

SALARY SURVEY OF HR PROFESSIONALS

SUMMARY OF RESULTS FROM CANADIAN PROVINCES – CANADA REPORT

CPHR Canada and HRP Ontario hired CROP to conduct a salary survey of their respective professional members. CROP was asked to contact the human resources (HR) professionals in all provinces in order to produce an overview of the situation in the country.

Objectives :

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

SURVEY OVERVIEW

*NOTES TO READERS:

CPHR Alberta, which includes the Northwest Territories and Nunavut (Alberta), conducted a study on the total compensation of their members from July 10 to August 5, 2024. In order to provide a comparison of the entire data set for the different Canadian provinces, certain comparative results have been extracted from their study report produced by Léger2 and added to this summary. These results are identified in a [distinctive manner](#).



Survey Period:

November 14, 2024 to January 22, 2025



Participants:

44,442 HR professionals in Canada

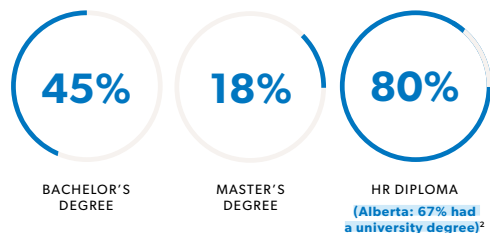
Alberta, Nunavut, and the Northwest Territories did not participate: data supplemented from another study by Léger with 853 responses for an overall study population of 5,997 HR professionals.*



Responded:

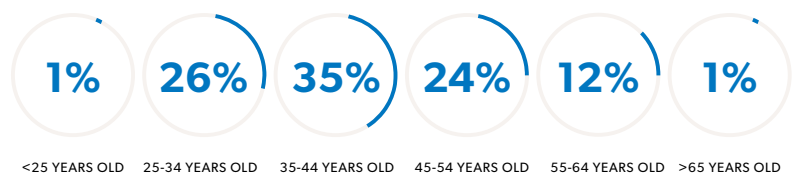
6,835 HR professionals responded to the survey

EDUCATION



Alberta respondents have a slightly different profile, which is detailed on pages 29-30 of the Léger analysis report.²

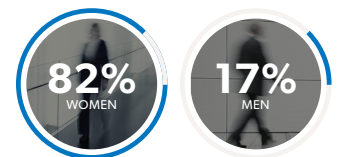
AGE



DIVERSITY



GENDER



EMPLOYMENT

95% WORKING FULL-TIME

PROFESSIONAL DESIGNATION

84% HOLD AN ACCREDITED PROFESSIONAL DESIGNATION IN HR MANAGEMENT

RESULTS

HR PRACTICE

- **Exclusivity:** 83% work exclusively in HR management without other tasks
- **90% are performing all or mostly HR-related functions²**
- **Sector:** 91% work at a company or organization, 9% in private practice

WELL-BEING AT WORK

- **Happiness at Work:** Average score of 7.3/10 in Quebec and the Atlantic Provinces. The level is 7.5 in the private sector as well.
- **Workload:** 48% consider their workload well-balanced, 46% feel their load is too heavy¹
- **Psychosocial Risks:** 48%¹ employers have specific measures to prevent psychosocial risks.
- **Mobility:** 10% are actively looking for a job, while 53% are open to opportunities.

CURRENT POSITION

- **Experience:**
Self-employed HR professionals in private practice have more experience (46% have 25+ years) compared to 12% for respondents as a whole
- **Specialization:**
68% are generalists, 32% are specialists
 - New Brunswick: 42% specialists
- **Common Areas of Expertise:** Labour relations (21%), workplace planning and mobility (15%), total compensation (15%)
- **Tasks:** Workplace culture (71%), employee and labour relations (68%), talent acquisition (67%)
- **Sector Distribution:** 56% work in the private sector
- **Employer Loyalty:** 42% have worked for their current employer for 3 years or less
 - Atlantic Provinces - particularly in New Brunswick: 15% have been on the job for 15+ years
- **CPHR Alberta members handle varied responsibilities.**
Key focus areas: workplace culture (71%), employee/labour relations (68%), talent acquisition (67%). Executives tend to cover nearly all HR functions.

