	2812	1090	2296	3043	5899	936
Less than 3 years	42	44	35	26	45	43	42	62	42	32	61	46	34	41	48	
3 to 5 years	24	24	22	21	24	25	23	28	25	21	23	26	23	24	22	
6 to 9 years	16	15	17	19	14	16	15	5	19	18	9	16	18	16	12	
10 to 14 years	9	8	12	14	8	8	10	3	10	11	4	6	12	9	8	
15 years or more	10	9	14	20	9	8	10	2	4	18	3	7	13	9	10	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6835	4618	2217	103	314	365	471	273	201	139	351	626	720	2831	2380
Less than 3 years		42	42	43	38	43	44	47	46	36	42	42	47	48	43	39
3 to 5 years		24	25	22	20	22	23	22	19	22	27	24	24	24	25	23
6 to 9 years		16	16	14	12	13	16	13	12	18	14	14	13	14	16	16
10 to 14 years		9	9	8	13	8	5	7	10	12	8	8	10	8	7	10
15 years or more		10	8	12	17	14	11	12	13	12	8	12	7	6	9	12





# Overview of the companies and organizations

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「 life to ideas

## Section Summary

- **The unionization rate varies greatly depending on the type of organization and the size of the company. On average, 43% of HR professionals (*among those in private practice at an HR firm or within a company/organization*) work in a unionized environment.**
  - There are slightly more respondents working in a unionized organization or company in Québec (48%).
  - The unionization rate is much lower in private HR firms and private companies than in the public/parapublic /NPO sector. The rate also varies by size of company/organization (very low when fewer than 50 employees, increasing to two-thirds when more than 1,000 employees). Specialists more often work in a unionized setting, particularly those in labour relations and health.
- **59% of HR professionals work in the service sector, 14% in public administration and 12% in manufacturing.**
  - Manufacturing is slightly over-represented in Ontario (13%) and Québec (15%).
  - Public administration and services are mentioned more often in the Atlantic provinces (17%).
  - Services include consulting and administrative services (10%), healthcare and social assistance (10%) and finance (8%).
- **Only 8% of HR professionals in private practice at an HR firm or within a company/organization work for a branch or subsidiary of a Canadian company, and 16% for a branch or subsidiary of a non-Canadian company.**
  - Twice as many respondents (15%) work for a branch/subsidiary of a Canadian company in the Atlantic provinces.
- **The annual Canadian revenue of the companies/organizations for which the respondents work (*in private practice at an HR firm or at a company or organization other than in the public/parapublic sectors*) vary greatly.**
  - Note that more than one in four (29%) were unable to answer the question. These respondents were excluded from the results.
  - Among those who were able to answer, the revenue of their company/organization is higher among those whose job type is exclusively in HR, those who work at a private company, and those who have a specialist position. Unsurprisingly, the larger the organization's size, the higher its revenue.
- **One-third of respondents (*in private practice at an HR firm or within a company/organization*) work for a company with between 100 and 499 employees.**
  - The size of the company is larger among professionals whose type of position is exclusively in HR, those who work for the public / parapublic / NPO sector, among advisors / supervisors, those with a professional designation, as well as those who have a specialist position.

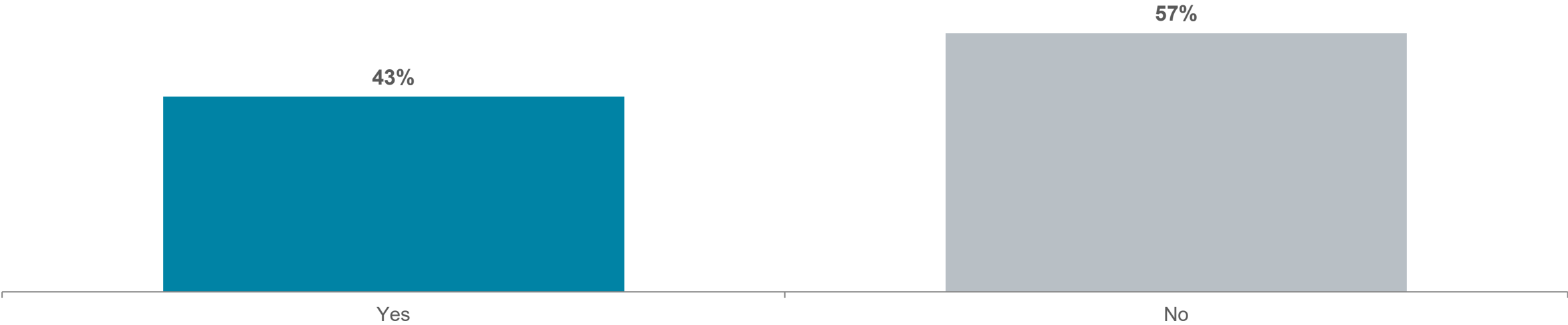


## Section Summary

- **The vast majority (85%) of professionals** *who are in private practice at an HR firm or within a company/organization* **have an HR department at their company or organization.**
  - This proportion is slightly lower in Saskatchewan (77%) and the Atlantic provinces (81%).
  - As expected, the presence of an HR department in very large companies (1,000+ employees) is almost guaranteed (99%), while it is much rarer in companies with fewer than 50 employees (38%). While some of these small companies have an HR team (27%), others have neither an HR department nor an HR team (35%).
  - Respondents working at a private HR firm are the least likely to find an HR department (63%) there.
- **In one out of two cases (45%), the HR team is very small, from 1 to 5 employees** *(among those who have an HR department or HR team at their company/organization).*
  - Large HR teams (with more than 15 employees) are less common in British Columbia/Yukon (28%) and Manitoba (27%).
  - There are more employees on HR teams among professionals with tasks exclusively associated with human resources, those working in the public / parapublic / NPO sectors, among advisors / supervisors, among those with a professional designation and among specialists (particularly in total compensation and IT).
  - Again, the size of the organization/company has a direct impact on the number of employees working for the HR department or on the HR team. When there are fewer than 100 employees, HR teams are very small (1 to 5 employees), while the majority of organizations with more than 1,000 employees have HR teams with more than 15 employees.
- **People working in human resources management generally report to the Human Resources Department (HRD)** *(according to respondents working in private practice at an HR firm or within a company/organization).*
  - Slightly more employees report to upper management in Québec (20%) and British Columbia/Yukon (19%) than elsewhere in Canada.
  - Professionals who do not have an exclusively HR position, those in private practice at an HR firm, executives or managers, as well as generalists, are more likely to work in a company whose HR employees report to upper management.
  - Respondents working in organizations/companies with fewer than 50 employees mentioned more often that the HR employees reported to upper management than to any other department. In organizations/companies with between 50 and 99 employees, 33% mentioned upper management and 52% mentioned the HRD. In organizations/companies with 100+ employees, the majority indicated the HRD (100-1,000: 80%. More than 1,000: 94%).

# Unionization of employees (1/2)

Base: respondents working in private practice within a company / organization, n=6611



			PROVINCE OR TERRITORY								
			TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	6611	615	187	276	2253	2870	210	131	410	
Yes		43	41	40	42	40	48	45	41	45	
No		57	59	60	58	60	52	55	59	55	

# Unionization of employees (2/2)

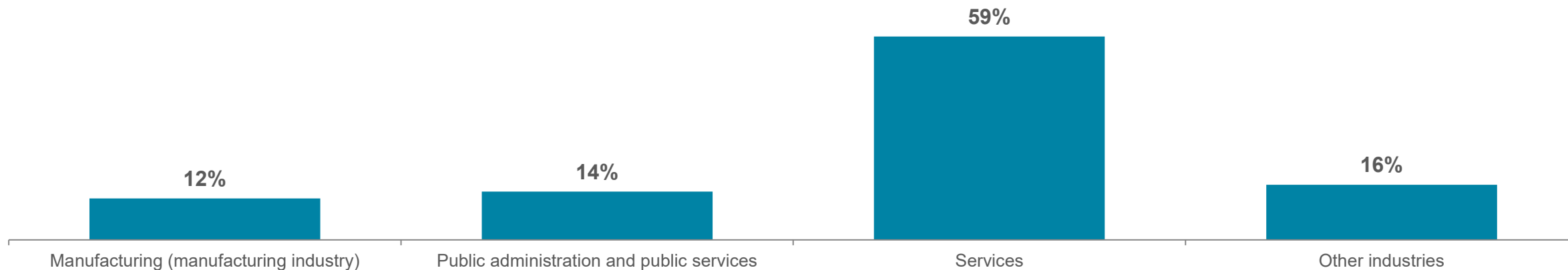
Base: respondents working in private practice within a company / organization, n=6611

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Yes		43	44	36	--	8	26	68	42	41	45	52	44	38	44	37
No		57	56	64	--	92	74	32	58	59	55	48	56	62	56	63

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Yes		43	36	56	44	50	52	80	42	69	45	47	8	18	39	64
No		57	64	44	56	50	48	20	58	31	55	53	92	82	61	36

# Firm / company / organization's sector of activity (1/3)

Base: all respondents, n=6835



	TOTAL	PROVINCE OR TERRITORY							TOT ATL
		BC + YUKON	SK	MB	ON	QC	NS	NB	
(%)	6835	634	193	279	2314	2995	213	134	420
n=									
Manufacturing (manufacturing industry)	12	7	6	15	13	15	8	8	8
Public administration and public services	14	16	12	10	12	15	15	19	17
Services	59	59	60	62	61	54	63	54	59
Other industries	16	18	23	13	14	16	14	19	16

Respondents working for firms / who are self-employed have automatically been pre-coded under “Consulting and administrative services – employment services” in the “Services” category.

## Firm / company / organization's sector of activity (2/3)

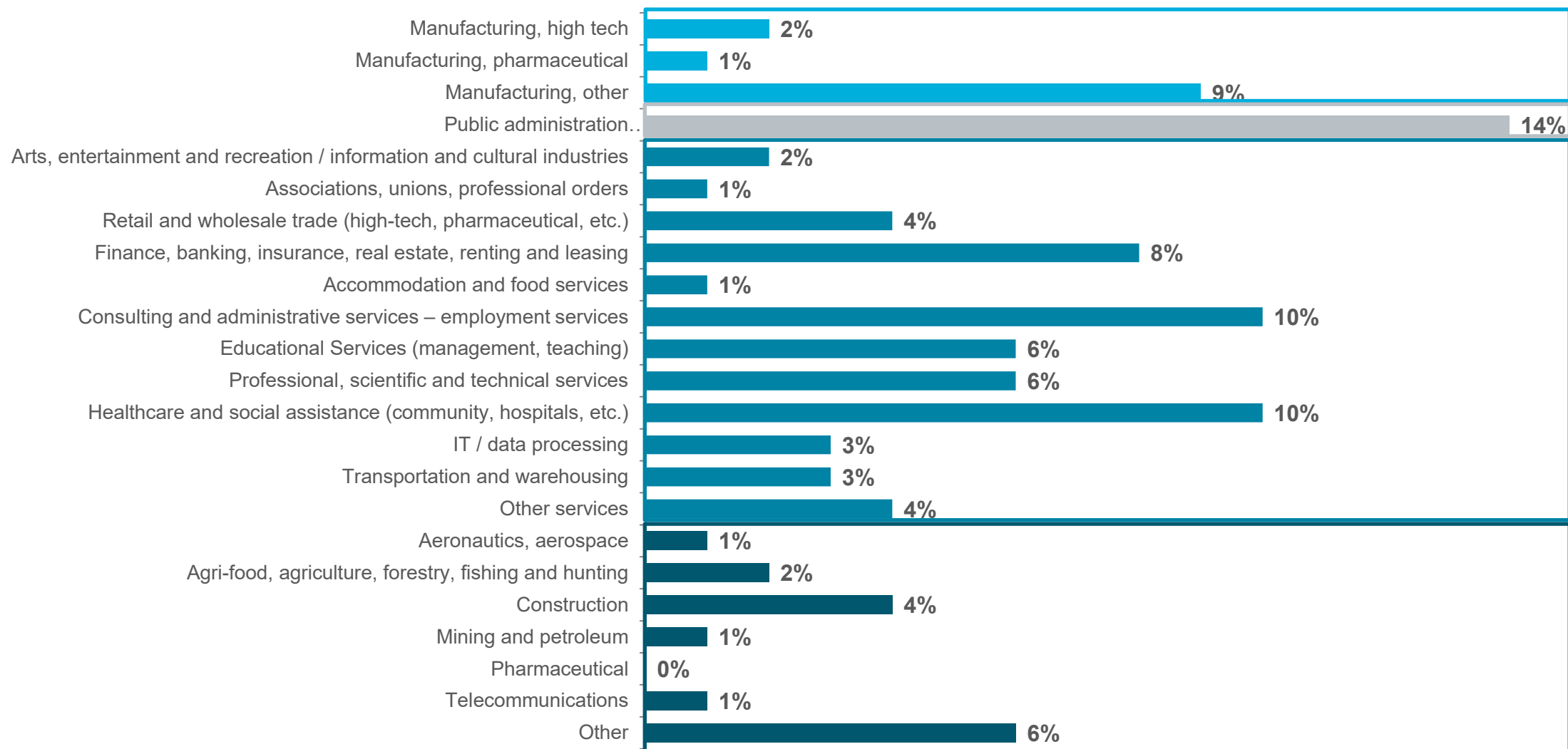
Base: all respondents, n=6835

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6835	5677	1158	224	395	3542	2674	1448	2575	2812	1090	2296	3043	5899	936
Manufacturing (manufacturing industry)	12	13	10	0	0	23	2	12	13	13	10	11	15	12	13	
Public administration and public services	14	14	12	0	0	0	33	12	14	14	17	17	11	14	13	
Services	59	58	63	100	100	52	57	60	58	58	57	57	57	59	58	
Other industries	16	16	14	0	0	24	8	16	16	15	16	15	17	16	16	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6835	4618	2217	103	314	365	471	273	201	139	351	626	720	2831	2380
Manufacturing (manufacturing industry)		12	15	7	7	6	7	6	8	8	10	6	7	15	18	7
Public administration and public services		14	10	20	14	15	24	22	17	31	16	19	7	9	13	19
Services		59	57	61	67	66	60	60	63	47	63	64	69	56	53	60
Other industries		16	18	11	12	13	9	12	11	13	11	11	17	20	17	14

# Firm / company / organization's sector of activity – DETAILS (3/3)

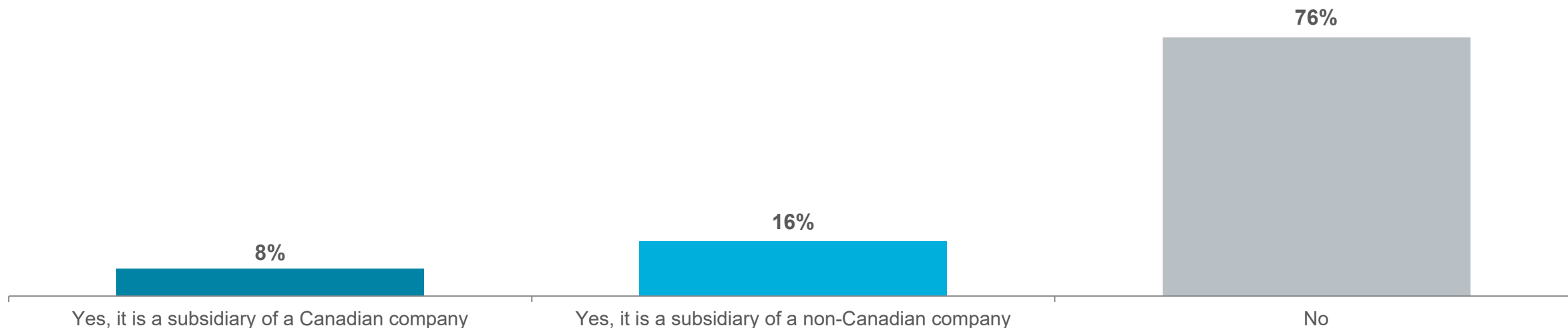
Base: all respondents, n=6835



Respondents working for firms / who are self-employed have automatically been pre-coded under “Consulting and administrative services – employment services” in the “Services” category.

## Company or organization subsidiary of another company (1/2)

Base: respondents working in private practice for a firm or within a company / organization outside the public or parapublic sector (e.g., NGO, coop, etc.) n=4818



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	4818	451	122	213	1591	2181	141	83	260
Yes, it is a subsidiary of a Canadian company	8	8	7	11	7	9	15	17	15	
Yes, it is a subsidiary of a non-Canadian company	16	12	13	11	19	15	10	12	11	
No	76	80	80	78	74	76	75	71	74	

## Company or organization subsidiary of another company (2/2)

Base: respondents working in private practice for a firm or within a company / organization outside the public or parapublic sector (e.g., NGO, coop, etc.) n=4818

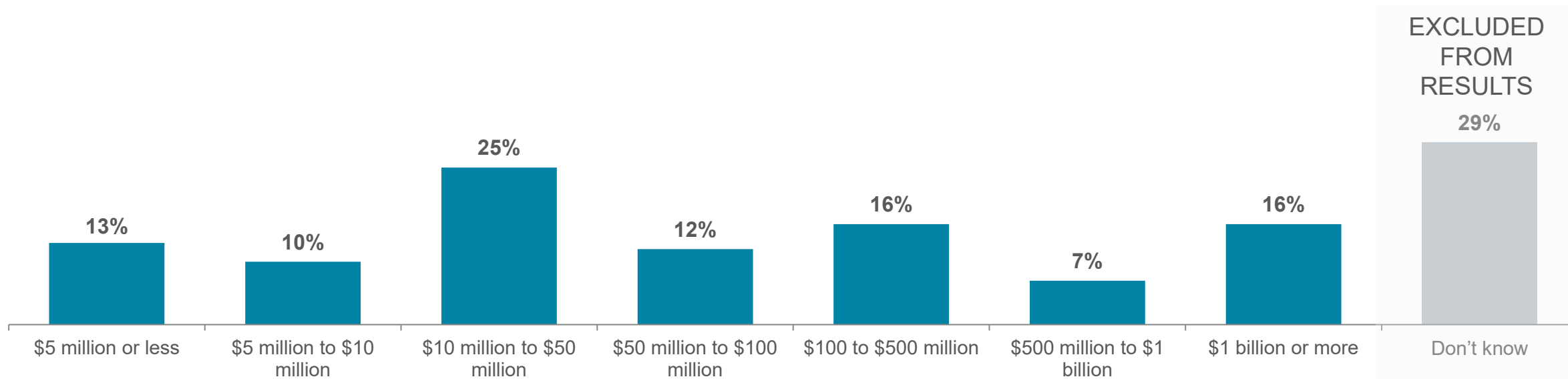
		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	4818	4020	798	0	395	3542	881	1068	1876	1874	717	1566	2409	4135	683
Yes, it is a subsidiary of a Canadian company	8	8	7	--	8	9	4	10	8	7	11	9	7	8	10	
Yes, it is a subsidiary of a non-Canadian company	16	17	12	--	13	20	2	12	16	18	12	17	16	17	13	
No	76	75	81	--	79	71	94	78	76	74	78	74	77	76	77	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	4818	3590	1228	61	200	194	220	160	102	91	200	572	649	2239	1316
Yes, it is a subsidiary of a Canadian company.		8	8	8	8	6	6	9	13	12	6	7	4	6	8	11
Yes, it is a subsidiary of a non-Canadian company.		16	17	14	14	14	19	18	9	19	14	9	9	13	19	15
No		76	75	78	78	80	75	73	78	69	79	84	87	81	73	73



## Business or organization's annual revenue in Canada (1/2)

Base: respondents working in private practice for a firm or within a company / organization outside the public or parapublic sector (e.g., NGO, coop, etc.), excluding *don't know*, n=3436



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	3436	329	94	152	1132	1560	94	56	169
\$5 million or less	13	14	13	9	13	13	22	13	18	
\$5 million to \$10 million	10	9	10	14	11	8	13	9	12	
\$10 million to \$50 million	25	30	23	27	25	23	26	29	27	
\$50 million to \$100 million	12	13	13	11	11	14	11	9	11	
\$100 to \$500 million	16	19	18	18	15	17	11	9	10	
\$500 million to \$1 billion	7	5	7	6	7	7	10	9	10	
\$1 billion or more	16	11	16	14	17	18	9	23	14	

## Business or organization's annual revenue in Canada (2/2)

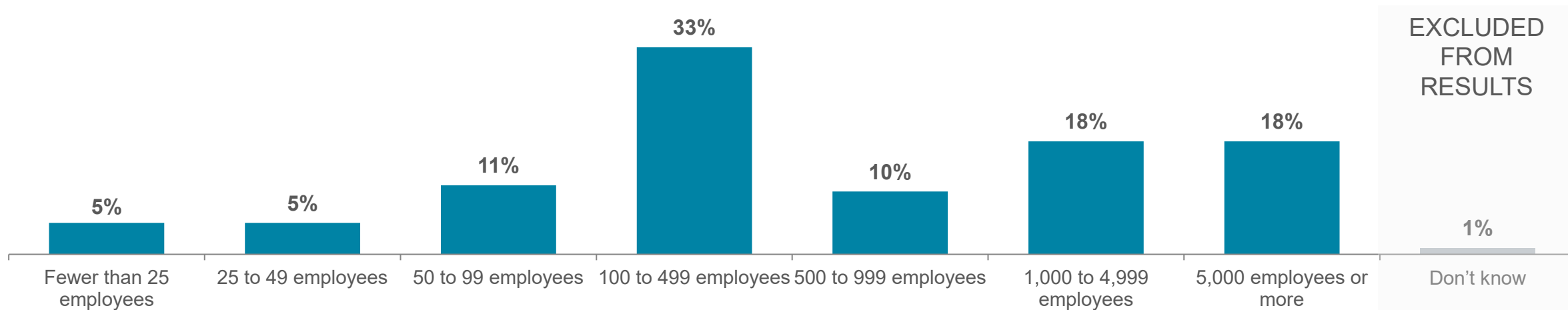
Base: respondents working in private practice for a firm or within a company / organization outside the public or parapublic sector (e.g., NGO, coop, etc.), excluding *don't know*, n=3436

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	3436	2826	610	0	282	2558	596	630	1321	1485	381	956	2027	2983	453
\$5 million or less	13	11	25	--	36	8	25	16	14	11	14	13	12	12	16	
\$5 million to \$10 million	10	9	15	--	13	8	16	13	11	8	11	8	10	10	12	
\$10 million to \$50 million	25	24	30	--	15	24	37	26	25	25	27	20	28	25	28	
\$50 million to \$100 million	12	13	7	--	9	13	9	14	11	12	13	11	12	12	12	
\$100 to \$500 million	16	17	12	--	10	19	8	12	15	19	16	15	17	17	15	
\$500 million to \$1 billion	7	7	5	--	4	8	2	5	7	8	4	8	7	7	5	
\$1 billion or more	16	18	7	--	12	20	3	14	17	17	15	24	13	17	12	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	3436	2642	794	41	151	131	141	106	55	57	112	461	518	1561	890
\$5 million or less		13	13	13	--	10	13	10	16	20	6	14	56	15	6	1
\$5 million to \$10 million		10	11	9	--	2	10	11	13	17	8	7	22	20	8	2
\$10 million to \$50 million		25	29	14	--	5	13	17	20	12	11	17	16	47	32	4
\$50 million to \$100 million		12	13	8	--	7	14	4	9	10	8	7	3	8	20	5
\$100 to \$500 million		16	16	17	--	22	16	18	11	20	18	13	2	7	23	18
\$500 million to \$1 billion		7	6	9	--	11	12	8	10	4	13	6	1	1	6	15
\$1 billion or more		16	12	31	--	42	22	32	21	18	37	36	0	1	5	55

# Number of employees in the company / organization in Canada (1/2)

Base: respondents working in private practice for a firm or within a company / organization, excluding *don't know*, n=6557



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6557	611	186	273	2237	2844	207	131	406
Fewer than 25 employees	5	6	5	3	4	5	7	4	5	
25 to 49 employees	5	9	4	5	5	4	4	2	3	
50 to 99 employees	11	11	12	11	11	11	14	8	11	
100 to 499 employees	33	36	42	35	33	31	29	29	30	
500 to 999 employees	10	10	10	11	11	11	10	11	11	
1,000 to 4,999 employees	18	14	15	20	18	18	22	28	23	
5,000 employees or more	18	13	13	16	19	20	15	18	17	

