

Report

2022 HR Trends Survey

TOTAL NEW BRUNSWICK
REPORT



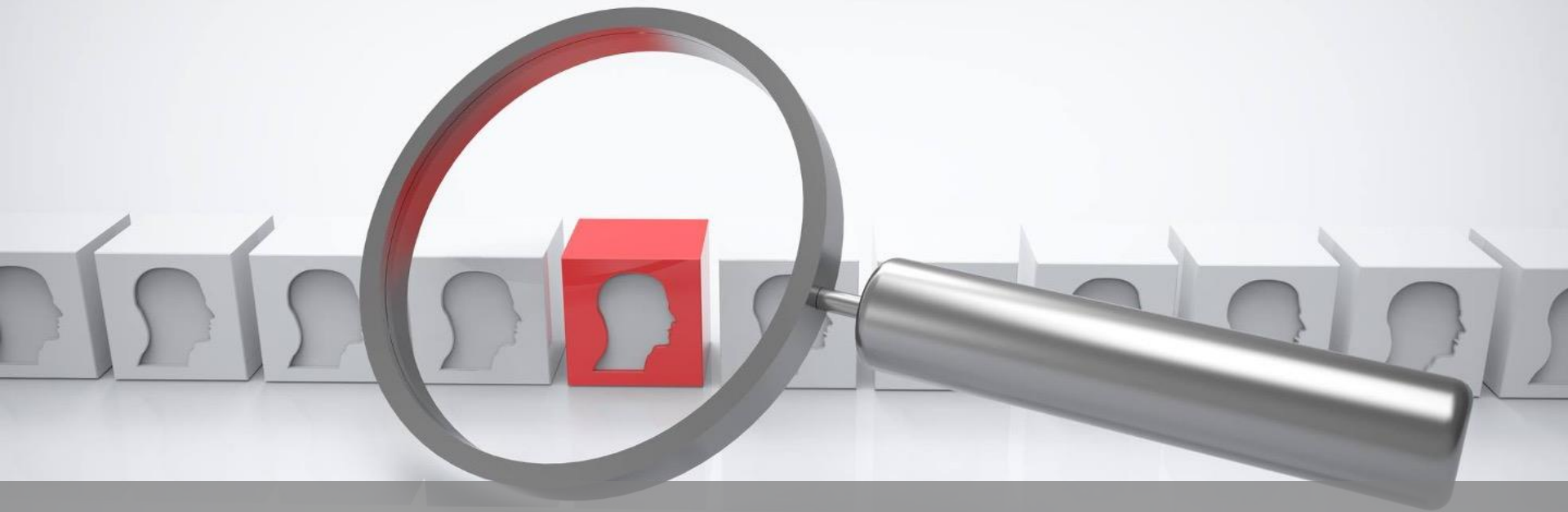
**HR
PA** | Human Resources
Professionals Association

2023-02-28



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INTRODUCTION

BACKGROUND & OBJECTIVES

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



METHODOLOGY: SAMPLE NOTES

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

- The following report details the **total New Brunswick** results, making comparisons to the National total. Sample sizes and margin of error for each group are:

	Total	NB
Base size	1,954	48
Margin of Error*	±2.2%	±14.1%

- Throughout the report, significant differences *that are greater or less than 8%* (between New Brunswick and other regions) are marked as follows:
 - ▲ Significantly higher than all comparative regions.
 - ▼ Significantly lower than all comparative regions.
- Note that – due to rounding – totals for charts/tables may not sum to 100%.

A magnifying glass with a black handle and frame is positioned over a document. The document features a blue bar chart with several vertical bars of varying heights. In the background, a calculator and a pair of glasses are visible, all slightly out of focus. A semi-transparent grey horizontal band is overlaid across the middle of the image, containing the text "New Brunswick Detailed Findings" in white. The overall scene suggests a professional or analytical context.

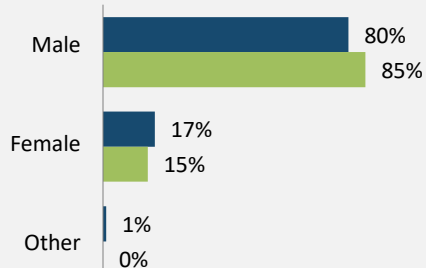
New Brunswick Detailed Findings



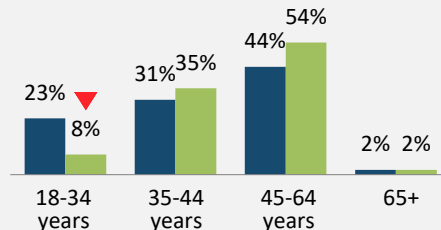
KEY INSIGHTS: NEW BRUNSWICK

NB HR professionals are aligned with the rest of Canada with respect to gender and employment. They are much less likely to be 18-34 years old or have HR-related education, compared to national levels.

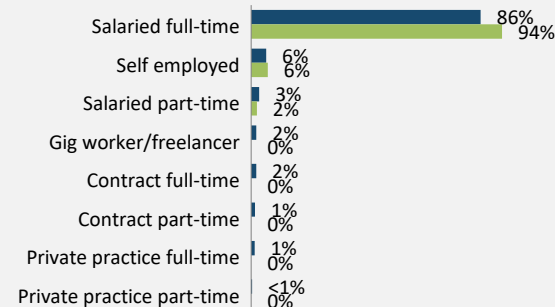
GENDER IDENTITY



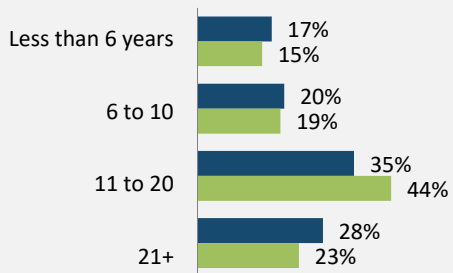
AGE



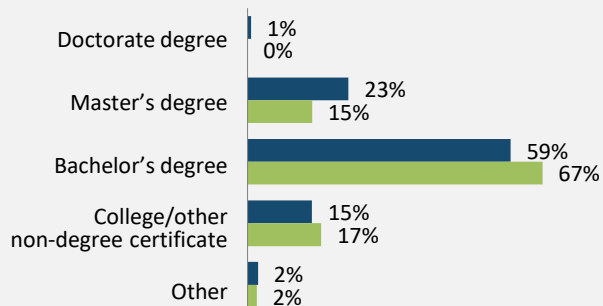
EMPLOYMENT SITUATION



LENGTH OF TIME IN HR



EDUCATION



EDUCATION RELATED TO HR



■ National Total (n=1,954)

■ NEW BRUNSWICK (n=48)**

**Small sample size, interpret with caution.

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



SENTIMENT ABOUT HR PROFESSION

HR professionals in NB are proud of their profession:

- 100% are proud of the work done as an HR professional.
- 81% feel HR is considered a strategic position in their company.
- 85% look forward to coming to work.

Nearly two-thirds (62%) find recruitment very or extremely challenging, while 28% face the same level of challenge with retention.

92% have seen an increase in workload over past 12 months. Nearly half have received additional support.

Top retention measures implemented are:

- Re-evaluating employee compensation: 56%
- Flexible work options: 56%
- Onboarding & orientation programs: 50%
- 50% of HR professionals say they have increased salaries to help offset inflation

EDUCATION

58% ▼ of HR professionals in NB have an HR designation.

- 17% are planning to get a HR designation.
- 8% are planning to get an HR designation.

Top reasons for getting an HR designation

- Credibility and recognition of title: 89%
- Employability and career progression possibilities: 76%

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

100%

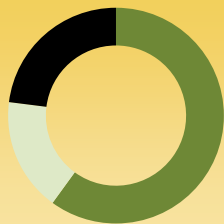
spent time on their personal professional development, with an average of 37.7 ▼ hours

86%

spent money on their personal professional development, with an average spend of close to \$1395



DEI Initiatives



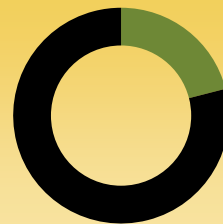
60%

Have implemented DEI initiatives.
23% are planning to.



50%

Have formal DEI strategy

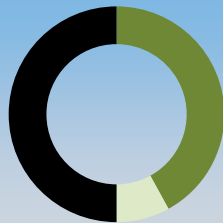


21%

Formally measuring DEI

Base sizes too small to show provincial DEI improvement proportions.

HR Technology



42%

Have implemented some HR digital transformation initiatives.
8% are planning to.



27%

Have formal HR tech strategy

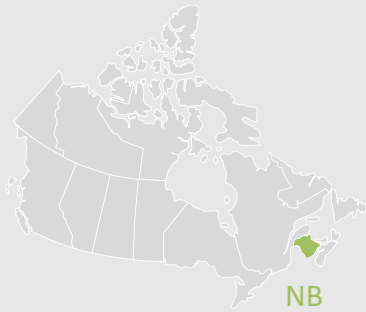
Top areas planned for HR automation are:

- Internal processes (94%)
- Employee onboarding (83%)
- Job applicant communications (72%)

Employment Characteristics

Current Employment Situation:

PROVINCIAL



New Brunswick HR professionals are **more likely** to be salaried, full-time employees compared to others across Canada.

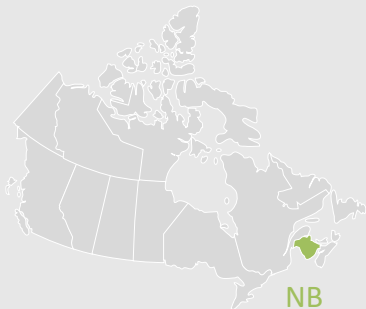
	NATIONAL	NEW BRUNSWICK
Salaried full-time	86%	94% ▲
Self-employed consultant	6%	6%
Salaried part-time	3%	2%
Contract full-time	2%	0%
Gig worker /freelancer	2%	0%
Contract part-time	1%	0%
Private practice full-time	1%	0%
Consultant at a firm	1%	0%
Private practice part-time	<1%	0%
Other	1%	0%

**Small sample size, interpret with caution.

Base: All respondents (Total: n=1,954; NB: n=48**).

S1. Which of the following best describes your current employment situation?

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



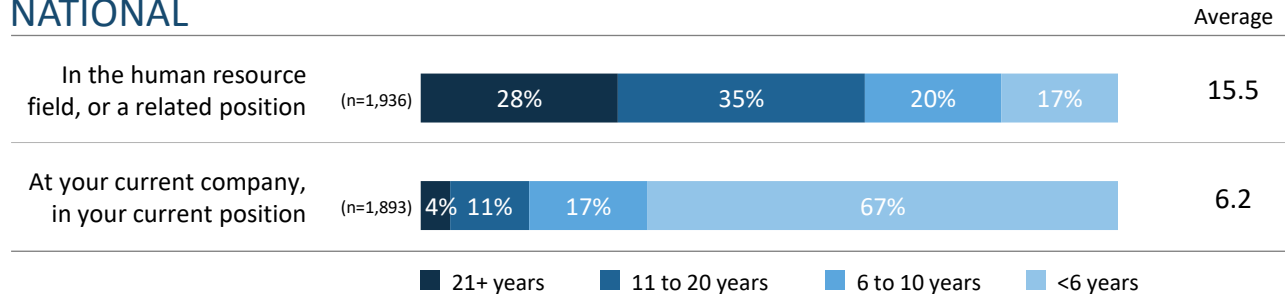
Years of Full Time Experience:

PROVINCIAL

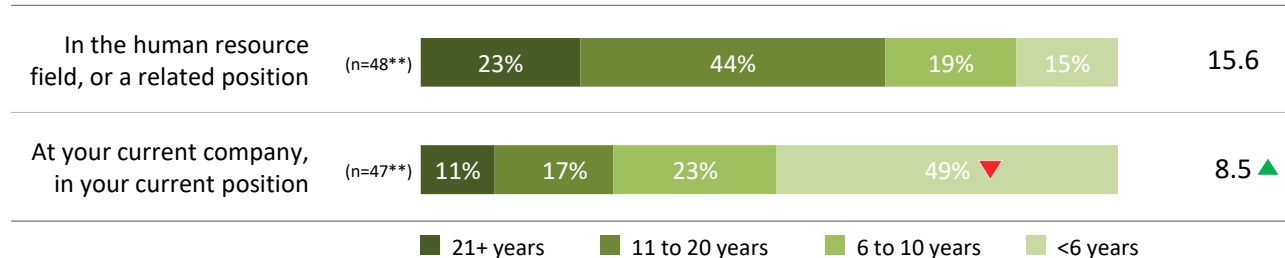
The typical New Brunswick HR professional has worked an average of almost over 15 years in the HR field, which is similar to the national average.

On average, they have been in their current position for over 8.5 years, **higher** than the national average of 6.2 years.

NATIONAL



NEW BRUNSWICK

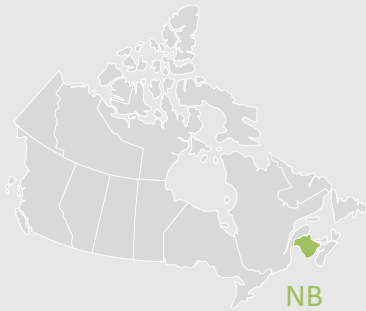


**Small sample size, interpret with caution.
 Base: All respondents, excluding don't know.
 X4. How many years of experience do you have?

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



Job Responsibilities

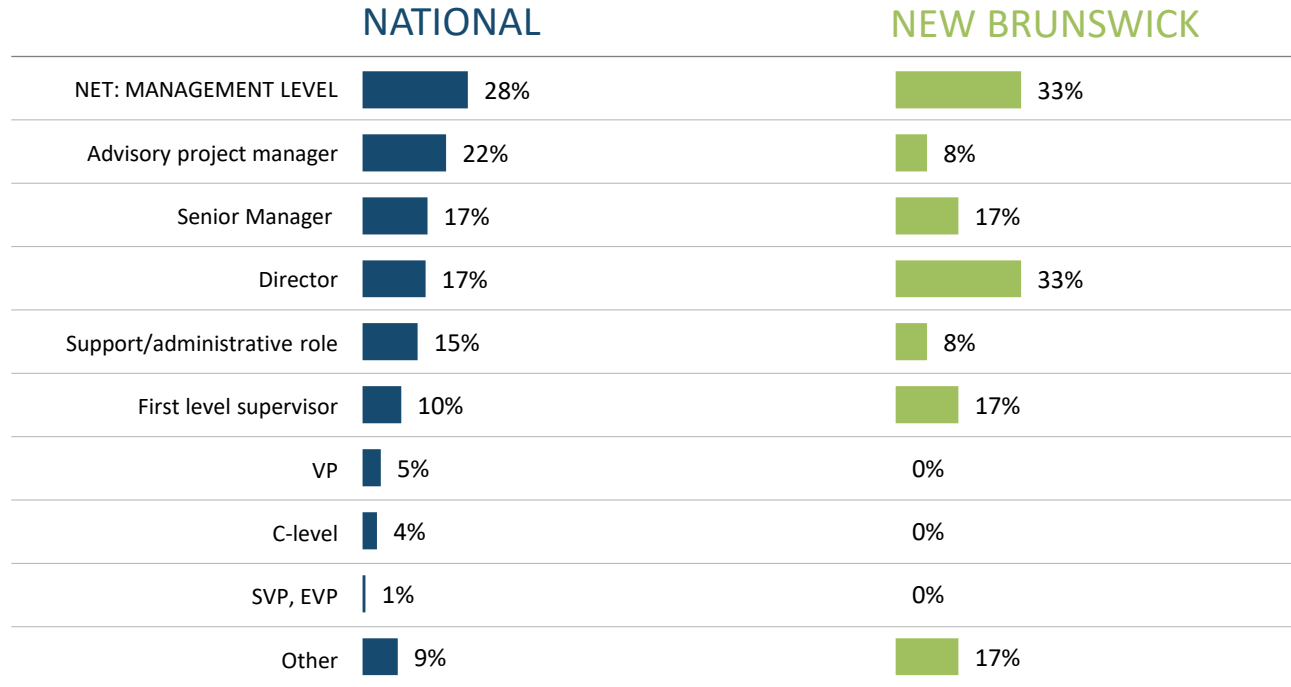


Current Job Title:

PROVINCIAL

New Brunswick HR professionals most commonly hold job titles matching “director”, “senior manager”, or “first level supervisor.”

