



# 2018 > Q2

Canada 

Alberta 

Applications Management Consulting Ltd.

## Calgary & Area Labour Market Report

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This Calgary and Area Labour Market Report is produced four times a year and provides results on labour market needs, shortages and issues from the perspective of employers in the Calgary Region.

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The Calgary Census Metropolitan Area (CMA) economy is forecast to expand by about 1.0% in 2018. Annual real GDP growth is projected to average around 1.1% over the next few years.

### PAST GROWTH

Thanks to higher oil prices, the Calgary Census Metropolitan Area (CMA) economy posted strong growth of 6.3% in 2017, following two years of significant contraction. Calgary had the fastest growing economy among major metropolitan areas in Canada in 2017, followed by Edmonton (5.0%), Montreal (3.7%) and Toronto (3.6%).

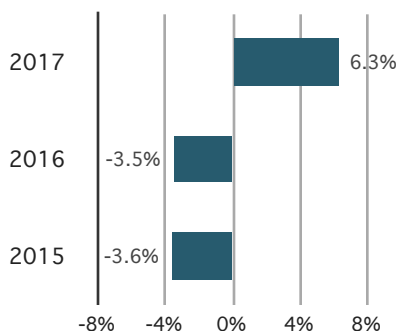
### CURRENT GROWTH

Economic growth in the Calgary CMA is expected to moderate relative to 2017's rebound, with real GDP growth forecast at a rate of 1.0% in 2018.<sup>1</sup> Leading sectors should include health services and construction.

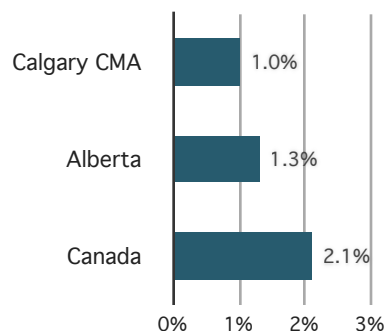
### FUTURE GROWTH

While oil prices have improved and stabilized over the past year, they are expected to remain below their pre-recession highs over the next few years. As a result, real GDP in the Calgary CMA should remain in the moderate growth range of around 1.1% through 2022. Calgary and Saskatoon are forecast to be the fastest growing CMAs in Canada from 2019 - 2022.

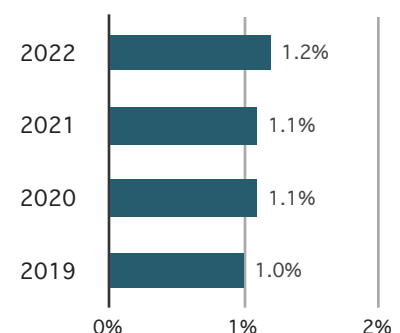
Calgary CMA Past GDP Growth



GDP Growth Forecast 2018



Calgary CMA GDP Growth Forecast



<sup>1</sup> Forecast data from Applications Management Consulting, Calgary & Area Employment Forecast, Summer 2018.

The price of West Texas Intermediate (WTI) crude oil is forecast to average \$US66 per barrel in 2018 and \$US62 in 2019.

## OIL PRICES

For the second consecutive quarter, the price of WTI oil topped the US\$60 per barrel mark, averaging US\$68 in Q2 2018. Prior to Q1 2018, WTI oil prices have not averaged more than US\$60 since Q4 2014. OPEC's crude oil production has dropped significantly this year, a main driver in the rise of prices. The US Energy Information Administration forecasts WTI oil prices will average US\$65.95 per barrel in 2018 and US\$62.04 in 2019.<sup>2</sup>

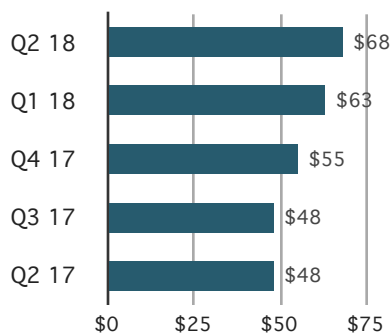
## INFLATION

Inflation in Alberta accelerated in June 2018, driven mainly by higher gasoline and electricity prices. The province's annual inflation rate rose to 2.8%, from 2.6% in May 2018. Compared to June 2017, total energy prices in Alberta jumped 21%. Calgary's inflation rate was unchanged at 2.6% in June 2018, while Edmonton's inflation rate increased to 3.1%, from 2.7% in May 2018.<sup>3</sup>

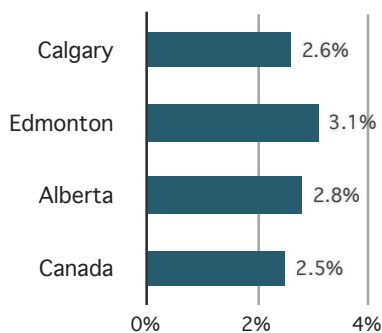
## WEEKLY EARNINGS

The average weekly earnings of payroll employees in the Calgary CMA increased by \$2 month-over-month and by \$33 year-over-year to \$1,175 in June 2018. Calgarians employed in the utilities and mining and oil and gas industries had the highest average weekly earnings at \$2,156 and \$2,009 respectively in June 2018, while accommodation and food services employees had the lowest weekly earnings at \$594.<sup>4</sup>

WTI Prices, Quarterly Avg. (US\$/bbl)



Inflation Rates June 18 (y/y)



Calgary CMA Avg Weekly Earnings



<sup>2</sup> Baytex Energy Corp. Historical Oil Pricing. WTI forecast source: Energy Information Administration, Short Term Energy Outlook, July 10, 2018.

<sup>3</sup> Statistics Canada. Table 18-10-0004-01 Consumer Price Index, monthly, not seasonally adjusted

<sup>4</sup> City of Calgary, Corporate Economics, Economics, Labour Market Review, May and June 2018.

The number of Calgarians receiving Employment Insurance (EI) benefits declined to 17,300 in June 2018, the lowest level seen in nearly 3 years.

## NON-RESIDENTIAL CONSTRUCTION

Investment in non-residential building construction in the Calgary CMA totaled \$912 million in Q2 2018, down 4.8% year-over-year. Investment in commercial projects, which made up nearly 60% of non-residential construction spending in Calgary, declined 19% y/y. Investment in Edmonton was down 14.6% y/y in Q2 2018, while nationally, non-residential investment rose 7.8%.<sup>5</sup>

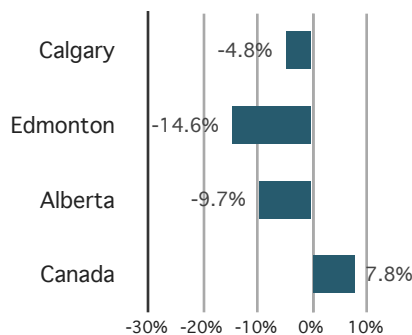
## EMPLOYMENT INSURANCE

Employment Insurance (EI) beneficiaries receiving regular benefits in Calgary fell to 17,300 in June 2018, down 2.9% from the previous month and down 31% year-over-year. June's decline continued the downward trend that began in the summer of 2016, when the number of regular EI beneficiaries in Calgary reached a peak of 34,530 in July 2016.<sup>6</sup>

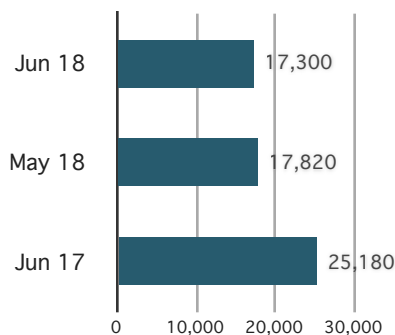
## DOWNTOWN OFFICE MARKET

Calgary's downtown office vacancy rate fell slightly to 26.8% in Q2 2018, from 27.2% the previous quarter, but remained the highest among major metropolitan areas in Canada, along with Edmonton (16.5%). Vancouver (2.8%) and Toronto (1.6%) had the lowest downtown office vacancy rates in Q2 2018, with the average net rent in downtown Toronto more than double that of Calgary (\$31 vs. \$14).<sup>7</sup>

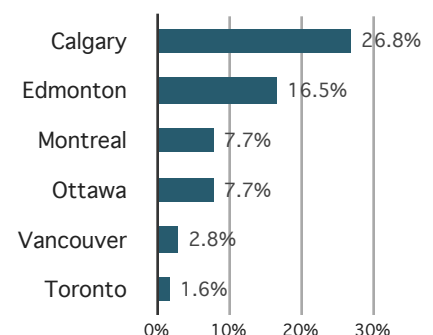
Inv. in Non-Res Construction Q2 18 (y/y)



Calgary EI Recipients



Q2 18 Downtown Office Vac. Rates



<sup>5</sup> Statistics Canada. Table 34-10-0011-01

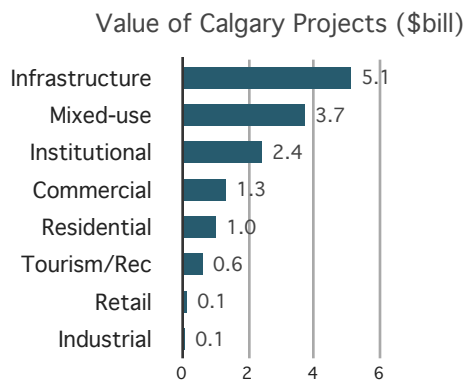
<sup>6</sup> Statistics Canada. Tables 14-10-0013-01 and 14-10-0012-01.

<sup>7</sup> Colliers, National Office Dashboard Report, Q2 2018, Metro Areas, Population > 1 Million, July 10, 2018.

Consumer bankruptcies in Calgary were up 11.5% year-over-year in the first half of 2018.

## PROJECTS UNDER CONSTRUCTION

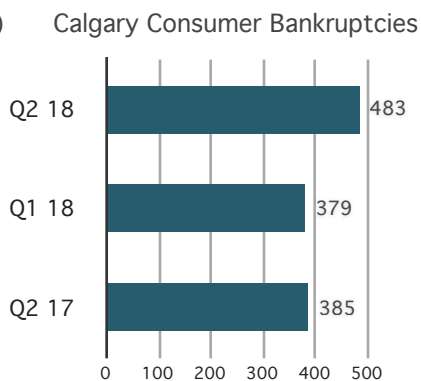
As of June 2018, there was an inventory of 96 major projects (with a minimum cost of \$5 million) under construction in Calgary, valued at an estimated \$14.7 billion. Infrastructure projects accounted for 35% of the value of the projects (\$5.1 billion), while mixed-use projects accounted for 25% (\$3.7 billion) and institutional projects accounted for 16% (\$2.4 billion).<sup>8</sup>



## CONSUMER BANKRUPTCIES

The number of Calgarians that filed for personal bankruptcy jumped to 483 in the second quarter of 2018, from 379 the previous quarter and 385 year-over-year

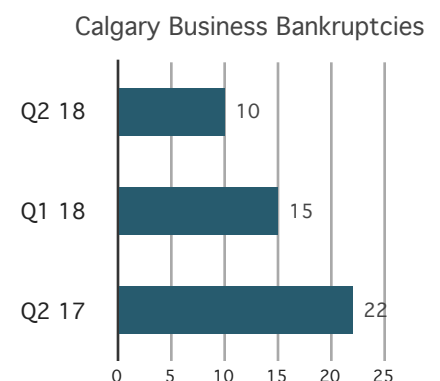
Year-to-date June 2018, consumer bankruptcies in Calgary totaled 862, an 11.5% increase from the 773 bankruptcies filed in the first half of 2017.<sup>9</sup>



## BUSINESS BANKRUPTCIES

Ten Calgary businesses filed for bankruptcy in Q2 2018, down from 15 bankruptcies the previous quarter and down significantly from 22 bankruptcies in Q2 2017.

To the end of June 2018, a total of 25 Calgary businesses filed for bankruptcy, a 16.6% decrease from the 30 bankruptcies filed in the first six months of 2017.<sup>10</sup>



<sup>8</sup> Alberta Government, Inventory of Alberta Major Projects.

<sup>9</sup> Office of the Superintendent of Bankruptcy Canada, Insolvency Statistics in Canada - Second Quarter 2018.

<sup>10</sup> Ibid.

Calgary's population reached 1.267 million in April 2018 and is expected to increase to 1.344 million by 2023. Net migration to the city is forecast to average 7,000 per year over the next five years, while natural increase should account for an additional 9,000 per year over the same period.

### PAST POPULATION

The economic recession of 2015 - 2016 hit Calgary hard, resulting in a net 6,500 people migrating out of the city in 2016 due to reduced prospects for employment. Calgary's population increased by just 0.4% in 2016, due entirely to natural increase. As the economy began to improve, a net 1,000 people moved back to Calgary in 2017 and the city's population grew by 0.9%.<sup>11</sup>

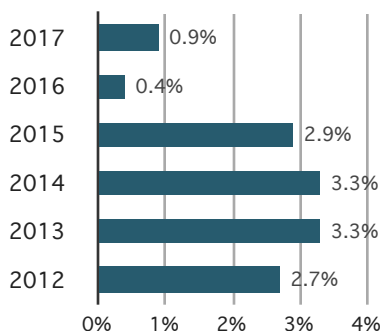
### CURRENT POPULATION

Calgary's population increased by 21,010 or 1.7% from the previous year to 1,267,340 in April 2018. Net migration accounted for 55% of the population increase in 2018 (11,590 people), while natural increase accounted for an additional 9,420 people. Calgary's largest communities in terms of population this year include Panorama Hills (25,860), Beltline (24,890), Saddle Ridge (21,570), and Evergreen (21,340).

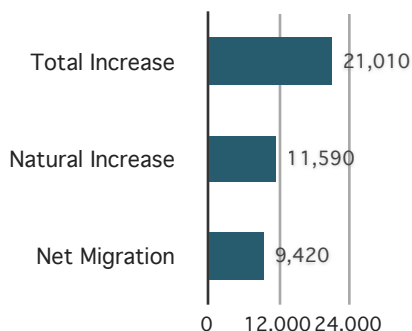
### FUTURE POPULATION

Calgary's population is forecast to grow at a pace of around 1.3% over the 2019 - 2023 period. By 2023, Calgary is expected to be home to about 1.34 million people, with net migration averaging approximately 7,000 per year over the next five years. Natural increase (births minus deaths) should average around 9,000 over the same period.

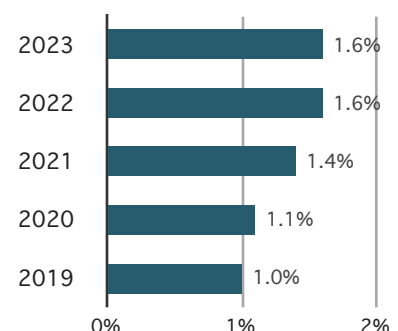
Calgary Past Pop. Growth



Calgary Pop. Increase (Apr-Mar) 2018



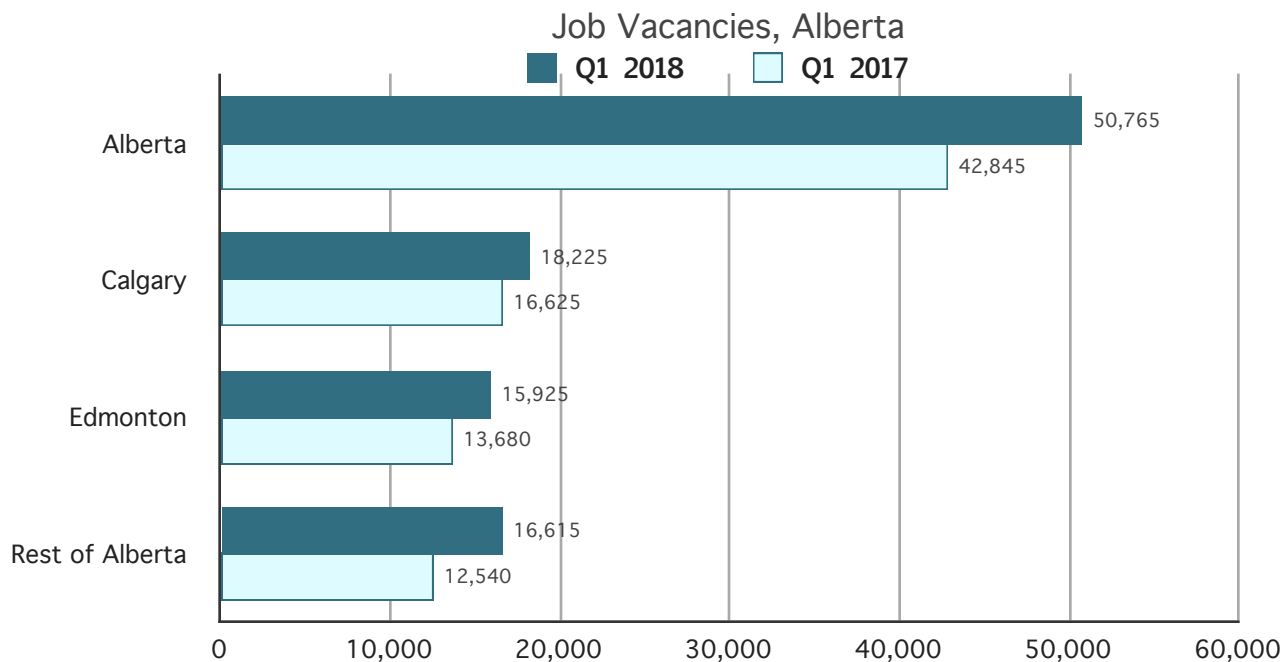
Calgary Pop. Growth Forecast



<sup>11</sup> Sources for past, current and forecast population data: City of Calgary, 2018 Civic Census Results, City of Calgary, Corporate Economics, Calgary and Region Economic Outlook 2018 - 2023, Spring 2018.

