

employer brand research 2023

canada



human forward.



contents.

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introduction.



what is the randstad employer brand research?

- A representative employer brand research based on perceptions of the general audience. Optimizing over 22 years of successful employer branding insights.
- An independent survey with nearly 163,000 respondents and 6,022 companies surveyed worldwide.
- A reflection of employer attractiveness for this market's 150 largest employers known by at least 10% of the population.
- Provides valuable insights to help employers shape their employer brand.



32 markets surveyed covering more than 75% of the global economy.

worldwide

- nearly 163,000 respondents
- 6,022 companies surveyed

sample

- aged 18 to 64
- representative on gender
- overrepresentation of age 25 – 44
- comprised of students, employed and unemployed workforce

fieldwork

- online interviews
- january 2023

length of interview

- 16 minutes

sample country

- canada, 3502



argentina
australia
austria
belgium
brazil
canada
china

czech
republic
france
germany
greece
hong kong
SAR hungary
india

italy
japan
luxembourg
malaysia
mexico
the netherlands
new zealand

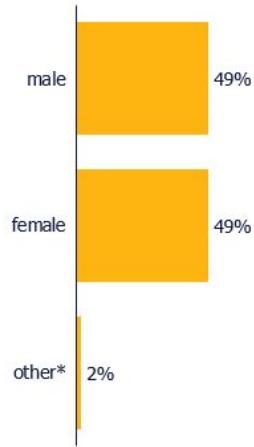
norway
poland
portugal
romania
singapore
spain
sweden

switzerland
uk
uruguay
usa

sample composition in canada

socio-demographics, education, region.

gender

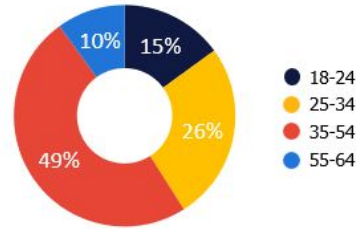


*other is comprised of non-binary, intersex, transgender man, transgender woman, gender non-conforming, gender fluid, other gender identities not listed above and people who prefer not to answer the question

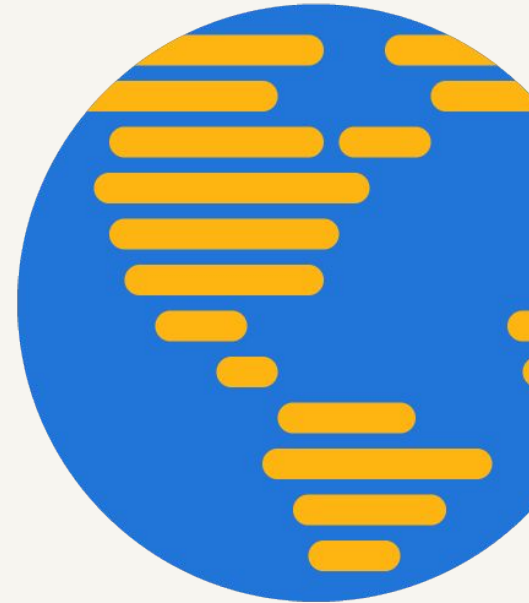
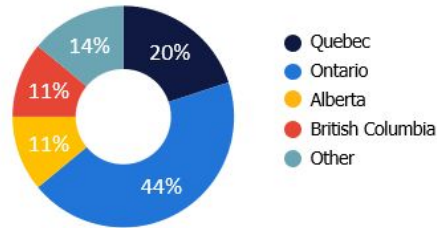
education



age



region



executive summary

key takeaways



EVP drivers

satisfaction with work-life balance and sufficient monetary compensation are the main drivers for employees when it comes to *choosing* an employer, as well as being crucial aspects for *staying* in their jobs. The discrepancy between the desired situation and one's current employer may be difficult to overcome when it comes to salary, but there definitely lies an opportunity for employers in improving their support for a good work-life balance, paying particular attention to females.



job switching

canadian employees are slightly less afraid to lose their jobs than last year, but job switching behavior has not changed substantially. Job boards are clearly the main source when looking for a new job. While Indeed and Facebook are still the most popular platforms, smaller channels – though still at considerable distance – have gained ground in the past year.



diversity and inclusion

working for a company that actively supports D&I is important, especially for younger employees. Nevertheless, for a majority of workers the lack of a policy in this field would not be a reason to leave. Mental health and well-being benefits tend to be more important for female employees.

