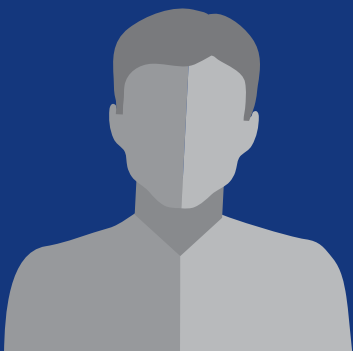


WHAT PEOPLE WANT CULTURE AND CAREER GROWTH TIP THE SCALES



Your guide to recruiting and attracting
the Canadian professionals you need.

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FOREWORD

Welcome to our second What People Want report, looking at what Canadian professionals are prioritizing in their work and career.

In a labour market where it is often difficult to find and retain the needed talent, knowing what your candidates and employees want is business critical. What is most important out of salary, benefits, career growth, and company culture - and how do all four factors interact and relate? What would it take to tempt passive candidates away from their current roles, and how does that differ across industries or generations?

Finding answers to these questions will set employers apart and those that are successful in attracting and retaining top talent will be able to accelerate growth and stay ahead of changing economic and workforce needs.

Comparing the data from our 2013 survey to the 2017 edition, we find some clear changes in how candidates are weighting the different factors, even in just a short amount of time. What I'm seeing is a clear evolution of employee expectations and desires, pointing towards a desire for work as more than just a pay cheque. Instead they want a career that is personally and professionally engaging and fulfilling. They want work-life balance that isn't about equal time at home and at work, but is instead focused on receiving recognition, respect, and reward commensurate to individual effort and input.

What is driving this evolution? Generation Y is a bigger proportion of the workforce than they were four years ago. They are now the biggest cohort in the workplace, and as the older end of the demographic reach their mid-thirties they are increasingly our managers and senior managers. This group brings with it a distaste for unnecessary hierarchy and formality, a focus on career growth, and the desire to bring their authentic selves to work.

On top of this, even in the past four years technology has evolved enough to further break down the barriers between home and work. Whether you're checking work emails at home, or paying bills from your smartphone at work, the clear delineation between the two worlds is a thing of the past. This furthers the need for employees to be able to bring their whole selves to work, which is changing company culture.



Today more than ever, employers need to focus on building a good company culture based on core values such as communication, leadership, and respect. And equally important is developing an employer value proposition (EVP) based on that culture, to communicate with potential candidates why they should want to work at the organization.

This report provides invaluable insight to support your organization's recruitment and retention strategies so you are best positioned to attract, secure, and retain the people you need. I hope you enjoy reading this as much as we've enjoyed compiling it. I'm sure it will prompt further discussion and we look forward to working with you to use this information to enhance your people strategies.

Rowan O'Grady
Hays Canada President

ABOUT THE REPORT

Every year we place more than 2,500 people into jobs around Canada, in many different functions and at every level. This gives us a front-row seat for how candidates weigh job offers and what they consider most important when they stay in or leave a role. Four years ago we quantified that market intelligence by surveying our database of candidates to produce our first What People Want report. Over the past few years we have watched workplace demographics change, and our recruitment consultants noted new candidate concerns, so we knew it was time to take another look at candidate expectations so we could offer clients the best insights and advice for attracting the right talent.

In July 2017, we surveyed more than 4,000 Canadian professionals to find out what they considered most important for their current role, and for when they were weighing a job offer. We asked them what factors of salary, benefits, culture, and career growth mattered most, and what would motivate them to leave their current role.

The responses of these employees and job seekers show distinct patterns and lessons for employers, who must evolve with candidates or risk being left behind in the market.

The respondents



4,500 people



13 provinces or territories



2,700 managers



16 industries



20-70 years old



16 functions



Entry level to C-suite



Full time, contract, and temporary workers

MARKET OVERVIEW

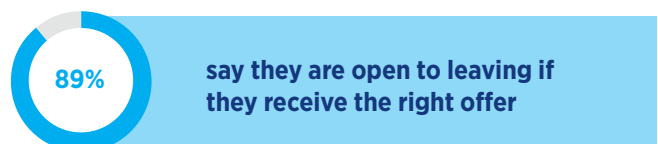
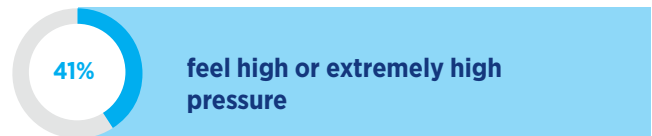
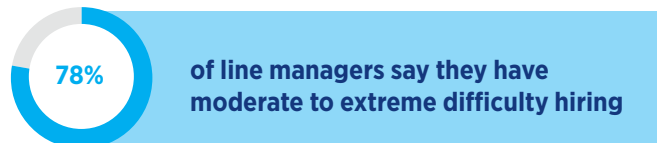
Are you making the right offer to the right person?

Only one in ten Canadian professionals are actively job seeking, but nine out of ten would consider leaving their job for the right offer. That means that having the right offer, and being able to put it in front of the right people, is more important than ever, and a lot of employers are missing the mark.

Use your network of employees, followers, alumni, and associations to find passive candidates, those who are not actively job hunting, instead of competing for the same 13 per cent of candidates as everyone else.

Once you've found a shortlist, remember there is no one-size-fits-all package. Now more than ever, Canadians are looking for the total package of competitive compensation, clear career growth opportunities, a great culture, and benefits that support their career goals. If you're not offering and promoting all these facets then your company will struggle to compete in this tight talent market.

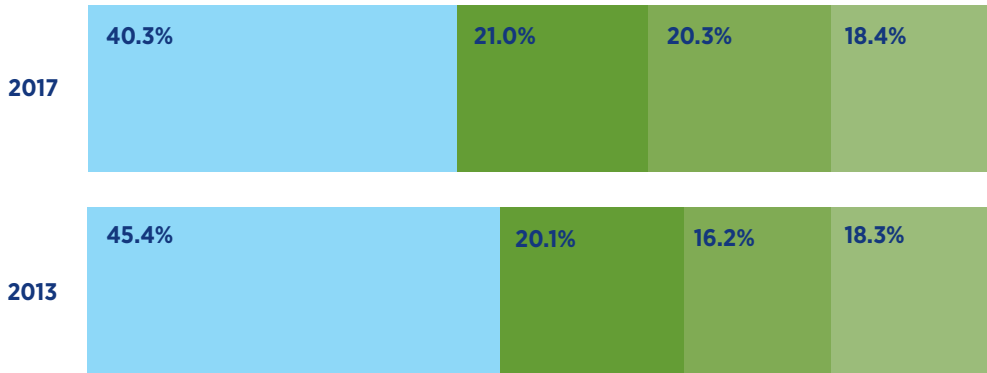
The good news is that this report will summarize our findings from more than 4000 candidates across Canada, breaking it down by generation, function, preferred employment type, and whether they are actively looking at new jobs. Use these insights to adapt your offers to meet the needs of your target candidates so you can be confident you're meeting or exceeding market expectations to attract the right person to the right role.



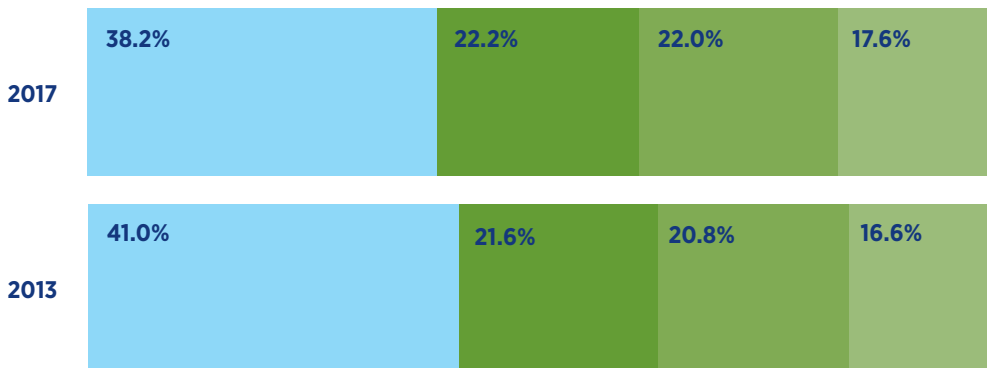
EVOLVING EXPECTATIONS 2017 VERSUS 2013

How have employee and candidate expectations changed in the four years since we last did this survey? From giving salary a lower ranking, to an increased focus on company culture, find out what's new, and what's not.

HOW MUCH DO EACH OF THESE FACTORS INFLUENCE YOUR DECISION TO ACCEPT A JOB OFFER?



HOW MUCH DO EACH OF THESE FACTORS INFLUENCE YOUR DECISION TO STAY WITH A COMPANY?



What's changed?

- 1 Since 2013, the importance of salary dropped 11 per cent when considering a job offer and 7 per cent when weighing current role
- 2 Company culture is now weighed 26 per cent more important when weighing a job offer than in 2013
- 3 Work satisfaction has decreased 19 per cent
- 4 16 per cent more employees say they are open to leaving current role if the offer is right

What's stayed the same?

- 1 The overall order of factors is the same
- 2 Career growth saw little change in the weighting, and remains the second most important job factor
- 3 Two-thirds of candidates would still take a step down in seniority and three-quarters would take a pay cut for their ideal job

EVOLVING EXPECTATIONS 2017 VERSUS 2013

At a glance

2017 2013



WHAT THIS MEANS FOR YOUR HIRING?

Increasing expectation that work will deliver more than a pay cheque

Compensation is important, and candidates care about their salary or wages. However, over just four years since the last survey we have seen a significant drop in how highly it is weighted, as company culture becomes increasingly important. What is driving this change? Generation Y are a bigger proportion of the workplace, and are now entering mid to senior management positions, bringing their preferences for informal work environments and on-going career growth with them. Added to that, even in the last four years, technological advances have further broken down the barrier between work and home. Together this means candidates are looking for a fulfilling job in a supportive workplace where they can be their authentic selves.

Candidate expectations are continually evolving

Whether because of generational change, economic development, or other social and cultural shifts, what worked to attract, engage, and retain employees five years ago may not be sufficient today, and will shift again over the next five to ten years. HR and hiring managers need to be listening to employees and candidates to stay ahead of these trends. Employee surveys are an important tool, but are only effective if you take action from your findings and track improvements and changes year over year.

KEY FINDINGS

This high-level analysis of the survey results gives a birds-eye-view of candidate priorities, from what outweighs salary in making a decision about a job offer, to how many candidates are happy, and what proportion are currently looking for a new job. For more detailed breakdowns of these themes, see pages 12 to 19 for analysis of salary, career growth, culture, and benefits trends.

1 Salary is the most important aspect of weighing a job offer or evaluating a current role, but it is outweighed by the combination of career growth and company culture.