EMPLOYERS AND WORKPLACES

- **Unionization Rate:** 43% work in a unionized environment.
 - Slightly higher in Quebec (48%).
- **Sector Distribution:**
59% service sector, 14% public administration, 12% manufacturing. Manufacturing is slightly over-represented in Ontario (13%) and Quebec (15%).
 - 8%¹ work for a Canadian branch or subsidiary; 16% for a non-Canadian one. In the Atlantic Provinces, 15% work for a Canadian branch/subsidiary.
- **Company Size:**
33%¹ work for companies with 100–499 employees; 18% are in companies with 5,000+ employees.
- **HR Department:**
85%¹ report having an HR department. Slightly lower in Saskatchewan (77%) and the Atlantic Provinces (81%).
- **HR Team Size:** In 45%¹ of cases, the HR team is small (1–5 employees). Larger teams (15+ employees) are less common in BC/Yukon (28%) and Manitoba (27%).
- **Reporting Structure:** 77%¹ report to the HR department. More employees report to upper management in Quebec (20%) and BC/Yukon (19%). **CPHR Alberta members are most likely to report to a Chief Human Resources Officer (37%), followed by a CEO (28%).²**

SCHEDULE AND WORKING CONDITIONS

- **Work Week:** Average of 38.4 hours.
 - The shortest: Quebec at 37.5 hours.
- **Vacation:** Average of 20.6 days per year. Quebec leads with 21.5 days.
- **Sick Days:** Average of 12.4 days per year,¹ but this varies. For 28%, there is no set limit.
- **Personal Leave:** Average of 3.7 days per year.¹ 20% have none, while 27% have no set limit. Saskatchewan has the highest average (4.6 days).
- **Sick Days Usage:** 68% lose unused sick days, 12% can defer and 7% get paid for unused sick days. Deferring sick days is more common in Saskatchewan (31%), the Atlantic Provinces (23%), and Manitoba (19%). Being paid for unused sick days is most common in Quebec (23%).
- **Work Week:**
91% of HR professionals work five days a week.
- **Remote Work:** 83%¹ have the option. This is most common in Quebec (93%) and less so in Saskatchewan (70%), Manitoba (73%), New Brunswick (72%), and Ontario (80%).
 - Nearly half work remotely two (26%) or three (20%) days per week.
 - Those in New Brunswick (39%), Manitoba (30%), and Saskatchewan (29%) are the least likely to take full advantage of remote work (using none or less than one day/week).

REMUNERATION

WITH SALARY

- **Average Salary:** \$107,111 per year. One in two HR professionals¹ earn \$100K or more annually.
 - Highest average salary: British Columbia/Yukon (\$112,870)
 - **CPHR Alberta members earn \$112,048.**
 - With HR designation: \$110,365 with compared to \$90,438 without (**Alberta: \$128,770 compared to \$86,446**).²
- **Salary Increase:** 35%¹ had a salary increase of 7% or more over the past year.
 - Quebec's average increase is 6.7% vs. 7.6% for Canada.
 - Among CPHR AB members², 79% saw a salary increase last year, and 35% saw an increase of 4%+.
- **Salary Satisfaction¹:** 28% very satisfied, 52% somewhat satisfied
 - Saskatchewan: 36% very satisfied
- **Salary Raise Satisfaction:** 65%¹ satisfied, with little variation between regions.
- **Salary Scale:** 67% have a salary scale for their position. Lower in Manitoba (55%), Nova Scotia (60%), and BC/Yukon (63%), higher in Quebec (71%).
- **Salary Transparency:** 40% have access to a salary transparency policy/process. Highest in BC/Yukon (59%), lowest in Manitoba (24%).
 - **Among CPHR AB members,² 48% share pay ranges in job postings and with current employees; 37% say their organization does not plan to introduce a transparency policy.**
- **Performance Bonuses:** 52%¹ have access to performance-related salary increases (lower in Nova Scotia: 42%). **Among CPHR AB members, 45% receive performance-based bonuses².**
 - Bonus amounts range from 5% of the base salary (for 12% of eligible individuals) or up to 25%+ of the base salary (for 13% of eligible individuals).
- **Monetary Incentives:** 65%² of designated members receive additional monetary incentives; 82% receive post-retirement compensation.
- **Performance Bonus Basis:** Organizational performance (81%), individual performance (74%). Individual performance is more emphasized in Saskatchewan (83%) and in the public/NPO sector.