The number of job vacancies rose 10% in the Calgary region, 16% in the Edmonton region, and 33% in the rest of Alberta year-over-year in Q1 2018. Overall, Alberta employers reported nearly 50,800 job vacancies in Q1 2018, a 19% increase compared to Q1 2017.

According to the most recent data, businesses in Alberta reported 50,765 job vacancies in Q1 2018, up 7,920 (+18.5%) from Q1 2017. The province's overall job vacancy rate increased to 2.6% in the first quarter of 2018, from 2.2% a year earlier. In Calgary, job vacancies were up 1,600 (+9.6%) year-over-year, while in Edmonton, the number of job vacancies increased by 2,245 (+16.4%). Calgary's and Edmonton's job vacancy rate stood at 2.4% in Q1 2018, up from 2.2% and 2.1% respectively the previous year. The job vacancy rate is the total number of job vacancies as a percentage of labour demand (the sum of all occupied plus vacant jobs). An increase in the vacancy rate suggests employers are having more difficulties filling positions.<sup>12</sup>



<sup>12</sup> Statistics Canada. Table 14-10-0325-01 Job vacancies, payroll employees, job vacancy rate, and average offered hourly wage by provinces and territories, quarterly, unadjusted for seasonality.



Calgary's unemployment rate was 7.7% in the second quarter of 2018; while employment was up 0.4% y/y.

### PARTICIPATION

Calgary's labour force participation declined to 73.0% in Q2 2018, from 74.4% the previous quarter and 75.0% in Q2 2017. Calgarians aged 25 - 54 (89.4%) has a higher labour force participation rate than youth aged 15 - 24 (62.3%) and adults aged 55+ (45.4%) in Q2 2018. In addition, men had a higher participation rate (77.9%) than women (68.2%).

The participation rate is the number of persons employed, or unemployed but looking for a job, divided by the total working-age population.

### EMPLOYMENT

Employment in the Calgary CMA rose to 836,500 in the second quarter of 2018, up by 3,200 or 0.4% year-over-year.

Employment in Calgary is forecast to increase by 1.0% in 2018 (8,600 net new jobs). Most major industries are forecast to grow in 2018, with health services (+2.9%), construction (+2.0%) and transportation and warehousing (+1.7%) leading the way.<sup>13</sup>

### UNEMPLOYMENT

Calgary's unemployment rate fell to 7.7% in Q2 2018, from 8.2% the previous quarter and 8.9% year-over-year.

St. John's NL had the highest average unemployment rate among major metropolitan areas in Canada in Q2 2018 at 8.6%, followed by Calgary (7.7%), Halifax (7.3%) and Saskatoon (7.0%). Quebec (3.8%) and Victoria (4.2%) had the lowest unemployment rates. Canada's unemployment rate averaged 5.9% in Q2 2018.

Calgary Labour Force Stats	Q2 2018	Q1 2018	Q2 2017
✓ Participation Rate	73.0%	74.4%	75.0%
✓ Employment Rate	67.4%	68.3%	68.3%
✓ Unemployment Rate	7.7%	8.2%	8.9%

Source: Statistics Canada. Table 14-10-0294-01

<sup>13</sup> Forecast data from Applications Management Consulting, Calgary & Area Employment Forecast, Summer 2018.

### TYPE OF WORK

Year-over-year, employment in the Calgary CMA rose by just 0.4% in the second quarter of 2018.

The number of Calgarians working full-time rose to 694,900 in Q2 2018, up 1.5% (+10,300) year-over-year. Women accounted for the majority of the gains in full-time work (+3.4% or +9,800), while full-time work among men increased by just 400 or 0.1%.

Part-time employment fell 3.8% (-5,700) year-over-year in Q2 2018, with women accounting for all the decrease (-7.9% or -8,200).

### GENDER

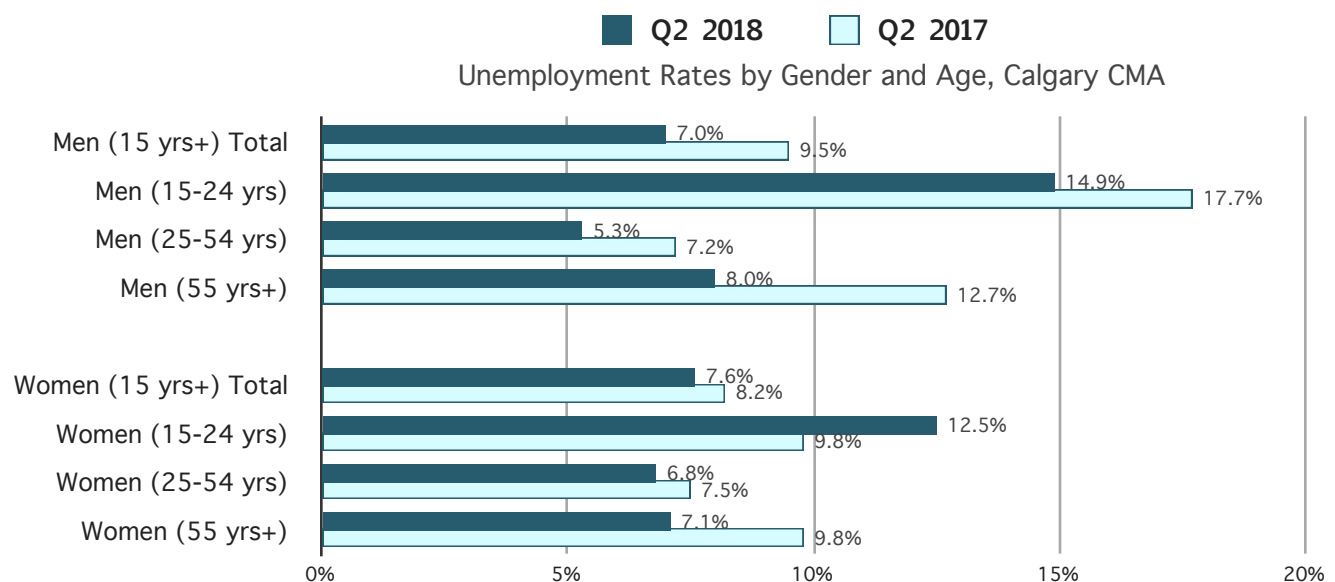
Employment increased 0.7% (+2,900) year-over-year for men in the second quarter of 2018, while employment growth for women was 0.4% (+1,600).

Overall, the unemployment rate for men fell significantly to 7.0% in Q2 2018, while the unemployment rate for women declined to 7.6%. Men aged 15 - 24 years had the highest unemployment rate in the second quarter at 14.9% while men aged 25 - 54 years had the lowest unemployment rate at 5.3%.

### AGE

Employment among Calgarians aged 25 - 54 years rose 1.6% (+9,300) on the year in the second quarter of 2018, the only major age category to record a gain. Employment fell 2.9% (-2,900) among youth aged 15 - 24 years and 1.2% (-1,800) among Calgarians aged 55+ years.

In the second quarter of 2018, 11.5% of all employed Calgarians were aged 15 - 24 years, 71% were aged 25 - 54 years and 17.5% were aged 55+ years.



Source: Statistics Canada. Table 14-10-0095-01 Labour force characteristics by census metropolitan area, three-month moving average, unadjusted for seasonality

There were 101,500 employed Indigenous people living off-reserve in Alberta in Q2 2018, representing 4.4% of Alberta's overall employment.

### PARTICIPATION

Alberta's labour force participation rate for Indigenous people living off-reserve fell to 65.9% in Q2 2018, from 66.1% the previous year. Indigenous men had a higher labour force participation rate (71.0%) than women (61.0%) in Q2 2018.

The participation rate for non-Indigenous Albertans declined to 72.4% in Q2 2018.

### EMPLOYMENT

In Q2 2018, there were 101,500 employed Indigenous people living off-reserve in Alberta, up 3.5% year-over-year. Approximately 18% were employed in the Calgary Economic Region and 36% were employed in Edmonton.

The employment rate for Indigenous people rose to 59.4% in Q2 2018, from 58.3% the previous year. The employment rate for non-Indigenous Albertans rose slightly to 67.8% in Q2 2018.

### UNEMPLOYMENT

There were 11,200 unemployed Indigenous people living off-reserve in Alberta in Q2 2018, down from 13,100 in Q2 2017. The unemployment rate for Alberta Indigenous people declined to 10% in Q2 2018, from 11.8% a year earlier.

Ontario had the lowest unemployment rate for Indigenous people living off-reserve in Q2 2018 at 6.8%, followed by Nova Scotia (8.9%).

Alberta Labour Force Stats	Indigenous (unadjusted 3-month moving avg)		Non-Indigenous (unadjusted 3-month moving avg)	
	Q2 2018	Q2 2017	Q2 2018	Q2 2017
✓ Participation Rate	65.9%	66.1%	72.4%	73.1%
✓ Employment Rate	59.4%	58.3%	67.8%	67.5%
✓ Unemployment Rate	10.0%	11.8%	6.4%	7.7%

Statistics Canada and Alberta Government, Labour Force Stats, June 2018 Alberta Indigenous People Living Off-Reserve Package, unadjusted 3-month moving average, and Statistics Canada and Employment and Social Development Canada, Labour Market Bulletin-Alberta June 2018, unadjusted 3-month moving average.

### TYPE OF WORK

Year-over-year, employment for Alberta Indigenous people living off-reserve rose by 3.8% (+3,800) in the second quarter of 2018.

The number of Indigenous people working full-time rose to 85,100 in Q2 2018, up 4.6% (+4,600) year-over-year.

Part-time employment declined slightly year over-year (-800) to 16,400 in Q2 2018.

### INDUSTRY

Sixty-nine per cent of all employed Indigenous people living off-reserve (70,300) worked in Alberta's services-producing sector in the second quarter of 2018. Sixteen per cent (16,100) were employed in the wholesale/retail trade industry and 10% (10,400) in the health care and social assistance industry.

In the goods-producing sector, 17% (16,900) of all employed Indigenous people living off-reserve were employed in the construction industry.

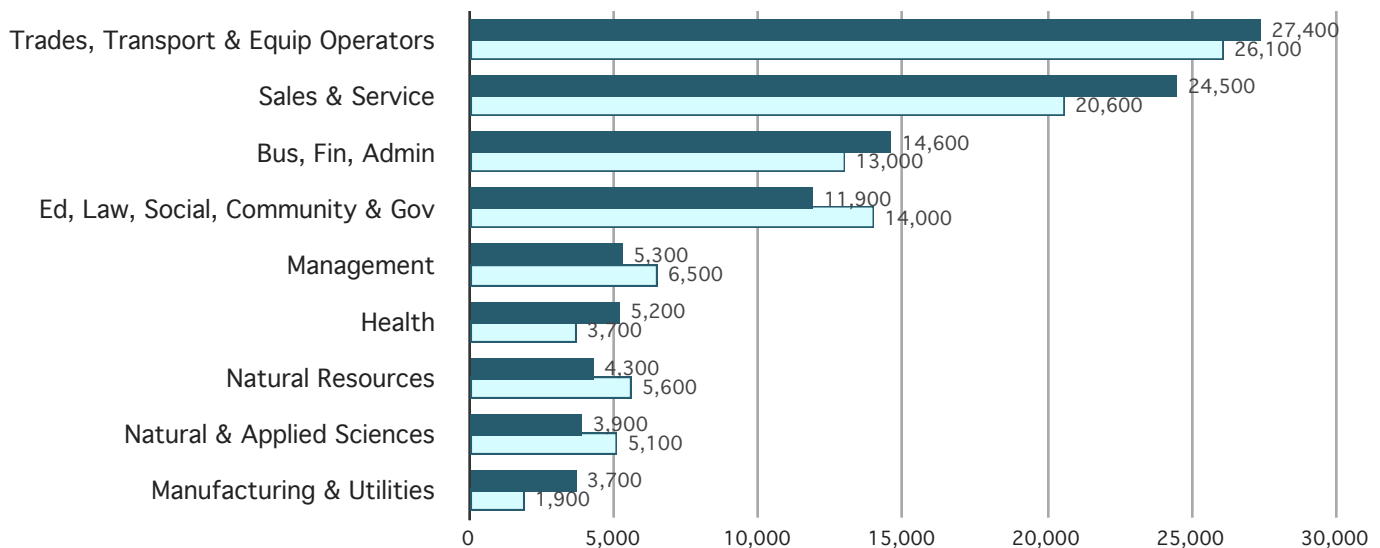
### OCCUPATION

Employment among Alberta Indigenous people increased in 5 of 9 occupation categories year-over-year in the second quarter of 2018.

Just over half of all employed Indigenous people living off-reserve (51,900) worked in one of two major occupation categories in Q2 2018. Twenty-seven per cent (27,400) were employed in trades, transportation and equipment operator occupations, and 24% (24,500) were employed in sales and service occupations.

■ Q2 2018    □ Q2 2017

Employment by Occupation, Indigenous People Living Off-Reserve, Alberta



Source: Statistics Canada and Alberta Government, Labour Force Stats, March 2018 Alberta Indigenous People Living Off-Reserve Package, April 6, 2018, Unadjusted, 3-month moving average.

There were 92,500 employed new immigrants (landed 5 or less years) in Alberta in Q2 2018, representing 4.0% of Alberta's overall employment.

### PARTICIPATION

Alberta's labour force participation rate for new immigrants (landed 5 or less years) increased significantly to 78.2% in Q2 2018, from 75.1% the previous year. This compares to a participation rate of 72.0% for all landed immigrants in the province in Q2 2018, up slightly from 71.1% year-over-year.

### EMPLOYMENT

In the second quarter of 2018 there were 92,500 employed new immigrants in Alberta, representing 4.0% of the province's overall employment. Approximately 80% of Alberta's new immigrants were employed full-time in Q2 2018.

The employment rate for new immigrants stood at 74.0% in Q2 2018, compared to 67.8% for all landed immigrants in Alberta.

### UNEMPLOYMENT

There were 5,400 unemployed new immigrants in Alberta in Q2 2018, down significantly from 11,000 in Q2 2017. The unemployment rate for Alberta's new immigrants dropped to 5.5% in Q2 2018, compared to 9.6% the previous year.

Alberta had the lowest unemployment rate for new immigrants in Q2 2018, followed by Saskatchewan (5.9%) and BC (7.0%).

Alberta Labour Force Stats	New Immigrants (unadjusted 3-month moving avg)		All Landed Immigrants (unadjusted 3-month moving avg)	
	Q2 2018	Q2 2017	Q2 2018	Q2 2017
✓ Participation Rate	78.2%	75.1%	72.0%	71.1%
✓ Employment Rate	74.0%	67.9%	67.8%	64.7%
✓ Unemployment Rate	5.5%	9.6%	5.8%	9.0%

Statistics Canada. Table 14-10-0082-01 Labour force characteristics by immigrant status, three-month moving average, unadjusted for seasonality

These are the industries that posted the greatest change in employment in the Calgary CMA and Alberta in Q2 2018 (y/y).

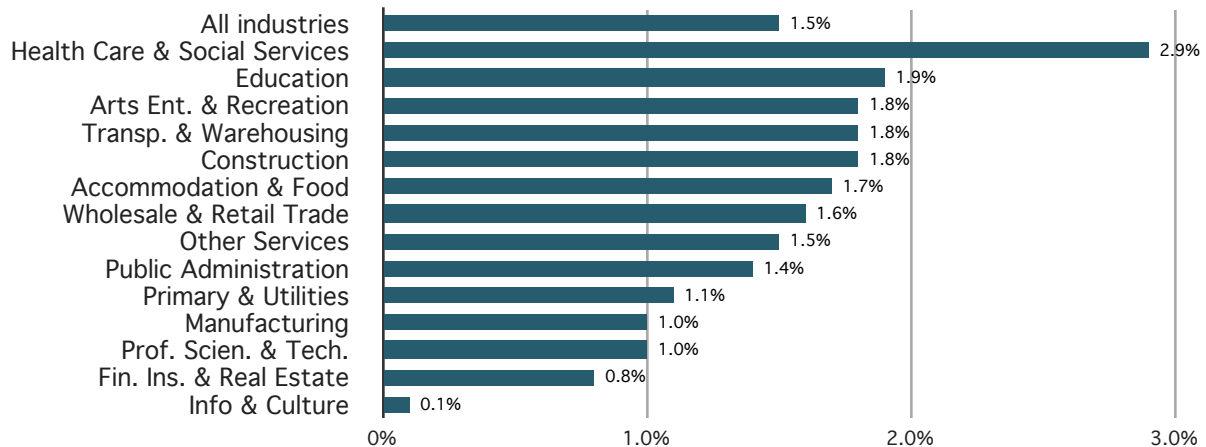
### Calgary CMA Highlights

Construction	Mining & Oil & Gas	Fin., Ins., Real Estate & Leasing	Educational Services
+14,200 (+20%)	+6,600 (+15%)	-6,800 (-14%)	-6,600 (-12%)

### Alberta Highlights

Mining & Oil & Gas	Construction	Other Services	Accommodation & Food Services
+11,200 (+7.8%)	+10,700 (+4.5%)	-6,900 (-5.9%)	-4,000 (-2.7%)

2019 Forecast Change in Employment by Industry, Calgary CMA



Sources: Calgary data: Statistics Canada. Table 14-10-0097-01 Employment by industry, three-month moving average, unadjusted for seasonality, census metropolitan areas. Alberta data: Statistics Canada. Table 14-10-0355-01 Employment by industry, monthly, seasonally adjusted, quarterly average.. Forecast data from Applications Management Consulting, Calgary & Area Employment Forecast, Summer 2018.