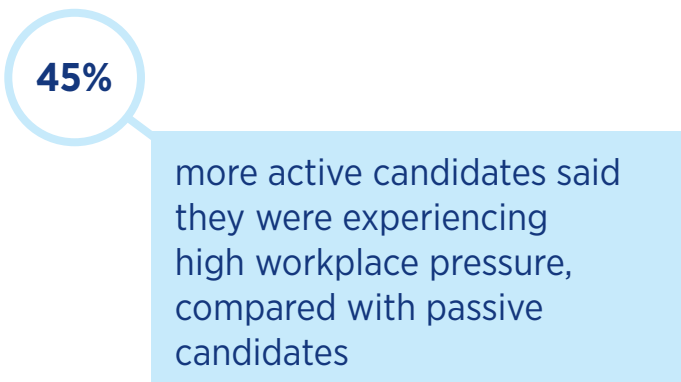
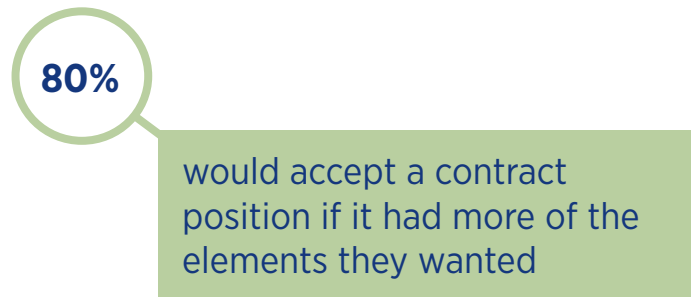
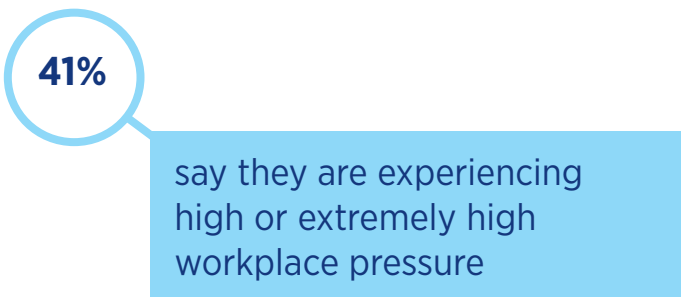
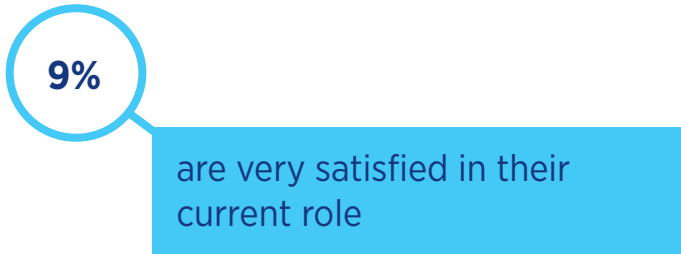
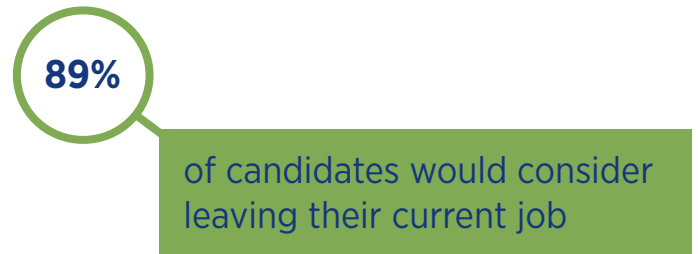
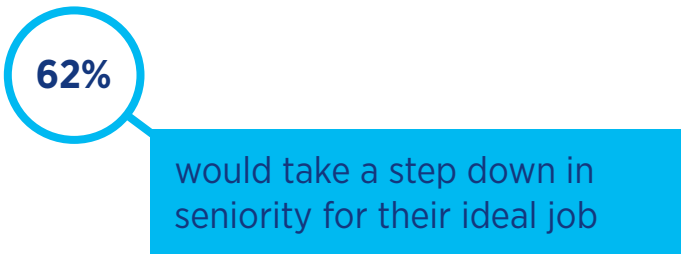
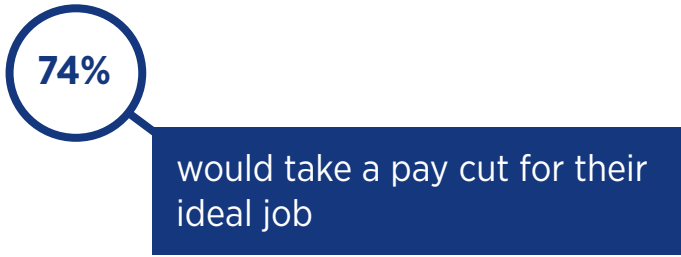
2 When deciding to stay in their current role, employees weigh career growth and company culture higher than when weighing a job offer, indicating these are critical for retention.

3 Employees who would consider leaving their current role cite career growth as the main reason they would leave. In addition, training and professional development benefits dominate the “most wanted” list, indicating a clear opportunity for employers who have the resources and programs to offer the career growth and professional development candidates badly want.

4 Less than half of Canadian workers are satisfied or very satisfied in their current role. Those who are happy are much less likely to say they would consider leaving their current role.

5 Only 13 per cent of Canadians are actively job seeking, but 89 per cent say they are open to leaving their current role, so if you’re not talking to passive job seekers you may struggle to find the talent you need, but if you can connect with the right person they’re very likely to accept the right offer.

KEY FINDINGS AT A GLANCE



RECOMMENDATIONS

1

Tailor your recruitment strategy to your target candidates

Job priorities are not one-size-fits-all. You need to know who you're trying to attract and what their priorities are likely to be, then promote how your company meets those priorities. An internal recruiter can't be an expert on every function, and your line managers are not recruitment experts. Using a specialist recruiter not only gives you access to a wider network of top candidates, but will also improve your job ads, interview, and offer process thanks to their expert advice and knowledge of the market.

2

Focus on the most important aspects of company culture

Shopify gets a lot of attention for its company culture and often that attention focuses on the perks - Apple technology, free food, elaborate offices. However, the company also has strong inter-departmental communication and collaboration, numerous career path options, and a culture of reward and recognition. What our results show is that employees and candidates aren't swayed by perks and amenities. A nice office might be a bonus, but it won't attract or retain a top candidate without core cultural pillars of communication, leadership, and work-life balance. We recommend starting with a company-wide survey to find out what your employees see as the strengths and weaknesses of your current culture, then take action to improve one area at a time.

3

Introduce clear career paths and opportunities for individual professional development

Career growth is the second most important job factor, and the main reason people consider leaving their role. This doesn't mean you need to introduce costly training programs or offer unearned or infeasible promotions. Ensure employees know how they can drive and advance their own career so they feel in control of their own development. Employees want to learn new things and embrace new challenges. Cost-effective programs such as mentorship, secondments, and lunch-and-learns make the most of existing internal knowledge. As well as having these in place, you need to communicate and promote these programs internally and externally to truly benefit from the attraction and retention potential.

RECOMMENDATIONS

4

Grow your network to talk to passive job seekers

When you post a job to a job board, who sees it? Active candidates are looking for a job, searching job boards and subscribing to alerts. However, our survey shows that's only 13 per cent of candidates. On the other hand, 89 per cent of employees say they would consider leaving their job, so if you could find the right candidate in the passive pool then it's likely they would accept an interview. Use targeted social media posts, association partnerships, and a specialist recruiter to tap into those extended talent pools.

5

Ensure you are meeting market expectations

Only one company can offer the biggest salaries, but if your offer package is below market rate or you're not offering benefits that candidates see as non-negotiable, such as health, dental, and three weeks of vacation, then you will struggle to attract top talent. Use the Hays Salary Guide to see where your current offerings fall, and if you're outside the lower ranges then it may be time to start correcting.



What to focus on?

- 1 Offer tailorable compensation and benefit packages to fit different employee needs
- 2 Develop and promote ways for employees to learn new skills and try new things
- 3 Use employee surveys to improve your company culture
- 4 Expand your network to find passive candidates
- 5 Promote your total compensation package



What to avoid?

- 1 A "one-size-fits-all" approach
- 2 Relying on perks and amenities to attract talent
- 3 Focusing solely on salary
- 4 Keeping quiet about career progression and culture
- 5 Promoting jobs only to active candidates

SALARY KEY FINDINGS

1 Salary is the most important aspect of a job offer, however, it is outweighed by the combination of career growth and company culture. This difference is even more stark when assessing the current role.

2 Three-quarters of candidates will take a pay cut for their ideal job, but when considering changing jobs two-thirds expect at least a 10 per cent increase over their current salary. So while many would consider a cut for a job they really want, if employers are trying to tempt candidates away from a current role they should be prepared to offer at least 10 per cent above their current rate.

3 Generation Y care less about salary than any other generation. Not only did they weigh it lowest compared to the other generations in the workplace when weighing a job offer or their current role, but they were also more likely to say they would accept a pay cut of more than 10 per cent for their ideal job.

4 Skilled contractors care more about salary than those who prefer permanent work, rating it higher when considering a job offer. Benefits and career growth were less important to this demographic, indicating that salary is the most important aspect of attracting skilled contractors to your organization.

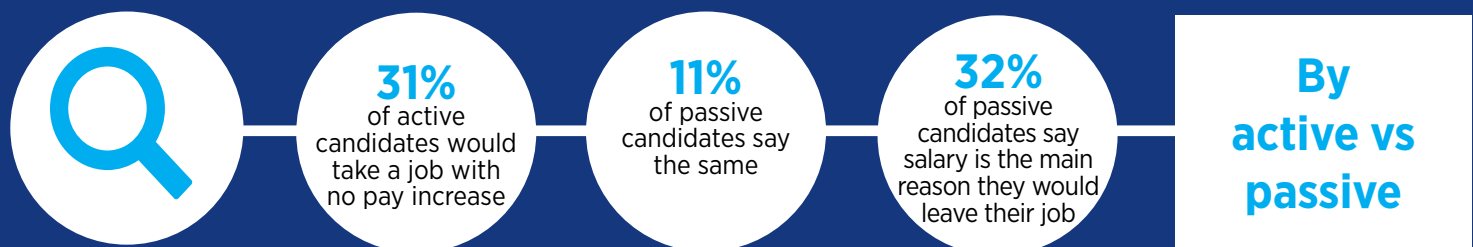
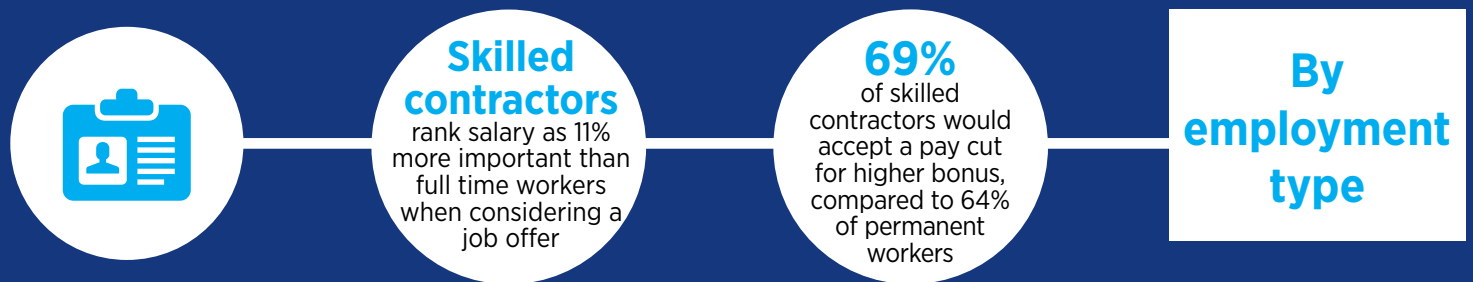
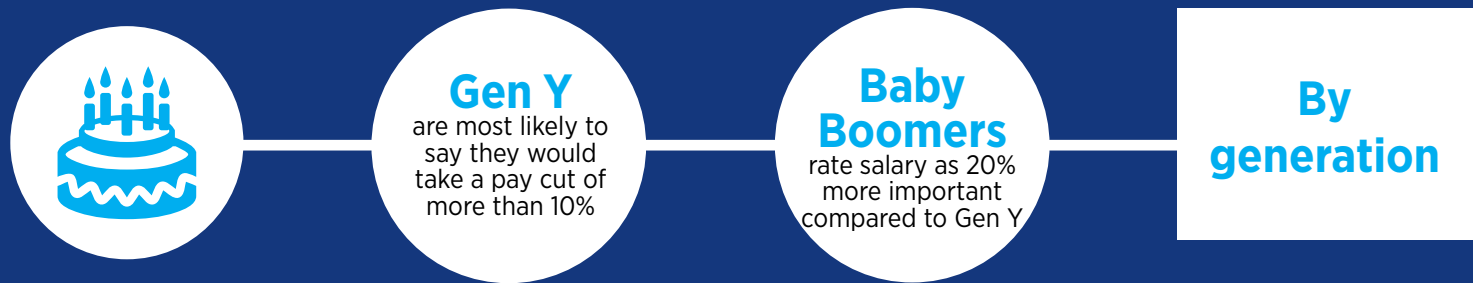
5 Active candidates are more likely to say they would leave their job for the same salary they are currently on, compared with passive candidates. If employers want to tap into a passive candidate pool, they need to be prepared to offer above a candidate's current salary.



Key Takeaway

For their ideal job, candidates would take a pay cut, but in general you should expect to offer at least a 10 per cent increase in salary to attract a candidate away from their current position. Only one company can offer the highest salary, so ensure your company's total compensation is competitive with market rate and focus on other ways to differentiate yourself in the market. Finally, many candidates would accept a bonus over a higher salary, which can be an effective way to align your payroll costs with business results.

SALARY AT A GLANCE



CAREER GROWTH KEY FINDINGS

1 Career growth is the second most important factor both for weighing a job offer and deciding to stay in a current role, and is the main reason that passive candidates say they would consider leaving their job. If you want to attract the top candidates, who are not actively looking, a step up in seniority and clear career growth opportunities are key parts of your offer.

2 Canadian professionals are more open to accepting a lower salary than to taking a step down in seniority. Two-thirds (62%) of candidates would take a step down in seniority for their ideal job – which is a majority, but is less than the proportion that would take a reduction in salary (74%).

3 The most important aspects of career growth, according to candidates, are their relationship with their boss, training courses, internal job opportunities, and internal recognition or exposure to senior staff.

