



# 2021 CCPC Research Report

**Responding to Changing Priorities | May 19, 2021**





# Survey Methodology



**Discover by Navigator undertook an online survey for the CCPC among 1500 Canadian adults.**

## **Study Population:**

Canadians aged 18 years of age and older, representative of population nationwide.

## **Survey Timing:**

Conducted from April 30<sup>th</sup> to May 4<sup>th</sup>, 2021.

- Quotas and weighting were employed to ensure that the sample's composition reflects that of the Canadian population according to Statistics Canada census data.
- For comparison purposes, a probability sample of this size would carry a margin of error of +/- 2.53 percentage points, 19 times out of 20. Discrepancies in or between totals are due to rounding.
- The survey was self-commissioned and paid for by Discover by Navigator. Detailed results follow.





Job and Career Expectations are Changing





# Job and Career Expectations are Changing



Canadians are rethinking what they do for a living.

About four-in-ten (42%) of full or part time employees indicate they are considering changing their job or type of career in the next year.

The most commonly reported reason for considering a job or career change is directly related to the purpose of the corporation and a desire to see it focus on stakeholders' well-being, followed by various issues related to work-life balance. Few indicated issues related to financial compensation.

The single most frequently selected reason for a change is the belief that an employer “cares

almost solely about revenue and or profits and does not care enough about important stakeholders like employees” (36% of those considering a change).

This is followed by reasons related to improving their work-life balance such as an employer not offering “sufficient flexibility in work hours” (25%) and “not actively foster[ing] work-life balance” (24%).

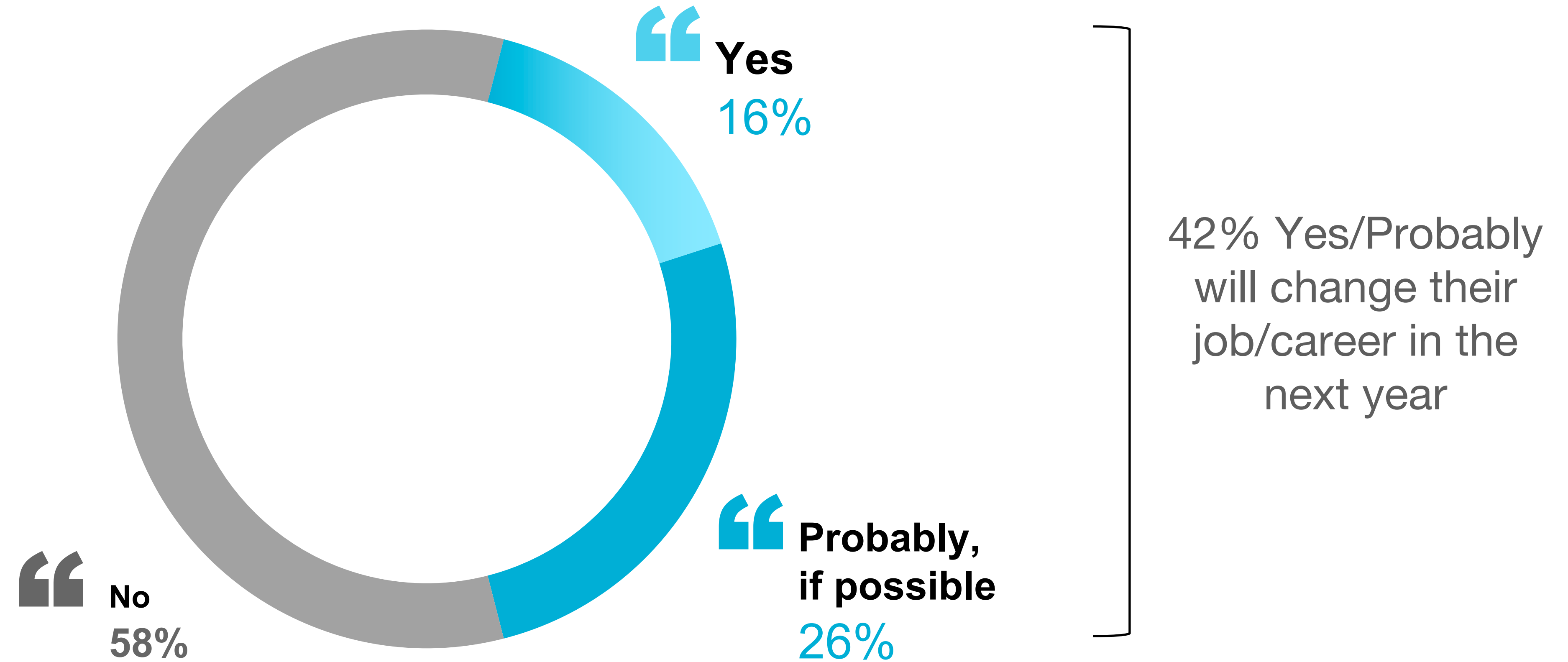
Fully 18% say one of their reasons prompting a job/career change is that their employer doesn't represent the social values important to them and 15% say it relates to a lack of diversity in the workplace.