# Number of employees in the company / organization in Canada (2/2)

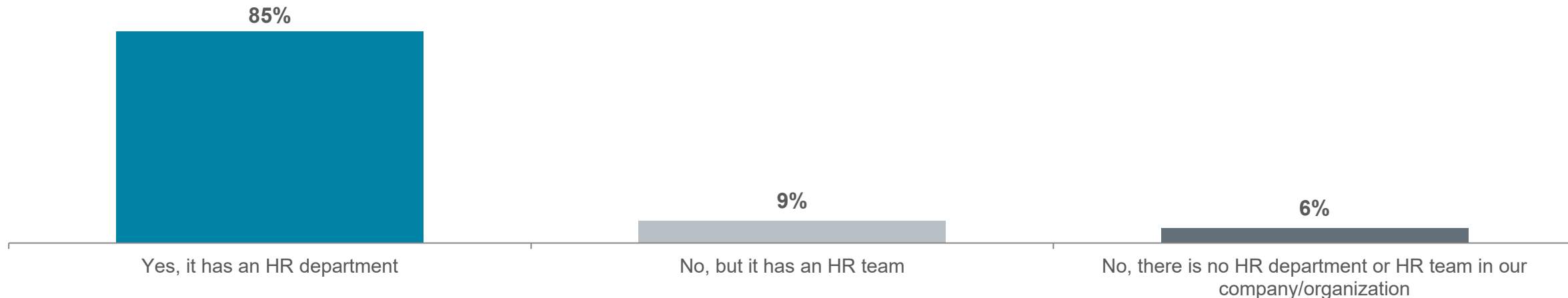
Base: respondents working in private practice for a firm or within a company / organization, excluding *don't know*, n=6557

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6557	5488	1069	0	392	3512	2653	1417	2522	2618	1072	2271	3033	5644	913
Fewer than 25 employees	5	3	13	--	28	3	4	4	5	4	3	4	5	5	4	
25 to 49 employees	5	4	10	--	9	6	4	6	6	4	4	4	6	5	7	
50 to 99 employees	11	10	15	--	13	12	9	12	11	10	9	7	14	10	14	
100 to 499 employees	33	34	30	--	23	37	30	33	33	33	34	26	38	32	36	
500 to 999 employees	10	11	7	--	8	11	10	11	9	12	11	12	10	11	10	
1,000 to 4,999 employees	18	19	11	--	11	17	19	16	17	19	18	21	15	18	14	
5,000 employees or more	18	19	14	--	9	14	24	19	19	17	21	25	12	19	14	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6557	4466	2091	87	297	349	453	251	192	133	329	626	720	2831	2380
Fewer than 25 employees		5	5	4	6	4	4	3	5	5	1	4	47	0	0	0
25 to 49 employees		5	7	2	1	1	3	1	3	5	2	2	53	0	0	0
50 to 99 employees		11	14	5	8	2	4	5	11	5	4	4	0	100	0	0
100 to 499 employees		33	39	21	19	14	26	20	28	27	15	18	0	0	76	0
500 to 999 employees		10	10	11	18	15	13	10	6	6	9	13	0	0	24	0
1,000 to 4,999 employees		18	14	24	21	32	19	25	20	22	29	25	0	0	0	49
5,000 employees or more		18	11	33	27	31	31	37	27	30	40	35	0	0	0	51

# HR department in the company / organization (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Yes, it has an HR department	85	83	77	83	86	86	78	83	81	
No, but it has an HR team	9	11	14	11	8	8	13	12	13	
No, there is <b>no</b> HR department <b>or</b> HR team in our company/organization	6	6	9	5	6	6	9	5	7	

## HR department in the company / organization (2/2)

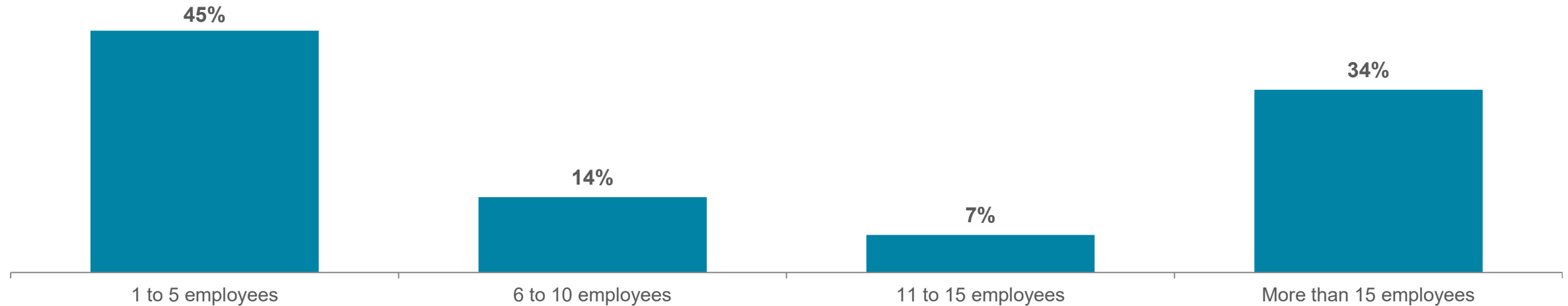
Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Yes, it has an HR department		85	88	68	--	63	86	87	84	84	87	87	88	82	86	81
No, but it has an HR team		9	8	15	--	19	9	8	10	10	8	9	7	11	9	12
No, there is <b>no</b> HR department <b>or</b> HR team in our company/organization		6	4	17	--	18	5	5	6	6	6	5	5	7	6	7

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Yes, it has an HR department		85	82	91	90	93	89	91	86	87	97	91	38	67	89	99
No, but it has an HR team		9	11	6	6	2	7	5	10	6	3	5	27	21	9	1
No, there is <b>no</b> HR department <b>or</b> HR team in our company/organization		6	7	4	4	4	4	3	5	7	0	3	35	12	3	0

## Number of individuals within the HR department or team (1/2)

Base: respondents whose company/organization has an HR department or team, n=6224



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6224	581	171	261	2118	2710	192	125	383
1 to 5 employees	45	50	53	48	44	42	47	38	44	
6 to 10 employees	14	15	13	20	14	14	9	15	11	
11 to 15 employees	7	7	3	5	6	7	9	6	8	
More than 15 employees	34	28	32	27	35	37	35	40	37	

## Number of individuals within the HR department or team (2/2)

Base: respondents whose company/organization has an HR department or team, n=6224

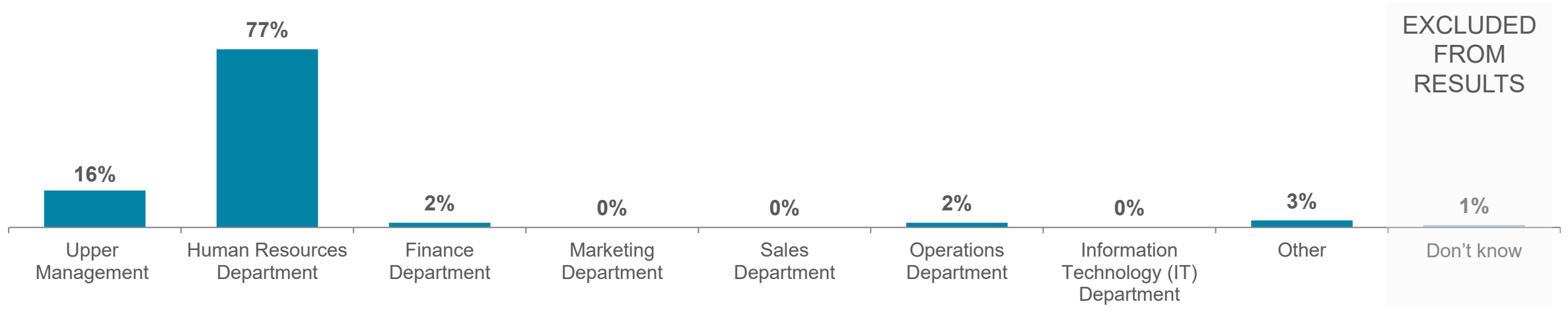
		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6224	5327	897	0	318	3388	2518	1352	2393	2479	1041	2188	2832	5370	854
1 to 5 employees	45	43	58	--	60	49	37	47	44	44	42	31	57	43	54	
6 to 10 employees	14	15	11	--	12	15	14	15	14	14	16	15	13	14	14	
11 to 15 employees	7	7	5	--	5	6	7	7	6	7	7	8	5	7	7	
More than 15 employees	34	36	27	--	23	29	42	32	35	35	34	46	25	36	25	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6224	4189	2035	84	286	340	443	240	185	136	321	395	633	2766	2378
1 to 5 employees		45	56	23	27	12	27	22	37	30	14	19	93	95	60	5
6 to 10 employees		14	15	12	10	10	15	13	11	13	7	15	5	2	23	9
11 to 15 employees		7	6	8	8	11	7	8	6	8	10	6	1	1	8	8
More than 15 employees		34	23	57	55	67	51	56	46	50	69	60	1	1	9	79



# Area to which HR professionals belong within the company / organization (1/2)

Base: respondents working in private practice for a firm or within a company / organization, excluding *don't know*, n=6558



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6558	614	187	275	2238	2837	209	130	407
Upper Management	16	19	13	16	13	20	18	14	15	
Human Resources Department	77	73	75	77	81	73	72	78	76	
Finance Department	2	2	5	3	2	3	2	2	2	
Marketing Department	0	0	0	0	0	0	0	1	0	
Sales Department	0	0	0	0	0	0	0	0	0	
Operations Department	2	2	2	2	3	1	4	2	3	
Information Technology (IT) Department	0	0	0	0	0	0	0	0	0	
Other	3	4	4	3	2	3	4	4	4	

# Area to which HR professionals belong within the company / organization (2/2)

Base: respondents working in private practice for a firm or within a company / organization, excluding *don't know*, n=6558

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6558	5502	1056	0	372	3523	2663	1411	2527	2620	1078	2270	3036	5644	914
Upper Management	16	13	29	--	31	16	14	14	15	18	12	10	22	16	18	
Human Resources Department	77	80	60	--	56	77	80	78	77	76	82	82	71	78	74	
Finance Department	2	2	3	--	3	3	1	3	2	2	2	2	2	2	3	
Marketing Department	0	0	0	--	0	0	0	0	0	0	0	0	0	0	0	
Sales Department	0	0	0	--	0	0	0	0	0	0	0	0	0	0	0	
Operations Department	2	2	4	--	3	2	2	3	2	2	2	3	2	2	2	
Information Technology (IT) Department	0	0	0	--	0	0	0	0	0	0	0	0	0	0	0	
Other	3	2	4	--	8	2	3	3	3	2	3	3	2	3	3	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6558	4466	2092	89	294	352	454	251	189	134	329	611	718	2815	2368
Upper Management	16	19	10	13	8	13	8	14	14	4	9	48	33	14	4	
Human Resources Department	77	73	85	81	87	82	89	80	80	92	87	31	52	80	94	
Finance Department	2	3	1	0	1	1	1	3	1	1	1	5	6	2	0	
Marketing Department	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Sales Department	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Operations Department	2	3	1	3	0	2	1	2	3	2	1	7	4	2	0	
Information Technology (IT) Department	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	
Other	3	3	2	2	3	2	2	1	2	1	2	10	5	2	1	



# Schedule and working conditions

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## Section Summary

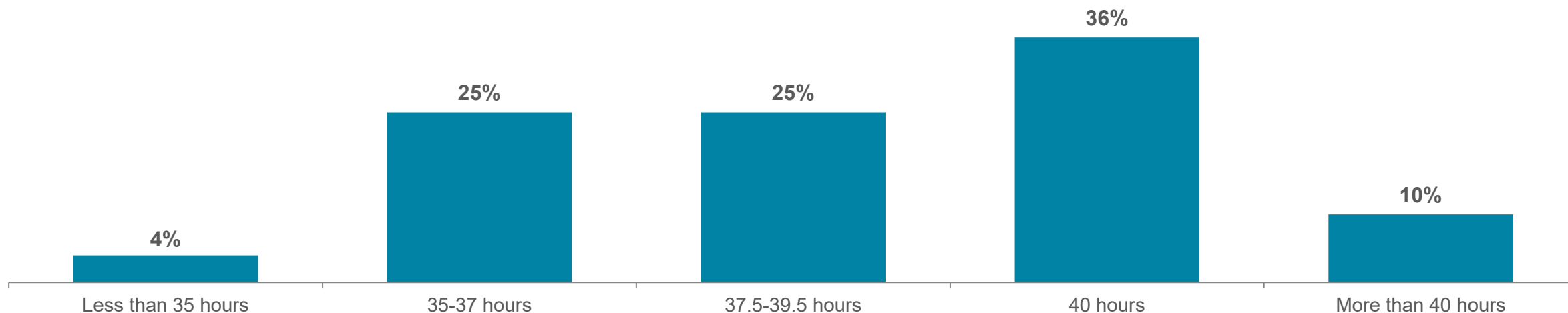
- **On average, the length of a normal work week** (*among those in private practice at an HR firm or within a company/organization*) **based on the employment contract is 38.4 hours.**
  - At 37.5 hours, the average work week is lowest in Québec.
  - HR professionals working in private companies, those with more years of experience (15+ years) or with a managerial/ executive position, those working as generalists (or labour relations specialists) have a longer work week.
  - Finally, fewer respondents working in large companies (more than 1,000 employees) have an employment contract requiring them to work 40 or more hours per week.
- **4 weeks (20.6 days) is the average paid vacation per year** *among people working in private practice at an HR firm or within a company/organization.*
  - Québec has the highest number of vacation days (21.5).
  - The average is also higher among professionals who do not work exclusively in human resources, those in the public / parapublic / NPO sector, labour relations specialists and those working in very large companies (1,000+ employees).
  - Respondents with more experience are also entitled to more vacation. The same obtains for the type of position (people in management positions and in positions held by more experienced HR professionals get more vacation days than people in entry-level positions) and among people with a professional designation (who have also been working longer).
- **The average number of paid sick days per year is 12.4** *according to respondents who work in private practice at an HR firm or within a company/organization, but this number varies greatly. However, for one in four HR professionals (28%), there is no set limit.*
  - The average number of sick days is slightly higher in British Columbia/Yukon (15.4) and Ontario (14.6), while Québec (5.2) has by far the lowest average.
  - HR professionals in the public / parapublic / NPO sector, those working in labour relations and those working in a very large company (1,000+ employees) reported having access to a larger bank of sick days.
- **On average, respondents** *who work in private practice at an HR firm or within a company/organization* **are entitled to 3.7 personal leave days per year. Again, there is a lot of variation. Notably, 20% have none and 27% have no set limit.**
  - The average is higher in Saskatchewan (4.6).
  - It is also higher in the public / parapublic / NPO sector, and among specialists.

## Section Summary

- **Two out of three HR professionals (68%) who are entitled to a predetermined number of paid sick days will lose these days if they do not use them within the reference period. 12% can defer them and 7% can get paid for them.**
  - Deferred paid sick days are more common in Saskatchewan (31%), the Atlantic provinces (23%) and Manitoba (19%), while being paid for sick days not taken is much more common in Québec (23%) than elsewhere.
  - People working in the public / parapublic / NPO sector more often have these days paid for, whether by deferring them or through financial compensation. The same is true for specialists.
- **Almost all HR professionals (91%) work 5 days a week.**
  - This obtains for all regions and for all but one of the cross-tabulations analyzed. Of the self-employed in private practice, only half work 5 days a week. 11% work more than 5 days and the rest work less than 5 days a week.
- **The possibility of working remotely (telework) is common (83%) among people in private practice at an HR firm and within a company/organization.**
  - This is especially true in Québec (93%), while slightly less common in the Prairies (Saskatchewan: 70% / Manitoba: 73%), New Brunswick (72%) and Ontario (80%).
- **Of the HR professionals who are able to work remotely, nearly half work remotely two (26%) or three (20%) days per week.**
  - New Brunswickers, Manitobans and Saskatchewanians (who have the option to telework) take the least advantage of it (no days or less than one day per week: 39%, 30% and 29%, respectively).
  - While fewer Ontarians have the option to work remotely, those who do take more advantage of it (one-quarter work remotely 4-5 days a week).
  - Telework is more popular among those in private practice at an HR firm, among advisors/supervisors, among HR specialists (especially in IT) and in very large companies (1,000+ employees) or in very small companies (< 50 employees). It is less so in private companies, among managers/executives, generalists, and in organizations with between 50 and 1,000 employees.

# Length of a normal work week (according to the employment contract) (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Less than 35 hours	4	5	4	4	3	5	4	3	4	
35-37 hours	25	21	10	20	22	33	24	27	24	
37.5-39.5 hours	25	21	27	22	26	27	23	23	24	
40 hours	36	43	47	43	35	32	37	39	38	
More than 40 hours	10	10	11	12	13	3	12	8	10	
Average *	38.4	38.8	39.0	38.9	38.7	37.5	38.4	38.6	38.5	

\* Average excluding extreme values (> 60 hours / week)



# Length of a normal work week (according to the employment contract) (2/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611

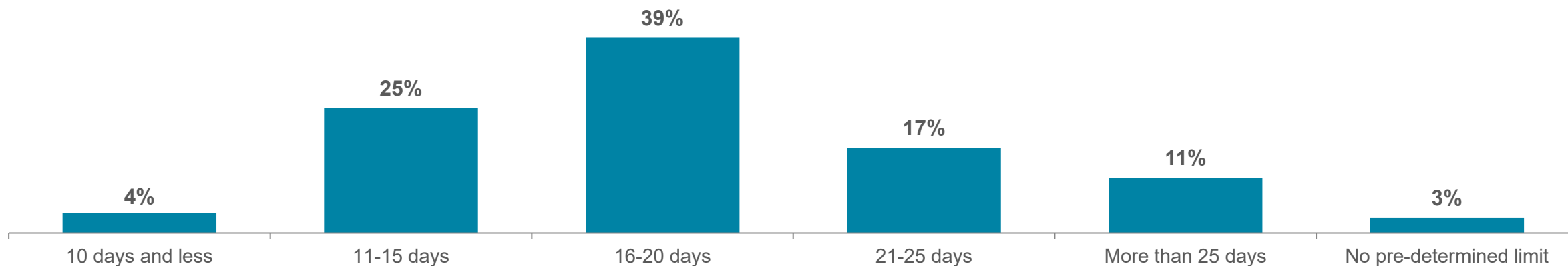
		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Less than 35 hours	4	3	6	--	7	3	4	2	4	5	3	4	3	4	4	
35-37 hours	25	25	24	--	11	9	46	26	23	26	34	26	21	25	21	
37.5-39.5 hours	25	26	21	--	24	25	26	26	26	24	27	29	22	26	21	
40 hours	36	36	36	--	48	50	17	39	38	32	31	35	38	35	42	
More than 40 hours	10	9	13	--	10	13	6	7	9	13	5	5	15	10	12	
Average *	38.4	38.4	38.3	--	38.6	39.5	37.0	38.1	38.3	38.6	37.5	37.7	39.3	38.4	38.6	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Less than 35 hours		4	4	3	6	2	6	2	6	2	1	4	11	7	3	2
35-37 hours		25	22	31	27	33	33	32	30	40	26	25	23	22	23	29
37.5-39.5 hours		25	23	30	33	38	26	27	26	28	36	30	17	21	23	32
40 hours		36	40	28	27	22	30	27	31	25	32	30	40	41	41	27
More than 40 hours		10	11	8	7	5	5	12	8	5	6	11	9	9	10	10
Average *		38.4	38.7	37.9	37.8	37.6	37.3	38.5	37.6	37.2	38.0	38.2	37.6	38.2	38.7	38.3

\* Average excluding extreme values (> 60 hours per week)

## Number of paid vacation days per year (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
10 days and less	4	3	3	6	5	3	6	2	4	
11-15 days	25	24	24	26	30	17	23	31	26	
16-20 days	39	40	35	40	38	41	38	37	37	
21-25 days	17	14	16	15	16	23	20	18	19	
More than 25 days	11	14	21	11	8	13	10	11	11	
No pre-determined limit	3	4	1	3	3	2	4	2	3	
Average	20.6	20.6	21.4	20.8	19.9	21.5	22.1	20.3	21.6	



## Number of paid vacation days per year (2/2)

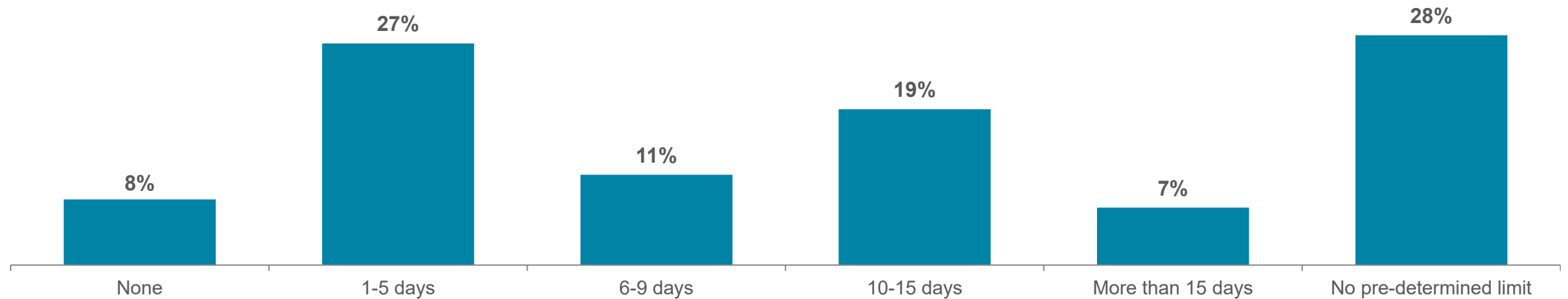
Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
10 days and less	4	4	6	--	6	5	3	9	3	2	10	4	2	3	8	
11-15 days	25	25	26	--	30	29	20	46	29	10	45	31	14	23	37	
16-20 days	39	41	30	--	36	41	37	27	42	43	26	41	43	41	30	
21-25 days	17	17	17	--	13	16	19	9	15	25	10	15	22	18	14	
More than 25 days	11	10	16	--	5	5	19	4	8	17	5	7	15	12	8	
No pre-determined limit	3	3	5	--	9	3	2	4	3	3	4	3	3	3	3	
Average	20.6	20.4	21.5	--	19.0	19.5	22.1	17.6	20.0	22.8	17.6	19.4	22.4	20.8	19.3	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
10 days and less		4	4	4	2	2	7	4	4	2	5	4	6	5	4	3
11-15 days		25	26	25	20	24	25	17	23	28	32	33	28	26	26	23
16-20 days		39	39	39	46	47	35	43	40	36	33	35	35	41	39	40
21-25 days		17	18	17	16	16	21	20	15	17	12	15	13	15	18	19
More than 25 days		11	11	11	13	10	8	15	13	14	13	8	9	10	10	13
No pre-determined limit		3	3	3	3	2	4	2	6	3	5	4	9	4	2	2
Average		20.6	20.6	20.6	23.7	20.9	19.7	21.5	20.4	20.7	21.3	19.2	19.3	20.7	20.4	21.2

# Number of paid sick days per year (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6578



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6578	615	187	276	2253	2837	210	131	410
None	8	2	11	13	8	12	5	3	5	
1-5 days	27	30	12	16	26	33	18	29	22	
6-9 days	11	13	10	9	13	9	10	11	10	
10-15 days	19	22	32	22	20	11	25	30	27	
More than 15 days	7	11	11	12	8	1	14	8	12	
No pre-determined limit	28	22	25	28	26	34	27	19	23	
Average	12.4	15.4	17.3	13.8	14.6	5.2	13.1	14.3	13.6	

# Number of paid sick days per year (2/2)

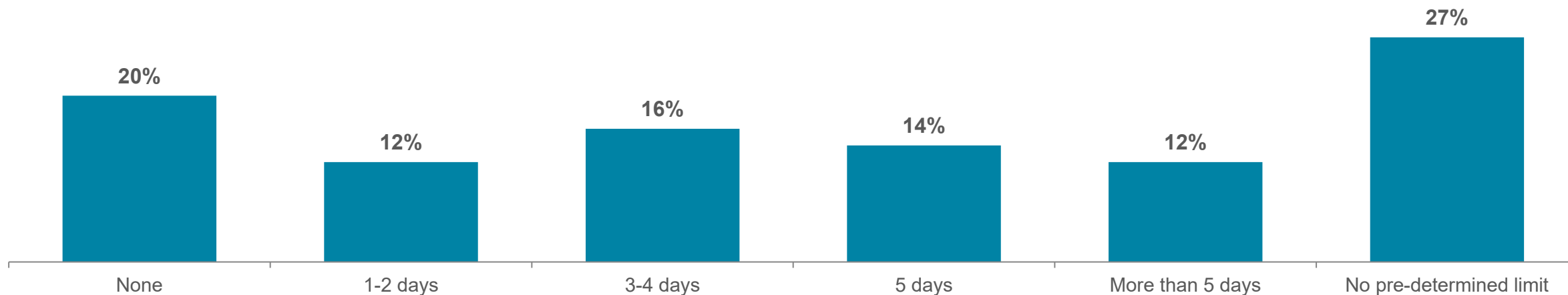
Base: respondents working in private practice for a firm or within a company / organization, n=6578

