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THE 2023 FUTURE OF WORK SURVEY:

FULL STEAM AHEAD

How the post-pandemic workplace is taking shape amid an evolving HR landscape

The coronavirus pandemic may be receding, but there's no question its effects will be felt well into the future.

Indeed, it will likely take years for employers and employees to adjust to how the public health crisis has reshaped the workplace, including a more fluid environment that favours flexibility and well-being. Organizations that continue to lag in these areas will lose out in the race for attraction and retention.

In the current competitive recruitment landscape, candidates arrive to interviews armed with questions on their potential new employer's culture, how they're supporting their workers' well-being and whether they have a diverse workforce. But they're also making it clear that flexible or hybrid working provides them with better work-life balance than pre-pandemic and, in this fraught economy, saves them money on commuting and childcare costs. In addition, terms like 'quiet quitting' and 'rage applying' sum up the new workplace environment — employees still don't feel heard or seen.

In many ways, the results of *Benefits Canada's* second annual Future of Work Survey show employers understand employees' frustrations. They're leveraging all the tools at their disposal to support employees' search for work-life balance, health and well-being and financial security. However, finding the right balance is no easy feat — employers know they have their work cut out for them. But they're ready and willing to do the work to ensure their organizations and employees can chart a course that will land at a happy medium that realizes optimal employee productivity, engagement, health and well-being.

— **Lauren Bailey, associate editor, Benefits Canada**



LEGEND

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SECTION 1:

THE ROLE OF HR POLICIES IN ATTRACTION AND RETENTION

“On the attraction side, we’re trying to reinforce the ‘meaningful purpose’ candidates are seeking in the companies they join. We’re focusing on ways we can offer employees not just a job but a career. That begins with a people-oriented culture that fosters a sense of belonging. That connection helps us build a big company network, rather than just an organization with a structure.”

Claire Guichard, Schneider Electric

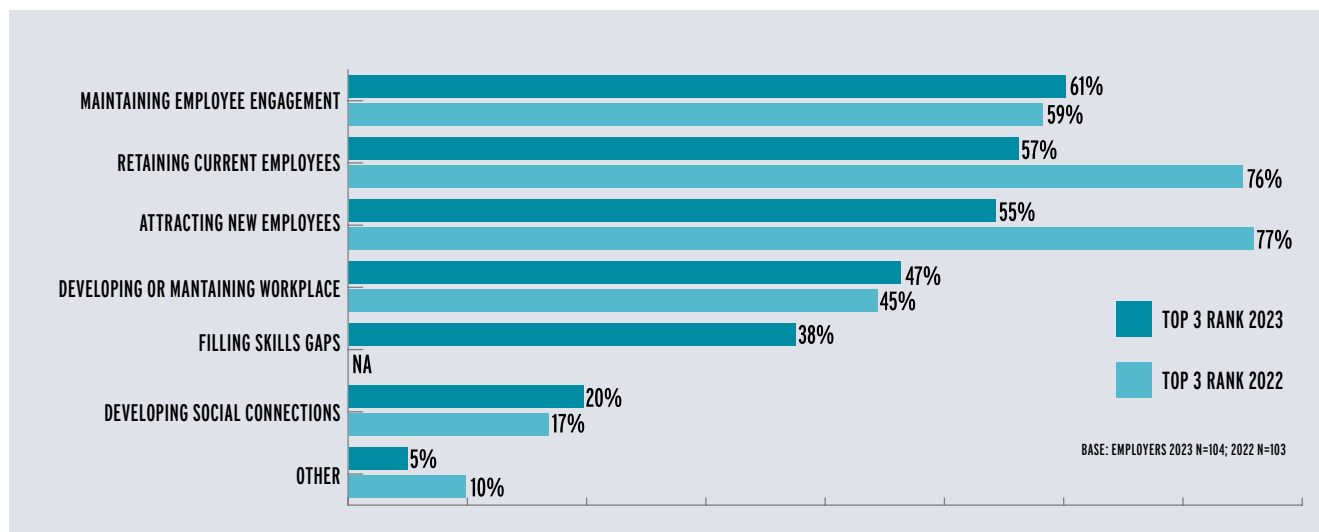
WHILE SIGNS ARE SHOWING THE LABOUR MARKET IS SHIFTING INTO EMPLOYERS' FAVOUR, ATTRACTION AND RETENTION IS STILL A CORE FOCUS FOR MANY ORGANIZATIONS AS EMPLOYEES CONTINUE TO RE-EVALUATE THEIR PREFERRED FUTURE WORKPLACES IN THE WAKE OF THE PANDEMIC. IN RESPONSE, EMPLOYERS ARE INVESTING IN THEIR TALENT THROUGH PAY RISES, CAREER DEVELOPMENT OPPORTUNITIES AND IMPROVED GROUP BENEFITS.

Shifting priorities

- A majority (87%) of employees are still with the same employer they were with 12 months ago, while 13% have either changed employers or are currently considering or actively seeking new employment.
- The top reasons employees left their jobs were a negative workplace culture and/or issues with leadership, lack of appreciation and/or recognition, no change to their compensation/salary and a better health benefits plan at the

new organization. Notably, few cited lack of flexibility in where and when they work.

- As a result, two-fifths (44%) of employers said their most critical HR issues have changed, down from 58% in 2022.
- Nearly two-thirds (61%) of employers cited maintaining employee engagement as their top HR issue, followed by retaining (57%) and attracting (55%) staff, developing/maintaining workplace culture (47%), filling skills gaps (38%) and developing social connections (20%).



“In this competitive labour market, it isn’t surprising that there’s been a shift in employers’ recruitment strategies — from bringing in new people to retaining strong talent through up-skilling and using transferrable skills to move employees into different roles as an opportunity to maintain their workforce.”

