



HIRING PRACTICES IN CANADA

SPRING 2022

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EXECUTIVE SUMMARY



INTRODUCTION

In Q1 of 2022, The Digital Marketing Sector Council surveyed 1,532 hiring professionals across Canada to gain a better understanding of how hiring practices and workplace policies have changed in the past two years as a result of the pandemic and remote work. The survey, sponsored by Innovate BC, also aimed to get insight on how Diversity and Inclusion policies have shifted within this same time period. The survey yielded valuable information on changes within the surveyed industries that will be outlined throughout this study.

ABOUT THE DIGITAL MARKETING SECTOR COUNCIL

The Digital Marketing Sector Council is made up of over 2,100 stakeholders across Canada. These individuals are business owners, hiring managers and HR professionals, all with a vested interest in training and hiring qualified digital marketing professionals. On an annual basis, we survey these stakeholders to ensure we are listening to the industry when it comes to; skills gaps that exist, training expectations and availability for digital marketing job candidates, and retention practices for digital marketing professionals.



PURPOSE OF STUDY

The objective was to gather data around how hiring practices and Diversity and Inclusion policies have changed in the past two years due to external factors such as the global pandemic. The study aimed to gather insights on whether flexible work schedules and online hiring platforms have increased in popularity among hiring professionals, primarily in digital marketing and tech industries. Based on the social impacts emphasized the past two years, such as BLM protests, MMIWG, and The National Day for Truth and Reconciliation, the study intended to gather data around how hiring professionals in industries such as technology, marketing, retail trade, healthcare, life sciences, education and other industries hiring for these roles, have approached Diversity and Inclusion practices.

METHODS TO GATHER DATA

To gather the data, The Digital Marketing Sector Council surveyed 1,523 hiring professionals from varying industries across Canada including technology, marketing, retail trade, healthcare, life sciences, education and other industries hiring for these roles.

The survey focused on approaches to hiring, working options in place for existing employees such as remote work, flexible schedules, and related topics. The questioning was centered around hiring for digital marketing, HR, and tech roles specifically. The survey questioned participants on their current Diversity and Inclusion policies and how they have increased (if at all) in the past two years.

FINDINGS

- 56.64% of participants found that factors in the past two years, such as the pandemic, have made it either mildly difficult or very difficult to hire for digital marketing and tech roles.
- Digital marketing and tech roles were also the departments respondents were looking to increase team size in (26.37% SEO, Social Media, Digital Ads, PR, Content Creation, 19.52% website development, 18.6% software development).
- Despite the difficulty, 50.25% of the respondents stated that digital hiring tools, such as LinkedIn and Indeed, have made hiring more simplified. An additional 37.31% of participants said that offering flexible work schedules has increased the number of applicants they receive.
- Diversity and Inclusion practices have not increased for 86.16% of respondents and 34.33% stated 5-25% of their workforce was of a visible minority.

RECOMMENDATIONS

1. Companies should maintain flexible work environments to increase the number of potential applicants for digital marketing and tech roles.
2. Based on the results showing that there is still not an increase in company effort for Diversity and Inclusion practices and certain tools would help increase this, businesses are encouraged to make conscious effort to incorporate these practices more in their overall operations as well as advocate for more resources to become accessible.

REPORT LIMITATIONS

A limited number of hiring professionals were surveyed across Canada, as a result, the data and findings are not exhaustive due to limited sample size.