Comparatively, only 6% indicate they wish to leave due to inadequate compensation.





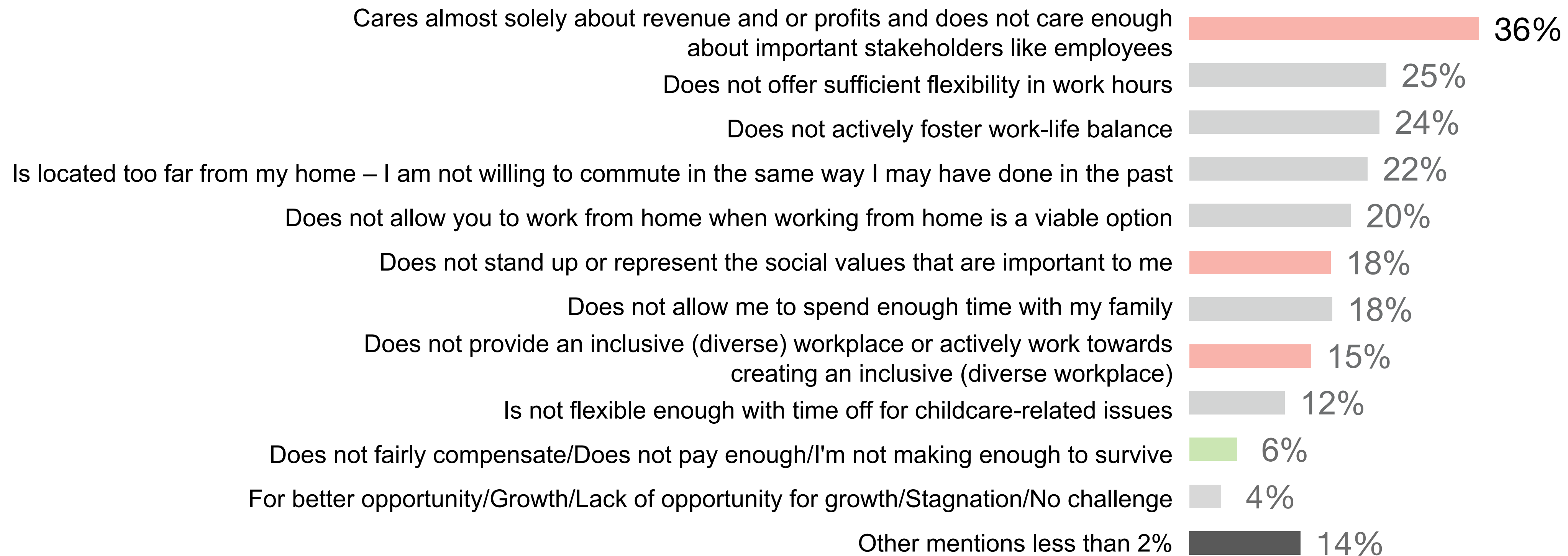
# Considering A Change of Job or Type of Career in Next Year







# Employer Factors Driving Job/Career Change Consideration



- Factors related to being purpose-driven and considering stakeholders beyond shareholders
- Factors related to work-life balance considerations
- Financial compensation





Changing Priorities





# Changing Priorities



The pandemic is leading to shifting priorities with family and health taking precedence.

Over three-quarters of Canadians (78%) report that at least a few of their life priorities have changed.

Work no longer holds a candle to other priorities.

By a significant margin, family has become a higher priority compared to the other issues explored.

Health, both physical and mental are also higher priorities for Canadians as a result of the pandemic.

Work is at the very bottom of the list, attaining a 'priority increase score' of zero.

Significant generational differences can be observed:

- Gen Z, Millennials and Gen X are putting a lot of emphasis on mental health and their family.
- Older Canadians focus on their family and physical health.
- Work is less of a priority for everyone but particularly older Canadians.