4 Generation Y rate career growth the highest of all demographics in the workplace, weighing it 70 per cent more highly than Boomers when considering a job offer. However, when asked what was most important for their career growth, Gen Y are focused on training and internal job opportunities, undervaluing relationships and internal recognition.

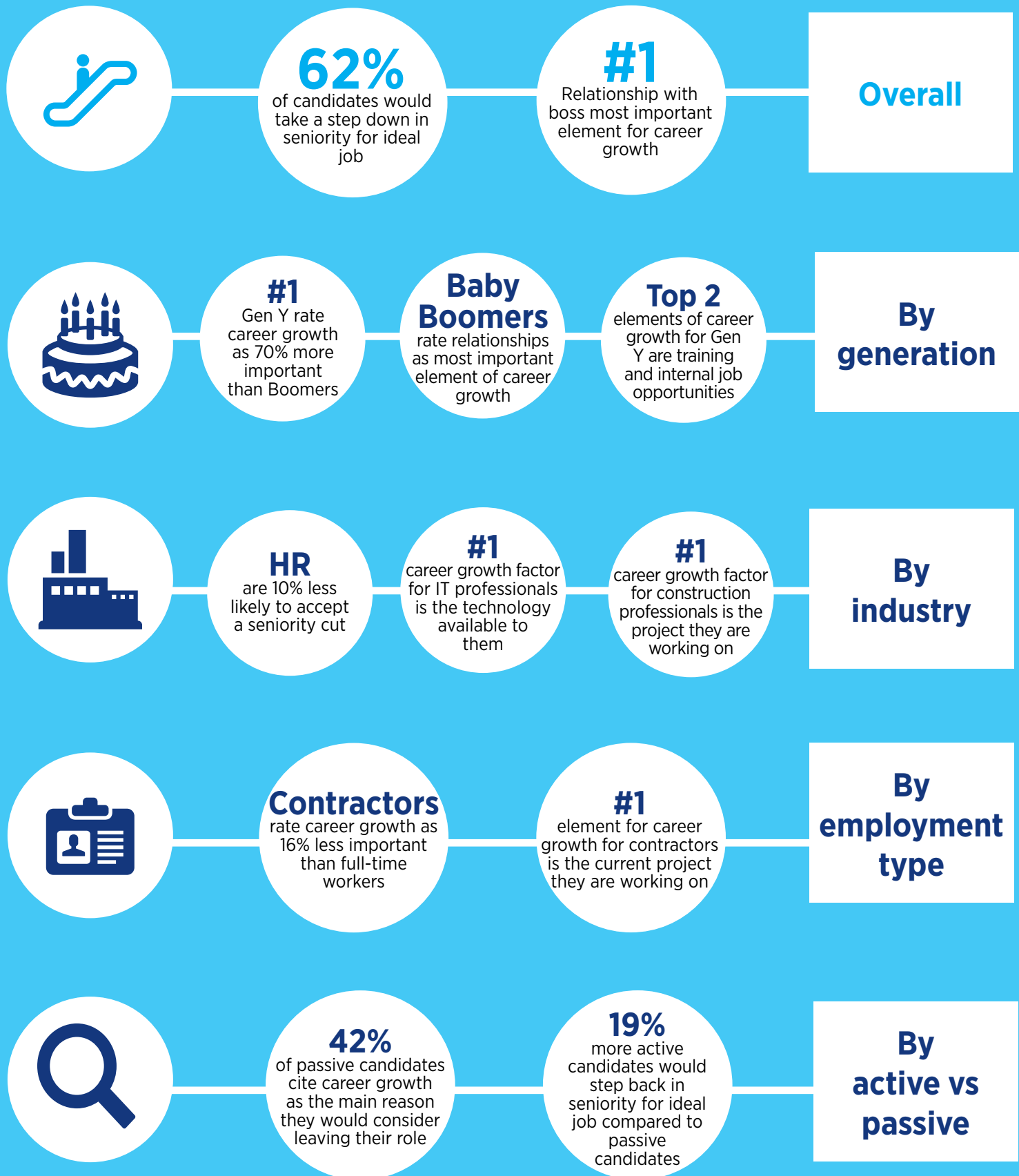
5 IT and Construction were the only industries to differ from the pattern above. IT said the most important element of career growth was the technology available to them, while Construction said it was the project you're working on.



Key Takeaway

Canadians are not prepared to compromise on career growth. It's consistently rated as highly important, and professional development options dominate the top five most-wanted benefits. Put in place clear career paths and career planning processes, introduce programs that support internal knowledge transfer, and offer employees stretch assignments and secondments so they can continue to grow and learn. Ensure your career growth offerings are promoted both internally and externally to maximize the attraction and retention benefits.

CAREER GROWTH AT A GLANCE



CULTURE KEY FINDINGS

1 The top three components of company culture, by a large margin, are open communication, work-life balance, and strong leadership. These are consistent across all demographics, although the order sometimes changes.

2 Generation Y rates work-life balance as the most important aspect of company culture. As we will discuss in the benefits section (see page 18) this may not mean adding benefits such as flexible work hours. Consider surveying your employees about their work-life balance needs to find out what work-life balance means to them.

3 Open communication is ranked the most important aspect of a good company culture. How can you improve communication on your team, in your office, and across your organization? Soft skills are often an overlooked aspect of training and development, but can be as or more important than technical skills.

4 Strong leadership can mean different things to different people, but based on the other two components, strong leadership probably means having leaders who are trusted, accessible, open to new ideas, and have respect for their employees' time and skills.

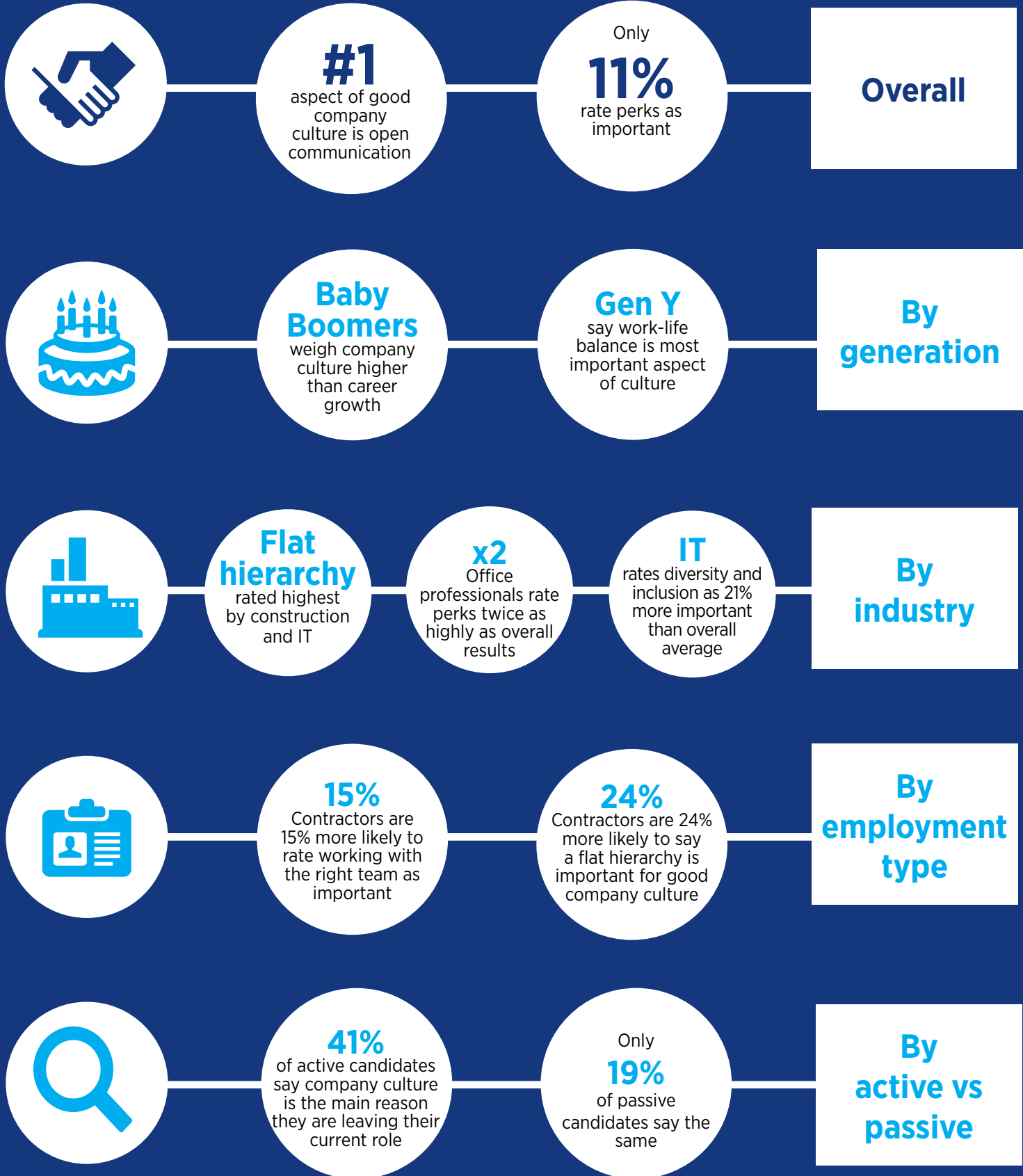
5 Senior leaders (director and above) rank "Hiring the right 'fit' of people" as 22 per cent more important, compared to overall results. However, the Hays Fit report found just 37 per cent of employees say their company has an ideal fit. Fit is a critical and often overlooked aspect of hiring, so ensure you have defined your company's fit and know how to assess it.



Key Takeaway

There is no shortcut to strong company culture. Offerings like free lunches and team drinks are "nice to haves" but candidates will see through these gimmicks if your organization doesn't also have strong leadership, ease of communication, and work-life balance. Finally, if you have a strong company culture make sure you've adapted it into an employer value proposition to drive your employer brand and attract great candidates.

CULTURE AT A GLANCE



#1

aspect of good company culture is open communication

Only

11%
rate perks as important

Overall



Baby Boomers

weigh company culture higher than career growth

Gen Y

say work-life balance is most important aspect of culture

By generation



Flat hierarchy

rated highest by construction and IT

x2

Office professionals rate perks twice as highly as overall results

IT

rates diversity and inclusion as 21% more important than overall average

By industry



15%

Contractors are 15% more likely to rate working with the right team as important

24%

Contractors are 24% more likely to say a flat hierarchy is important for good company culture

By employment type



41%

of active candidates say company culture is the main reason they are leaving their current role

Only

19%

of passive candidates say the same

By active vs passive

BENEFITS KEY FINDINGS

1 If you offer health, dental, and three weeks of vacation then your company does not stand out from the crowd. Two-thirds of employers offer these three benefits to full-time employees, so if your organization does not offer all three then you are likely not meeting market expectations and could see rejected offers because of this.

2 There is a mismatch between what employers are offering and what candidates want. Three of the four most sought after benefits are training and development related, but the Hays Salary Guide found that just 37 per cent of employers offer these benefits. A personal development allowance is the most sought after benefit across almost all functions and demographics, indicating employees want control over their own development.

3 Work-life balance is considered very important for culture (see page 16) but that might not mean what employers think because benefits we would consider work-life related such as time off in lieu, flexible work hours, and ability to work from home all don't make the top five "most wanted", and only time off in lieu sneaks into the top 10.

4 Child care support and maternity leave top ups are low on the priority list, but if we compare by age we see that Baby Boomers are almost twice as likely to say they don't care about these benefits, compared with Gen Y.

5 HR reported receiving the most benefits. This may indicate that they are aware of the most benefits so employers should do a better job communicating what benefits are available to ensure they are making the most of their package as a retention tool.



Key Takeaway

While benefits are rarely the deal-breaker, they are an important part of rounding out a job offer, and an unpleasant surprise in a contract could put off your chosen candidate. Make sure you're meeting market rate by offering health and dental, and three or more weeks of vacation. Implement and promote training and development plans if you want to stand out, especially programs such as a personal development allowance that gives employees control over their own development.