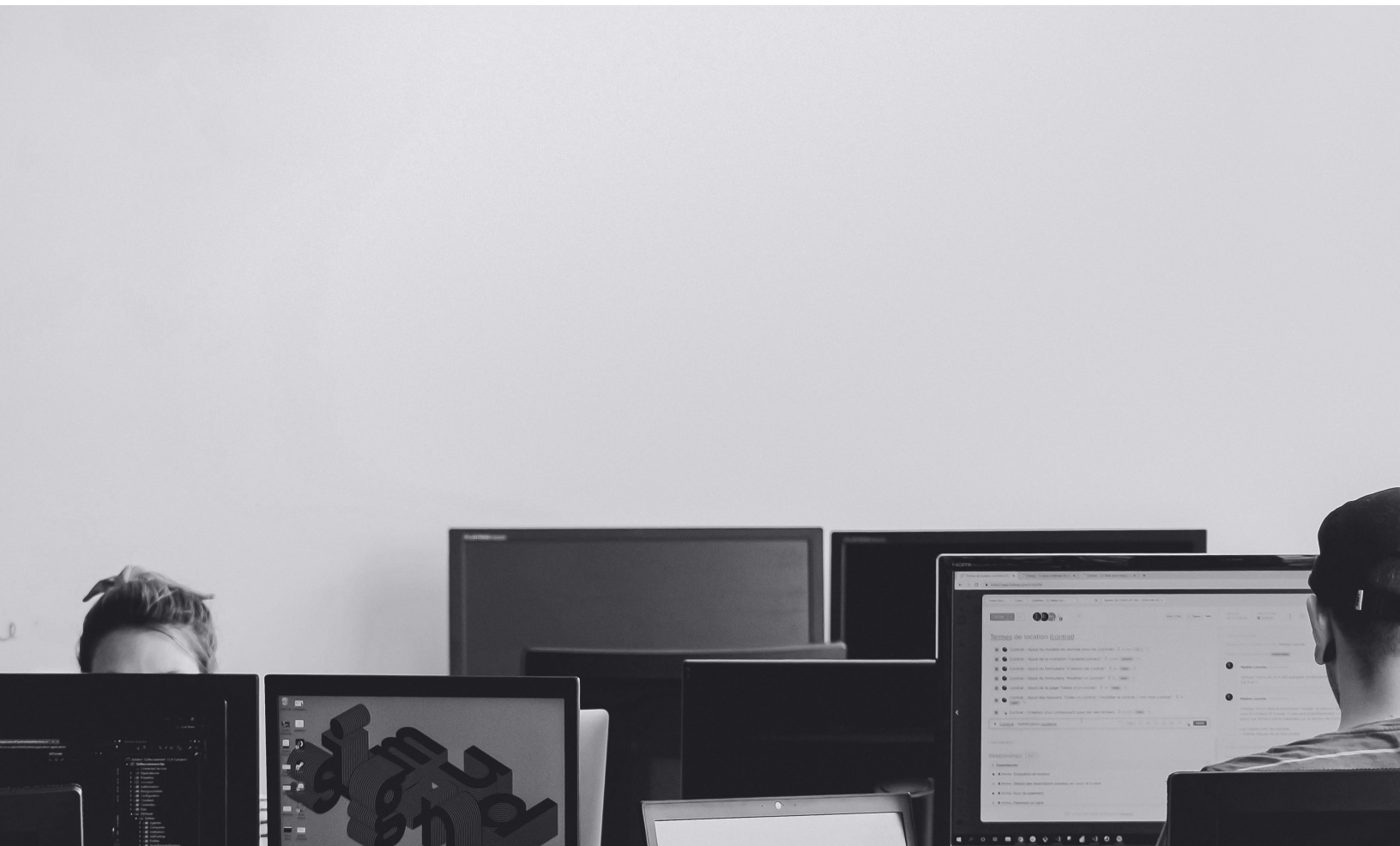
IMPLEMENTATION

If companies are looking to increase the number of applicants for digital marketing and tech roles, but are not yet offering flexible working conditions, they can research and implement the examples of flexible work environments outlined in the section: “How Hiring Professionals Have Shifted Workplace Practices”, pp.1.

For tech and digital marketing companies who were recorded as having very low effort or no changes in regards to their Diversity and Inclusion Policies, they are strongly urged to make this a key priority in their overall operations. For those who are looking to increase their Diversity and Inclusion policies, they have the option to outsource resources that are currently available such as the Government of Canada grants, [found here](#).

CONCLUSION

The study provided insightful data in regards to how hiring practices have shifted over the course of two years and under the influence of a global pandemic. The study highlights some important findings surrounding the lack of diversity within the surveyed industries and individual organizations. The data from this survey can be used to assist implementation or consideration for remote work and flexible schedules to increase applicants, as well as bring awareness to how Diversity & Inclusion policies require more priority.





**STUDY
FINDINGS**

DEFINITIONS

DIVERSITY

Diversity is the concept surrounding the make-up or representation within an entity (ex. A company).

INCLUSION

Inclusion refers to the way in which diverse groups and perspectives are incorporated into a given entity.

DIGITAL MARKETIN

Digital Marketing is a component of marketing that uses digital technologies such as the internet, social media platforms, search engines, and more to promote products and services.

SEARCH ENGINE OPTIMIZATION (SEO)

SEO is the process of taking steps to help a website or piece of content rank higher on Google and other Search Engines (Neil Patel).

SOCIAL MEDIA MANAGEMENT

Social media Management uses social media and social networks (such as Facebook, LinkedIn, Twitter, Instagram, TikTok, Snapchat, etc) to share a company or brand's message, engage its followers, and reach a wider audience.

DIGITAL ADS MANAGEMENT

Digital advertising is the process of publishing paid promotional material through online platforms such as social media (Facebook, Instagram, TikTok, etc), search engines (Google, Bing, etc), and websites - these are paid efforts, vs the unpaid efforts of Social Media management.

CONTENT CREATION

Content creation is the process of turning information into media that is typically beneficial for the users and audience it is being presented to.

PR (PUBLIC RELATIONS)

PR, in context to digital marketing, is the process of increasing the awareness of a brand, product, or service via digital media platforms.

WEBSITE DEVELOPMENT

Covers the development of websites using various methods. Websites can be built entirely custom primarily through coding, or via templated platforms such as WordPress and Squarespace.

SOFTWARE DEVELOPMENT

Software development includes the process of conceiving, designing, developing, programming, testing, and repairing applications or other software.

HR (HUMAN RELATIONS)

HR refers to the team or personnel that is focused on the hiring, training, and well-being of employees at a given company.

LETTER OF SUPPORT FOR RESEARCH

TRACY RIDLER, SHOPIFY

“As an all-in-one platform that empowers entrepreneurs, Shopify’s mission is to make commerce better for everyone. We help entrepreneurs start, run, and grow their businesses. Millions of businesses worldwide are powered by Shopify, selling via online, retail, online marketplaces, and social media channels.

