

AGRICULTURE & FOOD HRR*e*VIEW

2023 - 2024
Canadian Data Release



17th Edition



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SECTION ONE:

INTRODUCTION & KEY FINDINGS

Welcome to the 2023-2024 AgCareers.com Agriculture and Food HR Review. By reviewing the challenges faced by Agriculture and Food companies in Canada, our objective is to help HR professionals and companies in the agriculture and food industries prepare for emerging HR trends so that they can appropriately prepare and plan for the year ahead.

The AgCareers.com Agriculture and Food HR Review provides a range of human resource practices relevant to participating Agriculture and Food companies over the last twelve months within Canada. This seventeenth edition offers market knowledge, data, and trends for 2023-2024.

Topics covered include salary reviews, employee attrition, workforce trends, development, flexible staffing, bonus and incentive schemes, and recruitment practices. We captured the information presented in this document via direct communication with clients. The results are represented in graphs and tables to capture and display the information. This document provides the key findings, analysis commentary, and detailed results from the collated data.

CONTRIBUTOR PROFILE:

The demographics of 91 agribusiness companies participating in the online HR Review for the sixteenth edition are detailed below in the following charts:

- Diagram 1.0 – Illustrates the company's industry sectors.
- Diagram 1.1 – Illustrates the participating companies by headquarters
- Diagram 1.2 – Illustrates the company revenue range provided.
- Diagram 1.3 – Illustrates the company type.
- Diagram 1.4 – Illustrates the number of people employed by the company
- Diagram 1.5.- Illustrates the number of HR staff to employees in the company.