BENEFITS AT A GLANCE



#1
personal development allowance is the most wanted benefit; just 20% receive it

2/3^{rds}

of employers offer health, dental, and 3 weeks vacation to full-time employees

Overall



76%
of Gen Y want a personal development allowance; 73% want financial support for training

#1

for Gen X is a signing bonus – they're 13% more likely than Boomers to say they want it

By generation



#1
HR professionals report getting the most benefits

Office support

workers report receiving the least benefits – and want the most additional benefits

By industry



Contractors
rate benefits as 16% less important than full-time workers

15%

Contractors are 15% more likely to receive paid overtime

By employment type

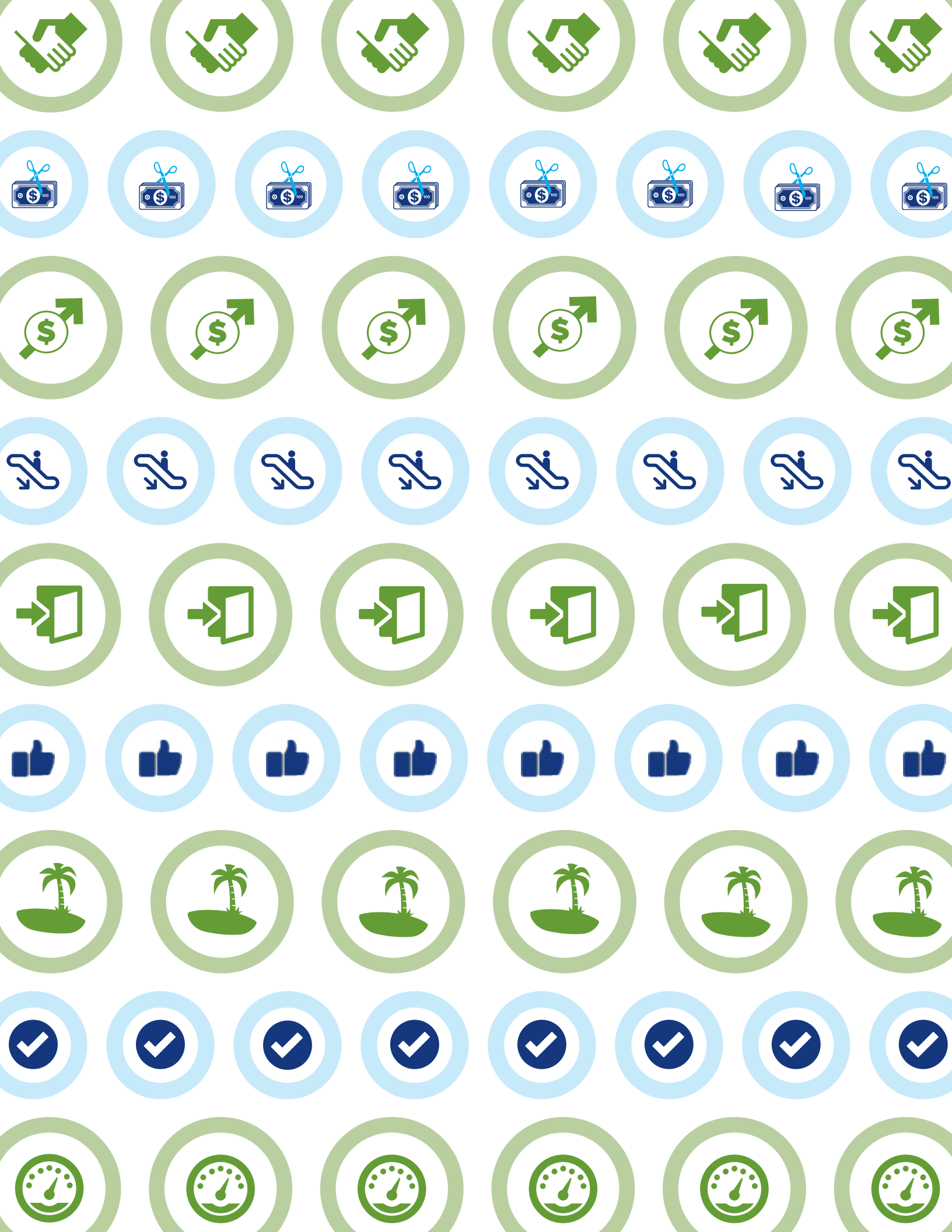


12%
Passive candidates rate benefits 12% higher than active candidates when weighing a job offer

68%

Passive candidates are 68% more likely to report receiving training and certification support

By active vs passive



TRENDS BY FUNCTION

How do construction candidates' priorities differ from IT or procurement? What can you offer to stand out from your competitors?

The following pages are your guide for attracting and retaining candidates from the functions your organization is prioritizing. Use these insights to adapt and tailor your approach to drive recruitment success.

In each function we have focused on six key metrics such as salary increase expectations, work satisfaction, and workplace pressure, as well as pulling out key findings about benefits and culture. Finally, check the top tip for a quick guide to what makes the function tick.



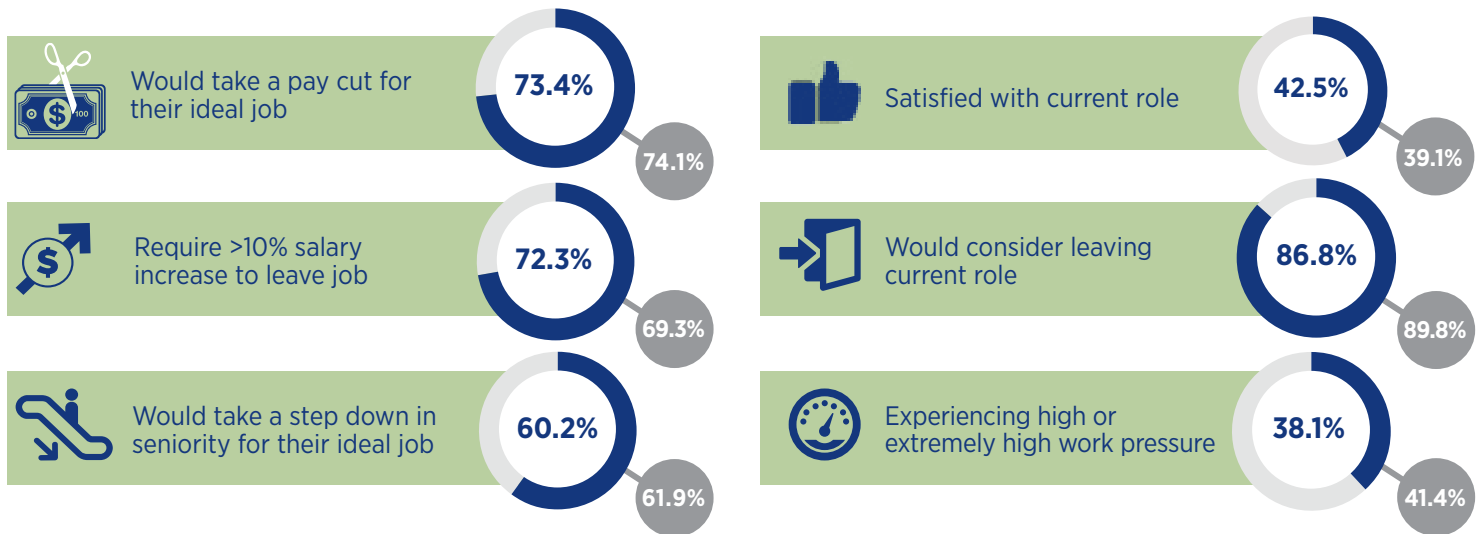
A vertical table of contents with 13 rows. Each row consists of a green rectangular bar on the left containing a function name in bold blue text, and a grey circular icon on the right containing a page number in white text. The function names and page numbers are: Accounting & Finance (22), Architecture & Interior Design (23), Construction (24), Human Resources (25), Information Technology (26), Legal (27), Manufacturing & Logistics (28), Office Professionals (29), Procurement (30), Property & Facilities Management (31), Resources & Mining (32), and Sales & Marketing (33).

Accounting & Finance	22
Architecture & Interior Design	23
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Office Professionals	29
Procurement	30
Property & Facilities Management	31
Resources & Mining	32
Sales & Marketing	33

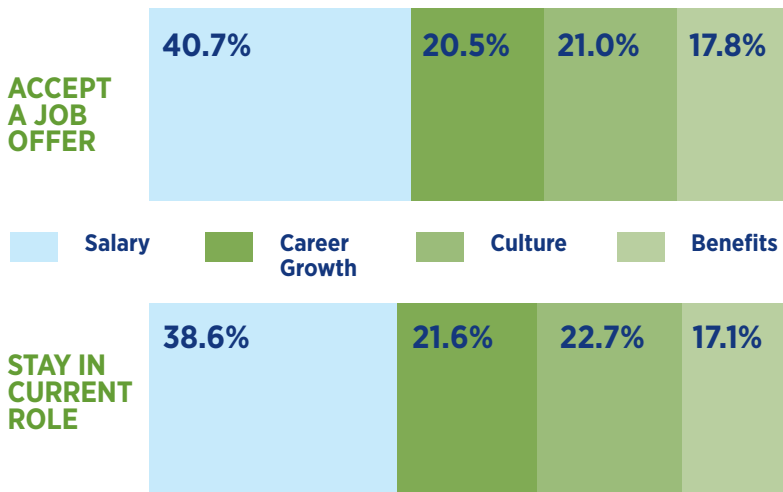
ACCOUNTING & FINANCE

At a glance

Accounting & Finance Overall



What do accounting and finance candidates prioritize?



Culture: When deciding whether to stay in their current role, accounting and finance professionals weigh company culture higher than other functions. They are one of the few groups to weigh culture more highly than career growth.

Benefits: Accounting and finance professionals are more likely to want traditional work-life balance benefits such as paid overtime, time in lieu, and flexible work hours, compared with overall results.

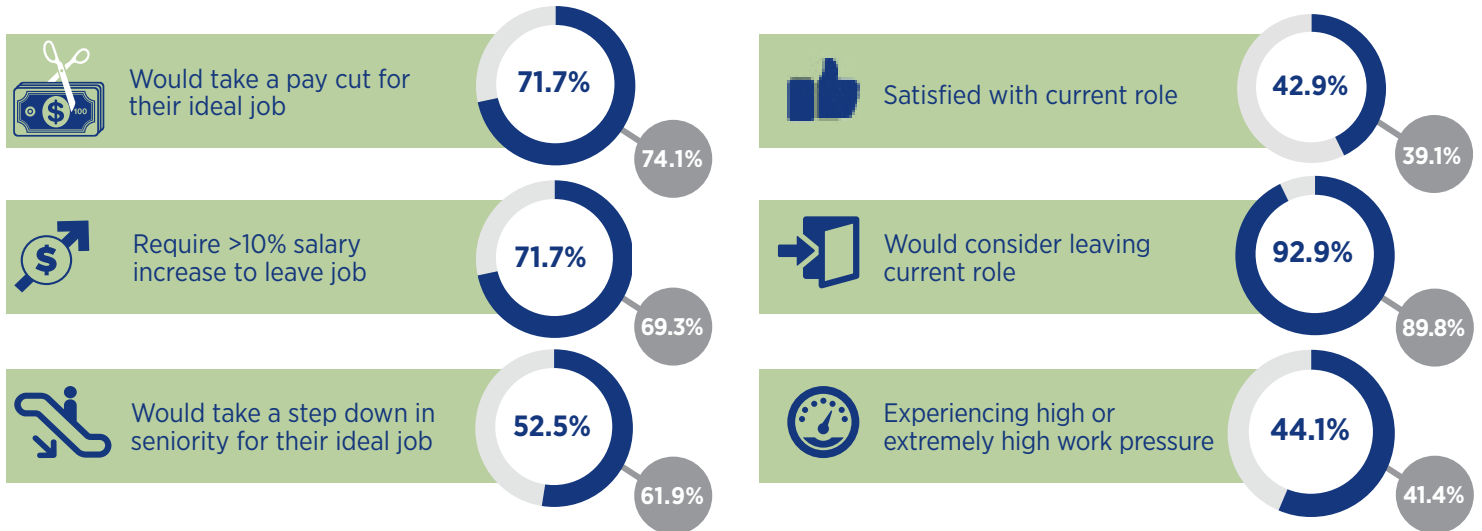
Top tip

Accounting and finance professionals rank culture higher than career, and 85 per cent say work-life balance is an important part of culture. The function also prioritizes traditional work-life balance benefits such as paid overtime, time in lieu, and flexible work hours, so attract and retain this group by meeting their need for clear support of their life outside of work.

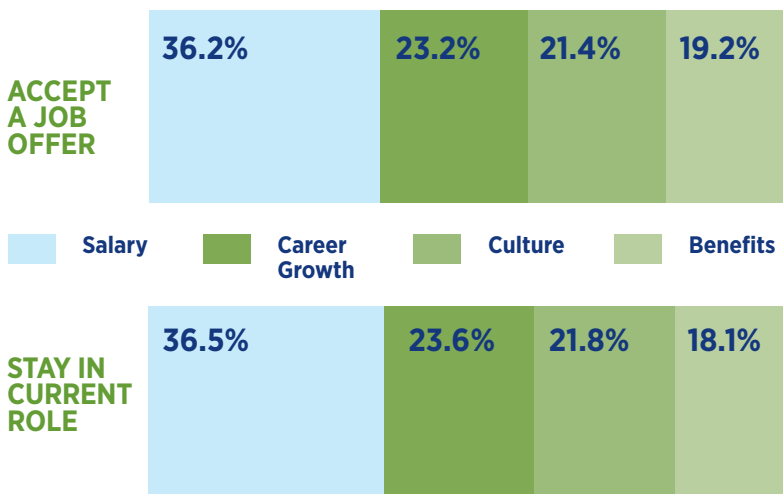
ARCHITECTURE & INTERIOR DESIGN

At a glance

● Architecture & Interior Design ● Overall



What do architecture and interior design candidates prioritize?