# Incidence of Changing Life Priorities as a Result of Pandemic

**78%**

**Total - Yes, have changed priorities (Many, some, a few)**



■ Yes, many of my life priorities have changed ■ Yes, some have changed ■ Yes, a few have changed ■ No change in my life priorities





# Incidence of Changing Life Priorities as a Result of Pandemic

	TOTAL SAMPLE	Gender		Age					Region					
		Men	Women	Gen Z	Millennials	Gen X	Boomers	Silents	BC	AB	MB/SK	ON	QC	Atlantic
n=	1500	700	791	190	355	399	490	120	207	168	97	578	348	102
	%	%	%	%	%	%	%	%	%	%	%	%	%	%
<b>Total - Yes, have changed priorities (Many, some, a few)</b>	<b>78</b>	<b>73</b>	<b>82</b>	<b>83</b>	<b>82</b>	<b>80</b>	<b>76</b>	<b>62</b>	<b>76</b>	<b>74</b>	<b>84</b>	<b>78</b>	<b>80</b>	<b>79</b>
Yes, many of my life priorities have changed	17	16	19	20	19	20	17	7	21	18	13	19	15	13
Yes, some have changed	44	42	46	51	50	45	39	32	40	38	53	42	50	50
Yes, a few have changed	16	15	17	12	12	16	20	22	14	18	18	16	16	16
No change in my life priorities	22	27	18	17	18	20	24	38	24	26	16	22	20	21

Q27. As a result of the pandemic and the impact it had on our lives, would you say your life priorities have changed or not?  
Base: Total sample





# Incidence of Changing Life Priorities as a Result of Pandemic

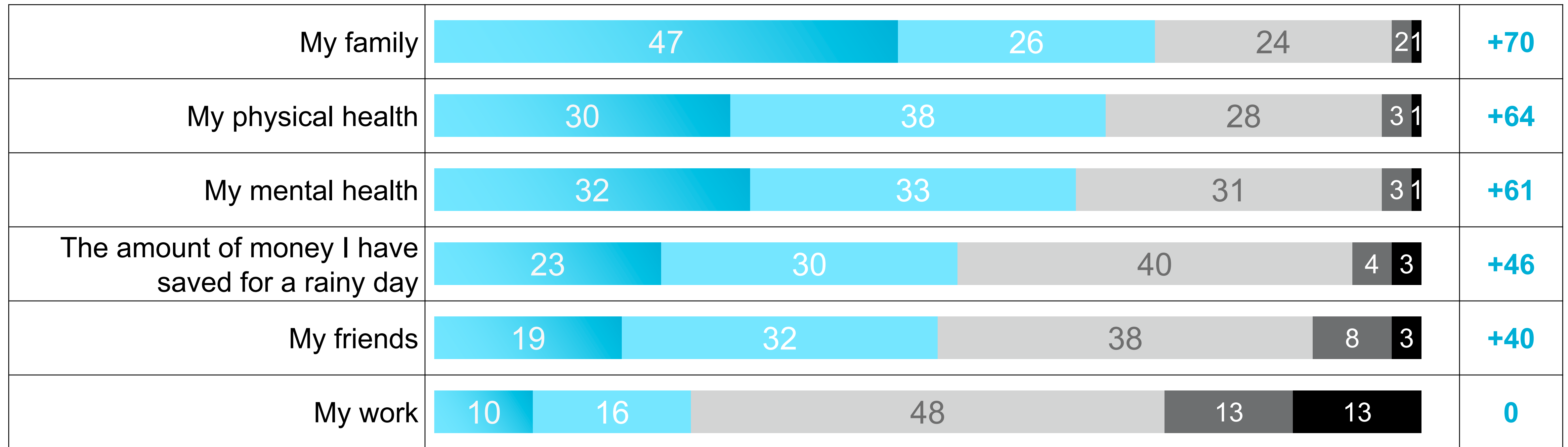
	TOTAL SAMPLE	Employment			Voter Intent				
		Full Time	Part Time	Self- employed	CPC	LIB	NDP	GREEN	BQ
n=	1500	540	144	84	283	370	237	92	83
	%	%	%	%	%	%	%	%	%
<b>Total - Yes, have changed priorities (Many, some, a few)</b>	<b>78</b>	<b>82</b>	<b>80</b>	<b>83</b>	<b>75</b>	<b>81</b>	<b>77</b>	<b>83</b>	<b>78</b>
Yes, many of my life priorities have changed	17	17	18	23	18	17	18	16	12
Yes, some have changed	44	50	52	40	39	47	48	49	51
Yes, a few have changed	16	15	10	20	18	17	11	19	15
No change in my life priorities	22	18	20	17	25	19	23	17	22





# Change in Priorities Since Pandemic Began

% Priority  
Increase  
Score



■ Much higher priority ■ Somewhat higher ■ Neither ■ Somewhat less ■ Much less of a priority