DIAGRAM 1.0 | CONTRIBUTING COMPANIES BY SECTOR

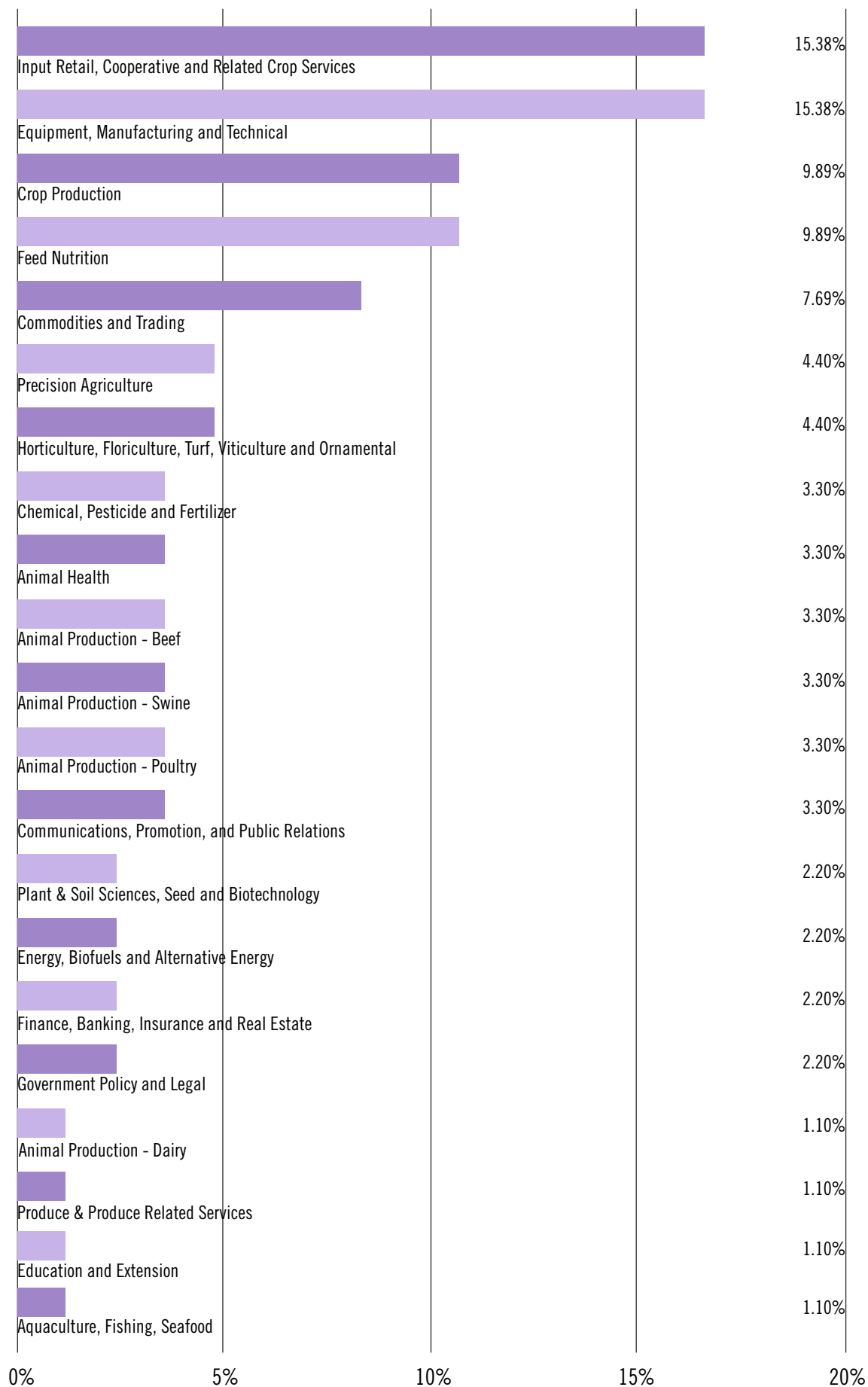


DIAGRAM 1.1 | CONTRIBUTING COMPANIES BY COMPANY HEADQUARTERS

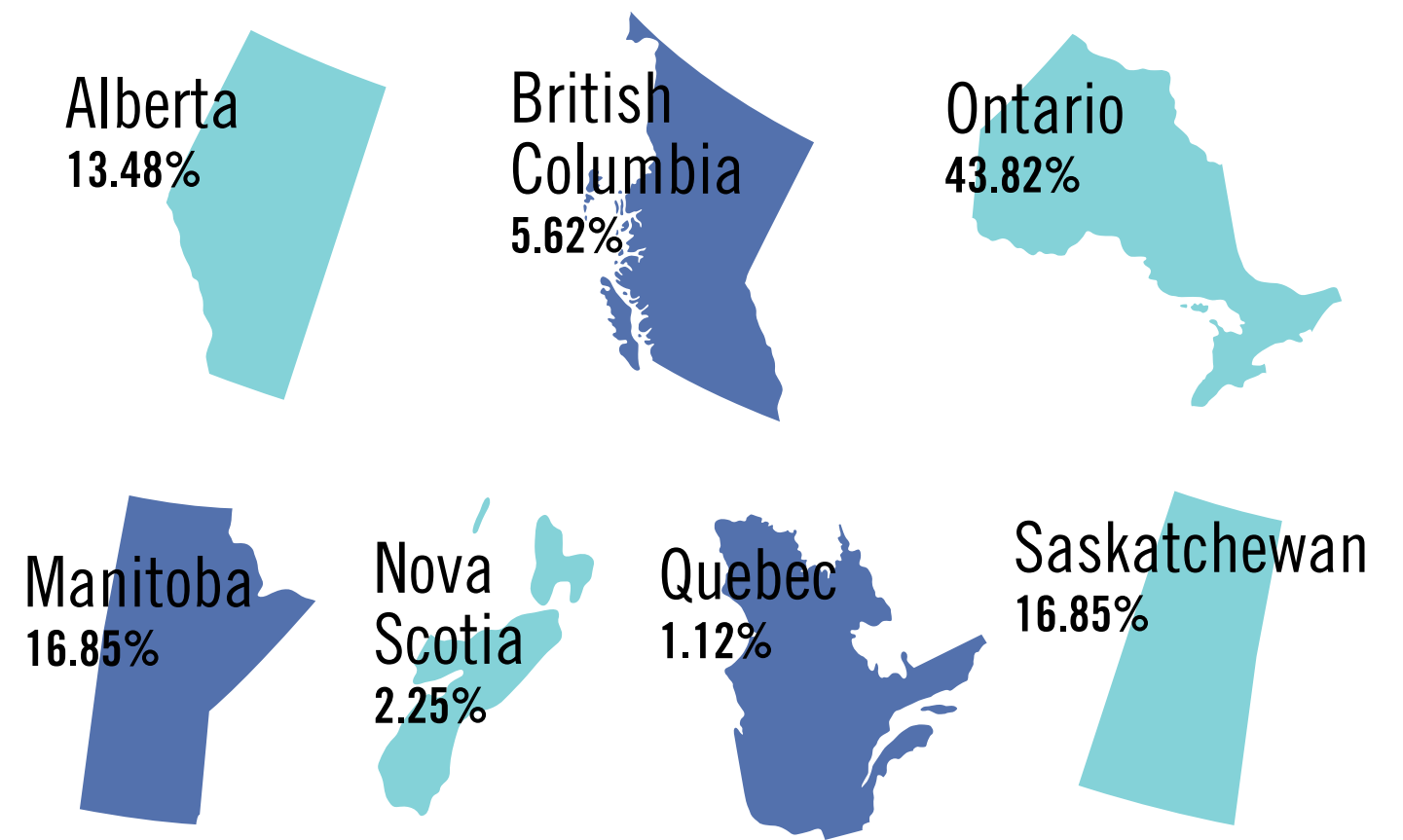


DIAGRAM 1.2 | CONTRIBUTING COMPANIES BY REVENUE RANGE

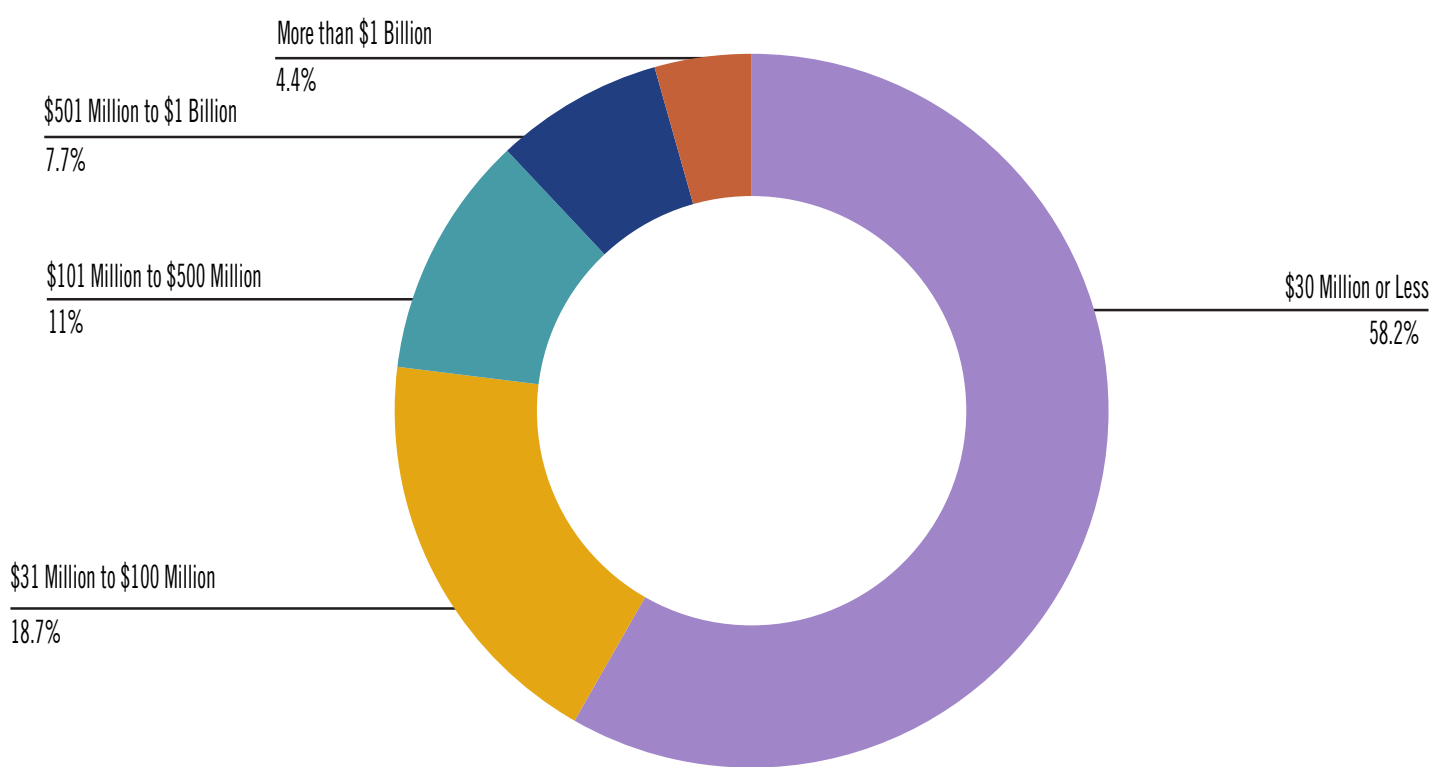


DIAGRAM 1.3 | CONTRIBUTING COMPANIES BY COMPANY TYPE

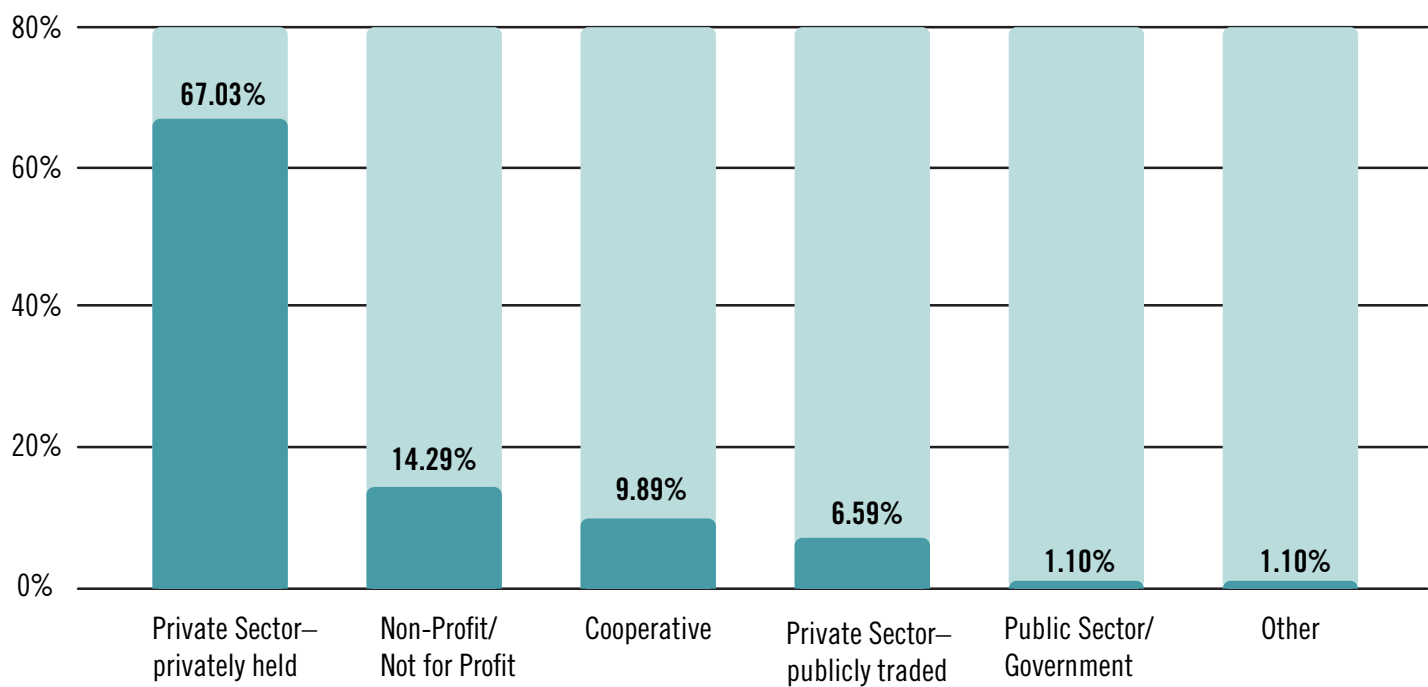


DIAGRAM 1.4 | CONTRIBUTING COMPANIES BY TOTAL NUMBER OF EMPLOYEES

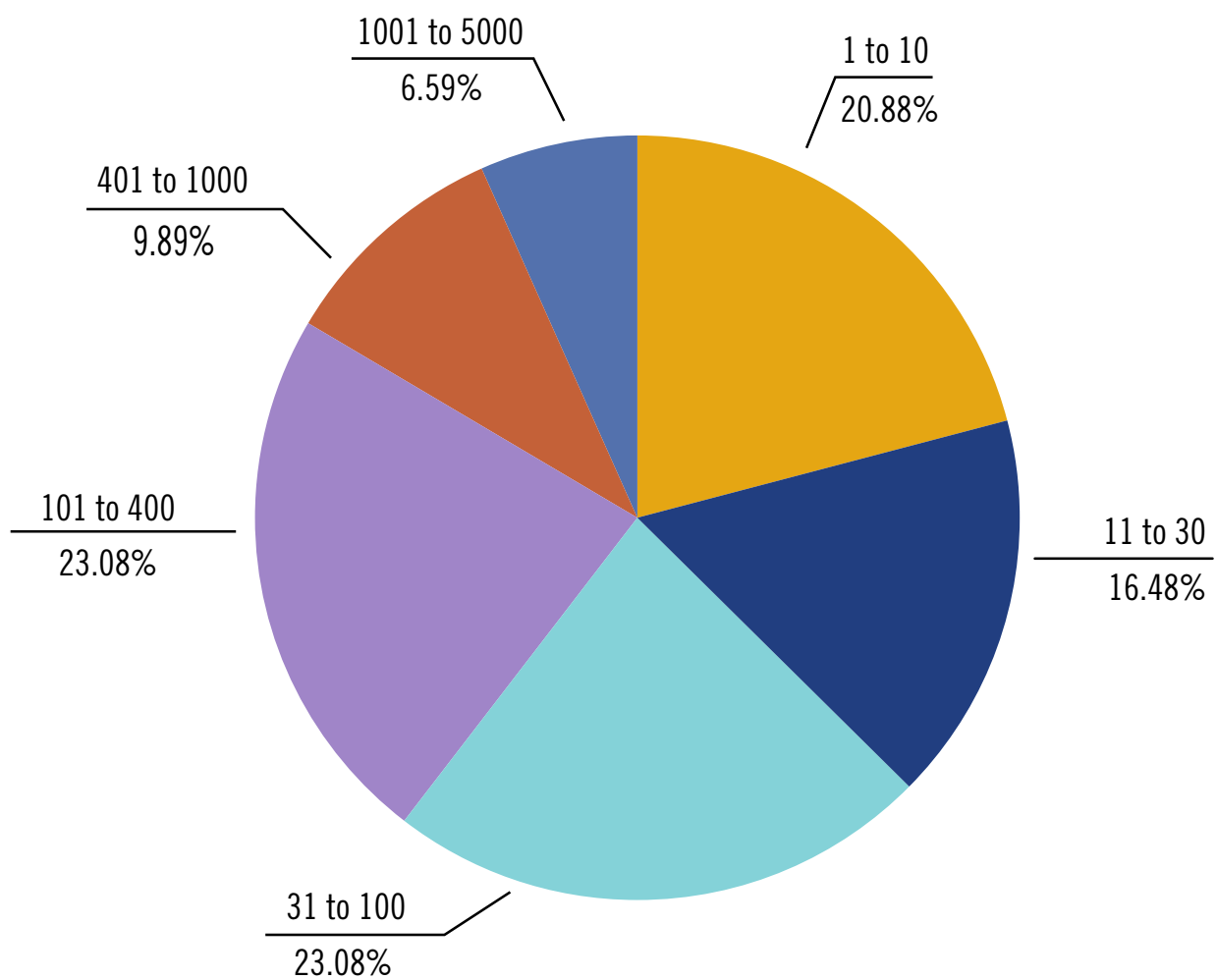
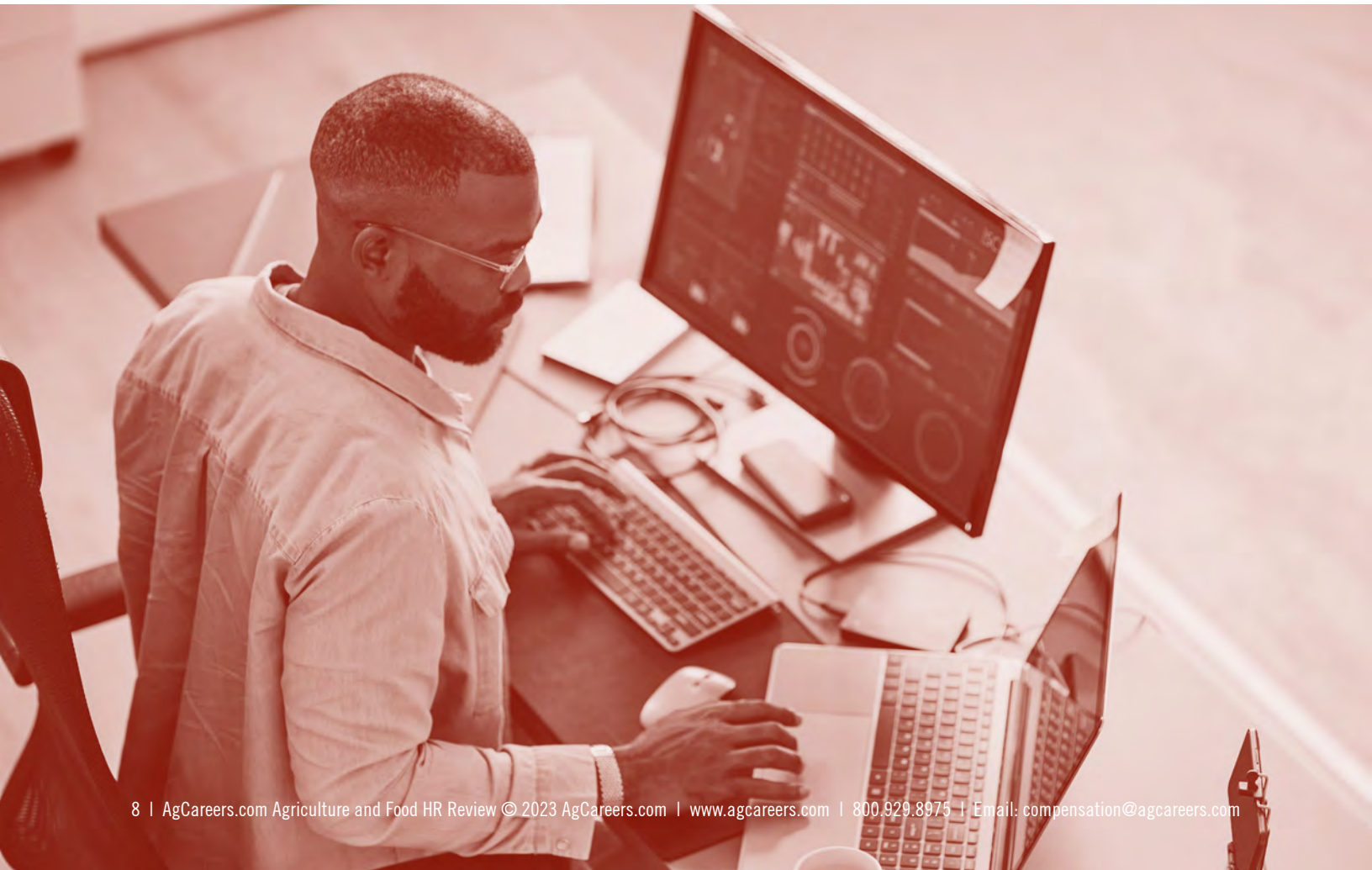
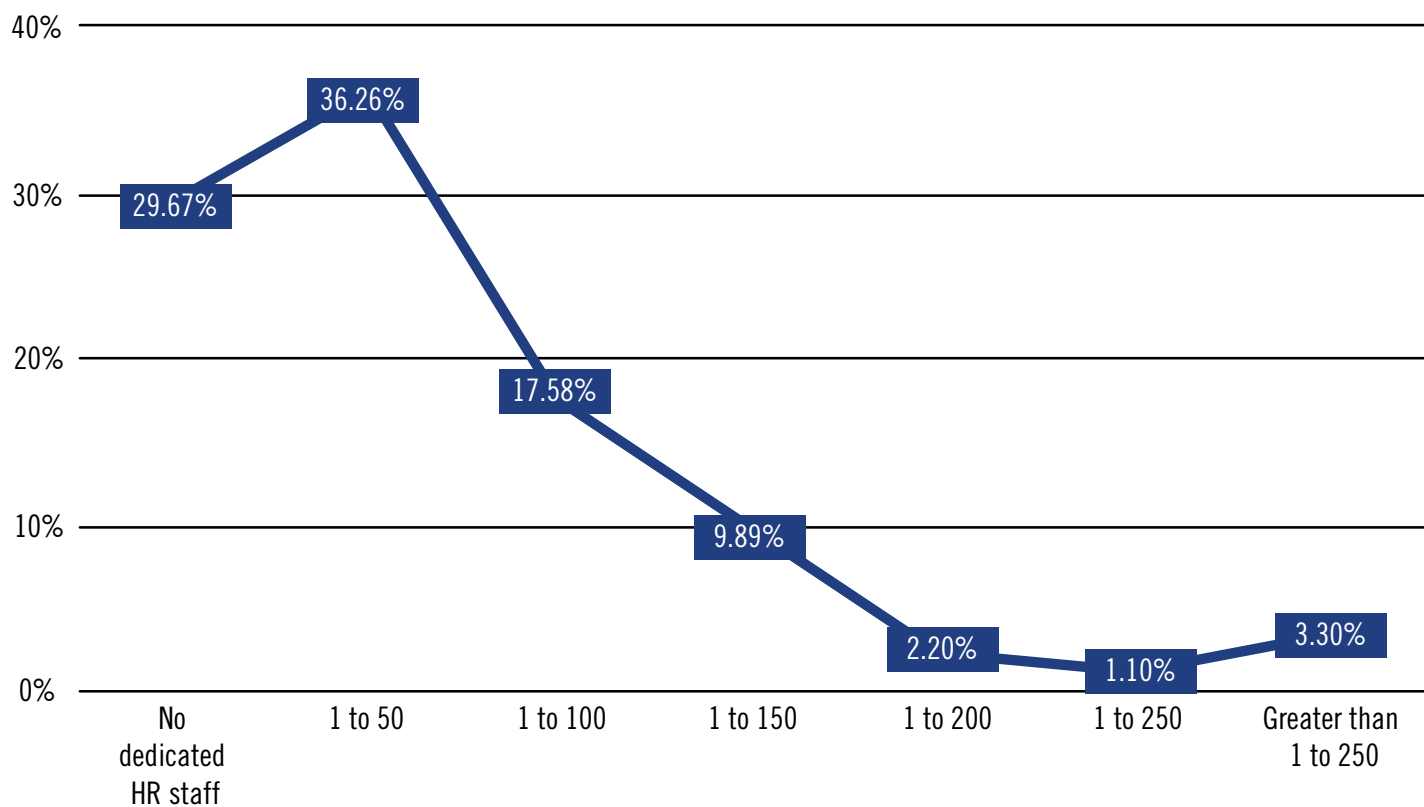


DIAGRAM 1.5 | CONTRIBUTING COMPANIES BY RATIO OF HR STAFF TO EMPLOYEES



KEY FINDINGS

01

EMPLOYEE RETENTION IS ESSENTIAL

- a. In contrast with previous years, in 2023, employee retention is the top concern among human resource professionals.
- b. Regular pay increases were the top retention tactic for current employees, followed by remote or hybrid work options.
- c. Employee retention practices are the top noted focus among all recruiting practices for the upcoming year.

02

FLEXIBILITY STAYS

- a. While there was a slight increase in employers offering flexibility in schedule, there was an increase in those offering a hybrid schedule.
- b. Hybrid work arrangements remain common and are 56.04% of employers offered them.
- c. Flexibility in schedule also remained a viable option, as reported by 40.66%.

03

INCREASES LEVEL WITH SALARY STILL A FOCUS

- a. While companies noted that rising wage rates and relating compensation to performance were increasing concerns, there was a decrease in the prevalence of companies concerned about being able to adapt to market pay rates quickly.
- b. While the predominant salary increase range was 2.6%-3.0%, there was a noticeable increase in companies who gave increases above 3.1%, as compared to previous years.
- c. In the previous twelve months, 89.01% of companies noted that salaries had increased, nearly identical to the percentage reported in 2022, which was 91.40%.