A third have a job at the management level or higher.

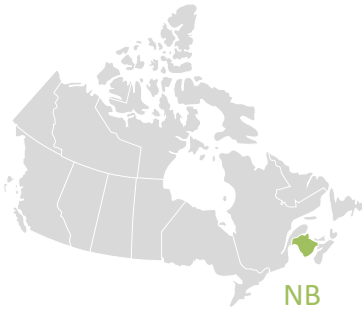


**Small sample size, interpret with caution.

Base: All respondents, excluding prefer not to answer (Total: n=621; NB: n=12**).

A3. What employee category best represents your current position?

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



Job Responsibilities in Current Position:

PROVINCIAL



NB HR professionals are **more likely** to be responsible for health & safety and HRMIS compared to their counterparts across Canada.

		NATIONAL		NATIONAL
Culture	71%	65%	Workforce planning/labour & staffing models	65%
Talent acquisition	75%	65%	Equity, diversity & inclusion	56%
Engagement	73%	64%	Management/planning	56%
Generalist	52%	63%	Health, safety and wellness	71% ▲
HR compliance	71%	63%	Labour employee relations	52%
Strategy	65%	59%	Total rewards	52%
Compensation (salaries and bonuses)	71%	59%	Human Resource Management Information System HRMIS	67% ▲
Change management	58%	57%	Legal	33%
Learning development	50%	57%	Other	10%
Organizational effectiveness/development	58%	57%		

Base: All respondents, excluding prefer not to answer (Total n=1,954; NB n=48**). **Small sample size, interpret with caution.
 A4. Which of the following aspects of human resources are included as part of your current position?

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



Sentiment Towards Job:

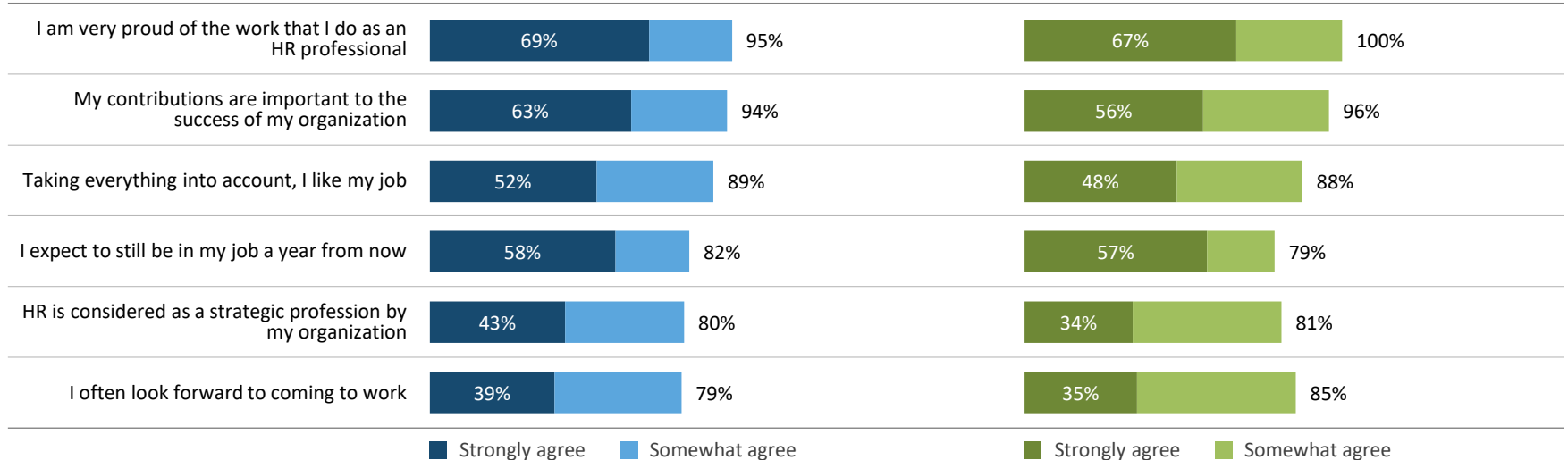
PROVINCIAL

At least the vast majority of NB members agree with each of the following statements, particularly “I am very proud of the work I do as an HR professional” (100% somewhat/strongly agree) and “my contributions are important to the success of my organization” (96% somewhat/strongly agree).

% TOTAL AGREE

NATIONAL

NEW BRUNSWICK



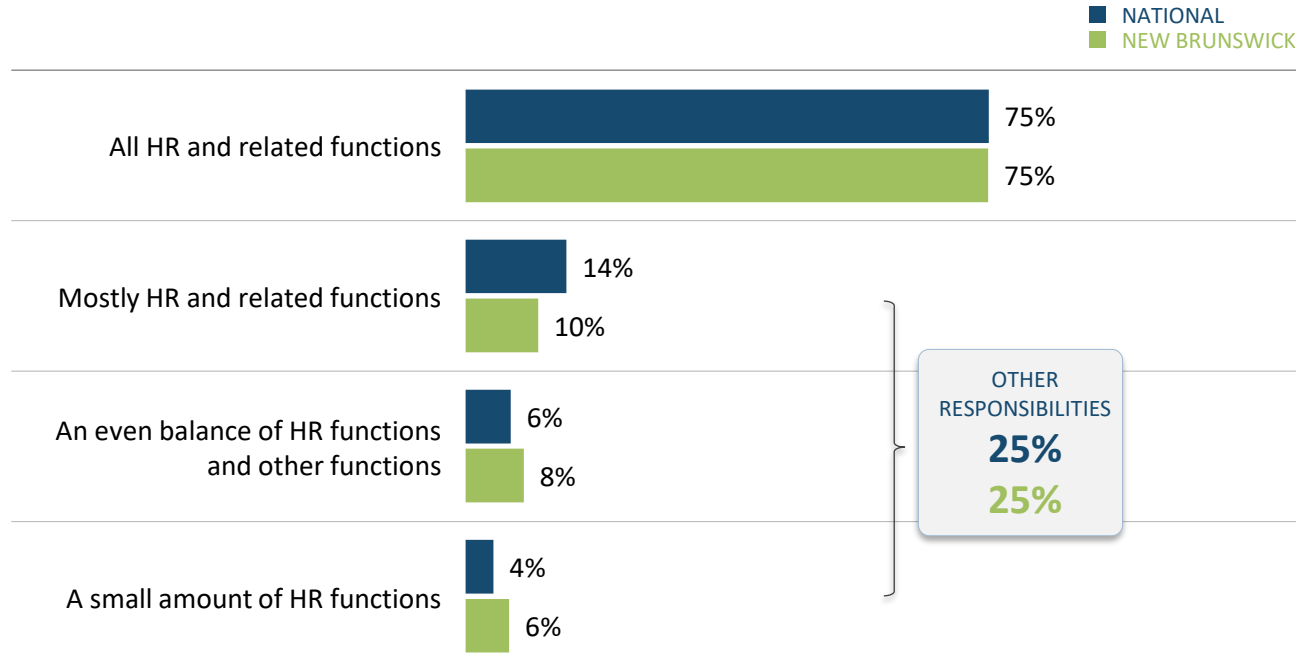
Base: All respondents, excluding don't know (Total: n varies; NB: n varies**). **Small sample size, interpret with caution.
 A5. To what extent do you agree or disagree with the with the following statements:

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



HR Involvement: PROVINCIAL

One-quarter of NB HR professionals have other responsibilities outside of human resources, in line with the national average.



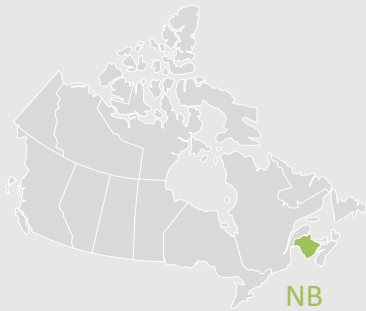
**Small sample size, interpret with caution.

Base: All respondents, excluding prefer not to answer. (Total: n=1,949; NB: n=48**).

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

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

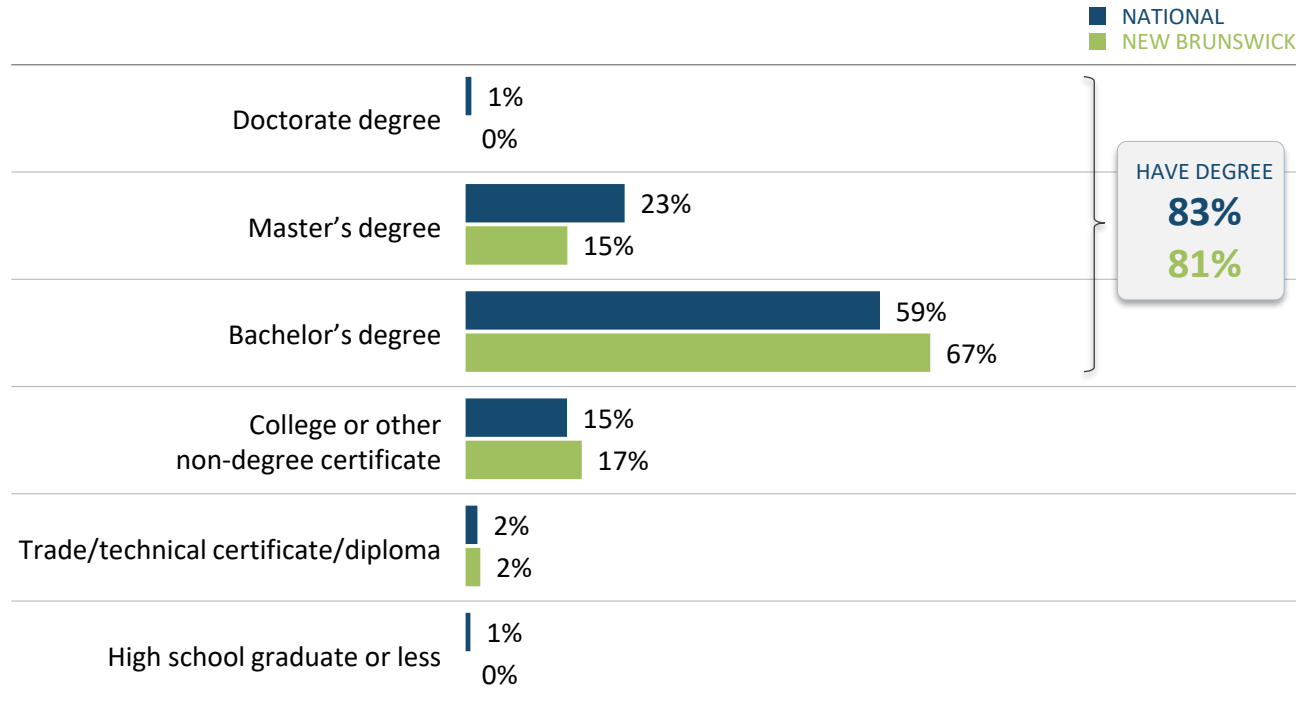
Education & HR Designation



Education Level:

PROVINCIAL



In NB, four-in-five HR professionals hold a degree with most having a bachelor's degree.



**Small sample size, interpret with caution.

Base: All respondents, excluding prefer not to answer (Total: n=1,951; NB: n=48**).

B1. What is the highest level of formal education that you have achieved?

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



Current HR Designation:

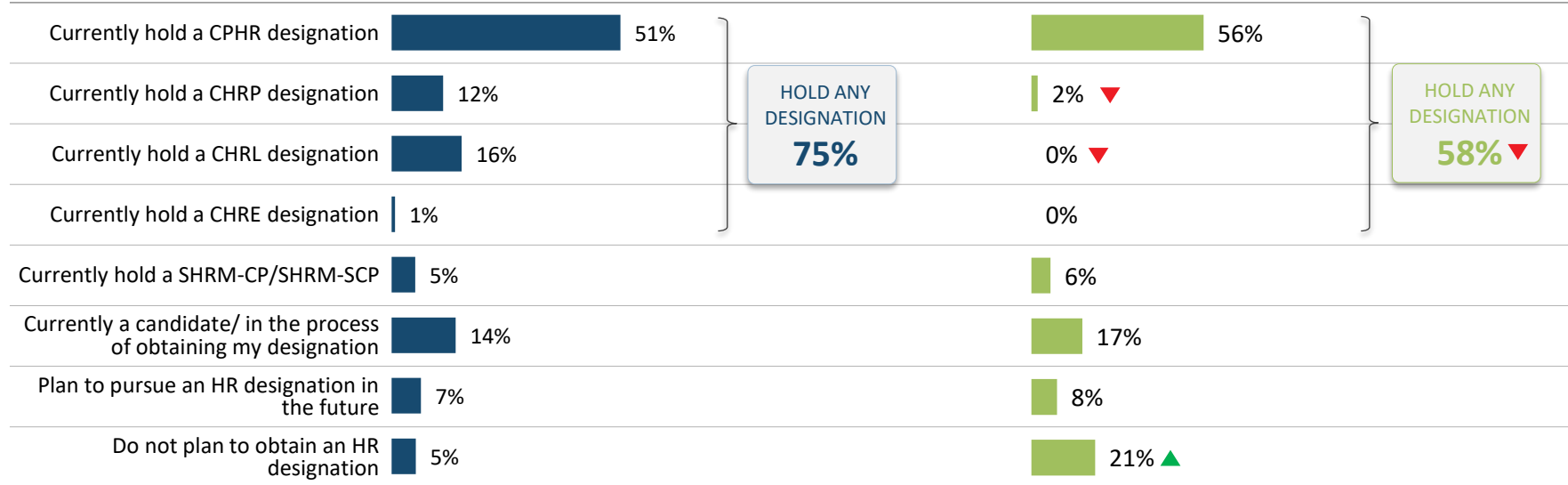
PROVINCIAL



NB HR professionals are **less likely** to currently hold an HR designation and **more likely** to not plan to obtain an HR designation in the future.

NATIONAL

NEW BRUNSWICK



Base: All respondents (Total: n=1,954; NB: n=48**). **Small sample size, interpret with caution.
 B3. Which of the following best describes your current situation with respect to the designation(s) you hold?