# Pandemic Priority Progression Scores



My Family

73% Higher Priority  
3% Lower

+70



My Physical Health

68% Higher  
4% Lower

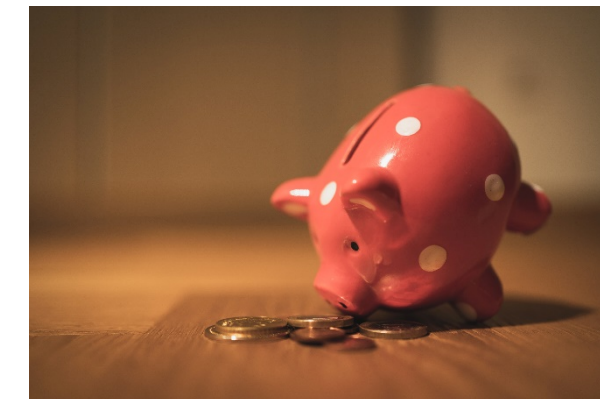
+64



My Mental Health

65% Higher  
4% Lower

+61



Saving Money for a Rainy Day

53% Higher  
7% Lower

+46



My Friends

51% Higher  
11% Lower

+ 40



My Work

26% Higher  
26% Lower

0

Pandemic Priority Progression Score = Higher Priority MINUS Lower Priority





# Pandemic Priority Progression Scores

PANDEMIC PRIORITY PROGRESSION SCORE (Higher Priority MINUS Lower Priority)	TOTAL SAMPLE	Gender		Age					Region					
		Men	Women	Gen Z	Millennials	Gen X	Boomers	Silents	BC	AB	MB/SK	ON	QC	Atlantic
	n= 1500	700	791	190	355	399	490	120	207	168	97	578	348	102
	%	%	%	%	%	%	%	%	%	%	%	%	%	%
My family	+70	+65	+75	+60	+66	+73	+71	+78	+66	+68	+71	+69	+74	+69
My physical health	+64	+61	+66	+50	+57	+67	+68	+69	+62	+57	+55	+65	+66	+65
My mental health	+61	+54	+68	+65	+62	+71	+56	+46	+52	+57	+56	+63	+67	+63
The amount of money I have saved for a rainy day	+46	+45	+48	+49	+55	+60	+38	+18	+47	+47	+52	+48	+44	+42
My friends	+40	+38	+41	+39	+36	+31	+46	+52	+34	+40	+44	+37	+46	+41
My work	0	+5	-3	+31	+20	+5	-18	-38	-6	+5	+1	+3	0	-3

Q29-34. Please indicate if the following have become higher priorities or lower priorities for you since the pandemic began?  
Base: Total sample





# Pandemic Priority Progression Scores

PANDEMIC PRIORITY PROGRESSION SCORE (Higher Priority MINUS Lower Priority)	TOTAL SAMPLE	Employment			Voter Intent				
		Full Time	Part Time	Self- Employed	CPC	LIB	NDP	GREEN	BQ
n=	1500	540	144	84	283	370	237	92	83
	%	%	%	%	%	%	%	%	%
My family	+70	+72	+72	+72	+76	+72	+67	+56	+77
My physical health	+64	+62	+56	+72	+63	+69	+64	+44	+76
My mental health	+61	+66	+62	+49	+54	+65	+72	+48	+56
The amount of money I have saved for a rainy day	+46	+56	+46	+50	+42	+48	+52	+35	+37
My friends	+40	+38	+44	+37	+43	+44	+41	+27	+52
My work	0	+18	+16	+15	-2	+3	+2	+16	-16





# Adapting to the Changing Priorities of Employees

*“Canadians’ life priorities have changed and as a result, many are rethinking their career path. The bulk of Canadians feel their employer is working to adapt to these changes but younger generations - whose priorities have shifted the most - are least likely to feel this way.”*

Brian Gallant, Chief Executive Officer, CCPC



A close-up, slightly angled shot of a protest sign made of corrugated cardboard. The sign has the words "SHOW OUR FUTURE" written in large, bold, black, hand-painted capital letters. The sign is being held up by a person whose face is partially visible in the lower foreground. In the background, other protesters are visible, including a woman with blonde hair looking towards the right. Another sign with a green and blue circular logo is partially visible in the upper right. The overall scene suggests a public demonstration or rally.

SHOW OUR  
FUTURE



Are Employers Meeting the Changing  
Expectations of Employees?





# Are Employers Meeting the Changing Expectations of Employees?



Employers are mostly seen as having adapted to evolving priorities.

We put a question to those working full or part-time about whether their employers have adapted to new priorities. And the answer is a resounding “yes”. Almost three-quarters (73%) report that their employers have made some or a big effort to adapt.

Once again, we observe significant generational differences.

Some 37% of Gen Z feel that their employers have made little or no effort to adapt. This number drops to 30% among Millennials, 23% among Gen X and to 18% among Boomers.





# Are Employers Meeting the Changing Expectations of Employees?



While most employees feel their employers reflect their values, the endorsement is not overwhelming.

Only one-quarter of full and part-time employees (25%) believe their employer “strongly” reflects their values. Another 57% say they employer “somewhat” reflects their values.