SELF-EMPLOYED

- 40% billed \$150K or more in the last fiscal year.
- **Hourly Rate:** One third charge less than \$150/hour, another third charge between \$150/hour and \$199/hour, and the remaining third charge \$200 or more per hour.

OVERTIME

- **Regular Overtime:** 37%¹ regularly work overtime, 74% can refuse. In Saskatchewan, 28% work overtime vs. 44% in Quebec.
- **Overtime Payment:** 37%¹ report overtime is paid. Overtime pay is most common in BC/Yukon (44%), Manitoba (51%) and NB (49%).
- **Compensatory Time:** Preferred method for overtime compensation (70%)
 - **Overtime Pay:** 58% entitled to time and a half, 31% to the simple base rate.
 - **Only 36% of CPHR AB members² receive monetary compensation for extra hours; only 9% receive overtime pay. Members² with a designation are more likely to receive extra incentives but less likely to receive overtime pay.**
- **Availability Outside Normal Hours:** 55%¹ must be available outside normal hours at least occasionally. This is more frequent in the Atlantic Provinces, BC/Yukon, and Ontario.

INSURANCE

- **Types:** (légèrement supérieures aux autres provinces pour toutes les catégories)
 - Long-term disability insurance: 92%
 - Life insurance: 95%
 - Short-term disability insurance: 67%
 - Critical illness insurance: 60%
- **Coverage:**
 - Prescription drugs: 96%
 - Dental care expenses: 91%
 - Vision care: 86%
 - Private medical exams: 40%
 - Mental health support: 94%
 - Paramedical services: 95%
 - Nutritional counseling: 76%
- **Insurance Satisfaction¹:** 7.3/10 average. Very satisfied: highest in Saskatchewan (39%) and Manitoba (33%); least satisfied: Quebec.
- **Flexible insurance plan:** 28%.¹ More popular in Quebec (39%).
- Only 6%¹ report no employer contribution to insurance premiums.

EMPLOYEE BENEFITS

- **Stock-based plans are rare¹:** 15% stock purchase, 10% stock options, and 9% restricted stock units. Stock purchase plans are more common in Nova Scotia (23%).
- **Pension plan:** 81%¹ have access. 75% of those say the employer contributes a fixed percentage.
 - Group RRSP: 37%
 - Defined Benefit: 30%
 - Defined Contribution: 28%
- **Other Popular Benefits¹:**
 - Employee Assistance Program (EAP): 89%
 - Reimbursement for HR Association Fees: 80%
 - Phone expenses: 56%
- **Signing Bonuses:** 7%¹ of those who changed jobs in the past 2 years received one.
- **Training or Coaching:** 73%¹ received training or coaching in the past 12 months. 84% of those trained were fully reimbursed by their employer.

KEY CRITERIA

MOST IMPORTANT FACTORS WHEN RECRUITING AN HR PROFESSIONAL:

- Flexible work schedule (63%: 9–10/10)
- Compensation (60%: 9–10/10)

For CPHR AB members²:

- **Salary is the most important compensation factor (100% consider it important).**
- **Vacation and flex days are nearly as important (98%), with slightly more rating them very important (86%) than salary (83%).**
- **Stock options (35%) and paid/subsidized childcare (18%) are considered the least important.**
- **Hybrid or remote work options are important to 81% of members.**

MOST VALUED WORKPLACE ELEMENTS:

- Quality of the relationship with their supervisor
- Work climate
- Level of independence

¹ Respondents working in private practice for a firm or at a company / organization

² Léger Report: CPHR AB Salary Survey - CPHR Alberta, August 26, 2024

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