Andrejka Massicotte, RBC Insurance



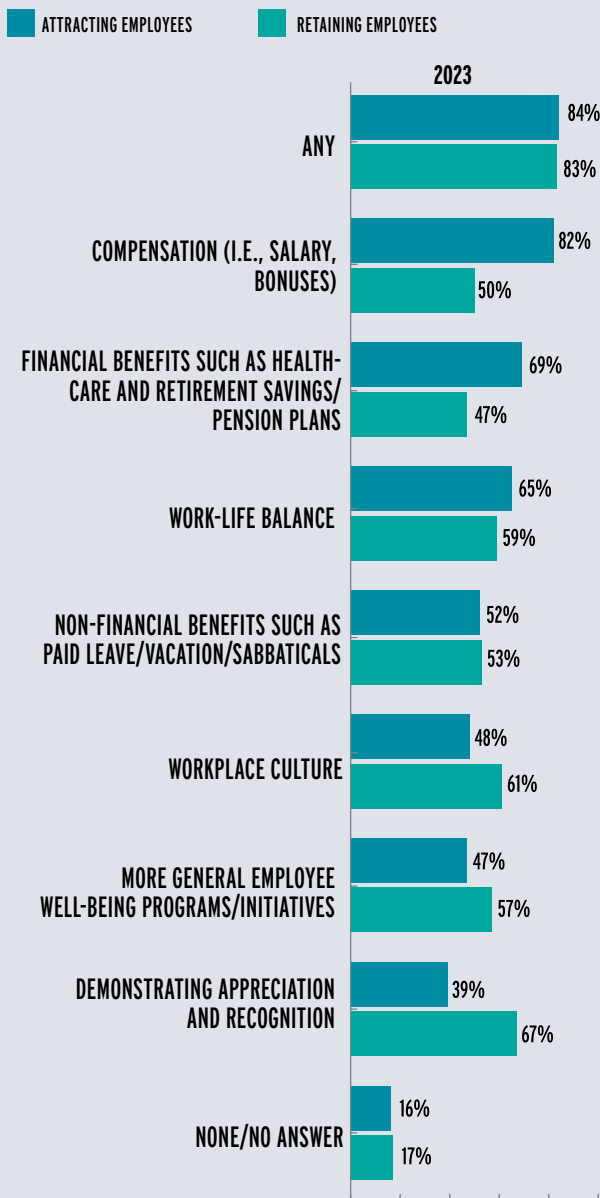
Digging into the benefits toolbox

When it comes to attraction and retention efforts, employers are beefing up their benefits and perks, as well as focusing on employee training and skills development. In the meantime, general employee well-being programs have taken a backseat.

- Nearly all (95%) employers are enhancing their attraction and retention efforts by improving their benefits and perks.
- Among these offerings, 43% are increasing employee training and/or skills development, a significant increase from 2022 (28%), as well as increasing salaries and/or offering signing/retention bonuses (43%).

- More than a third (38%) are improving group benefits such as health care — which saw the highest increase (up 25 percentage points) from the 2022 survey — and retirement savings/pension plans (32%), as well as non-financial benefits such as paid leave/vacation/sabbaticals (37%).
- Fewer employers are improving general employee well-being programs/initiatives (29%) or focusing on programs/policies (i.e. flexible working options) to engage employees (28%) than in 2022.

WHICH DO YOU CONSIDER YOUR MOST IMPORTANT TOOLS FOR ATTRACTING AND RETAINING EMPLOYEES?

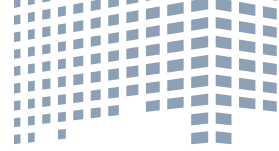


BASE: N=103

OF ALL OF THE ELEMENTS OF YOUR WORKPLACE AND JOB, WHAT DO YOU PERSONALLY VALUE THE MOST?



BASE: N=509



Top attraction and retention tools

- While a majority (82%) of employers said compensation was their most important attraction tool, roughly two-thirds cited financial benefits such as health-care and retirement savings/pension plans (69%) and work-life balance (65%).
- Employers cited work-life balance (59%) as their most important retention tool, followed by compensation (50%) and financial benefits such as health-care and retirement savings/pension plans (47%).
- More than half of employers said non-financial benefits, such as paid leave, vacation and sabbaticals, were important attraction (52%) and retention (53%) tools. However, the percentage of those who chose this option as a top retention tool decreased slightly from 2022 while it increased among those who see it as a top attraction tool.
- While more general employee well-being programs/initiatives landed near the bottom of employers' lists of attraction tools, they're also losing steam overall, with 57% of organizations calling them important retention tools, down from 61% last year.

“A lot of new fears have come up since the pandemic and people are worried about their financial wellness, so they want their compensation to be very high. While work-life balance is very important to them, compensation is their priority, particularly for millennials and generation Z-ers.

Heidi Weigand, Dalhousie University

THE ROAD TO ACHIEVING EMPLOYEE HEALTH AND WELL-BEING

Schneider Electric has a clear roadmap in place for enhancing its benefits plan to ensure it's an important pillar in the organization's HR strategy and a key driver for attracting and retaining employees.

The multinational company has improved many of its health and wellness benefits over the last two years, including launching a paid-time-off purchase program and a 'Recharge Break' program in 2022. The same year, Schneider Electric increased its annual mental-health coverage, from \$1,000 to \$2,000, and its annual

paramedical coverage, from \$500 to \$750 per practitioner. It also introduced a digital wellness app and provided employees with access to telemedicine.

In 2023, the company increased its family-friendly benefits, upping its parental leave to 20 weeks for the primary caregiver and four weeks for the secondary caregiver and introduced a two-week care leave. It also began covering fertility drugs and treatment, to a \$5,000 lifetime maximum per plan member. On the financial wellness side, it raised the employer-match contribution for its defined

contribution pension plan from five to six per cent.

“Overall, our benefits principles are driven by the global benefits strategy of the company, as well as our local business and talent objectives,” says Claire Guichard, vice-president of HR in Canada at Schneider Electric. “These principles are about offering sustainable, inclusive and flexible reward programs that empower and educate employees in making responsible choices, while allowing for personalized solutions based on their evolving needs at home and in the workplace.”

Weathering economic uncertainty

As employees continue to feel the squeeze of the high cost of living and inflation, employers are stepping up their support, recognizing that every little bit counts in this challenging economy. Still, a disconnect remains between employers and employees on just how much support workers need to weather this period of uncertainty.