Culture: Social events, and amenities or facilities were ranked higher by architecture professionals than by other respondents. Architecture candidates were 44 per cent more likely to include these elements as important for good culture.

Benefits: Architecture professionals are 21 per cent more likely to say they want to receive an individual performance-related bonus, compared to other functions. A bonus is the second most-wanted benefit, after personal development allowance.

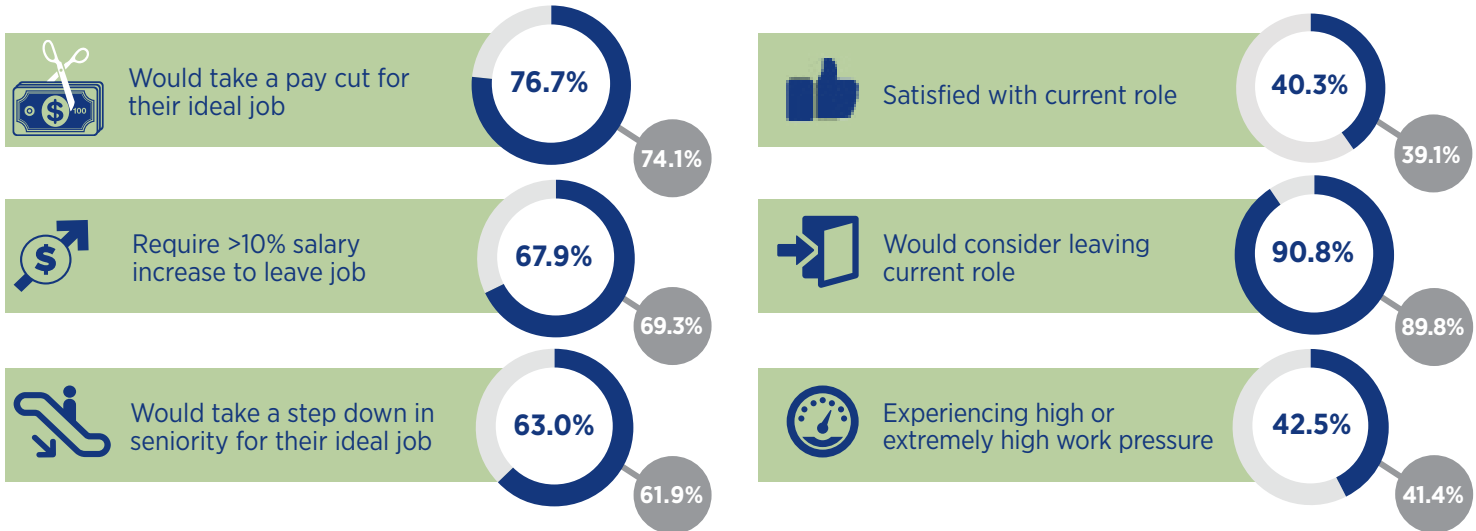
Top tip

Architecture professionals are experiencing higher workplace pressure, and are more likely to consider leaving their role for the right offer. Of those who are considering leaving, 51 per cent say it's due to career growth opportunities. Retain your best by offering training and development, secondments, and other growth-related benefits.

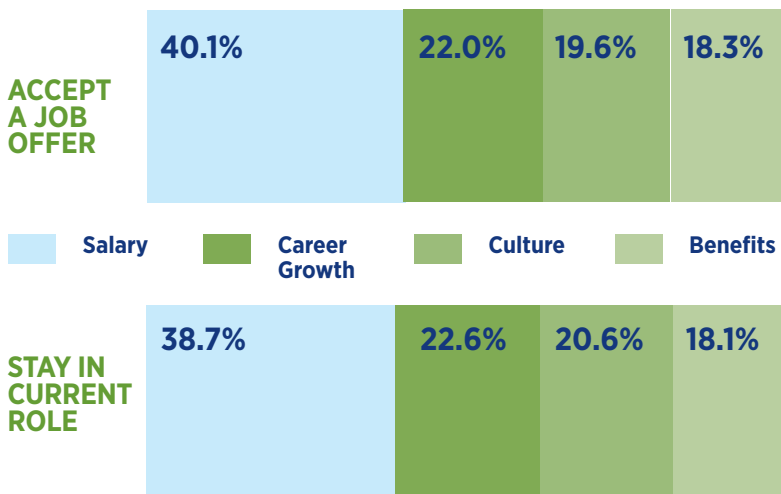
CONSTRUCTION

At a glance

● Construction ● Overall



What do construction candidates prioritize?



Culture: One third of construction professionals (31%) say a flat hierarchy is important for a good company culture, which is 21 per cent higher than the overall average.

Benefits: Construction candidates were 50 per cent more likely than overall average to report receiving a company car or car allowance, but were only 18 per cent more likely to say it was important to them.

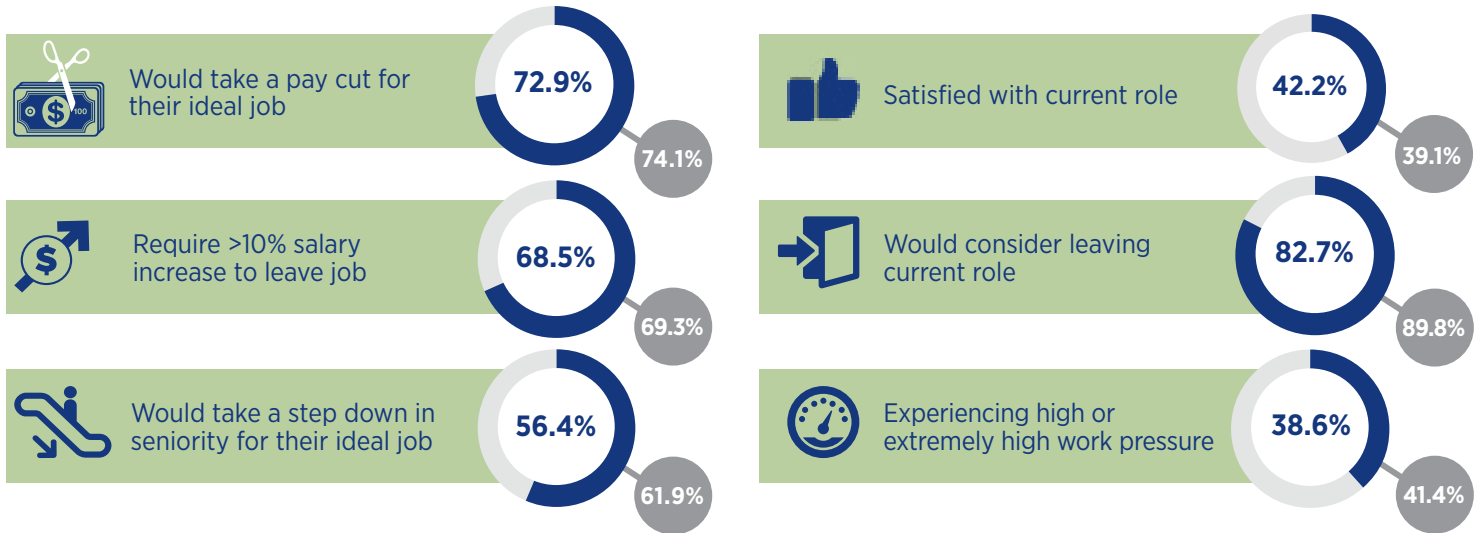
Top tip

Of the construction employees who say they would consider leaving for the right offer, 44 per cent cite career growth as the main reason. Construction respondents said the projects they worked on were the most important element contributing to career growth so attract and retain by promoting which projects a candidate would be working on, and by communicating with current employees about which projects they will work on as their career progresses with the company.

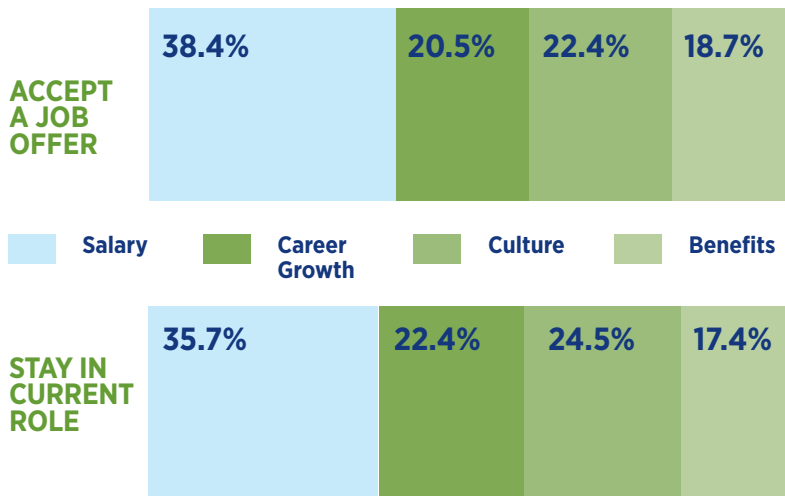
HUMAN RESOURCES

At a glance

Human Resources Overall



What do HR candidates prioritize?



Culture: One quarter of HR professionals say they would consider leaving their job because of the company culture - 30 per cent higher than the overall average.

Benefits: HR reported receiving the most benefits, likely due to a better awareness of available benefits. What would they add if they could? Two-thirds (64%) want a personal development allowance and 61 per cent say they'd like a paid sabbatical.

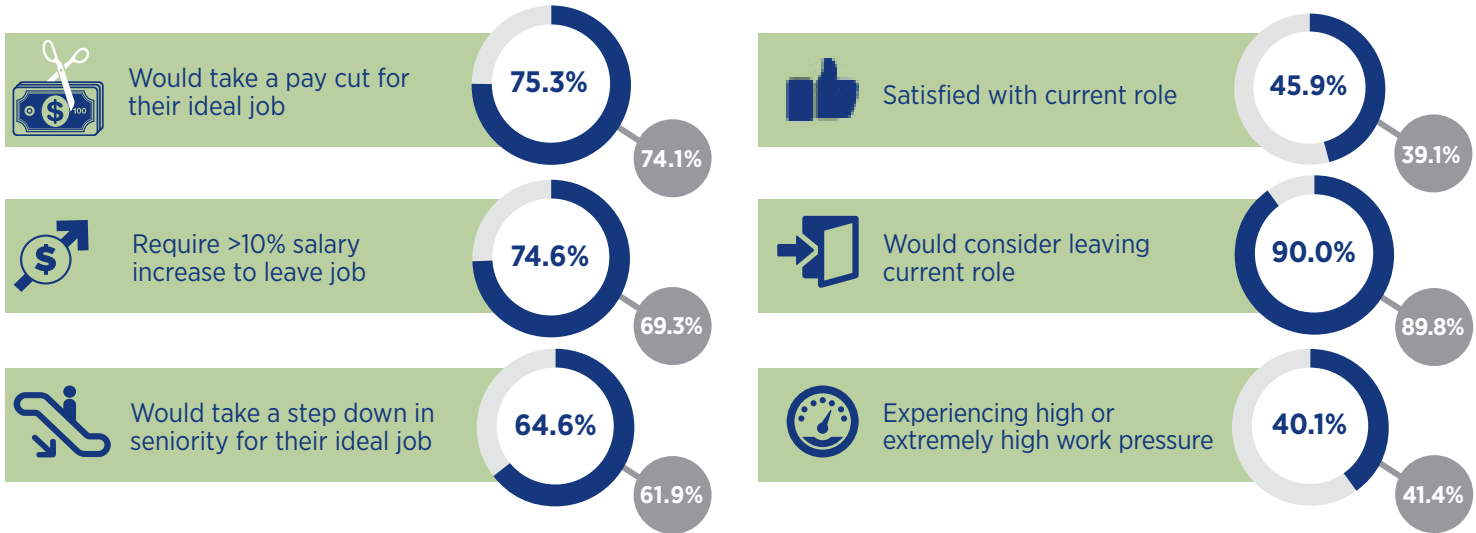
Top tip

HR rate culture very highly, and they're looking for a company that will walk the walk. Take a "show don't tell" approach by giving examples of your great culture such as recent changes based on employee surveys. Retain your HR teams by engaging them in defining, maintaining, and promoting company culture. Ambitious HR professionals will thrive with the added ownership and accountability.