As the Chair of the Indigenous Employee Resource Group at Shopify, I cannot overstate the importance of this research and calls to action for change.

Bold action to address the longstanding racial inequities in the tech community is required.

Typically, hiring practices have mirrored and maintained organizational structures that have perpetuated systemic racism and oppression. This research is an integral first step towards actual diversity, belonging, equity and inclusion for marginalized groups.

We look forward to our continued partnership with Darian and his team at The Digital Marketing Sector Council as we empower Indigenous peoples across the globe.

Sincerely,”



Tracy Ridler

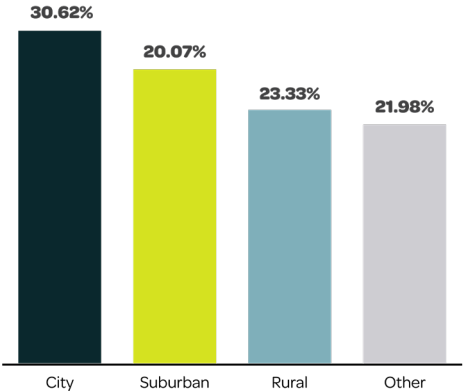
Build Native with Shopify, Partner and Operations Manager

Native at Shopify Employee Resource Group, Chair

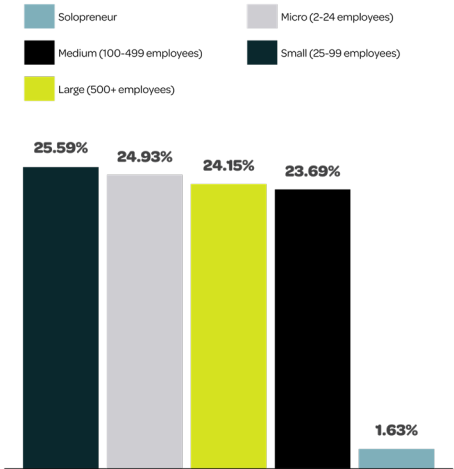
PARTICIPANTS BREAKDOWN

To gain valuable data around the hiring practices across Canada, Innovate BC and The Digital Marketing Sector Council surveyed a total of 1532 participants from industries such as technology, marketing, retail trade, healthcare, sciences, education and other industries hiring for these roles. The research was conducted nationwide and yielded that 21.98% of participants were located in BC specifically, with the majority (30.62%) of all participants residing in a metropolitan/city location.

CHOOSE THE BEST OPTION THAT DESCRIBES YOUR GEOGRAPHIC LOCATION?



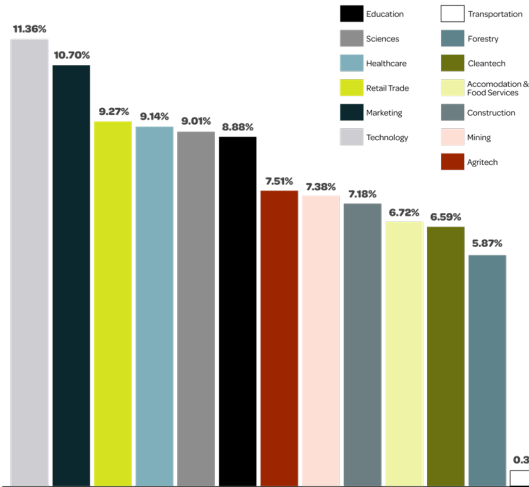
WHAT SIZE IS YOUR COMPANY?



The survey participants came from various business sizes, producing almost a quarter split in results with 25.59% from a small business (25-99 employees), 24.93% from micro businesses (2-24 employees), 24.15% from large businesses (500+ employees), and 23.69% from medium sized businesses (100-499 employees). As we evaluated the rest of the data, this finding was valuable in knowing the results were the same no matter the business size.

With the highest percentage of participants working in either tech (11.36%) or marketing (10.70%), the survey yielded valuable insights on these two industries. Other primary industries that our participants work in included retail trade (9.27%), healthcare (9.14%), life sciences (9.01%), and education (8.88%).

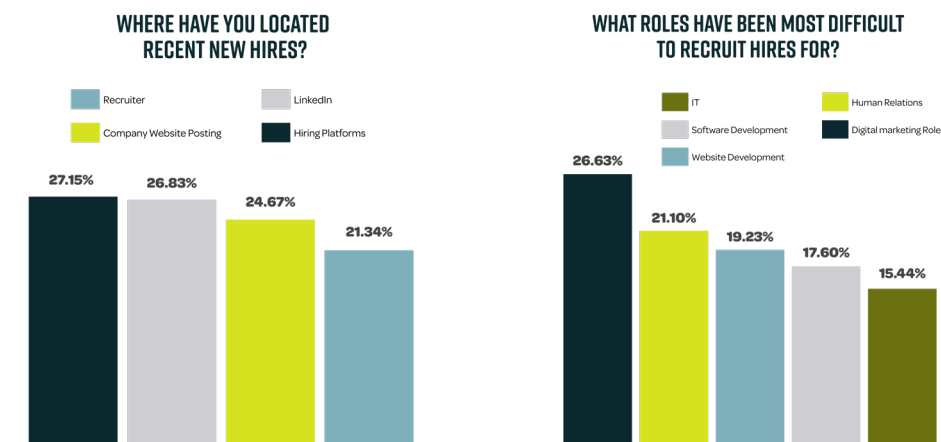
WHAT INDUSTRY IS YOUR BUSINESS IN?