59%

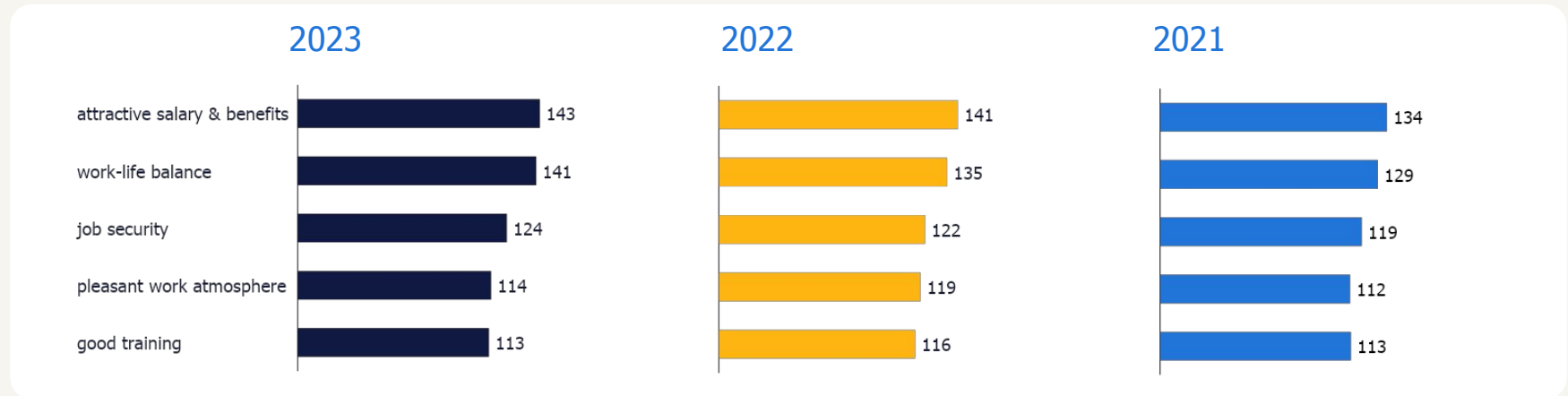
of young employees (18-24) claim it's important for them to work for a company that actively supports equity, diversity and inclusion.

employer attractiveness



what potential employees want, the 5 most important drivers when choosing an employer.

just like in previous years, attractive salary & benefits and a good work-life balance are valued highly by employees when it comes to their ideal employer. Work-life balance has seen an increase in relative importance over the past three years and now is valued almost as highly as salary & benefits, which also saw a relative increase in importance. Women find both these top drivers especially important, as is the case with most drivers.



how to read the above indexed scores:

150: driver is chosen 50% more often than the average driver to be important

75: driver is chosen 25% less often than the average driver to be important

perception of employer offer in canada.

Understanding the gap between what employees want and what they think employers offer provides valuable insights into building an employer brand. Furthermore, benchmarking against what employees perceive being offered by their current employer gives more context to the gaps that need to be bridged.

evaluation of current employer

1. financially healthy
2. long-term job security
3. is conveniently located
4. good reputation
5. good work-life balance
6. pleasant work atmosphere
7. interesting job content
8. attractive salary and benefits
9. gives back to society
10. career progression

profile of ideal employer

1. attractive salary and benefits
2. good work-life balance
3. long-term job security
4. good training
5. pleasant work atmosphere
6. is conveniently located
7. strong management
8. financially healthy
9. career progression
10. very good reputation

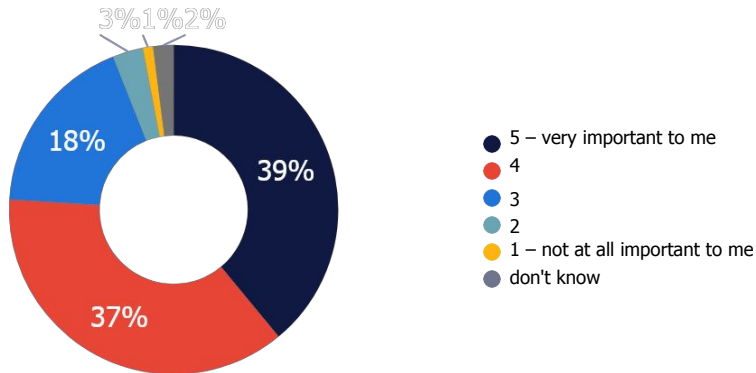
salary needs employer attention

as may be expected, there is some discrepancy between the current and the ideal employer when it comes to salary. This gap increases with age, as older employees value their current employer lower on salary while finding it more important.

employers may also want to investigate possibilities to improve the support they offer to enable a good work-life balance, since this is another element that employees value highly but rate relatively low as far as their current employer is concerned.

importance of non-material benefits.

When choosing an employer over another one, how important are other non-material benefits to you?



non-material benefits are imperative

- Non-material benefits are very important for employees in Canada: no less than 76% consider this a relevant aspect when choosing an employer, which is not much less the importance of material benefits such as salary (79%).
- Both women (79%) and the high-educated (78%) tend to place more importance on these kind of benefits. In addition to this, the importance of non-material benefits increases with age, with 81% of 55-64 year olds finding these kind of benefits important.

what potential employees want - employer takeaways.

top 3 takeaways

- Attractive salary & benefits and supporting a good work-life balance are the two most important drivers in the ideal Canadian employer.
- Employees are most positive about their current employers financial health and job security, however, there are still gaps to be filled. The discrepancy is especially large when it comes to salary – it is to be expected that employees want this improved – but there lies an opportunity for employers in improving their support for a good work-life balance as well.
- Non-material benefits are found to be just as important as material benefits when choosing one employer over another. Employers should make sure they communicate their full benefit package when attracting new talent.



top employers and sector insights.