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6578	5503	1075	0	395	3542	2641	1426	2529	2623	1078	2276	3043	5659	919
None	8	8	9	--	9	10	5	7	8	9	8	7	8	8	8	8
1-5 days	27	27	30	--	37	40	10	35	27	24	30	26	27	27	30	30
6-9 days	11	11	11	--	9	11	12	11	12	11	11	11	12	12	10	10
10-15 days	19	19	19	--	15	11	28	17	20	18	18	19	19	18	23	23
More than 15 days	7	7	6	--	1	1	16	6	7	8	7	7	7	7	8	8
No pre-determined limit	28	28	26	--	29	27	29	24	27	30	27	30	27	29	22	22
Average	12.4	12.8	10.6	--	6.1	5.3	22.5	10.8	12.0	13.9	13.5	13.4	11.5	12.2	13.4	13.4

		GEN. VS SPE.			TYPE OF SPECIALIZATION							ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6578	4486	2092	89	295	347	451	253	189	136	332	626	720	2824	2354
None		8	9	6	12	6	6	6	8	4	7	6	8	10	9	7
1-5 days		27	30	22	25	22	24	16	26	20	18	24	37	35	31	18
6-9 days		11	12	10	10	12	12	7	8	13	9	9	11	15	12	9
10-15 days		19	18	20	15	14	22	19	17	26	21	24	16	19	20	18
More than 15 days		7	6	9	7	9	7	16	8	7	7	8	4	3	7	10
No pre-determined limit		28	25	33	31	38	29	37	34	29	38	30	23	18	22	38
Average		12.4	11.0	15.9	13.4	17.6	12.6	23.0	14.2	10.5	12.3	15.1	7.4	7.4	10.8	18.8

## Number of personal leave days per year (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6599



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6599	615	186	275	2251	2864	209	130	408
None	20	26	18	23	19	18	21	21	22	
1-2 days	12	9	5	6	12	16	7	12	8	
3-4 days	16	10	18	14	17	16	19	15	18	
5 days	14	16	22	15	14	13	17	19	17	
More than 5 days	12	11	17	12	11	13	9	9	10	
No pre-determined limit	27	28	22	30	28	24	28	24	26	
Average	3.7	3.5	4.6	4.7	3.6	3.6	3.9	3.3	3.7	

## Number of personal leave days per year (2/2)

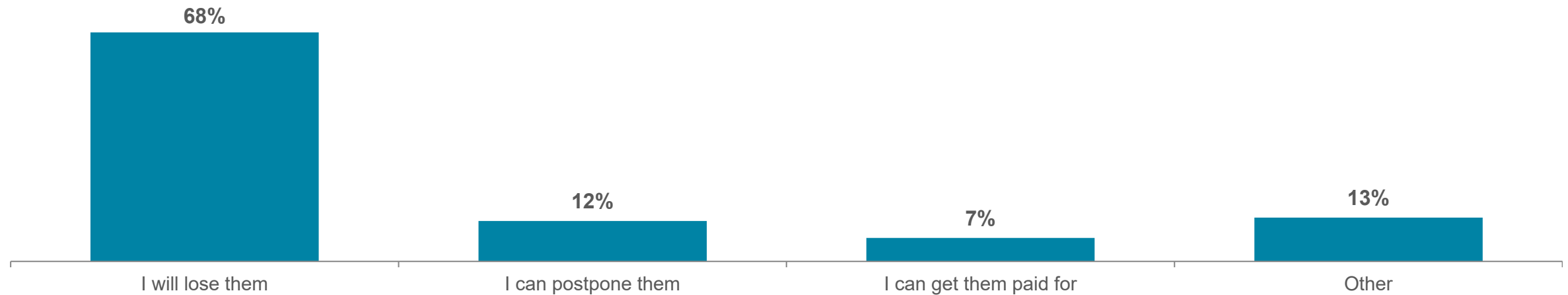
Base: respondents working in private practice for a firm or within a company / organization, n=6599

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6599	5522	1077	0	394	3538	2667	1439	2536	2624	1090	2288	3039	5679	920
None	20	20	19	--	24	24	14	20	20	20	20	18	21	20	20	
1-2 days	12	12	9	--	10	13	11	12	12	12	13	12	12	12	12	9
3-4 days	16	16	16	--	16	14	18	17	15	15	16	18	14	16	16	
5 days	14	14	15	--	7	12	18	13	15	15	14	16	14	14	15	
More than 5 days	12	12	11	--	10	8	16	11	12	11	11	13	11	12	12	
No pre-determined limit	27	26	31	--	34	29	23	27	26	27	26	24	28	26	28	
Average	3.7	3.7	3.7	--	3.1	2.9	4.7	3.9	3.6	3.6	4.0	3.7	3.5	3.7	3.7	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6599	4485	2114	89	297	354	458	253	195	136	332	625	719	2824	2377
None		20	21	17	19	13	18	18	16	15	22	16	23	22	21	17
1-2 days		12	12	12	12	16	14	9	14	14	7	11	9	11	13	12
3-4 days		16	16	15	20	16	18	11	14	15	15	17	12	17	16	15
5 days		14	14	16	16	16	14	16	17	11	17	17	11	14	14	16
More than 5 days		12	11	14	13	14	12	15	15	15	12	12	9	11	12	12
No pre-determined limit		27	27	27	21	26	24	30	24	29	27	28	36	25	24	27
Average		3.7	3.3	4.4	3.5	6.0	4.1	4.4	4.0	3.8	4.1	4.0	3.0	3.5	3.7	3.9

# What happens to paid sick days if they are not used (1/2)

Base: respondents entitled to pre-determined paid sick days, n=4688



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	4688	480	140	199	1662	1893	153	106	314
I will lose them	68	71	40	52	75	58	62	58	59	
I can postpone them	12	14	31	19	11	9	19	27	23	
I can get them paid for	7	3	1	3	3	23	1	1	1	
Other	13	13	28	27	12	11	18	14	17	

# What happens to paid sick days if they are not used (2/2)

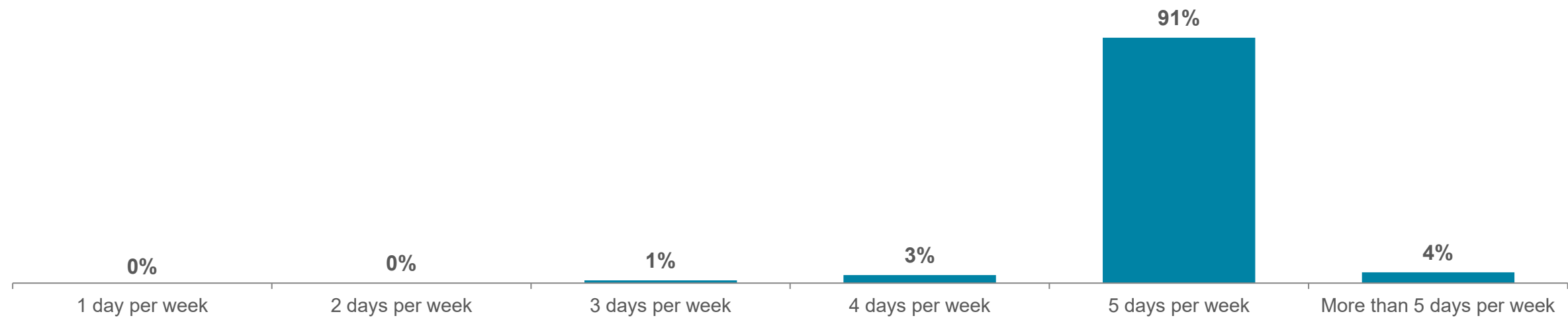
Base: respondents entitled to pre-determined paid sick days, n=4688

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	4688	3897	791	0	270	2544	1874	1082	1818	1788	789	1583	2177	3963	725
I will lose them	68	68	67	--	76	78	53	68	69	66	62	66	70	68	65	
I can postpone them	12	13	9	--	6	7	20	13	12	12	14	13	11	12	14	
I can get them paid for	7	7	8	--	6	6	9	10	7	6	11	7	6	8	5	
Other	13	13	16	--	13	9	18	9	12	16	12	13	13	12	16	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	4688	3310	1378	59	176	245	288	161	135	82	232	468	587	2174	1426
I will lose them		68	70	63	62	77	58	56	64	48	68	66	75	70	67	65
I can postpone them		12	11	15	15	8	17	17	12	18	12	16	7	9	12	15
I can get them paid for		7	7	8	9	4	11	12	7	20	3	4	6	9	8	6
Other		13	13	14	14	11	13	15	17	14	16	15	12	12	14	13

# Number of days worked per week (1/2)

Base: all respondents, n=6835



		PROVINCE OR TERRITORY								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	6835	634	193	279	2314	2995	213	134	420
1 day per week		0	0	0	0	0	0	0	0	0
2 days per week		0	0	1	0	0	0	0	0	0
3 days per week		1	1	2	0	1	1	0	1	1
4 days per week		3	4	5	3	2	5	2	5	3
5 days per week		91	91	88	95	92	91	93	90	91
More than 5 days per week		4	4	4	1	4	3	5	4	5



# Number of days worked per week (2/2)

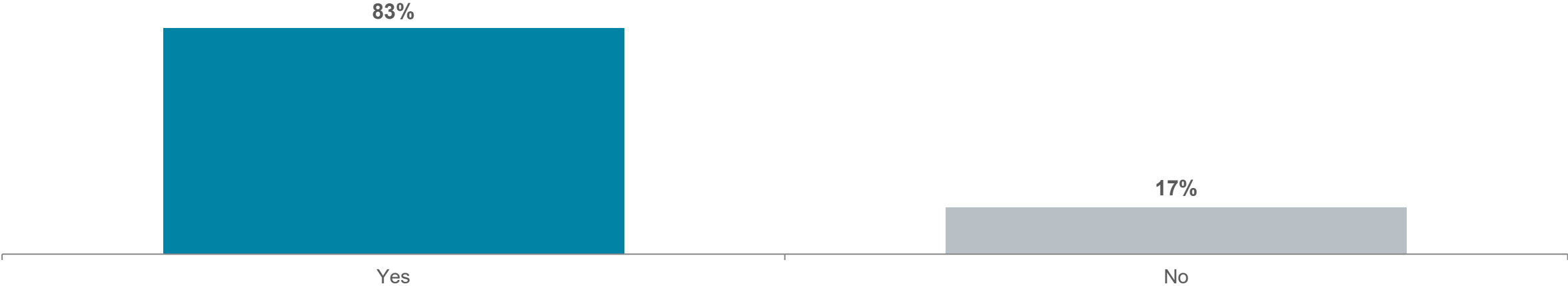
Base: all respondents, n=6835

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6835	5677	1158	224	395	3542	2674	1448	2575	2812	1090	2296	3043	5899	936
1 day per week	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0
2 days per week	0	0	1	8	0	0	0	0	0	0	1	0	0	0	0	0
3 days per week	1	1	2	11	1	1	1	1	0	1	2	1	1	1	1	1
4 days per week	3	3	5	16	3	3	3	3	3	3	4	2	3	3	3	3
5 days per week	91	92	87	50	91	93	93	93	96	93	87	96	94	91	91	92
More than 5 days per week	4	3	6	11	4	4	3	3	1	3	6	1	2	6	4	4

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6835	4618	2217	103	314	365	471	273	201	139	351	626	720	2831	2380
1 day per week		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2 days per week		0	0	0	2	0	0	0	1	0	0	0	1	0	0	0
3 days per week		1	1	1	5	0	1	1	2	0	1	1	3	2	0	0
4 days per week		3	4	2	3	2	4	1	3	3	2	2	7	6	2	1
5 days per week		91	91	92	85	93	94	92	90	94	95	93	86	89	93	95
More than 5 days per week		4	4	4	6	4	1	5	4	3	3	4	3	2	4	4

# Possibility of remote work (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



			PROVINCE OR TERRITORY								
			TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	6611	615	187	276	2253	2870	210	131	410	
Yes		83	82	70	73	80	93	79	72	76	
No		17	18	30	27	20	7	21	28	24	

## Possibility of remote work (2/2)

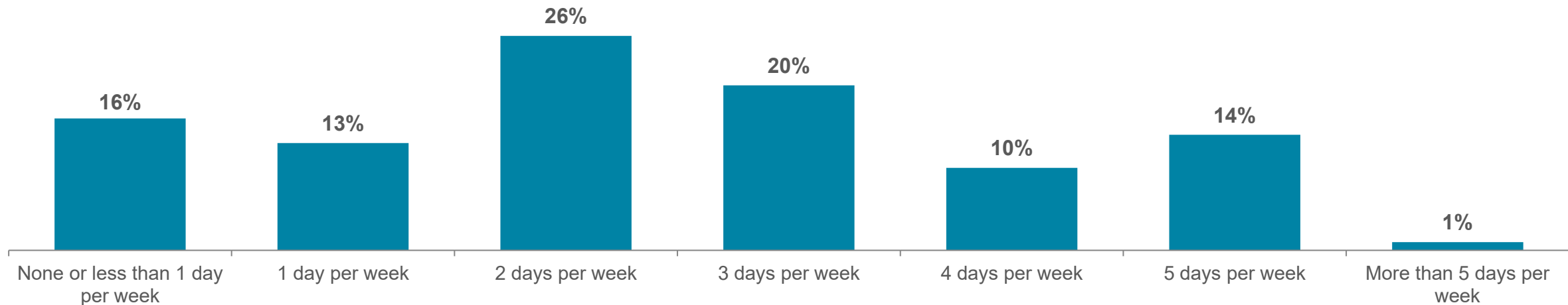
Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Yes		83	84	79	--	90	80	85	79	84	85	79	86	82	85	74
No		17	16	21	--	10	20	15	21	16	15	21	14	18	15	26

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Yes		83	81	88	95	93	86	84	88	83	89	89	86	81	79	88
No		17	19	12	5	7	14	16	12	17	11	11	14	19	21	12

# Remote workdays per week (1/2)

Base: respondents eligible to work remotely, n=5616



		PROVINCE OR TERRITORY								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	5616	505	130	202	1801	2663	165	94	315
None or less than 1 day per week		16	18	29	30	14	16	21	39	30
1 day per week		13	15	24	16	10	16	19	11	15
2 days per week		26	25	15	23	27	26	25	17	21
3 days per week		20	16	15	11	21	22	16	13	14
4 days per week		10	9	3	5	11	11	5	3	4
5 days per week		14	16	12	14	17	9	15	17	17
More than 5 days per week		1	1	2	0	1	0	0	0	0

## Remote workdays per week (2/2)

Base: respondents eligible to work remotely, n=5616

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	5616	4735	881	0	361	2917	2338	1159	2178	2279	889	2027	2552	4923	693
None or less than 1 day per week	16	15	24	--	13	18	16	17	15	17	15	10	22	15	22	
1 day per week	13	13	14	--	11	14	12	12	12	15	11	9	17	13	13	
2 days per week	26	27	21	--	23	26	26	26	26	26	28	26	25	26	26	
3 days per week	20	20	18	--	14	17	24	19	20	20	25	21	17	21	15	
4 days per week	10	11	8	--	11	10	11	10	11	10	10	14	8	11	8	
5 days per week	14	14	12	--	26	14	12	15	15	12	11	19	11	14	15	
More than 5 days per week	1	1	2	--	2	1	1	1	1	1	0	1	1	1	1	

		GEN. VS SPE.			TYPE OF SPECIALIZATION							ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	5616	3724	1892	85	281	317	392	229	169	122	297	545	604	2297	2125
None or less than 1 day per week		16	20	10	5	5	9	16	13	13	6	8	17	21	22	9
1 day per week		13	15	9	11	8	13	9	7	10	4	7	14	16	16	9
2 days per week		26	27	24	33	25	24	24	22	20	18	24	18	25	26	27
3 days per week		20	17	25	22	26	27	25	24	24	23	23	13	18	16	26
4 days per week		10	9	13	18	15	9	11	16	14	20	12	11	8	9	12
5 days per week		14	12	19	11	19	17	14	17	19	26	25	24	11	10	16
More than 5 days per week		1	1	1	0	1	1	1	1	0	3	1	2	0	1	1

# Compensation

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life to ideas



## Section Summary

- **One in two HR professionals** (*in private practice at an HR firm or within a company/organization*) **surveyed earn \$100K or more per year, for an average of \$107,111.**
  - British Columbia/Yukon has the highest salaries (average: \$112,875).
  - Respondents working for a private company, those with a professional designation (generally with more experience), and generalists (or specialists in total compensation, labour relations and organizational development) have higher average salaries.
  - Salaries also rise based on the years of experience and the type of position (e.g., technicians vs. managers/executives). Finally, there is some variation based on the size of the organization since salaries increase slightly with the number of employees in an organization.
- **The salary of one-third (35%) of HR professionals** (*in private practice at an HR firm or within a company/organization*) **rose by 7% or more in one year (based on a comparison between “today’s salary” and the salary on the same date a year earlier).**
  - The average increase in Québec is slightly lower than that of the other provinces (Québec: 6.7% vs. Canada: 7.6%).
  - The average increases are slightly higher in the public / parapublic / NPO sector and among those without a professional designation.
  - Those with less experience have also seen their salaries increase faster. This also obtains for the type of position (entry-level positions get bigger raises than executive/managerial positions).
- **Respondents** *in private practice at an HR firm or within a company/organization* **are generally satisfied with their salary (28% very satisfied and 52% somewhat satisfied).**
  - Saskatchewan has a higher number of very satisfied respondents (36%).
  - The satisfaction rate is higher among people working in the public / parapublic / NPO sector, those with a professional designation, and total compensation and labour relations specialists. Satisfaction with their salary also increases over time and with the type of position.
- **Two out of three professionals (65%)** *in private practice at an HR firm or within a company/organization* **are satisfied with their salary raise.**
  - This result is quite consistent from one region to another.
  - There are slightly more people satisfied with their raise in the public / parapublic / NPO sector, among managers/executives (it increases with the type of position), and among total compensation and labour relations specialists.
  - Note that 21% of employees in small organizations (fewer than 50 employees) and 19% of those in private practice at an HR firm did not receive a salary raise in the past year.

## Section Summary

- **40% of self-employed HR professionals in private practice billed \$150K or more in the last fiscal year.**
- **The average hourly rate charged to clients by self-employed respondents in private practice and those in private practice at an HR firm varies widely. One third charge less than \$150/hour, another third charge between \$150/hour and \$199/hour, and the remaining third charge \$200 or more per hour.**
  - The billing rate is somewhat lower among the self-employed and generalists (compared to specialists).
- **Two out of three people in private practice at an HR firm or within a company/organization report that their company or organization provides a salary scale for their position.**
  - This provision is less common in Manitoba (55%), Nova Scotia (60%) and British Columbia/Yukon (63%). It is more common in Québec (71%).
  - A salary scale is most common in the public / parapublic / NPO sector. It is also slightly more so among respondents who exclusively perform HR tasks, among technicians/coordinators, advisors/supervisors, among those with a professional designation and those who have a specialty (especially in total compensation). Finally, the larger the company, the more likely it is to use a salary scale.
- **A salary transparency policy and process is not yet commonplace. Only 40% of HR professionals in private practice at an HR firm or within a company/organization have access to this type of provision.**
  - Its popularity is highest in British Columbia /Yukon (59 per cent) and lowest in Manitoba (24 per cent).
  - A salary transparency policy and process was reported most by respondents working in the public / parapublic / NPO sector, by technicians/coordinators and advisors/supervisors, by specialists, as well as by those working in very large organizations (1,000+ employees).
- **For those who do not yet have a salary transparency policy/process in their company or organization, only 21% know that they will have access to this kind of provision in the next 12 months.**
  - Again, British Columbia/Yukon has the highest rate (34%).

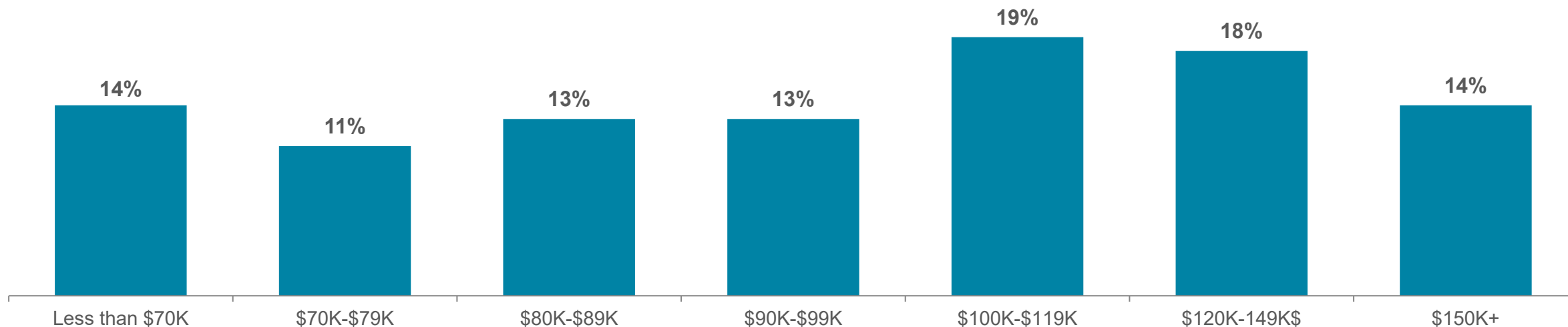


## Section Summary

- **One in two HR professionals (52%) in private practice at an HR firm or within a company/organization have access to a salary increase from a performance bonus.**
  - This provision is less popular in Nova Scotia (42%).
  - The private sector (HR firms and companies) makes more use of performance bonuses. They are also more common among respondents with more experience (15+ years), in executive/management positions, among those who perform exclusively HR tasks, as well as among those with a professional designation and generalists (along with total compensation specialists).
- **Performance bonuses are primarily based on the performance of the organization/company (81%) or on individual performance (74%) (among HR professionals with access to such a bonus).**
  - Individual performance is prioritized more in Saskatchewan (83%) and in the public / parapublic / NPO sector.
- **This bonus can be as little as 5% of the base salary (for 12% of eligible individuals) or up to 25% or more of the base salary (for 13% of eligible individuals).**
  - For those working in private companies, among those with the most experience (15+ years) and among professionals in a management position (manager/executive), the proportion of salary allocated to the performance bonus is the highest.