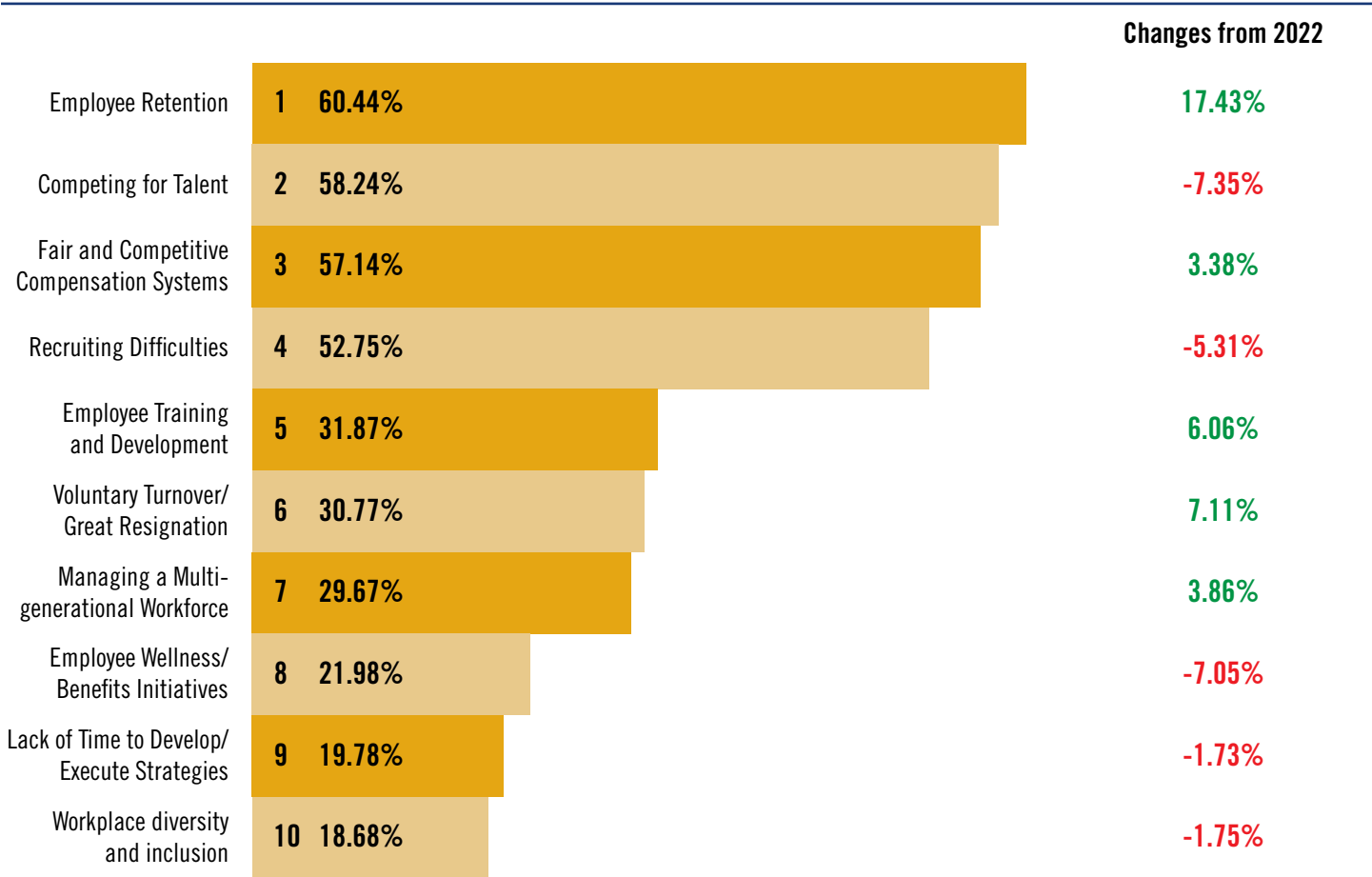
SECTION TWO:

ANALYSIS

Across the Agriculture and Food industries, companies continue to focus on competing for talent as the labour shortage continues. Unlike previous years that noted competition for talent as the top concern, in 2023, employee retention was the most concerning factor for human resource professionals. Many companies have completed extensive hiring in the past couple of years to meet business demands. Now, they focus on keeping the employees they already have aboard. This Agriculture and Food HR Review aims to take a closer look at the challenges faced by Agriculture and Food companies in Canada.

WHAT’S TOP OF MIND FOR HUMAN RESOURCE PROFESSIONALS?

DIAGRAM 2.0 | TOP TEN MOST CONCERNING HUMAN RESOURCE MATTERS

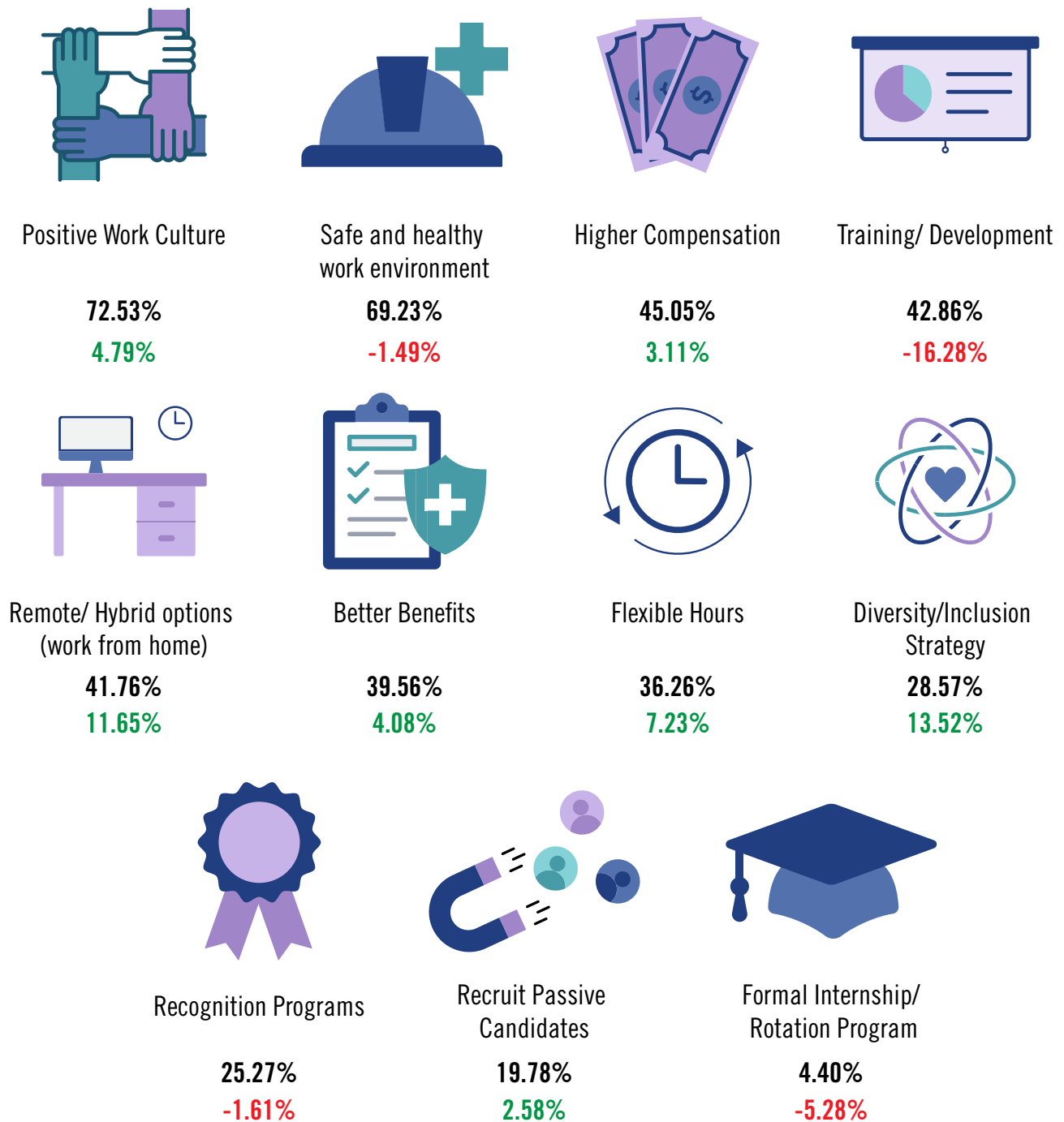


**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.*

COMPETITION FOR TALENT

AgCareers.com asked employers how they compete for talent, and positive work culture was once again cited as the top response. While more tangible factors can attract and retain talent, a positive work culture is embedded in many different areas and can give an employer a competitive edge. In 2023, remote/hybrid work options and workplace diversity and inclusion increased, while training and development programs decreased. The complete list of responses is shown in diagram 2.1. While your organization is looking to compete for talent, all facets listed below are important to a well-rounded talent acquisition strategy.

DIAGRAM 2.1 | STEPS TO COMPETE AGAINST OTHER EMPLOYERS



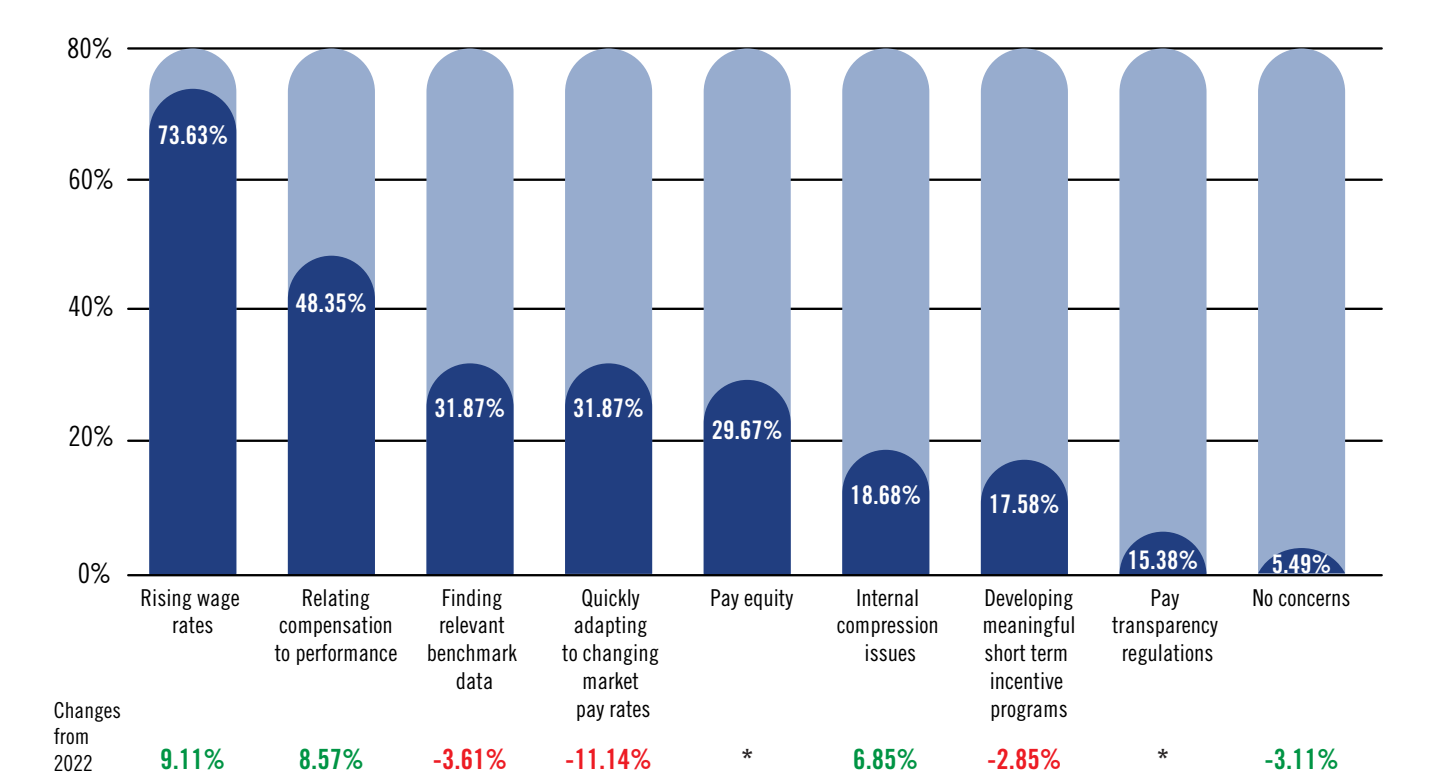
* 4.40% said "None of the above", -3.13% change from 2022

* Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.

COMPENSATION PRACTICES

Rising wage rates are again the top compensation concern among employers and experienced the most significant increase from the previous year. In 2023, there is a notable increase in employers wanting to relate compensation to performance and those experiencing internal compression issues. As the labour market has somewhat cooled, employers are also less concerned about quickly adapting to wage rates. Finding relevant [benchmark data](#) can ensure that any organization is aligned with the market and able to meet compensation challenges head-on.

DIAGRAM 2.2 | COMPENSATION CONCERNS

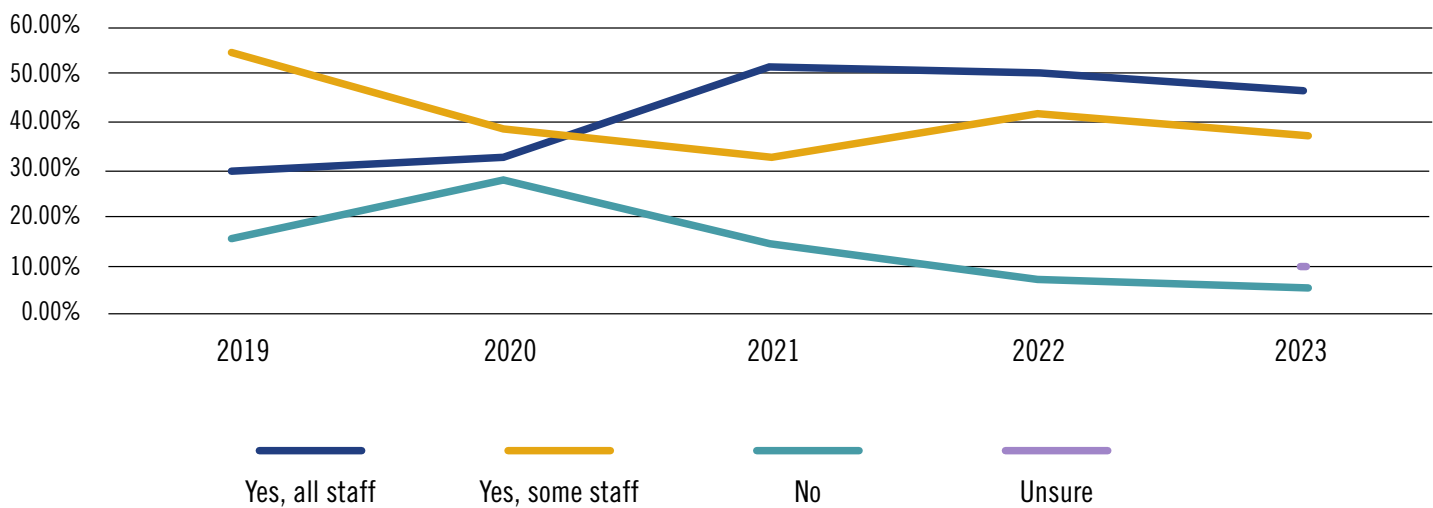


* 1.10% said "Other", -2.13% change from 2022
* Pay equity and pay transparency regulations were new for 2023. *Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.