Survey Results: 200 medium-sized employers with 50 - 99 employees were surveyed in Q2 2018.

## PAST BUSINESS ACTIVITY

On balance, 21% of employers reported that their company expanded in the 12 months prior to their survey (38% said they expanded and 17% said they downsized), up significantly from Q2 2017 when 15% of employers on balance reported a business downsize.

Employers in Q2 2018 reported overall business expansion for the first time since 2015.

## FUTURE BUSINESS ACTIVITY

On balance, 29% of employers anticipate a business expansion in the 12 months following their survey (33% anticipate an expansion and 4% anticipate a downsize), up from the Q2 2017 results when 17% of employers on balance anticipated a business expansion.

All ten industries on balance anticipate a business expansion in the next 12 months.

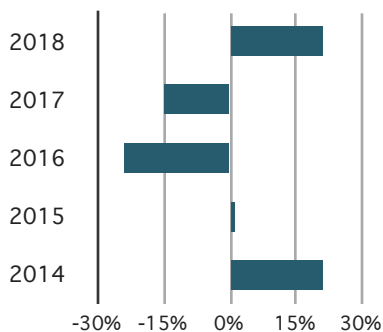
## LAYOFFS

Nineteen per cent of employers reported that their companies laid off workers in the 3 months prior to their survey, down slightly from 21% in Q2 2017.

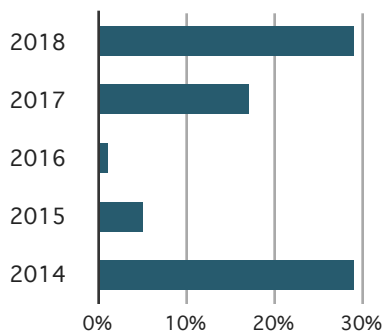
Overall, employers reported about 207 people were laid off, representing a layoff rate of 1.5%, up slightly from 1.4% in Q2 2017.

The highest number of layoffs were reported in the manufacturing and construction industries.

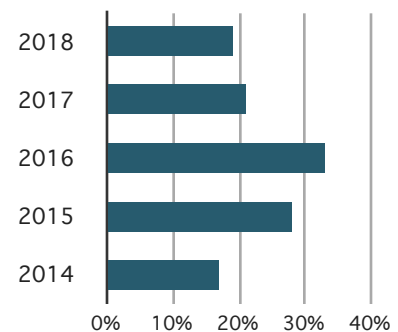
Q2 Business Expansion



Q2 Anticipated Business Expansion



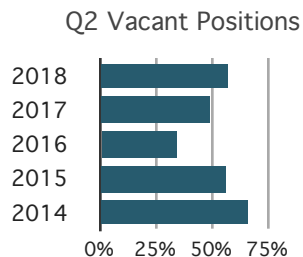
Q2 Layoffs



Vacancies	Difficulty Recruiting	Voluntary Turnover	Turnover Rate
<p>The most frequently reported vacant positions were:</p> <ul style="list-style-type: none"> <li>▶ landscaping and grounds maintenance labourers;</li> <li>▶ truck drivers; and</li> <li>▶ light duty cleaners.</li> </ul>	<p>Employers reported the most difficulty recruiting:</p> <ul style="list-style-type: none"> <li>▶ truck drivers;</li> <li>▶ heavy equipment operators;</li> <li>▶ construction managers; and</li> <li>▶ sales representatives in wholesale trade.</li> </ul>	<p>The positions employers reported the highest voluntary turnover were:</p> <ul style="list-style-type: none"> <li>▶ truck drivers; and</li> <li>▶ construction trades helpers and labourers.</li> </ul>	<p>Seventy-seven per cent of employers reported about 951 employees left as a result of voluntary turnover in the 12 months prior to their survey.</p> <p>Overall, the voluntary turnover rate was 6.8%.</p>

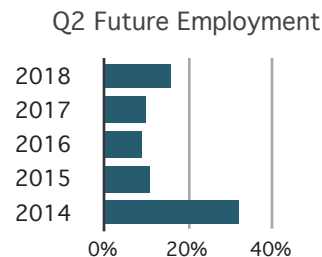
## VACANT POSITIONS

Overall, 57% per cent of employers reported they had 434 vacant positions that needed to be filled at the time of their survey, up from 49% in Q2 2017.



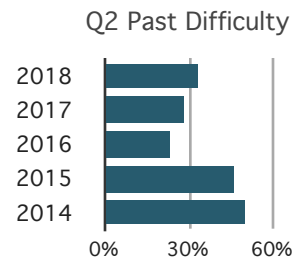
## FUTURE EMPLOYMENT

Once any current vacant positions are filled, 16% of employers on balance anticipate employment will increase by a net 36 people over the next three months.



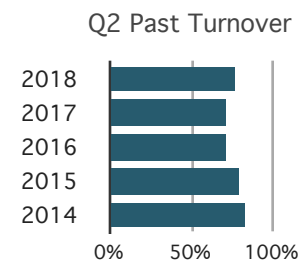
## DIFFICULTY RECRUITING

Employers were asked if they had difficulty recruiting qualified employees in the 12 months prior to their survey. Thirty-three per cent of employers reported difficulty recruiting, up from 28% in Q2 2017.



## PAST TURNOVER

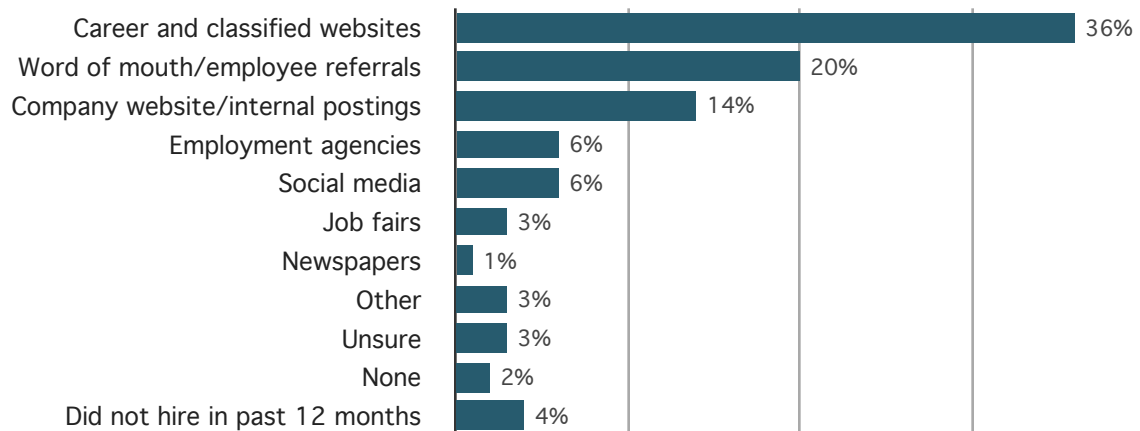
Employers were asked if they had any voluntary turnover in the 12 months prior to their survey. Seventy-seven per cent of employers reported voluntary turnover, up from 71% in Q2 2017.





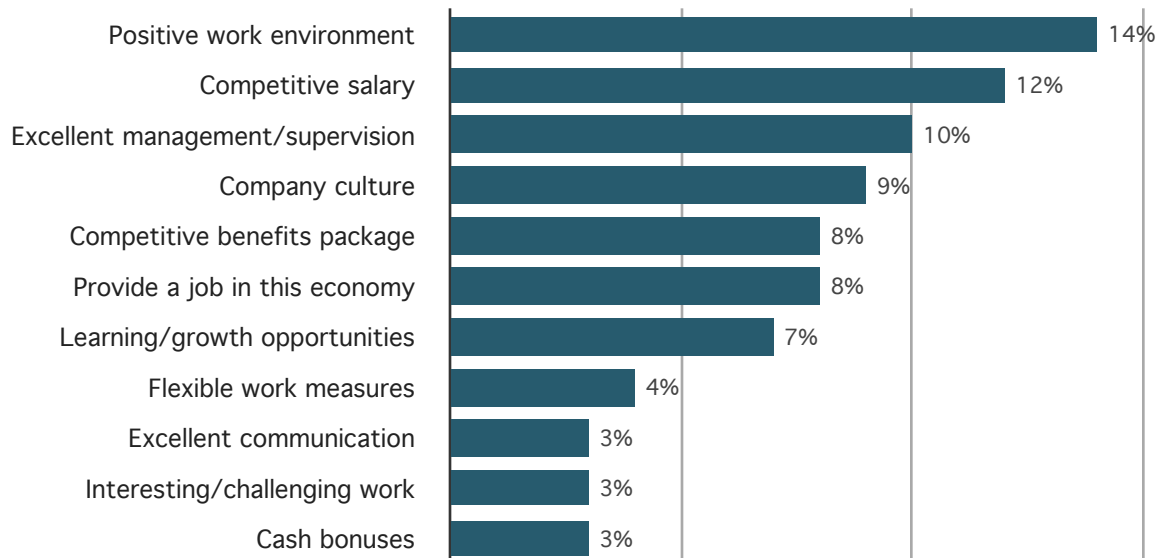
Employers reported career and classified websites was the most successful recruitment method in the 12 months prior to their survey.

Most Successful Recruitment Methods

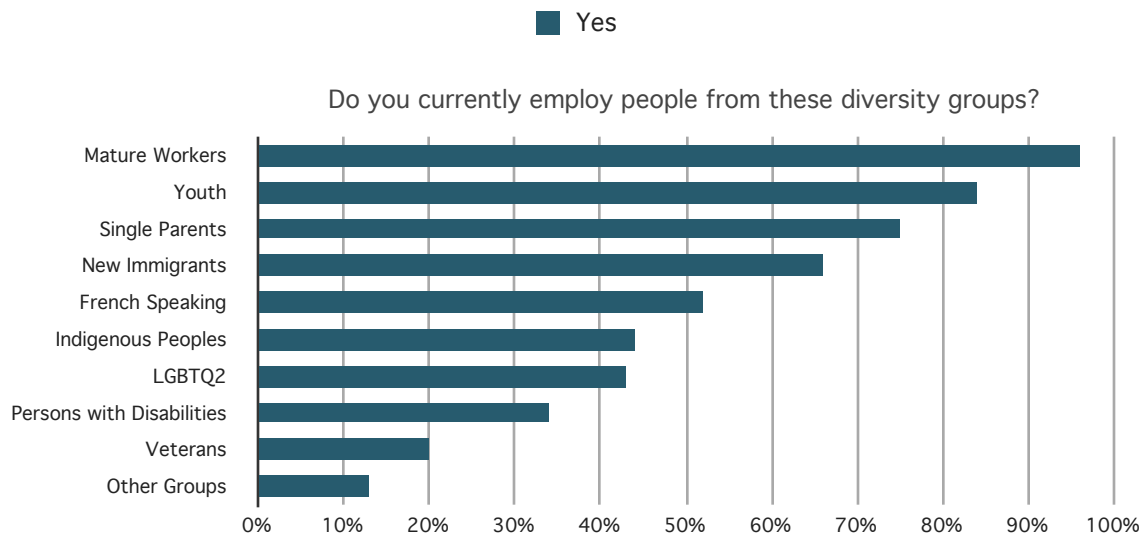


Employers reported positive work environment and competitive salary were the most successful employee retention strategies in the 12 months prior to their survey.

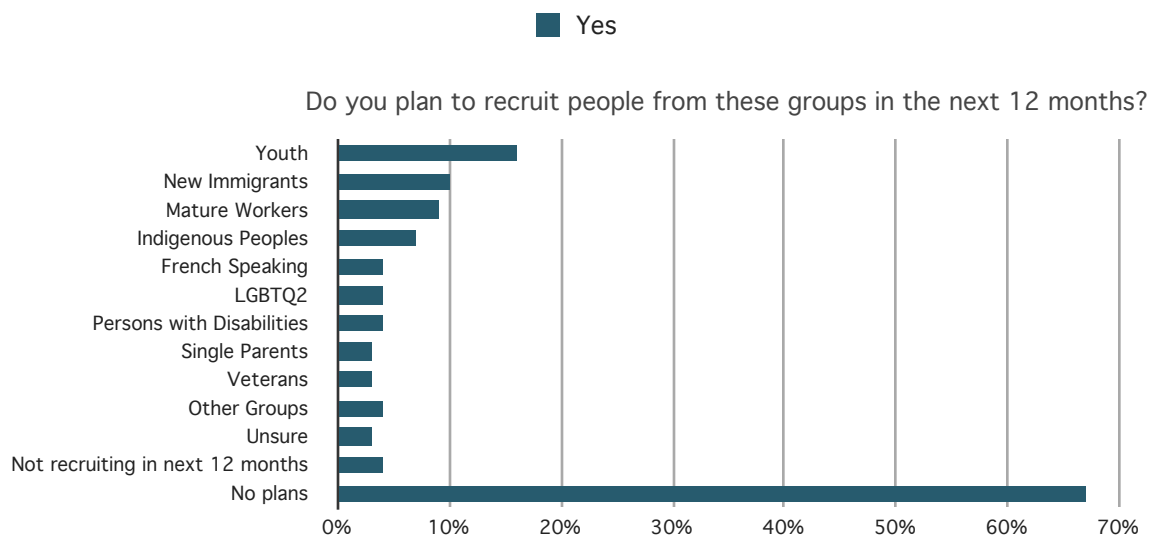
Top Most Successful Employee Retention Strategies



Overall, employers were most likely to report they currently employ mature workers (96%) and youth (84%).



Overall, employers were most likely to report they plan to recruit youth (16%), new immigrants (10%) and mature workers (9%) in the next year.



## 2018 Results

The purpose of the quarterly survey is to gather information from Calgary and area employers on their recruitment and retention practices and various other employment issues they are facing. Over the course of the year, employers will be divided into four categories based on the number of employees in the company and results of the survey will be reported on as follows:

- ✓ Q1 2018: Large-sized companies with 100+ employees
- ✓ Q2 2018: Medium-sized companies with 50 – 99 employees
- ✓ Q3 2018: Small-sized companies with 10 – 49 employees
- ✓ Q4 2018: Micro-sized companies with <10 employees

## Survey Profile

The 200 medium-sized employers surveyed employ approximately 13,887 people. Of this total, 80 per cent are full-time employees, 6 per cent are part-time employees, and 14 per cent are either contract, seasonal, casual, temporary or relief staff.

### How many people does your company employ in the Calgary region?

Industry	Total Employees	Number of Companies
Mining & Oil & Gas	1,326	20
Construction	1,449	20
Manufacturing	1,577	20
Wholesale & Retail Trade	1,363	20
Transportation & Warehousing	1,300	20
Professional, Scientific & Technical Services	1,233	20
Health Care & Social Assistance	1,556	20
Accommodation & Food Services/Arts & Entertainment	1,373	20
Finance, Insurance, Real Estate & Leasing	1,243	20
Other	1,467	20
<b>Total</b>	<b>13,887</b>	<b>200</b>

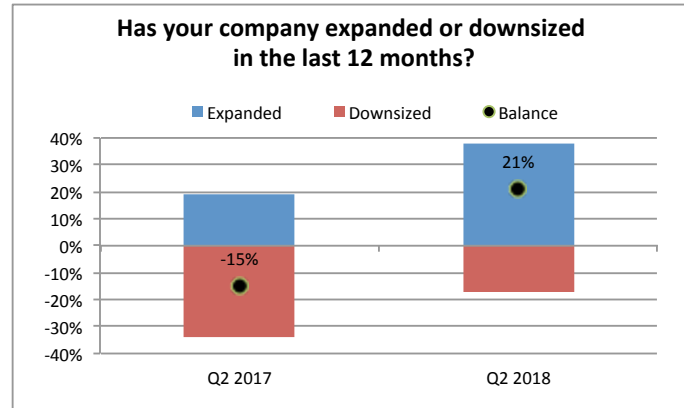
"Other" represents companies in any of the following industries: agriculture, utilities, information & culture, management of companies, administrative & support services, educational services, other services or public administration.

## Past Business Activity

*"We have expanded by about 1%." - Transportation & Warehousing*

On balance, 21 per cent of the employers said their company expanded in the last 12 months.

Past business activity improved significantly year-over-year, reflecting increased business expansions and fewer reported business downsizing. Thirty-eight per cent of the employers surveyed in Q2 2018 reported their company expanded in the 12 months prior to their survey and 17 per cent said their company downsized, resulting in a positive balance of 21 per cent.<sup>14</sup> In Q2 2017, 19 per cent of the employers reported they expanded and 34 per cent said they downsized, for a negative balance of 15 per cent.



Nine of ten industries reported a business expansion on balance in Q2 2018. Fifty-five per cent of the transportation and warehousing employers said they expanded in the past year - a significant improvement compared to the 2017 results when only 5 per cent of the employers on balance reported an expansion. In contrast, one-fifth of the construction employers said they downsized; however, these results are a slight improvement compared to the previous year.