HOW THE PAST TWO YEARS HAVE AFFECTED HIRING

With many changes in the workforce over the past two years due to external factors such as the COVID-19 Pandemic, this survey gathered information around how hiring practices have changed. The survey gathered insights on how hiring professionals locate new hires, and difficulties they've experienced in the process.

27.15% of survey respondents said they located new hires from hiring platforms such as Indeed. 26.83% noted LinkedIn as a source of new hires, and another 24.67% relied primarily on their company website job postings. We can derive that the majority of respondents use digital techniques to find new hires.



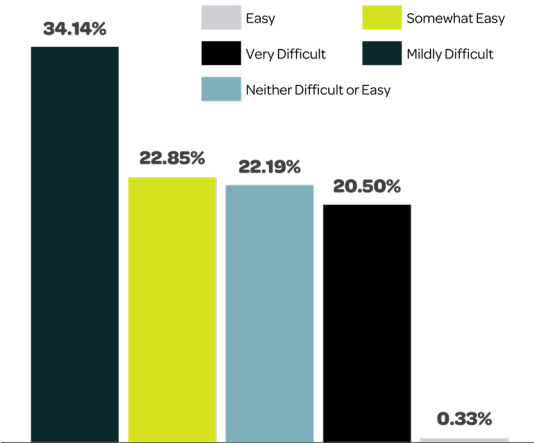
Participants were also asked what roles have been the most difficult to hire for. 26.63% of respondents stated digital marketing roles (SEO, social media, digital ads, PR, and content creation) were the most difficult to hire for. 21.1% said HR, 19.23% said website development, and 17.6% said software development as being the most difficult. Participants also provided insights on what departments they are looking to grow team size. 26.37% said Digital Marketing Roles (SEO, social media, digital ads, PR, and content creation) is where they are looking to grow, with an additional 19.52% looking to increase team size in website development.

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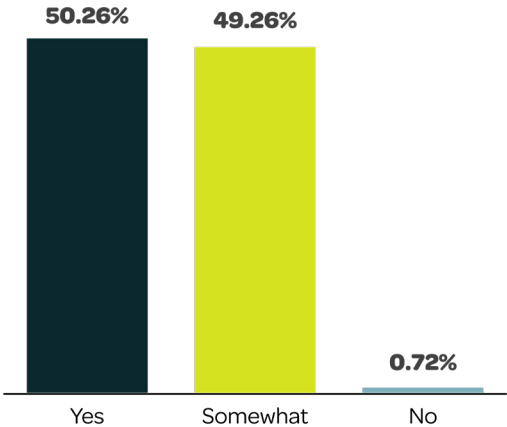
26.63% of respondents stated digital marketing roles (SEO, social media, digital ads, PR, and content creation) were the most difficult to hire for.

To understand how the above results were influenced by the pandemic and other events, participants were asked if the level of difficulty for hiring these roles has changed in the last two years. 34.14% had noted it has become mildly difficult, and 20.50% said it has been very difficult. Contrasting these results, 22.85% had said it has been somewhat easy, indicating the majority of respondents have found it to be challenging over the past 2 years.

HAS THE LEVEL OF DIFFICULTY OF HIRING FOR DIGITAL AND TECH ROLES CHANGED IN THE LAST 2 YEARS BASED ON FACTORS SUCH AS THE PANDEMIC?



HAVE YOU FOUND THE ADVANCEMENT OF DIGITAL HIRING PLATFORMS TO BE USEFUL IN YOUR COMPANY'S HIRING PROCESS?



In order to connect the dots on how hiring for tech and digital marketing roles has shifted, despite it becoming more difficult - we asked respondents if online hiring platforms, such as Indeed and LinkedIn, have been helpful in finding qualified applicants. 50.25% said yes, and 49.02% said somewhat. From these results, we can derive that these platforms added value to the hiring process for tech and digital marketing roles.

HOW HIRING PROFESSIONALS HAVE SHIFTED WORKPLACE PRACTICES

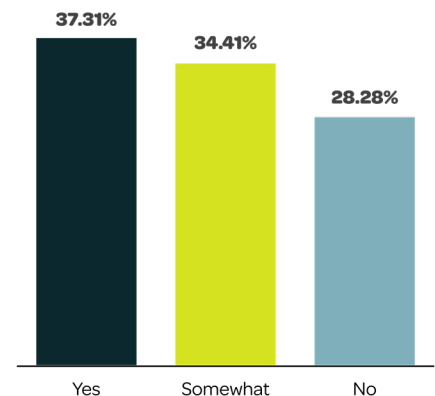
The results of the survey indicated a very evident change in roles amongst people that are working for tech and digital marketing roles. 26.79% of respondents said they are offering hybrid office schedules (at home and in office), while 24.93% said they are offering to work remotely all of the time, and 24.71% are offering flex time (employees can be flexible between their time in-office or working remotely). 22.91% of respondents said they offer a compressed workweek (4 days at longer hours each day). The results yielded that only 0.66% of respondents have maintained regular hours in-office. This data helps us determine that the majority of workplaces have transitioned to incorporate more remote work into their schedules.