## Annual base salary – as of today (1/2)

Base: respondents working in private practice for a firm or within a company / organization, excluding *refusal, inconsistencies, and \$0 salaries*, n=6578



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6578	613	187	276	2232	2863	208	130	407
Less than \$70K	14	8	15	20	15	12	19	21	19	
\$70K-\$79K	11	10	9	16	11	11	13	12	13	
\$80K-\$89K	13	13	12	14	12	14	13	16	14	
\$90K-\$99K	13	15	16	12	12	15	10	15	12	
\$100K-\$119K	19	19	20	17	17	20	18	18	19	
\$120K-149K\$	18	18	16	11	18	18	18	16	17	
\$150K+	14	17	14	11	15	12	8	5	7	
Average	107111	112875	107793	97112	107294	106519	99056	94409	97710	

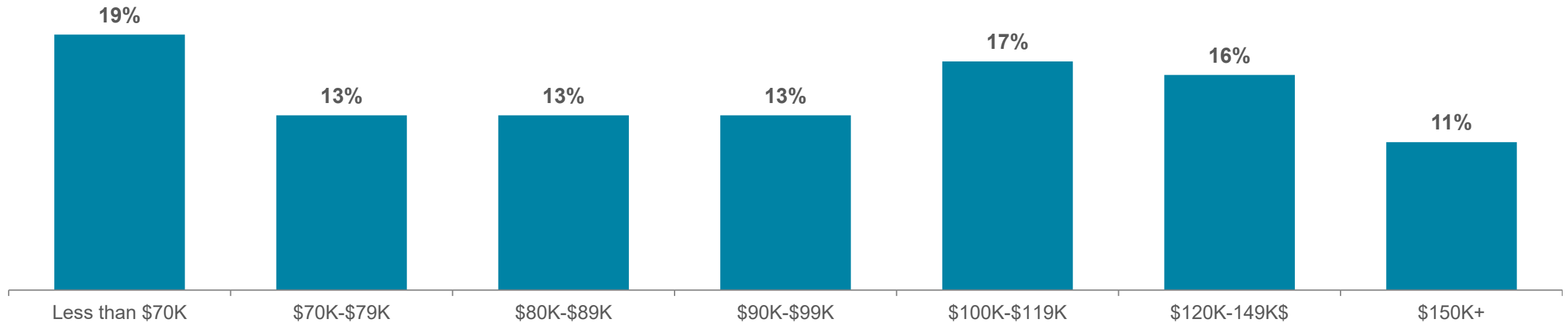
# Annual base salary – as of today (2/2)

Base: respondents working in private practice for a firm or within a company / organization, excluding *refusal, inconsistencies, and \$0 salaries*, n=6578

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6578	5510	1068	0	392	3528	2658	1434	2531	2613	1083	2287	3027	5665	913
Less than \$70K	14	12	21	--	16	13	14	43	8	3	51	10	3	11	28	
\$70K-\$79K	11	11	12	--	16	11	10	23	12	3	24	15	4	10	15	
\$80K-\$89K	13	13	11	--	13	12	14	17	19	6	14	22	6	13	14	
\$90K-\$99K	13	13	11	--	12	12	14	9	18	10	7	19	10	13	12	
\$100K-\$119K	19	19	15	--	17	17	21	6	22	22	4	23	20	19	14	
\$120K-149K\$	18	18	16	--	17	19	17	2	16	29	0	9	30	19	10	
\$150K+	14	14	16	--	10	17	11	0	6	29	0	1	29	15	8	
Average	107111	107420	105519	--	101819	110277	103878	74058	100003	132746	69966	92024	131767	110365	90438	
		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6578	4470	2108	89	298	353	457	251	195	136	329	620	719	2816	2369
Less than \$70K	14	14	13	10	8	25	6	10	18	22	14	20	12	14	12	
\$70K-\$79K	11	11	12	10	9	14	7	11	15	12	17	12	15	11	10	
\$80K-\$89K	13	12	15	17	16	18	13	10	22	11	17	13	16	13	12	
\$90K-\$99K	13	12	15	7	15	16	18	13	13	15	14	15	12	12	14	
\$100K-\$119K	19	18	20	31	16	16	25	25	18	17	18	15	19	18	21	
\$120K-149K\$	18	18	16	22	21	8	20	22	12	13	13	15	18	19	18	
\$150K+	14	16	9	2	14	4	12	12	1	11	7	11	11	15	15	
Average	107111	109741	101481	99581	112004	88867	108978	107604	90244	97713	97226	99029	103645	108366	109308	

## Annual base salary – exactly one year ago (1/2)

Base: respondents working in private practice for a firm or within a company / organization, excluding *refusal, inconsistencies, and \$0 salaries*, n=6505



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6505	600	183	273	2197	2852	203	128	400
Less than \$70K	19	14	19	28	21	17	30	29	28	
\$70K-\$79K	13	13	12	17	13	13	11	11	11	
\$80K-\$89K	13	12	11	12	12	14	8	18	12	
\$90K-\$99K	13	16	14	12	11	13	12	10	13	
\$100K-\$119K	17	16	20	14	16	19	19	17	18	
\$120K-149K\$	16	16	11	10	17	15	14	12	13	
\$150K+	11	15	13	8	12	10	6	3	5	
Average	101045	106238	102121	91064	101168	100738	92894	89868	92308	

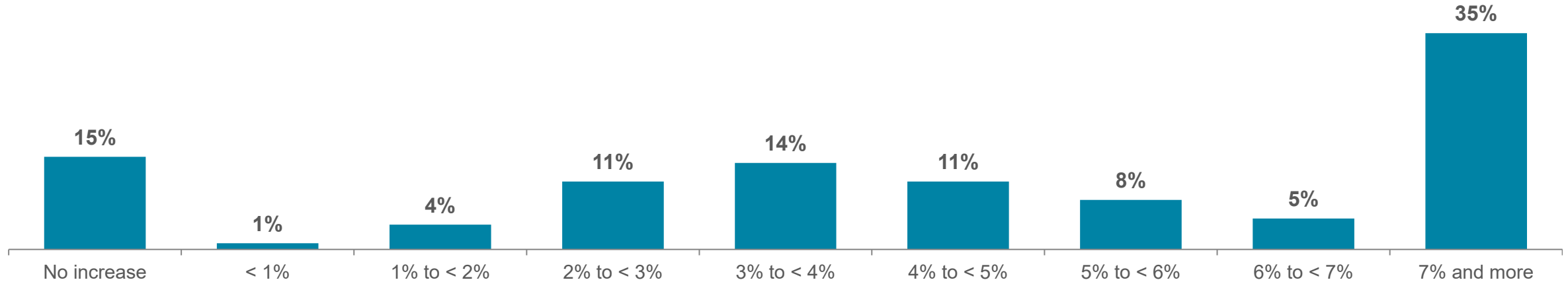
## Annual base salary – exactly one year ago (2/2)

Base: respondents working in private practice for a firm or within a company / organization, excluding *refusal, inconsistencies, and \$0 salaries*, n=6505

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6505	5450	1055	0	388	3486	2631	1397	2507	2601	1057	2267	3004	5620	885
Less than \$70K	19	18	26	--	23	17	21	58	13	4	62	18	5	16	36	
\$70K-\$79K	13	13	13	--	15	13	12	21	17	4	21	18	6	12	16	
\$80K-\$89K	13	13	11	--	13	13	13	11	19	8	10	22	7	13	13	
\$90K-\$99K	13	13	10	--	10	12	14	5	18	12	4	17	13	13	11	
\$100K-\$119K	17	17	15	--	16	15	19	3	18	23	3	18	21	18	12	
\$120K-149K\$	16	16	12	--	15	17	14	1	12	27	0	6	28	17	8	
\$150K+	11	11	14	--	8	14	8	0	4	25	0	0	23	12	6	
Average	101045	101274	99862	--	96816	104226	97648	67582	93757	126581	65570	86632	124328	104103	84971	
		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6505	4416	2089	87	296	346	453	250	194	136	327	608	706	2782	2357
Less than \$70K	19	18	21	13	14	32	13	16	27	29	24	25	18	19	18	
\$70K-\$79K	13	13	13	14	13	16	9	10	19	13	14	14	18	13	11	
\$80K-\$89K	13	12	15	14	14	20	13	11	15	15	19	15	13	12	13	
\$90K-\$99K	13	13	13	9	11	12	19	15	13	9	11	12	14	12	13	
\$100K-\$119K	17	16	18	28	18	12	23	23	16	14	16	14	13	17	19	
\$120K-149K\$	16	16	14	20	20	6	16	18	9	15	11	13	16	16	15	
\$150K+	11	13	7	2	12	4	9	9	0	6	5	8	9	12	12	
Average	101045	103714	95357	96188	104889	83697	101906	101599	84484	90786	91642	94734	98086	101917	102964	

## Annual salary increase (1/2)

Base: respondents working in private practice for a firm or within a company / organization, excluding *refusal, inconsistencies, and \$0 salaries*, n=6502



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6502	599	183	273	2196	2851	203	128	400
No increase	15	17	13	12	15	14	14	14	14	
< 1%	1	0	1	0	1	0	1	2	1	
1% to < 2%	4	3	3	4	4	3	3	4	4	
2% to < 3%	11	8	14	11	11	12	11	10	11	
3% to < 4%	14	12	17	16	14	17	10	16	12	
4% to < 5%	11	10	9	11	10	12	6	11	8	
5% to < 6%	8	8	8	9	7	9	6	7	6	
6% to < 7%	5	6	4	7	5	5	7	5	6	
7% and more	35	39	34	35	37	31	43	33	38	
Average	7.6	7.9	7.6	7.9	7.9	6.7	8.9	6.6	7.7	

## Annual salary increase (2/2)

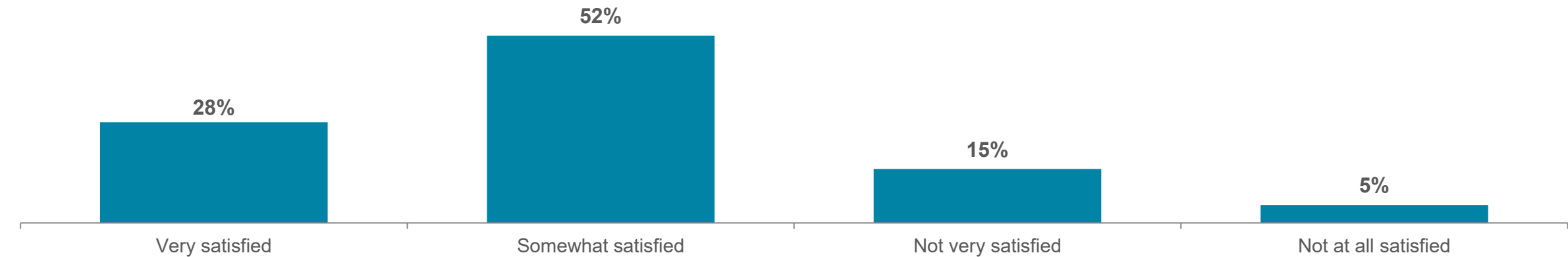
Base: respondents working in private practice for a firm or within a company / organization, excluding *refusal, inconsistencies, and \$0 salaries*, n=6502

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6502	5447	1055	0	388	3486	2628	1396	2505	2601	1055	2267	3003	5617	885
No increase	15	14	20	--	21	15	14	11	13	19	13	13	17	15	15	
< 1%	1	1	1	--	0	0	1	1	0	1	1	0	1	1	0	
1% to < 2%	4	4	4	--	4	4	4	3	3	5	3	3	4	4	4	
2% to < 3%	11	11	9	--	8	11	12	7	10	13	9	12	11	11	10	
3% to < 4%	14	15	11	--	10	16	13	10	15	16	12	16	14	15	12	
4% to < 5%	11	11	10	--	12	11	10	8	11	12	10	10	11	11	8	
5% to < 6%	8	8	8	--	8	8	8	8	9	7	9	8	8	8	8	
6% to < 7%	5	5	5	--	5	5	6	5	5	5	5	6	4	5	5	
7% and more	35	35	36	--	37	36	35	51	37	25	40	36	34	34	42	
Average	7.6	7.6	7.3	--	6.6	7.2	8.3	11.7	7.5	5.5	9.4	7.5	7.1	7.3	8.8	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
	TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFOR CE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	6502	4415	2087	87	296	346	452	250	194	136	326	608	706	2780	2356
No increase	15	15	14	16	10	14	14	19	17	13	11	25	15	14	12	
< 1%	1	1	1	0	0	0	1	1	0	1	1	1	1	0	0	
1% to < 2%	4	4	4	5	3	5	3	2	1	4	6	4	3	4	4	
2% to < 3%	11	11	11	11	12	11	11	8	11	8	16	8	9	11	12	
3% to < 4%	14	15	14	18	15	14	14	11	13	16	13	11	14	14	16	
4% to < 5%	11	11	11	11	10	9	10	14	12	13	10	8	11	12	11	
5% to < 6%	8	8	9	4	10	10	7	10	10	5	11	8	8	8	8	
6% to < 7%	5	5	5	6	7	4	5	5	5	3	6	6	5	5	5	
7% and more	35	35	36	30	38	36	39	34	35	40	31	33	38	36	34	
Average	7.6	7.5	7.9	5.2	8.1	7.8	9.3	6.5	7.5	8.9	7.1	6.4	7.8	7.7	7.7	

# Satisfaction with the annual salary (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



			PROVINCE OR TERRITORY								
			TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=		6611	615	187	276	2253	2870	210	131	410
Very satisfied			28	28	36	32	28	26	33	31	32
Somewhat satisfied			52	53	45	48	51	56	49	49	50
Not very satisfied			15	15	14	15	15	15	13	15	13
Not at all satisfied			5	5	5	5	6	3	5	5	5



## Satisfaction with the annual salary (2/2)

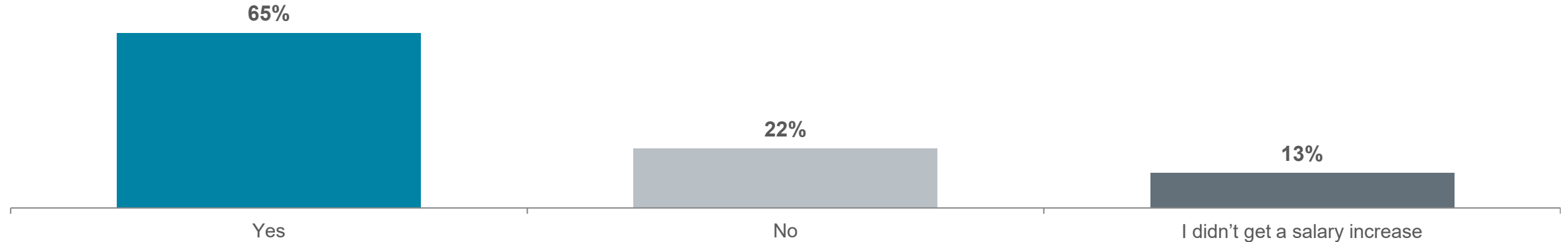
Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Very satisfied	28	29	25	--	25	25	32	17	28	34	15	25	34	29	24	
Somewhat satisfied	52	52	53	--	50	54	51	53	52	52	52	54	51	53	51	
Not very satisfied	15	15	16	--	18	16	13	22	16	11	25	16	11	15	18	
Not at all satisfied	5	5	5	--	7	5	4	7	5	3	8	5	3	4	7	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Very satisfied		28	28	28	29	34	20	33	28	24	23	25	26	30	28	28
Somewhat satisfied		52	52	53	54	53	55	51	52	51	52	56	53	52	52	52
Not very satisfied		15	15	14	11	11	20	11	13	20	18	15	16	14	15	15
Not at all satisfied		5	5	5	6	2	5	5	7	4	8	5	5	4	4	5

## Satisfaction with the salary increase (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Yes	65	65	65	67	63	68	68	64	66	
No	22	22	22	22	23	20	19	23	20	
I didn't get a salary increase	13	14	13	11	13	12	13	13	14	

## Satisfaction with the salary increase (2/2)

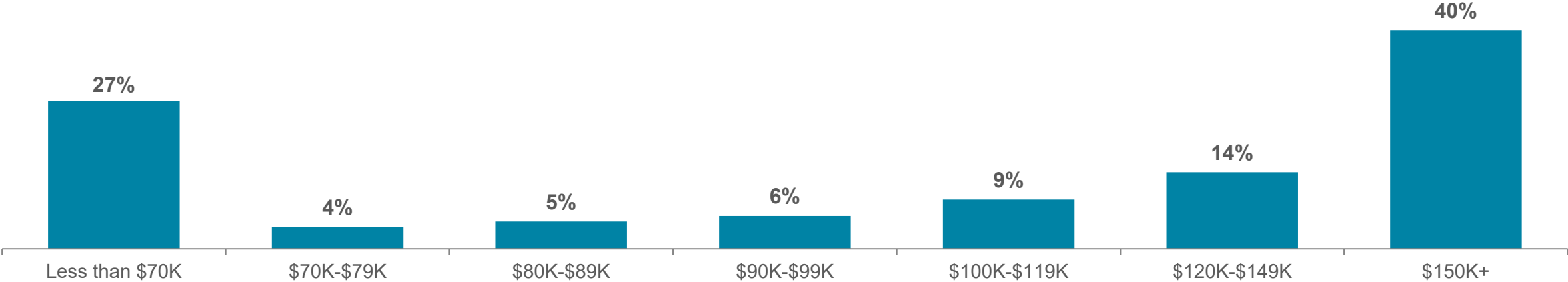
Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Yes		65	66	60	--	57	63	68	63	65	66	58	63	68	65	62
No		22	22	24	--	24	24	19	25	23	19	27	25	18	22	24
I didn't get a salary increase		13	13	16	--	19	13	13	12	12	15	15	12	14	13	14

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Yes		65	65	66	62	74	62	70	67	58	56	64	60	65	66	65
No		22	22	23	25	15	25	18	18	30	34	26	19	20	21	25
I didn't get a salary increase		13	14	12	14	11	13	12	15	11	10	10	21	15	13	10

# Total billing amount (last fiscal year) (1/2)

Base: respondents working in private practice as an independent consultant (*working for themselves*), n=224



			PROVINCE OR TERRITORY								
			TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=		224	19	6	3	61	125	3	3	10
Less than \$70K		27	--	--	--	23	25	--	--	--	
\$70K-\$79K		4	--	--	--	2	2	--	--	--	
\$80K-\$89K		5	--	--	--	7	5	--	--	--	
\$90K-\$99K		6	--	--	--	7	6	--	--	--	
\$100K-\$119K		9	--	--	--	8	10	--	--	--	
\$120K-\$149K		14	--	--	--	20	12	--	--	--	
\$150K+		40	--	--	--	44	45	--	--	--	

## Total billing amount (last fiscal year) (2/2)

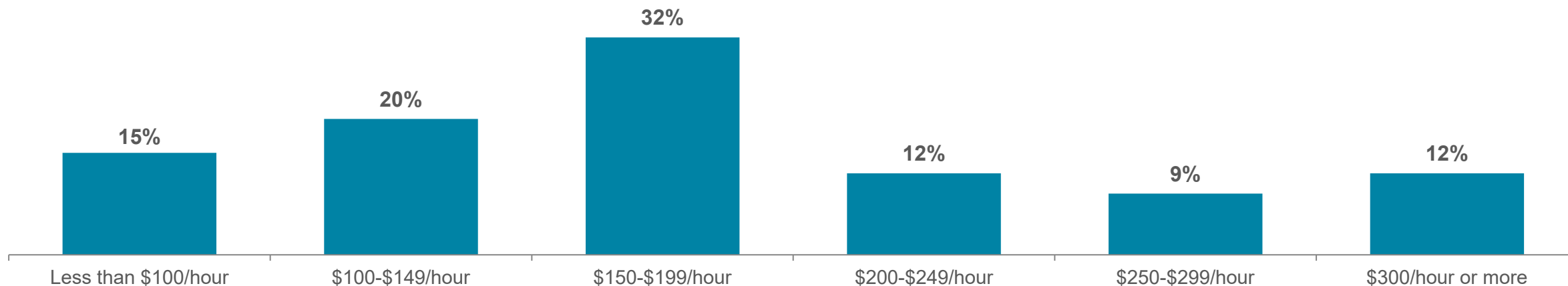
Base: respondents working in private practice as an independent consultant (*working for themselves*), n=224

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	224	144	80	224	0	0	0	7	33	184	0	0	0	209	15
Less than \$70K	27	25	31	27	--	--	--	--	--	--	25	--	--	--	27	--
\$70K-\$79K	4	2	7	4	--	--	--	--	--	--	4	--	--	--	3	--
\$80K-\$89K	5	6	4	5	--	--	--	--	--	--	3	--	--	--	6	--
\$90K-\$99K	6	8	3	6	--	--	--	--	--	--	5	--	--	--	6	--
\$100K-\$119K	9	8	12	9	--	--	--	--	--	--	10	--	--	--	10	--
\$120K-\$149K	14	15	13	14	--	--	--	--	--	--	16	--	--	--	15	--
\$150K+	40	42	38	40	--	--	--	--	--	--	43	--	--	--	40	--

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	224	124	100	14	16	10	13	20	5	3	19	0	0	0	0
Less than \$70K		27	24	33	--	--	--	--	--	--	--	--	--	--	--	--
\$70K-\$79K		4	5	1	--	--	--	--	--	--	--	--	--	--	--	--
\$80K-\$89K		5	7	2	--	--	--	--	--	--	--	--	--	--	--	--
\$90K-\$99K		6	8	2	--	--	--	--	--	--	--	--	--	--	--	--
\$100K-\$119K		9	7	12	--	--	--	--	--	--	--	--	--	--	--	--
\$120K-\$149K		14	15	12	--	--	--	--	--	--	--	--	--	--	--	--
\$150K+		40	39	43	--	--	--	--	--	--	--	--	--	--	--	--

## Average rate charged to clients (1/2)

Base: respondents working in private practice for themselves or a firm, *excluding don't know*, n=391



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	391	31	8	12	95	229	8	4	16
Less than \$100/hour	15	--	--	--	27	5	--	--	--	
\$100-\$149/hour	20	--	--	--	23	15	--	--	--	
\$150-\$199/hour	32	--	--	--	18	45	--	--	--	
\$200-\$249/hour	12	--	--	--	9	15	--	--	--	
\$250-\$299/hour	9	--	--	--	9	9	--	--	--	
\$300/hour or more	12	--	--	--	13	11	--	--	--	

## Average rate charged to clients (2/2)

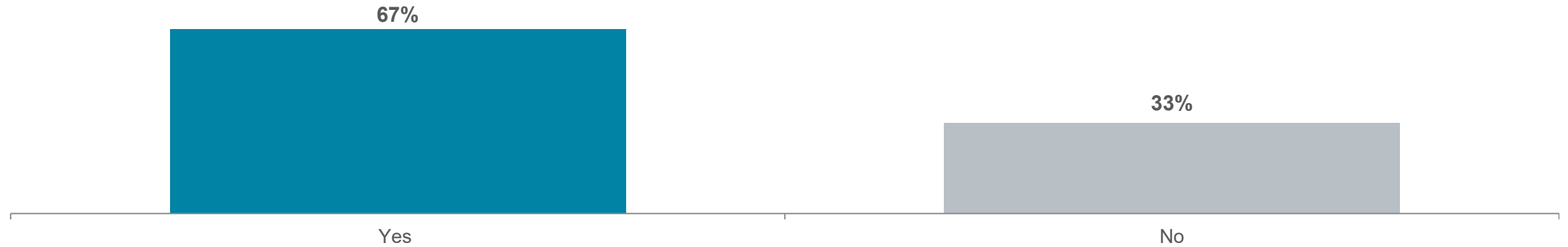
Base: respondents working in private practice for themselves or a firm, *excluding don't know*, n=391

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	391	276	115	206	185	0	0	43	96	252	16	90	69	359	32
Less than \$100/hour	15	14	19	15	15	--	--	--	--	17	12	--	18	10	13	--
\$100-\$149/hour	20	22	17	26	13	--	--	--	--	18	19	--	10	11	21	--
\$150-\$199/hour	32	33	28	31	33	--	--	--	--	36	31	--	39	25	33	--
\$200-\$249/hour	12	12	12	13	11	--	--	--	--	12	14	--	11	13	13	--
\$250-\$299/hour	9	7	14	9	9	--	--	--	--	4	11	--	9	11	9	--
\$300/hour or more	12	12	10	6	19	--	--	--	--	12	12	--	13	30	11	--

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	391	211	180	18	43	19	17	37	10	7	29	105	24	33	23
Less than \$100/hour	15	16	14	--	--	--	--	--	--	--	--	--	11	--	--	--
\$100-\$149/hour	20	26	13	--	--	--	--	--	--	--	--	--	16	--	--	--
\$150-\$199/hour	32	38	24	--	--	--	--	--	--	--	--	--	45	--	--	--
\$200-\$249/hour	12	11	14	--	--	--	--	--	--	--	--	--	9	--	--	--
\$250-\$299/hour	9	6	14	--	--	--	--	--	--	--	--	--	7	--	--	--
\$300/hour or more	12	4	21	--	--	--	--	--	--	--	--	--	12	--	--	--

## Salary scales (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Yes	67	63	73	55	66	71	60	66	63	
No	33	37	27	45	34	29	40	34	37	



## Salary scales (2/2)

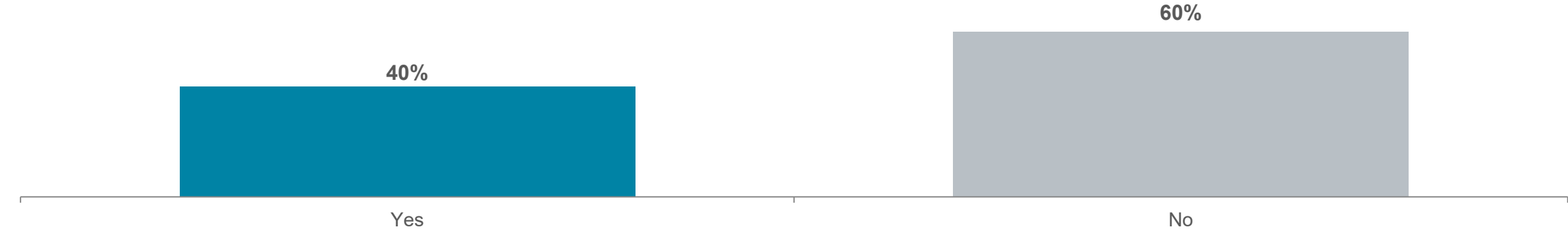
Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Yes		67	69	57	--	48	54	85	65	66	68	73	73	60	68	61
No		33	31	43	--	52	46	15	35	34	32	27	27	40	32	39

			GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.				
TOTAL			GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Yes		67	61	78	78	85	78	82	69	78	77	76	42	53	62	83
No		33	39	22	22	15	22	18	31	22	23	24	58	47	38	17

# Implementation of a salary transparency policy and process (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



			PROVINCE OR TERRITORY								
			TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=		6611	615	187	276	2253	2870	210	131	410
Yes			40	59	41	24	38	35	39	39	39
No			60	41	59	76	62	65	61	61	61