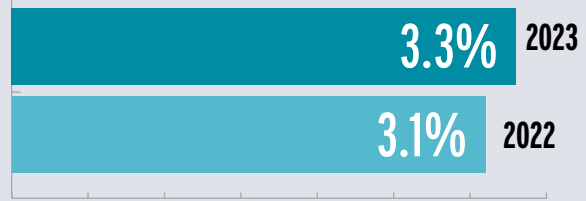
Keeping up with cost of living

- Nearly three-quarters (72%) of employers gave employees a pay rise in 2023, with a similar percentage (70%) planning to do so in 2024.
- In 2023, the average pay rise given was 3.6%, according to employers, surpassing the average they anticipated they'd increase pay (3.4%) this year when asked in 2022. In comparison, when asked last year what they felt would be an appropriate increase this year, on average, employees said 3.9%.
- Two-thirds (67%) of employers said their 2023 pay rise was in line with inflation. However, a similar percentage (66%) of employees didn't think their salary was keeping up with the cost of living. Indeed, while more than half (55%) of employees received a pay rise in 2023, 52% of those who received a wage increase not tied to a promotion expressed dissatisfaction.
- The average pay rise employers expect to provide in 2024 was also 3.4%. However, continuing the disconnect between the two groups, employees believe, on average, an increase of 4% would be fair or appropriate next year if they were in the same role.

“Employees have multiple health and well-being needs and they appreciate when their employers make it easier for them to take care of themselves through health benefits and other programs, such as paramedicals, mental-health supports and well-being tools. Employers that demonstrate they value employee health and well-being through tangible actions set the foundation for a better employment relationships, better employee health and better work productivity.

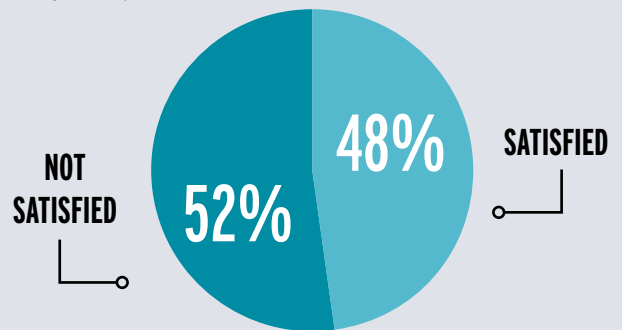
— Paula Allen, Telus Health

WHAT WAS YOUR 2023 SALARY INCREASE?



BASE: EMPLOYEES WORKING AT SAME ORGANIZATION 12 MONTHS AGO AND DID NOT RECEIVE A PROMOTION; 2023 N=80; 2022 N=78

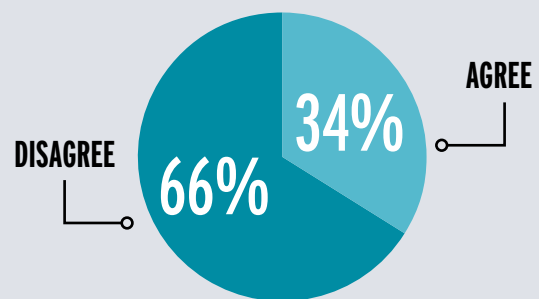
HOW SATISFIED ARE YOU WITH YOUR SALARY INCREASE THIS YEAR?



BASE: EMPLOYEES WORKING AT SAME ORGANIZATION 12 MONTHS AGO AND DID NOT RECEIVE A PROMOTION

n=382

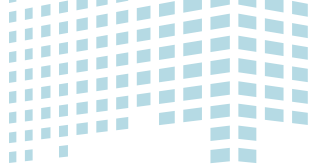
DO YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENT? IN GENERAL, MY SALARY IS KEEPING UP WITH MY COST OF LIVING.



BASE: EMPLOYEES N=508

KEY TAKEAWAYS

- With an unpredictable labour market as a backdrop, employees are still selective in the organizations where they choose to work, making attraction and retention a top priority for employers.
- Amid a challenging economy, employees are finding value in both financial and non-financial benefits, such as compensation and paid time off.
- While organizations are stepping up their financial support by increasing salaries, a disconnect remains between employers and employees on just how much support workers need to weather the economic storm.



SECTION 2:

EMBEDDING EMPLOYEE ENGAGEMENT, WELL-BEING AND DEI INTO BUSINESS PRACTICES

AS EMPLOYEES CONTINUE TO GRAPPLE WITH THE EVOLVING WORKPLACE, THEIR IDEA OF WELL-BEING IS ALSO CHANGING TOWARDS FLEXIBILITY AND FINANCIAL SUPPORT. AT THE SAME TIME, EMPLOYERS ARE EXPLORING WAYS TO OFFSET BURN-OUT AND INSPIRE STAFF TO REST AND RECHARGE THROUGH TIME-OFF POLICIES THAT ALLOW THEM TO FULLY DISCONNECT FROM WORK.

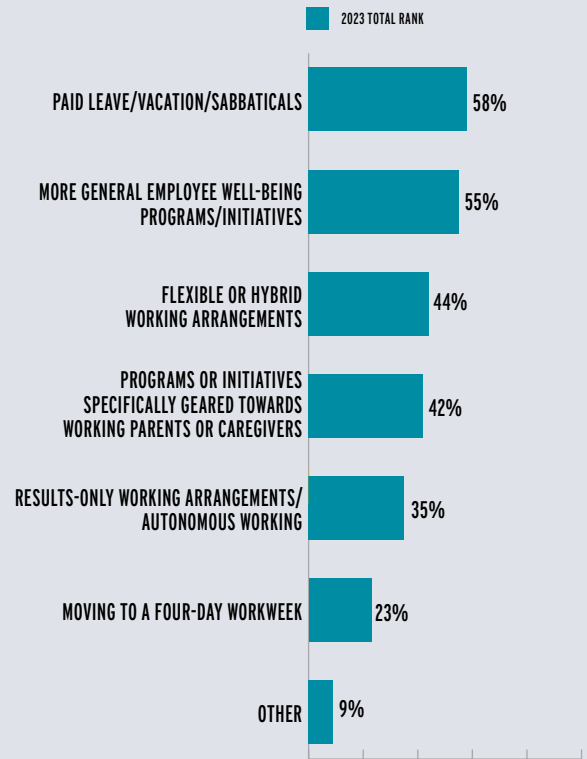
Finding work-life balance

- For employers, supporting employees' work-life balance (70%) and well-being (64%), creating a psychologically safe work environment (70%) and introducing diversity, equity and inclusion initiatives (57%) have increased in importance.
- However, non-financial benefits such as paid leave/vacation/sabbaticals (58%), more general employee well-being programs/initiatives (55%) and flexible or hybrid working arrangements (44%) remained among employers' top three priorities in supporting employee work-life balance.