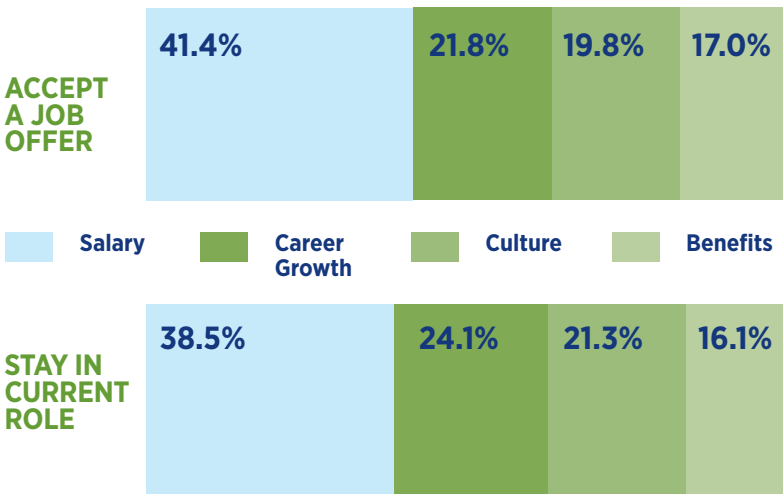
INFORMATION TECHNOLOGY

At a glance

Information Technology Overall



What do IT candidates prioritize?



Culture: Canadian IT professionals were 15 per cent more likely to say that a flat hierarchy or organizational structure was an important element of a good company culture.

Benefits: IT candidates are 28 per cent more likely to receive flexible work hours and 59 per cent more likely to have the ability to work from home compared to the overall average. The benefits they are most likely to want are a personal development allowance and financial support for training or development.

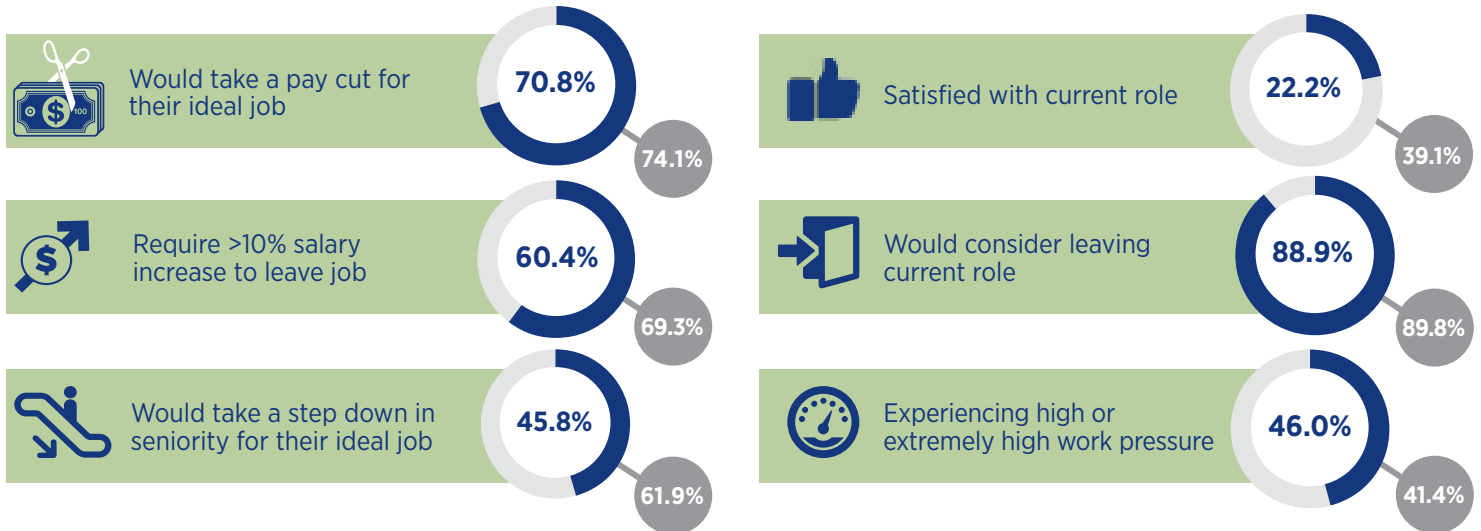
Top tip

IT candidates are more likely than those from other functions to accept a step down in seniority for their ideal job, but three-quarters say they would require at least a 10 per cent salary increase to leave their current role. Use the Hays Salary Guide or talk to your recruitment consultant to ensure you are meeting market rate, and be prepared to negotiate to get the top candidate.

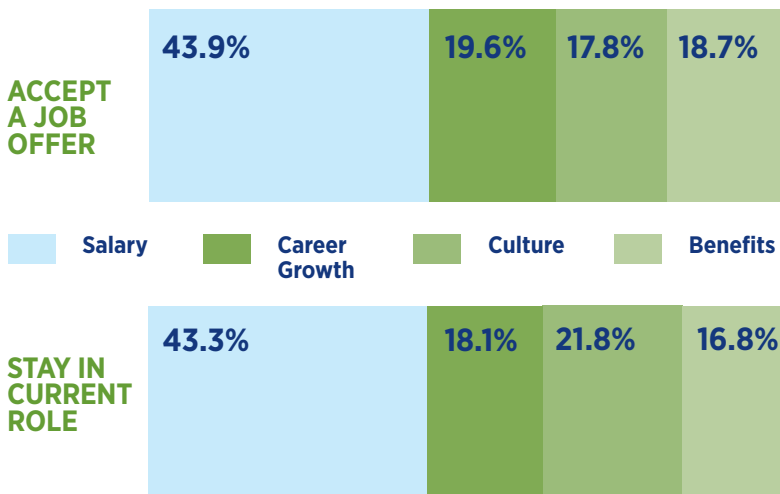
LEGAL

At a glance

Legal Overall



What do legal candidates prioritize?



Culture: Across all functions surveyed, legal candidates ranked company culture as least important when weighing a job offer. Asked about what contributed to a good company culture, legal professionals were 51 per cent more likely to include perks and amenities, compared to the general population.

Benefits: Three-quarters (76%) of legal candidates want a signing bonus or incentive, making it the most sought-after benefit for this group. Rounding out the top three are financial support for training and certification, and pension/RRSP matching.

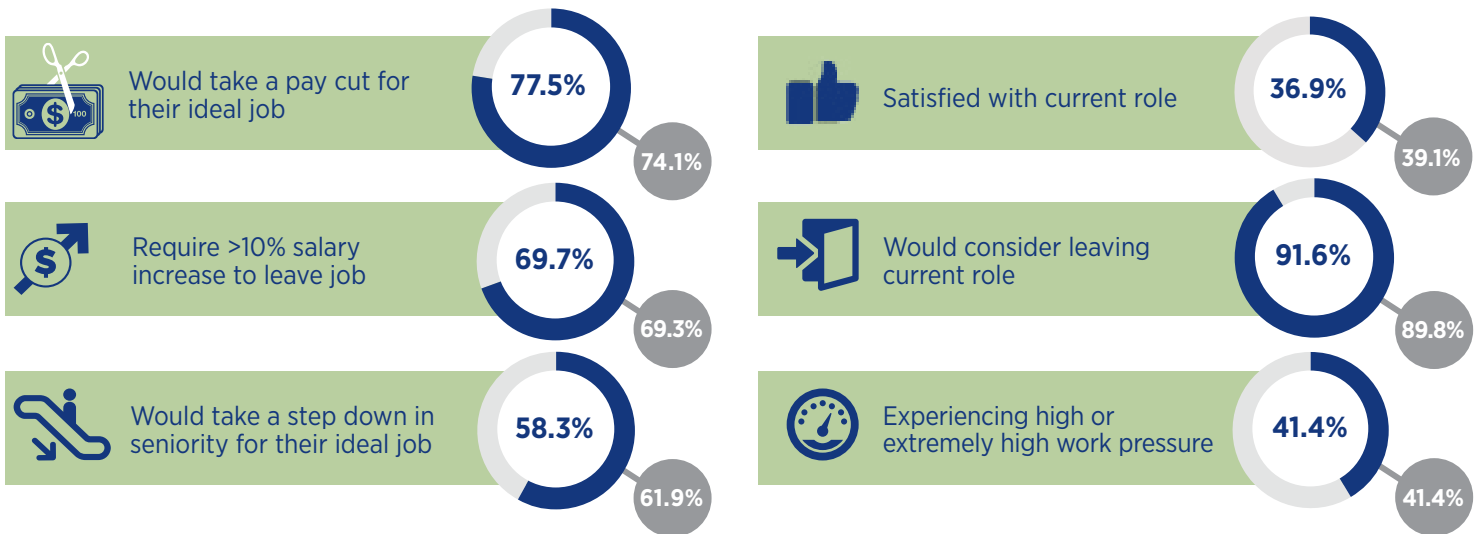
Top tip

Four out of five legal professionals are not happy in their current role, and this group are experiencing especially high work pressure. Ensure that your current legal employees feel supported and have the resources they need to meet objectives. If you're hoping to tempt a candidate away from their current role, keep in mind that three-quarters would like to receive a signing bonus so a one-time payment could seal the deal.

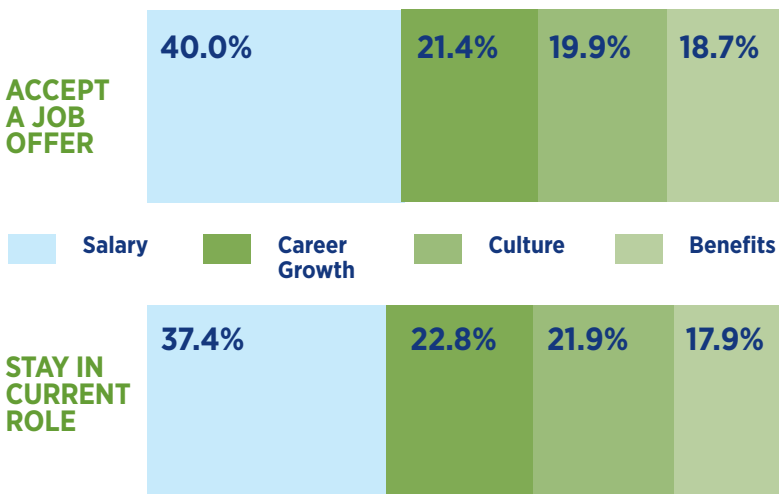
MANUFACTURING & LOGISTICS

At a glance

● Manufacturing & Logistics ● Overall



What do manufacturing and logistics candidates prioritize?



Culture: More than a quarter (27%) of manufacturing and logistics professionals said the main reason they would consider leaving their job was due to company culture, which is 41 per cent higher than the overall average.

Benefits: Manufacturing and logistics professionals rate traditional work-life balance benefits higher than other functions, with 61 per cent saying they want time off in lieu and 60 per cent including flexible work hours in their list of most-wanted benefits.

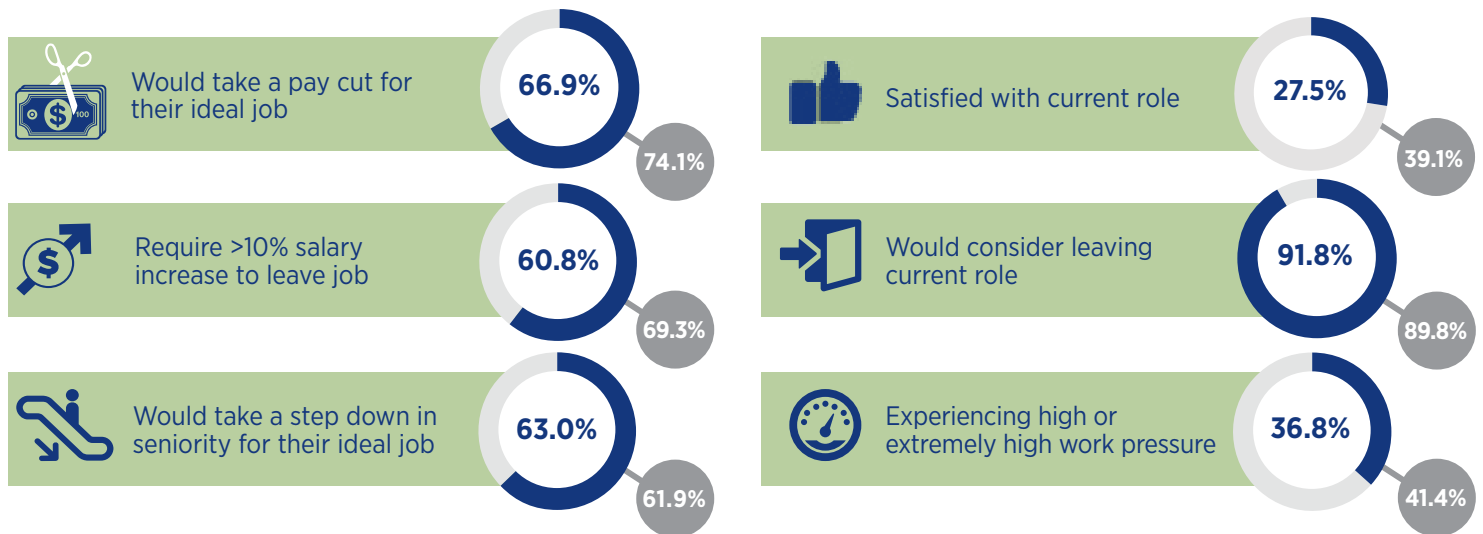
Top tip

Manufacturing and logistics employees are less happy in their current role, and slightly more likely to consider leaving for the right offer. Two-thirds include time off in lieu and flexible work hours in their list of sought-after benefits so consider adding these traditional work-life balance benefits to your offering to stand out from your competitors.