# Implementation of a salary transparency policy and process (2/2)

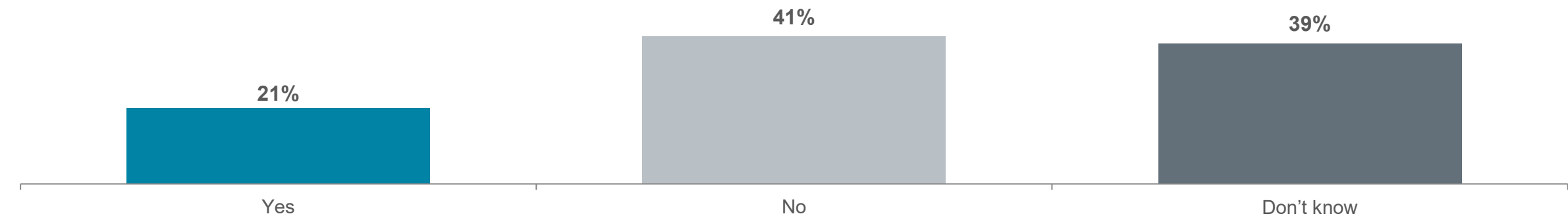
Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Yes		40	40	40	--	27	27	57	39	39	41	45	42	37	40	39
No		60	60	60	--	73	73	43	61	61	59	55	58	63	60	61

			GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.				
TOTAL			GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Yes		40	35	50	52	49	52	51	40	52	45	53	34	33	35	50
No		60	65	50	48	51	48	49	60	48	55	47	66	67	65	50

# Intention to implement a salary transparency policy and process in the company / organization within the next 12 months (1/2)

Base: respondents whose company/organization has not implemented this policy and these processes, n=4080



			PROVINCE OR TERRITORY							
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	4080	251	111	209	1403	1857	129	80	249
Yes		21	34	12	14	25	12	21	14	17
No		41	33	55	47	31	57	43	51	47
Don't know		39	33	33	39	45	31	36	35	36

# Intention to implement a salary transparency policy and process in the company / organization within the next 12 months (2/2)

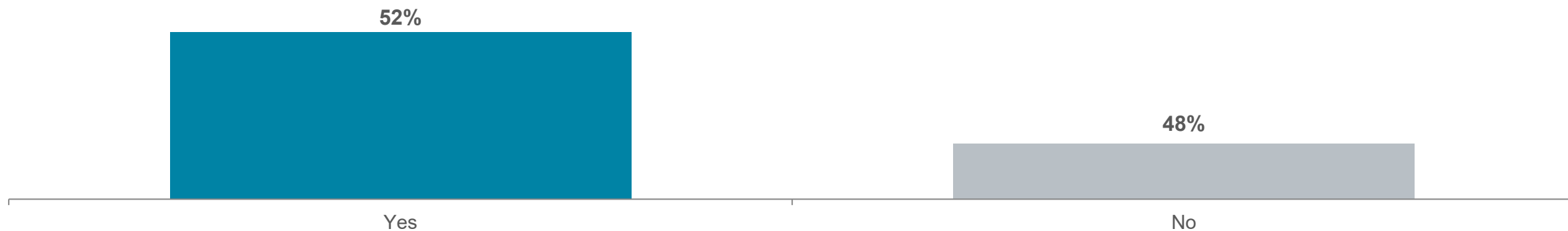
Base: respondents whose company/organization has not implemented this policy and these processes, n=4080

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	4080	3431	649	0	291	2646	1143	886	1598	1596	619	1378	1974	3515	565
Yes		21	22	15	--	17	22	18	16	20	25	13	17	26	21	21
No		41	41	41	--	41	43	35	37	41	42	33	38	45	42	35
Don't know		39	37	44	--	42	34	47	46	39	33	54	45	29	37	44

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	4080	2988	1092	42	161	174	225	156	98	73	163	424	497	1917	1208
Yes		21	23	16	--	30	12	15	16	5	10	16	18	22	23	18
No		41	43	34	--	34	42	38	37	33	20	30	47	43	43	33
Don't know		39	35	49	--	37	46	47	47	62	70	54	35	34	34	48

## Bonus (bonus payment or performance bonus) (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



		PROVINCE OR TERRITORY								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Yes		52	50	53	47	54	51	42	47	43
No		48	50	47	53	46	49	58	53	57

## Bonus (bonus payment or performance bonus) (2/2)

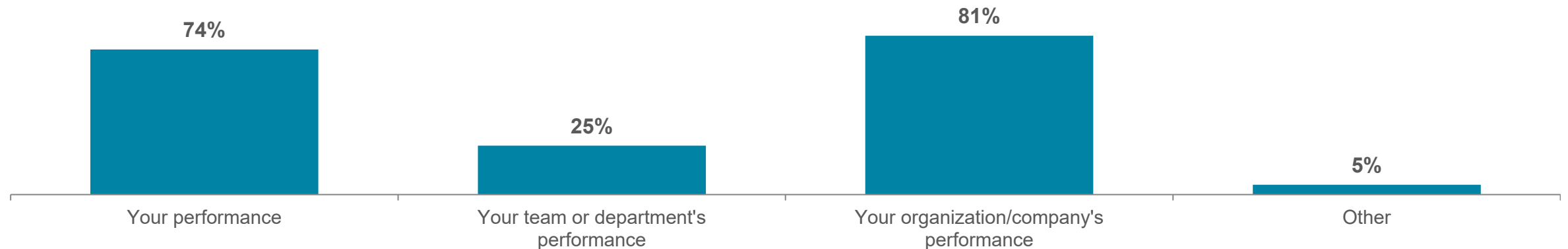
Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION			WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE	
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Yes		52	53	47	--	69	72	24	41	53	57	34	50	59	53	46
No		48	47	53	--	31	28	76	59	47	43	66	50	41	47	54

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Yes		52	54	48	53	66	39	39	52	34	55	51	47	54	51	53
No		48	46	52	47	34	61	61	48	66	45	49	53	46	49	47

## Factors determining the bonus (1/2)

Base: respondents whose salary includes a performance bonus / a bonus, n=3385



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	3385	305	100	131	1223	1450	88	61	176
Your performance	74	73	83	69	74	75	74	72	72	
Your team or department's performance	25	27	27	27	25	24	25	30	26	
Your organization/company's performance	81	83	79	85	79	83	80	74	77	
Other	5	5	5	5	5	6	6	11	8	



## Factors determining the bonus (2/2)

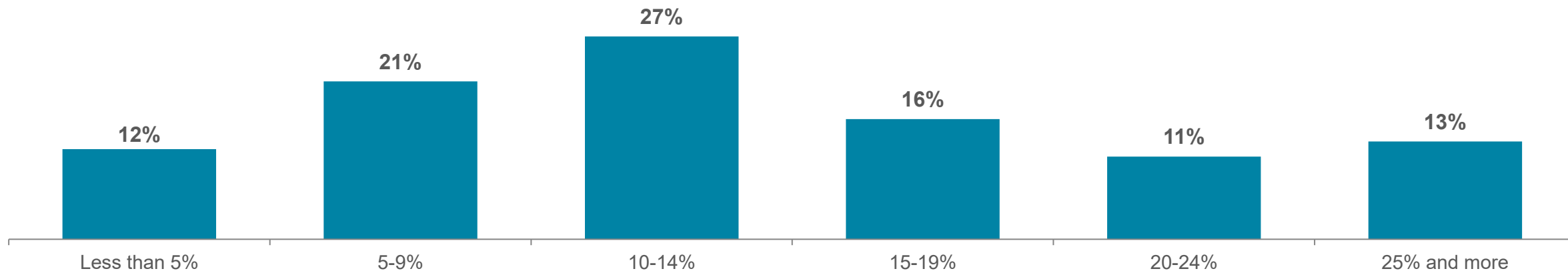
Base: respondents whose salary includes a performance bonus / a bonus, n=3385

		TYPE HR POSITION			WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE	
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	3385	2878	507	0	270	2505	610	576	1332	1477	369	1142	1788	2971	414
Your performance		74	75	70	--	69	72	82	76	74	72	74	77	72	74	73
Your team or department's performance		25	25	28	--	27	26	23	23	25	27	19	23	28	26	23
Your organization/company's performance		81	82	75	--	74	87	60	75	80	84	71	79	83	82	74
Other		5	5	9	--	8	5	6	6	5	5	7	5	5	5	9

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	3385	2386	999	43	194	147	173	131	71	74	166	294	367	1434	1267
Your performance		74	72	77	--	80	77	76	71	70	75	84	69	68	73	78
Your team or department's performance		25	25	27	--	29	31	23	16	27	24	33	20	20	25	28
Your organization/company's performance		81	82	78	--	86	72	72	76	67	83	80	75	76	81	83
Other		5	6	5	--	5	6	5	5	6	3	3	9	6	6	4

## Percentage of the salary allocated to the bonus (1/2)

Base: respondents whose salary includes a performance bonus / a bonus, *excluding don't know*, n=2959



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	2959	267	87	110	1028	1315	74	53	152
Less than 5%	12	14	16	11	11	11	14	9	12	
5-9%	21	15	28	18	21	24	15	26	21	
10-14%	27	30	23	31	26	27	24	26	26	
15-19%	16	15	16	14	18	15	18	17	16	
20-24%	11	11	10	8	12	11	12	11	11	
25% and more	13	16	7	18	12	12	18	9	13	

## Percentage of the salary allocated to the bonus (2/2)

Base: respondents whose salary includes a performance bonus / a bonus, *excluding don't know*, n=2959

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	2959	2540	419	0	212	2224	523	430	1165	1364	275	972	1646	2634	325
Less than 5%	12	11	18	--	13	8	27	25	13	6	27	15	7	10	20	
5-9%	21	21	24	--	21	18	33	35	24	15	40	33	12	21	24	
10-14%	27	27	23	--	23	30	17	27	31	23	24	32	24	27	26	
15-19%	16	17	12	--	19	17	12	9	15	19	7	13	19	17	13	
20-24%	11	12	9	--	11	13	6	3	10	15	1	4	17	12	9	
25% and more	13	12	16	--	13	15	5	2	7	21	1	3	20	13	8	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	2959	2102	857	35	177	126	152	106	56	65	140	234	310	1248	1150
Less than 5%		12	11	14	--	9	15	14	17	21	14	13	18	17	10	11
5-9%		21	19	26	--	25	29	28	25	24	24	25	21	23	21	22
10-14%		27	27	27	--	26	25	27	26	33	22	31	23	24	28	26
15-19%		16	16	16	--	20	14	15	14	16	16	16	11	15	16	17
20-24%		11	12	8	--	10	9	7	9	0	13	8	12	10	12	11
25% and more		13	14	9	--	11	8	9	10	7	10	6	15	11	13	12



# Overtime

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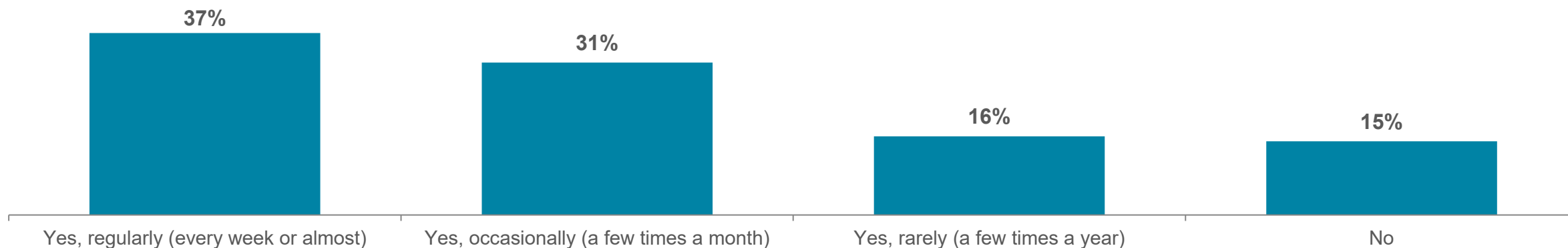
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## Section Summary

- **One in three (37%) HR professionals** (*in private practice at an HR firm or within a company/organization*) **regularly work overtime and most (74%) can refuse to do so.**
  - Only 28% of Saskatchewanians regularly work overtime, while in Québec this proportion rises to 44%.
  - People working at private companies, those with more experience (15+ years), managers/executives, those with a professional designation, generalists (and labour relations specialists) and respondents in companies/organizations with 100 or more employees are more likely to frequently work overtime. These groups are also generally the ones whose overtime is required by their employer.
- **Only one-third (37%) of those who worked overtime in the past 12 months report that overtime is paid.**
  - Overtime payment is most common in British Columbia /Yukon (44%), Manitoba (51%) and New Brunswick (49%).
  - Respondents who perform an exclusively HR role, those working in a private company, those with more experience (15 years or more), HR professionals in a management position (managers/executives), those with a professional designation, generalists and total compensation specialists, and those working in a very large company, are less likely to be paid for their overtime.
- **Compensatory time (70%) is the preferred method of remuneration for overtime worked.**
  - This trend is confirmed in all subgroups studied.
- **For those who are paid in salary, 58% are entitled to time and a half (base salary plus 50%) and 31% to the simple base rate.**
  - Time and a half is applied more often for people in a technician/coordinator or advisor/supervisor position, while the simple base rate is more often applied for those in a management/executive position.
- **Slightly more than one in two HR professionals (55%) in private practice at an HR firm or within a company/organization must at least sometimes make themselves available outside of normal working hours.**
  - Respondents in the Atlantic provinces, British Columbia/Yukon and Ontario need to be a little more flexible in this regard.
  - Those who are often required to make themselves available outside of normal working hours are found in greater proportions among those who do not work exclusively in HR, the most experienced (15+ years) and those in a management position (managers and executives).

## Overtime (in the past 12 months) (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Yes, regularly (every week or almost)	37	35	28	33	35	44	35	35	34	
Yes, occasionally (a few times a month)	31	32	39	36	31	30	30	29	30	
Yes, rarely (a few times a year)	16	19	18	20	17	13	17	14	17	
No	15	14	16	11	17	13	18	22	19	

## Overtime (in the past 12 months) (2/2)

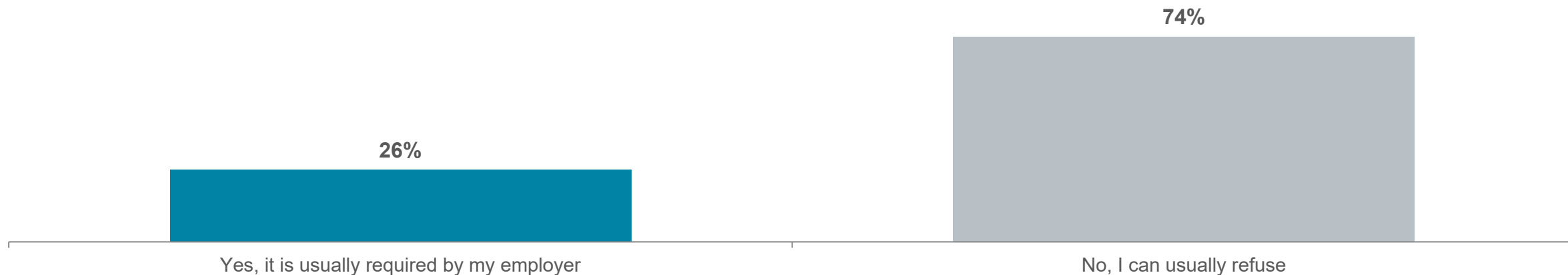
Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION			WORKPLACE			YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Yes, regularly (every week or almost)	37	37	39	--	30	39	36	23	33	50	20	28	51	38	31	
Yes, occasionally (a few times a month)	31	31	31	--	31	31	31	33	34	27	31	33	30	31	33	
Yes, rarely (a few times a year)	16	16	15	--	19	15	17	23	17	11	24	20	10	16	18	
No	15	16	15	--	20	15	16	21	16	11	25	19	9	15	18	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Yes, regularly (every week or almost)		37	39	32	25	32	27	41	28	34	22	33	25	31	40	39
Yes, occasionally (a few times a month)		31	31	31	37	31	27	29	36	35	34	29	30	35	32	29
Yes, rarely (a few times a year)		16	14	20	20	22	23	15	21	16	29	19	21	18	14	16
No		15	15	17	17	15	23	15	15	16	15	19	23	16	14	15

## Overtime obligation (1/2)

Base: respondents who have worked overtime in the past 12 months, n=5620



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	5620	527	157	245	1871	2486	173	102	334
Yes, it is usually required by my employer	26	27	29	29	28	20	30	34	31	
No, I can usually refuse	74	73	71	71	72	80	70	66	69	



## Overtime obligation (2/2)

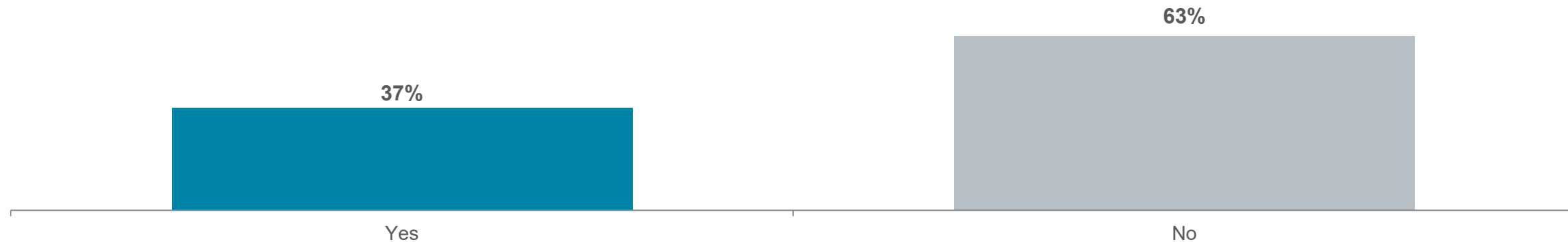
Base: respondents who have worked overtime in the past 12 months, n=5620

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	5620	4702	918	0	324	3028	2268	1141	2136	2343	831	1871	2779	4861	759
Yes, it is usually required by my employer		26	25	29	--	30	24	27	20	22	32	17	21	31	26	24
No, I can usually refuse		74	75	71	--	70	76	73	80	78	68	83	79	69	74	76

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	5620	3859	1761	76	251	276	395	217	164	115	267	486	612	2448	2032
Yes, it is usually required by my employer		26	25	27	22	23	29	38	24	15	31	25	25	21	24	29
No, I can usually refuse		74	75	73	78	77	71	62	76	85	69	75	75	79	76	71

## Overtime compensation (1/2)

Base: respondents who have worked overtime in the past 12 months, n=5620



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	5620	527	157	245	1871	2486	173	102	334
Yes		37	44	41	51	37	31	35	49	41
No		63	56	59	49	63	69	65	51	59

## Overtime compensation (2/2)

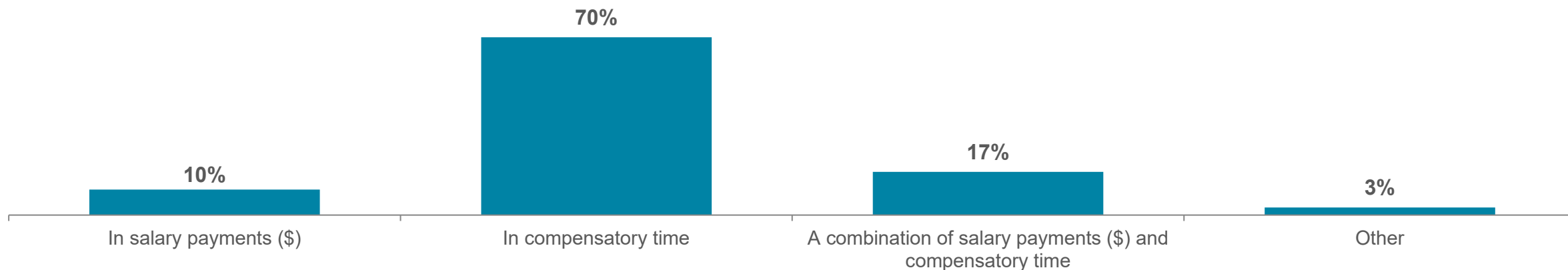
Base: respondents who have worked overtime in the past 12 months, n=5620

		TYPE HR POSITION			WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE	
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	5620	4702	918	0	324	3028	2268	1141	2136	2343	831	1871	2779	4861	759
Yes		37	36	45	--	37	29	48	50	40	29	56	44	28	35	49
No		63	64	55	--	63	71	52	50	60	71	44	56	72	65	51

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	5620	3859	1761	76	251	276	395	217	164	115	267	486	612	2448	2032
Yes		37	35	42	33	35	49	42	40	47	48	44	48	40	37	35
No		63	65	58	67	65	51	58	60	53	52	56	52	60	63	65

## How overtime is paid (1/2)

Base: respondents who are paid for their overtime, n=2027



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	2027	230	65	124	696	774	60	50	138
In salary payments (\$)	10	10	11	7	11	8	8	2	5	
In compensatory time	70	75	62	72	68	70	83	82	81	
A combination of salary payments (\$) and compensatory time	17	13	18	16	18	20	7	12	11	
Other	3	2	9	5	4	2	2	4	3	

## How overtime is paid (2/2)

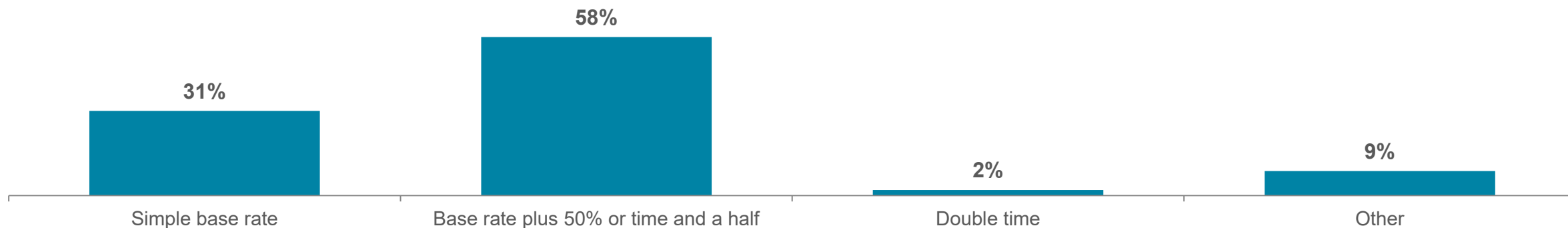
Base: respondents who are paid for their overtime, n=2027

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	2027	1638	389	0	113	883	1031	554	816	657	451	787	732	1652	375
In salary payments (\$)		10	9	14	--	13	13	7	12	10	7	10	11	7	9	10
In compensatory time		70	71	66	--	64	69	72	67	70	74	64	66	79	70	70
A combination of salary payments (\$) and compensatory time		17	17	17	--	17	15	19	20	17	15	23	20	10	17	18
Other		3	3	3	--	6	4	3	2	3	5	3	2	5	4	1

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	2027	1297	730	25	83	130	161	87	74	54	116	227	236	871	680
In salary payments (\$)		10	9	10	--	9	9	10	6	5	13	15	9	9	10	10
In compensatory time		70	72	68	--	61	70	71	83	67	70	57	74	74	72	66
A combination of salary payments (\$) and compensatory time		17	16	20	--	29	18	16	10	27	15	23	14	15	15	22
Other		3	4	3	--	0	2	3	2	1	2	6	3	2	4	3

## Overtime pay rate (1/2)

Base: respondents paid with a salary for overtime, n=538



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	538	52	19	29	198	218	9	7	22
Simple base rate	31	37	--	--	26	34	--	--	--	
Base rate plus 50% or time and a half	58	54	--	--	61	59	--	--	--	
Double time	2	2	--	--	2	1	--	--	--	
Other	9	8	--	--	12	5	--	--	--	

## Overtime pay rate (2/2)

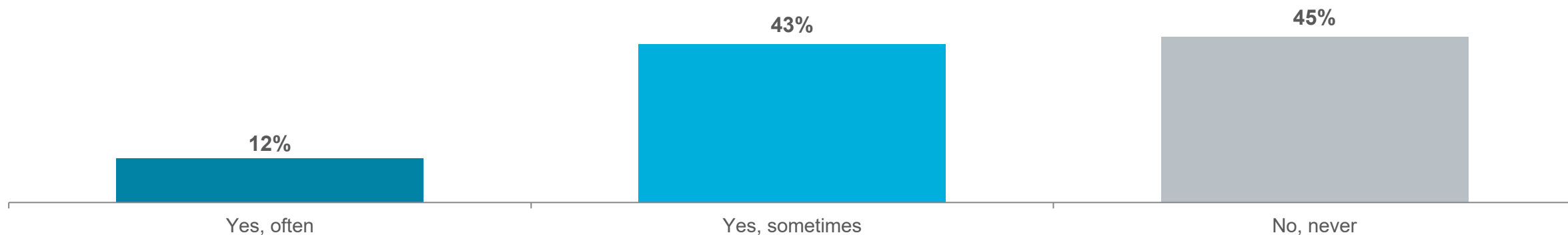
Base: respondents paid with a salary for overtime, n=538

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	538	419	119	0	35	234	269	180	215	143	156	241	124	434	104
Simple base rate	31	32	27	--	--	32	30	25	30	40	21	26	49	34	21	
Base rate plus 50% or time and a half	58	58	58	--	--	55	61	64	60	48	68	64	37	56	66	
Double time	2	2	2	--	--	2	3	3	3	1	3	3	1	2	2	
Other	9	8	12	--	--	11	7	8	8	11	7	7	13	8	11	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	538	323	215	7	33	37	44	13	24	16	41	53	55	214	213
Simple base rate		31	35	24	--	--	--	--	--	--	--	--	51	33	36	20
Base rate plus 50% or time and a half		58	53	66	--	--	--	--	--	--	--	--	46	52	52	69
Double time		2	2	2	--	--	--	--	--	--	--	--	1	0	1	4
Other		9	9	8	--	--	--	--	--	--	--	--	2	15	10	7

## Requirement of availability outside working hours (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Yes, often	12	13	15	8	13	8	14	11	13	
Yes, sometimes	43	46	44	47	43	39	52	51	51	
No, never	45	41	41	45	44	53	34	38	36	



## Requirement of availability outside working hours (2/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Yes, often		12	11	17	--	11	13	10	6	10	17	4	5	19	12	10
Yes, sometimes		43	43	44	--	46	45	40	31	42	50	25	36	54	43	41
No, never		45	47	38	--	43	42	51	64	48	33	71	59	27	45	50

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Yes, often	12	13	9	4	6	10	14	10	9	4	7	12	11	12	12	
Yes, sometimes	43	46	36	38	35	27	42	38	38	38	33	42	46	45	39	
No, never	45	41	55	58	58	64	44	53	54	59	59	46	42	43	49	

A woman with curly hair is smiling and looking towards the right. She is sitting at a desk with a laptop and some papers. A man is leaning in from the right, looking at the papers. The background is blurred, showing some indoor plants. The entire image has a blue tint.