top employers to work for in canada.

top employers

2023

1.	Microsoft Canada
2.	Nexen Energy ULC
3.	TC Energy
4.	Ensign Energy Services Inc.
5.	Bausch Health (Valeant Pharma)
6.	WSP Canada
7.	AccorHotels (Fairmont Hotels)
8.	ArcelorMittal
9.	Canadian Solar Inc.
10.	Toronto Hydro

2022

1.	Bruce Power L.P.
2.	Barrick Gold Corporation
3.	Air Canada
4.	Canadian National Railway Company (CN)
5.	AccorHotels (Fairmont Hotels)
6.	Canadian Solar Inc.
7.	Brewers Retail Inc (The BeerStore)
8.	Indigo Books & Music Inc.
9.	Toyota Motor Manufacturing Canada
10.	WestJet Airlines Ltd.

2021

1.	Canadian Solar Inc.
2.	IBM Canada Ltd.
3.	TC Energy
4.	Siemens Canada Limited
5.	AccorHotels (Fairmont Hotels)
6.	Bruce Power L.P.
7.	Nutrien
8.	Bausch Health (Valeant Pharma)
9.	Brewers Retail Inc (The BeerStore)
10.	Toyota Motor Manufacturing Canada

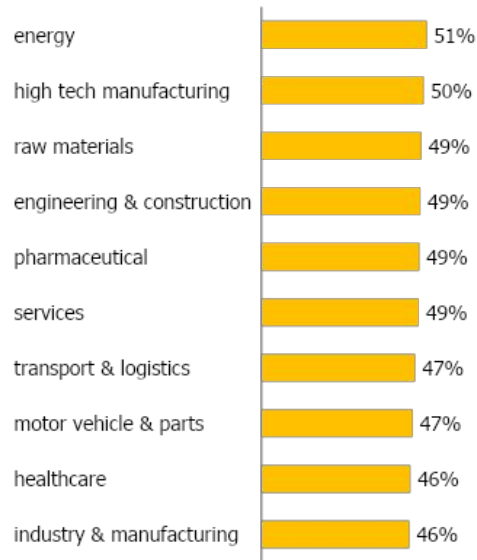
canada top 3 EVP drivers of the top 5 companies.

top companies

companies	1	2	3
1. Microsoft Canada	financially healthy	job security	attractive salary & benefits
2. Nexen Energy ULC	financially healthy	job security	attractive salary & benefits
3. TC Energy	financially healthy	attractive salary & benefits	career progression
4. Ensign Energy Services Inc.	financially healthy	attractive salary & benefits	very good reputation
5. Bausch Health (Valeant Pharma)	financially healthy	interesting job content	career progression

sector attractiveness in canada.

top 10 best performing sectors



energy

51%

is the winner in this year's research.

high tech
manufacturing

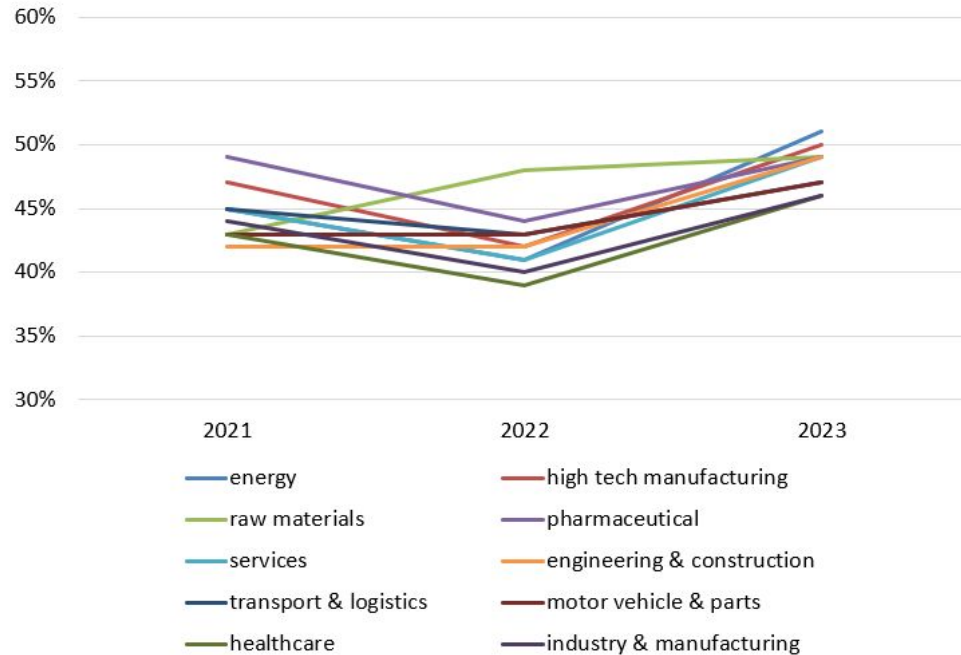
50%

is the runner up in this year's research.

energy climbing to no.1 position

- The attractiveness of all sectors are very close, with the top and bottom sectors being within 5% of each other.
- With three energy companies having entered the top 5 employers in 2023, the energy sector has taken first place as the most attractive sector.
- Financial health is the top driver for all top-5 companies, showing the importance of this aspect in creating a true top employer brand.