BUDGETED SALARY INCREASES

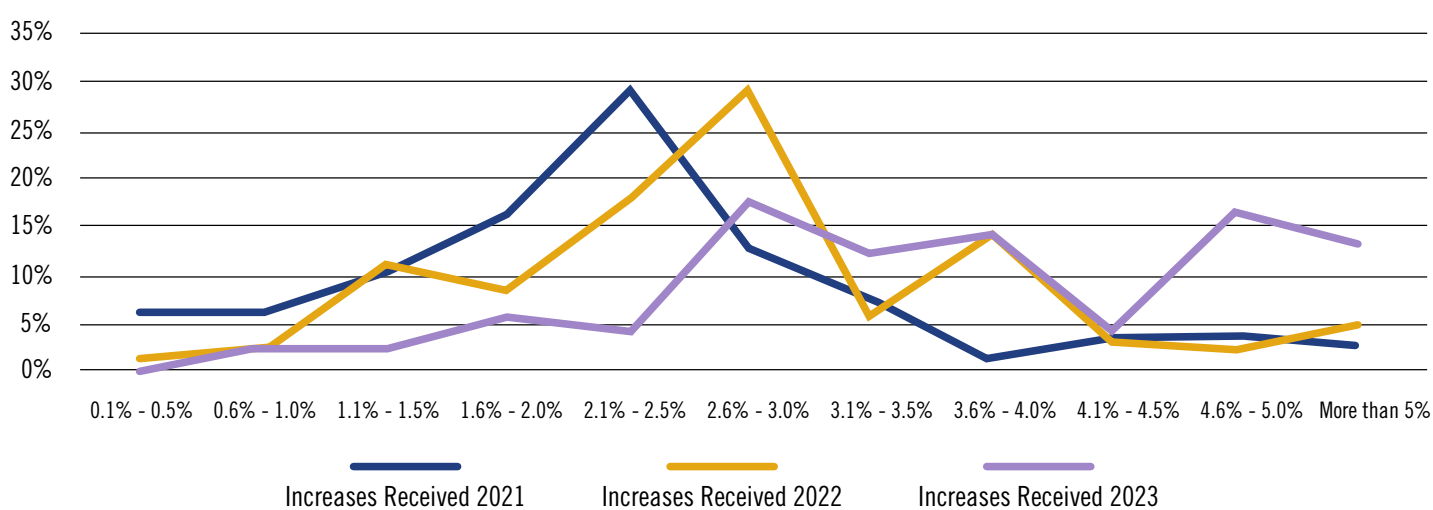
Looking back at the previous twelve months, 89.01% of companies noted that salaries had increased, nearly identical to the percentage reported in 2022, which was 91.40%. The outlook of salary increases reported by employers in the next twelve months shows the percentage of employers who said that no employees would be receiving a salary increase remained unchanged and a decrease of employers who will give some staff an increase.

DIAGRAM 2.3 | LIKELIHOOD OF SALARY INCREASES IN THE NEXT 12 MONTHS



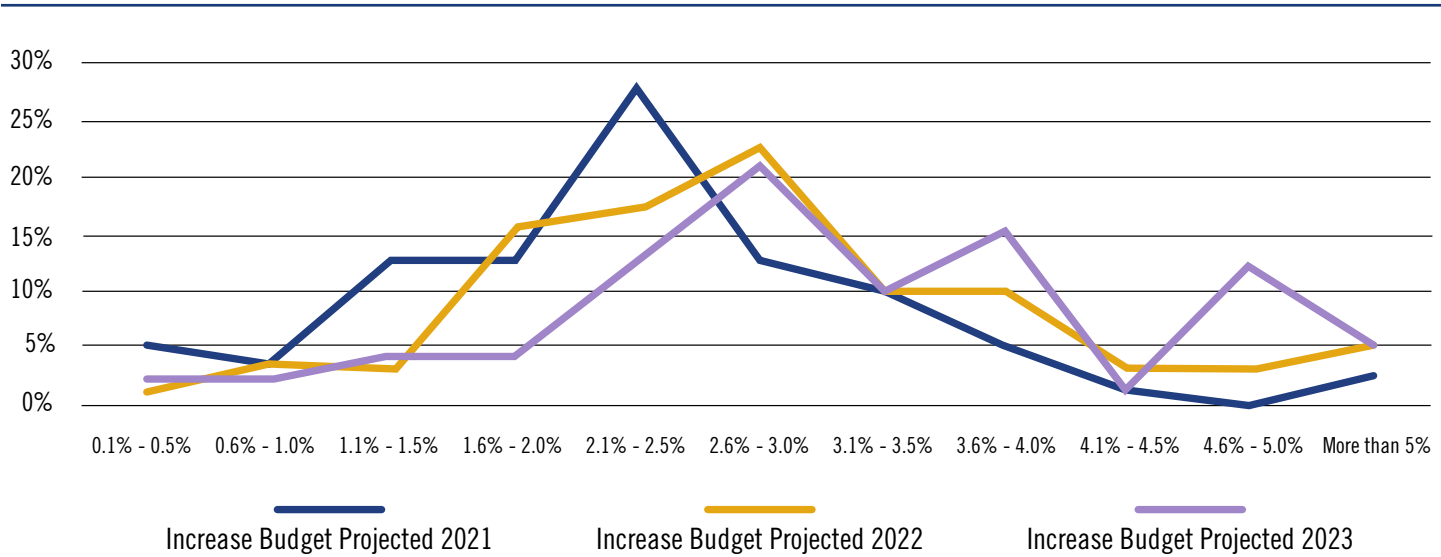
As part of AgCareers.com’s in-depth analysis of the forecast for upcoming salary budget amounts, we reviewed and tracked the documented increases given within the previous 12 months and the forecasted budget amount for the next 12 months. These two amounts together can indicate if employers implement a specific budget amount. Looking back to 2021 to 2023, the predominant range reported was 2.6%- 3.0%, and this year there was a noticeable increase of companies who gave increases above 3.1% compared to previous years.

DIAGRAM 2.4 | AVERAGE SALARY INCREASE RECEIVED



Looking ahead to 2024, the predominant range reported will be 2.6%-3.0%, as noted by 20.88% of companies. These higher budget increases are also reflected as more employers noted they focus on raising wages for current employees and on employee retention.

DIAGRAM 2.5 | AVERAGE SALARY BUDGET PROJECTION



BONUS & INCENTIVE SCHEMES

Bonuses can be a powerful tool an organization can utilize to reward and entice performance. In Canada., 71.43% of employers linked staff performance to rewards within their organization.

Within the previous year, 30.77% of companies noted that at least 91% to 100% of employees within their organization received a bonus within the past year, 15.38% granted a bonus to only less than 10% of staff, and 13.19% did not give a bonus to staff at all. These statistics suggest the polarization of employers in providing bonuses to employees, and either they gave them across the board or were very selective about who received a bonus.

COMPENSATION STUDIES

AgCareers.com offers the Agriculture and Food industry’s leading [salary survey](#). We recognize that in today’s intense environment, having reliable compensation data is essential to remain competitive with other employers. In 2023, it was reported by 25.27% of participating companies that they had completed a compensation study within the previous six months. Having up-to-date market data is essential to remaining competitive as more organizations become transparent about salary.



DIAGRAM 2.6 | LAST COMPENSATION STUDY PERFORMED

	2023	Change from 2022
In the past 6 months	25.27%	11.29%
In the past 12 months	23.08%	-5.95%
Two years ago	7.69%	-1.99%
More than two years ago	9.89%	-4.09%
Never have	17.58%	-1.77%
N/A or Unsure	16.48%	2.50%

EMPLOYEE ATTRITION

VOLUNTARY VS INVOLUNTARY TURNOVER

Voluntary turnover is employees who choose to leave the organization. Over the past five years, AgCareers.com has tracked the proportion of turnover classified as voluntary turnover as a proportion of total turnover. Last year, in 2022, the voluntary turnover rate reflected much of the great resignation, and this year, the percentage of companies reporting a greater amount of voluntary turnover lessened. The increase in involuntary turnover may result from hiring in recent years, which may have produced hires that needed to be a better fit and downsizing among companies.

In 2023, employee turnover rates varied significantly among participating organizations. More than half (54.94%) reported a turnover of 10.0% or less, 26.37% reported a turnover of 10.1% -20.0%, and 18.68% reported a turnover of more than 20.0%. Diagram 2.7 shows the historical trends of voluntary turnover as a percentage of total turnover since 2019.

DIAGRAM 2.7 | VOLUNTARY TURNOVER

Voluntary Turnover Percentage	2019	2020	2021	2022	2023	Description
None	1.59%	2.70%	0.00%	5.06%	13.19%	All Involuntary
1-20%	34.92%	27.03%	27.78%	17.72%	35.16%	Few Exits Were Voluntary
21-40%	11.11%	4.05%	6.95%	10.13%	5.50%	Less than half of Exits Were Voluntary
41-60%	7.93%	8.11%	8.34%	7.59%	2.20%	Half of Exits Were Voluntary
61-80%	17.46%	17.56%	25.00%	24.05%	9.89%	More than Half of Exits Were Voluntary
81-100%	26.98%	40.54%	31.94%	35.44%	34.06%	Majority of Exits Were Voluntary

REPLACEMENT TIME FRAME

AgCareers.com compared the replacement time of various levels of roles. Employers can use this data to assist with understanding how their company compares with the normal time to fill various positions. Within the previous twelve months, there has been little change in the time required to replace various roles. Many companies have continued to experience longer wait times to fill open positions.

DIAGRAM 2.8 | AVERAGE REPLACEMENT TIME FRAME

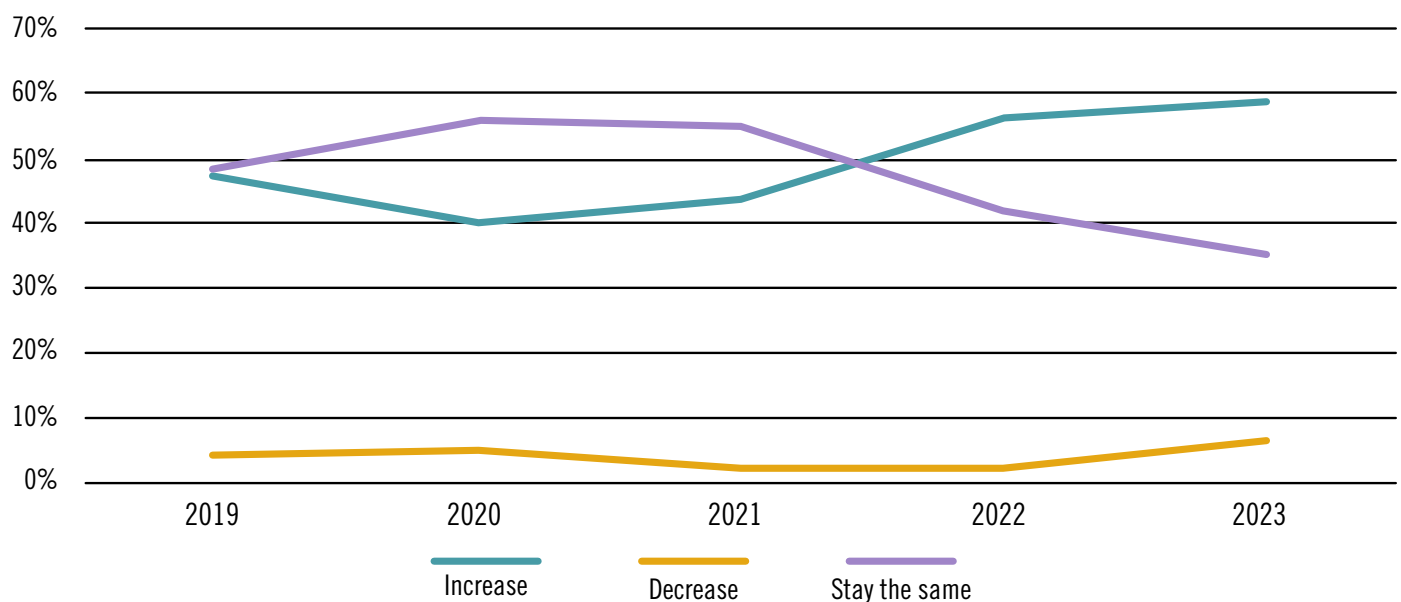
	Less than 2 weeks	2-4 Weeks	4-6 Weeks	6-8 Weeks	8-10 Weeks	10-12 Weeks	Greater than 12 weeks	Unable to fill
Executive	1.69%	3.39%	1.69%	5.08%	10.17%	11.86%	49.15%	16.95%
Middle Management	1.52%	3.03%	10.61%	19.70%	15.15%	16.67%	22.73%	10.61%
Sales Staff	2.94%	11.76%	8.82%	13.24%	14.71%	16.18%	19.12%	13.24%
Salary Staff/Exempt Staff	1.35%	12.16%	21.62%	27.03%	13.51%	12.16%	4.05%	8.11%
Hourly Staff/Non-Exempt Staff	5.13%	34.62%	23.08%	8.97%	3.85%	11.54%	7.69%	5.13%

WORKFORCE OUTLOOK

The percentage of companies anticipating an increase in workforce remained relatively the same compared to 2022. There was also a slight decrease in companies, noting workforce size would stay the same and a slight increase in those expecting a reduction.

Agriculture and Food companies have indicated that they expect this growth to come from their growth strategy (69.81%), natural growth (50.94%), and mergers and acquisitions (22.64%). These numbers suggest that though the economic landscape continues to change rapidly, companies are still in a growth state of mind.

DIAGRAM 2.9 | WORKFORCE SIZE CHANGES IN THE NEXT TWO YEARS



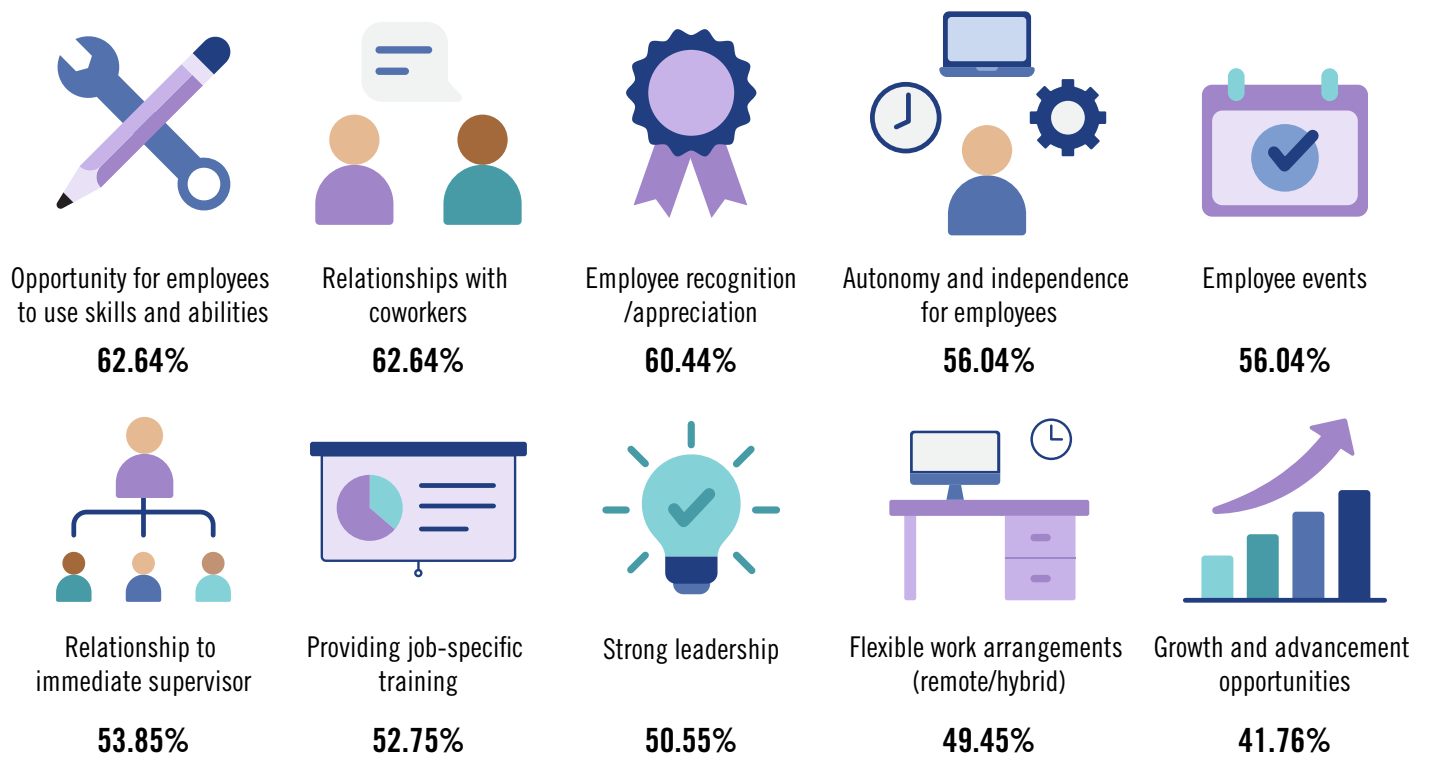
OVERTIME

The increase or decrease in overtime is an indicator that companies may have more work than employees can process within a typical work week. In 2023, Agriculture and Food companies noted that over time, levels within the previous twelve months remained the same for 65.93% of companies. In addition, 17.58% of companies indicated that there was an increase in overtime compared to only 16.48% that reported a decrease in overtime. Companies can anticipate that overtime will be constant going forward in 2023.