# Benefits

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## Section Summary

- **Irrespective of the plan, stock purchase plans, stock option plans and restricted stock unit plans are not common among respondents in private practice at an HR firm or within a company/organization (stock purchase plan: 15%, stock option plan: 10% and restricted stock unit plan: 9 %).**
  - In Nova Scotia, more respondents (23%) have access to a stock purchase plan.
  - These plans are more accessible to HR professionals with more years of experience (15 years or more), in a management position (manager/executive), with a professional designation, specialists, as well as those working in a very large company (1,000+ employees).
- **The majority of HR professionals in private practice at an HR firm or within a company/organization have long-term disability insurance (92%) and life insurance (95%). More than half of those surveyed had short-term disability insurance (67%) and critical illness insurance (60%), although these types of coverage are less common.**
  - Access to these different insurance plans is quite consistent from province to province, although it is slightly higher in Québec and lower in Ontario.
  - In general, access to insurance is better among those who perform exclusively HR tasks, who work in the public / parapublic / NPO sector (disability insurance) or in private companies (life and critical illness insurance), among those with more experience (15 years or more, except for critical illness insurance), among technicians /coordinators and advisors/supervisors for short-term disability insurance and among managers/executives for long-term disability insurance and life insurance, among those with a professional designation, among specialists (particularly in total compensation) and within very large companies (1,000+ employees).
- **Almost all HR professionals in private practice at an HR firm or within a company/organization are entitled to reimbursement for prescription drugs (96%), dental-care expenses (91%) and optical and vision-care expenses (86%). Coverage for medical exams at a private medical clinic is much rarer (40%).**
  - The coverage rate for these expenses is much lower in Québec (dental-care expenses: 75%, optical and vision-care expenses: 66% and private medical exams: 31%).
  - The variations for other cross-tabulations are generally marginal. Note, however, fewer people with a professional designation have coverage for private medical exams, while more respondents working in very large organizations (1,000+ employees) report being covered for this type of expense than those working in small organizations (fewer than 50 employees).

## Section Summary

- **Mental healthcare (psychologist, social worker, etc.: 94%) and paramedical services (massage therapy, physiotherapy, etc.: 95%) are covered for most of HR professionals in private practice in a firm or within a company/organization. Coverage is somewhat lower for nutritional counselling services (nutritionist, dietitian, etc.: 76%).**
  - The coverage rate for these expenses is also lower in Québec, but the differences are negligible (mental health: 92%, paramedical: 92% and nutrition: 71%).
  - There are slight differences within some subgroups. Professionals who are HR exclusively, those who work at a private company, those with more experience (15+ years), those in a managerial/executive position, generalists or specialists in total compensation and those in a company with more than 50 employees are slightly more likely to have access to these types of coverage.
- **With an average satisfaction rate of 7.3/10, satisfaction with their group insurance plan is quite average (among respondents in private practice at an HR firm or within a company/organization). There are as many very satisfied HR professionals (9-10 / 10) as there are who are not very or not at all satisfied (0-6 / 10).**
  - The Prairies (Saskatchewan: 39% and Manitoba: 33%) have the highest number of people who are very satisfied (9-10/10), and Québec has the highest number of people who are not very (5-6/10: 19%) or not at all satisfied (0-4/10: 12%) with their insurance plan.
  - Professionals in private practice and those working in small companies are, on average, the least satisfied.
- **Only one in four (28%) respondents in private practice at an HR firm or within a company/organization have a flexible insurance plan.**
  - This type of plan is more popular in Québec (39%).
  - Plan flexibility is slightly more common among professionals with an exclusively HR role, those working at private companies, advisors/supervisors, those with a professional designation, and specialists (particularly in total compensation).
  - In very large organizations/companies (1,000+ employees), one in two people have access to a flexible plan, double the Canadian average.
- **Few (6%) have an employer who does not contribute to their insurance premiums (among respondents in private practice at an HR firm or within a company/organization).**
  - This occurs a little more frequently among certain groups but remains marginal.

## Section Summary

- **Eight out of 10 (81%) HR professionals** *in private practice at an HR firm or within a company/organization* **have access to a pension plan (pension fund) with their current employer.**
  - In New Brunswick and Saskatchewan, 9 out of 10 people have access to such a plan. The proportions are somewhat lower in British Columbia /Yukon (75%).
  - The location of the practice has a great bearing on the participation in a pension fund. In private HR firms, 58% of respondents have access to a pension plan, 75% in private companies and 93% in the public/parapublic/NPO sector. The size of the organization also has an impact: the larger the organization, the more access there is to a pension plan. As proof, 51% of those who work in a small organization (50 employees or less) have access to a pension fund, compared to 92% in very large organizations (1,000+ employees).
- **The most popular types of pension plan are group RRSPs (37%), defined benefit plans (30%) and defined contribution plans (28%).**
  - Group RRSPs are somewhat more popular in British Columbia/Yukon (43%), while defined benefit plans are slightly more common in Québec (33%) and defined contribution plans are more common in Saskatchewan (48%), Manitoba (42%), Nova Scotia (36%) and, to a lesser extent, Ontario (30%).
  - The type of pension plan offered also differs depending on the location of the practice. Within the public / parapublic / NPO sector, defined benefit plans predominate, while in private HR firms and companies, group RRSPs are more common.
  - The same obtains for the size of the organization: those with 1,000 employees or less favour group RRSPs, while very large organizations (1,000+ employees) opt for defined benefit or defined contribution plans.
- **The majority (75%) of those with access to a pension plan report that their employer pays a predetermined fixed percentage.**
  - This is the primary method used in all provinces and for all cross-tabulations studied.
- **Of the other benefits, the employee assistance program (EAP: 89%), reimbursement of membership fees to an HR association or professional order (80%) and reimbursement of phone expenses (56%) are the most popular** *(among respondents in private practice at an HR firm or within a company/organization )*.
  - Access to these benefits is fairly consistent from one region to another except for phone expenses, which are reimbursed more often in Québec (71%) and Saskatchewan (63%) and less often in Ontario (48%).
  - Despite some differences and over-indexation, these three benefits are the most prevalent for all subgroups measured.
  - Irrespective of the benefit, access is greater for managers/executives and more experienced employees.

## Section Summary

- **In the last 12 months, three-quarters (73%) of HR professionals** *(in private practice at an HR firm or within a company/organization)* **received training, professional development or external coaching.**
  - Respondents in Saskatchewan (82%), Manitoba (81%) and Québec (79%) received more training/personal development/coaching, while the reverse obtained for those in Ontario (68%).
  - Slightly more respondents within the public / parapublic / NPO sector, respondents with the most experience (15+ years), managers and executives, those with a professional designation as well as generalists (or specialists in labour relations or health) received training.
- **84% of HR professionals who took training courses were fully reimbursed by their employer.**
- **Only 48% of respondents** *(who work in an organization/company)* **work at a company/organization that has implemented specific measures to prevent work-related psychosocial risks that can impact workers' health.**
  - These proportions are slightly higher in Québec (59%) and New Brunswick (60%).
  - The public / parapublic / NPO sector and very large organizations (1,000+ employees) comprise a greater number of HR professionals confirming that these measures have been implemented in their workplace.
- **Signing bonuses are very rare. Only 7% of HR professionals** *in private practice at an HR firm or within a company/organization* **who changed jobs in the last two years received one.**
  - The bonus amount varies widely, with some receiving \$15,000 or more (25%) and others receiving less than \$2,500 (18%).



## Eligibility for the following company plans (% yes) (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=3937



		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n= 3937	357	87	161	1270	1852	110	75	210
Stock option plan	10	13	11	6	11	9	5	5	5
Stock purchase plan	15	13	11	8	16	16	23	11	17
Restricted stock unit plan	9	7	5	8	10	9	6	8	7

## Eligibility for the following company plans (% yes) (2/2)

Base: respondents working in private practice for a firm or within a company / organization, n=3937

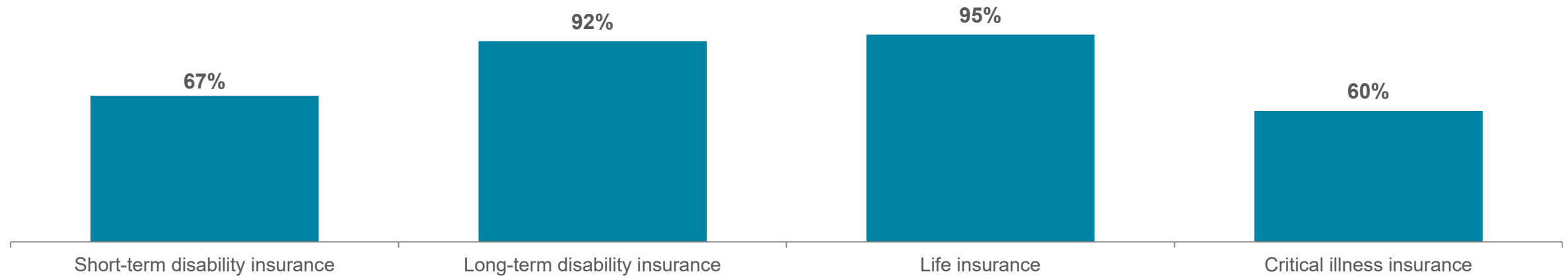
		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	3937	3340	597	0	395	3542	0	878	1542	1517	569	1315	1942	3398	539
Stock option plan		10	10	10	--	8	11	--	8	10	12	9	9	12	11	7
Stock purchase plan		15	16	12	--	12	16	--	12	14	19	11	16	16	16	13
Restricted stock unit plan		9	9	7	--	7	9	--	4	8	13	5	6	12	10	6

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	3937	2942	995	45	176	163	154	134	79	74	170	413	467	1815	1209
Stock option plan		10	10	12	--	10	12	12	13	11	14	11	12	11	8	13
Stock purchase plan		15	13	21	--	23	15	22	15	22	27	25	6	8	10	30
Restricted stock unit plan		9	9	10	--	13	8	10	8	7	12	11	4	7	7	16



## General insurance coverage included in the plan (% yes) (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Short-term disability insurance	67	62	70	63	68	72	63	56	59	
Long-term disability insurance	92	93	96	95	91	94	96	89	92	
Life insurance	95	95	95	96	94	95	98	95	97	
Critical illness insurance	60	60	59	63	57	64	65	56	61	

## General insurance coverage included in the plan (% yes) (2/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Short-term disability insurance	67	69	61	--	54	64	73	67	66	69	70	72	63	68	62	
Long-term disability insurance	92	93	86	--	78	92	95	86	93	95	88	93	93	93	89	
Life insurance	95	95	90	--	83	96	94	90	95	97	90	95	96	95	92	
Critical illness insurance	60	61	56	--	58	61	59	63	63	56	59	64	58	60	60	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Short-term disability insurance		67	63	76	75	84	76	76	67	81	84	73	44	53	62	84
Long-term disability insurance		92	92	93	88	98	88	95	93	95	90	91	78	92	93	96
Life insurance		95	95	94	91	97	91	96	93	94	94	93	84	96	96	96
Critical illness insurance		60	58	64	69	64	66	61	64	60	65	66	54	57	58	65

## Medical expenses covered by the insurance plan (% yes) (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Dental fees	91	99	97	98	96	75	98	98	98	
Glasses and vision care fees	86	96	89	91	92	66	96	96	96	
Reimbursement of prescription drugs	96	99	95	97	96	95	98	95	97	
Examination fees for an annual private medical check-up	40	42	48	50	44	31	46	44	44	

## Medical expenses covered by the insurance plan (% yes) (2/2)

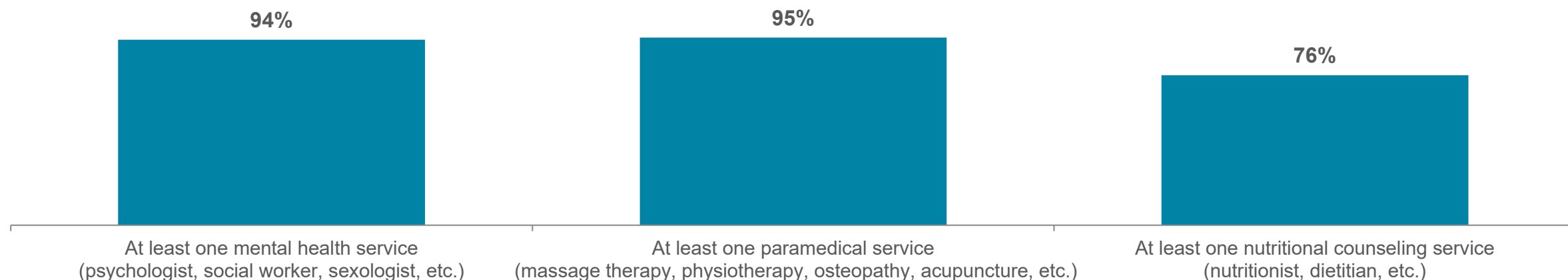
Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Dental fees	91	92	86	--	86	93	89	89	93	91	86	92	92	91	94	
Glasses and vision care fees	86	86	81	--	77	87	85	85	87	85	81	86	87	85	89	
Reimbursement of prescription drugs	96	97	93	--	89	97	96	95	97	97	94	96	98	96	96	
Examination fees for an annual private medical check-up	40	41	40	--	42	41	39	46	44	34	43	40	39	39	49	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Dental fees	91	91	91	90	96	88	90	92	80	96	95	83	90	92	93	
Glasses and vision care fees	86	85	87	82	91	81	86	85	77	91	92	77	84	86	89	
Reimbursement of prescription drugs	96	97	96	95	98	95	96	95	93	96	95	88	97	97	97	
Examination fees for an annual private medical check-up	40	40	42	45	35	45	42	40	35	45	46	35	40	40	42	

# Mental health and paramedical services covered by the insurance plan (% yes) (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
At least one mental health service (psychologist, social worker, sexologist, etc.)	94	95	93	94	94	92	97	92	95	
At least one paramedical service (massage therapy, physiotherapy, osteopathy, acupuncture, etc.)	95	98	96	96	96	92	97	94	96	
At least one nutritional counseling service (nutritionist, dietitian, etc.)	76	82	82	85	76	71	86	80	83	

# Mental health and paramedical services covered by the insurance plan (% yes) (2/2)

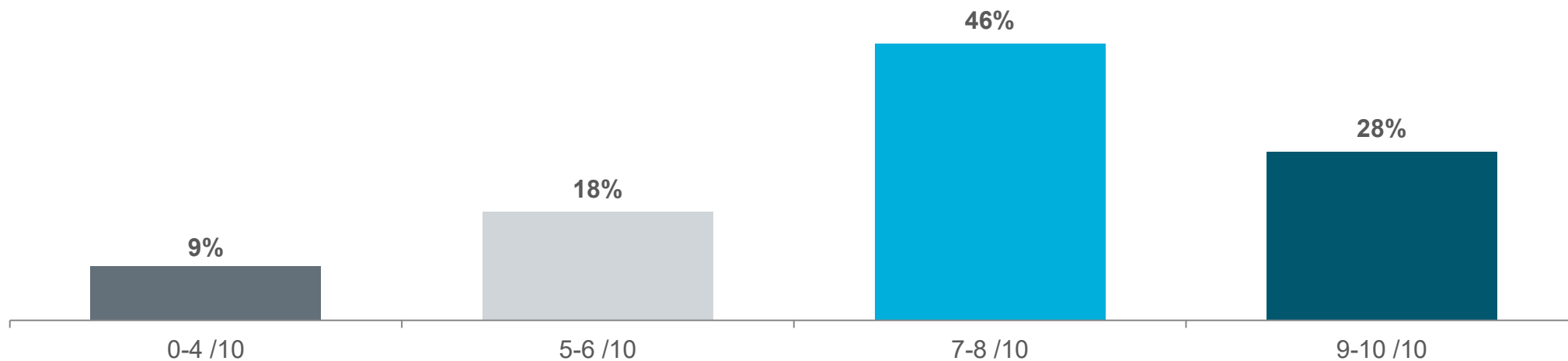
Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
At least one mental health service (psychologist, social worker, sexologist, etc.)		94	94	89	--	84	95	93	90	93	96	89	93	96	94	93
At least one paramedical service (massage therapy, physiotherapy, osteopathy, acupuncture, etc.)		95	96	91	--	88	97	94	93	95	96	91	94	97	95	95
At least one nutritional counseling service (nutritionist, dietitian, etc.)		76	77	73	--	67	79	74	70	77	79	68	75	81	76	77

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
	TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
At least one mental health service (psychologist, social worker, sexologist, etc.)	94	95	91	90	96	90	92	91	88	93	91	85	95	95	95	
At least one paramedical service (massage therapy, physiotherapy, osteopathy, acupuncture, etc.)	95	96	93	93	99	92	93	92	89	95	93	87	96	97	95	
At least one nutritional counseling service (nutritionist, dietitian, etc.)	76	78	73	69	76	72	71	68	71	74	76	71	80	77	76	

## Satisfaction with the group insurance plan (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



Scale of 0 to 10. 0: “not at all satisfied” / 10: “totally satisfied”.

		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
0-4	9	6	2	8	9	12	5	11	7	
5-6	18	16	16	14	18	19	17	12	15	
7-8	46	48	44	46	46	44	47	45	47	
9-10	28	30	39	33	27	25	32	31	31	
Average	7.3	7.6	7.9	7.6	7.2	7.0	7.6	7.4	7.5	

## Satisfaction with the group insurance plan (2/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611

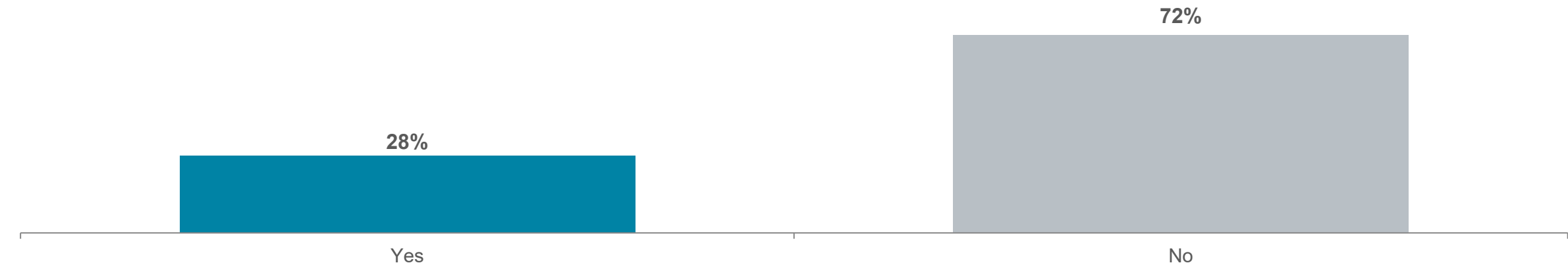
		TYPE HR POSITION			WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE	
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
0-4		9	9	11	--	16	8	9	12	8	8	11	9	8	9	10
5-6		18	18	17	--	22	18	17	17	19	17	17	18	18	18	16
7-8		46	46	46	--	40	47	45	47	45	46	47	45	45	46	46
9-10		28	28	25	--	23	27	29	24	28	29	25	28	29	28	28
Average		7.3	7.3	7.1	--	6.6	7.3	7.3	7.0	7.3	7.4	7.1	7.2	7.4	7.3	7.2

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
0-4		9	9	9	6	3	11	11	13	14	8	9	15	8	8	8
5-6		18	17	18	24	16	18	19	21	17	21	15	21	15	17	18
7-8		46	46	44	36	49	45	42	42	42	39	47	40	49	46	46
9-10		28	27	28	34	31	26	28	23	26	31	29	25	28	28	28
Average		7.3	7.3	7.2	7.4	7.7	7.1	7.1	7.0	7.0	7.3	7.3	6.8	7.4	7.3	7.3



# Flexibility of the group insurance plan (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



			PROVINCE OR TERRITORY								
			TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=		6611	615	187	276	2253	2870	210	131	410
Yes			28	25	24	24	24	39	22	33	26
No			72	75	76	76	76	61	78	67	74

# Flexibility of the group insurance plan (2/2)

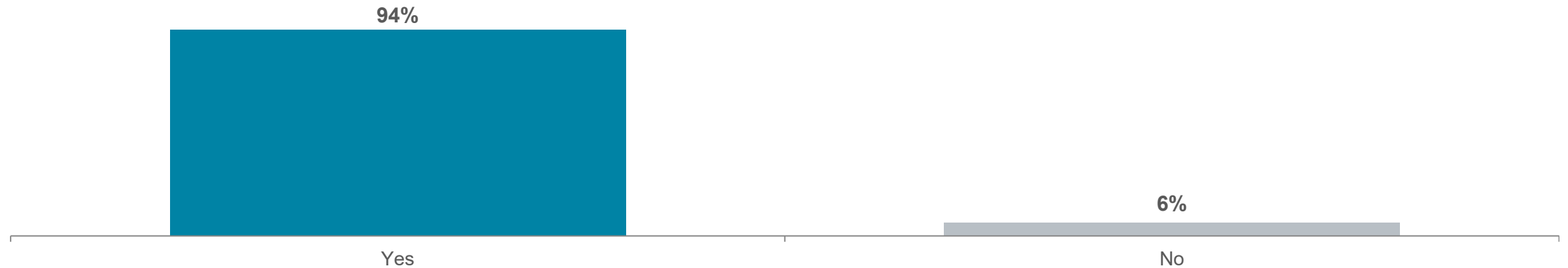
Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Yes		28	29	23	--	30	33	22	30	27	28	30	34	24	29	22
No		72	71	77	--	70	67	78	70	73	72	70	66	76	71	78

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Yes		28	25	35	33	44	38	28	30	40	40	34	13	13	20	47
No		72	75	65	67	56	62	72	70	60	60	66	87	87	80	53

# Employer contribution to insurance premiums (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



		PROVINCE OR TERRITORY								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Yes		94	95	95	92	94	94	98	95	96
No		6	5	5	8	6	6	2	5	4

## Employer contribution to insurance premiums (2/2)

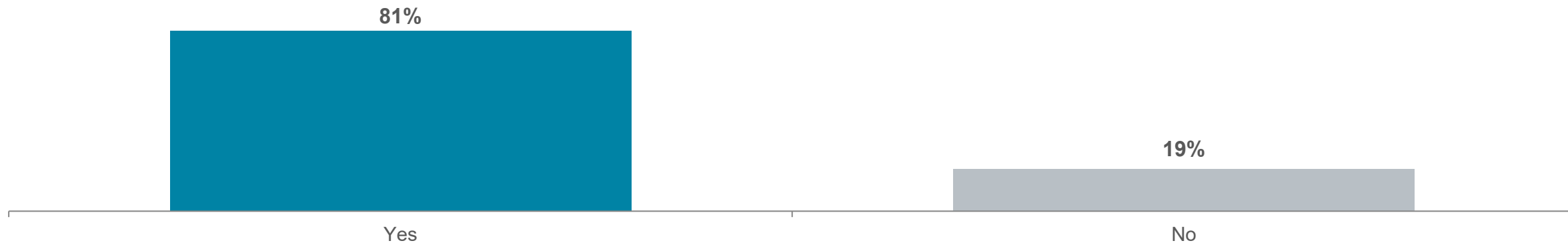
Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION			WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE	
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Yes		94	95	90	--	88	94	94	90	94	96	91	93	96	94	93
No		6	5	10	--	12	6	6	10	6	4	9	7	4	6	7

