



Which of the following best describes your title?

Base: Total

HR Leaders	Banner 1																		
	Total	Age			Region							Gender		Education			Income		
		18-34	35-54	55+	British Columbia	Alberta	Manitoba	Saskatchewan	Western Canada (BC, MB, AB, SK)	Ontario	Atlantic (NS, NFLD, PEI, NB)	Male	Female	HS or less	College/Tech School	University+	<\$50K	\$50-99K	\$100K+
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
Unweighted Base	429	87*	286	56*	98*	51*	16**	16**	181	194	54*	234	195	20**	67*	342	26**	88*	310
Executive (C-suite)	90	14	73	3	41	2	2	6	51	31	8	78	12	5	9	76	2	10	78
	21%	16%	26%	5%	42%	4%	13%	38%	28%	16%	15%	33%	6%	25%	13%	22%	8%	11%	25%
			D		FIJK				FJK	F		M							R
Senior management (VPs or above)	114	16	89	9	21	15	3	4	43	54	17	81	33	2	12	100	3	15	96
	27%	18%	31%	16%	21%	29%	19%	25%	24%	28%	31%	35%	17%	10%	18%	29%	12%	17%	31%
			BD									M							R
Director or manager	168	37	101	30	21	31	6	2	60	83	25	71	97	7	31	130	10	43	113
	39%	43%	35%	54%	21%	61%	38%	13%	33%	43%	46%	30%	50%	35%	46%	38%	38%	49%	36%
			C			EIJ			E	E	E		L						S
Other	57	20	23	14	15	3	5	4	27	26	4	4	53	6	15	36	11	20	23
	13%	23%	8%	25%	15%	6%	31%	25%	15%	13%	7%	2%	27%	30%	22%	11%	42%	23%	7%
			C		C				F				L		P				S

Proportions/Mean: Columns Tested (5% risk level) - B/C/D - E/F/G/H/I/J/K - L/M - N/O/P - Q/R/S

Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Maru/Blue

12 Apr 2022

As we emerge from the pandemic, what is the biggest challenge in your role today?

Base: Total

	Banner 1																		
	Total	Age			Region							Gender		Education			Income		
		18-34	35-54	55+	British Columbia	Alberta	Manitoba	Saskatchewan	Western Canada (BC, MB, AB, SK)	Ontario	Atlantic (NS, NFLD, PEI, NB)	Male	Female	HS or less	College/Tech School	University+	<\$50K	\$50-99K	\$100K+
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Unweighted Base	429	87*	286	56*	98*	51*	16**	16**	181	194	54*	234	195	20**	67*	342	26**	88*	310
Managing workplace health and safety requirements	105	19	73	13	24	13	2	1	40	48	17	64	41	2	18	85	6	16	83
	24%	22%	26%	23%	24%	25%	13%	6%	22%	25%	31%	27%	21%	10%	27%	25%	23%	18%	27%
Talent attraction	63	11	43	9	10	4	5	4	23	35	5	36	27	5	13	45	4	14	44
	15%	13%	15%	16%	10%	8%	31%	25%	13%	18%	9%	15%	14%	25%	19%	13%	15%	16%	14%
Talent management and retention	156	32	106	18	36	22	4	4	66	79	11	78	78	3	17	136	4	36	114
	36%	37%	37%	32%	37%	43%	25%	25%	36%	41%	20%	33%	40%	15%	25%	40%	15%	41%	37%
					K	K			K	K				O					
Labour costs	44	6	29	9	11	7	3	1	22	14	8	28	16	4	3	37	3	8	32
	10%	7%	10%	16%	11%	14%	19%	6%	12%	7%	15%	12%	8%	20%	4%	11%	12%	9%	10%
Changing expectations around my role as an employer	53	17	31	5	14	4	1	6	25	16	12	26	27	5	12	36	7	10	36
	12%	20%	11%	9%	14%	8%	6%	38%	14%	8%	22%	11%	14%	25%	18%	11%	27%	11%	12%
		C									FJ								
Other	8	2	4	2	3	1	1	0	5	2	1	2	6	1	4	3	2	4	1
	2%	2%	1%	4%	3%	2%	6%	-	3%	1%	2%	1%	3%	5%	6%	1%	8%	5%	0
														P				S	

Proportions/Mean: Columns Tested (5% risk level) - B/C/D - E/F/G/H/I/J/K - L/M - N/O/P - Q/R/S

Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Maru/Blue

12 Apr 2022

Over the past two years, how has managing your workforce changed?