“

26.79% of respondents said they are offering hybrid office schedules (at home and in office), while 24.93% said they are offering to work remotely all of the time, and 24.71% are offering flex time (employees can be flexible between their time in-office or working remotely).

When asked if offering flexible work schedules has increased applications for tech and digital roles, 37.31% of respondents said yes and 34.41% said somewhat. 28.28% noted they saw no increases nor decreases in applications when offering flexible work schedules. These results indicate a clear positive effect that flexible work schedules have had on increasing potential applicants.

DO YOU FIND OFFERING A FLEXIBLE WORK SCHEDULE INCREASES APPLICATIONS FOR TECH AND DIGITAL ROLES?



DIVERSITY & INCLUSION

In light of recent events such as the murder of George Floyd that led to global BLM protests, and the uncovering of thousands of unmarked graves at residential schools across Canada, more organizations have been encouraged to make a much larger commitment to prioritize Diversity and Inclusion practices for hiring and business operations. When asked if over the past two years respondents have implemented diverse and inclusive practices, 86.16% said no. This is a high number, despite the pressures to prioritize this issue over the past two years.

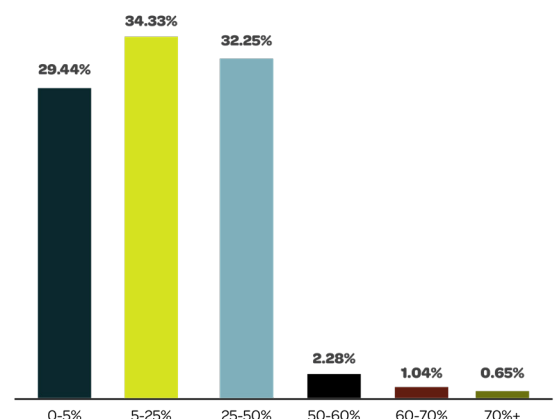


37.27% said yes they have seen an increase in their industry peers' Diversity and Inclusion practices, 32.96% said somewhat, and 29.77% said no.

When respondents were asked whether they have seen an increase in Diversity and Inclusion practices amongst their industry peers, the results were varying and showed some discrepancies. 37.27% said yes they have seen an increase in their industry peers' Diversity and Inclusion practices, 32.96% said somewhat, and 29.77% said no. This data reflects that survey respondents saw more increases in Diversity and Inclusion practices amongst their industry peers than within themselves.

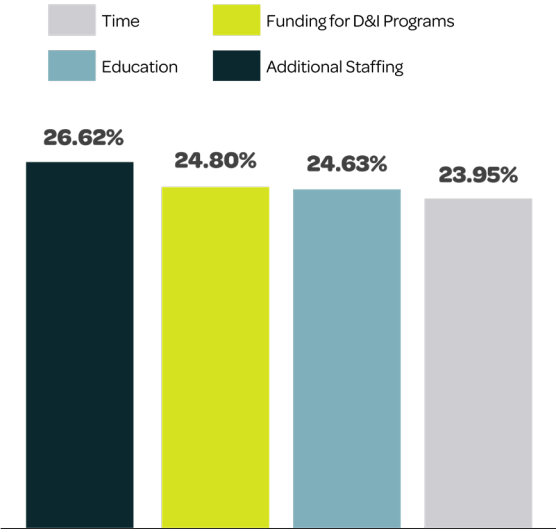
Respondents were asked approximately what percentage of their company's workforce is of a minority group (Indigenous, Black and People of Colour, 2SLGBTQIA+, neuro-diverse, persons with a visible or invisible disability, women, youth from care) and the highest range of respondents (34.33%) noted it was 5-25%. 32.25% said it was 25-50%. Only 0.65% noted that their workforce was 70%+ of a visible minority.

APPROXIMATELY, WHAT PERCENTAGE OF YOUR COMPANY'S WORKFORCE IS OF A VISIBLE MINORITY?



Participants were also asked what resources they would need to execute Diversity and Inclusion policies. 26.63% said additional staffing, 24.8% said funding for diversity and inclusion programs, and 24.63% said diversity and inclusion education via seminars or training.

WHAT RESOURCES WOULD YOUR TEAM NEED TO EXECUTE A D&I POLICY?



CONCLUSION

Overall the study provided valuable insights on how the past two years have had an impact on hiring practices, flexible work schedules, and Diversity and Inclusion policies within industries such as technology, marketing, retail trade, healthcare, life sciences, and education. The data that was gathered can be useful to assist in the implementation of further resources for flexible work environments, and the prioritization of Diversity and Inclusion policies.

The results yielded that over half of respondents found digital marketing and tech more difficult to hire for in the past two years. Along with difficulty in hiring, digital marketing and tech roles were also the departments respondents were looking to increase in team size. Additional data collection would be valuable to understand why exactly these roles have become difficult to hire for based on factors of the past two years. Useful data on this issue was recorded previously in a study done by The Digital Marketing Sector Council and sponsored by Innovate BC, reporting the digital skills gap and can be found [here](#).



The results yielded that over half of respondents found digital marketing and tech more difficult to hire for in the past two years.