“Employers should communicate not just what well-being tools are being offered, but how an employee can use them because that ‘how’ element is really different for each person. From the provider side, we often see that, even if we make it known what’s available within the plans, employees don’t actually understand how they can utilize these programs for themselves and their families.”

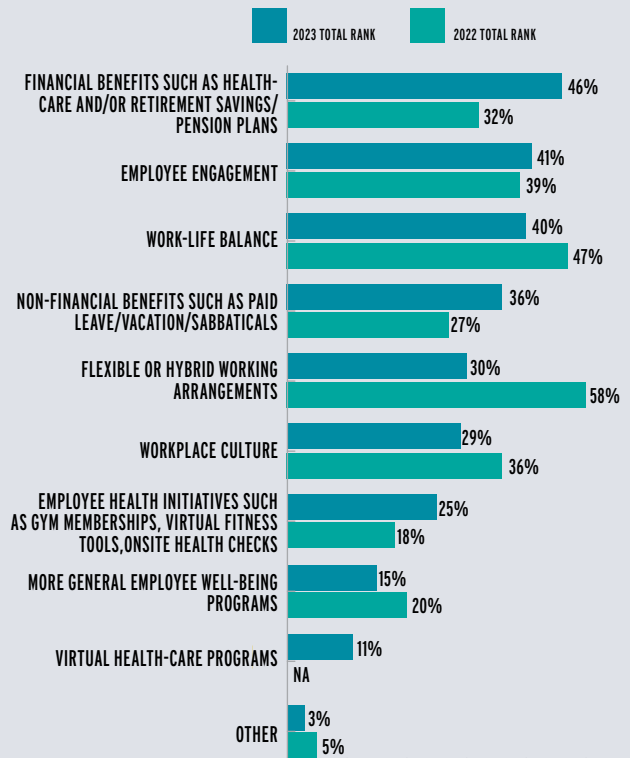
Carlee Bartholomew, RBC Insurance

WHAT ARE YOUR TOP THREE PRIORITIES AROUND SUPPORTING YOUR EMPLOYEES' WORK-LIFE BALANCE?



BASE: EMPLOYERS N=104

WHAT ARE YOUR ORGANIZATION'S TOP THREE PRIORITIES AROUND SUPPORTING EMPLOYEE WELL-BEING?



BASE: EMPLOYERS 2022 N=103; 2023 N=104

“Young people are revamping the way they think of well-being. They’re taking a much more practical attitude towards work that prioritizes work-life balance. While workplace wellness programs may seem to align with that priority by promoting employee well-being, they’re also another way to get wrapped up in your job and some employees may not necessarily think that’s what they need or want from an employer.

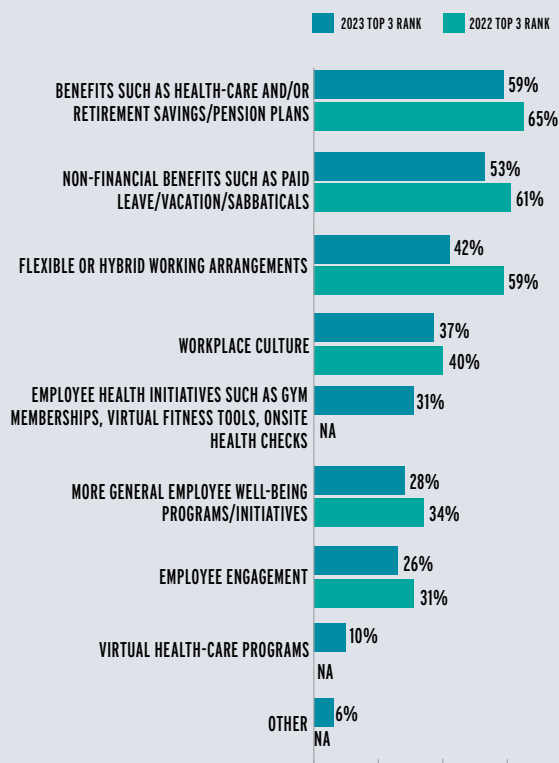
— Matissa Hollister, McGill University

- Employees’ views were aligned, with 58% saying non-financial benefits, such as paid leave/vacation/sabbaticals should be among their employers’ top three priorities when it comes to supporting work-life balance.
- Employees’ other most cited priorities were flexible or hybrid working arrangements (52%), moving to a four-day workweek (51%) and allowing autonomous working (49%).
- As well, two-thirds (66%) of employees rated their employers’ support of work-life balance as above average.