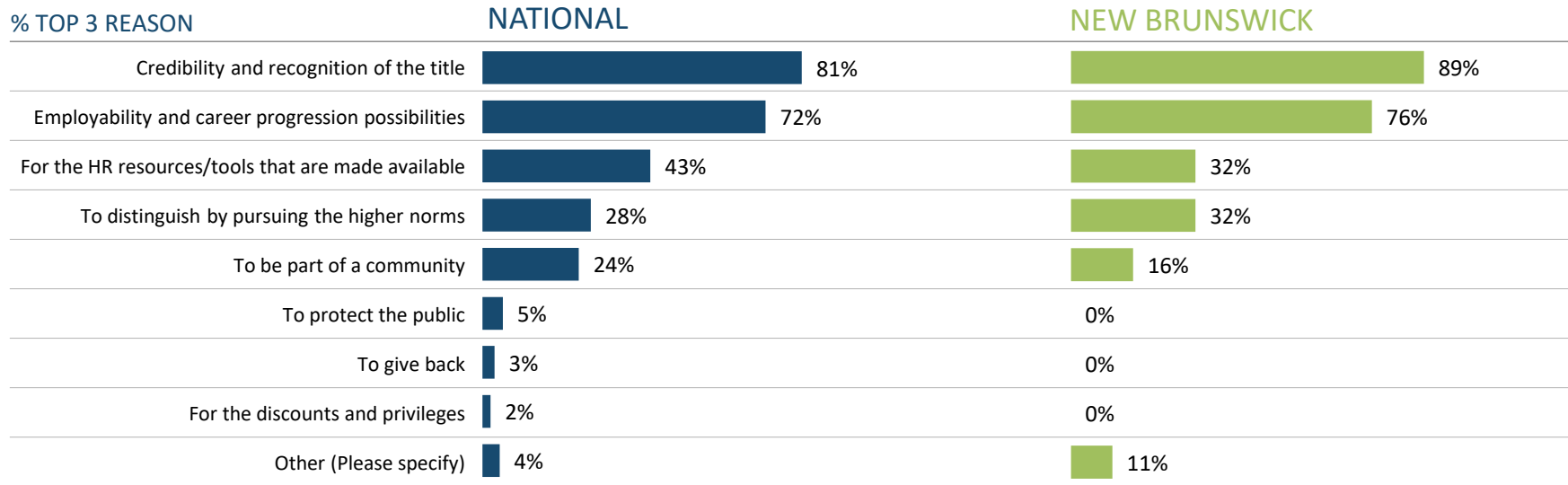
▲ Significantly higher than all comparative regions.
 ▼ Significantly lower than all comparative regions.



Reason for Getting Designation:

PROVINCIAL

The top reasons for achieving an HR designation among NB HR professionals are the credibility and career progress opportunities they offer.



**Small sample size, interpret with caution.

Base: Have designation (Total n=1,839; NB: n=38**).

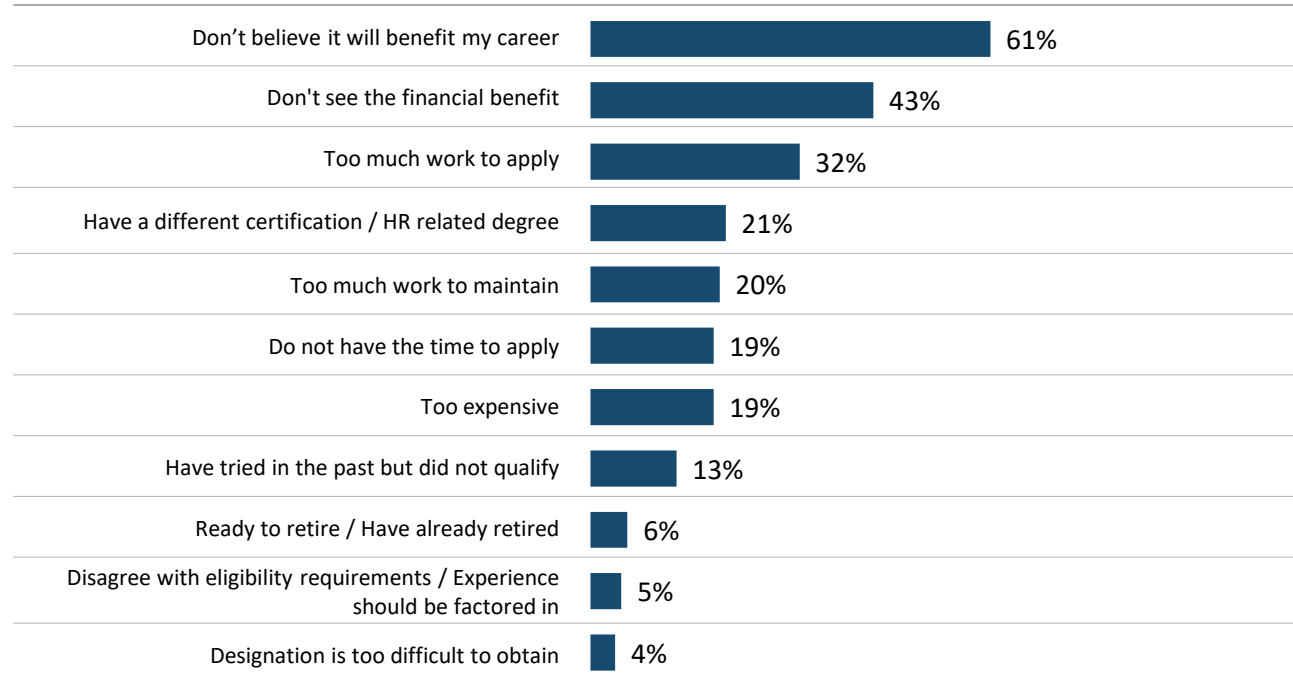
B5. What are the top 3 reasons why you chose to get the designation(s), or are planning on getting one?

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

Reasons for Being Uninterested in HR Designation: NATIONAL



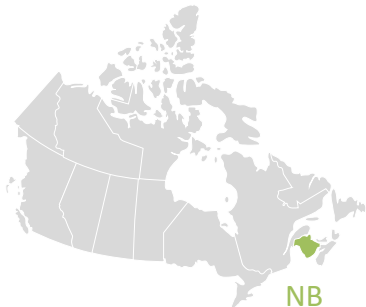
Base sizes too small to assess NB on its own.



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

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

Salary, Benefits, & Other Compensation



Current Annual Salary:

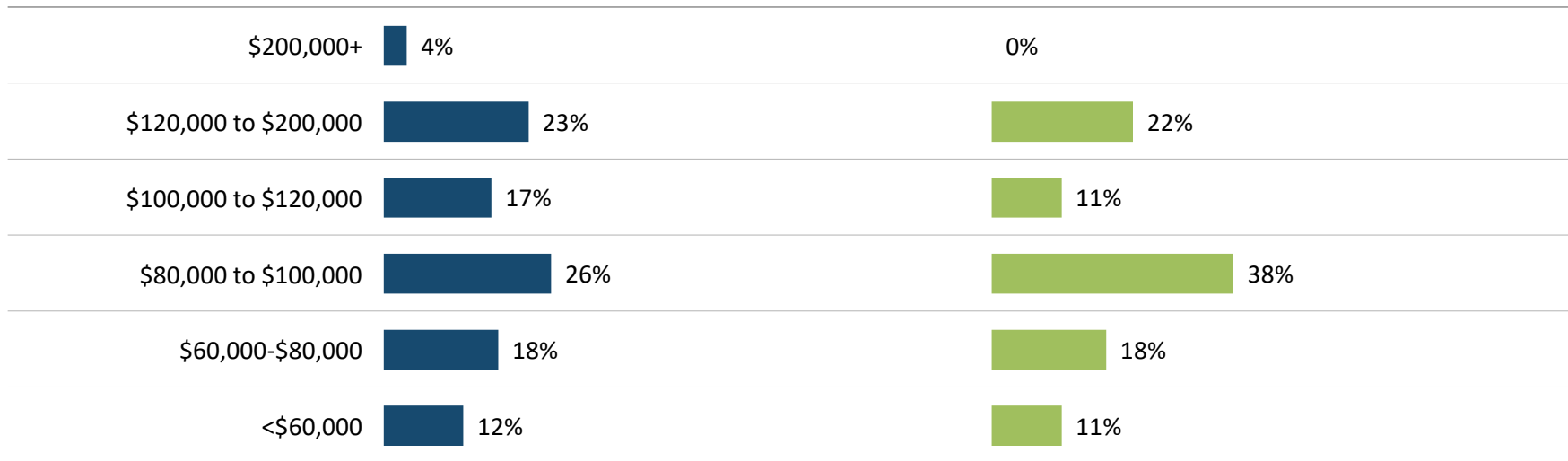


PROVINCIAL

NB HR professionals typically earn between \$80,000 to \$120,000 in annual base salary before taxes – similar to those in the rest of Canada.

NATIONAL

NEW BRUNSWICK



**Small sample size, interpret with caution.

Base: All respondents, excluding prefer not to answer (Total: n=1,803; NB: n=45**).

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

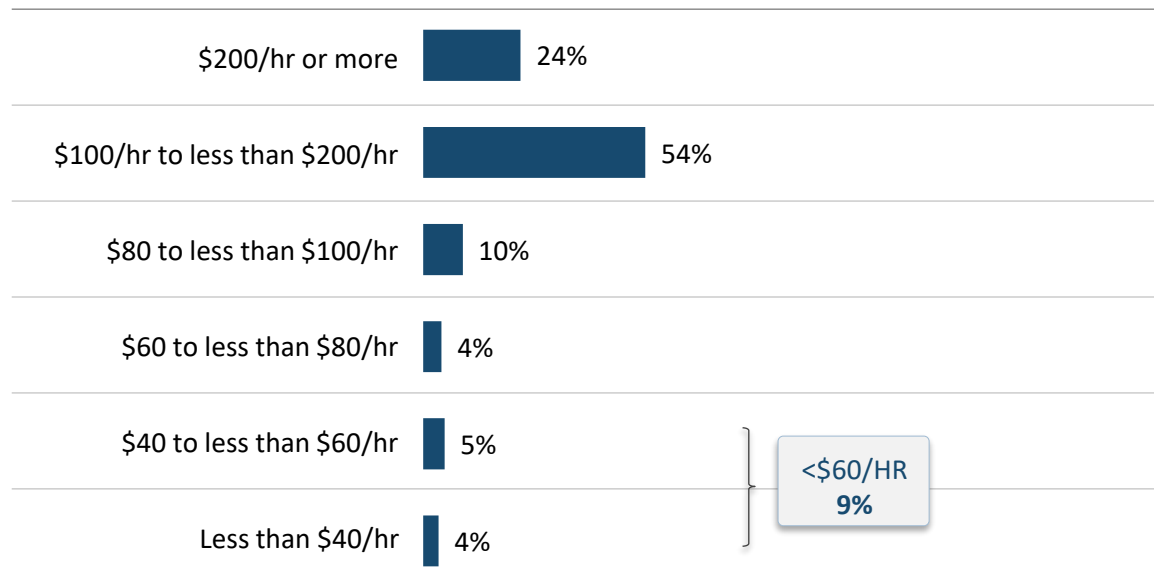
C1b. Which of the following categories best matches your current annual base salary before taxes?

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



Hourly Rate Among Self-Employed: NATIONAL

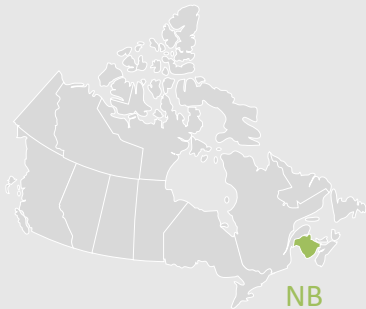
Over three-in-four self-employed HR professionals across Canada charge \$100/hour or more for their services.
Base sizes too small to break out at provincial level.



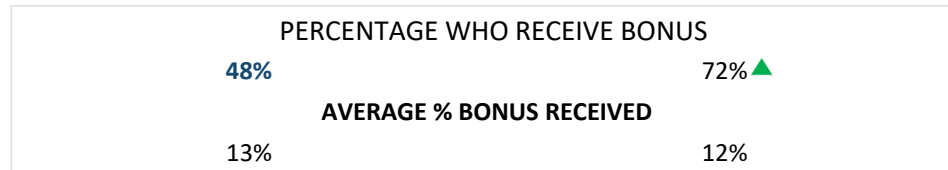
**Small sample size, interpret with caution.

Base: Self-employed consultant or gig/freelance worker, excluding prefer not to answer (n=136).

C2. What hourly rate do you typically charge for your service(s)?



Bonus Size (Percentage): PROVINCIAL



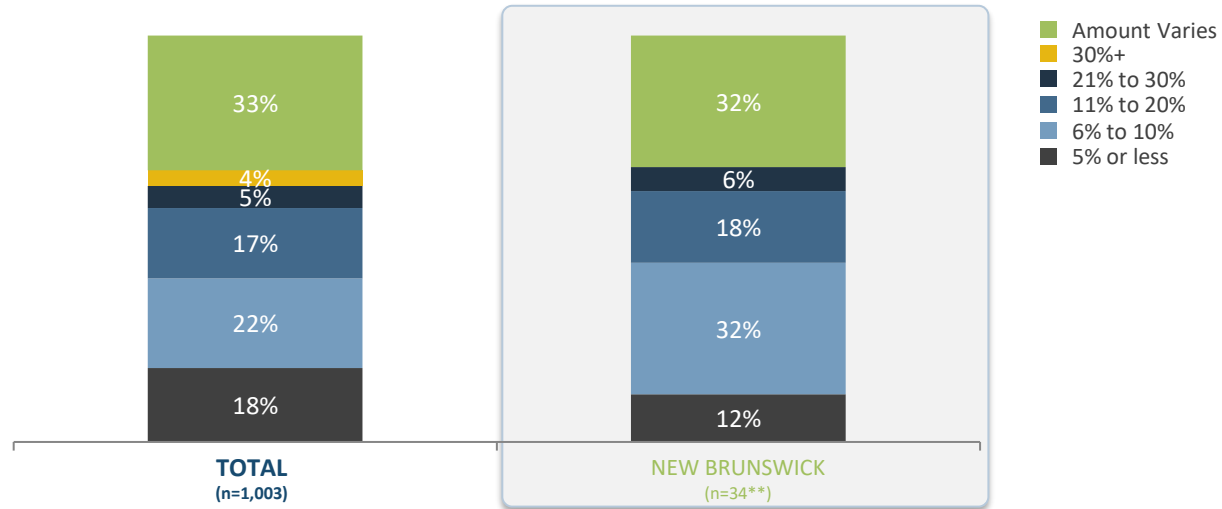
Nearly three-in-four NB HR professionals are offered a bonus, which is **significantly higher** than the national average.

Among those who are offered a bonus, the average percentage of salary base for the bonus is 12%.

Likelihood to get a bonus:

- Private sector: **86%** (Public 10%)

PERCENTAGE OF SALARY BASE FOR LAST BONUS RECEIVED



**Small sample size, interpret with caution.

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

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



Post Retirement Benefits:

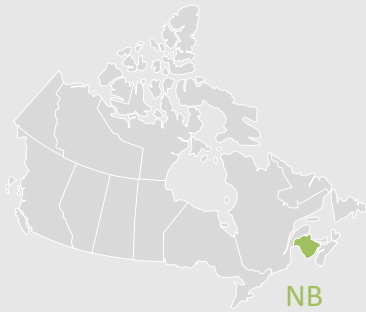
PROVINCIAL

In New Brunswick, nearly 1-in-3 HR professionals have a defined benefit pension plan and nearly half offer RRSPs. Members in NB are **more likely** to be required to match RRSP contributions or have a mixed pension plan compared to the rest of Canada.

	NATIONAL	NEW BRUNSWICK
TOTAL – RRSP contributions	42%	48%
RRSP contributions – you are required to match	27%	42% ▲
Defined benefit pension plan	26%	27%
Money purchase pension/ defined contribution pension	12%	8%
RRSP contributions – you are not required to match	10%	4%
Collective RRSP	8%	4%
Supplementary Retirement Savings Program	3%	2%
Mixed pension plan	2%	8%
Other	5%	4%
None	19%	10%

Base: All respondents (Total: n=1,954; NB: n=48**). **Small sample size, interpret with caution.
 C4. What type of post-retirement benefits are offered to you?