Base: Total

	Banner 1																		
	Total	Age			Region							Gender		Education			Income		
		18-34	35-54	55+	British Columbia	Alberta	Manitoba	Saskatchewan	Western Canada (BC, MB, AB, SK)	Ontario	Atlantic (NS, NFLD, PEI, NB)	Male	Female	HS or less	College/Tech School	University+	<\$50K	\$50-99K	\$100K+
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Unweighted Base	429	87*	286	56*	98*	51*	16**	16**	181	194	54*	234	195	20**	67*	342	26**	88*	310
TOP 2 BOX (NET)	76	9	66	1	22	9	2	1	34	27	15	56	20	1	6	69	0	6	70
	18%	10%	23%	2%	22%	18%	13%	6%	19%	14%	28%	24%	10%	5%	9%	20%	-	7%	23%
It is much easier	16	2	13	1	8	1	0	0	9	2	5	12	4	1	0	15	0	1	15
	4%	2%	5%	2%	8%	2%	-	-	5%	1%	9%	5%	2%	5%	-	4%	-	1%	5%
It is easier	60	7	53	0	14	8	2	1	25	25	10	44	16	0	6	54	0	5	55
	14%	8%	19%	-	14%	16%	13%	6%	14%	13%	19%	19%	8%	-	9%	16%	-	6%	18%
It has stayed the same	118	27	74	17	20	19	5	7	51	53	14	78	40	5	21	92	8	26	84
	28%	31%	26%	30%	20%	37%	31%	44%	28%	27%	26%	33%	21%	25%	31%	27%	31%	30%	27%
BOTTOM 2 BOX (NET)	235	51	146	38	56	23	9	8	96	114	25	100	135	14	40	181	18	56	156
	55%	59%	51%	68%	57%	45%	56%	50%	53%	59%	46%	43%	69%	70%	60%	53%	69%	64%	50%
It is more difficult	182	39	115	28	34	17	8	8	67	98	17	82	100	12	31	139	15	44	118
	42%	45%	40%	50%	35%	33%	50%	50%	37%	51%	31%	35%	51%	60%	46%	41%	58%	50%	38%
It is much more difficult	53	12	31	10	22	6	1	0	29	16	8	18	35	2	9	42	3	12	38
	12%	14%	11%	18%	22%	12%	6%	-	16%	8%	15%	8%	18%	10%	13%	12%	12%	14%	12%

Proportions/Means: Columns Tested (5% risk level) - B/C/D - E/F/G/H/I/J/K - L/M - N/O/P - Q/R/S

Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Maru/Blue

12 Apr 2022

Which, if any, are the most significant barriers to the continued improvement of your organization's workforce management strategy?

Base: Total

	Banner 1																		
	Total	Age			Region							Gender		Education			Income		
			18-34	35-54	55+	British Columbia	Alberta	Manitoba	Saskatchewan	Western Canada (BC, MB, AB, SK)	Ontario	Atlantic (NS, NFLD, PEI, NB)	Male	Female	HS or less	College/Tech School	University+	<\$50K	\$50-99K
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	
Unweighted Base	429	87*	286	56*	98*	51*	16**	16**	181	194	54*	234	195	20**	67*	342	26**	88*	310
Lack of staff and shortage of candidates in qualified talent pool	161	32	103	26	39	17	7	3	66	74	21	75	86	9	31	121	12	33	112
	38%	37%	36%	46%	40%	33%	44%	19%	36%	38%	39%	32%	44%	45%	46%	35%	46%	38%	36%
Staff resistance to change	108	20	74	14	29	12	2	1	44	52	12	56	52	2	17	89	7	22	78
	25%	23%	26%	25%	30%	24%	13%	6%	24%	27%	22%	24%	27%	10%	25%	26%	27%	25%	25%
Turnover is too high	101	30	58	13	23	10	6	3	42	50	9	44	57	5	18	78	7	24	69
	24%	34%	20%	23%	23%	20%	38%	19%	23%	26%	17%	19%	29%	25%	27%	23%	27%	27%	22%
		C											L						

Proportions/Means: Columns Tested (5% risk level) - B/C/D - E/F/G/H/I/J/K - L/M - N/O/P - Q/R/S

Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Maru/Blue

12 Apr 2022

In the context of rising inflation, which of the following have you considered adjusting for your workforce?