### Past Business Activity

Percentage of companies that expanded or downsized in the 12 months prior to their survey

	Q2 2017			Q2 2018		
	Expanded	Downsized	Balance	Expanded	Downsized	Balance
<b>Overall Results</b>	<b>19%</b>	<b>34%</b>	<b>-15%</b>	<b>38%</b>	<b>17%</b>	<b>21%</b>
<b>Results by Industry</b>						
Mining & Oil & Gas	20%	55%	-35%	35%	25%	10%
Construction	25%	50%	-25%	25%	45%	-20%
Manufacturing	5%	35%	-30%	40%	25%	15%
Wholesale & Retail Trade	10%	35%	-25%	20%	15%	5%
Transportation & Warehousing	20%	15%	5%	55%	0%	55%
Professional, Scientific & Technical Services	25%	40%	-15%	55%	25%	30%
Health Care & Social Assistance	25%	5%	20%	50%	5%	45%
Accommodation & Food Services/Arts & Entertainment	15%	30%	-15%	25%	0%	25%
Finance, Insurance, Real Estate & Leasing	20%	40%	-20%	30%	0%	30%
Other	20%	30%	-10%	40%	25%	15%

<sup>14</sup> Percentage of employers reporting a business expansion minus percentage of employers reporting a business downsize.

### Comments

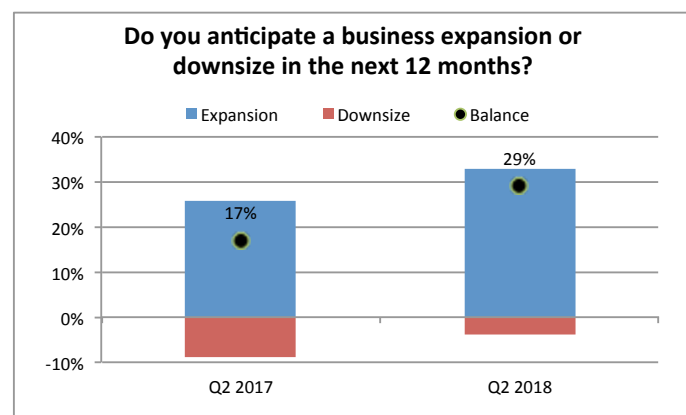
- ▶ “We have marginally expanded.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “We have downsized considerably.” - Construction
- ▶ “We've been pretty flat.” - Finance, Insurance, Real Estate & Leasing
- ▶ “We are a little bit smaller.” - Manufacturing
- ▶ “We've been steady.” - Mining & Oil & Gas
- ▶ “We merged with a parent company.” - Mining & Oil & Gas
- ▶ “We are definitely up from last year.” - Professional, Scientific & Technical Services
- ▶ “There has been a slight expansion in our IT and technology department.” - Professional, Scientific & Technical Services
- ▶ “We were recently acquired by a parent company, so technically we have expanded.” - Professional, Scientific & Technical Services
- ▶ “We've remained stable.” - Wholesale & Retail Trade

### Future Business Activity

*“We will have to see how the oil and gas industry does because our sales are dependent on that.” - Wholesale & Retail Trade*

### On balance, 29 per cent of the employers anticipate a business expansion in the next 12 months.

Employers are significantly more optimistic about the next 12 months than they were in Q2 2017, reflecting more anticipated business expansions and fewer downsizes. Thirty-three per cent of the employers anticipate their company will expand in the 12 months following their survey and 4 per cent anticipate their company will downsize, for a positive balance of 29 per cent.<sup>15</sup> In Q2 2017, 26 per cent anticipated an expansion and 9 per cent anticipated a downsize, for a positive balance of 17 per cent.



<sup>15</sup> Percentage of employers anticipating a business expansion minus percentage of employers anticipating a business downsize.

All the industries anticipate a business expansion in the next year, on balance, led by the transportation and warehousing (55 per cent) and 'other' industries (40 per cent). While still positive, construction employers remain cautious about the next year, with only 5 per cent anticipating a business expansion, unchanged from the 2017 results.

#### Future Business Activity

Percentage of companies that anticipate an expansion or downsize in the 12 months following their survey

	Q2 2017			Q2 2018		
	Expansion	Downsize	Balance	Expansion	Downsize	Balance
<b>Overall Results</b>	<b>26%</b>	<b>9%</b>	<b>17%</b>	<b>33%</b>	<b>4%</b>	<b>29%</b>
<b>Results by Industry</b>						
Mining & Oil & Gas	35%	15%	20%	20%	0%	20%
Construction	15%	10%	5%	10%	5%	5%
Manufacturing	30%	10%	20%	40%	15%	25%
Wholesale & Retail Trade	20%	15%	5%	30%	0%	30%
Transportation & Warehousing	30%	5%	25%	55%	0%	55%
Professional, Scientific & Technical Services	50%	5%	45%	40%	5%	35%
Health Care & Social Assistance	15%	0%	15%	40%	5%	35%
Accommodation & Food Services/Arts & Entertainment	10%	5%	5%	15%	0%	15%
Finance, Insurance, Real Estate & Leasing	25%	10%	15%	30%	0%	30%
Other	25%	10%	15%	45%	5%	40%

#### Comments

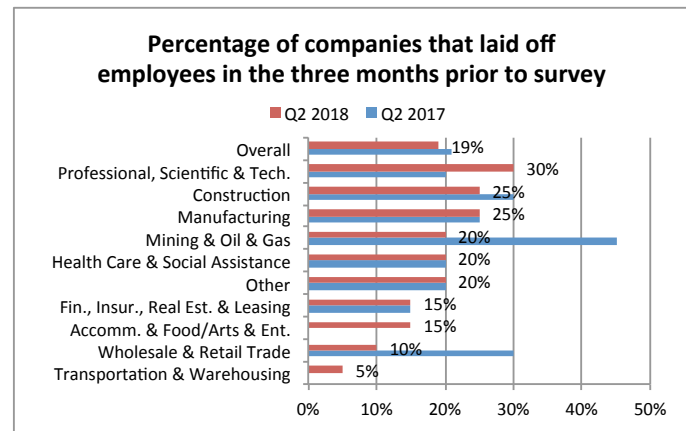
- ▶ "I don't see our industry coming back quickly." - Construction
- ▶ "We're continuing to expand." - Finance, Insurance, Real Estate & Leasing
- ▶ "I expect a slight expansion." - Health Care & Social Assistance
- ▶ "We are very busy and growing." - Health Care & Social Assistance
- ▶ "Twelve months is a long horizon for us, but I would say we will probably get a bit bigger in the next month or so." - Manufacturing
- ▶ "I expect continual growth." - Manufacturing
- ▶ "We expect continued growth." - Mining & Oil & Gas
- ▶ "We will expand a little bit." - Professional, Scientific & Technical Services
- ▶ "We're staying put until the market gets better." - Professional, Scientific & Technical Services
- ▶ "We will not change for the remainder of this year. We may expand next year, but there's no formal plan in place for that yet." - Transportation & Warehousing
- ▶ "I expect things to remain steady." - Wholesale & Retail Trade
- ▶ "I expect stability for the next 12 months, then perhaps some growth after that." - Wholesale & Retail Trade
- ▶ "There might be a slight expansion." - Wholesale & Retail Trade

## Layoffs

*“We laid off 15 people. The layoffs were in accounting, estimating, drafting, construction and sales.” - Construction*

**Approximately one-fifth of the employers laid off workers in the previous three months.**

Nineteen per cent of the employers reported they laid off workers in the three months prior to their survey (for reasons other than seasonality), down slightly from 21 per cent in Q2 2017. Thirty per cent of the professional, scientific and technical services employers said they laid off workers (up from 20 per cent the previous year), compared to only 5 per cent of the transportation and warehousing employers. Compared to Q2 2017, significantly fewer mining and oil and gas (20 per cent) and wholesale and retail trade employers (10 per cent) reported they laid off workers.



In Q2 2018, employers reported about 207 people were laid off, representing a layoff rate of 1.5 per cent. This is similar to the Q1 2017 results when employers reported 193 people were laid off, representing a layoff rate of 1.4 per cent. The manufacturing (5.6 per cent) and construction (2.9 per cent) industries had the highest layoff rates in Q2 2018, while the remaining industries reported very few layoffs (in numbers) with layoff rates at 1.3 per cent and lower. Additional details on layoffs can be found in Appendix B.

## Number of layoffs and layoff rates in the three months prior to survey

Industry	Q2 2017		Q2 2018	
	Total Layoffs	Layoff Rate	Total Layoffs	Layoff Rate
Manufacturing	27	2.0%	88	5.6%
Construction	47	3.2%	42	2.9%
Health Care & Social Assistance	8	0.5%	21	1.3%
Professional, Scientific & Technical Services	6	0.4%	16	1.3%
Mining & Oil & Gas	45	3.5%	11	0.8%
Other	10	0.7%	11	0.7%
Accommodation & Food Services/Arts & Entertainment	0	0.0%	9	0.7%
Finance, Insurance, Real Estate & Leasing	6	0.5%	5	0.4%
Wholesale & Retail Trade	44	3.1%	3	0.2%
Transportation & Warehousing	0	0.0%	1	0.1%
<b>Total</b>	<b>193</b>	<b>1.4%</b>	<b>207</b>	<b>1.5%</b>

*Layoff rate is the number of layoffs as a percent of total employment.*

### Comments

- ▶ “We laid off half a dozen turf care employees.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “No, but we didn't hire as many people this summer.” - Construction
- ▶ “We laid off about 10 labourers.” - Construction
- ▶ “Yes, we've laid off 2 accountants.” - Finance, Insurance, Real Estate & Leasing
- ▶ “We laid off a couple of brokers.” - Finance, Insurance, Real Estate & Leasing
- ▶ “We laid off 15 casuals.” - Health Care & Social Assistance
- ▶ “We laid off about 60 in the shop, but we are starting to bring some people back now.” - Manufacturing
- ▶ “Yes, we laid off 4 in production.” - Manufacturing
- ▶ “We let 20 go in various positions.” - Manufacturing
- ▶ “We laid off 4 in the field.” - Mining & Oil & Gas
- ▶ “We had 2 professionals laid off.” - Mining & Oil & Gas
- ▶ “We have laid off 5 in sales.” - Other
- ▶ “We laid off about 5 consultants.” - Professional, Scientific & Technical Services
- ▶ “We laid people off at the end of June because part of our business is seasonal. We provide bussing for schools.” - Transportation & Warehousing



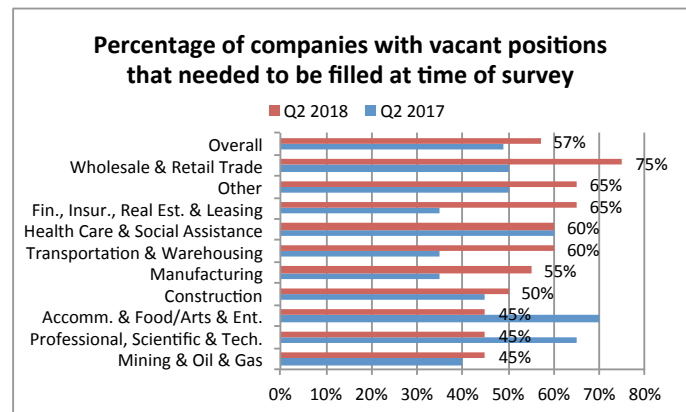
## Vacant Positions

*“We continuously hire caregivers. That position is generally ongoing.”  
- Health Care & Social Assistance*

**Fifty-seven per cent of the employers had 434 vacant positions that needed to be filled.**

Overall, 57 per cent of the employers reported they had vacant positions that needed to be filled at the time of their survey, up from 49 per cent in Q2 2017. Three-quarters of the wholesale and retail trade employers had vacant positions, compared to 45 per cent of the accommodation and food services, professional, scientific and technical services, and mining and oil and gas employers.

Employers reported they had 434 vacancies that needed to be filled at the time of their survey, resulting in an overall vacancy rate of 2.9 per cent. Vacancy rates ranged from a high of 4.7 per cent in the ‘other’ industries, to a low of 1.3 per cent in the mining and oil and gas industry. Additional details on vacant positions can be found in Appendix B.



### Number of Vacant Positions and Vacancy Rates

Industry	Q2 2017			Q2 2018		
	# of Vacant Positions	Total Employees	Vacancy Rate	# of Vacant Positions	Total Employees	Vacancy Rate
Other	28	1,419	2.0%	76	1,543	4.7%
Wholesale & Retail Trade	37	1,442	2.6%	56	1,419	3.8%
Transportation & Warehousing	22	1,210	1.8%	51	1,351	3.6%
Accommodation & Food Services/Arts & Entertainment	42	1,426	2.9%	43	1,416	2.9%
Manufacturing	24	1,326	1.8%	47	1,624	2.8%
Finance, Insurance, Real Estate & Leasing	12	1,106	1.1%	37	1,280	2.8%
Health Care & Social Assistance	37	1,547	2.4%	45	1,601	2.7%
Professional, Scientific & Technical Services	37	1,457	2.5%	29	1,262	2.2%
Construction	48	1,466	3.3%	33	1,482	2.2%
Mining & Oil & Gas	13	1,289	1.0%	17	1,343	1.3%
<b>Total</b>	<b>300</b>	<b>13,688</b>	<b>2.2%</b>	<b>434</b>	<b>14,321</b>	<b>2.9%</b>

*Vacancy rate is the number of vacant positions divided by all positions (vacant and occupied)*

## Comments

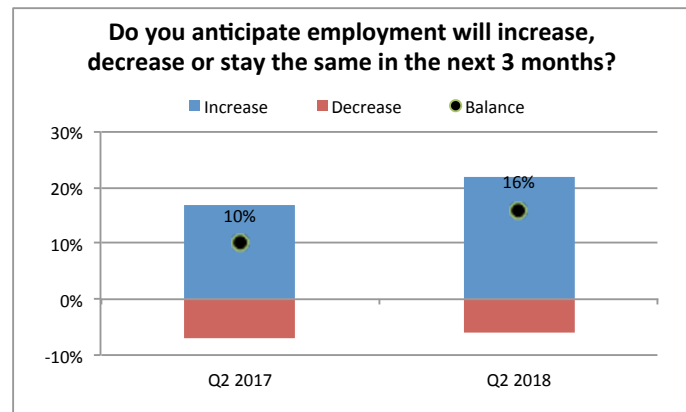
- ▶ “Yes, we have about 10 positions open.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “We are always looking for cooks.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “We have 6 positions scattered across departments.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “We have ongoing hiring because we have a lot of serving positions. That industry seems to have high turnover.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “We are always looking for operators and labourers.” - Construction
- ▶ “We always have a couple positions that could be filled.” - Finance, Insurance, Real Estate & Leasing
- ▶ “We are looking to fill 10 positions.” - Finance, Insurance, Real Estate & Leasing
- ▶ “We're always hiring for casual positions.” - Health Care & Social Assistance
- ▶ “I've got about 10 to 12 positions open.” - Manufacturing
- ▶ “I'm recruiting for about 5 positions right now.” - Manufacturing
- ▶ “We need about 5 senior reservoir engineers.” - Mining & Oil & Gas
- ▶ “We have 7 professional positions open.” - Other
- ▶ “We operate a daycare and we have partnered with Alberta Education. We are actively recruiting for both sides of our business.” - Other
- ▶ “We are looking to fill 2 full time positions and 2 to 3 lifeguard positions.” - Other
- ▶ “We're always looking for better people, but every position is technically filled.” - Other
- ▶ “We're hiring multiple people for the same position, at least 40 landscapers if we can find those seasonal workers.” - Other
- ▶ “We're always looking for tax lawyers.” - Professional, Scientific & Technical Services
- ▶ “We have 6 positions vacant.” - Professional, Scientific & Technical Services
- ▶ “We're always recruiting for drivers.” - Transportation & Warehousing
- ▶ “Our hiring for drivers is ongoing.” - Transportation & Warehousing
- ▶ “We're looking for a couple of quality people.” - Wholesale & Retail Trade
- ▶ “We have 10 roles open in Calgary.” - Wholesale & Retail Trade

## Future Employment

*“We are always looking for more 100% commission sales staff.”  
- Finance, Insurance, Real Estate & Leasing*

**On balance, 16 per cent of the employers anticipate employment in their company will increase over the next three months.**

Once any current vacant positions are filled, 22 per cent of the employers anticipate employment in their company will increase over the next three months, 6 per cent anticipate employment will decrease, and 72 per cent anticipate employment will stay about the same, for a positive balance of 16 per cent.<sup>16</sup> In Q2 2017, 17 per cent of employers anticipated employment would increase and 7 per cent anticipated employment would decrease, for an overall positive balance of 10 per cent.



Transportation and warehousing employers are the most positive about future employment levels, with 35 per cent anticipating employment will increase in the three months following their survey. In contrast, 10 per cent of the accommodation and food services/arts and entertainment employers on balance anticipate employment will decrease in the next three months.

### Future Employment

**Percentage of companies that anticipated an increase or decrease in total employment in the 3 months following their survey**

	Q2 2017			Q2 2018		
	Increase	Decrease	Balance	Increase	Decrease	Balance
<b>Overall Results</b>	<b>17%</b>	<b>7%</b>	<b>10%</b>	<b>22%</b>	<b>6%</b>	<b>16%</b>
<b>Results by Industry</b>						
Mining & Oil & Gas	20%	20%	0%	10%	5%	5%
Construction	20%	5%	15%	25%	0%	25%
Manufacturing	15%	10%	5%	25%	10%	15%
Wholesale & Retail Trade	10%	10%	0%	10%	5%	5%
Transportation & Warehousing	20%	0%	20%	40%	5%	35%
Professional, Scientific & Technical Services	35%	0%	35%	35%	5%	30%
Health Care & Social Assistance	5%	5%	0%	35%	5%	30%
Accommodation & Food Services/Arts & Entertainment	20%	5%	15%	10%	20%	-10%
Finance, Insurance, Real Estate & Leasing	5%	5%	0%	10%	0%	10%
Other	20%	5%	15%	20%	0%	20%

<sup>16</sup> Percentage of employers that anticipate employment in their company will increase in the next three months minus the percentage of employers that anticipate employment will decrease.