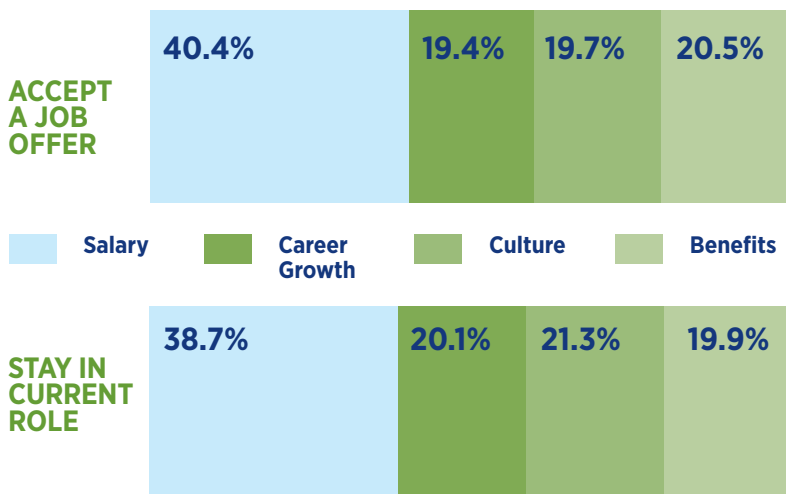
OFFICE PROFESSIONALS

At a glance

Office Professionals Overall



What do office professional candidates prioritize?



Culture: Compared to overall results, office professionals are almost twice as likely to value perks and 26 per cent more likely to value amenities and facilities as part of a good company culture.

Benefits: Office professionals reported receiving the least number of benefits, and conversely reported wanting to receive the most new benefits. Training, paid overtime, pension matching, and performance bonuses top their list of most-wanted benefits.

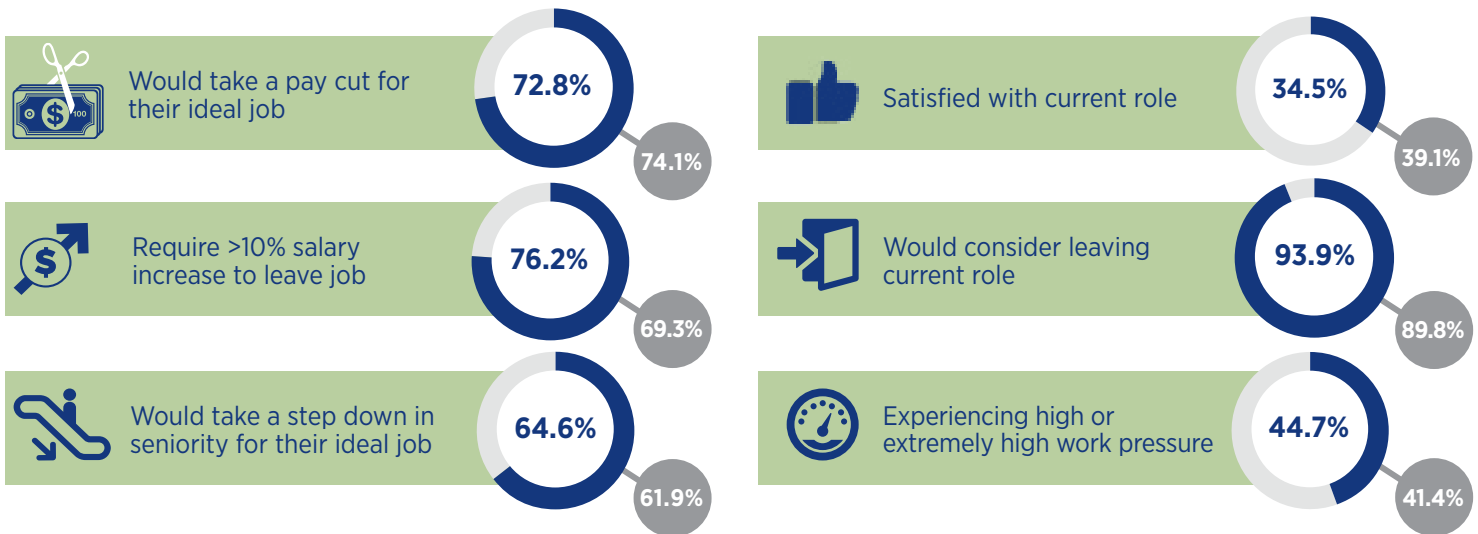
Top tip

As a function with a reputation for flatter career paths, it's not surprising that office professionals did not value career progression as highly as other functions. Attract the best candidates with a strong total compensation package, and convince them to stay by offering a great company culture and options for career progression.

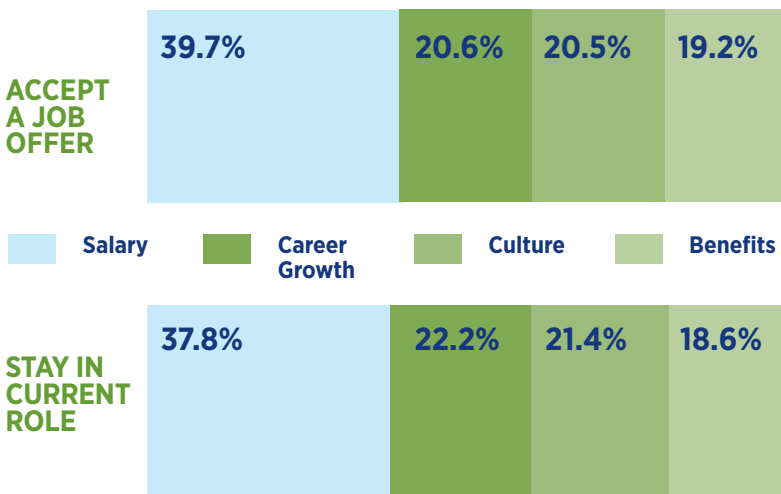
PROCUREMENT

At a glance

● Procurement ● Overall



What do procurement candidates prioritize?



Culture: Work life balance made the top three for all functions, but was especially important to Procurement and supply chain professionals, 88 per cent of whom rated it as important for good company culture.

Benefits: Compared to other functions, procurement professionals are more likely to include share incentives and paid overtime in their top five sought-after benefits.

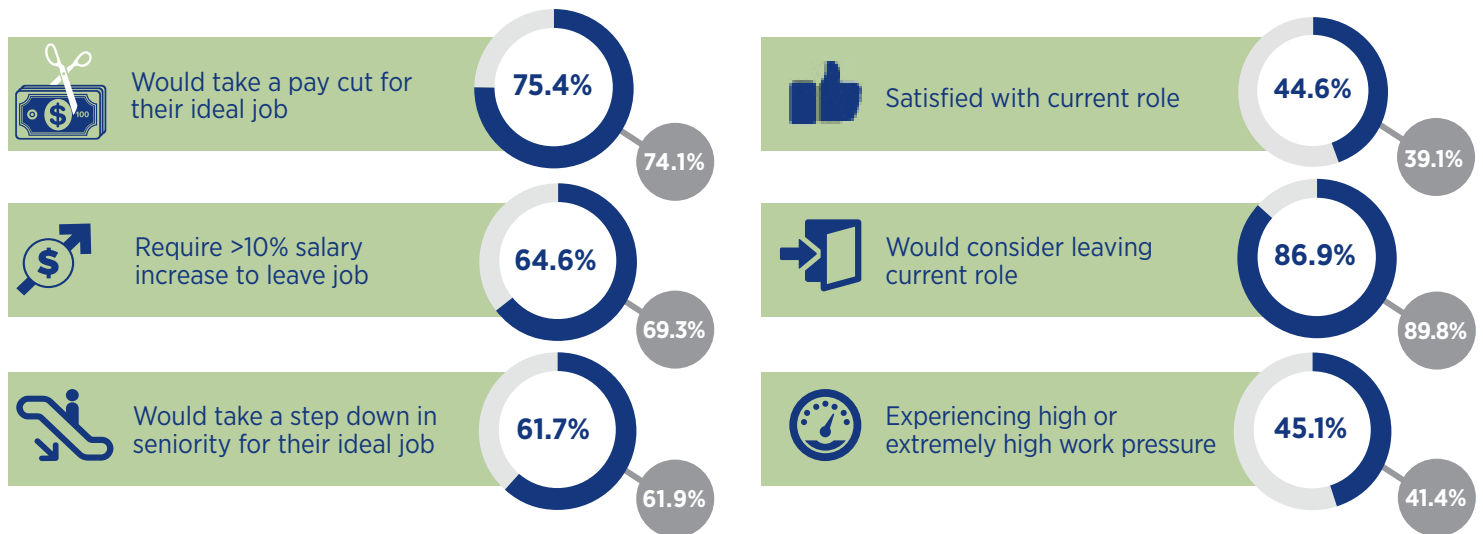
Top tip

Procurement professionals are experiencing high workplace pressure, with 45 per cent saying they feel high to extremely high pressure. They are also one of the functions most likely to say they would consider leaving for the right offer. Attract and retain procurement and supply chain candidates by supporting them at work to ensure they are not over-worked, and offer paid overtime or time off in lieu to support their work-life balance.

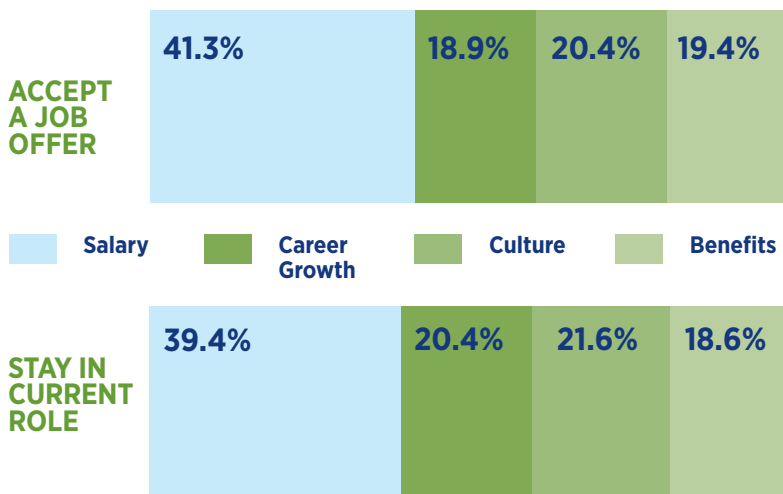
PROPERTY & FACILITIES MANAGEMENT

At a glance

● Property & Facilities Management ● Overall



What do property and facilities candidates prioritize?



Culture: Property professionals are 23 per cent more likely to value amenities and facilities as part of company culture, compared to the overall results, and are 27 per cent more likely to say culture is the main reason they would leave their job.

Benefits: Two-thirds (68%) of property professionals would like to receive a signing bonus or incentive so if you're trying to attract a passive candidate that could be the key to success.

