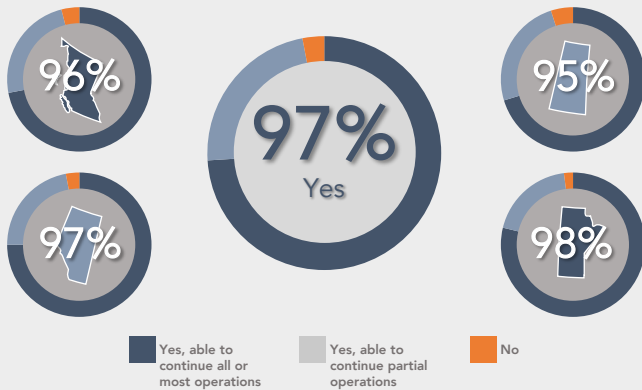
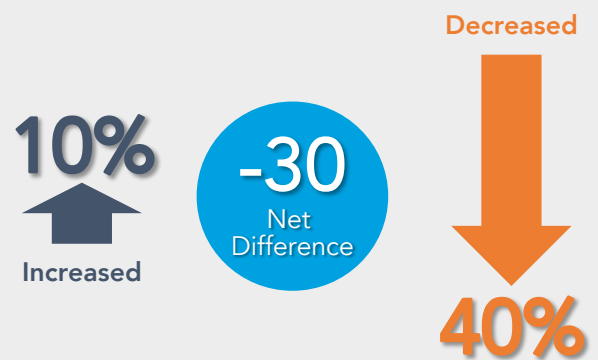


PANDEMIC RESPONSE

Able to Continue Operations Throughout Pandemic



Organizations that Changed the Size of their Workforce



Actions Taken to Control Labour Costs

| | % | Org. Size | | |
|------------------------|-----|-----------|------|-------|
| | | Small | Med. | Large |
| Reduced Workforce | 47% | 40% | 50% | 46% |
| Government Support NET | 51% | 51% | 42% | 24% |
| Reduced Wages NET | 15% | 15% | 15% | 10% |

Implemented or Planned Changes to Policies in Response to the Pandemic

| | % | Org. Size | | |
|--------------------------|-----|-----------|------|-------|
| | | Small | Med. | Large |
| Remote work policies | 61% | 58% | 61% | 65% |
| Health & safety policies | 54% | 52% | 58% | 52% |
| Flexible work policies | 44% | 42% | 41% | 53% |
| Business travel policies | 39% | 34% | 39% | 46% |
| Sick leave policies | 32% | 30% | 34% | 31% |
| Technology use policies | 29% | 26% | 28% | 35% |
| Vacation policies | 18% | 13% | 19% | 21% |
| Social Media policies | 6% | 7% | 6% | 6% |
| Other | 1% | 0% | 1% | 1% |
| Don't know | 8% | 6% | 7% | 12% |
| None of the above | 10% | 13% | 9% | 6% |

Pandemic Impact

| | | |
|-------------------------------------|---|-----|
| Healthcare/ Social Assistance | Forced a change to our business strategy | 38% |
| | Increased operating costs | 38% |
| | Introduced/increased online, digital, e-commerce operations | 37% |
| Public Administration | Spending reductions | 48% |
| | Temporarily laid off some or all employees | 44% |
| | Forced a change to our business strategy | 41% |
| Manufacturing | Decreased sales volumes | 57% |
| | Spending reductions | 54% |
| | Temporarily laid off some or all employees | 42% |
| Education | Temporarily laid off some or all employees | 56% |
| | Introduced/increased online, digital, e-commerce operations | 51% |
| | Spending reductions | 48% |
| Professional, scientific, technical | Spending reductions | 60% |
| | Decreased sales volumes | 45% |
| | Spending freezes | 34% |
| Oil and Gas | Spending reductions | 63% |
| | Terminated some employees | 57% |
| | Deferred or cancelled capital projects | 52% |
| Finance and Insurance | Spending reductions | 59% |
| | Introduced/increased online, digital, e-commerce operations | 51% |
| | Forced a change to our business strategy | 45% |
| Retail and Wholesale | Introduced/increased online, digital, e-commerce operations | 59% |
| | Spending reductions | 58% |
| | Decreased sales volumes | 55% |
| Construction | Temporarily laid off some or all employees | 64% |
| | Spending reductions | 62% |
| | Terminated some employees | 49% |

The Summer 2020 wave of this study was conducted by Insights West on behalf of CPHR British Columbia & Yukon, CPHR Alberta, CPHR Saskatchewan, and CPHR Manitoba. The survey was conducted online from June 1st to 17th, 2020. A total of 1,622 human resources professionals participated in the survey, for an overall response rate of 12.96%. Survey responses to individual questions were optional. The margin of error of this survey varies depending on the number of completions each question received. The margin of error for a sample size of 1,622 (all survey respondents participating) is +/- 2.43% nineteen times out of twenty.

Read the full report online at www.cphrbc.ca/WC-HRTrends-Aug20