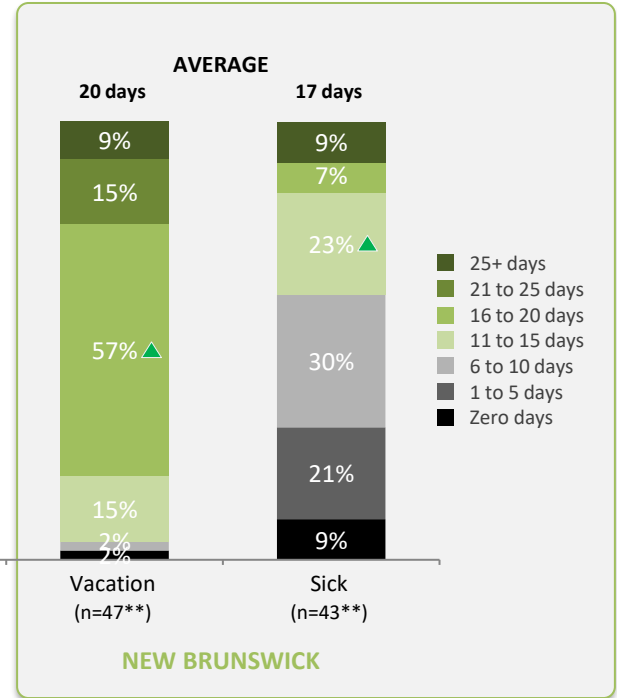
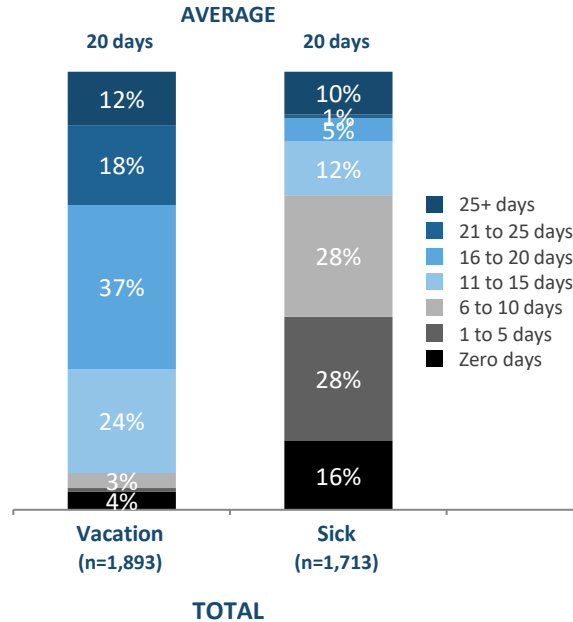
▲ Significantly higher than all comparative regions.
 ▼ Significantly lower than all comparative regions.



Paid Sick and Vacation Days

PROVINCIAL

Overall, HR professionals in NB receive an average of 20 vacation days and 17 paid sick days, similar to the rest of Canada.



Base: All respondents, excluding don't know. **Small sample size, interpret with caution.
 C5a. How many **paid vacation** days do you receive each year?
 C5b. How many **paid sick days** are provided to you per year? This would be the number of paid sick days provided to you above and beyond what is required by employment legislation.

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

Health Benefits: PROVINCIAL

Nearly all NB HR professionals have health benefits provided by their employer, with the most common being dental coverage, life insurance, and physiotherapist services.

Members in NB are **more likely** to receive benefits for physiotherapy, smoking cessation, and dietitians.

2022	TOTAL (n=1,954)	NB (n=48**)
HAVE HEALTH BENEFITS	90%	94%
Dental coverage	83%	90%
Life insurance	83%	90%
Physiotherapist services	77%	90% ▲
Prescription drug plan	84%	88%
Bereavement leave	76%	88%
Employee Assistance Program (EAP)	79%	85%
Chiropractor treatments	78%	85%
Massage Therapy	78%	85%
Psychologist services	76%	85%
Vision coverage	74%	85%

2022	TOTAL (n=1,954)	NB (n=48**)
Accidental death & dismemberment insurance (AD&D)	78%	83%
Travel insurance	73%	83%
Semi-private hospital room	67%	77%
Employer funded long-term disability leave	60%	65%
Smoking cessation assistance	41%	65% ▲
Critical illness insurance	51%	60%
Dietitian consultations	45%	60% ▲
Orthodontic coverage	54%	58%
Employer funded short-term disability leave	50%	52%
Healthcare Spending Account	38%	44%

Base: All respondents, excluding don't know. **Small sample size, interpret with caution.
 C6. Do you receive health benefits (dental coverage, drug plans, etc.) in your current role?
 C6b. Which of the following types of health benefits does your employer provide to you?

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

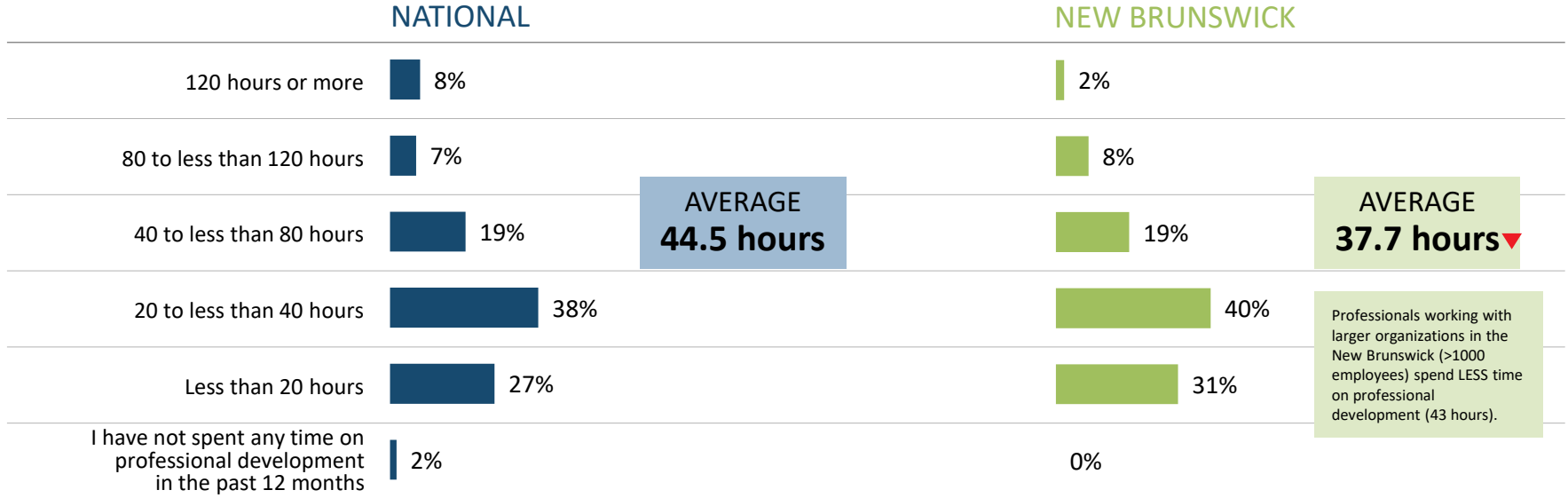


Professional Development



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

HR Professionals in NB have spent **significantly fewer** hours on their personal development (as it relates to HR) over the past 12 months, compared to the rest of Canada. None say they spend no time on professional development.



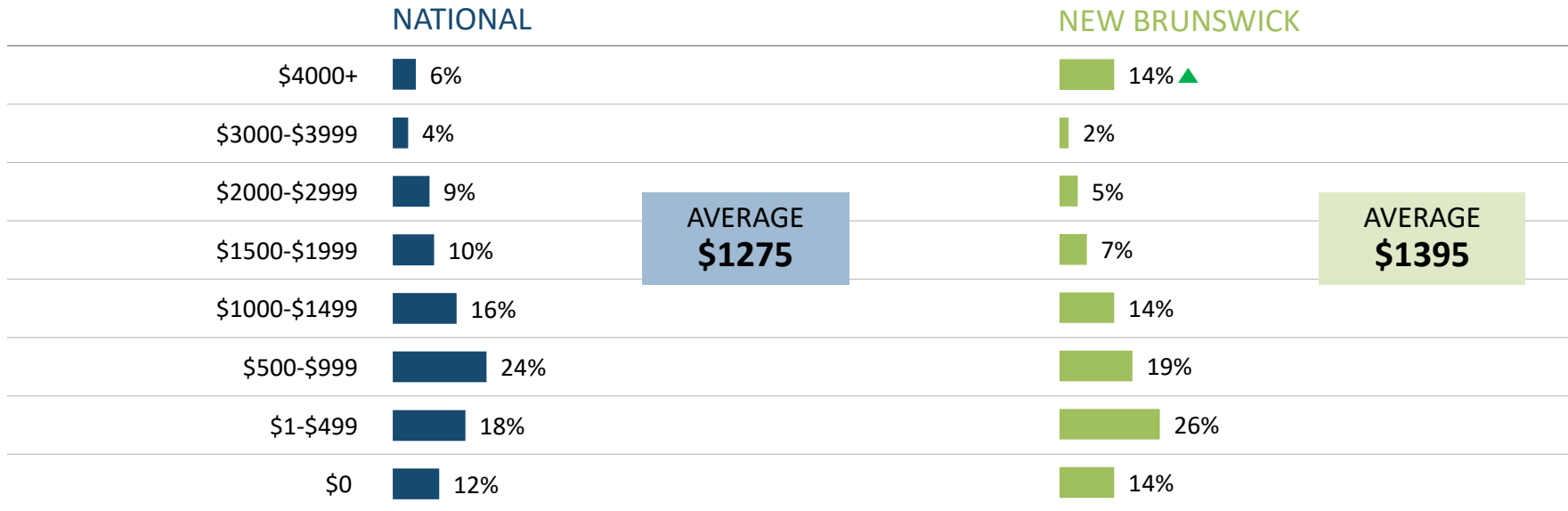
Base: All respondents, excluding prefer not to answer (Total: n=1,954; NB: n=48**). **Small sample size, interpret with caution.
D3. How many hours have you spent on your personal professional development as it relates to human resources in the past 12 months?

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



Past Year Professional Development Spending: PROVINCIAL

On average, nearly \$1400 is being spent on the development of HR professionals in NB. 1-in-7 NB members have had over \$4000 spent on their PD, **significantly higher** than the rest of Canada.



Base: All respondents, excluding don't know (Total: n=1,754; NB: n=43**). **Small sample size, interpret with caution.
D2. How much money have you, or your employer, spent on your personal professional development as it relates to human resources in the past 12 months?

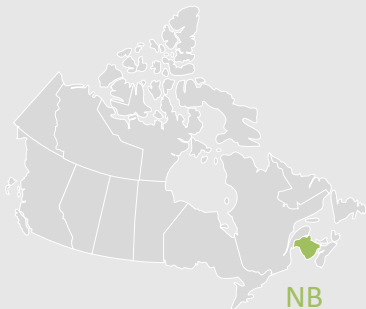
▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



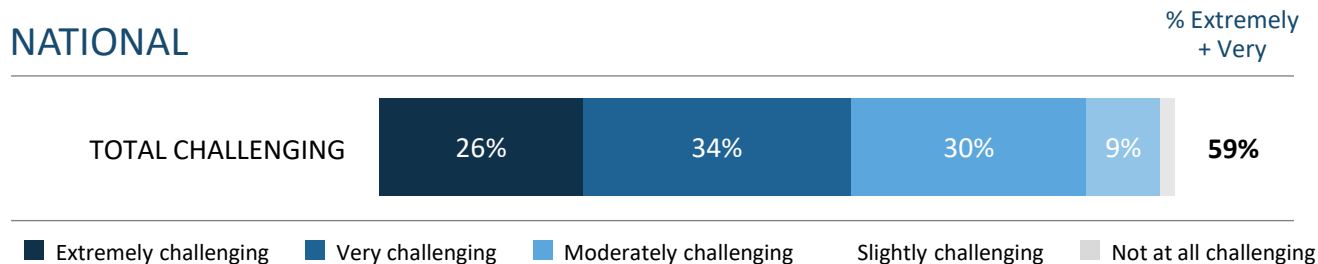
Recruitment

Recruitment Challenges Over Past Year:

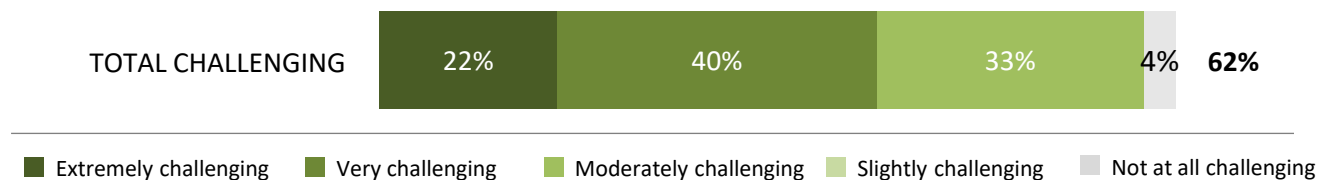
PROVINCIAL



NATIONAL



NEW BRUNSWICK



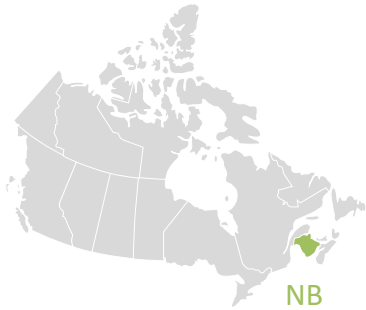
**Small sample size, interpret with caution.

Base: All respondents excluding don't know/not applicable (Total: n=1,844; NB: n=45**).

E1. Over the past year, how challenging has it been for your organization with regards to recruitment?

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

Similar to those in the rest of Canada, recruitment has been very or extremely challenging for about three-in-five NB HR professionals over the past year.



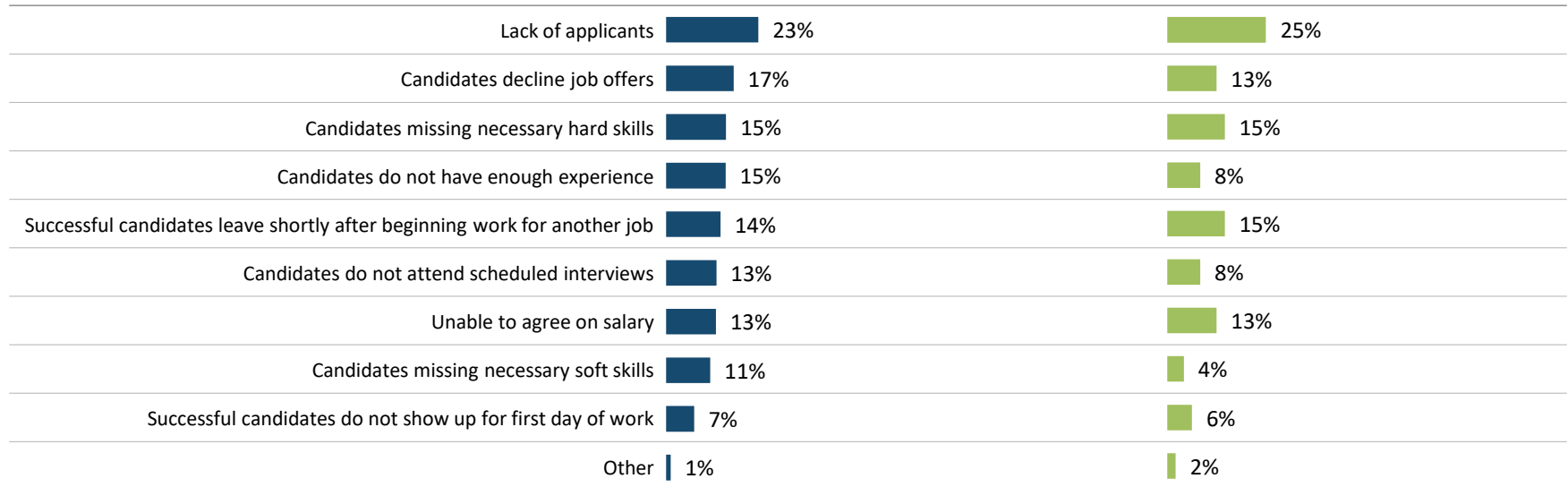
Challenges Experienced:

PROVINCIAL

Like the rest of Canada, a lack of applicants has been the primary recruitment challenge in the past year, followed by candidates missing necessary hard skills or leaving shortly after beginning work for another job.