sector attractiveness over time.



energy rises, while raw materials stagnates

- While last year raw materials grew in popularity at the expense of virtually all other sectors, this year they are the sector increasing in attractiveness the least, partly due to last year's number 2 company *Barrick Gold* dropping out of the top 10 companies this year.
- Most other sectors see big increases, with some recovering from a dip in attractiveness in 2022.
- Harboring 3 companies within the top-4 of the employers list, energy is the biggest climber followed by high tech manufacturing and services (both represented by Microsoft).

canada best performing companies by sector.

top 3 companies by sector

sector	1	2	3
1. energy	Nexen Energy ULC	TC Energy	Ensign Energy Services Inc.
2. high tech manufacturing	Microsoft Canada	Canadian Solar Inc.	Celestica Inc.
3. raw materials	Barrick Gold Corporation	Rio Tinto Alcan Inc.	
4. pharmaceutical	Bausch Health (Valeant Pharma)	Novartis	GlaxoSmithKline
5. services	Microsoft Canada	WSP Canada	KPMG LLP
6. engineering & construction	WSP Canada	Finning International Inc. (Caterpillar)	Ledcor Group of companies
7. transport & logistics	FirstCanada ULC	WestJet Airlines Ltd.	Canadian Pacific Railway Limited (CP Railway)
8. motor vehicle & parts	Toyota Motor Manufacturing Canada	Magna International Inc.	Honda Canada Inc.
9. healthcare	Bausch Health (Valeant Pharma)	GlaxoSmithKline	Extendicare Inc.
10. industry & manufacturing	Bausch Health (Valeant Pharma)	ArcelorMittal	Magna International Inc.

slide
1/2

canada best performing companies by sector.

top 3 companies by sector

slide
2/2

sector	1	2	3
11. finance	Royal Bank of Canada	The Toronto-Dominion Bank (TD Bank)	Scotiabank
12. insurance	Aviva Canada Inc.	Sun Life Financial Inc.	Manulife Financial Corporation (Manulife, Manuvie)
13. food trade & fmcg	Pepsi Bottling Group (Canada), Co., The	Compass Group Canada Ltd.	Coca-Cola Refreshments Canada Company
14. media & telecommunication	Thomson Reuters Canada Limited	TELUS Corporation	TorStar Corporation
15. retail non food	Indigo Books & Music Inc.	Best Buy Canada Ltd.	Canadian Tire Corporation, Limited (Canadian Tire)
16. retail food	Costco Wholesale Canada Ltd.	Brewers Retail Inc (The BeerStore)	Loblaw Companies Limited
17. hospitality and entertainment	AccorHotels (Fairmont Hotels)	Compass Group Canada Ltd.	Northland Properties Corporation (Sandman Hotels)

top employers and sector insights.

Microsoft is the top employer but Energy is the most popular sector

- Canada's list of top employers is quite volatile: no less than 8 brands in last year's top-10 were replaced.
- After their top company *Barrick Gold* dropping out of the top 10 this year the former no.1 sector *raw materials* was surpassed by, among others, 2023 #1 *energy*, which has 3 brands in the employer top-5 this year.
- All top-5 employers are evaluated highest on their financial health, showing that a true top employer brand should be strong in many different aspects, including their (image of) financial health. An attractive salary and job security are other common characteristics of top employers.



3

brands in the top 5
operate in the energy
sector

job-switching
behavior
in focus.



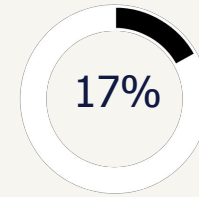
switching behavior finding another employer.

less employees fear losing their job than last year

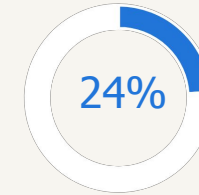
employer loyalty is stable compared to 2022: 17% of Canadian employees have left their employer in the past six months, while another 24% plans to do so in the half year to come.

the younger the employee, the more they have switched (5% among 55-64 vs. 27% among 18-24) or intend to do so (12% among 55-64 vs. 31% among 18-24). In addition to youngsters, men (19% switched) and blue-collar workers (25% switched) are the least loyal target groups.

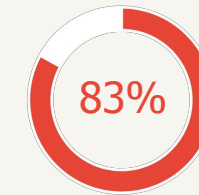
around 13% of Canadian employees are worried about losing their job, which is slightly less than in 2022 (16%). No less than 41% of those with that fear intend to switch employer, which is the same as in 2022.