Re-thinking well-being

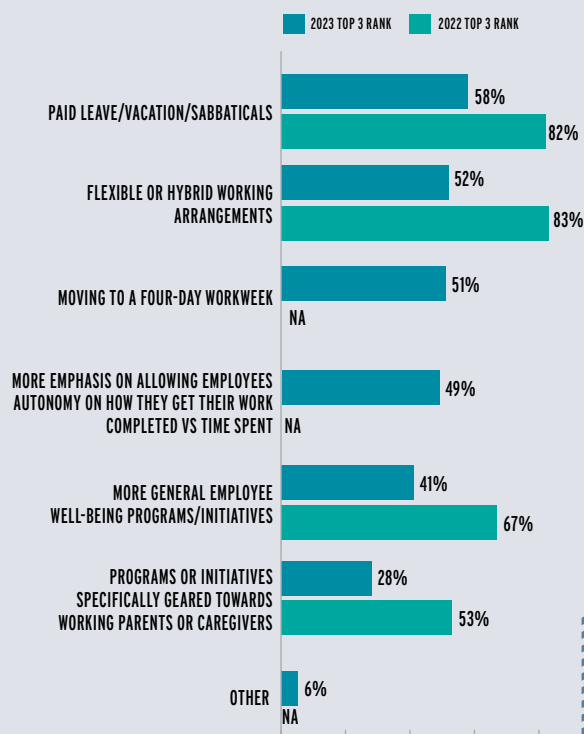
- More than half (54%) of employees rated their employers’ support of their well-being as above average.
- A similar percentage (53%) said non-financial benefits such as paid leave/vacation/sabbaticals should be among their employers’ top three priorities when it comes to supporting well-being.
- However, employees also said benefits such as health-care and/or retirement savings/pension plans (59%) and flexible or hybrid working arrangements (42%) should be among their employers’ top three priorities in terms of supporting employee well-being.
- This view was in line with employers’ perspectives, which cited financial benefits such as health-care and/or retirement savings/pension plans (46%), employee engagement (41%) and work-life balance (40%) as their top three priorities in supporting employee well-being.
- Notably, fewer (30%) employers ranked flexible or hybrid working as one of their top three priorities this year in supporting worker well-being, compared to in 2022 (58%).

WHAT SHOULD YOUR ORGANIZATION’S TOP PRIORITIES BE AROUND SUPPORTING EMPLOYEE WELL-BEING?



BASE: EMPLOYERS 2022 N=103; 2023 N=104

WHAT SHOULD YOUR ORGANIZATION’S TOP PRIORITIES BE AROUND SUPPORTING EMPLOYEE WORK-LIFE BALANCE?



BASE: EMPLOYERS 2022 N=103; 2023 N=104

Diving into DEI

Diversity, equity and inclusion is taking a larger role in employers' overall well-being strategy. The majority of this year's respondents are either working on or already have a documented strategy for DEI, up from just half of respondents in 2022. Still, employers have further to go when it comes to showing employees they're dedicated to promoting DEI in the workplace, with around half of employees rating their organization's DEI efforts as good or above average.

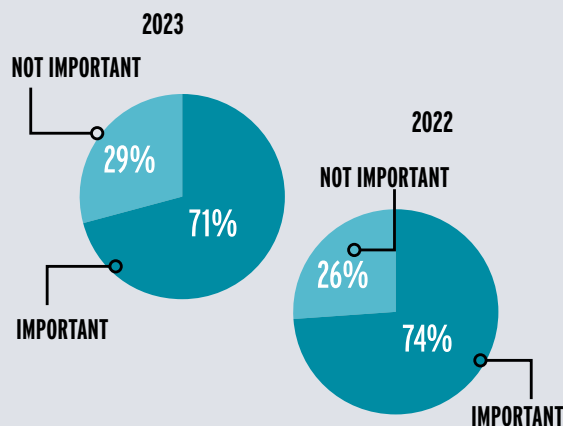
DEI in mind

- Half (52%) of employers cited attraction and retention as the top reason they're implementing a documented DEI strategy, followed by fostering an inclusive workplace culture (47%), improving business outcomes (40%), expanding the hiring pool (34%), employee scrutiny/demand (25%) and client scrutiny/demand (23%).
- A majority (84%) said they're providing employees with DEI training, including inclusive leadership (64%), DEI hiring practices (53%), dismantling unconscious bias training (30%) and other types of DEI training programs (5%).
- Although half (50%) of employees believe gender equity should be among their employers' top three priorities in supporting DEI in the workplace, just 34% of employers cited it among their top three priorities in supporting DEI.
- That said, employees and employers were aligned in their view that pay equity (65% and 54%, respectively) and diversity and inclusion training (46% and 38%, respectively) should be top priorities in supporting DEI.
- Two-fifths (43%) of employers are also making visible and non-visible disabilities a priority when it comes to supporting DEI in the workplace.

KEY TAKEAWAYS

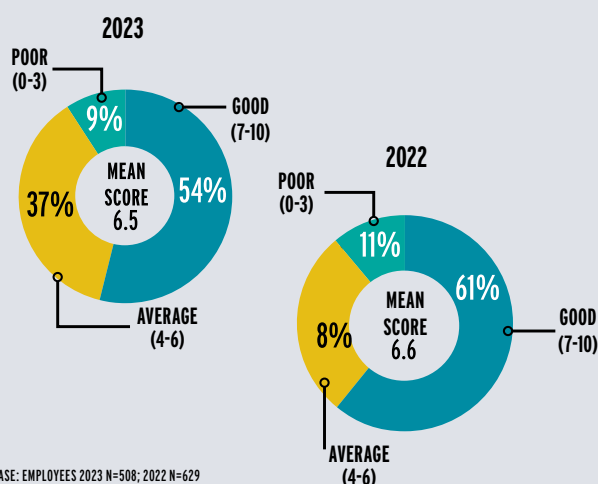
- One constant in the changing workplace is the need for more focus on work-life balance, which employees are demanding over traditional well-being programs such as virtual nutrition, yoga and meditation programs.
- Financial benefits such as health-care and/or retirement savings/pension plans continue to be a focus for both employers and employees as the pandemic and economic uncertainty remain in the background.
- Employers have made steady progress in embedding DEI into their business practices over the last year in the hopes that, among many benefits, it will help them expand their talent pool and improve their business outcomes.

HOW IMPORTANT IS IT TO YOU THAT YOUR EMPLOYER FOCUSES ON INITIATIVES AROUND DIVERSITY, EQUITY AND INCLUSION?



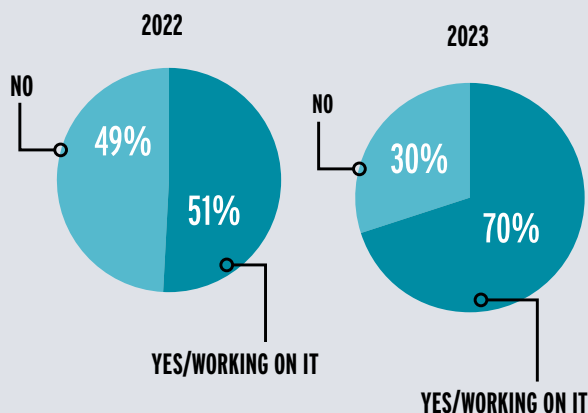
BASE: EMPLOYEES 2023 N=509; 2022 N=629

HOW WOULD YOU RATE YOUR EMPLOYER'S DEI EFFORTS?