COMPANY CULTURE

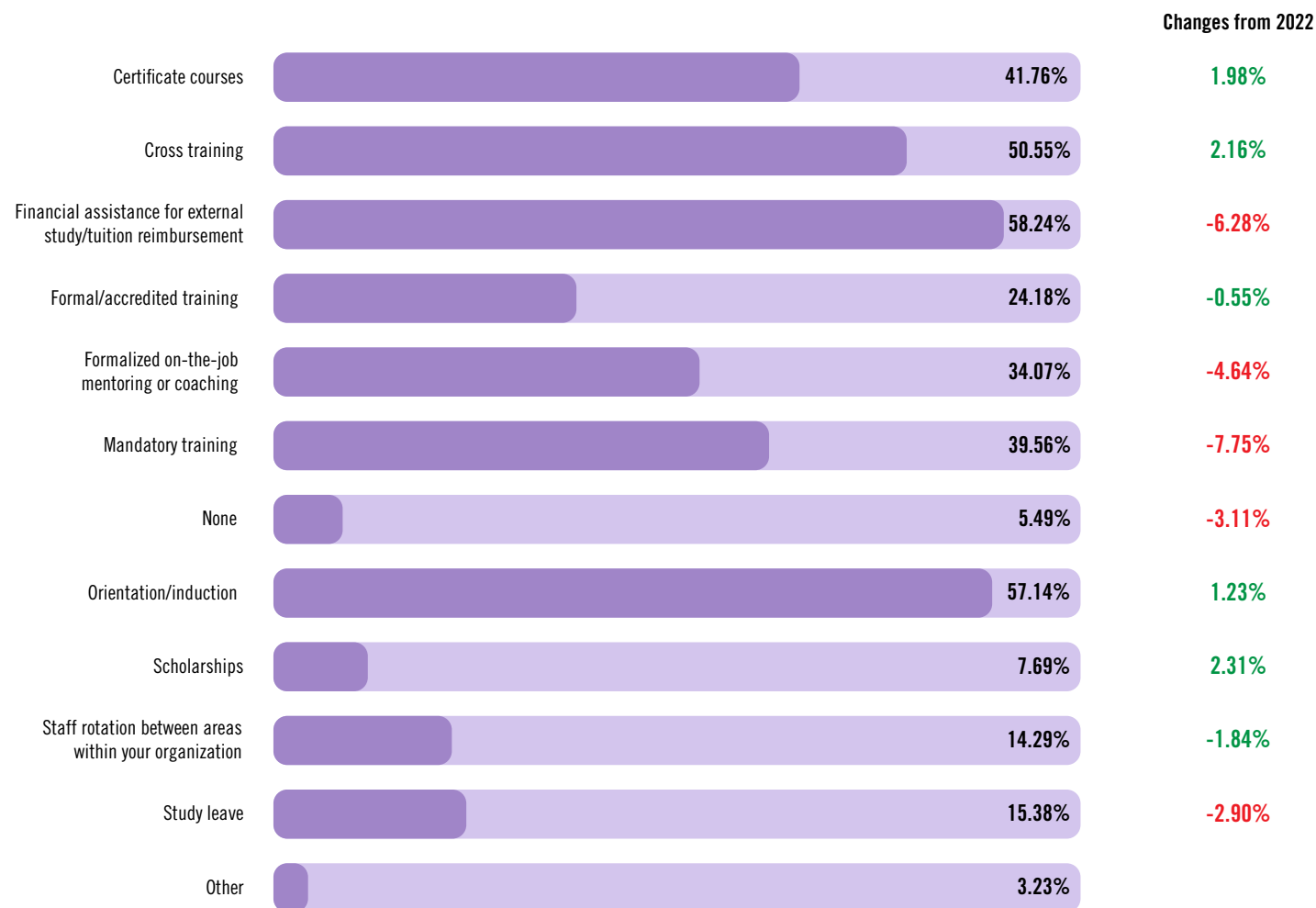
A company’s culture can profoundly impact its ability to attract and retain talent. Company culture includes the values and beliefs that influence how a company operates. Canadian companies across the Agriculture and Food space have noted various tactics to improve their company culture. Employers stated that the most common tactics were providing an opportunity for employees to use their skills and abilities, and facilitating relationships with coworkers. Employees can feel empowered and confident in their roles, creating a more positive work environment.

DIAGRAM 2.10 | TOP TEN METHODS TO IMPROVE CULTURE



* Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.

DIAGRAM 2.11 | STAFF DEVELOPMENT AND TRAINING METHODS



* Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.

FLEXIBLE STAFFING

FLEXIBLE WORK ARRANGEMENTS

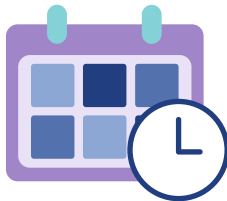
Flexible work arrangements can come in many different forms. Hybrid work arrangements remain common and are offered by 56.04% of employers. Flexibility in schedule also remained a viable option, as reported by 40.66%, but there was decrease of 9.88% compared to 2022. Due to the nature of the Agriculture and Food industries, many still need to offer flexible work arrangements.

DIAGRAM 2.12 | MOST COMMON FLEXIBLE WORK ARRANGEMENTS



Hybrid (work from home and onsite)

56.04%
7.65%



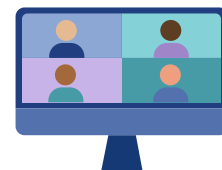
Flexibility in schedule

40.66%
-9.88%



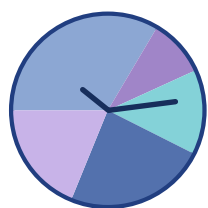
Core hours, with flexibility outside of those core hours

36.26%
2.93%



Remote (regularly work from home)

25.27%
4.84%



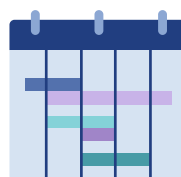
Do not commonly offer flexible work arrangements

21.98%
0.47%



Part-time or reduced schedule

16.48%
-6.10%



Compressed work week

12.09%
3.49%



Job sharing

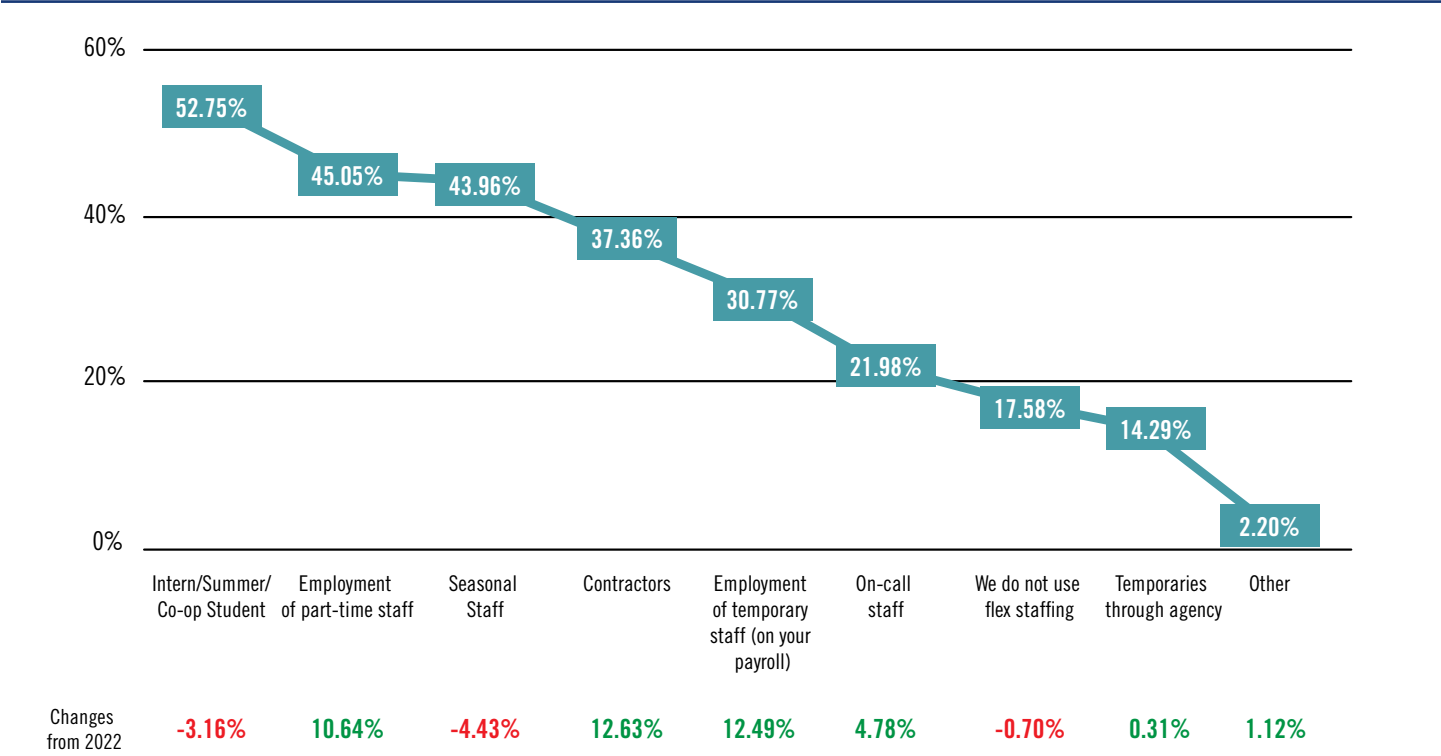
1.10%
-4.28%

**Percentages do not total 100%; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.*

STAFFING SOLUTIONS

Like in 2022, utilizing intern and co-op students is reported to be a top method for Agriculture and Food companies across Canada, according to 52.75%. This tactic can also be an excellent resource for companies not just wanting to fill immediate staffing needs but can also build a talent pipeline for their organization. In this same manner, companies also used employment of part-time staff (45.05%), and seasonal staff (43.96%) to meet staffing challenges. There was a noticeable increase in companies using part-time staff, contractors, and temporary staff, suggesting employers are more creative in filling staffing needs. Within the next twelve months, most companies noted they do not anticipate an increase or decrease in staffing demand, signaling they expect current business challenges to remain (65.93%). There were also 25.27% of companies that anticipate an increase in additional staffing in the next twelve months.

DIAGRAM 2.13 | STAFFING SOLUTIONS



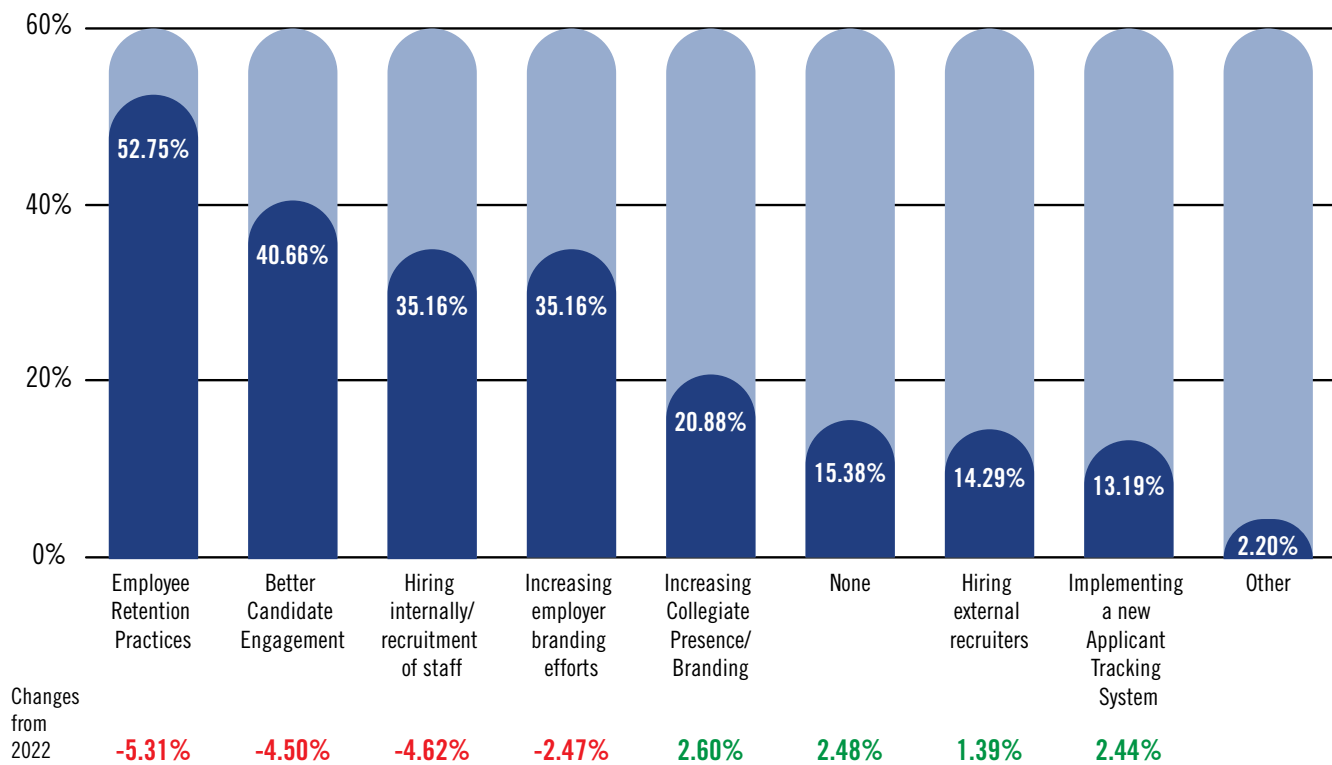
* Percentages do not total 100%; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.