Have changed employer in the last 6 months



Is planning to change jobs within the next 6 months



Have stayed at the same organization

reasons to leave and the intention to switch.

satisfaction with work-life balance and inflation compensation are crucial for retention

a skewed work-life balance and insufficient compensation for the rising cost of living are the most important reasons for a Canadian employee to leave their employer, stated by about 2 out of 5 respondents. They are followed closely behind by an irresistible job offer, though the chances of that happening in real life are often quite low. Lacking career growth opportunities is a reason to leave for 1 in 4.

women more susceptible to leaving-drivers

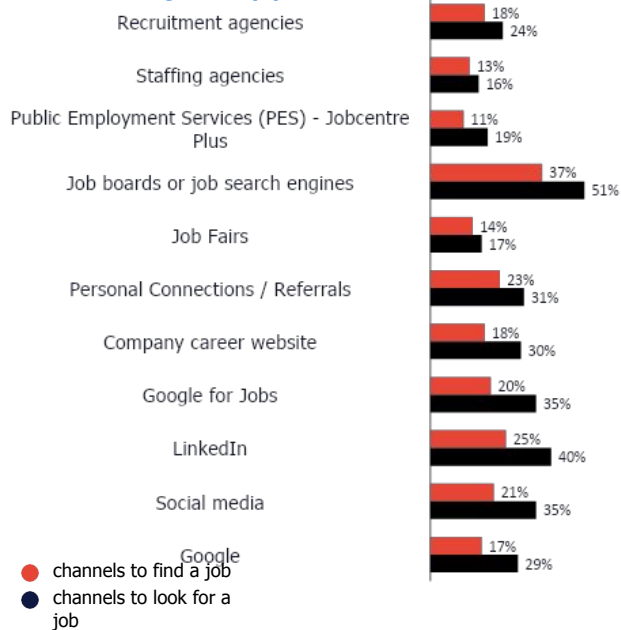
too low compensation is especially relevant for women (44%), just like lack of interest in their job (23%) and insufficient flexible work options (19%). 55-64 year-olds are more inclined to leave if they have a poor relationship with their manager (22%) but they do not care quite as much as younger employees about a good work-life balance (29%), flexible work options (12%) or advantages offered by the organization (10%).

reasons to leave an employer



how do employees in canada find new job opportunities.

sources for job opportunities

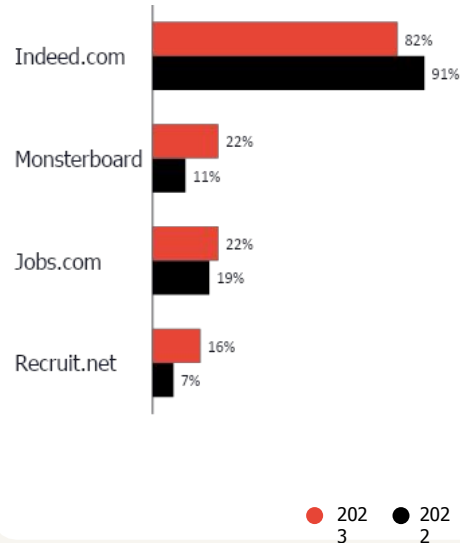


job boards used the most when looking for a job

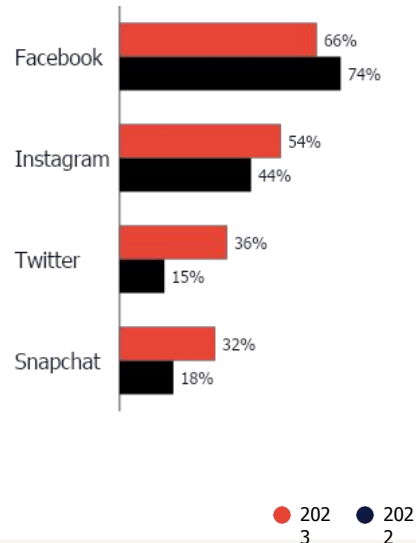
- Half (51%) of the Canadian workforce make use of job boards or job search engines when looking for a job; amongst women (58%) this is a particularly popular source. Job boards are also the most successful channel when it comes to actually *finding* a job too.
- The runner-up is LinkedIn: used by 40% of employees, and by the high-educated (49%) in particular.
- Amongst the 18-24 age bracket, Google for Jobs (44%) is the 2nd most popular source to look for job opportunities, while older employees use it significantly less (16%).

deepdive into job boards and social media.