Overall, in the three months following their survey, employers anticipate employment will increase by 294 and decrease by 258, for a net employment increase of 36 people. Additional details on anticipated changes in employment can be found in Appendix B.

**Anticipated change in employment over the next three months (persons)**

Industry	Q2 2017			Q2 2018		
	Increase #	Decrease #	Net #	Increase #	Decrease #	Net #
Transportation & Warehousing	17	0	17	96	5	91
Construction	32	5	27	65	0	65
Professional, Scientific & Technical Services	26	0	26	34	10	24
Other	24	14	10	19	0	19
Health Care & Social Assistance	2	1	1	19	3	16
Finance, Insurance, Real Estate & Leasing	3	2	1	5	0	5
Mining & Oil & Gas	26	73	-47	11	10	1
Manufacturing	17	7	10	21	23	-2
Wholesale & Retail Trade	3	25	-22	4	6	-2
Accommodation & Food Services/Arts & Entertainment	49	70	-21	20	201	-181
<b>Total</b>	<b>199</b>	<b>197</b>	<b>2</b>	<b>294</b>	<b>258</b>	<b>36</b>

**Comments**

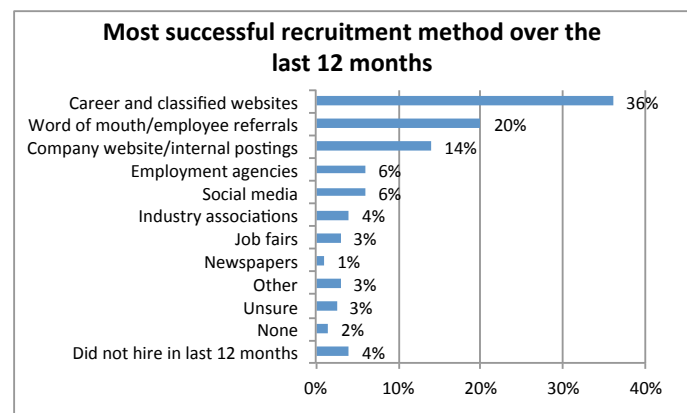
- ▶ “Our peak season is July to September. We will be hiring about a dozen people soon.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “Our season ends October 15.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “We will be laying off the majority of our staff because it will be end of season.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “We will decrease by 25 golf instructors.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “We're a construction company, so we hire in April for the summer season.” - Construction
- ▶ “There are positions, but it's all project related. Our next bigger project starts in a month.” - Construction
- ▶ “We're always filling positions due to turnover.” - Health Care & Social Assistance
- ▶ “I'm hoping to add some more casual people.” - Health Care & Social Assistance
- ▶ “We will add maybe 3 at our site.” - Health Care & Social Assistance
- ▶ “I doubt we will even fill all the 10 open positions we currently have within the next 3 months.” - Manufacturing
- ▶ “I expect a slight decrease.” - Mining & Oil & Gas
- ▶ “As soon as it snows we call it quits.” - Other
- ▶ “We will be increasing slightly, by up to 10 people in Calgary.” - Professional, Scientific & Technical Services

- ▶ “We will hopefully rehire all those who we laid off for the summer.” - Transportation & Warehousing
- ▶ “I don't know how many drivers we will need, maybe 10 more.” - Transportation & Warehousing
- ▶ “That depends on business, but we will probably increase by 10.” - Transportation & Warehousing
- ▶ “We could use some more journeymen.” - Wholesale & Retail Trade
- ▶ “I can't predict it because our sales are oil and gas driven.” - Wholesale & Retail Trade

## Most Successful Recruitment Methods

**Career and classified websites was the most successful recruitment method over the last 12 months.**

Organizations use a variety of methods to recruit workers. Employers were asked to specify the recruitment method that was the *most successful* over the last 12 months. Career and classified websites (Indeed, Kijiji, Monster, Job Bank, Workopolis, Eluta) was the most successful, reported by 36 per cent of the employers followed by word of mouth/employee referrals (20 per cent) and company website/internal postings (14 per cent). Six per cent of employers said social media (Facebook, LinkedIn) was the most successful recruitment method.



### Comments

- ▶ “We recruit directly with SAIT and attend job fairs there. We also post on Indeed.com, the government jobs website, and our own website. We receive a lot of walk ins.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “The most successful haven't been very successful. We use Indeed or our local Job Bank.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “We attend student hiring fairs.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “The most successful is either Indeed or rehires of seasonal employees.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “It's Facebook, believe it or not.” - Construction
- ▶ “Our HR Manager in Ontario posts for us.” - Construction
- ▶ “We are hiring through referrals of our employees.” - Construction

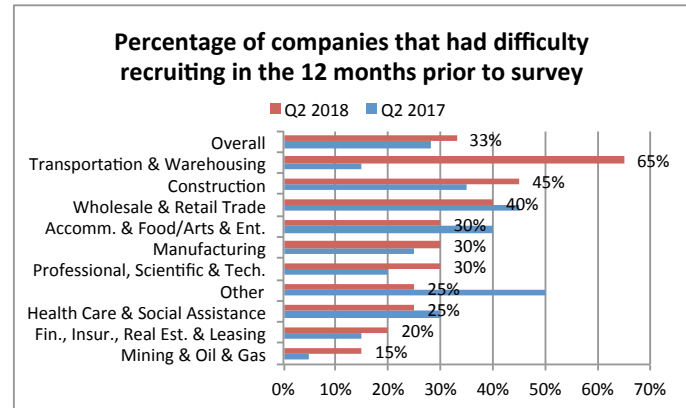
- ▶ “We recruit through industry associations such as the CFA [a global association of investment professionals], various colleges and universities, employee referral, and employment agencies.” - Finance, Insurance, Real Estate & Leasing
- ▶ “We do publish all postings online on our website and through various means, but usually my network yields the best candidate.” - Finance, Insurance, Real Estate & Leasing
- ▶ “We do the best when we go through agencies. We also post online and on our website.” - Finance, Insurance, Real Estate & Leasing
- ▶ “Given our line of work, it's probably going to recruitment fairs at universities.” - Health Care & Social Assistance
- ▶ “We target our advertising with governing bodies and associations, so the Alberta College of Speech-Language Pathologists and Audiologists for example.” - Health Care & Social Assistance
- ▶ “For our workforce we hire through Local 212. Normally when we're recruiting for the shop the first thing we do is bring back anyone laid off, then we go through the union.” - Manufacturing
- ▶ “We are working with recruiters.” - Manufacturing
- ▶ “We use LinkedIn to search out candidates with the right experience and skills.” - Manufacturing
- ▶ “Social media.” - Mining & Oil & Gas
- ▶ “We typically use practicum students. We find valuable employees through partnerships with post-secondary institutions in Calgary.” - Mining & Oil & Gas
- ▶ “Due to resourcing and time management, we went through a consulting company. The most successful hiring method for us is therefore private search firms.” - Mining & Oil & Gas
- ▶ “Over the last 35 years I've only advertised once in the paper. Most of my employees come to me through friends of friends.” - Other
- ▶ “We do a hiring clinic and attend other job fairs.” - Other
- ▶ “LinkedIn.” - Professional, Scientific & Technical Services
- ▶ “There hasn't been a successful strategy.” - Transportation & Warehousing
- ▶ “It's been a combination of job fairs and social media like Facebook.” - Transportation & Warehousing
- ▶ “We generally do two things. I get temps from a temp agency and they'll go from temp to perm, and we'll also hire using Indeed.” - Transportation & Warehousing
- ▶ “I think it's branding. We're all over the place as an organization. People know who we are and what we do. The more visibility we have, the more traction from applicants.” - Wholesale & Retail Trade
- ▶ “We attend in person job fairs.” - Wholesale & Retail Trade

## Recruiting Difficulties

One-third of the employers reported having difficulty recruiting qualified employees.

Overall, 33 per cent of the employers said they had difficulty recruiting qualified employees in the 12 months prior to their survey, up from 28 per cent in Q2 2017. Sixty-five per cent of the transportation and warehousing employers and 45 per cent of the construction employers had difficulty recruiting qualified employees, compared to only 15 per cent of the mining and oil and gas employers.

The 65 employers that reported having difficulty recruiting were also asked to specify the occupations that were the most difficult to fill. The top reported occupations were truck drivers (12 per cent), heavy equipment operators (8 per cent), construction managers (5 per cent) and wholesale trade sales representatives (5 per cent).



### What occupations have been the most difficult to fill?

NOC Code	Occupation	Employers %
7511	Truck drivers	12%
7521	Heavy equipment operators (except crane)	8%
711	Construction managers	5%
6411	Sales representatives - wholesale trade (non-technical)	5%
731	Managers in transportation	3%
1111	Financial auditors and accountants	3%
1224	Property administrators	3%
1521	Shippers and receivers	3%
2173	Software engineers and designers	3%
4212	Community and social service workers	3%
6221	Technical sales specialists - wholesale trade	3%
6322	Cooks	3%
6731	Light duty cleaners	3%
7514	Delivery and courier service drivers	3%

*Note: 65 employers reported having difficulty recruiting qualified employees.*

*Note: Some employers did not specify which occupations.*

*Only occupations with 3% or more shown in the table.*

**Comments**

- ▶ “It's difficult to find cooks and room attendants.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “Yes, it can be difficult to fill operator and supervisory roles.” - Construction
- ▶ “Yes, for class 1 truck drivers.” - Construction
- ▶ “Yes, for lead hands and carpenters.” - Construction
- ▶ “Yes, we have difficulty with site supervisors.” - Construction
- ▶ “We have had some difficulty finding concrete finishers.” - Construction
- ▶ “Every position is difficult to fill, both tradespeople and unskilled.” - Construction
- ▶ “I would say our property manager roles are difficult to fill.” - Finance, Insurance, Real Estate & Leasing
- ▶ “Yes, we have had difficulty with underwriting.” - Finance, Insurance, Real Estate & Leasing
- ▶ “I think the pool of applicants that apply has increased in the last 2 years whenever positions open up, probably because of the Alberta economy. Overall the quality for the average applicant is low because there are so many people applying. However, getting the right candidate is not a big deal because there's always some really good ones.” - Finance, Insurance, Real Estate & Leasing
- ▶ “Yes, we have difficulty finding dedicated disability services workers.” - Health Care & Social Assistance
- ▶ “Yes, for some positions that require Masters degrees.” - Health Care & Social Assistance
- ▶ “Yes, we have difficulty with management and senior management roles.” - Health Care & Social Assistance
- ▶ “We have difficulty hiring for sales, marketing and production.” - Manufacturing
- ▶ “We have some difficulty with the higher level plant positions requiring highly technical and specific machine operator skills.” - Manufacturing
- ▶ “Instrumentation technicians are impossible to find in this province.” - Mining & Oil & Gas
- ▶ “We have had difficulty finding what we term child development supervisors. The requirements for this position are a 1 to 2 year degree and English.” - Other
- ▶ “We have difficulty with irrigation technician, equipment operator and driving positions.” - Other
- ▶ “We have difficulty with hairdressing roles.” - Other
- ▶ “Yes, for one particular discipline. For our project management roles we're seeing many people from the oil and gas sector apply. Their experience is not truly in construction.” - Professional, Scientific & Technical Services



- ▶ “It can be difficult to find apprentice assembly pipefitters.” - Professional, Scientific & Technical Services
- ▶ “It's hard to find tax lawyers all the time.” - Professional, Scientific & Technical Services
- ▶ “Yes, for long haul truck drivers.” - Transportation & Warehousing
- ▶ “The lower paying jobs like labourers and clerical workers are difficult to fill because people are always moving on.” - Transportation & Warehousing
- ▶ “Yes, for warehouse and supervisory staff, but not for office staff. There's a real shortage of forklift operators in the market.” - Transportation & Warehousing
- ▶ “There has been a bit of difficulty with certified trades.” - Wholesale & Retail Trade

### Employers have responded to the difficulty finding qualified employees in a variety of ways.

Of the 65 employers that reported having difficulty recruiting qualified employees, 77 per cent increased recruiting efforts and 55 per cent increased the workload of current workers. In addition, 49 per cent of the employers said they did not fill the job opening, and 48 per cent hired a less qualified applicant.

#### How has your company responded to the difficulty recruiting qualified employees?

Response to hiring difficulties	Employers %
Increased recruiting efforts	77%
Increased workload for current workers	55%
Did not fill the job opening	49%
Hired a less qualified applicant	48%
Hired contingent workers, including temps, contractors and freelancers	43%
Increased investment in training provided by in-house staff	38%
Targeted underutilized or new talent pools*	31%
Applied for/hired temporary foreign workers	29%
Partnered with educational institutions so programs develop candidates with the right skills	22%
Increased wages/benefits to attract more applicants	15%
Outsourced the work	12%
Redesigned the job to change the required skills	12%
Implemented an employee referral program	11%
Redeployed employees to new roles where their skills were more needed	11%
Started actively recruiting in other provinces/countries	8%
Focused more on intake and onboarding	5%
Focused more on local recruiting	3%
Increased investment in training provided by a third-party	3%
Partnered with other organizations, such as community and professional associations	3%
Nothing	28%

*Note: 65 employers reported having difficulty recruiting qualified employees.*

*\* Youth, mature workers, persons with disabilities, Indigenous peoples, new immigrants, French speaking, veterans, LGBTQ2, single parents, etc.*

## Comments

- ▶ “We have partnered with SAIT to develop hospitality staff such as cooks. We have not applied for temporary foreign workers because we have had difficulty getting approval in the past.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “We were just waiting and it got better.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “I'd say increased and prolonged advertising efforts and then having existing staff working more shifts or members of management working on their days off.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “We just keep going. We've sometimes kept vacancies open until we get them to come in. We keep advertising. We do train our long term employees if needed, but our short term seasonal employees may only stay for a week and move on so we don't spend a lot of time training new hires.” - Construction
- ▶ “We are paying more. The almighty dollar and pay equity is our strategy.” - Construction
- ▶ “We've had to use headhunters.” - Construction
- ▶ “Stress. We just keep trying.” - Construction
- ▶ “We do more with less. We just can't find people.” - Construction
- ▶ “We don't have a successful strategy. It took forever to fill our last position.” - Finance, Insurance, Real Estate & Leasing
- ▶ “We've redefined positions to provide more specific job descriptions and postings. We modified our hiring process and the questions being asked.” - Health Care & Social Assistance
- ▶ “We've kind of tried to figure out a referral program. We're more active at recruiting fairs. We're more strategic with our postings online.” - Health Care & Social Assistance
- ▶ “We've gone through the immigration process with people using the temporary foreign worker program global talent stream.” - Manufacturing
- ▶ “We just continue to try and change how we are bringing people in. We are making sure they are very aware of the job requirements and what they will be doing on a day to day basis. We focus more on one on one training when new people come in. However as far as recruitment strategies go, we're focusing more on intake and onboarding.” - Manufacturing
- ▶ “We do recruitment pushes where we're doing a referral program. We utilize outdoor and indoor billboard advertising, local newspaper and radio advertising, and anything else we can to get our name out there. Our compensation and benefits packages have improved.” - Mining & Oil & Gas
- ▶ “We have not responded very well because we're still struggling. We used to employ temporary foreign workers, but there's too many rules now.” - Other

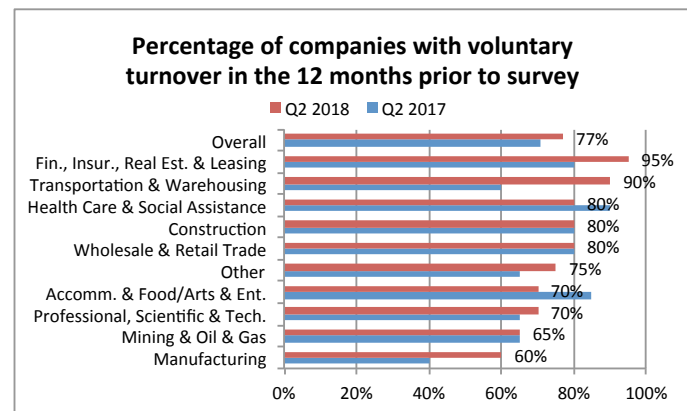
- ▶ “We continue to work on a referral basis by asking our existing staff about people they may know in the industry. We engage with recruitment firms as well.” - Professional, Scientific & Technical Services
- ▶ “There's no way to respond to it. We have not applied for any temporary foreign workers in the last 3 years. We can't just provide them with training because they have to come with the skills.” - Transportation & Warehousing
- ▶ “We applied for LMIA's and hired international graduates on open work permits. We also hired trainee drivers and put them on a 6 month mentor driven program.” - Transportation & Warehousing
- ▶ “For the warehousing component of the workforce we have used temps which has been moderately successful. However, they come looking for full time work so they often move on.” - Transportation & Warehousing
- ▶ “We're just giving people more hours and trying to hire more people.” - Wholesale & Retail Trade
- ▶ “We've had to broaden our search outside of Alberta.” - Wholesale & Retail Trade
- ▶ “We've been hiring people on the basis of contracts because of the stickiness of trying to release full time employees if they don't work out. This practice also provides us a little more latitude if our business does end up contracting again.” - Wholesale & Retail Trade
- ▶ “We are looking at temporary foreign workers.” - Wholesale & Retail Trade

## Employee Turnover

**Seventy-seven per cent of the employers reported employees had voluntarily left their company in the prior year.**

Overall, 77 per cent of the employers reported employees had left their company in the 12 months prior to their survey as a result of voluntary turnover,<sup>17</sup> up from 71 per cent in Q2 2017.