Regionally, residents of Quebec are most likely to say their employers ‘strongly’ reflect their values (32%), while those in Alberta are least likely to feel this way (13%).

Those seeking a new job/career are less likely than others to feel their employer shares their values.

It is noteworthy that almost three times the proportion of those who are likely to seek a new position/career report that their employee does not share their values (28%) compared to those who do not express an interest in a job or career change (10%).

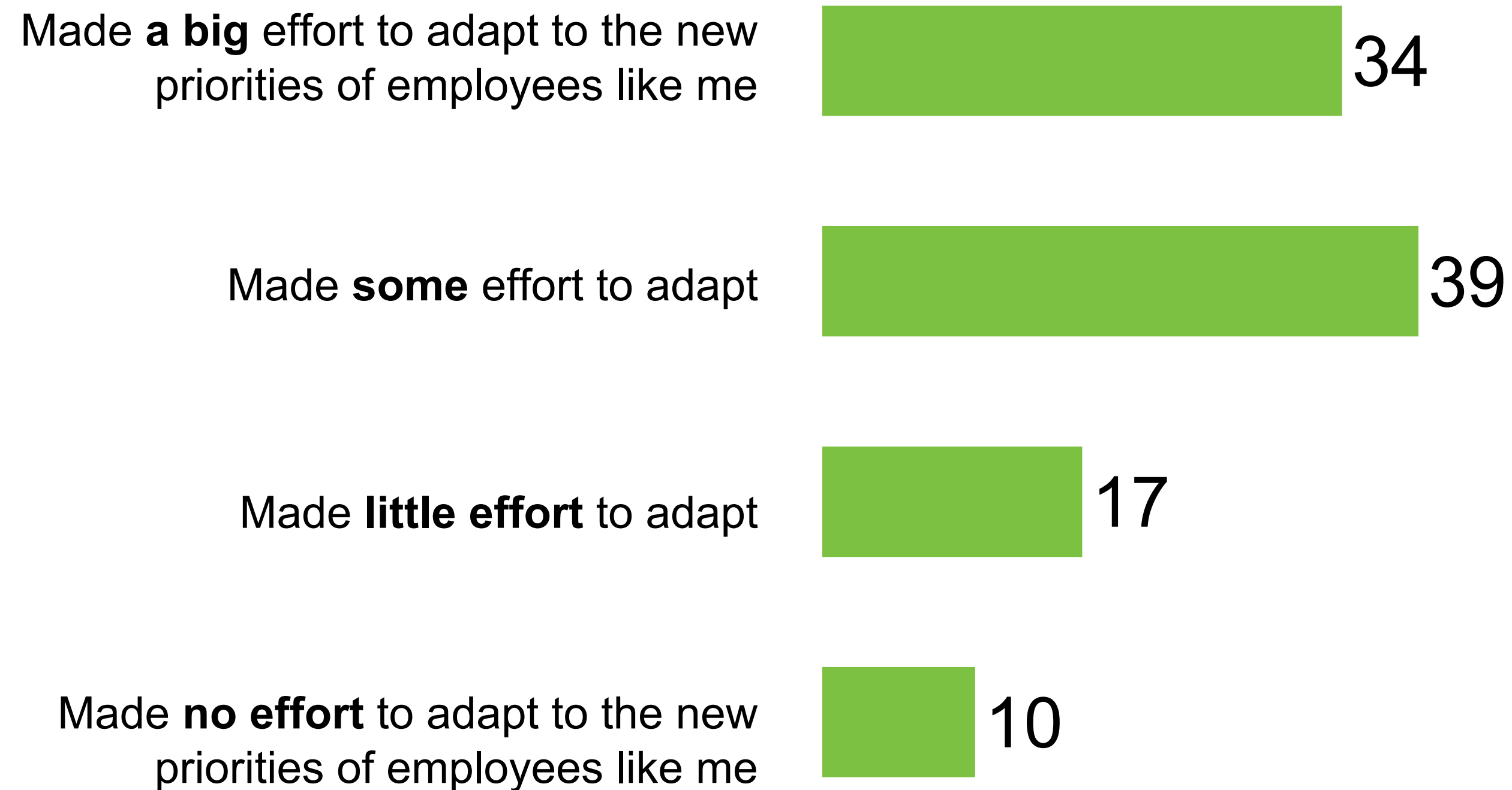
Findings suggest alignment with personal values appears to be even more important among full-time employees than those working part-time: Only 19% of those working part-time feel their employer “strongly” shares their values, versus 27% of full-time employees.