job portals*



social media channels*



smaller channels are growing at the expense of the big ones

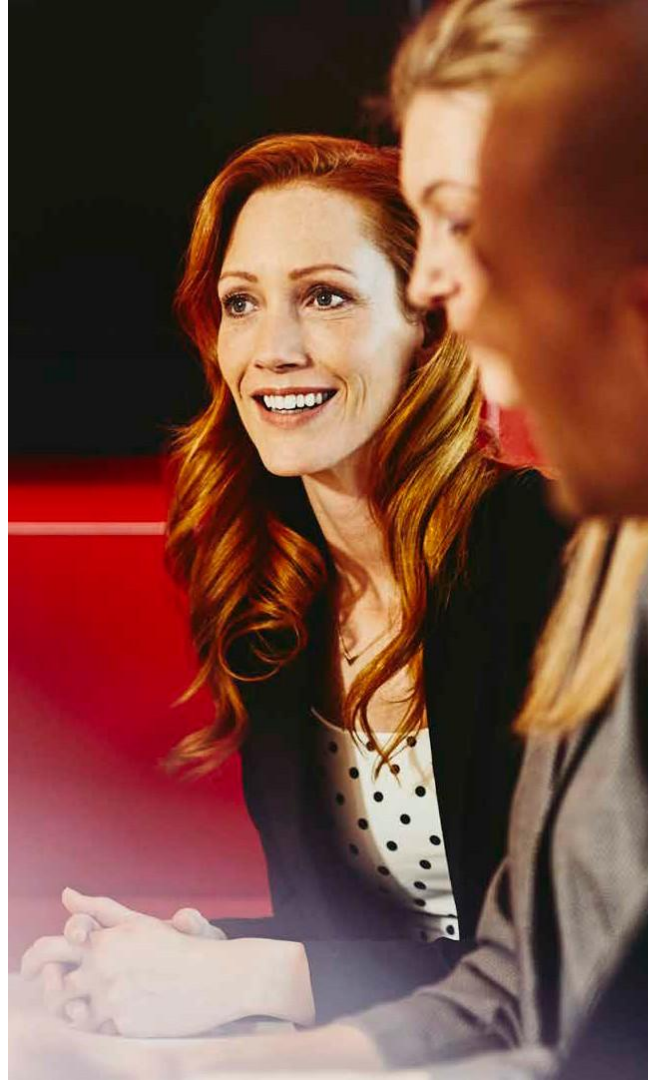
- In the past year Monsterboard and Recruit.net have been gaining some ground at the expense of Indeed.com. Nevertheless, Indeed remains Canada's biggest job portal by far, leaving other platforms at a considerable distance.
- Within the social media channels, Facebook is still the most important platform for job searching, but Instagram is closing the gap. Twitter and Snapchat both made big jumps, doubling in usage.

job-switching and job channel insights.

satisfaction with work-life balance and inflation compensation crucial for job loyalty

even though Canadian employees are somewhat less afraid to lose their jobs than last year, job switching behavior has not changed. A skewed work-life balance and insufficient compensation for the rising costs of living would be important reasons to leave one's current job and are as such essential for employers to keep an eye on.

job boards are the main source for employees to look for a new job. While Indeed and Facebook are still the most popular platforms, smaller channels – though still at considerable distance – have gained ground in the past year.



37%

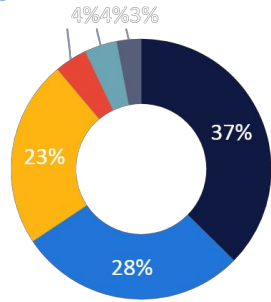
of those who changed jobs in the past year found a new job through a job board or job search engine

training & career development in 2023.



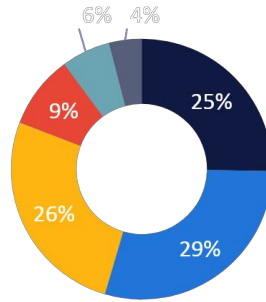
importance of personal career growth/progression.

importance of personal career growth



- 5 – very important to me
- 4
- 3
- 2
- 1 – not at all important to me
- don't know

enough opportunity to develop in your role



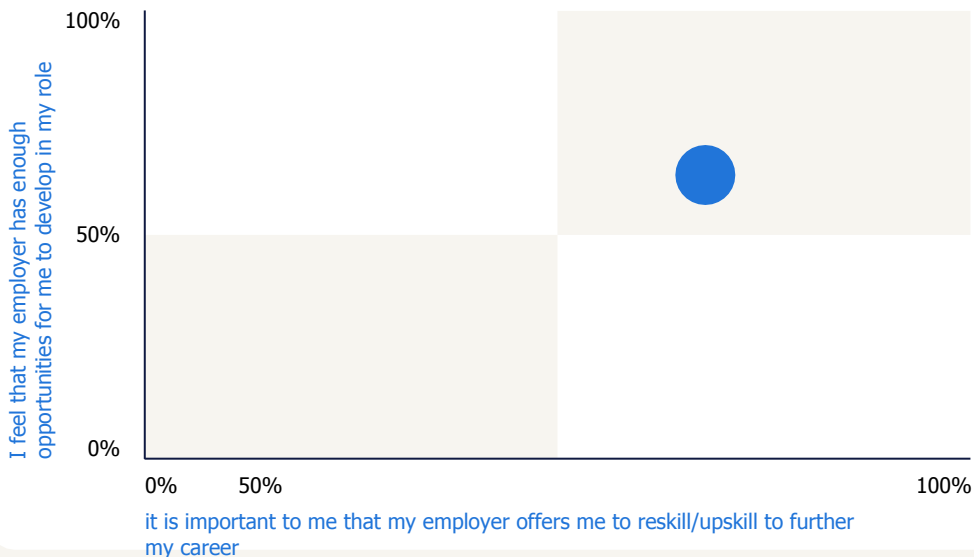
- 5 – completely true
- 4
- 3
- 2
- 1 – not at all true
- don't know

17% of those who want to grow do not get opportunity

- Two in every three (65%) Canadian employees find personal career growth important. This applies especially to men (69%), 18-34-year-olds (75%) and the high-educated (72%).
- 15% of employees feel that their current employer does not offer them enough opportunities to develop. This proportion is slightly lower (13%) amongst those who actually want to grow professionally.
- Among those who consider it important to grow professionally, around 63% actually feel that they get the opportunities to do so.