NATIONAL

NEW BRUNSWICK



Base: All respondents (Total: n=1,954; NB: n=48**). **Small sample size, interpret with caution.
 E2. What challenges has your organization experienced recruiting new employees in the last year?

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



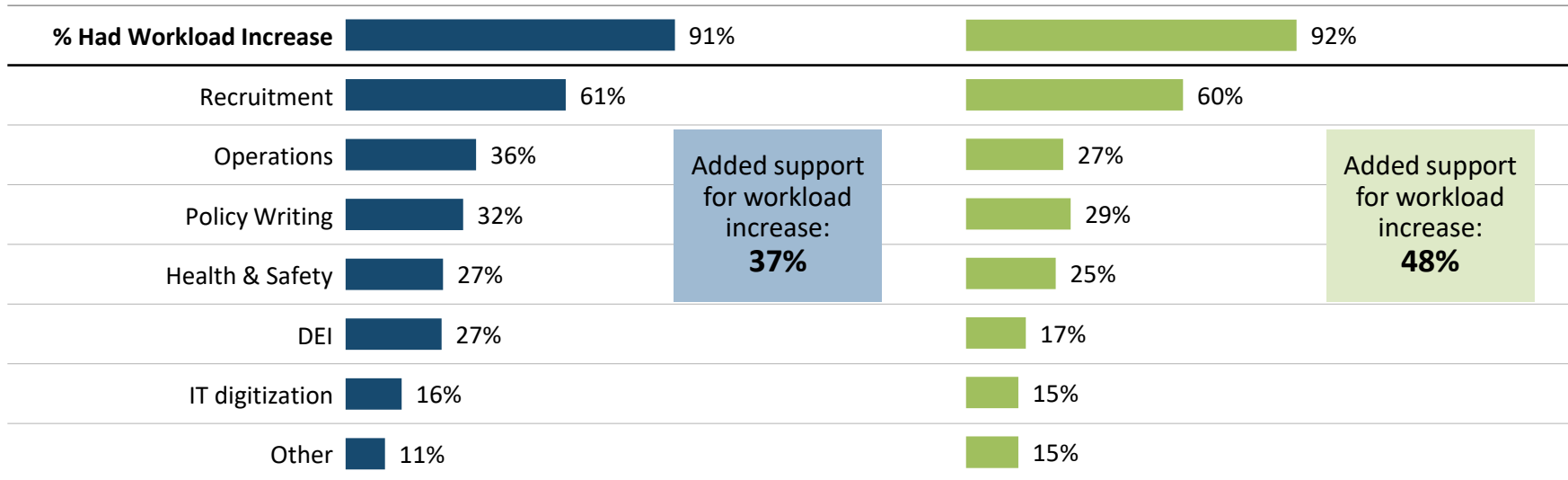
Past 12 Month Workload Change:

PROVINCIAL

Nine-in-ten NB HR professionals have seen their workload increase over the past 12 months. Nearly half say they have added support to help with the increased workload, which means many are still facing the increased demands in their role.

NATIONAL

NEW BRUNSWICK

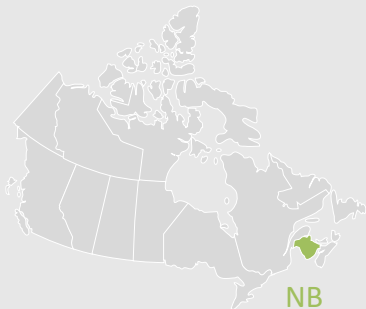


Base: All respondents (Total: n=1,954; NB: n=48**). **Small sample size, interpret with caution.
E3b. In which areas, if any, has your workload increased in the last 12 months?

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

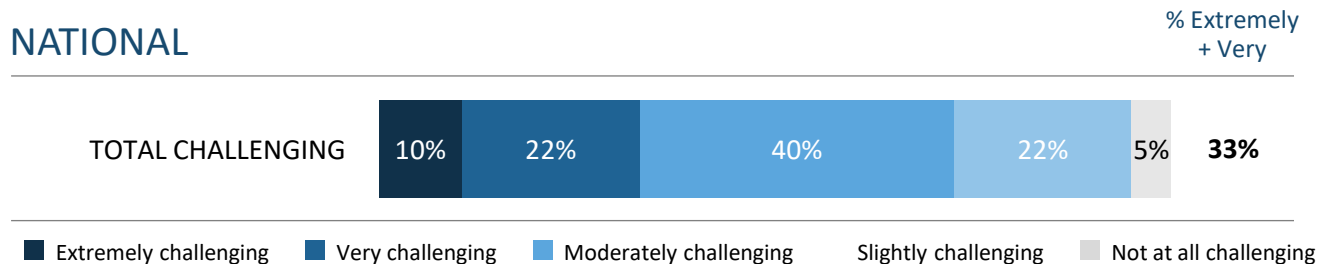
**Engagement, Retention &
Turnover**

Employee Retention Challenge: PROVINCIAL

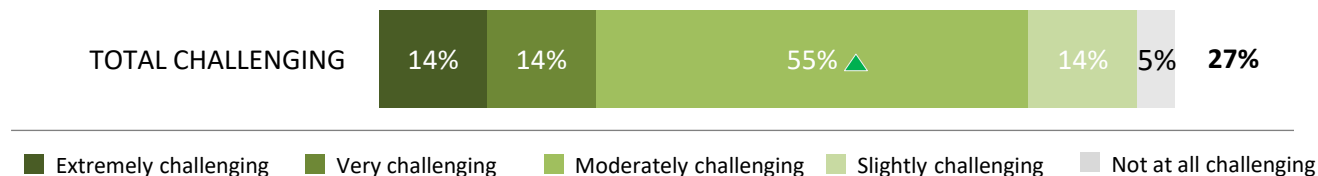


NATIONAL

Similar to the rest of Canada, nearly one-third cite employee retention as being very or extremely challenging in the past year.



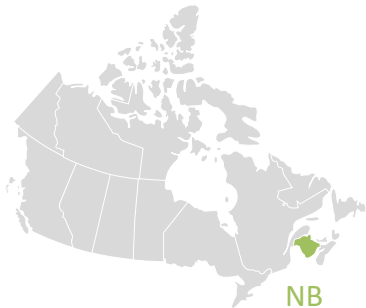
NEW BRUNSWICK



**Small sample size, interpret with caution.

Base: All respondents, excluding don't know/not applicable (Total: n=1,847; NB: n=44**).
F1. Over the past year, how challenging has it been for your organization with regards to employee retention?

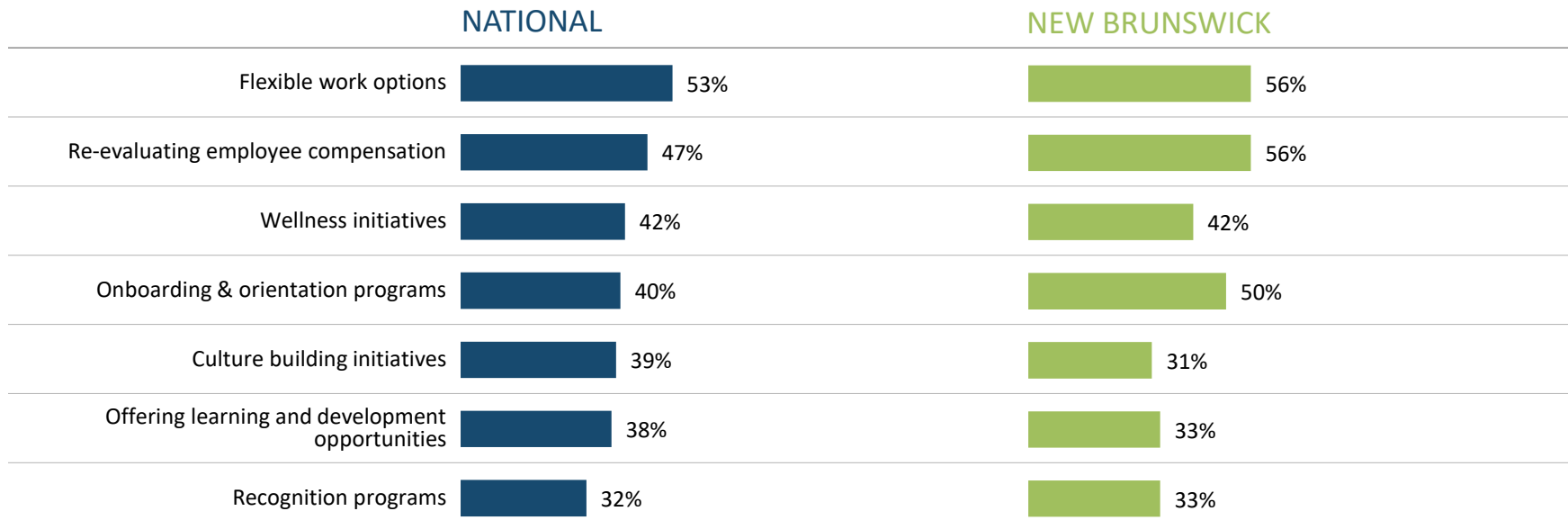
▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Retention Measures Implemented by Organization:

PROVINCIAL

The most common measures implemented by NB organizations to improve employee retention are offering flexible work options and re-evaluating employee compensation – similar to the rest of Canada.



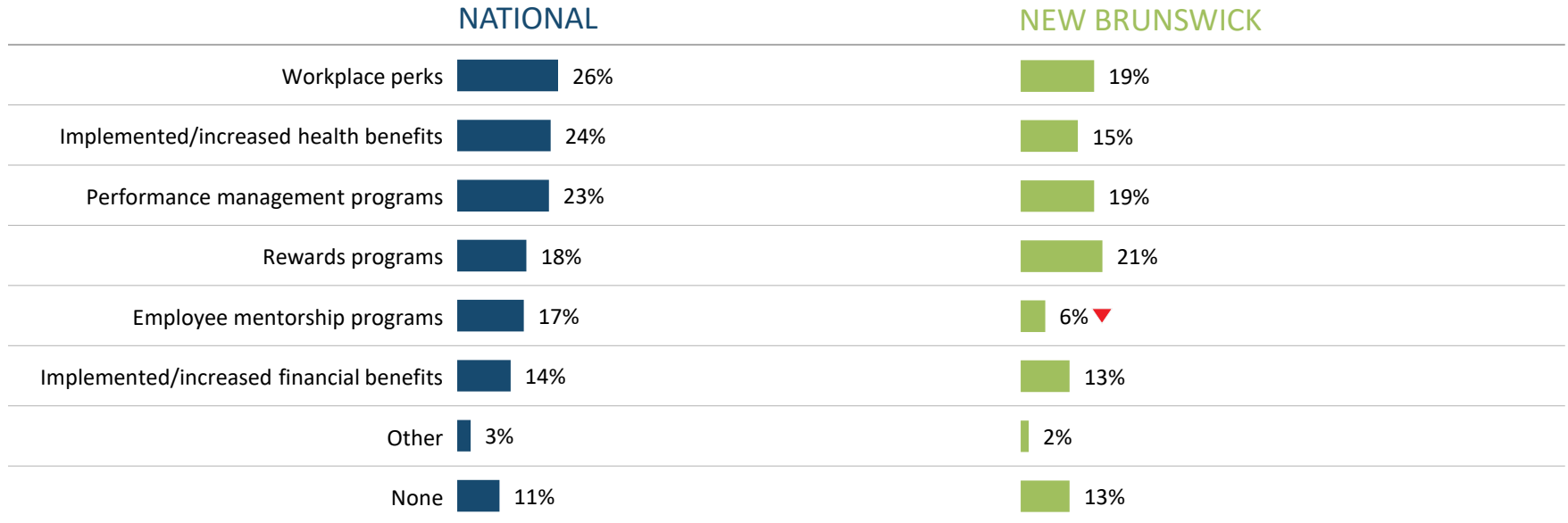
Base: All respondents (Total: n=1,954; NB: n=48**). **Small sample size, interpret with caution.
 F2. Has your organization implemented any of the following measures to improve employee retention?

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



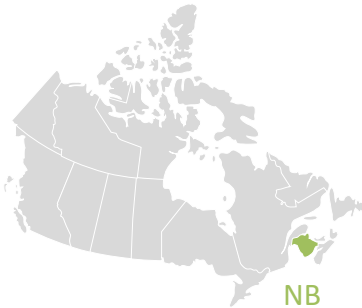
Retention Measures Implemented by Organization: PROVINCIAL *(Continued)*

Organizations in NB are also **less likely** to have employee mentorship programs compared to the rest of the country.



Base: All respondents (Total: n=1,954; NB: n=48**). **Small sample size, interpret with caution.
F2. Has your organization implemented any of the following measures to **improve employee retention**?

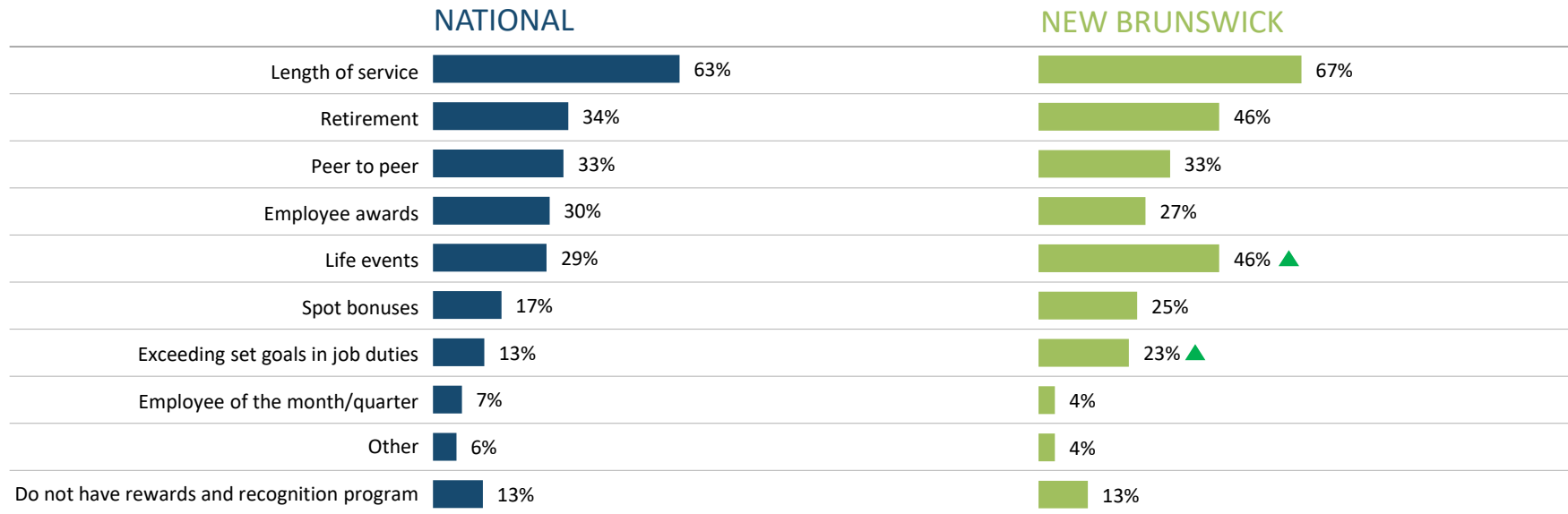
▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



Types of Rewards and Recognition Offered:

PROVINCIAL

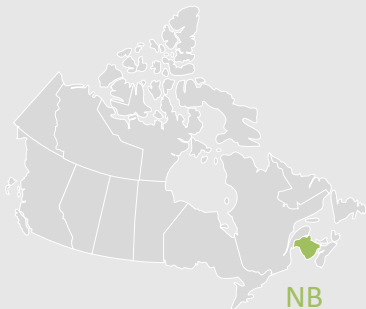
Life events and exceeding job duty goal programs are **more likely** to be in place at NB member workplaces, compared to the rest of Canada. Length of service recognition is the most common practice across Canada and in NB.