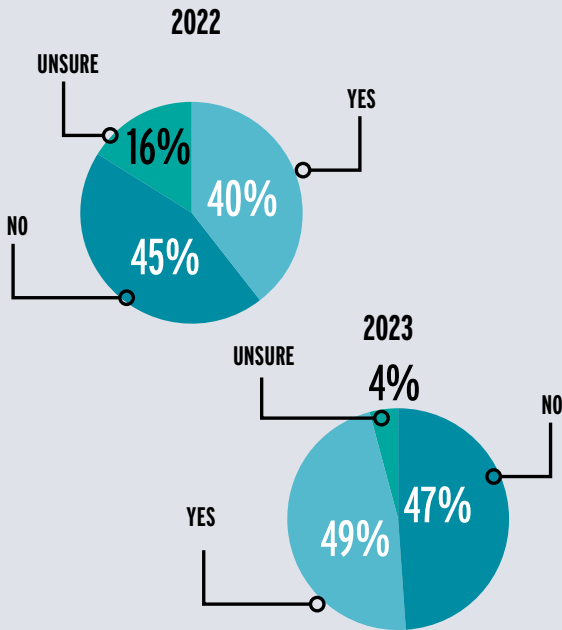
BASE: EMPLOYEES 2023 N=508; 2022 N=629

DOES YOUR ORGANIZATION HAVE A DOCUMENTED STRATEGY FOR DEI IN THE WORKPLACE?



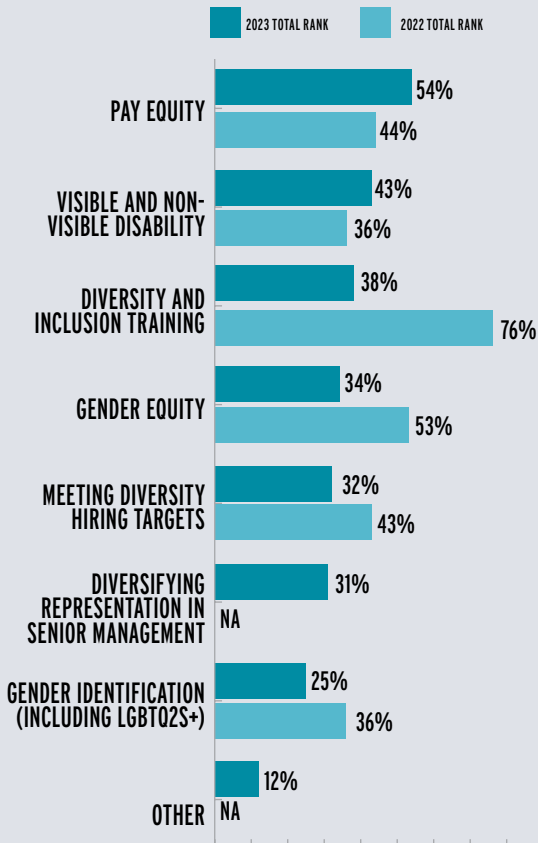
BASE: EMPLOYERS 2022 N=103; 2023 N=104

DOES YOUR ORGANIZATION CURRENTLY HAVE A CHIEF DIVERSITY OFFICER OR A SIMILAR ROLE?



EMPLOYERS WITH A DEI POLICY OR WORKING ON ONE; 2022 n=52; 2023 n=71

WHAT ARE YOUR TOP THREE PRIORITIES TO SUPPORT DIVERSITY, EQUITY AND INCLUSION IN YOUR WORKPLACE?



BASE: EMPLOYERS WITH DEI STRATEGY OR WORKING ON ONE; 2023 n=83; 2022 n=52

“ *TMX approaches DEI initiatives not just because it’s a good thing to do, but because we believe we can make a sustainable, positive impact in keeping with our purpose to make markets better and empower bold ideas. One of the ways we can make markets better is to make them more accessible to people across our communities, including those who historically have not had the same opportunities to participate as others.* ”

Karin Adams, TMX Group



SECTION 3:

**THE FUTURE
WORKPLACE**

AS THE FUTURE WORKPLACE TAKES SHAPE, EMPLOYERS ARE SEEKING A BALANCE BETWEEN THE FLEXIBLE AND AUTONOMOUS WORKING EMPLOYEES ARE INCREASINGLY DEMANDING AND THE COLLABORATIVE AND SOCIALLY HEALTHY WORKPLACE THEIR BUSINESSES NEED TO MAINTAIN A CONNECTED AND PRODUCTIVE WORKFORCE. WHILE MANY MORE EMPLOYERS HAVE RETURNED STAFF TO THE OFFICE FULL TIME THAN IN 2022, HYBRID WORKING REMAINS THE WINNING STRATEGY IN THE REVAMPED WORKPLACE.

Onsite, offsite

- Nearly half (48%) of employers with staff working remotely said more employees are working from home or remotely compared to last year, while 30% said fewer or the same (22%) number of employees are working in this capacity.
- Among employers with employees working remotely since the pandemic, 37% said they plan to return almost all employees onsite — a significant increase from 16% in 2022. In contrast, about half (48%) intend to adopt a hybrid work environment — down from 79% in 2022 — and 13% anticipate a

fully virtual set up with all employees working remotely.

- Among employees, 48% were working in a hybrid or fully remote working arrangement. In this group, more than half cited benefits like the ability to schedule personal appointments for themselves and family members (57%), the reduced/removed commute frees up time to finish their work tasks (51%) and fewer distractions while working from home (51%).
- However, in terms of the downsides of remote working, employees cited

the difficulty of collaborating with team members (20%), the lack of social connection with colleagues is affecting their mental health (16%), the difficulty of fostering connection with their employer (14%) and a lack of workplace culture at their organization (13%).

- Nonetheless, nearly three-quarters (73%) of employees currently working from home in some capacity said remote working has had a positive impact on their organization’s workplace culture.