importance vs. offer on reskilling/upskilling.

gap in employees' perception of the reskilling/upskilling importance and employers actually offering such opportunities



reskilling/upskilling offer needs improvement

- Upskilling is considered somewhat more important (71%) than reskilling (64%). The higher educated place more importance on both (77% & 68%).
- The employer offer on up/re-skilling could be improved as currently only 62% of those who want these opportunities feel their employer provides them.
- There is a gap in perception of employer offer between genders, as 71% of men who value up/re-skilling feel they get the opportunities, while only 53% of women who value it feel the same way.

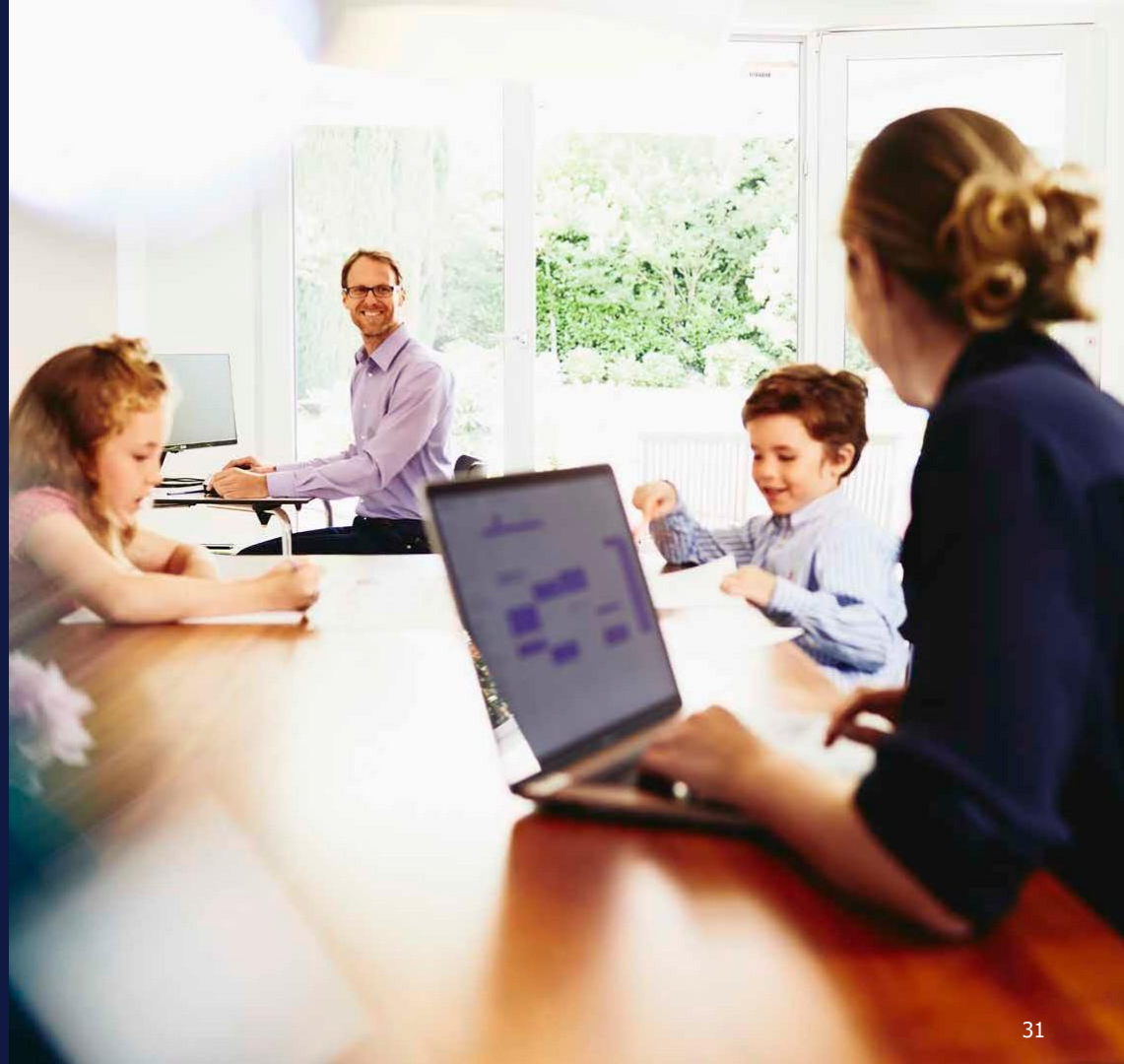
training & career development - employer takeaways.

top 3 takeaways

- Personal career growth is important in Canada, especially to young, male, high-educated employees.
- Across the board, the current reskilling/upskilling offer at Canadian employers appears to be fairly well in line with the employee demand in this respect.
- Still, around 13% of Canadian employees who want to grow their personal career feel they are not given sufficient opportunity to do so. This group, skewed towards females (17%), requires particular attention from employers as lacking career growth is a reason to leave for 1 in 4.