While hiring for digital marketing and tech roles have become difficult for respondents, the data found the digital hiring platforms such as LinkedIn, Indeed, and website postings have made the process much easier and are valued among hiring professionals. The data also found that by offering flexible work environments, such as remote work or hybrid schedules, digital marketing and tech applicants have increased. From this, we were able to conclude that if hiring professionals are looking to grow their digital marketing and tech teams, they should continue to implement flexible work environments and search for applicants via digital hiring platforms.

While hiring and working circumstances have changed in the past two years, the survey gathered that Diversity & Inclusion policies have primarily not increased amongst respondents - the majority of whom work in tech and marketing industries. 86.16% of

respondents noted they have not increased Diversity and Inclusion efforts within their companies, but 70.23% respondents saw an increase in efforts amongst industry peers. This data points to a potential discrepancy between public facing Diversity and Inclusion efforts versus internal efforts. Respondents said time, increased staffing, funding, and training resources would assist them to execute a Diversity & Inclusion policy. To address this, The Digital Marketing Sector Council recommends provincial and federal governments to make the desired resources accessible to Canadian companies and allocate a dedicated budget for this type of policy implementation. Additionally, individual businesses should be taking onus to increase their individual Diversity and Inclusion practices in house.



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ABOUT INNOVATE BC

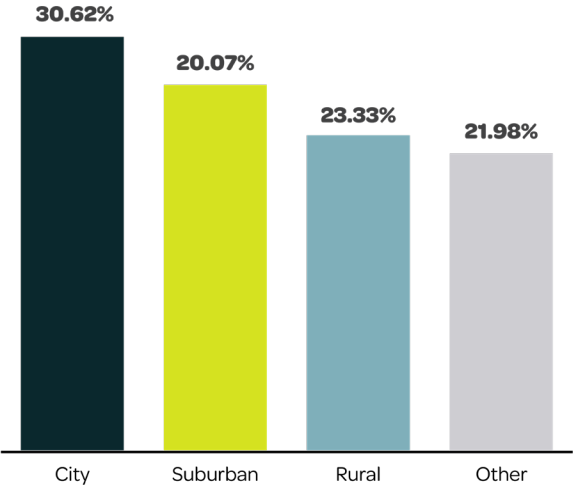
Innovate BC helps foster innovation in B.C. so that British Columbians in all regions of the province can benefit from a thriving, sustainable and inclusive innovation economy. A Crown Agency of British Columbia, Innovate BC funds and delivers programs that support the growth of the B.C. economy by helping companies start and scale, train talent that meets labour market needs, and encourage technology development, commercialization and adoption.