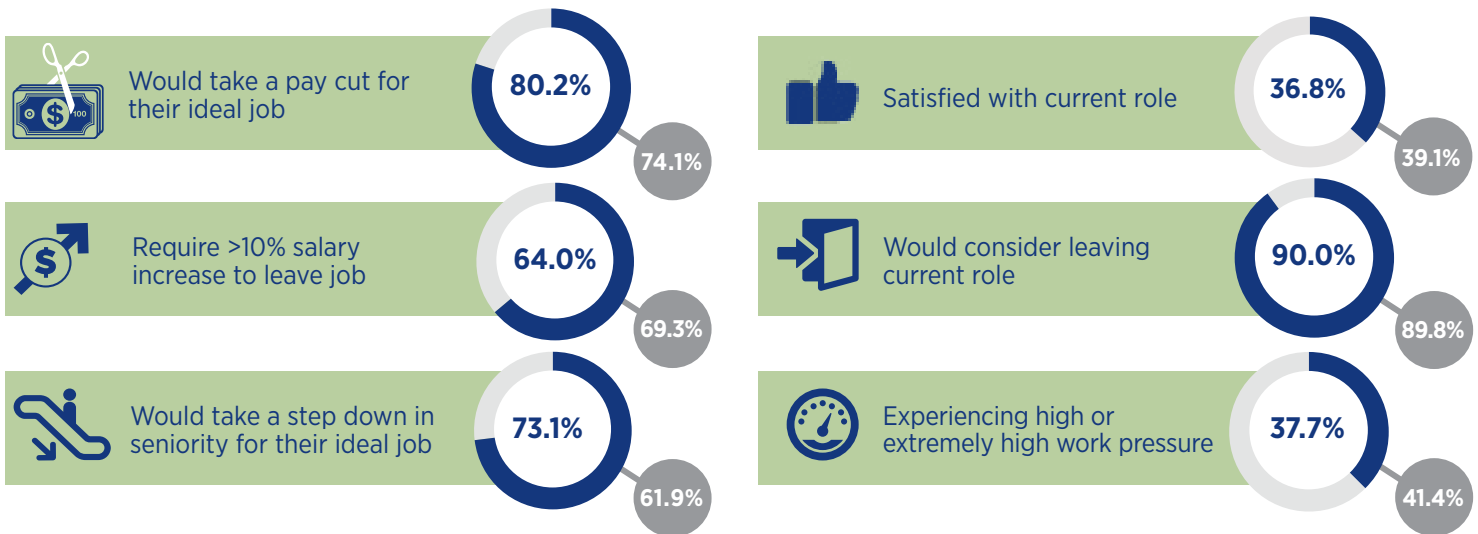
Top tip

Almost half (45%) of property professionals are feeling high work pressure, but they are also one of the happiest demographics and are less likely to consider leaving compared with other functions. Attract top candidates with a one-off signing bonus, and retain them by focusing on a great culture - more than a third say culture is the main reason they would consider leaving their current role.

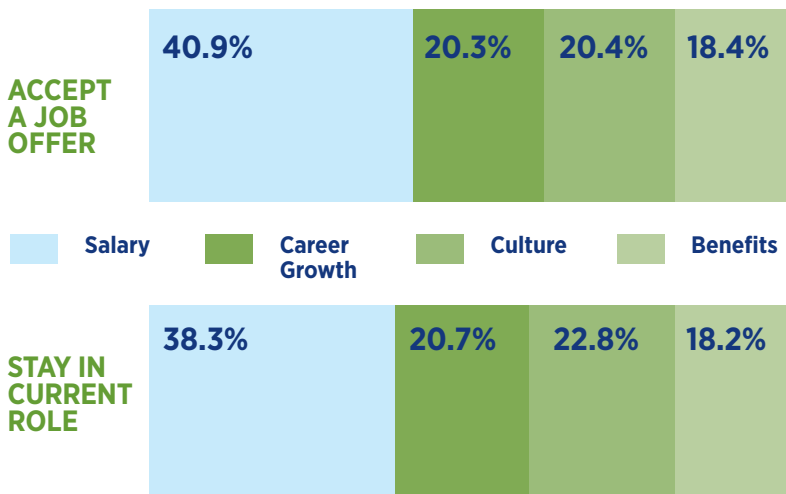
RESOURCES & MINING

At a glance

Resources & Mining Overall



What do resources and mining candidates prioritize?



Culture: Asked about what contributes to a good company culture, resources and mining professionals are 11 per cent more likely to value working with the right team, and eight per cent less likely to include company values, compared with overall responses.

Benefits: The most sought-after benefits for resources and mining professionals are personal development allowance, signing bonus, financial support for training, share incentives, and performance bonus.

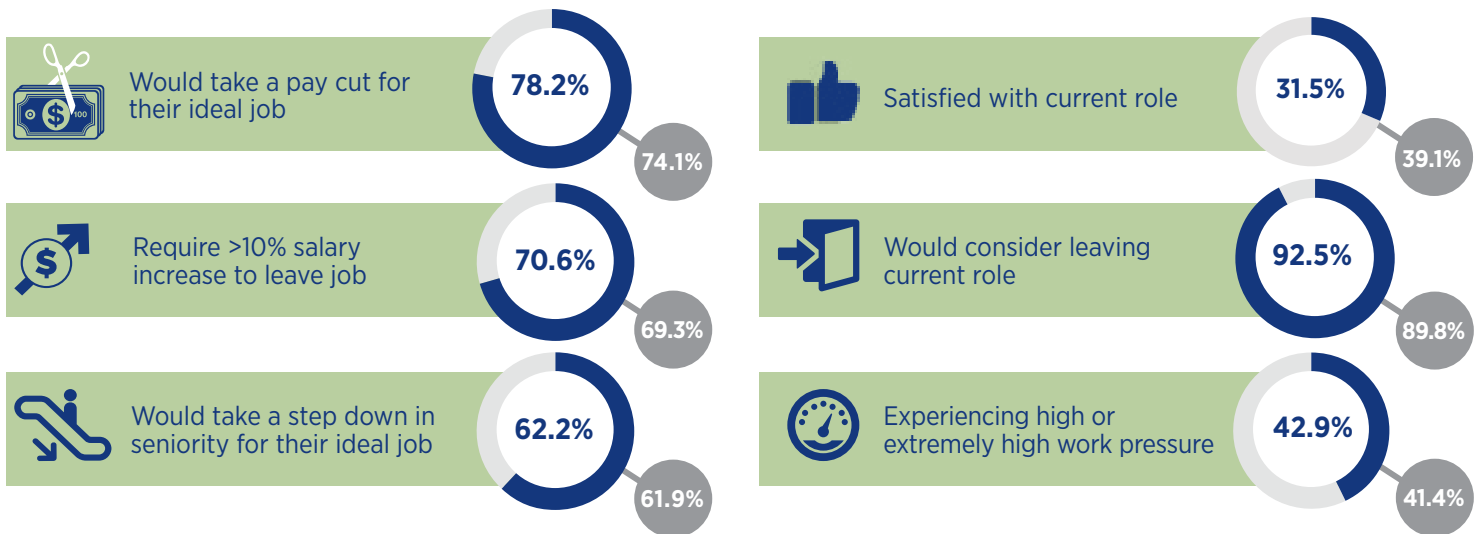
Top tip

Resources and mining candidates are 25 per cent more likely to say they would accept a pay cut of more than 10 per cent for their ideal job, and are 32 per cent more likely to say they would leave their current role for the same salary they are currently on. Focus on career opportunities to attract these candidates - 40 per cent say that's the main reason they would leave their current position.

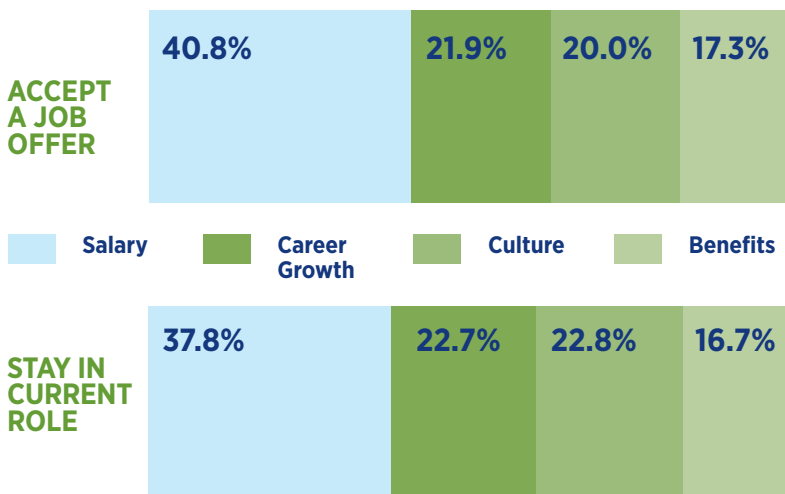
SALES & MARKETING

At a glance

● Sales & Marketing ● Overall



What do sales and marketing candidates prioritize?



Culture: Sales and marketing professionals are 20 per cent more likely to value social events as an important part of company culture, compared to the overall results.

Benefits: More than three-quarters (78%) of sales and marketing professionals want a personal development allowance, which is 10 per cent higher than overall averages.

Top tip

Attract sales and marketing candidates with career growth options, especially benefits such as a personal development allowance that give them control over their training and development. Career and culture are equally important for retaining these professionals. A quick win could be launching a social events calendar - they are 20 per cent more likely to include social events as critical for a good company culture.

10 REASONS TO WORK WITH HAYS

1

Get help that targets your most pressing or time-consuming recruitment problems

Talk to a Hays consultant to find a tailored solution for your biggest recruitment headaches. That's the service that earned us an HR Reporter Readers' Choice award for Best Recruitment Agency.

2

Access new sources of candidates that aren't in your network

As the most-followed recruiter on LinkedIn, we're connected with more than 1.8 million people, plus other social media and association memberships to help you tap into new pools of passive candidates.

3

Improve your employer brand to stand out as an employer of choice

Why should candidates choose to work for you? We'll help you develop an employer value proposition, and promote it to increase candidate awareness and interest.

4

Find the right fit to make hires that stay longer and are more successful

The number one reason someone leaves or is let go is poor fit, but fit isn't always assessed during hiring. We'll help you find the right candidate to match your culture and needs. Get a copy of the [Hays Fit Report](#) to learn more.

5

Capitalize on our industry and function expertise to get the right technical skills

Our specialist recruitment consultants are immersed in their sector and profession to make sure you get candidates with the skills and experience you're looking for.

6

Improve time to hire for higher productivity and lower workforce pressure

An empty desk costs your company daily. With recruiters efficiently screening candidates, arranging interviews, and communicating offers, we get you from job approval to onboarding faster, so you can focus on driving results.

7

Give line managers their time back so they can focus on core tasks

Reduce time lost on recruitment processes by outsourcing to an expert recruiter who can review resumes and give you a live phone presentation to summarize their results and recommendations.

8

Better candidate intel means fewer rejected offers

Throughout the recruitment process, our consultants build rapport and relationships with your candidates, so they understand the candidate's priorities and objectives, helping you make an offer that won't get rejected.

9

Stay competitive by ensuring your offer package meets market rate

Don't miss out on top talent with outdated salary ranges – ask us about local and industry trends to stay competitive in a candidate-short market.

10

Find more candidates with the skills you need by tapping into national and international talent pools

With eight locations across Canada, and offices in 33 countries worldwide, we have access to a wide range of top talent who could be the right fit for your organization and team.

Our global leading brand underpins our local and niche attraction efforts, resulting in Hays being the #1 most followed recruitment company on LinkedIn.

We have the best network of available qualified candidates as a result of our digital recruitment strategy, enabling us to find you the best talent.

Through our 360 model of client-onboarding, assessment, servicing and candidate matching, we understand your needs, providing you with the best qualified candidates.

Our standardized compliance of complete due diligence, tailored delivery model and full service management, guarantees your peace of mind.



WE ATTRACT THE BEST TALENT

- Global brand
- Candidate attraction strategy
- Leading technology

WE MAKE THE BEST MATCH

- Understand your needs
- Provide quality candidates
- Standardize compliance

SERVICE EXCELLENCE

9/10
customer satisfaction
*Hays Performance Indicator

WE PROVIDE INDUSTRY EXPERTISE

- Specialist consultants
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- Thought-leadership



Our specialist consultants know your industry, based on their specialization by location, discipline and niche skill sets.

As a result of our global leading recruitment and industry training and renowned thought-leadership, our team of experts deliver labour market insight and advice, supporting you throughout your hiring process.

ABOUT HAYS

GLOBAL REACH

33
Countries

252
Hays offices worldwide

9,214
Hays employees worldwide

67,000
Permanent placements last year

220,000
Contract workers last year

49
Years in business

LOCAL PRESENCE

215
Specialist recruitment consultants

2,500
Placements per year

Top 3
Permanent recruiter in Canada

8
Offices

ABOUT OUR CANADIAN OPERATIONS

CANADIAN OFFICES

Calgary
Edmonton
Ottawa
Montreal
Mississauga
Toronto
Vancouver
Winnipeg

CANADIAN BUSINESS

Temporary
Contract
Permanent
Retained search
MSP/RPO
VMS

CANADIAN SPECIALISMS

13
Accounting & Finance
Banking & Capital Markets
Construction & Property
Engineering & Manufacturing
Executive Search
Financial Services
Human Resources
Information Technology
Legal
Office Professional
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