RECRUITMENT PRACTICES

Employee recruitment has been a significant focus of Agriculture and Food employers. Filling your organization’s critical workforce needs can start with sound recruitment practices. Retention practices were a focus for (52.75%) of employers. This process can begin with determining turnover patterns of employees and how to best retain those most likely to leave. Better candidate engagement was also essential for 40.66% of employers. Candidate engagement begins way before your company contacts an employee and continues throughout the hiring process. Focusing on the hiring of internal staff (35.16%) and increasing employer branding efforts (35.16%) were also noted by employers. Recruitment efforts must be focused on the complete recruitment process to attract and retain candidates throughout the interview and hiring process. Because the competition for talent is intense, companies need to review all recruitment practices to ensure their company can shine throughout the entire recruitment process.



DIAGRAM 2.14 | RECRUITMENT FOCUS FOR UPCOMING YEAR



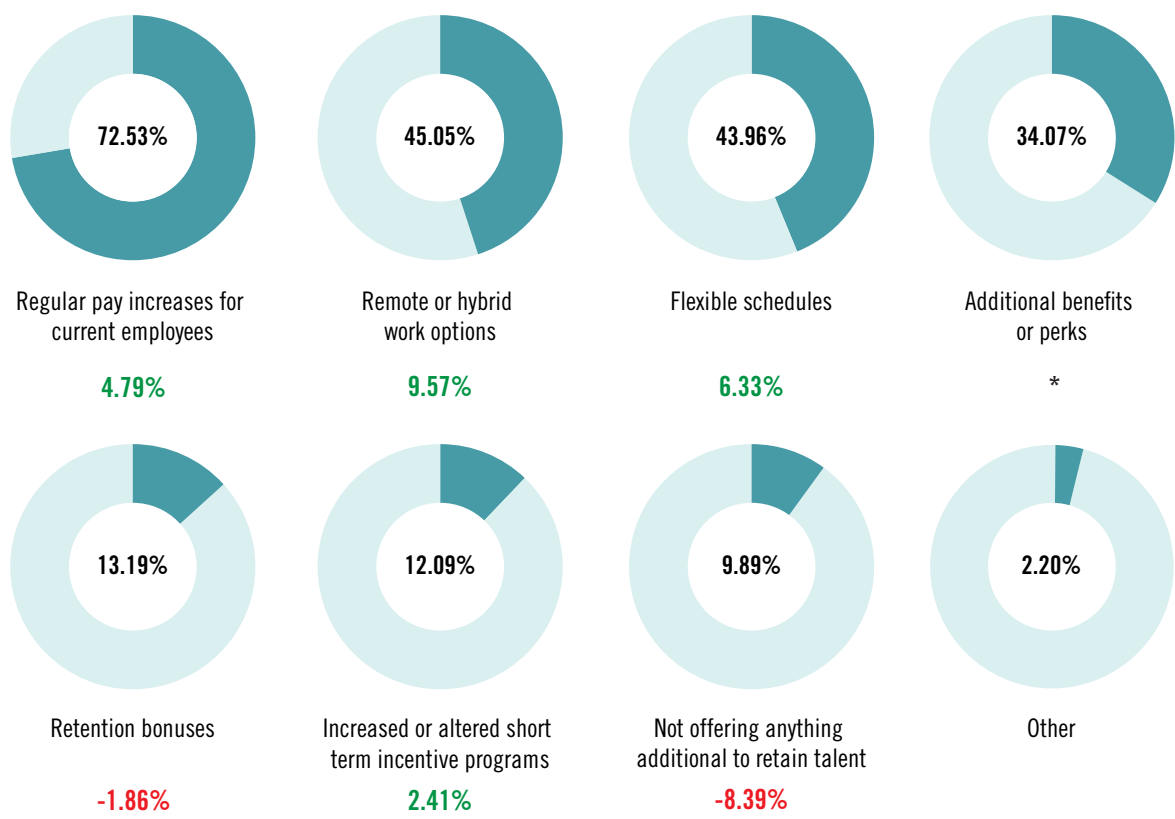
*Percentages do not total 100%; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.

RETAINING TALENT

While there are various methods that employers can use to retain talent, regular pay increases for current employees are the top method applied in 2023. More employers have reported offering remote or hybrid work options as well as employees flexible work schedules this year. With an increase in flexibility and remote/hybrid schedules, it remains that flexibility is still very important to employees. This year, fewer employers also noted they are not offering anything additional to retain talent, indicating a larger focus on how employers can best retain the talent they have.



DIAGRAM 2.15 | TALENT RETENTION STRATEGIES



**AgCareers.com added the option of perks and benefits this year. * Percentages do not total 100%; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.*

MOTIVATION TACTICS

Employee retention can also come through keeping employees productive and challenged. Many employers this year turned to monetary items of bonuses and remuneration to keep staff motivated and challenged in their roles. Training and development were also a top tactic utilized by employers (53.85%). Employees want to feel that their current position is helping them to grow in their skill level, and additional training and development is a way to boost the confidence and commitment of an employee. Remuneration or compensation components were also cited as a top way to keep employees closely engaged. Employers can combine and utilize various methods to keep employees actively engaged. Additional ideas are listed below.



DIAGRAM 2.16 | FACTORS FOR KEEPING STAFF MOTIVATED AND CHALLENGED



Bonus

61.54%

-7.28%



Remuneration

53.85%

10.84%



Training and
Development

53.85%

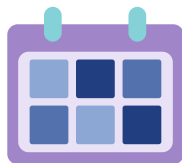
-3.14%



Promotion

39.56%

3.00%



Succession/
Career Planning

32.97%

-5.74%



Employee Recognition
Programs

29.67%

0.64%



Additional
Benefits

21.98%

-9.20%



None

3.30%

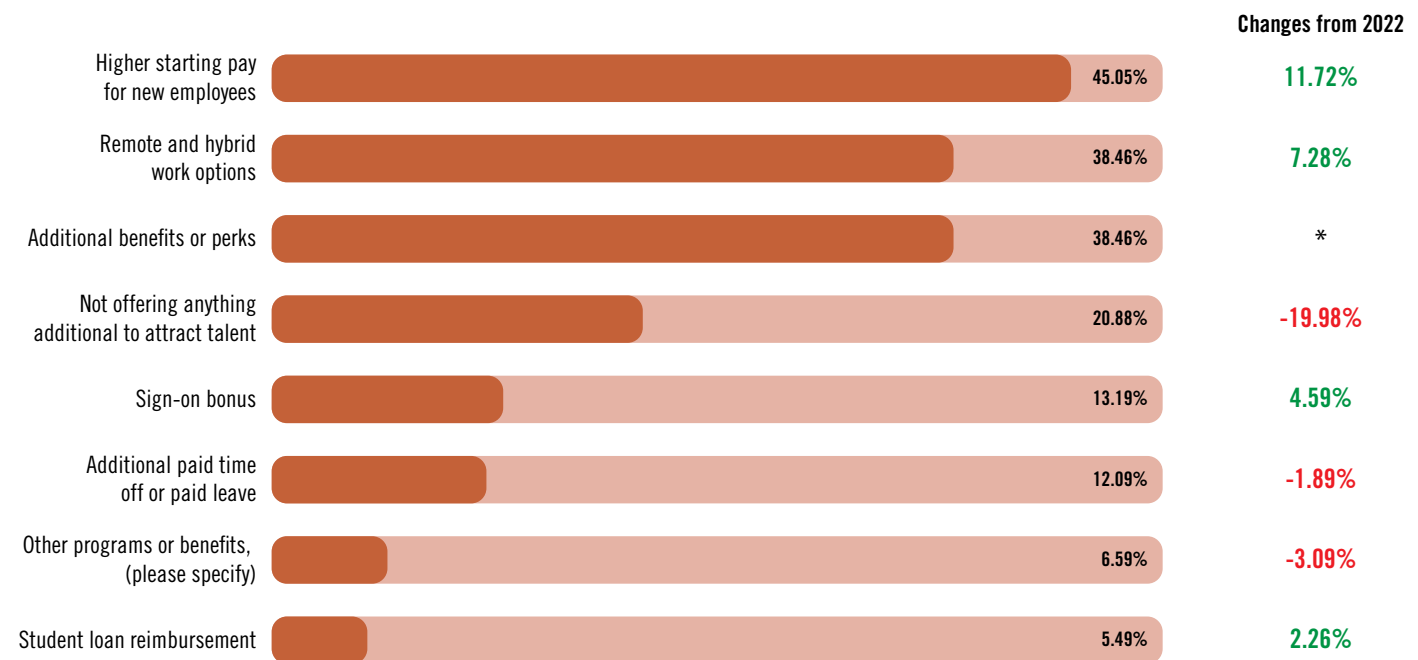
-3.15%

** Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.*

ATTRACTING NEW TALENT

Aside from retaining talent, companies also focused on attracting the best new talent. Participating companies noted that offering higher starting pay for new employees (45.05%), remote and hybrid work options, and additional benefits or perks (both 38.46%) were the top picks. There was a substantial decrease in the percentage of companies who noted they are not offering anything additional, suggesting that more companies are implementing various tactics to attract new talent. No matter the tactic your organization chooses, these can quickly differentiate your organization from others.

DIAGRAM 2.17 | METHODS TO ATTRACT TALENT



*Additional benefits and perks was added in 2023.

*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.

REACHING PROSPECTIVE APPLICANTS

Given the competitive nature of today's recruiting environment, employers may get more return on investment from tapping into better sources of applicants. The top methods to reach prospective applicants were noted as employee referrals and networks. Implementing an employee referral program may incentivize employees to refer applicants to your organization. Online job boards such as [AgCareers.com](https://www.agcareers.com) can also help reach applicants from a niche perspective, saving your company time and energy. Being successful can also mean tracking where successful applicants come from within your own organization and pursuing those avenues.

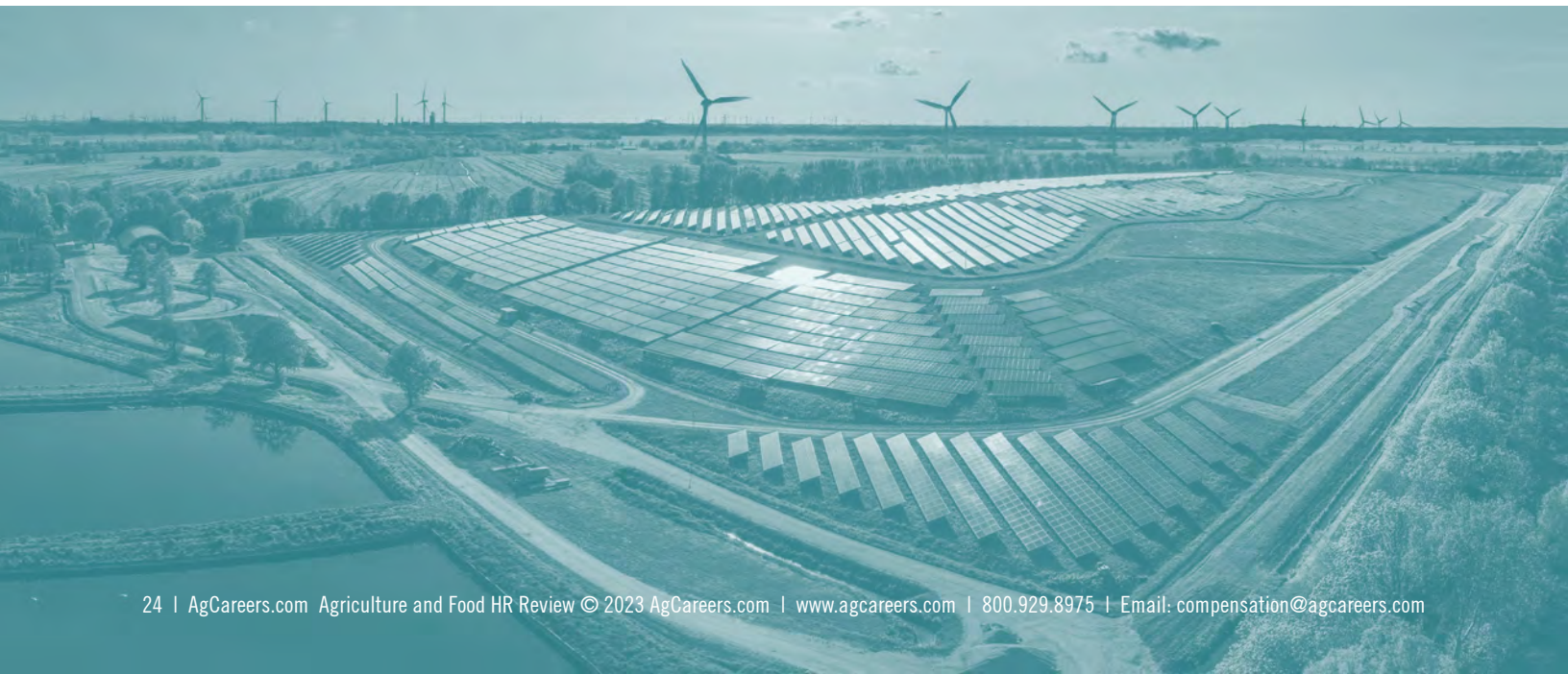
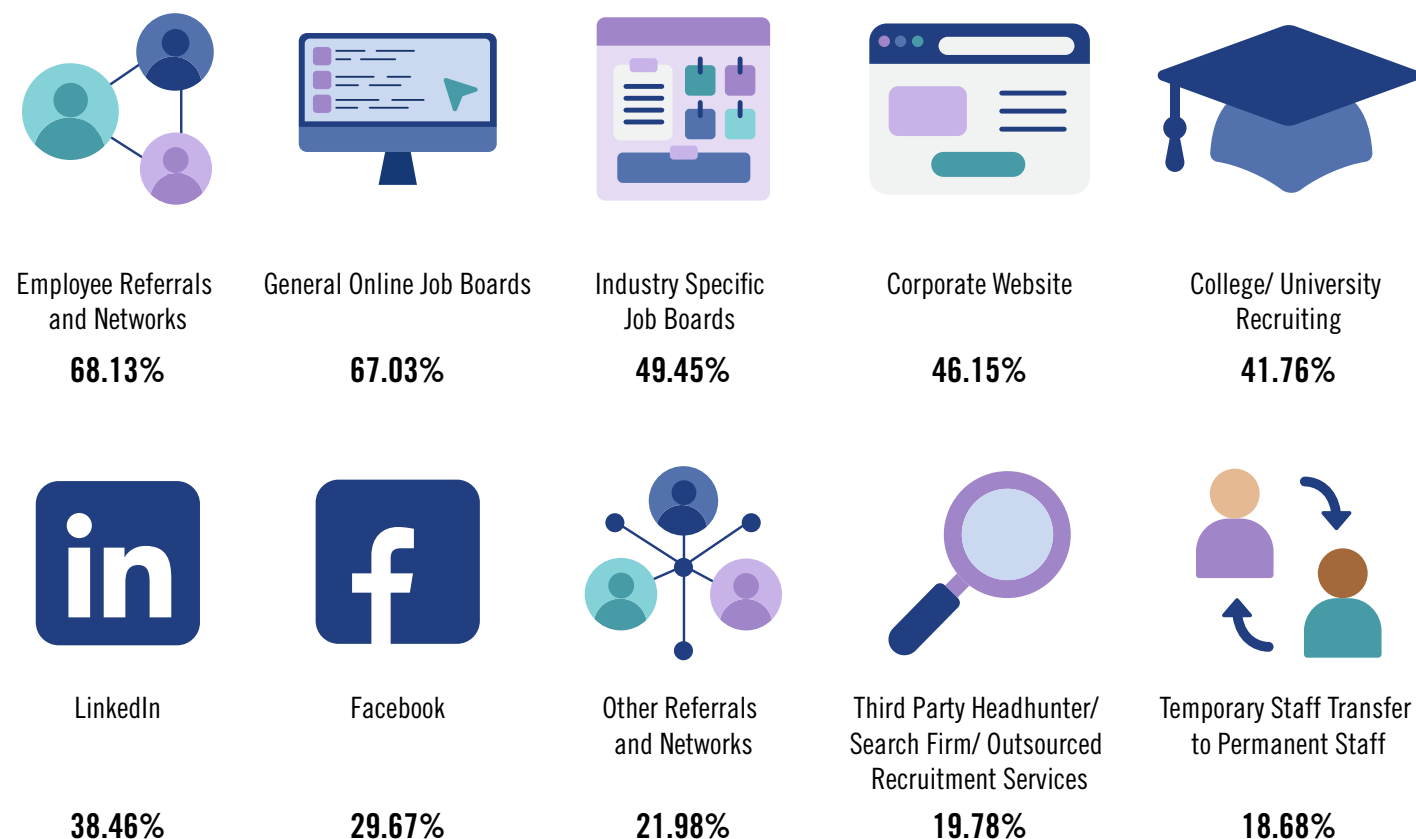