Learn more about Innovate BC at www.innovatebc.ca

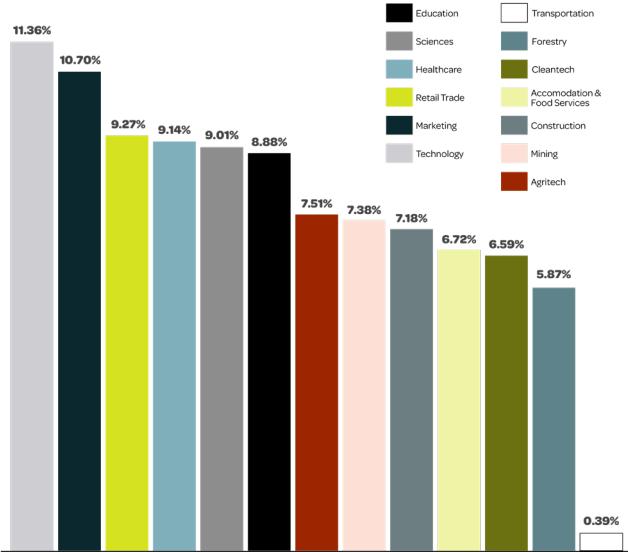


APPENDIX A - SURVEY DATA INFOGRAPHICS

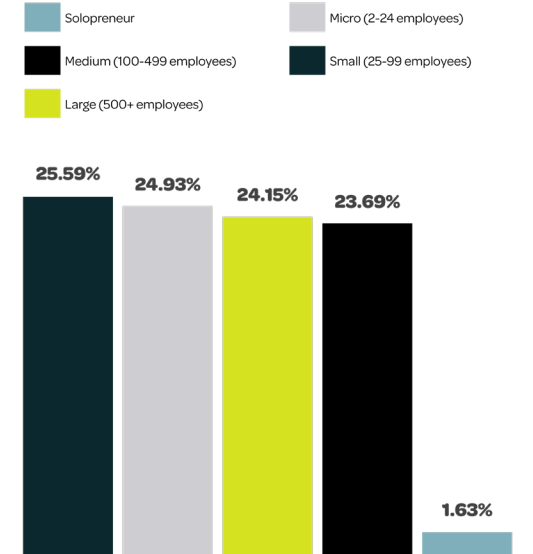
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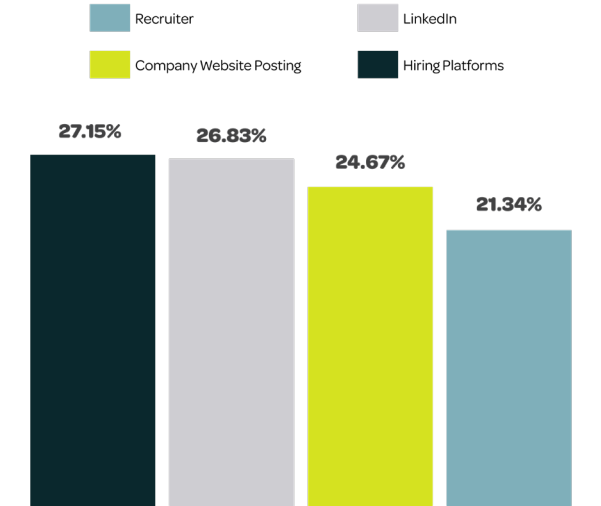
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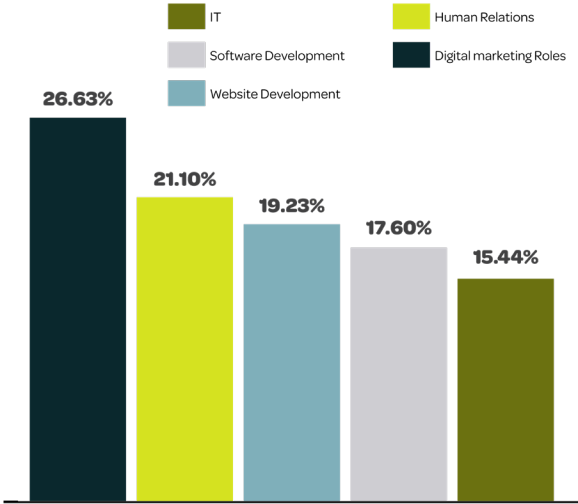
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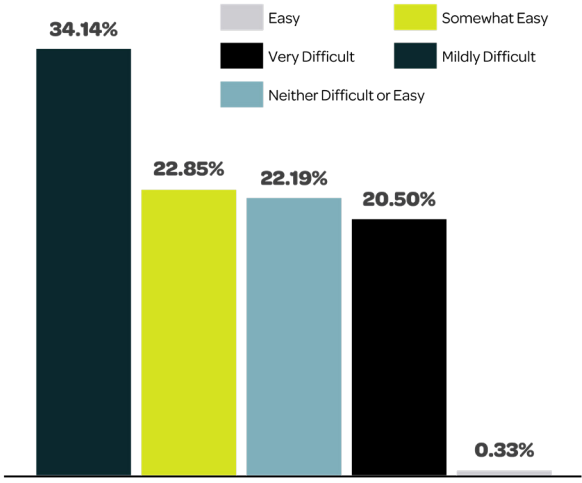
WHERE HAVE YOU LOCATED RECENT NEW HIRES?



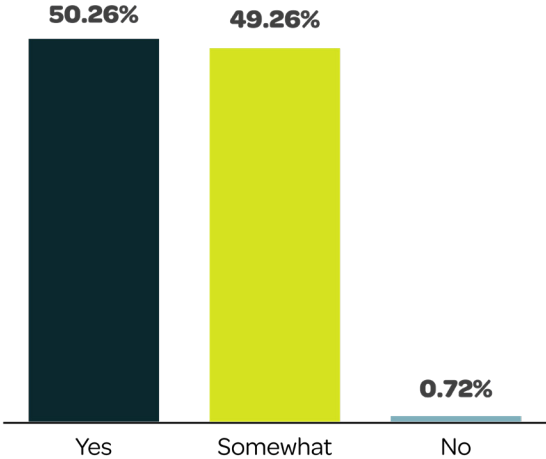
WHAT ROLES HAVE BEEN MOST DIFFICULT TO RECRUIT HIRES FOR?



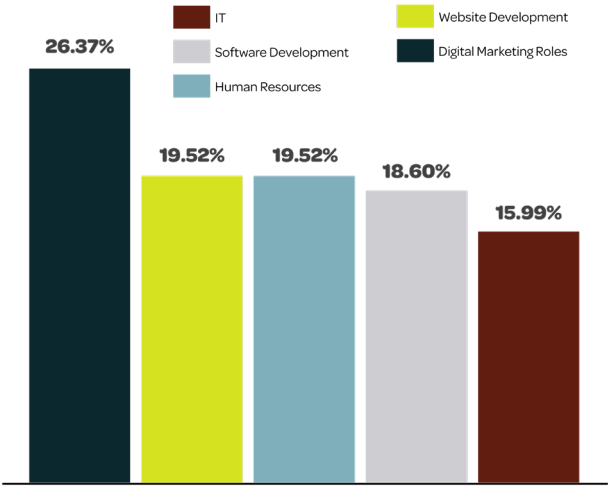
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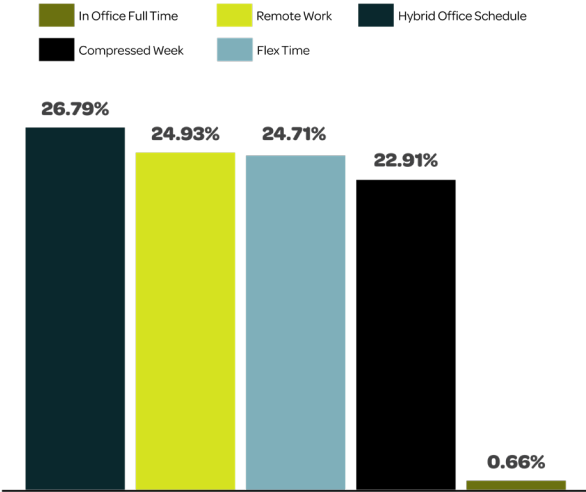
HAVE YOU FOUND THE ADVANCEMENT OF DIGITAL HIRING PLATFORMS TO BE USEFUL IN YOUR COMPANY'S HIRING PROCESS?