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Yes		94	95	93	93	96	89	94	94	89	96	93	86	94	96	95
No		6	5	7	7	4	11	6	6	11	4	7	14	6	4	5

# Access to a retirement plan (pension fund) with the employer (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Yes	81	75	91	86	81	83	83	91	87	
No	19	25	9	14	19	17	17	9	13	

# Access to a retirement plan (pension fund) with the employer (2/2)

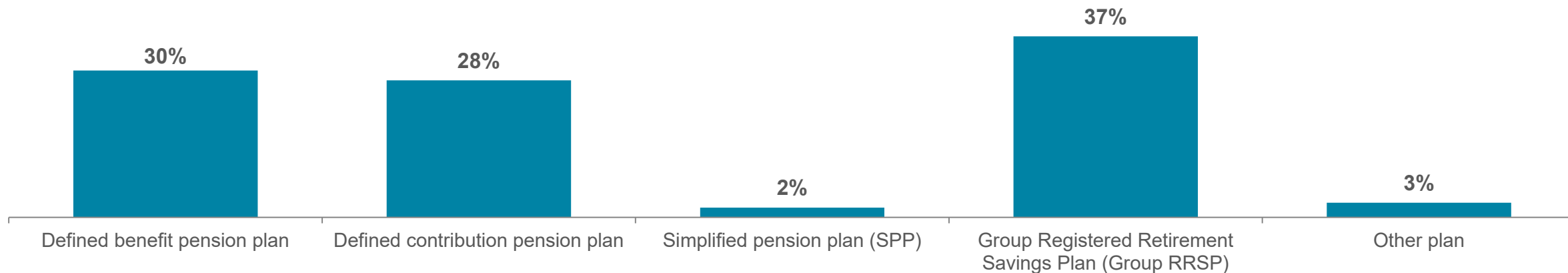
Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Yes		81	83	75	--	58	75	93	80	81	83	85	84	79	82	77
No		19	17	25	--	42	25	7	20	19	17	15	16	21	18	23

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Yes		81	79	87	84	92	84	91	82	85	88	83	51	74	82	92
No		19	21	13	16	8	16	9	18	15	12	17	49	26	18	8

# Pension plan available as part of the employment (1/2)

Base: respondents who have access to a pension plan with the employer, n=5434



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	5434	462	171	238	1824	2385	174	119	354
Defined <b>benefit</b> pension plan	30	30	17	24	31	33	31	19	27	
Defined <b>contribution</b> pension plan	28	24	48	42	30	20	36	33	34	
Simplified pension plan (SPP)	2	0	1	1	0	6	0	0	0	
Group Registered Retirement Savings Plan (Group RRSP)	37	43	31	31	37	37	32	41	35	
Other plan	3	3	3	3	2	4	2	7	4	

# Pension plan available as part of the employment (2/2)

Base: respondents who have access to a pension plan with the employer, n=5434

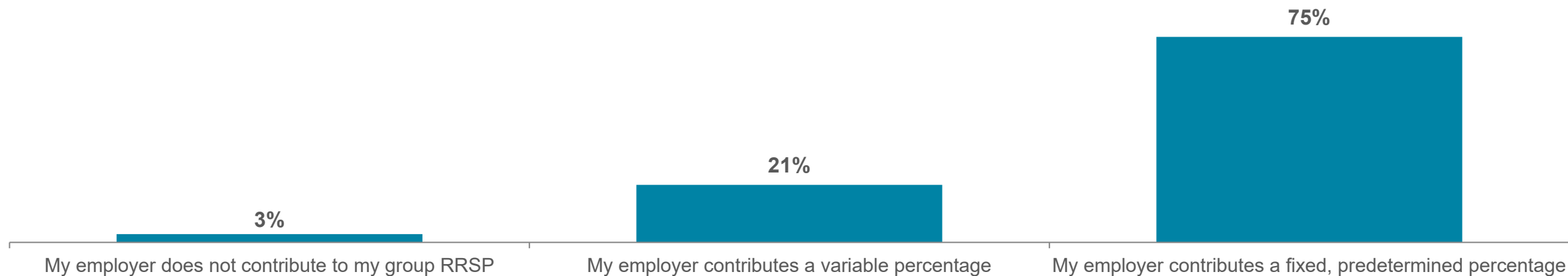
		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	5434	4605	829	0	233	2696	2505	1166	2059	2209	930	1937	2426	4713	721
Defined <b>benefit</b> pension plan		30	31	30	--	7	9	54	28	29	33	35	35	26	32	24
Defined <b>contribution</b> pension plan		28	28	24	--	24	31	25	26	29	27	26	28	28	27	31
Simplified pension plan (SPP)		2	2	2	--	1	2	2	2	2	2	3	1	2	2	1
Group Registered Retirement Savings Plan (Group RRSP)		37	37	38	--	64	55	17	41	38	35	34	33	41	37	41
Other plan		3	2	5	--	4	3	3	4	3	3	3	2	3	3	3

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
	TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	5434	3572	1862	74	276	306	420	215	172	120	279	333	538	2327	2190
Defined <b>benefit</b> pension plan	30	25	42	37	39	45	51	37	49	36	34	17	17	25	42	
Defined <b>contribution</b> pension plan	28	27	28	30	34	24	25	29	24	29	31	20	21	27	31	
Simplified pension plan (SPP)	2	2	1	1	1	1	1	2	2	0	0	2	4	3	1	
Group Registered Retirement Savings Plan (Group RRSP)	37	43	27	30	25	26	21	30	24	32	32	54	55	44	24	
Other plan	3	3	3	3	2	4	2	2	1	3	3	7	4	2	2	



# Employer's contribution to the pension plan (1/2)

Base: respondents who have access to a pension plan with the employer, n=5434



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	5434	462	171	238	1824	2385	174	119	354
My employer does not contribute to my group RRSP	3	2	2	3	3	4	1	3	2	
My employer contributes a variable percentage	21	19	14	19	23	21	21	28	24	
My employer contributes a fixed, predetermined percentage	75	78	84	78	74	75	78	70	75	

## Employer's contribution to the pension plan (2/2)

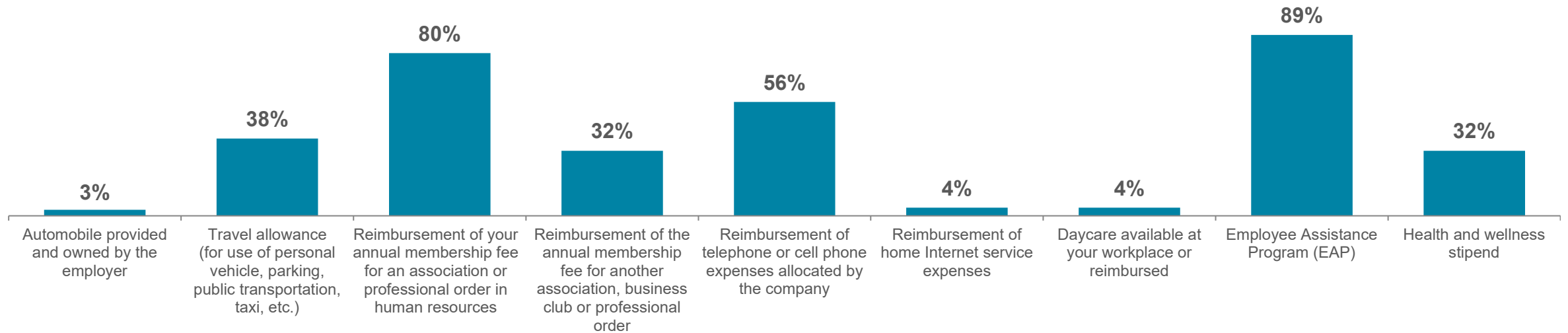
Base: respondents who have access to a pension plan with the employer, n=5434

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	5434	4605	829	0	233	2696	2505	1166	2059	2209	930	1937	2426	4713	721
My employer does not contribute to my group RRSP		3	3	4	--	2	3	4	4	3	2	5	3	2	3	3
My employer contributes a variable percentage		21	22	21	--	28	28	15	22	20	22	22	21	22	22	21
My employer contributes a fixed, predetermined percentage		75	75	75	--	70	70	82	73	76	76	74	76	76	75	76

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	5434	3572	1862	74	276	306	420	215	172	120	279	333	538	2327	2190
My employer does not contribute to my group RRSP		3	3	4	0	2	6	4	1	7	5	4	6	3	2	4
My employer contributes a variable percentage		21	22	21	14	25	26	14	22	18	28	21	21	19	22	22
My employer contributes a fixed, predetermined percentage		75	75	75	86	73	68	82	77	76	67	75	73	77	76	74

## Other benefits available (% yes) (1/3)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Automobile provided and owned by the employer	3	3	7	3	2	3	3	2	3	
Travel allowance (for use of personal vehicle, parking, public transportation, taxi, etc.)	38	38	43	46	35	41	48	56	50	
Reimbursement of your annual membership fee for an association or professional order in <u>human resources</u>	80	83	90	85	76	85	86	85	84	
Reimbursement of the annual membership fee for another association, business club or professional order	32	40	44	39	34	21	45	44	43	
Reimbursement of telephone or cell phone expenses allocated by the company	56	52	63	56	48	71	62	59	60	
Reimbursement of home Internet service expenses	4	4	4	3	5	5	4	1	3	
Daycare available at your workplace or reimbursed	4	3	3	2	2	7	3	3	3	
Employee Assistance Program (EAP)	89	90	93	89	89	89	94	91	93	
Health and wellness stipend	32	38	49	31	29	31	33	34	33	

## Other benefits available (% yes) (2/3)

Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION			WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE	
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI.	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Automobile provided and owned by the employer	3	2	5	--	4	3	2	2	2	4	2	1	4	3	3	
Travel allowance (for use of personal vehicle, parking, public transportation, taxi, etc.)	38	37	44	--	38	36	40	32	37	43	36	34	42	38	39	
Reimbursement of your annual membership fee for an association or professional order in <u>human resources</u>	80	82	73	--	81	87	72	70	80	86	67	78	87	81	74	
Reimbursement of the annual membership fee for another association, business club or professional order	32	31	39	--	41	34	29	28	32	34	23	27	39	31	37	
Reimbursement of telephone or cell phone expenses allocated by the company	56	56	57	--	57	61	49	42	52	67	36	44	72	57	50	
Reimbursement of home Internet service expenses	4	5	4	--	8	4	4	3	5	5	3	4	5	5	4	
Daycare available at your workplace or reimbursed	4	4	3	--	1	2	5	4	3	4	4	5	3	4	3	
Employee Assistance Program (EAP)	89	91	80	--	71	88	94	85	89	92	88	91	90	90	86	
Health and wellness stipend	32	32	30	--	39	34	27	29	32	32	30	34	31	32	29	

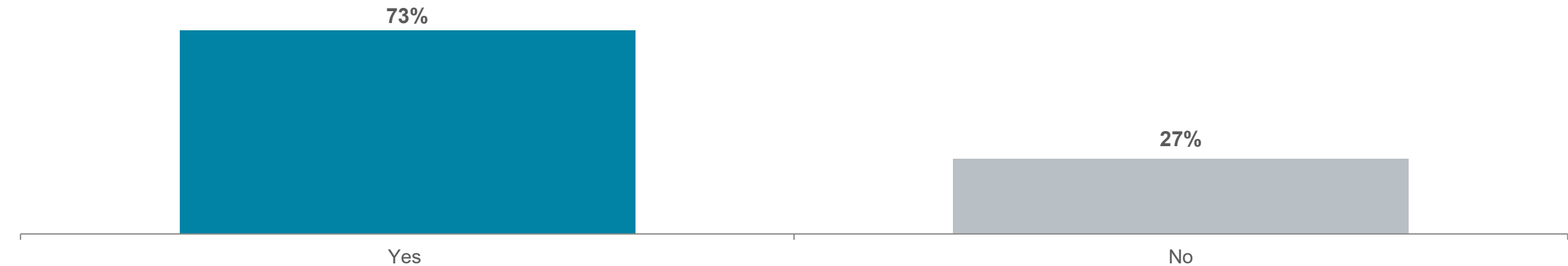
## Other benefits available (% yes) (3/3)

Base: respondents working in private practice for a firm or within a company / organization, n=6611

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
	TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Automobile provided and owned by the employer	3	3	2	3	1	4	2	2	5	0	2	4	3	3	3	
Travel allowance (for use of personal vehicle, parking, public transportation, taxi, etc.)	38	38	38	45	23	41	49	40	44	21	36	42	39	39	36	
Reimbursement of your annual membership fee for an association or professional order in <u>human resources</u>	80	83	74	77	82	72	70	79	69	64	74	77	85	84	76	
Reimbursement of the annual membership fee for another association, business club or professional order	32	33	31	37	40	25	27	31	27	30	33	37	37	33	28	
Reimbursement of telephone or cell phone expenses allocated by the company	56	60	47	45	41	47	53	54	56	35	42	58	65	58	49	
Reimbursement of home Internet service expenses	4	4	5	6	4	6	5	6	6	2	4	9	6	4	3	
Daycare available at your workplace or reimbursed	4	3	5	11	7	6	4	5	5	6	4	1	1	2	7	
Employee Assistance Program (EAP)	89	89	91	92	94	89	96	91	92	88	87	66	84	90	96	
Health and wellness stipend	32	32	31	38	38	31	23	31	32	36	32	27	32	31	34	

# Receiving a training, professional development or external coaching (12 months) (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



			PROVINCE OR TERRITORY								
			TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	6611	615	187	276	2253	2870	210	131	410	
Yes		73	75	82	81	68	79	77	74	77	
No		27	25	18	19	32	21	23	26	23	

# Receiving a training, professional development or external coaching (12 months) (2/2)

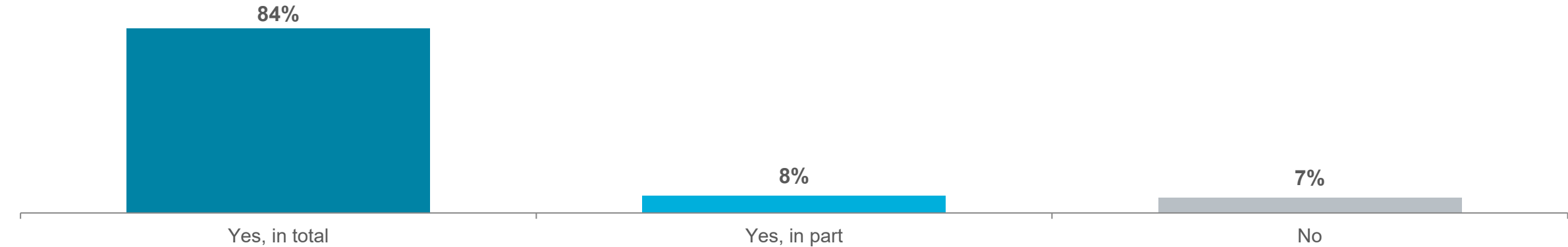
Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION			WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE	
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Yes		73	73	71	--	70	70	77	65	73	77	64	71	78	74	68
No		27	27	29	--	30	30	23	35	27	23	36	29	22	26	32

			GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.				
TOTAL			GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Yes		73	74	71	79	67	69	76	73	81	64	66	73	75	75	69
No		27	26	29	21	33	31	24	27	19	36	34	27	25	25	31

# Reimbursement of the training / coaching by the employer (1/2)

Base: respondents who have undergone a training / coaching in the past 12 months, n=4939



			PROVINCE OR TERRITORY								
			TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=		4939	462	154	224	1525	2257	162	97	317
Yes, in total			84	83	91	92	81	87	85	93	87
Yes, in part			8	10	5	5	10	7	6	3	6
No			7	7	4	2	9	7	9	4	7



# Reimbursement of the training / coaching by the employer (2/2)

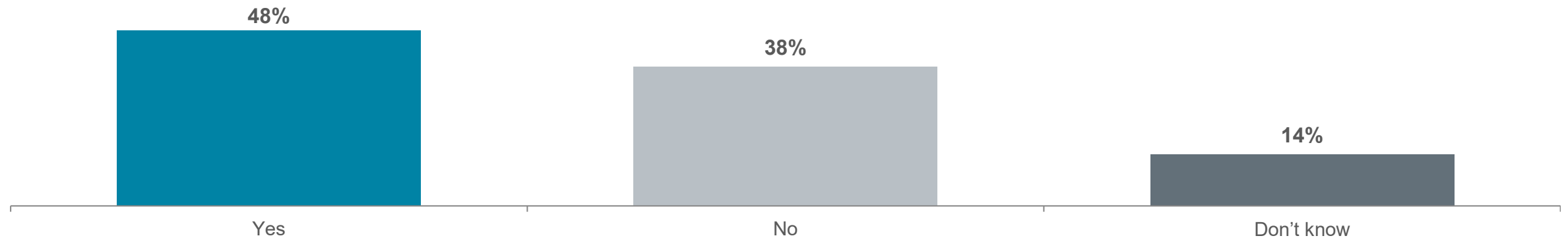
Base: respondents who have undergone a training / coaching in the past 12 months, n=4939

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	4939	4149	790	0	279	2564	2096	954	1915	2070	719	1677	2416	4301	638
Yes, in total		84	85	80	--	81	84	84	77	84	88	79	81	88	84	86
Yes, in part		8	8	10	--	8	8	9	11	9	7	10	10	7	9	7
No		7	7	10	--	11	8	7	12	7	6	11	9	5	7	7

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	4939	3401	1538	71	209	248	353	186	160	90	221	470	552	2183	1691
Yes, in total		84	86	81	83	81	80	84	87	83	79	71	82	86	87	81
Yes, in part		8	8	10	8	12	10	8	8	8	10	14	8	8	8	9
No		7	7	9	9	7	10	8	5	9	10	15	11	6	6	9

# Implementing measures to prevent work-related psychosocial risks (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=6611



			PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Yes		48	48	55	44	42	59	50	60	55
No		38	38	37	40	42	31	39	25	32
Don't know		14	14	8	16	17	10	10	15	13

# Implementing measures to prevent work-related psychosocial risks (2/2)

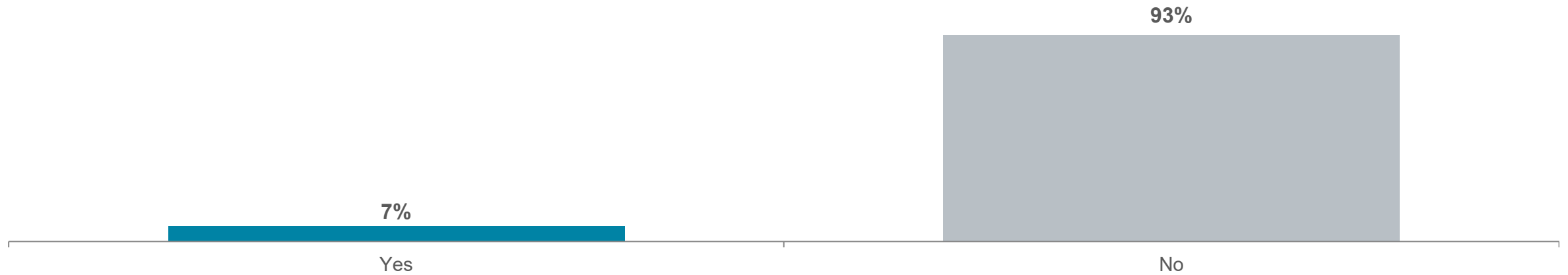
Base: respondents working in private practice for a firm or within a company / organization, n=6611

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6611	5533	1078	0	395	3542	2674	1441	2542	2628	1090	2296	3043	5690	921
Yes		48	49	47	--	38	44	56	43	48	52	46	49	49	49	44
No		38	38	38	--	44	44	29	36	39	38	34	34	42	37	40
Don't know		14	14	14	--	18	13	15	21	14	10	20	17	8	13	16

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
TOTAL		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	6611	4494	2117	89	298	355	458	253	196	136	332	626	720	2831	2380
Yes		48	47	52	61	48	50	50	57	68	50	51	38	42	46	56
No		38	42	29	24	28	31	36	30	22	23	26	51	49	41	26
Don't know		14	12	19	15	24	20	14	13	10	27	23	11	9	13	17

# Got a signing bonus when changing jobs (1/2)

Base: respondents who have changed jobs in the past 2 years, n=2228



		PROVINCE OR TERRITORY								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	2228	223	58	94	769	959	69	36	125
Yes		7	5	5	10	7	9	6	--	6
No		93	95	95	90	93	91	94	--	94

# Got a signing bonus when changing jobs (2/2)

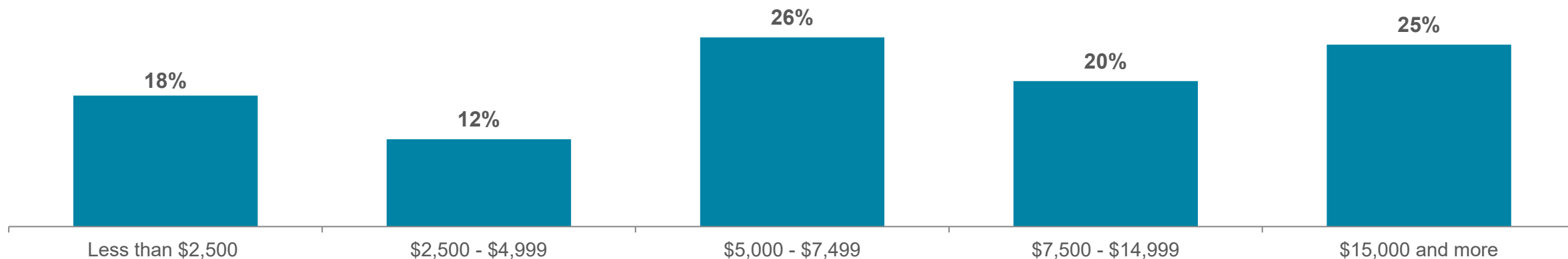
Base: respondents who have changed jobs in the past 2 years, n=2228

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	2228	1948	280	0	132	1184	912	644	881	703	459	843	864	1910	318
Yes		7	8	4	--	7	11	3	3	7	11	4	7	10	8	5
No		93	92	96	--	93	89	97	97	93	89	96	93	90	92	95

			GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.				
TOTAL			GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	2228	1494	734	28	105	113	175	102	61	43	107	242	277	973	709
Yes		7	8	7	--	14	5	5	6	1	--	8	4	7	6	10
No		93	92	93	--	86	95	95	94	99	--	92	96	93	94	90

## Amount of signing bonus on change of job (1/2)

Base: respondents who have received a signing bonus, n=173



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	173	12	3	9	56	85	4	3	8
Less than \$2,500	18	--	--	--	18	19	--	--	--	
\$2,500 - \$4,999	12	--	--	--	5	16	--	--	--	
\$5,000 - \$7,499	26	--	--	--	27	29	--	--	--	
\$7,500 - \$14,999	20	--	--	--	23	16	--	--	--	
\$15,000 and more	25	--	--	--	27	19	--	--	--	

## Amount of signing bonus on change of job (2/2)

Base: respondents who have received a signing bonus, n=173

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	173	159	14	0	9	130	34	24	70	79	22	59	90	156	17
Less than \$2,500	18	18	--	--	--	19	--	--	--	26	8	--	25	8	16	--
\$2,500 - \$4,999	12	12	--	--	--	11	--	--	--	10	11	--	15	7	9	--
\$5,000 - \$7,499	26	25	--	--	--	23	--	--	--	29	19	--	36	22	27	--
\$7,500 - \$14,999	20	20	--	--	--	21	--	--	--	24	22	--	19	24	22	--
\$15,000 and more	25	25	--	--	--	26	--	--	--	11	40	--	5	39	26	--

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	173	116	57	2	16	8	10	7	1	5	8	13	18	64	76
Less than \$2,500		18	22	8	--	--	--	--	--	--	--	--	--	--	15	15
\$2,500 - \$4,999		12	10	15	--	--	--	--	--	--	--	--	--	--	10	14
\$5,000 - \$7,499		26	26	25	--	--	--	--	--	--	--	--	--	--	36	19
\$7,500 - \$14,999		20	17	28	--	--	--	--	--	--	--	--	--	--	9	28
\$15,000 and more		25	25	24	--	--	--	--	--	--	--	--	--	--	30	24



# Important criteria

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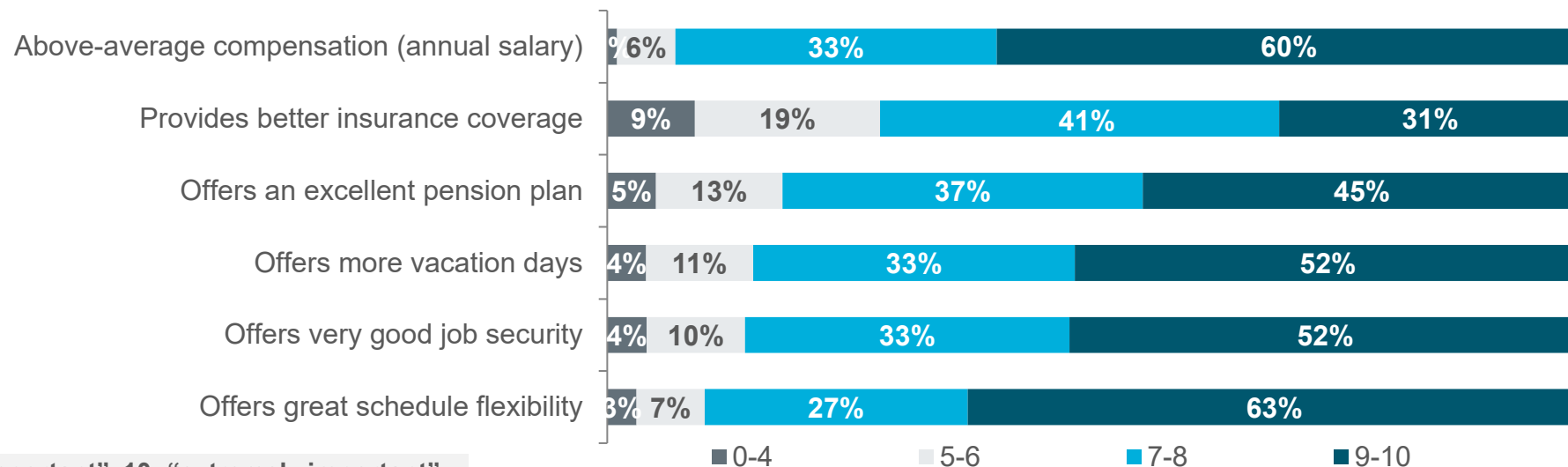


## Section Summary

- **A flexible work schedule (63%: 9-10/10) and compensation (60%: 9-10/10) are the two most important criteria for an employer trying to recruit an HR professional.**
  - This trend obtains for all provinces except:
    - Nova Scotia, where respondents place job security on an equal footing with salary considerations;
    - In New Brunswick, where vacation days and schedule flexibility are at the same level;
    - In Manitoba, where flexible hours and job security are equally important.
  - For those self-employed in private practice, a flexible work schedule is by far the most important criterion.
- **The quality of the relationship with their supervisor, the work climate and the amount of independence are the three most valued elements in the workplace.**
  - This is true for all provinces.
  - Among respondents with less experience (5 years or less) and technicians/coordinators, the opportunity to learn and develop professionally takes third place, over independence.
  - Skills-development specialists are more likely to prioritize learning. Not surprisingly, they also place more importance on skills development than on the level of independence offered.