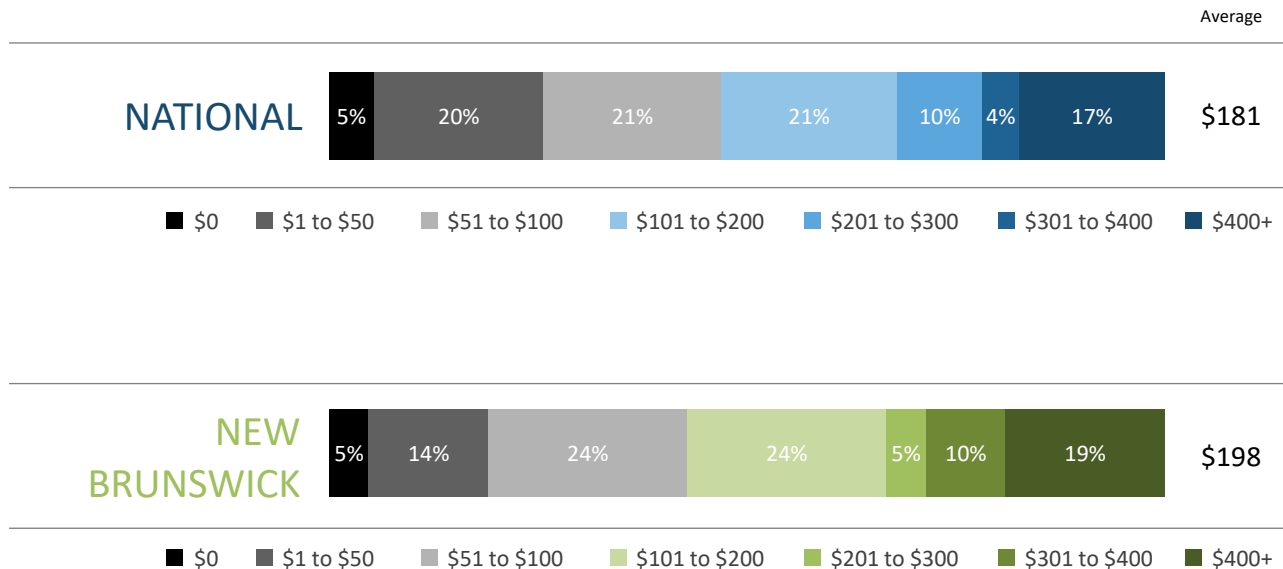
Base: All respondents, excluding don't know (Total: n=1,954; NB: n=48**). **Small sample size, interpret with caution.
 F3. What kinds of rewards and recognition programs are in place at your workplace?

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

How Much Spent Recognizing Employees: PROVINCIAL

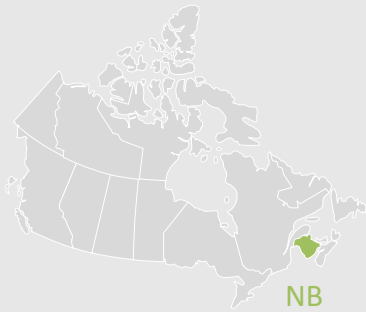


Recognition amounts in NB are similar to the rest of Canada, with an average of \$198 spent on individual employees.



**Small sample size, interpret with caution.
 Base: All respondents, excluding don't know (Total: n=1,047; NB: n=21**).
 F3c. Approximately how much is spent on recognizing each individual employee per year?

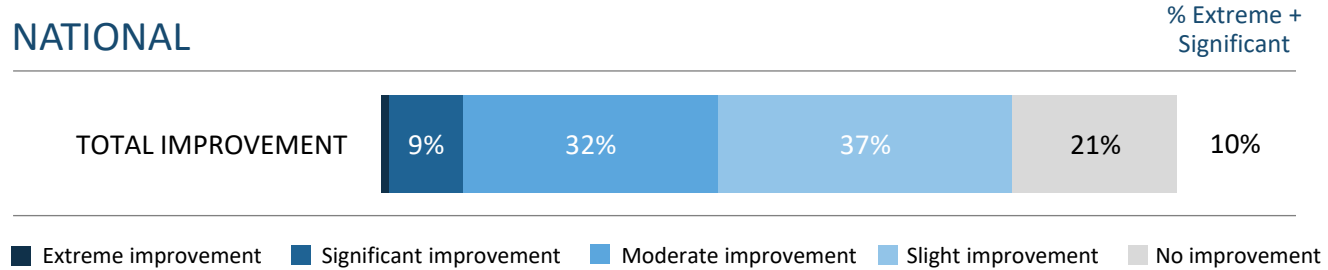
▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



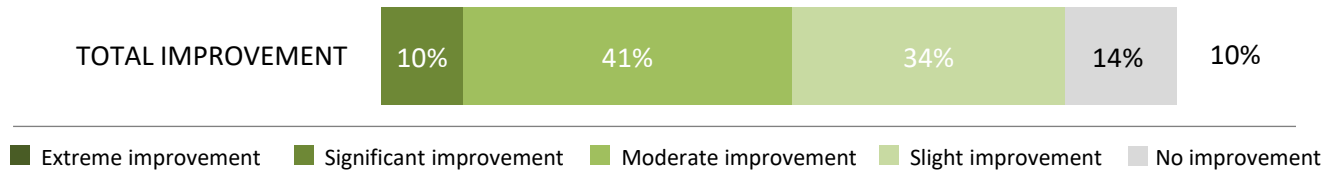
Impact of Rewards Program: PROVINCIAL

1-in-10 NB members reported an extreme or significant improvement in employee retention as a result of rewards program(s) – similar to other regions.

NATIONAL



NEW BRUNSWICK



**Small sample size, interpret with caution.

Base: All respondents, excluding don't know (Total: n=1,179; NB: n=29**).

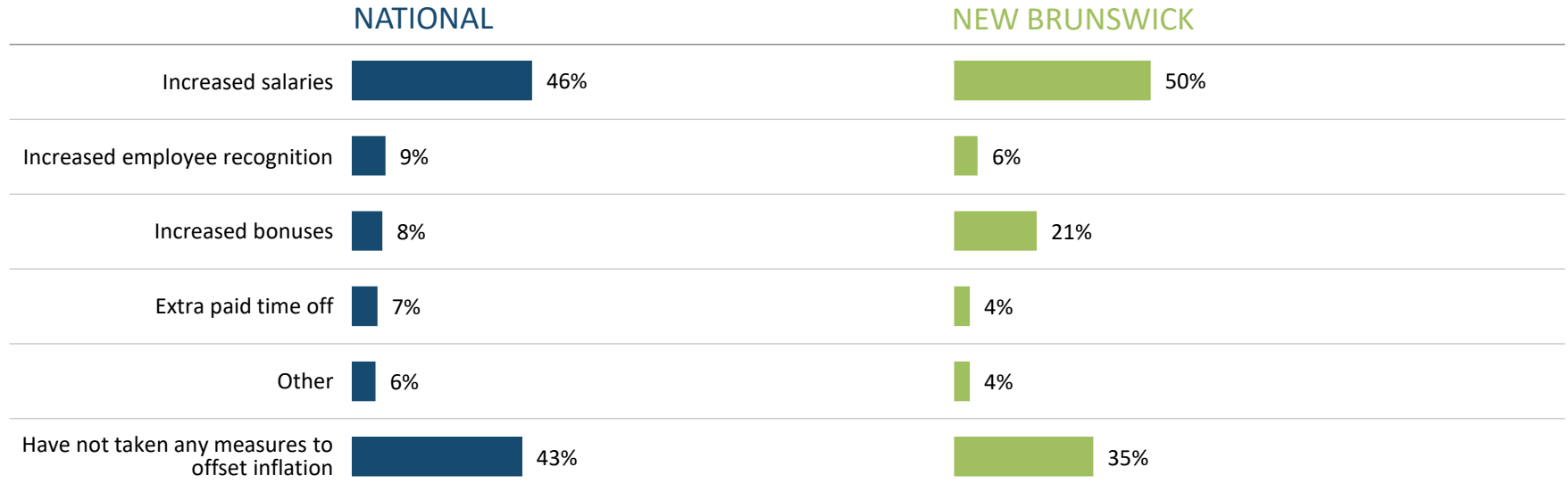
F4. What effect has your workplace's rewards and recognition program had on overall employee engagement?

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



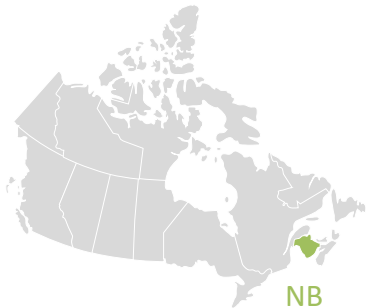
Measure to Offset Inflation for Employees: PROVINCIAL

Increasing salaries is the most common method taken to offset inflation for employees across Canada, and New Brunswick specifically.



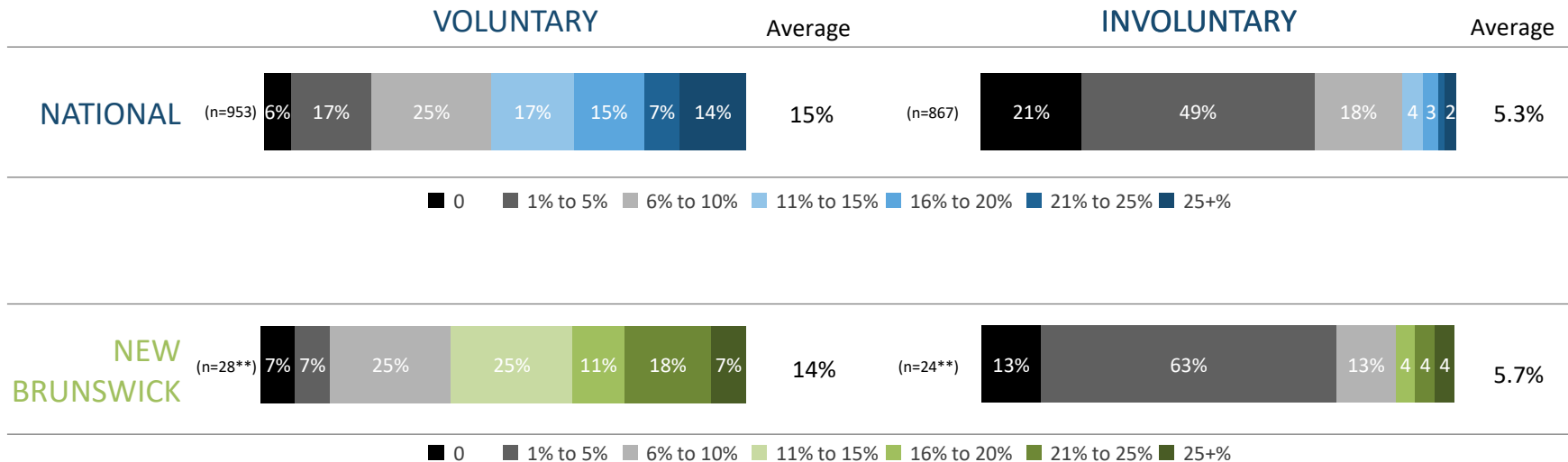
Base: All respondents (Total: n=1,954; NB: n=48**). **Small sample size, interpret with caution.
F5. What measures, if any, have you taken to offset inflation for employees?

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



Turnover Rates: PROVINCIAL

Turnover rates in New Brunswick are comparable to the rest of Canada.



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

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

Diversity, Equity & Inclusion



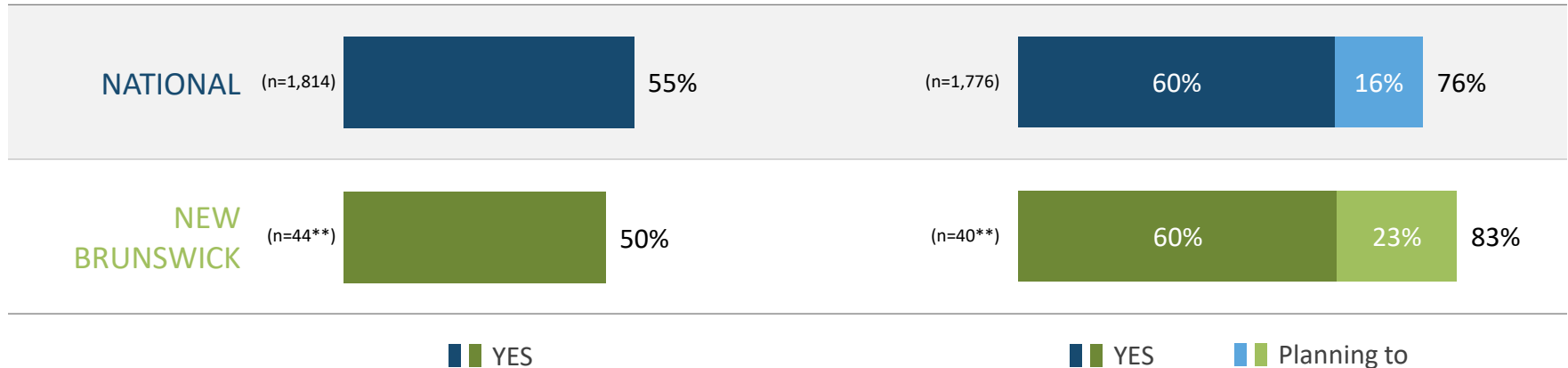
Diversity, Equity & Inclusion Initiatives:

PROVINCIAL

Similar to the rest of Canada, 60% of NB HR professionals have implemented DEI initiatives – while half say their employer has a formal strategy for addressing DEI. Nearly one-in-four HR professionals are planning to implement DEI initiatives.

Formal Strategy for Addressing DEI

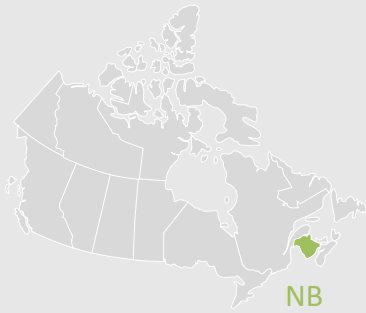
Have Implemented DEI Initiatives



Base: All respondents, excluding don't know. **Small sample size, interpret with caution.
 G1. Has your employer implemented a formal strategy for addressing diversity, equity and inclusion?
 G2. Has your organization implemented any diversity, equity, and inclusion initiatives?

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

DEI Initiatives Implemented/Planned: PROVINCIAL



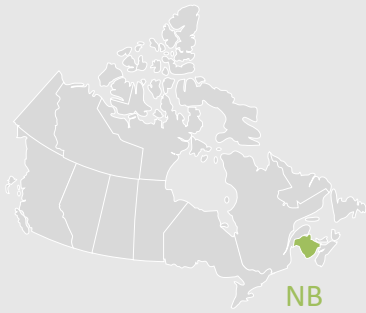
The top implemented/planned DEI Initiatives in NB are DEI training, inclusive job ads/postings, and pay equity.