Ninety-five per cent of the finance, insurance, real estate and leasing employers and 90 per cent of the transportation and warehousing employers said employees had voluntarily left in the prior year, compared to 60 per cent of the manufacturing employers.

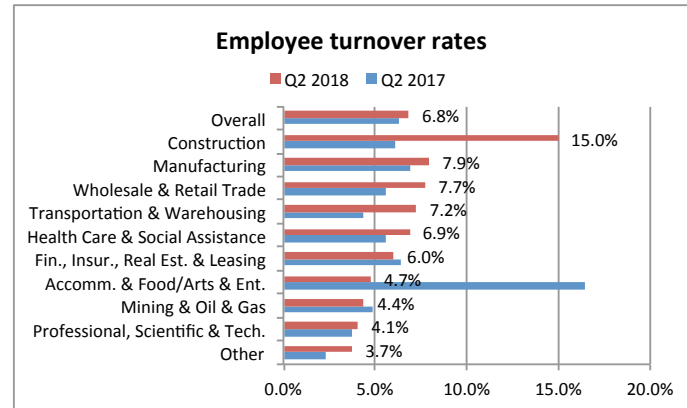


<sup>17</sup> Initiated by the employee, not including retirement or maternity/parental leave.

### Overall, the turnover rate was 6.8 per cent.

Employers reported approximately 951 employees left their companies in the 12 months prior to their survey as a result of voluntary turnover. This equates to a turnover rate<sup>18</sup> of 6.8 per cent, up from 6.3 per cent in Q2 2017.

The construction industry had the highest turnover rate on average at 15 per cent, up significantly from 6.1 per cent the previous year. The average employee turnover rate dropped significantly for accommodation and food services/arts and entertainment employers - from 16.4 per cent in Q2 2017 to 4.7 per cent in Q2 2018.



Employers were also asked to specify the occupations that experienced the most voluntary turnover. Truck drivers (7 per cent) and construction trades helpers and labourers (5 per cent) were the top occupations mentioned by employers.

### What occupations have experienced the most voluntary turnover?

NOC Code	Occupation	Employers %
7511	Truck drivers	7%
7611	Construction trades helpers and labourers	5%
1111	Financial auditors and accountants	3%
6411	Sales representatives - wholesale trade (non-technical)	3%
8612	Landscaping and grounds maintenance labourers	3%
2145	Petroleum engineers	3%
6731	Light duty cleaners	3%
1123	Professional occupations in advertising, marketing and public relations	2%
1221	Administrative officers	2%
1224	Property administrators	2%
1521	Shippers and receivers	2%
2131	Civil engineers	2%
6221	Technical sales specialists - wholesale trade	2%
6513	Food and beverage servers	2%
6552	Customer service, information and related clerks	2%
7514	Delivery and courier service drivers	2%

*Note: 153 employers reported employees had left their company in the previous 12 months as a result of voluntary turnover. Some employers did not specify which occupations. Only occupations with a response of 2 per cent or more are shown in the table.*

<sup>18</sup> Total turnover divided by total employees.

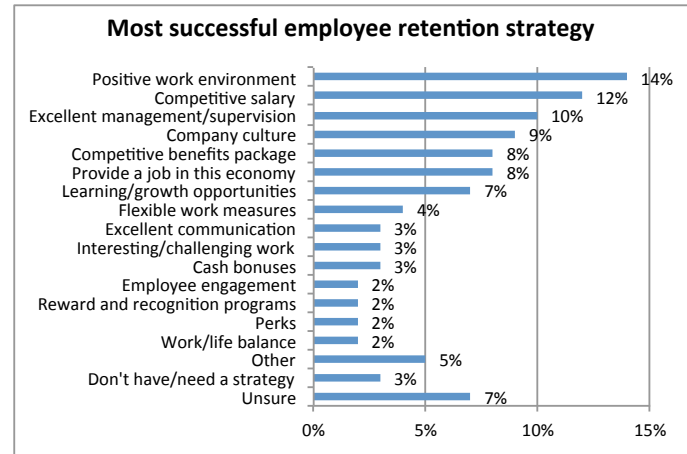
## Comments

- ▶ “We have had seemingly countless employees leave, probably the most in housekeeping.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “We have had 70 people quit, mainly operators and labourers.” - Construction
- ▶ “We're a construction company so turnover is quite high.” - Construction
- ▶ “We've had about 40 people leave.” - Construction
- ▶ “It's probably site employees that make up the majority of voluntary turnover.” - Construction
- ▶ “Yes, 13 left from our investment banking, private client services and administrative departments.” - Finance, Insurance, Real Estate & Leasing
- ▶ “Yes, we lost about 20 property managers.” - Finance, Insurance, Real Estate & Leasing
- ▶ “Our general turnover rate is 8%.” - Finance, Insurance, Real Estate & Leasing
- ▶ “Our part time health care aides would be the position experiencing the most turnover.” - Health Care & Social Assistance
- ▶ “We have had about a dozen in home aides leave.” - Health Care & Social Assistance
- ▶ “Our turnover rate is about 20%.” - Health Care & Social Assistance
- ▶ “The most turnover is with welders and mechanics.” - Manufacturing
- ▶ “We've had about 50 quit, mostly in operations.” - Manufacturing
- ▶ “We have a pretty high turnover rate, especially with our labourer positions such as loader and unloaders.” - Manufacturing
- ▶ “Voluntary turnover varies from group to group, but we target 20%.” - Mining & Oil & Gas
- ▶ “We've had a couple of people leave because they couldn't get time off to go on vacation.” - Other
- ▶ “Our turnover occurs the most with field crew hands.” - Other
- ▶ “Our turnover is highest with sales positions.” - Other
- ▶ “Yes, about 5 project managers have left.” - Other
- ▶ “Turnover is highest with our field surveyors.” - Professional, Scientific & Technical Services
- ▶ “I'd say about half a dozen drivers have quit.” - Transportation & Warehousing
- ▶ “We lost 2 people in aircraft maintenance.” - Transportation & Warehousing
- ▶ “I would say we have lost about 14 long haul truck drivers in the last 12 months.” - Transportation & Warehousing
- ▶ “We've had several people leave. I just lost an engineer.” - Wholesale & Retail Trade

## Most Successful Employee Retention Strategies

The top successful retention strategies over the last year include positive work environment and competitive salary.

Employers were asked to indicate an employee retention strategy that was the most successful over the last 12 months. Fourteen per cent of the employers said a positive work environment was the most successful at retaining workers, followed by providing a competitive salary (12 per cent) and excellent management/supervision (10 per cent). Seven per cent of employers were unsure of their most successful employee retention strategy, while 3 per cent said they do not have or need an employee retention strategy.



### Comments

- ▶ “We offer staff accommodations.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “We want to invite a culture of teamwork where people can work and play. We give them some incentives relative to that idea.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “I would say we try to do a bunch of different things for morale boosting, including employee of the month and social events.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “The overtime, so we have plenty of work.” - Construction
- ▶ “I don't know that's a good question. Wages for sure as that's a motivating factor in the industry we work in. We provide benefits for some of our guys. We offer year round employment, which for heavy equipment contractors is not always an option so they like that they don't have to go north and find work other places. People also come back year after year and they tell us that we treat our guys really well. We're a smaller family owned business so I think that helps.” - Construction
- ▶ “They know their paycheck isn't going to bounce.” - Construction
- ▶ “Our benefits program and our ongoing training program are very good retention tools.” - Construction
- ▶ “It's keeping them motivated through communication and making sure they have enough hours that they are busy.” - Construction
- ▶ “We're very flexible with our employees, so we make concessions for their family life or vacations. They can work from home and come in when they're available.” - Finance, Insurance, Real Estate & Leasing

- ▶ “I would say a lot of it is due to the small communities we operate in. We hire local and those people enjoy working in their own communities.” - Finance, Insurance, Real Estate & Leasing
- ▶ “It's usually been good, transparent communication. I discuss where the company is heading and where it is right now. By discussing these strategies with employees they are integrated into the decision making process.” - Finance, Insurance, Real Estate & Leasing
- ▶ “We don't have a whole lot of control over wages because we're government funded. We have a nice atmosphere. I think the most successful strategy is that we provide a lot of support and training.” - Health Care & Social Assistance
- ▶ “It's getting them on full time so they're getting benefits.” - Health Care & Social Assistance
- ▶ “We are a not for profit, so we try to offer more than just salary. We have other benefits in place to keep our employees happy. Mainly we do a lot of team building.” - Health Care & Social Assistance
- ▶ “I think we have lots of opportunities for professional development. We're involved in a lot of different programs, so we offer interesting work.” - Health Care & Social Assistance
- ▶ “I would just say keeping in touch with casual caregivers, talking to them and making sure they have enough hours. We are following up with them and giving them the support that they need.” - Health Care & Social Assistance
- ▶ “Everyone wants a job.” - Manufacturing
- ▶ “I think it's because we've got a good family oriented company. We have a lot of long term lifers here. We're a very flexible, easy going bunch of people.” - Manufacturing
- ▶ “We have a lot of long term people, so I think it's our career development plans.” - Manufacturing
- ▶ “We have been restructuring the team to put in another layer of management. That's something for existing employees to grow and develop into supervisory roles.” - Manufacturing
- ▶ “I think it's about setting expectations at the beginning and making sure people have ongoing training and support. We offer a lot of overtime and financially people really appreciate the way we pay overtime. We also offer fringe benefits once they hit one year.” - Manufacturing
- ▶ “We offer good wages and a 4 day work week.” - Manufacturing
- ▶ “We're unrolling new benefits for our employees. These are better than even the ones we had during the good oil times.” - Mining & Oil & Gas
- ▶ “The slow labour market.” - Mining & Oil & Gas
- ▶ “Specifically over the last 12 months due to the Alberta minimum wage increases we have implemented salary increases across the board. This has been a very effective retention strategy.” - Other
- ▶ “We have social events including bar nights and company BBQs for the young staff and that helps. We allow pets at work for the office people.” - Other

- ▶ “I think our employee appreciation program is the most successful at ensuring employees want to return and feel valued. We have years of service awards, as well as weekly, monthly and seasonal awards.” - Other
- ▶ “We're a small family oriented company, so it's loyalty to the owners.” - Professional, Scientific & Technical Services
- ▶ “The ability to work from home or remote locations.” - Professional, Scientific & Technical Services
- ▶ “That's a tough one because we've all been here forever, but it's the management I'd say.” - Transportation & Warehousing
- ▶ “We treat them all extremely fairly. It's that the corporate management has respect for staff, owner operators and drivers. Once people come to work for us they usually stay. We have lots of longevity with people working here 15 or 20 plus years.” - Transportation & Warehousing
- ▶ “We are changing our incentive plans so we can pay accordingly. We've come up with ways to be somewhat autonomous from the corporate restrictions by paying quarterly bonuses. As long as we make our targets we are able to offer this as a retention strategy.” - Transportation & Warehousing
- ▶ “I think the biggest thing is we made management team changes and we tried to implement a better culture. We're also holding more employee events and things like that.” - Transportation & Warehousing
- ▶ “I think our retention strategy is multi-faceted. We have a lot of long term employees who have been here for 15 or more years. We try to offer competitive wages and a healthy work environment. Training has been one other lever of retention. Also the way we bonus people has helped. We offer a long term retention bonus which is especially important for management and supervisory staff.” - Wholesale & Retail Trade



## Supplemental Questions - Diversity and Inclusion in the Workplace

*Reflecting the range in Alberta's current demographics, the province's workforce includes people of different race, ancestry or ethno-cultural origin, religion, age, gender, sexual orientation, marital status, family status or mental or physical ability.*  
 - Government of Alberta, *Employing a Diverse Workforce: Making it Work*

In addition to the general questions about recruitment and retention practices, employers were asked the following specific questions about diversity and inclusion efforts in their companies:

- ▶ To the best of your knowledge, does your organization currently employ people from any of the following groups? If yes, how many?<sup>19</sup>
  - ▶ French Speaking
  - ▶ Indigenous Peoples
  - ▶ LGBTQ2
  - ▶ Mature Workers (ages 55+)
  - ▶ New Immigrants (in Canada 5 years or less)
  - ▶ Persons with Disabilities
  - ▶ Single Parents
  - ▶ Veterans
  - ▶ Youth (ages 15-24)
  - ▶ Other Groups
- ▶ What best describes current diversity and inclusion initiatives in your organization?
  - ▶ **Formal** - Our organization has a formal diversity and inclusion strategy or plan.
  - ▶ **Informal** - Our organization recognizes the value of diversity and inclusion and is making progress with diversity and inclusion initiatives, but does not have a formal diversity and inclusion strategy or plan.
  - ▶ **None** - Our organization does not have a diversity and inclusion strategy or plan.
- ▶ Does your organization have plans (formal or informal) to recruit people from the groups outlined above in the next 12 months?

<sup>19</sup> Note: Some employees may be considered in multiple groups.

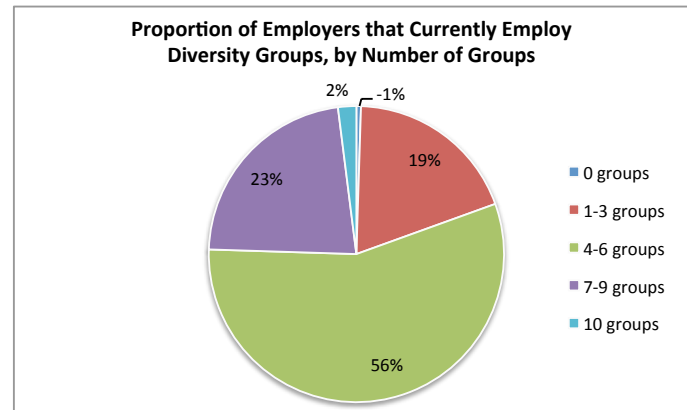
- ▶ Does your organization currently have any of the following programs, accommodations or supports in place for your employees?
  - ▶ Accessibility accommodations
  - ▶ Childcare
  - ▶ Digital literacy/computer skills training
  - ▶ Flexible schedule
  - ▶ Housing
  - ▶ Language training
  - ▶ Mental health supports
  - ▶ Resources in an employee's first language
  - ▶ Staff positions dedicated to inclusion and diversity efforts
  - ▶ Transportation
  - ▶ Other Supports
- ▶ If possible, provide an (one) important example of how hiring someone from the groups outlined above has provided a tangible benefit to your organization.

## Current Employment of Diversity Groups

**Ninety-nine per cent of employers employ people from at least one diversity group.**

Overall, 99 per cent of the employers (199 employers) surveyed reported they currently employ people from at least one of the diversity groups outlined in the survey.

Nineteen per cent employ people from 1 - 3 groups, 56 per cent employ people from 4 - 6 groups, 23 per cent employ people from 7 - 9 groups and 2 per cent employ people from all 10 groups.

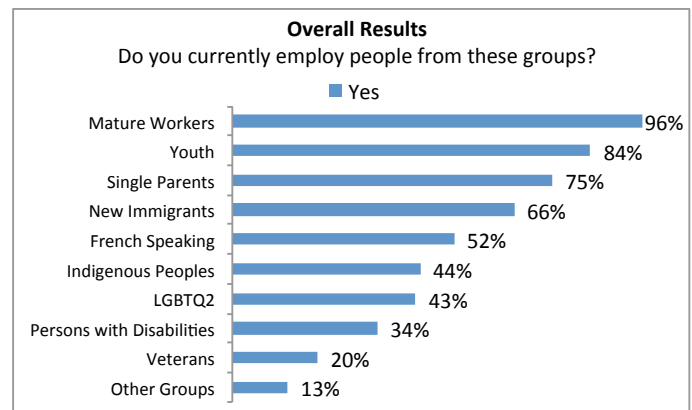


**Employers were more likely to report they currently employ mature workers and youth.**

Overall, 96 per cent of employers said they currently employ mature workers and 84 per cent reported they currently employ youth.

Single parents (75 per cent) and new immigrants (66 per cent) were the next most mentioned groups.

Other groups reported by employers include people of different races, nationalities, cultures, ethnic backgrounds and religions, people fluent in additional languages (Arabic, Mandarin, Punjabi, Russian, Spanish), women, and visible minorities.



**Employers also employ the greatest number and proportion of mature workers, youth and new immigrants.**

Employers were also asked to provide estimates of the number of people they employ in each group. Overall, employers employ the greatest number and proportion of mature workers (1,347 or 14.1%), youth (1,308 or 13.3%) and new immigrants (618 or 6.9%).

**Estimated Number and Proportion of Employees per Group**

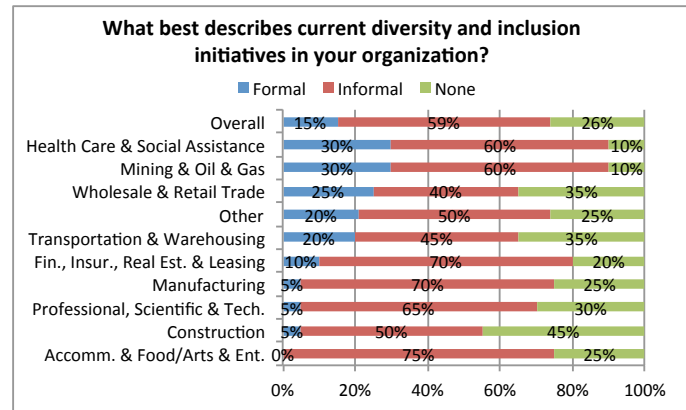
Group	# of Employers	Total # of Employees	Total # of Group Employed	% of Group Employed
Mature Workers	146	9,557	1,347	14.1%
Youth	150	9,831	1,308	13.3%
New Immigrants	138	8,985	618	6.9%
Single Parents	100	6,281	334	5.3%
French Speaking	132	8,481	227	2.7%
Indigenous Peoples	144	9,302	152	1.6%
LGBTQ2	79	5,134	105	2.0%
Persons with Disabilities	159	10,532	77	0.7%
Other Groups	5	12,429	63	0.5%
Veterans	135	8,646	39	0.5%

*Only employers that were able to provide an estimate of the number of people they employ per group are included in this table.*

## Diversity and Inclusion Initiatives

The majority of employers have an informal diversity and inclusion strategy.