Base: Total

	Banner 1																		
	Total	Age			Region							Gender		Education			Income		
		18-34	35-54	55+	British Columbia	Alberta	Manitoba	Saskatchewan	Western Canada (BC, MB, AB, SK)	Ontario	Atlantic (NS, NFLD, PEI, NB)	Male	Female	HS or less	College/Tech School	University+	<\$50K	\$50-99K	\$100K+
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
Unweighted Base	429	87*	286	56*	98*	51*	16**	16**	181	194	54*	234	195	20**	67*	342	26**	88*	310
Employee rewards and benefits	243	43	180	20	61	25	8	7	101	107	35	164	79	13	24	206	15	35	192
	57%	49%	63%	36%	62%	49%	50%	44%	56%	55%	65%	70%	41%	65%	36%	60%	58%	40%	62%
			BD									M			O				R
Salary/wages	234	51	163	20	57	32	6	2	97	102	35	142	92	10	37	187	14	39	180
	55%	59%	57%	36%	58%	63%	38%	13%	54%	53%	65%	61%	47%	50%	55%	55%	54%	44%	58%
		D	D									M							R
Staffing levels	180	29	139	12	46	16	4	6	72	83	25	117	63	7	24	149	4	32	143
	42%	33%	49%	21%	47%	31%	25%	38%	40%	43%	46%	50%	32%	35%	36%	44%	15%	36%	46%
			BD		I							M							
I am not considering any changes	75	15	37	23	17	10	5	4	36	32	7	17	58	4	18	53	4	27	41
	17%	17%	13%	41%	17%	20%	31%	25%	20%	16%	13%	7%	30%	20%	27%	15%	15%	31%	13%
			BC										L		P				S

Proportions/Means: Columns Tested (5% risk level) - B/C/D - E/F/G/H/I/J/K - L/M - N/O/P - Q/R/S

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Maru/Blue

12 Apr 2022

Over the past two years, have the expectations of managers at your organization changed?

Base: Total

	Banner 1																		
	Total	Age			Region							Gender		Education			Income		
			18-34	35-54	55+	British Columbia	Alberta	Manitoba	Saskatchewan	Western Canada (BC, MB, AB, SK)	Ontario	Atlantic (NS, NFLD, PEI, NB)	Male	Female	HS or less	College/Tech School	University+	<\$50K	\$50-99K
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	
Unweighted Base	429	87*	286	56*	98*	51*	16**	16**	181	194	54*	234	195	20**	67*	342	26**	88*	310
Yes	60	14	30	16	15	4	4	4	27	25	8	14	46	2	9	49	6	14	38
	14%	16%	10%	29%	15%	8%	25%	25%	15%	13%	15%	6%	24%	10%	13%	14%	23%	16%	12%
No				C									L						
	369	73	256	40	83	47	12	12	154	169	46	220	149	18	58	293	20	74	272
	86%	84%	90%	71%	85%	92%	75%	75%	85%	87%	85%	94%	76%	90%	87%	86%	77%	84%	88%
			D								M								

Proportions/Means: Columns Tested (5% risk level) - B/C/D - E/F/G/H/I/J/K - L/M - N/O/P - Q/R/S

Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Maru/Blue

12 Apr 2022

Studies have found that the response to COVID-19 has sped digital adoption up by several years. As a result, is your organization thinking about adopting new technologies to improve any of the following areas? Onboarding/offboarding

Base: Total

	Banner 1																		
	Total	Age			Region							Gender		Education			Income		
			18-34	35-54	55+	British Columbia	Alberta	Manitoba	Saskatchewan	Western Canada (BC, MB, AB, SK)	Ontario	Atlantic (NS, NFLD, PEI, NB)	Male	Female	HS or less	College/Tech School	University+	<\$50K	\$50-99K
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
Unweighted Base	429	87*	286	56*	98*	51*	16**	16**	181	194	54*	234	195	20**	67*	342	26**	88*	310
Yes	238	47	169	22	56	30	6	8	100	106	32	138	100	10	24	204	8	41	185
	55%	54%	59%	39%	57%	59%	38%	50%	55%	55%	59%	59%	51%	50%	36%	60%	31%	47%	60%
No	162	32	104	26	37	21	7	7	72	72	18	87	75	8	36	118	14	32	115
	38%	37%	36%	46%	38%	41%	44%	44%	40%	37%	33%	37%	38%	40%	54%	35%	54%	36%	37%
Not applicable	29	8	13	8	5	0	3	1	9	16	4	9	20	2	7	20	4	15	10
	7%	9%	5%	14%	5%	-	19%	6%	5%	8%	7%	4%	10%	10%	10%	6%	15%	17%	3%

Proportions/Mean: Columns Tested (5% risk level) - B/C/D - E/F/G/H/I/J/K - L/M - N/O/P - Q/R/S