FLIGHT TO FLEXIBILITY

TMX Group is an adaptive, hybrid-first company that’s committed to providing employees with a flexible workplace, tailored to suit their roles and meet clients’ needs.

The financial services company’s new working styles include a combination of in-office, remote and hybrid styles. Under the hybrid work arrangement, staff typically come into the office two to three days a week. The approach is manager-led, so teams or individual employees are able to shift how they work to address business needs.

To support staff through the transition to hybrid work, TMX invested in a number of helpful tools, including transit subsidies (where available) and enhanced mental-health coverage through

the benefits program. And to keep staff connected, it hosts both in-person and hybrid employee social events, including DEI learning events and its annual Employee Appreciation Day.

Just as TMX’s working styles have evolved, so too has the organization’s approach to measuring effectiveness. Its annual compensation cycle now includes analytics based on work styles to identify potential sources of bias in both performance rating and pay outcomes across the different working cohorts.

This practice promotes fairness and provides TMX with valuable insights to help evaluate the strategy on an ongoing basis as performance patterns emerge, says Karin Adams, its vice-president of talent and total rewards.

“To employees, there’s a difference between a hybrid flexible work arrangement and a hybrid fixed arrangement, which still very much feels like a pre-pandemic work environment. Flexibility is key. Supporting the return to in-person working will help towards solving some collaboration and interpersonal issues, but we must also provide managers with the training and tools to foster collaboration and interpersonal relationships in the hybrid working environment.”

Annie Payant, AtkinsRéalis

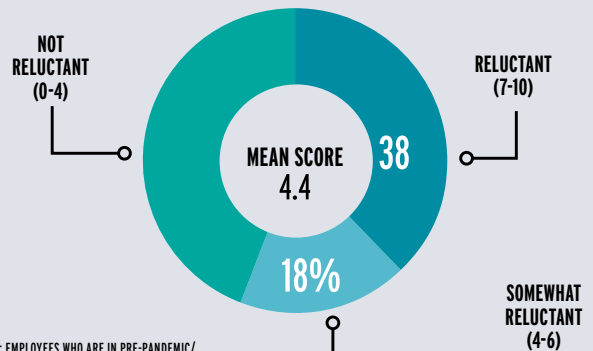
Refining the hybrid experience

- More than half (56%) of employees were reluctant to return to working onsite at their employer's location.
- The reasons for this reluctance included loss of work-life balance (68%), they're just as productive working from home (54%), commuting or transportation costs (52%), loss of productive time due to commuting (43%), caregiving responsibilities (27%) and distance from workplace/moved away from employer's city (21%).
- Indeed, an overwhelming majority of employers (84%) and employees (72%) with a hybrid or virtual setup said it's a positive development.
- The majority (86%) of these employers said keeping employees socially connected is a concern to a varying degree, which is in alignment with the 88% of hybrid or virtual workers who agreed it's crucial for their organizations to foster interpersonal connections in the workplace.
- Organizations are taking a number of steps to keep their staff socially connected, according to employees, including: mandated weekly virtual team meetings (37%); monthly, bi-monthly or quarterly town hall virtual meetings (35%); mandated monthly, bi-monthly or quarterly in-person town hall meetings (33%); voluntary weekly virtual coffee chats (22%); mandated weekly in-person team meetings (22%); investing in a virtual office mobile app (16%); and investing in a mobile app that offers games, group brain teasers or ice breaker games (8%).

“ Amazon has implemented programs to help ease the [return-to-work] transition for some people and has taken a fresh look at the benefits we can provide, such as commuter benefits, to ease employee concerns. We've engaged with public transport organizations to understand the bus and train services that have been reduced in some regions and discussed public safety with city leaders as a top-of-mind issue with our employees. These are all real concerns our employee population have raised on the return to the workforce .

Michael Weeks, Amazon Canada

HOW RELUCTANT ARE YOU TO RETURN TO WORKING ONSITE AT YOUR EMPLOYER'S LOCATION?



BASE: EMPLOYEES WHO ARE IN PRE-PANDEMIC/HYBRID OR PREFER HYBRID OR FULLY VIRTUAL WORKPLACE; 2023 n=337

A FUR-FRIENDLY RETURN

Amazon Inc.'s 'Dogs at Work' program allows employees in Toronto and Vancouver to bring their dogs into the office.

Employees who register their four-legged friends in the program gain special perks, including a welcome package, spaces for their dogs to play, dog-friendly events, discounted pet insurance and free dog treats.

The program is just one of the many tools the organization is using to help ease people back into the workplace, says Michael Weeks, Amazon Canada's senior leader of HR.

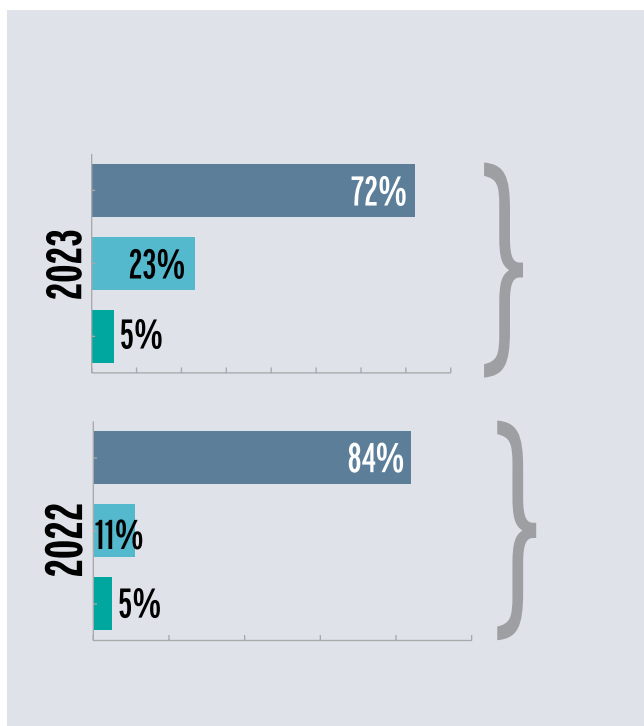
“We'll continue to look for opportunities to help ease the transition back because we see it as vital to our business.”