Overall, 15 per cent of employers reported their organization has a formal diversity and inclusion strategy or plan, 59 per cent said they have an informal strategy or plan, and 26 per cent said they have no plan. Health care and social assistance and mining and oil and gas employers are most likely to have a formal plan (30 per cent each), while accommodation and food services/arts and entertainment employers (75 per cent) are most likely to have an informal plan. Forty-five per cent of the construction employers reported they do not have a diversity and inclusion strategy or plan.



### Comments

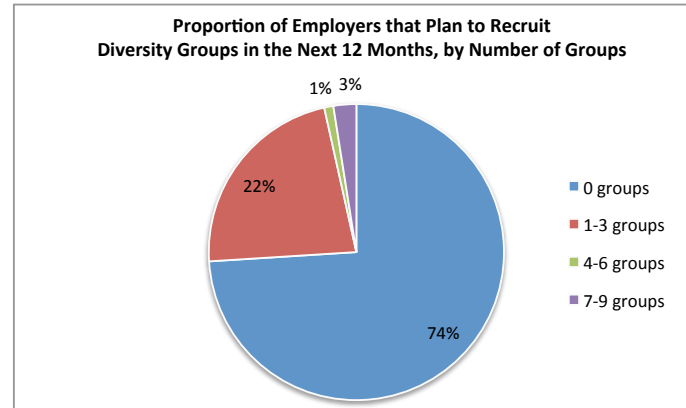
- ▶ “We’re part of the Bow Valley Immigration Partnership Inclusion Charter. We are working towards the Bronze and Silver parts of that. That is typically focused on immigrants rather than some of the other groups you mentioned like LGBTQ2 and single parents.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “We are diverse, but we don’t have a plan.” - Construction
- ▶ “We recognize the value, but have no formal plans yet.” - Health Care & Social Assistance
- ▶ “We’re developing a strategy.” - Health Care & Social Assistance
- ▶ “We’re pretty careful to make sure that the staff overall reflects the community. We try as management to have a workforce that reflects our community.” - Manufacturing
- ▶ “We’re very diverse, but that’s not a planned thing. We try to find the best people, regardless of who they are.” - Manufacturing
- ▶ “We recruit diverse groups, but there’s no formal plan in place because we already meet our targets through our hiring process.” - Mining & Oil & Gas
- ▶ “We’ve been talking about it, but there’s nothing formalized yet.” - Mining & Oil & Gas
- ▶ “We’re an accredited daycare program. As part of being an accredited program it’s basically a requirement to have a formal inclusion and diversity policy in place.” - Other
- ▶ “We have a very flexible diversity plan, where we take each individual’s diversity into consideration as a new employee comes.” - Other

- ▶ “In our applications we have a statement around inclusivity and we're doing that on our stage as well. We post on sites that are quite accessible to a broad range of diverse groups.” - Other
- ▶ “We always encourage it, but we don't have a plan in place. We hire if someone is experienced.” - Other
- ▶ “We employ Punjabi and French speaking dispatchers. There are multi-cultural lunches and participation in diverse cultural events/media in French, Russian and Punjabi.” - Transportation & Warehousing
- ▶ “We don't have a written plan for that but we do value it. We probably have 70% of our staff from foreign countries. We have people from India, Jordan, Eritrea, Croatia and all different nationalities. I would say mostly Indian but there are lots of others.” - Transportation & Warehousing
- ▶ “Our corporate entity has very diverse messaging and they promote it a lot. We are an equal opportunity employer.” - Transportation & Warehousing
- ▶ “We recognize the importance of diversity generally and have made significant strides in policies with First Nations specifically.” - Wholesale & Retail Trade
- ▶ “We have a formal plan in Saskatchewan. For the Calgary area though, we don't have any strategy.” - Wholesale & Retail Trade
- ▶ “For Calgary alone we have no specific plan but our employees are a very diverse lot of people. As a corporation because we are affiliated with an American company there are very strict inclusion rules we have to follow.” - Wholesale & Retail Trade

## Future Employment of Diversity Groups

Approximately one-quarter of employers plan to recruit people from at least one diversity group in the next year.

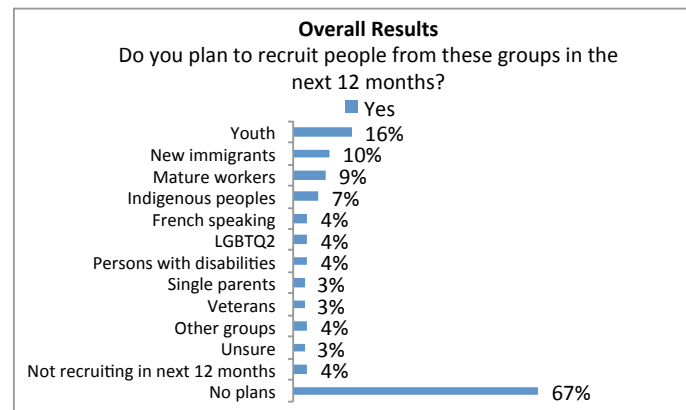
Overall, 26 per cent (52 employers) of the employers surveyed plan to recruit people from at least one of the diversity groups outlined in the survey in the next 12 months. Twenty-two per cent plan to recruit people from 1 - 3 groups, 3 per cent plan to recruit people from 4 - 6 groups, 1 per cent plan to recruit people from 4 - 6 groups and 3 per cent plan to recruit people from 7 - 9 groups.



Employers are more likely to recruit youth, new immigrants and mature workers in the next year.

Overall, 16 per cent of employers said they plan to recruit youth, 10 per cent plan to recruit new immigrants, and 9 per cent plan to recruit mature workers in the next 12 months. Other groups reported by employers include people of different nationalities, people fluent in additional languages, women, and visible minorities.

Of the 74 per cent of employers that do not plan to recruit people from at least one of the diversity groups, 67 per cent said they have no plans to hire people from the diversity groups, 4 per cent are not recruiting at all in the next year, and 3 per cent are unsure.



### Comments

- ▶ “We would start recruiting temporary foreign workers who are new to Canada if the approval process becomes easy.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “No, we just look at their abilities. We don't exclude anyone, but our hiring is about the ability to do the job.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “We do have the focus on new immigrants due to the Bow Valley Immigration Inclusion Charter.” - Accommodation & Food Services/Arts & Entertainment

- ▶ “We do have a strategy to look at new people to Canada.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “It doesn't matter as long as they can do the job. We're unable to employ persons with disabilities.” - Construction
- ▶ “We'll hire anybody who comes in and applies. The problem is that really there's no one coming to our door.” - Construction
- ▶ “We recruit at various colleges and universities, so we look for youth that way.” - Finance, Insurance, Real Estate & Leasing
- ▶ “Yes, the youth are the only group we target.” - Finance, Insurance, Real Estate & Leasing
- ▶ “We don't really have a plan. We hire based on qualifications, experience and performance. We have a wide range of people working here. We hire people who are almost 60 and we have every nationality.” - Finance, Insurance, Real Estate & Leasing
- ▶ “Our job postings state that we're an inclusive company, but we don't target specific groups.” - Finance, Insurance, Real Estate & Leasing
- ▶ “We have a diversity strategy and we look to recruit from various groups and through various methods.” - Finance, Insurance, Real Estate & Leasing
- ▶ “The only one I can say is that we work very closely with Calgary Immigrant Women's Association (CIWA) doing practicums. Out of that we will take 2 or 3 immigrant women and give them their work experience.” - Finance, Insurance, Real Estate & Leasing
- ▶ “Yes, Indigenous Peoples.” - Health Care & Social Assistance
- ▶ “We employ summer students.” - Health Care & Social Assistance
- ▶ “We recognize diversity, but we hire on the best candidate only.” - Manufacturing
- ▶ “We're a US company and I know there's a big push there for diversity hiring. For me basically when a job is open I will try and find the most multifaceted people out there with the qualifications for the job. We also try to hire locally.” - Manufacturing
- ▶ “In our field division we look for people from the Indigenous communities we're working in.” - Manufacturing
- ▶ “I would say the majority of our workforce population is a visible minority.” - Manufacturing
- ▶ “Yes, we look to employ veterans.” - Mining & Oil & Gas
- ▶ “We hire practicum students.” - Mining & Oil & Gas
- ▶ “We have an Indigenous coordinator who works with First Nations and Indigenous communities for our field operations.” - Mining & Oil & Gas
- ▶ “Yes, for the under 25 group our sourcing targets them.” - Other

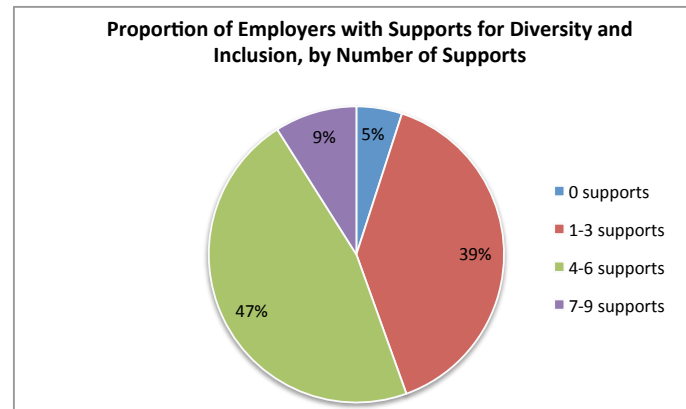


- ▶ “We used to hire temporary foreign workers, but not anymore with the restrictions.” - Other
- ▶ “We work with several organizations that are always sending us new immigrants. We also hire students.” - Other
- ▶ “We have an articling student employment program.” - Professional, Scientific & Technical Services
- ▶ “I can't say that we target any group in particular. We look at everything and we have a great diversity plan within our company. We are not specifically targeting any group. We just hire from all groups.” - Transportation & Warehousing
- ▶ “We're working with Prospect to find employees with disabilities.” - Transportation & Warehousing
- ▶ “By hiring mature staff, we benefit from their experience.” - Transportation & Warehousing

## Employer Supports for Diversity and Inclusion

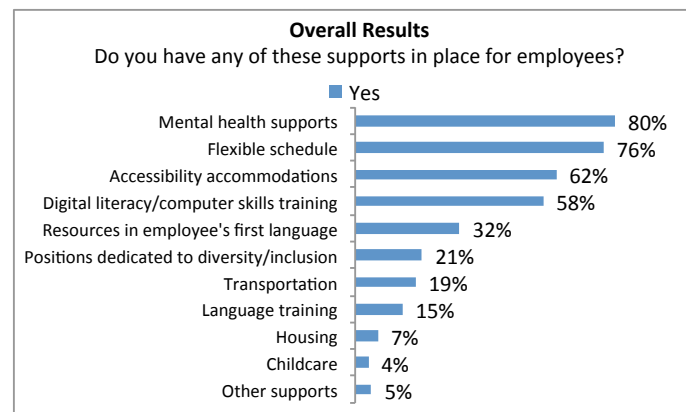
**Ninety-five per cent of employers have at least one support in place to support diversity and inclusion in the workplace.**

Overall, 95 per cent of employers (190 employers) have at least one program, accommodation or support in place outlined in the survey to support diversity and inclusion in the workplace. Thirty-nine per cent have 1 - 3 supports, 47 per cent have 4 - 6 supports, and 9 per cent have 7 - 9 supports.



**Mental health supports, flexible schedules and accessibility accommodations are the top supports employers provide to employees.**

The top programs, accommodations or supports employers provide to employees in support of diversity and inclusion are mental health supports (80 per cent), flexible schedules (76 per cent) and accessibility accommodations (62 per cent). Other supports mentioned by employers include diversity and inclusion training, respectful workplace training, other training topics, welcome team and diversity and inclusion committee.



### Comments

- ▶ “We offer modified work arrangements to one employee currently. Mental health supports are indirect through supervisors, but there is nothing that's standardized or formalized. We have safety signage in Chinese.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “We are working towards following the Bow Valley Immigration Inclusion Charter, so we provide resources in simplified English and we post WCB information in a couple of different languages. Transportation is not really necessary because we provide them housing on site.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “If they don't have a vehicle we provide them with a truck.” - Construction

- ▶ “We offer disability insurance, and we make accommodations for people coming back from disability. Language training is not formalized. Our Employee and Family Assistance Program (EFAP) counseling program is part of the benefit package. We offer a parking and car allowance as well.” - Finance, Insurance, Real Estate & Leasing
- ▶ “We have a tuition and education program that would consider language training.” - Finance, Insurance, Real Estate & Leasing
- ▶ “We have a diversity and inclusion position based out of head office that does work in Calgary.” - Finance, Insurance, Real Estate & Leasing
- ▶ “We have outsourced computer skills training, so we assist them to enroll in it. Transportation we have two vehicles staff or management can use. We offer cultural awareness training and other similar training.” - Health Care & Social Assistance
- ▶ “We have various diversity and inclusion committees.” - Health Care & Social Assistance
- ▶ “Anyone on the floor who develops health issues if we can we will work with them to fit them into some place else. For example [one of our employees] could no longer stand for long periods, so we retrained them in another role. If someone wants to take a course and they convince us it will be of value to the company and they go pass it, then we pay for it. Language has never come up as an issue. With the union their policy includes making a psychologist available if anyone has any issues that they need to talk to trained professional about.” - Manufacturing
- ▶ “We have someone on modified work right now.” - Manufacturing
- ▶ “We offer respectful workplace training.” - Manufacturing
- ▶ “We have an internal SharePoint system, so we train our staff in house to use it if needed. We offer flexibility to seek language training, but our employees are required to have an English benchmark of 7. We will support them to upgrade English language skills. We have a clinical psychologist on site.” - Other
- ▶ “If someone is injured we're very good at being accommodating with modified work. We have set up informal carpool programs. We have tablet training during orientation. We have a set 4 days on 4 days off rotation. Internally no we don't have mental health supports, but we do have a bulletin board with free resources they can contact.” - Other
- ▶ “We are looking into offering language training courses in Spanish because we have a lot of clients in South America and Mexico.” - Professional, Scientific & Technical Services
- ▶ “The office is accessible but not the buses they drive.” - Transportation & Warehousing
- ▶ “We have ongoing training requirements for all of our staff. For each of the competencies of their job if there are skills we need to address we would send out to take courses. Our overall company has access to mental health resources. If they're having trouble and there's a phone number where they can get help directly through that.” - Transportation & Warehousing

- ▶ “We have an Employee Assistance Program (EAP) and when it is used it has proven extremely successful. One employee in particular at a disciplinary hearing admitted to a rough upbringing and we gave them the number of our EAP. They accessed that and literally after three sessions with the counsellor they were a completely new person. The challenge for us with an aging workforce is that many of them see mental health issues as a weakness so they don't use the supports as much as they should. We do have good programs in place, we post them on our board, and when they are utilized there is success. We have a lot of bus riders and the bus stops running at midnight, so if we want people to work overtime we will provide them with a taxi. We are working with [a local organization] and are about to hold a training session for inclusion in the workplace which is coming up in the next couple weeks.” - Transportation & Warehousing
- ▶ “In terms of short term disability, we have worked around that with schedule changes and modified duties. If they're a valuable employee then we want to keep them here.” - Wholesale & Retail Trade
- ▶ “Mental health supports are through our health care provider. We offer car allowances and company vehicles. I can tell you that we're just rolling out coursework in terms of diversity through the Sheldon Kennedy Foundation. The respectful workplaces training is something we're in the process of initiating right now. We're very much aware of the importance of diversity and inclusion.” - Wholesale & Retail Trade
- ▶ “Mental health supports would be covered under health benefits. We have diversity and inclusion seminars.” - Wholesale & Retail Trade

## Benefits of a Diverse Workforce

Many Calgary and area employers are reaping the benefits of diverse and inclusive workplaces - from improved company culture, to enhanced innovation, to being better able to meet the needs of their clients and customers. Employers were also able to provide examples of how specific diversity groups enhance their organizations overall.

### Improved Company Culture

Diversity improves organizational culture, increases employee morale and productivity, and enhances an organization's reputation as a good place to work.