# Employer Effort to Adapt to Priorities of Employees

## My employer...







# Employer Effort to Adapt to Priorities of Employees

	TOTAL SAMPLE	Gender		Age					Region					
		Men	Women	Gen Z	Millennials	Gen X	Boomers	Silents	BC	AB	MB/SK*	ON	QC	Atlantic*
n=	684	373	307	72	247	266	123	4	90	74	47*	255	169	48*
	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Made <b>a big</b> effort to adapt to the new priorities of employees like me	34	31	38	27	27	40	42	BTS	29	19	33	36	39	39
Made <b>some</b> effort to adapt	39	38	41	36	42	38	40	BTS	45	31	39	43	35	37
Made <b>little effort</b> to adapt	17	21	12	31	19	15	8	BTS	19	32	21	14	15	14
Made <b>no effort</b> to adapt to the new priorities of employees like me	10	10	10	6	11	8	10	BTS	7	18	7	8	11	10

Q35. Which of the following is closest to your own opinion?  
Base: Those who are employed full or part time (n=684 in 2021)  
\* Caution – base sizes are small. Results should be considered directional only  
BTS Base size too small to report





# Employer Effort to Adapt to Priorities of Employees

	TOTAL SAMPLE	Employment		Voter Intent					
		Full Time	Part Time	CPC	LIB	NDP	GREEN	BQ	Undecided
n=	684	540	144	145	172	115	49*	39*	164
	%	%	%	%	%	%	%	%	%
Made <b>a big</b> effort to adapt to the new priorities of employees like me	34	33	36	35	33	29	29	39	38
Made <b>some</b> effort to adapt	39	41	35	42	41	43	24	43	36
Made <b>little effort</b> to adapt	17	17	18	14	16	16	31	12	19
Made <b>no effort</b> to adapt to the new priorities of employees like me	10	9	11	8	10	12	16	6	7

Q35. Which of the following is closest to your own opinion?

Base: Those who are employed full or part time (n=684)

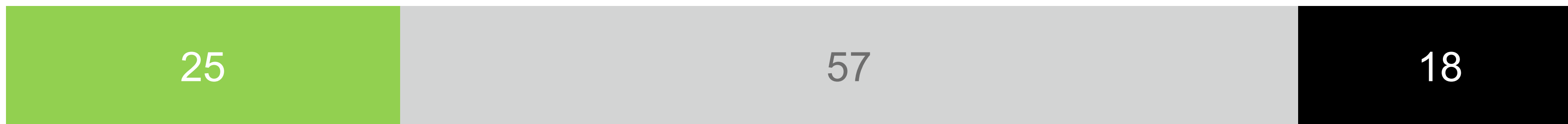
\* Caution – base sizes are small. Results should be considered directional only





# Employee Views About the Extent to Which Employers Reflect their Values

My employer...



■ Strongly reflects my values

■ Somewhat reflects

■ Does not reflect my values





# Employee Views About the Extent to Which Employers Reflect their Values

	TOTAL SAMPLE	Gender		Age					Region					
		Men	Women	Gen Z	Millennials	Gen X	Boomers	Silents	BC	AB	MB/SK*	ON	QC	Atlantic*
n=	684	373	307	72	247	266	123	4	90	74	47*	255	169	48*
	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Strongly reflects my values	25	25	26	23	26	24	31	BTS	23	13	28	26	32	23
Somewhat reflects my values	57	56	58	65	58	57	47	BTS	56	63	51	59	53	57
Does not reflect my values	18	19	16	12	16	19	22	BTS	21	24	22	15	16	20

	TOTAL SAMPLE	Employment		Voter Intent						Considering a job change	
		Full Time	Part Time	CPC	LIB	NDP	GREEN	BQ	Undecided	Yes/ Probably	No
n=	684	540	144	145	172	115	49*	39	164	286	398
	%	%	%	%	%	%	%	%	%	%	%
Strongly reflects my values	25	27	19	27	24	24	22	BTS	27	14	33
Somewhat reflects my values	57	57	58	56	55	57	61	BTS	55	58	56
Does not reflect my values	18	16	23	17	21	19	17	BTS	17	28	10

Q36. Please indicate the extent to which your employer reflects your personal values.  
Base: Those who are employed full or part time  
• Caution – base sizes are small. Results should be considered directional only  
BTS Base size too small to report





# The Evolution of the Workplace





# Towards the end of traditional work?



There is a call for greater flexibility among employees.

More than half of Canadians think the flexibility of having a diverse employment situation with several employment options and a flexible work environment is a better option for the future.

More importantly, 60% of Canadians under the age of 35 hold this opinion.