DIAGRAM 2.18 | TOP TEN EFFECTIVE MEANS OF REACHING APPLICANTS

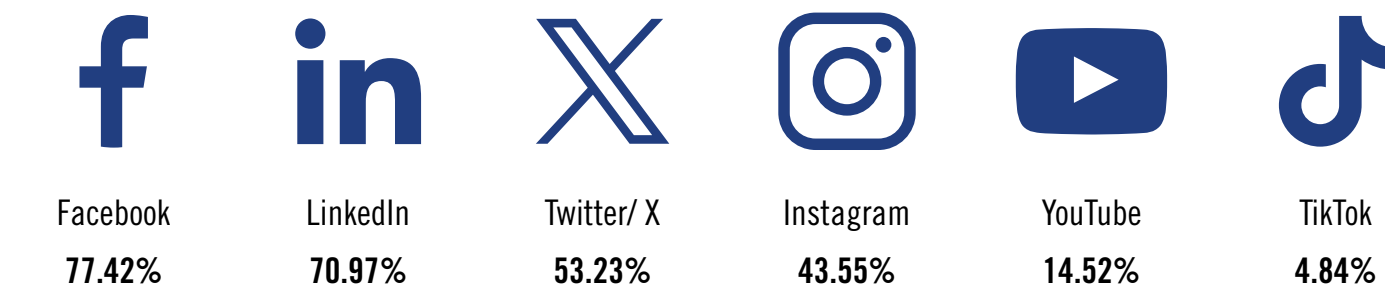


* Percentages do not total 100%; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.

SOCIAL MEDIA

Social media continues to be a popular method to support recruitment efforts, as 68.13% of companies reported. Facebook was the most common social media site for recruitment (77.42%), followed closely by LinkedIn (70.97%). Social media can provide quick information about your organization to potential applicants and help them get a feel for your organization's culture. Diagram 2.19 displays the most popular social media tools utilized by participants.

DIAGRAM 2.19 | SOCIAL MEDIA



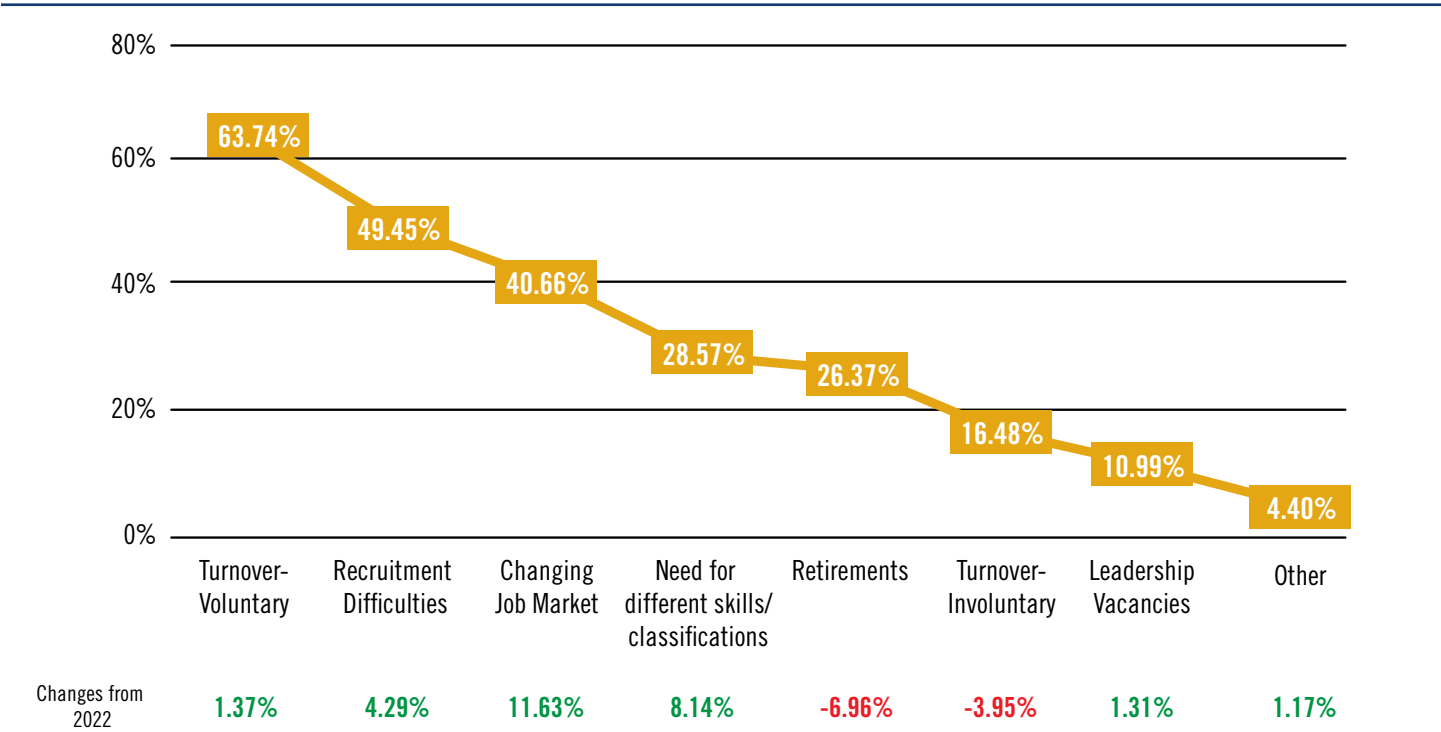
* 1.16% said "Other"

* Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.

ORGANIZATION PLANNING NEEDS

A variety of needs can influence workforce planning strategies. Again, this year, companies noted that voluntary turnover (63.74%) mainly impacted workforce planning within their organization. This year, Canadian companies also reported the changing job market became a more predominant factor as well as companies searching for different skills and classifications of workers. The retirement of employees was also noted to not play as active of a role in a company’s workforce plan as more employees continue to work due to the economic landscape. Several employers also noted employer-specific difficulties attributed to their recruiting difficulties, such as company location, pay, and employee motivation.

DIAGRAM 2.20 | FACTORS IMPACTING WORKFORCE PLANNING

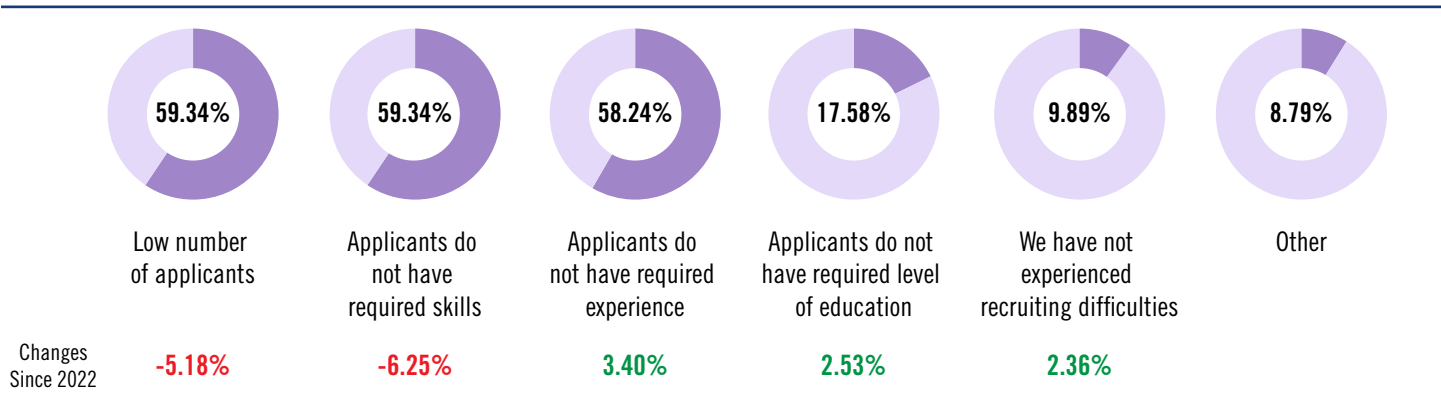


* Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.

RECRUITING DIFFICULTIES

In 2023, as the labour market has eased slightly, Agriculture and Food employers across Canada continue to experience a low number of applicants and have problems recruiting employees with the necessary skills and experience, which can be vital to an employee’s success in a particular role. Low numbers of applicants and candidates lacking the required skills remain the most problematic for employers, although there was a slight decrease in the percentage.

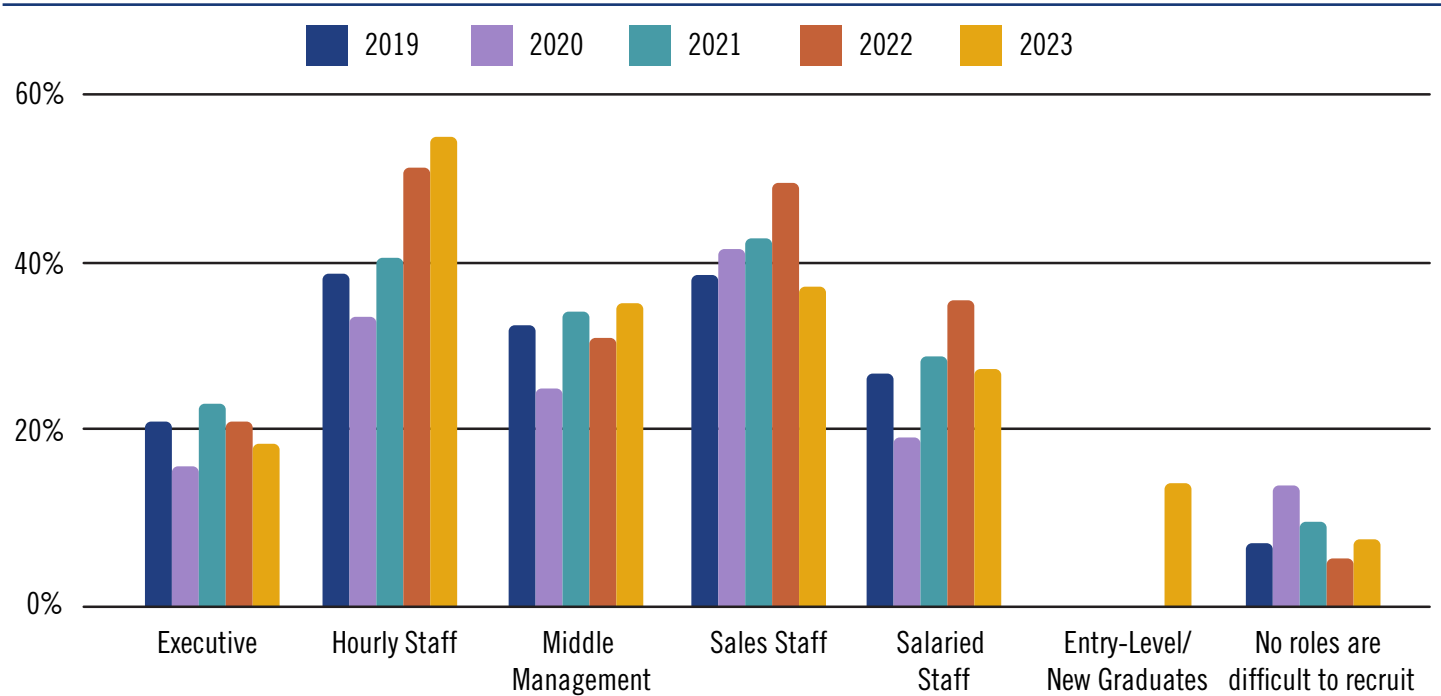
DIAGRAM 2.21 | REASONS FOR RECRUITING DIFFICULTY



* Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.

Each year AgCareers.com asks participants to indicate which roles they are having difficulty filling. Once again, in 2023, hourly staff were listed as the most challenging level of employee to recruit.

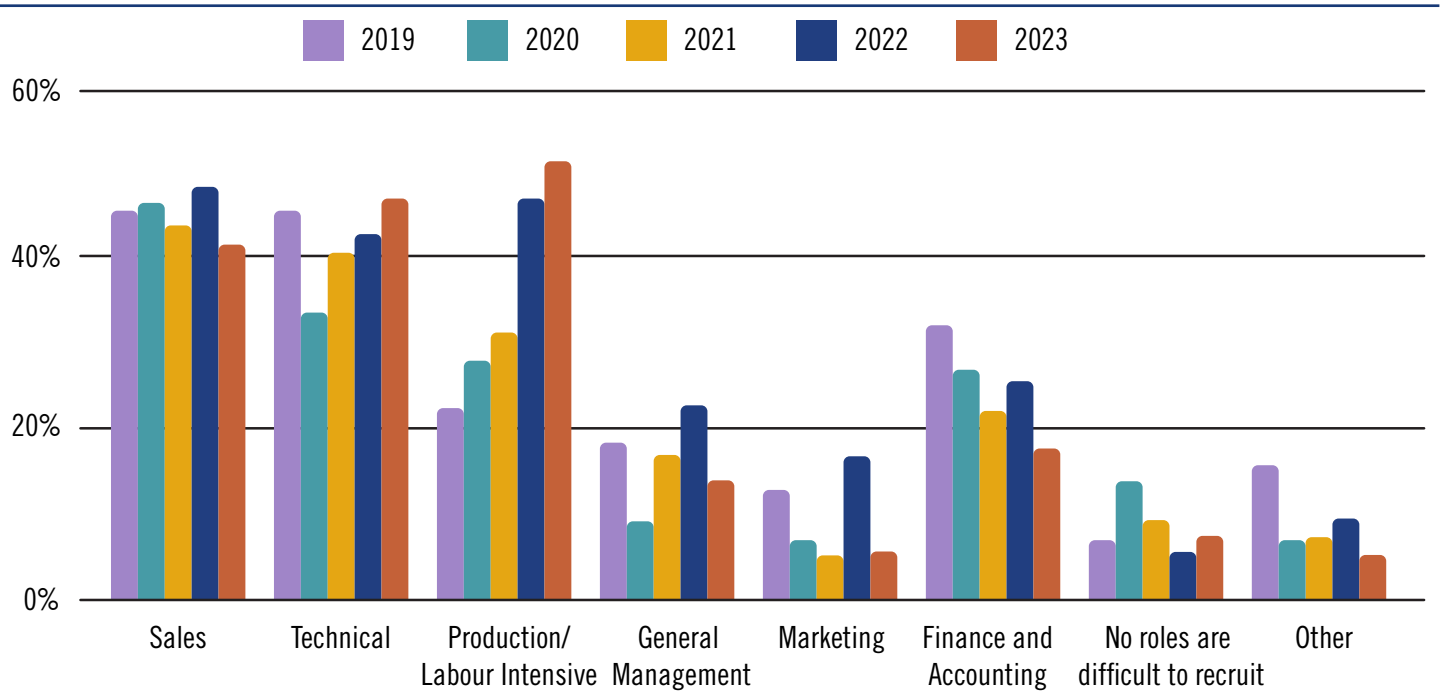
DIAGRAM 2.22 | LEVEL OF ROLES THAT ARE DIFFICULT TO RECRUIT



* Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents. ** Entry-level/new graduates was a new option added to the 2022-2023 Agriculture and Food HR Review.