- ▶ “Through the diversity of our staff we are getting to know each other and building community.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “Diversity and inclusion enriches our company culture.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “It just helps with the culture here and makes everyone feel accepted.” - Construction
- ▶ “The cultural awareness through employing people from diverse groups has increased our understanding of diversity, reduced conflicts amongst staff, improved our cultural diversity training processes, and enhanced our organizational knowledge, communication and relationships.” - Health Care & Social Assistance
- ▶ “Again I would suggest that putting women in non-traditional roles and reflecting the community at large has made it a better workplace. People are more comfortable with the diversity of people that they see as customers and coworkers. I will go back to 25 years ago when we were a pretty redneck, white guy on the shop floor organization and while we still have some people who are a little rough around edges, generally speaking they're now accepting of those who are different. This change has made for a pretty great work environment.” - Manufacturing
- ▶ “Hiring people from other cultures makes us more diverse. We had an international food market event where everyone brought in foods from their countries of origin and it was very good. More diversity makes the workforce more accepting of other people.” - Professional, Scientific & Technical Services
- ▶ “It's made us an employer of choice. We have been on Canada's Top 100 Employers list for many, many years.” - Transportation & Warehousing
- ▶ “A lot of our employees appreciate the diversity we have and it's part of why they enjoy coming to work.” - Wholesale & Retail Trade

### Drives Innovation, New Ideas and Different Ways of Thinking

- ▶ “From what I've noticed the various individuals we have hired are very eager to learn and willing to help in the various departments across the company. We have a really good team that works together to create a better product and environment, which leads to all around better progress for the company.” - Manufacturing

- ▶ “I guess it gives us some diversity in how people work and different techniques in the surveying industry.” - Mining & Oil & Gas
- ▶ “I would say that with our diverse group we get diverse ideas which leads to better quality outputs with the work they're doing.” - Other
- ▶ “To be honest at the lawyer level people from those groups would benefit us greatly because they would be looking at situations from different perspectives.” - Professional, Scientific & Technical Services
- ▶ “It's important for team collaboration and for having different point of views to serve the company. It allows us to ensure our staff are complimenting weaknesses of different people. Different views, opinions and cultures are always an asset.” - Wholesale & Retail Trade
- ▶ “We get to see things from different viewpoints and solve problems from different angles. We just held a seminar on core values and one of them is having a diverse group within the company.” - Wholesale & Retail Trade

### **Better Able to Meet Customer/Client Needs**

- ▶ “There's lots of benefits. Of course because this is a tourist area we get different kinds of people as customers. In order for us to communicate well and freely with them we need someone working for us who understands and knows their languages. That's when diversity really helps us, with those interactions. We are a multicultural country, so it helps our company if we learn about each other's cultures and thoughts.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “Diversity provides different viewpoints and ensures that we're inclusionary in our ideas for home building. An example in the marketplace would be the number of ethnic buyers in Canada that are Chinese, Vietnamese and East Indian. We make sure we have a number of workers from those backgrounds to give us that perspective and to communicate with customers.” - Construction
- ▶ “I think because we're a residential construction company we have homeowners who are new to Canada from various regions of the world for whom English isn't their first language either. We've found it helps to have people working for us who identify with those types of backgrounds and can speak those languages.” - Construction
- ▶ “We service clients all around the world. I guess the primary benefit is the variety of languages our immigrant minority employees speak.” - Finance, Insurance, Real Estate & Leasing
- ▶ “I just think the fact that we have a very diverse workplace and pool of employees. This is enriching to our clients and our workplace.” - Health Care & Social Assistance
- ▶ “In our line of work diversity in the workplace is really beneficial to our persons served. It gives us more of an understanding when we're helping our clients.” - Health Care & Social Assistance
- ▶ “Certainly with having an inclusion and diversity policy all of our children are able to benefit due to exposure to different languages, cultures and foods. This is an overall benefit for children in a childcare program.” - Other

- ▶ “A wider variety of backgrounds gives us the information and knowledge from a customer service standpoint and general knowledge standpoint. Having people from different groups working here allows us a larger pool to pull from to resolve any problems and issues or to answer any questions. It also gives us the ability to see things from different viewpoints.” - Professional, Scientific & Technical Services
- ▶ “Different languages being spoken by our staff is beneficial for customers.” - Wholesale & Retail Trade

## Youth and Mature Workers

- ▶ “Hiring youth has been helpful as most youth are part time jobseekers, which works with the restaurant model.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “We have a lot of employees from the under 25 and older than 55 groups because seasonal work is attractive to students and retirees. We've noticed that these age groups work well for us. The flexible hours and seasonal work is attractive for some single parents too.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “Youth bring fresh ideas and different skill sets.” - Finance, Insurance, Real Estate & Leasing
- ▶ “The younger ones benefit the company. We specialize in a training program for people becoming designated. We take our younger staff through the program.” - Finance, Insurance, Real Estate & Leasing
- ▶ “The job experience of the older group is beneficial to our company. I think that was the only group that makes a difference around here.” - Finance, Insurance, Real Estate & Leasing
- ▶ “When we hire a more mature caregiver in the age group of 55 or over we find they provide companionship to the client. Clients have a preference to have a more mature caregiver. By employing mature workers, this makes clients happy and delivers on their expectations.” - Health Care & Social Assistance
- ▶ “I know for mature workers it's basically because of the skills that they have.” - Mining & Oil & Gas
- ▶ “New graduates, who are often youth, bring in new skill sets. With the older groups that's knowledge we're retaining within the company.” - Professional, Scientific & Technical Services
- ▶ “We employ people who are 55 or older and in the type of business we do experience is very valuable. A lot of clients give projects to us only if we can demonstrate that we have senior employees who can execute that type of work. Having senior employees is very important for our success.” - Professional, Scientific & Technical Services
- ▶ “With the diminishing pool of technicians, we will aim to hire young people and put them through the necessary trades so that we are able to grow our own highly skilled technicians.” - Wholesale & Retail Trade

## Indigenous Peoples

- ▶ “For the Indigenous Peoples we hire, we find it really helps our clients because a lot of them are Indigenous too.” - Health Care & Social Assistance
- ▶ “Our field staff are where all of our money comes from in terms of operations, construction and maintenance revenues. Many of those workers are Indigenous or English as a second language. In the actual revenue generation, many of those folks are from diverse groups so our company couldn't operate without them.” - Mining & Oil & Gas
- ▶ “I know with [Indigenous Peoples] it helps us with winning jobs for some of the energy sector work that we do.” - Transportation & Warehousing
- ▶ “We've been working very hard with a [First Nations company]. They're a Treaty 6 First Nation tribe and we've made significant strides in that regard. We distribute some of their products. We've been negotiating a MOU (Memorandum of Understanding) with [another company] and [First Nation]. We have been awarded work on the virtue of that association. Many customers are asking in their bid packages whether we have any First Nations affiliations in our offerings and we have been able to reply positively to that.” - Wholesale & Retail Trade

## New Immigrants

- ▶ “There's many positions that [new immigrants] are the only people who are willing to work in them, so it allows us to get our work done. Having the different cultures allows for everybody to enrich their own experiences day to day. They work with people, it educates, it promotes acceptance, and it alleviates biases they may have ingrained. It allows for alternate viewpoints to be brought into the company and potentially benefits our business as well.” - Manufacturing
- ▶ “I would say hiring new immigrants. We have done quite a bit of that in the past. It provides us with a different perspective on how things are done. They bring new inputs and perspectives from other cultures, which greatly improves the efficiency and the way we do things.” - Mining & Oil & Gas
- ▶ “They just bring a different perspective, especially the new immigrants. They bring a different way of doing things.” - Mining & Oil & Gas
- ▶ “For sure the different languages benefits us tremendously. Mandarin is alive and well in our company. By hiring new immigrants we bridge the cultural gap for our company's international operations.” - Mining & Oil & Gas
- ▶ “Hiring immigrants from Russia and India has allowed us to excel in expedited freight because these two communities prefer to run with a co-driver from the same nationality.” - Transportation & Warehousing
- ▶ “We recruited a couple of Serbians and they are very dedicated workers. They referred a few more people from their community to come work here and that's been a pretty positive benefit. It's a very small community, so they all know each other.” - Transportation & Warehousing



- ▶ “Our organization is made up mostly of different nationalities and different people. Some jobs we have a tough time filling. I can tell you that if we didn't have immigrants to fill those positions we couldn't run this place.” - Wholesale & Retail Trade

## Other Diversity Groups

- ▶ “We employ a lot of single mothers. We provide them with a flexible schedule and in turn they do a great job and are loyal to us.” - Accommodation & Food Services/Arts & Entertainment
- ▶ “One of the employees we hired is from the LGBTQ2 community. They have experience working in outreach with different diverse populations in terms of volunteering and training. That has helped us quite a bit because they know a lot of resources and people in the LGBTQ2 community.” - Health Care & Social Assistance
- ▶ “We have hired a Spanish speaking member that allows us to be able to do business with people in South and Central America, including Mexico. We appreciate different points of view from all groups as well.” - Manufacturing
- ▶ “Flexibility helps with the single parents because then they can look after children and have a good work/life balance. That's a major benefit for our employees to have that.” - Mining & Oil & Gas
- ▶ “We did hire a couple of employees on working visas. Of course their language skills weren't great, but we were patient with them and gave them a chance. They turned out to be great employees who have really been beneficial to this office.” - Professional, Scientific & Technical Services
- ▶ “We have people from all different nationalities working here. We find them to be much more loyal than Canadians to be honest with you.” - Transportation & Warehousing
- ▶ “We have an international office in the UAE and we have an employee working in Calgary who speaks Arabic. That employee has been very helpful in interpreting some of the documents.” - Wholesale & Retail Trade

The Q2 2018 Calgary and Area Employer Survey is based on responses to a telephone questionnaire conducted in April, May and June 2018 of Calgary and area employers with 50 - 99 employees (medium-sized employers). Following are the number of respondents from each industry sector.

Industry	Number of Respondents
Mining & Oil & Gas	20
Construction	20
Manufacturing	20
Wholesale & Retail Trade	20
Transportation & Warehousing	20
Professional, Scientific & Technical Services	20
Health Care & Social Assistance	20
Accommodation & Food Services/Arts & Entertainment	20
Finance, Insurance, Real Estate & Leasing	20
Other	20
<b>Total</b>	<b>200</b>

The 'Other' industry category includes a variety of employers from the remainder of the industry categories: Agriculture, Utilities, Information & Culture, Management of Companies, Administrative & Support Services, Educational Services, Other Services and Public Administration.

It should be noted that the method of sample selection provides a good cross-section of opinion. Nevertheless, given the size of the sample, the statistical reliability of the survey is limited, particularly when the data is reported by industry. The value of this survey, however, goes beyond the data captured by the questionnaire. The telephone interview allows companies to expand on their responses, which provides invaluable information and comments that cannot be measured quantitatively.

*Alberta Community and Social Services has made every effort to ensure that the information contained in this report is reliable, but makes no guarantee of its accuracy or completeness. The user of any information in this report accepts full responsibility and risk of loss resulting from decisions made by the user.*

## Layoffs

Nineteen per cent of the employers laid off approximately 207 workers in the three months prior to their survey.

Industry	NOC Code	Occupation	Number of Layoffs
Accommodation & Food Services/Arts & Entertainment	8612	Landscaping and grounds maintenance labourers	7
	1221	Administrative officers	2
<b>Subtotal</b>			<b>9</b>
Construction	7611	Construction trades helpers and labourers	32
	6221	Technical sales specialists - wholesale trade	4
	1111	Financial auditors and accountants	2
	2234	Construction estimators	2
	2253	Drafting technologists and technicians	2
<b>Subtotal</b>			<b>42</b>
Finance, Insurance, Real Estate & Leasing	1111	Financial auditors and accountants	2
	6231	Insurance agents and brokers	2
	6235	Loan officers	1
<b>Subtotal</b>			<b>5</b>
Health Care & Social Assistance	4212	Community and social service workers	17
	4152	Social workers	2
	423	Managers in social, community and correctional services	1
		Not specified	1
<b>Subtotal</b>			<b>21</b>
Manufacturing	9619	Other labourers in processing, manufacturing and utilities	60
	9231	Central control & process operators, mineral & metal processing	4
	9617	Labourers in food, beverage and tobacco processing	3
	7521	Heavy equipment operators (except crane)	1
		Not specified	20
<b>Subtotal</b>			<b>88</b>
Mining & Oil & Gas	8615	Oil and gas drilling, servicing and related labourers	8
	2145	Petroleum engineers	2
	7511	Truck drivers	1
<b>Subtotal</b>			<b>11</b>
Other	601	Corporate sales managers	5
	8612	Landscaping and grounds maintenance labourers	3
	1221	Administrative officers	1
		Not specified	2
<b>Subtotal</b>			<b>11</b>
Professional, Scientific & Technical Services	2133	Electrical and electronics engineers	5
	2131	Civil engineers	3
	6552	Customer service, information and related clerks	3
	1411	General office support workers	2
	7612	Other trades helpers and labourers	2
	4163	Business development officers & marketing researchers & consultants	1
<b>Subtotal</b>			<b>16</b>
Transportation & Warehousing	7514	Delivery and courier service drivers	1
<b>Subtotal</b>			<b>1</b>
Wholesale & Retail Trade	6411	Sales representatives - wholesale trade (non-technical)	2
	6511	Maitres d'hôtel and hosts/hostesses	1
<b>Subtotal</b>			<b>3</b>
<b>Grand Total</b>			<b>207</b>

Note: Some employers did not specify which occupations.

## Vacant Positions

Fifty-seven per cent of employers had 434 vacant positions that needed to be filled.

NOC Code	Occupation	Vacant Positions
8612	Landscaping and grounds maintenance labourers	40
7511	Truck drivers	39
6731	Light duty cleaners	18
2173	Software engineers and designers	15
5254	Program leaders and instructors in recreation, sport and fitness	15
6411	Sales representatives - wholesale trade (non-technical)	11
7312	Heavy-duty equipment mechanics	11
7521	Heavy equipment operators (except crane)	10
124	Sales, marketing and advertising managers	9
1224	Property administrators	9
2145	Petroleum engineers	9
601	Corporate sales managers	8
2141	Industrial and manufacturing engineers	8
6552	Customer service, information and related clerks	8
714	Facility operation and maintenance managers	7
2175	Web designers and developers	7
6513	Food and beverage servers	7
1221	Administrative officers	6
1521	Shippers and receivers	6
4153	Family, marriage and other related counsellors	6
4212	Community and social service workers	6
6525	Hotel front desk clerks	6
7271	Carpenters	6
111	Financial managers	5
1223	Personnel and recruitment officers	5
3413	Nurse aides, orderlies and patient service associates	5
6221	Technical sales specialists - wholesale trade	5
7231	Machinists and machining and tooling inspectors	5
7321	Automotive service technicians, truck and bus mechanics and mechanical repairers	5
7611	Construction trades helpers and labourers	5
9617	Labourers in food, beverage and tobacco processing	5

*Note: Only occupations with 5 or more vacancies are shown.*

## Change in Employment

Overall, employers anticipate employment will increase by 294 and decrease by 258, for a net employment increase of 36 people.

Industry	NOC Code	Occupation	Net Change in Employment
Accommodation & Food Services/Arts & Entertainment	6513	Food and beverage servers	10
	6322	Cooks	6
	6731	Light duty cleaners	4
	5254	Program leaders and instructors in recreation, sport and fitness	(25)
	8612	Landscaping and grounds maintenance labourers	(30)
		Not specified	(146)
<b>Subtotal</b>			<b>(181)</b>
Construction	7611	Construction trades helpers and labourers	42
	7205	Contractors/supervisors, other construction trades, installers, repairer, servicers	20
	7521	Heavy equipment operators (except crane)	3
<b>Subtotal</b>			<b>65</b>
Finance, Insurance, Real Estate & Leasing	13	Senior managers - financial, communications and other business services	4
	6325	Loan officers	1
<b>Subtotal</b>			<b>5</b>
Health Care & Social Assistance	4212	Community and social service workers	7
	3413	Nurse aides, orderlies and patient service associates	4
	4153	Family, marriage and other related counsellors	3
	7514	Delivery and courier service drivers	2
<b>Subtotal</b>			<b>16</b>
Manufacturing	9619	Other labourers in processing, manufacturing and utilities	13
	9617	Labourers in food, beverage and tobacco processing	5
	7231	Machinists and machining and tooling inspectors	2
	2243	Industrial instrument technicians and mechanics	1
	9437	Woodworking machine operators	(3)
		Not specified	(20)
<b>Subtotal</b>			<b>(2)</b>
Mining & Oil & Gas	8615	Oil and gas drilling, servicing and related labourers	11
	7611	Construction trades helpers and labourers	(10)
<b>Subtotal</b>			<b>1</b>
Other	2175	Web designers and developers	11
	1123	Professional occupations in advertising, marketing and public relations	5
	714	Facility operation and maintenance managers	1
	1223	Personnel and recruitment officers	1
	2231	Civil engineering technologists and technicians	1
<b>Sub Total</b>			<b>19</b>
Professional, Scientific & Technical Services	2232	Mechanical engineering technologists and technicians	10
	2131	Civil engineers	5
	2145	Petroleum engineers	5
	2141	Industrial and manufacturing engineers	3
	2144	Geological engineers	3
	2173	Software engineers and designers	2
	7252	Steamfitters, pipefitters and sprinkler system installers	2
	124	Sales, marketing and advertising managers	1
	213	Computer and information systems managers	1
	2174	Computer programmers and interactive media developers	1
	7611	Construction trades helpers and labourers	1
	6552	Customer service, information and related clerks	(10)
<b>Subtotal</b>			<b>24</b>
Transportation & Warehousing	7512	Bus drivers, subway operators and other transit operators	60
	7511	Truck drivers	34
	7314	Railway carmen/women	2
	7452	Material handlers	(5)
<b>Subtotal</b>			<b>91</b>
Wholesale & Retail Trade	6411	Sales representatives - wholesale trade (non-technical)	2
	7237	Welders and related machine operators	2
	6421	Retail salespersons	(6)
<b>Subtotal</b>			<b>(2)</b>
<b>Grand Total</b>			<b>36</b>

Note: Some employers did not specify which occupations.