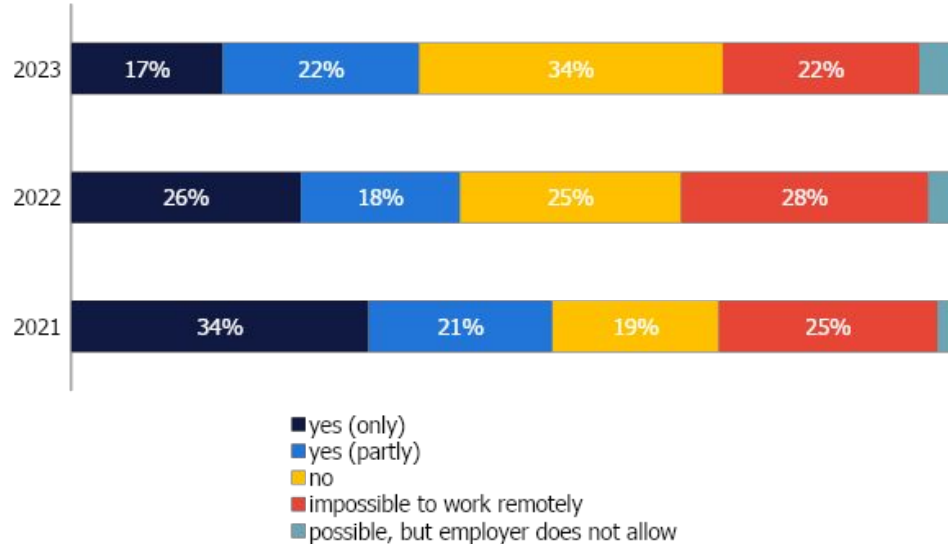


remote working & diversity and inclusion.



trend in remote working.

do you currently work remotely/from home?

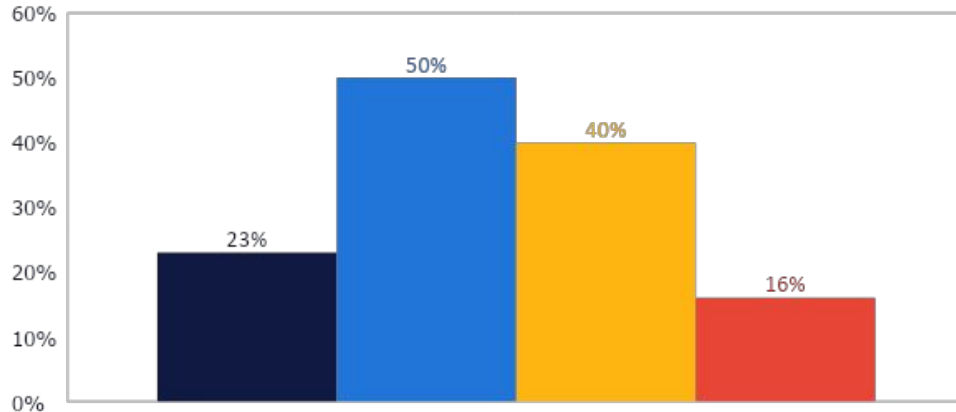


remote working declines, but partial remote work remains

- With covid-19 disappearing, *complete* remote working is clearly on the decline (-9%). However, the proportion of employees that work *partly* from home has increased slightly (+4%).
- The higher educated tend to work remotely more often (21% only, 29% partly). It's mainly the youngest age bracket, 18-24 year olds, that currently work from home the least (7%).

what does the work force find important.

With which of the following statements do you agree?



- 1 – I would rather be unemployed than work for a company that does not align with my personal values
- 2 – It is important for me to work for a company that actively supports equity, diversity and inclusion
- 3 – I need to work for a company that offers mental health and well-being benefits
- 4 – none of these

D&I is important for younger employees

- 23% of Canadian employees would rather be unemployed than work for a company that does not align with their personal values.
- An employer actively supporting D&I is considered more important than offering mental health and well-being benefits (50% vs. 40%).
- Mental health benefits are more relevant for women (46%) than for men (35%). 18-24-year-olds care more about D&I (59%) than older employees (34+: 46%).

remote working & diversity and inclusion - employer takeaways.

top 3 takeaways

- Remote working is clearly declining as the country recovers from the effects of the Covid-19 epidemic. However, it does seem that the epidemic paved the way for a new model of working as working *partially* from home remains stable.
- Working for a company that actively supports D&I is important, especially for younger employees. Nevertheless, for a majority of workers, lack of a policy in this field would not be a reason to leave.
- Mental health and well-being benefits are mainly important for female employees, and on the whole considered less relevant than D&I.



A decorative graphic on the left side of the slide. It features a dark blue speech bubble at the top left with three white dots inside. Below it is a large, light cream-colored speech bubble. To the left of the bottom of the cream bubble is a small dark blue circle. Below the cream bubble is a large orange circle.

let's talk.

our research has many insightful, but complex insights so we'd love the opportunity to walk you through this document, share our thoughts and answer any questions you might have

randstad canada

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