To ensure offices are set up for multiple pooches to hang out daily, Amazon has added designated spaces for dogs, such as relief areas and puppy parking stations where employees can leave their pets before entering areas that aren't dog-friendly, such as restrooms.

The organization's new office in Vancouver also has a rooftop terrace that includes dog runs and play parks.

An equitable employee experience

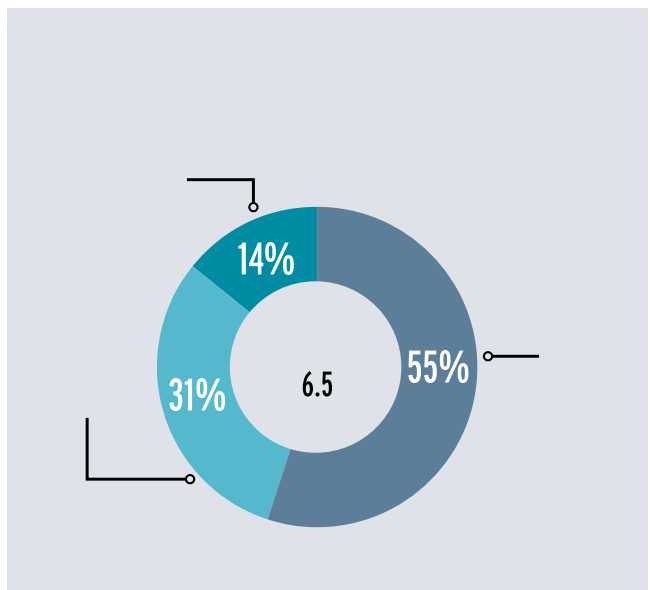
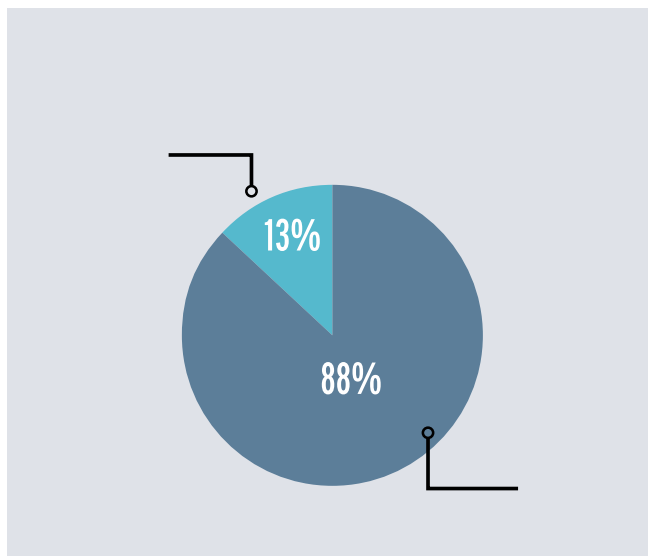
- Employees said working from home or in a hybrid arrangement has provided them with better work-life balance (67%), more autonomy to get their job done (38%) and less micro-managing (30%). However, they also cited less connection with colleagues (25%), less knowledge transfer among and across teams (23%), more difficulty in asking questions of colleagues or managers (22%), feeling less connected to the organization (21%) and their managers (20%) and less cross-team collaboration (17%).
- Among the 38% of employees who are caregivers, nearly all (96%) somewhat or strongly agreed working from home some or all the time has provided them with a better balance between their work and caregiving duties.



KEY TAKEAWAYS

- Hybrid working has emerged as a winner in the future workplace and, with it, employees are enjoying greater work-life balance and more autonomy at work.
- Keeping employees connected socially and collaboratively is among employers' greatest concerns in terms of maintaining a positive workplace culture.
- Many remote workers have concerns about their career development and employers are taking a number of steps to ensure they have equitable policies in place to foster growth among both remote and in-office employees.

- Still, 71% of employees said they have concerns about being a remote or hybrid worker compared to their in-office colleagues, including not feeling connected to their employer and colleagues (31%), not receiving the same benefits/perks (19%), not being promoted as quickly (18%), receiving less salary/wage increases (17%), not receiving as interesting/challenging projects (13%), not meeting obsolete performance assessment goals and targets (13%) and receiving less salary/wages based on changing their geographic location (12%).
- Employers with a hybrid or virtual workplace shared these concerns, with majorities saying they ensure meetings are inclusive to both in-person and remote workers, followed by providing equitable opportunities for growth and equitable benefits and perks. About one-third are establishing new goals and targets for employee performance assessments.



THE 2023 FUTURE OF WORK SURVEY ADVISORY BOARD



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About the survey: The purpose of *Benefits Canada's* Future of Work Survey is to provide information that doesn't currently exist, to help our partners in health care — whether they're plan sponsors, benefits consultants, insurance companies or pharmacy benefit managers — better meet the needs of the Canadians who depend on them. What makes this research valuable is that the results are discussed and analyzed by an advisory board of industry experts, including benefits consultants, insurance companies, plan sponsors and academics, providing key insights into what the data means for the industry. These insights are incorporated into the report.

Survey methodology: The results are based on two separate online surveys conducted in June 2023. One survey was of a nationally representative sample of 509 Canadian employees working at least three days a week on average in organizations of at least 50 employees. The questionnaire was developed by Contex Group/*Benefits Canada* and fielded by Contex Group and Maru/Blue using a random sample drawn from their Canadian online panel. The data has been statistically weighted to ensure the age, gender, regional and racial composition of the sample reflect those of the adult working population according to the 2016 Census data. In addition, Contex Group and Maru/Blue fielded a separate online survey with 104 decision-makers/ influencers of workplaces/HR policies in organizations of at least 50 employees from across the country. The data was statistically weighted to accurately reflect the geographic distribution of business and business size according to Industry Canada.

About *Benefits Canada*: *Benefits Canada* is the country's original and most influential HR, benefits and pension publication for key decision-makers in Canadian workplaces. Senior HR professionals, finance executives, pension board trustees, benefits professionals, managers and industry specialists have turned to the magazine for more than 45 years to help them make informed decisions about HR policies and benefits and pension plans.

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