	NEW BRUNSWICK	NATIONAL
DEI training	42%	43%
Inclusive job ads/postings	40%	40%
Unconscious bias training	33%	36%
Establishing a DEI Committee	23%	34%
Pay equity	35%	27%
Internal DEI survey	19%	26%
Diversity in marketing	29%	21%
Employee resource groups (ERGs)	10%	17%

**Small sample size, interpret with caution.
 Base: All respondents (Total: n=1,954; NB: n=48**).
 G3. What diversity, equity & inclusion initiatives has your organization implemented or planning to implement?

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

DEI Initiatives Implemented/Planned: PROVINCIAL

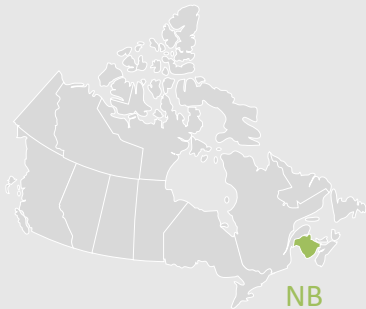


NB organizations are **less likely** to have implemented/ planned diverse hiring panels and pay transparency.

	NEW BRUNSWICK	NATIONAL
Collecting human rights-based employee data	13%	16%
Diverse hiring panels	2% ▼	15%
Mentorship programs	8%	13%
Career development tracking	15%	12%
Pay transparency	0% ▼	10%
Typing management performance goals to D&I strategy	2%	10%
Blind hiring processes	4%	6%
Other	4%	3%

**Small sample size, interpret with caution.
Base: All respondents (Total: n=1,954; NB: n=48**).
G3. What diversity, equity & inclusion initiatives has your organization implemented or planning to implement?

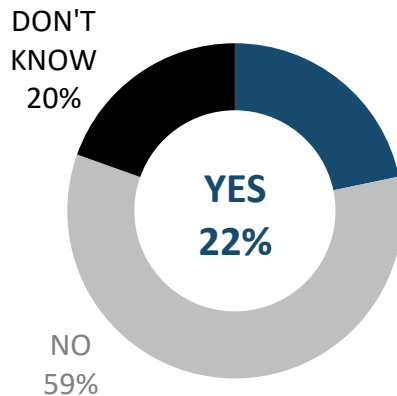
▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.



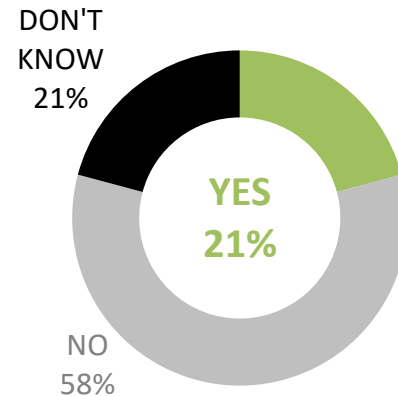
DEI Measurement: PROVINCIAL

One-fifth of NB HR professionals say their employer formally measures DEI.

TOTAL



NEW BRUNSWICK



**Small sample size, interpret with caution.

Base: All respondents (Total: n=1,924; NB: n=48**).

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

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

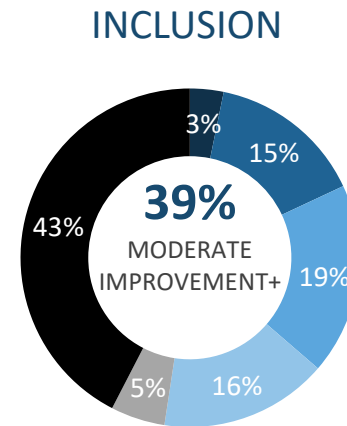
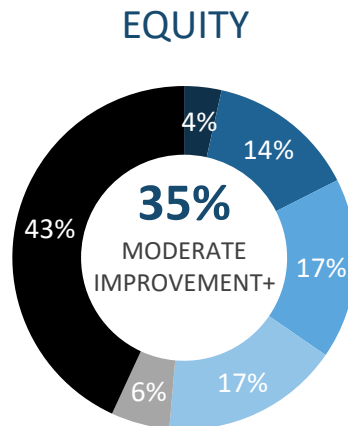
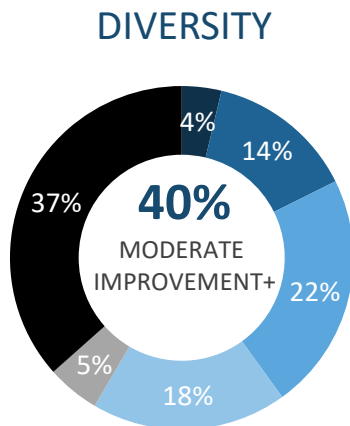


DEI Measurement: NATIONAL

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

Base sizes too small to show provincial improvement proportions

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

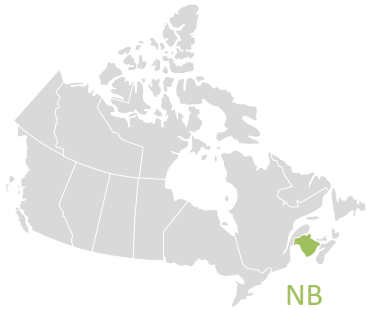


Base: All respondents, excluding don't know (n=402).

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



Technology

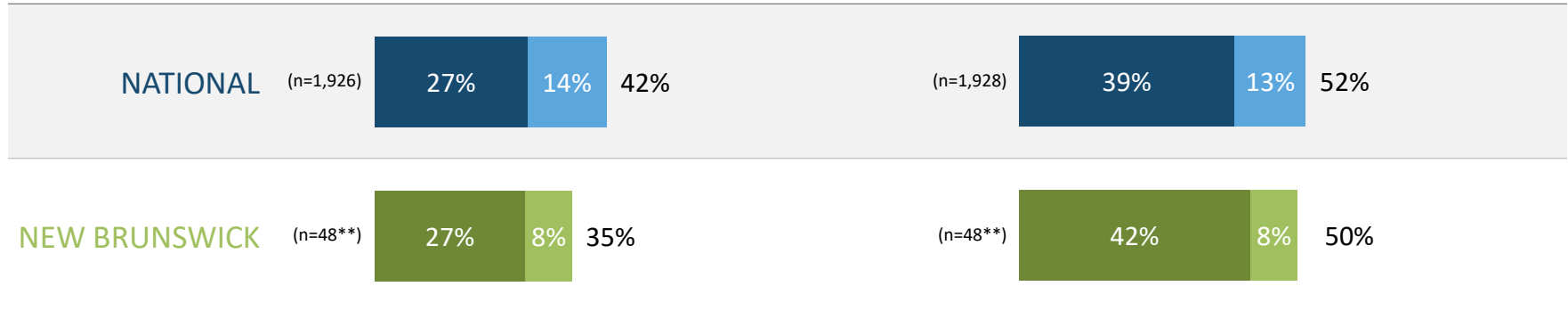


HR Digital Workforce Transformation: PROVINCIAL

One-quarter of NB organizations have developed a formal strategy to prepare HR to function for a digital workforce. Similar to the rest of Canada, half of NB organizations have implemented or plan to implement HR digitization initiatives.

Have Formal Strategy to Prepare HR for Digital Workforce

Have Implemented Any HR Digital Transformation Initiatives



■ YES ■ Planning to

Base: All respondents, excluding don't know. **Small sample size, interpret with caution.
 H1. Has your organization developed a formal strategy to prepare its human resources function for a digital workforce?
 H2. Has your organization implemented any HR digital transformation initiatives?

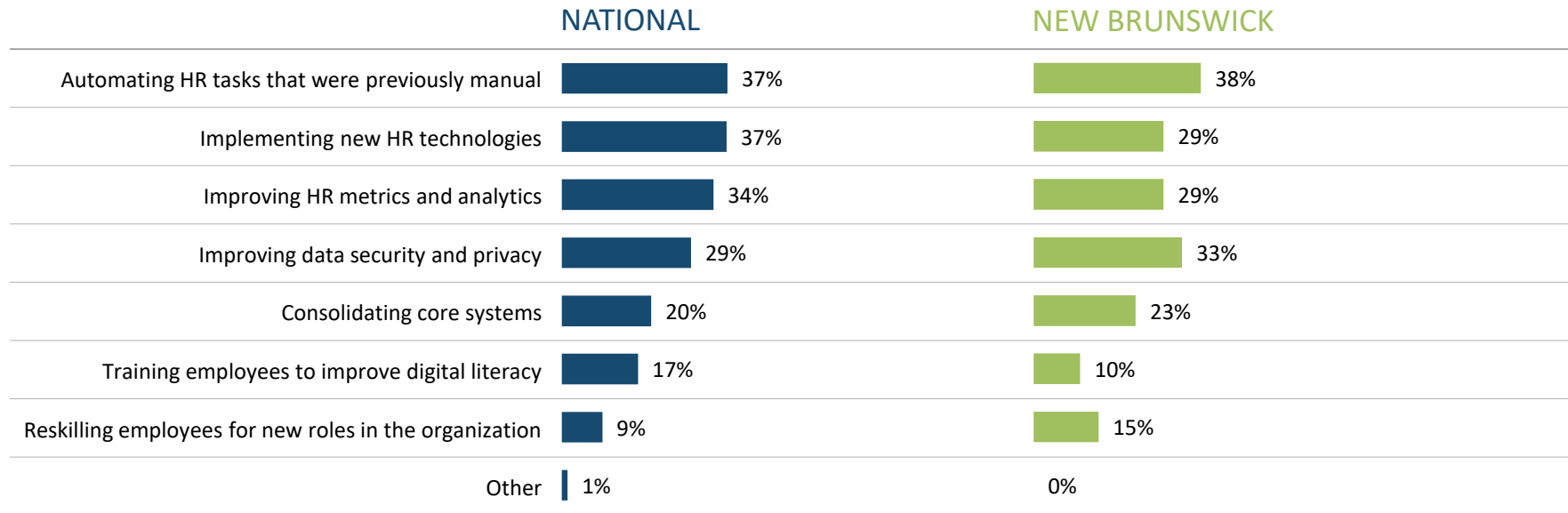
▲ Significantly higher than all comparative regions.
 ▼ Significantly lower than all comparative regions.



Digital HR Transformation Initiatives:

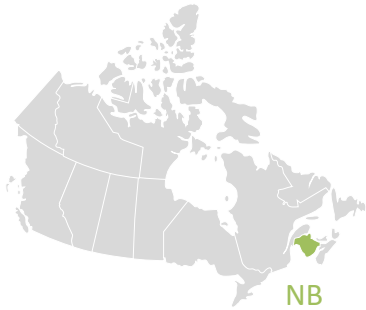
PROVINCIAL

The top HR digital transformation initiative implemented (or planned) by NB organizations is automating HR tasks that were previously manual, followed by improving data security and privacy.



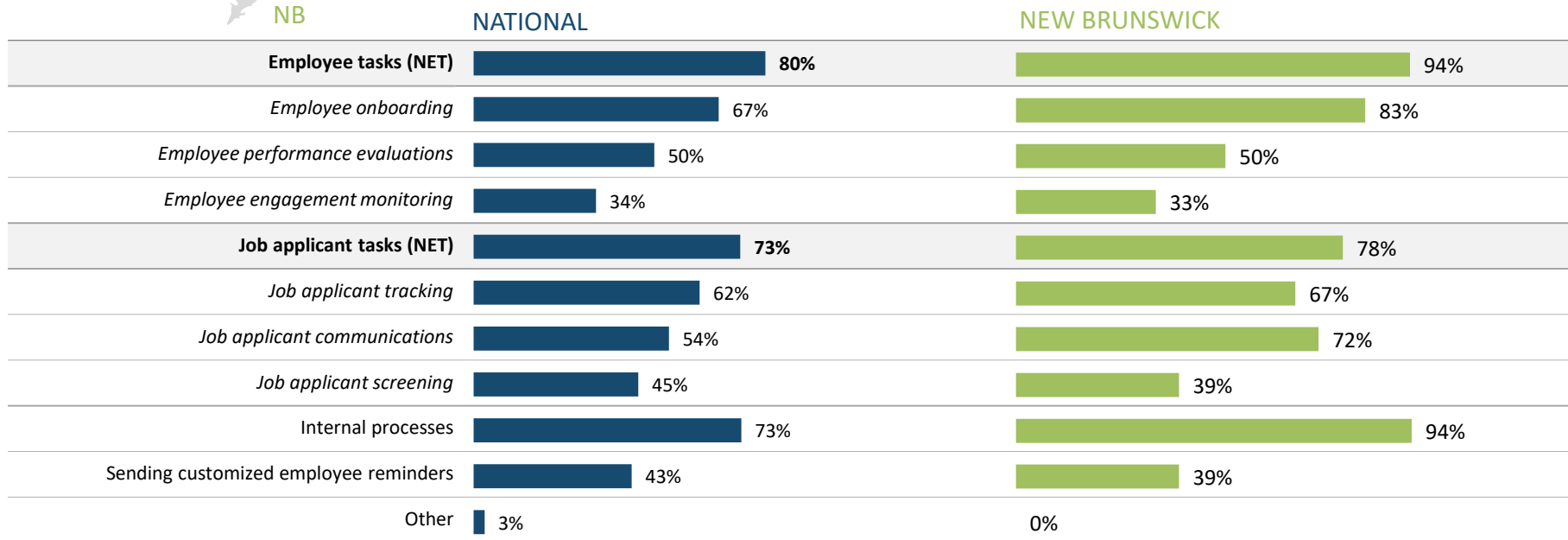
Base: All respondents (Total: n=1,954; NB: n=48**). **Small sample size, interpret with caution.
 H2b. What HR digital transformation initiatives has your organization implemented or is planning to implement?

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



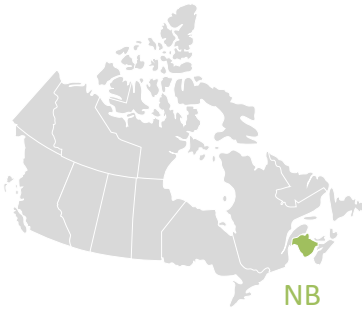
Planned Use of Automation: PROVINCIAL

NB organizations are most likely to plan to automate internal processes, employee onboarding, and job applicant communications.



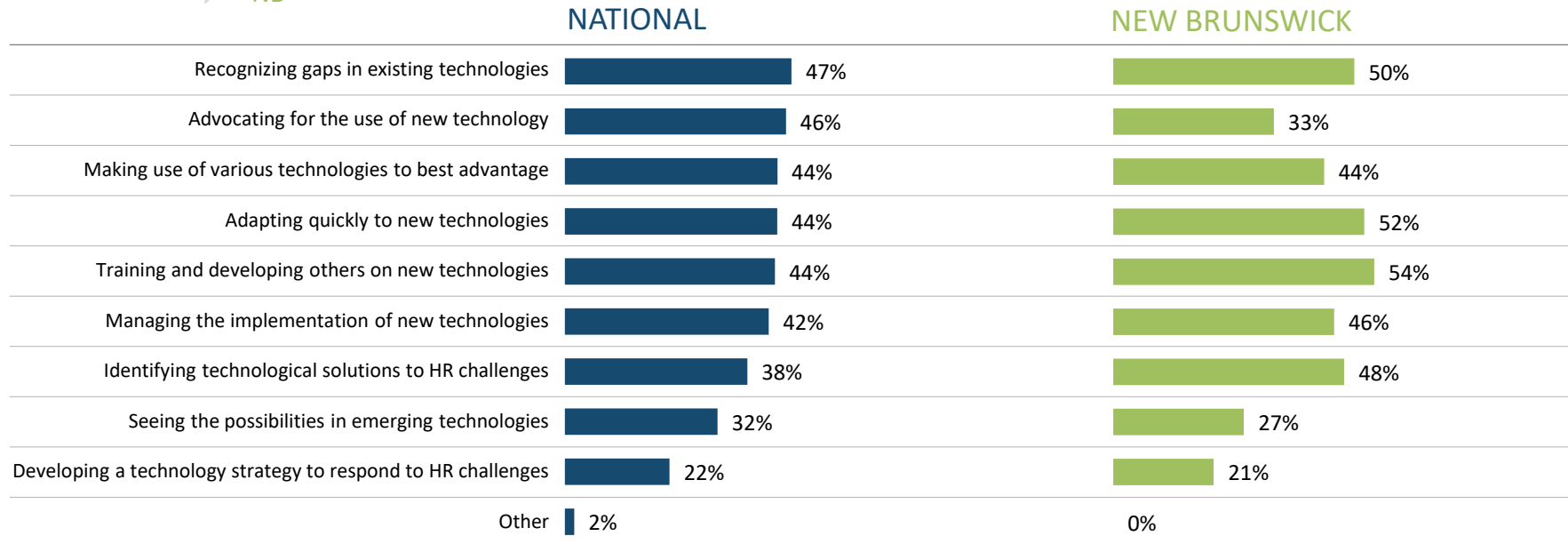
Base: All respondents (Total: n=726; NB: n=18**). **Small sample size, interpret with caution.
H3. In what ways does your organization plan to make use of automation?