Similarly to the level of role, it was also asked which type was most difficult to fill. In 2023, production and labour-intensive roles were noted as the most difficult type of role to recruit, in contrast to sales roles in the previous three years. As compared to 2022, nearly every level but production and labour-intensive roles experienced a decrease in difficulty.

DIAGRAM 2.23 | TYPES OF ROLES THAT ARE DIFFICULT TO RECRUIT



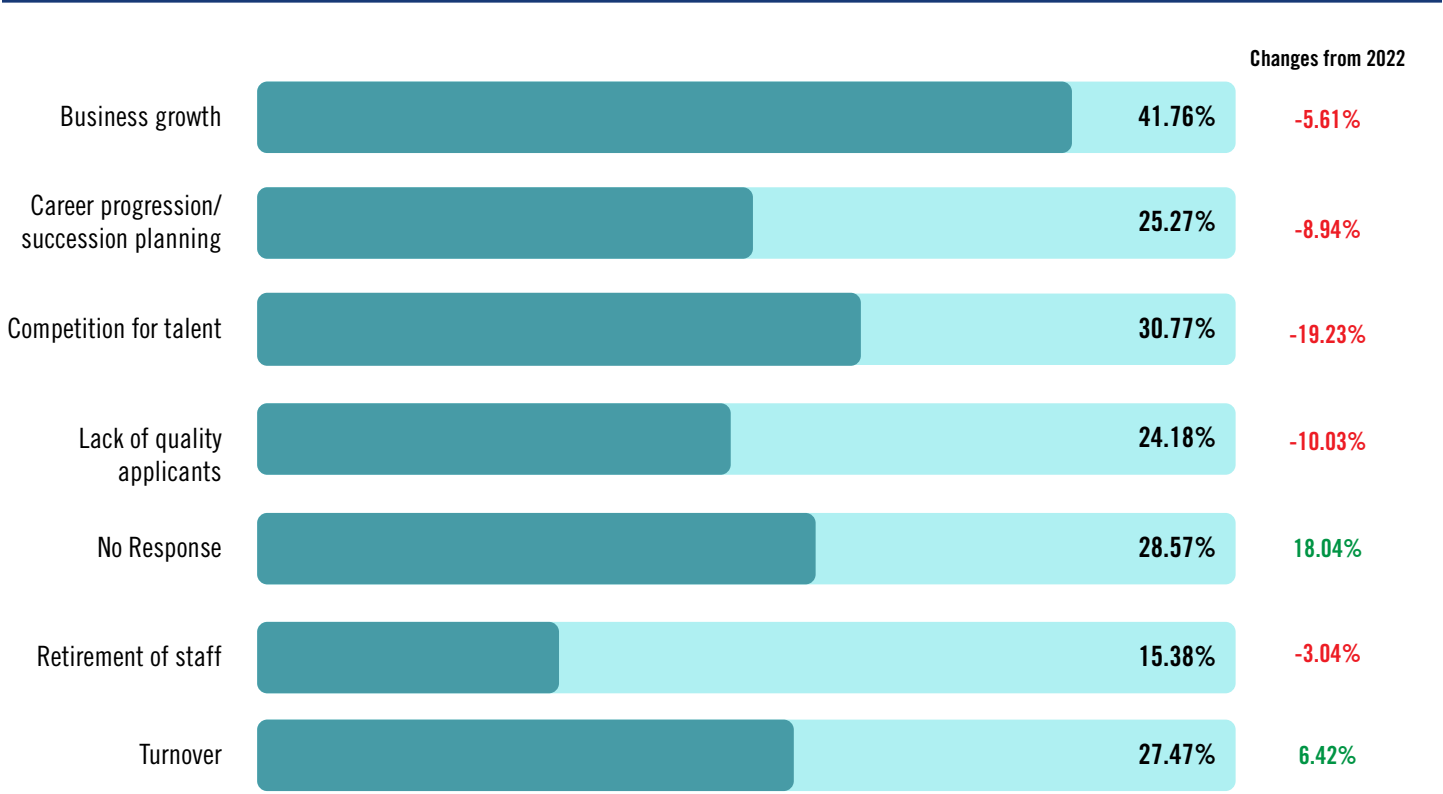
* Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents. **Previously noted as hourly roles.

Employers also noted that sales and technical roles were challenging to fill. There are many options that employers can explore to fill open positions. Many companies will look to the utilization of company websites and social media outlets, which allow potential applicants to learn more about an organization and decide if they would like to apply. Companies can also utilize current employees for referrals. Given the lean staffing within many organizations, there is also a possibility to reach out to third-party organizations such as [DeLacy Recruitment Executive](#) to fill difficult-to-find positions like sales and technical roles up to executive level positions.

NEW GRADUATE RECRUITING

New graduates can be an excellent asset for companies. New graduates often bring enthusiasm and fresh ideas to an organization. Within the next twelve months, 39.56% of companies plan to do more graduate recruitment. Competition for talent once again has prompted companies to pursue new graduates as well as anticipated business growth.

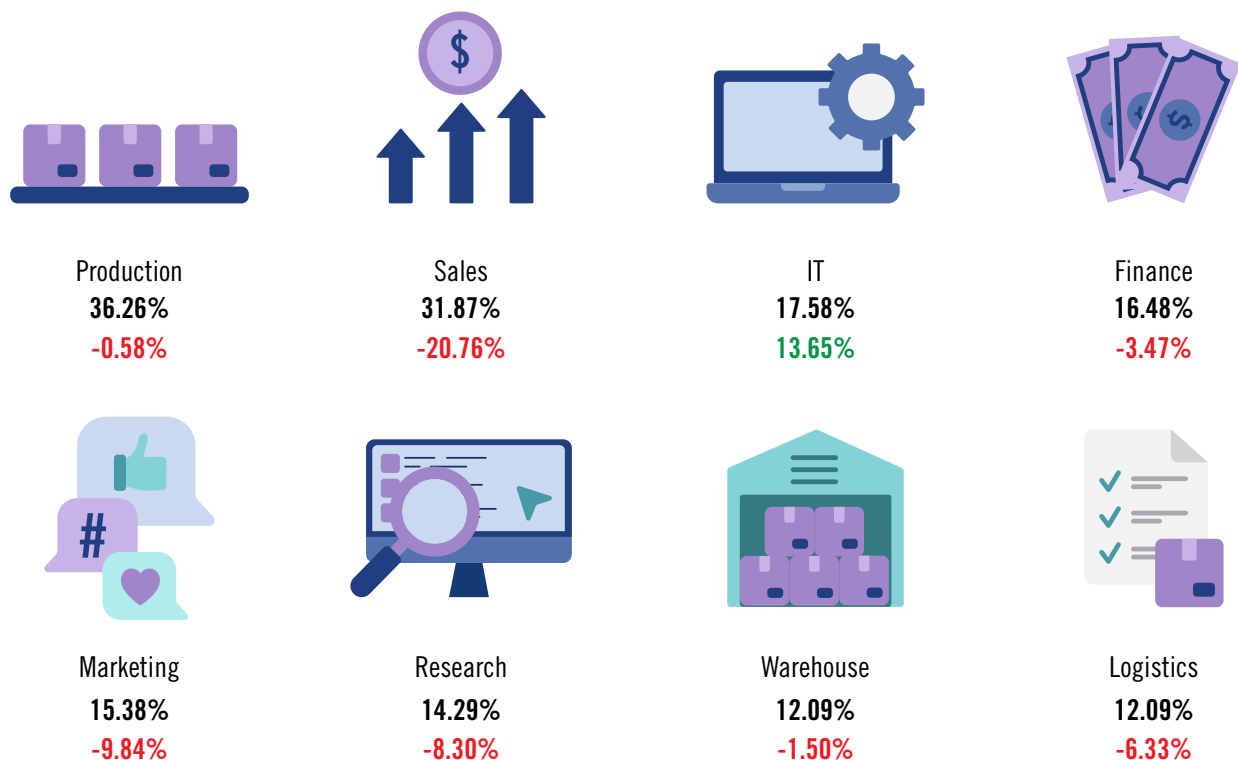
DIAGRAM 2.24 | REASON FOR GRADUATE RECRUITMENT



* Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.

Across Canada, companies are looking for employees who hold a high school (64.84%) or university degree (both 63.74 %). A college diploma was also a noted degree by 56.04%, and certifications by 29.67%. Companies reported they most commonly look to new graduates to fill sales positions.

DIAGRAM 2.25 | TOP AREAS NEW GRADUATES EXPECTED TO FILL IN NEXT YEAR

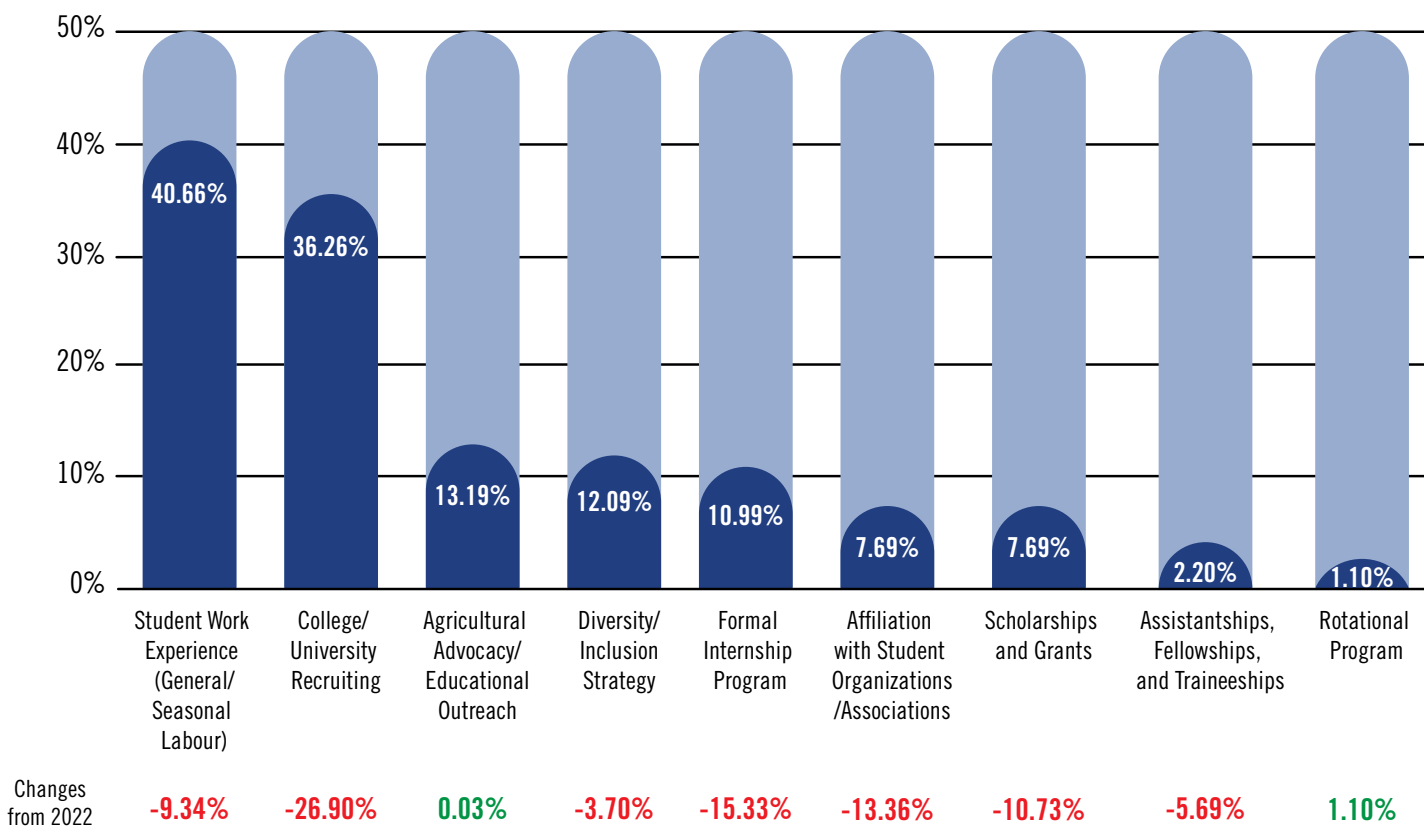


* 24.18% had no response, 18.04% change from 2022

*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.

To attract new graduates, employers may use a variety of methods. Recruiting from candidates with student work experience is a top choice for employers, followed by college and university recruiting. If your company wants to take its new graduate recruitment to the next level, these areas are great places to connect with students and build a strong pipeline of available talent. To aid companies in understanding the full effectiveness of their internship program, AgCareers.com offers an [Internship Benchmark Survey](#). This can be a powerful tool for companies to allow them to get the most out of their internship program.

DIAGRAM 2.26 | METHODS TO ATTRACT NEW GRADUATES



* 38.46% had no response, 20.04% change from 2022
* Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated by dividing the number of responses by respondents.

FINAL THOUGHTS

Human resource professionals in the Agriculture and Food industry continuously strive to attract and retain the best talent. While in recent years, many professionals have focused on hiring and competing for talent, companies must focus on retaining the talent they have. While various retention strategies successfully keep the best staff, many companies have utilized salary and flexible work arrangements while also providing opportunities for employees to apply their skills and abilities. At AgCareers.com, we hope the information contained in this report allows for sound decision-making across the industry so that we may collectively retain an elite workforce.



90 Woodlawn Road W.

Guelph, ON N1H 1B2

agcareers@agcareers.com

www.AgCareers.com