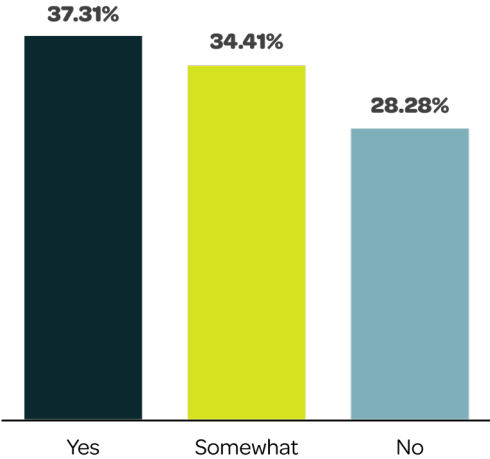
WHAT DEPARTMENTS ARE YOU CURRENTLY LOOKING TO INCREASE TEAM SIZE IN?



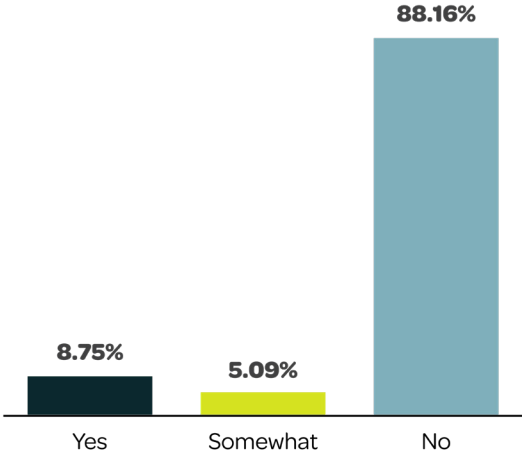
ARE YOU CURRENTLY OFFERING ANY OF THE FOLLOWING FLEXIBLE WORK SCHEDULES?



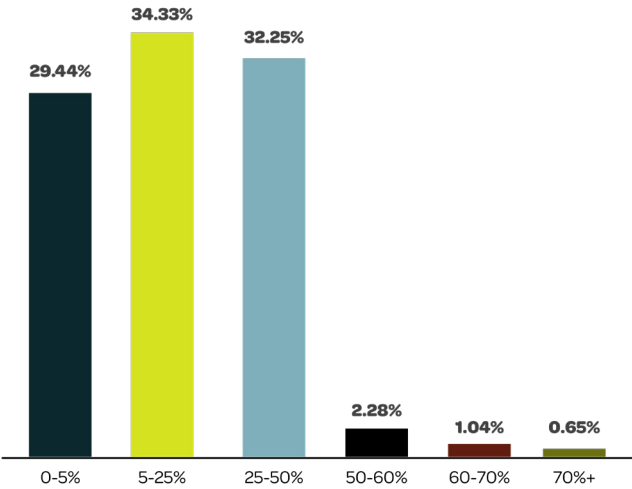
DO YOU FIND OFFERING A FLEXIBLE WORK SCHEDULE INCREASES APPLICATIONS FOR TECH AND DIGITAL ROLES?



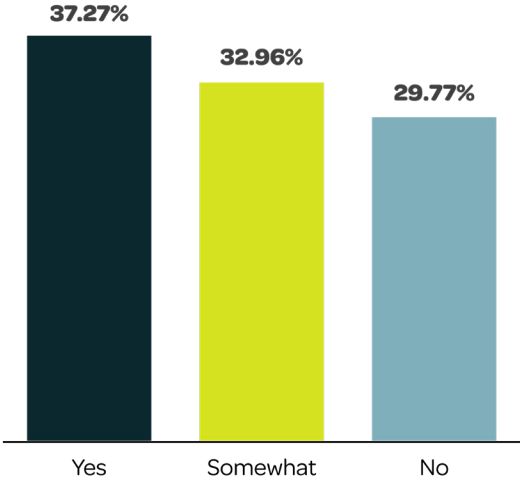
OVER THE PAST TWO YEARS, HAVE YOU IMPLEMENTED MORE (OR ADDITIONAL) DIVERSE AND INCLUSIVE HIRING PRACTICES?



APPROXIMATELY, WHAT PERCENTAGE OF YOUR COMPANY'S WORKFORCE IS OF A VISIBLE MINORITY?



WITHIN THE PAST TWO YEARS, HAVE YOU SEEN AN INCREASE IN DIVERSITY AND INCLUSION PRACTICES AMONG YOUR INDUSTRY PEERS?



WHAT RESOURCES WOULD YOUR TEAM NEED TO EXECUTE A D&I POLICY?