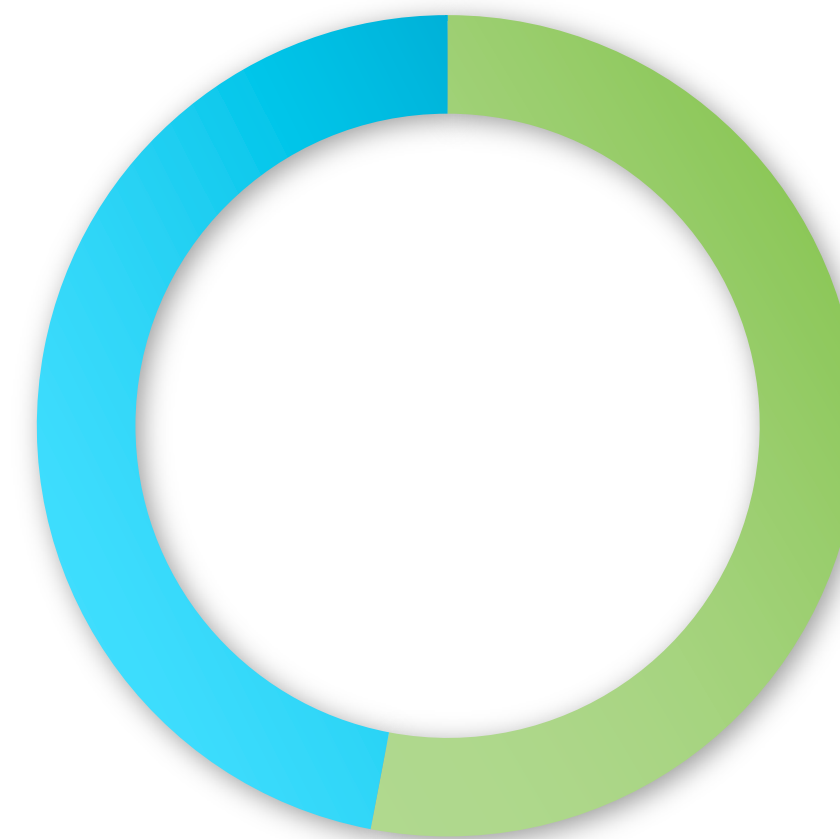
# Canadians are split on how the workplace will evolve



As a result of the pandemic, some people are looking forward to going back to a **familiar employment situation with one employer and a stable work environment**

As a result of the pandemic, some people think the flexibility of having a **diverse employment situation with several employment options and a flexible work environment** is a better option for the future

47%



53%





# Young Canadians are on side with flexible work environments

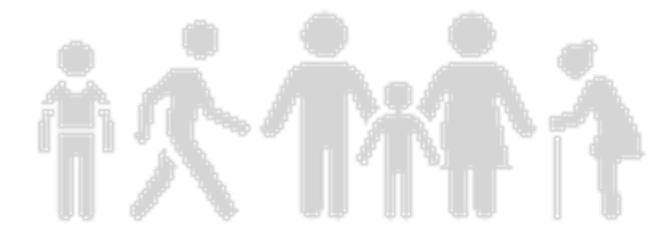
BC, Ontario residents, GenZ and Millennials are most likely to see diverse employment options and flexibility as the future.

- As a result of the pandemic, some people are looking forward to going back to a **familiar employment situation with one employer and a stable work environment**
- As a result of the pandemic, some people think the flexibility of having a **diverse employment situations with several employment options and a flexible work environment** is a better option for the future