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Maru/Blue

12 Apr 2022

Studies have found that the response to COVID-19 has sped digital adoption up by several years. As a result, is your organization thinking about adopting new technologies to improve any of the following areas? Scheduling

Base: Total

	Banner 1																		
	Total	Age			Region							Gender		Education			Income		
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Unweighted Base	429	87*	286	56*	98*	51*	16**	16**	181	194	54*	234	195	20**	67*	342	26**	88*	310
Yes	235	43	170	22	58	32	7	6	103	99	33	141	94	9	35	191	12	41	181
	55%	49%	59%	39%	59%	63%	44%	38%	57%	51%	61%	60%	48%	45%	52%	56%	46%	47%	58%
No	167	34	103	30	31	18	8	9	66	83	18	84	83	8	28	131	12	38	114
	39%	39%	36%	54%	32%	35%	50%	56%	36%	43%	33%	36%	43%	40%	42%	38%	46%	43%	37%
Not applicable	27	10	13	4	9	1	1	1	12	12	3	9	18	3	4	20	2	9	15
	6%	11%	5%	7%	9%	2%	6%	6%	7%	6%	6%	4%	9%	15%	6%	6%	8%	10%	5%

Proportions/Mean: Columns Tested (5% risk level) - B/C/D - E/F/G/H/I/J/K - L/M - N/O/P - Q/R/S

Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Maru/Blue

12 Apr 2022

Studies have found that the response to COVID-19 has sped digital adoption up by several years. As a result, is your organization thinking about adopting new technologies to improve any of the following areas? Employee engagement

Base: Total

	Banner 1																		
	Total	Age			Region							Gender		Education			Income		
			18-34	35-54	55+	British Columbia	Alberta	Manitoba	Saskatchewan	Western Canada (BC, MB, AB, SK)	Ontario	Atlantic (NS, NFLD, PEI, NB)	Male	Female	HS or less	College/Tech School	University+	<\$50K	\$50-99K
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	
Unweighted Base	429	87*	286	56*	98*	51*	16**	16**	181	194	54*	234	195	20**	67*	342	26**	88*	310
Yes	247	54	170	23	60	29	9	6	104	106	37	138	109	9	41	197	14	46	183
	58%	62%	59%	41%	61%	57%	56%	38%	57%	55%	69%	59%	56%	45%	61%	58%	54%	52%	59%
No	164	26	108	30	33	22	7	9	71	77	16	90	74	11	22	131	11	35	117
	38%	30%	38%	54%	34%	43%	44%	56%	39%	40%	30%	38%	38%	55%	33%	38%	42%	40%	38%
Not applicable	18	7	8	3	5	0	0	1	6	11	1	6	12	0	4	14	1	7	10
	4%	8%	3%	5%	5%	-	-	6%	3%	6%	2%	3%	6%	-	6%	4%	4%	8%	3%
		C																	

Proportions/Mean: Columns Tested (5% risk level) - B/C/D - E/F/G/H/I/J/K - L/M - N/O/P - Q/R/S

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Maru/Blue

12 Apr 2022

The pandemic has brought the importance of work life balance to the forefront. Over the last two years, has your organization changed its policies to encourage better work life balance?

Base: Total

	Banner 1																		
	Total	Age			Region							Gender		Education			Income		
			18-34	35-54	55+	British Columbia	Alberta	Manitoba	Saskatchewan	Western Canada (BC, MB, AB, SK)	Ontario	Atlantic (NS, NFLD, PEI, NB)	Male	Female	HS or less	College/Tech School	University+	<\$50K	\$50-99K
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	
Unweighted Base	429	87*	286	56*	98*	51*	16**	16**	181	194	54*	234	195	20**	67*	342	26**	88*	310
Yes	222	58	138	26	50	21	9	6	86	101	35	106	116	16	34	172	14	49	156
	52%	67%	48%	46%	51%	41%	56%	38%	48%	52%	65%	45%	59%	80%	51%	50%	54%	56%	50%
		CD								FI		L							
No	207	29	148	30	48	30	7	10	95	93	19	128	79	4	33	170	12	39	154
	48%	33%	52%	54%	49%	59%	44%	63%	52%	48%	35%	55%	41%	20%	49%	50%	46%	44%	50%
		B	B			K			K			M							

Proportions/Mean: Columns Tested (5% risk level) - B/C/D - E/F/G/H/I/J/K - L/M - N/O/P - Q/R/S

Overlap formulae used. * small base; ** very small base (under 30) ineligible for sig testing

Maru/Blue

12 Apr 2022