# Importance of the following factors when recruiting for a new job (1/2)

Base: all respondents, n=6835



Scale of 0 to 10. 0: “not at all important”. 10: “extremely important”.

\* To make the graph easier to read, only results greater than 3% are shown.

		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%) 9-10/10	n=	6835	634	193	279	2314	2995	213	134	420
Above-average compensation (annual salary)	60	59	59	67	62	54	62	66	63	
Provides better insurance coverage	31	30	31	38	35	22	37	43	39	
Offers an excellent pension plan	45	43	52	52	48	38	56	59	56	
Offers more vacation days	52	53	55	57	51	51	52	62	56	
Offers very good job security	52	51	56	62	58	38	63	58	60	
Offers great schedule flexibility	63	61	59	62	65	61	69	61	65	

# Importance of the following factors when recruiting for a new job (2/2)

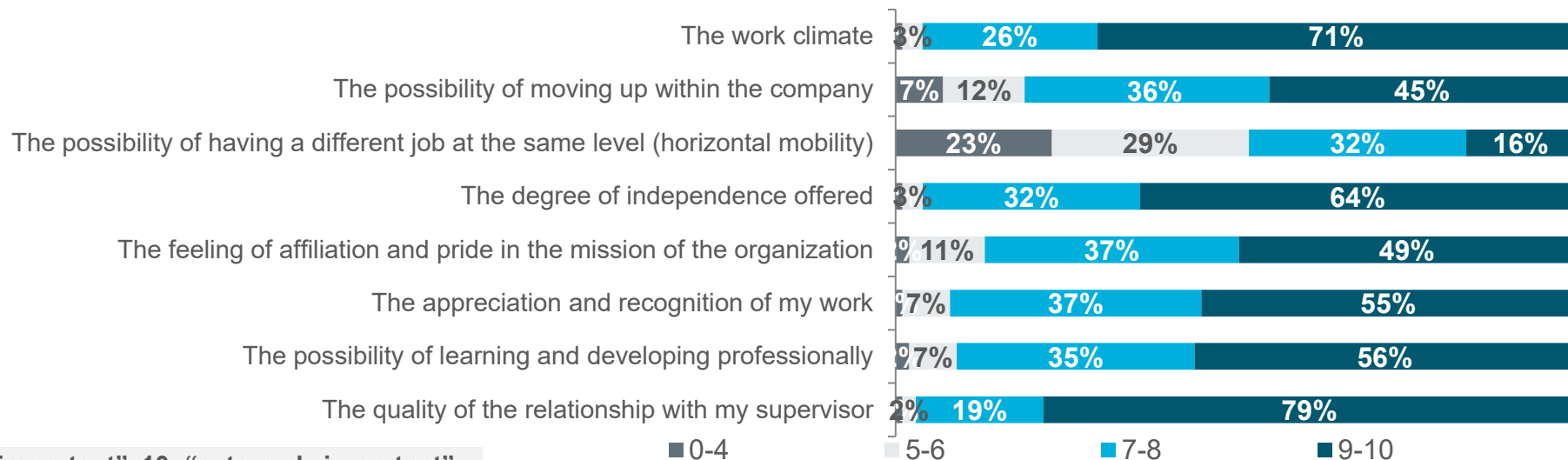
Base: all respondents, n=6835

			TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
			TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	9-10/10	n=	6835	5677	1158	224	395	3542	2674	1448	2575	2812	1090	2296	3043	5899	936
Above-average compensation (annual salary)			60	60	60	48	63	61	58	65	60	56	61	62	58	58	66
Provides better insurance coverage			31	30	35	25	25	30	33	33	31	30	34	32	29	29	39
Offers an excellent pension plan			45	45	47	26	34	39	56	40	44	49	40	48	47	44	50
Offers more vacation days			52	52	52	45	52	52	53	53	54	50	52	56	49	51	55
Offers very good job security			52	52	52	17	50	52	56	59	56	45	57	56	49	50	63
Offers great schedule flexibility			63	64	60	70	64	62	64	61	66	61	61	67	61	63	62

			GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.					
			TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	9-10/10	n=	6835	4618	2217	103	314	365	471	273	201	139	351	626	720	2831	2380
Above-average compensation (annual salary)			60	58	63	57	56	64	66	62	60	64	66	58	56	59	63
Provides better insurance coverage			31	29	35	49	27	37	35	34	37	28	39	27	32	30	33
Offers an excellent pension plan			45	43	51	45	46	50	60	51	52	43	49	37	43	44	51
Offers more vacation days			52	51	53	56	50	55	55	52	58	54	52	50	52	51	53
Offers very good job security			52	50	57	46	51	59	58	55	58	54	65	51	53	52	55
Offers great schedule flexibility			63	61	68	72	65	69	67	67	68	67	70	66	62	61	65

# Importance of the following factors in the workplace (1/2)

Base: all respondents, n=6835




	TOTAL	PROVINCE OR TERRITORY							TOT ATL
		BC + YUKON	SK	MB	ON	QC	NS	NB	
(%) 9-10/10	n= 6835	634	193	279	2314	2995	213	134	420
The work climate	71	66	67	71	68	79	73	74	73
The possibility of moving up within the company	45	41	47	52	47	41	44	51	46
The possibility of having a different job at the same level (horizontal mobility)	16	12	16	18	17	16	16	28	21
The degree of independence offered	64	61	63	66	61	72	64	68	67
The feeling of affiliation and pride in the mission of the organization	49	47	49	58	48	50	57	66	61
The appreciation and recognition of my work	55	54	53	59	53	57	58	63	60
The possibility of learning and developing professionally	56	52	55	62	55	60	59	63	60
The quality of the relationship with my supervisor	79	76	78	78	78	81	77	84	80

# Importance of the following factors in the workplace (2/2)

Base: all respondents, n=6835

			TYPE HR POSITION		WORKPLACE			YEARS EXP.			POSITION TITLE			PRO. TITLE			
			TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	9-10/10	n=	6835	5677	1158	224	395	3542	2674	1448	2575	2812	1090	2296	3043	5899	936
The work climate			71	71	70	68	72	71	71	68	70	74	70	71	72	71	71
The possibility of moving up within the company			45	44	46	21	45	48	43	59	50	32	54	47	41	43	54
The possibility of having a different job at the same level (horizontal mobility)			16	16	17	12	16	17	16	17	16	16	18	17	15	16	17
The degree of independence offered			64	64	67	71	66	65	63	54	63	70	54	61	70	65	61
The feeling of affiliation and pride in the mission of the organization			49	49	52	43	45	49	51	43	47	55	43	45	55	49	52
The appreciation and recognition of my work			55	55	54	42	55	57	53	56	54	55	57	56	54	54	59
The possibility of learning and developing professionally			56	56	59	50	56	57	56	65	58	51	63	57	53	55	62
The quality of the relationship with my supervisor			79	79	75	67	74	80	78	77	78	80	77	78	80	79	78
			GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
			TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	9-10/10	n=	6835	4618	2217	103	314	365	471	273	201	139	351	626	720	2831	2380
The work climate			71	72	70	68	68	73	66	75	68	65	74	74	74	71	70
The possibility of moving up within the company			45	43	48	46	41	52	47	48	49	60	49	39	45	43	51
The possibility of having a different job at the same level (horizontal mobility)			16	15	19	16	16	20	17	16	20	24	24	11	14	15	20
The degree of independence offered			64	64	65	66	56	62	70	68	71	61	66	67	67	64	62
The feeling of affiliation and pride in the mission of the organization			49	50	48	52	41	53	46	51	50	43	52	51	58	51	45
The appreciation and recognition of my work			55	53	58	59	54	62	52	61	57	57	63	52	57	55	56
The possibility of learning and developing professionally			56	55	58	68	54	57	57	60	63	60	60	53	61	56	57
The quality of the relationship with my supervisor			79	79	77	75	76	77	75	83	75	81	79	75	83	79	79



# Professional designations

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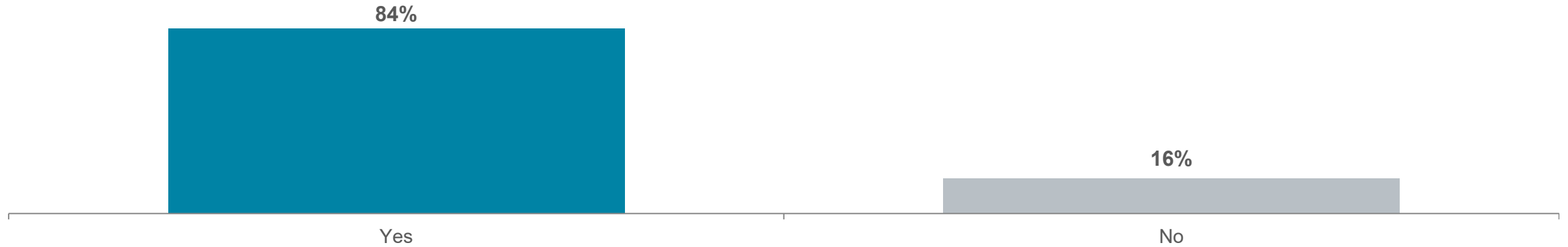
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## Section Summary

- **The majority of respondents (84%) have an accredited professional designation in human resources management.**
  - Accreditation with an HR designation is higher in Québec (96%). The proportions vary by province (81% in Ontario, 79% in British Columbia/Yukon, 76% in Nova Scotia, 74% in Saskatchewan and Manitoba, and 67% in New Brunswick).
  - The rate of accreditation increases with work experience (70% among those with less than 5 years of experience and 91% among respondents with 15 or more years of experience).
- **Among professionals without an HR designation, 63% intend to obtain one in the next three years. 19% are still hesitating.**
  - The intention to obtain an HR designation is higher in British Columbia/Yukon (76%) and lower in Ontario (60%) and Québec (48%).
  - Conversely to the accreditation rate, the older the respondent, the less likely they are to say that they intend to get an HR designation.
- **The good news is that only 2% who have an HR designation plan to give it up (for a reason other than retirement). 10% are still hesitating.**
- **The main reasons for planning to give up their HR designation are not getting enough benefit from their membership (66%) and the high membership fees (60%).**

# Holding an accredited professional designation in human resources management (1/2)

Base: all respondents, n=6835



		PROVINCE OR TERRITORY								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	6835	634	193	279	2314	2995	213	134	420
Yes		84	79	74	74	81	96	76	67	73
No		16	21	26	26	19	4	24	33	27



# Holding an accredited professional designation in human resources management (2/2)

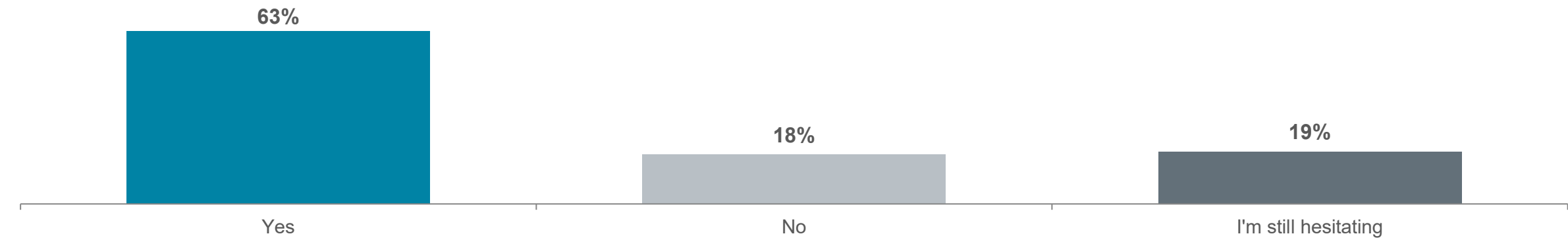
Base: all respondents, n=6835

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	6835	5677	1158	224	395	3542	2674	1448	2575	2812	1090	2296	3043	5899	936
Yes		84	85	78	91	81	84	84	70	84	91	71	86	87	100	0
No		16	15	22	9	19	16	16	30	16	9	29	14	13	0	100

			GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.				
TOTAL			GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	6835	4618	2217	103	314	365	471	273	201	139	351	626	720	2831	2380
Yes		84	83	85	86	92	80	85	87	88	83	78	81	79	83	87
No		16	17	15	14	8	20	15	13	12	17	22	19	21	17	13

# Plans to obtain a professional HR designation in the next 3 years (1/2)

Base: respondents without an HR designation, n=936



			PROVINCE OR TERRITORY								
			TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=		936	132	50	72	442	128	52	44	112
Yes			63	76	66	74	60	48	75	--	65
No			18	14	18	8	19	32	6	--	15
I'm still hesitating			19	11	16	18	21	20	19	--	21

# Plans to obtain a professional HR designation in the next 3 years (2/2)

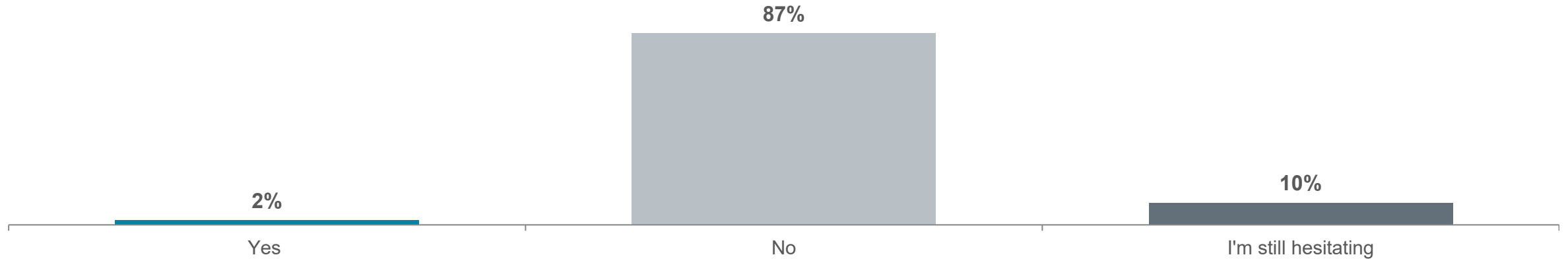
Base: respondents without an HR designation, n=936

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	936	717	219	15	63	476	382	368	353	215	261	271	351	0	936
Yes		63	65	57	--	75	63	64	82	64	30	80	69	49	--	63
No		18	17	20	--	14	18	17	4	14	48	6	13	29	--	18
I'm still hesitating		19	17	23	--	11	18	19	14	22	21	15	18	22	--	19

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	936	649	287	12	21	55	58	30	16	19	76	105	133	422	253
Yes		63	63	64	--	--	74	60	--	--	--	60	64	59	64	67
No		18	17	19	--	--	11	33	--	--	--	22	21	15	17	17
I'm still hesitating		19	20	16	--	--	15	7	--	--	--	18	14	26	18	15

# Plans to give up their HR professional title for any reason other than retirement within the next 3 years (1/2)

Base: respondents with an HR designation, n=5899



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	5899	502	143	207	1872	2867	161	90	308
Yes	2	3	0	2	2	3	1	2	1	
No	87	88	94	91	90	83	89	89	90	
I'm still hesitating	10	10	6	7	9	15	9	9	9	

# Plans to give up their HR professional title for any reason other than retirement within the next 3 years (2/2)

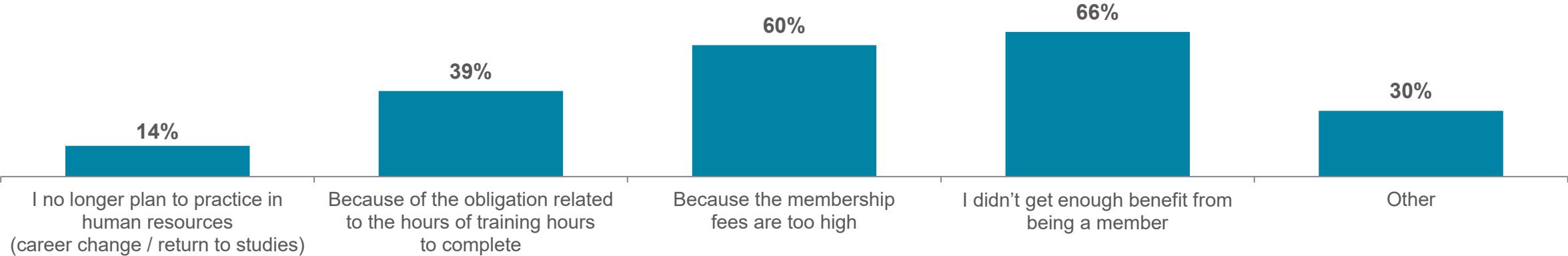
Base: respondents with an HR designation, n=5899

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	5899	4960	939	209	332	3066	2292	1080	2222	2597	829	2025	2692	5899	0
Yes		2	2	3	4	1	2	2	2	2	2	2	2	2	2	--
No		87	88	85	89	90	87	88	88	86	88	84	86	89	87	--
I'm still hesitating		10	10	12	7	9	11	11	11	12	9	15	11	9	10	--

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	5899	3969	1930	91	293	310	413	243	185	120	275	521	587	2409	2127
Yes		2	2	2	2	2	3	2	2	3	3	1	2	2	2	2
No		87	88	85	90	86	86	86	85	81	86	85	88	89	89	84
I'm still hesitating		10	10	12	8	12	11	12	13	16	12	14	10	9	9	13

# Reasons for planning to give up the HR professional title (1/2)

Base: respondents with an HR title who plan to give it up within the next 3 years, n=134



		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	134	13	0	4	34	79	2	2	4
I no longer plan to practice in human resources (career change / return to studies)	14	--	--	--	--	6	--	--	--	
Because of the obligation related to the hours of training hours to complete	39	--	--	--	--	43	--	--	--	
Because the membership fees are too high	60	--	--	--	--	54	--	--	--	
I didn't get enough benefit from being a member	66	--	--	--	--	61	--	--	--	
Other	30	--	--	--	--	27	--	--	--	

# Reasons for planning to give up the HR professional title (2/2)

Base: respondents with an HR title who plan to give it up within the next 3 years, n=134

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/ NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	134	110	24	7	3	76	48	19	54	61	17	51	56	134	0
I no longer plan to practice in human resources (career change / return to studies)	14	15	--	--	--	12	--	--	--	7	14	--	21	12	14	--
Because of the obligation related to the hours of training hours to complete	39	43	--	--	--	43	--	--	--	39	37	--	41	43	39	--
Because the membership fees are too high	60	64	--	--	--	54	--	--	--	62	59	--	62	62	60	--
I didn't get enough benefit from being a member	66	65	--	--	--	68	--	--	--	67	66	--	65	68	66	--
Other	30	29	--	--	--	26	--	--	--	30	32	--	17	39	30	--

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	134	83	51	2	6	12	12	6	5	4	4	13	9	49	55
I no longer plan to practice in human resources (career change / return to studies)	14	18	7	--	--	--	--	--	--	--	--	--	--	--	--	7
Because of the obligation related to the hours of training hours to complete	39	38	41	--	--	--	--	--	--	--	--	--	--	--	--	47
Because the membership fees are too high	60	57	64	--	--	--	--	--	--	--	--	--	--	--	--	72
I didn't get enough benefit from being a member	66	64	69	--	--	--	--	--	--	--	--	--	--	--	--	67
Other	30	29	31	--	--	--	--	--	--	--	--	--	--	--	--	25



# Sociodemographic data

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# Profile (1/2)

Base: all respondents, n=6835

		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
	n= 6835	634	193	279	2314	2995	213	134	420
<b>(%) CURRENT STATUS</b>									
Working full-time	95	95	95	96	95	96	98	99	99
Working part-time	3	4	4	3	3	2	0	1	0
Retired	0	0	0	0	0	0	0	0	0
Student	0	0	0	0	0	0	0	0	0
On parental leave	2	1	1	1	3	2	2	0	1
<b>(%) AGE</b>									
Under 25 years old	1	1	2	1	1	2	2	0	1
25-34 years old	26	23	20	25	26	32	23	18	21
35-44 years old	35	36	41	37	36	33	36	31	34
45-54 years old	24	23	23	26	24	24	26	33	28
55-64 years old	12	16	10	11	12	8	12	16	14
65 years old or older	1	2	3	0	1	1	1	1	1
<b>(%) GENDER</b>									
A man	17	16	19	17	14	21	16	18	17
A woman	82	82	80	82	84	79	83	81	82
Other gender	0	0	0	0	0	0	0	1	0
I prefer not to answer	1	2	1	1	1	0	1	1	1

## Profile (2/2)

Base: all respondents, n=6835

		PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%) EDUCATION	n=	6835	634	193	279	2314	2995	213	134	420
High school or less	0	1	1	0	0	0	1	0	1	
Certificate or diploma from a college, CEGEP or other non-university educational institution or apprenticeship diploma or trade school	8	7	9	19	12	0	5	16	10	
University certificate or diploma below a bachelor's degree	6	11	7	15	7	1	8	8	8	
Bachelor's degree	45	44	59	46	32	67	41	37	40	
Post graduate certificate / Post graduate diploma	22	14	5	10	33	8	29	22	24	
Master's degree	18	21	20	9	16	22	15	15	16	
Doctorate or post-doctorate	1	1	0	0	0	1	1	1	1	
(%) BELONGS TO ANY OF THESE GROUPS (% YES)										
Visible Minority	20	27	20	24	24	8	10	18	12	
Ethnic Minority	16	26	9	14	19	6	8	7	7	
Aboriginal (First Nations, Métis or Inuit)	2	3	5	5	2	1	2	2	2	
(%) DEGREE OR DIPLOMA SPECIALIZING IN HR										
	n=	6811	628	191	278	2305	2992	210	134	417
Yes	80	73	75	81	83	78	78	72	75	
No	20	27	25	19	17	22	22	28	25	



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