## TOTAL

47%

53%



Gen Z Millennials Gen X Boomers+

41%

39%

47%

53%

59%

61%

53%

47%



Employed  
full time



Employed  
part time



Self-  
employed

49%

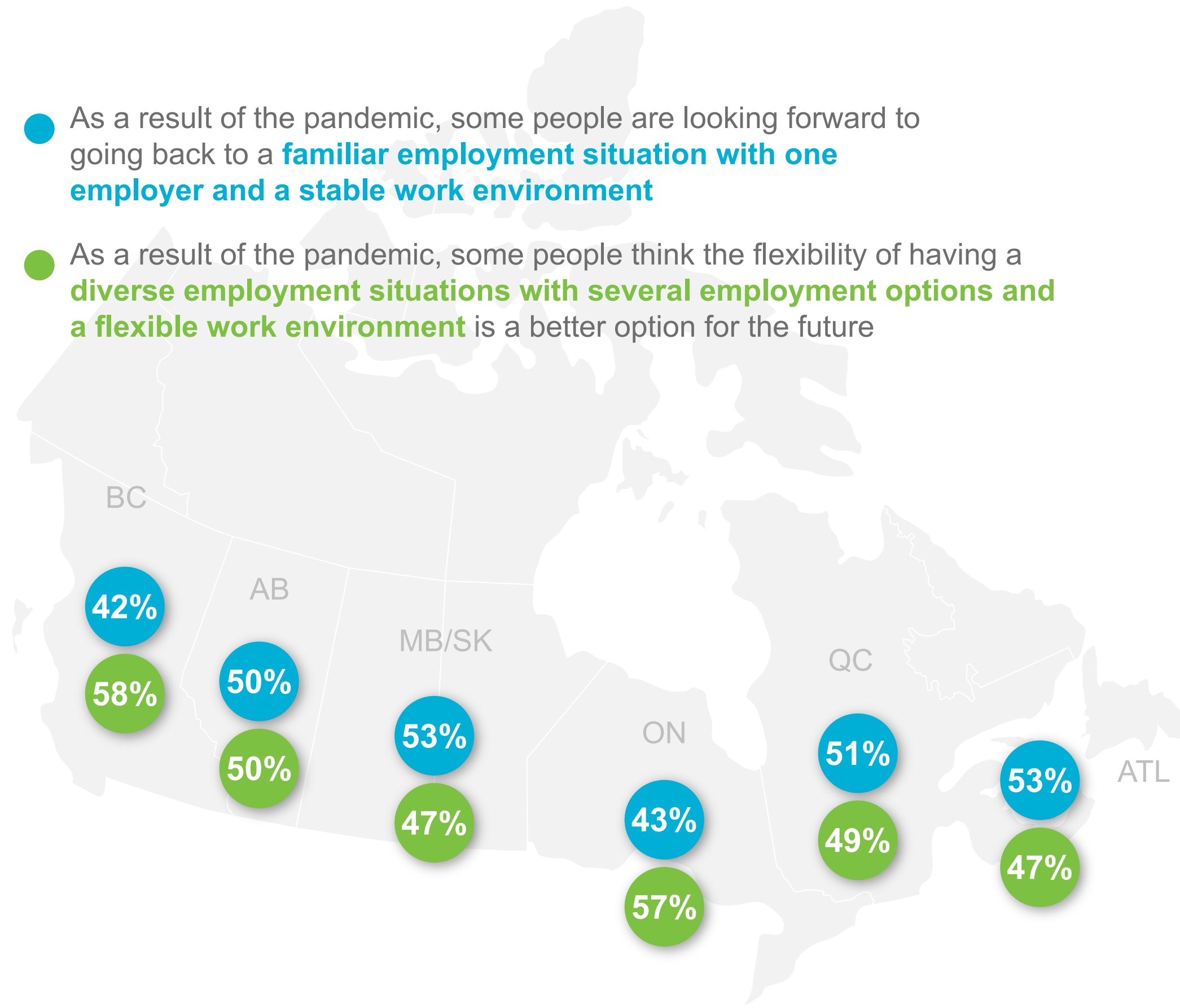
44%

37%

51%

56%

63%







# Adapting to the New Reality of Work

*"Canadians are not sure how work will evolve in the next few months and years. One thing is clear, however: for a large majority, family has become more important, and work less. Employers who want to attract and retain talent will need to adapt."*

André Pratte, CCPC Vice President and Director of Research





Further Details about this Survey





# About Discover by Navigator



Discover is Navigator's full-service, in-house research offering that delivers state-of-the-art research solutions and truly stakeholder-focused insights, while leveraging access to the strength of Navigator's public affairs offering.

For further information: or to book an interview, please contact: John Fenton, [jfenton@navltd.com](mailto:jfenton@navltd.com)



Discover by Navigator is an accredited member of the Canadian Research Insights Council (CRIC), an advocacy organization that represents the research profession in Canada. Its members include many of the country's top research agencies, research-guided companies and other industry partners. CRIC members are held to the highest world-class standards, ethics and best practices in research, analytics, and insights.

NAVIGATOR

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## Sample sizes of survey subgroups:

### Region (weighted / unweighted):

- British Columbia (n=207 / 210)
- Alberta (n=168 / 171)
- Manitoba / Saskatchewan (n=97 / 94)
- Ontario (n=578 / 577)
- Quebec (n=348 / 352)
- Atlantic region (n=102 / 96)

### Gender (weighted / unweighted):

- Male (n=700 / 707)
- Female (n=791 / 782)

### Age Cohort (weighted / unweighted):

- Gen Z (n=190 / 179)
- Millennials (n=355 / 386)
- Gen X (n=399 / 413)
- Boomer (n=490 / 475)
- Silents (n=120 / 96)

### Employment (weighted / unweighted):

- Employed full-time (n=540 / 601)
- Employed part-time (n=144 / 142)
- Self-employed (n=84 / 91)

### Decided Voter Intent (weighted / unweighted):

- Conservative Party of Canada (n=283 / 280)
- Liberal Party of Canada (n=370 / 386)
- New Democratic Party of Canada (n=237 / 244)
- Green Party of Canada (n=92 / 86)
- The Bloc Québécois (n=83 / 84)



# NAVIGATOR



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