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



Competencies Developed through Working with HR Tech: **PROVINCIAL**

Half of NB HR professionals have developed and drawn on recognizing gaps in existing technologies, adapting quickly to new technologies, and training and developing others on new technologies when working with HR tech.



Base: All respondents (Total: n=1,954; NB: n=48**). **Small sample size, interpret with caution.

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

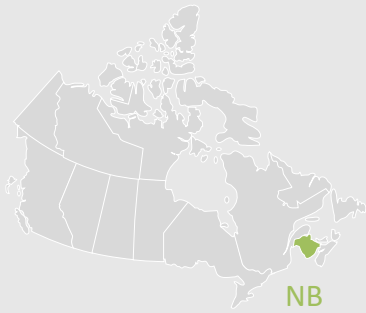
▲ Significantly higher than all comparative regions.
▼ Significantly lower than all comparative regions.

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

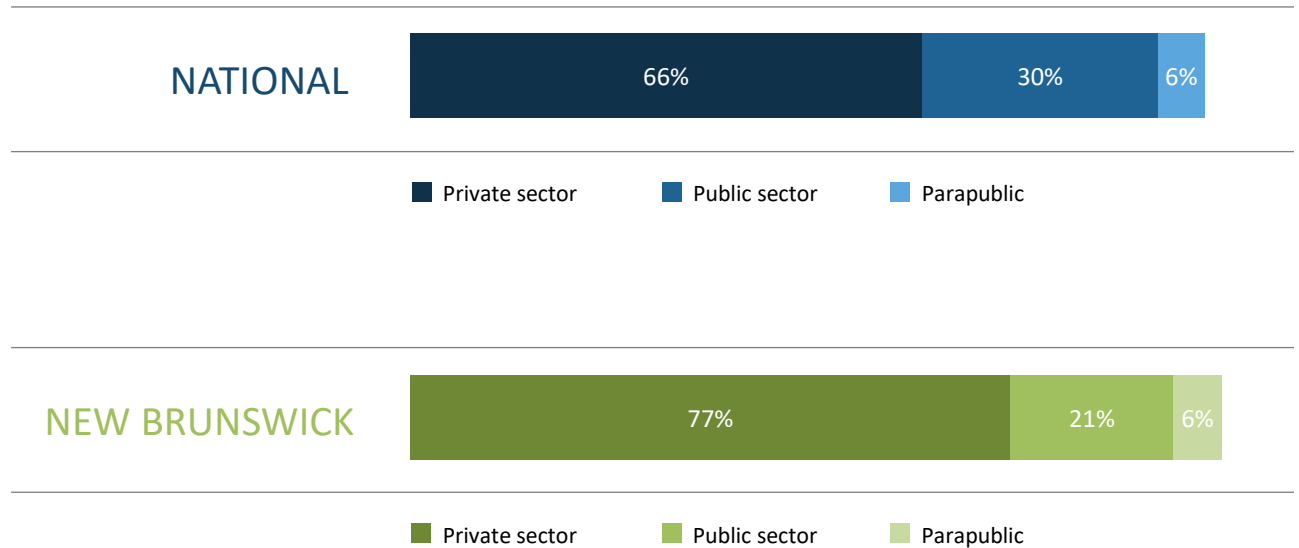
Organization Firmographics

Sectors Work In:

PROVINCIAL

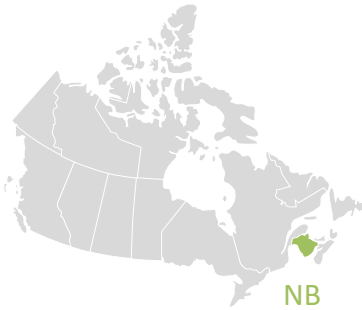


Three-quarters of HR professionals in NB work in the private sector.



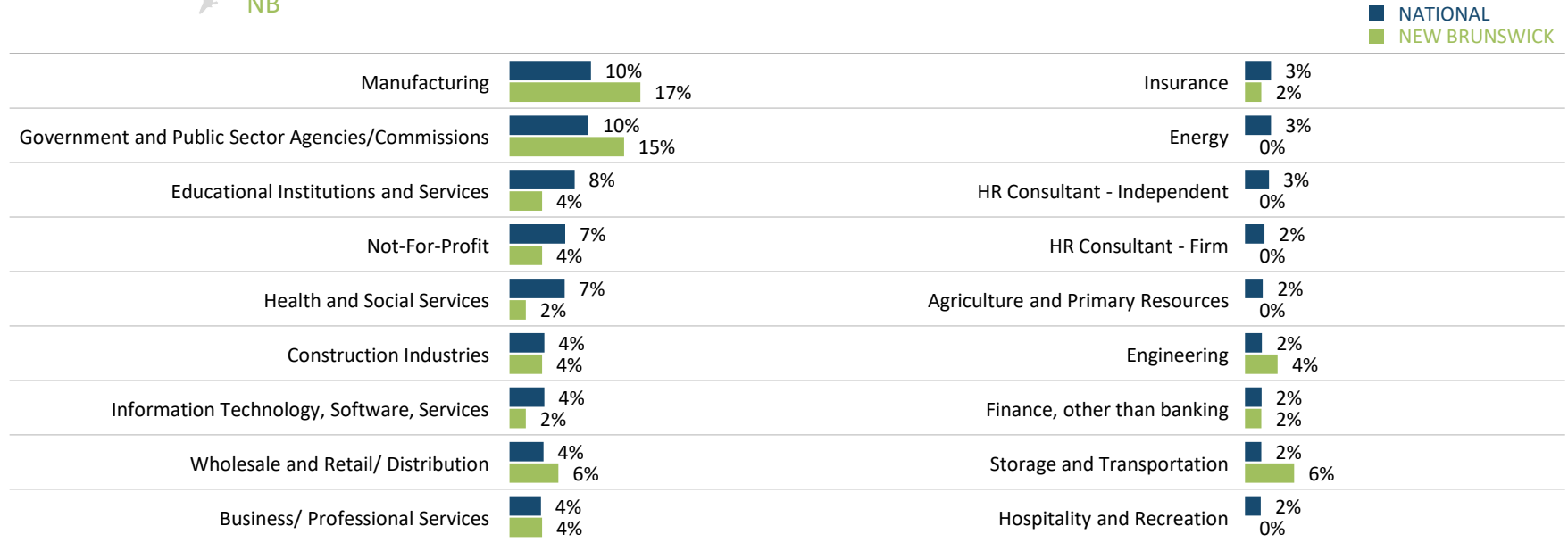
**Small sample size, interpret with caution.
 Base: All respondents, excluding don't know (Total: n=1,954; NB: n=48**).
 X1. What sector(s) do you work in?

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



Business Sector: PROVINCIAL

HR professionals in NB and across Canada work across a wide variety of industries, all industries are comparable to the rest of Canada.

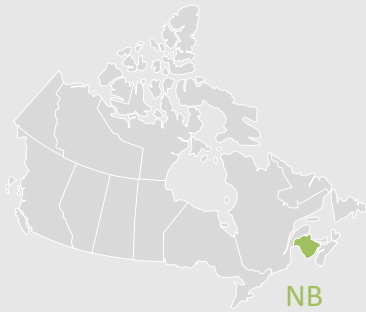


†Note: responses 2% and greater are shown.

Base: All respondents, excluding prefer not to answer (Total: n=1,938; NB: n=48**). **Small sample size, interpret with caution.

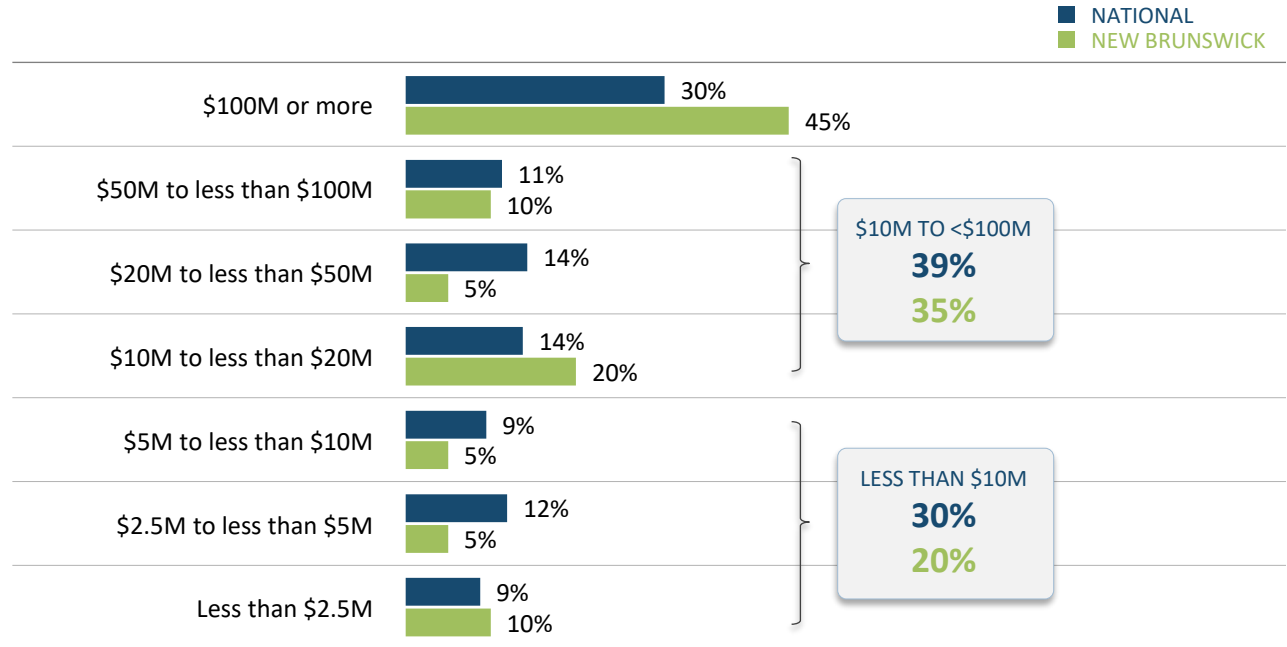
X2. What industry do you work in?

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



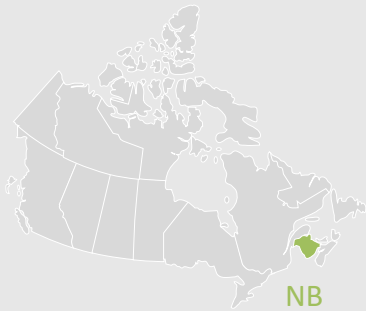
Organization Annual Gross Revenue: PROVINCIAL

A third of NB HR professionals work for mid-size companies (\$10M to <\$100M).



**Small sample size, interpret with caution.
Base: All respondents, excluding not applicable (Total: n=980; NB: n=20**).
X6. Which of the following best describes your organization's annual gross revenues from all sources?

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



Number of Employees: PROVINCIAL

NB HR professionals are **more likely** to work in organizations with 251-1000 employees than their counterparts across Canada.

NATIONAL



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

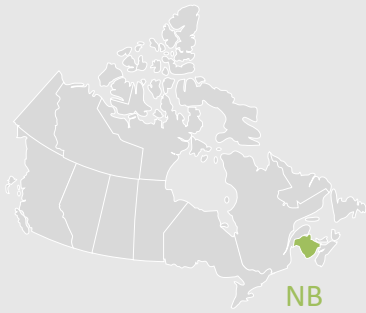
NEW BRUNSWICK



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

**Small sample size, interpret with caution.
 Base: All respondents, excluding don't know (Total: n=1,942; NB: n=48**).
 X3. How many employees work at your organization?

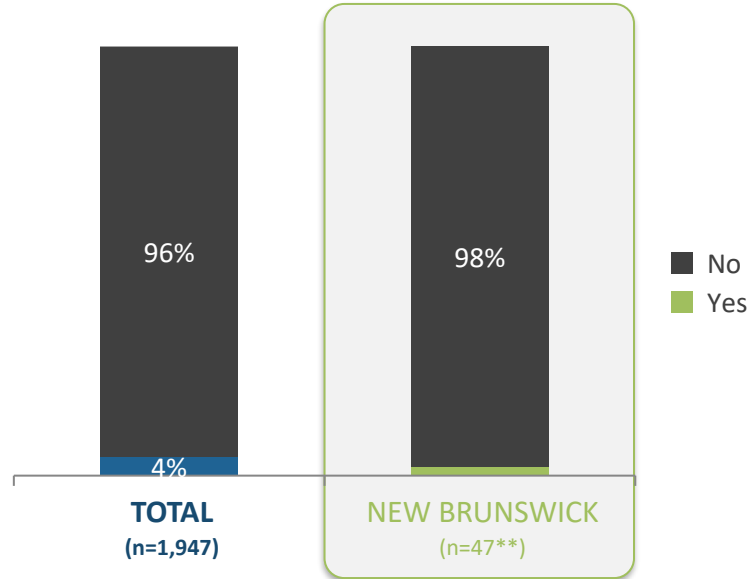
▲ Significantly higher than all comparative regions.
 ▼ Significantly lower than all comparative regions.



Workplace Union: PROVINCIAL

2% of HR professionals in NB work in a union.

■ No
■ Yes



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

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

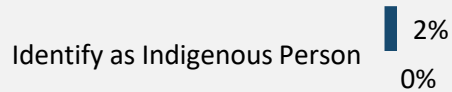
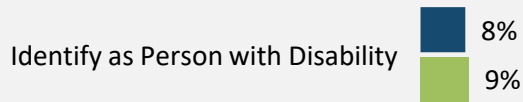
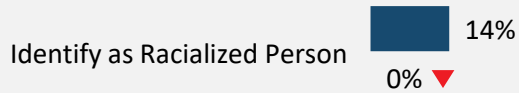
A hand holding a magnifying glass over a row of white human figures. The magnifying glass is positioned over a group of figures in the center-right of the frame, making them appear larger and more detailed. The background is a solid blue color.

Demographics



EQUITY GROUPS

% YES



ETHNICITY

South Asian	3% 0%
Black	3% 0%
East Asian	2% 0%
Southeast	1% 0%
Latin American	1% 0%
West Asian and Middle Eastern	1% 0%
White	1% 0%
Indian-Caribbean	1% 0%
Indigenous person from outside North America	<1% 0%
Other	1% 0%

Leger

ALLAN DAWE

Vice-President

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